



# **UMKHANYAKUDE DISTRICT MUNICIPALITY**

## **FINAL INTEGRATED DEVELOPMENT PLAN REVIEW**

**5<sup>th</sup> GENERATION: 2024/2025**



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## LIST OF ABBREVIATIONS

|                 |                                                              |
|-----------------|--------------------------------------------------------------|
| <b>BTO</b>      | <b>Budget and Treasury Office</b>                            |
| CDW             | Community Development Worker                                 |
| <b>CBO</b>      | <b>Community Based Organisation</b>                          |
| CFO             | Chief Financial Officer                                      |
| <b>DBSA</b>     | <b>Development Bank of South Africa</b>                      |
| COGTA           | Department of Cooperative Government and Traditional Affairs |
| <b>COVID-19</b> | <b>Coronavirus</b>                                           |
| DAFF            | Department of Water Affairs Forestry and Fisheries           |
| <b>EHP</b>      | <b>Environmental Health Practitioner</b>                     |
| EIA             | Environmental Impact Assessment                              |
| <b>EPWP</b>     | <b>Extended Public Works Programme</b>                       |
| HDI             | Human Development Index                                      |
| <b>HRD</b>      | <b>Huma Resources Development Strategy</b>                   |
| IDP             | Integrated Development Planning                              |
| <b>IGR</b>      | <b>Intergovernmental Relations</b>                           |
| IWMP            | Integrated Waste Management Plan                             |
| <b>KPA</b>      | <b>Key Performance Area</b>                                  |
| LED             | Local Economic Development                                   |
| <b>LOS</b>      | <b>Level of Service</b>                                      |
| LUM             | Land Use Management                                          |
| <b>MFMA</b>     | <b>Municipal Finance Management Act</b>                      |
| MIG             | Municipal Infrastructure Grant                               |
| <b>MSA</b>      | <b>Municipal Systems Act</b>                                 |
| MTAS            | Municipal Turnaround Strategy                                |
| <b>NEMA</b>     | <b>National Environmental Management Act</b>                 |

|              |                                                        |
|--------------|--------------------------------------------------------|
| NPO          | Non-Profit Organization                                |
| <b>NSDP</b>  | <b>National Spatial Development Perspective</b>        |
| PAIA         | Promotion of Access to Information Act                 |
| <b>PCRD</b>  | <b>Project for Conflict Resolution and Development</b> |
| PGDS         | Provincial Growth and Development Strategy             |
| <b>PMS</b>   | <b>Performance Management System</b>                   |
| PMU          | Project Management Unit                                |
| <b>RSS</b>   | <b>Rapid Services Survey</b>                           |
| SCM          | Supply Chain Management                                |
| <b>SDBIP</b> | <b>Service Delivery Budget and Implementation Plan</b> |
| SDF          | Spatial Development Framework                          |
| <b>SEA</b>   | <b>Strategic Environmental Assessment</b>              |
| STATSSA      | Statistical Services of South Africa                   |
| <b>VCT</b>   | <b>Voluntary Counselling and Testing</b>               |
| WPLG         | White Paper on Local Government                        |
| <b>WSA</b>   | <b>Water Services Authority</b>                        |
| WSDP         | Water Service Delivery Plan                            |

## **MAYOR'S FOREWORD**

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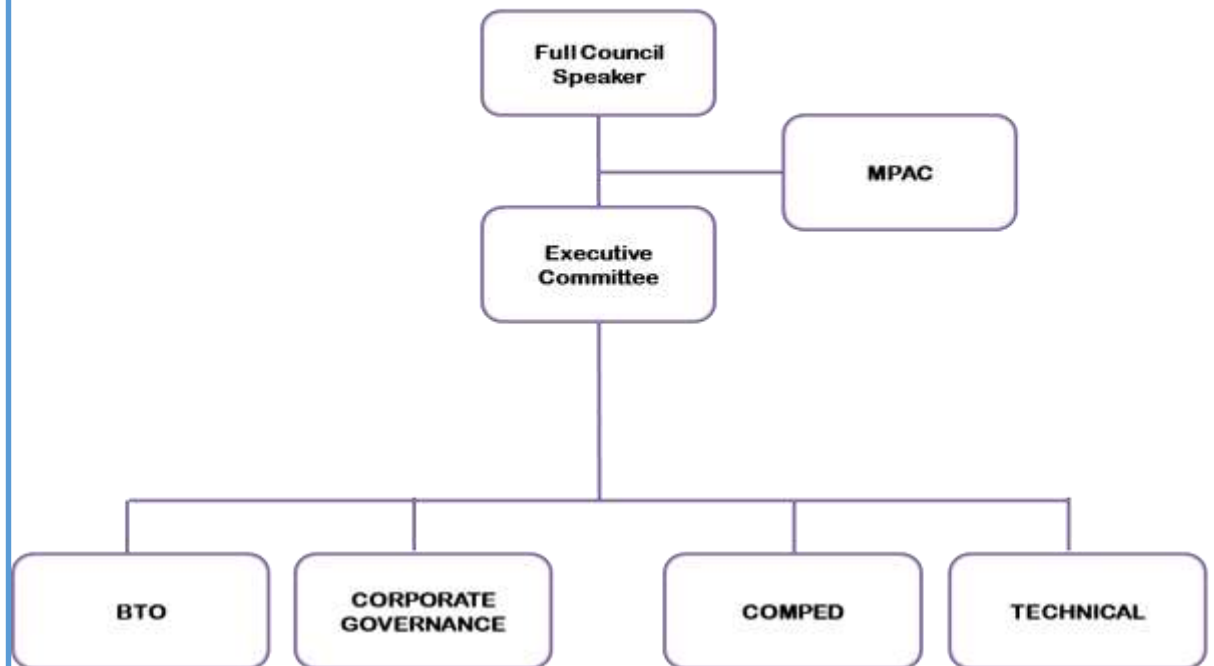
CLLR S. F. Mdaka

**HIS WORSHIP THE MAYOR - UMKHANYAKUDE DISTRICT MUNICIPALITY**

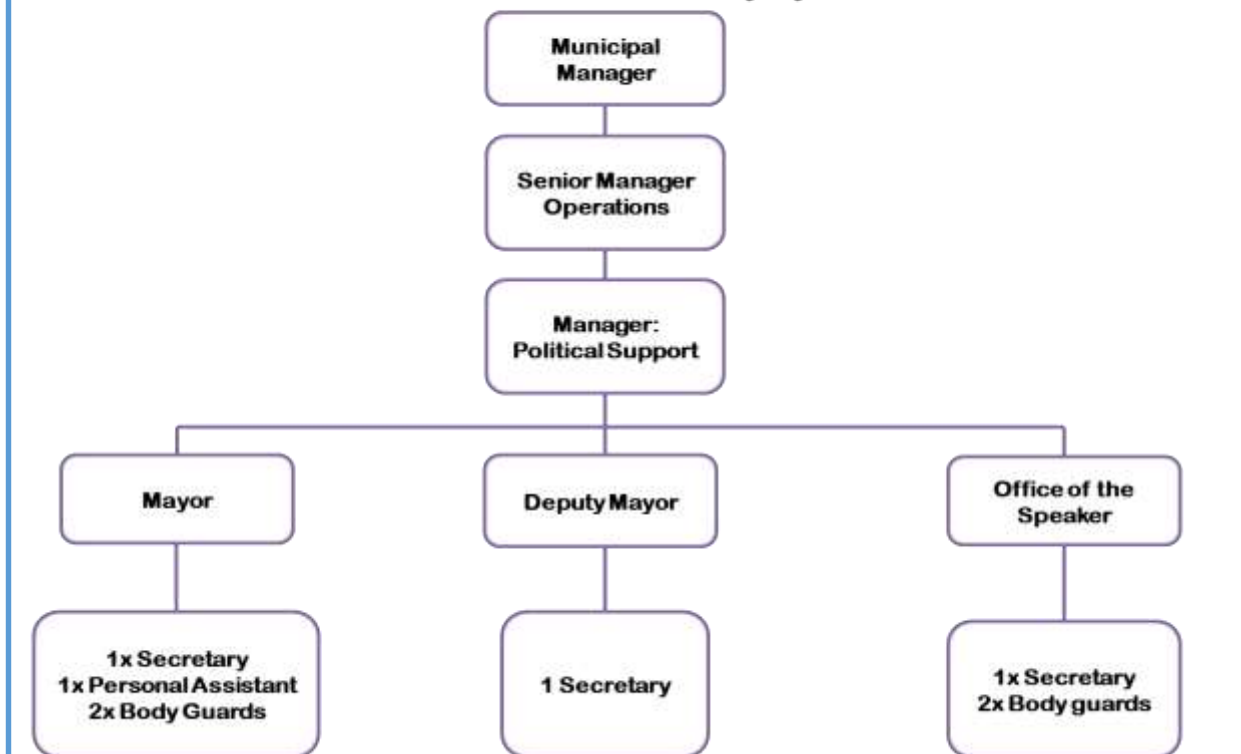
## COUNCILLORS AND TRADITIONAL LEADERS SERVING IN THE DISTRICT MUNICIPALITY

| NO.                                                 | INITIALS AND SURNAME  | POSITION        |
|-----------------------------------------------------|-----------------------|-----------------|
| 1.                                                  | Cllr S.F. Mdaka       | Mayor           |
| 2.                                                  | Cllr T.M. Sibiya      | Deputy Mayor    |
| 3.                                                  | Cllr T. S. Mkhombo    | Speaker         |
| 4.                                                  | Cllr M.Z. Nyawo       | ExCo Member     |
| 5.                                                  | Cllr P.B. Madlopha    | ExCo Member     |
| 6.                                                  | Cllr G. P. Moodley    | ExCo Member     |
| 7.                                                  | Cllr M.C. Zungu       | ExCo Member     |
| 8.                                                  | Cllr B. S. Mthembu    | ExCo Member     |
| 9.                                                  | Cllr S.R. Khumalo     | Whip of Council |
| 10.                                                 | Cllr D.A. Ncube       | Council Member  |
| 11.                                                 | Cllr M.S. Ngcobo      | Council Member  |
| 12.                                                 | Cllr N.S. Mthethwa    | Council Member  |
| 13.                                                 | Cllr N. Mlambo        | Council Member  |
| 14.                                                 | Cllr H.S. Ndlovu      | Council Member  |
| 15.                                                 | Cllr M.E. Ndlela      | Council Member  |
| 16.                                                 | Cllr M.M. Mkhawamubi  | Council Member  |
| 17.                                                 | Cllr B.I. Zungu       | Council Member  |
| 18.                                                 | Cllr B.W. Shangase    | Council Member  |
| 19.                                                 | Cllr J.P. Msezane     | Council Member  |
| 20.                                                 | Cllr C.T Khumalo      | Council Member  |
| 21.                                                 | Cllr T.M. Malu        | Council Member  |
| 22.                                                 | Cllr N.S. Myeni       | Council Member  |
| 23.                                                 | Cllr S.W Nkonyane     | Council Member  |
| 24.                                                 | Cllr N.L. Gumbi       | Council Member  |
| 25.                                                 | Cllr T.Z. Nyawo       | Council Member  |
| 26.                                                 | Cllr L.M. Mkhwanazi   | Council Member  |
| 27.                                                 | Cllr M.A. Gina        | Council Member  |
| 28.                                                 | Cllr K.C. Mthembu     | Council Member  |
| 29.                                                 | Cllr T. Manzini       | Council Member  |
| 30.                                                 | Cllr M.Z. Mhlongo     | Council Member  |
| 31.                                                 | Cllr T.S. Khumalo     | Council Member  |
| 32.                                                 | Cllr T. N. Magagula   | Council Member  |
| 33.                                                 | Cllr J.M. Gumede      | Council Member  |
| 34.                                                 | Cllr N.S. Nzuza       | Council Member  |
| 35.                                                 | Cllr B. Mdluli        | Council Member  |
| <b>Representatives from the Traditional Council</b> |                       |                 |
| 36.                                                 | Inkosi Z.T. Gumede    | Council Member  |
| 37.                                                 | Inkosi K.T.H. Nxumalo | Council Member  |
| 38.                                                 | Inkosi N.I. Zikhali   | Council Member  |

# Council Structure



# Political Support



## **POWERS AND FUNCTIONS**

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

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

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

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

## **LIST OF BY-LAWS FOR UMKHANYAKUDE DM**

1. Fire
2. Public amenities
3. Parking
4. Standing rules
5. Pollution
6. Storm Water
7. Ponds
8. Street Trading
9. Roads
10. Tariffs
11. Transport
12. Water
13. Advertising
14. Animals
15. Beaches
16. Cemetery
17. Credit
18. Electricity
19. Encroach
20. Environmental

## **STRUCTURE OF THE DOCUMENT**

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

|                  |                                       |
|------------------|---------------------------------------|
| <b>SECTION A</b> | : EXECUTIVE SUMMARY                   |
| <b>SECTION B</b> | : PLANNING AND DEVELOPMENT PRINCIPLES |
| <b>SECTION C</b> | : SITUATIONAL ANALYSIS                |
| <b>SECTION D</b> | : DEVELOPMENT GOALS AND STRATEGIES    |
| <b>SECTION E</b> | : IMPLEMENTATION PLAN                 |
| <b>SECTION F</b> | : FINANCIAL PLAN                      |
| <b>SECTION G</b> | : ANNUAL OPERATIONAL PLAN - SDBIP     |
| <b>SECTION H</b> | : ORGANISATIONAL AND INDIVIDUAL PMS   |
| <b>SECTION I</b> | : PROJECTS                            |
| <b>SECTION J</b> | : ANNEXURES                           |
| <b>SECTION K</b> | : APPENDICES                          |



## 1. SECTION A: EXECUTIVE SUMMARY

### 1.1 District Overview

UMkhanyakude District Municipality is located in the far Northern region of KwaZulu-Natal Province in South Africa (**32,014489; -27,622242**). At 12 818 km<sup>2</sup> and with a population totalling 625,846, the District is the 2nd largest District in KwaZulu-Natal, in terms of size, behind its neighbouring District, Zululand District Municipality. UMkhanyakude District also has the World Heritage Site known as Isimangaliso Wetland Park which encompasses the entire coastline of more than 200 km. The Map below indicates the boundaries of the 4 local municipalities within the UMkhanyakude District and surrounding neighbourhoods. The District Municipality consists of the following municipalities:

#### 1.1.1 Local Municipalities within the District

- UMhlabuyalingana Municipality (KZ 271)
- Jozini Municipality (KZ 272)
- The Big 5 Hlabisa Municipality (KZ 276)
- Mtubatuba Municipality (KZ 275)

The District Municipality Office is located in Mkhuze and has:

- The Republic of Mozambique to the North
- The Indian Ocean to the East
- King Cetshwayo DM to the South (DC28)
- Zululand DM to the West (DC26)
- the Kingdom of eSwatini to the North- West

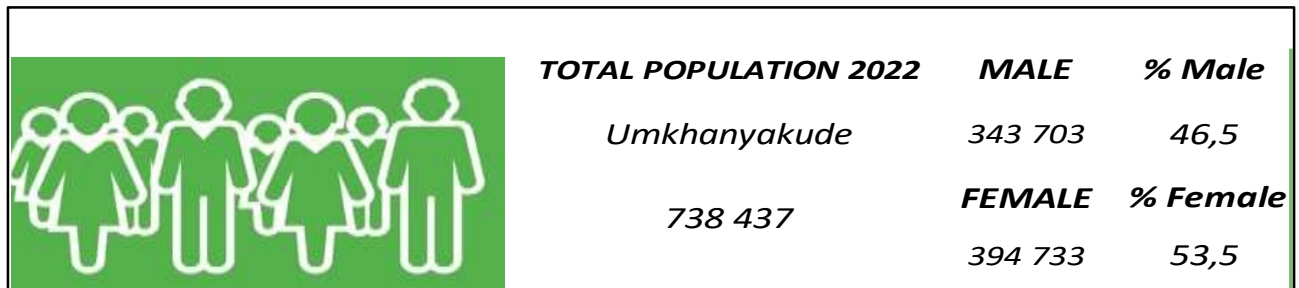


## 1.2 Brief Demographic Profile for uMkhanyakude Municipalities

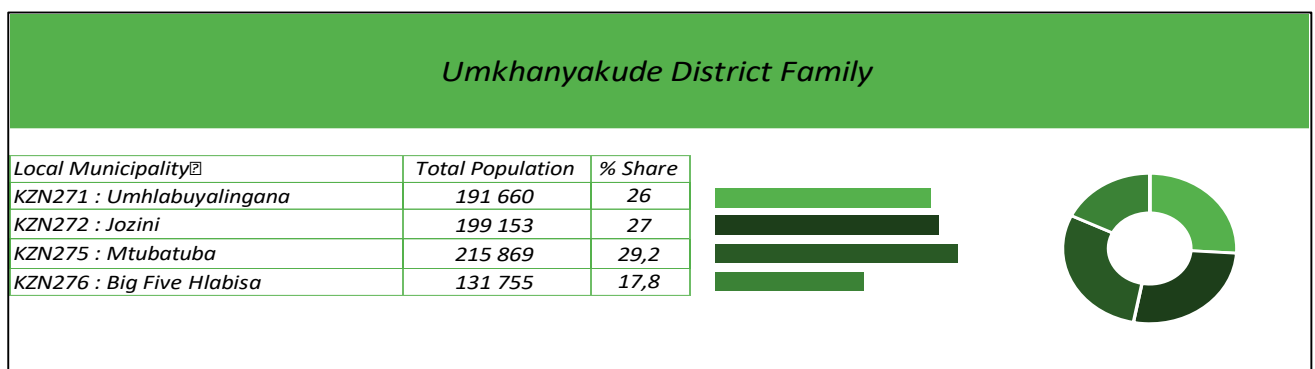
### The Population

Table 1: Population Figures - STATSSA 2022

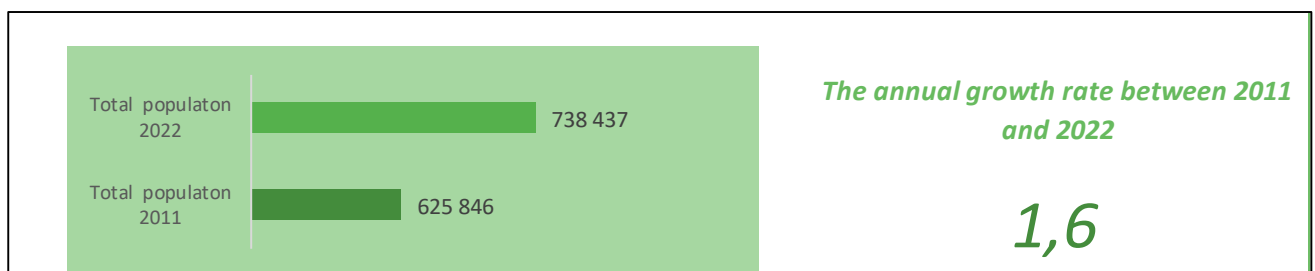
#### Umkhanyakude Total Population by Gender – Census 2022



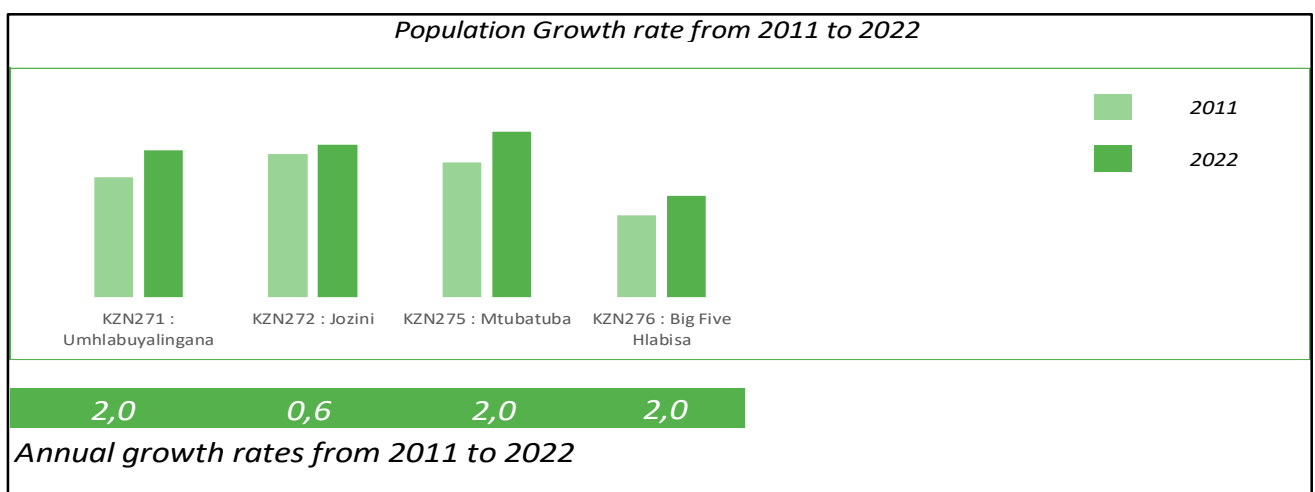
STATSSA 2022 Census



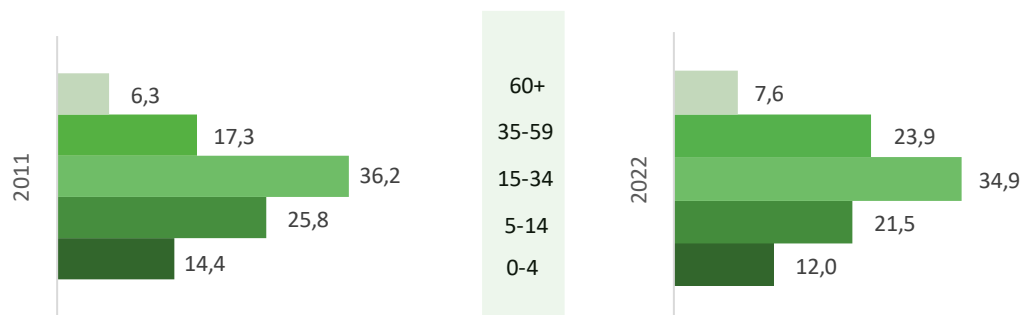
STATSSA 2022 Census



STATSSA 2022 Census



PERCENTAGE POPULATION BY BROAD AGE CATEGORIES (2011 AND 2022)



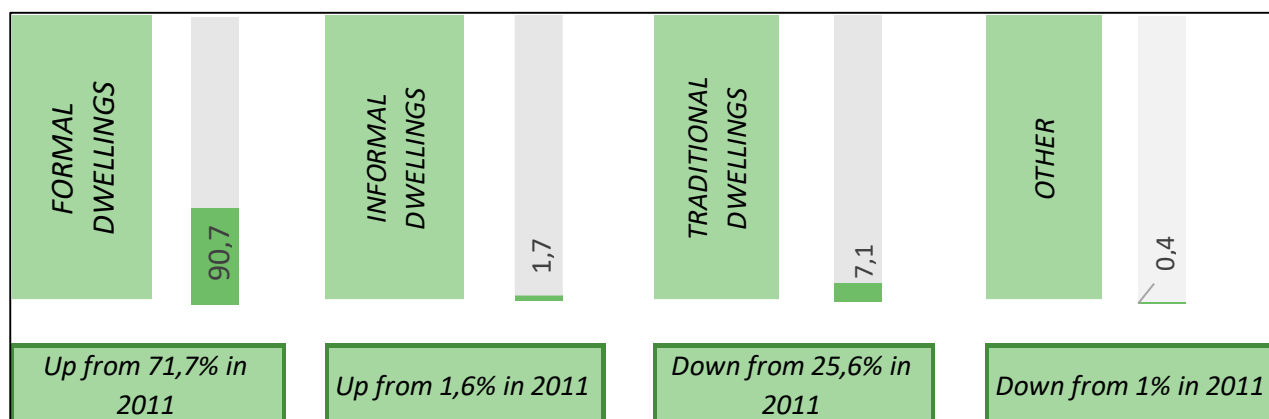
STATSSA 2022 Census

### Household Figures

| Municipality     | Household Size - 2022 | Household Size - 2011 | Ave / HH 2022 | Ave / HH 2011 | Wards | Traditional Councils |
|------------------|-----------------------|-----------------------|---------------|---------------|-------|----------------------|
| UMhlabuyalingana | 34 686                | 33 871                | 5,5           | 4,6           | 20    | 4                    |
| Jozini           | 35 824                | 38 849                | 5,6           | 4,8           | 23    | 7                    |
| Mtubatuba        | 35 421                | 34 905                | 6,1           | 5             | 23    | 1                    |
| Big 5 Hlabisa    | 23 136                | 20 587                | 5,7           | 5,2           | 14    | 6                    |
| UKDM             | 129 067               | 128 212               | 5,7           | 4,9           | 80    | 18                   |

STATSSA 2022 Census

### Types of Households



### 1.3 Economic Structure and Trends

The key economic structure and trends in the District can be summarised as follows:

- Small size of district economy in provincial comparative terms (e.g. less than 5% of the size of the eThekweni municipality in 2011)
- Gross Domestic Product for the District is as follows:

|      | Constant 2010 prices (R 1000)                |                  |           |           |                  |
|------|----------------------------------------------|------------------|-----------|-----------|------------------|
|      | uMkhanyakude                                 | uMhlabuyalingana | Jozini    | Mtubatuba | Big Five Hlabisa |
| 2008 | 9 541 751                                    | 1 899 415        | 1 737 515 | 3 827 303 | 2 077 519        |
| 2009 | 9 314 451                                    | 1 816 962        | 1 679 299 | 3 778 502 | 2 039 689        |
| 2010 | 9 395 617                                    | 1 790 535        | 1 691 627 | 3 850 687 | 2 062 768        |
| 2011 | 9 730 046                                    | 1 797 006        | 1 718 466 | 4 066 856 | 2 147 718        |
| 2012 | 9 871 520                                    | 1 809 628        | 1 732 103 | 4 145 875 | 2 183 915        |
| 2013 | 10 058 345                                   | 1 829 882        | 1 757 689 | 4 239 848 | 2 230 926        |
| 2014 | 10 333 459                                   | 1 859 367        | 1 797 397 | 4 377 851 | 2 298 844        |
| 2015 | 10 245 180                                   | 1 835 280        | 1 787 132 | 4 348 594 | 2 274 174        |
| 2016 | 10 121 052                                   | 1 816 936        | 1 775 631 | 4 291 633 | 2 236 852        |
| 2017 | 10 638 422                                   | 1 867 328        | 1 829 121 | 4 564 772 | 2 377 201        |
| 2018 | 10 714 674                                   | 1 878 991        | 1 838 737 | 4 605 695 | 2 391 251        |
|      | Average annual growth (Constant 2010 Prices) |                  |           |           |                  |
| 2008 | 3,1%                                         | 1,2%             | 1,7%      | 4,2%      | 4,1%             |
| 2009 | -2,4%                                        | -4,3%            | -3,4%     | -1,3%     | -1,8%            |
| 2010 | 0,9%                                         | -1,5%            | 0,7%      | 1,9%      | 1,1%             |
| 2011 | 3,6%                                         | 0,4%             | 1,6%      | 5,6%      | 4,1%             |
| 2012 | 1,5%                                         | 0,7%             | 0,8%      | 1,9%      | 1,7%             |
| 2013 | 1,9%                                         | 1,1%             | 1,5%      | 2,3%      | 2,2%             |
| 2014 | 2,7%                                         | 1,6%             | 2,3%      | 3,3%      | 3,0%             |
| 2015 | -0,9%                                        | -1,3%            | -0,6%     | -0,7%     | -1,1%            |
| 2016 | -1,2%                                        | -1,0%            | -0,6%     | -1,3%     | -1,6%            |
| 2017 | 5,1%                                         | 2,8%             | 3,0%      | 6,4%      | 6,3%             |
| 2018 | 0,7%                                         | 0,6%             | 0,5%      | 0,9%      | 0,6%             |

Source: KZN Department of Economic Development, Tourism and Environmental Affairs

Gross Value Add for uMkhanyakude District Municipality is as follows:

| GVA                     | uMkhanyakude                         |               |
|-------------------------|--------------------------------------|---------------|
|                         | Sector's share of regional total (%) |               |
|                         | 2008                                 | 2018          |
| 1 Agriculture           | 17,8%                                | 12,7%         |
| 2 Mining                | 1,9%                                 | 1,4%          |
| 3 Manufacturing         | 7,9%                                 | 8,0%          |
| 4 Electricity           | 2,9%                                 | 6,0%          |
| 5 Construction          | 4,4%                                 | 3,9%          |
| 6 Trade                 | 14,8%                                | 13,2%         |
| 7 Transport             | 8,6%                                 | 8,4%          |
| 8 Finance               | 15,0%                                | 15,8%         |
| 9 Community services    | 26,8%                                | 30,6%         |
| <b>Total Industries</b> | <b>100,0%</b>                        | <b>100,0%</b> |

Source: KZN Department of Economic Development, Tourism and Environmental Affairs

| Year | Unemployment rate, official definition (%) |                  |        |           |                  |
|------|--------------------------------------------|------------------|--------|-----------|------------------|
|      | uMkhanyakude                               | uMhlabuyalingana | Jozini | Mtubatuba | Big Five Hlabisa |
| 2008 | 30,4%                                      | 26,1%            | 24,9%  | 37,1%     | 37,2%            |
| 2009 | 29,2%                                      | 24,4%            | 25,5%  | 34,3%     | 35,4%            |
| 2010 | 29,5%                                      | 24,2%            | 27,7%  | 33,0%     | 35,4%            |
| 2011 | 30,3%                                      | 24,2%            | 30,5%  | 32,1%     | 36,0%            |
| 2012 | 31,7%                                      | 25,3%            | 31,8%  | 33,8%     | 37,6%            |
| 2013 | 33,5%                                      | 27,2%            | 33,7%  | 35,5%     | 39,4%            |
| 2014 | 34,1%                                      | 27,9%            | 34,3%  | 35,9%     | 40,0%            |
| 2015 | 33,8%                                      | 27,8%            | 34,0%  | 35,5%     | 39,6%            |
| 2016 | 35,2%                                      | 29,3%            | 35,3%  | 36,9%     | 41,2%            |
| 2017 | 37,4%                                      | 31,5%            | 37,5%  | 39,0%     | 43,5%            |
| 2018 | 37,9%                                      | 32,1%            | 38,3%  | 39,1%     | 43,9%            |

Source: KZN Department of Economic Development, Tourism and Environmental Affairs

|      | Share below the food poverty line (StatsSA defined)  |                  |        |           |                  |
|------|------------------------------------------------------|------------------|--------|-----------|------------------|
|      | uMkhanyakude                                         | uMhlabuyalingana | Jozini | Mtubatuba | Big Five Hlabisa |
| 2008 | 48,6%                                                | 50,0%            | 49,5%  | 45,9%     | 49,0%            |
| 2018 | 52,5%                                                | 53,7%            | 54,9%  | 48,5%     | 53,7%            |
|      |                                                      |                  |        |           |                  |
|      | Share below the lower poverty line (StatsSA defined) |                  |        |           |                  |
|      | uMkhanyakude                                         | uMhlabuyalingana | Jozini | Mtubatuba | Big Five Hlabisa |
| 2008 | 71,3%                                                | 73,2%            | 71,4%  | 68,6%     | 72,5%            |
| 2018 | 69,8%                                                | 71,6%            | 71,8%  | 65,3%     | 71,3%            |
|      |                                                      |                  |        |           |                  |
|      | Share below the upper poverty line (StatsSA defined) |                  |        |           |                  |
|      | uMkhanyakude                                         | uMhlabuyalingana | Jozini | Mtubatuba | Big Five Hlabisa |
| 2008 | 84,2%                                                | 86,0%            | 84,1%  | 81,8%     | 85,4%            |
| 2018 | 83,1%                                                | 85,4%            | 84,8%  | 78,7%     | 84,3%            |

Source: KZN Department of Economic Development, Tourism and Environmental Affairs

## 1.4 Development of the 2024/2025 IDP

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

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

The process of developing the IDP was entirely driven internally. This process is the primary responsibility of the Council, officials and other stakeholders to ensure that integrated planning is undertaken. The uMkhanyakude District Council is responsible for the approval of the IDP for the District and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the Municipality and thus, should be owned and controlled by the Municipality. Councillors, senior officials, local municipalities, sector departments and parastatals, and civil society amongst others, have distinct roles to play during integrated development planning processes.

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

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

The senior management attends the IDP steering Committee meetings. The IDP Steering Committee is a technical working team of dedicated senior management officials, who together with the Municipal Manager and/or the IDP Manager must ensure a smooth compilation and implementation of the IDP. To ensure full participation, IDP Steering Committee meetings have been aligned with the Management Committee meeting (MANCO).

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

The IDP development process for 2024/25 incorporates the main components of the District Growth and Development Plan (DGDP) especially the status quo analysis as well as the strategies phases. In essence the IDP review process captured the relevant components of the DGDP and used targets relevant to the 5-year lifespan of the IDP.

One of the fundamental features of the integrated development planning process is the involvement of community and stakeholder organizations in the process. Participation of affected and interested parties is very important to ensure that the IDP addresses core issues as experienced by the citizens of the District. As in the past, community participation was fundamental part of the IDP process and community participation programmes should be conducted, both in terms of monitoring the implementation of IDP, as well as the revision of the IDP process. In addition to the community participation programmes of the Local Municipalities, the UKDM will conduct its community participation programme in each of the 4 Local Municipalities.

At a District level the community will have an opportunity to participate in the process through the District IDP Forum which will comprises of the Mayors, all political parties and various stakeholders in the uMkhanyakude District Municipality area of jurisdiction. District IDP Forum meetings will be open to the general public and represent all stakeholders. Efforts will be made to bring additional organizations into the IDP Representative Forum and ensure their continued participation throughout the process. Print media, UKDM newsletter and electronic media will be used to inform the community of the progress of the IDP process.

## Summary of Activities for the 24/25 IDP Preparation Process

| KEY ACTIVITY                                                                                    | KEY OUTPUT                                              | BY WHOM?                              | TARGET DATE |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------|-------------|
| <b>STEERING COMMITTEE MEETING</b>                                                               |                                                         |                                       |             |
| 1. Development & Submission of the Process & Framework Plan                                     | IDP Process & Framework Plan                            | Steering Committee                    |             |
| 2. ExCo Adoption of the Process & Framework Plan                                                | ExCo Resolution                                         | MM& DC 27 ExCo                        |             |
| 3. Advertisement of the Process & Framework Plans                                               | Copy of an advert                                       | IDP/PMS Unit & Finance                |             |
| 4. Provincial IDP Feedback Session                                                              | Feedback on credibility of the IDP                      | COGTA                                 |             |
| <b>STEERING COMMITTEE MEETING</b>                                                               |                                                         |                                       |             |
| 5. Compilation of Situational Analysis                                                          | Status quo reports                                      | Heads of Departments                  |             |
| 6. Municipal-wide analysis                                                                      | Needs Analysis reports                                  | Local Municipalities                  |             |
| <b>STEERING COMMITTEE MEETING</b>                                                               |                                                         |                                       |             |
| 7. Identification of Priority Issues                                                            | Priority issues report                                  | Steering Committee                    |             |
| 8. Alignment Session with Sector Departments                                                    | Identification of District-wide Projects and Programmes | MANCO and Sector Departments          |             |
| 9. Consolidation of Analysis results                                                            |                                                         | IDP/PMS Unit                          |             |
| 10. Development of Objectives & Strategies                                                      | Draft Strategies                                        | Municipal Departments                 |             |
| 11. Identification of Priority Projects                                                         | Draft list of 2020/2021 Projects                        | Portfolio Committees                  |             |
| <b>STEERING COMMITTEE MEETING</b>                                                               |                                                         |                                       |             |
| 12. Finalization of the IDP Document                                                            | Draft IDP                                               | IDP/PMS Unit                          |             |
| <b>STEERING COMMITTEE MEETING</b>                                                               |                                                         |                                       |             |
| 13. Incorporating and Responding to Comments from Provincial/National Departments & Parastatals | Submitted Project Proposals                             | Heads of Departments and IDP/PMS Unit |             |
| 14. Opportunity for Public Comments                                                             | District-wide Public Consultation Meetings              | DC 27 EXCO                            |             |
| <b>STEERING COMMITTEE MEETING</b>                                                               |                                                         |                                       |             |
| 15. Final Adoption of the IDP                                                                   | Final IDP Document                                      | Council                               |             |
| 16. Submission of an IDP Document to COGTA                                                      | Final IDP & Acknowledgement letter from COGTA           | IDP/PMS Unit                          |             |
| 17. Advertisement of the IDP Document for Noting                                                | Copy of an advert                                       | IDP/PMS Unit & Finance                |             |



## 1.5 Strategic Approach to Development

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

- The District Municipality developed a DGDP through the assistance by KZN COGTA and the DGDP is zooming in into the strategic direction up to year 2030 which focusses on linking the IDP with the National and Provincial planning imperatives;

The Alignment of the PGDS and uMkhanyakude DGDP can best be summarised as follows:

| PGDS Strategic Goals               | DGDP Strategic Goals                                                                                                             | IDP KPAs              |                        |     |                     |                 |               |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------|-----|---------------------|-----------------|---------------|
|                                    |                                                                                                                                  | Inst. Trans. and Dev. | Basic Service Delivery | LED | Financial Viability | Good Governance | Cross Cutting |
| 1. Inclusive Econ Growth           | 1. Expanded District Economic output and increased quantity and quality of employment opportunities                              |                       | ✓                      | ✓   |                     |                 |               |
| 2. Human Resource Development      | 2. Enhanced quality of district human resources                                                                                  | ✓                     |                        |     |                     |                 |               |
| 3. Human and Community Development | 3. Improved quality of life and life expectancy                                                                                  | ✓                     |                        | ✓   |                     | ✓               | ✓             |
| 4. Strategic Infrastructure        | 4. High quality infrastructure network to support improved quality of life and economic growth                                   |                       | ✓                      | ✓   |                     |                 |               |
| 5. Environmental Sustainability    | 5. District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development |                       |                        |     |                     |                 | ✓             |
| 6. Governance and Policy           | 6. Excellence in governance and leadership                                                                                       |                       |                        |     | ✓                   | ✓               |               |
| 7. Spatial Equity                  | 5. District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development |                       |                        |     |                     |                 | ✓             |

Furthermore, the Strategic Agenda of the IDP is guided by the six (6) KPAs which are:

- 1) Municipal Transformation and Institutional Development
- 2) Basic Service Delivery and Infrastructure development
- 3) Local Economic Development
- 4) Municipal Financial Viability and Management
- 5) Good Governance and Public Participation
- 6) Cross Cutting Interventions

Other National government planning imperatives such as the National Development Plan (NDP) will be used in conjunction with the PGDS, the DGDP and the IDP. This approach will ensure that the five-year lifespan of the IDP is further supported by long-term planning approaches that would ensure sustainability of municipalities for a foreseeable future.

## **1.6 The Vision**

**Vision 2035** – “A renewed District Municipality committed to providing service delivery equitably and ensuring community centeredness and accountability”

### **1.6.1 Measuring Progress**

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

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

The following KPAs inform the OPMS of the Municipality:

1. Municipal Transformation and Institutional Development
2. Service Delivery and Infrastructure development
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation
6. Cross Cutting Interventions

Priorities are as follows:

- a) Building a capable District Municipality
- b) Revenue enhancement
- c) Service delivery and
- d) Compliance with legislation

More details are contained in the Strategic Agenda of this IDP document.

## **2. SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES**

### **2.1 Government Policies and Imperatives**

The IDP document for 2022/2023 will reflect on the development mandate that the Council intends implementing. The following issues have been considered during the preparation of the IDP document:

- 1) Responding on the Outcome Delivery Agreement (Outcome: 12) and its seven (7) outputs, as signed by the Minister (COGTA); all nine (9) Provincial COGTA MECs and all Mayors on the 1st of October 2010;
- 2) Responding to KZN priority issues;
- 3) Addressing Local Government manifesto;
- 4) Responding to the comments and issues raised by the MEC for COGTA (KZN) in the 2019/2020 IDP;
- 5) Responding to issues identified as part of the Municipal Turnaround Strategy;
- 6) Strengthening focused community and stakeholder participation in the IDP processes; and
- 7) Aligning Sector Departments' strategic plans to the District-wide priorities and service delivery programmes.

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

- 1) Global goals for Sustainable Development;
- 2) National Development Plan;
- 3) National Infrastructure Plan;
- 4) Back-to-Basics Policy;
- 5) Provincial Growth and Development Strategy;
- 6) District Development Model
- 7) District Development Model and Operation Sukuma Sakhe (OSS)
- 8) District Growth and Development Plan; and
- 9) National Delivery Outcome Agreements (especially outcome nine (9) in relation to Local government and municipalities).

### **2.1.1 Sustainable Development Goals (SDG's)**

The Sustainable Development Goals, otherwise known as the Global Goals, build on the Millennium Development Goals (MDGs), eight anti-poverty targets that the world committed to achieving by 2015. The MDGs, adopted in 2000, aimed at a range of issues that included decreasing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all. The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people.

At the United Nations Sustainable Development Summit on 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. The following goals were adopted:

1. Zero Poverty
2. No Hunger
3. Good Health and Well-being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Industry, Innovation and Infrastructure
10. Reduced Inequalities
11. Sustainable Cities and Communities
12. Responsible Consumption and Production
13. Climate Change
14. Life Below Water
15. Life on Land
16. Peace, Justice and Strong Institutions
17. Partnerships for the Goals

### **2.1.2 National Development Plan**

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

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

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

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

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

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

- 1) Inclusive Economic Growth (KPA 3)
- 2) Human Resource Development (KPA 1)
- 3) Human and Community Development (KPA 1)
- 4) Strategic Infrastructure (KPA 2)
- 5) Environmental Sustainability (KPA 6)
- 6) Governance and Policy (KPA 5)
- 7) Spatial Equity (KPA 6)

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

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

The PGDS identifies seven strategic goals and thirty strategic objectives that will drive the province towards its 2035 vision. The cabinet identified a need to further prepare an implementation plan in the form of PGDP. The DGDP is aligned to the PGDP.

#### **2.1.5 Reviewed District Growth and Development Plan**

The District Growth and Development Plan is meant to play a key role in the integration and alignment of the intentions of the NDP at national level and PGDP at provincial level on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities thus enabling the province to measure its progress in achieving the accepted growth and development goals. In addition to the more detailed focus on the interventions identified by the PGDS-PGDP, the DGDP is expected to propose specific milestones that will have to be achieved per priority sectors. This will be refined in a collaborative approach with all the relevant stakeholders to ensure ownership of targets that will be set for specific time horizons.

The KwaZulu-Natal Provincial Planning Commission facilitates and supports the lead departments to develop detailed trajectories to ensure that the roadmap is clear on what is required to achieve the 2035 Vision for KwaZulu-Natal.

#### **2.1.6 The Back to Basics**

President of the Republic of South Africa jointly with Minister of COGTA held Local Government Summit on the 18<sup>th</sup> of September 2014 with all municipalities countrywide in Gauteng Province.

The Back-to-Basics Programme is all about fulfilment of municipalities on their constitutional mandate i.e. Putting people / Community first for their lives to change for the better. Five (5) key pillars of Back-to-Basics Programme identified as follows:

- 1) Basic Services;
- 2) Good Governance;
- 3) Public Participation;
- 4) Financial Management; and
- 5) Institutional Capacity

### **2.1.7 The SONA**

### **2.1.8 The SOPA**



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

### **3.1 Environmental Analysis**

#### **3.1.1. Introduction**

The purpose of the environmental analysis is to ensure that municipal development strategies and projects take into account existing environmental problems and threats into consideration as well as environmental assets that require protection or controlled management.

While the principal duty of a municipality is to govern the affairs of that municipality in accordance with the Constitution and relevant legislation, especially the Structures Act and the Systems Act; the environmental right<sup>1</sup> contained in the Bill of Rights imposes another important duty on municipalities. As such municipalities play a fundamental role in the protection of the environment. In fact, they are obliged to ensure that the environment is protected for present and future generations.

The National Environmental Management Act (Act 107 of 1998), or otherwise referred to as NEMA, together with The Environmental Conservation Act (Act 73 of 1989), promote Integrated Environmental Management (IEM) in South Africa in order to promote and support sustainable development.

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

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

#### **3.1.2. Water Resources**

The uPhongolo River and its floodplain system, which in its natural state presents a unique and special ecosystem, dominate the hydrology of the Makhathini Flats. The Headwaters of the uPhongolo River are in the highlands of southern Mpumalanga and northern KwaZulu- Natal near the towns of Wakkerstroom and Utrecht respectively.

The Southern part of the District Municipality is trisected by three main watercourses, the White Umfolozi River, the Black Umfolozi River and the Hluhluwe River with its main tributaries the Mansiya, the Manzibomvu and the Nzimane Rivers.

Potable water within the Umkhanyakude District comes from two sources, surface water (rainfall and its runoff into rivers or dams), or groundwater (water that has collected in underground stores or aquifers). These sources are sometimes close to the communities that they serve, or may be some distance away. Therefore, when thinking about where potable water is coming from, it is important not only to think of where the water is abstracted, but rather about the whole catchment – the area over which rainfall is

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<sup>1</sup> Section 24.

caught and drains into a water source. Thus, proper catchment management is the key to ensuring a continued source of potable water.

| CATCHMENT      | DAMS         | CAPACITY (MILLION CUBIC METRES) | WATER QUALITY |
|----------------|--------------|---------------------------------|---------------|
| Umfolozi River | Klipfontein  | 19                              | Poor          |
| Umkuze River   | Hluhluwe     | 25                              | Poor          |
| Phongola River | Pongolapoort | 2445                            | Good          |
| Usuthu River   |              |                                 | Excellent     |
| Lake Sibhayi   |              |                                 | Good          |

**Table 1: Important Water Resource Elements in uMkhanyakude**

## Key Impacts

Research and community input has shown that lack of adequate water supply is the most prevalent problem experienced by uMkhanyakude. The Pongola River is the only source that has potential to eradicate the problem of water shortage experienced by the communities of uMkhanyakude.

Both water quality and regularity of flow have deteriorated significantly in recent years, as a result of the non-sustainable land uses and increased abstraction. Infrastructural failures is experienced through continuous botching of borehole pumps, ageing infrastructure, frequent break down of generators supplying power to borehole pumps, frequent pump failures due to high silt content in river abstraction, as well as electricity outages adversely affecting the water supply to the local communities, is a priority, as water supply remains a stumbling block for economic development.

The pumping systems and proliferation of unviable small water treatment works resulting in high maintenance costs. Currently vandalism is one of the factors that is crippling the infrastructure. Communities break taps in an attempt to ensure there is water running to enables livestock to have access to drinking water. Illegal connections are rife, thereby puncturing efficiency of the lines and resulting not only in massive water losses but other community members having no access to water.

Poor engineering designs resulting in inadequate and inefficient infrastructure being built. Poor forward planning towards growth of communities; infrastructure planned does not cater for future growth. There are poor maintenance plans resulting in inefficient outputs. There is lack of funding to initiate new upgrades.

The wetlands are under pressure due to increasing population growth and development, which result in the loss of habitat, ecological and hydrological functions.

## Key Management Priorities

There is a need to promote

- 1) Environmental awareness and education to the local communities as environmental management practices are generally side-lined.
- 2) Wise water use and monitoring in order to conserve water by using water sparingly.

Community members must be encouraged to attend public meetings to ensure that the community's need for safe drinking water is considered in making decisions about land use. The District municipality should encourage an open-door policy for community stakeholders to report any incidents of vandalism of water treatment plants or reservoirs to your Water Services Authority or municipality. Water Services Authorities (Local or District Municipalities) are required to have a Consumer Service which can serve as a conduit for consumers to report non-compliance to their Water Services Authority.

District municipality needs to ensure metering systems to be in place for efficient revenue collection. It also needs to redirect funds into the development of infrastructure in order to supply water effectively to the local communities.

## 3.2. Agriculture & Afforestation

Agriculture is regarded as one of the cornerstones of uMkhanyakude District's economic development. A large portion of land in UKDM, which is predominantly located in the eastern part of the district, consists of high agricultural potential. Approximately 20% of the district is considered to have high potential agricultural land with 52 % classified as having medium potential. However, Land with high agricultural potential is under threat from unsustainable land uses, poor agricultural practices and land reform. Without suitable protection the potential to use this land for productive commercial agriculture will not be realised.

### JOZINI LM

Historically, the greatest density of local inhabitants to the region surrounded the floodplain areas of the major rivers. People have depended on the resources of the floodplains, which has been an important source of fish (main protein source) and building materials (reeds and thatching) as well as a source of water.

The purpose of the development of Pongolapoort (Jozini) Dam on the Pongola River (constructed between 1963 and 1973) was to develop formal large-scale agriculture and provide a reliable source of irrigation water to the fertile alluvial soils of the areas immediately downstream of the dam (Pongola Floodplains) and the areas flanking the Pongola Floodplains, namely the Makhathini Flats. Of the estimated 40 000 to 50 000 Ha of irrigated fertile lands that the dam was able to support, only some 3 000 Ha was ever developed into viable sugar fields (WRC, 2009).

The development of the Pongolapoort Dam has impacted on the natural hydrological cycling of the river system and, initially, decreased the seasonal floodwaters that were vital to maintenance of ecological functionality in terms of governing vegetation structures, alluvial deposition (the dam traps up to 95% of fertile sediments) and fish migrations. Baseflow of release of the dam is maintained at 5m<sup>3</sup>/s, with simulated flood conditions increasing this up to 850m<sup>3</sup>/s, which is maintained for 3 to 4 days (DWA, 2007).

The dominant formal crop in the region is sugarcane. Formal agriculture has had an impact on the local watercourses. Sugarcane farming practices tend to encroach to within the riparian areas of rivers, which has a negative impact, and the high volumes of irrigation water required means that the watercourses receive a substantial amount of agricultural runoff. Contaminants would include agrochemicals (pesticides and fertilisers) and silts. Waste and bi-products from the milling of cane are potentially and historically sources of significant organic pollution.

Afforestation within the catchment area is regarded as one of the largest “users” of the water resource, removing a large proportion of the water resource from the aquatic environments. Afforestation usually occurs within the higher-lying areas of the catchments where the sources of many of the streams occur from hill-slope seepage wetlands within the mountains. Afforestation is also the introduction of exotic, and very often highly invasive, species to an area. If not adequately managed, these species quickly spread along the watercourses.

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

### **UMhlabuyalingana LM**

The UMhlabuyalingana LM is bordered by the Pongola River in the west and therefore incorporates the Pongola Floodplains and Makhathini Flats – both areas of formal, irrigated croplands. Only sporadic subsistence agriculture takes place within the central and eastern areas. This is partly due to the general lack of watercourses, and therefore permanent water for irrigation of crops, and partly due to the area being poorly drained. Large expanses of flooded areas occur seasonally that would merely drown out croplands. The result of this area being largely unsuitable for agriculture is that the greater area has remained in a near natural ecological state.

### **Big Five Hlabisa LM**

Big Five Hlabisa has the combination of both subsistence and commercial agriculture. Subsistence agriculture is the most wide-spread in the old Hlabisa municipality side, covering most of the area. The area is not regarded as an area with a high agricultural potential, with only 20% of the area being thought to be arable. The majority of this area is degraded through extensive settlement and other land uses. In the then Big Five False Bay municipality, there are large areas under commercial and subsistence agriculture around Hluhluwe. However, the area is not conducive to supporting large scale agriculture. Subsistence sporadic agriculture does occur.

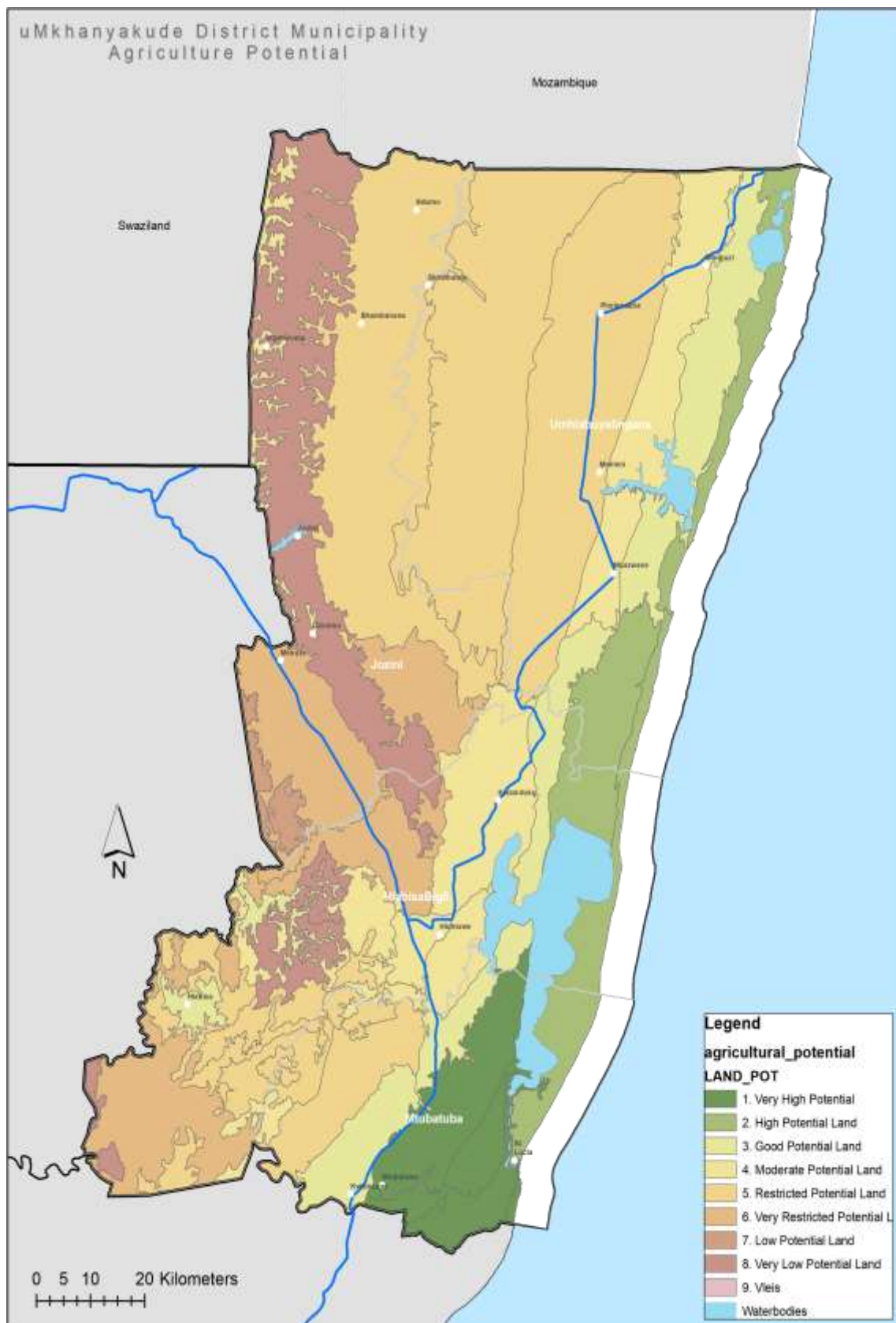
### **Mtubatuba LM**

The Mtubatuba LM is regarded as the least rural municipal areas of the UKDM. Expansion of the Isimangaliso Wetland Park has meant that competition of land resources has grown within the municipal area – especially within the southern areas. The local municipality has therefore “firmed up” its urban edge development strategy as a way of protecting the commercial agriculture and forestry. This LM also incorporates the highest density of developing residential areas with a generally more affluent residential population.

Formal agriculture occurs along the riparian areas of the Mfolozi River as well as within the Mfolozi Flats, which would impact the aquatic ecological integrity of the river.

The following Map presents the areas suitable for cultivation in the district:

Figure 1: Agriculture Potential in the uMkhanyakude District



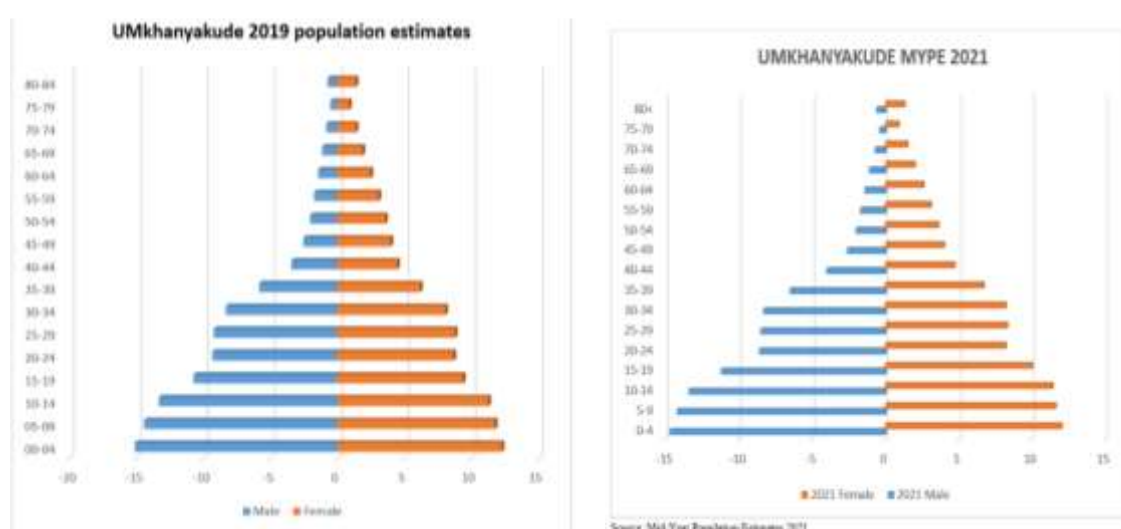
### 3.3 Demographic Characteristics

UMkhanyakude district is one among the districts with very young population, this is depicted in the population below. Such a young population is characterized by high dependency ratio, it is possible that the district has high fertility while at the same time its location may also have some impact on the number of children represented in the pyramid, the district is near the border of Mozambique.

With the picture represented below, it is imperative that planning in this district should prioritize investment in children. Such investment incorporates high quality education, ECDs, healthcare programmes. The imperative of also services that are beneficially to youth cannot be overlooked, UMkhanyakude does not have a high number of youth, the reason could be; they migrate to other districts/provinces or the impact of mortality. Nevertheless, it is imperative that UMkhanyakude district must also cater for the needs of youth in order to retain them, this is an economic active group and their needs encompass; education, economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services.

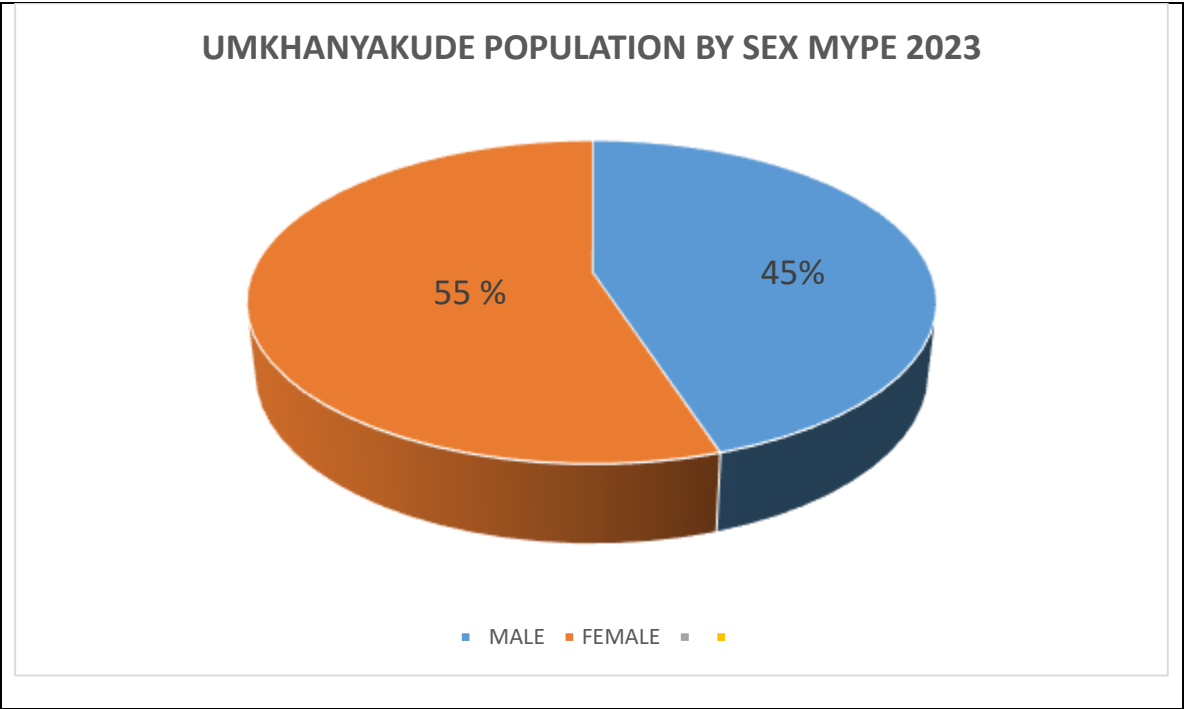
All interventions must consider the importance of gender equality in their implementation. The pyramid below also shows the trends of population aging and particularly elderly women, given this, it is important that services/ plans/programmes meet their basic needs, considering that in most cases they look after their grandchildren. The district is predominantly rural and as such, it requires that intensive rural development programmes be also effectively implemented. Rural women development

**Social justice:** The safety of children, women, elderly should form part of the priorities



The following information from Statistics South Africa derives from Community survey (CS) 2016 and the Mid-Year Population Estimates (MYPE) 2022-2023

**UMKHANYAKUDE TOTAL POPULATION BY GENDER, MID-YEAR POPULATION  
ESTIMATES 2023**



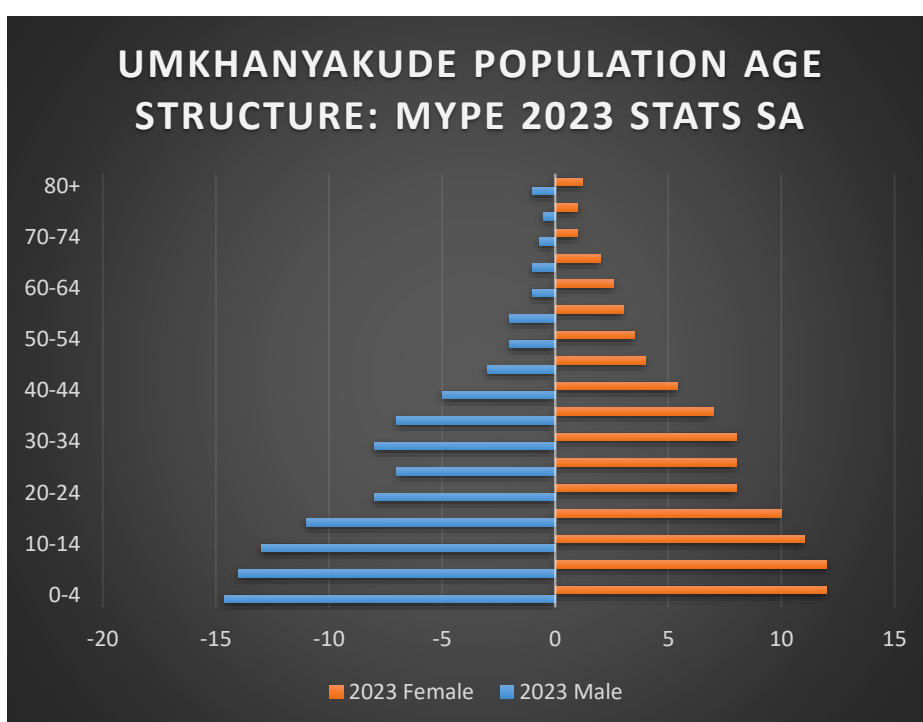
**UMKHANYAKUDE AGE STRUCTURE IN NUMBERS AND SEX**

| uMkhanyakude:<br>MYPE 2023 | 2023   |        |
|----------------------------|--------|--------|
| age                        | Male   | Female |
| 0-4                        | 46 452 | 45 767 |
| 5-9                        | 45 346 | 45 736 |
| 10-14                      | 42 318 | 43 778 |
| 15-19                      | 35 609 | 38 469 |
| 20-24                      | 26 061 | 30 209 |
| 25-29                      | 24 221 | 29 661 |
| 30-34                      | 25 100 | 30 852 |
| 35-39                      | 22 004 | 28 224 |
| 40-44                      | 14 697 | 20 982 |
| 45-49                      | 9 167  | 15 721 |



|              |                |                |
|--------------|----------------|----------------|
| 50-54        | 6 740          | 13 646         |
| 55-59        | 5 412          | 11 967         |
| 60-64        | 4 473          | 10 192         |
| 65-69        | 3 316          | 7 837          |
| 70-74        | 2 401          | 5 761          |
| 75-79        | 1 627          | 4 235          |
| 80+          | 1 897          | 4 717          |
| <b>Total</b> | <b>316 843</b> | <b>387 755</b> |

UMkhanyakude district is one among the districts with very young population, this is depicted in the pyramid population below.



The above young population age structure is characterized by high dependency ratio, it is possible that the district has high fertility while at the same time its location may also have some impact on the number of children represented in the pyramid, the district is near the border of Mozambique, Swaziland. With the picture represented below, it is imperative that planning in this district should prioritize investment in children. Such investment incorporates high quality education, ECDs, healthcare programmes. The imperative of also services that are beneficially to youth cannot be overlooked, UMKhanyakude does not have a high number of youth, the reason could be; they migrate to other districts/provinces or the impact of mortality. Nevertheless, it is imperative that UMKhanyakude district must also cater for the needs of youth in order to retain them, this is an economic active group and their needs encompass; education, economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services. All interventions must consider the importance of gender equality in their implementation. The pyramid also shows the trends of population aging and particularly elderly women, given this, it is important that services/ plans/programmes meet their basic needs, considering that in most cases they look after their grandchildren. The district is predominantly rural and as such, it requires that intensive rural development programmes be also effectively implemented.

The challenge of **high dependency** existed also during the Community Survey 2016 data observation in UMkhanyakude as depicted in the table below.

As the country and the province of KwaZulu-Natal embracing the phenomenon of Demographic Dividend, a call is for UMkhanyakude through various stakeholder intervention ensure that the status quo depicted in terms of dependency ratio is collectively addressed.

#### POPULATION BROAD AGE CS 2016

| Location                  | 0–14<br>(Children) | 15–34<br>(Youth) | 35–64<br>(Adults) | 65+<br>(Elderly) | Total   | Dependency<br>Ratio |
|---------------------------|--------------------|------------------|-------------------|------------------|---------|---------------------|
| <b>DC27: Umkhanyakude</b> | 281 781            | 260 716          | 107 736           | 38 857           | 689 090 | 87,0                |
| KZN271 : Umhlabuyalingana | 70 050             | 62 597           | 29 062            | 10 368           | 172 077 | 87,7                |
| KZN272 : Jozini           | 82 344             | 76 241           | 29 911            | 9 719            | 198 215 | 86,7                |
| KZN275 : Mtubatuba        | 82 443             | 77 479           | 30 748            | 11 506           | 202 176 | 86,8                |
| KZN276 : Big Five Hlabisa | 46 945             | 44 398           | 18 015            | 7 264            | 116 622 | 86,9                |

Community survey 2016

Demographic Dividend will be realised in UMkhanyakude district if mortality and fertility rates decline, the working-age population increases substantially in relation to the non-working-age population, indicating that more people have potential to contribute to growth of the economy for a limited period of time. The demographic dividend refers to the additional increase in growth per capita income arising from the growing number of people in the workforce relative to the number of dependents.

## WHEELS OF DEMOGRAPHIC DIVIDEND

- Demographic variables
- Health and wellbeing
- Education and skills development
- Entrepreneurship and youth empowerment



This window of opportunity can be harnessed through adequate investments in health and education, especially on youth's education, maternal, new-born and child health and comprehensive reproductive health services including family planning.

## MISSING FATHER

In the last few decades, the South African society has strayed away from recognizing the importance that fatherhood holds. Most South African communities are facing the challenge of father absence. A possible solution to the challenge could be the restoration of fathers with the focus on their crucial role within families. South Africa is one of the countries in the world with the highest figures of absent father (Richter et al. 2012:2; Richter et al. 2010:360; Freeks 2016:6).

The table below represent information on missing father in UMkhanyakude district, a district that on the other hand, according to the population pyramid has more children comparing to any other age cohort, leaving us to ponder a question on how the status quo affects socio-economic status and service delivery, what interventions need to be in place, and how to best prevent such situation in the future?

| <b>MISSING FATHER</b>        | <b>0-14 year olds</b> | <b>Father alive "Yes",<br/>father part of<br/>household "No"</b> | <b>Father alive "Yes", father part<br/>of household "No" (%)</b> |
|------------------------------|-----------------------|------------------------------------------------------------------|------------------------------------------------------------------|
| DC27: UMkhanyakude           | 281 781               | 194 223                                                          | 68,9                                                             |
| KZN271 :<br>Umhlabuyalingana | 70 050                | 46 818                                                           | 66,8                                                             |
| KZN272 : Jozini              | 82 344                | 55 972                                                           | 68,0                                                             |
| KZN275 : Mtubatuba           | 82 443                | 58 873                                                           | 71,4                                                             |
| KZN276 : Big Five Hlabisa    | 46 945                | 32 560                                                           | 69,4                                                             |

CS 2016

#### ORPHANHOOD

| <b>Age 0-14 years old<br/>orphans</b> | <b>Paternal<br/>Orphan</b> | <b>Maternal<br/>Orphan</b> | <b>Double Orphan</b> |
|---------------------------------------|----------------------------|----------------------------|----------------------|
| <b>KwaZulu-Natal</b>                  | <b>7,0</b>                 | <b>3,2</b>                 | <b>1,5</b>           |
| <b>DC27: Umkhanyakude</b>             | <b>6,6</b>                 | <b>2,6</b>                 | <b>1,5</b>           |
| KZN271 :<br>Umhlabuyalingana          | 4,9                        | 1,7                        | 0,5                  |
| KZN272 : Jozini                       | 4,9                        | 2,1                        | 1,3                  |
| KZN275 : Mtubatuba                    | 6,6                        | 3,4                        | 1,4                  |
| KZN276 : Big Five Hlabisa             | 12,2                       | 3,2                        | 3,4                  |

**Source: CS 2016**

## MARITAL STATUS

| Marital Status                                                                    | DC27:<br>Umkhanyakude | KZN271 :<br>Umhlabuyalingana | KZN272 :<br>Jozini | KZN275 :<br>Mtubatuba | KZN276 :<br>Big Five<br>Hlabisa |
|-----------------------------------------------------------------------------------|-----------------------|------------------------------|--------------------|-----------------------|---------------------------------|
| Legally married (include customary; traditional; religious etc)                   | 7,9                   | 5,2                          | 6,6                | 10,2                  | 10,2                            |
| Living together like husband and wife/partners                                    | 6,7                   | 10,9                         | 8,6                | 3,0                   | 3,7                             |
| Divorced                                                                          | 0,1                   | 0,1                          | 0,1                | 0,2                   | 0,0                             |
| Separated; but still legally married                                              | 0,2                   | 0,1                          | 0,3                | 0,1                   | 0,3                             |
| Widowed                                                                           | 1,9                   | 1,5                          | 1,3                | 1,1                   | 5,0                             |
| Single; but have been living together with someone as husband/wife/partner before | 6,2                   | 6,7                          | 8,9                | 3,5                   | 5,5                             |
| Single; and have never lived together as husband/wife/partner                     | 43,7                  | 42,4                         | 40,7               | 48,2                  | 42,6                            |
| Not applicable                                                                    | 33,4                  | 33,2                         | 33,6               | 33,8                  | 32,7                            |
| Unspecified                                                                       | 0,0                   |                              | -                  | 0,0                   | -                               |

Source: CS 2016

## EDUCATION INFORMATION

| % share of population per level of education            | KwaZulu-Natal | DC27:<br>Umkhanyakude | KZN271 :<br>Umhlabuyalingana | KZN272 :<br>Jozini | KZN275 :<br>Mtubatuba | KZN276 :<br>Big Five<br>Hlabisa |
|---------------------------------------------------------|---------------|-----------------------|------------------------------|--------------------|-----------------------|---------------------------------|
| No schooling                                            | 16,4          | 21,6                  | 23,5                         | 23,5               | 18,8                  | 20,8                            |
| Some Primary (Gr 0 - Gr 6)                              | 25,7          | 30,0                  | 30,6                         | 30,8               | 29,7                  | 28,3                            |
| Primary Completed (Gr 7)                                | 3,6           | 3,4                   | 3,6                          | 3,7                | 3,1                   | 3,3                             |
| Some Secondary (Gr 8 - Gr 11, N1-4, Cert/Dip with <G12) | 26,8          | 25,9                  | 24,9                         | 25,4               | 26,2                  | 27,6                            |
| Matric                                                  | 21,5          | 15,4                  | 13,4                         | 13,8               | 18,4                  | 15,8                            |
| Post School (Higher Education)                          | 5,2           | 3,0                   | 3,3                          | 2,2                | 3,4                   | 3,4                             |
| Other                                                   | 0,2           | 0,2                   | 0,2                          | 0,2                | 0,1                   | 0,2                             |
| Do not know                                             | 0,4           | 0,2                   | 0,2                          | 0,1                | 0,3                   | 0,0                             |
| Unspecified                                             | 0,1           | 0,2                   | 0,3                          | 0,2                | 0,1                   | 0,5                             |

Source: CS 2016

## LEANER PREGNANCY INFORMATION

### Total Learners Reported Pregnant by District

| DISTRICT       | 2016        | 2017        | 2018        | 2019        | 2020       | 2021       |
|----------------|-------------|-------------|-------------|-------------|------------|------------|
| AMAJUBA        | 396         | 192         | 128         | 134         | 30         | 60         |
| HARRY GWALA    | 146         | 58          | 113         | 57          | 6          | 1          |
| ILEMBE         | 362         | 261         | 204         | 194         | 119        | 68         |
| KING CETSHWAYO | 203         | 252         | 244         | 111         | 41         | 44         |
| PINETOWN       | 436         | 222         | 133         | 113         | 60         | 85         |
| UGU            | 84          | 294         | 316         | 278         | 55         | 145        |
| UMGUNGUNDLOVU  | 457         | 167         | 173         | 187         | 70         | 29         |
| UMKHANYAKUDE   | 80          | 416         | 259         | 143         | 69         | 58         |
| UMLAZI         | 323         | 227         | 164         | 120         | 41         | 100        |
| UMZINYATHI     | 311         | 147         | 74          | 75          | 22         | 67         |
| UTHUKELA       | 0           | 107         | 134         | 95          | 19         | 18         |
| ZULULAND       | 0           | 279         | 160         | 142         | 62         | 40         |
| <b>TOTAL</b>   | <b>3024</b> | <b>2622</b> | <b>2102</b> | <b>1649</b> | <b>594</b> | <b>715</b> |

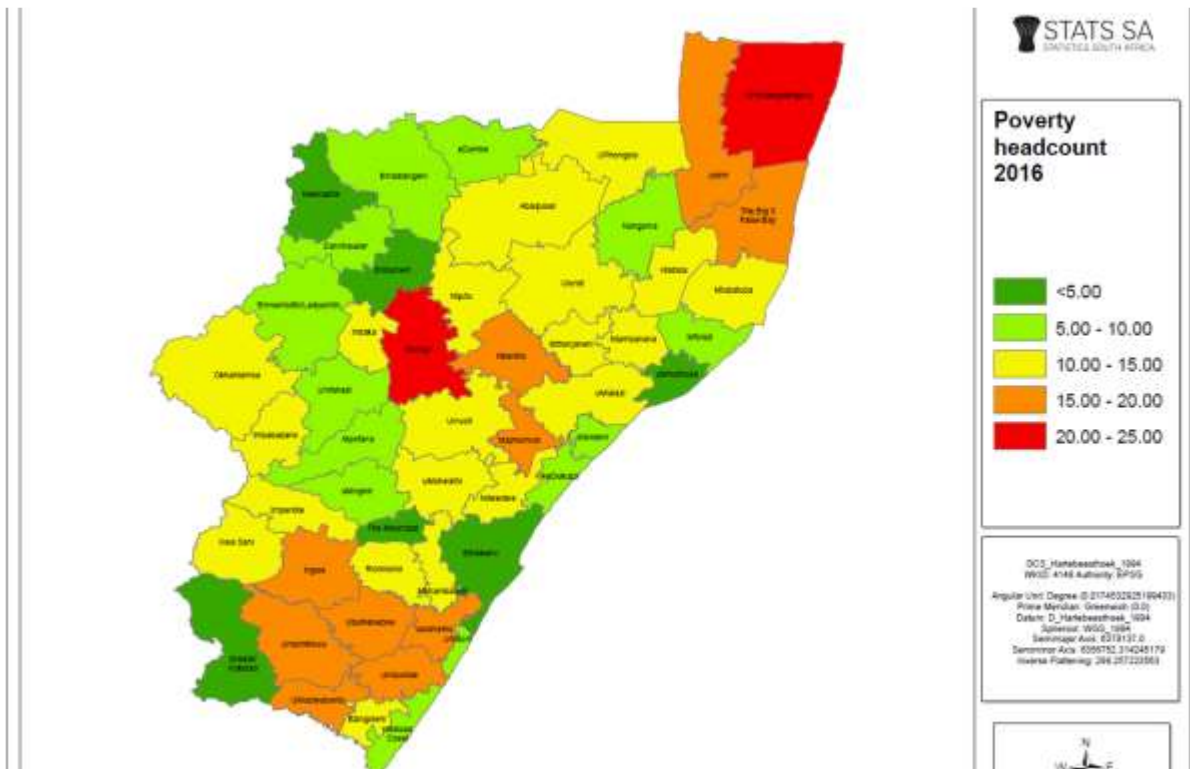
Source: KZN Provincial Department of Education

### Total Learners Reported Pregnant by Schools in 2021

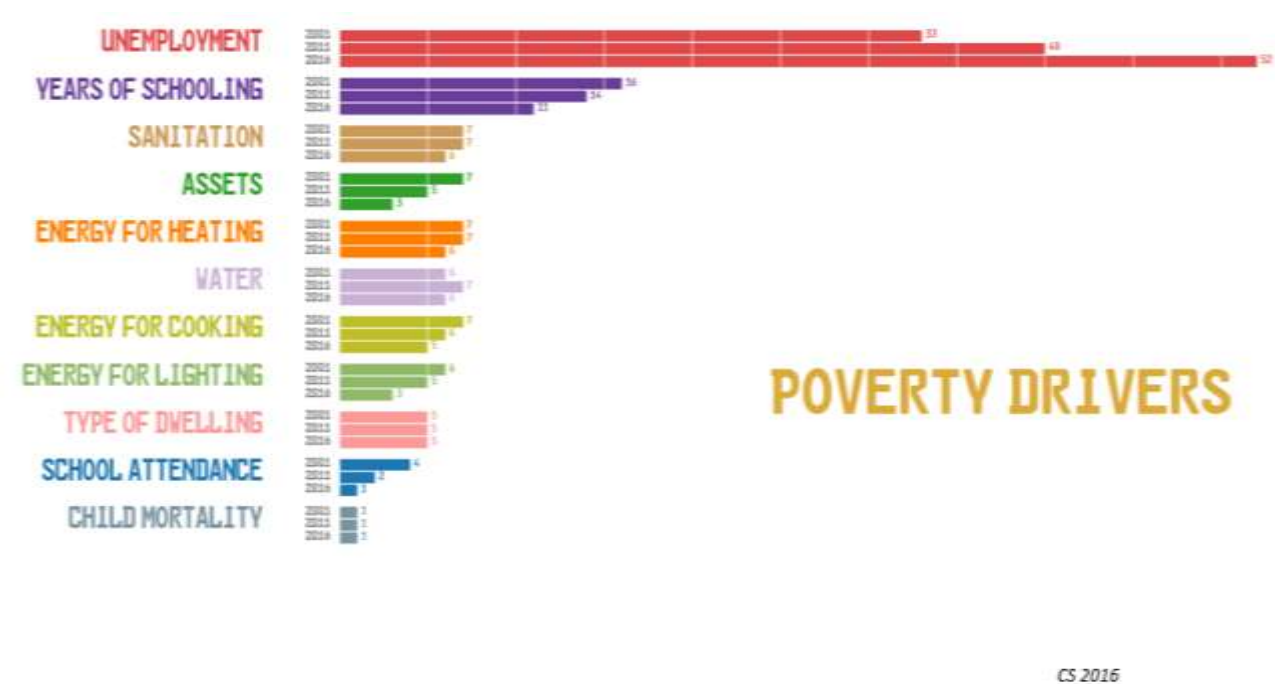
| DISTRICT     | CMC              | CIRCUIT | NATEMIS            |           | INSTITUTION_NAME               | Total Learners |
|--------------|------------------|---------|--------------------|-----------|--------------------------------|----------------|
| Umkhanyakude | Hlabisa          |         | Empembeni          | 500213120 | MMISO HIGH SCHOOL              | 2              |
| Umkhanyakude | Hlabisa          |         | Empembeni          | 500273060 | SOMFULA HIGH SCHOOL            | 2              |
| Umkhanyakude | Hlabisa          |         | Empembeni          | 500336996 | NDABAZAMANINA SECONDARY SCHOOL | 3              |
| Umkhanyakude | Hlabisa          |         | Hluhluwe           | 500177637 | KUFEZEKILE SECONDARY SCHOOL    | 4              |
| Umkhanyakude | Hlabisa          |         | Mtubatuba          | 500135013 | EMTHULASIZWE HIGH SCHOOL       | 2              |
| Umkhanyakude | Hlabisa          |         | Mtubatuba          | 500232064 | NKODIBE SECONDARY SCHOOL       | 2              |
| Umkhanyakude | Hlabisa          |         | Shikishela         | 500191586 | MADWALENI HIGH SCHOOL          | 2              |
| Umkhanyakude | Ingwavuma        |         | Emanyiseni         | 500131868 | EMBADLENI PRIMARY SCHOOL       | 1              |
| Umkhanyakude | Ingwavuma        |         | Emanyiseni         | 500175454 | KHUME PRIMARY SCHOOL           | 1              |
| Umkhanyakude | Ingwavuma        |         | Lebombo            | 500223147 | NANSINDLELA COMBINED SCHOOL    | 1              |
| Umkhanyakude | Ingwavuma        |         | Lebombo            | 500304917 | KHOBONGO HIGH SCHOOL           | 1              |
| Umkhanyakude | Ubombo           |         | Big Five False Bay | 500206497 | MDUKU HIGH SCHOOL              | 3              |
| Umkhanyakude | Ubombo           |         | Mkhuze             | 500310134 | MADLAKA SECONDARY SCHOOL       | 3              |
| Umkhanyakude | Umhlabuyalingana |         | Kosi Bay           | 500200170 | MASHALAZA SECONDARY SCHOOL     | 11             |
| Umkhanyakude | Umhlabuyalingana |         | Manguzi            | 500261553 | SHAYINA HIGH SCHOOL            | 1              |
| Umkhanyakude | Umhlabuyalingana |         | Manguzi            | 500261849 | SHENGEZA HIGH SCHOOL           | 3              |
| Umkhanyakude | Umhlabuyalingana |         | Mbazwana           | 500213675 | MNTANENKOSI SECONDARY SCHOOL   | 6              |
| Umkhanyakude | Umhlabuyalingana |         | Ngwanase           | 500210641 | MHLUPHEKI SECONDARY SCHOOL     | 8              |
| Umkhanyakude | Umhlabuyalingana |         | Ngwanase           | 500442076 | SIYAKHULA SECONDARY SCHOOL     | 2              |

Source: KZN Provincial Department of Education

Mapping the poverty headcount by Municipality KwaZulu-Natal – 2016



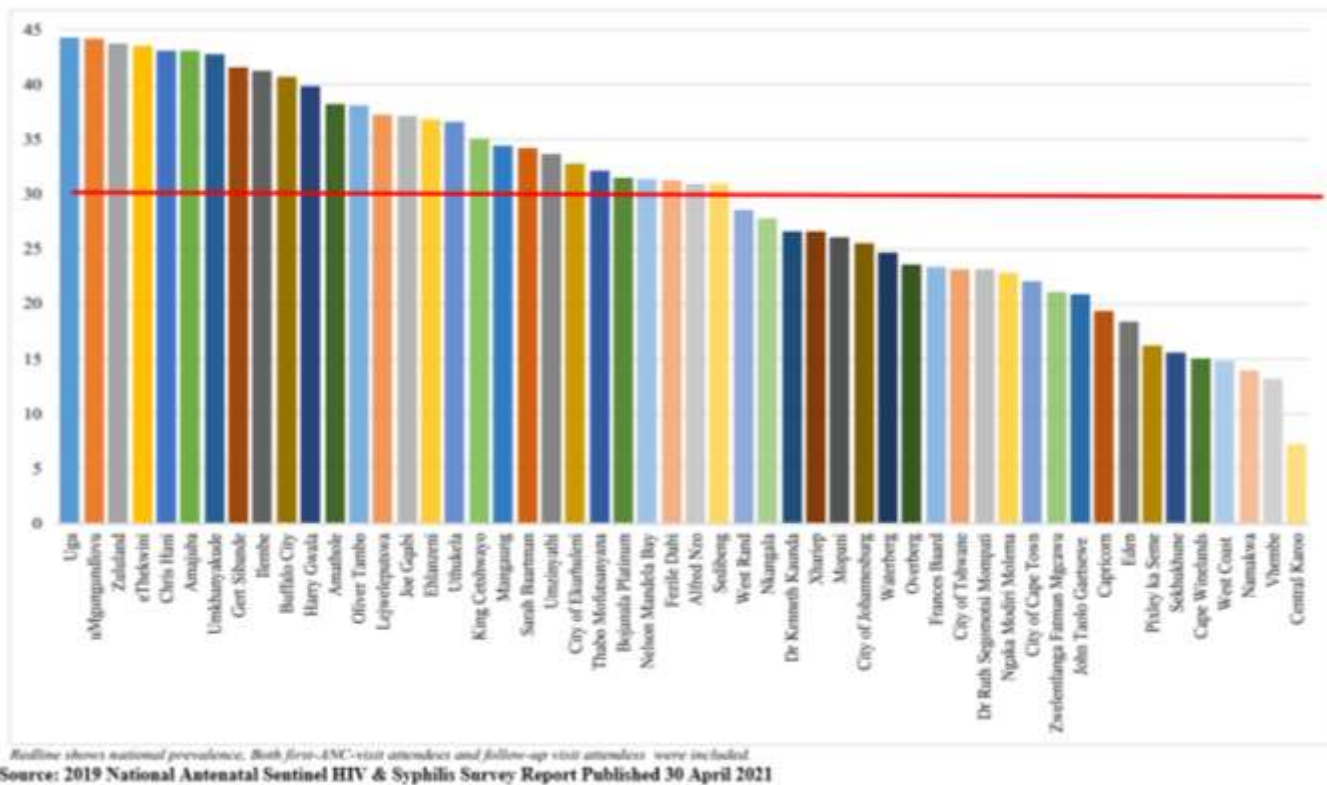
Source: CS 2016, STATS SA



Source: CS 2016, STATS SA



## HIV/AIDS PREVALENCE



## DISABILITY STATUS

| Disability: Seeing        |     |      |             |                              |
|---------------------------|-----|------|-------------|------------------------------|
|                           | Yes | No   | Do not know | Not applicable - Unspecified |
| KwaZulu-Natal             | 1,7 | 86,1 | 0,0         | 12,2                         |
| DC27: Umkhanyakude        | 1,7 | 83,9 | 0,0         | 14,3                         |
| KZN271 : Umhlabuyalingana | 3,6 | 82,5 | 0,0         | 13,9                         |
| KZN272 : Jozini           | 0,5 | 85,2 | 0,0         | 14,2                         |
| KZN275 : Mtubatuba        | 1,3 | 84,1 | -           | 14,6                         |
| KZN276 : Big Five Hlabisa | 1,5 | 83,6 | 0,0         | 14,8                         |

Source: CS 2016, STATS SA

| Assistive Device: Eye Glasses, Spectacles, Contact Lenses |         |      |
|-----------------------------------------------------------|---------|------|
|                                                           | Yes     | %    |
| KwaZulu-Natal                                             | 690 372 | 6,2  |
| DC27: Umkhanyakude                                        | 13 213  | 5,9  |
| KZN271 : Umhlabuyalingana                                 | 2 363   | 2,3  |
| KZN272 : Jozini                                           | 2 582   | 12,5 |
| KZN275 : Mtubatuba                                        | 5 720   | 4,1  |
| KZN276 : Big Five Hlabisa                                 | 2 549   | 1,3  |

Source: CS 2016, STATS SA

| Disability: Hearing          |     |      |             |                              |
|------------------------------|-----|------|-------------|------------------------------|
|                              | Yes | No   | Do not know | Unspecified - Not applicable |
| KwaZulu-Natal                | 0,9 | 87,0 | 0,0         | 12,2                         |
| DC27: Umkhanyakude           | 1,3 | 84,4 | 0,0         | 14,3                         |
| KZN271 :<br>Umhlabuyalingana | 3,2 | 82,8 | 0,0         | 13,9                         |
| KZN272 : Jozini              | 0,4 | 85,4 | -           | 14,2                         |
| KZN275 : Mtubatuba           | 0,6 | 84,8 | 0,0         | 14,6                         |
| KZN276 : Big Five Hlabisa    | 1,2 | 84,0 | 0,0         | 14,8                         |

Source: CS 2016, STATS SA

| Assistive Device: Hearing Aid |        |     |
|-------------------------------|--------|-----|
|                               | Yes    | %   |
| KwaZulu-Natal                 | 52 250 | 0,5 |
| DC27: Umkhanyakude            | 1 830  | 0,3 |
| KZN271 : Umhlabuyalingana     | 292    | 0,2 |
| KZN272 : Jozini               | 536    | 0,3 |
| KZN275 : Mtubatuba            | 497    | 0,2 |
| KZN276 : Big Five Hlabisa     | 506    | 0,4 |

Source: CS 2016, STATS SA

| Disability: Communicating    |            |             |             |                              |
|------------------------------|------------|-------------|-------------|------------------------------|
|                              | Yes        | No          | Do not know | Unspecified - Not applicable |
| KwaZulu-Natal                | 0,8        | 87,0        | 0,0         | 12,2                         |
| <b>DC27: Umkhanyakude</b>    | <b>1,4</b> | <b>84,3</b> | <b>0,0</b>  | <b>14,3</b>                  |
| KZN271 :<br>Umhlabuyalingana | 3,3        | 82,8        | 0,0         | 13,9                         |
| KZN272 : Jozini              | 0,2        | 85,5        | -           | 14,2                         |
| KZN275 : Mtubatuba           | 0,3        | 85,1        | 0,0         | 14,6                         |
| KZN276 : Big Five Hlabisa    | 2,3        | 82,9        | 0,0         | 14,8                         |

Source: CS 2016, STATS SA

| Assistive Device:            | Walking stick, frame, crutches |            | Wheelchair   |            |
|------------------------------|--------------------------------|------------|--------------|------------|
|                              | Yes                            | %          | Yes          | %          |
| KwaZulu-Natal                | 165 441                        | 1,5        | 36 102       | 2,7        |
| <b>DC27: Umkhanyakude</b>    | <b>8 809</b>                   | <b>1,3</b> | <b>1 538</b> | <b>1,6</b> |
| KZN271 :<br>Umhlabuyalingana | 2 391                          | 1,4        | 450          | 1,9        |
| KZN272 : Jozini              | 2 204                          | 1,1        | 387          | 1,4        |
| KZN275 : Mtubatuba           | 2 368                          | 1,2        | 446          | 1,5        |
| KZN276 : Big Five Hlabisa    | 1 847                          | 1,6        | 255          | 1,5        |

Source: CS 2016, STATS SA

| Disability: Walking          |            |             |             |                             |
|------------------------------|------------|-------------|-------------|-----------------------------|
|                              | Yes        | No          | Do not know | Unspecified - Not applicabl |
| KwaZulu-Natal                | 2,0        | 85,8        | 0,0         | 12,2                        |
| <b>DC27: Umkhanyakude</b>    | <b>2,5</b> | <b>83,1</b> | <b>0,0</b>  | <b>14,3</b>                 |
| KZN271 :<br>Umhlabuyalingana | 4,8        | 81,3        | 0,0         | 13,9                        |
| KZN272 : Jozini              | 0,9        | 84,9        | -           | 14,2                        |
| KZN275 : Mtubatuba           | 1,8        | 83,6        | 0,0         | 14,6                        |
| KZN276 : Big Five Hlabisa    | 3,1        | 82,0        | 0,0         | 14,8                        |

Source: CS 2016, STATS SA

| <b>Assistive Device: Other</b> |               |            |
|--------------------------------|---------------|------------|
|                                | <b>Yes</b>    | <b>%</b>   |
| <b>KwaZulu-Natal</b>           | <b>32 003</b> | <b>0,3</b> |
| <b>DC27: Umkhanyakude</b>      | <b>2 496</b>  | <b>0,4</b> |
| KZN271 : Umhlabuyalingana      | 587           | 0,3        |
| KZN272 : Jozini                | 47            | 0,0        |
| KZN275 : Mtubatuba             | 169           | 0,1        |
| KZN276 : Big Five Hlabisa      | 1 692         | 1,5        |

Source: CS 2016, STATS SA

| <b>Disability: Remembering</b> |            |             |                    |                                    |
|--------------------------------|------------|-------------|--------------------|------------------------------------|
|                                | <b>Yes</b> | <b>No</b>   | <b>Do not know</b> | <b>Unspecified - Not applicabl</b> |
| <b>KwaZulu-Natal</b>           | <b>1,2</b> | <b>86,6</b> | <b>0,0</b>         | <b>12,2</b>                        |
| <b>DC27: Umkhanyakude</b>      | <b>1,6</b> | <b>84,1</b> | <b>0,0</b>         | <b>14,3</b>                        |
| KZN271 :<br>Umhlabuyalingana   | 3,5        | 82,6        | 0,0                | 13,9                               |
| KZN272 : Jozini                | 0,6        | 85,2        | 0,0                | 14,2                               |
| KZN275 : Mtubatuba             | 0,9        | 84,5        | 0,0                | 14,6                               |
| KZN276 : Big Five Hlabisa      | 1,6        | 83,5        | 0,0                | 14,8                               |

Source: CS 2016, STATS SA

| <b>Disability: Self Care</b> |            |             |                    |                                    |
|------------------------------|------------|-------------|--------------------|------------------------------------|
|                              | <b>Yes</b> | <b>No</b>   | <b>Do not know</b> | <b>Unspecified - Not applicabl</b> |
| <b>KwaZulu-Natal</b>         | <b>1,0</b> | <b>86,8</b> | <b>0,0</b>         | <b>12,2</b>                        |
| <b>DC27: Umkhanyakude</b>    | <b>1,8</b> | <b>83,9</b> | <b>0,0</b>         | <b>14,3</b>                        |
| KZN271 :<br>Umhlabuyalingana | 3,6        | 82,5        | 0,0                | 13,9                               |
| KZN272 : Jozini              | 0,4        | 85,4        | 0,0                | 14,2                               |
| KZN275 : Mtubatuba           | 0,8        | 84,6        | 0,0                | 14,6                               |
| KZN276 : Big Five Hlabisa    | 3,2        | 82,0        | 0,0                | 14,8                               |

Source: CS 2016, STATS SA

## MORTALITY INFORMATION

### Ten leading Causes of death, 2018

|    | KZN                                                  |     | UMkhanyakude                                         |      |
|----|------------------------------------------------------|-----|------------------------------------------------------|------|
| 1  | Other forms of heart disease (I30-I52)               | 8,2 | Human immunodeficiency virus [HIV] disease (B20-B24) | 12,5 |
| 2  | Diabetes mellitus (E10-E14)                          | 7,1 | Tuberculosis (A15-A19)                               | 6,8  |
| 3  | Tuberculosis (A15-A19)                               | 6,8 | Cerebrovascular diseases (I60-I69)                   | 6,5  |
| 4  | Cerebrovascular diseases (I60-I69)                   | 5,7 | Diabetes mellitus (E10-E14)                          | 4,7  |
| 5  | Human immunodeficiency virus [HIV] disease (B20-B24) | 5,4 | Other forms of heart disease (I30-I52)               | 4,5  |
| 6  | Hypertensive diseases (I10-I15)                      | 3,8 | Hypertensive diseases (I10-I15)                      | 3,7  |
| 7  | Influenza and pneumonia (J09-J18)                    | 3,3 | Influenza and pneumonia (J09-J18)                    | 2,2  |
| 8  | Ischaemic heart diseases (I20-I25)                   | 2,9 | Influenza and pneumonia (J09-J18)                    | 2    |
| 9  | Other viral diseases (B25-B34)                       | 2,2 | Malignant neoplasms of digestive organs (C15-C26)    | 1,9  |
| 10 | Malignant neoplasms of digestive organs (C15-C26)    | 2,1 | Renal failure (N17-N19)                              | 1,8  |

Source: STATS SA

## LOCAL MUNICIPALITY DATA MYPE 2021 AND 2022

### Umhlabuyalingana LM

| MHLABUYALINGANA | 2021         |              | 2022         |              |
|-----------------|--------------|--------------|--------------|--------------|
| AGE             | MALE         | FEMALE       | MALE         | FEMALE       |
| 0-4             | 10682        | 10462        | 10573        | 10357        |
| 5-9             | 10684        | 10481        | 10662        | 10462        |
| 10-14           | 10671        | 10710        | 10717        | 10705        |
| 15-19           | 8400         | 8954         | 8510         | 9130         |
| 20-24           | 6199         | 7035         | 6173         | 6960         |
| 25-29           | 5627         | 6611         | 5467         | 6438         |
| 30-34           | 6020         | 8048         | 6021         | 8084         |
| 35-39           | 5500         | 7024         | 5850         | 7355         |
| 40-44           | 3692         | 5562         | 4076         | 5936         |
| 45-49           | 2315         | 4219         | 2435         | 4287         |
| 50-54           | 1447         | 3268         | 1479         | 3276         |
| 55-59           | 1165         | 2324         | 1152         | 2325         |
| 60-64           | 984          | 2417         | 985          | 2473         |
| 65-69           | 763          | 1503         | 765          | 1521         |
| 70-74           | 633          | 1564         | 629          | 1564         |
| 75-79           | 287          | 990          | 283          | 1054         |
| 80+             | 603          | 1918         | 564          | 1849         |
| <b>TOTAL</b>    | <b>75672</b> | <b>93091</b> | <b>76342</b> | <b>93776</b> |

Source: STATS SA, midyear population estimates MYPE 2021 and 2022

## Jozini LM

| JOZINI       | 2021         |               | 2022         |               |
|--------------|--------------|---------------|--------------|---------------|
| AGE          | MALE         | FEMALE        | MALE         | FEMALE        |
| 0-4          | 13485        | 13242         | 13356        | 13113         |
| 5-9          | 13302        | 13446         | 13272        | 13434         |
| 10-14        | 12739        | 13365         | 12771        | 13352         |
| 15-19        | 10871        | 11628         | 11032        | 11874         |
| 20-24        | 8044         | 9433          | 8024         | 9365          |
| 25-29        | 6269         | 9016          | 6029         | 8840          |
| 30-34        | 6181         | 8705          | 6085         | 8694          |
| 35-39        | 4653         | 7351          | 4829         | 7661          |
| 40-44        | 3009         | 5520          | 3233         | 5845          |
| 45-49        | 1995         | 4492          | 2050         | 4551          |
| 50-54        | 1765         | 3887          | 1791         | 3908          |
| 55-59        | 1520         | 3180          | 1504         | 3220          |
| 60-64        | 1145         | 2587          | 1152         | 2661          |
| 65-69        | 867          | 1820          | 869          | 1878          |
| 70-74        | 605          | 1322          | 601          | 1320          |
| 75-79        | 349          | 977           | 349          | 1046          |
| 80+          | 514          | 1512          | 479          | 1447          |
| <b>TOTAL</b> | <b>87312</b> | <b>111483</b> | <b>87424</b> | <b>112209</b> |

Source: STATS SA, midyear population estimates MYPE 2021 and 2022

## Mtubatuba LM

| MTUBATUBA | 2021  |        | 2022  |        |
|-----------|-------|--------|-------|--------|
| AGE       | MALE  | FEMALE | MALE  | FEMALE |
| 0-4       | 13533 | 13218  | 13567 | 13256  |
| 5-9       | 12625 | 12829  | 12701 | 12933  |
| 10-14     | 10949 | 11516  | 10993 | 11536  |
| 15-19     | 9338  | 10157  | 9476  | 10379  |
| 20-24     | 7982  | 8965   | 8000  | 8931   |
| 25-29     | 9164  | 10129  | 9051  | 10060  |
| 30-34     | 8801  | 9473   | 8914  | 9577   |
| 35-39     | 6596  | 7014   | 7034  | 7336   |
| 40-44     | 3438  | 4349   | 3758  | 4564   |
| 45-49     | 2318  | 3869   | 2417  | 3898   |
| 50-54     | 1795  | 4422   | 1834  | 4466   |
| 55-59     | 1464  | 3810   | 1452  | 3888   |
| 60-64     | 1277  | 2814   | 1288  | 2901   |
| 65-69     | 914   | 2350   | 923   | 2460   |
| 70-74     | 791   | 1717   | 792   | 1745   |
| 75-79     | 532   | 995    | 542   | 1072   |
| 80+       | 556   | 1019   | 522   | 952    |

|              |              |               |              |               |
|--------------|--------------|---------------|--------------|---------------|
| <b>TOTAL</b> | <b>92074</b> | <b>108645</b> | <b>93263</b> | <b>109953</b> |
|--------------|--------------|---------------|--------------|---------------|

Source: STATS SA, midyear population estimates MYPE 2021 and 2022

### Big 5 Hlabisa LM

| <b>BIG 5 HLABISA</b> | <b>2021</b>  |               | <b>2022</b>  |               |
|----------------------|--------------|---------------|--------------|---------------|
| <b>AGE</b>           | <b>MALE</b>  | <b>FEMALE</b> | <b>MALE</b>  | <b>FEMALE</b> |
| 0-4                  | 7174         | 7458          | 7089         | 7391          |
| 5-9                  | 6733         | 6855          | 6674         | 6815          |
| 10-14                | 6518         | 6905          | 6482         | 6857          |
| 15-19                | 5818         | 5887          | 5862         | 5967          |
| 20-24                | 4019         | 5135          | 3978         | 5089          |
| 25-29                | 4867         | 5258          | 4784         | 5183          |
| 30-34                | 4475         | 4453          | 4507         | 4437          |
| 35-39                | 3134         | 3861          | 3313         | 4010          |
| 40-44                | 1908         | 2300          | 2075         | 2379          |
| 45-49                | 1272         | 2392          | 1321         | 2396          |
| 50-54                | 977          | 1965          | 989          | 1936          |
| 55-59                | 1028         | 2436          | 1024         | 2478          |
| 60-64                | 880          | 2004          | 888          | 2076          |
| 65-69                | 697          | 1608          | 706          | 1683          |
| 70-74                | 343          | 1038          | 337          | 1049          |
| 75-79                | 257          | 586           | 257          | 625           |
| 80+                  | 321          | 564           | 296          | 514           |
| <b>TOTAL</b>         | <b>50420</b> | <b>60706</b>  | <b>50583</b> | <b>60885</b>  |

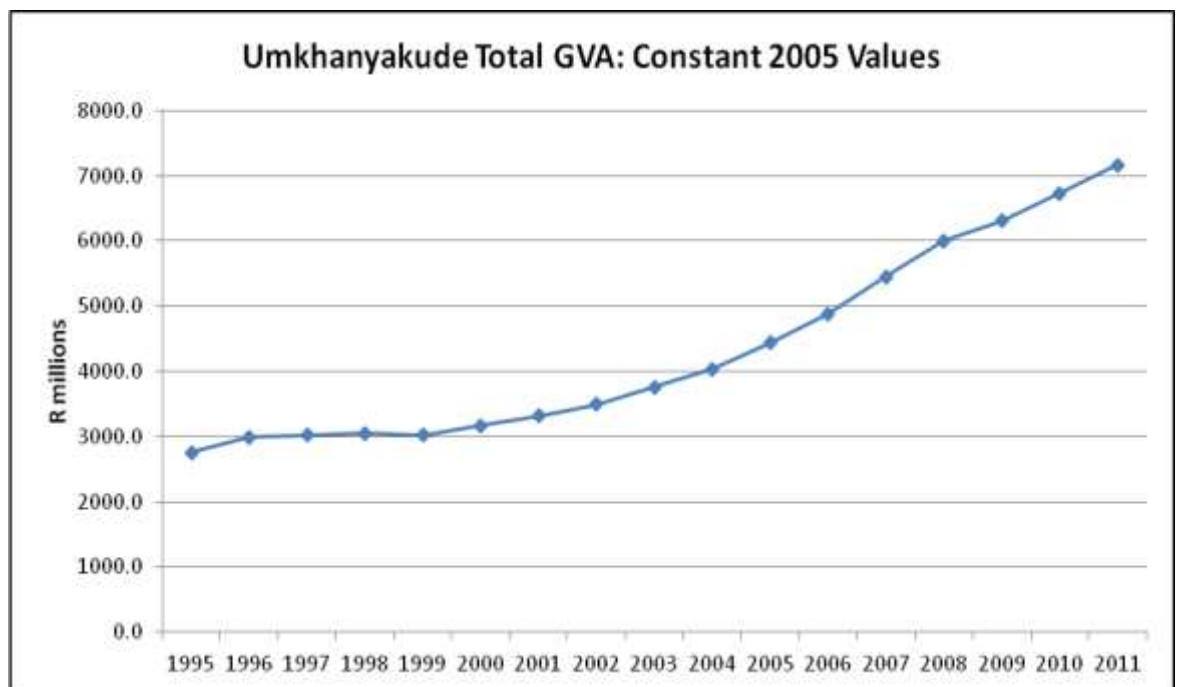


## 3.4 Overview of the District Economy

### 3.4.1 Economic structure and trends

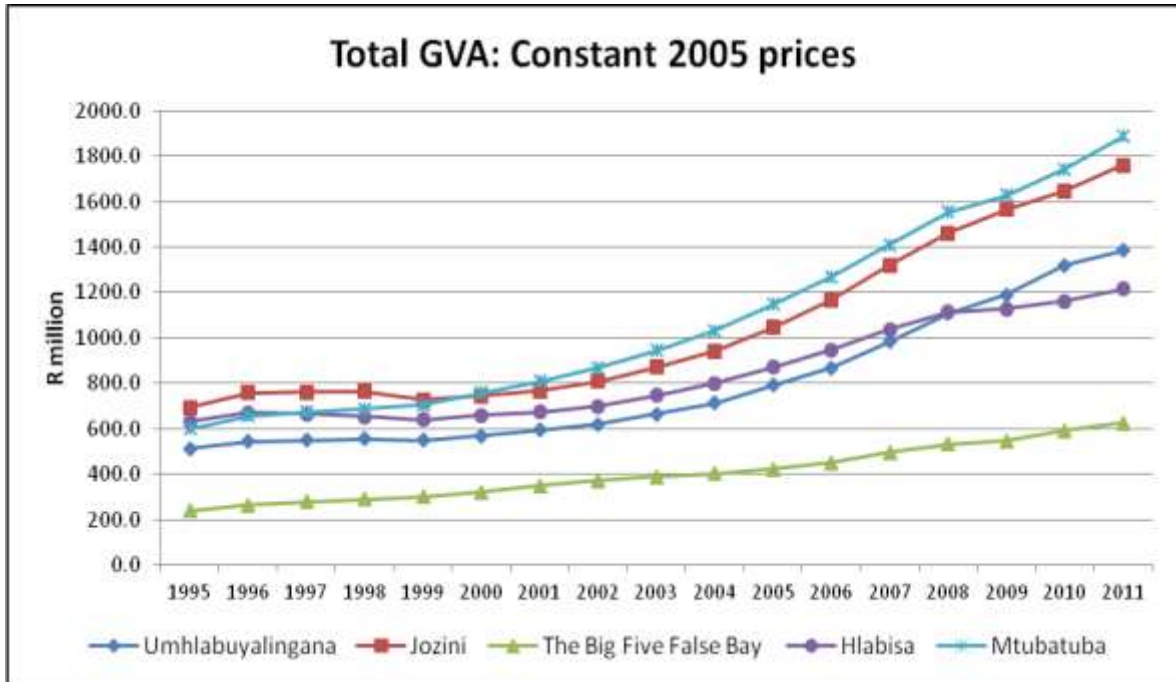
- The total size of the district economy as measured by the total GVA has grown from R2.7 billion in 1995 to approximately R7.1 billion in 2011.
- The comparative structure of the local economies is depicted below and indicates a much differentiated structure with increasing divergence over time.
- The two dominant local economies within the district are the Mtubatuba and Jozini LMs accounting for approximately R1.9 and R1.7 billion of GVA in 2011 respectively. The growth rates and patterns of the Mtubatuba, Jozini, and UMhlabuyalingana municipalities showed an increasing and sustained growth over the period from 2001 onwards. This is in contrast to the economy of the Hlabisa LM which experienced a reduced economic growth rate since 2008.

Figure 2: UMkhanyakude Total GVA at constant 2005 values



Data Source: Quantec, RSA Regional indicators (2011)

Figure 3: Total GVA at constant 2005 values (LM level)

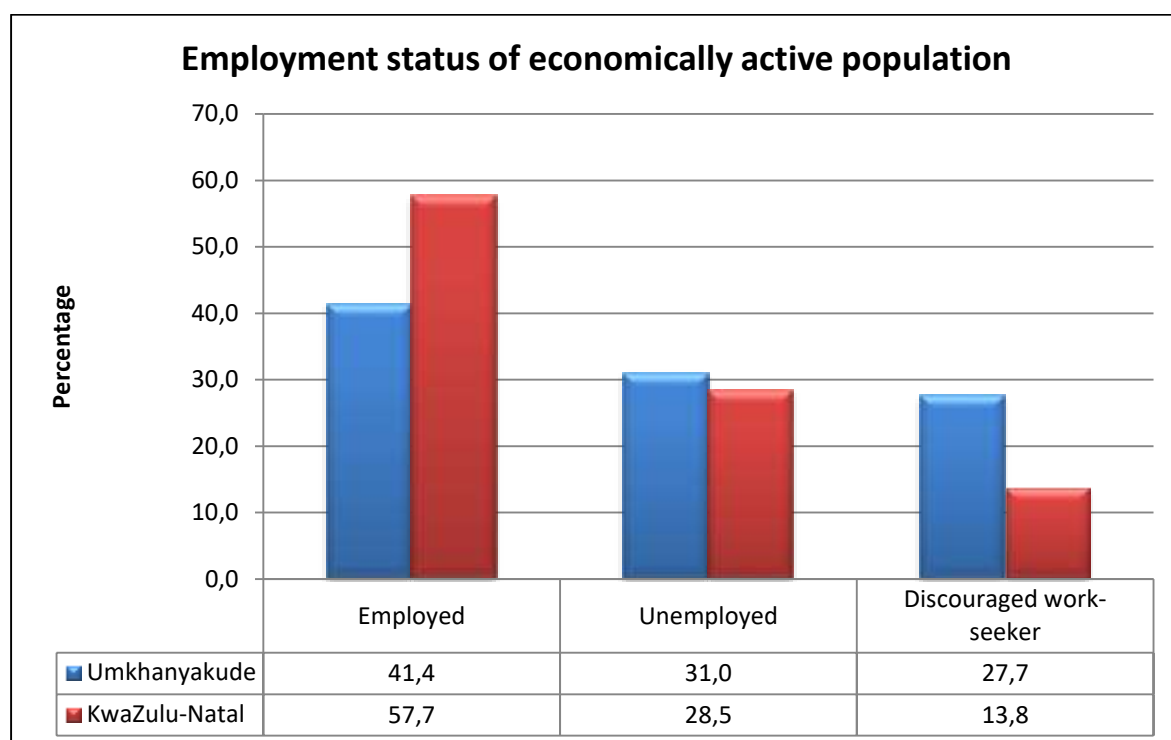


Data Source: Quantec, RSA Regional indicators (2011)

- The most dominant economic sectors in UKDM are the retail, catering and accommodation sectors accounting for R1.45 billion in 2011, the manufacturing sector (R1.37 billion), and the general government services sector (R1.34 million).
- The other sectors showed (manufacturing retail, catering and accommodation, agriculture, storage and business services) sectors showed the biggest increase between 2001 and 2011.

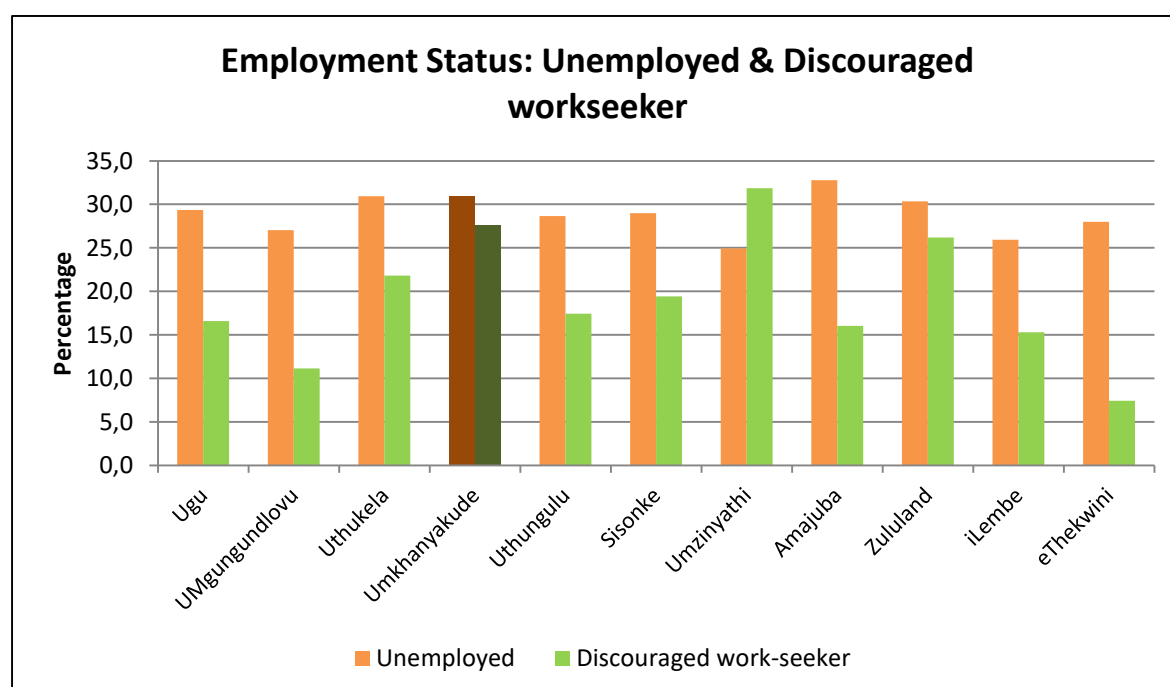
### 3.4.2 Employment Structure and Trends

Figure 4: Employment status of economically active population (UKDM vs. KZN)



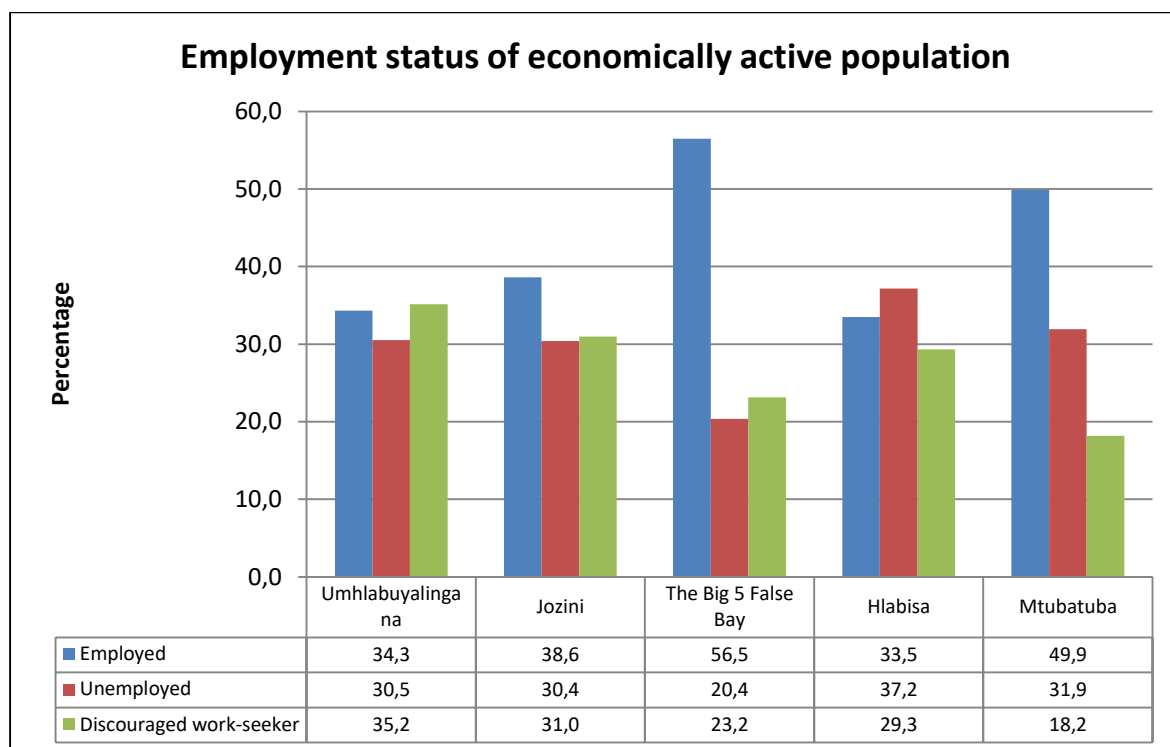
Data Source: Statistics SA, Census 2011

Figure 5: Employment Status (District level)



Data Source: Statistics SA, Census 2011

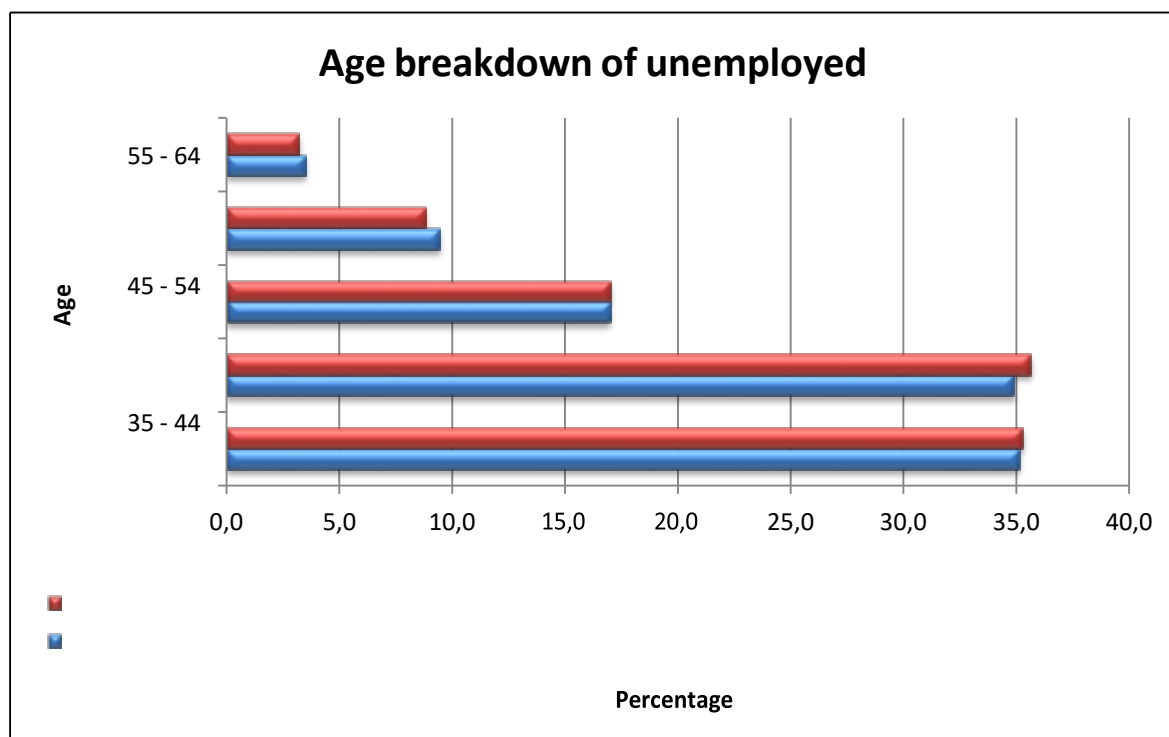
Figure 6: Employment Status of Economically Active Population (LM level)



Data Source: Statistics SA, Census 2011

One of the critical challenges identified in the National Development Plan 2030 is the extremely high occurrence of unemployment amongst the youth of South Africa. The information depicted in Figures 10 to 12 reflects on the occurrence and characteristics of this phenomenon within the district. The age breakdown of the unemployed population in UKDM is very similar to the overall figures for KZN. As much as 35.2% of the unemployed population is younger than 25 years of age with a further 34.9% between 25 and 34 years. This implies that more than 70% of the unemployed population is younger than 35 years of age. As illustrated in Figure 12, the proportion of unemployed population younger than 25 years of age does not differ significantly between the various district municipalities. The age profile of the unemployed population is also very similar across the five local municipalities, although the percentage of the unemployed younger than 25 years is an extraordinary high figure of 40% in the Hlabisa LM. The information indicated on the attached thematic map indicates that there are no clear spatial concentrations or clusters of unemployed population younger than 25 years of age at individual settlement level within the district. Individual settlements with more than 50% of the unemployed population younger than 25 years of age are a widespread occurrence across all five local municipalities in the district.

Figure 7: Age breakdown of Unemployed Population (UKDM vs KZN)



|               | 15 - 24 | 25 - 34 | 35 - 44 | 45 - 54 | 55 - 64 |
|---------------|---------|---------|---------|---------|---------|
| KwaZulu-Natal | 35,3    | 35,7    | 17,0    | 8,8     | 3,2     |
| Umkhanyakude  | 35,2    | 34,9    | 17,0    | 9,4     | 3,5     |
|               | 15 - 24 | 25 - 34 | 35 - 44 | 45 - 54 | 55 - 64 |
| KwaZulu-Natal | 35,3    | 35,7    | 17,0    | 8,8     | 3,2     |
| Umkhanyakude  | 35,2    | 34,9    | 17,0    | 9,4     | 3,5     |

Data Source: Statistics SA, Census 2011

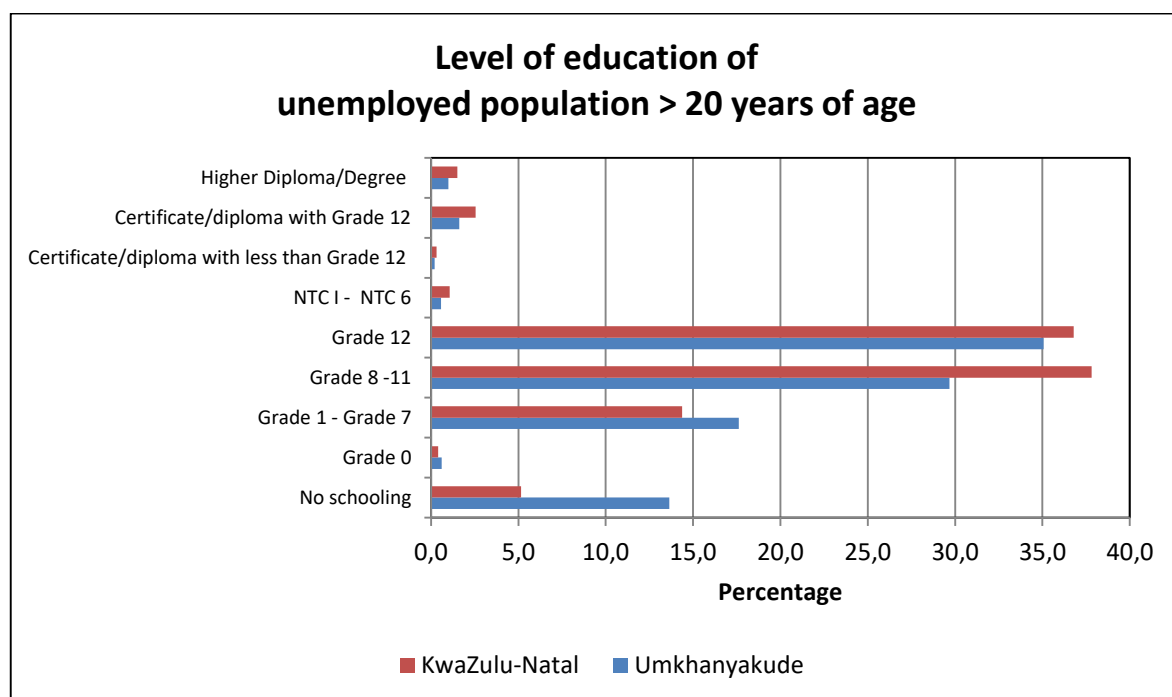
One of the critical challenges identified in the National Development Plan 2030 is the extremely high occurrence of unemployment amongst the youth of South Africa. The information depicted above reflects on the occurrence and characteristics of this phenomenon within the district. The age breakdown of the unemployed population in UKDM is very similar to the overall figures for KZN. As much as 35.2% of the unemployed population is younger than 25 years of age with a further 34.9% between 25 and 34 years. This implies that more than 70% of the unemployed population is younger than 35 years of age.

### 3.4.3 Education levels of economically active population

The relationship between the levels of employment and the education levels of the population older than 20 years of age is reflected in Figures 14 to 15. Approximately 14% of the unemployed population UKDM has received no formal schooling and a further 17% only primary level education. Significantly, the largest proportion of the unemployed population has completed their Grade 12 education and a further 30% some form of secondary education. A very clear trend is also the fact that only a fraction of the unemployed population has completed any form of tertiary education. The patterns across the

five local municipalities is a very similar (see Figure 4.18) with the only significant difference the relatively lower levels of unemployed population who received no formal schooling in the Hlabisa and Mtubatuba LMs (9% and 10% respectively). The implications of these figures are that the completion of secondary school education provides very little guarantee of finding any form of formal employment within the district. It also confirms the importance of tertiary education to successfully enter the employment market, even in districts with limited availability of formal sector employment opportunities.

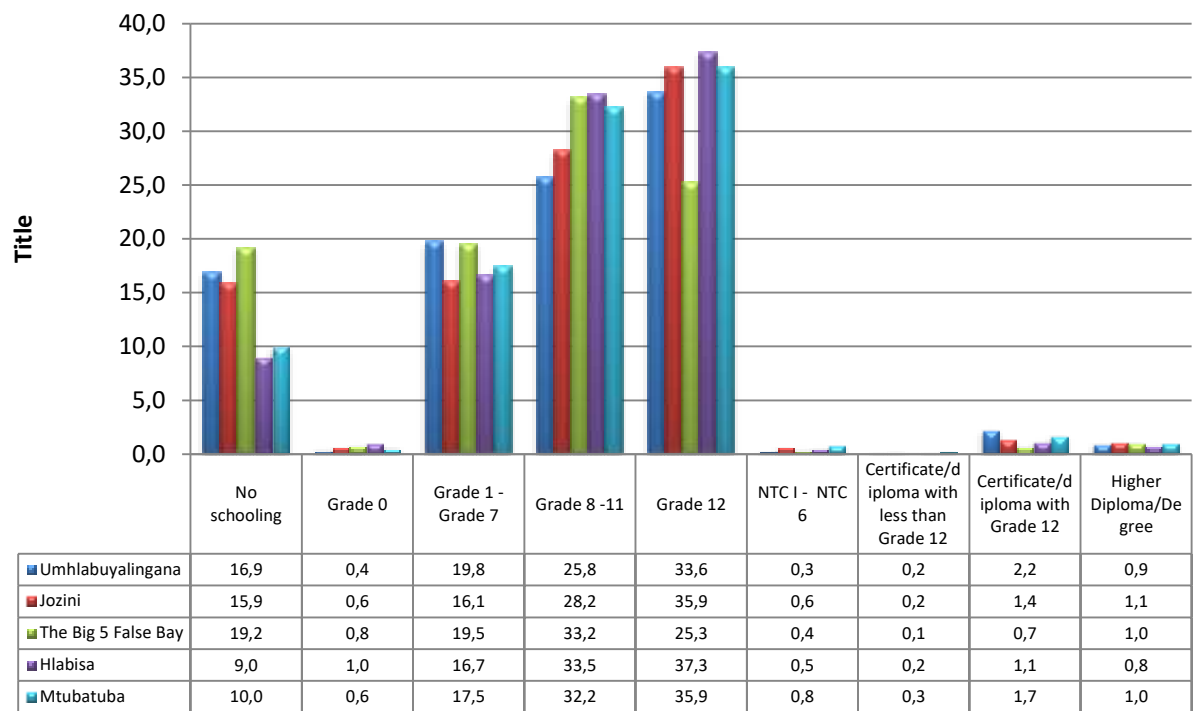
**Figure 8: Level of education of unemployed population older than 20 yrs (UKDM vs. KZN)**



Data Source: Statistics SA, Census 2011

**Figure 9: Level of education of unemployed population older than 20 yrs (LM level)**

**Level of education of unemployed population > 20 years**



Data Source: Statistics SA, Census 2011

## 3.5 Human Resources Overview

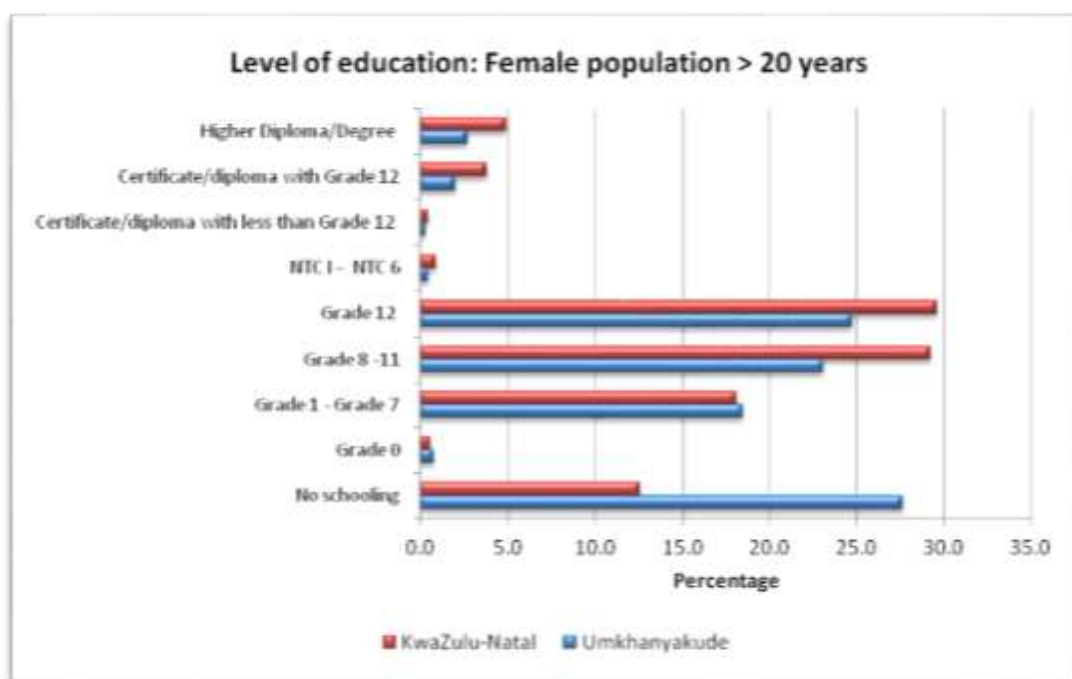
### 3.5.1 Education and Literacy Level

The information depicted below indicates that there are no significant differences in education levels of the male and female population in UKDM. The most notable aspect reflected by these statistics is the high levels of adult illiteracy in the district.

3.5.1.1 More than 27% of the adult female population and 22% of the male population who have not received any form of schooling. These figures are significantly higher than the comparative provincial figures of 13% and 8% respectively.

3.5.1.2 The proportion of the adult population in the district with tertiary education is less than half the comparative figure for the province (approximately 2.5% of the adult population compared to provincial figure of 5%) which rate amongst the lowest of the districts in the province.

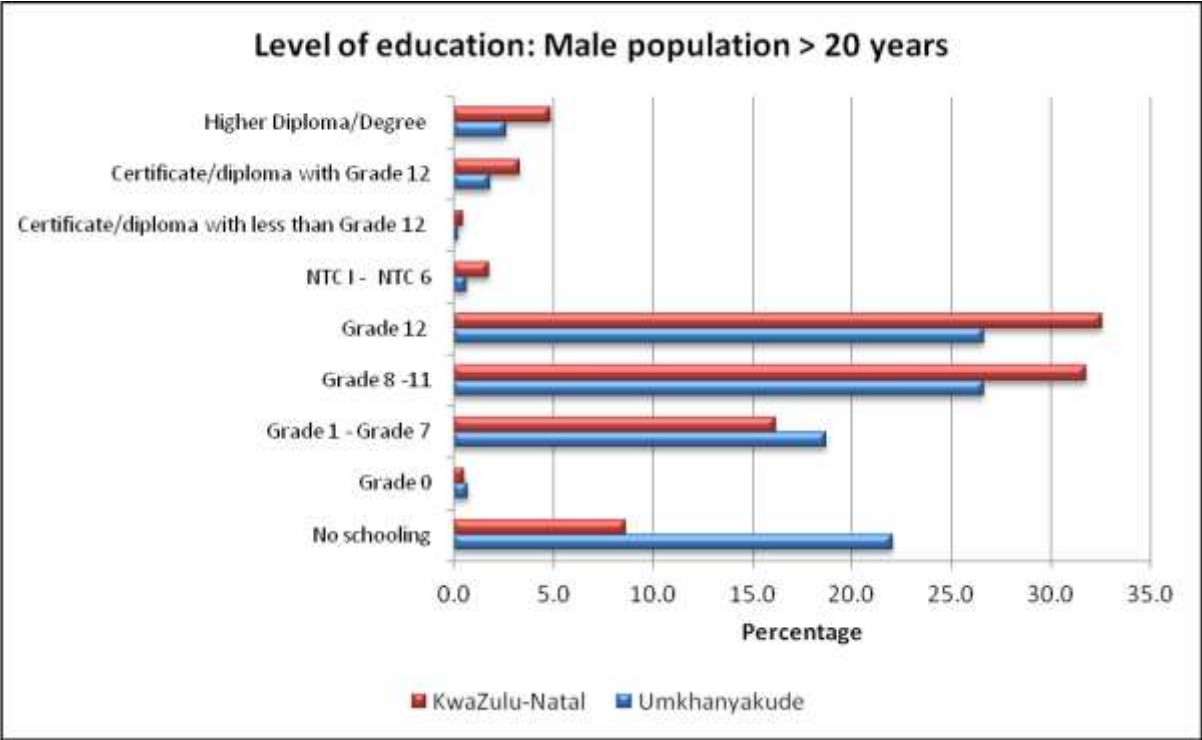
Figure 10: Education level of female population younger than 20 years (UKDM vs. KZN)



Data Source: Statistics SA, Census 2011

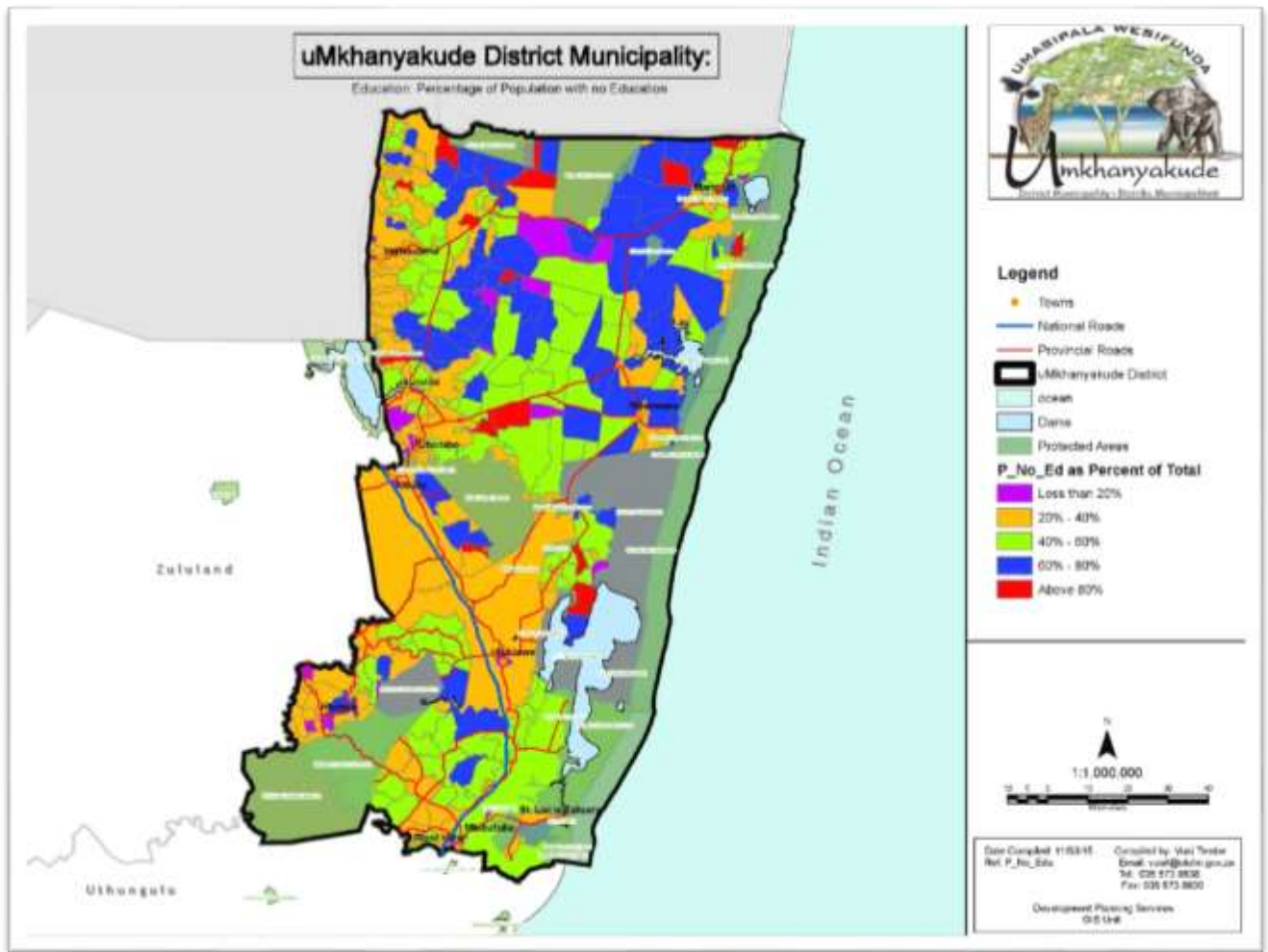


Figure 11: Education level of male population younger than 20 years (UKDM vs. KZN)



Data Source: Statistics SA, Census 2011

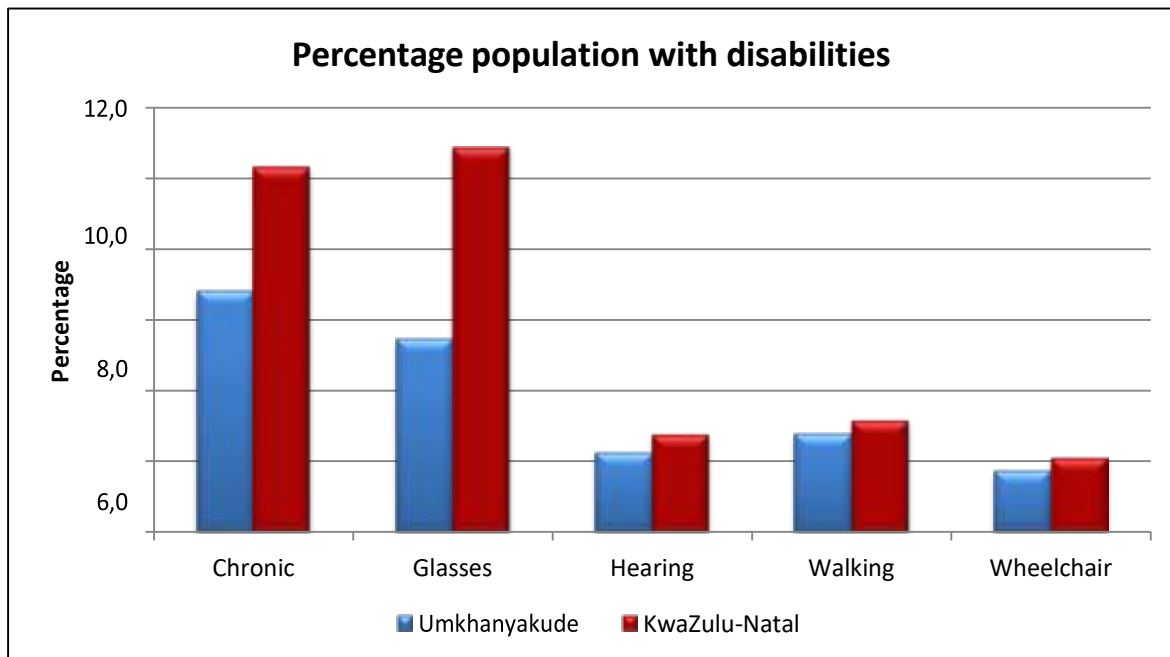
Figure 12: Spatial Analysis of Population with no Education



- Overall population above the age of 20 with no education is significantly high at about 35%
- This is reflected in the map above as most population fall in the category of 20-40 with no education

### 3.5.2 People living with Disabilities

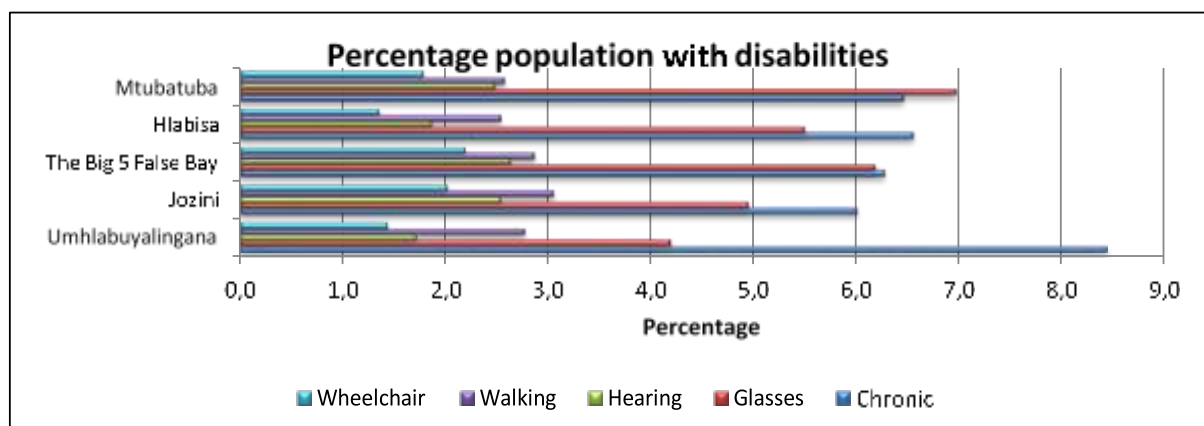
Figure 13: Population living with Disabilities (UKDM vs KZN)



Data Source: Statistics SA, Census 2011

The proportion of the district population with disabilities is generally significantly lower compared to the overall provincial level figures. There are no significant differences across the five local municipalities although the proportion of population using chronic medication is somewhat higher in the UMhlabuyalingana LM.

Figure 14: Percentage population with disabilities (LM level)



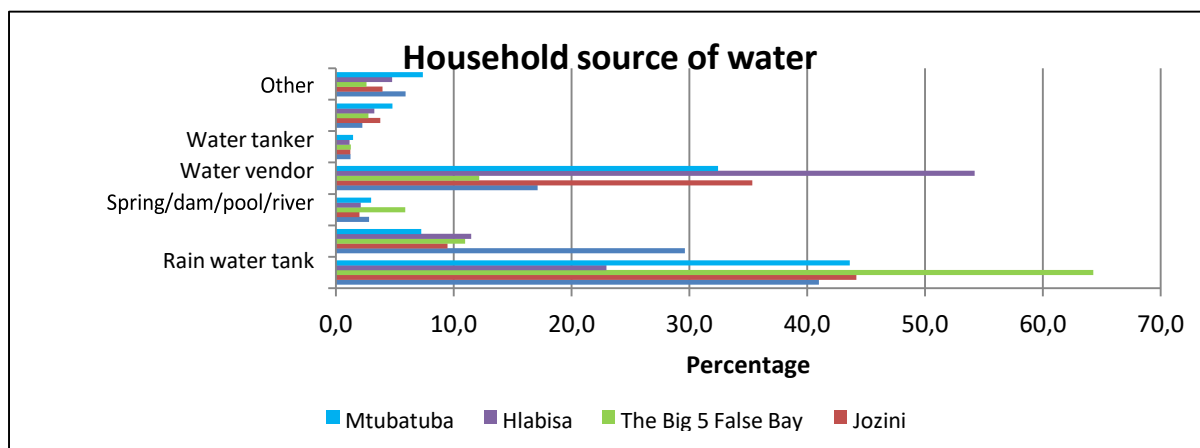
Data Source: Statistics SA, Census 2011

## 3.6 Overview of Strategic Infrastructure

### 3.6.1 Water and Sanitation

Access to basic water infrastructure clearly remains one of the key challenges in UKDM. The proportion of households provided with water through regional and local water schemes is only 42% compared to the provincial figure of 72%. About 30% of households are utilising untreated sources of water directly from springs, dams or rivers, a figure significantly higher than the provincial total of 13%.

**Figure 15: Household source of water (LM level)**



Data Source: Statistics SA, Census 2011

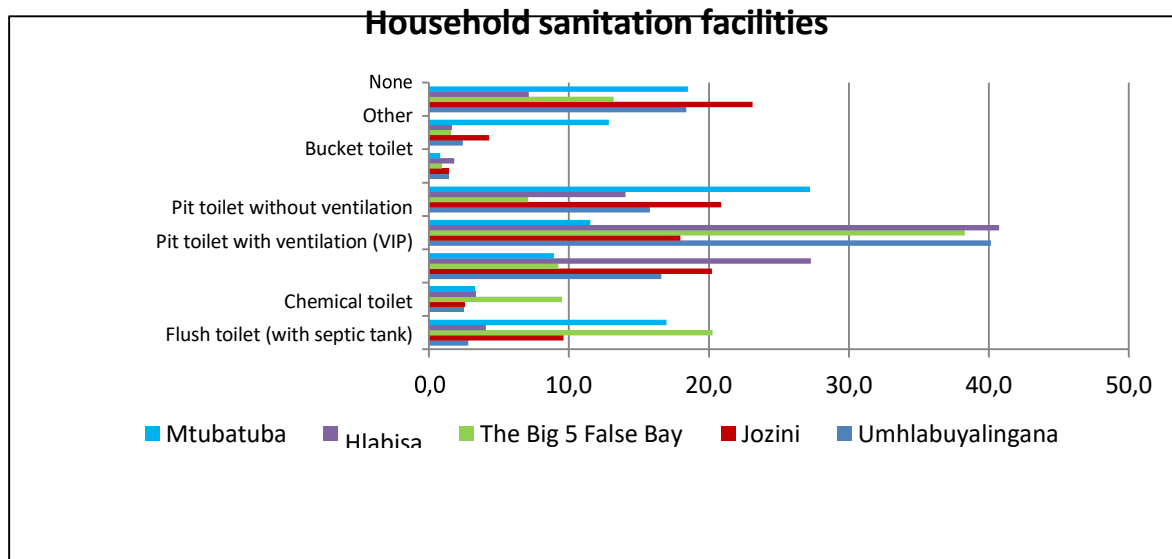
The massive backlogs and the extent of the challenge of providing appropriate sanitation facilities to households in UKDM are clearly depicted below.

Percentage of Households in the district with access to a flush toilet (connected to either a sewerage system or a septic tank) is only 13.1%, a figure significantly lower than the 45% at provincial level.

About 18.4% of households in UKDM do not have access to any form of sanitation facilities compared to only 6.3% at provincial level. The dominant forms of sanitation infrastructure in the district include ventilated improved pit latrines (25.6% of households) and unimproved pit toilets (19.7% of households).

The proportion of households with access to a flush toilet connected to a sewerage system in UKDM (9.9%) is the lowest amongst all districts within the province.

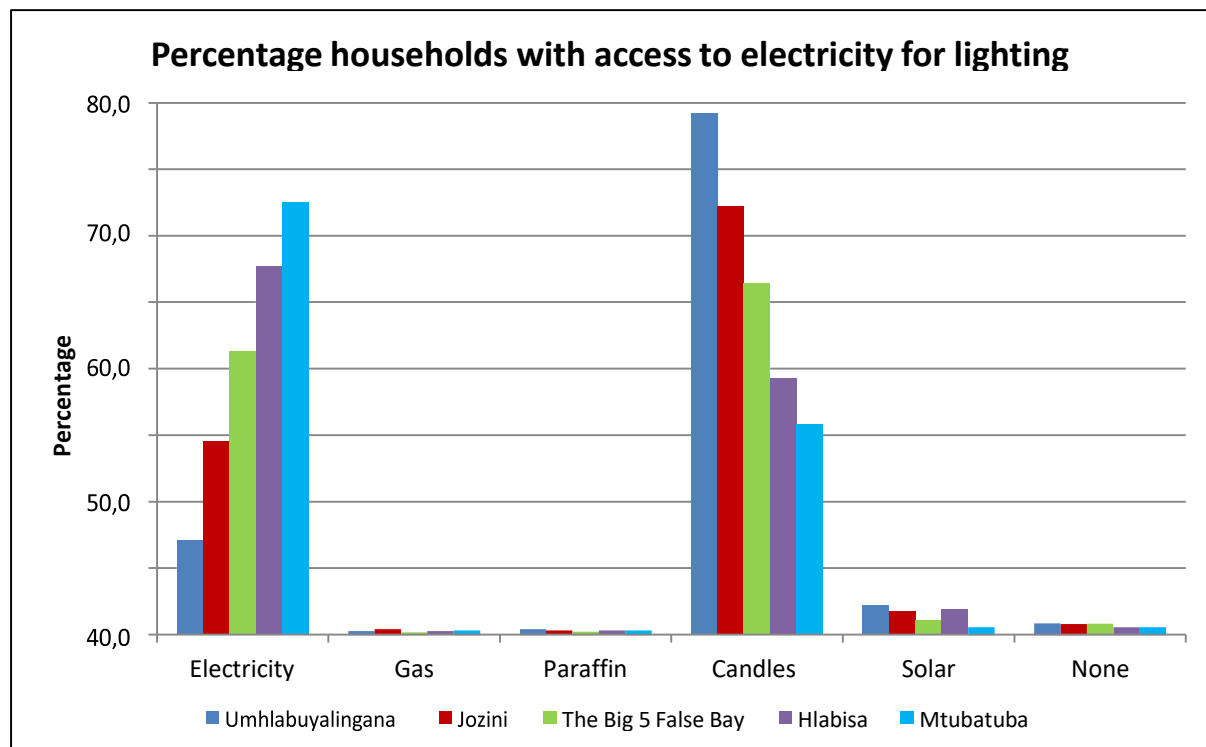
Figure 16: Access to sanitation infrastructure (LM level)



Data Source: Statistics SA, Census 2011

### 3.6.2 Energy

Figure 17: Households with Access to electricity for Lighting



Data Source: Statistics SA, Census 2011

Significant progress has been made with providing basic electricity to households across all five local municipalities between 2001 and 2011. This ranges from a relatively modest increase (from 6% to 14%) in

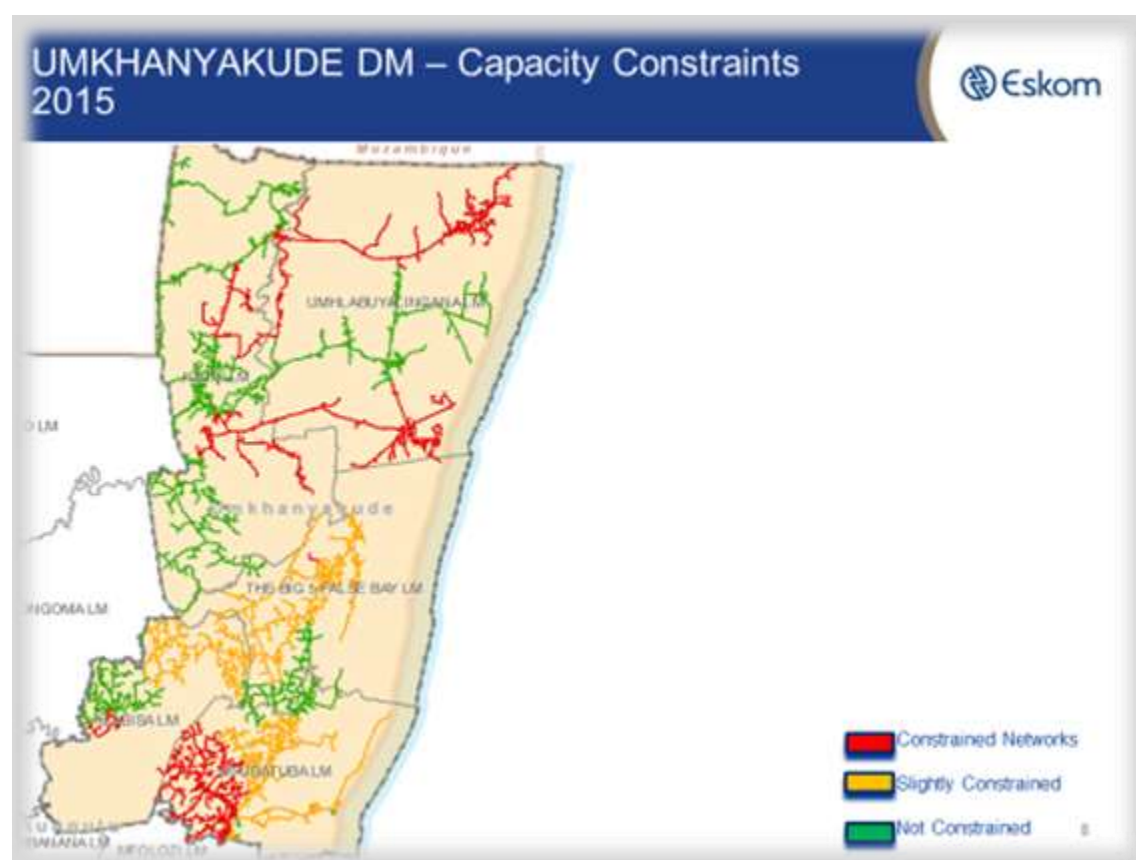
uMhlabuyalingana LM, to increases of 27% in the Hlabisa LM (from 28% to 55%) and 24% in the Big 5 False Bay LM (from 18% to 42%). However, there are significant backlogs remaining in the district.

Only 38.4% of households in the district have access to electricity for lighting purposes and 32.1% for cooking (the comparative provincial level figures are 77.9% and 68.8% respectively).

About 56% of the district households are reliant on candles as source of lighting (overall provincial figure is 19.6%).

Umhlabuyalingana and Jozini are clearly most deprived from basic electricity infrastructure with only 13% and 29% of households in these two municipalities with access to electricity for lighting purposes.

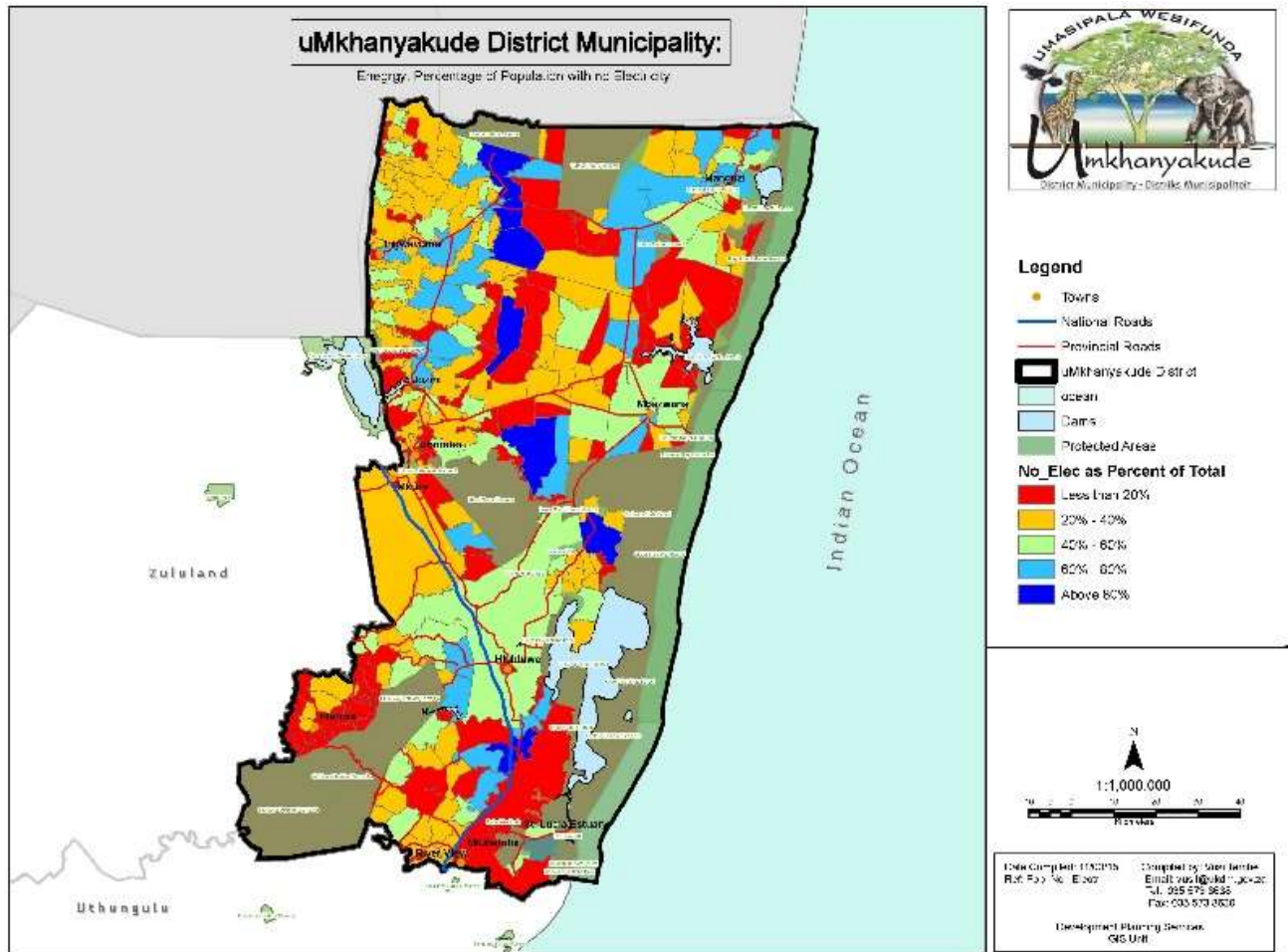
**Figure 18: District-wide Electricity Network Constraints**



Source: ESKOM 2015

- Most networks in the north and south of the District are still constrained

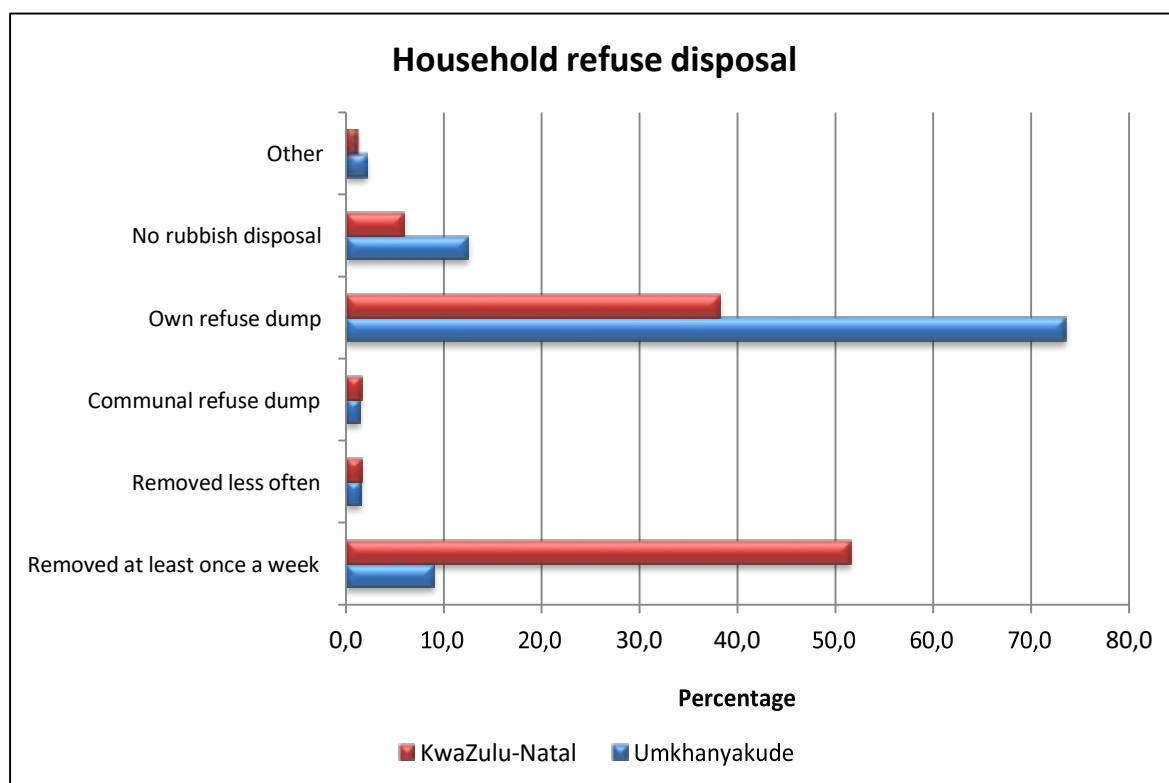
Figure 19: Percentage of Population with No Electricity



- Areas above 80% with no access to electricity are still visible in the northern side of the District and a few around Hluhluwe
- The most prevalent category is 20%-40% of the population

### 3.6.3 Waste Removal

Figure 20: Household refuse disposal (LM level)



Data Source: Statistics SA, Census 2011

The provision of regular refuse removal services is limited to a number of the larger centres within the district.

Overall, the proportion of households provided with a weekly household refuse removal service is less than 10% compared to the overall provincial figure of 52%.

74% of households in the district make use of own refuse dumps, with a further 13% without any form of rubbish disposal. The availability of this service does not vary greatly amongst the local municipalities although the proportion of households provided with regular weekly refuse removal service is slightly higher in the Big 5 False Bay municipality (18%), Mtubatuba (13%) and Jozini (11%) municipalities.

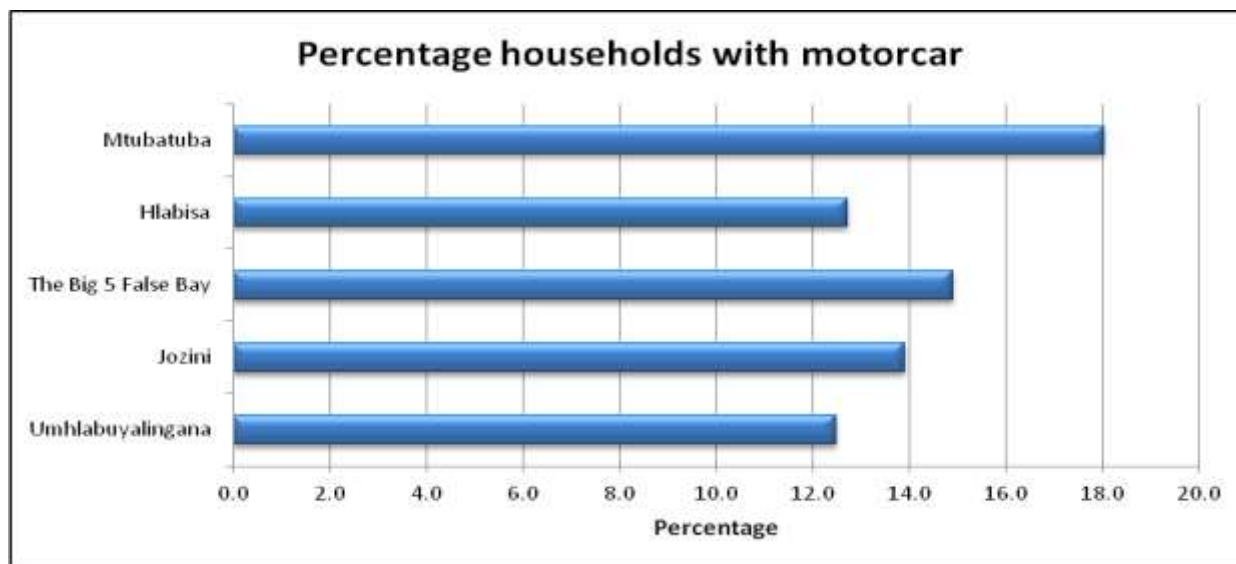
The spatial analysis confirms the widespread use of own refuse dumps in settlements right across the UKDM area of jurisdiction.

### 3.6.4 Roads and transportation



The percentage households owning motorcars in UKDM (14%) is the second lowest amongst all districts within the province. This implies limited levels of mobility for the district population and large-scale reliance on public transport to access social and economic opportunities. These low levels of private vehicle ownership are prevalent across all four local municipalities, although a somewhat higher proportion of 18% of households in Mtubatuba owns a motor vehicle.

Figure 21: Percentage households with a motorcar (LM level)



Data Source: Statistics SA, Census 2011

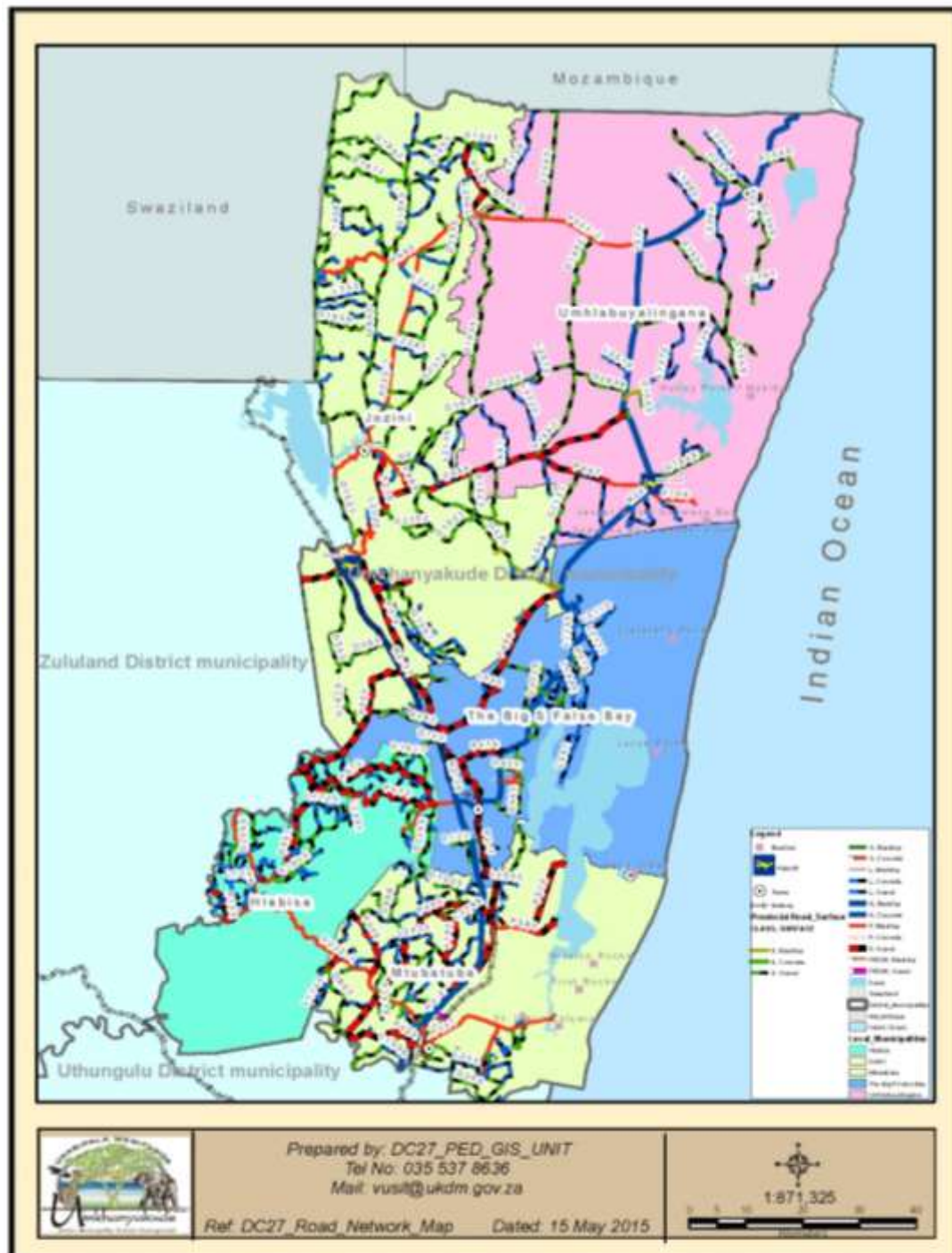
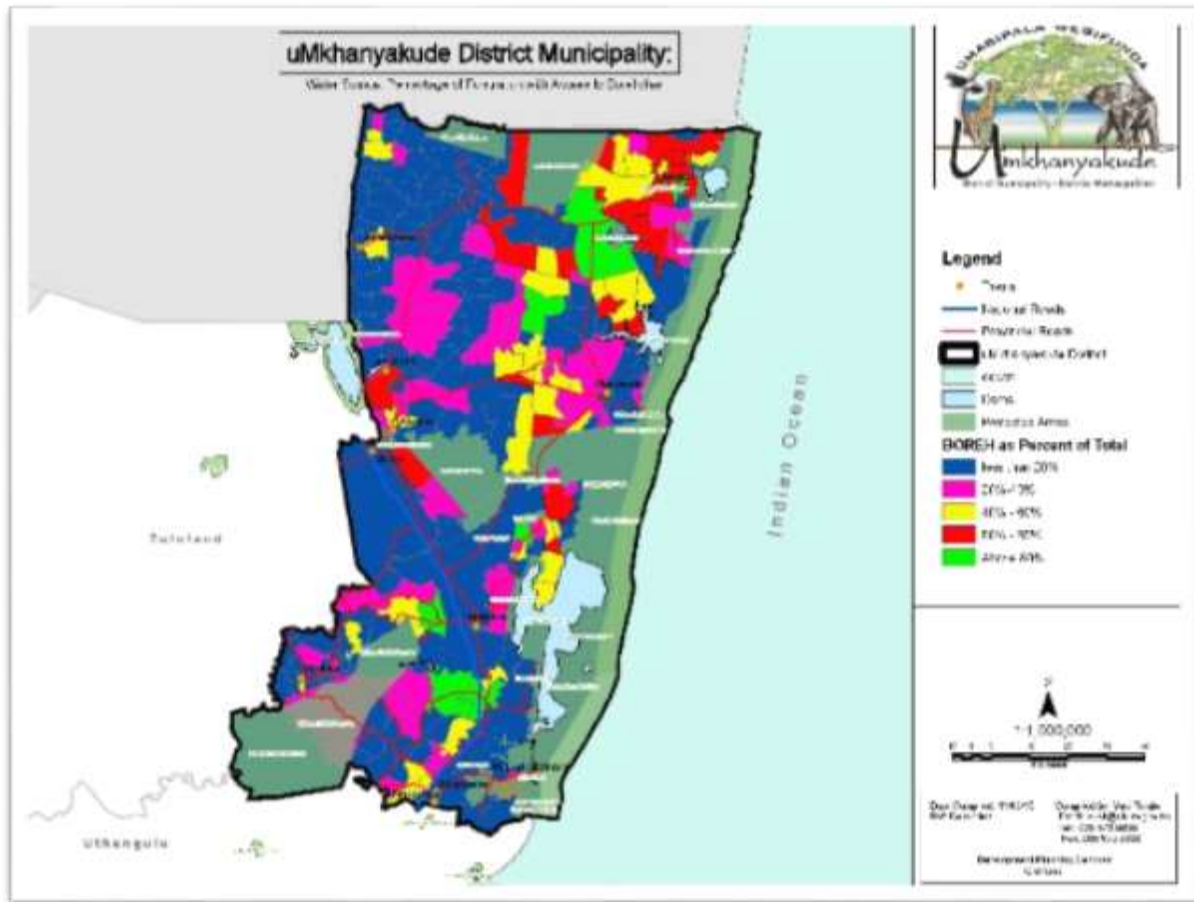


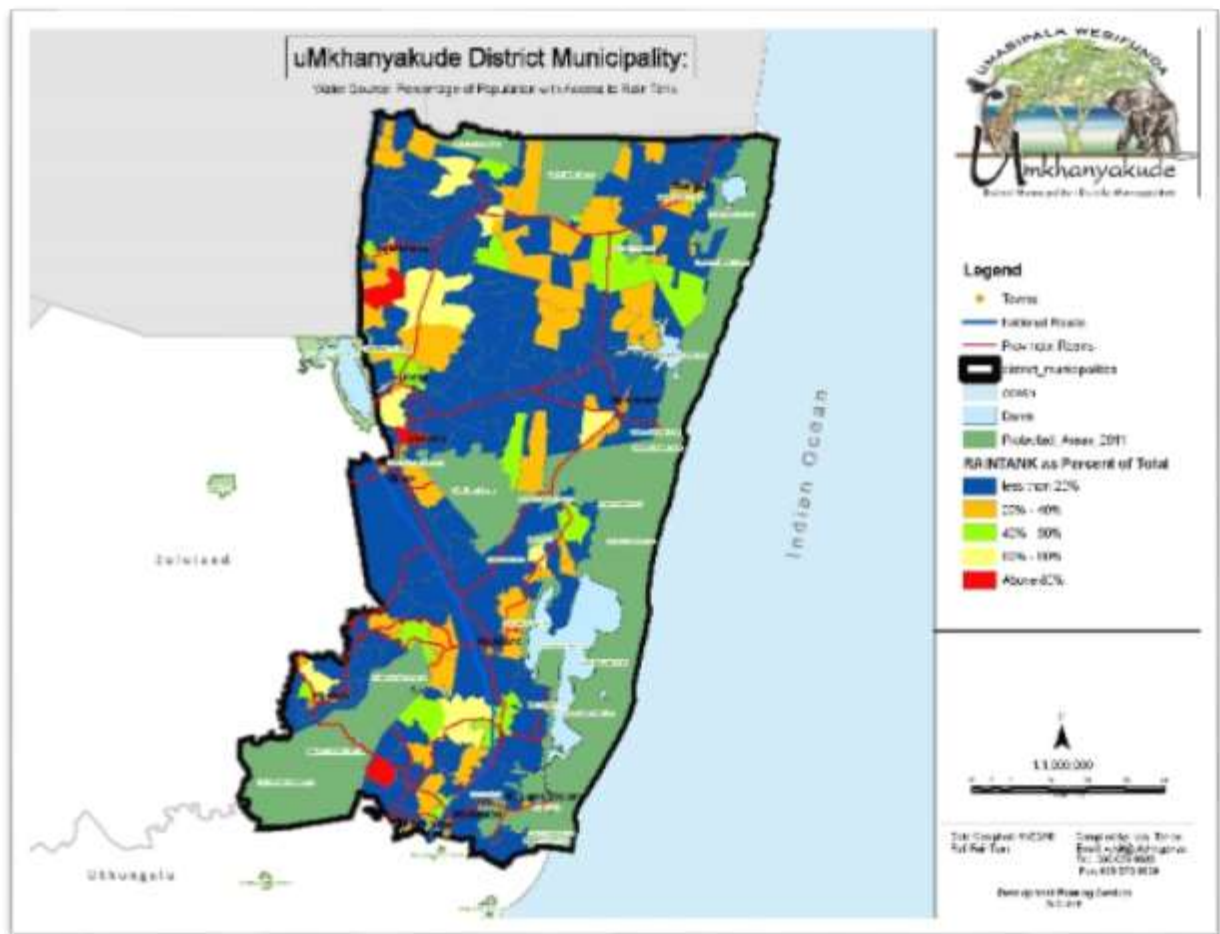
Figure 23: Percentage of Population with Access to Boreholes as a Source of Water



Source: uMkhanyakude GIS: 2017

- In most areas of the District less than 20% of the population still depend on boreholes to access water
- In some areas boreholes have run dry or not functioning at all
- Through Umgeni Water most boreholes are being resuscitated

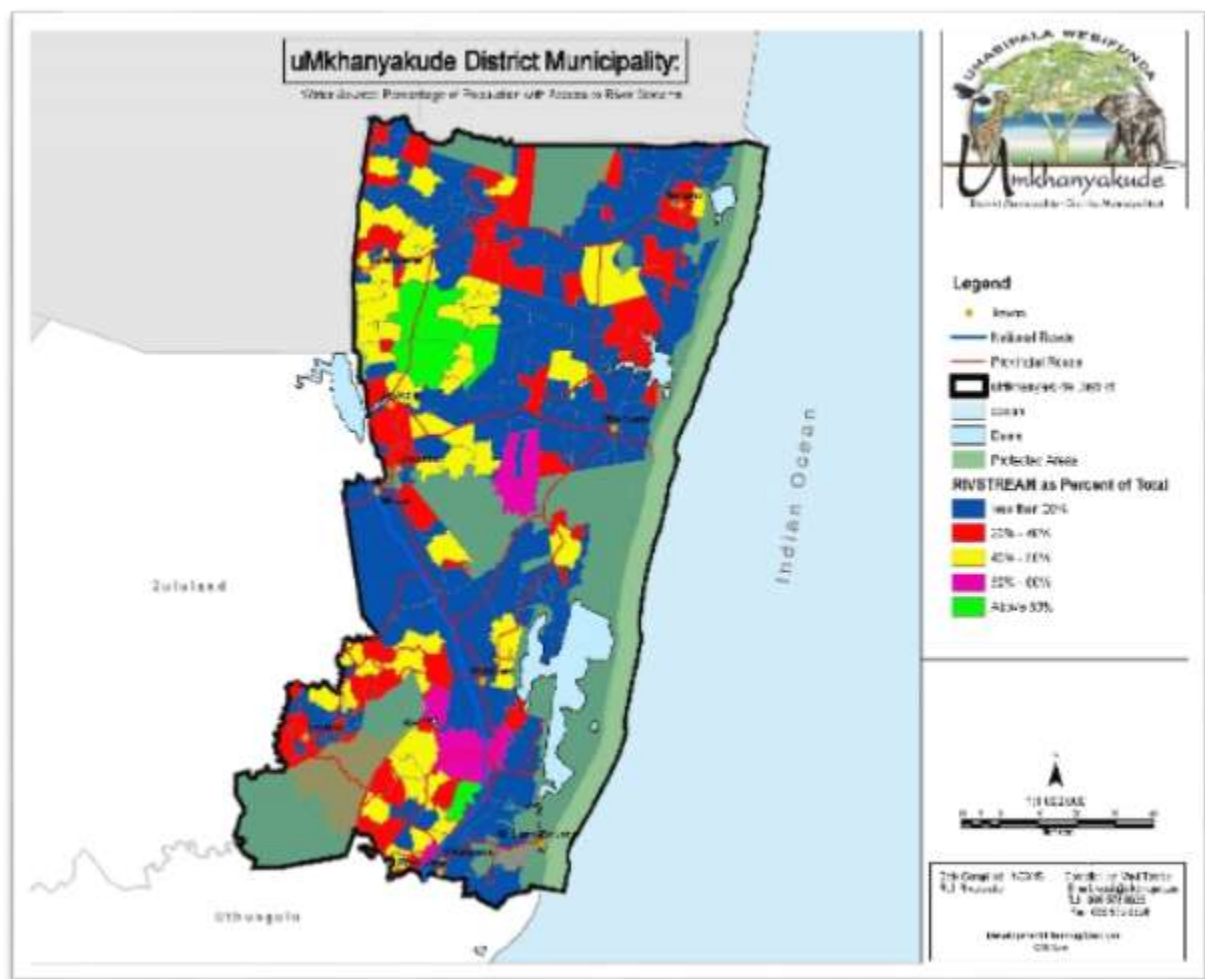
Figure 24: Percentage of Population with Access to Rain Tank as Source of Water



Source: uMkhanyakude GIS: 2017

- More households are in need of rain tanks as a means to harvest water

Figure 25: Percentage of Population with Access to River Streams

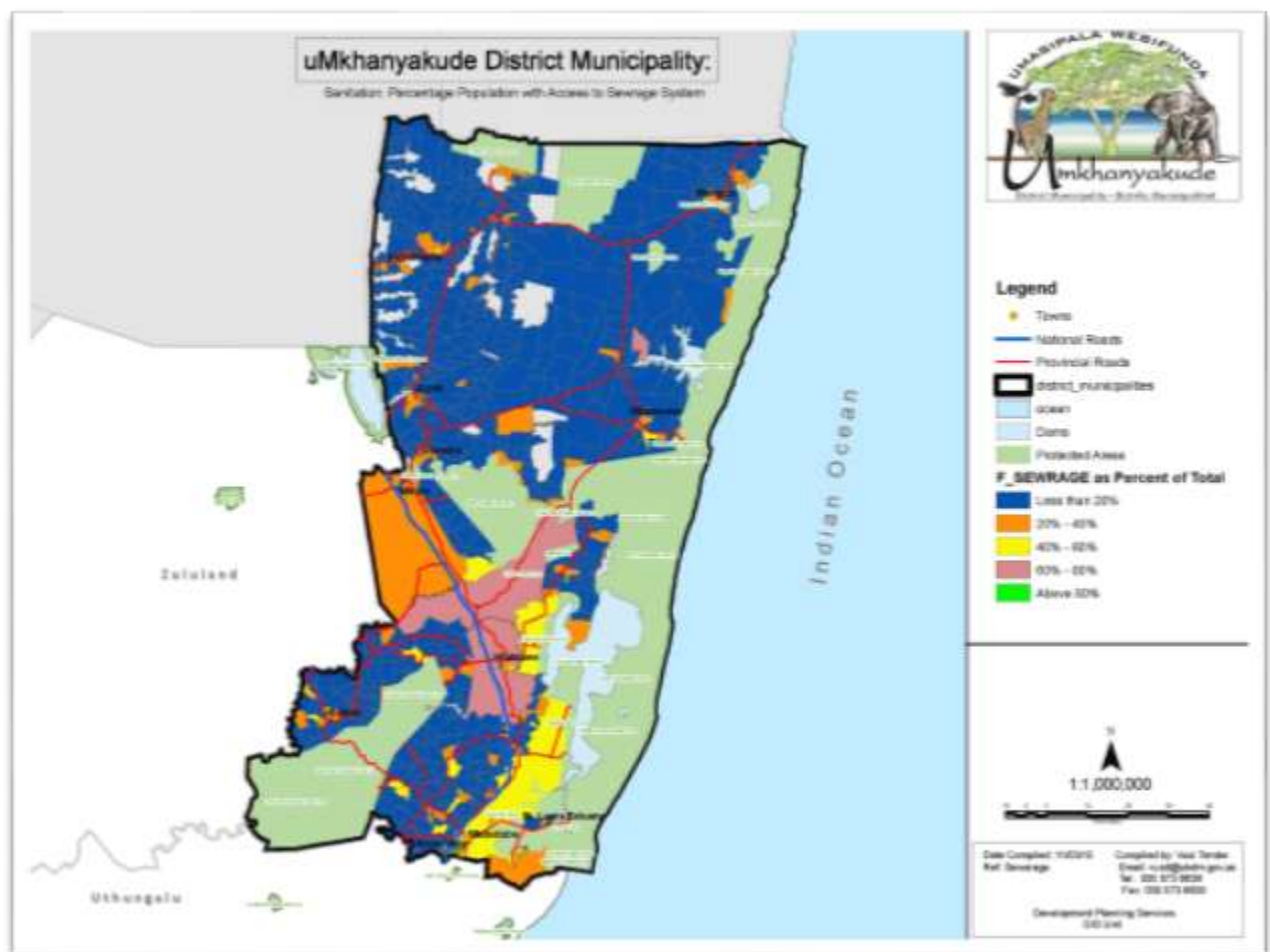


Source: uMkhanyakude GIS: 2017

- In most areas water infrastructure is available and less people rely on river streams for potable water



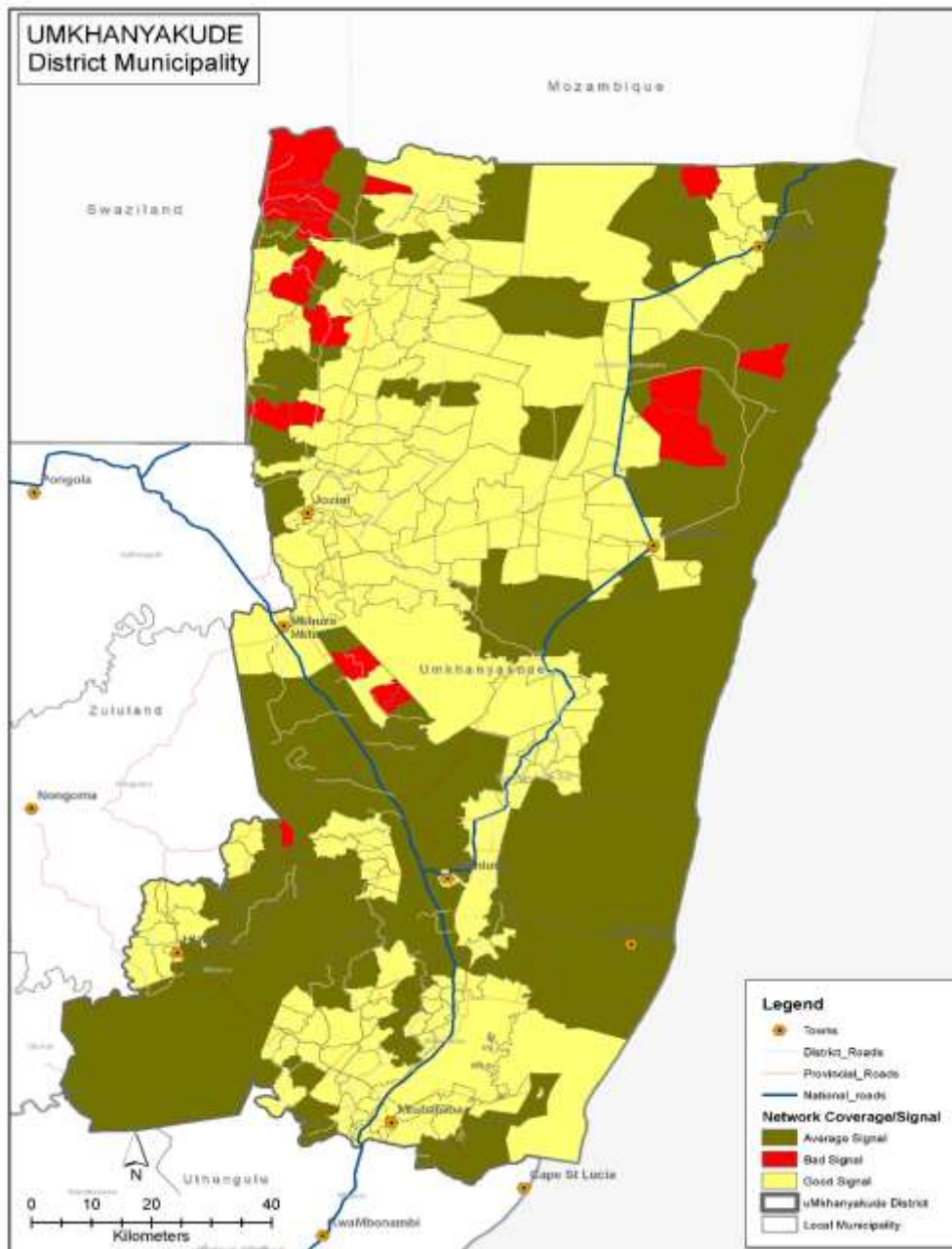
Figure 26: Percentage of Population with Access to Sewerage Systems



Source: uMkhanyakude GIS: 2017

- Most population still do not have access to sewerage systems

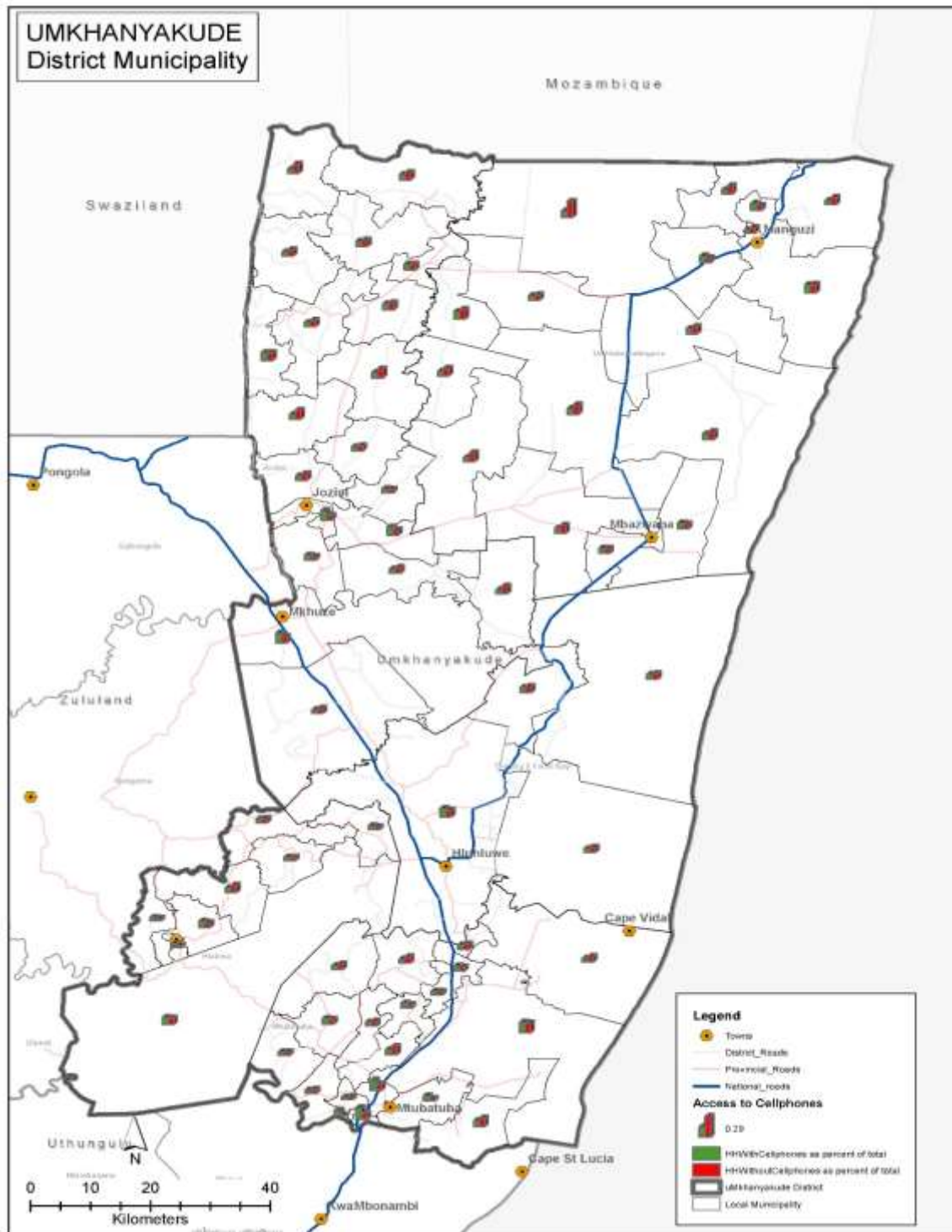
### Figure 27: Cell Phone Network Coverage



Source: UMkhanyakude GIS: 2017

- On the whole there is sufficient network coverage for cellphones throughout the District.
- There needs to be an improvement on the strength of the network (3g and above) so as to support even internet connectivity.

Figure 28: Access to Cell phones



Source: Umkhanyakude GIS - 2017

- Access to cellphones still needs to improve especially in rural areas.

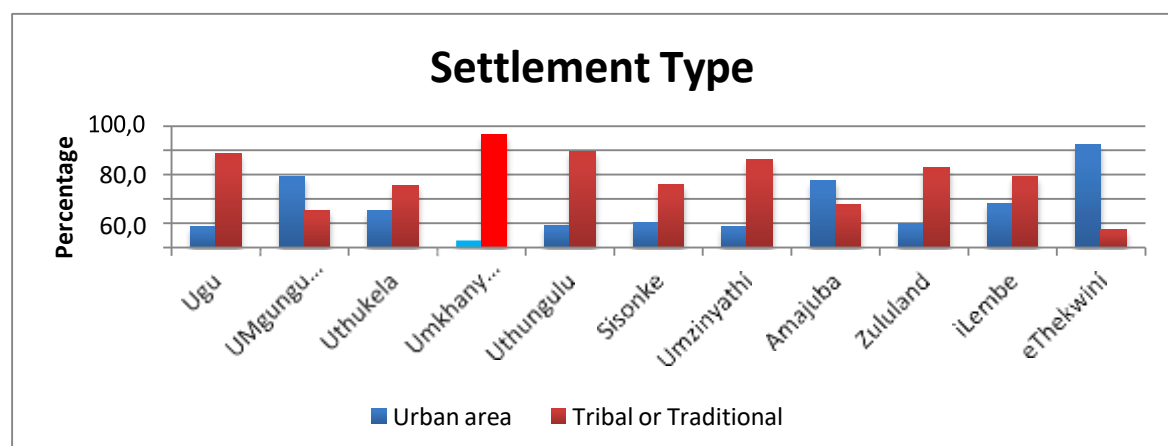


## 3.7 Environmental Sustainability and Spatial Equity

### 3.7.1 Overview of Environmental Sustainability and Spatial Equity

#### Land use patterns

The settlement type in UKDM is completely dominated by population residing in tribal or traditional areas (in excess of 90%) and is by far the highest figure of all districts within the province. Only 5.6% of the population resides in settlements classified as “urban” areas. According to the land-cover analysis of the district 4.3% of the district land area is classified as “built-up” of which 2.9% are low density settlements and only 0.5% as dense settlements.



Data Source: Statistics SA, Census 2011

#### UMkhanyakude Environmental Management Framework

The Sustainability Criteria serve to aid decision-making in terms of screening, selecting and prioritising projects and programmes in UKDM that uphold the environmental vision.

The Desired State of the Environment Report for the uMkhanyakude District Municipality identified nine Environmental Management Zones. These Zones are summarized in the table below:

## Environmental Management Zones

| Environmental Management Zone         | Desired State                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| World Heritage Site                   | In accordance with the iSimangaliso Wetland Park Integrated Management Plan (IMP):<br><p>“To protect, conserve and present the iSimangaliso Wetland Park and its World Heritage and cultural values for current and future generations in line with the standards laid down by UNESCO and the World Heritage Convention Act, to deliver benefits to communities living in and adjacent to the Park by facilitating optimal tourism and related development, and to promote equitable access” (iSimangaliso Wetland Park Authority. 2011).</p>                                                                                                                                                                                                                                                                                 |
| Conserved Terrestrial Biodiversity    | Each protected area is to be managed in accordance with an IMP. The visions contained in these IMP serve to articulate high-level statements of the desired state.<br><p>For example, the Hluhluwe-iMfolozi Park IMP expresses the vision for the park as follows:</p> <p><i>“A consolidated park that is secured and legally protected containing an intact, viable, fully functioning spectrum of ecosystems with a full complement of species and processes where the ecological integrity is assured. A park which is supported by local and international communities, and which contributes significantly to the economic development of the region, through sound best-practice management and the provision of eco-cultural opportunities, as well as providing sustainable and tangible benefits to people.”</i></p> |
| Un-conserved Terrestrial Biodiversity | The UKDM contains a wealth of natural resources, which need to be appropriately protected to ensure that the associated environmental goods and services are not jeopardised.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Surface Freshwater                    | Water resources to be managed to allow for sustainable and equitable use. Water resources that feed into Protected Areas to support significant biodiversity and tourism objectives in these areas. Future visions established by Catchment Management Agencies to be adopted.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Agriculture                           | High potential, unique agricultural land and land under irrigation with approved water rights should be and protected.<br><p>UKDM’s vision for the agricultural sector includes becoming a food production centre and an export earner, as well as being a major value add centre.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Heritage                              | Protection of heritage resources in uMkhanyakude.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Buffer Zones                          | Maintain buffer zones for EKZNW Protected Areas and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                     |                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | <p>the Zones of Influence for the iSimangaliso Wetland Park to manage conflicts between external and internal management objectives, and to protect the core area that is afforded formal protection.</p> <p>Any proposed development must be appropriate and provide socio-economic benefits for the people of UKDM without compromising the integrity of the protected area.</p> |
| Non-sensitive Areas | <p>Confirmation of degraded state.</p> <p>Investigate development opportunities and harness potential.</p> <p>Investigate the need to rehabilitate the environment in these areas.</p> <p>Prevent impacts to sensitive environmental features in adjoining EMZs.</p>                                                                                                               |

## BIODIVERSITY

uMkhanyakude is known for its areas out outstanding natural beauty, the most well known Isimangaliso Wetland Park, which is a World Heritage Site uMkhanyakude, also known as the “elephant coast”, has an astonishing array of wildlife and a wealth of biodiversity assets and scenic landscapes, and a sub-tropical climate. The district contains a number of protected areas, including:

- iSimangaliso Wetland Park
- Hluhluwe-iMfolozi Game Reserve
- Maputaland Marine Protected Area
- Mkhuze Game Reserve
- Ndumo Game Reserve
- Tembe National Elephant Park
- Pongola Nature Reserve
- Ubombo Mountain Nature Reserve

## Rivers and Wetlands

The two major rivers in uMkhanyakude are the Phongolo River and the Mkhuze River, which are both located within the northern region. These floodplain systems are unique and provide critical ecosystem services to the District and adjacent area. The Mkhuze floodplains are largely conserved through the Isimangaliso Wetland Park and the Mkhuze Game Reserve.

The Southern portion is trisected by three main watercourses: the White Umfolozi River, the Black Umfolozi River and the Hluhluwe River which ultimately flow into the St Lucia wetland system within the Isimangaliso Wetland Park. The status of most of these rivers has declined significantly in the stretches above and below the park, due to human-induced environmental degradation. The District encompasses a large number of wetlands, varying in extend and type across the region. The most significant is the Isimangaliso Wetland Park, which has a wide variety of habitats such as marshes, peatlands, floodplains, rivers and lakes, and coastal areas such as salt marshes and mangroves.

The wetlands are under pressure due to increasing population growth and development, which result in the loss of habitat, ecological and hydrological functions. Developments along the coast result in the increased pollution and high amounts of nutrients near coast water causing eutrophication, interception and interruption of flow of water and sediments.

#### **Gaps/Challenges**

Unsustainable harvesting of natural resources both in terrestrial and marine environments and the wide spread of alien species Improper or uncontrolled development Biodiversity being lost due to land conversion

#### **Opportunities & Recommendations**

Workshops to be regularly given to traditional healers and aMaKhosi Prioritise formalisation of conservation areas to protect most endangered vegetation types. High ecotourism potential including most of KZN's Big Five Game Reserves to be found in this region Establishment of more protected areas or reserves.

### **AIR QUALITY**

The uMkhanyakude District has generally good air quality, mainly owing to the lack of Major industrial operations in the District. The main sources of emissions include motor vehicles, sugar mills, sawmills, sugarcane burning and mining operations at Somkhele Coal Mine

#### **Gaps/Challenges**

Lack of financial resources to purchase equipment to support the District's responsibilities in respect of managing air quality. Understaffed & Lack of Capacitated Personnel. Lack of Air Monitoring Stations.

#### **No Air Quality bylaw**

#### **Opportunities & Recommendations**

Provide Training

Create funding for Air Quality programs and also for Air quality monitoring stations.

Detailed emissions inventory to be developed for the district.

Hire qualified staff.

## Waste Management

| IDENTIFIED GAPS                                                                                    | PROPOSED SECTOR INTERVENTIONS                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial constraints for development and review of plans.                                         | Increased financial resources to be directed to the establishment registered landfill sites and waste management                                                                                                                                                                                                        |
| Lack of monitoring to ensure compliance of infrastructure with national standards and regulations. | Comply with License conditions and EMPs                                                                                                                                                                                                                                                                                 |
| Lack of service infrastructure for waste and wastewater management.                                | More budget should be available for Waste Infrastructure                                                                                                                                                                                                                                                                |
| Illegal dumping in residential areas                                                               | Facilitation/coordination of a District-wide waste management forum, as a platform for engagement with other waste management officials, in order to share information. Empower local rural communities to dispose of their waste in an environmentally sustainable manner instead of dumping or burning waste material |
| Waste disposal option is preferred rather than recycling                                           | Promotions of SMME and encourage them to start a recycling initiative. Local municipalities should spearhead this campaign to encourage communities to reduce, reuse and recycle.                                                                                                                                       |
| Non-compliance of landfill sites                                                                   | Landfill sites must implement waste management systems to cater for better measurement of the waste types received                                                                                                                                                                                                      |
| Most of the LMs don't have bylaws                                                                  |                                                                                                                                                                                                                                                                                                                         |
| Lack of skilled personnel in waste management                                                      |                                                                                                                                                                                                                                                                                                                         |

### PROPOSED INTERVENTIONS FOR WASTE MANAGEMENT IN UMKHANYAKUDE DISTRICT MUNICIPALITY

## INTERGRATED COASTAL MANAGEMENT

The whole of the eastern side of the UKDM from its northern border with Mozambique to its southern border lies within a protected area, the iSimangaliso Wetland Park. Technically therefore, the whole of the iSimangaliso Wetland Park is included in the Coastal Zone. This encompasses a significant portion of the terrestrial environment of the UKDM because the iSimangaliso Wetland Park encompasses considerably more land area than what is conventionally seen as estuarine and coastal environment. It should be noted that under Umkhanyakude DM the Integrated Coastal Management duties is performed by Isimangaliso Wetland Park. There is Coastal Access in the coastal zones of UKDM. In terms of the Coastal Management Plan, the Isimangaliso has its own Integrated Management Plan dated 2022-2031. In terms of the bylaws the Isimangaliso Wetland Park use its own Internal Park Rules to enforce compliance around the wetland park/coastal areas. There is no Coastal Management Committee but coastal management issues are discussed in the UMKhanyakude District Management Forum.

### **Gaps and Challenges**

Developments along the coast result in the increased pollution thereby placing the wetland hydrological functions under pressure.

Encroachment on sensitive and threatened habitats, including wetlands, coastal forest and mountain thicket.

Sandy soils and high water table, increases risks of water pollution/eutrophication.

Absence or failure of planning for environmental tools (Integrated Coastal Management Plan)

### **Opportunities & Recommendations**

Quantify the economic value of marine ecosystem services and resources. Protection & maintenance of populations of key species. Develop a Biodiversity Plan to manage biodiversity assets. Ensure planning and environmental tools (ICMP) are developed and implemented throughout the District.

### **CLIMATE CHANGE**

A Climate Change Vulnerability Assessment was conducted through the Local Government Climate Change Support Programme (LGCCS), an initiative of the DFFE for the District municipality. A Climate Change Response Strategy has been drafted for uMkhanyakude and is in the process of being adopted. Key vulnerabilities for the District include: increased food and water insecurity resulting in human health impacts, increased isolation of rural communities, and increased impact on strategic infrastructure and houses. Other risks include:

#### **Droughts**

The District is at a low to medium risk of drought as a result of climate change. The northern area is mostly vulnerable, with a medium to high level of risk. There is a drought relief programme in place throughout the local municipalities to manage current drought impacts.

#### **Flooding**

A large area of the District is under wetlands and floodplain. Flooding risks associated with changing rainfall patterns and sea level rise is a concern along the low-lying coastal floodplains and settlements near major Rivers.

### **Challenges**

Lack of elevation of environmental issues into strategies and projects. Very limited budget for Climate Change (CC). Sector plans not aligned with Climate Change plan. Limited projects that addresses Climate Change. Lack of Capacity.

### **Opportunities & Recommendations**

Budget for CC and projects. Assist with training to assist interns of identifying and implementing of CC Projects. Improve community infrastructure and awareness of climate change hazards. Invest in better agricultural education and land care programmes so that the local communities are able to better understand the land and how best to utilize it.

Project that will be implemented during financial year 2023/2024 from DFFE  
KZN Flood Mapping (240 participants in UKDM=60 participants per local Municipality  
Youth Environmental Co-ordinations (1 official per local municipality= 4 officials)

### **3.8 Summary of Demographic Analysis**

- 38% of households is electrified.
- 74% of households make use of own refuse removal systems.
- 18.4% of households do not have access to sanitation facilities.
- 30% of households still depends on untreated water sources.
- Life expectancy at birth is estimated to be at 56.1 years.
- 53.9% of households are female headed.
- 48% of households is very small with 3 or less rooms each.
- 79.1% of households earn less than R38 200 per annum.
- 33.2% of the land is found under protected or natural reserves.

### 3.9 Strategic Mapping

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

Figure 29: Spatial Strategic Intervention

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

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

2. **CULTURAL HERITAGE  
CORRIDOR**

HLABISA – NONGOMA  
(Gateway to the Kingdom)

3. **BORDER HERITAGE  
CORRIDOR**

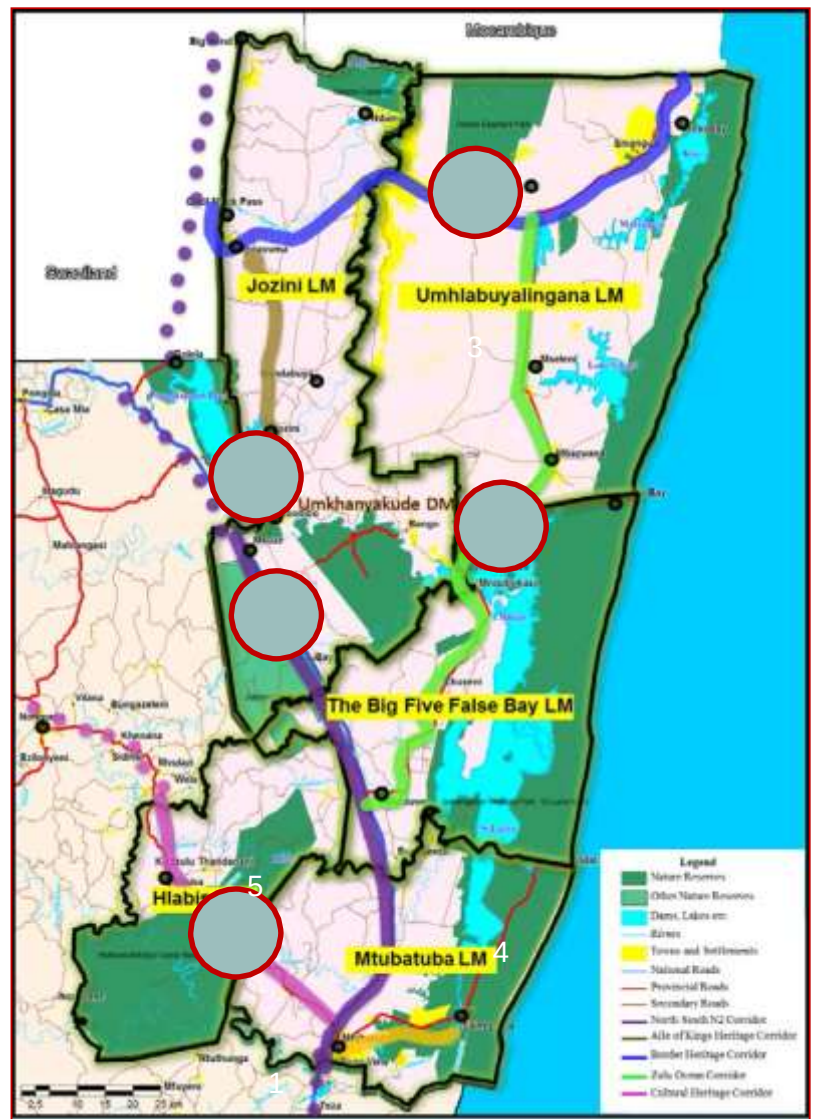
(Cecil Mack Pass – Ingwavuma  
– Bambanani – Ngwanase – Kosi  
Bay)

4. **ZULU OCEAN CORRIDOR**

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

5. **AILE OF KINGS HERITAGE  
CORRIDOR**

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





### 3.9.1 Development Rationale

Umkhanyakude Corridor Master Plan is based on the following principles:

**PRINCIPLE 1:**

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

**PRINCIPLE 2:**

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

**PRINCIPLE 3:**

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

**PRINCIPLE 4:**

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

**PRINCIPLE 5:**

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

**PRINCIPLE 6:**

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

**PRINCIPLE 7:**

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

**PRINCIPLE 8:**

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

**PRINCIPLE 9:**

To optimally capitalise on the strategic location of the District through enhancing the N2 and R22 as development corridors, and to functionally link all nodal points and major destinations.

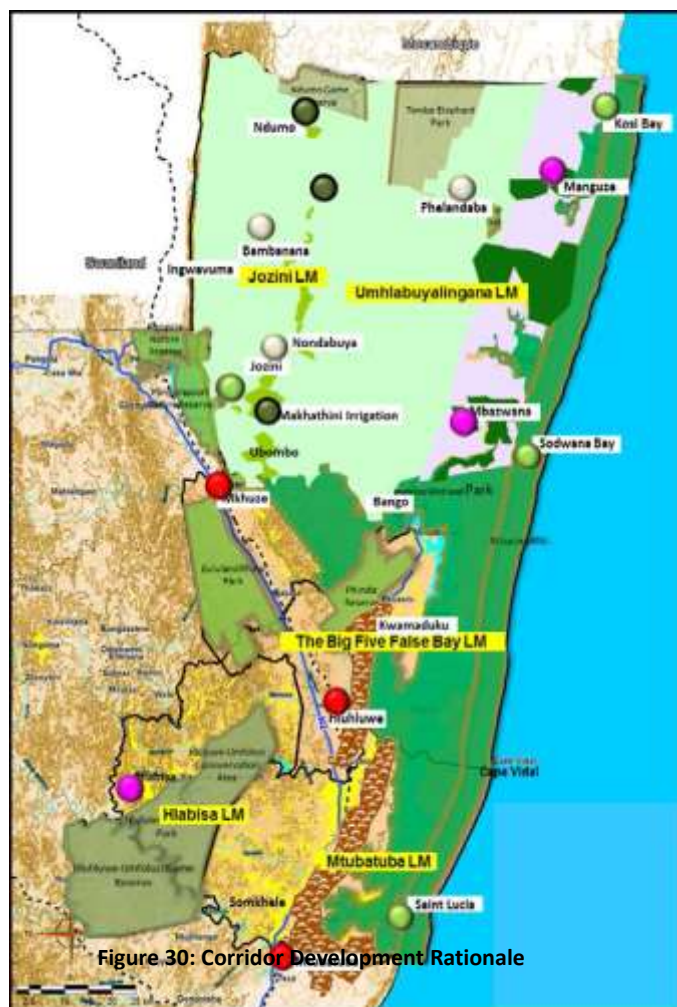


Figure 30: Corridor Development Rationale

**PRINCIPLE 10**

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

**PRINCIPLE 11:**

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

**PRINCIPLE 12:**

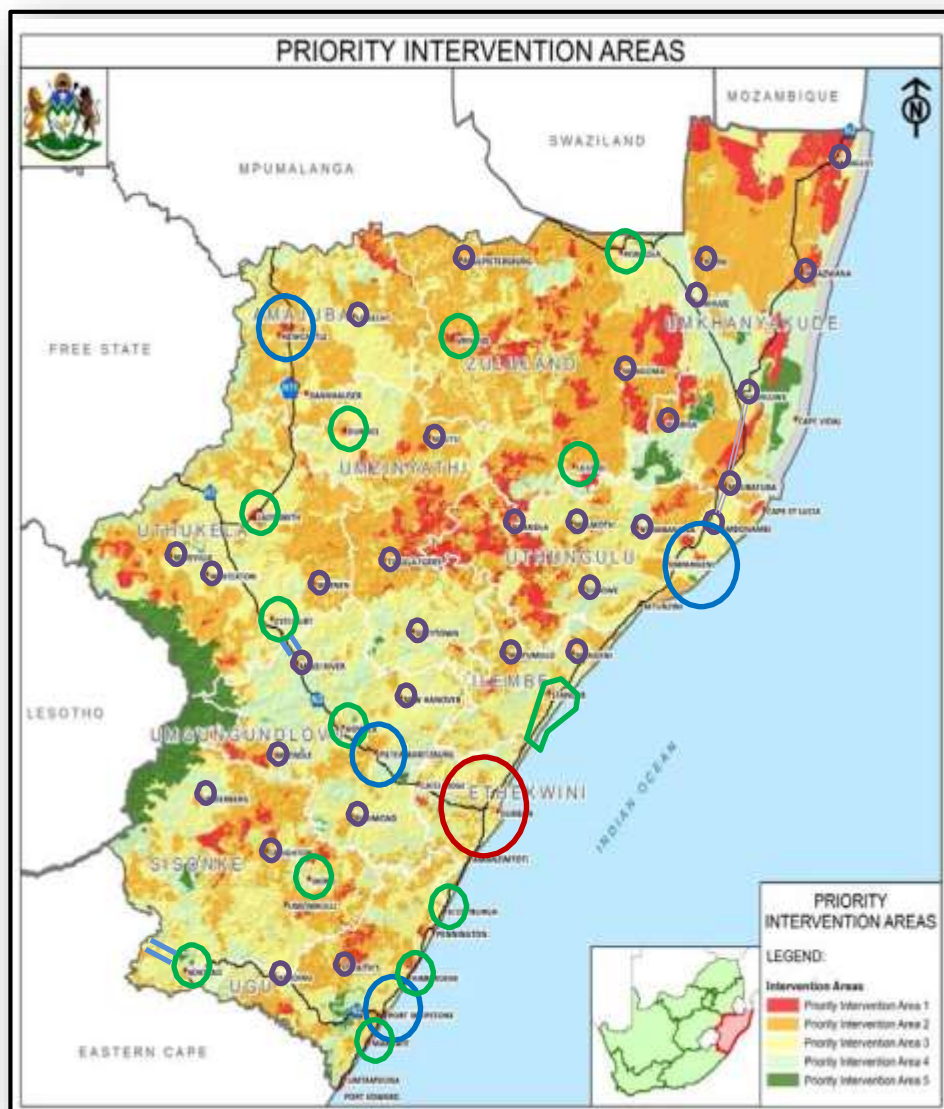
To integrate and consolidate the fragmented human settlement structure of the UDM by way of delineating urban and rural development boundaries around nodal points and promoting infill development and densification within these Strategic Development Areas.

**PRINCIPLE 13:**

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

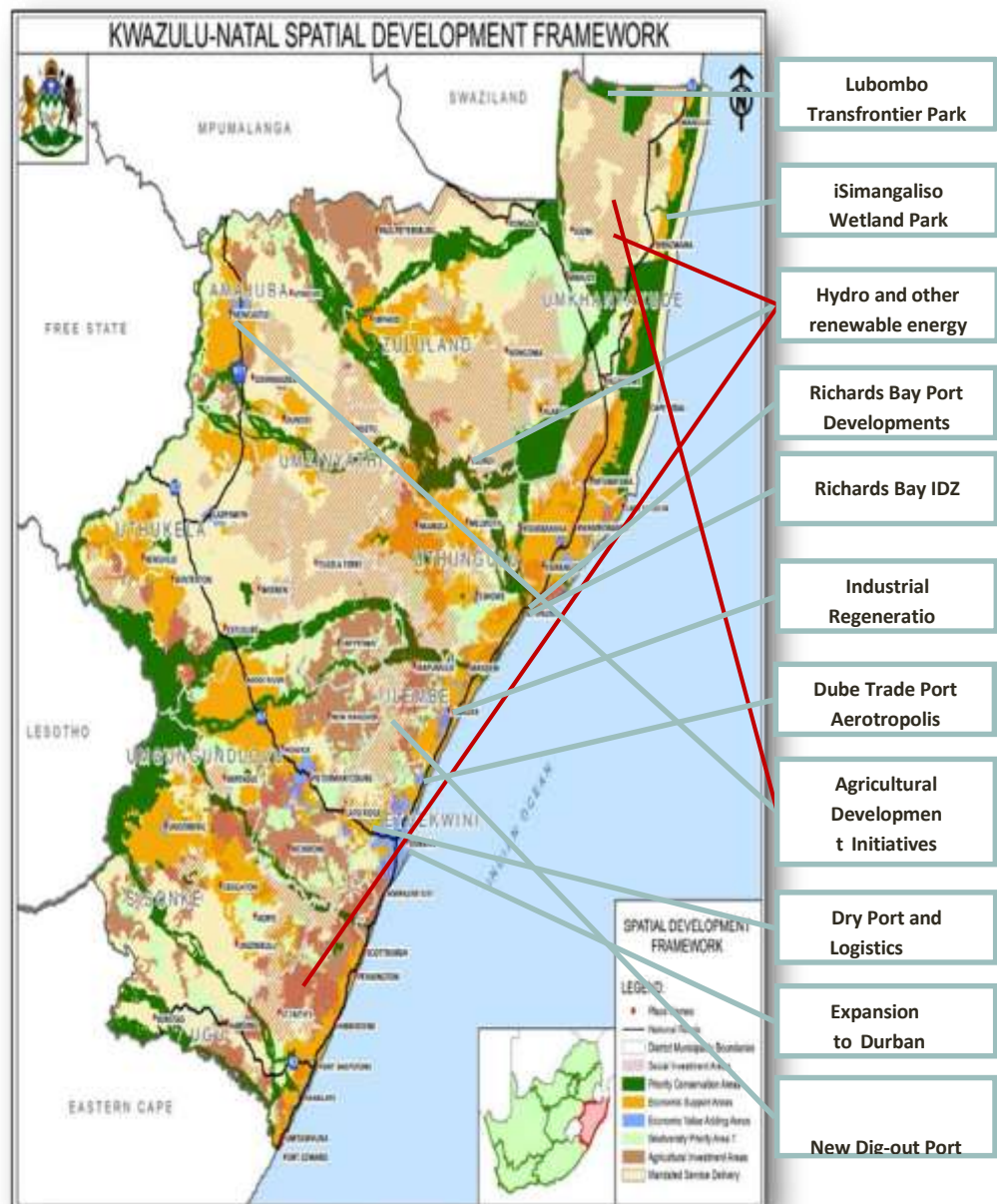
### 3.9.2 Provincial Strategic Priority Areas

Figure 31: Provincial Intervention Areas



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

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

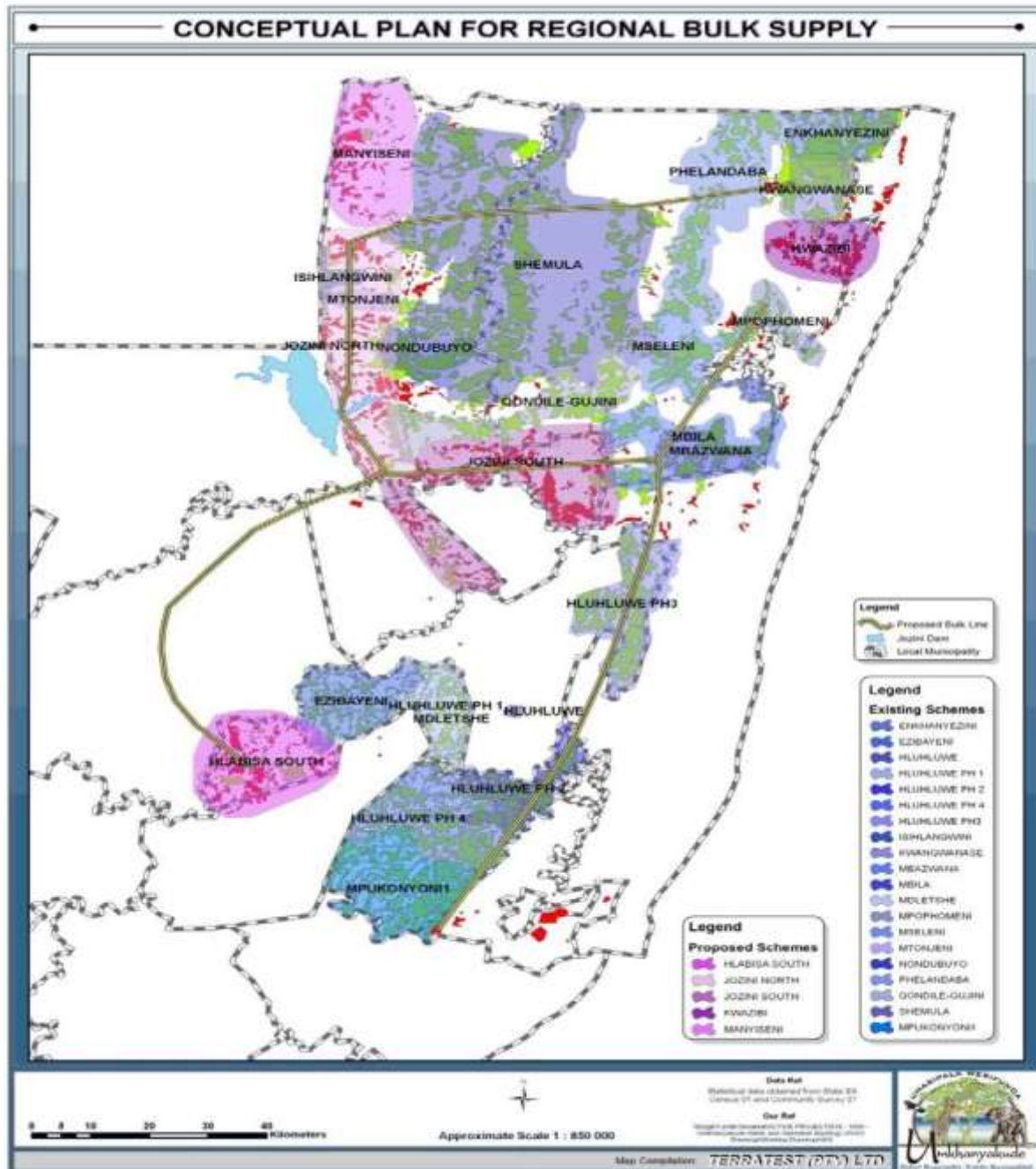






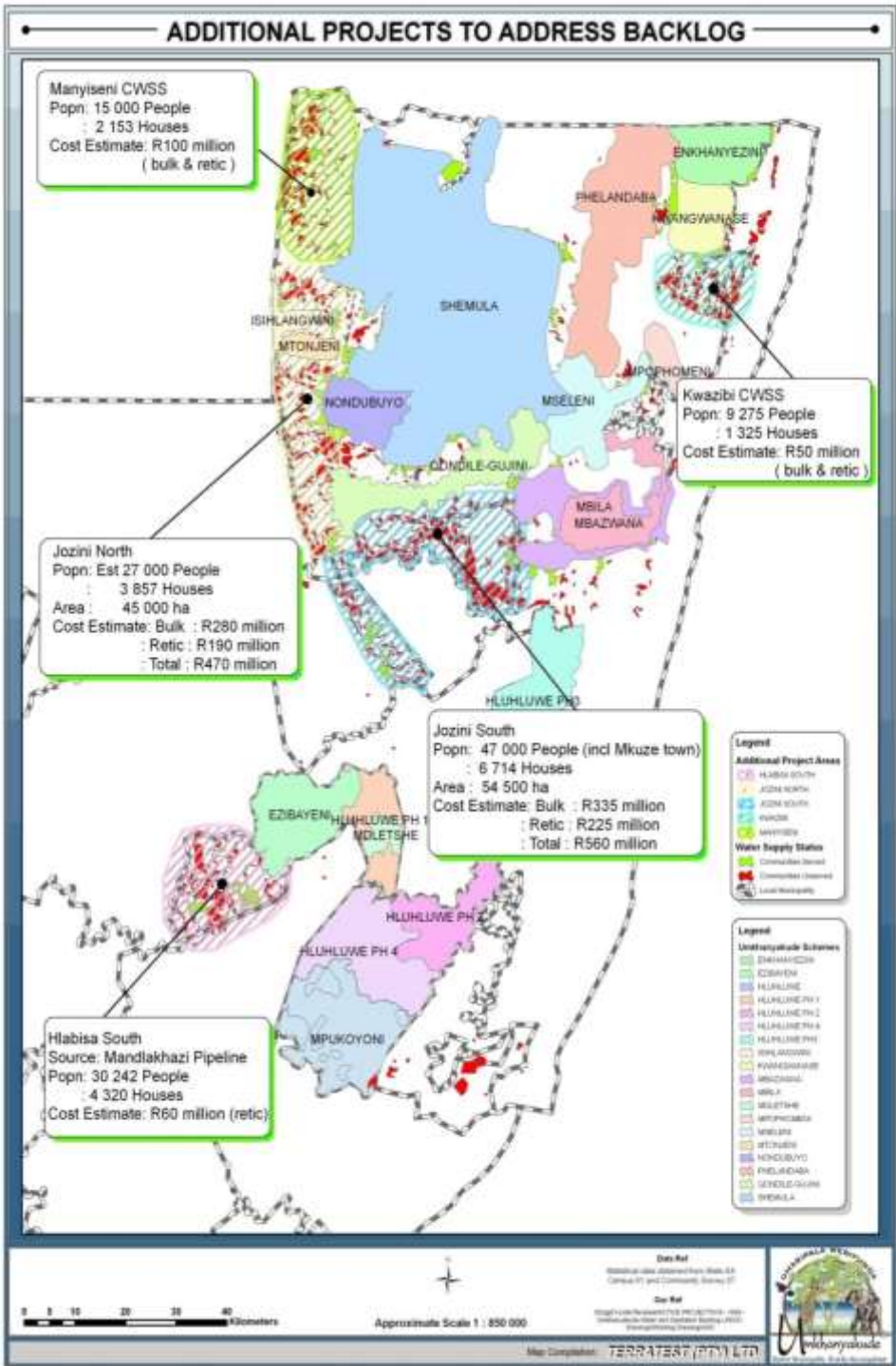
## Conceptual Plan for Regional Bulk Supply

Figure 34: Conceptual Plan for Regional Bulk Supply



# Additional Projects to Address Backlogs

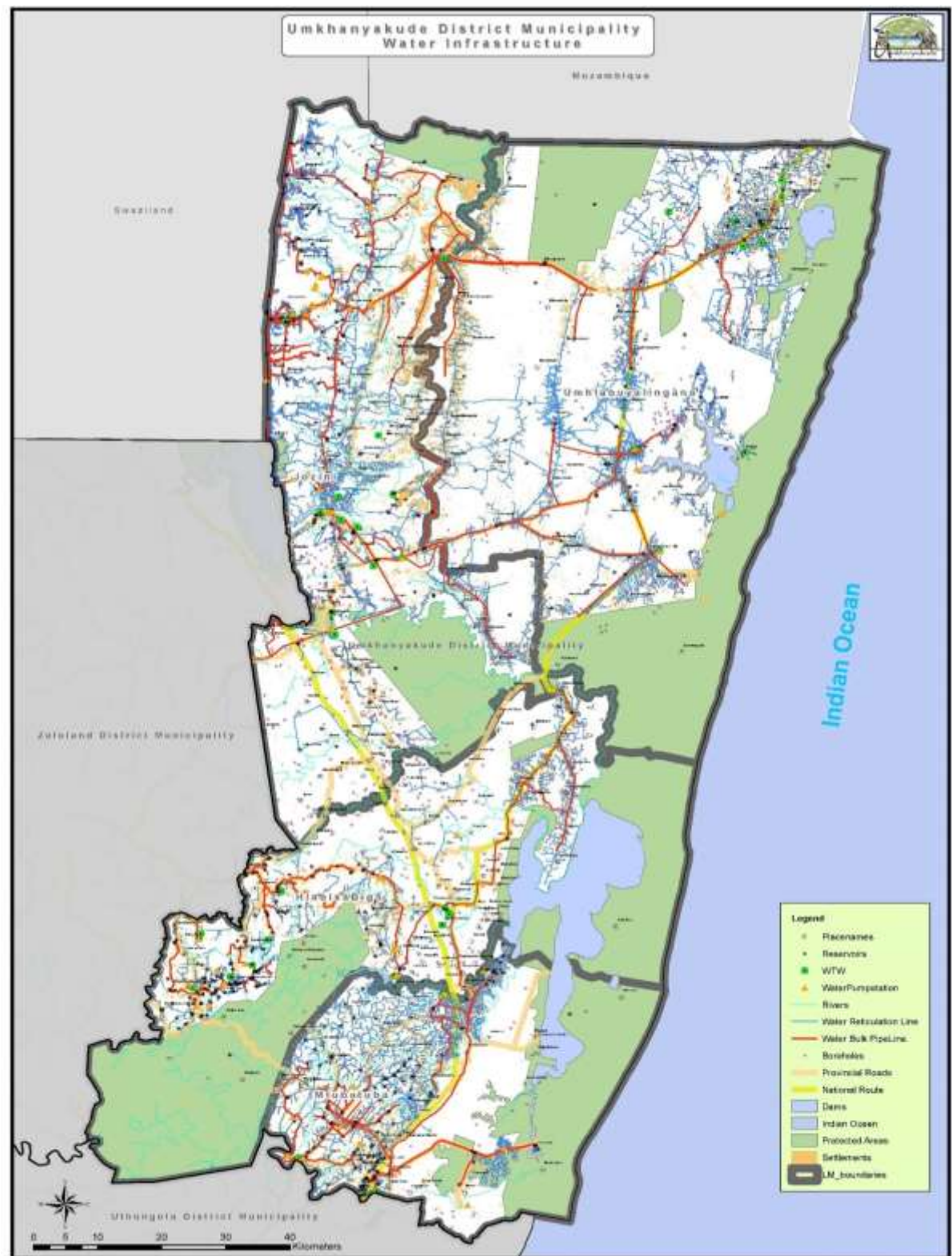
Figure 35: Additional Projects to Address Backlogs





Provision of Water Services

Figure 36: Water Service Lines Within the District



## **DISASTER MANAGEMENT**

### **MUNICIPAL LEGISLATIVE MANDATE (DM & FIRE SERVICES)**

- Sendai Framework
- South African Constitution
- Disaster Management Act 57 of 2002, as amended in 2015
- Policy Frame Work on Disaster Management
- Safety at spots and Recreational Event Act
- Fire Brigade Services Act 99 of 1988
- Veld Forestry Fire Act
- SANS 10090 (Community Protection against Fire)

### **STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY**

#### **Status of Municipal Disaster Management Centre**

The uMkhanyakude District Municipality have a fully functional Disaster Management Centre allocated in Zebra Street Hluhluwe. Within the Disaster Centre there is a Fire Station building which is currently occupied by Big 5 Hlabisa Firefighters from Hluhluwe Offices. There are 4 Disaster Officers allocated in each Local Municipality, 1 Chief Fire Officer for the whole District, 5 Call Centre Operators with 1 Supervisor.

There are computers and system used for call taking, dispatching and storage of data. There is a store room where relief material is stored, 2 board rooms as well as office space for Disaster Personnel and sleeping quarters, with a back-up generator and a dam as a backup water source, as well as a 45000L water reservoir.

#### **Status of Fire & Rescue Services**

The Centre has a Fire Station located within the Disaster Centre which is occupied by Big 5 Hlabisa Firefighters from Hlabisa Office. There is 1 Chief Fire Officer appointed by the District and a call Centre supervisor that work as a fire support staff. 1x 10 000L Disaster truck to support Local Municipalities Fire Services, 1x rescue vehicle with 1x heavy duty Jaws of life as well as medical equipment.



### **Status of Municipal Disaster Management Policy Framework**

As required by Section 53 (Sub-section 1) of the Disaster Management Act No.57 of 2002, the uMkhanyakude District has established a Disaster Risk Management Policy Framework in house, and has been adopted by council, and is in line with the requirements of the disaster management legislation and policies.

### **Status of Municipal Disaster Management Plan**

As required by Section 53 (Sub-section 1 (a)) of the Disaster Management Act No.57 of 2002, the uMkhanyakude District Municipality has a draft District wide Disaster management plan, and awaiting Council Resolution it has been to Community Portfolio Committee and Executive Committee. Our plan is now Level two Disaster Risk Management plan. The plan was drafted in-house.

### **Municipal Disaster Management Inter-Departmental Committee**

The uMkhanyakude District Municipality has no municipal Inter-Departmental committee, however it make use of the Manco meetings to address Disaster Management related issues.

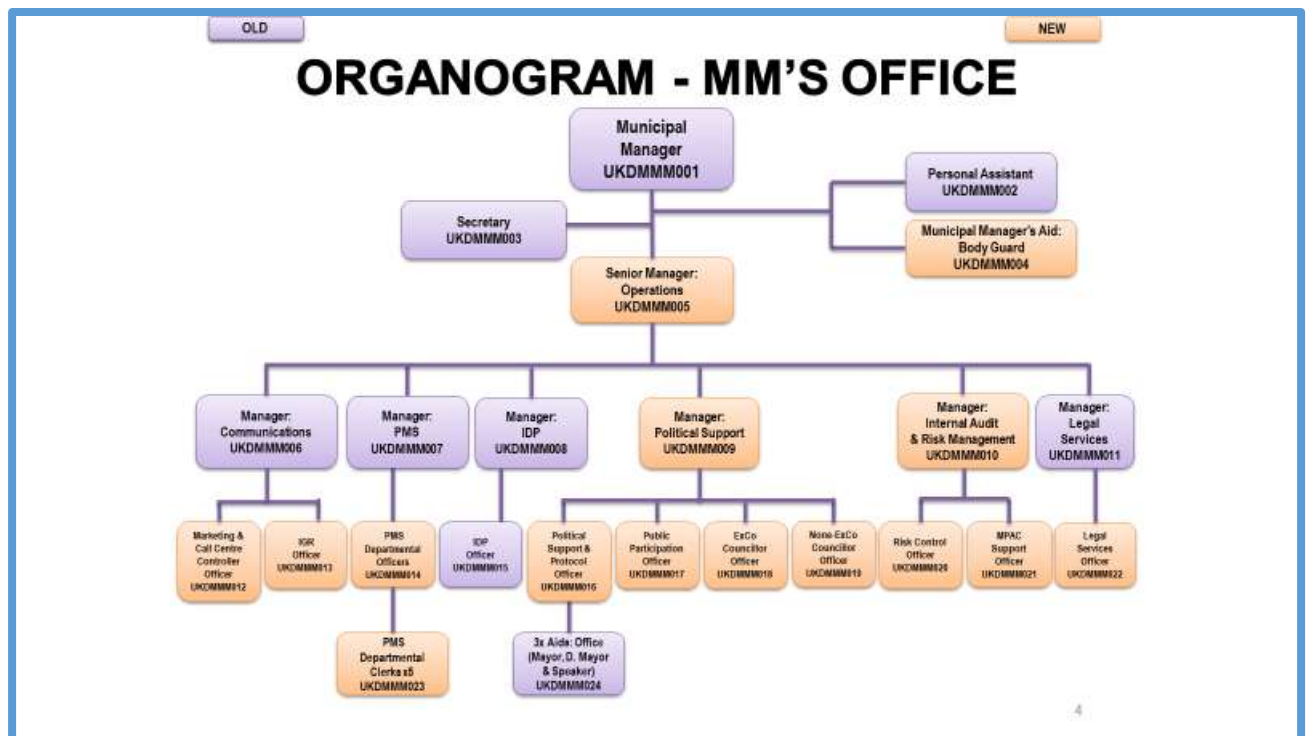
### **Municipal Disaster Management Advisory Forum**

The uMkhanyakude Disaster Management Advisory Forum is established and held every quarter as recommended by section 51 of the Disaster Management Act No.57 of 2002. A forum envisaged by subsection (1) of section 51 is a body in which a municipality and relevant disaster management role-players in the municipality consult one another and co-ordinate their action so and matters relating to disaster management in the Municipality. Local Disaster Management Advisory Forums are functional and operational with the exception of Big 5 Hlabisa Local Municipality.

## 3.10 Sector Analysis

### 3.10.1 Office of the Municipal Manager

Figure 37: Office of the Municipal Manager's Organogram

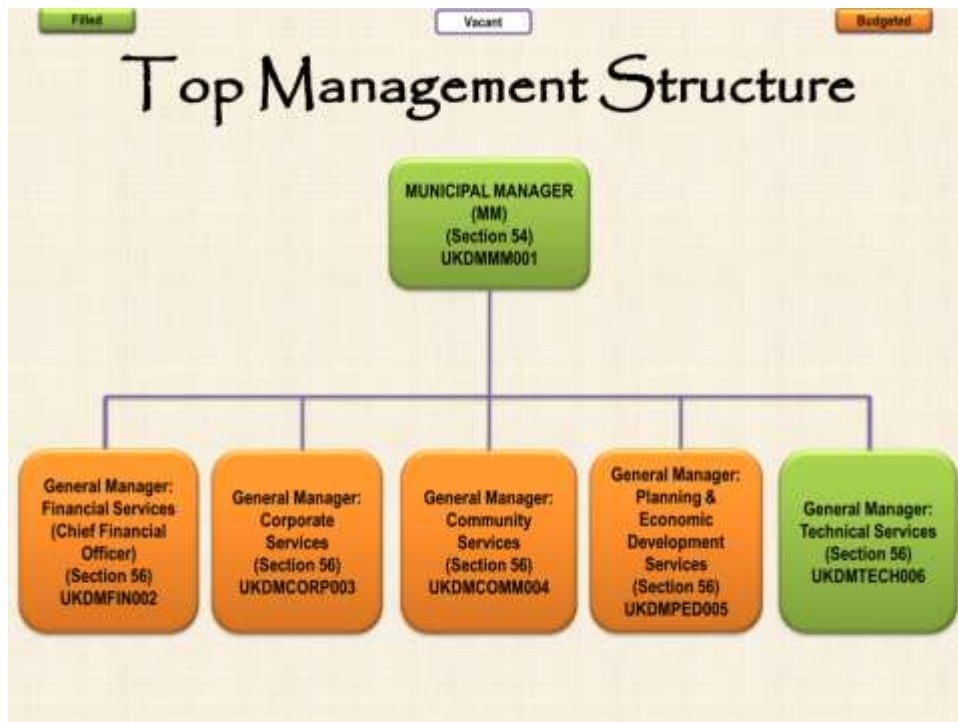


Functions of the Office of the Municipal Manager are as follows:

- Establishing, develop and manage economically viable, effective and accountable administration.
- Taking full liability for sound financial management.
- Coordinating and manage Intergovernmental Relations (IGR).
- Ensuring sound co-operative governance.
- Managing the Municipality's administration in accordance with the Constitution, Local Government Structures Act, the Municipal Systems Act, the Municipal Finance Management Act, the Public Management Act and all other provincial and national legislation applicable.

### 3.10.2 Top Management Structure

Figure 38: Top Management Organogram



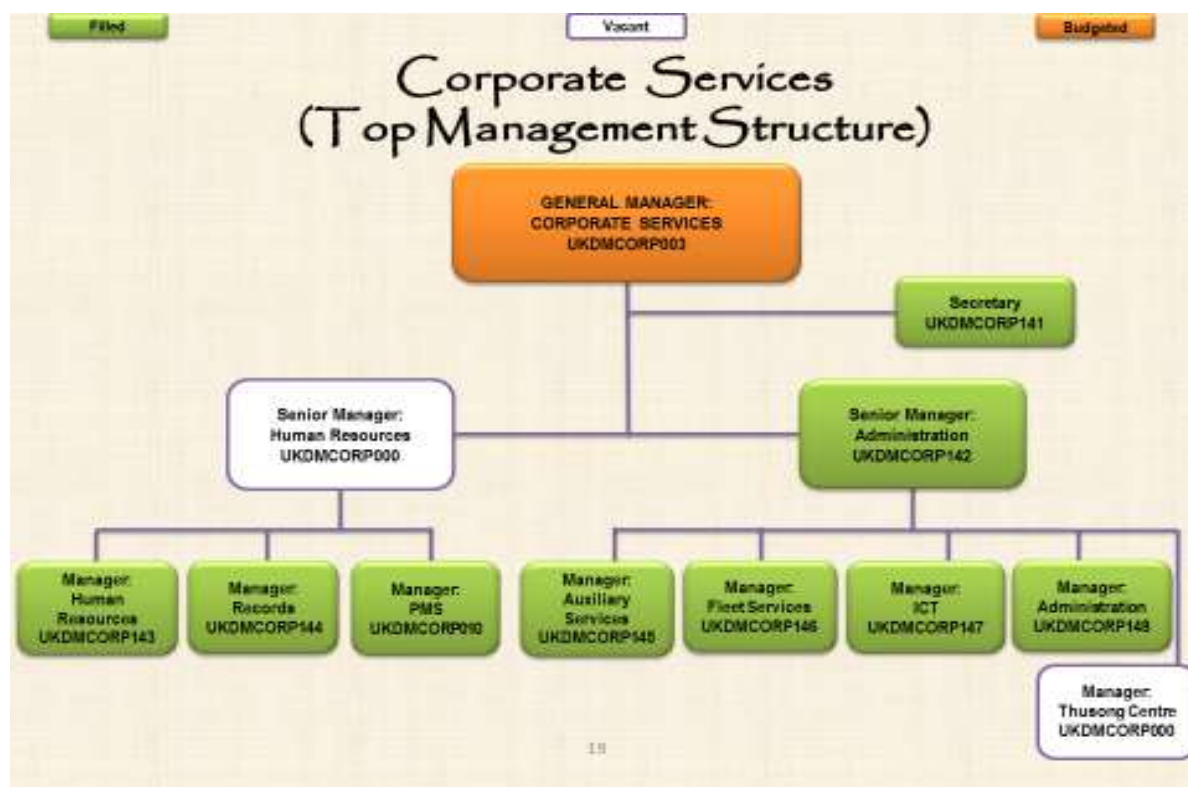
### SWOT Analysis – MM’S Office

|          | STRENGTHS                                                                                                                                                                                                                                                                                                                           | WEAKNESSES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INTERNAL | <ul style="list-style-type: none"> <li>Functional IGR Structures</li> <li>Functional MANCO meetings</li> <li>Developed Audit Outcomes Turnaround Strategy</li> <li>Instant response on Basic Service Delivery queries</li> <li>Increased accountability to members of extended MANCO (signing of performance agreements)</li> </ul> | <ul style="list-style-type: none"> <li>Recurring Poor AG Opinion</li> <li>Lack of credible IDP</li> <li>Delayed implementation of Resolutions (ExCo, Council, Strategic Planning)</li> <li>History of high turnover rate in MM’s position</li> <li>Budget is not being optimally informed strategically by the IDP</li> <li>Non-implementation of <i>Batho Pele Principles</i> across the Municipality</li> <li>High litigation incidents (HR, Contract and Project Management)</li> <li>Lack of compliance (legislation, policies, circulars)</li> <li>High Vacancy Rate</li> </ul> |

|          |                                                                                                                                                                   |                                                                                                                                                                                                                                      |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EXTERNAL | <b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• Availability of strategic support administratively and otherwise from Sector Departments</li> </ul> | <b>THREATS</b> <ul style="list-style-type: none"> <li>• High unemployment rate within the jurisdiction of the Municipality</li> <li>• Inability to attract high calibre employees due to rural nature of the Municipality</li> </ul> |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 3.10.3 Municipal Transformation and Institutional Development Analysis

Figure 39: Corporate Services Organogram



#### Vacancy Rate for Section 54/56 Managers

| Unit                    | Position Filled | Position Not Filled |
|-------------------------|-----------------|---------------------|
| Municipal Manager       | ✓               | Filled              |
| Chief Financial Officer | ✗               | Vacant              |
| Corporate Services      | ✗               | Vacant              |
| Community               | ✗               | Vacant              |
| PED                     | ✗               | Vacant              |
| Technical Services      | ✓               | Filled              |

The Corporate Services Department is the portal of entry and exit from the Municipality and supports the functions of all the other departments in the Municipality. The Department provides support services and generally ensures that all administrative functions of the Municipality are properly coordinated and instances of delays, wastages and poor productivity are greatly minimized.

#### MUNICIPAL TURNOVER:

|                                                  |                                                                                                                                                                                                                                 |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employee Totals (as per the approved organogram) | Board and General <b>(14)</b><br>Corporate Services <b>(41)</b><br>Community Services <b>(30)</b><br>Financial Services <b>(72)</b><br>Technical Services <b>(206)</b><br>PED <b>(10)</b><br><b>Employees on contracts (03)</b> |
| <b>Total</b>                                     | <b>(permanent employees excluding contracted employees) - 376</b>                                                                                                                                                               |
| Turnover                                         | Deaths <b>(0)</b><br>Resignations <b>(01)</b><br>Retirements <b>(01)</b><br>Expiry of Contracts <b>(0)</b><br><b>Dismissal (0)</b><br><b>Engagements (15)</b>                                                                   |
| <b>Total</b>                                     | <b>17</b>                                                                                                                                                                                                                       |
| Vacancies (as per the approved organogram)       | Board and General <b>(24)</b><br>Corporate Services <b>(19)</b><br>Community Services <b>(22)</b><br>Financial Services <b>(44)</b><br>Technical Services <b>(242)</b><br>PED <b>(10 )</b>                                      |
| <b>Total</b>                                     | <b>240</b>                                                                                                                                                                                                                      |

**FORMULA: VACANT POSTS X 100 / NUMBER OF FILLED POSTS**

**VACANCY RATE IN PERCENTAGE: 64%**

## Core Functions of the Corporate Services Department

| UNIT                                  | FUNCTIONS                                                                                                                                                                                                                                        |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Human Resources Planning              | <ul style="list-style-type: none"> <li>• Staff establishment</li> <li>• Organizational Structure</li> </ul>                                                                                                                                      |
| Human Resources Recruitment           | <ul style="list-style-type: none"> <li>• Recruitment and Selection, Placement</li> <li>• Induction</li> </ul>                                                                                                                                    |
| Human Resource Development            | <ul style="list-style-type: none"> <li>• Skills Audit</li> <li>• Career and Succession Planning</li> <li>• Job Evaluation</li> <li>• Training and Development</li> <li>• Employment Equity</li> </ul>                                            |
| Human Resources Administration        | <ul style="list-style-type: none"> <li>• Staff Benefits</li> <li>• Conditions of Service</li> </ul>                                                                                                                                              |
| Labour Relations                      | <ul style="list-style-type: none"> <li>• Disciplinary Code and Procedures</li> <li>• Grievance Procedure</li> <li>• Employment Relations</li> </ul>                                                                                              |
| Health and Wellness                   | <ul style="list-style-type: none"> <li>• Occupational Health and Safety</li> <li>• Employee Assistance Programme</li> </ul>                                                                                                                      |
| Information Communication Technology  | <ul style="list-style-type: none"> <li>• Electronic Records Management</li> <li>• IT Security Management</li> <li>• IT Disaster Recovery</li> <li>• IT Infrastructure Management</li> <li>• IT Support.</li> </ul>                               |
| Administration and Auxiliary Services | <ul style="list-style-type: none"> <li>• Fleet Management</li> <li>• Facilities Management</li> <li>• Safety and Security</li> <li>• Auxiliary / Support Services</li> <li>• Archives and Internal Library</li> <li>• Council Support</li> </ul> |
| Policies and Procedures               | <ul style="list-style-type: none"> <li>• Policy Administration</li> <li>• Policy Implementation</li> <li>• Legislative Compliance</li> </ul>                                                                                                     |

## Human Resources Development Strategy

Human resources are the most important, and the most expensive, resource that the municipality has. Hence, it is vital that it makes optimum use of this resource. The municipality needs to have the right number, the right competencies and the most appropriate organisational and functional spread of human resources, as well as well functioning systems and structures that allow it to be effective and efficient. The need for these resources will change over time as priorities and budget limitations change, and hence we need to update our Human Resource Management and Human Resource Development Strategy and Implementation Plan every year to keep it relevant.

The purpose of this HRM &HRD Strategy and Implementation Plan is to outline key interventions to be undertaken by the municipality in ensuring that it has the right number of people, with the right composition and with the right competencies, in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives. HR strategic planning is about determining the demand and supply of employees that are critical to achieving strategic objectives, analysing the gap between the demand and supply and developing a plan that seeks to close the gap.

In order to ensure that the UMkhanyakude DM makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, SDBIPs, The Turn-Around Strategy and Strategic Plan, the municipality has in place a well-structured HRM &HRD Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues:

- current supply of human resources;
- human resources demand, as well as
- Prioritised and strategic HR actions to be taken.

### Adoption status of the HRD Strategy, HRD Plan, WSP and Employment Equity Plan

The HRD Strategy was adopted by Council in 2019.

HRD Implementation Plan was adopted by Council on **29 April 2019** under resolution number **UDMC 0338/19**

The Plan has not been revised and adopted by the new council, therefore the Municipality is currently in the process of revising the Plan which should be adopted by the end of May 2024.

Employment Equity Plan was submitted to Department of Labour on the 15<sup>th</sup> of January 2024 and acknowledgement of receipt was received.

The plan is being implemented by the municipality, however with some challenges e.g. recruiting candidates from White, Indian and Coloured communities. This is attributed to the geographical location of the municipality.



## **Work Skills Plan was submitted to the department on 28 April 2023**

The Plan is implemented through training of staff and councillors although it is not adequate as the municipality has a limited budget due to financial constraints.

The Municipality conducted the Skills Audit of all employees through CoGTA and the report is available, however its findings and recommendations have not been thoroughly considered and implemented by management. The serious challenge is the absence of the training committee which should be prioritising training plan based on the development plans. Consequently, any training happening in the municipality is not informed by the training needs of the employees. The functionality of the Skills Development section, in its current status, leaves much to be desired.

## **Recruitment and Selection Policy**

The Municipality is implementing this policy by advertising posts as required, shortlisting of suitably qualified candidates, vetting of qualifications, conducting interviews and selecting suitable candidates. The Municipality is currently in the process of reviewing HR related policies which amongst these policies is the Recruitment and Selection Policy. The plan has been adopted by Council after a workshop that was held on the 26<sup>th</sup> May 2023.

## **Staff Retention Policy**

The policy is in place; however, the municipality does not retain critical skills by making counter offers to staff members who have found greener pastures elsewhere. The staff retention policy will be revised and it will be adopted by the Council before the end of the current financial year

## **HRD Plan Functionality Assessment Report**

The Implementation Plan contains only those interventions that have been prioritized and budgeted for in the current annual budget. Progress against the plan and performance indicators will need to be monitored by the council structures. The impact and effectiveness of each of the interventions must be measured and if necessary, corrective action must be taken.

## **WSP**

Municipal officials and Councillors were trained on the following:

- Environmental Health Training for women Councillors
- LLF Training
- Municipal Staff Regulations training
- Cascading of PMS
- Disciplinary Regulations Training
- Advanced Power point & excel training
- Citizens Centered for service delivery
- Induction on Waste and Environmental Management

## Skills Audit

Skills audit was conducted by CoGTA and the report is now available

## Employment Equity Report

Employment Equity Plan was submitted to CoGTA on the 19 September 2019 and still to be reviewed.

## Job Evaluation

The process of migrating to TASK Grading System will unfold as the beginning of 2024-2025 financial year since the Municipality has just appointed the HR Manager to lead the process.

## Occupational Health and Safety

The municipality is conducting Health and Safety Risk Assessments on quarterly basis.

## Organisational Structure (Organogram) adopted in 2023/2024FY

The current Organisational Structure was adopted by Council on 30 May 2023 through Council Resolution number **UDMC 0127/23**. The municipality will review the current organogram in terms of Municipal Staff Regulations before 30 May 2024.

## Municipal Policies

The Municipality is currently in the process of reviewing Municipal Policies after which councillors and municipal employees will be workshopped on those policies.

The municipality has challenges with the implementation of some of its policies and stringent measures has to be applied to ensure adherence to and enforcement of policies.

## List of HR Policies

| POLICY NO | POLICY DESCRIPTION                 |
|-----------|------------------------------------|
| 1.1       | ACTING ALLOWANCE POLICY            |
| 1.2       | BENEFITS AND ALLOWANCES POLICY     |
| 1.3       | EMPLOYEE LEAVE ABSENCE POLICY      |
| 1.4       | EMPLOYEE ASSISTANCE PROGRAM POLICY |
| 1.5       | EMPLOYEE RELATIONS POLICY          |
| 1.6       | EMPLOYMENT EQUITY POLICY           |
| 1.7       | EMPLOYEE STUDY ASSISTANCE POLICY   |
| 1.8       | HOME OWNERS ALLOWANCE POLICY       |
| 1.9       | HUMAN RESOURCES STRATEGY           |
| 1.10      | INTERNSHIP POLICY                  |

|             |                                             |
|-------------|---------------------------------------------|
| <b>1.11</b> | LEARNING AND DEVELOPMENT POLICY             |
| <b>1.12</b> | LONG SERVICE RECOGNITION POLICY             |
| <b>1.13</b> | OVERTIME POLICY                             |
| <b>1.14</b> | RECRUITMENT, SELECTION AND INDUCTION POLICY |
| <b>1.15</b> | STAFF RETENTION POLICY                      |
| <b>1.16</b> | SUBSISTENCE AND TRAVEL POLICY               |
| <b>1.17</b> | SEXUAL HARASSMENT POLICY                    |
| <b>1.18</b> | RACIAL AND ETHIC HARRASSMENET POLICY        |
| <b>1.19</b> | PLACEMENT POLICY                            |
| <b>1.20</b> | REMUNERATION POLICY                         |
| <b>1.21</b> | TERMINATION OF EMPLOYMENT                   |
| <b>1.22</b> | WORKING HOURS AND ATTENDANCE POLICY         |
| <b>1.23</b> | TELEPHONE-PRIVATE CALLS POLICY              |

## ICT Framework

Government transformation is, at a strategic level, informed by government-wide key priority areas that have been translated into 12 strategic outcomes, guided by the Batho Pele principles of equal access to services, increased productivity and lowering of costs. The purpose of information and communication technology (ICT) is to enable the UMkhanyakude District Municipality (UMKDM) in its quest for service delivery. The ICT House of Value depicts the values and key focus areas of ICT service delivery. These strategic outcomes, principles, values and key focus areas inform the acquisition, management and use of ICT.

To determine whether ICT in Government delivers an enabling service, various investigations have been done to establish the shortcomings of ICT service delivery. The first of these was the 1998 Presidential Review Commission (PRC) report, which stated that all-important ICT-decisions should come from the senior political and managerial leadership of the state and not be delegated to the technology specialists, and further that the management of ICT should be on the same level as the management of other resources. It furthermore advocated a common enabling framework of governance.

Since the publication of the PRC report, little has changed with respect to the governance of ICT in the Public Service. This was confirmed by the Auditor General's (AG) information systems review of governance of ICT in government conducted in 2008/09 and again in 2009/10. The AG recommendations included the following:

- A government-wide Governance of ICT Framework should be put in place to implement a national ICT strategy to address ICT risks based on defined processes and standards; and
- The Governance of ICT roles responsibilities should be defined and implemented to ensure adequate government ICT enablement.

The view that ICT should be governed and managed at a Political Leadership and Executive Management level is supported by international accepted good practice and standards in the form of King III Code of Good Governance, ISO 38500 Standard for the Corporate Governance of ICT and COBIT a comprehensive Governance ICT Process Framework. It also places accountability for governance of ICT fully in the hands of Political Leadership and Executive Management.

This accountability enables UMKDM to align the delivery of ICT services with the UMKDM's strategic goals.

The executive authority and management of UMKDM need to extend corporate governance as a good management practice to ICT (Corporate Governance of ICT). In the execution of the Corporate Governance of ICT, they should provide the necessary strategies, architectures, plans, frameworks, policies, structures, procedures, processes, mechanisms and controls, and ethical culture. To strengthen the Corporate Governance of ICT further, the IT Manager should be an integral part of the Executive Management of the UMKDM.

## **Smart Municipality**

The South African and Kwazulu-Natal government has identified the ICT sector as one of the key factors in stimulating economic growth both as a sector and its cross-cutting capabilities. One such focus area is that of Smart Municipality/Cities which will bring about Digital Transformation and Automation in various sectors of the economy.

The first distinctive characteristic of smart municipalities/cities is the central role of technology as a means for accumulating, organizing and making vast amounts of information accessible to an increasing number of people, subsequently using this information to improve municipality functions and save resources. As technologies become more affordable and the urban environment gets extensively instrumented with sensors, real-time data streams and the Internet of Things (IoT) emerge. If we add to this, the rising interest of people and communities to log their own data about their lives and activities, the volume of collected data becomes vast. Not only can a city's functions be monitored constantly, but also, with the help of advanced analytics, they can be audited to identify prevailing patterns and trends, predict incidents before they even occur and adjust the provision of services and goods depending on the circumstances. Public authorities can make better-informed and documented decisions and solve problems successfully, while the city's populace can access efficient and high-end services in the domains of economic activity, governance, quality of life and utility management. This technologically-enabled ecosystem yields improvements of a municipality's/city's functions, enhancing environmental sustainability and rendering the municipality/city 'smart'.

The second quality of smart municipality's/cities is the advancement of human and social capital through knowledge creation and dissemination, advanced participation and digital inclusion and the establishment of new forms of innovation. In smart municipality's/cities, a large fraction of the available knowledge is produced collectively.

Knowledge is an asset that stems from everybody's contribution. Smart cities attract highly qualified people and a skilled labour force because of their openness and their eagerness to use technology in effective and innovative ways. They attract creative people who build creative cultures and industries, which in turn foster the development of knowledge ecosystems that bring prosperity to the city. In addition, creative, intelligent and highly skilled people are the most powerful engines of urban development. They produce new ideas, products and strategies, either individually, or in collaboration within social networks. The crowd can be smart. Smart Municipality/City programs provide platforms for engaging citizens and assessing the viability of smart city solutions and services in real-life contexts. Overall, the city benefits widely from localized knowledge spillovers, collective intelligence functions and the development of inclusive communities that confront the challenges and grasp the opportunities of the rising digital economy.

KZN EDTEA has initiated a Smart City/Municipality intervention from the beginning of 2021, whereby uMkhanyakude representatives have attended a capacity building session. It is envisaged that a programme towards ensuring that uMkhanyakude becomes a smart Municipality will be initiated in due course.

## SWOT ANALYSIS OF THE DEPARTMENT: CORPORATE

| Strengths                                             | Weaknesses                                                                     |
|-------------------------------------------------------|--------------------------------------------------------------------------------|
| Human Resources Policies and Procedures in place      | Shortage of staff in scarce skills positions                                   |
| Cordial employer and organized labour relationship    | Poor Management of municipal fleet                                             |
| PMS cascaded to managers below Section 54/56 Managers | Shortage of requisite skills                                                   |
| Organogram                                            | High staff turnover (Business Continuity)                                      |
| Standing Rules for Council                            | Poor records management                                                        |
|                                                       | Poor contract management                                                       |
|                                                       | Production Environment in the municipal systems is not consistently available. |
|                                                       | Inadequate staff training                                                      |
|                                                       | No IT Disaster Recovery Site in place                                          |
|                                                       | No accommodation for employees                                                 |
|                                                       | Shortage of staff offices                                                      |
| Opportunities                                         | Threats                                                                        |
| Ability to attract skills and retain scarce skills    | Prevalence of HIV and AIDS                                                     |
| Migration to Task Grade System                        | No recreational facilities and decent accommodation for staff                  |
|                                                       | Geographical location of the Municipality (Deeply rural)                       |
|                                                       | Proximity to borders (Mozambique & eSwatini)                                   |

## CHALLENGES AND PROPOSED INTERVENTIONS

| Key Issue                      | Challenges                                                                                                                                                                                                                                                                              | Proposed Interventions                                                                                                                                                                                                                                                                      |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Human Resources</b>         | <ul style="list-style-type: none"> <li>• Staff misplacement</li> <li>• Lack of requisite skills especially on critical positions</li> <li>• Van der Merwe Salary System</li> </ul>                                                                                                      | <ul style="list-style-type: none"> <li>• Revision of the organogram</li> <li>• Development of job descriptions</li> <li>• TASK Job Evaluation</li> </ul>                                                                                                                                    |
| <b>Council Structures</b>      | <ul style="list-style-type: none"> <li>• Timeous implementation of ExCo and Council Resolutions</li> </ul>                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Monitor the implementation of the Resolutions Register.</li> <li>• Consequence management for non-implementation of resolutions</li> </ul>                                                                                                         |
| <b>Poor Records Management</b> | Appraisal of municipal records and disposal thereof                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Implementation of file Plan enforced by management</li> <li>• Develop a disposal authority plan</li> </ul>                                                                                                                                         |
| <b>Policies and Procedures</b> | Implementation of HR related policies                                                                                                                                                                                                                                                   | Training of all revised policies to Staff                                                                                                                                                                                                                                                   |
| <b>Labour Relations</b>        | <ul style="list-style-type: none"> <li>• Adherence to timelines outlined in the Disciplinary Procedure and Code Collective Agreement</li> <li>• Lack of internal capacity to serve as either Prosecutors or Presiding Officers</li> <li>• Lot of disputes referred to SALGBC</li> </ul> | <ul style="list-style-type: none"> <li>• The Municipality in collaboration with SALGA to train middle managers as Prosecutors and Presiding Officers</li> <li>• Addressing labour disputes internally before they are referred to the SALGBC</li> </ul>                                     |
| <b>Facilities Management</b>   | <ul style="list-style-type: none"> <li>• No ablution facilities and office space for municipal satellite areas</li> <li>• Inadequate or no lighting at night in all municipal sites</li> <li>• Leaking roof in the main building</li> </ul>                                             | <ul style="list-style-type: none"> <li>• Provision of ablution facilities in affected areas</li> <li>• Provision of proper lighting</li> </ul>                                                                                                                                              |
| <b>Fleet Management</b>        | <ul style="list-style-type: none"> <li>• Poor Internal Controls which exposes municipal fleet to abuse and vandalism</li> <li>• Safety of municipal fleet</li> <li>• Adherence to Fleet Management Policy</li> <li>• Escalating fleet management costs</li> </ul>                       | <ul style="list-style-type: none"> <li>• Control of municipal fleet to be strengthened</li> <li>• Submission of monthly fleet expenditure reports</li> <li>• Consequence management for non-adherence to Fleet management policy</li> <li>• Provide enough budget for new fleet.</li> </ul> |

|                                      |                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                           |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Office Automation</b>             | Poor contract management                                                                                                                                                                                                                                                          | Conduct monthly meetings with the Service Provider                                                                                                                                                                                                                                        |
| <b>Employment Relations</b>          | Unresolved labour disputes                                                                                                                                                                                                                                                        | Workshop staff on labour related policies and procedures                                                                                                                                                                                                                                  |
| <b>Productivity and Staff Morale</b> | Productivity of employees is very low which is characterized by high rate of absenteeism and lack of discipline                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Setting the tone at the top</li> <li>• Leading by example</li> <li>• Taking charge of employee management</li> <li>• Consequence Management (All)</li> </ul>                                                                                     |
| <b>Skills Development</b>            | <ul style="list-style-type: none"> <li>• Shortage of requisite skills to implement the municipal strategic plan (delivering services)</li> <li>• Incapacitated skills development unit</li> <li>• Uncoordinated of skills development</li> <li>• Shortage of personnel</li> </ul> | <ul style="list-style-type: none"> <li>• Empowering employees through focused and continuous professional / skills development</li> <li>• Capacitate the skills development unit</li> <li>• Centralization of Skills Development and Training</li> <li>• Review the organogram</li> </ul> |

## **PRIORITY ISSUES FOR 2024/2025 FY**

### **Human Resources Management**

- Conduct medical examinations and vaccinations
- Procurement of PPE
- Migration from Van der Merwe System to Task Grading.
- Skills and Development
- Workshopping of HR Policies
- Employee Wellness Programme
- Compensation fund

### **Labour Relations**

- Training managers as presiding officers and prosecutors
- Employ staff in this unit
- Timely payment of external prosecutors and PO's.
- Training staff on the Code of Conduct

### **ICT Management**

- Server Room Upgrade
- Disaster Recovery Implementation
- PABX (Switchboard)
- Server Health Monitoring & Infrastructure Maintenance
- Procurement of Bulk Computers/Laptops
- Procurement/Upgrade of Cellphones
- Review of ICT Governance Framework, Charter and Strategy

### **Administrative Services**

- Repairs and Maintenance of buildings/premises)
- Assessment of Municipal Buildings
- Installation of CCTV Cameras
- Fumigation (Hygiene Services)
- Cleaning Services
- Security Services

### **Fleet Management**

- Procurement of New Fleet (Technical Dept. & Finance Dept.)
- Installation of devices to curb fuel abuse
- Licensing of Municipal vehicle
- Maintenance and Servicing of Municipal Vehicles

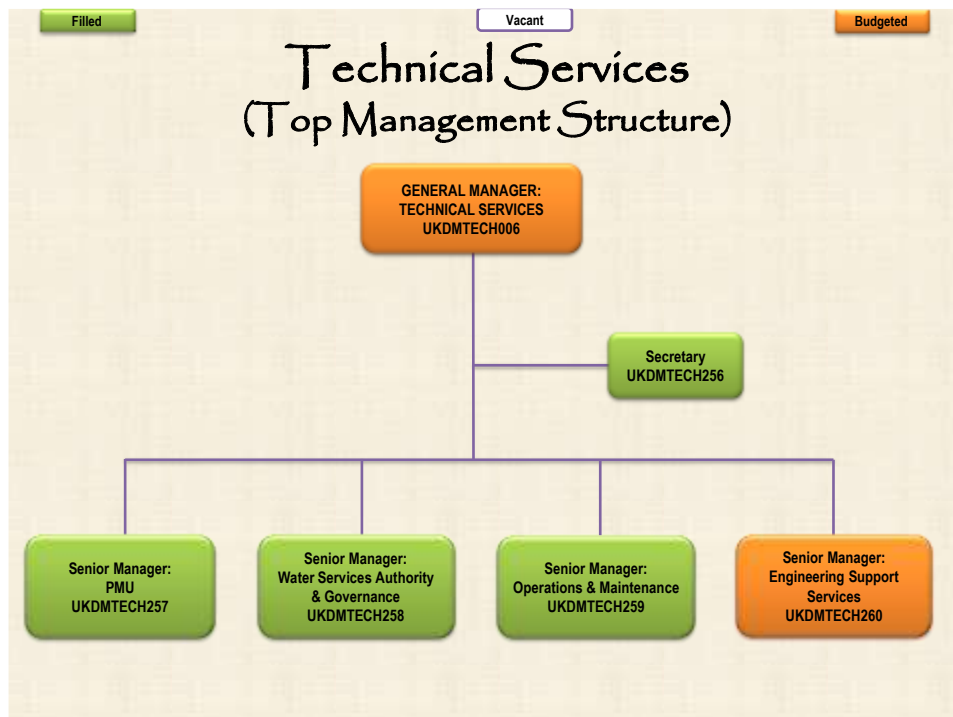
### **Records Management**

- Implementation of Records Management System



Figure 40: Corporate Services Organogram

### 3.10.4 Basic Service Delivery and Infrastructure Development Analysis



#### 3.10.4.1 Legislative Framework

The uMkhanyakude District Municipality is a Water Services Authority (WSA) and as such is mandated by the Water Services Act to progressively ensure efficient, affordable, economical and sustainable access to water services for all consumers within its area of jurisdiction. UMkhanyakude District Municipality (UKDM), as the Water Services Authority (WSA), is responsible for the provision of water and sanitation services (both internal and external mechanism) to largely rural communities spread over a vast area within four (4) local municipalities, namely:

- 1) Jozini LM
- 2) UMhlabuyalingana LM
- 3) Big 5 Hlabisa LM
- 4) Mtubatuba LM

## **Core Functions of the Technical Services Department**

The primary mandate of Technical Services Department is provision of reliable, affordable, efficient and sustainable water services to communities within municipal jurisdiction.

Departmental Sections are as follows:

- 1) **PMU** - Infrastructure Development
- 2) **WSP** - Operations and Maintenance
- 3) **WSA** - Water Service Authority

Overall Objectives of the Department

- 1) Provision of reliable, cost effective, efficient and sustainable water services
- 2) Planning of short, medium and long-term water development plans and implementation strategies.
- 3) Maintenance and Operation and maintenance of water and sanitation schemes,
- 4) Planning and implementation of municipal capital infrastructure projects,
- 5) Management of electricity at Ingwavuma and Kwa-Msane

## **Water Services Authority Unit**

Responsibilities of the Unit

- 1) Regulation – Formulation of water services policies by-laws.
- 2) Development of Water Services Development Plan (WSDP (5-year-plan).
- 3) Formulation of technical guiding principles for engineering designs,
- 4) Compilation of the Water Services Master Plan
- 5) Monitoring and evaluation of projects implementation
- 6) Review water services development plan annually.
- 7) Align projects and budget to the IDP framework.
- 8) Research and development – infrastructure project feasibility studies.
- 9) Compilation of projects business plans.
- 10) Communicating Council water services policies with the public and other sectors,
- 11) Alignment of National, Provincial and infrastructure development projects: with the WSDP and advise Council accordingly,
- 12) Planning and monitoring of rudimentary projects emanating from water tanker reduction strategy (WSIG)
- 13) Water and wastewater quality compliance monitoring throughout the district.

## **Project Management Unit**

### **Responsibilities of the Unit**

- 1) Monitor the implementation of capital projects both (water and sanitation projects)
- 2) Creation of job opportunities through the implementation of EPWP principles and strategies.
- 3) Capital project progress reporting,
- 4) Ensuring the use of labour-intensive methods in construction projects, employment and training local community members
- 5) Undertake projects inspections

## **Water Services Operations & Maintenance Unit also known as WSP (Water Services Provision)**

### **Responsibilities of the Unit**

- 1) Operations and Maintenance of water services infrastructure
- 2) Management of the external water service providers appointed within the section,
- 3) Implementation of water tanker
- 4) Management of water quality programme and ensuring compliance with applicable legislation,
- 5) Implementation of water balancing, leak detection and water loss prevention programme,
- 6) Ensure that the water services infrastructure complies with all OHS act requirements,
- 7) Operation and maintenance of all water services infrastructure which includes the following:
- 8) Ensuring that all rural water schemes are functional,
- 9) Ensuring that water quality tests are done and checked against SANS 241 specifications,
- 10) Responsible for the water loss management,
- 11) Responsible for the emergency and drought relief programmes of the municipality which includes the following:
- 12) Repair and maintenance of hand pumps,
- 13) Spring development and protection,
- 14) Functional Call Centre, proper recording of complaints, interaction with consumers and analysis of data for effective planning.

## **Updated Demographics & Levels of Service (LOS)**

Many of the planning documents such as the IDP and SDF use Census demographics without any review, which is however regarded critical in the masterplan development as it affects the current and future water demands. The Census 2011 reflected a total household figure of 128 195 households, which was compared in 2013 with high-resolution imagery household counts, extended off the 2011 base counts undertaken by the Department of Land Affairs (DOLA). A total household number of 135 389 was adopted from the imagery in 2013 (for the 2015 WMP and have now been adjusted/ grown to 2019, with growth and migration figures (**Table 1**) obtained from Census at small area level (CSA = Small area level is the smallest grouping at which Census group communities with alike characteristics).

**Table 1: Census Small Area Population Growth Rates (Average for LM)**

| LOCAL MUNICIPALITY | AVERAGE OF<br>2015 | AVERAGE OF<br>2020 | AVERAGE OF<br>2025 | AVERAGE OF<br>2030 | AVERAGE OF<br>2035 | AVERAGE<br>OF 2040 |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Hlabisa Big 5      | 1.175%             | 1.316%             | 1.075%             | 1.170%             | 0.781%             | 0.631%             |
| Jozini             | 1.259%             | 1.290%             | 1.070%             | 1.141%             | 0.742%             | 0.598%             |
| Mtubatuba          | 1.219%             | 1.377%             | 1.115%             | 1.194%             | 0.785%             | 0.642%             |
| Umhlabuyalingana   | 1.172%             | 1.302%             | 1.087%             | 1.158%             | 0.733%             | 0.566%             |
| Grand Total        | 1.209%             | 1.309%             | 1.082%             | 1.158%             | 0.752%             | 0.598%             |

The outcome or new 2019 household figure is regarded as having a high associated level of confidence and is compared with Census figures in table 1.

### Household and Backlog Comparison Census with W&SMP

Using the above growth rates, the 2015 Water Master Plan figures were used to determine new 2019 W&SMP household figures as shown below Table 2. The Census 2016 community survey growth rate cannot be reviewed/verified back at local municipal level as it is developed from a sample survey at municipal level only, and not a lower-level community grouping. As such it cannot be used with a high confidence level. Evaluation: In terms of Census 2011 and 2016 CS

- 1.1** HH increase 2011 to 2016: 23 050 households over 5 years D 3.36%  
/annum in terms of the 2015 W&SMP the HH Counts 2013 and growth at Small Area
- 1.2** HH increase 2013 to 2019: 14 191 households over 6 years D 1.68%  
/annum The high growth rate of 3.36% is an overstatement and not regarded realistic.
- 1.3** The 149 580-household figure is adopted as the 2019 household number for the UKDM

To determine the Municipality's water backlog two data sources have been used as follows:

- Census 2011 data from Statistics SA
- Scheme GIS coverages; utilising GIS data from the UKDM asset register, and verified data from consultants; where the scheme/projects footprints are given a status of either served or unserved and calculating the associated status of the household falling within that footprint. These maps were further verified through discussions with the scheme operators and regional O&M managers.

The historical backlog has been reduced from 30% to 19%, which implies that 13 172 households were provided with water supply over and above the 14 191 new household added though growth. The 28 605-household backlog only refers to formal access to water.

By using the Census growth rates reflected in Table 1, and applying to the 2019 household figures the following future household projections can be determined, refer to **Table** below.

Table : Household and Water Backlog Comparison Census with W&amp;SMP

| Umkhanyakude DM |             |         |   |           |         |    |         |         |   |           |         |     |
|-----------------|-------------|---------|---|-----------|---------|----|---------|---------|---|-----------|---------|-----|
| Households      | Census 2011 |         |   | WSMP 2013 |         |    | CS 2016 |         |   | WSMP 2019 |         |     |
|                 | HH          | Backlog | % | HH        | Backlog | %  | HH      | Backlog | % | HH        | Backlog | %   |
| Umlabuyalingan  | 33          | 19 976  | 5 | 32        | 9 399   | 29 | 39      | 19 024  | 4 | 35        | 7 506   | 21% |
| Jozini          | 38          | 21 678  | 5 | 37        | 16 018  | 42 | 44      | 21 245  | 4 | 41        | 8 660   | 21% |
| Mtubatuba       | 34          | 19 686  | 5 | 37        | 6 678   | 18 | 41      | 18 495  | 4 | 41        | 3 307   | 8%  |
| Hlabisa Big 5   | 20          | 12 547  | 6 | 26        | 9 682   | 36 | 25      | 16 809  | 6 | 29        | 9 132   | 30% |
| Total           | 128         | 73 887  | 5 | 135       | 41 777  | 31 | 151     | 75 573  | 5 | 149       | 28 605  | 19% |

### Water Reliability

Although only 19% of consumers are shown to have access below RDP level of services and only 2,6% more than a km away from water, a much larger percentage of consumers within uMkhanyakude DM are exposed to water disruptions due to failing/dysfunctional infrastructure or water resource yield or capacity limitations. This high level of unreliable water supply (40%) have been identified and categorized as per the DWS guide:

- **Dysfunctional infrastructure** based on O&M or scheme management challenges (boreholes schemes).
- Or to **resource issues** (insufficient resource and or treatment capacity) such as Hlabisa.
- **Infrastructure shortcoming**, capacity limitations such as Mpukunyoni, where the network and bulk lines need to be upsized to meet the higher LOS. Still awaiting the upgrade of the Mandlakazi WTW

**Table 3:** below reflects the reliability of water supply based on the larger supply areas identified in the WSDP

| Scheme (HH) |             | Unreliable Water Supply    |              |                             |                 |               | Sum of Resource   |            | Sum of Infra.          |     |            |             |
|-------------|-------------|----------------------------|--------------|-----------------------------|-----------------|---------------|-------------------|------------|------------------------|-----|------------|-------------|
| Row Labels  | Sum of 2019 | Sum of NO Reliable Service | % Unreliable | Sum of Funct. (O&M and Mnm) | Sum of Resource | Sum of Infra. | Resource - WC/WDM | New Source | Infra. - Upgrade/ Ref. | Ext | New Scheme | Replace Old |
| Hlabisa     | 13 184      | 9 047                      | 69%          | 3 027                       | 3 932           | 2 088         | -                 | 3 932      | 2 088                  | -   | -          | -           |
| Hlabisa1    | 9 705       | 5 915                      | 61%          | 1 775                       | 2 366.15        | 1 774.62      | -                 | 2 366      | 1 775                  | -   | -          | -           |
| Hlabisa2    | 3 479       | 3 131                      | 90%          | 1 252                       | 1 565.56        | 313.11        | -                 | 1 566      | 313                    | -   | -          | -           |
| Hluhluwe    | 28 961      | 10 648                     | 37%          | 3 803                       | 4 251           | 2 593         | 2 126             | 2 126      | 864                    | 864 | -          | 864         |
| Hluhluwe 1  | 7 902       | 3 161                      | 40%          | 1 106                       | 1 106.23        | 948.20        | 553               | 553        | 316                    | 316 | -          | 316         |
| Hluhluwe 2  | 3 818       | 764                        | 20%          | 153                         | 458.10          | 152.70        | 229               | 229        | 51                     | 51  | -          | 51          |
| Hluhluwe 3  | 4 230       | 1 269                      | 30%          | 254                         | 761.35          | 253.78        | 381               | 381        | 85                     | 85  | -          | 85          |
| Hluhluwe 4  | 2 498       | 1 249                      | 50%          | 187                         | 874.23          | 187.34        | 437               | 437        | 62                     | 62  | -          | 62          |
| Hluhluwe 5  | 10 514      | 4 206                      | 40%          | 2 103                       | 1 051.44        | 1 051.44      | 526               | 526        | 350                    | 350 | -          | 350         |
| Jozini      | 36 714      | 15 420                     | 42%          | 6 816                       | 4 028           | 4 576         | 4 028             | -          | 2 745                  | -   | -          | 1 830       |
| Jozini 1    | 5 851       | 2 926                      | 50%          | 1 024                       | 1 023.93        | 877.65        | 1 024             | -          | 527                    | -   | -          | 351         |
| Jozini 10   | 3 479       | 2 435                      | 70%          | 1 948                       | 243.53          | 243.53        | 244               | -          | 146                    | -   | -          | 97          |
| Jozini 2    | 3 918       | 1 175                      | 30%          | 411                         | 411.38          | 352.61        | 411               | -          | 212                    | -   | -          | 141         |
| Jozini 3    | 9 654       | 2 896                      | 30%          | 1 303                       | 868.88          | 724.07        | 869               | -          | 434                    | -   | -          | 290         |
| Jozini 4    | 1 192       | 1 073                      | 90%          | 858                         | 107.29          | 107.29        | 107               | -          | 64                     | -   | -          | 43          |
| Jozini 5    | 2 086       | 1 460                      | 70%          | 511                         | 511.03          | 438.02        | 511               | -          | 263                    | -   | -          | 175         |
| Jozini 6    | 2 004       | 401                        | 20%          | 140                         | 200.42          | 60.12         | 200               | -          | 36                     | -   | -          | 24          |
| Jozini 7    | 4 869       | 974                        | 20%          | 341                         | 340.82          | 292.13        | 341               | -          | 175                    | -   | -          | 117         |
| Jozini 8    | 1 414       | 283                        | 20%          | 99                          | 141.40          | 42.42         | 141               | -          | 25                     | -   | -          | 17          |
| Jozini 9    | 2 247       | 1 797                      | 80%          | 180                         | 179.73          | 1 437.86      | 180               | -          | 863                    | -   | -          | 575         |
| Mpukunyoni  | 12 469      | 6 724                      | 54%          | 2 689                       | 2 017           | 2 017         | 2 017             | -          | 1 210                  | -   | -          | 807         |
| Mpukunyoni  | 12 469      | 6 724                      | 54%          | 2 689                       | 2 017.07        | 2 017.07      | 2 017             | -          | 1 210                  | -   | -          | 807         |
| Mtubatuba   | 16 186      | 4 856                      | 30%          | 1 699                       | 1 942           | 1 214         | -                 | 1 942      | -                      | -   | 1 214      | -           |
| Mtubatuba   | 16 186      | 4 856                      | 30%          | 1 699.50                    | 1 942.28        | 1 213.93      | -                 | 1 942      | -                      | -   | 1 214      | -           |
| Shemula     | 40 018      | 11 740                     | 29%          | 4 926                       | 3 771           | 3 043         | 3 771             | -          | 2 435                  | -   | -          | 609         |
| Shemula 1   | 4 359       | 1 761                      | 40%          | 528                         | 616.22          | 616.22        | 616               | -          | 493                    | -   | -          | 123         |
| Shemula 2   | 3 591       | 2 873                      | 80%          | 862                         | 1 005.56        | 1 005.56      | 1 006             | -          | 804                    | -   | -          | 201         |
| Shemula 3   | 18 202      | 3 640                      | 20%          | 1 456                       | 1 456.13        | 728.06        | 1 456             | -          | 582                    | -   | -          | 146         |
| Shemula 4   | 13 866      | 3 466                      | 25%          | 2 080                       | 693.30          | 693.30        | 693               | -          | 555                    | -   | -          | 139         |
| (blank)     | 2 049       | 2 049                      | 100%         | 615                         | 717             | 717           | 717               | -          | 574                    | -   | -          | 143         |
| (blank)     | 2 049       | 2 049                      | 100%         | 615                         | 717.22          | 717.22        | 717               | -          | 574                    | -   | -          | 143         |
| Grand total | 149 580     | 60 483                     | 40%          | 23 576                      | 20 659          | 16 248        | 12 660            | 8 000      | 9 916                  | 864 | 1 214      | 4 254       |

The above indicates that 40% of consumers or 60,483 households without a reliable source of water supply due to various reasons is evident from the table.

- Hlabisa reliability challenge 69% - mostly due to new resource need.
- Hluhluwe reliability challenge 37% - also largely due to limited water resources and functional infrastructure.
- Jozini reliability challenge 42% - resource on O&M issues, resource has been increased but bulk distribution is not reaching consumers.
- Mpukunyoni reliability challenge 54% - largely to dysfunctional infrastructure.
- Mtubatuba reliability challenge 30% - water resources and dysfunctional WTW
- Shemula reliability challenge 29% - mostly O&M challenges.

In all of the above instances, high levels of unauthorized connections are present, which causes water leaks, results in dysfunctional infrastructure and hampers the operation of the distribution system.

**Table: Future household projections for uMkhanyakude District Municipality**

| Local Municipality | 2019           | 2020           | 2025           | 2030           | 2035           | 2040           | 2045           |
|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Umhlabuyalingana   | 35 979         | 36 402         | 38 860         | 40 994         | 43 449         | 45 172         | 46 616         |
| Jozini             | 41 944         | 42 472         | 45 284         | 47 758         | 50 545         | 52 450         | 54 037         |
| Mtubatuba          | 41 667         | 42 175         | 45 159         | 47 734         | 50 654         | 52 672         | 54 385         |
| Hlabisa Big 5      | 29 990         | 30 342         | 32 369         | 34 166         | 36 190         | 37 537         | 38 611         |
| <b>Total</b>       | <b>149 580</b> | <b>151 390</b> | <b>161 672</b> | <b>170 653</b> | <b>180 838</b> | <b>187 831</b> | <b>193 649</b> |

### **Sanitation Access Backlogs**

The sanitation levels of service were determined by:

Mapping the WWTW scheme footprints (runoff areas to WWTW) or areas provided with septic tanks and confirming the existing footprint extent with the scheme operators.

Mapping the coordinates of all historical VIPs/Archloos or footprints/wards served under VIP programs and then identifying households not served by either.

Archloos and pit toilets were regarded as a backlog.

**Table 5: Sanitation Backlogs (Level of Service % Distribution)**

| Local Municipalities | Total HH (2019) | Flush Sewer | Flush Septic Tank | VIP    | Pit / None |
|----------------------|-----------------|-------------|-------------------|--------|------------|
| Big 5 Hlabisa        | 29 990          | 1 655       | 1 147             | 19 134 | 8 054      |
| Jozini               | 41 944          | 1 971       | 3 747             | 28 679 | 7 546      |
| Mtubatuba            | 41 667          | 6 230       | 9 319             | 23 148 | 2 970      |
| Umhlabuyalingana     | 35 979          | 115         | 5 420             | 23 772 | 6 673      |
| Grand Total          | 149 580         | 9 970       | 19 633            | 94 733 | 25 244     |
| LOS % Distribution   |                 | 6.7%        | 13.1%             | 63.3%  | 16.9%      |

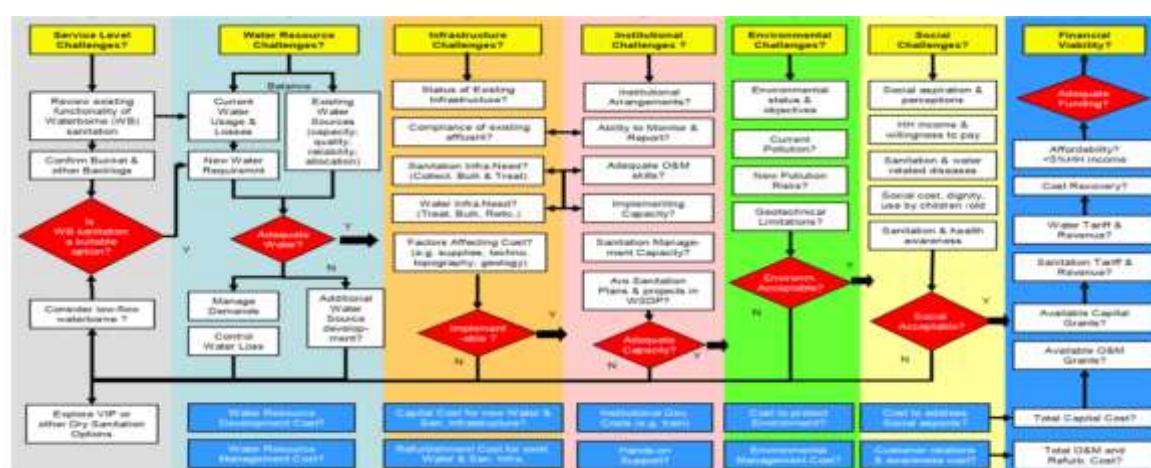
The 25 244 (17%) sanitation backlog is ascribed to mostly unserved rural areas to be provided with VIP's. The UKDM has over the past 7 years constructed 28 533 VIP's and have contracted with Service Provider to implement 22 906 units in the next MTEF.

For future sanitation levels a decision tree approach as reflected in Figure 1 below, has to be followed to evaluate or decide on the long term desired level of service, looking at:

- Water resource availability and water levels of service to flush toilets
- Limiting topography and
- geotechnical considerations
- Affordability and long term O&M requirements
- Environmental and social issues

In Manguzi consumers have built or developed septic tanks, and individual sample surveys would need to be undertaken to identify the extent of stands served by septic tanks

**Figure 1: Sanitation levels decision tree approach**



### (Level of Service) LOS Upgrade Costing

The water backlog costing below only provides for the networks costs and excludes the bulk upgrade requirements, which are determine elsewhere.

**Table: LOS Upgrade Costing Table**

|                  |                 |                       |                   |                   |                   | RD             |                             | Y                           |                            |                       |
|------------------|-----------------|-----------------------|-------------------|-------------------|-------------------|----------------|-----------------------------|-----------------------------|----------------------------|-----------------------|
| Row              | Sum<br>Unserved | Sum of<br>Underserved | Sum<br>of<br>Hous | Sum<br>of<br>Hous | Sum<br>of<br>Hous | Sum of<br>Cost | Sum of Cost<br>(Ext to RDP) | Sum of Cost<br>(None To YC) | Sum of Cost<br>(Ext to YC) | Sum of<br>(RDP To YC) |
| Farm/Conservatio | 1 068           | 245                   | 721               | 15                | -                 | 37 483 995     | 5 798 826                   | 59 974 393                  | 9 278 122                  | 10 031 939            |
| Hlabisa          | 777             | 3 398                 | 7 274             | 832               | 902               | 20 099 417     | 52 739 146                  | 32 159 067                  | 84 382 634                 | 71 332 685            |
| Hluhluwe         | 1 627           | 3 350                 | 3 873             | 18 714            | 1 397             | 42 152 610     | 53 247 085                  | 67 444 176                  | 85 195 336                 | 40 413 399            |
| Jozini           | 1 777           | 4 430                 | 16 382            | 14 125            | -                 | 67 905 370     | 102 511 413                 | 108 648 591                 | 164 018 261                | 227 841 184           |
| Mpukunyoni       | 141             | 1 489                 | 10 554            | 285               | -                 | 4 108 558      | 26 031 118                  | 6 573 693                   | 41 649 806                 | 113 542 687           |
| Mtubatuba        | 711             | 312                   | 4 131             | 4 996             | 6 035             | 20 717 623     | 5 452 740                   | 33 148 197                  | 8 724 448                  | 44 440 247            |
| Shemula          | 2 147           | 7 133                 | 30 143            | 3                 | 591               | 76 340 205     | 147 282 719                 | 122 144 328                 | 235 652 350                | 376 170 192           |
| Grand Total      | 8 248           | 20 357                | 73 079            | 38 970            | 8 925             | 268 807 778    | 393 063 097                 | 430 092 445                 | 628 900 955                | 883 772 333           |
|                  |                 |                       |                   |                   |                   | R              | 661 870 875                 | R                           | 1 058 993 401              |                       |

The following is evident from this table, to eradicate:

All **unserved households** (>> 500 – 1000m) with RDP supply amounts to **R268 mil**

To eradicate **Underserved** > 200m with RDP **R393 million**

Upgrading to Yard connections as opposed to RDP supply:

- ✚ If **Unserved** is upgraded to **YC** the cost is **R430mil**
- ✚ If **Underserved** is upgraded to **YC** the cost is **R328 million**
- ✚ Finally, to upgrade **existing RDP** to **YC** **R883 mil**

### Infrastructure Analysis

The 2014 UKDM District Growth and Development Plan states that the UKDM want to achieve the following targets:

- 35% of HH to have yard connections by 2025
- 50% of HH to have yard connections by 2030

The 19% household backlog has been mapped by household dots and projects have been identified to address these backlogs either through RDP or yard connections water networks. The UKDM has a very high water unreliability level of 40% over and above the 19% backlog, largely ascribed to the challenges with water resources and dysfunctional infrastructure caused by illegal connections. The Jozini area has a very low percentage of yard connections (only 16%) due to the topography (very mountainous) and low density which makes the cost of service extremely high.

Historically the municipality 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.

UKDM area does have a few major surface water sources - Pongolapoort Dam, Mkuze / Hluhluwe catchment, and Mfolozi Catchment, with Pongolapoort Dam being the most significant; and regions with very high groundwater potential. However, despite these sources, water availability for potable use is a significant challenge due to high environmental reserve requirements, coupled with extensive agriculture and afforestation in the region. In recent years, extended drought conditions have further



exacerbated the situation. The possible solution to the water supply infrastructure in the future is the careful combination of local water resources with bulk supply sources. In order to plan for this solution, it is important to understand the current status of the infrastructure, existing plans to refurbish and expand, and the potential sources to meet the demand.

### Pongolapoort Dam

Available information on the registered water use licences indicates a deficit from the historic firm yield of 133.57 million m<sup>3</sup>/a.

| Resource Category            | Available / Impact (million m3/a) |
|------------------------------|-----------------------------------|
| Gross surface water resource | 818                               |
| Ecological reserve           | -172                              |
| Alien invasives              | -30                               |
| Net surface water resource   | 616                               |
| Groundwater                  | 8                                 |
| Agricultural return flows    | 21                                |

|                                                |         |
|------------------------------------------------|---------|
| Total Catchment Yield                          | 645     |
| Registered use above and from Pongolapoort Dam | -337.3  |
| Reduction in yield due to dam safety           | -48     |
| Flood release (Mozambique licence)             | -250    |
| Registered use downstream of PongolaPoort dam  | -83.27  |
| Tongaat – Irrimec                              | -60     |
| Deficit                                        | -133.57 |
| Potential DWS Interventions                    |         |
| Makhathini cottons reallocation                | 40      |
| Tongaat - -Irrimec                             | 60      |
| Reinstate full supply operation                | 48      |
| Reduce annual flood release                    | 44      |
| Total possible available Yield                 | 58.43   |
| PongolaPoort Dam                               |         |

|                  |                  |
|------------------|------------------|
| Storage Capacity | 2 445 million m3 |
| Firm Yield       | 481 million m3/a |

#### **Mkuze / Hluhluwe catchment**

| Resource category              | Available / Impact (million m3/a) |
|--------------------------------|-----------------------------------|
| Gross surface water resource   | 71                                |
| Ecological Reserve             | -54                               |
| Invasive alien plants          | -2                                |
| Net Surface water resource     | 15                                |
| Groundwater                    | 12                                |
| Agriculture return flow        | 6                                 |
| Mining return flow W31         | 7.12                              |
| Urban return flow W31          | 0.26                              |
| Urban return flow W32          | 0.46                              |
| Transfer from Pongola          | 33                                |
| Total available                | 73.84                             |
| Total registered water use W31 | -89.49                            |
| Total registered water use W32 | -34.74                            |
| Water Balance                  | -50.39                            |

#### **Mfolozi Catchment**

| Resource category            | Available /Impact (million m3/a) |
|------------------------------|----------------------------------|
| Gross surface water resource | 57                               |

|                                   |               |
|-----------------------------------|---------------|
| Ecological reserve                | -19           |
| Invasive alien plants             | -1            |
| Dryland sugarcane                 | -1            |
| <b>Net Surface water resource</b> | <b>36</b>     |
| Groundwater                       | 5             |
| Irrigation return flow            | 5             |
| Urban return flow                 | 4             |
| Industrial return flow            | 1             |
| <b>Total available</b>            | <b>51</b>     |
| Agricultural use                  | -54.34        |
| Industrial use                    | -2.11         |
| Mining use                        | -1.39         |
| Forestry use                      | -24.04        |
| Domestic use                      | -15.96        |
| Transfer out                      | -9            |
| <b>Water Balance</b>              | <b>-55.84</b> |

In line with the National Water Resource Strategy the UKDM is maximizing the use of groundwater especially from the Makhathini Flats, and in the south along the White Umfolozi River. Too many boreholes have been drilled in the area which then led to poor management and control. Afforestation is problematic in the east and detrimentally affecting the lakes. Huge demand is placed on the Pongolapoort Dam, the only large surface water source in the District and feeds the Shemula 20 MI/day and Jozini 40 MI/day plants (>10 MI/day smaller plants in Jozini and along the canal). Umfolozi River as well as the Mkuze Dam are unsustainable for high return drought period and Mhlathuze Water have called for a feasibility into a viable source for the area, i.e. possible of channel storage on the Mfolozi.

## Existing Water Treatment Works (WTW) and Wastewater Treatment Works (WWTW)

Large WTW have been developed to augment small conventional or package treatment works, or borehole supplied schemes in Shemula, Hluhluwe, Mtubatuba and Jozini supply areas. Process as well as condition audits were undertaken to each of the WTW and the refurbishment requirements and asset values determined. The outcome of the FAR calculations on the reservoirs are reflected below in Table 6. A total current treatment capacity of **135MI/day** is reflected in the table, noting however that some of the plants are running over and some under capacity. This relates to a SPD (summer peak demand) and would in principle be approximately 1,5 times the AADD (annual average daily demand = SIV).

There are six major water supply schemes namely:

- Shemula
- Jozini
- Mtubatuba
- Hluhluwe
- Mpukunyoni
- Kwangwanase

**Table 6: Key information on the WTW within UKDM**

| LM               | Regional Scheme | Sub-Scheme           | Source                                            | Water Treatment Works          | Design Capacity |
|------------------|-----------------|----------------------|---------------------------------------------------|--------------------------------|-----------------|
|                  |                 |                      |                                                   | Plant Names                    | (MI/Day)        |
| uMhlabuyalingana | Shemula         | Enkhanyezini         | Borehole                                          | Kwangwanase - Enkhanyezini     | 1               |
|                  | Shemula         | Thengane             | Boreholes x 5                                     | Kwangwanase - Thengane         | 1               |
|                  | Shemula         | Manguze              | Borehole                                          | Kwangwanase - Manguzi          | 1.5             |
|                  | Shemula         | Manguzi              | Boreholes x 4                                     | Kwangwanase - Manguzi Airfield | 1               |
|                  | Shemula         | Mshudu               | Borehole                                          | Kwangwanase - Mshudu           | 1               |
|                  | Shemula         | Manguzi              | Kanini Stream                                     | Kwangwanase - Kanini           | 0.3             |
|                  | Shemula         | Manguzi              | Gezisa Stream                                     | Kwangwanase - Gezisa           | 1.5             |
|                  | Shemula         | Embonisweni          | Pongola River                                     | Shemula (old)                  | 7               |
|                  | Shemula         | Embonisweni          | Pongola River                                     | Shemula (new)                  | 20              |
|                  | Jozini          | Mseleni              | Lake Sibaya                                       | Mseleni                        | 0.8             |
|                  | Jozini          | Mbazwana             | Lake Sibaya                                       | Mbazwana                       | 1.5             |
|                  | Jozini          | Mabibi               | Borehole                                          | Mabibi                         | 0.2             |
| <b>Total</b>     |                 |                      |                                                   |                                | <b>36.8</b>     |
| Jozini           | Jozini          | Jozini               | Pongola River                                     | Jozini Old                     | 2.5             |
|                  | Jozini          | Jozini               | Pongola River                                     | Jozini New                     | 5               |
|                  | Jozini          | Maloben              | Pongola River                                     | Maloben old                    | 0.5             |
|                  | Jozini          | Maloben              | Pongola River                                     | Maloben New                    |                 |
|                  | Jozini          | Nondabuyo            | Pongola River                                     | Nondubuya                      | 0.3             |
|                  | Jozini          | Mkuze                | Pongolapoort Dam via Blackie Dam into Mkuze River | Mkuze                          | 2.5             |
|                  | Jozini          | Mkuze                | Not operational                                   | Mkuze River                    | 1.5             |
|                  | Jozini          | Mkuze                | Pongolapoort Dam via Blackie Dam into Mkuze River | Ubombo - Bethesda              | 0.3             |
|                  | Jozini          | Maloben              | Pongola River                                     | Block 6 Package                | 0.8             |
|                  | Jozini          | Mjindi               | Pongola River                                     | Mjindi                         | 0.35            |
|                  | Jozini          | Makhonyeni / Maloben | Pongola River                                     | Makhonyeni                     | 0.8             |
|                  | Jozini          | Othobothini          | Pongola River                                     | Othobothini Old                | 0.5             |
|                  | Jozini          | Othobothini          | Pongola River                                     | Othobothini New                | 40              |

Due to high rural character of the UKDM and associated low populations density, only the high density developed urban areas have been provided by with a sewer network and WWTW (refer to **Table 7** below). As mentioned before these plants are all small and in very poor condition. The UKDM has already commenced with some emergency repairs and have also started with a risk abatement plan, aimed to also address immediate urgent interventions.

**Table 7: Key information on the WWTW within UKDM**

| WTW Scheme Name   | Class. | Plant Cap. | Main Process Type       | Condition   | Comments                                              |
|-------------------|--------|------------|-------------------------|-------------|-------------------------------------------------------|
|                   |        | (Ml/d)     |                         |             |                                                       |
| Bethesda Hospital | E      | 0.8        | Activated sludge        | NOT WORKING | Plant Requires mayor Civil / Mechanical Refurbishment |
| Hlabisa Hospital  | E      | 2          | Activated sludge        | POOR        | Some Refurbishment being undertaken rest poor         |
| Hluhluwe          | E      | 2          | Oxidation ponds unlined | POOR        | Some Refurbishment being undertaken rest poor         |
| Ingwavuma         | E      | 0.8        | Oxidation ponds         | AVERAGE     | Generally Good with exception of pump station         |
| Jozini            | E      | 2          | Oxidation ponds unlined | POOR        | Currently in process of being upgraded                |
| KwaMsane          | C      | 1          | Oxidation ponds         | POOR        | Generally Good with exception of pump station         |
| Manguzi Hospital  | E      | 1          | Activated sludge        | POOR        | Plant Requires mayor Civil / Mechanical Refurbishment |
| Mtubatuba         | E      | 5          | Activated sludge        | AVERAGE     | Generally Good with exception of pump station         |
| Mkuze             | E      | 1          | Oxidation ponds         | POOR        | Currently in process of being upgraded                |
| Mseleni           | E      | 1          | Oxidation ponds unlined | NOT WORKING | Pond in poor condition, major concern                 |
| St Lucia          | E      | 0.7        | Oxidation ponds unlined | NOT WORKING | Pond in poor condition, major concern                 |

The condition of these WWTW and detailed costing will be compiled with the development of the Risk Abatement Plan, which is currently being undertaken.

**Table 8: High level Water and Sanitation Infrastructure FAR Summary**

| Description       | Capacity  | Unit   | CRC      |                      | VAR      |                    | 5 Year Renewal         | Level of Confidence |
|-------------------|-----------|--------|----------|----------------------|----------|--------------------|------------------------|---------------------|
| Boreholes         | 150       | number | R        | 54 150 000           | R        | 9 504 000          | R 17 869 500.00        | Fair                |
| WTW               | 135       | Ml/day | R        | 885 179 600          | R        | 217 160 407        | R 596 863 409          | Good                |
| WWTW              | -         | Ml/day | R        | 118 452 645          | R        | 46 460 446         | R 112 296 706          | Good                |
| WTW Pumpstation   | -         | l/s    | R        | 92 586 026           | R        | 29 909 500         | R 73 605 807           | Good                |
| WWTW Pumpstation  | 200       | l/s    | R        | 20 850 156           | R        | 7 714 558          | R 29 563 354           | Fair                |
| Reservoirs        | 161       | Ml     | R        | 313 689 216          | R        | 56 464 059         | R 84 696 088           | Poor                |
| Pipelines (Bulk)  | 834 368   | m      | R        | 1 042 295 127        | R        | 104 229 513        | R 156 344 269          | Poor                |
| Pipelines (Retic) | 2 102 568 | m      | R        | 1 060 625 160        | R        | 106 062 516        | R 159 093 774          | Poor                |
| Sewer Network     | 209 370   | m      | R        | 261 712 500          | R        | 26 171 250         | R 39 256 875           | Poor                |
| VIPs              | 94 733    | number | R        | 710 497 500          | R        | 71 049 750         | R -                    | Fair                |
| <b>Total</b>      |           |        | <b>R</b> | <b>4 560 037 930</b> | <b>R</b> | <b>674 725 998</b> | <b>R 1 269 589 783</b> |                     |

The following is evident from Table 8 above:

- The total current replacement cost of the UKDM infrastructure is R4,6 billion
- The largest asset contributors are the WTW, Reservoirs and Pipelines.
  - The pipeline costs are still being adjusted with new incoming infrastructure information
  - The reservoir capacities and condition is unknown and have a poor level of confidence

- The VAR value of R674 million is what is regarded as a high priority refurbishment requirement
- The 5-year renewal cost is what needs to be spent to renew the infrastructure/extend its lifespan, and takes account of the short term VAR refurbishment actions.
  - o This is regarded as critical for the sustainability of UKDMs assets, and is a function of continuous maintenance/ or the maintenance requiem. The better the maintenance requirements the better the continued functional operations and condition and of the infrastructure.
- Although VIPs are regarded as community assets, it was funded out of the UKDMs CAPEX.

## **Operations and Maintenance**

The UKDM as Water Services Authority (WSA) has appointed a WSP to operate and maintain the following infrastructure components:

- WTW
- WWTW
- Water and wastewater pump station (excluding stand-alone borehole pump stations). It is understood that the WSP does fulfil a maintenance and repair function on the boreholes when called upon
- Reservoirs (up to and including the command reservoirs)
- Bulk distribution mains (from the WTW up to and including the command reservoirs)

The current WSP has a significant challenge as the water and sanitation infrastructure is in a very poor condition with urgent refurbishment needs >30% of the current replacement value. For UMkhanyakude District Municipality to have a sustainable water and sanitation system, requires efficient operation and maintenance of all aspects in their system. Operation shall include all activities and actions or rectifying measures necessary for optimal operation of the plant including, but not limited to, the following:

- 1) Flow and pressure measurement;
- 2) Electrical consumption;
- 3) Regular inspection of infrastructure;
- 4) Monitoring of inflow into the plant based on hydraulic and organic load;
- 5) Process management and adjustment;
- 6) Process monitoring through laboratory tests and adjustment of operations, based on the outcome of results;
- 7) Monitoring of effluent and final potable water; and,

Maintaining of operational log including site observations, equipment utilisation, laboratory and site analysis, occurrence register etc.

## **Water Conservation Water Demand Management**

Although significant metering and leak reduction actions have been undertaken, bulk meters have not yet been installed at all locations identified with the bulk meter condition audits undertaken for the entire province by DWS in 2013. At the moment only surface water sources are recorded, and no volume recording is taken between source and treatment facilities, which therefor does not reflect the untreated/source water losses. As reflected earlier as much as 17 Ml/day could be coming from groundwater sources which is not all yet accounted for in the system input volume.

This is however being updated and future water balances will include a higher SIV, which accounts for the groundwater, which would imply that the NRW would increase as the SIV increases. Figure have been undertaken and numerous pre-paid meters installed, in an attempt to manage demands and improve revenue collection;

- The monthly water balance figures for the metered supply volumes of the large water schemes

are reflected below.

- This reflects a system input volume (SIV) of 54 MI/day, which has increased with the addition of the Othobothini water treatment volume, for the month of May 2019.

The water balance system input volume (SIV) does not account for borehole supplies, which form a significant source of water to UKDM, especially in the Umhlabuyalingana

Water balances are being undertaken on larger defined UKDM schemes, but does not cover small plants nor some of the larger boreholes that have a significant SIV. The current water balance reports a SIV of 53 MI/day (AADD) whereas the current WTW capacity is 121 MI/day SPD (Summer Leak Demand) or 99 MI/day SPD (66 MI/day AADD) accounting for only 50% of Othobothini.

The UKDM has made a significant effort to reduce unaccounted for water by the installation of 5 070 smart meters (5 930 meters still in Jozini Stores), 283 commercial meters and repairing existing 98 cluster meters, and have reduced unaccounted for water from 69 to 81% and real losses from 47% to 14%. Loggers have been installed on 26 of the key bulk meters and can be viewed via I20 web-based interface. However, not all bulk meters included in 2 015-meter condition audit have been addressed. Raw water meters have not been installed, nor has all schemes been covered.

UMkhanyakude has more than 100 generational boreholes with tested equipped yield (excluding hand pumps) of more than 17 MI/day. Although most of the boreholes have meters, the flow from most of them are not being recorded nor reflected in the SIV.

### **Water Master Plan (WMP)**

The Umkhanyakude District Water Master Plan I currently reviewing its water services master plan and up to draft 2 has been adopted by council. The planning document highlights a grim picture on the state of the existing infrastructure most of which is in a state of disrepair due to years of negligence and poor maintenance. The lack of maintenance of the existing infrastructure has given rise to high maintenance backlogs with most communities having erratic water supplies as a result.

The WMP identifies the maintenance and upgrade needs for the district, all of which will have to compete for limited financial resources with new infrastructure meant for first time access to water services.

### **Water Services Development Plan (WSDP)**

The following is a link to the WSDP:

<https://www.dropbox.com/s/42b2hdc4osvoek4/IDP%20Sector%20Input%20Report%20R3%20Jan%202020.docx?dl=0>

## Electrification Progress Per LM



Jozini LM  
41,45%



uMhlabuyalingana LM  
36,54%



Big 5 Hlabisa LM  
74,15%



Mtubatuba LM  
77,45%



Electrified



Backlog





## Estimated Backlog uMkhanyakude District



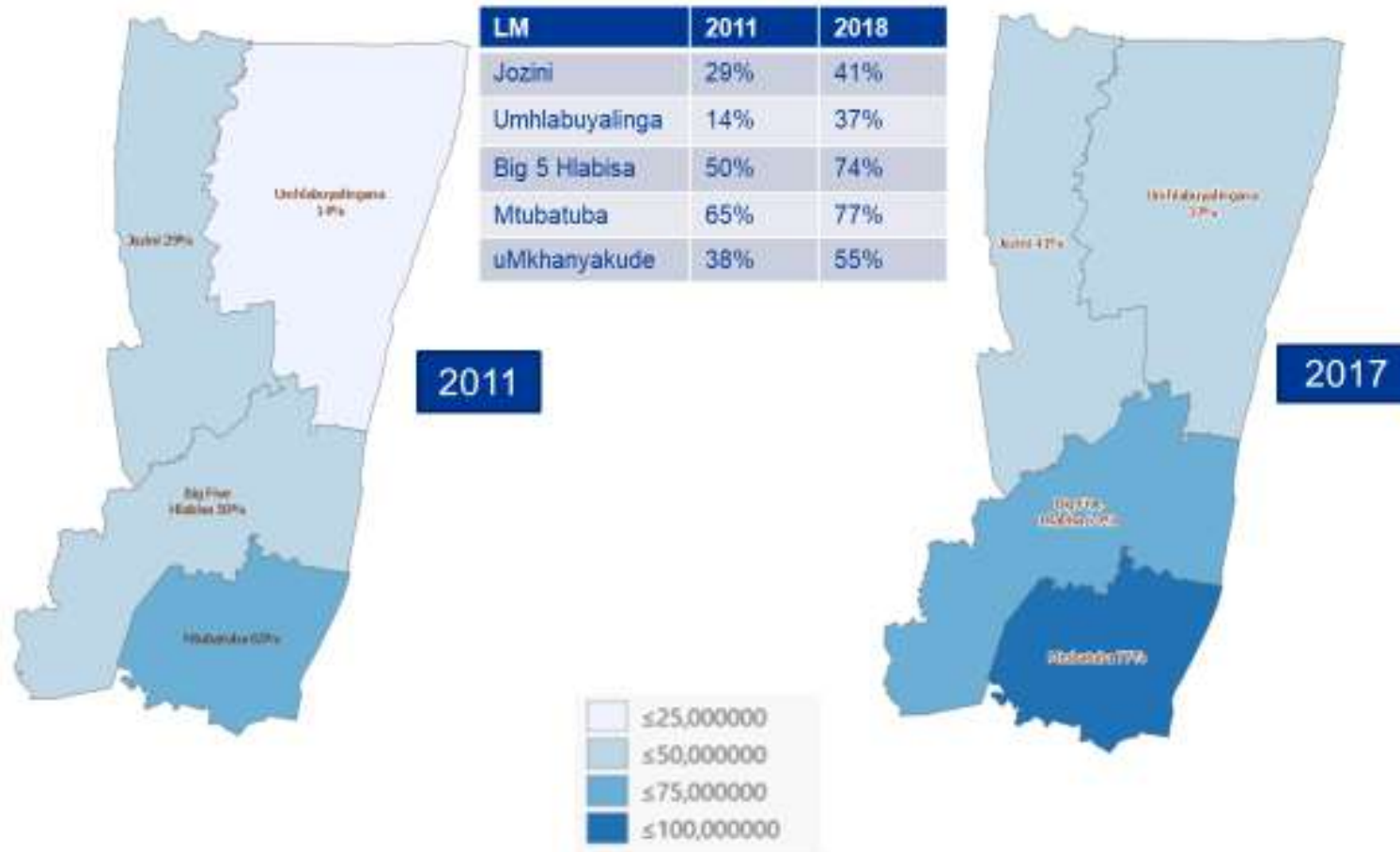
### Backlog – District View

| District     | Census Count - Total Households | No of H/H Electrified as per 2011 Census | % Electrified as per 2011 Census | Backlog from Eskom Studies | No of H/H Electrified | % Electrified |
|--------------|---------------------------------|------------------------------------------|----------------------------------|----------------------------|-----------------------|---------------|
| uMkhanyakude | 128 195                         | 49 207                                   | 38%                              | 57 422                     | 70 773                | 55%           |

| Local Munic      | Census Count - Total Households | No of H/H Electrified as per 2011 Census | Backlog from Eskom Studies | No of H/H Electrified |
|------------------|---------------------------------|------------------------------------------|----------------------------|-----------------------|
| Jozini           | 38 849                          | 11 301                                   | 22 746                     | 16 103                |
| Big Five Hlabisa | 20 584                          | 10 383                                   | 5 320                      | 15 264                |
| Umhlabuyalingana | 33 857                          | 15 907                                   | 21 486                     | 12 371                |
| Mtubatuba        | 34 905                          | 22 709                                   | 7 870                      | 27 035                |

Disclaimer: Census 2011 data includes both Eskom and Municipality supply areas.  
Data extracted from: **Statistics South Africa**; Web page: [www.statssa.gov.za](http://www.statssa.gov.za)

## Access to Electricity per Local Municipality



Disclaimer: Census 2011 data includes both Eskom and Municipality supply areas.  
Data extracted from: Statistics South Africa: Web page: [www.statssa.gov.za](http://www.statssa.gov.za)

## SWOT Analysis for Technical Services Department

| Strengths                                                                                                                                                                                                                                                    | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Innovation in implementing regional schemes</li> <li>• Qualified and experienced people in certain critical positions</li> <li>• Location of offices is central providing strategic advantage for access</li> </ul> | <ul style="list-style-type: none"> <li>• Vacant positions in some critical positions</li> <li>• Poor communication with local municipalities to plan effectively</li> <li>• Efforts to fast track backlog eradication affected by inadequate funding</li> <li>• Efforts to maintain infrastructure affected by inadequate budgets</li> <li>• No clear inter-departmental coordination</li> <li>• High staff turnover affecting institutional memory</li> <li>• No proper filing system and inadequate IT infrastructure affecting efficient functionality and retention of project records</li> <li>• High percentage of unaccounted for water</li> <li>• Aging infrastructure</li> <li>• Too many illegal connections on the pipe networks</li> </ul> |

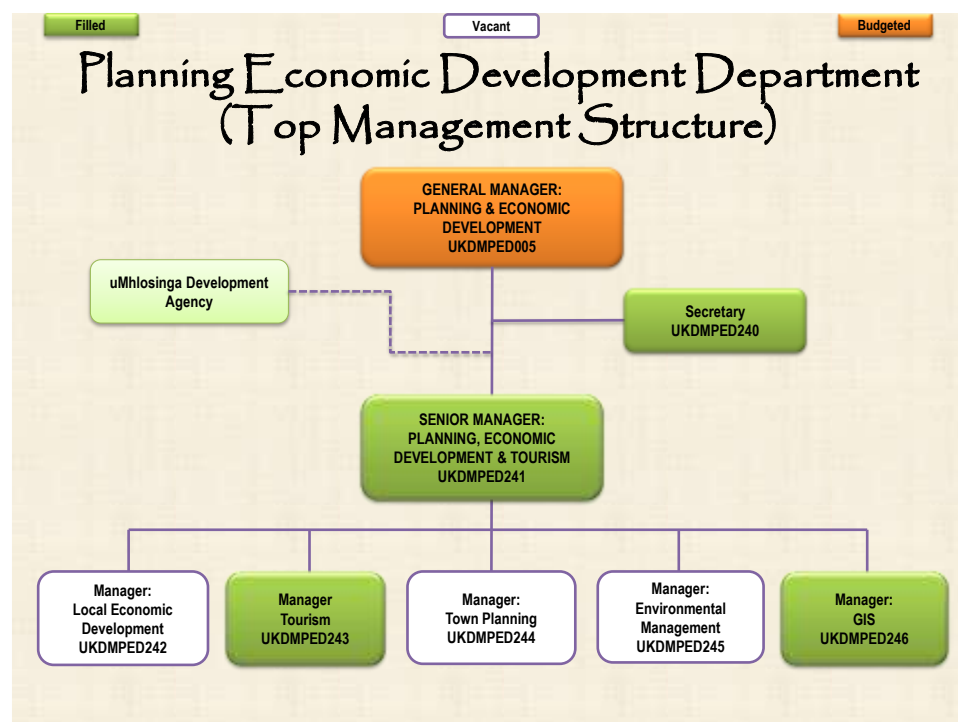
| Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• District has immense growth potential which can improve revenue base and improve sustainability of infrastructure projects</li> <li>• Political support for growth and backlog eradication</li> <li>• Committed leadership and management which can turn around the department's performance</li> <li>• Benchmarking with other districts to learn best practices</li> <li>• Technological advancement can be used for performance improvement</li> <li>• Good relationships with provincial structures</li> <li>• Availability of Jozini dam to provide raw water to the district</li> <li>• Transfer of knowledge from external water service delivery PSPs</li> </ul> | <ul style="list-style-type: none"> <li>• Difficult terrain affecting cost per capita for providing water infrastructure and travelling costs</li> <li>• Location of the district offices making it difficult to attract skilled professional employees</li> <li>• Occurrences of droughts affecting raw water sources</li> <li>• Geology of the district affecting water quality and sustainability of boreholes e.g sandy soils leading to contamination and collapse of drilled boreholes</li> <li>• Lawsuits for non-compliance and non-fulfilling allocated functions. e.g. Fines for not complying to environmental legislation and failure to provide basic water</li> <li>• Strike actions and sabotage of infrastructure by employees of external water service providers paralysing service delivery</li> <li>• Lack of and inadequate planning for infrastructure</li> <li>• Lack of coordination from other DM when implementing overlapping projects</li> <li>• Vandalism and theft of infrastructure by criminal elements and damage by public protests</li> <li>• Inadequate electrical capacity and stability in Eskom grid to power pump stations and other plant.</li> </ul> |

## Challenges and Proposed Interventions

| Challenges                                                         | Proposed Interventions                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Vacant critical positions                                          | Fill critical vacant positions with appropriately qualified personnel                                                                                                                                                                                                                                                                                                                   |
| Inadequate budget allocations to adequately address backlogs       | Transfer regional bulk water projects to RBIG and free MIG allocations for reticulation and sanitation                                                                                                                                                                                                                                                                                  |
| Lack of planning of infrastructure projects                        | Develop all water services planning documents e.g WSDP                                                                                                                                                                                                                                                                                                                                  |
| Over expenditure and failure to complete projects in time          | Capacitate the PMU with adequate and qualified staff                                                                                                                                                                                                                                                                                                                                    |
| Inadequate maintenance of infrastructure                           | Establish 2 or more regional centres, with satellite offices in each water supply scheme area, using locally based people. Implement training schemes for all operations staff, establish performance criteria and career paths for the more capable employees.<br>Work with government institutions and water boards to implement maintenance programmes and the Asset Management Plan |
| Huge backlogs                                                      | Finalise the WSDP and the O&M plan from the master plan and other reports, with help & funding from DWS and COGTA.                                                                                                                                                                                                                                                                      |
| Inadequate capacity to properly handle electricity supply function | Sign a SLA with Eskom to take over this role                                                                                                                                                                                                                                                                                                                                            |
| Lack of record drawings for infrastructure                         | Establish a working relationship with the GIS Unit to adequately and continuously store, repair and update information on all projects and operational schemes.                                                                                                                                                                                                                         |
| Too many non-functional schemes                                    | Prioritise refurbishment projects in the IDP to assist with critical repairs & replacements to damaged, dysfunctional and missing infrastructure, including pumps, motors, controls, building, pipelines, valves, water meters, reservoirs, etc.                                                                                                                                        |
| Slow progress on projects due to late payments                     | Improved coordination with the finance department with regards to timeous procurement of funds and payments to all service providers                                                                                                                                                                                                                                                    |
| Illegal connections                                                | Installation of water meters to all customers including identified illegal connections. Undertake effective community education programmes. Establish Water and Sanitation Bylaws to help reduce bad behaviour by legal means.                                                                                                                                                          |
| District wide travelling and S & T                                 | Establish realistic travel limits for all staff grades (provisionally 3000 km/month max) but establish repair & maintenance capacity at all water supply stations to avoid the high costs of centralisation of skills.                                                                                                                                                                  |

### 3.10.5 Local Economic Development and Planning Analysis

#### Organogram



#### Core Components of the Unit

LED & TOURISM UNIT - (KPA 3: Local Economic Development)

- 1) LED Planning & Management
- 2) Tourism Development & Marketing
- 3) uMhlosinga Development Agency (UMDA)

#### LED Strategy

uMkhanyakude District Municipality has been operating with a Local Economic Development Strategy that was compiled in 2007. In view of the requirements for local government to have a credible LED strategy in place, the old Economic Development Strategy needed to be reviewed to reflect the most recent local and regional development dynamics, and include an implementation plan. A new strategy was then developed and completed in February 2021. It was adopted by the council on 31 March 2022.

The primary aims and objectives of developing the LED strategy were to:

1. To assess the extent to which the 2007 uMkhanyakude LED Strategy objectives have been achieved.
2. To identify challenges encountered during the implementation of the 2007 strategy.
3. To undertake a detailed economic analysis which will enable the identification of appropriate market interventions that will lead to economic development in uMkhanyakude.
4. Establish and determine if the sectors and commodities identified in the 2007 strategy are still significant to uMkhanyakude's economic activity and can be further exploited.
5. Review the comparative and competitive advantages identified in the LED Strategy and determine their relevance, as well as identify further opportunities for interventions

6. To develop a Local Economic Development strategy 2019-2029.
7. To develop a detailed implementation plan for the 2019-2029 uMkhanyakude Local Economic Development Strategy. The implementation Plan should be broken down into short, medium- and long-term achievable targets.
8. To develop a Monitoring and Evaluation Framework to systematically track the implementation of the 2019-2029 uMkhanyakude Local Economic Development Strategy.

There are a number of challenges that affects the LED within the municipality, which are:

- i. Shortage of personnel
- ii. Lack of budget for programmes and projects

The uMkhanyakude District has a huge potential of various economic activities that can be unleashed. These include agricultural activities, tourism, manufacturing and services. Each local municipality under the district have its economic programmes that will contribute towards the growth of the district, however there will be programmes that will cut across all the Local Municipalities (LMs) as well as programmes that will involve 2 LMs as well, as other districts, provinces, etc.

The implementation plan below comprises of 7 strategic programmes, that are to be implemented over a period of 5 years (2022/2023 – 2025/2026). The implementation plan also points out who are stakeholders required and cost estimates for the strategic programmes to be achieved. Those highlighted in green will required business plans to implement.

The LED strategy is incorporative of the SWOT analysis of the district and competitive and comparative advantages have been identified as well. Such advantages include;

- i. Existence of developmental policies in the District Municipality including: IDP, SDF, and the like.
- ii. A diverse and rich cultural heritage.
- iii. Quality of natural endowments and tourism products.
- iv. Surrounded by well-established tourism drawcards e.g. iSimangaliso Wetland Park.
- v. Agriculture sector is stable.
- vi. Good existing agricultural base.

In order to identify the key gaps or areas of need, the various strengths, weaknesses, opportunities and threats were sorted according to their overarching theme, and thereafter organised into the following categories. These categories represent the major focus areas of the Municipality, and specifically, the areas that require intervention the most to ensure that local economy of the Municipality is stimulated.

Furthermore, the recovery plan, spatial development framework, transport masterplan and Makhathini masterplan have been structured in a similar manner to ensure that there is an alignment in terms of correctly referencing available land for agriculture, commercial site and supply of bulk infrastructure.

The strategic framework provides a number of strategies as well as some proposed projects/activities. It should be noted that strategies and programmes have been developed based on the following programmes suggested by the KZN LED Framework:

- LED PROGRAMME 1: Intervening at the Organizational Level to deliver LED
- LED PROGRAMME 2: Intervening in Partnerships to deliver LED
- LED PROGRAMME 3: Intervening in Basic Household Infrastructure and Pro-poor systems
- LED PROGRAMME 4: Intervening in Public Sector Procurement and Employment systems

- LED PROGRAMME 5: Intervening in Business Confidence Infrastructure & Enabling Economic Infrastructure
- LED PROGRAMME 6: Intervening in Public-Owned Land Resources and Processes
- LED PROGRAMME 7: Intervening in Private-Owned Land Resources and Processes
- LED PROGRAMME 8: Intervening in Agricultural Value Chains
- LED PROGRAMME 9: Intervening in the Retail Services Value Chain
- LED PROGRAMME 10: Intervening in the Tourism Value Chains
- LED PROGRAMME 11: Intervening in the Mining and Manufacturing Value Chains
- LED PROGRAMME 12: Intervening in the Services, Innovation and Technology Value Chains
- LED PROGRAMME 13: Intervening in Basic LED Assets of the Local Area through Renewal and Refurbs; Upgrades and Additions and Maintenance

The implementation plan has identified programmes and projects that are quick wins and those that require long term planning and implementation. In total there are 7 strategic programmes as identified by the implementation plan:

1. Development and support for the tourism sector
2. Expansion of the agricultural sector
3. Support for informal economy and small enterprises
4. Expansion and diversification of the manufacturing sector
5. Improving the institutional & policy environment for effective LED
6. Ensuring effective skills and capacity development
7. Expansion and development of strategic economic infrastructure

| 4   | Implementation Plan                                    |              |                                                                          |               |           |                  |                     |                     |                           |                         |                      |                   |
|-----|--------------------------------------------------------|--------------|--------------------------------------------------------------------------|---------------|-----------|------------------|---------------------|---------------------|---------------------------|-------------------------|----------------------|-------------------|
| 4,1 | Strategic Goal                                         | Intervention | Programme / Project                                                      | Location      | Timeframe | Estimated Budget | Budget Availability | Funded / Not Funded | Funder / Potential Funder | Lead Implementing Agent | Supporting Partners  | Status of Project |
|     | Skills training and development                        |              | Facilitate training for SMME and informal                                | District wide | June 2024 | TBC              | None                | Not funded          | ETEA                      | Umkhanyakude and UMDA   | SEDA or EDEA         | In progress       |
|     | Transportation infrastructure capacity and maintenance |              | Fast track Mkhuze Airport City development                               | Mkuze         | On going  | 1 billion        | None                | Not funded          | ETEA and private          | UMDA                    | ETEA                 | In progress       |
|     | Provision of bulk services                             |              | To undertake a study for the provision of free Wi-Fi in uMkhanyakude CBD | District wide | June 2025 | 500 000          | None                | Not funded          | MIG                       | uMkhanyakude            | Local Municipality   | In progress       |
|     | Involved agricultural development                      |              | To support the development of agriculture sector plan                    | District wide | 2025      |                  | none                | Not funded          |                           | Umkhanyakude            | Local Municipalities | To be implemented |



| Strategic Programmes                                     | Project                                                                                                                                                                                                                                                                                                                | Responsible | Partners          | Budget Required |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------|-----------------|
| 1.1. Expansion of the tourism attractions and activities | 1.1.1. Create a concise district wide tourism events calendar or action plan that can guide event organisers.                                                                                                                                                                                                          | UKDM        | TKZN, UMDA        | R 0             |
|                                                          | 1.1.2. Support the promotion of adventure tourism and rural tours or Tourism Experience in LMs                                                                                                                                                                                                                         | UKDM        | TKZN, UMDA        | R 400 000       |
|                                                          | 1.1.3 Diversification of the tourism sector by promoting Agri-tourism and activities such as Poetry, Music, Dancing and Book Writing Competition/ Contests.                                                                                                                                                            | UKDM        | TKZN, UMDA        | R 150 000       |
|                                                          | 1.1.4 Establishing new community lodges - to assist communities with the establishment of community lodges, two per each local municipality.                                                                                                                                                                           | UKDM        | TKZN, UMDA        | R 50 m          |
|                                                          | 1.1.5 Development of a tourism transformation programme that will allow the full participation of all South Africans in the sector in uMkhanyakude.                                                                                                                                                                    | UKDM        | TKZN, UMDA, COGTA | R 400 000       |
|                                                          | 1.2.1. Identification and lobbying for funding for tourism signage in various LMs.                                                                                                                                                                                                                                     | UKDM        | TKZN, UMDA        | R 0             |
|                                                          | 1.2.2. Improve the marketing of the tourism sector in the district in terms of the following: <ul style="list-style-type: none"> <li>• To ensure that Tourism products (e.g. crafts) moving to online sales and adapting their product lines (e.g. practical products as opposed to ornaments for tourists)</li> </ul> | UKDM        | TKZN, UMDA        | R 0             |

| Strategic Programmes                      | Project                                                                                                                                                                                   | Responsible | Partners   | Budget Required |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|-----------------|
| 1.2. Information, marketing and promotion | <ul style="list-style-type: none"> <li>To lobby for the provincial tourism authority and municipalities to ensure that tourism SMMEs are listed and promoted on their websites</li> </ul> |             |            |                 |
|                                           | 1.2.3 To assist craft workers with access to markets by establishing distribution centres for them                                                                                        | UKDM        | TKZN, UMDA | R 1.5 m         |
|                                           | 1.2.4 Tourist attraction video - to develop a tourist attraction video to be presented to countries where most of our tourists are coming from (e.g., Germany, Netherlands, France etc)   | UKDM        | TKZN, UMDA | R 100 000       |
|                                           | 1.2.5 Tourism Information centre - to establish four tourism centres in uMkhanyakude district (i.e., one per local municipality).                                                         | UKDM        | TKZN, UMDA | R 4 m           |
|                                           | 1.2.6 Training of tour guides to adapt to the new norm of living the corona virus in addition to the general upskilling of their trade.                                                   | UKDM        | TKZN, UMDA | R 2 m           |
|                                           | 1.2.7 Training of tourism managers and stakeholders to adapt to the new norm of living the corona virus in addition to the general upskilling of their trade.                             | UKDM        | TKZN, UMDA | R 2 m           |
|                                           |                                                                                                                                                                                           |             |            |                 |
|                                           | 1.3.1 To fast track the upgrading of Ndumo resort                                                                                                                                         | UKDM        | TKZN, UMDA | TBD             |
|                                           | 1.3.2. To fast track the development of the lodge and campsite facility at Bhanga Nek Lodge                                                                                               | UKDM        | TKZN, UMDA | TBD             |
|                                           | 1.3.3 Facilitate the construction of a tourism facility in the Border Cave area in Nkungwini                                                                                              | UKDM        | TKZN, UMDA | TBD             |

| Strategic Programmes                                                                      | Project                                                                                                                                                                                    | Responsible | Partners          | Budget Required                       |
|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------|---------------------------------------|
| 1.3. Tourism specific infrastructure upgrades                                             | 1.3.4. To use Hotels/Accommodation catering for isolation, quarantine, step-down care and long-stay commuters; and the conference venues and other tourism facilities as field hospitals   | UKDM        | TKZN, UMDA        | TBD                                   |
|                                                                                           | 1.3.5 To assist black owned tourism establishments with grading.                                                                                                                           | UKDM        | TKZN, UMDA        | R 500 000                             |
|                                                                                           | 1.3.6 To create a day visitors' area in the Mbazwana area with a recreational park, with a car park, pools, braaiing area etc. This will promote local tourism.                            | UKDM        | TKZN, UMDA        | R 15 m                                |
| 2.1. Coordination improvement among all stakeholders involved in agricultural development | 2.1.1 Bi-annual agri-workshops/meetings for frequent engagement between Agricultural Association, municipal officials and other relevant stakeholders like the AFASA, ADA and the UMDA.    | UKDM        | UMDA, ADA, AFASA  | R 10 000 per workshop for refreshment |
|                                                                                           | 2.1.2 Regular farmers' satisfaction surveys to understand their needs to be highlighted through a monthly municipal agri-newsletter.                                                       | UKDM        | DRDLR, DARD, UMDA | R 300 000                             |
|                                                                                           | 2.1.3 Undertake agricultural awareness campaign, roadshows and exhibition to increase youth interest in agriculture, because most youth don't see agriculture as a viable source of income | UKDM        | DRDLR, DARD, UMDA | R 50 000                              |
|                                                                                           | 2.1.4 To support the development of Agricultural Sector Plans in LMs                                                                                                                       | UKDM        | DRDLR, DARD, UMDA | R 250 000                             |
|                                                                                           | 2.2.1 Fast track the establishment of farmers' production support units (FPSU) in LMs                                                                                                      | UKDM        | DRDLR, DARD, UMDA | R 0                                   |
|                                                                                           | 2.2.2 Fast track implementation of Agri-hubs (Production and agro-processing) in partnership with DALRRD                                                                                   | UKDM        | DRDLR, DARD, UMDA | R 0                                   |

| Strategic Programmes                            | Project                                                                                                                                                       | Responsible | Partners          | Budget Required |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------|-----------------|
| 2.2. Supporting Emerging and Small-scale farmer | 2.2.3 Support LMs to fight against crops theft by assisting farmers to secure funding for fencing.                                                            | UKDM        | DRDLR, DARD, UMDA | R 0             |
|                                                 | 2.2.4 Support small scale farmers through purchase and delivery of fresh farm produce to feed poor households, supply SMMEs and satisfy needs of supermarkets | UKDM        | DRDLR, DARD, UMDA | TBD             |
|                                                 | 2.2.5 Provision of relief funds to famers who harvest was affected during the lockdown                                                                        | UKDM        | DRDLR, ADA, UMDA  | TBD             |
|                                                 | 2.2.6 to develop a concrete plan to identify and quantify Covid-19 impact on agriculture at all levels- hard facts of sector analysis.                        | UKDM        | DRDLR, ADA, UMDA  | R 200 000       |
|                                                 | 2.2.7 To assist smallholder farmers with South African Good Agricultural Practices (SAGAP) certification                                                      | UKDM        | DRDLR, ADA, UMDA  | R 500 000       |
|                                                 | 2.2.8 To establish a Virtual Fresh Produce Market - an online trading platform for agricultural commodities in uMkhanyakude.                                  | UKDM        | DRDLR, ADA, UMDA  | R 700 000       |
|                                                 | 2.2.9 As the Amarula processing plant is already set for processing the fruit into various products, to support farmers to establish more plantations.        | UKDM        | DRDLR, ADA, UMDA  | R 2 m           |
|                                                 | 2.3.1 To fast track the establishment of 8000 hectares under Cotton Production and revamping the ginnery and spinning plant at Makhathini                     | UKDM        | DRDLR, ADA, UMDA  | TBD             |
|                                                 | 2.3.2 To unlock the Makhathini Flats from the Bulk Infrastructure Fund (National Treasury) for Makhathini Expansion & Mjindi/Makhathini Social Facilitation   | UKDM        | DRDLR, ADA, UMDA  | TBD             |

| Strategic Programmes                          | Project                                                                                                                                                                            | Responsible | Partners         | Budget Required |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------|-----------------|
| 2.3. Commodity and infrastructure development | 2.3.3 To identify and support emerging farmers with the following technical skills: soil testing, pest control and spraying programme, using natural plants, rapid planting method | UKDM        | DRDLR, ADA, UMDA | TBD             |
|                                               | 2.3.4 To establish a fish market at the Kosi Bay Border post to support the marketing of fish in the Manguzi area.                                                                 | UKDM        | DRDLR, ADA, UMDA | R 10 m          |
|                                               | 2.3.5 To Unlock Goat Industry in the district for commercialisation of goats through the value chain                                                                               | UKDM        | DRDLR, ADA, UMDA | TBD             |
|                                               | 2.3.6 Establishing organic vegetable farms in each LM for farmers to earn more incomes from niche markets.                                                                         | UKDM        | DRDLR, ADA, UMDA | R 4 m           |
|                                               | 2.3.7 To establish Ndumo Packaging facility - a packaging facility to ensure that farmers earn higher incomes through selling value-added products.                                | UKDM        | DRDLR, ADA, UMDA | R 800 000       |
|                                               | 2.3.8 To establish Poultry abattoir to allow smallholder chicken farmers to process their products and earn higher incomes.                                                        | UKDM        | DRDLR, ADA, UMDA | R 4 m           |
|                                               | 2.3.9 To establish a Pineapple processing Plant (in Hluhluwe) to assist previously disadvantaged people to benefit from processing the pineapple.                                  | UKDM        | DRDLR, ADA, UMDA | R 24 m          |
|                                               | 2.3.10 To establish Mango processing plan to support the local mango growers from the district.                                                                                    | UKDM        | DRDLR, ADA, UMDA | R 4 m           |

| Strategic Programmes | Project                                                                                                                                                                                                   | Responsible | Partners          | Budget Required |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------|-----------------|
|                      | 2.3.11 To establish a Honey processing plant around Mtubatuba and Hluhluwe for locals from this industry to benefit when taking their honey to a processing centre for proper packaging and distribution. | UKDM        | DRDLR, ADA, UMDA  | R 10 m          |
|                      | 2.3.12 To establish a Cannabis production & processing plant to assist locals in establishing the cannabis farms and certification.                                                                       | UKDM        | DRDLR, ADA, UMDA  | R 6 m           |
|                      | 2.3.13 To establish a Groundnut production & processing to assist local communities from the industry                                                                                                     | UKDM        | DRDLR, ADA, UMDA  | R 10 m          |
|                      | 2.3.14 To establish a Macadamia production processing plant and more plantations to supply the nuts.                                                                                                      | UKDM        | DRDLR, ADA, UMDA  | R 50 m          |
|                      | 2.3.15 To establish more feedlots where smallholder farmers can sell their weaner cattle                                                                                                                  | UKDM        | DRDLR, ADA, UMDA  | R 20 m          |
|                      | 2.3.16 Operationalisation of the Jozini Value Adding Centre for the processing and packaging of goods and not raw materials.                                                                              | UKDM        | DRDLR, ADA, UMDA  | R 7 m           |
|                      | 3.1.1 Support LMs to develop the Informal Economy Strategies                                                                                                                                              | UKDM        | UMDA, COGTA, SEDA | R 250 000       |
|                      | 3.1.2 To develop an SMME development centre with an SMME one stop shop.                                                                                                                                   | UKDM        | UMDA, COGTA, SEDA | R 30 m          |
|                      | 3.1.3 Design a program/ plan for informal traders' participation in Public Works initiatives across the district                                                                                          | UKDM        | UMDA, COGTA, SEDA | R 150 000       |

| Strategic Programmes                               | Project                                                                                                                                                                                                                                                  | Responsible | Partners          | Budget Required |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------|-----------------|
| 3.1. Assistance and support                        | 3.1.4 Support LMs to provide mobile or customized ready to use infrastructure like containers, customized mobile homes, carts, display carts etc.                                                                                                        | UKDM        | UMDA, COGTA, SEDA | TBD             |
|                                                    | 3.1.5 to establish a vehicle mechanics workshop in the main town for each local municipality                                                                                                                                                             | UKDM        | UMDA, COGTA, SEDA | R 50 m          |
|                                                    | 3.1.6 Evaluate the impact of COVID 19 impact to both survivalist and Micro enterprises (number of enterprises, type of enterprise, geographical spread, demographics)                                                                                    | UKDM        | UMDA, COGTA, SEDA | R 150 000       |
|                                                    | 3.1.7 Evaluate state of current Informal Economy Support Strategies and identify gaps based on COVID 19 impact on enterprises (Trading infrastructure – accommodation in municipal spaces, Temporal Permitting, Covid 19 relief Fund, any other support) | UKDM        | UMDA, COGTA, SEDA | R 0             |
| 3.2. Value-chain development and local procurement | 3.2.1 Facilitate a partnership between SMMEs, cooperatives and local large businesses for procurement purpose.                                                                                                                                           | UKDM        | UMDA, COGTA, SEDA | R 0             |
|                                                    | 3.2.2 To support the Home-based workers – to get them registered on a database to produce masks and other personal protective equipment (PPE)                                                                                                            | UKDM        | UMDA, COGTA, SEDA | R 0             |
|                                                    | 3.2.3 to provide trainings on business compliance, business acumen and entrepreneurial skills as well as on exports.                                                                                                                                     | UKDM        | UMDA, COGTA, SEDA | R 2 m           |
|                                                    | 3.2.4 Buy local campaign to be undertaken to motivate and encourage the community to buy local products.                                                                                                                                                 | UKDM        | UMDA, COGTA, SEDA | R 50 000        |

| Strategic Programmes                          | Project                                                                                                                                                                                      | Responsible | Partners           | Budget Required |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----------------|
| 3.3. Support and promote innovation           | 3.3.1 To run an annual small business innovation fair in the district                                                                                                                        | UKDM        | UMDA, COGTA, SEDA  | R 100 000       |
|                                               | 3.3.2 To consult with informal traders' representatives and associations on any projects that are planned for informal economy.                                                              | UKDM        | UMDA, COGTA        | R 0             |
|                                               | 3.3.3 To establish market stalls at the Kosi Bay border Post to allow travellers from Mozambique to access and purchase all required commodities in Manguzi for the benefit of the district. | UKDM        | UMDA, COGTA        | R 5 m           |
|                                               | 3.3.4 Cross-border traders – on re-opening of borders, introduction of the Simplified Trading Regime (STR)8 for informal cross-border traders.                                               | UKDM        | UMDA, COGTA        | R 0             |
| 3.4 Business Retention and Expansion          | 3.4.1. Support LMs to develop Business Retention and Expansion programmes                                                                                                                    | UKDM        | UMDA, COGTA, SEDA  | R 150 000       |
|                                               | 3.4.2. Support LMs to develop red-tape reduction plans to reduce administrative processing times.                                                                                            | UKDM        | UMDA, COGTA, SEDA  | R 150 000       |
| 4.1. Manufacturing sector policy and planning | 4.1.1 To develop a district wide investment promotion and facilitation strategy                                                                                                              | UKDM        | UMDA, COGTA, TIKZN | R 250 000       |
|                                               | 4.1.2 Develop a database of all zoned industrial spaces and all vacant or under-utilised industrial spaces.                                                                                  | UKDM        | UMDA, COGTA, TIKZN | R 0             |
|                                               | 4.2.1 Leverage of national incentives and funds to encourage industrial development.                                                                                                         | UKDM        | UMDA, COGTA, TIKZN | R 0             |



| Strategic Programmes                                    | Project                                                                                                                                                                                          | Responsible | Partners           | Budget Required        |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|------------------------|
| 4.2. SMME participation within the manufacturing sector | 4.2.2. Government provision of a manufacturing incubator where a number of services can be provided (training, access to fund, water, electricity, transport, business premises, etc.)           | UKDM        | UMDA, COGTA, TIKZN | R 6 m                  |
|                                                         | 4.2.3 To support municipalities to<br>▪ Strengthens zero tolerance on counterfeit manufactured products ▪ Border controls of smuggling of manufactured products ▪ Undertake business inspections | UKDM        | UMDA, COGTA, TIKZN | R 0                    |
|                                                         | 4.2.4 to lobby for the establishment of a renewable energy information centre to facilitate the production of renewable energy products.                                                         | UKDM        | UMDA, COGTA, TIKZN | R 0                    |
| 5.1. Coordination and communication of LED stakeholders | 5.1.1. Hold business breakfast or Economic Development Summit in UMkhanyakude, where businesses are invited over, and projects are showcased with the view of attracting investment.             | UKDM        | UMDA, COGTA,       | R 10 000 per breakfast |
|                                                         | 5.1.2. Encourage the improvement of intergovernmental relations (all spheres of government, SOEs, NGOs and traditional authorities) through information sharing and project feedback.            | UKDM        | UMDA, COGTA,       | R 0                    |
|                                                         | 5.1.3 To improve the efficacy of the LED Forum                                                                                                                                                   | UKDM        | UMDA, COGTA,       | R 0                    |
| 5.2. Funding for LED implementation                     | 5.2.1. Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications.                                                          | UKDM        | UMDA, COGTA,       | R 0                    |

| Strategic Programmes                                                              | Project                                                                                                                                                                                                  | Responsible | Partners            | Budget Required |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------|-----------------|
| 5.3 Improving the capacity of the UMkhanyakude LED Unit                           | 5.3.1 Staffing of the UMkhanyakude LED portfolio and supporting LMs to staff their respective LED Units                                                                                                  | UKDM        | UMDA, COGTA,        | R 0             |
|                                                                                   | 5.3.2 Undertake the customer satisfaction survey to gauge the level of service delivery in the Municipality.                                                                                             | UKDM        | UMDA, COGTA,        | R 350 000       |
| 6.1. Skills training and development                                              | 6.1.1. Facilitate training for SMME and informal businesses (SEDA or EDTEA programme) with general and technical skills.                                                                                 | UKDM        | UMDA, COGTA,        | TBD             |
|                                                                                   | 6.1.2 Awareness campaign promoting trades as employment opportunities to young people (like hairdressers, carpenters, electricians, plumbers, etc.) through linkages with FET college.                   | UKDM        | UMDA, COGTA,        | R 0             |
| 6.2. Developing relationships between industry & tertiary & training institutions | 6.2.1. Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand.                                                             | UKDM        | UMDA, COGTA,        | R 0             |
|                                                                                   | 6.2.2 Support the establishment of youth development centres in LMs                                                                                                                                      | UKDM        | UMDA, COGTA,        | R 5 m           |
| 6.3. Retention of skilled residents                                               | 6.3.1 Development a marketing and retention programme in conjunction with the local business bodies that focusses on the quality of life promotion in order to retain skilled residents in uMkhanyakude. | UKDM        | UMDA, COGTA,        | R 150 000       |
|                                                                                   | 7.1.1 Support LMs to undertake road maintenance and park beautification                                                                                                                                  | UKDM        | UMDA, COGTA,        | TBD             |
|                                                                                   | 7.1.2 Fast track Mkhuze Airport Terminal building - to upgrade the airstrip into category 3 regional airport to support passenger and cargo into and out of the district.                                | UKDM        | UMDA, COGTA,<br>DoT | R 60 m          |

| Strategic Programmes                                        | Project                                                                                                                                                              | Responsible | Partners         | Budget Required |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------|-----------------|
| 7.1. Transportation infrastructure capacity and maintenance | 7.1.3 Fast track Mkhuze Airport City Development - to develop the non-aviation side of the airport.                                                                  | UKDM        | UMDA, COGTA, DoT | TBD             |
|                                                             | 7.1.4 Fast track Mkhuze Airport Fire & Rescue - to establish a fire and rescue services which is required by CAA for the airport to operate as a category 3 airport. | UKDM        | UMDA, COGTA, DoT | R 30 m          |
|                                                             | 7.1.5 To develop the Kosi Bay Border post as a tradeport with Mozambique and offer all required border services.                                                     | UKDM        | UMDA, COGTA, DoT | R 500 000       |
|                                                             | 7.1.6 To develop the Kosi Bay Border to a fully functional border post to operate like other border posts including Musina.                                          | UKDM        | UMDA, COGTA, DoT | R 500 000       |
|                                                             | 7.1.7 To develop the Skemelele area into a town with both residential and commercial stands.                                                                         | UKDM        | UMDA, COGTA      | R 500 000       |
| 7.2. Provision of bulk services                             | 7.2.1 To undertake a study for the provision of a free Wi-Fi in uMkhanyakude CBD                                                                                     | UKDM        | UMDA, COGTA      | R 350 000       |
|                                                             | 7.2.2 Improve the provision of water in LMs                                                                                                                          | UKDM        | UMDA, COGTA      | TBD             |
|                                                             | 7.2.3 Support LMs to provide solar streetlights in LMs                                                                                                               | UKDM        | UMDA, COGTA      | TBD             |
|                                                             | 7.2.4 To establish a waste management site in each local municipality for a waste treatment                                                                          | UKDM        | UMDA, COGTA      | R 20 m          |
|                                                             | 7.2.5 To undertake a waste management analysis to establish alternative sources of energy to augment the national electricity grid.                                  | UKDM        | UMDA, COGTA      | R 20 m          |

| Strategic Programmes                                 | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Responsible | Partners           | Budget Required |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|-----------------|
| 7.3 Facilitating easy access to land for development | 7.3.1 Entering into partnership agreements around various land parcels. Develop a Database of land parcels made available for commercial, industrial, housing and other current and future developments.                                                                                                                                                                                                                                                                                                                                                                                                             | UKDM        | UMDA, COGTA, DRDLR | R 0             |
| 7.4 Fight against crime in the Municipality          | 7.4.1 Support LMs to establish a community policing forum and business against crime in their respective LMs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | UKDM        | UMDA, COGTA, SAPS  | R 0             |
| 7.5 Address Covid-19 Challenges                      | <p>7.5.1 To assist businesses and individuals to tap into the various national COVID -19 recovery funds instituted by the national government during the lockdown period including:</p> <ul style="list-style-type: none"> <li>• National/Provincial Disaster Relief Grant;</li> <li>• National Solidarity Fund;</li> <li>• Small Business Fund;</li> <li>• Small Business Debt Relief Financial Scheme;</li> <li>• IDC COVID 19 Fund;</li> <li>• IDC COVID Working Capital Fund;</li> <li>• DRLD Food and Agricultural Sector Support Fund;</li> <li>• DRLD Grant to Land Bank;</li> <li>• Tourism Fund;</li> </ul> | UKDM        | UMDA, COGTA,       | TBD             |

| Strategic Programmes | Project                                                                               | Responsible | Partners | Budget Required |
|----------------------|---------------------------------------------------------------------------------------|-------------|----------|-----------------|
|                      | <ul style="list-style-type: none"><li>• SMME Business Growth Facility, etc.</li></ul> |             |          |                 |

## **Business Retention and Expansion**

It is vitally important to ensure that existing business are satisfied with the business environment and that all their needs are addressed. This includes ensuring that businesses have a voice that is being heard by government, and that challenges and constraints being faced are addressed. A business retention and expansion programme is required to focus on the identification of key issues and challenges, and monitoring changes in business perception based on recurring questions to business. The strategy does acknowledge the fact that business retention and expansion is very critical for economic growth and employment opportunities for the local people.

The red tape reduction or ease of doing business is not entirely covered in the strategy but would be during the review of the strategy, where a Project Steering Committee would also be established.

## **Economic sectors**

The district is dominated by a number of economic sectors that drive the economy of all four local Municipalities. Those sectors include the following:

### **1. Agriculture**

Agriculture is regarded as one of the cornerstones of uMkhanyakude District's economic development. A large portion of land in UKDM, which is predominantly located in the eastern part of the district, consists of high agricultural potential. Approximately 20% of the district is considered to have high potential agricultural land with 52 % classified as having medium potential. However, Land with high agricultural potential is under threat from unsustainable land uses, poor agricultural practices and land reform. Without suitable protection the potential to use this land for productive commercial agriculture will not be realised. The strategy has also gone in deep in terms of agricultural analysis of the four local municipalities.

### **2. Tourism**

UMkhanyakude District is recognised as the eco-tourism' mecca' of the Zulu Kingdom. In terms of tourism, it is referred to as the Elephant Coast of KwaZulu-Natal. Major tourism attractions in uMkhanyakude are: Greater St Lucia Wetland Park, Hluhluwe iMfolozi Game Park, Iqina Game Trust, Ndumo Game Reserve, Phinda Game Reserve, Tembe Elephant Park. To further compliment the strategy, there is a Tourism specific sector strategy that has been developed as well and clearly indicate tourism trends before, during and post national lockdown due to the pandemic

The strategy does also indicate that arts and craft are major drawcard of tourism as visitors are interested in African heritage which includes traditional attire. Zululand Art and Craft, a section 21 company is engaged in organising artists and crafters in the Northern Zululand to become effective. Crafters and artist should first affiliate the Zululand Art and Craft before they can benefit from the expertise available at Zululand Art and Craft. A database of affiliated artists and crafters has been developed. Zululand Art and Craft offers capacity building to affiliated arts and crafters which includes:

### **3. Emerging SMME and Informal Economy**

The LED strategy also discusses the emerging economies in the uMkhanyakude District Municipality which includes Small, Medium and Micro-sized Enterprises (SMMEs), Co-operatives (Co-ops), and the informal economy. uMkhanyakude District wants to create an environment conducive for the development of high growth entrepreneurs by providing access to valuable information and knowledge. This will include available opportunities; access to funding, access to markets, compliance, business support and mentorship. This is part of the official beginning of the Radical Economic Transformation journey.

#### **4. Manufacturing**

The manufacturing sector in uMkhanyakude is fairly small and is dominated by textile and clothing. Although manufacturing is not a key economic driver in uMkhanyakude, it has a potential to contribute in the economic development of the area. There are various sewing projects in the DM which could be developed and become economically sustainable. Sewing in particular has been identified as one of the projects with the highest potential in the area. A major Co-operative could be formed by different sewing projects which could supply local government institutions such as clinics, hospitals with uniforms, curtains, bed sheets, pillows/pillow cases and gowns. They can also supply local schools with school uniform.

An opportunity also exists in supplying the local B&B and hotels with bedding material and curtains. Local SMMEs and co-operatives can exploit the identified opportunities and be major players in the manufacturing sector of the clothing industry.

#### **5. Mining**

Mining within uMkhanyakude mainly comprises of coal. Somkhele coal mine is located approximately 20km west of Mtubatuba along R618. It is located in Somkhele area and covers approximately 780ha of land. The prospecting company has been granted further areas 4 and 5 covering 23,027ha.

#### **6. Green Economy**

While the green economy is one of the sectors targeted by the District Municipality as part of the Provincial Growth and Development Plan's recommendations, this sector is not yet fully undertaken by the district. Once uMkhanyakude embarks on the green economy, the targeted markets will be, among others, green industry projects, manufacturers, energy services companies, consultancies, SMMEs, co-operatives, youth enterprises, research institutions, test laboratories, training providers and engineering companies.

As per other Districts, uMkhanyakude expressed its intention of becoming a leader in terms of Green Economy development. The green economy initiatives include a number of components viz:

- Green Energy
- Green Industry
- Green Property
- Green Landscape
- Green Infrastructure
- Green Agriculture
- Green Jobs
- Green Skills Development

#### **LED Funding and Capacity**

The LED unit has the Senior Manager LED and Tourism, Tourism Manager, 2 Officers responsible for LED and Tourism. There is also 1 intern and 1 trainee from EDTEA who are in their second year with the municipality.

For 2024/2025 the LED section has been provisionally allocated a funding R100 000 for LED programme. This is not sufficient enough to implement programmes and projects. This is a common challenge among the family of municipalities within uMkhanyakude.

## **Agripark as an Anchor for Agrarian Reform (Rural Development Plan)**

The uMkhanyakude DRDP is aimed at targeting specific sectors that will revitalise rural economies. As such, it is defined by sector-specific projects, thus acting as a critical platform for multi-sectorial programmes and projects. Some of the key areas of intervention that the DRDP will focus on include the establishment of Agriparks (AP) as a means of stimulating rural economic growth.

In Umkhanyakude, Mkhuze has been identified as an Agri-Hub site. This hub will be supported by the FPSUs located in various parts of the district. Through the assistance of the Department of Rural Development and Land Reform, 3 feedlots have been constructed to feed into the Bhambanana Abattoir. These feedlots are located in Manyiseni, Isibetheli and Hluhluwe. It is envisaged that the abattoir will be operational by April 2020, with more than 50 cows slaughtered a day.

## **Job Creation**

The district economy has consistently grown by more than 5% per annum since 2014 and this growth resulted in the creation of decent employment opportunities reducing the unemployment rate in the district by more than 50%, resulting in significant increases in average income levels. The skills base of the district labour force improved continually since 2014 and the proportion of workers with tertiary education exceeds the average of the province.

Through funding by EDTEA for skills development training, 103 beneficiaries have been trained on artisan skills over a period of 3 years. The training has been completed and the learners will now be placed within host employers for internship programme. These trainings were provided by MTL Training and Projects. There are ongoing talks to enter into new agreement between MTL, UKDM and UMDA to further train youth on different skills.

## **Smallholder Producer**

The District Municipality has an entity, uMhlosinga Development Agency. The district is one of the five municipality that were selected to pilot RASET and NSNP. UMDA is tasked to implement RASET and has signed three-year contract with Department of Education for NSNP, all the vegetables will be procured from the smallholder producers within uMkhanyakude, and they will be working with the producers in order to get all fresh produce from them. Part of the plan is to capacitate the farmers to achieve the required produce.

Agriculture is regarded as one of the cornerstones of uMkhanyakude District's economic development. A large portion of land in UKDM, which is predominantly located in the eastern part of the district, consists of high agricultural potential. Approximately 20% of the district is considered to have high potential agricultural land with 52 % classified as having medium potential. However, Land with high agricultural potential is under threat from unsustainable land uses, poor agricultural practices and land reform. Without suitable protection the potential to use this land for productive commercial agriculture will not be realised. It is therefore important that enough financial assistance is provided to emerging and small scale farmers for job creation purposes.



### **District LED and Tourism Forum**

The forum is functional and sits quarterly. Its members are from private sector, national, provincial and local spheres of government. The main purpose of the forum is to share programmes that each stakeholder is embarking on in terms of LED and tourism within the district for a particular financial year.

Emanating from this forum, a report is then consolidated for presentation to the Provincial Tourism Forum. Furthermore, the District's forum sits after the Local Municipality forums have sat.

### **Private Sector**

The District Business Chamber has been established. In September 2021 it was inducted and processes of introducing the chamber to the new council are underway. During the induction of the chamber, a resolution was taken that there be an Supply Chain Management Workshop to capacitate the local chambers and district chamber on policies and processes of SCM.

### **Tourism industry Transformation**

UMkhanyakude District successfully established District Community Tourism Organisation (Elephant Coast) to address issues of transformation and other tourism matters and developments, we have also successfully established District Wide Tourism Forum that sit on a quarterly basis, the forum is functional, private sector is also part of the stakeholders, one of the main tasks for the forum is to address the issue of the tourism transformation.

### **District Tourism & Investment Committee**

This is one of the resolutions taken during UMkhanyakude District Investment summit which was held towards the year end (2019), it was resolved that the council responsible for District investment opportunities be established. The launch of the committee took place in December 2019. The members of the DTIC consist of 18 AmaKhosi asendlunkulu, private sector, Municipal Mayors, Municipal Managers, Head of Departments who are responsible for LED, TKZN, UMDA, TIKZN and relevant sector departments. UMDA was tasked to champion the coordination of the DTIC.

### **UMthayi amarula festival and other cultural events**

UMthayi amarula festival is one of cultural event celebrated annually where the local women harvest amarula and brew it then present them to INkosi; the event takes place annually and has attracted a number of tourists from Swaziland; Mozambique and worldwide. The Department of EDTEA fund this event and the Municipality is also supporting it.

### Tourism funded projects.

UMkhanyakude District Municipality Tourism Strategy was last developed in 2003. Since then, the strategy was never reviewed, even though a strategy has to be reviewed within 5 years. It is a well-known fact that tourism is one of the key economic drivers of the district. As such, tourism-related issues must be at the forefront of the municipal's planning.

However, the lack of this strategy has hindered the continued efforts to make uMkhanyakude the preferred destination for international and domestic tourists. Therefore, a letter of request was written to the KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA) requesting assistance with the strategy and implementation plan development.

EDTEA then funded the development of the strategy with an amount of R700 000. The strategy has been completed and should be adopted by June 2022. The implementation plan has identified five goals:

1. Marketing- To develop an effective and efficient marketing system to increase visitor numbers into uMkhanyakude
2. Product Development And Support Services
3. People Development
4. Tourism Infrastructure Investment Framework
5. Policy, Strategy, Governance, Research & Knowledge Management Monitoring and Evaluation.

There are projects that the Department of Forestry, Fisheries and Environment has committed to fund (funding cycle 2021- 2024). It is anticipated that over 200 jobs would be created by these projects over a period of 3 years.

| Project Name                                      | Project Description                                                                                         | Project Location | Project Beneficiaries         | Project Type   | Project Budget |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------|-------------------------------|----------------|----------------|
| KZN-Mabasa Community Game Reserve                 | Development of infrastructure for the benefit of communities within KwaMabasa and surroundings.             | Umhlabuyalingana | Mabasa Community              | Infrastructure | R20 Million    |
| KZN-Sodwana Bay Amangwane Community Lodge phase 2 | Construction of staff quarters, chalets and conference centre facility procurement.                         | Umhlabuyalingana | KwaMbila Traditional Council  | Infrastructure | R20 Million    |
| Tshaneni Community Lodge and Cultural Village     | Easy access to the caves, viewing deck for the glorious landscape, traditional huts and restaurant and bar. | Jozini           | Sibuyelekhaya Community Trust | Infrastructure | R15 Million    |

|                                  |                                                                                                                                                                             |           |                              |                |                    |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------|----------------|--------------------|
| KZN-Hlathikhulu Trails Phase 3   | Renovations to existing structures, walkways to Dingane's grave, construction of new chalets, museum and bird viewing decks.                                                | Jozini    | Nyawo Community Trust        | Infrastructure | R10 Million        |
| KZN-Ngodini Border Caves Project | Development of recreational park, zip liners braii facilities and viewing decks on top of the Border Caves, giving spectacular view of Lebombo Mountain Range and Swaziland | Jozini    | Jozini Local Municipality    | Infrastructure | R12 Million        |
| KZN Mtuba-Nordale Beautification | Greening & Open Space Management                                                                                                                                            | Mtubatuba | Mtubatuba Local Municipality | Infrastructure | R5 Million         |
| <b>Total</b>                     |                                                                                                                                                                             |           |                              |                | <b>R82 Million</b> |

#### Expanded Public Works Programme

| Financial Year | Grant Allocated | EPWP Policy | Budget Completed | Unemployed Graduates | Disaster Mnagement Volunteer | Meter Readers | Schemees Maintenance Plumbing | General Workers | Total W/O |
|----------------|-----------------|-------------|------------------|----------------------|------------------------------|---------------|-------------------------------|-----------------|-----------|
| 2020/2021      | R 4 838 000,00  | No          | Yes              | 34                   | 65                           | 30            | 104                           | 30              | 263       |
| 2021/2022      | R 5 846 000,00  | Daft        | No               | 0                    | 12                           | 9             | 36                            | 24              | 81        |
|                |                 |             |                  |                      |                              |               |                               |                 |           |
|                |                 |             |                  |                      |                              |               |                               |                 |           |

- The recruitment for 2021/2022 has not been finalised as yet
- Phase 4 policy is at the draft stage and will be finalized by April 2022
- Recruitment Guidelines and Protocol Agreement are available for uMkhanyakude

## **Policies /Regulatory Environment**

Through local area economic development service, local municipalities have assisted this sector through the informal economy policy, which spells out where trading should and should not take place, the types of trading that can be promoted, suitable operating hours and the obligations and responsibilities of stakeholders. Informal trading stalls have been built in Ndumo and occupied by traders.

Trading areas are demarcated in conjunction with Informal Traders Association to ensure that informal traders have security of tenure, and that public spaces are well managed. The District Municipality coordinates the informal traders' forum.

Policies and by-laws are prepared by local municipalities. Permits are granted by local municipalities depending on whether informal traders meet a number of criteria. Informal traders, which are classified as survivalist in nature also forms part of the SMME. The focus should be on compiling regulations pertaining to this sector by local municipalities and providing proper infrastructure e.g., market stalls.

## **Cooperatives and SMMEs**

Regarding the SMMEs, there are a number of small to medium size businesses operating in various towns of uMkhanyakude such as in Jozini, Manguzi, Mkhuze, Hlabisa, Mtubatuba, Hluhluwe, Mbazwana. However, various efforts have been taken by Local Municipalities to provide facilities for small businesses to trade.

uMkhanyakude District wants to create an environment conducive for the development of high growth entrepreneurs by providing access to valuable information and knowledge. This will include available opportunities; access to funding, access to markets, compliance, business support and mentorship. This is part of the official beginning of the Radical Economic Transformation journey.

To support SMMEs, uMkhanyakude District through its Supply Chain Management Policy incorporates the Preferential Procurement Policy Regulations in the system. In this regard, the Municipality supports more than 50% of its annual procurement spend on local entities that are at least 51% owned by black people.

As per SMMEs, there are many co-operative businesses operating throughout the district. However, the co-operative Act has assigned a number of tasks to local government support co-operative businesses through the following:

- i. Facilitate the provision of support programmes that target emerging co-operatives, specifically those co-operatives that consist of black persons, women, youth, disabled persons or persons in the rural areas and that promote equity and greater participation by its members.
- ii. Ensure the design and implementation of the co-operative development support programmes by all the agencies of national departments including but not limited to Khula, NEF, NPI, SEDA, IDC, SAQI, SABS, CSIR, PIC, DBSA, SALGA and SETAs, and compliance with uniform norms and standards prescribed by this Act.
- iii. Ensure the design and implementation of the co-operative support measures across all spheres of government, including delivery agencies, and adherence to a uniform framework of established norms and standards that reflect fairness, equity, transparency, economy, efficiency, accountability and lawfulness.

As part of supporting the informal economy in uMkhanyakude, creating and facilitating opportunities for entrepreneurship and innovation is an important factor to consider. Projects include conducting an annual business innovation fair in conjunction with UMDA and EDTEA. Presenting innovation awards will also potentially incentivise business entrepreneurship.

It is vitally important to ensure that existing business are satisfied with the business environment and that all their needs are addressed. This includes ensuring that businesses have a voice that is being heard by government, and that challenges and constraints being faced are addressed. A business retention and expansion programme is required to focus on the identification of key issues and challenges, and monitoring changes in business perception based on recurring questions to business.

In light of the above, there LED section has identified a number of cooperatives within the agricultural sector that have developed business plans but require financial assistance to be able to operate. These cooperatives are:

- i. Mnyombo Development Project
- ii. Zifukuleni Primary Cooperative
- iii. Mahlakwe Farming Cooperative
- iv. Zamholdings Cooperative Investments

Further, a small business database needs to be developed at the Municipal level to be presented/given to large businesses and in conjunction with the local business bodies for procurement partnerships.

Furthermore, the programme suggests the registering of all SMMEs on the local municipal data systems to promote local procurement.

### **UMhlosinga Development Agency**

uMhlosinga Development Agency is a municipal entity of uMkhanyakude District Municipality established in terms of the Local Government Municipal Systems Act, Section 23. uMhlosinga Development Agency is mandated to facilitate sustainable economic growth and development for the benefit of the entire community falling under the uMkhanyakude District Municipality, inter alia through the promotion, initiation and management of various private, public, economic, social, cultural, environmental and infrastructure programmes within the jurisdiction of the uMkhanyakude District Municipality.

uMhlosinga Development Agency (UMDA) was formed and incorporated as a Development Entity for the express and sole purpose of assisting the uMkhanyakude District Family of Municipalities to achieve global standards of social and economic growth and development for all within the area of jurisdiction of uMkhanyakude District Municipality partnerships and technical support.

The uMhlosinga Development Agency Vision follows from that of the District and is:

***“To be the reliable economic development Agency that facilitates economic development and investments in the uMkhanyakude District”***

**The Mission** of UMDA is to co-ordinate, plan and manage the implementation of a locally driven program of catalytic projects, to fast track the development of the local economy of the district of uMkhanyakude.

**The Goals** of UMDA that flow from the Vision and Mission Statement and based on the mandate of the development agency are as follows:

- 1) To promote sustainable commercialisation of agriculture and establishment of agri-business industries in the district;
- 2) To develop a world class tourism sector;
- 3) To develop settlements that promote urbanisation and industrialisation;
- 4) To promote entrepreneurial development, developing business effectiveness and competitiveness, business retention and renewal, attracting new business and promoting investment in all economic sectors

- 5) To develop world class catalytic infrastructure that promotes economic development;
- 6) To develop institutional capacity of UMDA, at all levels, with the capacity to effectively implement and raise funds for catalytic projects and operational needs.

The Goals are further unpacked into **Objective Areas** as is indicated in the table below.

| GOALS                                                    | OBJECTIVE AREA                                             |
|----------------------------------------------------------|------------------------------------------------------------|
| <b>1. Agriculture and Agri-business Development</b>      | 1.1 Permaculture                                           |
|                                                          | 1.2 Commercial Farming                                     |
|                                                          | 1.3 Agribusiness Development                               |
|                                                          | 1.4 Exports                                                |
| <b>2. Tourism Development</b>                            | 2.1 Product Development                                    |
|                                                          | 2.2 Destination Marketing                                  |
|                                                          | 2.3 Research and Knowledge Management                      |
|                                                          | 2.4 Skills Development                                     |
| <b>3. Develop Infrastructure and Green Economy</b>       | 3.1 Commercial air transport                               |
|                                                          | 3.2 Renewable Energy                                       |
|                                                          | 3.3 ICT Infrastructure                                     |
|                                                          | 3.4 Waste Management Programme                             |
| <b>4. Urbanisation and Industrialisation Development</b> | 4.1 Urban nodal development                                |
|                                                          | 4.2 Rural land development                                 |
| <b>5. SMME Development and Support</b>                   | 5.1 Establishment of SMME One Stop Shop                    |
|                                                          | 5.2 Establishment of SMME Unit within UMDA                 |
|                                                          | 5.3 Provide necessary training & capacity building to SMME |
|                                                          | 5.4 Development of SMME Strategy for UMDA                  |
| <b>6. Institutional Development</b>                      | 6.1 Human Resources                                        |
|                                                          | 6.2 Finance                                                |
|                                                          | 6.3 Corporate Governance                                   |

## GUIDING PRINCIPLE

The following guiding principles have been developed and are the foundation for decision making in UMDA. It informs how the UMDA is to prioritise and select its projects and assess its progress. The guiding principles are

- 1) The nature and extent of the employment and income generation ability of the economic sustainable interventions identified;
- 2) The nature and extent of external and internal, public and private sector investment that the intervention can attract;
- 3) The multiplier impact of intervention through the creation of new and additional backward and forward linkages within the District;
- 4) Building the capital asset base (economic infrastructure) of the District on which further future interventions can be built;

- 5) Building the entrepreneurial, SMME, cooperative and small informal economic base capacity of the District;
- 6) The ability of the interventions to empowerment of youth, women and vulnerable groups and the contribution of the intervention towards poverty eradication;
- 7) The ability of the intervention to advance further business management principles also making allowances for UMDA to generate an income for future investment and funding operations.

**Priority Projects for 2024/25**

| Goal                                             | Focus Area               | Project / Programme                                                | Local Municipality          | Funder                  | Proposed Budget                    |
|--------------------------------------------------|--------------------------|--------------------------------------------------------------------|-----------------------------|-------------------------|------------------------------------|
| <b>Agriculture and Agri-business Development</b> | Commercial Farming       | Commissioning of Ndumo Packhouse facility                          | Jozini Municipality         | IDC                     | R2 000 000.00                      |
|                                                  |                          | Dukuduku Packhouse                                                 | Mtubatuba Municipality      | EDTEA                   | R500 000.00                        |
|                                                  |                          | Skhemelele Packhouse                                               | UMhlabuyalinga Municipality | EDTEA                   | R500 000.00                        |
|                                                  |                          | RASET – Markets for District Agricultural Produce                  | District Wide               | COGTA                   | R2 700 000.00                      |
|                                                  | Agribusiness Development | Irrigation Infrastructure for Vulamehlo Othabothini                | Jozini Municipality         | IDC                     | R4 800 000.00                      |
|                                                  |                          | Reconstruction of Zamipilo Market                                  | Mtubatuba Municipality      | COGTA                   | R6 000 000.00                      |
|                                                  |                          | Support with Agricultural Implements to Nkunduse and Mqayeni Coops | UMhlabuyalinga Municipality | COGTA                   | R4 000 000.00                      |
|                                                  |                          | Virtual Fresh Produce Market                                       | Jozini Municipality         | Application for funding | R700 000.00                        |
| <b>Tourism Development</b>                       | Product Development      | Revitalization of Community Owned Lodges                           | District Wide               | Application for funding | To be confirmed on funded projects |
|                                                  | Destination marketing    | Hosting of Tourism Events                                          | District Wide               | Application for funding | R500 000.00                        |
|                                                  |                          | Hosting of Tourism Events                                          | District Wide               | Application for funding | R500 000.00                        |
|                                                  | Skills Development       | Application for Skills Programme                                   | District Wide               | Application for funding | R1 000 000.00                      |



| Goal                                            | Focus Area                                            | Project / Programme                                         | Local Municipality  | Funder                                     | Proposed Budget                                       |
|-------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------|---------------------|--------------------------------------------|-------------------------------------------------------|
| <b>Develop Infrastructure and Green Economy</b> | Aviation Development:<br><br>Commercial air transport | Operationalisation of Mkuze Airport Terminal Building       | Jozini Municipality | Engagementy with airport operators         | R20 000 000.00                                        |
|                                                 |                                                       | Establishment of a Fire and Rescue Service at Mkuze Airport | Jozini Municipality | Application for funding                    | R30 000 000.00                                        |
|                                                 | Non-Aviation Development:                             | Promotion of Mkuze Airport City Development                 | Jozini Municipality | Application for funding                    | R200 000.00                                           |
|                                                 | Property Development                                  | Mkuze City Development                                      | Jozini Municipality | Engagements with investors                 | R1.2 billion<br><i>(Public-Private Partnership)</i>   |
|                                                 |                                                       | Mkuze Residential Housing Development                       | Jozini Municipality | Engagements with investors and landowners  | R80 000 000.00<br><i>(Public-Private Partnership)</i> |
|                                                 | Renewable Energy                                      | Jozini Hydro Development                                    | Jozini Municipality | Engagements with investors                 | R1 500 000.00<br><i>(Public-Private Partnership)</i>  |
|                                                 | ICT Infrastructure                                    | Broadband Infrastructure                                    | District Wide       | Application for funding                    | R30 000 000.00<br><i>(Public-Private Partnership)</i> |
|                                                 |                                                       |                                                             |                     |                                            |                                                       |
| <b>SMME Development</b>                         | SMME Unit                                             | Umkhanyakude Farmers and SMME Development                   | District Wide       | Implementing agent appointed on risk basis | R10 000 000.00                                        |
|                                                 |                                                       | Establishment of a One-Stop Shop                            | Jozini Municipality | Implementing agent appointed on risk basis | R15 000 000.00                                        |
|                                                 |                                                       | Bulk Buying Programme                                       | District Wide       | Application for funding                    | R200 000.00                                           |

## Ndumo Regeneration Programme

The intention of this project / programme is to deliver high quality infrastructure to improve the lives of rural marginalised communities impacted by the devastation of poverty and disease.

This particular initiative was motivated by the high number of orphaned children in Kwa- Zulu Natal Province, particularly and more specifically in rural communities. The initiative by the Premier, has been branded as the “Ndumo Regeneration Programme” and was included in the State of the Province address in February 2011 and February 2012 respectively.

The Ndumo Programme is an integrated multi-purpose and multi-sectoral project of the KZN Provincial Government, which will address the critical social malaise of rural communities. It aims to integrate development intergovernmentally and interdepartmentally.

In this instance it aims to revitalise the rural Ndumo area within Mathenjwa Traditional council, thereby creating a rural development strategy which will contribute towards the improvement in the quality of education, health, sustainable livelihoods, job creation and the quality of life, thereby creating a dignified community.

It further aims to deliver safe, secure, high quality service delivery. The focus will be on holistic multi-sectoral, multi-level, education to cover the full spectrum of scholastic, health, agriculture, mechanical curricula.

## Makhathini Operation Phakisa Lab

The Operation Phakisa Model was launched by the State President during the 2014 SONA. The Model was adopted from the Malaysian Model of the Big Fast Results. The Big Fast Result created a transparent process to engage all stakeholders to resolve critical challenges and achieve key milestones in economic development.

Phakisa is a SeSotho word meaning expediency. The Big Fast Results has eight generic steps to develop plans to unlock identified opportunities. The Operation Phakisa takes the Lab approach within which officials and stakeholders engage each other. This process has already taken place and KPIs for various programmes have been identified. The Makhathini Operation Phakisa programme was initiated by the KZN Provincial government and is being given technical support by various heads of departments.

The Makhathini Operation Phakisa Lab has three work streams, which are:

- 1) **Agriculture** (business enterprise, model-processing and light industries, land use management and commodity selection, infrastructure development, market access)
- 2) **Tourism** (business enterprise model, stimulation of tourism potential, product development, infrastructure development, tourism markets, strategic investments) and
- 3) **Cross Cutting** (funding model, real estate, industrial commercial development, human settlement and amenities telecommunications).

## Proposed Budget

| Workstream  | Amount       |
|-------------|--------------|
| Agriculture | R3.3 Billion |
| Tourism     | R1.9 Billion |

|               |                      |
|---------------|----------------------|
| Cross Cutting | R5.2 Billion         |
| <b>Total</b>  | <b>R10.4 Billion</b> |

## **Benefits of the Makhathini Operation Phakisa Lab**

- 1) Allows for innovative project implementation;
- 2) Understanding of environment and specific attributes;
- 3) Seeks to maximise benefit from potential investors;
- 4) Promotes efficient and effective utilisation of limited resources;
- 5) Promotes skills transfer and institutional growth;
- 6) Development of sustainable product lifecycle;
- 7) Operations and maintenance planning;
- 8) Leverage of potential funders; and
- 9) Promoting Public Private Partnership Opportunities

## **Competitive Advantages of the District**

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

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

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

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

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

### ***iii. Jozini Dam***

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

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

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

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

#### ***v. Good Climate***

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

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

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

#### ***vii. Cultural Heritage***

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

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

#### ***viii. Ubombo Mountain Ranges & UMhlabuyalingana***

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

#### ***ix. Agriculture Potential***

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

#### ***x. Mineral Resources***

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

#### ***xi. Good Climate***

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- 3) His Majesty, King Goodwill Zwelithini's Palace at Emachobeni, Ingwavuma
- 4) 60% of land in the District Municipality is falls within 18 TLCs, with rich cultural heritage histories.

## UMDA CATALYTIC PROJECTS

### Mkhuze Regional Airport

76 hectars of land owned by the municipality through UMDA 40 ha will be utilised for the regional airport development AND 36 ha will be for retail, hospitality, light industrial, residential, commercial use.

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PROJECT NAME        | <b>MKHUZE AIRPORT TERMINAL BUILDING DEVELOPMENT</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| PROJECT LOCATION    | MKHUZE, JOZINI LM, UMKHANYAKUDE DM, KZN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| PROJECT SECTOR      | INFRASTRUCTURE: Regional Airport                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| PROJECT DESCRIPTION | The aviation area comprises of a 40 hectars which is currently being developed as a Regional Airport. The objective of the project is to build a Category 3 Regional Airport at Mkhuze which will have chartered flights and scheduled flights for people visiting the area. The potential for a new regional airport at Mkuze town has been deemed feasible and will act as a catalyst for stimulating economic development in the region by attracting scheduled flights to service both the tourism industry and the air transportation needs of the agricultural and general business sectors. The area has the highest concentration of game reserves in the country. |
| IMPLEMENTING AGENT  | UMDA, EDTEA, sector departments and private sector partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| INVESTMENT VALUE    | <b>Terminal Building: R 10 million, Bulk Infrastructure: R 47 MILLION, Services: R 6 MILLION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| FUNDING REQUIRED    | <b>R 58 MILLION i.e. R 47 MILLION FOR BULK INFRASTRUCTURE, R 5 MILLION BALANCE FOR TERMINAL BUILDING (R5 MILLION SECURED FROM EDTEA), R6 MILLION FOR SUPPORT SERVICES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| PROJECT STATUS      | <ul style="list-style-type: none"> <li>- EIA and Record of Decision obtained.</li> <li>- <b>Aviation precinct fenced and 1.6km runway has been rehabilitated and completed</b></li> <li>- <b>200 000 p.a. passenger capacity Terminal building plans completed and approved</b></li> <li>- Land owned by uMkhanyakude District and SLA signed for development and management of the proposed Mkhuze Airport</li> </ul>                                                                                                                                                                                                                                                     |

## Mkhuze Airport City Precinct Development

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROJECT NAME</b>        | <b>MKHUZE AIRPORT NON-AVIATION DEVELOPMENT</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>PROJECT LOCATION</b>    | <b>MKHUZE, JOZINI LM, UMKHANYAKUDE DM, KZN</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>PROJECT SECTOR</b>      | <b>MIXED USE DEVELOPMENT</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>PROJECT DESCRIPTION</b> | <p>The Mkhuze Airport City Development comprises of a 36 hectare site which has been proposed for a:</p> <ul style="list-style-type: none"> <li>- Hospitality zone,</li> <li>- Residential zone,</li> <li>- Community facility,</li> <li>- Cultural and Heritage zone,</li> <li>- Retail and Leisure zone, and</li> <li>- Commercial and Residential zone.</li> </ul> <p>The objective of the project is to develop mixed use non-aviation land uses. The project will develop Mkuze town and the uMkhanyakude District as a whole with catalyst developments that will stimulate economic development.</p> |
| <b>IMPLEMENTING AGENT</b>  | <b>UMDA, sector departments and private sector partners</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>INVESTMENT VALUE</b>    | <b>R 100 MILLION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>FUNDING REQUIRED</b>    | <b>R2 000 000.00 for technical studies, developmental approval including EIA, zoning and marketing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>FINANCED BY</b>         | <b>Private sector</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>ECONOMIC IMPACT</b>     | <b>Job creation, infrastructure upgrade and job creation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



### **Mkhuze Agri-Hub**

- The project is primarily linked with the development of an Agri-Park within UKDM.
- Will provide a network of contacts between producers, markets and processors, and also the physical infrastructure required for the Agri-Park
- Investment Required Is R 14 Million

### **Jozini Hydro Electric Scheme Project**

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROJECT NAME</b>        | <b>JOZINI HYDRO</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>PROJECT LOCATION</b>    | Jozini Dam, Jozini Municipality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>PROJECT SECTOR</b>      | Renewable energy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>PROJECT DESCRIPTION</b> | <p>The proposed Jozini Hydro-Power Plant at Jozini Dam is located at South Africa's fifth largest dam with a capacity of 2,445,000,000 m3. The original design of the dam made provision for the installation of hydro-power turbines on the southern bank of the river where a series of draw off pipes have been installed to draw from the discharge line to the irrigation channel.</p> <p>A feasibility study which was concluded on 2009 deemed the project feasible and would support the supply of 5-10 Megs of renewable energy which would enable sufficient supply of electricity in the district and neighbouring districts and countries.</p> |
| <b>IMPLEMENTING AGENT</b>  | UMDA, sector departments and private sector                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>INVESTMENT VALUE</b>    | R250 – R350 million                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

**uMkhanyakude Broadband Connectivity**

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROJECT NAME</b>         | <b>uMkhanyakude Broadband Connectivity</b>                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>PROJECT LOCATION</b>     | <b>District wide</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>PROJECT SECTOR</b>       | <b>ICT Infrastructure</b>                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>PROJECT DESCRIPTION</b>  | <p>To develop a district wide broadband infrastructure, including fibre optic lines and towers, to facilitate easy access to ICT eco systems and access to internet. The project will cover the whole district.</p> <p>The provision of cost-effective broadband is not only key to economic development and international competitiveness; it is also vital to ensure that citizens have access to relevant and credible information to close the digital divide.</p> |
| <b>IMPLEMENTING AGENT</b>   | <b>UMDA, IDC and private sector</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>INVESTMENT VALUE</b>     | <b>R100 million</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>FINANCED BY</b>          | <b>Project not financed</b>                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>ECONOMIC IMPACT</b>      | <b>Internet connectivity for the district which will enable access to healthcare, business opportunity, education and technological innovation.</b>                                                                                                                                                                                                                                                                                                                    |
| <b>PROJECT SCHEDULE</b>     | <b>Full rollout estimated to take +/- 1 year</b>                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>PROJECT STATUS</b>       | <b>Feasibility study and pilot study was conducted which deemed the project feasible.</b>                                                                                                                                                                                                                                                                                                                                                                              |
| <b>INCENTIVES AVAILABLE</b> | <b>TBC</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

**Hotel School/Tourism Academy**

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROJECT NAME</b>        | <b>Tourism Academy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>PROJECT LOCATION</b>    | <b>Mkhuze, Jozini Municipality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>PROJECT SECTOR</b>      | <b>Tourism Skills Development</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>PROJECT DESCRIPTION</b> | <p><b>UMkhanyakude Region, which has the highest concentration of game reserves in the country, is one of the top tourist destination within the province of KwaZulu Natal, with a vibrant hospitality sector hence a need for a world standard academic hospitality institution.</b></p> <p><b>The project is planned for two phases, first phase is the offering NQF and SETA accredited Skills programmes; the second phase will be the establishment of a fully-fledged higher education institution offering internationally recognised hospitality qualifications.</b></p> |
| <b>IMPLEMENTING AGENT</b>  | <b>Umhlosinga and CATHSETTA</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>INVESTMENT VALUE</b>    | <b>R118 Million for construction of the academy.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>FINANCED BY</b>         | <b>Phase B not financed</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

## Tourism Nodes

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROJECT NAME</b>        | <b>Bhanga Neck Community Lodge</b>                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>PROJECT LOCATION</b>    | <b>Kwadapha, Umhlabuyalingana Municipality</b>                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>PROJECT SECTOR</b>      | <b>Tourism Product Development</b>                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>PROJECT DESCRIPTION</b> | <p>Revitalisation of community-owned lodges that are struggling to operate or currently dysfunctional. Most of the lodges are located within or close to ISimangaliso Wetland Park, a UNESCO World Heritage Site, and close to a lot of other tourists' attractions within the region.</p> <p>The lodges have a huge potential with some having camping sites, function and conference facilities, and wonderful views of the sea.</p> |
| <b>IMPLEMENTING AGENT</b>  | <b>National Department of Tourism, TIKZN and Tourism KZN</b>                                                                                                                                                                                                                                                                                                                                                                           |
| <b>INVESTMENT VALUE</b>    | <b>R20 million</b>                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>FINANCED BY</b>         | <b>National Department of Tourism</b>                                                                                                                                                                                                                                                                                                                                                                                                  |

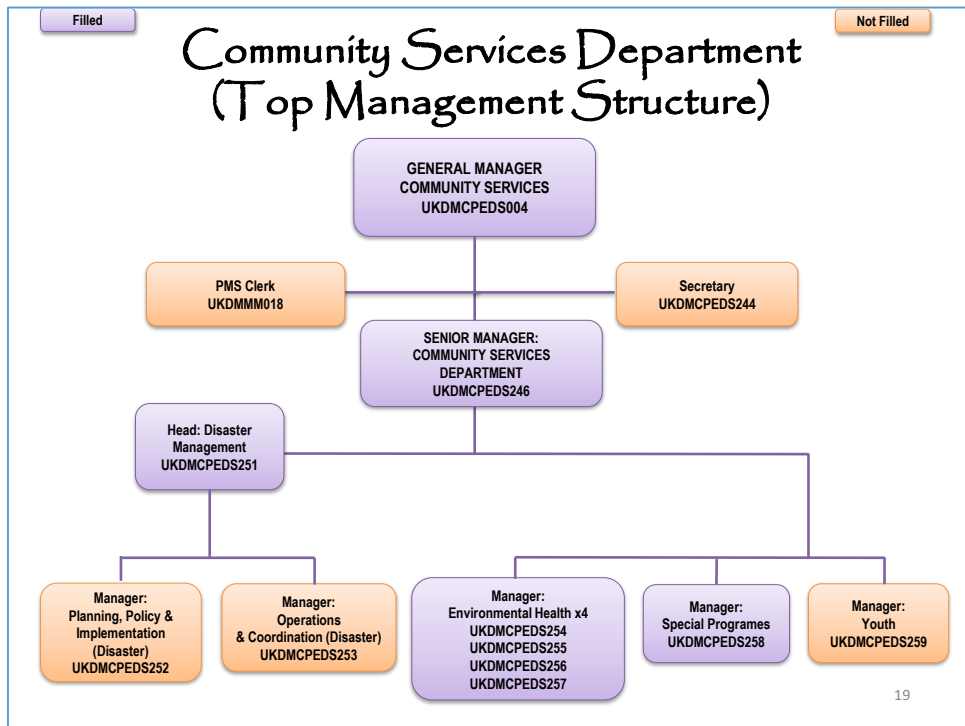
## Departmental SWOT Analysis

| Strengths                                               | Weakness                                          | Opportunities                                      | Threats                             |
|---------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|-------------------------------------|
| Highly qualified personnel at managerial level          | None filling of vacant posts at operational level | Cogta financial assistance through DPSS            | Lack of accommodation around Mkhuze |
| Most of our planning policies frameworks are in place   | Inadequate budget allocation                      | Existence of approved organogram with vacant posts | Delays in filling of posts          |
| Existence of strong partnership with strategic partners | Lack of readily available bankable business plans | Agriculture and Tourism potential                  | Non formalized partnerships         |
| Existence of UMDA                                       | Human capacity constraints                        | Dedicated Agency to drive LED agenda               | Lack of funding.                    |
| Existence of Planning Commission                        | Incomplete compliment                             | Draft District Development Plan in place.          | Lack of Funding                     |

## Challenges and Proposed Interventions

| Challenges                                                              | Proposed Interventions                                                              |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Limited available budget to execute key programmes / project            | Development of bankable business plans to source findings                           |
| Limited human resource capacity                                         | Filling-up of critical posts                                                        |
| Inadequate infrastructural services e.g. water, electricity, roads etc. | Align PED projects with Infrastructure plans                                        |
| None compliance with IDP/PMS legislative prescripts                     | Comply with IDP/PMS framework and process plans                                     |
| Lack of adequate operational tools                                      | Provision of adequate operational tools e.g. vehicles, IT equipment, furniture, etc |

### 3.10.6 Good Governance and Public Participation Analysis



#### Mandate of the Department

- Responsive to the needs of the communities (Special Programmes)
- Clear management and coordination of municipal activities (efficient and effective system of LG)
- Promote social and economic development
- Encourage community involvement in the affairs of government
- Promote a safe and healthy environment

#### Core Components of the Department

| DISASTER MANAGEMENT        | ENVIRONMENTAL HEALTH SERVICES                                                | SPECIAL PROGRAMMES         | MANAGEMENT     |
|----------------------------|------------------------------------------------------------------------------|----------------------------|----------------|
| Disaster Management Centre | Food Control                                                                 | Children and Disability    | Administration |
| Fire Fighting services     | Water Quality Monitoring                                                     | HIV and AIDS               | Thusong SC     |
| Control Centre             | Waste Management                                                             | Arts and Culture           |                |
|                            | Health surveillance of premises                                              | Youth and Sport            |                |
|                            | Surveillance and prevention on communicable diseases excluding immunisations | Gender and Senior Citizens |                |
|                            | Vector Control                                                               |                            |                |
|                            | Disposal of the dead and chemical safety                                     |                            |                |

## **Batho Pele Policy and Procedure Manual**

The District Municipality has developed the following documents but awaits Council adoption:

- *Batho Pele* Policy
- *Batho Pele* Procedure Manual
- Service Delivery Charter and Standards
- Service Delivery Improvement Plan (SDIP)

**Umkhanyakude District Municipality will commit to the following Batho Pele Principles:**

### **Consultation**

- You can tell us what you want from us
- You will be asked for your views on existing public services and may also tell us what new basic services you will like. All levels of society will be consulted and your feelings will be conveyed to the Mayor, Ministers, MEC's and legislators.

#### The Principle

- You should be consulted about the level and quality of the public services you receive and, wherever possible, should be given a choice about the services that are offered.

### **Service Standards**

- Insist that our promises are kept
- The Municipality will be required to publish service standards for existing and new services. Standards may not be lowered! They will be monitored at least once a year and be raised progressively.

#### The Principle

- You should be told what level and quality of services you will receive so that you are aware of what to expect.

## **Access**

- One and all should get their fair share
- Departments will have to set targets for extending access to public servants and services. they should implement special programmes for improved service delivery to physically, social and culturally disadvantaged persons.

### The Principle

- You and all citizens should have equal access to the services to which you are entitled.

## **Courtesy**

- Don't accept insensitive treatment
- All departments must set standards for the treatment of the public and incorporate these into their Code of Conduct, values and training programmes. Staff performance will be regularly monitored and discourtesy will not be tolerated.

### The Principle

- You should be treated with courtesy and consideration.

## **Information**

- You're entitled to full particulars
- You will get full, accurate and up-to-date facts about services you are entitled to. information should be provided at service points and in local media and languages. Contact names and numbers should appear in all departmental communications.

### The Principle

- You should be given full, accurate information about the public services you are entitled to receive.

## **Openness and Transparency**

- Administration must be an open book
- You have the right to know. Departmental staff numbers, particulars of senior officials, expenditure and performance against standards will not be secret. Reports to citizens will be widely published and submitted to legislatures.



#### The Principle

- You should be told how national and provincial departments are run, how much they cost, and who is in charge.

#### **Redress**

- Your complaints must spark positive action
- Mechanisms for recording any public dissatisfaction will be established and all staff will be trained to hand your complaints fast and efficiently. You will receive regular feedback on the outcomes.

#### The Principle

- If the promised standard of service is not delivered, you should be offered an apology, a full explanation and a speedy and effective remedy. When complains are made, you should receive a sympathetic, positive response.

#### **Value for money**

- Your money should be employed wisely
- You pay income, VAT and other taxes to finance the administration of the country. You have the right to insist that your money should be used properly. Departments owe you proof that efficiency savings and improved service delivery are on the agenda.

#### The Principle

- Public services should be provided economically and efficiently in order to give you the best possible value for money.

#### **Service Delivery Improvement Plan**

The Municipality is developing a service delivery improvement plan.

During a strategic planning meeting, the Municipality has identified a maximum of 3 services to be improved namely:

- Water;
- Sanitation and
- Local Economic Development

This is just a framework upon which Batho Pele Policy, Batho Pele Procedure Manual, Service Delivery Charter and Standards as well as Service Delivery Improvement Plan (SDIP) has been developed.

### 3.10.7 Public Participation

The purpose of the Public Participation Strategy is to clearly communicate the expectations of the municipality to officials and community, as this shall help all know when they should consult and why. It is expected that Councillors and officials of the Municipality shall ensure that the community is involved in:

- 1) The implementation and review of the Integrated Development Plan;
- 2) The establishment, implementation and review of the Performance Management System;
- 3) The monitoring and review of the performance of Municipality;
- 4) The preparation of budget;
- 5) Strategic decisions relating to the provision of municipal services;
- 6) The development of by-laws and regulations; and
- 7) Implementation of projects and initiatives

It is further expected that Officials and Councillors shall ensure that all people in the community shall be given the opportunity to be involved including, those people who cannot read or write, people with disabilities, women and other disadvantaged groups

Language preferences should also be taken into account.

#### IDP/Budget Consultative Meetings

One of the mandates for Local Government, is to give priority to the needs of the community. Communities are therefore given an opportunity to participate in the process of prioritizing their needs. Municipalities through the IDP/Budget process are expected to register community needs and also consider programmes that would address these needs.

The public participation meetings were held as follows:

| DATE        | MUNICIPALITY        | VENUE                            | TIME  |
|-------------|---------------------|----------------------------------|-------|
| 01 May 2024 | Jozini LM           | Dedafane                         | 09H00 |
| 02 May 2024 | UMhlabuyalingana LM | Pikinini Nyamazane Sports Ground | 09H00 |
| 09 May 2024 | Big 5 Hlabisa LM    | Ehholo Labasuswa, Mngqobokazi    | 09H00 |
| 10 May 2024 | Mtubatuba LM        | Khulanomathiya Hall (Ward 03)    | 09H00 |

In all meetings, the order of proceedings commenced with His worship the Mayor, Cllr Mdaka visiting projects within the locality, engaging with Traditional Leadership then followed by community engagements. All issues raised during the course of the meetings have been taken into consideration during the finalisation of the Budget and the IDP for 2024/2025 financial year.

## **Traditional Councils and their Roles**

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

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

It is therefore against this backdrop that uMkhanyakude District Municipality has sought to implement communication strategy, as an effort towards ensuring and the improvement of public participation in municipal processes. The main focus of the communication strategy is preparation of procedures for community participation processes including direct communication with Traditional Councils.

This is based on one of the Municipality's Key Performance Objectives, that is, to build sustainable partnerships with Traditional Authorities to ensure convergence in meeting the developmental needs and challenges in our communities.

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

### ***At KZ 271 (Umhlabuyalingana)***

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

### ***At KZ 272 (Jozini)***

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

### ***At KZ 274 (Mtubatuba)***

- Mpukunyoni TC

### ***At KZ 276 (Big 5 Hlabisa)***

- KwaMakhasa TC
- KwaNibela TC
- Mnqobokazi TC
- Hlabisa TC
- Mpembeni TC
- Mdletsheni TC
- Mpukunyoni TC

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

Legislative Background (Section 81 of Municipal Structures Act)

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

Five members of the Traditional Council are sitting regularly in all Council meetings.

## **The Intergovernmental Relations (IGR)**

The White Paper on Local Government provides the purpose for the establishment of IGR Forums which aims to:

- 1) Promote and facilitate co-operative decision making;
- 2) Co-ordinate and align priorities, budgets, policies and activities across interrelated functions and sectors;
- 3) Ensure a smooth flow of information within government, and between government and communities, with a view to enhancing the implementation of policy and programmes; as well as
- 4) Prevent and resolve conflicts and disputes.

The District and Local Municipalities are required to govern and perform municipal functions to secure the welfare of inhabitants within municipal districts.

Intergovernmental Relations Framework Act No. 13 of 2005 provides legislative requirements for the structures.

The Protocol agreement which guides the functionality of forums was signed by all the Mayors on 25<sup>th</sup> October 2016.

The IGR concept has since been infused with the District Development Model.

## **District Development Model**

The President in the 2019 Presidency Budget Speech (2019) identified the "pattern of operating in silos" as a challenge which led to "lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult". The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment. The President therefore called for the rolling out of "a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities."

The new District Development Model aims to improve the coherence and impact of government service delivery with focus on 44 Districts and 8 Metros around the country as development spaces that can be used as centres of service delivery and economic development, including job creation. The District Development Model has been approved by government structures, including Cabinet.

The model is being piloted in two Districts (OR Tambo; Waterberg) and a Metro (Ethekwini) that have elements of Rural, Mining and Urban.

KZN Provincial Executive Committee adopted a Management Framework in October 2019, that required integration with and strengthening the existing OSS approach. The model is to be perfected, improved and adapted in the process of implementation in each Province & District area guided by the overall objectives of improving and achieving coordinated and integrated planning, budgeting and implementation between the 3 spheres and sectors in the district space.

The implementation of the DDM requires: -

Establishment of the District structures and management frameworks which are integrated with the existing OSS framework. With uMkhanyakude District, this process is already underway.

Developing ONE PLAN in each District space through a 3 phased process:

- A district Profile Assessment report
- A short term ONE PLAN (18 months – 2yrs horizon)–
- A longer term ONE PLAN (25-year plan)

Currently, KZN COGTA has already developed a District profile but still requires uMkhanyakude OSS to review the content.

#### **Shared Services Model for DDM: Proposal**

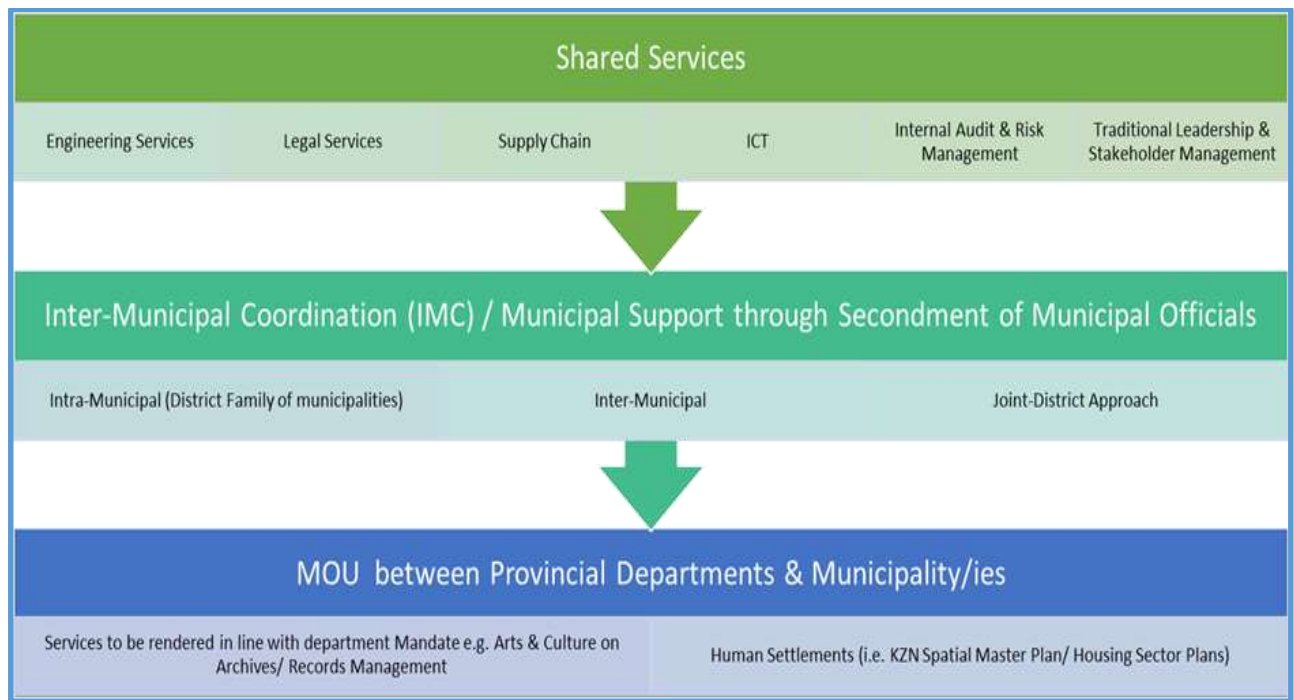
- Inter-Municipal Coordination (IMC) promotes sharing of skills / personnel in the municipalities using the approach of the shared services model.
- Similar to the shared service model, it identifies the skills gap; however, it enables the municipalities from different district municipalities to embark on a joint-shared services approach using internal resources.
- Municipal Officials are seconded to municipalities for a specified period to address an identified challenge as per the request and agreement of participating Municipal Managers.
- The benefit with the IMC approach is that municipal officials are seconded to municipalities to share their skills and experience with other municipalities.

The following are services that would have to be shared by the family of municipalities and also the process indicates what sort of agreements should be entered into.

#### **Engagements with Amakhosi**

| Date        | Time  | Traditional Authority           |
|-------------|-------|---------------------------------|
| 06 May 2024 | 09H00 | Kwa Tembe Traditional Authority |
| 07 May 2024 | 09H00 | KwaMbila Traditional Authority  |
| 08 May 2024 | 09H00 | KwaNgwane Traditional Authority |

Other Traditional Authorities were engaged during the course of IDP/Budget Consultative meetings.



## Objectives of the DDM

- A coordinated IGR District level approach to business by all 3 spheres.
- Redirect and confirm Co-operative governance & Integrated collaborative planning and implementation undertaken at a District and Metro level by all 3 spheres.
- Institutionalized Long term co planning in ONE PLAN per District & Metro towards Sustainable Development and Spatial Transformation & Equity.
- ONE BUDGET for the District
- Integrated Services
- Strengthened M&E
- Ensure that we bring to life the aspirations of The People Shall Govern & Bring government closer to the people.

## DDM Functionality indicators

### One Plan One Budget

UKDM “One Plan” will enable its implementation to proceed with greater clarity and speed through a practical and well managed process. All existing DDM processes initiated in the district and various provincial and national departments have to be aligned to the approach outlined in this DDM framework to enable the DDM intent to be properly and fully realized.

This can only happen if ultimate Implementation of the Plan will be programmed through agreed Implementation and Project Plans set out for the district so that there is clarity on what, where, when and by who must be done in a manner that allows for monitoring evaluation and ultimately accountability by all the stake holders. This also depends on a number of other factors. It is worth noting, given the dynamics of issues as reflected in the above sections this document remains a working document.

## Political Hub

Political Hubb remains dysfunctional since it last meant in 01 November 2021.

**Technical Hub**

Technical Hub is functional, several meetings have been held and with satisfactory attendance from LMs and other government departments. Currently the meetings are discussing One Plan One Budget which remains as working document until adopted by the Council.

## CLUSTERS

**ESID Cluster** coordinated by INKOSI Mtubatuba' LM is reported functional with satisfactory attendance from LMs and Governance departments, the meetings are discussing issues of infrastructure and economic development and decision matrix is monitored and implemented.

The following are issues that are discussed and form part of decision matrix:

- a) Compliance with Regulations and directive
- b) Small Business Support
- c) Support to Employers in dealing with employees in distress
- d) Support to Farmers in distress
- e) Support to Business in distress
- f) Donation equipment/necessities drop centres in the District and all LM's
- g) Tourism Industry
- h) Informal traders
- i) District economy Recovery plan
- j) Infrastructure Development
- k) Capacity & Institutional Development

**JSCP Cluster** coordinated by Jozini LM is reported functional with satisfactory attendance from LMs and Government Departments. The meetings are discussing issues of security and justice with uMkhanyakude area of jurisdiction. The decision matrix is monitored and implemented.

The following issues are discussed and form part decision matrix:

- a) Compliance with Regulations and directive
- b) Crime Prevention
- c) Safety and Security
- d) Traffic
- e) Disaster Management
- f) Fire Rescue Services
- g) Legal Services

**GSCID Cluster** coordinated by Umhlabuyalingana LM is reported functional with satisfactory attendance from LMs and Government Departments. The meetings are discussing issues of governance and administration. The decision matrix is monitored and implemented.

The following issues are discussed and form part of decision matrix:

1. Develop and manage the programme of the Governance State Capacity and Institutional Development (GSCID) Cluster;
2. Report to the Technical Cluster on the impact of all Governance State Capacity and Institutional Development (GSCID) Cluster programmes;
3. Ensure the alignment of GSCID Provincial Programme of Action with the Provincial and National GSCID Programme of Action;



4. Monitor the impact of all District GSCID Cluster programmes that have been implemented in the district;
5. Continuously promote and enforce a culture of good governance and accountability in the Municipal Administration;
6. Enhance the capacity for Governance and Provincial Public Policy Management and Strategic Planning;
7. Enhance public participation in governance, public policy management, and services delivery through credible participatory structures and community empowerment;
8. Enhance the Monitoring and Evaluation systems of KZN Government and Administration;
9. Strengthen Intergovernmental Relations and Co-ordination Mechanisms and systems and implement the 5-year Local Government Strategic Agenda;
10. Implement a District Governance system for risk management;
11. To ensure the establishment of the most appropriate legal framework for service delivery and its implementation thereof;
12. To ensure the establishment of the legal basis and authority for all structures, programmes, functions and activities of government;
13. Ensure the implementation of Political and Technical Hub resolutions.

**Social Cluster** coordinated by Big 5 Hlabisa LM is reported functional with satisfactory attendance from LMs and Governance departments, the meetings are discussing issues of social and decision matrix is monitored and implemented.

The following are issues that are discussed and form part of decision matrix:

- a) District One Plan
- b) Compliance with Regulations and directives
- c) Health
- d) Social Security and Development
- e) Ward Committee
- f) OSS
- g) Local Economic Development

## **WAY FORWARD AND CONCLUSION**

Cabinet approved the DDM as a government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in the district and metropolitan sites will be enabled by joint planning, budgeting and implementation process.

The DDM is anchored on the development of the “One Plan”. The One Plan is an intergovernmental plan setting out a long-term strategic framework to guide investment and delivery in the 52 district and metropolitan space. This plan is meant to be jointly developed and agreed to by all spheres of government.

## ***Appendix 4 for One Plan One Budget***

## **Audit Committee**

The Audit Committee has not been functional during 2022/2023 financial year. Plans are in place to resuscitate it in 2023/2024 FY.

### **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. New members of the MPAC have been nominated to perform the oversight function.

### **Functionality of Bid Committees**

The following committees are functional:

- 1) Bid Specification
- 2) Bid Evaluation; and
- 3) Bid Adjudication

The committees meet as and when required to do so. The Bid committees have a standing schedule of meetings. The functionality of these committees is at an acceptable level.

### **Municipal Standard Chart of Accounts (MSCoA)**

The mSCOA provides a uniform and standardised financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting.

A steering committee for uMkhanyakude District Municipality has been appointed to deal with matters related to mSCOA. The terms of reference have been agreed to and a schedule of meetings planned has been taking place accordingly. A service provider has been appointed to assist the committee in developing a series of standardised accounts and that exercise has been successfully concluded. Workshops to sensitise all stakeholders about the requirements of mSCOA are ongoing. The Municipality has complied with the requirements of mSCOA. The budget was prepared as per the required standards.

### **The Functionality of S79 and S80 Committees**

The principal structure of the municipality is Council which is chaired by the Speaker of Council, Councillor, T. S. Mkhombo. The Executive Committee (EXCO) which is chaired by the Mayor of Council, Cllr.S. F. Mdaka is the delegated political structure that deals with the day to day running of the Municipality and further reports its affairs to Council for noting and consideration depending on the matter in question.

To ensure effectiveness; council is further divided into various committees which are established in terms of Sections 79 and 80 of the Local Government: Municipal Structures Act (Act no 117 of 1998). These committees include:

- Executive Committee
- Finance Committee
- Corporate Governance Portfolio Committee
- Technical Services Portfolio Committee
- Community Services Portfolio Committee
- Planning & Economic Development Portfolio Committee
- Municipal Public Accounts Committee

## Ward Based Plans (WBP)

Local municipalities have prepared their Ward Based Plans

### Key Legislative Changes Which Affected 01 November 2021 LG Elections

- The Municipal Structures Amendment Act was signed into law by the President in June 2021. It comes into effect on 1 November 2021 except for section 30. The following are some of the key changes relevant to this discussion:
  - Date on which the new councillors take office i.e. **declared elected**
  - Office of the **Whip of Council** and **MPAC** have been legislated
  - Each party to appoint an **authorized representative**
  - Executive Committees must no longer be **elected** but '**determined**'
  - **Additional powers** for the Speaker (to ensure legislative powers of the council & public participation)
  - **Plenary type municipalities** (Impendle & Mpofana) done away with.
  - Two year '**cooling off**' period in the event a Councillor is expelled by the MEC
  - Political Parties **prohibited** from changing their councillors before the first council meeting
  - **Code of Conduct** has been moved from the Systems Act to the Structures Act with new clauses

The MEC determined (Section 18(3) of the Act), a total of 2117 (2043 in 2016) seats for all municipalities in the province inclusive of the **local to district representatives**. The determination by the MEC had the following impact for uMkhanyakude family of municipalities

| Municipality     | Reg Voters (2019) | No of Cllrs (2021) | Local | District |     |      |
|------------------|-------------------|--------------------|-------|----------|-----|------|
|                  |                   |                    | Ward  | PR       | 40% | 60%  |
| uMkhanyakude DM  | 335 787           | 35 *               |       |          | 14  | 21 * |
| Umhlabuyalingana | 84 255            | 39                 | 20    | 19       | -   | (5)  |
| Jozini           | 99 765            | 45                 | 23    | 22       |     | (6)  |
| Big 5 Hlabisa    | 55 512            | 27                 | 14    | 13       |     | (4)  |
| Mtubatuba        | 96 255            | 45                 | 23    | 22       |     | (6)  |
| Total            |                   |                    | 80    |          | -   |      |

\* The number of councillors for the Municipality is standing at 33 as the matter for the other two councillors remains unresolved at Mtubatuba Municipality.

**Spatial Planning**

UMkhanyakude District Municipality in the 2021/22 financial year started reviewing the 2022/23 Spatial Development framework in order to comply with Section 26(e) of the Municipal Systems Act, Act No. 32 of 2000), which requires a municipality to prepare and adopt an SDF as a component of its Integrated Development Plan (IDP). Most importantly, the SDF is intended to facilitate development of a spatial structure that promotes integrated development and enables an efficient delivery of services. It will give direction to future planning and development within the District, and provide a framework for the local municipalities SDFs. Further to that try and address the gaps that were identified by the assessment Panel appointed by the MEC for Cogta. The Spatial Development Framework is currently at draft stage which is developed in line with the Integrated Development Plan IDP that will be adopted by council.

The Constitution of the Republic of South Africa, (Act No. 108 of 1996) confers to municipalities major developmental responsibilities intended to improve quality of life people residing and/or working within a municipality's area of jurisdiction. An SDF therefore, forms part of the systems and procedures at the disposal of the municipality to perform on its developmental mandate and facilitate removal of spatial remnants of the apartheid past. The main purpose of the SDF is to guide the form and location of future spatial development within uMkhanyakude. It is a legislative requirement and has a legal status. In summary, the SDF has the following benefits:

- facilitates decision making about the location of service delivery projects and guides public and private sector investment;
- it strengthens democracy and spatial transformation and facilitates effective use of scarce land resources;
- It promotes intergovernmental coordination on spatial issues and; serves as a framework for the development of detailed Land Use Management Scheme (LUMS).

The SDF review has however taken into consideration the principles and guidelines that are clearly set out in the Spatial Land Use Management Act (Act No.16 of 2013). Further to the above the Spatial Development Plan will be aligned to the District Growth and Development Plans (DGDP, Provincial Growth and Development Plan (PGDP) and the National Development Plan (NDP) and the District Development Model DMM One Plan One budget.

Lastly, a detailed Strategic Environmental Assessment forms part of the Spatial Development Plan clearly indicating the categories environmental areas and sensitivities.

**Integrated Transport Plan**

UMkhanyakude District Municipality has developed an Integrated Public and Freight Transport Plan through support and funding by the Kwa-Zulu Natal Provincial Department of transport Inkasa Development Planning Consultants CC were commissioned by the Kwa-Zulu Natal Department of Transport to engage in an exercise leading to the re-configuration of both Public and Freight Transport Planning within KZN.

While the project is for the entire province, it is done at a District Municipality Level. The project has a 3-year life span. After three years, district plans will be combined culminating into a seamless public and freight transport plan for the entire KZN.

The team tasked with the assignment to undertake technical assessment (including stakeholder engagement), formulation of the plan, identify catalytic projects and compile business plans to source funding for catalytic project's.

UMkhanyakude District Municipality was the first in the entire Province to be selected for the development of the plan. The Development Planning Service GIS Specialist was appointed to be the champion for the project responsible for all the coordination. However, the integrated Transport and Freight Plan is currently at draft stage and has already been submitted to EXCO and Council for approval, the plan has already been presented and endorsed by the Provincial Department of Transport Steering Committee. The approval by uMkhanyakude District will allow the Department of Transport to implement projects and programs entailed in the plan. The adoption is anticipated to have gone through by 30 June 2022.

### **Land Use Management & Administration**

Land Use Management is process of managing the use and development (both urban and rural settings), of land resources. Land resources are used for a variety of purposes which may include organic agriculture, reforestation, water resource management, eco-tourism, and other commercial developments.

In light of the above the uMkhanyakude District Municipality plays a crucial role in the coordination and ensuring that land resources are managed efficiently.

The District has set out structures in accordance with the SPLUMA Act No 16 of 2013, hence the Municipality has a functional District Joint Municipal Planning Tribunal. The Joint District Planning Tribunal comprises of personnel from the four local municipalities under the jurisdiction of Umkhanyakude. The DJMPT normally sits once a month depending on a number of applications that need the attention of the committee.

Further to the above the Municipality has a functional District Planner Forum which sits on a quarterly basis and ensures SPLUMA compliance in the entire District.

It is worth mentioning that the four Local Municipalities have prepared single land use schemes which is a requirement in SPLUMA, the District role is to support and ensure implementation. uMhlabuyalingana LM has completed and adopted their single land use scheme, Mtubatuba LM currently has a draft in circulation for comment, Jozini LM and Big 5 Hlabisa LM is currently produced the Draft.

As part of monitoring the functionality and implementation of development planning programmes in terms of compliance and uniformity, the district has established a district wide planning forum and Environmental management forum that sits once a quarter. This platform allows for local municipalities, sector departments and other strategic partners to come and share and collaborate on all planning related programmes i.e. IDP, Spatial planning, land use management, GIS etc.

The Municipality has Environmental management officer, GIS Specialist, 3 GIS interns but the organogram allows for the Manager planning, 2x Senior Town Planner, Environmental Manager, GIS technician & GIS Administrator and Planning Technician. Vacancy rate is at 90% which is serious challenge for the DPSS Unit.

## **Cross-Boundary Alignment**

In terms of section 24 (1) of the Municipal Systems Act No 32 of 2000, planning undertaken by a municipality must be aligned with, and compliment, the development plans and strategies of other affected municipalities and other organs of state to give effect to the principles of co-operative government contained in section 41 of the Constitution. The spatial planning system that the Spatial Planning and Land Use Management Act (SPLUMA), Act 16 of 2013 has introduced strives to establish national coherence, stability and predictability. Nesting jurisdiction and the inherently multi-scalar nature of spatial planning necessitates alignment of the different scales of SDFs. It is thus clear that effective and credible spatial planning depends heavily on cooperative governance.

One of the critical objectives of the Relations is to achieve Integrated Spatial Planning that would result in seamless service delivery across the Provincial boundary. This is in line with vision 2030 (as well as vision 2050) of the NDP (National Development Plan) that seeks to realise, among other things, Sustainable Human Settlements through Integrated Spatial Planning.

In Light of the above uMkhanyakude District is aligned to Zululand District Municipality, King Cetshwayo District, Swaziland and Mozambique. The spatial placement of uMkhanyakude indicate that it is a gateway district connecting not only the district to neighbouring countries such as Swaziland and Mozambique.

A cross border alignment meeting will be held during to discuss issues of common interest within municipalities.

## **Geographical Information Systems Implementation (GIS)**

In order to keep up with the technology of the fourth industrial revolution, it is important that the District and its family of Local Municipality have functional GIS Systems.

The uMkhanyakude District Municipality comprises of four local municipalities (LM) namely, The Jozini Local Municipality, Big Five Hlabisa Local Municipality, The UMhlabuyalingana Local Municipality and The Mtubatuba Local Municipality. Most of the above mentioned LMs currently do not have fully functional Geographic Information Systems (GIS) systems, rely on the District's Shared Services Facility for support. It is against this background that the uMkhanyakude District Municipality has developed a GIS strategy and policy (2018/19 financial year) to serve as a guide for the current functioning as well as future development of the GIS system for the District and its Local Municipalities.

The strategy also provides informed guidance regarding interactions between the uMkhanyakude District Municipality and its departments, LMs, business partners as well as other government departments that make use of the GIS services; in line with the Promotion of Access to Information Act of 2000, the South African Spatial Data Infrastructure Act of 2003 and Spatial Planning and Land Use Management Act No 16 of 2013.

Further to that the uMkhanyakude District requires timeous maintenance of the Software's and Hardware, hence the necessary equipment such computer systems, plotter and ArcGIS Software's are in place to carry out the GIS day to day activities.

UMkhanyakude District Municipality GIS Unit supports the Development and review of Sector plans for the District and Local Municipalities, amongst the plans is the Disaster Sector plans, Spatial Development Plan, Wall to Wall Schemes, Bulk Services Master Plans, Precinct Plans, and Housing development Strategies.

### **Funding of GIS Services**

Funding is one of the building blocks to a sustainable GIS system. Keeping this in mind, the Municipality has developed a GIS Strategy that is planned into phases to allow for funding security. All available resources (data, hardware infrastructure, software, personnel) will be used in phase one of the project to allow enough time to secure further funding. The Municipality has never aligned the budget to the GIS Strategy which makes it difficult to implement the plan.

### **Location**

The Municipality established a shared service structure which is located at the current administrative building of uMkhanyakude District, the full cost of the housing the Shared Service is currently borne by the UKDM. The Development Shared Services was led by the Chief Planner being the Senior Manager of the Unit currently having Senior Manager due to resignation of Chief Planner.

### **Services offered by GIS Service (Map Making Centre)**

This remains one of the key functions of most GIS departments and will constitute a fair amount of time and effect that has to be put in to place to fulfil this obligation. Standard maps showing demarcated boundaries, administrative boundaries, wards etc. can be preconfigured as fixed templates and this can be updated as new datasets becomes available.

Support in terms of providing maps for the IDP and SDF will also be available from a central source.

The current organogram of UKDM allows for

- 1 x GIS Administrator
- 1 x GIS Technicians

Currently a GIS specialist position is filled by the Municipality. However, the current posts of GIS Technicians and GIS Administrator remain vacant and it is imperative that immediate steps be taken to fill these posts, hence the entire district rely on 3 GIS intern seconded by COGTA.



## Environment Health Services

The Environmental Health Services is one of the essential components within the District Municipality that plays a major role in trying to prevent communicable diseases more especial those that are related to water and sanitation.

This service is accessible to all community members since each and every local municipality has an office for environmental health (Mtubatuba, Big 5/Hlabisa, Jozini and UMhlabuyalingana). The Environmental Health Practitioners are always available at all times to address community complaints.

The following here under are the priorities and strategies as per National Health Act (Act 61 of 2003)

The Environmental Health section has a total number of nine (9) competencies and the targets for 2024/2025 SDBIPs.

- Food control
- Water quality monitoring
- Waste management
- Health surveillance of premises
- Surveillance and prevention of communicable diseases excluding immunization.
- Vector control
- Environmental pollution control
- Disposal of the dead
- Chemical safety

| Priority                                                                                                 | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Monitoring and surveillance of water quality and availability that is intended for human consumption. | <ul style="list-style-type: none"><li>• Water sampling and testing for bacteriological and chemical analysis on monthly basis</li><li>• Enforcement of laws and regulations related to water quality</li><li>• Implement health, hygiene, and awareness and education campaigns.</li></ul>                                                                                                                                                                                                                                 |
| 2. Food control                                                                                          | <ul style="list-style-type: none"><li>• Carry out routine inspections of food handling establishments and foodstuffs covered by Foodstuffs, Cosmetic and Disinfectants Act 1972, (Act 54 of 1972), relevant legislations.</li><li>• Investigate outbreaks of food borne diseases and introduce appropriate preventative and remedial control measures.</li><li>• Implement control programmes for specific high risks foodstuffs, such as milk, meat, eggs, sea foods and prepared food, including street foods.</li></ul> |

|                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Waste Management                                                              | <ul style="list-style-type: none"> <li>• Complaints investigation and inspections on any activities relating to waste or any activities resulting thereof</li> <li>• Ensure proper refuse disposal</li> <li>• Ensuring that waste is stored, collected, removed and disposed off effectively.</li> </ul>                                                                                                                                                                                                                                                                                                                            |
| 4. Health Surveillance of premises                                               | <ul style="list-style-type: none"> <li>• Complaint investigations relating to environmental health conditions.</li> <li>• Giving advice on legal requirements for the establishments and provisions and instituting remedial and preventative measures.</li> <li>• Identification, monitoring.</li> </ul>                                                                                                                                                                                                                                                                                                                           |
| 5. Surveillance and prevention of communicable diseases, excluding immunisation. | <ul style="list-style-type: none"> <li>• Health and hygiene promotion in prevention of communicable diseases.</li> <li>• Complaint investigation and follow ups of bacterial, viral and parasitic infections</li> <li>• Case investigation and reporting</li> <li>• Taking of samples and specimens for analysis and further action if deemed necessary.</li> </ul>                                                                                                                                                                                                                                                                 |
| 6. Vector control                                                                | <ul style="list-style-type: none"> <li>• Identification of vectors, their habitats and breeding and instituting remedial actions and preventative measures.</li> <li>• Carrying out routine surveillance actions to determine the prevalence of vectors</li> <li>• Collection and analysis of specimens.</li> </ul>                                                                                                                                                                                                                                                                                                                 |
| 7. Environmental pollution control                                               | <ul style="list-style-type: none"> <li>• Complaints investigations relating to Environmental Health conditions.</li> <li>• Identification and monitoring of sources and agents of pollution and instituting remedial actions</li> <li>• Law enforcement by issuing notices</li> <li>• Monitoring and control of legal and illegal dumping, littering and burning of waste.</li> </ul>                                                                                                                                                                                                                                               |
| 8. Disposal of the dead                                                          | <ul style="list-style-type: none"> <li>• Control, restrict or prohibit <ul style="list-style-type: none"> <li>- The business of a funeral undertaker or embalmer.</li> <li>- Mortuaries and other places or facilities for the storage of dead bodies.</li> <li>- Treatment, removal or transport of dead bodies.</li> </ul> </li> <li>• Manage and control exhumations and reburial or disposal of human remains.</li> <li>• Ensure compliance with health, hygiene and structural requirements and standards for such premises.</li> <li>• Enforcement of laws and regulations relating to these premises via notices.</li> </ul> |
| 9. Chemical safety                                                               | <ul style="list-style-type: none"> <li>• Monitoring of safe disposal of chemical wastes.</li> <li>• Identification and controlling of premises or operators dealing with application, manufacturing, transport, storage or selling of chemicals.</li> <li>• Health education and training on chemical safety.</li> </ul>                                                                                                                                                                                                                                                                                                            |

|                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                           | <ul style="list-style-type: none"> <li>• Law enforcement by issuing notices.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 10. Monitoring of COVID-19 (Corona virus) | <ul style="list-style-type: none"> <li>• Participate in the Outbreak Response Teams activated at the District level.</li> <li>• Investigation of suspected cases and contact tracing</li> <li>• Monitoring of the management of the human remains and disposal of the dead.</li> <li>• Ensure disinfection and decontamination of affected homes.</li> <li>• Monitoring of the management of health care waste</li> <li>• Conduct health education, awareness raising and health promotion</li> <li>• A multi stakeholders approach will be observed throughout activities involving COVID - 19</li> </ul> |

### **Municipal Health By-laws**

The Municipal Health Bylaws have been adopted by the Council in 2017, and waiting for SCM department to gazette them.

### **Projects: 2024/2025**

#### **1. Water quality monitoring**

This activity is conducted to ensure a hygienically safe and adequate supply of portable water, also to respond to consumer complaints on contamination or impurities.

#### **2. Food control**

This target is a mandatory regulatory activity of enforcement by this organization to provide consumer protection and ensure that all food during handling, storage, processing and distribution is safe for human consumption. Covid19 protocol also observed during inspections.

#### **3. Chemical safety**

This activity is conducted to ensure that all complaints relating to Environmental Health are being investigated and also monitoring of safe disposal of chemicals.

#### **4. Training of informal traders**

This activity is conducted to ensure enforcement of the food hygiene and safety related provision of the Health Act (Act No 63 of 1977) and the regulations stipulated on R638 which is also framed under the health Act. This also to ensure that food is prepared according to the food safety protocol.

#### **5. Health and Hygiene Education**

This activity is conducted to create awareness amongst communities including schools, crèches, churches, clinics and other community gatherings. Covid19 protocol also observed during inspections.

#### **6. Waste management**

This activity is conducted to ensure that all complaints are investigated and inspections are being conducted and also ensuring proper waste disposal.

#### **7. Health Surveillance of premises**

This activity is conducted whereby premises such as schools, crèches, churches, clinics, and food establishments are being monitored and inspected for compliance. Covid19 protocol also observed during inspections.

#### **Projects Planned for 2024/2025**

1. Food control: inspection of food establishment premises, taking of samples and training of food handlers.
2. Water quality monitoring: water sampling and testing for bacteriological and chemical analysis on monthly basis.
3. Waste management: monitoring of waste management and complaints investigate.
4. Health surveillance of premises: assessment of premises and give advice for remedial actions.
5. Health and hygiene: conducting awareness on communicable diseases to communities.
6. Vector control: carrying out routine surveillance actions to determine the prevalence of vectors
7. Environmental pollution control: complaints investigations related to Environmental Health conditions. To get air-quality status for the whole district specifically to hotspot. Processing Atmospheric Emission Licenses.
8. Disposal of the dead: monitor and control Covid-19 related funerals and during exhumations processes.
9. Chemical safety: conduct awareness campaigns, storage and handling of chemicals to communities and farmers.
10. Law Enforcement: training of all Environmental Health Officers on Peace Officer's course.
11. Recruitment: appointment of seven (07) Environmental Health Practitioners.
12. Municipal Health By-laws: gazetting of by-laws.
13. Signage: procurement of sign-boards indicating Environmental Health Services direction of offices as per National Audit Report.

## Communication Strategy

Developmental local government as prescribed by national legislation, seeks to forge a partnership between government and the citizenry for effective service delivery. Communication therefore becomes central to the work of local government, the sphere of government closest to the people.

Communication within the uMkhanyakude District has a significant impact on how local municipalities and residents judge their local council. Research shows that well informed residents are more likely to be satisfied with council services and to be supportive of its work. Furthermore, people are unlikely to participate actively in the development agenda unless they:

- have been provided with information timeously;
- can access information and their local municipalities via a range of mediums; and
- are provided with opportunities which have been created by the district and local municipalities for people to receive information, give feedback and know how they can get involved.

*For more details, please consult Appendix 8*

## Status quo of the departments risk registers

Risk Management component has not been functional during 2022/2023 financial year. A plan to resuscitate the function in 2023/2024 financial year will be hatched during a strategic planning session. Most issues indicated below were identified in 2021/2022 FY and are still applicable currently.

### Corporate Services

- **Filling of the CFO Position** – This position is responsible for the entire Budget and Treasury and is critical for compliance in terms of the Municipal Finance Management Act 9MFMA);
- **Finalising of Job descriptions** – Currently vacancies that are critical namely risk manager etc. are long vacant. This activity needs to be finalized to ensure that there is better organizational structure so enhance reporting and governance;
- **Advertise and fill critical, vacant and funded posts** – after consultation with the all the General Managers, to identify critical funded posts and process the recruitment process to ensure that such posts are filled as soon as possible to impact positively on service delivery;
- **Strengthening of records management** – The activity is not centralized and hence there is no repository of all documentation resulting in loss of information and possible limitation of scope
- **Adoption of Policies and Bylaws** – The municipality is currently dealing with outdated policies in all departments apart from finance. These were reviewed by the Council on the 12<sup>th</sup> and 13<sup>th</sup> of February 2020, but remain draft policies as they have not been adopted by the Council;

The issue of ICT was discussed robustly and it was identified that the following are plaguing their management of risks in the 2021/2022 year and which are still applicable currently:

1. **Disaster Recovery Management (DRP)** – There is a formalized DRP plan and a site however a tender is currently out to purchase software and equipment
2. **Understaffed ICT unit with too many users** – Currently there is plan in the organogram to fill these posts however awaiting job descriptions
3. **Limited training for ICT unit to remain current** – SCM processes are currently underway however with updates the IT staff need to remain current
4. **Outdated servers and server security**

5. **Treatment of ICT as an operational rather than strategic function** – the ICT Steering committee however is functional and big decisions relating to bandwidth and Servers have been taken

Overall the department needs to improve on their risk reporting and achievement of risk mitigating activities

### **Finance Department**

The Finance Department risk register produced by the risk champion highlights numerous achievement and progress and credit must be given in this regard however there are still some areas that require increased focus and attention.

The following critical risks have been raised for 2021/2022

- **Lack of leadership**- the department has been without a General Manager for the entire 2020/21 Financial Year and that has resulted in a number of non-compliance occurrences within the Budget and Treasury Department.
- **Revenue management** – maximizing revenue – whereby the meter audit is needed and the evaluation of meters and replacement thereof need to be completed. The council will have to look closely at replacing the old electricity meters both at KwaMsane and Ingwavuma as part of revenue enhancement;
- **Contract Management** – ensuring adequate contract management – Existing contracts need to be reviewed and that there is regular reporting on Section 116 and S 71 and S72. The risk is also relating to expired contracts and documentation management – Furthermore there are contracts that have run for an indefinite period and there is no contract audit universe maintained to assess all contracts – In this respect it is felt that the internal audit needs to assess this area as poor contract management inhibits service delivery but also contributes to the issue of Irregular Expenditure
- **Invoice Administration** – This relates to the risk of invoices not be managed centrally and also loss of documentation

### **Technical Services**

The following critical risks have been raised by the department for 2021/2022

- **Water and Sanitation Master Plan and WSDP** – The plan is currently developed however needs to be workshopped and approved. The draft still needs to pass through the various oversight structures but is critical as the district is a water service authority and needs to deal with water issues strategically
- **Infrastructure Conditional Assessment/ Maintenance Plan** – Infrastructure Maintenance is done on an ad hoc basic. There is a need to have preventative rather than corrective maintenance to ensure that there is cost saving and active correction of problems to prevent disruptions.

- **Provision of water to essential services government departments** (Health, Clinics, Hospitals Police Stations, Schools and Prisons) – there is an urgent need for the district to prioritise the provision of water to essential services departments and simultaneously ensure that such services are paid for by those departments
- **Evergreen projects** – most, if not all projects under implementation are older than 5 years. This means that all payments are irregular as they are in contravention of Section 33 and 116 of the MFMA. The department needs to prepare and implement a plan to address this challenge;

### **Community, Planning and Economic Development Department**

The Departments risk register produced was well developed and sets out clearly achievements against non-achievements. It was noted that deadlines are specific and achievements are measurable which is in line with the requirements of the ERM Framework.

The following critical risks have been raised by the department for 2021/2022

- **Economic Development, Tourism attraction and Retention** – Budget restrictions and the non-functioning of the entity results in the non-growth of the economic area of the municipality
- **Town Planning GIS** –The only blockage being experienced in in relation to GIS licencing software whereby the requisition is with the SCM unit

Critical areas that are showing slow or no progress include:

- **Local Economic Development** – Agriculture- Whereby relationship development with UMHlosinga Development Agency needs to be improved upon

### **Review the municipality's risk identification and assessment methodologies to obtain reasonable assurance of the completeness and accuracy of the risk register**

During the risk assessment process the following concerns were raised and should be considered going forward:

1. Debt management
2. Business support – internal Audit and Risk – Here it was discussed in detail that there needs to be in house accountability over the internal audit and risk function.
3. Legal costs and legal panel
4. Employee motivation (salary disparities and role disparities)
5. Fleet Management
6. Security risks – Access control and surveillance as well as security cost risk
7. Unauthorized, Irregular and Fruitless Expenditure
8. Eskom billing and costing
9. Drought risk
10. Lightning risk as the building is not properly protected and earthed

The above considerations still need to be incorporated into the 2021/2022 risk register

### **Review fraud and fraud controls**

During the management risk committee meeting the anti-fraud and anti-corruption strategy was presented and noted. It was then resolved that this strategy be taken to MANCO for comment and thereafter to Audit Committee for noting and Council for adoption. This has successfully been done and achieved.

The next step is to ensure that resources are in place to address fraud issues and investigations. Issues such as responsible persons with suitable skills and other controls such as fraud prevention policy and fraud response plan need to be developed. Fraud controls need prioritization as it is a serious strategic risk and a serious reputational risk.

### **Overall Opinion**

The municipality is progressing well with risk and has progressed from an immature to fairly mature stage. The overall internal controls are improving and the process of risk and risk assessment has highlighted the progress made during the prior year. There also seems to be a very strong shift within the municipality relating to the overall culture relating to governance, which bodes well for the upcoming year. Recommendations made by the risk committee have been taken seriously and the support function provided by the acting risk person has highlighted the overall commitment of the municipality in terms of continuous improvement. Furthermore, the respective risk committee is well composed and balanced and there is engagement and dialogue that is occurring on a regular basis, at least on a quarterly basis.

The risk committee does however want to see the municipality continue on an upward trajectory and in this regard have set forth some recommendations for the audit committee to include in their report to council.



## SWOT Analysis for Good Governance and Public Participation

|          |                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INTERNAL | <p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Functional IGR Structures</li> <li>• Functional MANCO meetings</li> <li>• Developed Audit Outcomes Turnaround Strategy</li> <li>• Instant response on Basic Service Delivery queries</li> <li>• Increased accountability to members of extended MANCO (signing of performance agreements)</li> </ul> | <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Recurring Poor AG Opinion</li> <li>• Lack of credible IDP</li> <li>• Delayed implementation of Resolutions (ExCo, Council, Strategic Planning)</li> <li>• History of high turnover rate in MM's position</li> <li>• Budget is not being optimally informed strategically by the IDP</li> <li>• Non-implementation of <i>Batho Pele Principles</i> across the Municipality</li> <li>• High litigation incidents (HR, Contract and Project Management)</li> <li>• Lack of compliance (legislation, policies, circulars)</li> <li>• High Vacancy Rate</li> </ul> |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|          |                                                                                                                                                                          |                                                                                                                                                                                                                                             |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EXTERNAL | <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Availability of strategic support administratively and otherwise from Sector Departments</li> </ul> | <p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• High unemployment rate within the jurisdiction of the Municipality</li> <li>• Inability to attract high calibre employees due to rural nature of the Municipality</li> </ul> |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 3.10.7 Financial Viability and Management Analysis

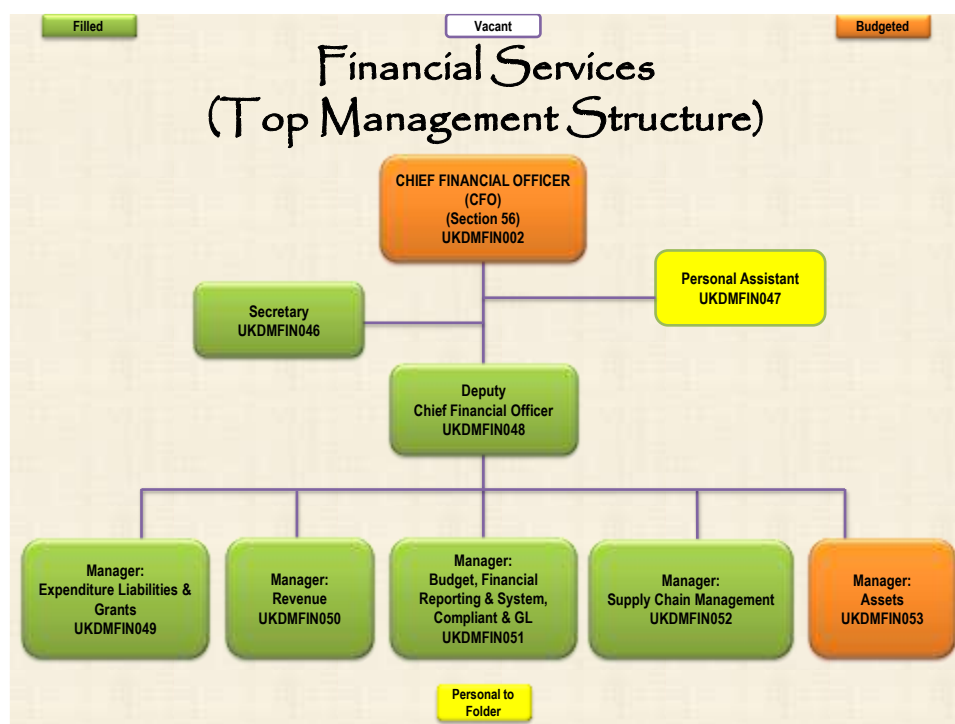


Figure 41: Financial Services Organogram

The Department of Financial Services focusses on providing support to all divisions within the Municipality to comply with MFMA, Treasury & SCM Regulations, DORA, Generally Recognized Accounting Practice (GRAP) standards, all other relevant Local Government prescripts to ensure clean financial administration.

#### Mandate of the Department

- 1) Development of Accurate, Credible and Reliable budget as per MFMA & MBRR.
- 2) Strict adherence to approved budget and reporting requirements.
- 3) Payment of suppliers when accounts are due.
- 4) Effective management of assets and liabilities
- 5) Revenue enhancement strategy implementation
- 6) Fair procurement of Goods and Services through implementation of the approved annual Procurement Plan
- 7) Stabilization of the cash position of the Municipality.

## **Core components and their functions**

### **Supply Chain Management Unit (SCM)**

1. The unit focuses on administration of fair procurement of goods and services requirements guided by the MFMA, PPPFA, SCM policy and Regulations.
2. The unit also administers the implementation of procurement policy, and reports monthly to the portfolio committee and quarterly to Council about its activities and policy transgressions encountered.
3. The unit is also responsible for updating the Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) register for final review by Chief Financial Officer (CFO)

### **Expenditure Management and Control Unit**

The core activities of the unit amongst others includes the following:

- 1) Cashflow projections, monitoring and reporting;
- 2) Processing of supplier invoices and updating creditor's accounts;
- 3) Payment of suppliers and management of creditors ledger;
- 4) Processing and payment of salaries as well as third party payments;
- 5) Reporting monthly to the Portfolio Committee and Quarterly to Council on expenditure trends and Salaries

### **Budget Management and Monitoring Unit**

- 1) Drafting of Consolidated Draft and Final budget (MTREF)
- 2) Section 71, 72, and 52D reporting in terms of MFMA requirements
- 3) Implementation of MSCOA, and
- 4) Compliance responsibility

### **Asset Governance and Accounting Unit**

The focus of this unit includes amongst other activities the following:

- 1) Accounting for moving and non-moving Assets in terms of GRAP 16
- 2) Asset governance in terms of the approved Asset Management Policy of the Municipality
- 3) Monthly maintenance of Asset Register in terms of GRAP 16
- 4) Management of quarterly and annual Asset verification process

## STRATEGIC PRIORITIES FOR FINANCE DEPARTMENT

### 1. REVENUE ENHANCEMENT STRATEGY

- 100% Billing of service customers
- Achieve at least 90% of Revenue collection from service customers

### 2. EXPENDITURE MANAGEMENT

- Prevention of new irregular expenditure
- Payment of suppliers within the stipulated timeframes

### 2. BUDGET AND CASH MANAGEMENT

- Approval of accurate, realistic and credible budget that brings hope to communities of uMkhanyakude.
- Accurate reports in terms of Section 71,72 and 52 of the MFMA

### 4. CONTROL ENVIRONMENT AND GOVERNANCE

- improve internal controls to eradicate recurrence of audit findings from AG and Internal Audits.

### Challenges and Proposed Interventions

| Challenges - REVENUE                                                                    | Proposed Interventions                                                                                                                                       |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Revenue base has not been fully exhausted to generate more revenue for the municipality | Utilize EPWP, to read water and electricity meters to increase revenue generation per month.                                                                 |
|                                                                                         | To conduct data cleansing exercise in order to identify billable and non-billable customers from the system.                                                 |
|                                                                                         | Installation of new prepaid electricity meters (Mtubatuba and Ingwavuma) to eradicate illegal usage                                                          |
|                                                                                         | Notice of Disconnection of non-paying electricity customers to be issued                                                                                     |
|                                                                                         | Customers failing to adhere to the Disconnection Notice must be disconnected within reasonable time.                                                         |
|                                                                                         | Re-allocation of cashiering staff and other employees from the Municipality to the debt collection function, to maximise revenue collections geographically. |
|                                                                                         | To urgently appoint the Revenue Manager and Supervisor Credit Control                                                                                        |

| Challenges - EXPENDITURE                                                | Proposed Interventions                                                                                                                                          |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cash flows are not monitored on weekly bases                            | To open separate bank accounts for MIG, WSIG, RBIG, respectively                                                                                                |
|                                                                         | To formalise the invoice processing committee                                                                                                                   |
|                                                                         | To establish the Cashflow Committee                                                                                                                             |
|                                                                         | To review weekly, the cash flow projections.                                                                                                                    |
|                                                                         | To prepare weekly the bank reconciliation statement                                                                                                             |
| Creditors ledger is not consistently updated                            | To implement invoice register, where all invoices are registered, date stamped & handed over for weekly capturing (Pastel)                                      |
| Suppliers are not timeously paid, ie. within 30 days of invoice receipt | all invoices received, date stamped and paid outside 30 days rule, MUST be recorded as Irregular Expenditure and reasons documented for monthly reporting to MM |
| Filling of payment vouchers is not systematic                           | To implement a numerical sequence filling system, e.g EFT number                                                                                                |
|                                                                         | All payment vouchers must be processed and filled in the month for the month                                                                                    |

| Challenges - SCM UNIT                                                                                                                      | Proposed Interventions                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual Procurement Plan is not tabled and approved timeously i.e. 30 June each year                                                        | The Procurement plan to be approved with the SDBIP                                                                                                           |
| Goods and services are procured without adherence to the approved procurement plan                                                         | Procurement System to be configured to reference the SDBIP and the Procurement Plan                                                                          |
| Bid Committees are operating not in adherence to approved procurement plan                                                                 | SCM Unit to design a procurement calendar that reflects dates of sitting of all Bid Committees. The calendar to be approved by MM no later than 30 July 2021 |
| Contract management officer is not appointed or identified                                                                                 | The appointment of a Contract Management Officer to be prioritized                                                                                           |
| Contract Management Register is not updated consistently (not time linked), hence contracts and SLA's goes beyond initial contract period. | Report expired contracts to MM for regularization                                                                                                            |
|                                                                                                                                            | Update the Contract Register monthly and report to MM contracts due for terminations                                                                         |
|                                                                                                                                            | Awards without contracts should be listed and reported to MM for regularization                                                                              |

|                                                                                                 |                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Irregular expenditure is growing monthly due to non-compliance and consequent management</p> | <p>Quarterly Irregular Expenditure Register must be handed to Internal Audit Unit for audit of compliance and completeness, and report to MM within 10 days after the end of each quarter.</p> |
|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Challenges - BUDGET, COMPLIANCE AND REPORTING                                                           | Proposed Interventions                                                                                                                    |
|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Budget Steering Committee not Functional                                                                | Re-establish the Budget Steering Committee                                                                                                |
| There is over-reliance to Financial Information System (FIS) consultants for all system related issues. | Budget for the appropriately qualified incumbent to the position of FIS support officer                                                   |
| There is over reliance to Financial Statements consultants                                              | Budget for the appropriately qualified staff to prepare financial statement internally                                                    |
| Interim Financial Statements (IFS) are not prepared on quarterly bases                                  | CFO, to identify an official to develop and maintain the MFMA compliance register and report within 10 days after end of each month to MM |
|                                                                                                         | IFS to be handed over to Internal Audit by 31 January each year for audit purposes                                                        |
|                                                                                                         | Internal Audit to report to Management on IFS no later than 28 February each year                                                         |
|                                                                                                         | Council to consider IFS by no later than 31 March each year                                                                               |

### Audit Opinions

| FINANCIAL PERIOD | Audit Opinion            |
|------------------|--------------------------|
| 2022/2023        | Qualified audit opinion  |
| 2021/2022        | Disclaimer audit opinion |
| 2020/2021        | Disclaimer audit opinion |
| 2019/2020        | Adverse audit opinion    |
| 2018/2019        | Qualified audit opinion  |
| 2017/2018        | Qualified audit opinion  |
| 2016/2017        | Adverse audit opinion    |
| 2015/2016        | Adverse audit opinion    |
| 2014/2015        | Disclaimer audit opinion |
| 2013/2014        | Qualified audit opinion  |
| 2012/2013        | Qualified audit opinion  |
| 2011/2012        | Disclaimer audit opinion |
| 2010/2011        | Adverse audit opinion    |

There has not been any improvement in Auditor General's opinion.



## SWOT Analysis for Financial Management and Municipal Viability

|                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>STRENGTHS (INTERNAL)</b></p> <ul style="list-style-type: none"> <li>• Employees are capable and willing to learn new activities, resulting to easy adaption to change</li> <li>• Majority of employees have successfully completed their MFMIP which is a minimum competency of all SCM &amp; financial officials</li> <li>• Finance related policies are in place</li> </ul>                                                | <p><b>WEAKNESSES (INTERNAL)</b></p> <ul style="list-style-type: none"> <li>• Not all water connected customers are billed</li> <li>• No billing is performed on customers receiving water in their households.</li> <li>• Water losses are not monitored from all key points</li> <li>• Tools of trade</li> <li>• Lack of training and development</li> <li>• Lack of segregation of duties</li> <li>• Ageing ICT infrastructure</li> </ul> |
| <p><b>OPPORTUNITIES (EXTERNAL)</b></p> <ul style="list-style-type: none"> <li>• Location of the Municipality in a tourism destination area and provincial government departments for revenue generation</li> <li>• Replacement of old water meters where there is a constant water supply.</li> <li>• Implementation of prepaid water tags for use in communal stand pipes.</li> <li>• Access to advanced tender system</li> </ul> | <p><b>THREATS (EXTERNAL)</b></p> <ul style="list-style-type: none"> <li>• Non-working meters installed.</li> <li>• Drought which hinders provision of water</li> <li>• Illegal connections on water and electricity infrastructure</li> <li>• Reservoirs are not physically secured.</li> <li>• Ageing electricity prepaid meters at Ingwavuma and Mtubatuba.</li> <li>• Unresolved litigations</li> </ul>                                  |

### 3.11 Combined SWOT Analysis

The information below was developed during a workshop that finalised the strategic agenda of the Municipality on the 23 May 2022.

#### Strengths

- Land Availability
- Municipal Environmental Health Services
- Spatial Development Framework
- Disaster Management Centre
- Existence of DGBP
- Political Stability
- Availability of water sources

#### Weaknesses

- Non-compliance with the core mandate of the DM
- Political Interference (Staff Appointments, Payment of Creditors)
- Lack of Communications and Poor Public Participation
- Poor Records Management System
- Poor Cash Flow Management
- Lack of Shared Vision
- Poor Asset Management
- Poor Contract Management
- Continuous Review of Policies
- Performance Management System
- Execution of Council resolutions
- Poor Relations between Management and Labour
- Poor Audit Opinion (Disclaimer)
- Instability in the Office of the MM over the last 10 Years
- Instability in the office of the Office bearer (Mayor)
- Poor safety and security (high crime rate)

#### Opportunities

- Jozini Dam, uMfolozi river
- Arable land
- Game Reserves
- Agricultural Potential
- Isimangaliso Wetlands Park
- Makhathini Flats
- Tri Border Relations
- East 3 Route
- Ground Water Resources
- Coastal Line (St Lucia to Kosi Bay)
- Coal Mining (Itende)

## Threats

- Legislative Bottlenecks
- Natural Disasters
- HIV&AIDS, COVID-19 or Spread of communicable diseases
- Low Income Levels
- Unemployment
- Urban Sprawl
- High Crime Rate
- High Government Grant Dependency
- Unplanned Traditional Settlements
- Section 139 Intervention
- Illegal Immigrants
- Drought
- Illegal Connections (water and electricity)

## 3.12 Key Challenges for the District

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

| KPA                                                           | Challenges                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Municipal Transformation and Institutional Development</b> | <ul style="list-style-type: none"> <li>• Attraction of critical and scarce skills</li> <li>• High staff turnover</li> <li>• Unavailability of records for audit purposes</li> <li>• Poor state of municipal facilities and infrastructure (Occupational Health and Safety)</li> <li>• Employees tend to surrender their pension fund contributions</li> <li>• Policies and procedures are outdated and not in line with new legislative amendments</li> <li>• No Employment Equity Consultative Forum</li> <li>• No Skills Audit conducted</li> <li>• None compliance with IDP/PMS legislative prescripts</li> <li>• Lack of strategic leadership and decision making</li> </ul> |
| <b>Service Delivery and Infrastructure Investment</b>         | <ul style="list-style-type: none"> <li>• Lack of municipal infrastructure policies</li> <li>• Vandalism of infrastructure and illegal connections result to massive water losses</li> <li>• Shortage of bulk electrification and reticulation networks</li> <li>• High costs of operations, maintenance and water provision</li> <li>• Huge basic infrastructure backlogs and capital expenditure</li> </ul>                                                                                                                                                                                                                                                                     |
| <b>Local Economic and Social Development</b>                  | <ul style="list-style-type: none"> <li>• Limited available budget to execute key programmes / project</li> <li>• Prevalent tendency to reduce Local Economic Development to small scale poverty alleviation projects</li> <li>• High concentration of the economy in urban areas</li> <li>• Lack of a coherent and common view and approach to economic development (municipalities, business and civil society)</li> <li>• High unemployment rate which perpetuates various types of crime especially against women, elderly and children</li> </ul>                                                                                                                            |

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Municipal Financial Viability and Management</b> | <ul style="list-style-type: none"> <li>• Long history of bad audit opinions</li> <li>• High grant dependency</li> <li>• Inaccuracy of customer data and disintegrated billing system;</li> <li>• Inability of households to pay for services; and</li> <li>• Inability to spend all conditional grants</li> </ul>                                                                                                                                      |
| <b>Good Governance and Public Participation</b>     | <ul style="list-style-type: none"> <li>• IGR with local municipalities is weak</li> <li>• Public participation strategy is not available</li> <li>• Internal audit, Audit Committee and MPAC lack harmony in performing their duties</li> </ul>                                                                                                                                                                                                        |
| <b>Cross Cutting Issues</b>                         | <ul style="list-style-type: none"> <li>• Scattered settlement patterns</li> <li>• Slow progress in implementing a GIS Hub in the District</li> <li>• IWMP needs to be reviewed and implemented</li> <li>• “Snail Pace” Land Perform/Transformation</li> <li>• Ambiguous Rural Development legislation <ul style="list-style-type: none"> <li>- Ingonyama Trust Land vs land Tenure</li> <li>- privately owned land (few whites)</li> </ul> </li> </ul> |

#### **4. SECTION D: DEVELOPMENT GOALS AND OBJECTIVES**

On the 18<sup>th</sup> to the 20<sup>th</sup> March 2024 a strategic planning session was held to deliberate on 2024/2025 FY. After deliberations, the Vision that was adopted in 2022 remained unchanged.

##### **4.1 Vision for uMkhanyakude District Municipality**

**Vision 2035** – “A renewed District Municipality committed to providing service delivery equitably to communities in a dignified manner and ensuring accountability”

##### **4.2 Mission Statement**

We are a people driven Municipality that is committed providing good governance, socio-economic development programmes and implementation of quality infrastructure by upholding values of integrity and promoting a culture of self-reliance

##### **4.3 Values**

- a) Integrity
- b) Excellence
- c) Community Centeredness
- d) Transparency
- e) Good Governance
- f) Accountability

##### **Broad Development Gaps**

The following factors are a summary of developmental gaps which the Municipality must address through strategic intervention:

- Economic Structure and Patterns that do not Support Local Growth
- Lack of Human and Community Development
- Poor Strategic Infrastructure
- Poor Environmental Management Practices and Spatial Planning
- Governance and Leadership Challenges

#### 4.4 Strategic Priorities

- a) Building a capable, ethical, and corrupt free District Municipality
- b) Revenue Enhancement
- c) Service Delivery Driven
- d) Compliance with legislation

#### 4.5 Goals, Objectives and Strategies

##### Alignment of KPAs and Strategic Priorities

The following table is a reflection of alignment between Key Performance Areas and the Municipal Strategic Priorities:

| KEY PERFORMANCE AREAS                                     | NUMBER OF TARGETS |
|-----------------------------------------------------------|-------------------|
| 1. Municipal Transformation and Institutional Development | 6                 |
| 2. Basic Service Delivery and Infrastructure development  | 15                |
| 3. Local Economic Development                             | 8                 |
| 4. Municipal Financial Viability and Management           | 15                |
| 5. Good Governance and Public Participation               | 12                |
| 6. Cross Cutting Interventions                            | 6                 |
| <b>Total</b>                                              | <b>62</b>         |

The following section reflects on goals, objectives and strategies.

**KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (6)**

| GOAL                                 | OBJECTIVE                                                                                                                                                 | STRATEGY                                                                                                  | KPI NO | KPI                                                                                | TARGET                                                                                          |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Human Resources Development          | A1. To provide effective and efficient human resource management aimed at achieving a skilled workforce that is responsive to service delivery and change | Implementation and monitoring of Human Resources Development Strategy                                     | A 1.1  | Number of HRD Strategy Functionality assessment reports Submitted to Council       | 4 HRD Strategy Functionality assessment reports Submitted to Council for noting by 30 June 2025 |
|                                      |                                                                                                                                                           | Development, implementation and monitoring of Workplace Skills Plan                                       | A 1.2  | Percentage of budget spent on implementing WSP                                     | 100% of Municipality's budget allocated for WSP spent on implementation by 30 June 2025         |
|                                      |                                                                                                                                                           | Employment of people from EE target (designated group) employed in the three highest levels of management | A 1.3  | Number of people from EE target employed in the three highest levels of management | 3 people employed by 30 June 2025                                                               |
| Employee Wellness                    | A2. To ensure effective implementation of Health and safety Plan                                                                                          | Review, implement and monitor Health and Safety Risk Plan                                                 | A 2.1  | Number of Health and Safety Risk Plan functionality assessment conducted           | 4 Health and Safety Risk Plan functionality assessment conducted by 30 June 2025                |
| Administrative support               | A3 To ensure effective and efficient administration                                                                                                       | Review, Implement and monitor of admin support services plan                                              | A 3.1  | Number of admin support services functionality assessment conducted                | 12 admin support services functionality assessment conducted by 30 June 2025                    |
| Information Communication Technology | A4. To ensure adherence to evolving technology                                                                                                            | Review, Implement and monitor ICT Governance Framework                                                    | A 4.1  | Number of ICT Framework functionality assessment conducted                         | 4 ICT Framework functionality assessment conducted by 30 June 2025                              |

**KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT (15)**

| GOAL                                | OBJECTIVE                                                                                                  | STRATEGY                                   | KPI NO | KPI                                                                                                              | TARGET                                                                                                                   |
|-------------------------------------|------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| High quality infrastructure network | B1. To provide high quality infrastructure network to support improved quality of life and economic growth | Provision of basic infrastructure services | B1.1   | Number of kilometres of bulk pipes installed for provision of potable water in Umkhanyakude                      | 40 km of bulk pipes made to final work for provision of potable water in Umkhanyakude by 30 June 2025                    |
|                                     |                                                                                                            |                                            | B1.2   | Number of potable water yard connections in Umkhanyakude                                                         | 1000 potable water yard connections in Umkhanyakude by 30 June 2025                                                      |
|                                     |                                                                                                            |                                            | B1.3   | Number of kilometres of reticulation pipes installed for provision of potable water in Umkhanyakude              | 60 km of reticulation pipes installed for provision of potable water in Umkhanyakude by 30 June 2025                     |
|                                     |                                                                                                            |                                            | B1.4   | Number of households in Umkhanyakude with access to a minimum of basic level of service for sanitation provision | 300 households with access to basic level of service for sanitation provision by 30 June 2025                            |
|                                     |                                                                                                            |                                            | B1.5   | Date of Reviewed Water Services Development Plan (WSDP) adopted by council and loaded on the DWS website         | Reviewed WSDP submitted to council for adoption and loaded to Department of Water and Sanitation website by 30 June 2025 |



**KPA 2: BASIC SERVICE DELIVERY (15)...**

| GOAL                                   | OBJECTIVE                                                                                                     | STRATEGY                                                                   | KPI NO | KPI                                                                        | TARGET                                                                                                                                                    |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| High quality infrastructure network... | B1. To provide high quality infrastructure network to support improved quality of life and economic growth... | Ensuring water quality management throughout the district                  | B1.6   | Number of implementable ready projects for 24/25 FY                        | 6 projects ready for implementation by 30 June 2025                                                                                                       |
|                                        |                                                                                                               |                                                                            | B1.7.1 | Percentage of water quality compliance with SANS 241 standards             | Quality of drinking water complying with the South African national standards at latest SANS 241 of not less than 95% throughout 2024/2025 financial year |
|                                        |                                                                                                               |                                                                            | B1.7.2 | Percentage of wastewater samples compliant to water use license conditions | Wastewater Quality compliance of not less than 90% as per Green Drop standard throughout 2024/2025 financial year                                         |
|                                        |                                                                                                               |                                                                            | B1.8   | Percentage of water losses                                                 | Not more than 10% of water losses sustained throughout 2024/2025 financial year                                                                           |
|                                        |                                                                                                               | Improve water conservation and water demand management within UKDM         | B1.8.1 | Water connections metered as a percentage of total connections             | Not less than 90% Water connections metered of total connections throughout 2024/2025 financial year                                                      |
|                                        |                                                                                                               | Ensure quality infrastructural developments through implementation of WSIG | B1.9   | Percentage maintenance carried out as per the plan for water plants        | Not less than 80% maintenance carried out as per the plan for water plants by 30 June 2025                                                                |

**KPA 2: BASIC SERVICE DELIVERY (15)...**

| GOAL                                   | OBJECTIVE                                                                                                     | STRATEGY                                           | KPI NO  | KPI                                                                                | TARGET                                                                                                                    |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| High quality infrastructure network... | B1. To provide high quality infrastructure network to support improved quality of life and economic growth... | Maintenance of water and sanitation infrastructure | B1.9.1  | Percentage of Complaints/Callouts responded to within 48 hours (potable water)     | Not less than 95% of Complaints/Callouts responded to within 48 hours (potable water) throughout 2024/2025 financial year |
|                                        |                                                                                                               |                                                    | B1.10   | Percentage maintenance carried out as per the plan for wastewater treatment plants | Not less than 80% maintenance carried out as per the plan for wastewater treatment plants by 30 June 2025                 |
|                                        |                                                                                                               | Customer Care                                      | B1.10.1 | Percentage of Complaints/Callouts responded to within 48 hours (potable water)     | 95% of Complaints/Callouts responded to within 48 hours (potable water) throughout 2024/2025 financial year               |
|                                        |                                                                                                               | Reduction of electricity losses                    | B1.11   | Number of households installed with smart electricity metres                       | 1000 households installed with smart electricity metres at KwaMsane area by 30 June 2025                                  |

### KPA 3: LOCAL ECONOMIC DEVELOPMENT (8)

| GOAL                                                  | OBJECTIVE                                                                                            | STRATEGY                                                                                                  | KPI NO | KPI                                                                                        | TARGET                                                                       |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| District economic growth and employment opportunities | C1. To expand district economic output and increase quantity and quality of employment opportunities | Implementation of Local Economic Development Strategy                                                     | C1.1   | Number of LED projects implemented                                                         | 4 LED projects implemented (1 per LM) by 30 June 2025                        |
|                                                       |                                                                                                      | Development of Tourism Strategy                                                                           | C1.2   | Date of Tourism Strategy adoption by Council                                               | Council adopted Tourism Strategy by 30 June 2025                             |
|                                                       |                                                                                                      | Promotion of SMME and entrepreneurial development                                                         | C1.3   | Number of SMME and entrepreneurial programmes promoted                                     | 4 of SMME and entrepreneurial programmes (1 per LM) promoted by 30 June 2025 |
|                                                       |                                                                                                      | Monitoring of uMhlosinga Development Agency's performance as per the Business Plan for operational budget | C1.4   | Number economic development programmes implemented by UMDA                                 | 4 economic development programmes implemented by UMDA by 30 June 2025        |
|                                                       |                                                                                                      | Improve the efficiency, innovation and variety of government-led decent job creation programmes           | C1.5   | Number of jobs created through local economic development initiatives and capital projects | 200 Jobs created by 30 June 2025                                             |

### KPA 3: LOCAL ECONOMIC DEVELOPMENT (8)

| GOAL                                                  | OBJECTIVE                                                                                            | STRATEGY                                              | KPI NO | KPI                                                                                                                          | TARGET                                                                                                                                                    |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| District economic growth and employment opportunities | C1. To expand district economic output and increase quantity and quality of employment opportunities | Implementation of Local Economic Development Strategy | C1.6   | Percentage of total municipal operating expenditure spent on contracted service providers residing within the municipal area | 30% of total municipal operating expenditure spent on contracted service providers residing within the municipal area throughout 2024/2025 financial year |
|                                                       |                                                                                                      |                                                       | C1.7   | Average number of days from the point of advertising to the letter of award per 80/20 procurement process                    | Not more than 30 days taken from the point of advertising to the letter of award per 80/20 procurement process throughout 2024/2025 financial year        |
|                                                       |                                                                                                      |                                                       | C1.8   | Percentage of the municipality's operating budget spent on indigent relief for free basic services                           | 5% of the municipality's operating budget spent on indigent relief for free basic services throughout 2024/2025 financial year                            |

**KPA 4: FINANCIAL VIABILITY AND MANAGEMENT (15)**

| GOAL                                                        | OBJECTIVE                                                                                         | STRATEGY                                                                                       | KPI NO | KPI                                                                         | TARGET                                                                                                   |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| <b>Revenue Collection</b>                                   | <b>D1 To Implement Revenue Collection Strategy</b>                                                | Implementation of revenue enhancement strategy                                                 | D1.1   | 95% collection rate achieved                                                | Not less than 95% collection rate achieved by 30 June 2025                                               |
|                                                             |                                                                                                   |                                                                                                | D1.2   | Ratio in compliance with MFMA Section 64(2)(a)                              | Outstanding Service Debtors to Service Revenue ratio maintained at less than 0,5 throughout the 24/25 FY |
|                                                             |                                                                                                   |                                                                                                | D1.3   | Debtors payment period                                                      | 30 days Debtors payment period throughout 2024/2025 financial year                                       |
| <b>Expenditure Management</b>                               | <b>D2 To improve expenditure management</b>                                                       | Develop, implement and monitor standard operating procedures related to expenditure management | D2.1   | Ratio in compliance with MFMA Section 65(2)(e)                              | More than 1 Debt coverage Ratio maintained throughout the 24/25 FY                                       |
|                                                             |                                                                                                   |                                                                                                | D2.2   | Percentage of contracted service on operating expenditure                   | Not more than 5% of contracted service on operating expenditure achieved throughout 2024/2025 FY         |
|                                                             |                                                                                                   |                                                                                                | D2.3   | Ratio compliance with MFMA Section 65(2)(e)                                 | More than 1 Cost Coverage Ratio maintained throughout the 23/24 FY                                       |
|                                                             |                                                                                                   |                                                                                                | D2.4   | Creditors payment period                                                    | 30 days Creditors payment period throughout 2024/2025 financial year                                     |
|                                                             |                                                                                                   | Percentage expenditure on capital projects                                                     | D2.5   | Percentage of capital expenditure achieved                                  | More than 95% expenditure on infrastructure achieved by 30 June 2025                                     |
| <b>Management of current assets and current liabilities</b> | <b>D3. To ensure effective and efficient management of current assets and current liabilities</b> | Compilation of sustainability report                                                           | D3.1   | Percentage of service charges and property rates revenue budget implemented | More than 95% of service charges and property rates revenue budget implemented by 30 June 2024           |

**KPA 4: FINANCIAL VIABILITY AND MANAGEMENT (15)...**

| GOAL                                                      | OBJECTIVE                                                               | STRATEGY                                                                                       | KPI NO | KPI                                                                                                 | TARGET                                                                                                                             |
|-----------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>Budget Implementation</b>                              | <b>D4. Improve Budget Implementation</b>                                | Develop, implement and report on credible budget in accordance with the provisions of the MFMA | D4.1   | Percentage implementation of operating revenue budget                                               | More 95% of operating revenue budget implemented by 30 June 2025                                                                   |
|                                                           |                                                                         |                                                                                                | D4.2   | Cash/Cost coverage Ratio                                                                            | More than 1 month coverage ratio maintained throughout 2024/2025 FY                                                                |
|                                                           |                                                                         |                                                                                                | D4.3   | Salaries & Wages as a % of Operating Budget                                                         | Not more than 40% of Operating Budget spent on Salaries and Wages throughout 2024/2025 financial year                              |
|                                                           |                                                                         |                                                                                                | D4.4   | Current Ratio                                                                                       | Statement of financial position to be maintained between 1:5 to 2:1 throughout 2024/2025 FY                                        |
| <b>Supply Chain Management Regulations Implementation</b> | <b>D5. To Effectively Implement Supply Chain Management Regulations</b> | Eliminate Irregular Fruitless and Wasteful and Unauthorised, Expenditure                       | D5.1   | Percentage of Irregular Fruitless and Wasteful and Unauthorised, Expenditure                        | 0% of Irregular Fruitless, Wasteful and Unauthorised, Expenditure (IFWUE) achieved over total expenditure by 30 June 2025          |
|                                                           |                                                                         |                                                                                                | D5.2   | Number of reports on Section 36 of the MFMA Municipal Supply Chain Management Regulations developed | 4 reports on Section 36 of the MFMA Municipal Supply Chain Management Regulations developed and submitted to MANCO by 30 June 2025 |

**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (12)**

| GOAL                                           | OBJECTIVE                                                                          | STRATEGY                                                                                                                      | KPI NO | KPI                                                                                          | TARGET                                                                                                                                                      |
|------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Improve Quality of Life</b>                 | <b>E1. To improve the quality of lives for people within Umkhanyakude District</b> | Develop, Implement and monitor special programmes                                                                             | E1.1   | Number of Special Programmes implemented                                                     | 4 Programmes (Snr Citizens, Gender, HIV/AIDS & Disability) implemented by 30 June 2024                                                                      |
|                                                |                                                                                    | Develop, Implement and monitor Environmental Health Management strategies and plans in accordance with applicable legislation | E1.2   | Number of Functionality assessment conducted on Environmental Management Services            | 16 Environmental Management Services functionality assessments conducted (water quality, Food Safety, Chemical Safety & Health and Hygiene) by 30 June 2025 |
|                                                |                                                                                    |                                                                                                                               | E1.2.1 | Percentage of all registered food suppliers inspected for compliance to relevant legislation | 20% of all registered food suppliers inspected for compliance to relevant legislation throughout 2024/2025 financial year                                   |
| <b>Excellence in Governance and Leadership</b> | <b>E2. To ensure excellence in governance and leadership</b>                       | Implementation of Risk management Plan                                                                                        | E2.1   | Percentage implementation of Risk Management Plan                                            | 100% implementation of Risk Management Plan by 30 June 2025                                                                                                 |
|                                                |                                                                                    | Ensure functionality of committees responsible for oversight                                                                  | E2.2   | Number of oversight functionality reports submitted to Extended MANCO                        | 4 oversight functionality reports submitted to Extended MANCO for discussion by 30 June 2025 (4 for AUDCOM)                                                 |
|                                                |                                                                                    | Ensure functionality of DDM (DDM)                                                                                             | E2.3   | Percentage functionality of DDM structures                                                   | 100% functionality of DDM structures throughout 2024/2025 FY                                                                                                |

**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (12...)**

| GOAL                                           | OBJECTIVE                                                    | STRATEGY                                   | KPI NO | KPI                                                                            | TARGET                                                                                                     |
|------------------------------------------------|--------------------------------------------------------------|--------------------------------------------|--------|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Excellence in Governance and Leadership</b> | <b>E2. To ensure excellence in governance and leadership</b> | Implementation of administrative oversight | E2.4   | Percentage reduction of material regularity                                    | Not less than 95% reduction of material regularity by 30 June 2025                                         |
|                                                |                                                              |                                            | E2.5   | Percentage of Internal audit findings addressed by the Municipality            | Not less than 95% of Internal audit findings addressed by the Municipality by 30 June 2025                 |
|                                                |                                                              |                                            | E2.6   | Percentage of External audit findings addressed by the Municipality            | Not less than 95% of External audit findings addressed by the Municipality by 30 June 2025                 |
|                                                |                                                              |                                            | E2.7   | Percentage reduction in repeat audit findings                                  | Not less than 95% reduction in repeat audit findings by 30 June 2025                                       |
|                                                |                                                              |                                            | E2.8   | Percentage implementation of Risk Management Plan                              | 100% implementation of Risk Management Plan by 30 June 2025                                                |
|                                                |                                                              | Implementation of governance ethics        | E2.9   | Percentage of councillors who have declared their financial interests          | 100% of councillors who have declared their financial interests by 31 Dec 2024                             |
|                                                |                                                              |                                            | E2.10  | Percentage of administrative staff who have declared their financial interests | 100% of administrative staff who have declared their financial interests by 31 Dec 2024                    |
|                                                |                                                              |                                            | E2.11  | Percentage of Quarterly salary bill of suspended officials                     | Not more than 1% of Quarterly salary bill spent on suspended officials throughout 2024/2025 financial year |



## KPA 6: CROSS CUTTING INTERVENTIONS (6)

| GOAL                                                 | OBJECTIVE                                                                                                                | STRATEGY                                                                                       | KPI NO | KPI                                                                                                                           | TARGET                                                                                                                                               |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Performance Management System</b>                 | <b>F1. To ensure effective Organizational Performance Management System (PMS)</b>                                        | Develop PMS Framework to inform Monitoring and Review processes                                | F1.1   | Date of Developing and monitoring of implementation of PMS Framework                                                          | PMS Framework developed and adopted by Council by 30 June 2025                                                                                       |
| <b>Integrated Development Plan</b>                   | <b>F2. To ensure effective integrated development planning (IDP)</b>                                                     | Review IDP as per legislation and KZN COGTA Guide                                              | F2.1   | Date of reviewing IDP as per legislation and KZN COGTA Guide                                                                  | IDP Reviewed and adopted by Council by 31 May 2025                                                                                                   |
| <b>Integrity and Quality of Physical Environment</b> | <b>F3. To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern</b> | Monitor the Implementation of SPLUMA and LUMF and applicable development pieces of legislation | F3.1   | Number of functionality assessment reports on implementation of SPLUMA and LUMF submitted to MANCO                            | 4 functionality assessment reports submitted to Extended MANCO for discussion on implementation of SPLUMA and LUMF by 30 June 2025                   |
|                                                      |                                                                                                                          | Review Spatial Development Framework as per the provisions of legislative framework            | F3.2   | Date of Spatial Development Framework Reviewed and adopted by Council                                                         | Council adopted SDF review by 31 May 2025                                                                                                            |
| <b>Functional Disaster Management Unit</b>           | <b>F4. To ensure functional and responsive Disaster Management Unit</b>                                                  | Monitoring and evaluation of the implementation of Disaster Risk Reduction Plan                | F4.1   | Number of Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Extended MANCO | 4 Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Extended MANCO for discussion by 30 June 2025 |
|                                                      |                                                                                                                          |                                                                                                | F4.1.1 | Percentage compliance with the required response time for structural firefighting incidents                                   | Not less than 90% compliance with the required response time for structural firefighting incidents throughout 2024/2025 FY                           |

## **5. SECTION E: IMPLEMENTATION PLAN**

See Appendix 16 for Implementation Plan

See Appendix 17 for Progress Report on Implementation Plan

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

### **Introduction and Background**

Section 26 of the Local Government: Municipal Systems Act (Act No 32 of 2000) as amended lists the core components of and Integrated Development Plan for all municipalities and section 26(h) require the IDP to include a Financial Management Plan which “must include a budget projection for at least the next three years”. Umkhanyakude District Municipality has to prepare its Financial Plan for 2024/2025 in compliance with Section 26(h) of the Municipal Systems Act, as amended.

The IDP is a guiding document for the Municipality’s 2024/2025 budget planning process. The IDP’s outcome is the alignment of all departmental planning processes to the mission and vision of the Municipality in achieving its long-term strategic goals. Therefore, the Financial Plan ensures that the objectives of the IDP are achieved over its implementation period, and also strives to ensure that scarce resources are obtained timeously and allocated to the relevant projects in line with the key targets of the IDP. The fundamental goal of the Municipality in all its processes is to enhance service delivery to its community and contribute to improved socio-economic activities for its citizens.

The financial plan includes an Operating Budget and Capital Budget for the 2024/2025 MTERF period which is informed by the Integrated Development Plan priorities and strategic direction of the Municipality.

### **Financial Strategies**

- Cleansing of Consumer Data
- Implementation of indigent management systems / processes
- Profiling Debtors (identify top 100 that can pay)
- Prioritising the installation and repair of meter in the elite areas
- Accurate billing and sending of customer statements
- Implementation of Credit Control procedures
- Offering of discount and settlement deals on long outstanding creditors
- Effective use of Interim Finance Committee (IFC)
- Preparation of Realistic Budget in line with IDP
- Preparation of budget deficit management strategies
- Timely Reporting of financial performance to all oversight structures
- Development of credible Annual Financial Statements (AFS) Plan
- Development of Procurement Plan
- Capacitate SCM Officials and Bid Committees
- Management of Existing Contracts
- Reduction of operating expenditure

## **Budget and Treasury Office Policies**

The Municipality's budget process is guided and governed by the relevant legislative frameworks, strategies and related policies. The Budget and Treasury Office has reviewed the following policies which have been set to provide a sound financial base and assist in the achievement of Budget and Treasury Office's respective IDP priorities:

- SCM policy
- Asset Management
- Credit Control and Debt Collection Policy
- Banking Policy
- Tariff Policy
- Rates Policy
- Budget Policy
- Virement Policy
- Payment Policy
- Petty cash policy

Budget and Treasury Office is reviewing its policies annually due to changes in the municipal environment and to ensure that changes in legislation, IDP priorities and administrative processes are aligned to its policies.

## **Equitable Share**

The local government equitable share allocation is based on achieving the Constitutional requirements as provided for in sections 214 and 227 of the Constitution. In terms of these provisions, local government is entitled to an equitable share of nationally raised revenue to enable municipalities to provide basic services to low-income households and to assist municipalities in maintaining functioning administrations.

Equitable share takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities. According to the Division of Revenue Act (DoRA), the equitable share allocation comprises of the following components:

- a) Basic services component
- b) Development component
- c) Institutional support component
- d) Revenue Raising Capacity
- e) Correction and stability factor

## **Sustainability of the Municipality**

One of the Key Performance Areas of the Municipality in the IDP process is on Financial Viability which also contributes in assessing municipality's long-term sustainability. The municipality has not been paying its creditors on time resulting in litigations. This is as a result of financial constraints.

The consolidated annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the municipality to continue as a going concern is dependent on a number of factors. The most significant of these is that the government continue funding for the ongoing operations for the municipality to restore the solvency of the municipality.

Furthermore, in assessing the Municipality's liquidity position, the Municipality has applied the following mechanism to assess the cash position of the Municipality to support the implementation of the 2020/2021 MTREF budget.

## **Overview of the Medium-Term Revenue and Expenditure Budget**

Each department in the Municipality had to review the business planning process, setting of priorities and targets to compile the 2024/2025 MRTEF operational and capital budgets. The application of sound financial management principles for the compilation of uMkhanyakude District Municipality's Budget is essential and critical to ensure that the municipality improves from its current existing cash flow crisis in order to provide sustainably, economically and equitably services to all communities.

## **Revenue Raising**

For an organisation to sustain itself, it should be able to raise revenues to fund and sustain the services provided and also budget for the growth of the services and the organisation as a whole. This can be achieved by charging a cost reflective tariff for the services provided, using latest technologies where available to enhance operations and achieve greater value for money.

Most importantly the municipality must invest in the revenue generating resources and strategies by budgeting correctly for the repairs and maintenance.

The UKDM has concluded a revenue enhancement strategy which was approved in December 2017 by council for implementation: Some of the key programmes UKDM is implementing include:

- The review of Tariff policy, Debt collection and Credit Control policy and Indigent Policy. These policies outline the relevant procedures of levying tariffs, credit control, debt collection and indigent support. The indigent policy also defines the qualification criteria for indigent status. The tariff policy endeavours to levy affordable and sustainable service charges for services rendered to all consumers within in the district.
- Enhance credit control section additional personnel. Cashiers from UKDM satellite office that are not busy have been temporarily placed under credit control as a measure to improve collection rate.
- Office of the CFO has meetings with individual consumers that have a potential to pay. The debtors are requested to commit on a payment plan and sign an acknowledgement of debt.

- Special focus has been placed on government debt with collections on the department of health progressing very well and engagements with other government departments are underway.
- A project for the installation of water meters is underway and is funded the MIG budget for the current financial year.
- Putting the right people in the right positions within the revenue framework

After a very long time, the Municipality has appointed a Revenue Manager to take care of all relevant matters and it is expected that this appointment brings about positive changes in the business unit for revenue.

## **Debt Management**

The UKDM is currently implementing an arrear debt collection strategy, on consumer debtors and business, covering the following:

- In depth data cleansing exercise
- Offering some % discount on long outstanding debtors if settlement is made within a specified timeline
- Issuing letters of demand
- Cutting off of services
- Handing over to the lawyers for collection
  - Establish customer care facility
  - Prioritise collection from government institutions (hospitals, police stations, etc.) and departments. The aim is 100% collection.
  - Preparation and adoption of Indigent Register

The UKDM has an approved credit policy which provides for debtors write-offs of arrear accounts. Section 5 of the policy stated that:

- *“The effective implementation of the present policy also implies a realistic review of the Municipality’s debtor’s book at the conclusion of each financial year. The Municipal Manager shall as soon as possible after 30 June each financial year present to the Council a report indicating the amount of the arrears which it is believed is uncollectable, together with the reasons for this conclusion.*
- *The Council shall then approve the write off of such arrears, it if is satisfied with the reasons provided”*

Therefore, in line with the policy and budget principles the UKDM will be presenting to council accounts for write offs with a view of ensuring that only recoverable debt is included in the debtors balances for the current year and / future year.

## **Financial Management**

The following are the financial management strategies of UKDM:

- Implement the mSCOA system to ensure compliance
- Integration of all computerized systems to ensure accurate, relevant and timely reporting to all stakeholders
- Implementation of the intervention plan / turnaround strategy
- Develop process flows and standard operating procedures.
- Preparation of Realistic Budget in line with IDP
- Preparation of budget deficit management strategies
- Monthly monitoring of budget variances through the financial reporting.

- Timely Reporting of financial performance to all oversight structures
- Weekly cash flow analysis
- Effective use of the Interim Finance Committee (IFC) to approve all requisition and payments.
- Development of credible Annual Financial Statements (AFS) Plan
- Development of Procurement Plan
- Capacitate SCM Officials and Bid Committees
- Management of Existing Contracts
- Reduction of operating expenditure

### ***Supply Chain Management (SCM)***

- The Supply Chain Management Policy and the SCM Delegations of the municipality were tabled to the Council in March 2016 and it was adopted as per Council Resolution No. UDMC 865/16. The Provincial Treasury support team assisted the SCM Unit in the following;
  - Analysis of the Irregular Expenditure per transaction and make recommendations to Council and actions to be undertaken.
  - The implementation of Standard Operating Procedures (SOPS).
  - Training of end-user departments and SCM Practitioners
  - SCM Policy on Infrastructure needs to be adopted by the Municipality. The Policy Model was issued by National Treasury.
- The Municipal Procurement Plan was completed and submitted to Provincial Treasury.
  - The Prior Year SCM Registers have been completed.
  - Training of End-users was done by Provincial Treasury
- All supply chain management personnel had signed the code of the conduct. The Treasury support provided all municipal SCM Officials and Bid Committee members of the municipality with the code of conduct for them to sign.
- Adequacy of personnel within the SCM unit still remains a challenge, currently the municipality has four (4) SCM Officials as follows:
  - Supply Chain Manager X1
  - Supply Chain Management Officer X1;
  - Supply Chain Management Clerk X2

The current structure is not in terms of the elements of supply chain management as required by the SCM Regulation 9(b) which must include: demand, acquisition; logistics; disposal; risk management and performance management. This will however be corrected during the 2017/18 financial year upon finalisation of the organisational staff structure.

Other key challenges experienced with the SCM processes:

- Bid committees not sitting regularly
- Shortage of staff
- Late submission of requisitions by departments
- Not having proper SCM document storage facility
- Easy access of other officials to SCM offices that interferes with proper handling of documents
- Departments tend to interfere with SCM procedures
- Central Suppliers Database not in operation due to ICT Infrastructure challenges
- Contract Register Application problems due to ICT Infrastructure

### ***Budget and Treasury Office (BTO)***

The finance department has the following sectional units headed by “unit managers” with a direct line of reporting to the Chief Financial Officer as per the old staff organogram:

- Supply Chain Management Unit
- Revenue Management Unit
- Expenditure Management Unit
- Budget and Reporting Unit

All sectional unit managers have staff reporting to them. However, there is a shortage of skills within these units to ensure that all finance related activities are conducted in an effective and efficient manner. The municipality has been relying on the use of consultants to ensure credible financial reporting. Over the past year the municipality had a multi-disciplinary team of professionals seconded by the oversight institutions (provincial, nation treasury and the CoGTA department) at no cost to the municipality to ensure sound financial management.

It is unfortunate that despite intervention by the provincial, nation treasury and the CoGTA department there is still a need of further assistance in order to ensure that the foundation laid by this respective oversight institution is not wasted, therefore, a further assistance is still necessitated. Such assist is still required on the scope of work extended thus far which should not be limited to:

- Assisting with monthly general ledger reconciliations and monitoring of the quality of financial management reconciliations and accounting processes;
- Mapping of reconciled cashbook to the approved budget per line item
- Creation and implementation of a reference system to map the reconciled cashbook to budget line items
- Monitoring the implementation of cash flow management
- Assisting with addressing prior year audit findings as raised by the AG
- Providing guidance and oversight in the asset register preparation process and asset management processes
- Monitoring and assisting in the preparation of quarterly financial statements and financial statements
- Preparations of working paper files to the annual financial statements and relevant supporting schedules
- Continuous hands-on support during audit period
- Provision of financial management support in areas of budgeting, income, expenditure and supply chain management and etc.



### **Assets & Infrastructure and repairs and maintenance**

The UKDM has a fixed asset management policy which is being implemented and is in a process of finalising an asset renewal plan for 2024/2025. The UDKM has draft operations and maintenance plan which will also be implemented during the 2024/2025. The municipality is under-budgeting for repairs and maintenance, this is due to cost cutting measures being implemented.

### **Financial Ratio's**

One of the Key Performance Areas of the Municipality in the IDP process is on Financial Viability which also contributes in assessing municipality's long-term sustainability. The municipality has not been paying its creditors on time resulting in litigations. This is as a result of financial constraints.

The consolidated annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the municipality to continue as a going concern is dependent on a number of factors. The most significant of these is that the government continue funding for the ongoing operations for the municipality to restore the solvency of the municipality.

Furthermore, in assessing the Municipality's liquidity position, the Municipality has applied the following mechanism to assess the cash position of the Municipality to support the implementation of the 2024/2025 MTREF budget.

- Debt collection rate
- Current ratio
- Cash coverage ratio

### **Debt Collection Rate**

According to the current age analysis the municipality is only collecting about 3 per cent which is far below the required rate of 95 per cent.

The municipality has to implement the following in order to improve the situation:

- Complete data cleansing
- Update the indigent register
- Replace all the defective meters and install meters where revenue potential is identified
- Fully implement credit control (including outsourcing of meter reading and legal).

### **Current Ratio**

The liquidity ratio provides an indication of the municipality's ability to pay its short term debts in the short-term (viability of an entity). The ratio indicates how many times the current assets, if liquidated, pay the current liabilities. The norm (considered acceptable) is 2:1 i.e. the current assets are double the current liabilities.

## **Budget Assumptions**

- CPI rate is 4.9% for the period 01 July 2024 to 30 June 2025
- UKDM tariff will remain the same until the cost reflective process is finalised
- Filling of critical post CFO: Budget and Treasury Office
- Average collection rate will be at 34% initially, gradually increasing with the continued implementation of revenue and debt collection strategies
- Interest rates will remain the same – Interest to service the long-term loan will not increase.
- The employee related basic salary costs will be allowed a maximum 5.5% increase

## 6.1 MTREF Budget Operating Expenditure for 2024/2025

| Description                                                          | Meduim-Term Revenue &Expenditure Framework |                           |                           |
|----------------------------------------------------------------------|--------------------------------------------|---------------------------|---------------------------|
| R thousand                                                           | Budget<br>2024/25                          | Budget Year +1<br>2025/26 | Budget Year +2<br>2026/27 |
| <b>Revenue</b>                                                       |                                            |                           |                           |
| <b>Exchange Revenue</b>                                              |                                            |                           |                           |
| Service charges - Electricity                                        | 6 453                                      | 5 703                     | 5 960                     |
| Service charges - Water                                              | 52 000                                     | 52 823                    | 55 255                    |
| Service charges - Waste Water Management                             | 482                                        | 504                       | 527                       |
| Sale of Goods and Rendering of Services                              | 250                                        | 262                       | 273                       |
| Interest earned from Receivables                                     | 11 018                                     | 11 525                    | 12 044                    |
| Interest earned from Current and Non Current Assets                  | 17 848                                     | 18 669                    | 19 509                    |
| Rental from Fixed Assets                                             | 336                                        | 351                       | 367                       |
| Operational Revenue                                                  | 163                                        | 183                       | 193                       |
| Transfer and subsidies - Operational                                 | 644 337                                    | 673 738                   | 710 811                   |
| <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>732 887</b>                             | <b>763 758</b>            | <b>804 939</b>            |
| <b>Expenditure</b>                                                   |                                            |                           |                           |
| Employee related costs                                               | 246 261                                    | 254 196                   | 262 547                   |
| Remuneration of councillors                                          | 12 127                                     | 12 733                    | 13 370                    |
| Bulk purchases - electricity                                         | 26 035                                     | 27 233                    | 28 458                    |
| Inventory consumed                                                   | 102 991                                    | 107 729                   | 112 577                   |
| Debt impairment                                                      | 12 565                                     | 13 142                    | 13 734                    |
| Depreciation and amortisation                                        | 59 283                                     | 62 247                    | 65 360                    |
| Interest                                                             | 1 164                                      | 1 217                     | 1 272                     |
| Contracted services                                                  | 115 332                                    | 123 986                   | 139 194                   |
| Operational costs                                                    | 153 781                                    | 161 013                   | 168 348                   |
| <b>Total Expenditure</b>                                             | <b>729 538</b>                             | <b>763 498</b>            | <b>804 859</b>            |
| <b>Surplus/(Deficit)</b>                                             | <b>3 348</b>                               | <b>261</b>                | <b>79</b>                 |

## 6.2 Revenue Framework

### Transfers and Grants

| Description                                                          | Meduim-Term Revenue &Expenditure Framework |                           |                           |
|----------------------------------------------------------------------|--------------------------------------------|---------------------------|---------------------------|
| R thousand                                                           | Budget<br>2024/25                          | Budget Year +1<br>2025/26 | Budget Year +2<br>2026/27 |
| <b>Revenue</b>                                                       |                                            |                           |                           |
| <b>Exchange Revenue</b>                                              |                                            |                           |                           |
| Service charges - Electricity                                        | 6 453                                      | 5 703                     | 5 960                     |
| Service charges - Water                                              | 52 000                                     | 52 823                    | 55 255                    |
| Service charges - Waste Water Management                             | 482                                        | 504                       | 527                       |
| Sale of Goods and Rendering of Services                              | 250                                        | 262                       | 273                       |
| Interest earned from Receivables                                     | 11 018                                     | 11 525                    | 12 044                    |
| Interest earned from Current and Non Current Assets                  | 17 848                                     | 18 669                    | 19 509                    |
| Rental from Fixed Assets                                             | 336                                        | 351                       | 367                       |
| Operational Revenue                                                  | 163                                        | 183                       | 193                       |
| Transfer and subsidies - Operational                                 | 644 337                                    | 673 738                   | 710 811                   |
| <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>732 887</b>                             | <b>763 758</b>            | <b>804 939</b>            |

| Description                                      | 2024/25 Medium Term Revenue & Expenditure Framework |                           |                           |
|--------------------------------------------------|-----------------------------------------------------|---------------------------|---------------------------|
|                                                  | Budget Year<br>2024/25                              | Budget Year +1<br>2025/26 | Budget Year +2<br>2026/27 |
| <b>Rands</b>                                     |                                                     |                           |                           |
| Equitable share                                  | (553 309 000)                                       | (586 136 000)             | (619 536 000)             |
| RSC Levies Replacement                           | (66 755 000)                                        | (69 388 000)              | (72 380 000)              |
| Expanded Public Works Programme Integrated Grant | (4 270 000)                                         | -                         | -                         |
| Project Management Unit- MIG                     | (13 557 900)                                        | (11 636 750)              | (12 176 748)              |
| Rural Road Asset Management                      | (2 945 000)                                         | (3 077 000)               | (3 218 000)               |
| Financial Management Grant(FMG)                  | (3 500 000)                                         | (3 500 000)               | (3 500 000)               |
| <b>Total Operating transfers and grants</b>      | <b>(644 336 900)</b>                                | <b>(673 737 750)</b>      | <b>(710 810 748)</b>      |
|                                                  |                                                     |                           |                           |
| Municipal Infrastructure Grant (MIG excl.PMU)    | (240 127 100)                                       | (245 126 550)             | (267 942 578)             |
| <b>Total transfers and grants</b>                | <b>(884 464 000)</b>                                | <b>(918 864 300)</b>      | <b>(978 753 326)</b>      |
|                                                  |                                                     |                           |                           |
| Transfers and subsidies- capital (In - Kind)     | <b>(201 175 000)</b>                                | <b>(236 788 000)</b>      | <b>(460 061 000)</b>      |

## Operating Expenditure by type

| UMKHANYAKUDE DISTRICT MUNICIPALITY | 2024/25 Medium Term Revenue & Expenditure |                           |                           |
|------------------------------------|-------------------------------------------|---------------------------|---------------------------|
| Discription                        | Budget Year<br>2024/25                    | Budget Year +1<br>2025/26 | Budget Year +2<br>2026/27 |
| <b>EXPENDITURE BY SOURCE</b>       |                                           |                           |                           |
| Employee related costs             | 246 260 647                               | 254 196 152               | 262 547 046               |
| Remuneration of councillors        | 12 126 880                                | 12 733 223                | 13 369 885                |
| Bulk purchases - electricity       | 26 034 901                                | 27 232 507                | 28 457 970                |
| Inventory consumed                 | 110 991 367                               | 115 728 969               | 120 576 773               |
| Debt impairment                    | 12 564 500                                | 13 142 467                | 13 733 878                |
| Depreciation and amortisation      | 59 283 317                                | 62 247 483                | 65 359 858                |
| Interest                           | 1 163 636                                 | 1 217 163                 | 1 271 936                 |
| Contracted services                | 119 432 133                               | 126 038 726               | 141 248 929               |
| Operational costs                  | 141 780 962                               | 149 013 345               | 156 347 761               |
| <b>TOTAL EXPENDITURE</b>           | <b>729 638 343</b>                        | <b>761 550 037</b>        | <b>802 914 034</b>        |

## Contracted Services

| ProjectDescription                                                 | FullYear           | OuterYear1         | OuterYear2         |
|--------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Repairs and maintenance Plant- Water distribution                  | 42 033 778         | 43 967 332         | 45 945 862         |
| Security Services                                                  | 24 418 388         | 25 541 634         | 30 691 007         |
| Legal Fees - Board & General                                       | 7 925 080          | 8 289 634          | 8 662 667          |
| Business and Financial Management                                  | 7 654 040          | 11 400 792         | 14 913 827         |
| Repairs and Maintanance- Electricity                               | 4 500 000          | 4 615 000          | 4 732 675          |
| Water Service Authority                                            | 4 000 000          | 4 184 000          | 6 910 840          |
| Repairs and maintenance Land & Buildings                           | 3 313 791          | 3 466 225          | 3 622 220          |
| IDP-Integrated Development Planning                                | 3 200 000          | 3 347 200          | 3 497 824          |
| Rural Road Asset Management                                        | 2 945 000          | 3 077 000          | 3 218 000          |
| Sport and recreation                                               | 2 250 000          | 2 353 500          | 2 459 407          |
| Payday Trainings and system upgrade                                | 2 050 000          | -                  | -                  |
| Internal Audit                                                     | 1 763 167          | 1 844 272          | 1 927 264          |
| System Support Services/IT                                         | 1 587 110          | 1 660 117          | 1 734 822          |
| REVENUE ENHANCEMENT                                                | 1 500 000          | 1 569 000          | 1 639 605          |
| Project Management Unit- MIG                                       | 1 200 000          | 1 255 200          | 1 311 684          |
| Msoa implementation/Budget and Treasury                            | 855 879            | 895 250            | 935 536            |
| Financial Management Grant(FMG)                                    | 850 000            | 889 100            | 929 109            |
| Municipal Health/Environmental Health/ Community & Social Services | 830 000            | 868 180            | 907 248            |
| Skills development trainings                                       | 800 000            | 836 800            | 874 456            |
| Communication                                                      | 750 000            | 784 500            | 819 802            |
| GIS Implementation                                                 | 700 000            | 846 000            | 993 070            |
| Recruitment and selection workshop                                 | 500 000            | 523 000            | 546 535            |
| Medical examinations                                               | 500 000            | 523 000            | 546 535            |
| LED FUND/Social Economic Development (Economic)                    | 450 000            | 454 600            | 459 310            |
| Cleaning Services                                                  | 450 000            | 470 700            | 491 881            |
| Expanded Public Work Programme                                     | 350 000            | 366 100            | 382 575            |
| HIV& AIDS Programme                                                | 330 000            | 313 800            | 327 921            |
| Repairs & Mantainance Furniture and Equipment                      | 315 900            | 330 431            | 345 301            |
| Tourism Projects/Social Econ Dev (Planning and Dev)                | 200 000            | 209 200            | 218 614            |
| Audit Committee                                                    | 200 000            | 209 200            | 218 614            |
| DISASTER MANAGEMENT ANNUAL REVIEW                                  | 180 000            | 104 600            | 109 307            |
| Environmental Management                                           | 170 000            | 153 000            | 154 000            |
| MPAC                                                               | 150 000            | 156 900            | 163 961            |
| DISABILITY                                                         | 100 000            | 104 600            | 109 307            |
| YOUTH DEVELOPMENT PROGRAMMES                                       | 100 000            | 104 600            | 109 309            |
| Art & Culture-Production and shows                                 | 100 000            | 104 600            | 109 307            |
| Art & Culture- Supporting of Senior Citizens games                 | 100 000            | 104 600            | 109 307            |
| Gender Programmes                                                  | 100 000            | 104 600            | 109 307            |
| Intergovernmental Relations                                        | 10 000             | 10 460             | 10 931             |
| <b>Total</b>                                                       | <b>119 432 133</b> | <b>126 038 727</b> | <b>141 248 947</b> |

## Special Programmes

| ProjectDescription                                 | Budget<br>2024/25 | Budget Year +1<br>2025/26 | Budget Year +2<br>2026/27 |
|----------------------------------------------------|-------------------|---------------------------|---------------------------|
| HIV& AIDS Programme                                | 300 000           | 418 400                   | 437 228                   |
| Disability                                         | 300 000           | 209 200                   | 218 614                   |
| Art & Culture- Supporting of Senior Citizens games | 300 000           | 313 800                   | 327 921                   |
| Gender Programmes                                  | 100 000           | 104 600                   | 109 307                   |
| Sport and recreation                               | 2 250 000         | 2 353 500                 | 2 459 408                 |
| LED FUND/Social Economic Development (Economic)    | 100 000           | 104 600                   | 109 307                   |
| Youth development programmes                       | 100 000           | 104 600                   | 109 307                   |
| <b>Total</b>                                       | <b>3 450 000</b>  | <b>3 608 700</b>          | <b>3 771 092</b>          |

The benefit to the communities within the district is as follows:

### **1. Financial**

- Subsidising the poor through the continued indigent registration drive

### **2. Social**

- Community programmes to address the high HIV/AIDS rate in the district
- Community programmes to address gender-based violence
- Contributing to cultural, sports and recreational programmes within the district
- Driving youth empowerment

## Summary of Capital Budget 2024-2025

| UMKHANYAKUDE DISTRICT                                                                                |                                                                                                        |                                                      |                                                      |                                                |
|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------|
| Project Title                                                                                        | Project Type (Water, Sanitation, Roads, Sportsfields Community Halls, Creches, Public Lighting, Other) | Total planned expenditure on MIG funds for 2024/2025 | Total planned expenditure on MIG funds for 2025/2026 | Total planned expenditure on MIG for 2026/2027 |
| <b>PMU 2024-2025 (Rands)</b>                                                                         |                                                                                                        | 13 557 900                                           | 14 199 450                                           | 14 909 423                                     |
| Jozini Low Cost Housing Sewer Upgrade                                                                | Sanitation                                                                                             | 11 467 051                                           |                                                      | -                                              |
| Jozini Regional Community Water Supply Scheme Phase 1A                                               | Water                                                                                                  | 2 500 000                                            | 53 653 297                                           | 55 000 000                                     |
| Manguzi Star of the Sea Water Project                                                                | Water                                                                                                  | 25 587 379                                           | 39 991 000                                           | 30 300 000                                     |
| Non – Revenue Water Project Phase 3                                                                  | Water                                                                                                  | 23 886 789                                           | -                                                    | 11 832 000                                     |
| Thembalethu Sanitation Project                                                                       | Sanitation                                                                                             | 23 204 197                                           |                                                      | 62 422 171                                     |
| Upgrade of the Hlabisa Town Sanitation System                                                        | Sanitation                                                                                             | 18 371 905                                           | 49 867 478                                           | 18 432 522                                     |
| Nondabuya Water Supply Scheme, Ward 6,8,9,14,19                                                      | Water                                                                                                  | 1 081 803                                            | -                                                    | -                                              |
| Refurbishment and Replacement of Water and Sanitation Infrastructure within all local municipalities | Water                                                                                                  | 45 190 229                                           | 37 955 950                                           | 5 256 721                                      |
| Upgrade of Command Reservoir & Water Reticulation -Hluhluwe Phase 2                                  | Water                                                                                                  | 22 695 867                                           | 32 118 182                                           | 48 829 366                                     |
| Construction of Manguzi Wastewater Treatment Works within Mhlabayalingana under ward 4               | Sanitation                                                                                             | 3 919 462                                            | -                                                    | -                                              |
| Construction of Nordale Sewer System within Mtubatuba under Ward 4                                   | Sanitation                                                                                             | 43 926 686                                           | 31 540 643                                           | 35 869 798                                     |
| Construction of St Lucia Waste Water Treatment Works within Mtubatuba under Ward 1                   | Sanitation                                                                                             | 18 295 733                                           |                                                      |                                                |
| <b>Total MIG including PMU</b>                                                                       |                                                                                                        | <b>253 685 000</b>                                   | <b>259 326 000</b>                                   | <b>282 852 000</b>                             |
| Less: PMU                                                                                            |                                                                                                        | 13 557 900                                           | 14 199 450                                           | 14 909 423                                     |
| <b>Total MIG excluding MIG</b>                                                                       |                                                                                                        | <b>240 127 100</b>                                   | <b>245 126 550</b>                                   | <b>267 942 578</b>                             |



## **7. SECTION G: DRAFT ANNUAL OPERATIONAL PLAN**

### **7.1 Organisational SDBIP for 2024/2025**

See Appendix 1

## **8. SECTION H: ORGANIZATIONAL AND INDIVIDUAL PMS**

### **Organisational Performance Management System (OPMS) -2024/2025**

#### **Preferred Performance Management Model**

A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organization to manage and analyse its performance. As such a model provides a common framework for what aspects of performance is going to be measured and managed. It further ensures that a balanced set of measures are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

A number of performance models are available and any of them could be applied by the Municipality. The available models include the Municipal Scorecard, Balanced Scorecard and the Key Performance Area Model. The District Municipality has chosen the Key Performance model. In the said model all indicators are grouped together under the national key performance areas as per the Systems Act and the local key performance areas as per the uMkhanyakude District Municipality's IDP. The said Model therefore enables the District Municipality to assess its performance based on the national and its own local key performance areas.

The following KPAs inform the OPMS of the Municipality:

1. Municipal Transformation and Institutional Development
2. Basic Service Delivery
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation
6. Cross Cutting Interventions

## The process of managing performance

The annual process of managing performance at organizational level in the Municipality involves the steps as set out in the diagram below:



### Performance Planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof therefore constitutes the process of planning for performance.

### Performance monitoring

Performance monitoring is an ongoing process by which a manager accountable for a specific indicator as set out in the organisational scorecard (and a service delivery target contained in a SDBIP) continuously monitors current performance against targets set.

### Performance measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator.

### Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action be taken.

## **Performance reporting and review**

The next two steps in the process of performance management namely that of performance reporting and performance review will be dealt with at the same time. This section is further divided into three sections dealing with the requirements for in-year versus annual reporting and reviews respectively and lastly a summary is provided of the various reporting requirements.

All employees of uMkhanyakude District Municipality need to gradually be subjected to regular reporting which would assist general managers in reporting quality output during performance reviews.

### **In-year performance reporting and review**

The submission of the scorecards to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the organisational and SDBIP scorecards be submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July to end of September - quarter 1 of the financial year), January (for the period October to the end of December - quarter 2), April (for the period January to the end of March - quarter 3) and July (for the period April to the end of June - quarter 4). Annual review shall be conducted no later than September.

The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

Performance review is the process where the leadership of an organisation, after the performance of the organisation have been measured and reported to it, reviews the results and decided on appropriate action. The Executive Committee in reviewing the organisational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council, minuted and actioned accordingly.

## **Annual performance reporting and review**

On an annual basis a comprehensive report on the performance of the Municipality also needs to be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in section 12 of the MFMA. In summary it requires that:

- All municipalities for each financial year compile an annual report
- The annual report be tabled within seven months after the end of the financial year
- The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon
- The municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report
- The oversight report as adopted be made public
- The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in the Province
- The annual report as tabled and the Council's oversight report be submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the Municipality. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the Municipality. It is however proposed that in an effort to assist the public in the process and subject to the availability of funding, a user-friendly citizens' report be produced in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

It is also proposed that annually a public campaign be embarked upon to involve the citizens of the Municipality in the review of municipal performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards should be used to convey the annual report.
- The public should be invited to submit comments on the annual report via telephone, fax and email.
- Public hearings could be held in a variety of locations to obtain input of the annual report.

## PERFORMANCE REPORT (22-23) AND CORRECTIVE MEASURES

### KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (5)

| OBJECTIVE                                                                                                                                                        | KPI NO | TARGET                                                                                  | STATUS                    | PERFORMANCE HIGHLIGHTS AND CHALLENGES                            | CORRECTIVE MEASURES                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------------------------------------------------------------------------|---------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| <b>A1. To provide effective and efficient human resource management aimed at achieving a skilled workforce that is responsive to service delivery and change</b> | A 1.1  | 100% of Municipality's budget allocated for WSP spent on implementation by 30 June 2023 | <b>Partially Achieved</b> | Training requests were not approved due to financial constraints | Workplace skills Plan will be reviewed and closely monitored in line with Skills Development Levy |
|                                                                                                                                                                  | A 1.2  | 3 people employed by 30 June 2023                                                       | <b>Achieved</b>           | None                                                             | None                                                                                              |
| <b>A2. To ensure effective implementation of Health and safety Plan</b>                                                                                          | A 2.1  | 4 Occupational Health and Safety reports submitted by 30 June 2023                      | <b>Achieved</b>           | None                                                             | None                                                                                              |
| <b>A3 To ensure effective and efficient administration</b>                                                                                                       | A 3.1  | 12 admin support services functionality assessment conducted by 30 June 2023            | <b>Achieved</b>           | None                                                             | None                                                                                              |
| <b>A4. To ensure adherence to evolving technology</b>                                                                                                            | A 4.1  | 4 ICT Framework functionality assessment conducted by 30 June 2023                      | <b>Achieved</b>           | None                                                             | None                                                                                              |

**KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT (12)**

| OBJECTIVE                                                                                                         | KPI NO | TARGET                                                                                                  | STATUS                    | PERFORMANCE HIGHLIGHTS AND CHALLENGES                                                                                                                                                                                                                                                       | CORRECTIVE MEASURES                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>B1. To provide high quality infrastructure network to support improved quality of life and economic growth</b> | B1.1   | 10,5 km of bulk pipes made to final work for provision of potable water in Umkhanyakude by 30 June 2023 | <b>Achieved</b>           | <p>The POE'S provided shows:</p> <p>Greater Ingwavuma -Zone 9 Phase 1<br/>-4, 770km</p> <p>-Zone 10 Phase 2<br/>2,510 km</p> <p>-Zone 10 Phase 1<br/>4,247 km</p> <p>Jozini Regional Phase 1A-3 -0,480 km</p> <p>Jozini Shemula Link Pipeline Phase 01 -0.668 km</p> <p>Total: 12,675km</p> | None                                                                                                                                                                                       |
|                                                                                                                   | B1.2   | 400 potable water yard connections in Umkhanyakude by 30 June 2023                                      | <b>Achieved</b>           | About 1452 yard connections were made. Of that, 726 connections have potable water. See attached Nondabuya CWSS Progress Report for the month ended 31 May 2023.                                                                                                                            | None                                                                                                                                                                                       |
|                                                                                                                   | B1.3   | 125 km of reticulation pipes installed for provision of potable water in Umkhanyakude by 30 June 2023   | <b>Partially Achieved</b> | <p>1. Projects such Nondabuya CWSS have since decelerated on the ground due to non-performance on the side of the Contractor.</p> <p>2. Manguzi Star of the Sea Zone 7A &amp; 7B have since been delayed slow procurement process.</p>                                                      | <p>1. Service Provider to rectify the default and align his programme with a revised due completion date.</p> <p>2. Appointed contractors to comply with contract obligations in order</p> |
|                                                                                                                   | B1.4   | 1200 households with access to basic level of service for sanitation provision by 30 June 2023          | <b>Achieved</b>           | All VIP units under this business plan package has been completed and the project will be closed-off.                                                                                                                                                                                       | None                                                                                                                                                                                       |

**KPA 2: BASIC SERVICE DELIVERY (12)...**

| OBJECTIVE                                                                                                            | KPI NO | TARGET                                                                                                                   | STATUS                    | PERFORMANCE HIGHLIGHTS AND CHALLENGES                                                                                                                                                                                                                                          | CORRECTIVE MEASURES                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>B1. To provide high quality infrastructure network to support improved quality of life and economic growth...</b> | B1.5   | 25% Overall progress attained on construction of 3.4 ML Mkhuze WWTW Plant by 30 June 2023                                | <b>Partially Achieved</b> | 25% progress could not be achieved on this project for the following reasons .<br>1.due to slow progress from the side of the contractor.<br>2.Contractor is experiencing cash flow challenges.<br>3.Contractor has since been terminated hence the lack of progress on site . | A Tender has been advertised as contract for appointment of another contractor .                                                                                                                                                        |
|                                                                                                                      | B1.6   | Reviewed WSDP submitted to council for adoption and loaded to Department of Water and Sanitation website by 30 June 2023 | <b>Not Achieved</b>       | All planned activities for Q4 were not achieved, due to the delays encountered by Umngeni Water to appoint the PSP under Section 63 Directive                                                                                                                                  | The municipality took the responsibility of appointing the PSP to review both WSDP and Water Services Master Plan. As a results Gibb Pty Ltd was appointed and will resume with the review for a period of 8 months in the 2023/2024 FY |
|                                                                                                                      | B1.8   | 2 implementable ready projects (WSIG & Big 5 Hlabisa sewer upgrade) for 22/23 FY completed by 30 June 2023               | <b>Not Achieved</b>       | Even though detailed designs for Hlabisa Sewer upgrade was submitted, no implementation will take place due to delaying EIA and Authorisation permit processes. Also the function of infrastructure provision was put under                                                    | The municipality to directly engage the Department of Water and Sanitation for fast-tracking the authorisation permit                                                                                                                   |



|  |      |                                                                                                                                    |                     |                                                                                                         |                                                                                                 |
|--|------|------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
|  |      |                                                                                                                                    |                     | administration by the Minister and is being performed by uMhlathuze water. Business plans were approved |                                                                                                 |
|  | B1.9 | 12 water quality management assessment reports for both potable and wastewater submitted to Extended MANCO and DWS by 30 June 2023 | <b>Not Achieved</b> | No water quality reports were submitted due to delayed appointment of the PSP                           | The municipality is currently engaging with Umngeni Water to undertake water quality management |

**KPA 2: BASIC SERVICE DELIVERY (12)...**

| OBJECTIVE                                                                                                            | KPI NO | TARGET                                                                                                                    | STATUS                    | PERFORMANCE HIGHLIGHTS AND CHALLENGES                                                                                             | CORRECTIVE MEASURES                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
|                                                                                                                      | B1.10  | 6 of water demand and conservation reports management submitted to Technical Services Portfolio Committee by 30 June 2023 | <b>Partially Achieved</b> | The Service Provider only managed to submit a progress report to the Strategic Planning Session that was attended by full Council | Regular updates on this project will be provided during 2023/2024 FY                                                 |
| <b>B1. To provide high quality infrastructure network to support improved quality of life and economic growth...</b> | B1.12  | 6 potable water plants functionality reports submitted to Technical Services Portfolio Committee by 30 June 2023          | <b>Achieved</b>           | None                                                                                                                              | None                                                                                                                 |
|                                                                                                                      | B1.13  | 6 sanitation plants functionality reports submitted to Technical Services Portfolio Committee by 30 June 2023             | <b>Achieved</b>           | None                                                                                                                              | None                                                                                                                 |
|                                                                                                                      | B1.14  | 1000 households installed with smart electricity metres at KwaMsane area by 30 June 2023                                  | <b>Partially Achieved</b> | Appointment of service provider for smart electricity metre installation got delayed due budgetary issues                         | Management to be decisive on the project continuity and make a budget provision in order for the project to continue |

**KPA 3: LOCAL ECONOMIC DEVELOPMENT (5)**

| OBJECTIVE                                                                                                   | KPI NO | TARGET                                                                       | STATUS              | PERFORMANCE HIGHLIGHTS AND CHALLENGES                                                                                                                                                                                                                               | CORRECTIVE MEASURES                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>C1. To expand district economic output and increase quantity and quality of employment opportunities</b> | C1.1   | 4 LED projects implemented (1 per LM) by 30 June 2023                        | <b>Not Achieved</b> | The target was to implement 4 LED projects (one per LM) but due to financial constraints it wasn't achieved. A proposal was submitted to the Accounting Officer, who then rejected the proposal, citing a lack of funding and clear guidelines for funding purposes | The target is moved to the 2023/24 financial year (Q1).                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                             | C1.2   | Council adopted Tourism Strategy by 30 June 2023                             | <b>Not Achieved</b> | Report was not presented to Manco                                                                                                                                                                                                                                   | Adoption of the Strategy will be concluded before the end of Q1 of 23-24 FY                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                             | C1.3   | 4 of SMME and entrepreneurial programmes (1 per LM) promoted by 30 June 2023 | <b>Not Achieved</b> | Due to financial constraints the project could not be achieved                                                                                                                                                                                                      | EDTEA and UMDA for their assistance, which then led to us hosting a pre-establishment workshop (attendance The target aimed to assist with trainings for cooperatives, SMMEs, informal traders and the hosting of Local Economic Development Indaba (which targeted 100 business people, and to also introduce the District Business Chamber). EDTEA was requested for support then committed to conduct these trainings in the 1st quarter of 2023/24 financial year. |

|  |      |                                                                       |                           |                                                                                                                      |                                                                                                            |
|--|------|-----------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
|  | C1.4 | 4 economic development programmes implemented by UMDA by 30 June 2023 | <b>Partially Achieved</b> | Financial constraints                                                                                                | Projects will be rolled out in 23/24 financial year                                                        |
|  | C1.5 | 200 Jobs created by 30 June 2023                                      | <b>Partially Achieved</b> | The process of recruiting people for EPWP delayed due to poor coordination in the processing of potential candidates | Recruitment processes in 23-24 FY will be engaged on time to avoid employment of less people than expected |

**KPA 4: FINANCIAL VIABILITY AND MANAGEMENT (11)**

| OBJECTIVE                                                               | KPI NO | TARGET                                                                                                   | STATUS                    | PERFORMANCE HIGHLIGHTS AND CHALLENGES                                                                    | CORRECTIVE MEASURES                                                                                                            |
|-------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| <b>D1 To Implement Revenue Collection Strategy</b>                      | D1.1   | 95% collection rate achieved by 30 June 2023                                                             | <b>3</b>                  | None                                                                                                     | None                                                                                                                           |
|                                                                         | D1.2   | Outstanding Service Debtors to Service Revenue ratio maintained at less than 0,5 throughout the 22/23 FY | <b>Not Achieved</b>       | Inaccurate information on the system, faulty meter, outdated infrastructure,                             | Faulty metres are being upgraded to new functional ones which will come into effect during 2023/2024 FY                        |
| <b>D2 To improve expenditure management</b>                             | D2.1   | More than 1 Debt coverage Ratio maintained throughout the 22/23 FY                                       | <b>Achieved</b>           | None                                                                                                     | None                                                                                                                           |
|                                                                         | D2.2   | Not more than 5% of contracted service on operating expenditure achieved throughout 2022/2023 FY         | <b>Partially Achieved</b> | Lack of human capacity has been a driving factor in using service providers which was not cost effective | Cost containment measures are being implemented to adhere with section52(d) of the MFMA                                        |
| <b>D3. To Improve Financial Management</b>                              | D3.1   | More than 1 Cost Coverage Ratio maintained throughout the 22/23 FY                                       | <b>Achieved</b>           | None                                                                                                     | None                                                                                                                           |
| <b>D4. To Effectively Implement Supply Chain Management Regulations</b> | D4.1   | More than 95% expenditure on infrastructure achieved by 30 June 2023                                     | <b>Not Achieved</b>       | delays in appointments of service providers to implement project                                         | SCM processes need to be started early enough so that expenditure on projects is in line with projections and procurement plan |

|                                                                                                   |      |                                                                                                |                 |      |      |
|---------------------------------------------------------------------------------------------------|------|------------------------------------------------------------------------------------------------|-----------------|------|------|
| <b>D5. To ensure effective and efficient management of current assets and current liabilities</b> | D5.1 | More than 95% of service charges and property rates revenue budget implemented by 30 June 2023 | <b>Achieved</b> | None | None |
|---------------------------------------------------------------------------------------------------|------|------------------------------------------------------------------------------------------------|-----------------|------|------|

**KPA 4: FINANCIAL VIABILITY AND MANAGEMENT (7)...**

| OBJECTIVE                                          | KPI NO | TARGET                                                                                                                    | STATUS              | PERFORMANCE HIGHLIGHTS AND CHALLENGES                                        | CORRECTIVE MEASURES                                                                                     |
|----------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <b>D1 To Implement Revenue Collection Strategy</b> | D6.1   | More 95% of operating revenue budget implemented by 30 June 2023                                                          | <b>Achieved</b>     | None                                                                         | None                                                                                                    |
|                                                    | D6.2   | 0% of Irregular Fruitless, Wasteful and Unauthorised, Expenditure (IFWUE) achieved over total expenditure by 30 June 2023 | <b>Not Achieved</b> | Inaccurate information on the system, faulty meter, outdated infrastructure, | Faulty metres are being upgraded to new functional ones which will come into effect during 2023/2024 FY |
| <b>D6. To Improve Budget Implementation</b>        | D6.3   | More than 1 month coverage ratio maintained throughout 2022/2023 FY                                                       | <b>Achieved</b>     | None                                                                         | None                                                                                                    |
|                                                    | D7.1   | Statement of financial position to be maintained between 1:5 to 2:1 throughout 2022/2023 FY                               | <b>Achieved</b>     | None                                                                         | None                                                                                                    |

**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (5)**

| OBJECTIVE                                                                          | KPI NO | TARGET                                                                                                                                                      | STATUS                    | PERFORMANCE HIGHLIGHTS AND CHALLENGES                                                      | CORRECTIVE MEASURES                                                                                                                                                                                   |
|------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>E1. To improve the quality of lives for people within Umkhanyakude District</b> | E1.1   | 4 Programmes (Snr Citizens, Gender, HIV/AIDS & Disability) implemented by 30 June 2023                                                                      | <b>Achieved</b>           | None                                                                                       | None                                                                                                                                                                                                  |
|                                                                                    | E1.2   | 16 Environmental Management Services functionality assessments conducted (water quality, Food Safety, Chemical Safety & Health and Hygiene) by 30 June 2023 | <b>Partially Achieved</b> | Budget constraints resulted target not being fully achieved                                | Target to be reviewed after mid-term period in 2023/2024                                                                                                                                              |
| <b>E2. To ensure excellence in governance and leadership</b>                       | E2.1   | 4 functionality assessment reports on risk Management submitted to Extended MANCO for discussion by 30 June 2023                                            | <b>Not Achieved</b>       |                                                                                            | The Chairperson for Risk Management has been appointed and all outstanding matters will be addressed                                                                                                  |
|                                                                                    | E2.2   | 4 oversight functionality reports submitted to Extended MANCO for discussion by 30 June 2023 (4 for AUDCOM)                                                 | <b>Partially Achieved</b> | The IA was appointed towards the end of the FY and had to review all reports from Q1 to Q3 | All reports for 22/23 FY will be reviewed and submitted to AUDCOM                                                                                                                                     |
|                                                                                    | E2.3   | 4 DDM functionality reports submitted to Extended MANCO for discussion by 30 June 2023                                                                      | <b>Partially Achieved</b> |                                                                                            | The Municipality to prioritise the sitting of Political Hub and also the resolution was taken for Local Government Specialist to assist with sitting of Political Hub by discussing with MEC Champion |



**KPA 6: CROSS CUTTING INTERVENTIONS (5)**

| OBJECTIVE                                               | KPI NO | TARGET                                                                                                                                               | STATUS          | PERFORMANCE HIGHLIGHTS AND CHALLENGES | CORRECTIVE MEASURES |
|---------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------------------|---------------------|
| <b>Performance Management System</b>                    | F1.1   | PMS Framework developed and adopted by Council by 30 June 2023                                                                                       | <b>Achieved</b> | None                                  | None                |
| <b>Integrated Development Plan</b>                      | F2.1   | IDP Reviewed and adopted by Council by 31 May 2023                                                                                                   | <b>Achieved</b> | None                                  | None                |
| <b>Integrity and Quality of Physical Environment</b>    | F3.1   | 4 functionality assessment reports submitted to Extended MANCO for discussion on implementation of SPLUMA and LUMF by 30 June 2023                   | <b>Achieved</b> | None                                  | None                |
| <b>Integrity and Quality of Physical Environment...</b> | F3.2   | Council adopted SDF review by 31 May 2023                                                                                                            | <b>Achieved</b> | None                                  | None                |
| <b>Functional Disaster Management Unit</b>              | F4.1   | 4 Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Extended MANCO for discussion by 30 June 2023 | <b>Achieved</b> | None                                  | None                |

## Abridged AG PMS Action Plan

| COMAF No | NATURE OF AUDIT FINDING                                                                                                                                                   | Status Quo                                                                                                                                                                                                         |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17       | 4. APR Indicator B.1.14 Number of households installed with smart electricity metres-Inconsistencies between SDBIP targets and APR targets                                | The finding by AG is acknowledged. This was a typo error. The APR was adjusted as per AG's recommendation.                                                                                                         |
| 17,3     | 6. B.1.2. Number of potable water yard connections in uMkhanyakude-Limitation of scope- Progress report (POE) does not support the reported as an achievement             | Relevant information has been submitted to the AG, finding has been resolved.                                                                                                                                      |
| 17,6     | 9. B.1.14. Number of households installed with smart electricity metres-Electricity installed not working                                                                 | The four meters installed in KwaMsane were part of a pilot project of a separate project from that which is aimed at achieving the target. Actually no meters were installed. Management has since revised the APR |
| 17,8     | 10. APR Indicator B.1.5 Percentage progress in construction of borne sanitation plant- Inconsistency between the unit of measure in the APR and the indicator description | The Municipality acknowledge the finding. The unit of measure will be corrected to be in line with the target (percentage)                                                                                         |

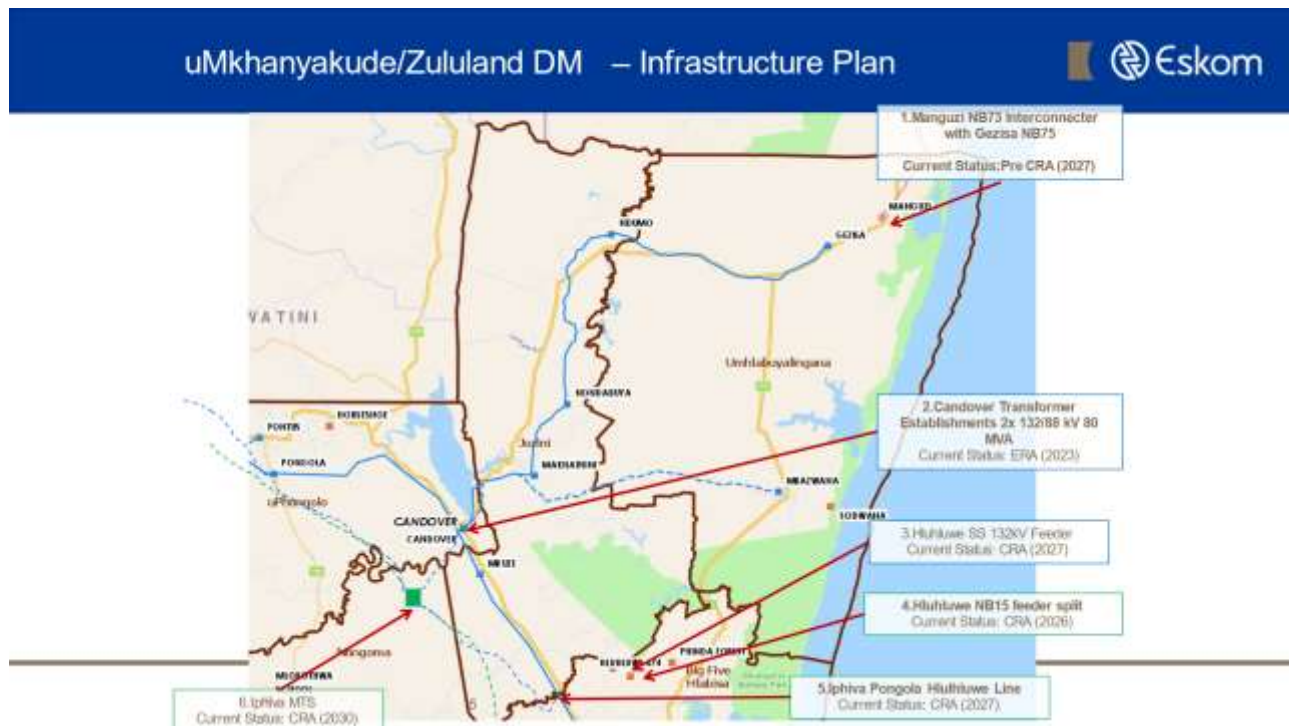
## 9. SECTION I: PROJECTS FOR 2024/2025

### 9.1 Umkhanyakude MIG Projects – 24/25

| UMKHANYAKUDE DISTRICT                                                                                |                                                                                                        |                                                      |                                                      |                                                |
|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------|
| Project Title                                                                                        | Project Type (Water, Sanitation, Roads, Sportsfields Community Halls, Creches, Public Lighting, Other) | Total planned expenditure on MIG funds for 2024/2025 | Total planned expenditure on MIG funds for 2025/2026 | Total planned expenditure on MIG for 2026/2027 |
| <b>PMU 2024-2025 (Rands)</b>                                                                         |                                                                                                        | 13 557 900                                           | 14 199 450                                           | 14 909 423                                     |
| Jozini Low Cost Housing Sewer Upgrade                                                                | Sanitation                                                                                             | 11 467 051                                           |                                                      | -                                              |
| Jozini Regional Community Water Supply Scheme Phase 1A                                               | Water                                                                                                  | 2 500 000                                            | 53 653 297                                           | 55 000 000                                     |
| Manguzi Star of the Sea Water Project                                                                | Water                                                                                                  | 25 587 379                                           | 39 991 000                                           | 30 300 000                                     |
| Non – Revenue Water Project Phase 3                                                                  | Water                                                                                                  | 23 886 789                                           | -                                                    | 11 832 000                                     |
| Thembaletu Sanitation Project                                                                        | Sanitation                                                                                             | 23 204 197                                           |                                                      | 62 422 171                                     |
| Upgrade of the Hlabisa Town Sanitation System                                                        | Sanitation                                                                                             | 18 371 905                                           | 49 867 478                                           | 18 432 522                                     |
| Nondabuya Water Supply Scheme, Ward 6,8,9,14,19                                                      | Water                                                                                                  | 1 081 803                                            | -                                                    | -                                              |
| Refurbishment and Replacement of Water and Sanitation Infrastructure within all local municipalities | Water                                                                                                  | 45 190 229                                           | 37 955 950                                           | 5 256 721                                      |
| Upgrade of Command Reservoir & Water Reticulation -Hluhluwe Phase 2                                  | Water                                                                                                  | 22 695 867                                           | 32 118 182                                           | 48 829 366                                     |
| Construction of Manguzi Wastewater Treatment Works within Mhlabuyalingana under ward 4               | Sanitation                                                                                             | 3 919 462                                            | -                                                    | -                                              |
| Construction of Nordale Sewer System within Mtubatuba under Ward 4                                   | Sanitation                                                                                             | 43 926 686                                           | 31 540 643                                           | 35 869 798                                     |
| Construction of St Lucia Waste Water Treatment Works within Mtubatuba under Ward 1                   | Sanitation                                                                                             | 18 295 733                                           |                                                      |                                                |
| <b>Total MIG including PMU</b>                                                                       |                                                                                                        | <b>253 685 000</b>                                   | <b>259 326 000</b>                                   | <b>282 852 000</b>                             |
| Less: PMU                                                                                            |                                                                                                        | 13 557 900                                           | 14 199 450                                           | 14 909 423                                     |
| <b>Total MIG excluding MIG</b>                                                                       |                                                                                                        | <b>240 127 100</b>                                   | <b>245 126 550</b>                                   | <b>267 942 578</b>                             |

## 9.3 Sector Departments and Service Providers Projects

### ESKOM Projects



**uMkhanyakude DM – Infrastructure Plan and Progress \***

|   | Project Name                                                           | Status  | Planned Completion date |
|---|------------------------------------------------------------------------|---------|-------------------------|
| 1 | Manguzi NB73 Interconnector with Gezisa NB75                           | CRA     | 2027                    |
| 2 | Candover 132kV Switching Station additional 132kV Feeder Bay Establish | Pre CRA | 2028                    |
| 3 | Hluhluwe 132kV Feeder                                                  | CRA     | 2027                    |
| 4 | Iphiva Pongola L1 and Iphiva Hluhluwe 132 kV Double Circuit            | CRA     | 2027                    |
| 5 | Iphiva MTS                                                             | CRA     | 2030                    |
| 6 | Hluhluwe NB12 Line Upgrade                                             | Pre CRA | 2028                    |

## **10. SECTION J: ANNEXURES**

**Annexure A – Spatial Development Framework - 24/25**

**Annexure B – Disaster Management Framework – 24/25**

## **11. SECTION K: APPENDICES**

**Appendix 1 – Organisational SDBIP – 2024/2025**

**Appendix 2 – AG Report 22/23**

**Appendix 3 – Audit Action Plan**

**Appendix 4 – One Plan One Budget**

**Appendix 5 – Organogram**

**Appendix 6 – HRD Strategy**

**Appendix 7 – Public Participation Strategy**

**Appendix 8 – Communication Strategy**

**Appendix 9 – ICT Framework**

**Appendix 10 – Audit Committee Report (not available)**

**Appendix 11 – Umkhanyakude Investment Strategy 24-25**

**Appendix 12 – Umkhanyakude LED Strategy**

**Appendix 13 – Umkhanyakude Economic Recovery Plan**

**Appendix 15 – Financial Plan – 2024/2025**

**Appendix 16 – 5 Year Implementation Plan 2024/2025**

**Appendix 17 – Progress Report on Implementation Plan 2024/2025**

**Appendix 18 – Public and Freight Plan for Umkhanyakude DM**

**Appendix 19 – Department of Transport Projects for UKDM**

**Appendix 20 – Environmental Profile for UKDM**

# *UMkhanyakude District Municipality Spatial Development Framework (Final SDF)*



*Prepared by: Planning & Economic Development Department*

*May 2024*

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## 1. INTRODUCTION

The uMkhanyakude District Municipality seeks guidance by reviewing its Spatial Development Framework (SDF) to ensure it is sustainable, legally compliant and provides a clear framework for local municipality schemes. Central to the SDF is the drive towards redressing segregation, backlog, and land use issues, social and economic developmental activities. The SDF aims to promote sustainable, healthy, functional, and integrated human settlements. It also seeks to maximise resource efficiency and enhance regional identity and unique character of a place.

The SDF encompasses several developmental planning and management disciplines encouraged by current policies, programs strategies and growth models within its operational management function. The disciplines are all interlinked both naturally and logically, in the evidence of influence and the outcome, the benefits and the faults. This suggests the need to take a closer look at these development disciplines, of which are driven by the same principles that include equity, sustainability, justice, coordination, and elastic. The objective of the SDF operation management function is to promote a livelihood community, preserve the environment and promote resources efficiency. The developmental disciplines are dependent on each other namely the three pillars of function, and can be summarised into: environmental, social and economic, the political discipline is in uniformity with the three disciplines, it is considered the fourth pillar because of its influential role in shaping and governing development, it completes the three legs, discipline model.

The disciplines guide and inform the strategic structuring and formulation of the SDF, to ensure the establishment of a relevant, efficient and effective developmental framework. The SDF in line with the Integrated Development Plan (IDP) has a responsibility of creating balance within the development world via spatial configuration and planning. Borrowing development principles from the different disciplines (environmental, social, and economic studies), it constructs a body of development tools that direct developmental initiatives within communities'/human settlements and also outline strategic spatial use. One of the keyways to govern the impact and growth of society on the environment is through regulating land use and planning. There has been a significant shift in the array of regulatory planning tools and authorities as an attempt to seek for a more sustainable planning model to achieve a balance between the dictates of socio-economic development and environmental preservation.

The outcome established key planning tools, which are inherent in domestic legal frameworks, and they include: integrated development planning; future spatial planning; zoning schemes; subdivision; title deed restrictions; environmental impact assessment; the designation of protected areas; and in the context of coastal management, integrated coastal planning. The SDF is compiled together for relevancy to domestic legal practitioners, government officials and service providers by providing understanding of South Africa's socio-economic dynamics, environmental impact assessments, coastal planning, and sensitive areas. The figure below represents the compactness of the operational management of the SDF model/perspective. Government, private sector, and local communities.



*Figure. 1: SDF operational management model / perspective*

## 1.1 PURPOSE

The Umkhanyakude District Municipality seeks to enlist the services of a service provider to assist with the reviewing and updating of the existing Umkhanyakude District Municipality Spatial Development Framework (SDF). The Umkhanyakude District Municipality has thus appointed Mashize Investments Pty Ltd as a service provider to review and amend the existing Umkhanyakude SDF.

This document is a second in a series of reports to be produced as part of a process towards the review and updating of an SDF for Umkhanyakude District Municipality. It presents a Brief Scan integration of relevant elements the existing Status Quo, SEA and IDP Reports as developed in the current financial year.

The Umkhanyakude District Municipality seeks guidance in reviewing its SDF to ensure it is sustainable, legally compliant and provides a clear framework for local municipality schemes. Central to the SDF is the drive towards redressing segregation of people, land use, social and economic activities. The aims of the SDF are to promote sustainable functional and integrated human settlements, maximise resource efficiency, and enhance regional identity and unique character of a place.

## 1.2 STUDY AREA

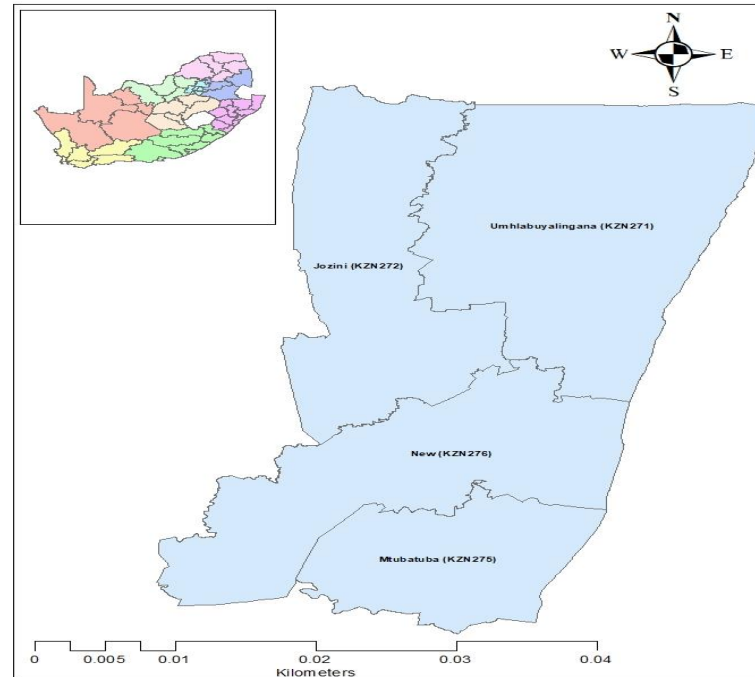


Figure 1: Location of Umkhanyakude District Municipality

UMkhanyakude District Municipality is located in the far Northern region of KwaZulu-Natal Province in South Africa (32,014489; -27,622242). The region has an area of 12 818 Km<sup>2</sup> making it a second largest District in KwaZulu-Natal in terms of size behind its neighbouring District, Zululand District Municipality. The Umkhanyakude District Municipality has a population size of 625 846 people in 2011 and 689,090 in 2016, which has grown to 9,2%( STATSSA 2016 Community Survey).



Umkhanyakude District also has the World Heritage Site known as Isimangaliso Wetland Park which encompasses the entire coastline of more than 200 km. Figure 1 indicates the boundaries of the 5 local municipalities within the UMkhanyakude District and surrounding neighbourhoods.

## 2.1 LEGAL CONTEXT REVIEW

The reviewing process of the UMkhanyakude District Municipality SDF requires a legal guideline which have been crafted since 1994 to ensure all set municipal frameworks are for ideal usability and functionality for all intended users and the overall municipal vision.

### 2.1.1 SPATIAL PLANNING MANDATE

Since the introduction of the democratic dispensation in South Africa, the notion of spatial planning, given effect in the form of spatial development plans and spatial targeting, has gained momentum. This is the case in all spheres of government. At a national level, this focus first emerged within the context of the Reconstruction and Development Programme (RDP) and was given statutory emphasis through the Development Facilitation Act (DFA). Spatial targeting was first built into the Integrated Sustainable Development Strategy (ISRDP) which identified 13 nodal areas.

### 2.2.2 NATIONAL PLANNING POLICY

#### 1.2.2.1 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA ACT (ACT NO. 108 OF 1996)

In its desire for local government was conceived as “the local sphere of government with the constitutional mandate to carry out a number of development duties.” Chapter 7 of the constitution states that it is the object of local government to “encourage the involvement of communities and community organisations in the matter of local government.” Local government must also promote the Bill of Rights, which community organisations in the matter of local government.”

Local government must also promote the Bill of Rights, which reflects the nation’s value about human dignity, equality and freedom, and uphold the principles protected in the Constitution.

#### 2.2.2.2 NATIONAL DEVELOPMENT PLAN, 2011

The National Spatial Development Plan (NSDP) was introduced in the early 2000s and has had a profound impact in terms of spatial planning at a national level. It has since been replaced by the National Development Plan 'Vision 2030' (NDP). The NDP is now widely acclaimed as a blueprint of the country in terms of development.

The NDP 2030 presents a long-term vision for South Africa and addresses the Government's programme to attack poverty and deprivation with the aim of nation-building.

The vision highlights focus areas, which are also in its broader context relevant to an SDF. These are:

- The economy and employment;
- Economic infrastructure;
- Transition to a low carbon economy;
- An inclusive rural economy;
- Positioning South Africa in the world;
- Human settlements;
- Improving education, innovation and training;
- Promoting health;
- Social protection and building safer communities;
- Building a capable state;
- Promoting accountability and fighting corruption; and
- Transforming society and uniting the country.

#### **Implication**

There are notable projects that link to the area which are identified by NDP. These include the development of N2 Toll Road etc

#### **2.2.2.3 THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE**

This policy aims at guiding government investment on a national level in such a manner that the greatest measure of benefits could be obtained from such investments. This is done through an in-depth understanding of the national space economy.

The legislation focuses on addressing the following key elements: -

- Economic growth which is a prerequisite for the achievement of poverty alleviation;

- Government has a constitutional obligation to provide basic services to all citizens wherever they reside;
- Beyond basic services, government spending on fixed investments should be focused on localities of economic growth and economic potential;
- In localities with low demonstrated economic potential, the government should, beyond the provision of basic services, concentrate mainly on human capital development;
- Future settlements and economic development opportunities which should be channelled into activity corridors and nodes.

**Implication**

It is the duty of government to provide basic services in such localities of low economic potential. The implication of this is that communities must be provided with basic services no matter where they are situated, but with the understanding that level of services will differ depending on the region. This is where efficient resource management and protection of resources intervene.

**2.2.2.4 NEW GROWTH PATH, 2010**

The New Growth Path is a government strategy in pursuit of the national vision contained in the National Development Plan. The New Growth Path has a national strategic vision to place jobs and decent work at the centre of economic policy.

It sets a target of five million jobs to be created by 2020. It sets out the key jobs drivers and the priority sectors that need to be focused on over the next few years. It is based on strong, sustained, inclusive economic growth and the rebuilding of the productive sectors of the economy. Infrastructure development has been identified as the foundation for more jobs and addressing rural under-development.

There is growing consensus that creating decent work, reducing inequality, and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth.

The Government is committed to forgoing such a consensus and leading the way by:

- Identifying areas where employment creation is possible on a large scale, thus substantial changes in conditions in South Africa and globally;
- Developing a policy package to facilitate employment creation in these areas;
- A comprehensive drive to enhance both social equity and competitiveness;
- Systemic changes to mobilise domestic investments around activities that can create sustainable employment; and
- Strong social dialogue to focus all stakeholders on encouraging growth in employment creating activities.

**Implication**

The new growth path must aim to break the spatial challenges embedded by the Apartheid Era through the identification of areas for focused investment in infrastructure, and the identification of viable and sustainable opportunities for historically disadvantaged regions.

Rural development will always be dependent on links with main urban areas, and can for example produce for the industries situated within the close by urban areas. With the extraordinary differences in natural, economic and social conditions local municipalities must adapt the broad drivers in the growth path to their circumstances.

A spatial economic strategy will indicate how the jobs drivers affect different provinces, municipalities and rural areas, linking into the rural development strategy and industrial policies. The purpose of a spatial development framework on district (municipal) Level will thus be entail identification of the unique aspects provided by the municipal area to develop the job drivers.

#### 2.2.2.5 NATIONAL INFRASTRUCTURE PLAN, 2014

This plan is a bold effort to transform the economy, laying the basis for growth and job creation. The plan is an opportunity to mobilise the nation behind a common vision, develop a common platform for delivery to the nation and build partnerships with business and labour. It seeks to promote:

- Re-industrialisation through the manufacturing of inputs, components, and machinery.
- Skills development aimed at critical categories; and
- Greening the economy empowerment.

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

On 6 May 2011 the Department of Rural Development and Land Reform published the Draft Spatial Planning and Land Use Management Bill for public comment. This was passed into law and ascended as legislation in August 2013 (Spatial Planning and Land Use Management Act No 16 of 2013 – SPLUMA). It replaced the Development Facilitation Act No 67 of 1995, Removal of Restrictions Act No 84 of 1967, the Physical Planning Act No 88 of 1967 and other laws. SPLUMA provides, inter alia, for a uniform, effective, efficient and integrated regulatory framework for spatial planning, land use and land use management in a manner that promotes the principles of co-operative government and public interest. It provides for and determines development principles, compulsory norms and standards for land use management, promotes sustainable and efficient use of land. The act aims to provide a framework for spatial planning and land use management in the Republic; to specify the relationship between spatial planning and the land use management system.

Generally, it aims to provide for the inclusive, developmental, equitable and efficient spatial planning to provide a framework for the monitoring, coordination and review of the spatial planning and land use management.

SPLUMA aims to do away with the many people in South Africa that continue to live and work in places defined and influenced by past spatial planning and land use laws and practices which were based on: -

- Segregation;
- Racial inequality; and
- Unsustainable settlement patterns;

SPLUMA has become the official overarching legislation for development planning in the country and has repealed the following legislations previously used for various development planning purposes:

- Removal of Restrictions Act, 1967 (Act No. 84 of 1967)
- Physical Planning Act, 1967 (Act No. 88 of 1967)
- Less Formal Township Establishment Act, 1991 (Act No. 133 of 1991)
- Physical Planning Act, 1991 (Act No. 125 of 1991)
- Development Facilitation Act, 1995 (Act No. 67 of 1995)
- Some of the key aspects that SPLUMA deals with are:
  - Development Principles and Norms and Standards
  - Intergovernmental Support
  - Spatial development Frameworks
  - Land Use Management
  - Land Development Management

Section 35 (2) Of SPLUMA states; “A municipality must, in order to determine land use development applications within its municipal area, establish a Municipal Planning Tribunal. A Municipal Planning Tribunal (MPT) is the decision making body for Land Development. In terms of the Draft Regulations in terms of SPLUMA, All category 1 applications must be referred to the Tribunal:

- a) The establishment of a township or the extension of the boundaries of a township;
- b) The amendment of an existing scheme or land use scheme by the rezoning of land;
- c) The removal, amendment or suspension of a restrictive or obsolete condition, servitude or reservation registered against the title of the land;
- d) The amendment or cancellation in whole or in part of a general plan of a township;
- e) The subdivision and consolidation of any land other than a subdivision and consolidation which is provided for as a Category 2 application;
- f) Permanent closure of any public place;
- g) Any consent or approval required in terms of a condition of title, a condition of establishment of a township or condition of an existing scheme or land use scheme.

The majority of these have serious implications for spatial planning at a local level. In view of the scope of work including coastal urbanity, rural/ peri-urban nature that characterizes Umkhanyakude.

### **Comprehensive Rural Development Programme (CRDP)**

The Comprehensive Rural Development Programme (CRDP) acknowledges that the poverty landscape and lack of services in the rural areas of the country has not adequately shifted much since 2001. This is because the areas identified as distressed areas by both ISRDP and other programmes mirror the work done by the Department of Co-operative Government and Traditional Affairs in the State of Local Government Report (2009) and the Municipal Turnaround Strategy. The CRDP is implemented at a national level with the goal to create vibrant, equitable and sustainable rural communities. CRDP seeks to maximize the use and management of natural resources to create vibrant, equitable and sustainable rural communities. This includes:

- **Contributing to the redistribution of 30% of the country's agricultural land;**
- **Improving food security of the rural poor; and**
- **Creation of business opportunities, de-congesting and rehabilitation of over-crowded former homeland areas.**

In line with the CRDP, UMkhanyakude SDF will, in the short to medium term, prioritize the revitalization of rural towns, stimulation of agricultural production with a view to contributing to food security, and aggressive implementation of land and agrarian reform policies. In the long-term, it will provide for the transformation of rural settlements into efficient, generative and sustainable settlements. This includes the protection of natural resources and identification of areas with potential for investment and job creation.

#### **2.2.2.7 BREAKING NEW GROUND (BNG)**

The Comprehensive Plan for the development of Sustainable Human Settlements (August 2004) promotes the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. This program seeks to use housing delivery as a means for the development of sustainable human settlements in support of spatial restructuring. It moves beyond the provision of basic shelter towards achieving the broader vision of integrated, sustainable and economically generative human settlement systems at both local and regional scales. The following are fundamental tenets and underlying principles of this new approach:

- Progressive informal settlement eradication;
- Promoting densification and integration in urban centres;

- Enhancing spatial planning in both urban and rural contexts;
- Enhancing the quality and location of new housing projects;
- Supporting urban renewal programmes; and
- Developing social and economic infrastructure.

### **Implication**

Within the rural context, there is a need to make housing interventions more effective, to enhance the traditional technologies and indigenous knowledge which are being used to construct housing in rural areas and to improve shelter, services and tenure where these are priorities for the people living there. Within the urban context, there is a need to focus on “changing the face” of the stereotypical “RDP” houses and settlements through promotion of alternative technology and design.

#### **2.2.2.8 NATIONAL ENVIRONMENTAL MANAGEMENT ACT NO. 107 OF 1998(NEMA)**

UMkhanyakude district is characterized by a number of intrinsic environmental qualities which needs to be enhanced and maintained as such it is important to comply with all environmental laws such as the National Environmental Management Act No. 107 of 1998 (NEMA). This legislation is the primary national law enabling the environmental rights entrenched in Section 24 of the Constitution. As such it provides the framework of principles that are binding on all levels and sphere of government. The Act repeats the Constitutional Environmental Human Rights in its Preamble.

According to the Act the environment is defined as the surroundings within which humans exist and that are made up of the land, water and atmosphere of the earth. This is inclusive of micro-organisms, plant, animal life or any part or combination of and the interrelationships among and between them. This also considers of physical, chemical, aesthetic, cultural properties and conditions of the foregoing that influence human health and well-being.

#### **2.2.2.9 LOCAL GOVERNMENT BACK TO BASICS APPROACH**

The Back to Basic Approach is a collective action by government to address some of the challenges that are faced by local government. It is motivated by the fact that Local Government needs to start doing things differently and adopt models that work. The key performance areas for the Back-to-Basics approach are:

- Basic Services: Creating decent living conditions;
- Good Governance;
- Public Participation;

- Financial Management; and
- Institutional Capacity.

It outlines what each sphere of government is required to do, in order to address the challenges faced by local government, to address the service delivery challenges we face and emphasize on the importance of a system of reporting. The approach proposes that municipalities that are doing well should be incentivised and those and where municipalities are not doing well, the approach should be to sanction and support them so that they improve performance and get the basics. The basis is a paradigm shift to focus on serving the people. Some municipalities perform them well, but others don't.

#### 2.2.2.10 THE SUSTAINABLE DEVELOPMENT GOALS

At the United Nations Sustainable Development Summit on 25th September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. The Sustainable Development Goals therefore, build on the Millennium Development Goals (MDGs); eight anti-poverty targets that the world committed to achieving by 2015.

The MDGs, adopted in 2000, aimed at an array of issues that included slashing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all.

The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people. The Sustainable Development Goals are summarised as follows:

- **Goal 1.** End poverty in all its forms everywhere.
- **Goal 2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- **Goal 3.** Ensure healthy lives and promote well-being for all at all ages.
- **Goal 4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- **Goal 5** Achieve gender equality and empower all women and girls.
- **Goal 6.** Ensure availability and sustainable management of water and sanitation for all.
- **Goal 7.** Ensure access to affordable, reliable, sustainable and modern energy for all.
- **Goal 8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- **Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- **Goal 10.** Reduce inequality within and among countries.



- **Goal 11.** Make cities and human settlements inclusive, safe, resilient and sustainable.
- **Goal 12.** Ensure sustainable consumption and production patterns.
- **Goal 13.** Take urgent action to combat climate change and its impacts.
- **Goal 14.** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- **Goal 15.** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- **Goal 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- **Goal 17.** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

### Implication

There is Alignment between SDF Principles and SDG's.

| SDF Principles            | SDG's                                                                             |
|---------------------------|-----------------------------------------------------------------------------------|
| Global Connectivity       | Goal 4; Goal 7; Goal 8; Goal 9; Goal 10; Goal 11; Goal 12; Goal 16; and Goal 17.  |
| Productive Systems        | • Goal 1; Goal 2; Goal 3; Goal 4; Goal 8; Goal 10; Goal 11; Goal 12; and Goal 15. |
| Ecological Infrastructure | • Goal 1; Goal 2; Goal 13; Goal 14; and Goal 15.                                  |
| Sustainable Transport     | Goal 7; Goal 9; Goal 10; Goal 11; and Goal 12.                                    |
| Quality Urbanism          | Goal 1; Goal 6; Goal 7; Goal 10; Goal 11; Goal 12; and Goal 16.                   |
| Social inclusivity        | • Goal 1; Goal 3; Goal 4; Goal 5; Goal 8; Goal 10; Goal 11; and Goal 16.          |
| Sustainable Services      | • Goal 6; Goal 7; Goal 9; Goal 12; and Goal 16.                                   |

### 2.2.2.11 STATE OF THE NATION ADDRESS, FEBRUARY 2024

President Cyril Ramaphosa delivered the State of the Nation Address (SONA), on Thursday 08 February 2024. This address identified several development trajectories for the country, which include seven priorities and five fundamental goals.

**The seven priorities include:**

- Economic transformation and job creation
- Education, skills, and health
- Consolidating the social wage through reliable and quality basic services.
- Spatial integration, human settlements, and local government
- Social cohesion and safe communities.
- A capable, ethical, and developmental state.
- A better Africa and World.

**The five Fundamental goals include:**

- I. No person in South Africa will go hungry.
- II. Our economy will grow at a much faster rate than our population.
- III. Two million more young people will be in employment.
- IV. Our schools will have better educational outcomes and every 10-year-old will be able to read for meaning.
- V. Violent crime will be halved.

**Table 1. SONA Action Plan (2024)**

| ANNOUNCEMENT | ACTION PLAN |
|--------------|-------------|
|              |             |
|              |             |
|              |             |
|              |             |

|  |  |
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|  |  |
|--|--|

#### 2.2.2.12 Accelerated & Shared Growth Initiative (Asgi-Sa)

The ASGI-SA intends to:

Formulate medium-term educational interventions to raise the level of skills in areas needed by the economy as immediate measures to acquire the skills needed for the implementation of AsgiSA projects.

Ensure skills transfer to new graduates by deployment experienced professionals and managers to local governments to improve project development, implementation and maintenance capabilities.

Leverage the increased levels of public expenditure, especially investment expenditure, to promote small businesses and Broad-Based Black Economic Empowerment.

Focus on expanding and accelerating access to economic opportunities including skills development and finance for women.

Leverage the Broad-Based Black Economic Empowerment to support shared growth.

Support efforts to establish new venture funds for small, medium and micro-enterprises.

The Accelerated and Shared Growth Initiative (ASGI-SA) is aimed at the development of South Africa As a whole, but with the emphasis on the development of previously disadvantaged areas. The broader aim is therefore not only to promote economic development but also to empower the communities through active involvement in projects. This empowers communities through skills development to be able to participate in the formal economy and labour market.

#### **Implication:**

The implications touched on different levels including institutional and spatial. To have an impact on communities, it is necessary to ensure that public investment expenditure, which is to promote small businesses and Broad-Based Black Economic Empowerment, be implemented in areas with the highest economic need. The occurrence of Economic need should coincide with areas, which have the highest physical need as well, translated into the lack of services. The provision of services through a labour intensive, Extended Public Works Program will provide investment in the municipality as well as provide training and skills. Through preferential procurement procedures, emerging contractors or entrepreneurs will be able to participate in the formal economy.

## 2.2.3 PROVINCIAL SPATIAL DEVELOPMENT VISION

### 2.2.3.1 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT PERSPECTIVE

The KwaZulu-Natal Province has revised the development vision as outlined in the recently introduced Provincial Growth and Development Strategy (PGDS). The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2030. It provides the province with a rational strategic framework for accelerated shared economic growth through catalytic developmental interventions, within coherent equitable spatial development architecture. Putting people first particularly; the poor and vulnerable, building sustainable communities, livelihoods as well as living environments (PGDS, 2011). Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation as well as adaptability. In terms of spatial planning PGDS advocates the following;

- **Achieve sustainability & address climate change.**
- **Achieve economic development and ensure place-making.**
- **Ensure environmental protection and enhancement.**

The PSEDP is built on the principles of the National Spatial Development Strategy (NSDP), namely:

Principle 1: Rapid economic growth that is sustained and inclusive as a prerequisite for the achievement of poverty alleviation;

Principle 2: Fixed investment should be focused in localities of economic growth or economic potential;

Principle 3: Where low economic potential exists investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities;

Principle 4: Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main centres;

Four key sectors have been identified as drivers of economic growth in the KWAZULU-NATAL, namely:

- The Agricultural sector (including agri-processing and land reform)

- The Industrial sector (Including Manufacturing)
- The Tourism sector
- The Service sector (including government services)

The logistics and transport sector (including rail) in the services sector are important sub-sectors underpinning growth in all four sectors. Sustainable and affordable water and energy provision is crucial to the economic growth & development of the province. A classification of potential for the entire province and as it relates to umkhanyakude district Municipality is shown in the following discussion and maps.

The PSEDs sets out to: Focus where government directs its investment and development initiatives; capitalize on complementarities and facilitate consistent and focused decision making; bring about strategic coordination, interaction and alignment;

The PSEDs recognises that: Social & economic development is never uniformly distributed; apartheid created an unnatural distortion of development and this distortion must be addressed;

The PSEDs has been developed in order to achieve the objectives of ASGISA within the framework of the NSDP and aims to achieve the following:

- Eradication of extreme poverty and hunger;
- Promotion of gender equality & empowerment of women;
- Reduction in child mortality;
- Improvement of maternal health;
- Combating HIV-AIDS, malaria and other diseases;
- Ensuring environmental sustainability;
- Developing a global partnership for development;
- Sustainable governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capability;
- Developing comprehensive response to HIV-AIDS;
- Fighting poverty & protecting vulnerable groups in society.

The PSEDs prescribed that UMkhanyakude district municipality can achieve some of its economic and financial needs by focusing on agriculture and tourism industries. This is due to the fact that the district municipality is traversed by a proposed north south Agricultural Corridor, connecting the district municipality with neighboring district. A tourism corridor is also proposed to traverse the district municipal area.

### 2.2.3.2 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need and economic development are not 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 often been aggravated by past 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 and the protection of vulnerable bio-resources. The KwaZulu-Natal Provincial growth and Development Strategy has therefore been developed in order to achieve the goals and objectives of the PGDS in a targeted and spatial co-ordinated manner.

The following nine spatial principles underscores the general spatial intentions of the PGDS and serves as provincial guiding principles which should ideally be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy.

- Sustainable Communities,
- Economic Potential,
- Environmental Planning,
- Sustainable Rural Livelihoods,
- Spatial Concentration,
- Local Self-Sufficiency,
- Co-Ordinated Implementation,
- Accessibility,
- Balanced Development

#### **Implication**

This policy context serves to highlight the key threads of the related policy framework to ensure direct line of sight and alignment between national and provincial strategies. This provincial growth and development strategy is therefore also essential in providing a framework for municipal strategic alignment with provincial and national imperatives.

In the context of the PGDS and PGDP, defining 'growth' and 'development' includes 'growing the economy for the development and the improvement of the quality of life of all people living in the province of KwaZulu-Natal'. The PGDS acknowledges that the effective implementation and accomplishment of these goals and objectives, requires that they should be localized and refined to take into account the unique circumstances and character of each district. It therefore, advocates for the preparation of District Growth and Development Plans (DGDGP) for each municipal district and the metro.

### 2.2.3.3 THE KWAZULU-NATAL PLANNING AND DEVELOPMENT ACT NO. 06 OF 2008

The KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008) ("the PDA") was introduced by the Planning and Development Commission of KwaZulu-Natal in an effort to have a stronger and legally sound mechanisms to manage development. The PDA directs and regulates planning and development in the Province and ensures that all planning and development decisions occur at municipal level. The PDA replaced previous provincial legislation including the Town Planning Ordinance of 1949, and all its amendments, the Pietermaritzburg Extended Powers Ordinance of 1936, and the Durban Extended Powers Consolidated Ordinance of 1976, the Removal of Restrictions Act of 1967, the Statutory Bodies Period of Office Ordinance of 1985, several proclamations, the KwaZulu-Natal Planning and Development Act of 1998 and its amendments, and the KwaZulu-Natal Rationalization of Planning and Development Laws Act of 2008. Importantly, it also limits the use of the Development Facilitation Act.

While in the past the KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs (previously the Department of Local Government and Traditional Affairs) performed many of the functions emanating from the PDA, these powers are now being transferred to municipalities. Under the PDA, local government is responsible for the day to day operations, management and the primary decision making in relation to the planning function. Only appeals are referred to the Provincial Tribunal. The Province performs a monitoring, support role to municipalities, develops and maintains the planning norms as well as standards.

#### **Implication**

This legislation focusses on the development of the wall-to-wall land use management schemes which are guided by the Spatial Development Framework. It also set standards for processing the development applications within the planning scheme and those that are outside of the planning scheme. Although this legislation has limited scope in terms of the SDF, however it is a very important milestone after the adoption of the said plan.

### 2.2.3.4 RURAL DEVELOPMENT FRAMEWORK

The Rural Development Framework, adopted by the Government in 1997, defined rural areas as: "Sparsely populated areas in which people farm or depend on natural resources, including villages and small towns that are dispersed throughout these areas. They include large settlements in the former homelands, created by apartheid removals, which depend on migratory labour and remittances for their survival."

“Rurality” refers to a way of life, a state of mind and a culture which revolves around the land, livestock, cropping and community. the Conceptual Spatial Framework should take into consideration the key spatial drivers and impacts typically found within the rural areas of South Africa, the following anticipated elements should inform the DC27 SDF:

- Sense of History and place in specific localities which attract people and investment and should be protected,
- Sense of Ownership, Community and Belonging to a specific nucleus community which need to be acknowledged and promoted,
- Calmer Lifestyle associated with sparser development and living closer to nature,
- Lack of Mobility hinders access to social and economic opportunities,
- Limited Economic Variety and a dependency on subsistence activities and grants which identifies a need for economic diversity,
- Low-income Base which impacts on the household ability to access opportunities in distant localities,
- **“Bright Lights, Big City” effect of larger nearby towns attracting especially the youth due to a lack of facilities and opportunities found within the rural areas,**
- Unresolved restitution and land tenure issues which need to be identified and systematically addressed,
- Limited Populations constraining needed thresholds for social facilities and economic investment,
- Increasing degradation of Natural Resources due to over-dependency on natural resources for subsistence.

## 2.2.4 DISTRICT POLICIES

### 2.2.4.1 DISTRICT GROWTH AND DEVELOPMENT PLAN

The DGDP is not intended to be a comprehensive all-encompassing development plan for the district, but will rather focus on limited but strategic projects of high-impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or municipal planning and service delivery instruments will continue along-side and align with the DGDP, which will serve as the long-term strategic plan for the district



The proposed DGDP for UMKHANYAKUDE District will therefore serve as a district translation and an implementation framework for the PDGP. The DGDP therefore sets out long-term vision that talks to:

- Infrastructure and quality of life,
- Economic development,
- Demographic profile,
- Education and Natural resources and lastly
- Spatial development and governance

#### 2.2.4.2 UMKHANYAKUDE DISTRICT MUNICIPALITY IDP

Integrated Development Plan is the principal strategic planning instrument that guides and informs all planning, budgeting, management and decision-making within the municipality. The IDP is the product of an integrated development planning process and reviewed on an annual basis (with comprehensive reviews being undertaken every five years). As such, each five-year IDP review constitutes the progressive implementation of the long-term strategy as defined in the District Growth and Development Plan.

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

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

The Process Plan aims to ensure proper management of the planning process, and to guide the production of the IDP. The Process Plan sets out the dates and actions to be performed and responsible personnel including the resources to be used.

#### **Implication**

Section 26(e) of the Local Government: Municipal Systems Act no. 32 of 2000, all municipalities are required to compile Spatial Development Frameworks as a core component of the Integrated Development Plan (IDP). An SDF is a framework that seeks to guide, the overall spatial distribution of current and desirable land uses within a municipality to give effect to the vision, goals, and objectives of the municipal IDP.

#### 2.2.4.3 UMKHANYAKUDE DISTRICT INTEGRATED PUBLIC AND FREIGHT TRANSPORT PLAN

The National Land Transport Act (NLTA) requires district and metros to develop a Freight Strategy (FS). uMkhanyakude District has developed and adopted its Transport Plan in 2019, the Transport Plan intend to address the issues of inefficient public transport, poor road conditions, lack of spatial and transport planning integration and lack of institutional development. The public and freight transport plan gives effect to the realisation of the overall municipal development vision. In giving partial fulfilment to the district IDP vision, and the vision for public and freight transport planning for KwaZulu Natal outlined as follow:

By 2050, public and freight transport systems will be well developed and integrated to a level that meets the needs of the commuters and freight industry, with a world class infrastructure that supports both economic and social development priorities of the Province of KwaZulu Natal underpinned by compliance with international and national environmental norms and standards.

#### 2.2.4.4 UMKHANYAKUDE DISTRICT LOCAL ECONOMIC DEVELOPMENT PLAN

Local governments are also tasked with the critical responsibility of coordinating and driving Local Economic Development (LED). Since the LED usually aims to increase economic growth and job opportunities at local level, it is unlikely that positive LED results will be achieved unless local governments adequately consider the potential and needs of the local LED role-players such as businesses and co-operative movement which can only be achieved through availability of a strategic plan to guide economic development and growth such as an LED Strategy.

However, uMkhanyakude District has last reviewed and adopted its Local Economic Development Plan/strategy in 2021, the main aim was to have a LED Strategy that will assist in unlocking the economic potential of the district. The LED plan also aimed to enhance the districts economic contribution in the province, identify core economic contributors in the district and to identify projects and programs which support the resilience of the district's economy.

The service delivery triangle relating to LED consists of three partners namely government, private sector, and local communities. The LEDs focuses its resources into:

- Provide democratic and accountable government for all communities
- Ensure service provision in a sustainable way
- Promote social and economic development Promote a safe and healthy environment and
- Encourage community participation and involvement in matters of the area.

**Implication:**

This policy defines developmental local government working with citizens and groups within the community to find sustainable ways to meet their social, economic, and material needs, and improve the quality of their lives. The LED should be clear on the local government responsible for creating an enabling environment for development and job creation.

#### 2.2.4.5 LOCAL GOVERNMENT BACK TO BASICS APPROACH (LGBBA)

The Back-to-Basics approach is the framework that promotes collective action concerning governance system ineffectiveness to some degree. Although there has been tremendous progress made in delivering water, electricity, and sanitation and refuse removal at a local level. These rates of delivery are unprecedented in worldwide terms. It is with clear indicators that much still needs to be done to support, educate and where needed, enforce implementation. The LGBBA attempts to address some of the challenges that are faced by the local government. It is motivated by the fact that Local Government needs to start doing things differently and adopt models that work. The key performance areas for the Back-to-Basics approach are:

- Basic Services: Creating decent living conditions.
- Good Governance.
- Public Participation.
- Financial Management; and
- Institutional Capacity.

**The LGBBA has the following implications:**

**Good Governance:** constantly monitored and evaluated on their ability to carry out work)

**Public Participation:** take measures to ensure that municipalities engage with their communities.

**Financial Management:** sound financial management is integral to the success of local government.

**Infrastructure Services:** All municipalities should develop fundable consolidated infrastructure plans to establish service standards for each service and establish systems for monitoring adherence to these standards.

**Institutional Capacity:** building strong municipal administrative systems and processes.

**Good governance:** Municipalities will ensure transparency, accountability, regular engagements with communities and building Capable Institutions

**Public Participation:** Implement community engagement plans, responsive and accountable processes to communities.

**Basic Services:** Municipalities must improve mechanisms to deliver new infrastructure at a faster pace whilst adhering to the relevant standards.

**Sound financial management:** All municipalities must have a functional financial management system, which includes rigorous internal controls.

**Implication:**

It outlines what each sphere of government is required to do, to address the challenges faced by local government, to address the service delivery challenges we face and emphasize on the importance of a system of reporting. The approach proposes that municipalities that are doing well should be incentivised and those and where municipalities are not doing well, the approach should be to sanction and support them so that they improve performance and get the basics. The basis is a paradigm shift to focus on serving the people. Some municipalities perform them well, but others do not.

**2.2.4.6 UMKHANYAKUDE DISTRICT TOURISM DEVELOPMENT STRATEGY**

Tourism is considered one of the key economic drivers for the uMkhanyakude District Municipality. Tourists coming here are offered a wide range of tourism experiences, ranging from nature-based tourism attractions, those focussed on the historical and cultural heritage of the area, various adventure tourism activities, and beach tourism.

In 2021, uMkhanyakude District developed the tourism strategy which was then adopted for implementation in 2022, the plan aimed to ensure that changes in tourism circumstances and opportunities are included in tourism planning of the district to realign tourism development and marketing with latest tourism trends and growth potentials in the industry and the District.

#### 2.2.4.7 UMKHANYAKUDE DISTRICT ENVIRONMENTAL MANAGEMENT FRAMEWORK

uMkhanyakude District is a widely sensitive district with numerous protected areas, wetlands and characterised by diversified environment, therefore management of environment is critical for the district, hence a EMF plan available and being reviewed in 2021, subject to adoption by Council. The plan provides a detailed analysis of the Strategic Environmental Assessment and its role being determined through EMF regulations (Regulation 4) stated as follows:

*“(e) state the environmental management priorities of the area;*

*(f) indicate the kind of developments or land uses that would have a significant impact on those attributes and those that would not;*

*(g) indicate the kind of developments or land uses that would be undesirable in the area or in specific parts of the area...”*

### 3. CROSS BORDER PLANNING

#### 3.1 CROSS BORDER SDF PLANNING

The Cross border-planning framework places its focus on the provision of services such as education and health facilities, which can be utilized by communities residing in two municipalities. This also includes shared economic markets accessed by different communities for economic activities. This allows for the cost-effective provision of services and applies to the provision of civil services, social services, and economic opportunities, which plays a significant role in promoting the principle of connectivity and continuity, thus, creating a much stronger bond between two municipalities.

uMkhanyakude District is one of the cross-border Municipality in KZN. It shares a border with two District Municipalities (King Cetshwayo and Zululand District) and participating Local Municipalities such as uMfolozi, Nongoma and Pongola, Swaziland, and Mozambique.

#### **Implication:**

Cross- Municipal Boundary is a planning tool that is designed to address spatial implications of planning initiatives, this initiative will be between UKDM and other affected neighbouring municipalities. Municipalities should agree on areas that need joint planning for the establishment of an effective and efficient Cross-Municipal border framework, aligning District IDP, SDF, GIS, environmental frameworks, development proposals in infrastructure services and resources sharing planning. Partnership initiatives are critical, which includes CoGTA, DWEA, Umgeni Water, ESKOM, DOT etc.

### 3.2 ALIGNMENT WITH LOCAL MUNICIPALITIES

The compilation of the uMkhanyakude DM SDF was informed by the first Municipal wide SDFs. The detailed SDF being compiled will reinforce the district-wide spatial planning as far as locally relevant and physically possible. However, as the actual implementing agent of spatial restructuring is the SDF, it will then again inform the district Spatial Framework in the case of any differences. The uMkhanyakude District Municipality comprises of 4 municipalities namely:

- **UMhlabuyangana Municipality**
- **Jozini Local Municipality**
- **Mtubatuba Local Municipality**
- **Hlabisa / The Big Five Local Municipality**



**Table 1: Alignment of Municipal Principles by Local Municipalities**

| NO   | Area of Alignment                          | Observations                                                                                                                                                                                                                                   |
|------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NO.1 | <b>UMHLABUYALINGANA LOCAL MUNICIPALITY</b> |                                                                                                                                                                                                                                                |
|      | Development Corridors                      | The UMhlabuyalingana Municipality is located in Northern KwaZulu-Natal and borders Jozini, big 5 and Mozambique. UMhlabuyalingana Municipality falls within the UMkhanyakude District Municipality and covers an area of 4 402 km <sup>2</sup> |
|      | Cross-Boundary Dependencies                | P522 Links UMhlabuyalingana and Jozini. This route provides economic opportunities for these towns as it leads to areas of economic significance such as Isimangaliso and Mozambique                                                           |
|      | Cross-Boundary Co-operation                | The Lebombo Mountains and Makhatini Flats provide a diverse and beautiful terrain rich in local resources including water features and even fossil sites.                                                                                      |
| NO.2 | <b>JOZINI LOCAL MUNICIPALITY</b>           |                                                                                                                                                                                                                                                |
|      | Development Corridors                      | The Jozini Municipality is in Northern KwaZulu-Natal and borders UMhlabuyalingana Swaziland and Mozambique. Linkage is P522 which connects Jozini and uMhlabuyalingana, and P444, P447 via Mbazwane connecting to R22.                         |



|             |                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             | Cross-Boundary Dependencies             | <p>P522 Links Jozini and UMhlabuyalingana. This is a significant route which provides gateway to Mozambique and game reserves such as Ndumo and Tembe Elephant Park and the route provides economic opportunities for these towns as it leads to the areas of significance. N2 remains the significant route that connects Zululand District and uMkhanyakude through a connection of Jozini and uPhongola which link up with Swaziland. N2 stays a major economic driver for the district hence it links to other districts, this is significant for transportation industry such as mining, agriculture and other goods and services.</p> <p>Rail line that passes through the district from King Cetshwayo, Mtubatuba, Mkuze and Pongola which provides a significant transportation route for various economic activities.</p> <p>Mkhuze Airport which plays an important role in the tourism industry which is currently used by private game reserves in Hluhluwe uMfolozi, Mkuze and uMhlabuyalingana.</p> |
|             | Cross-Boundary Co-operation             | The Lebombo Mountains and Makhathini Flats provide a diverse and beautiful terrain rich in local resources including water features and even fossil sites.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>NO.3</b> | <b>THE BIG 5 FALSE BAY MUNICIPALITY</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|             | Development Corridors                   | <p>P2352 New provincial northern east-west linkages connecting the coast with the Zulu-Heritage Route P2352 Corridor running through Hlabisa linking St Lucia/Mtubatuba in the south with inland towns of Nongoma and Ulundi is identified in this SDF as a primary corridor. Sections of P451 and P475 were identified as secondary corridors, run through the municipal area in a north-south direction from Hlabisa town through Hlabisa, Mpembeni and Mdletshe Traditional Council areas to Hluhluwe in the northeast. Additional links include D1905 and P470. The other development corridors are the N2 which links Jozini, Hlabisa, Hluhluwe and UMhlabuyalingana Municipality through the R 22 Corridor which passes Hluhluwe and Mbazwana and the Isimangaliso Wetland Park.</p>                                                                                                                                                                                                                        |

|             |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             | Cross-Boundary Dependencies         | <p>Mfolozi-Hluhluwe Game Park forms the boundary between UMhlabuyalingana and HLABISA and Hluhluwe. Land use activities along the boundary may affect the quality of the park as a conservation node and a prime tourist destination. The park presents opportunities for tourism development in Mpukunyoni.</p> <p>The impact of ISimangaliso Wetland Park as a world heritage site and management of development along the boundary of the park.</p> <p>The R22 Corridor that runs through Big Five Hlabisa and UMhlabuyalingana therefore, Joint infrastructure planning to service the development can cut across these municipalities.</p> |
|             | Cross-Boundary Co-operation         | <p>Tourism development with Hluhluwe being developed with a range of tourism products and activities and forming part of the Elephant Coast.</p> <p>Tourism development with both areas being developed with a range of tourism products and activities and forming part of the Elephant Coast. The</p> <p>The Big 5 Hlabisa SDF highlights potential areas for Agricultural production along the western border that corresponds with the eastern border Hlabisa being the part of the main form of the Greater Mtubatuba economic functional area with Mtubatuba being the main town in the sub-region</p>                                    |
| <b>NO.4</b> | <b>MTUBATUBA LOCAL MUNICIPALITY</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|             | Development Corridors               | The N2 divides the municipality into Mtubatuba east, and Mtubatuba west. N2 remain the main economic activity corridor that links uMfolozi and Kind Cetshwayo District, Hlabisa and Hluhluwe.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|             | Cross-Boundary Dependencies         | Mtubatuba is bounded to the south by Mfolozi River, which separates the municipality with Umfolozi Municipality and Imfolozi Park forms the western-boundary of the municipality Big 5 Hlabisa Municipality. Therefore, joint management of the river to both sites.                                                                                                                                                                                                                                                                                                                                                                            |

|  |                             |                                                                                                                                                                                                      |
|--|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Cross-Boundary Co-operation | Mtubatuba Municipality is strategically located along the N2 which links the municipal area with strategic areas such as Richards Bay, eThekweni Metropolitan area, Mpumalanga and Guateng Province. |
|--|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 4. DISTRICT SPATIAL DEVELOPMENT CONTEXT

### 4.1 SPATIAL PLANNING MANDATE

The introduction of the democratic dispensation in South Africa brought with it the notion of reformative spatial planning, given effect in the form of spatial development plans and spatial targeting, has gained momentum. This is the case in all spheres of government. At a national level, this focus emerged within the context of the Reconstruction and Development Programme (RDP) and was given statutory emphasis through the Development Facilitation Act (DFA). Spatial targeting was built into the Integrated Sustainable Development Strategy (ISRDP), which identified 13 nodal areas.

Municipality Spatial analysis and planning is a strategic methodology of collecting data, processing it to determine the municipal spatial pattern status quo. The initiative involves the analysis of all matters that determine the functional role of the municipality. The method aims at identifying present municipal socio-economic spatial conditions in different areas of the municipality, verifying the type of developmental patterns. This is to establish a good understanding of the present conditions influencing development, and also, this will help in identifying potential developable areas that could benefit the community and municipality and contribute to the efficiency and legibility of the Municipality. Therefore, the overview of existing spatial issues and potential spatial opportunities will inform decision-making, a compilation of municipal developmental and strategic frameworks. Present development trends and underlying causes that have spatial impacts within the uMkhanyakude district are outlined below:

- **Transport/Movement Planning issues and trends**
- **The Built Environment, Land Uses and Housing Planning issues and trends**
- **Public Facilities Planning issues and trends**
- **Economic Planning issues and trends**
- **Service Infrastructure Planning issues and trends**

### 4.2 DISTRICT DEVELOPMENT CONTEXT

UMkhanyakude is the second largest District Municipality in terms of size in KwaZulu-Natal after the Zululand District. The areas are approximated to be 12 818 km<sup>2</sup>, located in the far northern region of KZN province with four local municipalities under its jurisdiction. The municipality is characterised by large archers of agricultural land and traditional settlements, the area is signified by tourism attractions such as the world heritage site known as Isimangaliso

Wetland Park, which also has economic contributions in terms of GDP. The park encompasses the entire coastline spanning more than 280km from the Mozambican border in the north to Mapelane south of the Lake St. Lucia estuary and made-up of around 3,280 km<sup>2</sup> of the natural ecosystem.

#### 4.2.1 ECONOMIC DEVELOPMENT

UMkhanyakude District has a convenient economic power, since 2014, it has grown by 5% per annum and this developmental growth has strengthened the municipality economic role at a provincial and national level. The UMkhanyakude economic growth is effectively promoting poverty reduction by providing apposite employment opportunities through job creation. The implementation of strategic and economic development programs involved improving skills of the district labour force, which improved continually over the years with the proportion of tertiary education exceeding the average of the province. This resulted in a significant average increase in income levels and the reduction of unemployment rates by more than 50%. The district is at a progressive state because it stimulates economic development by tapping into existing potential resources within the area strategically. The most significant potential area of economic development is the agricultural, ecosystem and forestry sector. The sector has established processing facilities in the district and has been identified as one of the 'food basket' of South Africa according to the Integrated Development Plan. The diversity of the ecosystem also strengthens the tourism sector, it plays a significant role as it is used to attract tourist and by successfully implementing the Land Reform Program the agricultural and tourism sector can empower the economic and social status quo via by increasing productivity and attracting investors.

##### 4.2.2.1 INDUSTRIAL DEVELOPMENT

UMkhanyakude District Master plan seeks to consolidate industrial and manufacturing activities around three core areas, namely Mtubatuba, Hluhluwe and Mkhuze. Industrial activity within the District is largely limited to the Mtubatuba LM, specifically Mtubatuba Town. Approximately 50Ha of General Industrial land is included in the Mtubatuba Town Planning Scheme with an additional 35.6Ha Light Industrial. 85Ha of Light Industry land forms part of the Hluhluwe Town Planning Scheme. Cooperation with adjacent municipalities can also achieve regional growth by marketing regional products, especially tourism and transport-related aspects that can utilise existing rail, ports, and airports to increase accessibility to other markets. The Master plan also aims to promote small-scale manufacturing / light industrial activities, including agro-processing at all other nodes and Rural Service Centres. UMhlabuyalingana Municipality is not identified as an area, which could make a significant contribution to industrial development at a provincial scale if development programs are not implemented. The lack of economic activity is evident when looking at the GDP of UMhlabuyalingana, which contributes a maximum of 0.8% to the GDP of KwaZulu-Natal. However, there is a visible need to implement strategies that can address the lack of economic activity, through education of the local population, and the exploitation of advantages offered by the surroundings. Retail is the most dominant sector of industrial activities and as can be expected it occupies the most amount of land in the Municipality as measured by GVA. Retail together with catering and accommodation sectors accounted for R1.45

billion in 2011, and the manufacturing sector (R1.37 billion). The manufacturing sector increased its contribution to total GVA from 10.3% to 19.1%, and the retail, catering and accommodation sector its contribution from 13.5% to 20.3% which means the manufacturing sector increased 2% more.

#### 4.2.2.2 MINING

Mining activities are not dominant in the district municipality, however, they play a pivotal role in the district's economy. Mined materials are needed to construct roads and hospitals, to build automobiles and houses, to make computers and satellites, to generate electricity, and to provide the many other goods and services that consumers enjoy. Also, mining is economically important in producing regions and countries. There is an open cast coal mine in Somkhele which have operational since 2007.

##### ▪ Somkhele Mine

Somkhele coal mine is owned by Tendele, KwaZulu-Natal, South Africa. Somkhele open cast coal mine is only 10 kilometres upstream from Mtubatuba on the Mfolozi River. The mine is located only 10 kilometres away from the proposed Fuleni mine which was opposed by residents. The mine operated without a water use license until August 2014, it was, therefore, violating national mining and water use laws during its first 8 years. Numerous communities of the uMkhanyakude District suffer water shortages whereas the Department of Water Affairs removed five water tankers by the beginning of the year 2016 with no explanation. Early in 2016, KwaMsani Township was left with no water for weeks. The inhabitants must cope with the lack of water by themselves, having whether to travel more than 2 kilometres to collect water from a communal water tap or to buy it from private dealers, including smugglers selling illegal water from the dry Mfolozi River.

#### 4.2.2.3 COMMERCIAL/RETAILS AND BUSINESS DEVELOPMENT

Big Five Hlabisa has a combination of both subsistence and commercial agriculture. Subsistence agriculture is the most widespread in the old Hlabisa municipality side, covering most of the area. In the then Big Five False Bay municipality, there are large areas under commercial and subsistence agriculture around Hluhluwe. Based on the landcover data, there is approximately 14503ha of commercial sugarcane, 13 173ha commercial crops (dryland), and 2986ha commercial crops (irrigated) cultivated in the District. The irrigated areas are mainly located to the east and south-east of Jozini Town (Mjindi Area, Qokolwane and to the north of Mkuze). Approximately 23 392.2ha of the district is used for commercial farming activities (excluding forestry). According to the District SDF, large parts of the Jozini, Mtubatuba and Big 5 False Bay LM's are classified as high potential commercial agricultural land. Based on the landcover data.

#### 4.2.2.4 TOURISM AND RECREATION

Tourism remains one of the most significant components of the UKDM economy. Recreation opportunity is considered to be the main tourist resource within the District and is based largely on the natural qualities of the coast. The district is internationally recognised for the diversity of its tourism attractions and by 2035 annually attracts visitor numbers approaching that of South African tourist icons such as Table Mountain and the Kruger National Park. The bio-diversity and ecology in the uMkhanyakude district, which is known for its abundance of natural resources that are of value. The coastline and beaches are significant tourist anchors for accommodation, commercial and entertainment development. Isimangaliso wetland park is arguably the most important tourism and recreation resource in the UKDM. This contributes significantly to the district's income, as tourism is a major contributor to the revenue of the district. The Land Reform Programme has been implemented successfully and created various employment opportunities in the agricultural and tourism sector. Jozini local municipality offers tourism areas such as Ndumo Game reserve, Zululand Rhino Reserve and Mkuze Nature Reserve. They are neighboured by natural reserves such as Somkhanda game reserve and Pongola nature reserve which encompass the pongolapoort dam. uMhlabuyalingana consists of Tembe elephant park in the far northern border of the local municipality and a private nature reserve. Big five/Hlabisa consist of Hluhluwe imfolozi game reserve and Kwadukuduku.

#### 4.2.3 SOCIAL DEVELOPMENT

The spatial social status quo in UKDM is unique due to a variety of determining factors such as culture, tradition, economic, governance, population growth rate etc. All social and public facilities are accessible and user friendly for disabled persons. Although,

The community is struggling to maintain social development in correspondence with the population's diverse need and is challenged majorly by the existing settlement patterns. The diversity in terms of settlement patterns makes it difficult for service providers as it is costly as the municipality is concerned with maintaining equity and sustainability.

Social Development Frameworks manages the distribution of housing, as a means of closing the gap of dispersed settlements patterns and prevention of informal settlement sprawl. The public sector has managed to promote sustainable densities according to the Functional Spatial Development Plan of the district. The initiative influences the development of social facilities such as police stations issues such as crime where crime levels have been reduced to acceptable levels by a committed police force working closely with local communities. All social and public facilities are accessible and user friendly for disabled persons.

##### 4.2.3.1 UMKHANYAKUDE SOCIAL FACILITIES

UKDM social facilities are publicly and privately owned, they are operated properties and-or services which are publicly accessible, which deal with social development and socio-economic development, and which are necessary components of sustainable human settlements. 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 within the District. Social facilities include Health, Fire Protection and Emergency Services, Police, Education, Sports and Recreation, Cemeteries, and Government Offices.

The provision of community facilities and services is guided by the standards developed by municipal line departments and are based on a combination of national norms and the ability to sustain these standards given municipal budget constraints. The Access Model has been developed to match the demand for facilities, based on population numbers and income and age profiles, with the supply and capacity of facilities.

Geographically. The social services currently included in the Access Model are Primary Health Clinics, Community Health Centres, Primary Schools, Secondary Schools, Libraries, Fire Services, Community Halls, Sports Fields, Indoor Sports Halls, Sports Stadia, Swimming Pools, Cemeteries, Parks, and Police.

#### 4.2.3.2 SERVICE DELIVERY BACKLOG

This assessment shows the nature and extent of facility backlogs across the Municipality and all requests for the construction of new facilities are currently being assessed within this context. The principle of a clinic within 5km of all persons is not yet met. Parts of Umhlabuyalingana are sparsely populated and far from the nearest clinic. In terms of population per clinic, Mtubatuba and Hlabisa LMs are relatively under-served compared to Jozini and Umhlabuyalingana LMs however, there are mobile clinics visiting areas where there are no fixed clinics though the frequency of visits is not adequate.

The District consists of five district hospitals, 57 clinics, and 17 mobile clinics. Jozini Community Health Centre (CHC) has been completed and awaiting opening. It will be the first CHC to open in Umkhanyakude. There are no regional and tertiary hospitals in the district which means patients requiring specialist services must travel long distances to those services. See Figure 3 below:



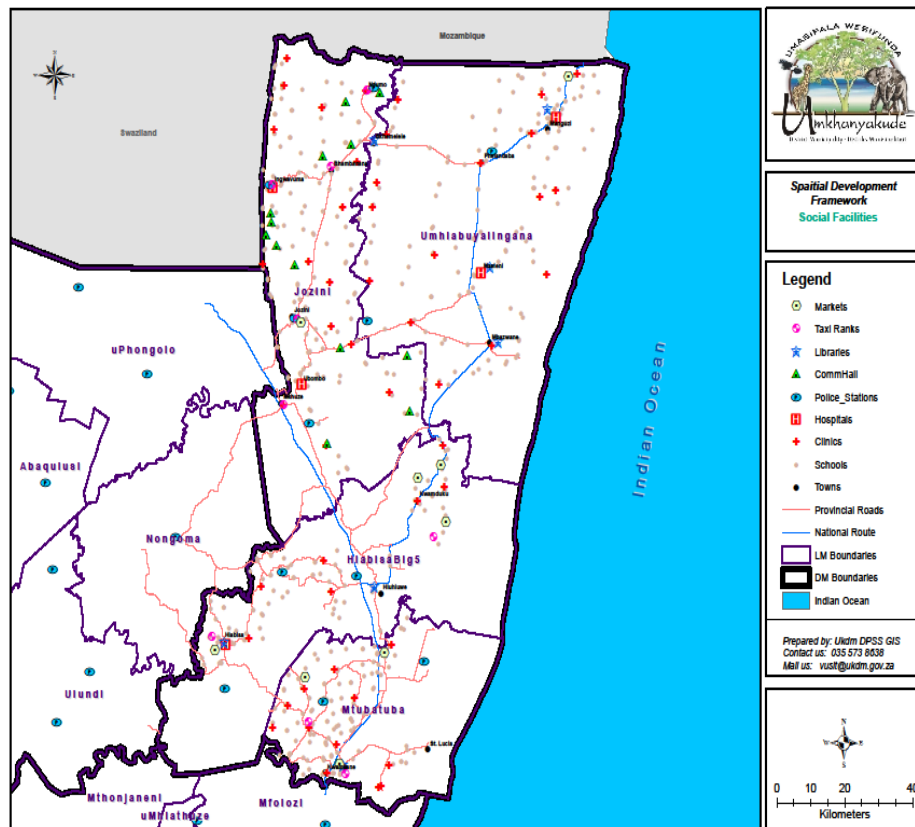
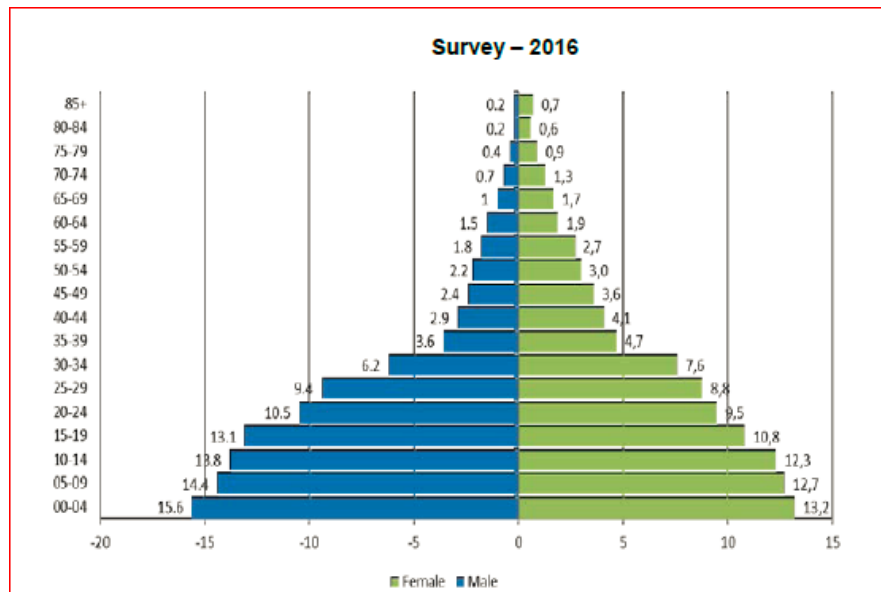


Figure3: UKDM Social Facilities

## 5. SOCIO-ECONOMIC ANALYSIS

### 5.1 SIZE AND STRUCTURE OF POPULATION

Population growth within the UMkhanyakude District Municipality has substantially increased over the years. As indicated in community survey 2016, population size of 625 846 people in 2011 and 689,090 in 2016, which has grown to 9, 2 % (STATSSA 2016 Community Survey). The following Figure demonstrates.



Source: Community Survey – 2016

The above pyramid gives an indication of the state of the population within the district. For instance, in 2016, the Pyramid has become thinner at the top for ages 45-49 upwards, indicating a decrease in population for that age group.

Furthermore, at the bottom there has been an increase in the population for ages 05-09 upwards in 2016

Also, the ratio of males to females changes after the age group of 25-29 which could be attributed to a variety of socio-economic issues.

As implication to the population dynamics, the changes impact in the provision of services as well as programmes that the Municipality has to offer to the community at large. More specifically, the impact can be perceived in Budgeting for infrastructure and special programmes offered by the Municipality. This implies that the budget will be influenced by the structure of the population.

| District     | Black African | %    | coloured | %   | Indian /Asia | %   | White | %   | Total   |
|--------------|---------------|------|----------|-----|--------------|-----|-------|-----|---------|
| UMkhanyakude | 684 411       | 99,3 | 750      | 0,1 | 593          | 0,1 | 3 337 | 0,5 | 689 090 |

- In terms of size per race, the overall picture reveals black African in highest number as usually.
- However, coloured followed, by Indian while white remain few in numbers.

| District Population trend |         |         |        |
|---------------------------|---------|---------|--------|
|                           | 2011    | 2016    | Growth |
| UMkhanyakude              | 625,846 | 689,090 | 9,2%   |
| Umhlabuyalingana          | 156,736 | 172,077 | 8,9%   |
| Jozini                    | 186,502 | 198,215 | 5,9%   |
| Big 5 Hlabisa             | 107,183 | 116,622 | 8,7%   |
| Mtubatuba                 | 175,425 | 202,176 | 13,2%  |

Source: STATSSA 2016 Community Survey

## 5.2 SIZE AND STRUCTURE OF THE LOCAL ECONOMY

The district economy is dominated by retail sector retail, catering and accommodation sector accounting for R1.45 billion in 2011, the manufacturing sector (R1.37 billion), and the general government services sector (R1.34 billion). Within the district, Mtubatuba and Jozini appear to be the two dominant local economies accounting for approximately R1.9 and R1.7 billion of GVA in 2011 respectively.

Regardless Small size of district economy in provincial, there is steady Growth. The economy experienced significant growth in excess of 9% per annum, especially in the period from 2000 onwards;

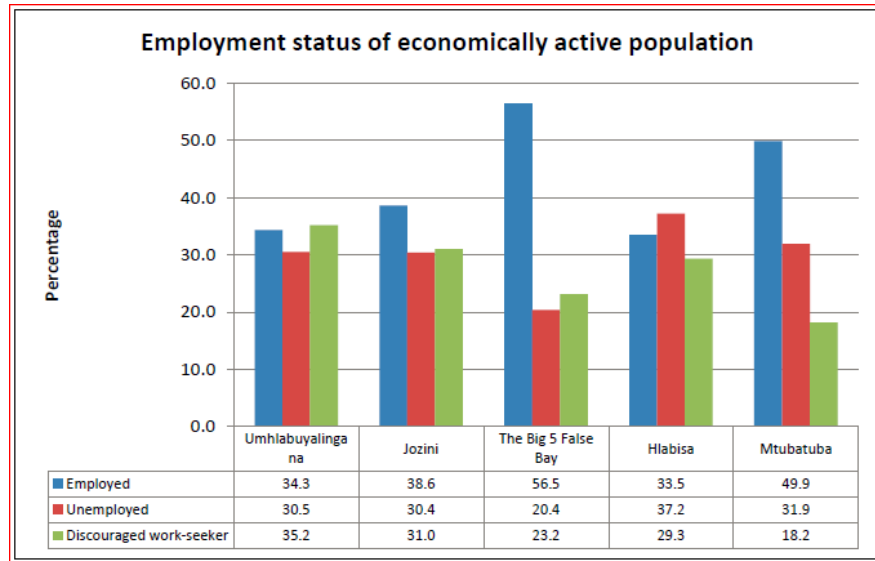
Furthermore, the manufacturing sector increased its contribution to total GVA from 10.3% to 19.1%, and the retail, catering and accommodation sector its contribution from 13.5% to 20.3%;

Agricultural sector has shown some significant growth of approximately 5.5% per annum over the period 1995 to 2011, but represents the third lowest output amongst the districts within the province;

The number of formal employment opportunities in the agricultural sector remained relatively stable at approximately 9000 over the period from 2000 to 2005 but thereafter decreased significantly to a total estimated figure of 4983 by 2010; According to DGDP, 2017), the district economy became more concentrated in a select number of sectors with the Tress index increasing from a value of 36.7 in 2000 to 42.2 in 2011.

Employment status of economically active population of UMkhanyakude district municipality depicted that 41.4% of the population are employed and 31. % unemployed and 27.7 %( Census 2011).

The following figure depicts employment status of economically active population of UMkhanyakude district.



Source: Census, 2011

The above figure gives an indication of the extent of unemployment. Combined unemployment and discouraged work seekers alone accounts for minimum 40% per municipality to 66% maximum. This confirms what the National Development Plan has identified “the extremely high occurrence of unemployment” as One of the critical challenges in South Africa.

- Substantial decrease in employment opportunities in the agricultural sector from 8945 in 2000 to 4983 in 2010, despite the significant growth in this sector as measured by GVA;
- Unemployment rate of 31% in UKDM is slightly higher than the overall provincial rate of 28.5%;
- High proportion of the economically active population classified as discouraged work seekers (27.7%), a figure more than double the provincial average of 13.8%;
- 35.2% of the unemployed population is younger than 25 years of age with a further 34.9% between 25 and 34 years;
- The education level of the largest proportion of the unemployed population is those who completed their Grade 12 education (35%), with a further 30% who completed some form of secondary education;
- The majority of the employed population in the district is active in the formal sector (71.8%), with a further 18.8% involved in the informal sector;

### 5.3 POVERTY ASSESSMENT

Poverty is a complex concept to define and measure. Initial measures of poverty are usually based on financial indicators such as the World Bank measure of income less than \$1/day. The World Bank recommends that when monitoring country poverty trends, indicators based on national poverty lines should be used in place of the WB measure. For this exercise, we look at Grants and subsidies received as a % of Total income related to poverty headcount in UMkhanyakude District Municipality. The following table demonstrates.

| District/Local municipality     | 2015 Grants and subsidies received as a % of Total income | Poverty           |                      |                   |                      |
|---------------------------------|-----------------------------------------------------------|-------------------|----------------------|-------------------|----------------------|
|                                 |                                                           | 2011              |                      | 2016              |                      |
|                                 |                                                           | Poverty headcount | Intensity of poverty | Poverty headcount | Intensity of Poverty |
| <b>582 KZN271: UMkhanyakude</b> | 90,5%                                                     | 20,4%             | 42,4%                | 15,7%             | 44,1%                |
| Umhlabuyalingana                | 75,4%                                                     | 29,5%             | 42,7%                | 22,7%             | 45,9%                |
| Jozini                          | 74,3%                                                     | 22,3%             | 42,6%                | 16,4%             | 43,8%                |
| The Big 5 False Bay             | 69,6%                                                     | 17,6%             | 42,1%                | 16,2%             | 43,8%                |
| Hlabisa                         | 92,7%                                                     | 16,2%             | 41,8%                | 10,3%             | 41,7%                |
| Mtubatuba                       | 71,1%                                                     | 11,7%             | 41,5%                | 10,0%             | 41,4%                |

The national disability prevalence increased slightly from 7, 5% in 2011 to 7, 7% in 2016. District variations show that Hlabisa municipality had the highest prevalence of persons receiving Grants and

Subsidies. Umhlabuyalingana municipality had the highest prevalence of Intensity of Poverty (45, 9% compared to other municipality). On average the district municipality account for 44, 1% of Intensity of Poverty.

## 5.4 AGRICULTURE DEVELOPMENT

South African communities are facing a challenge of poverty, food insecurity, and hunger issues. These issues are most experienced in the area where there is a large population of people who are previously disadvantaged from socio-economic opportunities, limited from accessing resources enabling them to obtain self-wealth creation and excluded from development. Such communities are naturally located outside urban environments situated in rural areas. Rural areas are characterised by the poor provision of social and economic services, limited access to adequate infrastructure and in most cases, communities in rural areas are considerably surrounded by agricultural land and are dependent on subsistent activities. UMkhanyakude District Municipality entails communities that are dependent on agricultural production.

Agriculture in uMkhanyakude District's Municipality is regarded as one of the cornerstones of District's economic development. A large portion of land in UKDM, which is predominantly located in the eastern part of the district, consists of high agricultural development potential. Approximately 20% of the district is considered to have high potential agricultural land with 52 % classified as having medium potential. However, Land with high agricultural potential is under threat from unsustainable land uses, poor agricultural practices, land reform and climate change. Without suitable protection and sustainable measures implemented, the potential use of this land for productive commercial agriculture will not be realised.

### a. Agricultural Trends

People have depended on the resources of the floodplains, which has been an important source of fish (main protein source) and building materials (reeds and thatching) as well as a source of water for large-scale agriculture cultivation. The water provides a reliable source of irrigation water to the fertile alluvial soils of the areas. There were initiatives implemented as strategies to remedies the climate change implications towards agriculture. The development of Pongolapoort (Jozini) Dam on the Pongola River (constructed between 1963 and 1973) was a necessary development initiative. Although, of the estimated 40 000 to 50 000 Ha of irrigated fertile lands that the dam was able to support, only some 3 000 Ha was never developed into viable sugar fields (WRC, 2009). The dominant formal crop in the region is sugarcane farming practices, the activities tend to encroach to within the riparian areas of rivers, which has a negative impact on limited water sources. Sugar cane farming requires high volumes of irrigation water, which means that the watercourses receive a substantial amount of agricultural runoff.

The development of the Pongolapoort Dam has impacted on the natural hydrological cycling of the river system and, initially, decreased the seasonal floodwaters that were vital to the maintenance of ecological functionality in terms of governing vegetation structures, alluvial deposition (the dam traps up to 95% of fertile sediments) and fish migrations. Afforestation is another agricultural activity within the municipality that has an environmental impact on

catchment area mostly dominant within the uMhlabuyalingana Municipality. They are regarded as one of the largest “users” of the water resource, removing a large proportion of the water resource from the aquatic environments. Afforestation usually occurs where the sources of many of the streams occur from hill-slope seepage wetlands within the mountains. They also pose a threat to the environment due to that they entail the use of agrochemicals (pesticides and fertilisers) and silts. They have introduced toxic and exotic substances and encourage invasive species to the environment, and if not managed adequately, these species quickly spread along the ecosystem and watercourses.

UMhlabuyalingana Local Municipality is characterised by infrequent subsistence agriculture activities that are located within the central and eastern areas of the municipality. Existing agricultural activities include formal irrigated croplands. The municipality is challenged by a general lack of watercourse ways and areas that are poorly serviced such as drains. Nevertheless, flooded areas largely occur seasonally and such floods would merely drown out croplands. The result of this area being largely unsuitable for agriculture is that the greater area has remained in a near-natural ecological state, which is categorised as a tourism attraction site.

Big Five and Hlabisa local municipality encompass areas that are composed of subsistence and commercial agriculture. Although, the local municipality has an agricultural capacity of 20% of arable land and a large part of the area is degraded due to an extensive settlement and other land uses. Subsistence agriculture covers most of the area and is most widespread in the old Hlabisa municipality side. The Big Five False Bay municipality encompasses large areas under commercial and subsistence agriculture around Hluhluwe, nevertheless such an area is not adequately conducive to supporting large-scale agricultural production activities due to the occurrence of subsistence infrequent agriculture and because the area supports biodiversity species.

#### b. Potential agricultural areas

Agriculture is a critical social and economic component in the District, as it consists of biodiversity and ecosystem primitive that serve the community by providing socio-economic health infrastructure in the District. Since food security is a national priority, Municipal development is essential as part of a national need and Municipal objective of providing for the community. The initiative of the Municipality should also include the reduction of the Municipality reliance on primary sectors.

The major parts of the District that have a high potential for agricultural land development are located in the east mainly within the rural stretch of the coastline (see figure below). The coastline consists of agricultural land that encompasses the World Heritage Site known as Isimangaliso Wetland Park, which encompasses the entire coastline of more than 200 km. The Isimangaliso Nature Reserve which includes areas such as Mtubatuba local municipality (Saint Lucia and Cape Vidal); Big 5 local municipality (Lower Mkhuze, Ekuseni, St Lucia and Dukuduku); and uMhlabuyalingana local municipal (Sodwana Bay, Manguza, Island Park and Kosi Bay). These locations are high agricultural investment areas and biodiversity priority areas. The locations are considered as high conservation priority areas due to the importance of environmental tourism, which serves as key influencers of social and economic stability within the municipality. Therefore, cognisance needs to be taken of the importance of preserving the natural environment for tourism development.



The district consists of provincial nature reserves, which are considered as priority conservation areas. These areas are mandated for service delivery and such areas are in the likes of Tembe Elephant Park located in uMhlabuyalingana local municipality, Ndumo Game Park located in Jozini locality municipality and Hluhluwe Imfolozi Game Reserve located in Hlabisa local municipality. The nature reserves are major contributors towards economic growth through tourism attraction, encompassing endangers species. The District also embraces Private Nature Reserves such as Zululand Rhino Reserve located in Jozini local municipality and kwaDukuduku area located in Hlabisa/Big-5 local municipality. These areas are considered as Biodiversity priority areas also manifested as tourism attraction areas. The District settlement pattern that exists encourage cultural and traditional agricultural activities, the Municipality provides areas where local communities practice local farming such as dryland farming, live-stock farming, irrigation and commercial farming as the district is characterised by a large scale of agricultural farming.

uMhlabuyalingana local municipality consists of the vast land that has potential for suitable dryland farming along with areas such as Mbazwana, Mseleni, Malangeni, and Emanguzi. The area in Mbazwane also entails Forestry land use along the coastline and is mandated for service delivery to fast track cultivation and production activity. The area has the potential for development initiatives, which can improve the economy levels of production, promoting job creation and resource efficiency. Commercial land from Jozini municipality (Mkuze) to Hlabisa/Big-5 municipalities (Hluhluwe) and within Mtubatuba municipality embodies areas of commercial farming along N2 road, in which crops are grown for commercial use only using human labour and machines although it is at a small scale.

Potential live-stock farming areas are locating in the northeast side of the district under the jurisdiction of Jozini and uMhlabuyalingana local municipalities. These sites have a high level of livestock activities than the rest of the local Municipalities under UMkhanyakude District. The sites consist of large archers of land with resources supporting livestock farming, the areas are mandated for service delivery and have a high need for social investment to promote development. Within the border of uMhlabuyalingana and Jozini municipality in areas such as Ndumo, Nondabuya/Makhatin areas, there is potential land for irrigation farming and mandated for service delivery to improve production.

#### c. Potential developmental Trends

The conservation of the ecosystem, biodiversity and agriculture through service delivery and social investment. Attractive land drawing the primary/urban areas (nodal points) attention towards the rural landscape is importantly important. It will influence the tourism sector by attracting tourist to the District ecosystem and biodiversity. The District biodiversity sites are vulnerable agricultural and tourism sites. Services and infrastructure are the primary developmental and preservation strategies needed. The areas should

Spatial planning is an essential tool thus, the need for SDF, which aims at guiding development as a means of improving economic production and efficiency on existing resources. Service delivery also acts as a mitigation strategy towards the ills of climate change. Investments on crops that are less reliant on climate conditions can increase economic stability and meet the needs of the rapid population growth while maintaining arable agricultural land by introducing mitigation strategies. Sustainable agricultural production is essential in assuring affordable cost on food and adequate job opportunities.

Nevertheless, the District is facing challenges on population growth due to factor such as de-urbanisation trends. This issue led to land shortages that influence municipal decision making in regards to spatial distribution, limiting municipal ability to identify appropriate investment opportunities. The Municipality has introduced various programmes to assist in the alleviation of food insecurity and improve the social status quo of the community. These include promoting structures to drive agriculture, household livestock farming, community gardens, etc. These Support in the form of seedlings and compost together with expertise is provided to communities to assist them in ensuring their food security.

- Key Issues relating to Food Security:
- High levels of hunger and food insecurity;
- Shortage of land to undertake food production;
- High unemployment rates lead to low purchasing power;
- Inadequate safety net – few household income earners and high dependency ratios exacerbate the situation;
- Impact of climate change on food security.

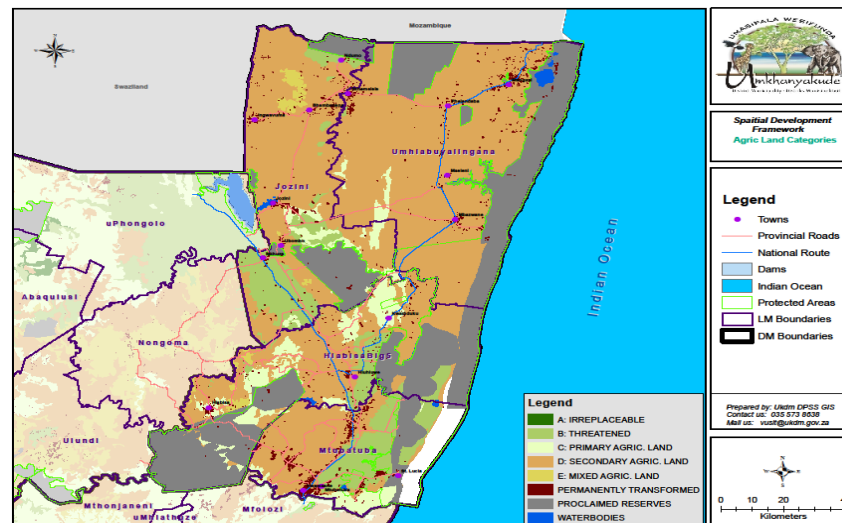


Figure: UKDM Agriculture Land-Use Zones

## 6. BUILT ENVIRONMENT

UMkhanyakude District Municipality current spatial patterns (land uses) are controlled and guided by SPLUMA, IDP, SDF and Municipal Bylaws, although the power of such strategic planning models is limited within areas under traditional jurisdiction. A vast amount of land is owned privately or are under traditional authority (communal tenure) in the District under the jurisdiction of the Ingonyama Trust, remaining areas are disturbed cultivation land and settlement, and additional land has been identified for redistribution and restitution purposes.

### 6.1 PHYSICAL ENVIRONMENT

The settlement patterns are characterised as areas informed by no formal or physical planning model. Development/Planning and Environment Planning are interrelated to each other. Improper or uncontrolled development is likely to cause adverse impacts on the environment, and environmental pollution or degradation may become a major obstacle for social and economic development. The issue of unstable spatial development planning possesses physical threats towards the environment, as there are no standards placed to guide development. Traditional leaders sell plots to households without planning consent.

#### 6.1.1 TOPOGRAPHY AND LAND COVER

The UKDM area is characterised by a wide range of environments due to diverse underlying geological formations, and numerous incised river catchments. Low lying coastal plains in the east, and the low-lying plains to the west are separated by the Lebombo Mountains. In the north-west the Lebombo Mountains form the border with Swaziland and the western slopes falling steeply to the coastal plain. The extensive coastal plains are largely sandy soils, and are known as the Makathini Flats. These extend up as part of the Mozambique coastal plain. Large coastal lake systems, wetland systems and floodplains extend along the coast from north to south.

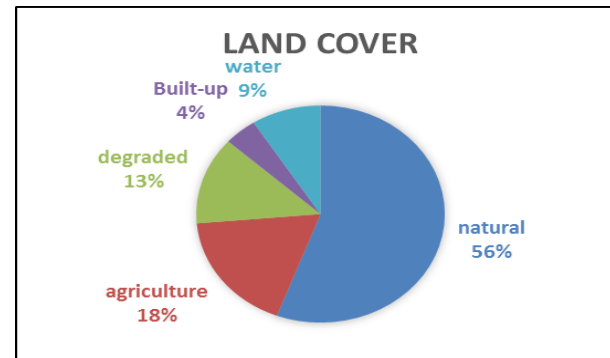
The land cover in the district is dominated by natural vegetation, with agriculture and water features also having significant coverage. The extent of natural land cover and the very small proportion of built up areas are what make UKDM unique.

Land degradation is a concern, with the problem particularly severe in uMhlabuyalingana, Jozini and Big Five False Bay LM's.

Agriculture activities are dominant in Mtubatuba, where 42.7% of the land is utilised for subsistence agriculture and plantations.

The brown dots reflected on the topography map insert are actual household dots and give a clear indication of population concentrations along major routes, rivers or lakes and in towns or growth nodes.

The concentration of people in the mountainous areas such as Hlabisa and/or on top of the Ubombo mountains in Jozini has a significant impact on the capital and operational cost of water services, in that households are scattered (large distances between stands) thus requiring long unit lengths of bulk water and reticulation lines to serve each consumer. In a formal high density urban development, the unit pipe length associated with a household (consumer point) is in the order of 12 to 15m for a house connection, whilst in these challenging areas, as mentioned above, the length per stand for yard connection supply has been determined at an average of 65m and in some areas as long as 113m per stand. In addition, the mountainous areas are less accessible, which impacts on transport and ultimately construction costs.



## 6.2 SPATIAL PATTERN

Traditional land distribution strategy is a challenge towards land reform. Land reform is in the process of being implemented in the District and comprises around 20% of the total area at the time of the survey (2007 by the Department of Land Affairs). Traditional strategies limit municipal planning efficiency and effectiveness, which includes special environmental features that require particular strategies to promote game farming functional inefficiency. Lack of planning exempt the existing settlement scattering and rural settlement sprawl. Major roads such as N2 and R618 exist as primary transit roads, however, major access roads need to be realised by reinforcing them via environmental management and infrastructural services that will cater for existing and new settlement developments. The Better east of the district needs to be improved to tourism and Local Economic Development (LED) opportunities. This includes areas that are vacant and land that is underutilised which belongs to traditional authorities next to the privately-owned reserves requiring strategies to utilise them appropriately. Areas that are defined as rural communities have insufficient access to community facilities and infrastructure.

## 6.3 NODAL AND RURAL-URBAN DEVELOPMENT

UMkhanyakude District Municipality accommodates a number of land uses at a broad scale within its borders, it includes planned and unplanned land uses within urban and rural areas, informal and formal settlement patterns that are characterised by their built form and legal jurisdictions. The built environment existing in these land uses are complemented by a variety of infrastructure that determines the type of development existing within the land use, this includes infrastructure such as transportation routes and corridors, economic nodal points, public and social infrastructure (schools, clinics, hospitals, police stations, government institutions etc.).

Land use patterns and the built environment in UKDM is mostly dominated by tribal or traditional populated areas (90%) and is considered the highest figure in the provincial status quo. (Refer to figure below). A percentage of 5.6% is estimated to be residents

within urban settlement areas, and these areas carry 4.3% of the district land areas classified as “built-up” areas, 2.9% are low-density settlements and only 0.5% as dense settlements.

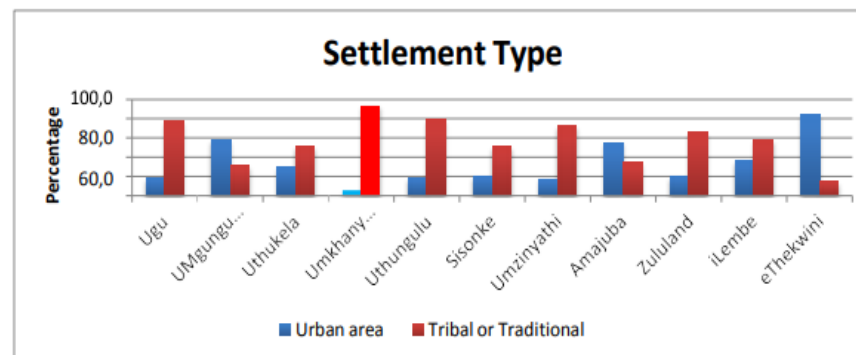


Figure: Settlement type [source: Statistics SA, Census, 2011].

The UKDM is divided into five local municipalities, and each municipality under the UMkhanyakude District jurisdiction is characterised by unique power structures that determine the role and functionality of each municipality. Nevertheless, UMkhanyakude District is characterised largely by agricultural and undeveloped land, encompassing the tourism ecosystem and protected natural resources. Agriculture is determined to be the cornerstone of the district economic contributor. The eastern part of the district and that is Mkhuze, Hluhluwe and Hlabisa are predominantly agricultural priority areas consisting of commercial farming. Areas exposed to vast agricultural land are the least developed areas and with less built form within the district.

The Mtubatuba LM is regarded as the least rural municipal areas of the UKDM thus, having a formal and urban built form. With the growth of land resource competition within the municipality (especially within the southern areas e.g. Isimangaliso Wetland Park) has resulted on the municipality initiative of improved laws towards the conservation of

natural resources, protecting the ecosystem as it plays a major role in tourism attraction, forestry processing and agriculture land for cultivation. This initiative has placed a limit in the development of the built form for areas within Mtubatuba and other areas, municipality establishing urban edge development strategies as an initiative towards protecting the commercial agriculture and forestry cultivation. However, compared to other local municipalities the Mtubatuba area experiences the highest rate of built form development in relations to residential and commercial land uses, with a generally more affluent residential population.

The Mtubatuba area of a function includes commercial, industrial and services hub, distinguishing the municipality as a primary nodal point. The economic resources and production attract investors to invest in the built-form improving infrastructure for the enhancement of productivity. The primary nodal point has an advantage of being situated adjacent to national trade routes and major link to the SADC region the N2 transit route and the main railway line and station. This increase municipal economic development opportunities and promotes access to regional resources that enables connectivity with another economic nodal point. The routes run through the area linking the municipality with Durban, Richards Bay on the south and other urban centres further north. The municipality consists of several urban settlements of KwaMsane, St Lucia and Mtubatuba as well as urban-rural settlements within the Mpukunhyoni Traditional Council. Although the areas are predominantly rural with the majority of the land being part of Ingonyama Trust Land, settlement pattern occurs in the form of expansive rural settlements scattered unevenly in space. The built-form in most areas is typically within a traditional state, land allocation practices are key factors that shape settlement patterns which results to scattered patterns with the absence of a strict nodal hierarchy model.

The CBD is located in the eastern part and connected by the R618 to neighbouring towns like Hluhluwe and Hlabisa to the northeast. Services appropriate for urban areas exist as part of the built-form of the town, providing structure and a form of planning within urban rural areas. The town structure is defined by tarred roads, sewer system, refuse removal system, etc. local distributor and access roads are in a reasonable poor condition because of gravel and N2 is the primary transport route. The built-form of the area is can be divided by various distinct factors that characterise the area into different sections. these sections are either characterised by a Radial or Grid planning design. The Town area encompasses the characteristics of a linear design due to the elongated urban formation consisting of a series of functionally specialized parallel sectors, although the town is small. This enables the Mtubatuba to perform as an economic hub for the municipality. The built form accommodates government offices, commercial and retail facilities, court, mosque, guesthouses, country clubs, mixed-use land-uses etc. The suburban area is characterised by a Grid design in which streets run at right angles to each other. The rural/township areas have

a slight form of planning but distorted to a certain level as access roads manoeuvre as an attempt to accommodate the scattered household plots within the area.

The area has also experienced a nodal developmental potential in areas such as Dukuduku and Mfekayi along major routes (N2 and R618). The developments have no significant area performance role in terms of spatial structure and settlement pattern, however, there is a potential of economic growth at a local level as the area acts as a location of low order facilities providing community-based services to the public. According to the IDP and SDF, the Mtubatuba area embodies activities of social and economic development, this includes primary nodes where major activities occur being the town centre and market area. Major roads are significant infrastructural resources that influence the built form and is required for the viability and success of business in these nodal areas due to limited means of mobility.

St Lucia, Somkhele and Cape Vidal areas are defined as secondary nodal areas where second level activities are found. The area of secondary activities encompasses health facilities in the likes of clinics, schools, sub factories, market stalls, bars and mini shopping areas etc. The Tertiary nodal areas consist of mobile very few activities such as local shops, taxi ranks, satellite offices, trading centres, mobile clinics, skill centres, lodges etc. the built form is characterised low-level infrastructure with no particular planning design. The existing built form and settlement hierarchy is determined by a composite functional index method based on the presence and number of different types of facilities/activities in the settlement e.g. educational facilities and health facilities; Transportation facilities; physical infrastructure; market existing and businesses production etc.

## 6.4 BUILT AREAS

The current built form of the uMkhanyakude District is dominated by scattered residential and agricultural land uses as the intense land uses. Prevalent land uses include traditional settlement, industrial uses and agricultural uses. Social and economic land uses are distributed across the District unevenly and separated from residential uses, and Urban Central Municipal Planning regions have significant economic and residential uses. Regions like Mtubatuba have a more intense concentration of land uses planning in the Central and western parts of the region, and by comparison, there is relatively low-intensity of land use planning in the Outer north of the local municipal region. The existing infrastructure supports a significant level of economic, residential and servicing capacity. This promotes viability and presents an opportunity for densification and service accessibility. The infrastructure support capacity attends a fair threshold for a range of services, industry and public transport. Nevertheless, the lack of planning initiatives limits the abilities of infrastructure to accommodate everyone in the community due to the complexity of existing settlement patterns. Thus, Mtubatuba is seen as the rural nodal growth path of the District due to the concentration of uses in the Region which significant economic and residential uses. The planning initiative promotes development

that results in settlement patterns with a clear separation of residential uses from economic uses. The current settlement form of the district implies that there are few employment opportunities where people live and that economically active residents must travel.

Jobs are not where the people live, and vacant land for housing is not where the jobs are. Vacant land for low-income settlements has predominantly been identified in the North. The long distances between residences and employment need to be addressed.

## 6.5 EXISTING RESIDENTIAL DENSITIES

The quality of housing has been improved and public sector housing is provided at sustainable densities according to the functional spatial development plan of the district. UMkhanyakude District encompasses a variety of residential densities within large areas of ultra-low residential densities. Approximately the area accommodates less than two dwelling per/ha which makes up 85% or more of the municipal rural residential area extent. Townships are areas with medium density, 15 to 35 dwellings per/ha and extended areas often with pockets of high density. Urban areas tend to be low density less than 10 dwellings per/ha and these densities are often layouts along major transport routes.

The district experiences a high level of rural low-income demand and is expected to extend. This is due to that a majority traditional dwelling being considered as inadequate shelters. In contrast to the common perception that traditional homesteads are often a better shelter solution than newly built subsidised housing, although clear incidences of inadequate shelters exist. There is not sufficient information on the rural shelter to clarify the situation. Implementation of rural programs is essential for catering for areas such as UMkhanyakude rural areas. These Programs apply in areas outside of the Urban Development Line because they are functionally based on functional tenure. The programs must be designed to cater for areas under traditional authority where legal tenure is likely to remain a long-term lease. All related projects funded under the Rural Programme are in-situ upgrading projects, which is a suitable developmental strategy within the District. Rural settlements are under the Rural Housing Subsidy program, although there is not much demand on the top structure, demand is more based on the provision of services, and initiative such as sanitation, electricity and water programs should be promoted and implemented strategies to address these areas.

Settlement programs often include the development of new building or upgrading existing municipal services, however, the location of these projects must be in line with the Spatial Development Plans and located at proposed or existing rural nodes where basic services and social facilities can be easily accessed. The key challenge for these areas is to ensure that the physical development of the UMkhanyakude District Municipality addresses areas of needs with



opportunities in a manner that ensures that the relationship between physical elements, activities and people function in an efficient, equitable and sustainable manner.

## 6.6 LAND USE TYPES

There are three main types of land use in UKDM - the traditional or Tribal Authority areas; the commercial farms; and the towns. In general, the most significant areas of need are the Traditional Authority areas, which are characterized by few employment opportunities, inadequate services and poor agricultural potential. Other areas with similar problems are pockets of settlements in the commercial farming areas. There are wide disparities between the available services, accessibility, and opportunity; however, the prevailing pattern is one of severe deprivation, not only within UKDM, but also in broader KwaZulu-Natal.

| Municipality        | Tribal Area (km <sup>2</sup> ) | Commercial / Industrial (km <sup>2</sup> ) | Urban Area (incl Comm/Ind) (km <sup>2</sup> ) | Total Area (km <sup>2</sup> ) |
|---------------------|--------------------------------|--------------------------------------------|-----------------------------------------------|-------------------------------|
| uMhlabuyalingana    | 804                            | 0.13                                       | 2.38                                          | 3 966.2                       |
| Jozini              | 2 137                          | 0.17                                       | 3.81                                          | 3 443.3                       |
| The Big 5 False Bay | 238                            | 0.05                                       | 2.01                                          | 2 122.9                       |
| Hlabisa             | 618                            | 0.02                                       | 1.74                                          | 1 555.4                       |
| Mtubatuba           | 3 171                          | 0.21                                       | 18.79                                         | 1 738.6                       |
| UMkhanyakude        | 6 968                          | 0.58                                       | 28.73                                         | 12 826.4                      |

Figure: Land Use (sq. km)

In contrast, the areas of development opportunity are, firstly the commercial farms, most of which have well developed infrastructure and farming systems; and the urban areas located along the coast. The difficulties they experience relate more to broader economic factors than spatial factors and linkages. Tourism areas also have development potential. The most significant of these are the coastal resorts coupled with the rich cultural and historical sites. A third category of development potential are the towns and settlements located along, or close to, the main transport routes which traverse the district.

The population is densely settled in the Traditional Authority areas relative to other parts of the district. These areas are supported by the towns acting as service centres and places of employment. The towns are important centres for the concentration of investment and development and emphasize the links within the study area. These nodes play an important role in generating investment for the more impoverished interior of UKDM.

## 7. INFRASTRUCTURE ASSESSMENT

### 7.1 WATER

South Africa needs to maintain and expand its electricity, water, transport, and telecommunications infrastructure to support economic growth and social development goals. (National Development Plan 2030). The mentioned statement captures the desired outcomes in the South African context relating to development of infrastructure that will yield positive outcomes for the economy. uMkhanyakude District Municipality is characterised by high-quality infrastructure networks used by the municipality for social and economic functionality. The IDP reflects an analysis of basic needs provision to be at an adequate state, this includes access to water, sanitation systems which include waste removal services, energy sources that are deemed to be sustainable, viable telecommunication networks, resilient transits systems and adequate housing infrastructure. The Municipality is considered to have provided sufficient infrastructure for the provision and accessibility to high provided the community (Households) with access to these basic services via sustainable infrastructure for the provision of high-quality water and wastewater and fully functional waste disposal sites. Sustainable infrastructure is provided for energy sources, which is currently widely used. Transit system connects settlements via a safe and well-maintained road network used by the public and wireless broadband service is accessible to the entire district, giving businesses and more than 50% households' accessibility to computer internet services. However, there is evidence of massive backlogs with service provision, estimated to be under 40% when compared to provincial analysis. The challenge of providing appropriate sanitation facilities to households in UKDM is a challenge due to existing settlement patterns.

The Municipality has certain engineering services and most social service within nodal areas, nevertheless, development has been taking place in areas in rural areas where there are limited bulk infrastructure and services. Population increase and the high demand for residential land within rural settlements have required a significant demand for infrastructural development such as roads and sanitation services. The challenges are the rate of service delivery demand are deemed high, the extent of development required, land availability is questionable, and the irregular settlement patterns that exist, and cost implications to some extent retard developmental growth. Infrastructural development is more focused at efficiency and effectiveness of services provided and, thus, more efficient and more equitable growth through the timeous supply of infrastructure in key growth areas. Development within the District should ensure accessibility of services and avoid development occurring in inappropriate areas. placing infrastructure inside nodal areas can be considered as a 'service edge', and development occurring within the nodal core will have a benefit of promoting densification inaccessible areas while creating thresholds for Public Transport and saving cost.

### 7.1.1 WATER RESOURCES

The UKDM falls within the Mfolozi/Pongola Primary Catchment. The area has a wide diversity of aquatic and wetland habitats, and supports many faunal and floral species, due to the area having both subtropical and temperate features, and mountainous and flat areas.

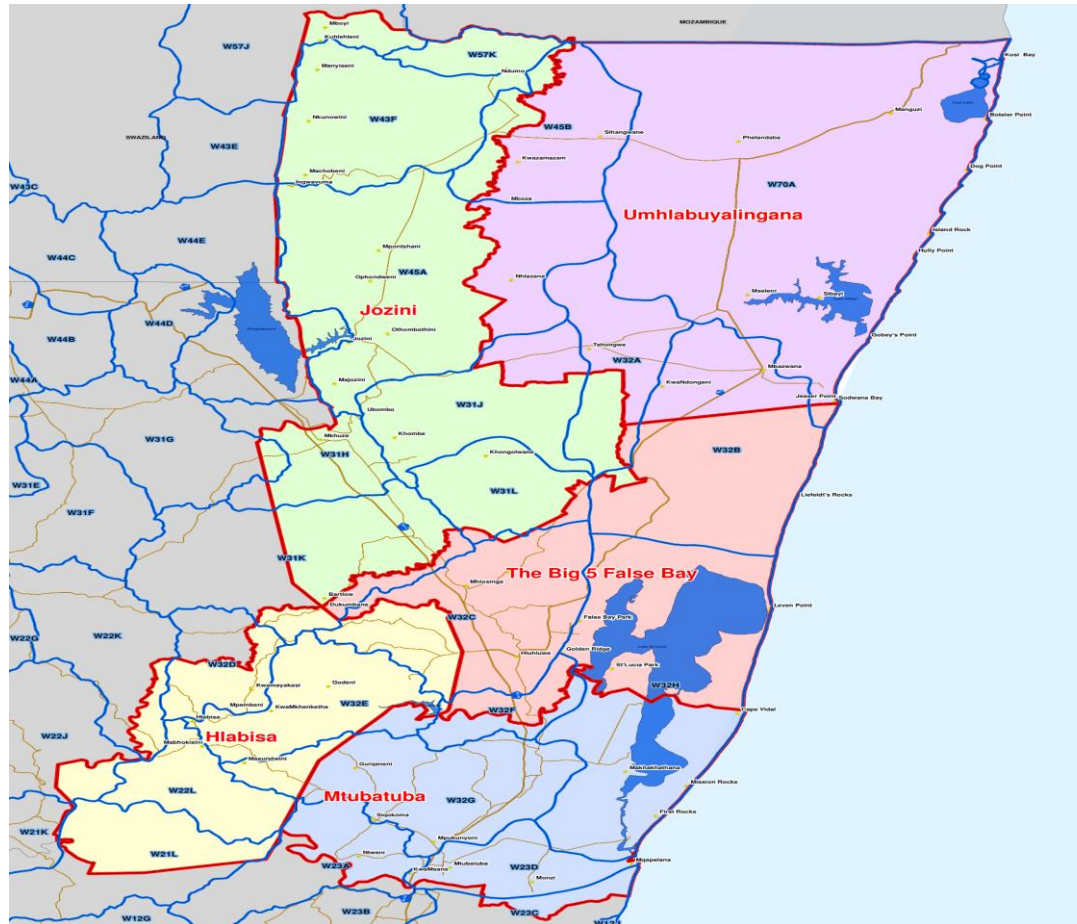


Figure: Water Management Areas (WMA) and Catchment Areas

#### ▪ **Pongola Catchment**

The Pongola River is very important from an environmental flow requirements perspective because of the floodplains downstream of the Pongolapoort (Jozini) dam. The water quality in the Pongolapoort Dam catchment is good. The quality of the resource along the lower reaches of the Pongola River upstream of the Pongolapoort Dam is, however, significantly affected during periods of low flow through saline and nutrient enriched return flows from the large irrigation areas.

The gross available water from the Pongola catchment is estimated at 818 million m<sup>3</sup>/annum. The Ecological Reserve has been calculated as 172 million m<sup>3</sup>/a, and this volume is therefore not available for allocation. The estimate of the impact of alien invasive plants in the catchment is noted as 30 million m<sup>3</sup>/a. However, groundwater and return flows from agriculture add another estimated 29 million m<sup>3</sup>/a (DWAF, 2004).

#### ▪ **Mkhuze Catchment**

The Mkuze Catchment includes the drainage areas of both the Mkuze (W31) and the Hluhluwe (W32). The catchment is 9 545km<sup>2</sup>, and the rivers end in Lake St Lucia which then drains into the Indian Ocean.

The catchment is very important for the environmental flow requirements of Lake St Lucia and other areas east of the Lebombo Mountains. Lake St Lucia is an ecologically sensitive area and World Heritage Site. Because of

#### ▪ **Lake Sibayi Catchment (W70A)**

The Lake Sibayi Catchment (in quaternary W70A.) covers the coastal areas from the border with Mozambique in the north to St Lucia Wetlands in the south. The area is ecologically sensitive and there are a number of conservation areas in the catchment. This catchment ends up in the Kosi Bay which is a group of wetlands and freshwater lakes. Lake Sibayi is the largest of the lakes, but Lake Shengeze and Lake Nhlanga are also notable.

#### ▪ **Mfolozi Catchment (W20)**

The Mfolozi catchment consists of the Black and White Mfolozi tributaries that rise in the eastern Drakensberg and flow across the Zululand coastal plain and into the Indian Ocean. Mfolozi Game Reserve lies in the central part of the catchment. The towns of Vryheid, Ulundi, Babanango, Nongoma and Mtubatuba fall within the catchment. Klipfontein Dam is the only major dam in the catchment, situated in the upper part of the White Mfolozi, although there are several farm dams that reduce the streamflow, especially in the low flow months. There is a large potential for groundwater use along the coast.

The primary uses in the catchment are communal land stock farming, irrigation, forestry and dryland sugarcane. Most of the water demand is near the coast, including a transfer to the Mhlathuze catchment.

#### 7.1.2 WATER SUPPLY INFRASTRUCTURE AND ACCESSIBILITY

The uMkhanyakude DM is a vast area, with population distribution patterns, topography, water resources, and sensitive environmental areas that result in challenges in terms of the design, construction and management of water services infrastructure. 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 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.

According to STATS SA 2022 data uMkhanyakude has seen a significant increase in access to piped water where in 2011 only 13,4% households have access to piped water, hence in 2022 the percentage has increase to 24,6% as shown in below figure. Even though the increase is noted but there's high number of populations without access to clean water and relying on other sources of water.

| Name                                  | Frequency | %     |
|---------------------------------------|-----------|-------|
| Piped (tap) water inside the dwelling | 31 809    | 24,6% |
| Piped (tap) water inside the yard     | 32 804    | 25,4% |
| Piped (tap) water on community stand  | 11 004    | 8,5%  |
| No access to piped water              | 53 449    | 41,4% |

### 7.2.3 BULK WATER INFRASTRUCTURE CAPACITY

UMkhanyakude District Municipality has developed a Water Master Plan for the entire District which is under review in 2024, the plan is aimed at addressing the water infrastructure issues faced by the District. The Plan covers the areas requiring infrastructure upgrade and those that completely don't have infrastructure. The map below illustrates the existing capacity of infrastructure.

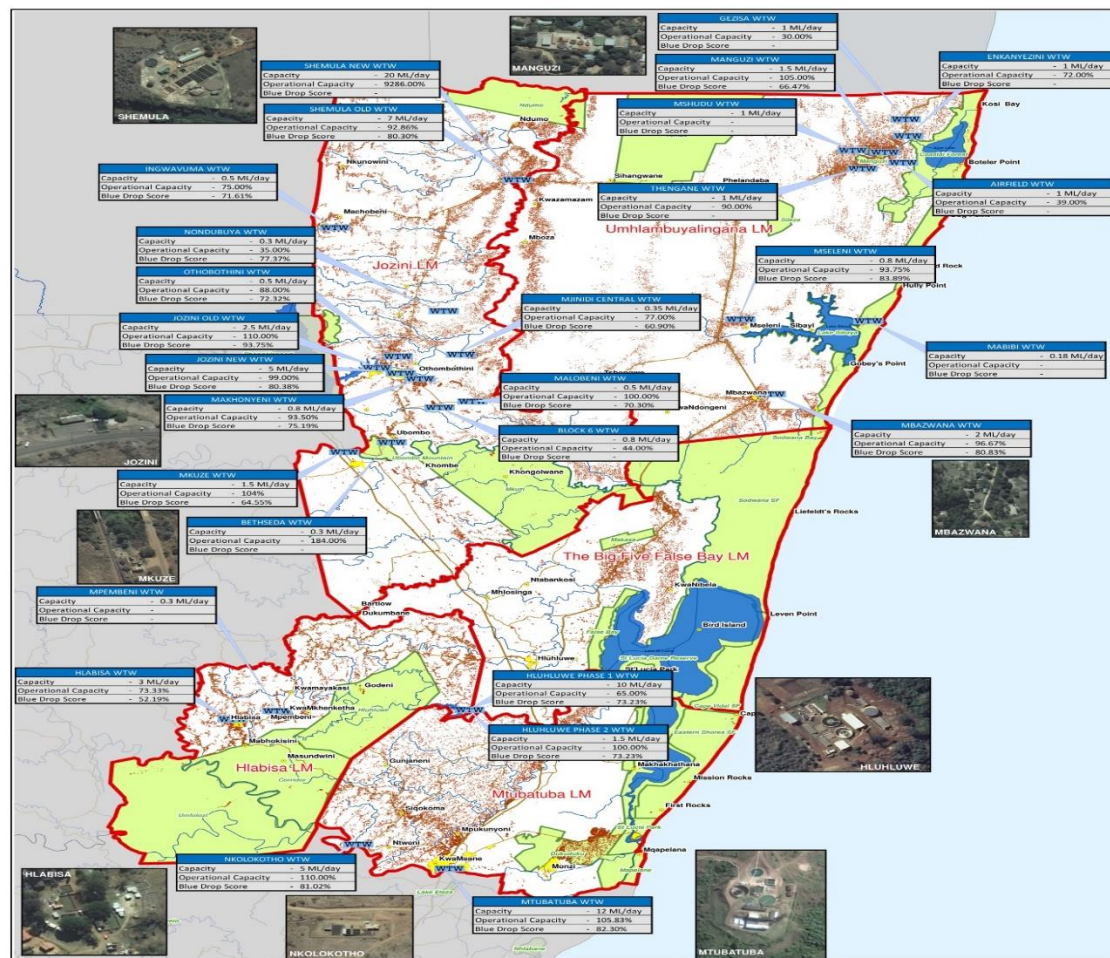




*Figure: Existing Water Infrastructure*

## 7.2 SANITATION

### Policy Requirement

According to the National Sanitation Policy 2016, sanitation service should ensure universal access to basic sanitation and recognise a Constitutional responsibility of the national sphere of government, with Constitution responsibility of provision of basic sanitation services at the local sphere of government. Local government must take reasonable measures to realise this right through adherence of principles of the Policy as follows:

- **The right to access to basic sanitation**
- **Prioritising hygiene and End-user Education in sanitation service provision**
- **Prioritising basic sanitation services to vulnerable people and unserved households**
- **People-centred and demand-driven sanitation service provision**
- **Polluter pays principle**
- **User pays principle**
- **Sanitation has economic value**
- **Integrated development**
- **Equitable regional allocation of development resources**
- **Prioritizing operation and maintenance**
- **Integrated waste management**

### Sanitation Service Levels

The Compulsory National Standards in terms of Section 9(1) of the Water Services Act (Act 108 of 1997) define the minimum standards for basic sanitation as the provision of appropriate health and hygiene education, and a toilet that is safe, reliable, environmentally sound, easy to keep clean, provides privacy

and protection against the weather, well ventilated, keeps smells to a minimum and prevents the entry and exit of flies and other disease-carrying pests. The minimum accepted standard of sanitation is a ventilated improved pit latrine (VIP).

Waterborne sanitation and septic tanks are largely restricted to urban areas. Rural settlements are generally served with VIPs. The topography, accessibility, and availability of sufficient water supplies results in a higher level of service in rural areas being unlikely.

### Status of Sanitation

Looking into Sanitation accessibility for uMkhanyakude District it shows that a huge % of population and settlements have not reached the maximum sanitation service and the National Sanitation Policy principles are less met.

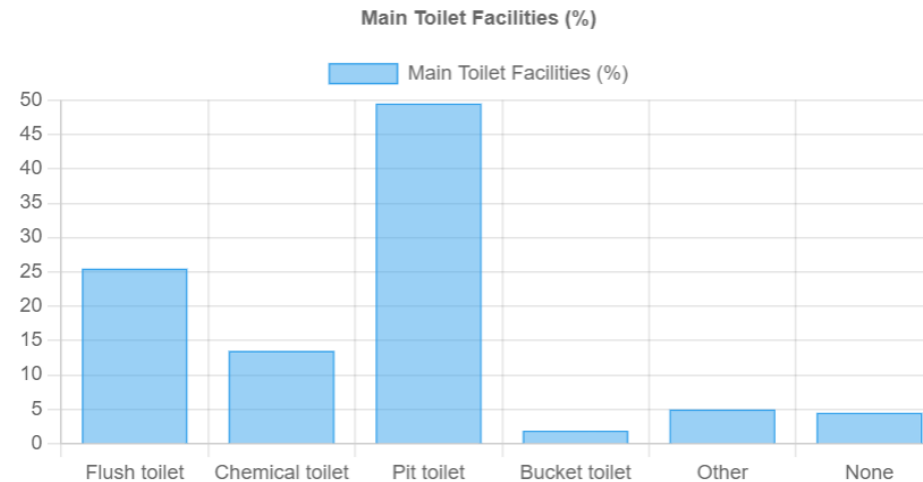
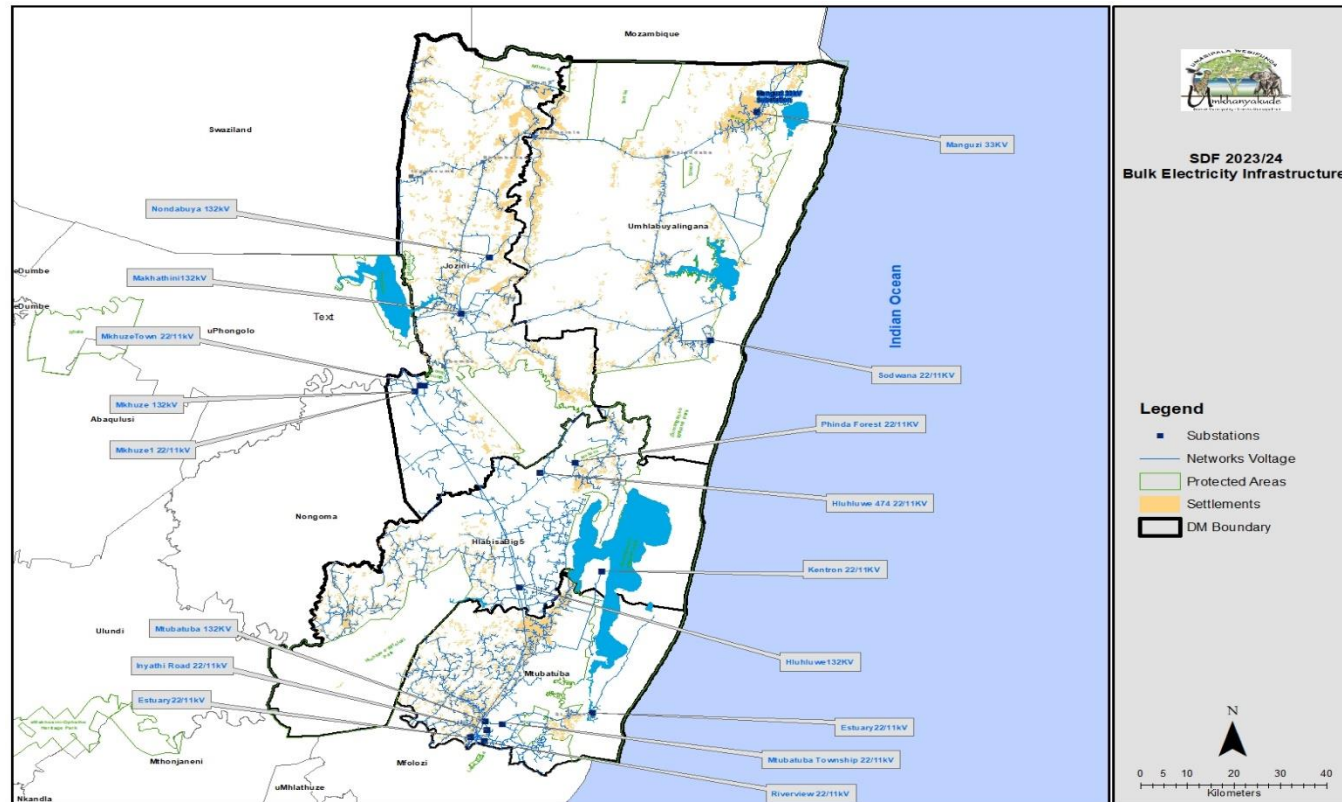


**Figure: Access to Sanitation**



### 7.3 ELECTRICITY

Electricity is a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and therefore also plays an important revenue source for local government. For this exercise the spatial location and supply thereof the bulk electricity infrastructure has been assessed. The bulk electricity infrastructure for uMkhanyakude District is managed by Eskom. Distribution of electricity network infrastructure to DC27 communities is done by Eskom in-conjunction with Local Municipalities in response to the backlogs driven by population increase and densifying settlements of the district. In terms of Stats SA 2022 Census, uMkhanyakude has seen a major increase in electricity access by communities hence in 2011 only 38,4% households had access to electricity and by 2022 and increase to 90,1 % access to electricity. The map below shows the major substation and electricity network which is spread across the district.



## 7.4 REFUSE REMOVAL/SOLID WASTE

Section 24 and Section 156 (in conjunction with Schedule 5B) of the Constitution of South Africa (Act 108 of 1996), which respectively declares the right to human and environmental health; and waste management as a local government competence.

Furthermore, the Department of Environmental Affairs Integrated Waste Management Strategy (1999/2000; IWMS) covers the relevant national principles and strategy as well as local government participation in implementing the strategy; the White Paper on Integrated Pollution Prevention and Waste

Management (2000) provides for integrated waste management/pollution prevention initiatives; while the Local Government Municipal Systems Act (Act 32 of 2000; MSA) contains both broad and specific provisions relating to municipal service delivery.

However, Waste Management is performed by the 4 Local Municipalities of the District, the District has Developed a District Wide Integrated Waste Management Plan in order to guide Local Municipalities. The District further coordinate and facilitate the Environment Management Forum and Awareness Campaigns throughout the District to ensure that waste management is dealt with Accordingly.

Infrastructure Capacity may be assessed per Local Municipality and availability of plans to manage solid waste management. The latest Statsa data shows how the district performs in terms of waste management below.

| Name                                            | Frequency | %     |
|-------------------------------------------------|-----------|-------|
| Removed by local authority at least once a week | 27 425    | 21,2% |
| Removed by local authority less often           | 608       | 0,5%  |
| Communal refuse dump                            | 2 806     | 2,2%  |
| Communal container/central collection point     | 1 472     | 1,1%  |
| Own refuse dump                                 | 84 055    | 65,1% |
| No Rubbish Disposal                             | 10 161    | 7,9%  |
| Other                                           | 2 540     | 2,0%  |

**Figure: Showing level of Solid Waste Removal**

## 8. ENVIRONMENTAL ASSESSMENT

### 8.1 ENVIRONMENTAL MANAGEMENT ZONES

The Strategic Environmental Assessment compares the status of the features with their legal requirements and development needs. This allows for the type and extent of the required management intervention to be determined. In particular, environmental conflicts or instances of convergence have been identified and described. The feature status can then be improved through the establishment of management requirements in specific areas with coherent characteristics. Against this framework likely development actions can be measured and used to inform the designation of Environmental Management Zones (EMZs).

#### 8.1.1 LEGAL REQUIREMENTS

According to the EMF Regulations (Regulation 4), an Environmental Management Framework must, inter alia:

“(e) state the environmental management priorities of the area;

(f) indicate the kind of developments or land uses that would have a significant impact on those attributes and those that would not;

(g) indicate the kind of developments or land uses that would be undesirable in the area or in specific parts of the area...”

This is given further legitimacy by section 24(2) of NEMA that indicates:

“The Minister, or an MEC with the concurrence of the Minister, may identify...

(b) geographical areas based on environmental attributes, and as specified in spatial development tools adopted in the prescribed manner by the environmental authority, in which specified activities may not commence without environmental authorisation from the competent authority;

(c) geographical areas based on environmental attributes, and specified in spatial development tools adopted in the prescribed manner by the environmental authority, in which specified activities may be excluded from authorisation by the competent authority...

(d) activities contemplated in paragraphs (a) and (b) that may commence without an environmental authorisation, but that must comply with prescribed norms or standards:

Provided that where an activity falls under the jurisdiction of another Minister or MEC, a decision in respect of paragraphs (a) to (d) must be taken after consultation with such other Minister or MEC”

The geographical areas and spatial development tools referred to in section 24(2) are defined in section 24(3) of NEMA:

“The Minister, or an MEC with the concurrence of the Minister, may compile information and maps that specify the attributes of the environment in particular geographical areas, including the sensitivity, extent, interrelationship and significance of such attributes which must be taken into account by every competent authority”

Based on the above mentioned specifications, an EMF primarily qualifies as ‘information and maps’ that inform assessments for environmental authorisations, but may be used to inform the Minister or MEC (Member of the Executive Council) in terms of the identification of ‘geographical areas’ when interpreted or used as ‘spatial development tools’.

The requirement for the identification of geographical areas based on environmental attributes is satisfied through the demarcation of various environmental management zones – i.e. areas of particular contiguous sensitivity or land use that become structuring elements in the final management framework and management plan.

#### 8.1.2 SPATIAL PLANNING INFORMANTS

Based on the Status Quo information (specifically the bio-physical constraints and opportunities) and the Desired State of Environment, the next step was to demarcate and spatially represent the EMZs. These EMZs were determined on the basis of a rationalisation of compatibilities or conflicts, and desirability or undesirability of land uses and activities. Compatible spatial character can be defined as clusters of activities or resources that can co-exist without detracting from the resource value of each other. Conflicting activities or resources are those that are mutually exclusive in terms of spatial and temporal dimensions.

Importantly, existing zonation within and outside of protected areas need to be considered and integrated. The result is a demarcation of EMZs which can be linked to specific development activities in order to facilitate future decision-making on environmental requirements and acceptability.

The uMDM Spatial Development Framework (SDF) (2014/15) provides the basis for spatial restructuring to improve spatial equity as well as guiding the location of projects and direction of growth<sup>1</sup>. It identified development nodes, and development corridors to link these nodes, and so provides access to areas of need. The SDF identified the following as its objectives:

- **Conceptual Framework;**
- **Align National and Provincial Policies;**

- **Long-term Planning Framework;**
- **Social and Infrastructural Services;**
- **Demographics;**
- **Economy;**
- **Agriculture;**
- **Biodiversity; and**
- **Institutional Arrangements.**

The SDF proposes various nodes as structuring elements in the District, namely Primary, Secondary, Tertiary and Rural Service Nodes. These further refine and detail the Provincial Spatial Economic Development Strategy (PSEDS)<sup>2</sup>. The development of the EMZs take the spatial planning categories into consideration to ensure all spatial planning documents are uniform.

Furthermore, the **District Rural Development Plan (DRDP)**<sup>3</sup> for uMkhanyakude has identified agriculture as the heart of rural economic transformation, in a District that is considered to be mostly rural, and faces problems of poverty, unemployment and lack of service delivery. The District's vision for rural development is therefore characterized by the following:

- Placing emphasis on agriculture as the most critical sector that can transform rural economies, this as it plays a role in generating additional economic activities such as food processing, agro-tourism and trade.
- Promoting agricultural businesses: as these contribute towards economic growth and food security; and
- Creation of sustainable jobs, as agriculture has been noted as one of the major employers within the uMDM.

Ultimately, the DRDP is formulated to provide clarity on the rural and agricultural development needs, resource allocation by identifying which commodities are viable for achieving Rural Economic Agrarian Transformation, by identifying when and where and who needs to undertake various specific intervention within rural areas.

According to the uMDM DRDP (2019), proposing development-oriented interventions within the uMDM required the formulation of operational strategies that are critical for the realisation of the DRDP objectives. The DRDP objectives are outlined as follows:

- Objective 1: Improving productivity and competitiveness in the agriculture sector;
- Objective 2: Promote tourism through existing development corridors;
- Objective 3: Improving competitiveness in the manufacturing sector;

- Objective 4: Improving tourism competitiveness in the district; and
- Objective 5: Promoting rural-urban linkages and functionality.

The Rural Development Plan for the uMDM is informed by a Functional Regional approach. The importance of this approach to rural development rests in its emphasis on the nodal-hinterland economic and socio-spatial linkages. In other words, the economic development of uMkhanyakude's villages and rural townships is intrinsically dependent on these places' linkages with established nodes, notably Mtubatuba, Hlabisa and Jozini. A Functional Region therefore would typically have established nodes as well as areas in need of various forms of intervention from a development perspective.

The Functional Regions for the uMDM, as outlined in the uMDM SDF, are identified through the use of the following:

- Strategically Located Land Index (SLLi). The SLLi takes into account the following variables: proximity to physical infrastructure; proximity to major towns/gateways and markets; average rainfall; slope elevation and temperature and; soil types. SLLi allows for the identification of strategically located land for various economic activities and land uses.
- The GVA – this data depicts average GVA contribution to district economy per sector (inter alia agriculture, mining, manufacturing, wholesale & retail, transport, community services and government services, and finance, and insurance services).
- Accessibility – this depicts the availability of transport networks and total travel time between points. The existence of a developed and integrated transport network makes it possible for both intra-regional and inter-regional flow of goods, services and people to occur.
- Population count per district municipality (decline and growth) – this value is indicative of urbanisation and depopulation trends in the uMDM. As rural development is about improving people's lives, the analysis of population trends allows for a more people-centric approach to municipal planning.
- Infrastructural investment – this involved taking into account existing physical infrastructure that support various economic activities, i.e. agriculture, wholesale and retail, mining, services and manufacturing and other relate industries.

#### *Functional Region 1: Mtubatuba, Hlabisa, St Lucia and Hluhluwe Functional Region4*

Functional Region 1 (FR 1) is characterised by the N2 corridor which is separates the area two ways, firstly being the coastal belt eco-tourism area made up by St Lucia and iSimangaliso Wetland Park, Hluhluwe town and the HiP which makes up the urban and economic core in this FR, secondly being the inland rural region of Hlabisa where the HiP and The Big 5 Game Reserve are the main economic activities.

The priority commodities within this region include vegetables, livestock and cotton.

### ***Proposed Interventions: FR 1***

The proposed interventions for FR 1 include:

#### **Environmental:**

- Align to the Climate Change Response Plan currently funded by DALRRD;
- Climate Change Mitigation;
- Disaster Management;
- Invasive Species (Possible Linkages to Industry e.g. wattle for charcoal)
- To address illegal dumping and disposal of waste;
- Wind resources suitable wind energy facilities;
- Stormwater harvesting should be explored and promoted;
- Rehabilitation of riparian areas affected by anthropogenic activities; and
- Maintenance of open space systems in settlements.

#### **Agriculture:**

- **Taxi rank market stalls improvement (Selling of vegetables);**
- Arable;
- Grazing;
- Red Meat Production;
- Poultry (Various aspects); and
- Agri-park Infrastructure:
  - Sheds/ Pack houses/ Processing Plants.



**Tourism:**

- Heritage Tourism;
- Settlement Tourism;
- Farm Tourism; and
- Arts and Craft.

**Industry:**

- Toilet Paper Production;
- Chemical Production;
- Block Making (Linked to Rural Housing Projects; and
- Medicinal Plants/ Essential Oils (Linked to essential oils project).

**General:**

- Social Infrastructure (Clinics/ Multi-purpose Halls etc).

***Functional Region 2: Mkhuze, Jozini, Ndumo, Ubombo and Ingwavuma Functional Region***

Functional Region 2 (FR 2) is comprised of the three aforementioned towns situated between the N2 and R22 corridors, this is a rural FR and is characterised by high population growth and high illegal development.

Subsistence agriculture is prevalent and access to markets is a challenge for emerging farmers. Cotton at the Makhathini Flats is also high potential in the region. Sugarcane is also a major commodity in this region on the south of Mkhuze and the nearest mill is Phongola Mill.

The priority commodities within this region include vegetables, livestock and cotton.

***Proposed Interventions: FR 2***

The proposed interventions for FR 2 include:

**Environmental:**

- Align to the Climate Change Response Plan currently funded by DALRRD;

- Climate Change Mitigation;
- Disaster Management;
- Invasive Species (Possible Linkages to Industry e.g. wattle for charcoal);
- To address illegal dumping and disposal of waste;
- Wind resources suitable wind energy facilities;
- Storm water harvesting should be explored and promoted;
- Rehabilitation of riparian areas affected by anthropogenic activities; and
- Maintenance of open space systems in settlements.

**Agriculture:**

- Taxi rank market stalls improvement (Selling of vegetables);
- Arable;
- Grazing;
- Red Meat Production;
- Poultry (Various aspects); and
- Agri-park Infrastructure:
  - Sheds/ Pack houses/ Processing Plants.

**Tourism:**

- Heritage Tourism;
- Settlement Tourism;
- Farm Tourism; and
- Arts and Craft.

**Industry:**

- Toilet Paper Production;
- Chemical Production;
- Block Making (Linked to Rural Housing Projects; and
- Medicinal Plants/ Essential Oils (Linked to essential oils project).

**General:**

- Social Infrastructure (Clinics/ Multi-purpose Halls etc).

**Functional Region 3: Mbazwana, Kwangwanase, Manguzi and Skhemelele Functional Region**

Functional Region 3 (FR 3) is defined by the new R22 corridor which passes through Manguzi to Mozambique which is deemed to bring economic opportunities for the broader town. This is a very rural functional region with critical biodiversity areas (CBAs) and emerging farming activities.

The priority commodities within this region include vegetables, livestock and cotton.

***Proposed Intervention Areas for FR 3***

The proposed interventions for FR 3 include:

**Environmental:**

- Align to the Climate Change Response Plan currently funded by DALRRD;
- Climate Change Mitigation;
- Disaster Management;
- Invasive Species (Possible Linkages to Industry e.g. wattle for charcoal);
- To address illegal dumping and disposal of waste;
- Wind resources suitable wind energy facilities;
- Stormwater harvesting should be explored and promoted;
- Rehabilitation of riparian areas affected by anthropogenic activities; and
- Maintenance of open space systems in settlements.

**Agriculture:**

- Taxi rank market stalls improvement (Selling of vegetables);
- Arable;
- Grazing;
- Red Meat Production;
- Poultry (Various aspects); and
- Agri-park Infrastructure:
- Sheds/ Pack houses/ Processing Plants.

**Tourism:**

- Heritage Tourism;
- Settlement Tourism;
- Farm Tourism; and
- Arts and Craft.

**Industry:**

- Toilet Paper Production;
- Chemical Production;
- Block Making (Linked to Rural Housing Projects; and
- Medicinal Plants/ Essential Oils (Linked to essential oils project).

**General:**

- Social Infrastructure (Clinics/ Multi-purpose Halls etc).

### 8.1.3 ENVIRONMENTAL MANAGEMENT ZONES IDENTIFIED FOR THE UKDM

The following EMZs have been determined for the UKDM based on the environmental sensitivity analysis and input from stakeholders:

- **Zone 1:** Conservation Wilderness (Protected Areas) Focus Area;
- **Zone 2:** Conservation – iSimangaliso World Heritage Site (core area);
- **Zone 3:** Ecologically Sensitive Zone with an Agriculture and Tourism Focus;
- **Zone 4:** Agriculture focus area – livestock;
- **Zone 5:** Agriculture focus area - crop cultivation;
- **Zone 6:** Urban Development Zone;
- **Zone 7:** Rural Development Zone; and

- **Zone 8:** Mining.

The provision of EMZs or control zones can be used as geographical management areas so as to determine where and how certain development activities should take place. Consequently, control zones can inform an overall environmental framework and Strategic Environmental Management Plan (SEMP). The SEMP provides the guidance necessary for land use planning and environmental decision making, but more detailed designs will need to be informed by investigations associated with environmental or town planning authorisation processes.



## Description

This zone represents the parts of the District that have been afforded formally protected status and which are arguably the most environmentally sensitive parts of the uMDM. The optimal protection of features within this zone is important to conserve biodiversity within the uMDM as well as ensuring the provision of ecological goods and services for which these areas are responsible.

Formally protected areas are protected under the National Environmental Management: Protected Areas Act (NEMPAA) (Act No. 57 of 2003). The inclusion of all formally protected areas within this zone has been done in order to allow the stipulations of the NEMPAA with respect to the management of Protected Areas (PAs) to be incorporated into the management objectives and actions of this Zone.

PAs are areas of land or sea that are formally protected by-law and managed mainly for the purpose of biodiversity conservation. NEM: PAA distinguishes between several categories of PAs: Special Nature Reserves, National Parks, Nature Reserves, and Protected Environments. It also recognises World Heritage Sites declared in terms of the World Heritage Convention Act (Act No. 49 of 1999); specially protected Forest Areas declared in terms of the National Forests Act (Act No. 84 of 1998); and Mountain Catchment Areas declared in terms of the Mountain Catchment Areas Act (Act No. 63 of 1970).

There are a number of conservation areas and formally PAs in the uMDM including one Marine Protected Area (MPA) (the iSimangaliso MPA) and many terrestrial areas which can be categorised into national parks and nature reserves including the Hluhluwe-Imfolozi Park (HIP), Tembe Elephant Park, Ndumo Game Reserve, Mkhuze Game Reserve, Sileza Nature Reserve, Hlatikhulu Forest Reserve and Phongola Nature Reserve are PAs. These reserves are managed by Ezemvelo KZN Wildlife (EKZNW).

It is further important to note that this zone is designed for minimal development and protection of local resources, with the concept of wilderness embedded in its creation. Wilderness as conceptualised in this report is defined by being primarily shaped by natural forces, possessing natural origins and being free of modern human impacts and development. Although a cultural construct, a wilderness is a distinct natural environment that is different from environments altered by modern human activity. In this context it is important to note that PAs should not be viewed as solely being wilderness areas. They are areas set aside for the protection and conservation of ecologically viable areas representative of South Africa's biological diversity and its natural landscapes and seascapes (as defined in the Preamble to the NEMPAA) as well as the exclusion of impacting human activities. As such the concept of wilderness is embedded in the definition of Zone 1 in the management of such areas and the prioritisation of the protection of biodiversity features and ecological processes.

Biodiversity as well as ecologically sensitivity and importance are not limited to this zone however, and the maintaining of ecological process linkages with areas identified as being ecologically sensitive that fall within Zone 3 (Ecologically Sensitive Zone with an Agriculture-Tourism Focus) is a key priority of the EMF. In fact, the principle of managing and enhancing natural areas and ecological functioning is applicable in all zones, particularly in the development cycle and building of new infrastructure.

### **Summarised Zone Objectives**

- Conserve biodiversity;
- Ensure for provision of ecological goods; and
- Ensure minimal development and protection of local resources

### **Concurrence of the Zone Objectives with the District Rural Development Plan**

The EMZ is solely aimed at the conservation and protection of natural resources, with very limited development and focus on low-impact ecotourism activities. The iSimangaliso Wetland Park and other PAs are located within the three DRDP functional regions in the uMDM, thus there is concurrence between the three DRDP functional regions and EMZ 1.

### **Methodology**

Data collected and analysed during the Status Quo assessment was used in the development of this layer. Spatial data from the Department of Forestry, Fisheries and the Environment (DFFE) Protected Area Database (SAPAD) was the main source of data utilised for the creation of this layer. The purpose of determining the environmental sensitivity is to delineate the boundaries of areas that are important from a biodiversity and landscape conservation perspective, irrespective of the relative values of constituent parts for conservation (it is either important or not).



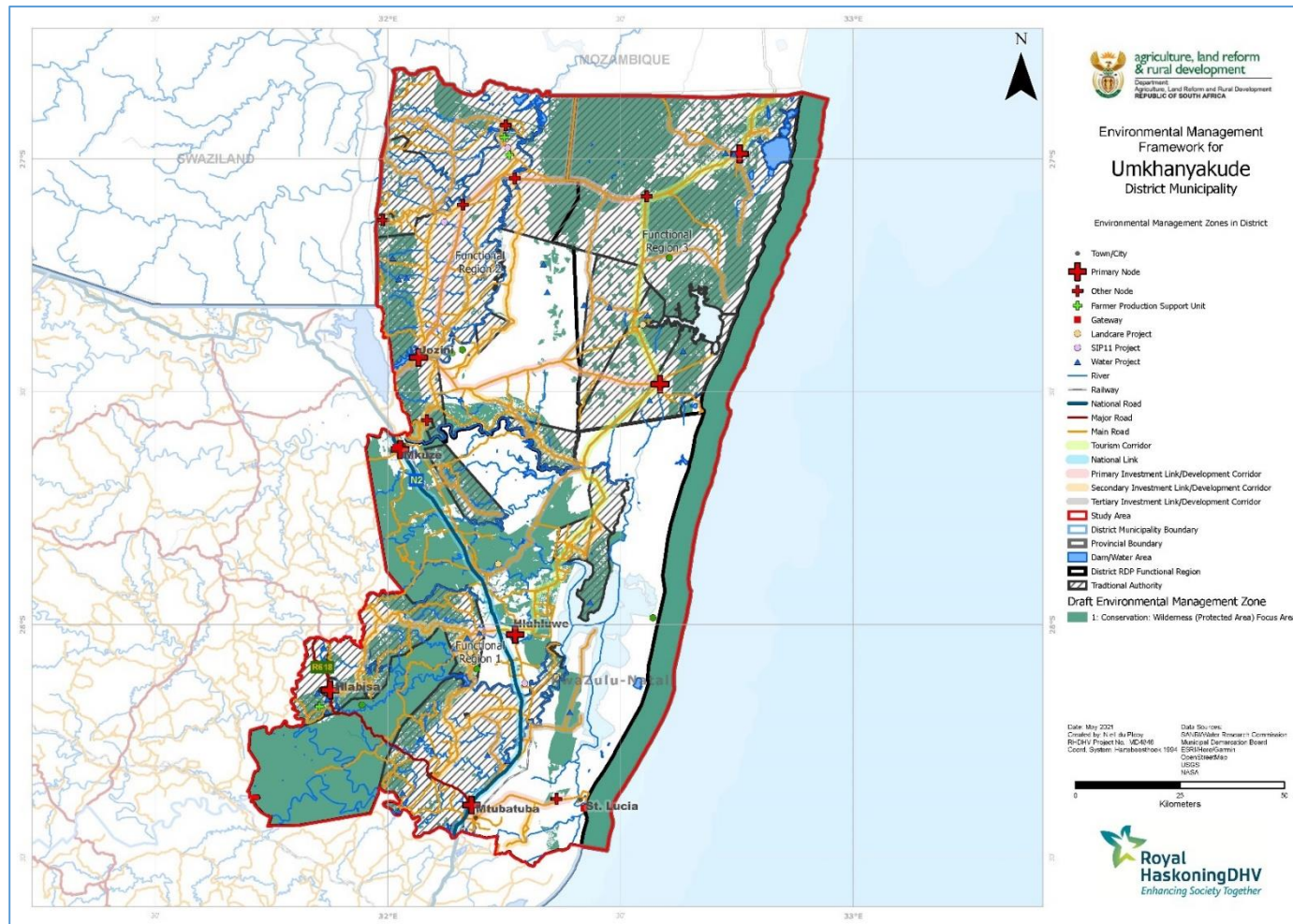


**Figure: Environmental Management Zone 1: Conservation: Wilderness (Protected Area) Focus Area**

### 8.1.3.2 ZONE 2: CONSERVATION – ISIMANGALISO WORLD HERITAGE SITE (CORE AREA)

#### Description

Zone 2 represents the iSimangaliso World Heritage Site (iSimangaliso Wetland Park) core area.

South Africa is a signatory of the Convention concerning the Protection of the World Cultural and Natural Heritage managed by the UNESCO and the iSimangaliso Wetland Park is a World Heritage Site. The iSimangaliso Wetland Park was listed as South Africa's first World Heritage Site in December 1999 (declared under the World Heritage Convention Act, 1999 (Act No. 49 of 1999), an Act that incorporated the World Heritage Convention into South African legislation) in recognition of its superlative natural beauty and unique global values. According to the UNESCO World Heritage List<sup>5</sup>, the Park is one of the outstanding natural wetland and coastal sites of Africa. Covering an area of 239,566 ha, it includes a wide range of pristine marine, coastal, wetland, estuarine, and terrestrial environments which are scenically beautiful and basically unmodified by people. These include coral reefs, long sandy beaches, coastal dunes, lake systems, swamps, and extensive reed and papyrus wetlands, providing critical habitat for a wide range of species from Africa's seas, wetlands and savannahs. The interaction of these environments with major floods and coastal storms in the Park's transitional location has resulted in continuing speciation and exceptional species diversity. Its vivid natural spectacles include nesting turtles and large aggregations of flamingos and other waterfowl.

It is important to note that the iSimangaliso World Heritage Site has a statutorily-defined buffer zone or zone of influence. In order to maintain the World Heritage values and status of the iSimangaliso Wetland Park, and meet obligations in terms of the World Heritage Convention Act and the NEMPAA, the iSimangaliso Wetland Park Authority has an obligation to optimise responsible development that will meaningfully uplift communities and provide sustainable employment to people living in the greater area of influence of iSimangaliso, while also conserving the ecological and cultural integrity of the park. To achieve this within the parameters of international best practice, iSimangaliso has delineated a Zone of Influence (including terrestrial, aquatic and marine environments) to protect the World Heritage Site from external threats. Sub-Zone 4 of the Park's Zone of Influence is 10 km wide from the boundary of the World Heritage Site, in line with the EIA Regulations, within which certain activities require EA.

This Zone 2 was established in order to maintain the World Heritage values and status of the iSimangaliso Wetland Park and meet obligations in terms of the World Heritage Convention Act and the Protected Areas Act<sup>6</sup> as well as the iSimangaliso Wetland Park Integrated Management Plan (IMP) which is aligned with related legislation, most notably relevant provisions of the Marine Living Resources Act, 1998 (Act No. 18 of 1998), the National Environmental Management: Biodiversity Act (Act No. 10 of 2004) and the NEMPAA. In this zone, ecotourism will be promoted as well as stewardship conservation programmes which will allow the protection of ecologically sensitive features and the protection of biodiversity.

### **Summarised Zone Objectives**

- Conserve biodiversity within the iSimangaliso Wetland Park core area,
- Ensure for provision of ecological goods; and
- Ensure minimal development and protection of local resources.

### **Concurrence of the Zone Objectives with the District Rural Development Plan**

The EMZ is solely aimed at the conservation and protection of natural resources within the iSimangaliso Wetland Park.

This Park is located within the DRDP Functional Region 1 thus there is concurrence between the four DRDP functional regions and EMZ 2.

### **Methodology**

Data collected and analysed during the Status Quo assessment was used in the development of this layer. The purpose of determining the environmental sensitivity is to delineate the boundaries of areas that are important from a biodiversity and landscape conservation perspective, irrespective of the relative values of constituent parts for conservation (it is either important or not).

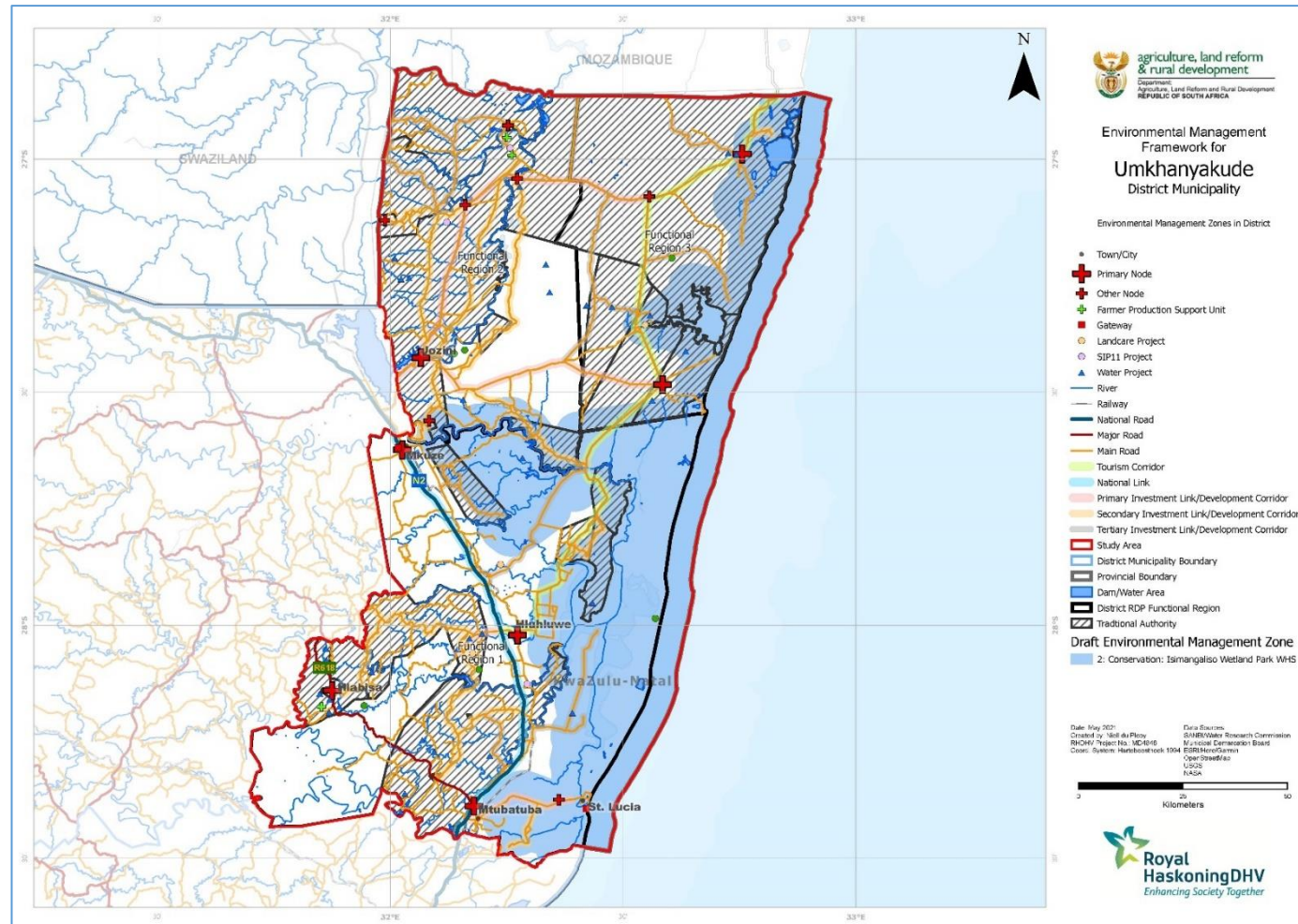


**Figure: Environmental Management Zone 2: Conservation – iSimangaliso World Heritage Site (core area)**

### 8.1.3.3 ZONE 3: ECOLOGICALLY SENSITIVE ZONE WITH AN AGRICULTURE AND TOURISM FOCUS

#### Description

Zone 3 was created based on the presence of ecologically sensitive areas located outside of the Protected Areas network, most importantly the Critical Biodiversity Area (CBA) network and the presence of other non-formally designated sensitive areas such as Important Bird Areas (IBAs), as the primary determinant. The Ramsar Convention on Wetlands is one mechanism being used in South Africa to stem the loss of wetlands, raise awareness of their functions and values, and promote sustainable use of wetland resources. There are 20 Ramsar sites in South Africa of which five Ramsar sites are present in the uMDM. Zone 3 also includes the National Protected Areas Expansion Areas Strategy Areas and the Protected Area's buffers or Zone of Influence. The emphasis of this zone will be the proper management of biodiversity resources, while promoting compatible economic activities. Non-intensive and non-transformative agricultural activities that are compatible with protection and responsible management of the natural resources, i.e. game farming and non-intensive livestock rearing, and grazing will be promoted in this zone. Ecotourism will also be promoted. Stewardship conservation programmes which will allow the protection of ecologically sensitive features and the protection of biodiversity will be promoted in this zone.

#### Summarised Zone Objectives

- Proper management of biodiversity resources while promoting compatible economic activities;
- Promotion of development of non-intensive and non-transformative agricultural activities that are compatible with protection and responsible management of natural resources - i.e. game farming, non-intensive livestock rearing and grazing; and
- Further development and enhancement of new/ enhancement of existing ecotourism & stewardship conservation programmes.

#### Concurrence of the Zone Objectives with the District Rural Development Plan

The DRDP for uMkhanyakude has identified agriculture as the heart of rural economic transformation, in a District that is considered to be mostly rural, and faces problems of poverty, unemployment and lack of service delivery. Parts of EMZ 2 are located in Functional Regions 2 and 3 (Jozini, Ingwavuma, etc.) Similarly, parts of EMZ 3 are located in Functional Region 1 (e.g. Hluhluwe). Ecotourism is one of the main commodities. The coastal belt eco-tourism area made up by St Lucia and iSimangaliso Wetland Park, Hluhluwe town and the HiP which makes up the urban and economic core in Functional Region 1. The further development of these commodities in these zones through the promotion of supported activities such as bioprospecting and fishing at sustainable levels and in compliance with relevant legislation, agritourism, etc. will further the objectives of these functional zones within the uMDM.



## Methodology

Spatial data from bioregional conservation planning (i.e. KZN Biodiversity Sector Plan) initiatives and other spatial databases indicating ecological sensitivity, as well as surface water features were utilised as the main determinant for inclusion in this zone.

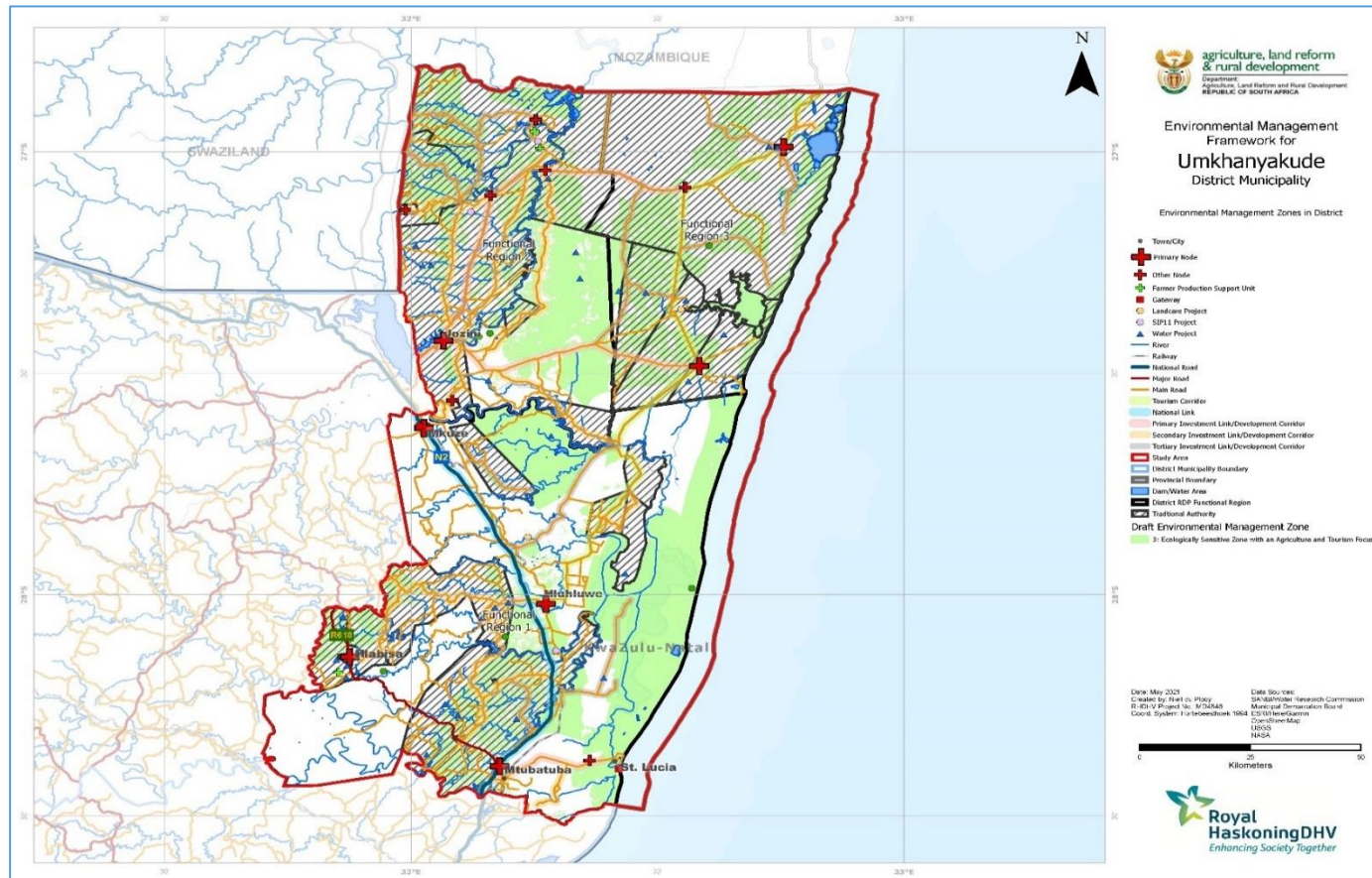


**Figure: Environmental Management Zone 3: Ecologically Sensitive Zone with an Agriculture and Tourism Focus**

#### 8.1.3.4 ZONE 4: AGRICULTURE FOCUS AREA- LIVESTOCK

##### Description

This zone represents areas with high land capability and suitability for commercially based livestock rearing. The UKDM carries approximately 4% of the provincial stock of cattle. As of August 2019, KZN had an estimated herd of 2,481,278 cattle of which 107,687 cattle were in the UKDM. These areas are important for the further development of agriculture in the UKDM and associated employment opportunities that are linked to the livestock rearing-related agricultural activities.

##### Summarised Zone Objectives

- Proper management of biodiversity resources, while promoting compatible economic activities to further economic development;
- Promotion of non-intensive and non-transformative agricultural activities compatible with protection and responsible management of natural resources, i.e. game farming and non-intensive livestock rearing/ grazing;
- Promotion and development of ecotourism; and
- Promotion and development of stewardship conservation programmes which will allow the protection of ecologically sensitive features and the protection of biodiversity.

##### Concurrence of the Zone Objectives with the District Rural Development Plan

Parts of EMZ 4 are located in the Functional Zones 1, 2 and 3 where livestock is a priority commodity. Sustainable poultry, red meat production and fisheries are promoted.

##### Methodology

Data collected and analysed during the Commodities and Enterprises Assessment phase was used in the development of this layer. These include areas of high agricultural potential for livestock rearing (grazing) as based on land capability, grazing capacity, climate capability and existing agriculture projects.

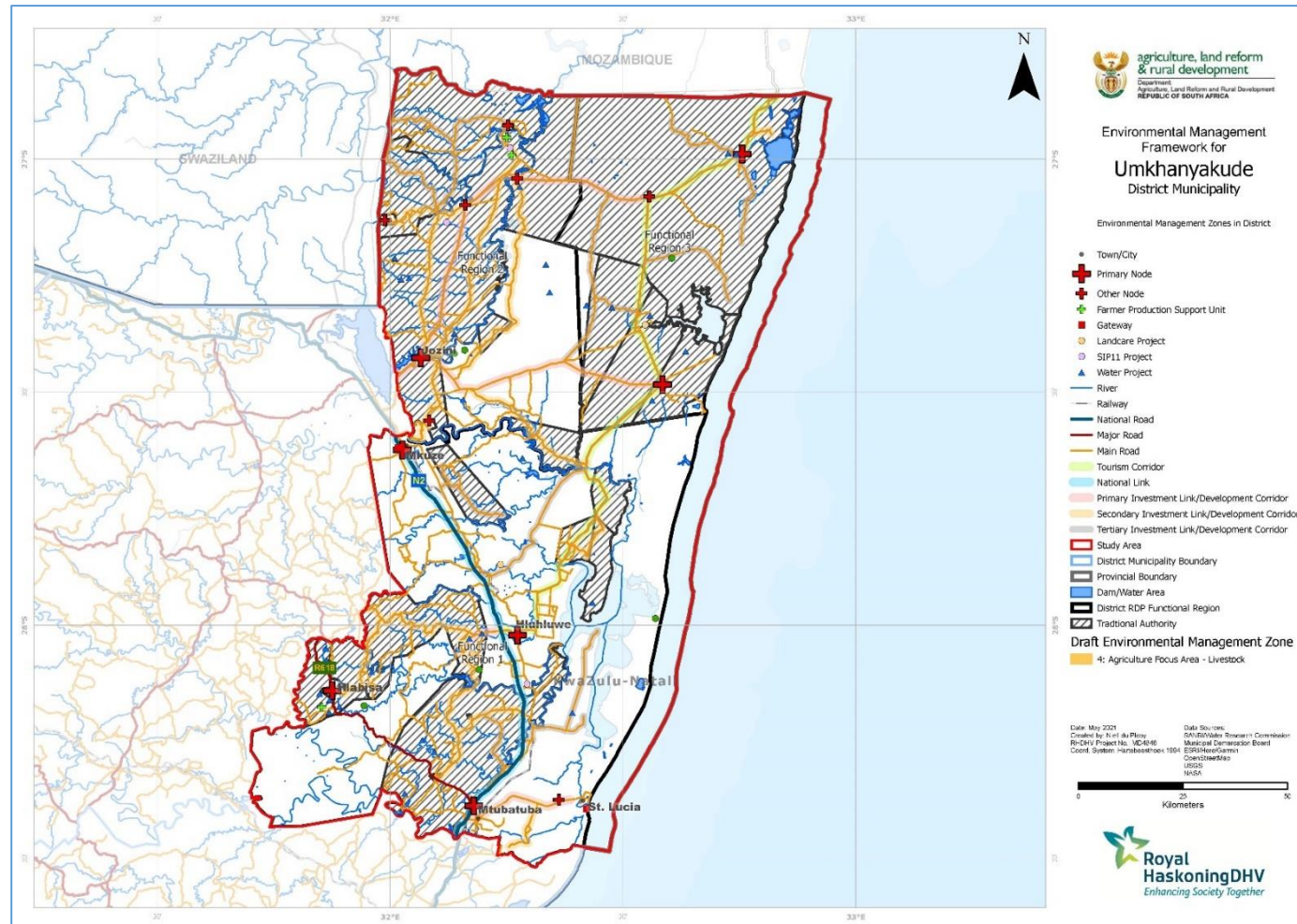


**Figure: Environmental Management Zone 4: Agriculture Focus Area – Livestock**



### 8.1.3.5 ZONE 5: AGRICULTURE FOCUS AREA– CROP CULTIVATION

This zone represents areas with high land capability and suitability for cropping-based agricultural activities. These areas are important for food production, food security and associated employment opportunities that are linked to crop cultivation (both irrigated and dryland) agricultural activities. Land located to the eastern part of the District is considered of high agricultural potential. Estimates place 20% of the District as having high potential agricultural land and 52% medium potential<sup>7</sup>.

#### Summarised Zone Objectives

- Development of agriculture as the primary economic activity to maximise areas of high land capability and suitability for cropping that comprise the zone;
- Resultant improvement/ enhancement of food production, food security and employment opportunities that are linked to crop cultivation (both irrigated and dryland); and
- Investment in infrastructure associated with cropping to promote the development of cultivation-related economic activity and development.

#### Concurrence of the Zone Objectives with the District Rural Development Plan

Parts of EMZ 5 are located within Functional Zones 1, 2 and 3 where vegetables, cotton and forestry and priority commodities and economic drivers. In Functional Region 2, subsistence agriculture is prevalent and access to markets is a challenge for emerging farmers. Cotton at the Makhathini Flats is also high potential in the region. Sugarcane is also a major commodity in this region on the south of Mkhuze and the nearest mill is Phongola Mill. The development of cropping as an important commodity through the EMZ 5 supported activities in this zone will enhance the potential for the functional zone objectives to be met. In turn, the development of the proposed intervention area objectives will assist in the enhancement of cultivation-related agricultural activities in the Zone.

#### Description

This zone represents areas with high land capability and suitability for cropping-based agricultural activities including afforestation. These areas are important for food production, food security and employment opportunities that are linked to crop cultivation (both irrigated and dryland) and associated

agricultural activities. Land located to the eastern part of the District is considered of high agricultural potential. Estimates place 20% of the District as having high potential agricultural land and 52% medium potential<sup>8</sup>.

## Methodology

Data collected and analysed during the Commodities and Enterprises Assessment phase was used in the development of this layer. These included areas of high potential for crop cultivation, as based on land capability, water availability and, climate capability. Existing areas of cultivation, especially existing agriculture projects, as indicated by the national land use dataset that did not fall within Zone 2 were included in this zone.

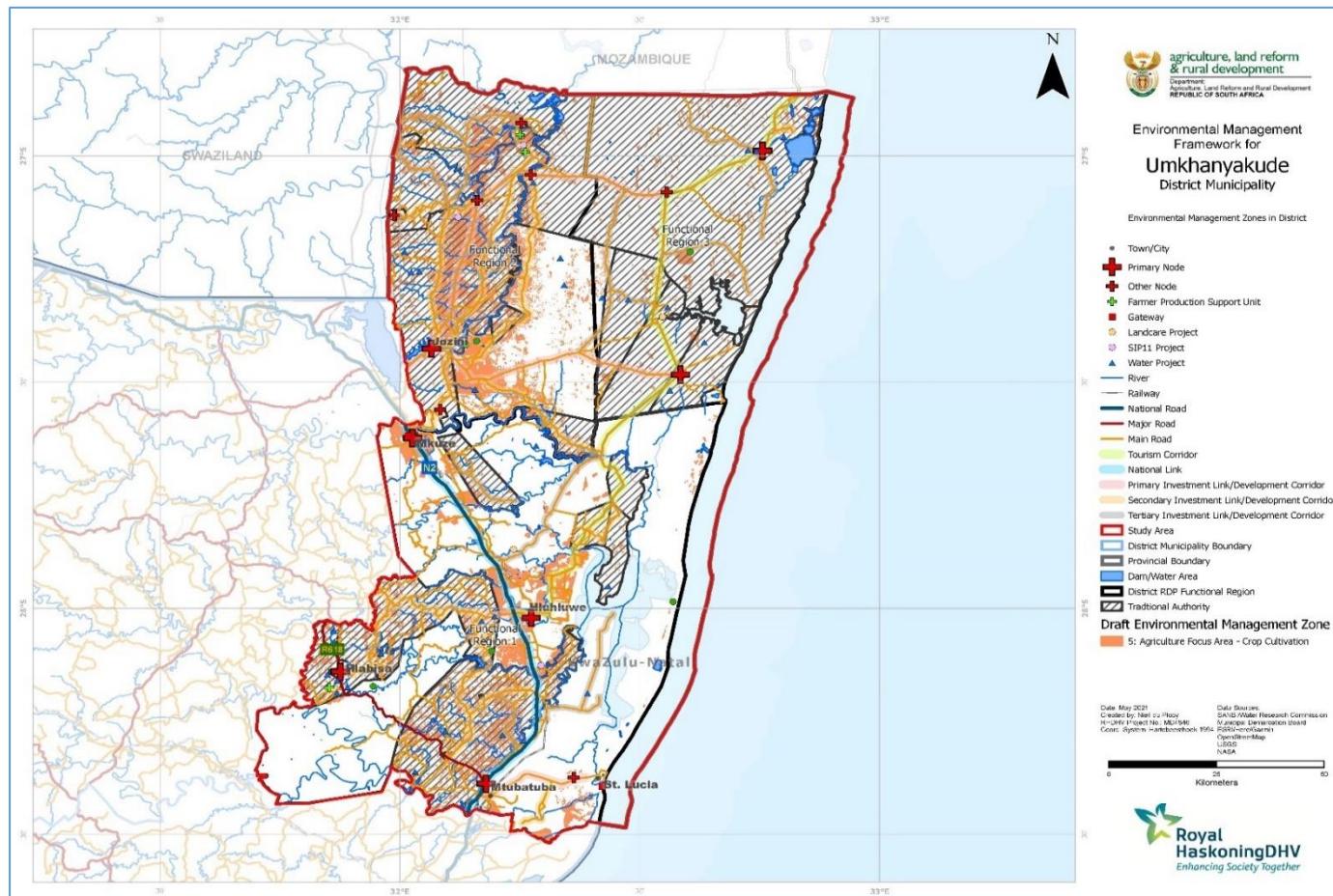


**Figure: Environmental Management Zone 5: Agriculture Focus Area – Crop Cultivation****8.1.3.6 ZONE 6: URBAN DEVELOPMENT ZONE****Description**

This zone represents areas that are demarcated for the consolidation of urban development activities, with future development initiatives located in close proximity to existing areas. Densification and infilling are a key priority to ensure sufficient support is provided for developing industrial, commercial and manufacturing activities so as to not encroach on the rural and conservation character of the UKDM. These areas are found in towns such as Manguzi, Jozini, Hluhluwe, Hlabisa, Mtubatuba and St Lucia Towns.

**Summarised Zone Objectives**

- The consolidation of urban development activities, with future development initiatives located in close proximity to existing areas;
- Densification and infilling are a key priority to ensure sufficient support is provided for developing industrial, commercial and manufacturing activities so as to not encroach on the rural and conservation characters within the UKDM; and
- Improvement of provision of bulk services and waste management to improve service delivery and basic service provision.

**Concurrence of the Zone Objectives with the District Rural Development Plan**

Functional Region 1 consists of Hluhluwe town which makes up the urban and economic core in this FR. The other 2 Functional Regions are largely rural in nature. However, the close interrelationship between rural areas and urban nodes within the District should not be ignored, especially as many rural support businesses and services are located in urban nodes, and in the context of the proposed developments in emerging areas.

**Methodology**

The current extent of settled areas, as indicated by the national land cover dataset as well as the proposed or anticipated expansion of these areas as specified in local and district municipal spatial planning initiatives was merged to form this zone.



### 8.1.3.7 ZONE 7: RURAL DEVELOPMENT ZONE

#### Description

The District is completely dominated by population residing in tribal or traditional areas (in excess of 90%), which is land under traditional councils as per the Ingonyama Trust Act. This land is allocated to the community by an Induna on behalf of the Traditional Authorities. This zone consists of existing rural settlements and rural villages, with a focus on marginal areas where there is not an abundance of existing development opportunities such as commercial agriculture, conservation or mining. The establishment of rural support centres which would form the basis for rollout of basic infrastructure (such as water, sanitation, electricity), social services (such as schools and clinics) and economic opportunities should be considered within this zone. The primary focus would be support and further development of existing rural settlements along with the maintenance and enhancement of the natural features of this zone.

#### Summarised Zone Objectives

- Multi-faceted objective of improving economic opportunity and productivity and improving infrastructure and services while maintaining and enhancing the natural features and characteristics of the zone;
- The establishment of rural support centres which would form the basis for rollout of basic infrastructure and social services such as schools and clinics; and
- Provision of support to existing settlements and not development of new settlements to improve service delivery and to improve quality of life.

#### Concurrence of the Zone Objectives with the District Rural Development Plan

EMZ 7 is prevalent in all Functional Regions, particularly, FRs 2 and 3. FR 3 is a very rural functional region with critical biodiversity areas (CBAs) and emerging farming activities and consists of areas such as Mbazwana, Kwangwanase, etc. FR 2, consisting of Mkhuze, Ubombo, etc. is also a rural FR and is characterised by high population growth and high illegal development. Subsistence agriculture is prevalent and access to markets is a challenge for emerging farmers. The development of a wide range of activities in EMZ 7 (including agricultural, infrastructure development and ecotourism) that would support rural development and the commodities in the respective functional regions will enhance the potential for the functional zone objectives to be met. In turn, the development of the proposed intervention area objectives will assist in the enhancement of rural development within EMZ 7.



## Methodology

The spatial distribution of rural developments, as indicated in the national land cover and Eskom datasets was utilised to create this zone.

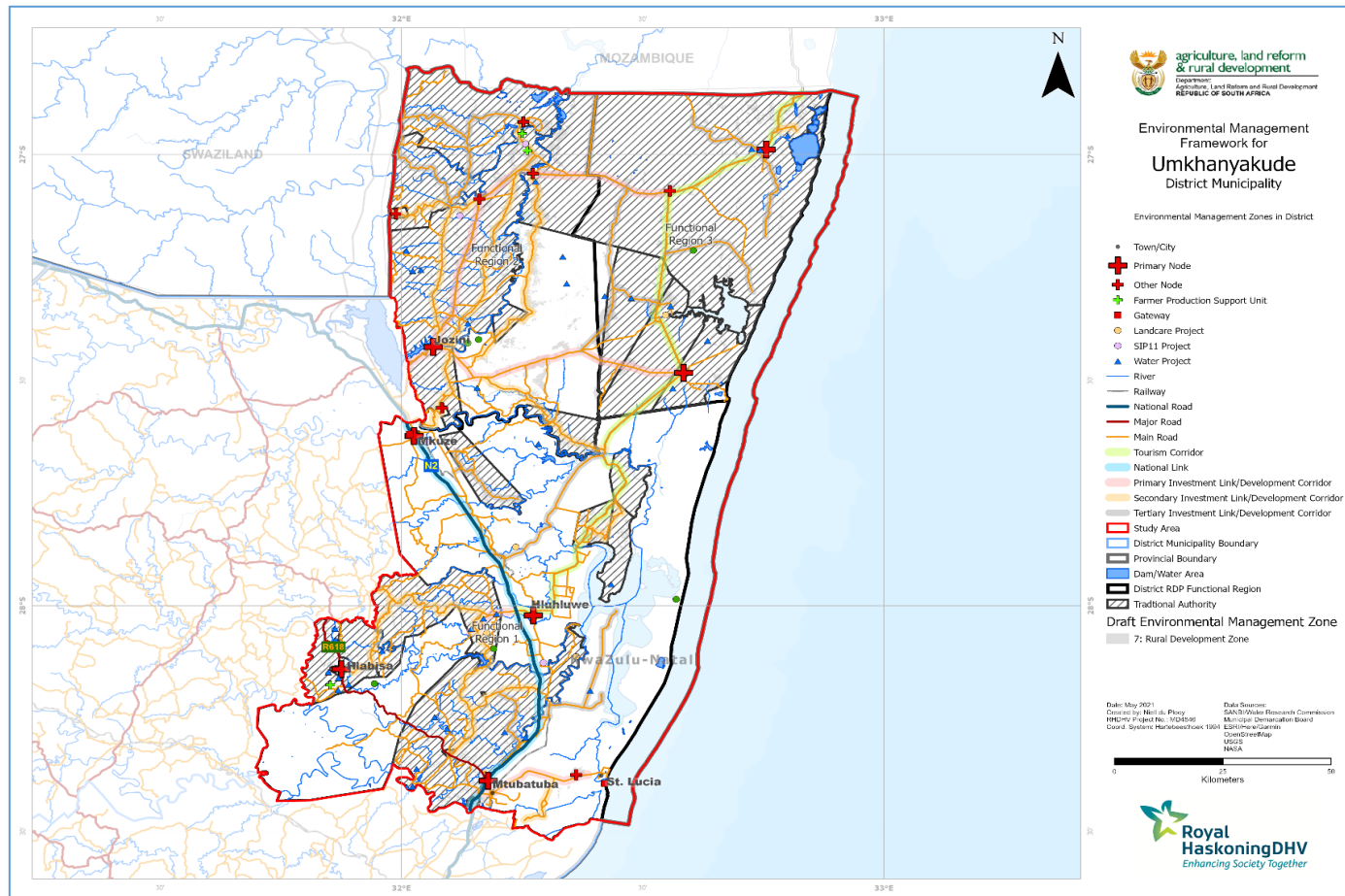


**Figure: Environmental Management Zone 7: Rural Development Zone**

### 8.1.3.8 ZONE 8: MINING FOCUS AREA

#### Description

This area has been demarcated for mining activities and is predominantly focussed within existing mining operations and expansion areas intended to streamline mining activities in areas that are already used for such purposes.

The key mining activity in the uMDM is coal extraction and borrow pit material extraction for the establishment of roads. Sand mining is also an occurrence. However, commercial mines have been downscaling as coal reserves dwindle. Licensed mining is limited to the Somkhele Coal Mine in Mtubatuba in the Big 5 Hlabisa Local Municipality and some isolated cases of sand mining activities in the District. No mining is permitted in iSimangaliso, apart from an existing Perlite mine in the Mkhuze section of the Park. However, there is a threat of mining around park perimeters, for which suitable buffers (e.g. air and water quality, ambient noise) are necessary. A future extension of Richards Bay Minerals (RBM) northward towards iSimangaliso will present a threat, as does illegal sand mining, which has become a universal problem in KZN (and South Africa).

#### Summarised Zone Objectives

- The enhancement of existing mining operations and activities and further development of expansion areas;
- The consolidation of existing mining as opposed to the creation of new mining areas in environmentally sensitive areas; and
- The proper rehabilitation of terminated mining operations to avoid residual environmental impacts such as acid mine drainage.

#### Concurrence of the Zone Objectives with the District Rural Development Zones

Mining is not particularly prevalent in the UKDM with one mine located in Functional Region 1. Mining is however, an economic commodity in parts of the District.

#### Methodology

Existing mining areas, as indicated by the Department of Trade and Industry and national land cover datasets were identified. A buffer around existing mining areas was created to allow for potential future expansion needs.

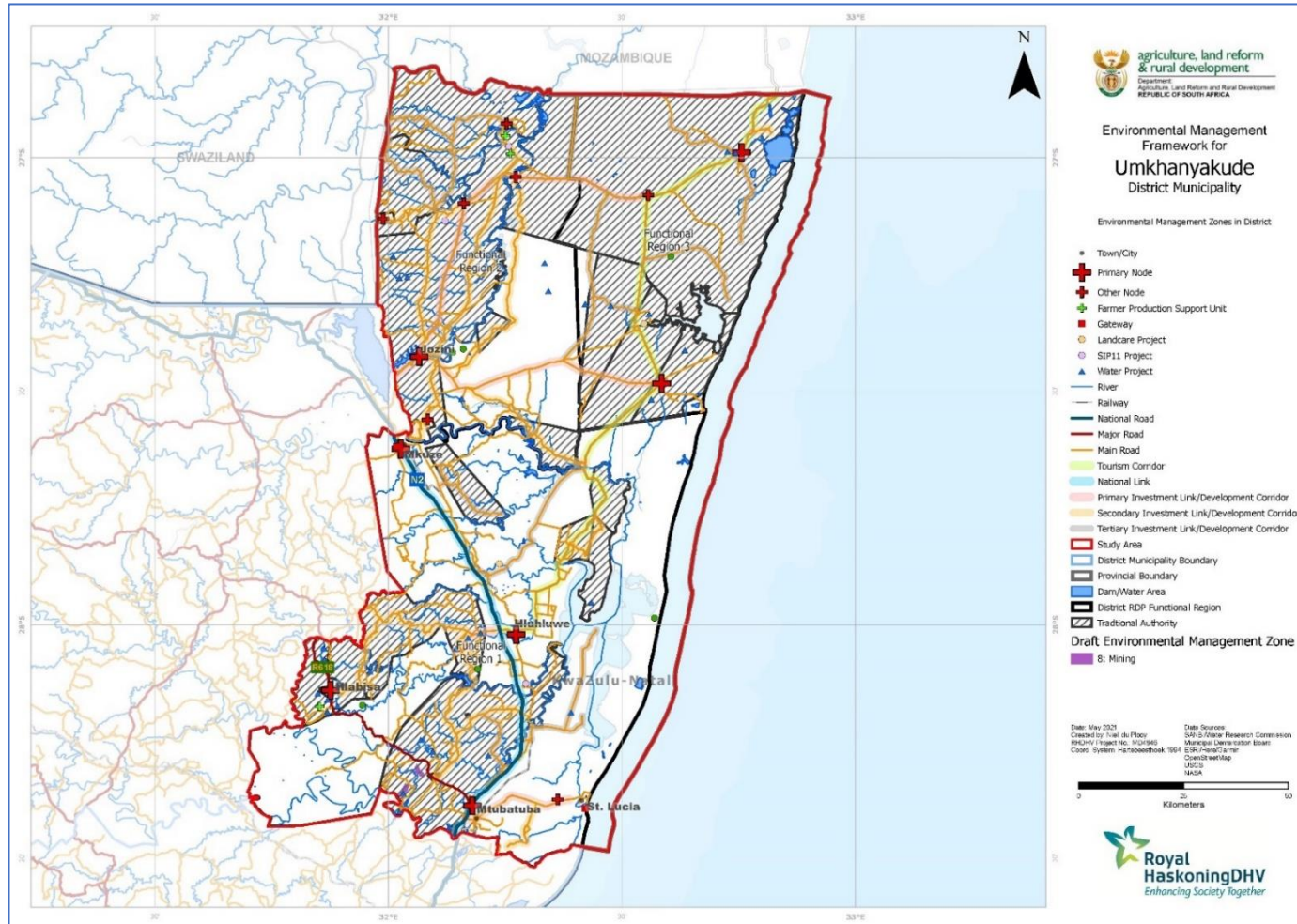


**Figure: Environmental Management Zone 8: Mining Focus Area**







# DISASTER MANAGEMENT IDP SECTOR PLAN

## ALIGNMENT

## FOR

## *UMKHANYAKUDE DISTRICT MUNICIPALITY*



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***March 2024***

***“Disaster Management is everybody’s Business”***

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# MUNICIPAL DISASTER MANAGEMENT SECTOR PLAN

## 1. MUNICIPAL LEGISLATIVE MANDATE (DM & FIRE SERVICES)

- Sendai Framework
- South African Constitution
- Disaster Management Act 57 of 2002, as amended in 2015
- Policy Frame Work on Disaster Management
- Safety at spots and Recreational Event Act
- Fire Brigade Services Act 99 of 1988
- Veld Forestry Fire Act
- SANS 10090 (Community Protection against Fire)

## 2. STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

### 2.1. Status of Municipal Disaster Management Centre

The uMkhanyakude District Municipality have a fully functional Disaster Management Centre allocated in Zebra Street Hluhluwe. Within the Disaster Centre there is a Fire Station building which is currently occupied by Big 5 Hlabisa Firefighters from Hluhluwe Offices. There are 3 Disaster Officers allocated in each Local Municipality for the whole District, 5 Call Centre Operators with 1 Supervisor.

There are computers and system used for call taking, dispatching and storage of data. There is a store room where relief material is stored, 2 board rooms as well as office space for Disaster Personnel and sleeping quarters, with a back-up generator and a dam as a backup water source, as well as a 45000L water reservoir.

### 2.2. Status of Fire & Rescue Services

The Centre has a Fire Station located within the Disaster Centre which is occupied by Big 5 Hlabisa Firefighters from Hlabisa. The position of the chief fire officer is still vacant. 1x 10 000L Disaster truck to support Local Municipalities Fire Services, 1x rescue vehicle with 1x heavy duty Jaws of life as well as medical equipment.

### **2.3. Status of Municipal Disaster Management Policy Framework**

As required by Section 53 (Sub-section 1) of the Disaster Management Act No.57 of 2002, the uMkhanyakude District has established a Disaster Risk Management Policy Framework in house, and has been adopted by council, and is in line with the requirements of the disaster management legislation and policies.

### **2.4. Status of Municipal Disaster Management Plan**

As required by Section 53 (Sub-section 1 (a)) of the Disaster Management Act No.57 of 2002, the uMkhanyakude District Municipality has a draft District wide Disaster management plan, and awaiting Council Resolution it has been to Community Portfolio Committee and Executive Committee. Our plan is now Level two Disaster Risk Management plan. The plan was drafted in-house.

### **2.5. Municipal Disaster Management Inter-Departmental Committee**

The uMkhanyakude District Municipality has no municipal Inter-Departmental committee, however it make use of the Manco meetings to address Disaster Management related issues.

### **2.6. Municipal Disaster Management Advisory Forum**

The uMkhanyakude Disaster Management Advisory Forum is established and held every quarter as recommended by section 51 of the Disaster Management Act No.57 of 2002. A forum envisaged by subsection (1) of section 51 is a body in which a municipality and relevant disaster management role-players in the municipality consult one another and co-ordinate their action so and matters relating to disaster management in the Municipality. Local Disaster Management Advisory Forums are functional and operational with the exception of ig 5 Hlabisa Local Municipality.

### 3.1. Disaster Management & Fire Services Swot Analysis

|                                                           | <b>Helpful</b><br>to achieving the objective                                                                                                                                                                                                                                                                                                                                                      | <b>Harmful</b><br>to achieving the objective                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Internal origin</b><br>(attributes of the system)      | <b>Strengths</b> <ul style="list-style-type: none"> <li>• Good management</li> <li>• Good monitoring and evaluation system</li> <li>• Existence of required or relevant expertise.</li> <li>• Developed comprehensive programmes.</li> <li>• Good institutional arrangement.</li> <li>• Politically buy-in.</li> <li>• Availability of personnel</li> <li>• Disaster Management Centre</li> </ul> | <b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Limited budget.</li> <li>• Limited tools of trade</li> <li>• Limited human resource</li> <li>• None paid of stand by allowance</li> <li>• None filling of crucial posts</li> <li>• Lack capacity building of the staff</li> <li>• Unfair labour practise</li> <li>•</li> </ul> |
| <b>External origin</b><br>(attributes of the environment) | <b>Opportunities</b> <ul style="list-style-type: none"> <li>• Employment of more stuff.</li> <li>• Sharing of best practices and capacity building obtained from other municipalities, PDMC, NDMC and other institutions.</li> <li>• External sources of funding</li> </ul>                                                                                                                       | <b>Threats</b> <ul style="list-style-type: none"> <li>• Reduction of disaster management funding</li> <li>• Lack of cooperation</li> <li>• Climate change impact (Severe weather events).</li> </ul>                                                                                                                                      |

### 3.2. Challenges for DM and Fire Services as per SWOT Analysis

- Limited budget.
- Limited tools of trade
- Limited human resource
- None paid of stand by allowance
- None filling of crucial posts

#### 4. DISASTER RISK ASSESSMENT

##### 4.1. List of Risks (Hazards) per Municipality

| LOCAL MUNICIPALITIES                              | LIST OF HAZARDS AND RISKS                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>uMhlabuyalingana Local Municipality</i></b> | <ul style="list-style-type: none"> <li>• <i>Structural Fires</i></li> <li>• <i>Bush Fires</i></li> <li>• <i>MVA's</i></li> <li>• <i>Lightning</i></li> <li>• <i>Drowning</i></li> <li>• <i>Strong Wind</i></li> <li>• <i>Heavy Rain</i></li> <li>• <i>Flooding</i></li> <li>• <i>Hail Storm</i></li> <li>• <i>Drought</i></li> <li>• <i>Civil unrest</i></li> <li>• <i>Hazmat Incidents</i></li> <li>• <i>Epidemics</i></li> <li>• <i>Maritime Incidents</i></li> </ul> |
| <b>Jozini Local Municipality</b>                  | <ul style="list-style-type: none"> <li>• Structural Fires</li> <li>• Bush Fires</li> <li>• MVA's</li> <li>• Lightning</li> <li>• Drowning</li> <li>• Strong Wind</li> <li>• Heavy Rain</li> <li>• Flooding</li> <li>• Hail Storm</li> <li>• Drought</li> <li>• Civil unrest</li> <li>• Hazmat Incidents</li> <li>• Epidemics</li> </ul>                                                                                                                                 |
| <b>Big 5 Hlabisa Local Municipality</b>           | <ul style="list-style-type: none"> <li>• <i>Structural Fires</i></li> <li>• <i>Bush Fires</i></li> <li>• <i>MVA's</i></li> <li>• <i>Lightning</i></li> <li>• <i>Drowning</i></li> <li>• <i>Strong Wind</i></li> <li>• <i>Heavy Rain</i></li> </ul>                                                                                                                                                                                                                      |



|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     | <ul style="list-style-type: none"> <li>• <i>Flooding</i></li> <li>• <i>Hail Storm</i></li> <li>• <i>Drought</i></li> <li>• <i>Civil unrest</i></li> <li>• <i>Epidemics</i></li> <li>• <i>Maritime Incidents</i></li> </ul>                                                                                                                                                                                                                                              |
| <b>Mtubatuba Local Municipality</b> | <ul style="list-style-type: none"> <li>• <i>Structural Fires</i></li> <li>• <i>Bush Fires</i></li> <li>• <i>MVA's</i></li> <li>• <i>Lightning</i></li> <li>• <i>Drowning</i></li> <li>• <i>Strong Wind</i></li> <li>• <i>Heavy Rain</i></li> <li>• <i>Flooding</i></li> <li>• <i>Hail Storm</i></li> <li>• <i>Drought</i></li> <li>• <i>Civil unrest</i></li> <li>• <i>Hazmat Incidents</i></li> <li>• <i>Epidemics</i></li> <li>• <i>Maritime Incidents</i></li> </ul> |

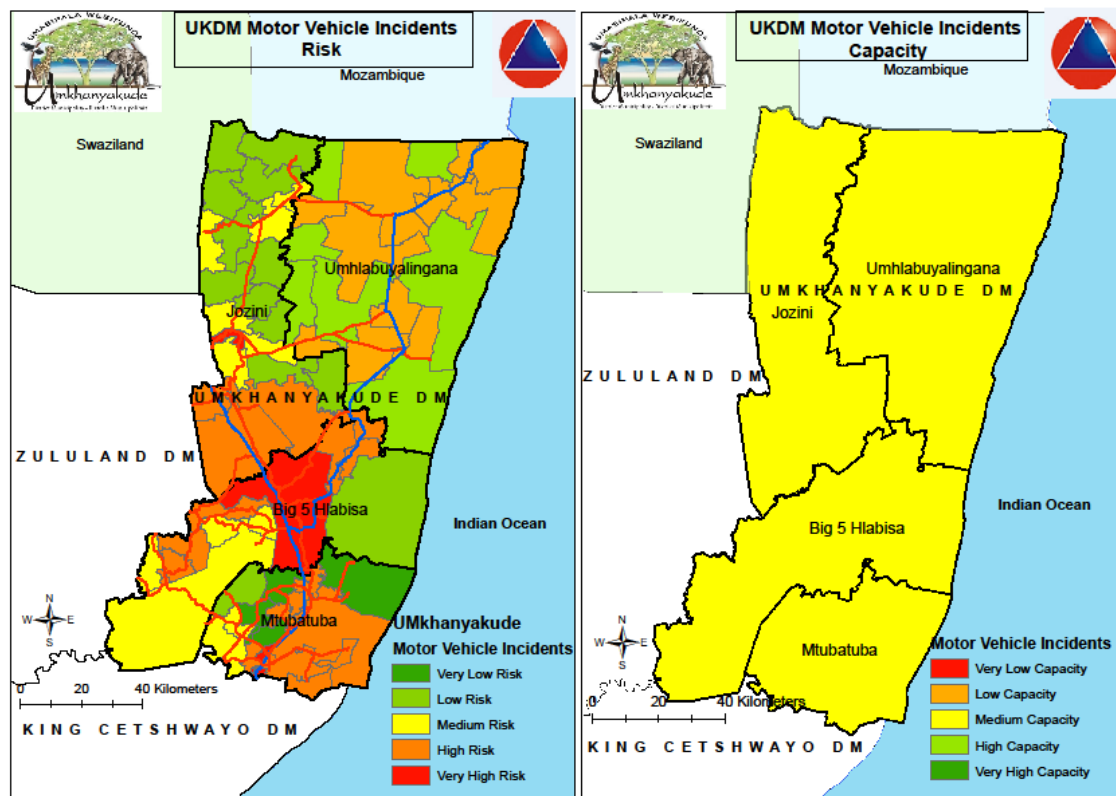
#### 4.2. List of Priority Risks (Hazards)

| NO | RISKS/ HAZARDS                  | PROBABILITY |
|----|---------------------------------|-------------|
| 1  | Motor Vehicle Accidents (MVA's) | High        |
| 2  | Structural Fire                 | High        |
| 3  | Lightning                       | High        |
| 4  | Strong wind                     | High        |
| 5  | Heavy Rain                      | High        |
| 6  | Flooding                        | High        |

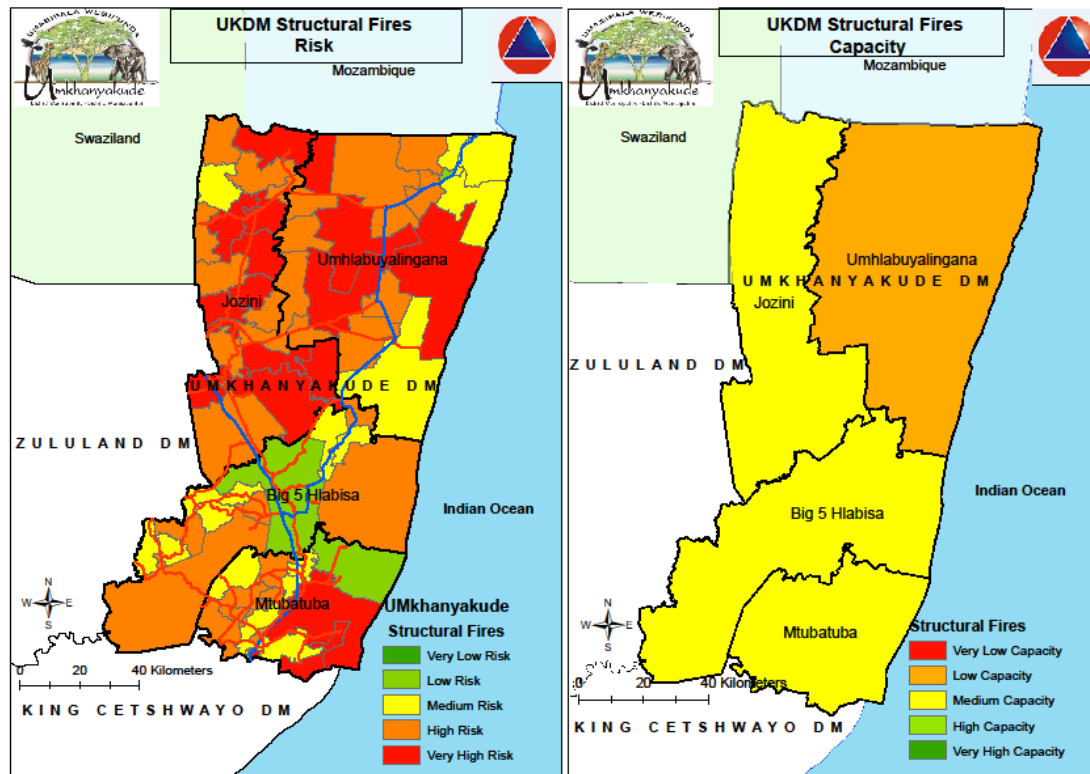
|    |                   |        |
|----|-------------------|--------|
| 7  | Bush Fires        | Medium |
| 8  | Hail Storm        | Medium |
| 9  | Civil unrest      | Medium |
| 10 | Epidemics         | Medium |
| 11 | Drowning          | Medium |
| 12 | Hazmat Incidents  | Low    |
| 13 | Drought           | Low    |
| 14 | Railway Incidents | Low    |

## 5. Hazard and Capacity Maps

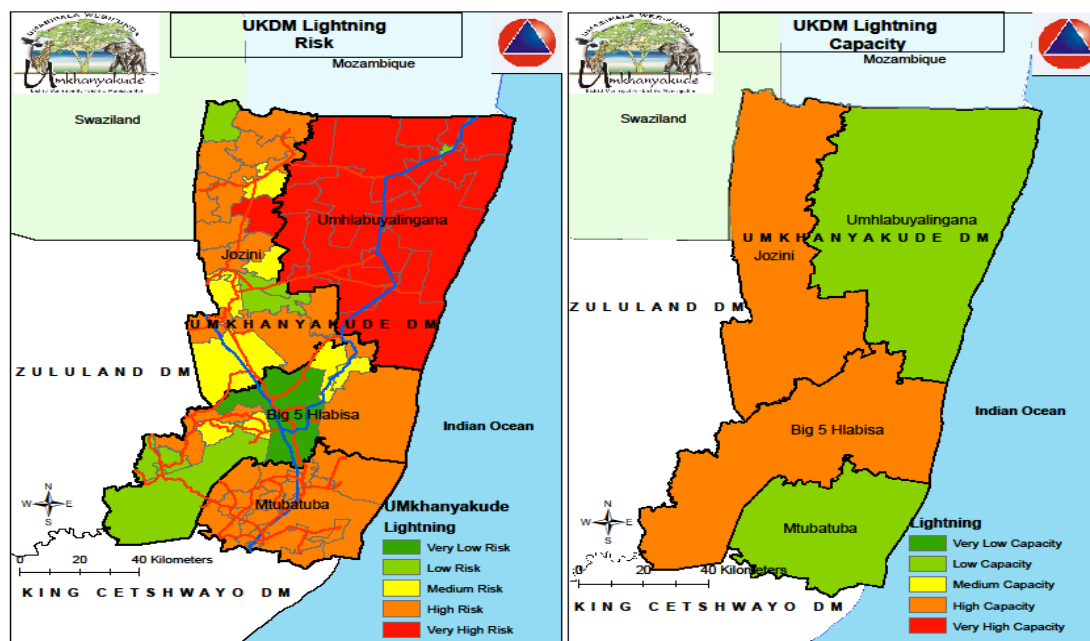
### 5.1. Motor Vehicle accidents



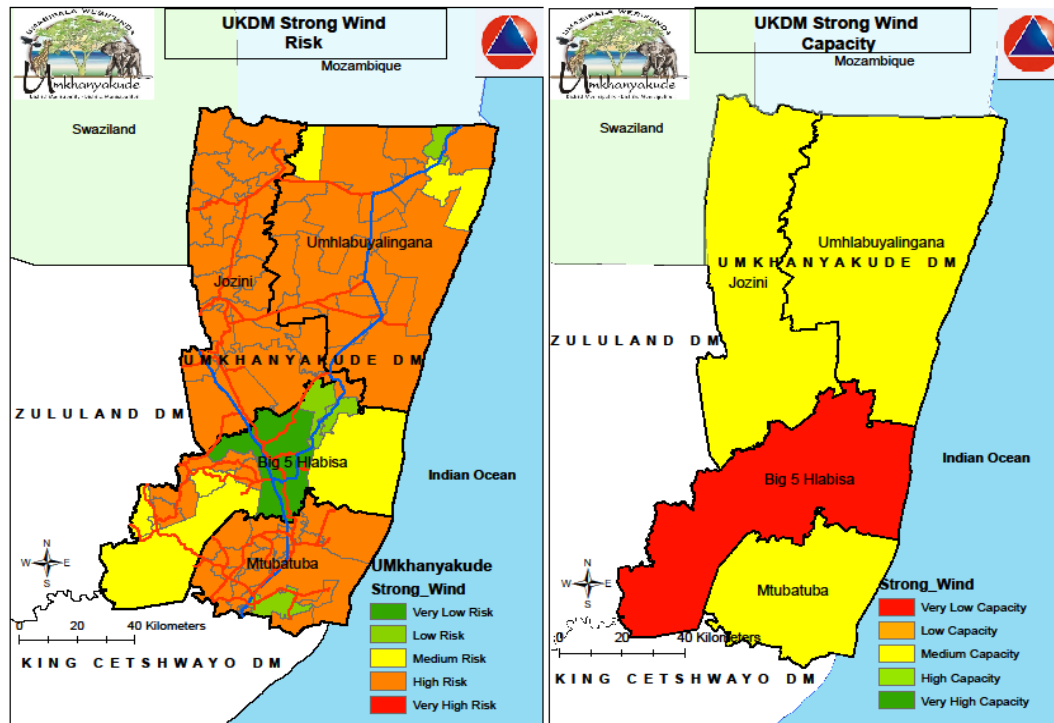
## 5.2. Structural Fires Map



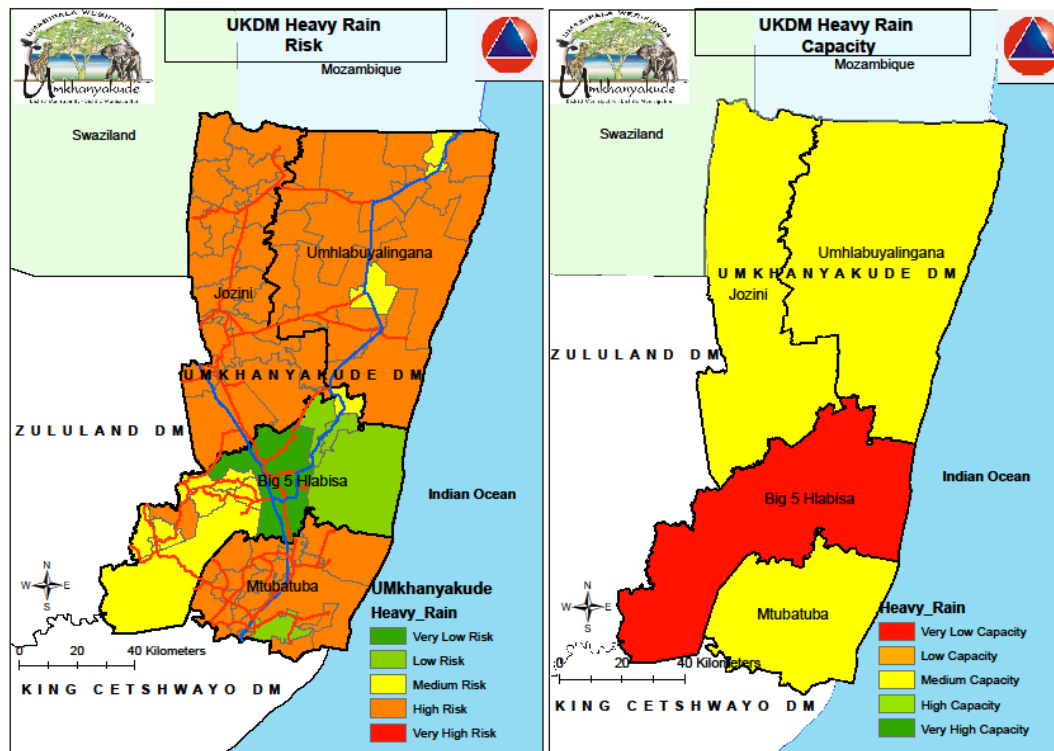
## 5.3. Lightning Map



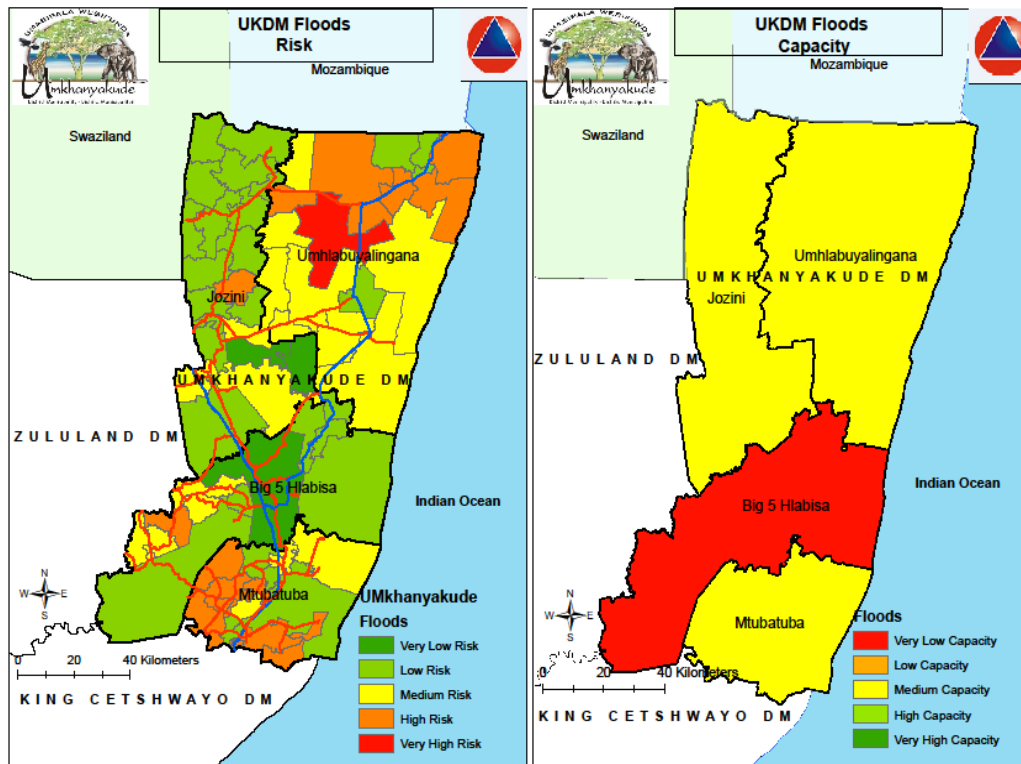
#### 5.4. Strong Wind Map



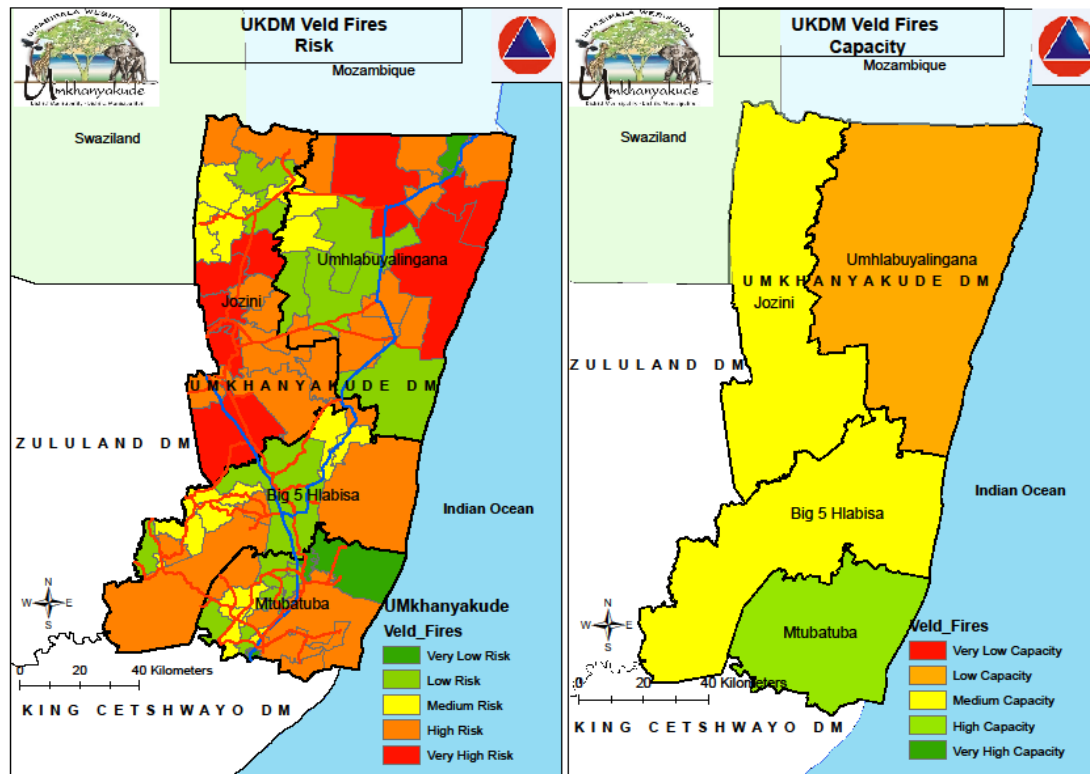
#### 5.5. Heavy Rain Map



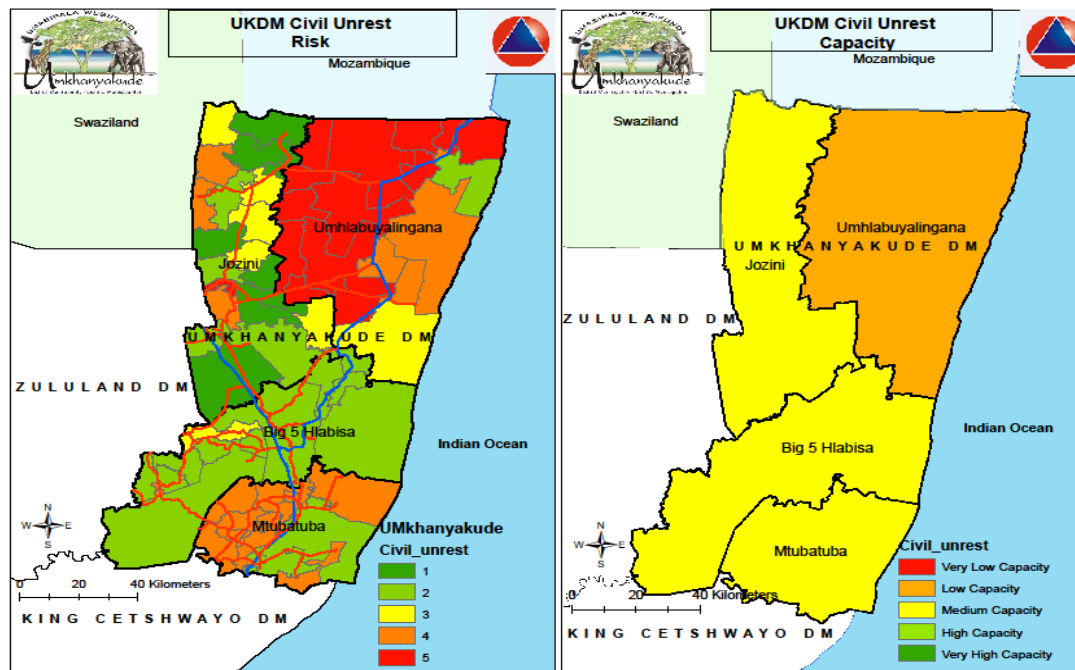
## 5.6. Flood Map



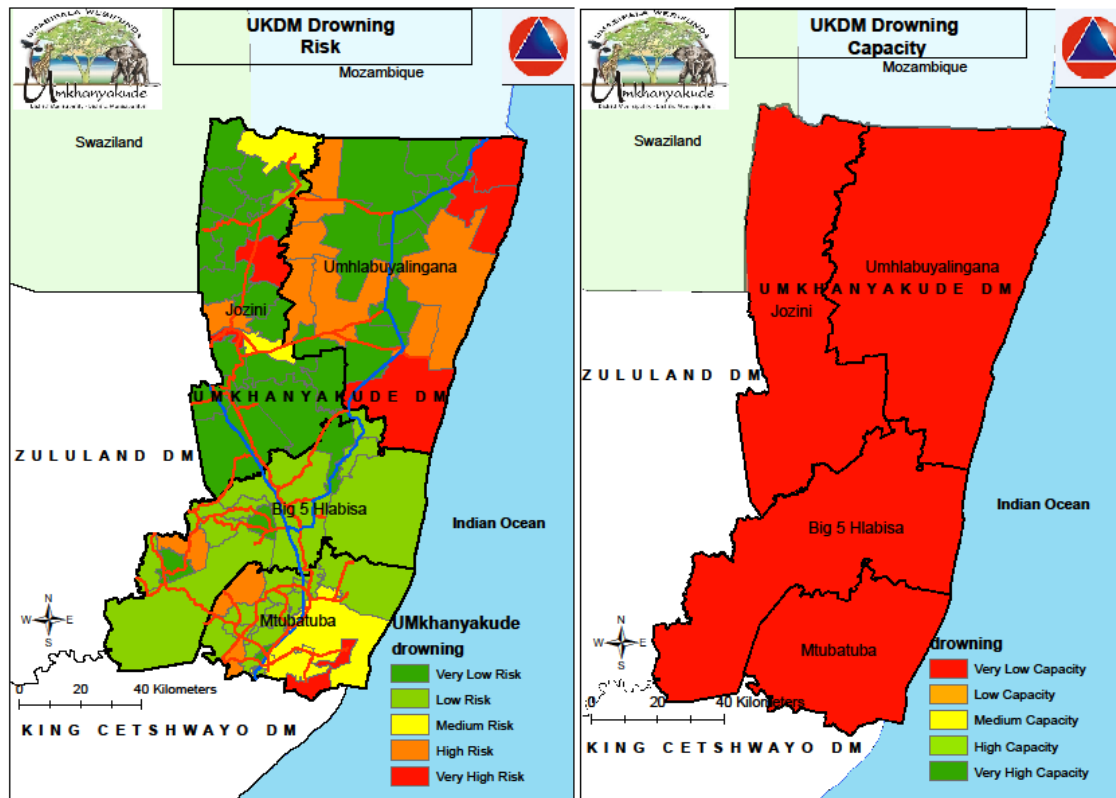
## 5.7. Bush/ Veld/ Grass Fires Map



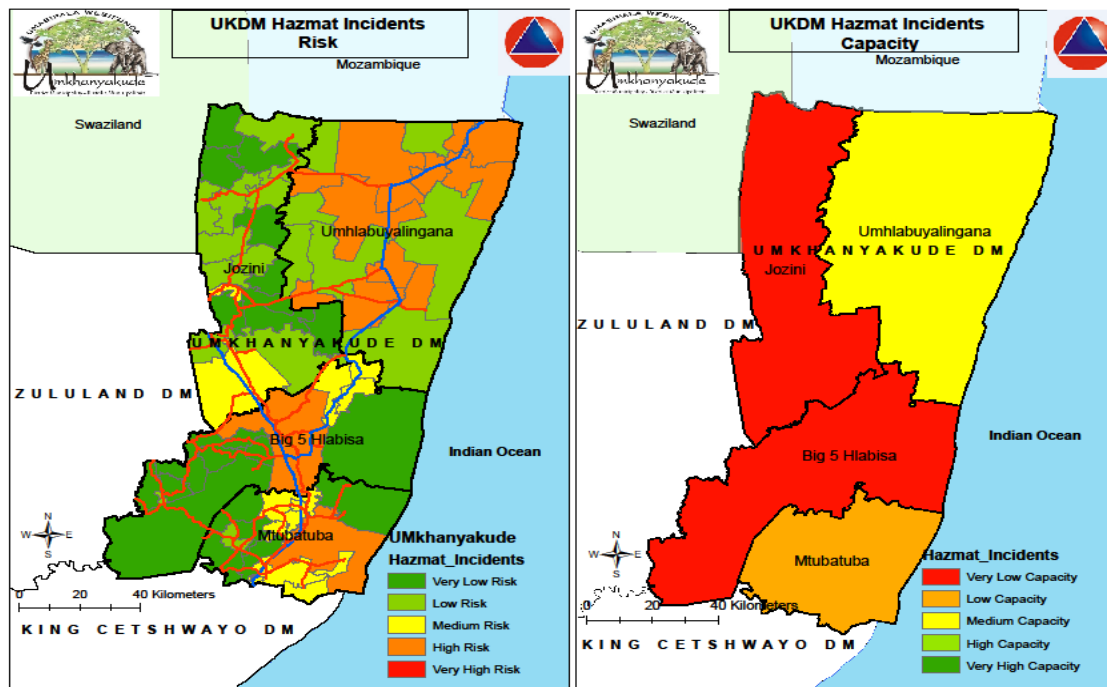
## 5.8. Civil Unrest Map



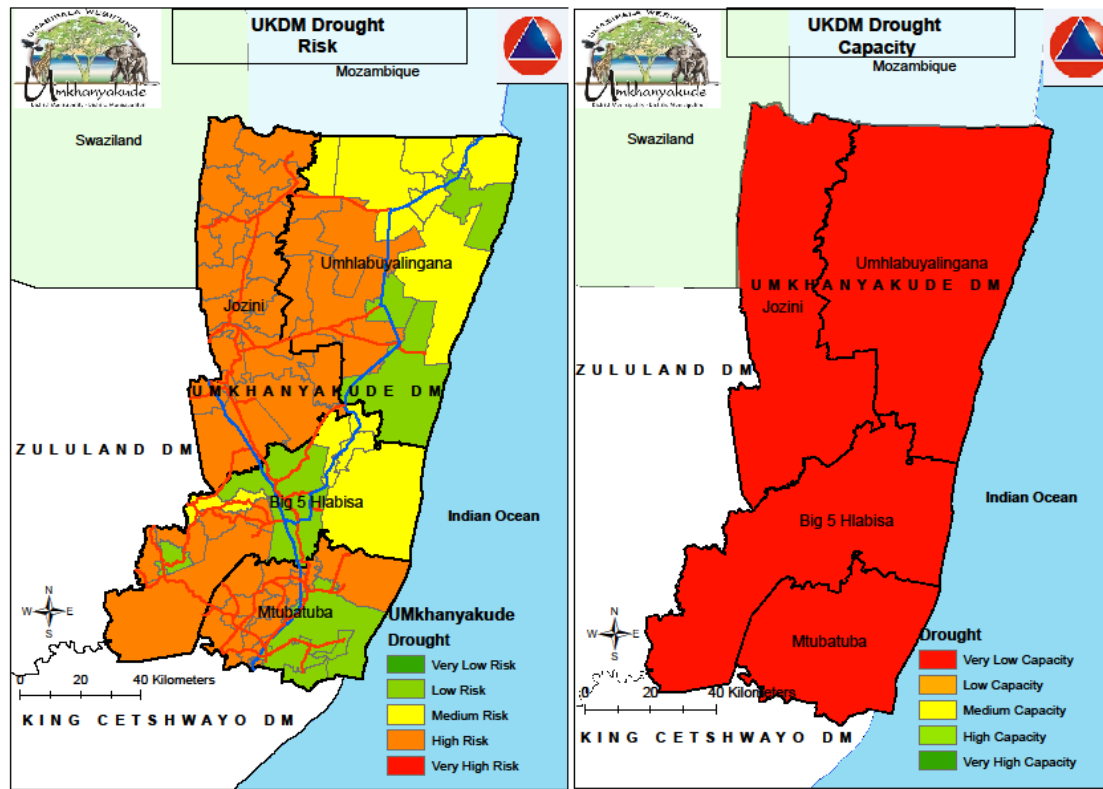
## 5.9. Drowning Map



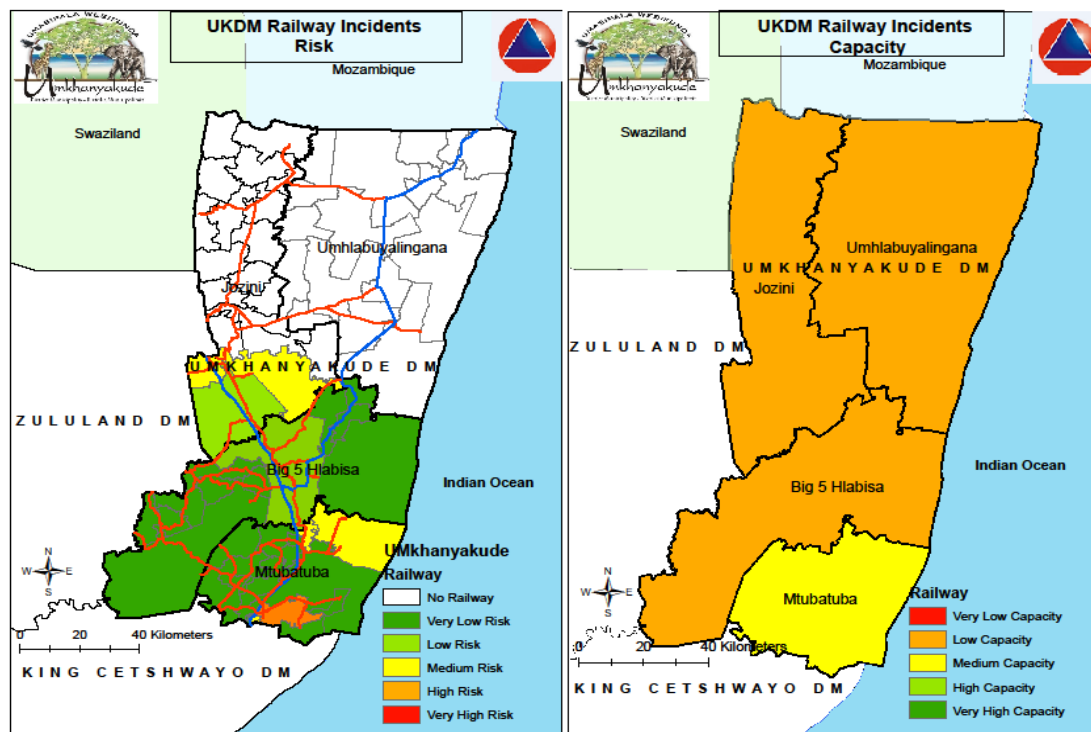
## 5.10. Hazmat Incidents Map



### 5.11. Drought Map



### 5.12. Railway Incidents Map





## **6. Analysis of Climate Change Risks and Specific Climate Change Adaptation Programmes**

### **Climate Change:**

Climate change already causes and will continue to cause a number of challenges for the district, 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 uMkhanyakude District, 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 CO<sub>2</sub> 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.

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 District Municipality in dealing with these impacts.

| No | Sector                                                    | Name Indicator Title                                                             | Exposure Answer | Sensitivity Answer | Adaptive Capacity Answer |
|----|-----------------------------------------------------------|----------------------------------------------------------------------------------|-----------------|--------------------|--------------------------|
| 1  | Agriculture                                               | Increased exposure to pests such as eldana, chilo and codling moth               | Yes             | High               | Low                      |
| 2  | Biodiversity and Environment                              | Loss of Priority Wetlands and River ecosystems                                   | Yes             | High               | Low                      |
| 3  | Human Health                                              | Health impacts from increased storm events                                       | Yes             | High               | Low                      |
| 4  | Human Health                                              | Increased heat stress                                                            | Yes             | High               | Low                      |
| 5  | Human Health                                              | Increased malnutrition and hunger as a result of food insecurity                 | Yes             | High               | Low                      |
| 6  | Human Health                                              | Increased Occupational health problems                                           | Yes             | High               | Low                      |
| 7  | Human Settlements, Infrastructure and Disaster Management | Increased impacts on strategic infrastructure                                    | Yes             | High               | Low                      |
| 8  | Human Settlements, Infrastructure and Disaster Management | Increased impacts on traditional and informal dwellings                          | Yes             | High               | Low                      |
| 9  | Human Settlements, Infrastructure and Disaster Management | Increased isolation of rural communities                                         | Yes             | High               | Low                      |
| 10 | Water                                                     | Less water available for irrigation and drinking                                 | Yes             | High               | Low                      |
| 11 | Water                                                     | Increased impacts of flooding from litter blocking storm water and sewer systems | Yes             | High               | Low                      |

## 7. DISASTER RISK REDUCTION PROJECTS FOR DM AND FIRE SERVICES

### 7.1. Disaster Management & Fire Services Programmes/Projects

| DISASTER MANAGEMENT                                                                            |                                                                                                                                                                                                       |                     |
|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Prevention and mitigation: to come with the strategies that can mitigate and prevent disasters |                                                                                                                                                                                                       |                     |
| Awareness campaigns and projects                                                               |                                                                                                                                                                                                       |                     |
| Prevent and Mitigate Incidents and disasters                                                   |                                                                                                                                                                                                       |                     |
| Reduced incidents, lives and material saved                                                    |                                                                                                                                                                                                       |                     |
|                                                                                                |                                                                                                                                                                                                       |                     |
| PROJECT                                                                                        |                                                                                                                                                                                                       | BUDGET              |
| 1                                                                                              | Awareness Campaigns <ul style="list-style-type: none"> <li>• PA System X4</li> <li>• Video camera</li> <li>• Photo camera</li> <li>• Pamphlets</li> <li>• Calendars</li> <li>• Loud hailer</li> </ul> | 200 000.00          |
| 2                                                                                              | Installation of lightening conductors x 20 households                                                                                                                                                 | 200 000.00          |
| 3                                                                                              | Fire and rescue services                                                                                                                                                                              | 150 000.00          |
| 4                                                                                              | Emergency relieve material (tents, blankets, roof plastics and sponges)                                                                                                                               | 600 000.00          |
| 5                                                                                              | Advisory Forum                                                                                                                                                                                        | 30 000.00           |
| 7                                                                                              | Volunteers and Disaster Staff uniform                                                                                                                                                                 | 300 000.00          |
| 8.                                                                                             | Two way radio system                                                                                                                                                                                  | 200 000.00          |
|                                                                                                | <b>TOTAL</b>                                                                                                                                                                                          | <b>1 680 000.00</b> |

## 7.2. Disaster Management Programmes/Projects by Stakeholders

| NAME OF THE PROJECT                        | Name of Stakeholder                                                                             | Risk / Hazard                                    | TARGET AREAS | DATE                     |
|--------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------|--------------------------|
| Installation of lightning conductors       | COGTA & District Disaster                                                                       | Lightning                                        | All LMs      | 2023/2024 Financial Year |
| Construction and upgrade of Bridges        | Dept of Transport                                                                               | Flooding                                         | All LMs      | 2023/2024 Financial Year |
| Installation of road signs and speed humps | Dept of transport and Sanral                                                                    | MVA                                              | All LMs      | 2023/2024 Financial Year |
| Awareness campaigns                        | Cogta<br>Disaster District<br>Dept Transport<br>Dept Health<br>DSD<br>SANRAL<br>SAPS<br>Traffic | MVA<br>Lightning<br>Crime<br>Unrest<br>Epidemics | All LMs      | 2023/2024 Financial Year |
| Dams Fencing and filling                   | Dept of agriculture<br>Dept of Transport                                                        | Drowning                                         | All LMs      | 2023/2024 Financial Year |
| Construction of Dams                       | Dept of Water and Sanitation<br>District Municipality                                           | Draught                                          | All LMs      | 2023/2024 Financial Year |

## 8. DISASTER RESPONSE AND RECOVERY

### 8.1. Municipal Capacity in terms of Response and Recovery

| Number of Disaster Personnel | Number of Fire Personnel | Number of Fire Vehicles & capacity | Number of Disaster vehicles | Fire & Rescue Equipment                                  | Number of volunteers |
|------------------------------|--------------------------|------------------------------------|-----------------------------|----------------------------------------------------------|----------------------|
| 3                            | 0                        | 1X 10 000L Fire Truck              | 1                           | Jaws of life<br>Fire Fighting<br>Rescue<br>Communication | 00                   |

|  |  |  |  |                             |  |
|--|--|--|--|-----------------------------|--|
|  |  |  |  | Forcible entry<br>equipment |  |
|--|--|--|--|-----------------------------|--|

## 8.2. Relief Material

| TENTS | BLANKETS | BOX MASTER | PLASTIC SHEETING |
|-------|----------|------------|------------------|
| 100   | 400      | 40         | 200              |

## 8.3. Grant funding allocated for post-disaster recovery (where applicable)

No Grant funding provided to uMkhanyakude District Municipality for financial year 2024– 2024

# 9. INFORMATION MANAGEMENT AND COMMUNICATION

## 9.1. Information Management

- The District Disaster has an Information management system that is located in the District Disaster Management Centre in Hluhluwe.
- The Centre is as well using spread sheets to capture disaster information in designated computers.
- Furthermore the Disaster information in computers is backed up by a server managed by IT departments.
- Other hard copies such as disaster assessment forms, fire inspections forms, Disaster management plans, winter and summer contingency plans, fire incident reports, etc are filled in a designated office.
- The Head of the Centre as well as the communications manager are the only people to disseminate information from the Centre.

## 9.2. Communication system

- *The Centre has communication system as per enabler 1, however the system is not functional.*
- *Disaster and Fire communication is coordinated from the District Disaster management call centre which is a 24 hour service with full time competent personnel.*
- *There are no two way radios currently however the unit is using cell phones to communicate.*

- *There are whatsapp groups that the District Disaster has created to disseminate disaster warnings as well as disaster incident and activities.*

### **9.3. Early Warning Strategy**

- *There are whatsapp groups that the disaster unit has created to disseminate disaster warnings as well as disaster incident and activities.*
- *Emails are used to communicate these warnings as well.*
- *Community radio stations are used as well to communicate these warnings.*
- *Lastly the word of mouth is still an effective tool in these areas as well.*

## **10. EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH**

### **10.1.Planned Capacity Building Programmes**

The Disaster Centre is planning to conduct the following campaigns:

- Training of Volunteers
- Council Workshops
- Disaster Risk Management Stakeholders workshop
- Traditional leadership workshop
- Management workshop

### **10.2.Planned Public Awareness Campaigns**

The Disaster Centre is planning to conduct the following campaigns:

- School awareness campaigns
- Community Awareness campaigns
- Traditional Authority awareness campaigns
- Pensioners pay point awareness campaigns

### **10.3.Research**

No work has been done currently in this regard

## 11. FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

### 11.1. Breakdown of available budget for disaster management and fire services is as follows:

| DISASTER MANAGEMENT                                                                            |                                                                                                                                                                                                 |                     |
|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Prevention and mitigation: to come with the strategies that can mitigate and prevent disasters |                                                                                                                                                                                                 |                     |
| Awareness campaigns and projects                                                               |                                                                                                                                                                                                 |                     |
| Prevent and Mitigate Incidents and disasters                                                   |                                                                                                                                                                                                 |                     |
| Reduced incidents, lives and material saved                                                    |                                                                                                                                                                                                 |                     |
|                                                                                                |                                                                                                                                                                                                 |                     |
| PROJECT                                                                                        |                                                                                                                                                                                                 | BUDGET              |
| 1                                                                                              | Awareness Campaigns <ul style="list-style-type: none"><li>• PA System X4</li><li>• Video camera</li><li>• Photo camera</li><li>• Pamphlets</li><li>• Calendars</li><li>• Loud hailers</li></ul> | 200 000.00          |
| 2                                                                                              | Installation of lightening conductors x 20 households                                                                                                                                           | 200 000.00          |
| 3                                                                                              | Fire and rescue services                                                                                                                                                                        | 150 000.00          |
| 4                                                                                              | Emergency relieve material (tents, blankets, roof plastics and sponges)                                                                                                                         | 600 000.00          |
| 5                                                                                              | Advisory Forum                                                                                                                                                                                  | 30 000.00           |
| 7                                                                                              | Volunteers and Disaster Staff uniform                                                                                                                                                           | 300 000.00          |
| 8.                                                                                             | Two way radio system                                                                                                                                                                            | 200 000.00          |
|                                                                                                | <b>TOTAL</b>                                                                                                                                                                                    | <b>1 680 000.00</b> |

Posts to be filled: -

1. Chief Fire Officer
2. Operations Manager
3. Admin Officer
4. Four Fire fighters

### **11.2.Funding Mobilization Strategy**

- This is done through private sector, donations and internal budgeting.
- However if the Disaster is declared, and procedures followed, National Disaster Management Centre can provide funding for Disaster recovery.
- The Department of Human Settlement, through submission of proper documentation release funding for the repair or rebuild of damaged houses/ settlement.
- Department of Transport through declaration process can release funding for the construction and repair of bridges and roads damaged during a disaster.

### **11.3.Private Partnerships**

- The municipality is in partnership with the business sector. They form integral part of our Disaster Management Advisory Forum.
- The local farmers as well as game reserves are important role players and Disaster Advisory Forum stakeholders.
- SANRAL as well as ISimangaliso Wet Land Park are Disaster Stakeholders as well as members of our Disaster Management Advisory Forum.
- uMkhanyakude District Municipality is planning to partner with neighbouring District Municipalities which are, King Centshwayo and Zululand District Municipality through Memorandum of understanding (MOU's)
- Local Farmers and NGOs form part of our partners and members of our forums.



## STAKEHOLDERS DATABASE

| STAKEHOLDERS                        | CONTACT PERSON                                                                   | CONTACT DETAILS                                                                                         | EMAIL ADDRESS                                                                                                                                                                                                                                                                        |
|-------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. UKDM – MM                        | Mr Nxumalo                                                                       | Tel: 035 573 8600                                                                                       | <a href="mailto:mm@ukdm.gov.za">mm@ukdm.gov.za</a>                                                                                                                                                                                                                                   |
| 2. Comped –HOD                      |                                                                                  | Tel: 035 573 8600                                                                                       |                                                                                                                                                                                                                                                                                      |
| 3. Finance – CFO                    | Mr. L.S. Sibisi                                                                  | Tel: 035 573 8600<br>Cell: 082 9213441                                                                  | <a href="mailto:cfo@ukdm.gov.za">cfo@ukdm.gov.za</a>                                                                                                                                                                                                                                 |
| 4. Technical - HOD                  |                                                                                  | Tel: 035 573 8600                                                                                       |                                                                                                                                                                                                                                                                                      |
| 5. District Disaster Centre         | Sfiso Mngoma<br>Khayelihle<br>Ntshangase<br>Bongani<br>Fakude<br>Nomasu<br>Zwane | Tel: 035 562 4040 Cell:<br>072462 8644<br>Cell: 064 705 2312<br>Cell: 079 936 4453<br>Cell: 079 9517840 | <a href="mailto:mngoma67@gmail.com">mngoma67@gmail.com</a><br><a href="mailto:khayelihlentshangase@yahoo.com">khayelihlentshangase@yahoo.com</a><br><a href="mailto:bcfakudze@gmail.com">bcfakudze@gmail.com</a><br><a href="mailto:nomasuzwane@gmail.com">nomasuzwane@gmail.com</a> |
| 6. SAPS                             | Lt. Col.<br>Masuku                                                               | Tel: 035 5519 000<br>Cell: 083 414 1622                                                                 | <a href="mailto:kzn.kwamsaneavi.coord@saps.gov.za">kzn.kwamsaneavi.coord@saps.gov.za</a>                                                                                                                                                                                             |
| 7. Department of Social Development | Mr. B.M<br>Gumede                                                                | Tel: 035 874 8501<br>Cell: 082 323 4372                                                                 | <a href="mailto:bonginkosi.gumede@kzndsd.gov.za">bonginkosi.gumede@kzndsd.gov.za</a><br><a href="mailto:bonginkosi.gumede69@gmail.com">bonginkosi.gumede69@gmail.com</a>                                                                                                             |
| 8. Department of Public Works       | Linda Mangele                                                                    | Tel: 035 573 7001<br>Cell: 082 325 5529                                                                 | <a href="mailto:linda.mangele@kznworks.gov.za">linda.mangele@kznworks.gov.za</a>                                                                                                                                                                                                     |
| 9. Department of Agriculture        | Mr. T.H.<br>Ngcobo                                                               | Tel: 035 550 0210<br>Cell: 082 415 7277                                                                 | <a href="mailto:ngcobo@kzndard.gov.za">ngcobo@kzndard.gov.za</a>                                                                                                                                                                                                                     |

|                                          |                    |                                                  |                                                                                                                          |
|------------------------------------------|--------------------|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 10. Department of Health                 | Ms. MP Themba      | Tel: 035 572 1327<br>Cell: 082 220 7848          | <a href="mailto:makhosazana.themba@kznhealth.gov.za">makhosazana.themba@kznhealth.gov.za</a>                             |
| 11. EMRS                                 | Mr. Bongani Nkala  | Tel: 035 573 9200<br>Cell: 083 746 7135          | <a href="mailto:Bongani.nkala@kznhealth.gov.za">Bongani.nkala@kznhealth.gov.za</a>                                       |
| 12. Road Traffic Inspectorate            | Mr. Steven Nkosi   | Tel: 035 550 0156<br>Cell: 082 785 8273          | <a href="mailto:steven.nkosi@kzntransport.gov.za">steven.nkosi@kzntransport.gov.za</a>                                   |
| 13. Fire Department                      | Mr. J. Khumalo     | Tel: 035 562 4043<br>Cell: 084 699 1305          | <a href="mailto:samuelj438@gmail.com">samuelj438@gmail.com</a>                                                           |
| 14. Zululand Fire Protection Association | Tony Roberts       | Tel: 035 5804220<br>Cell: 082 821 7779           | <a href="mailto:zfpa@kwn.co.za">zfpa@kwn.co.za</a>                                                                       |
| 15. ESKOM                                | Ms. Tutu Mndaweni  | Tel: 086 003 7566<br>Cell: 073 889 3694          | <a href="mailto:tutu.mndaweni@eskom.co.za">tutu.mndaweni@eskom.co.za</a>                                                 |
| 16. Red Cross                            | Mr. S. Mbambo      | Tel: 035 772 1320<br>Cell: 073 209 0942          | <a href="mailto:zululand@redcross.org.za">zululand@redcross.org.za</a>                                                   |
| 17. Environmental Health                 | Bheki Makhoba      | Tel: 035 573 8668<br>Cell: 084 501 6507          | <a href="mailto:makhobab@ukdm.gov.za">makhobab@ukdm.gov.za</a>                                                           |
| 18. KZN Wildlife                         | Mr. N de Goed      | Tel: 035 562 0606<br>Cell: 0828856945/0829460993 | <a href="mailto:oictembe@kznwildlife.com">oictembe@kznwildlife.com</a>                                                   |
| 19. Department of Education              | Mr. T J Motha      | Tel: 035 573 9601/2<br>Cell: 071 509 4394        | <a href="mailto:Thanduyise.motha@gmail.com">Thanduyise.motha@gmail.com</a>                                               |
| 20. Farmers Association                  | Mrs. Juniette Louw | Tel: 035 562 0731<br>Cell: 082 945 7295          | <a href="mailto:pineapples@mweb.co.za">pineapples@mweb.co.za</a>                                                         |
| 21. Al – Imdaad Foundation               | Abed Karim         | Tel: 036 352 1557<br>Cell: 082 587 8602          | <a href="mailto:abed@alimdaad.com">abed@alimdaad.com</a><br>CC: <a href="mailto:info@alimdaad.com">info@alimdaad.com</a> |

|                                   |          |                                                          |                                                        |                                                                                            |
|-----------------------------------|----------|----------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 22. uMkhanyakude Municipality     | District | <b>Mayor</b><br>Cllr: S.S. Mdaka                         | Tel: 035 573 8600<br>Cell: 082 953 5601                | <a href="mailto:lindok@ukdm.gov.za">lindok@ukdm.gov.za</a>                                 |
| 23. uMhlabuyalingana Municipality | Local    | <b>Mayor</b><br>Cllr: T.S. Khumalo                       | Tel: 035 592 0680<br>Cell: 079 0282215                 | <a href="mailto:ThandekaG@mhlabuyalingana.gov.za">ThandekaG@mhlabuyalingana.gov.za</a>     |
| 24. uMhlabuyalingana Municipality | Local    | <b>MM</b><br>Mrs. MP. Gamede                             | Tel: 035 592 9628<br>Cell: 079 878 1147                | <a href="mailto:nonhlanhlag@mhlabuyalingana.gov.za">nonhlanhlag@mhlabuyalingana.gov.za</a> |
| 25. uMhlabuyalingana Municipality | Local    | <b>Disaster Risk Officer</b><br>Mr. Lwazi Dangele        | Tel: 035 571 0574<br>Cell: 079 874 2503                | <a href="mailto:lwazid@mhlabuyalingana.gov.za">lwazid@mhlabuyalingana.gov.za</a>           |
| 26. Jozini Local Municipality     |          | <b>Mayor</b><br>Cllr. M.Mathe                            | Tel: 035 572 1292<br>Cell: 082 537 8562                | <a href="mailto:mayor@jozini.gov.za">mayor@jozini.gov.za</a>                               |
| 27. Jozini Local Municipality     |          | <b>MM</b><br>Mr. J Mngomezulu                            | Tel: 035 572 1292<br>Cell: 082 036 7719                | <a href="mailto:jmngomezulu@jozini.gov.za">jmngomezulu@jozini.gov.za</a>                   |
| 28. Jozini Local Municipality     |          | <b>Fire &amp; Disaster Manager:</b><br>Mrs Ayanda Gumede | Tel: 035 572 1292<br>Cell: 071 3518083                 | <a href="mailto:ayandamume@gmail.com">ayandamume@gmail.com</a>                             |
| 29. Big Five Hlabisa Municipality | Local    | <b>Mayor</b><br>Cllr. CT Khumalo                         | Tel: 035 838 8500<br>Cell: 082 659 7982 / 082 856 5110 | <a href="mailto:mayor@big5hlabisa.gov.za">mayor@big5hlabisa.gov.za</a>                     |

|                                         |                                                                                                       |                                             |                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 30. Big Five Hlabisa Local Municipality | <b>MM</b><br>Dr. VJ Mthembu                                                                           | Tel: 035 838 8500<br>Cell: 060 982 1858     | <a href="mailto:mm@big5hlabisa.gov.za">mm@big5hlabisa.gov.za</a>                                                                                                                                                                                                                                                                     |
| 31. Big Five Hlabisa Local Municipality | <b>Disaster Risk Officer</b><br>Mr. Mxolisi Zungu                                                     | Tel: 035 838 8500<br>Cell: 079 699 5794     | <a href="mailto:mxolisi.zungu22@gmail.com">mxolisi.zungu22@gmail.com</a>                                                                                                                                                                                                                                                             |
| 32. Big Five Hlabisa Local Municipality | Mr. M Mvelase<br><b>Disaster Risk Officer</b>                                                         | Tel: 035 562 0040<br>Cell: 079 098 5378     | <a href="mailto:mvelasemadoda@gmail.com">mvelasemadoda@gmail.com</a>                                                                                                                                                                                                                                                                 |
| 33. Mtubatuba Municipality              | <b>Mayor</b><br>Cllr.M. Mthethwa                                                                      | Tel: 035 550 0069<br>Cell: 072 6051395      | <a href="mailto:mayor.mmthethwa@mtubatuba.gov.za">mayor.mmthethwa@mtubatuba.gov.za</a>                                                                                                                                                                                                                                               |
| 34. Mtubatuba Municipality              | <b>MM</b><br>Mr : Mr T.V. Xulu                                                                        | Tel: 035 550 0069<br>Cell: 064 6516235      | <a href="mailto:mthiyanesc@mtubatuba.gov.za">mthiyanesc@mtubatuba.gov.za</a><br><a href="mailto:mm@mtubatuba.gov.za">mm@mtubatuba.gov.za</a>                                                                                                                                                                                         |
| 35. Mtubatuba Municipality              | <b>Disaster Officer</b><br>Mr Zakhele Nxumalo<br><br><b>Disaster Officer</b><br>Mr. Sandiseni. Mbatha | Cell: 064 808 5691<br><br>Cell:073 154 9338 | <a href="mailto:firerescue@mtubatuba.org.za">firerescue@mtubatuba.org.za</a><br><a href="mailto:thwalass@mtubatuba.gov.za">thwalass@mtubatuba.gov.za</a><br><a href="mailto:disaster@mtubatuba.gov.za">disaster@mtubatuba.gov.za</a><br><br><a href="mailto:disaster.officer@mtubatuba.gov.za">disaster.officer@mtubatuba.gov.za</a> |
| 36. Water Affairs                       | Nosipho Shandu                                                                                        | Tel: 035 870 9816<br>Cell: 079 145 2274     | <a href="mailto:nosipho.shandu@dha.gov.za">nosipho.shandu@dha.gov.za</a>                                                                                                                                                                                                                                                             |
| 37. Department of Transport             | Mr. T. Mlotshwa                                                                                       | Tel: 035 5620 261<br>Cell: 079 6991457      | <a href="mailto:Thokozani.mlotshwa@kzntransport.gov.za">Thokozani.mlotshwa@kzntransport.gov.za</a><br><a href="mailto:Mlotshwathokozani74@gmail.com">Mlotshwathokozani74@gmail.com</a>                                                                                                                                               |

|                      |                      |                                         |                                                                                                                                                          |
|----------------------|----------------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 38. RTI              | Ms G. Zuma           | Tel: 035 5721060/2<br>Cell: 0822143515  | <a href="mailto:guguzuma@kzntransport.gov.za">guguzuma@kzntransport.gov.za</a>                                                                           |
| 39. SANRAL           | Mr. L.K.<br>Zikalala | Tel: 033 3928 100<br>Cell: 083 9974839  | <a href="mailto:lkzikalala@yahoo.com">lkzikalala@yahoo.com</a>                                                                                           |
| 40. Human Settlement | Mr. M. Shange        | Tel: 035 5721038<br>Cell: 0726386121    | <a href="mailto:Msizi.shange@kznhs.gov.za">Msizi.shange@kznhs.gov.za</a><br><a href="mailto:Nsikelelo.zulu@kznhs.gov.za">Nsikelelo.zulu@kznhs.gov.za</a> |
| 41. SASSA            | Mr. M.N.<br>Menyuka  | Tel: 035 874 6130<br>Cell: 072 711 5438 | <a href="mailto:Migalm@sassa.gov.za">Migalm@sassa.gov.za</a>                                                                                             |



| UMKHANYAKUDE DISTRICT MUNICIPALITY                                         |                                                                                                                                                           |                                                                                                           |        |                                                                                                                  |                                                                                                                          |                 |            |            |         |                 |        |                                                                                                             |        |                                                                                                                                                           |        |                                                                                                                                                                                                                                                                                                                           |        |                                   |        |          |                     |                    |                |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------|------------|------------|---------|-----------------|--------|-------------------------------------------------------------------------------------------------------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------------------|--------|----------|---------------------|--------------------|----------------|
| ORGANISATIONAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN - 2024/2025 |                                                                                                                                                           |                                                                                                           |        |                                                                                                                  |                                                                                                                          |                 |            |            |         |                 |        |                                                                                                             |        |                                                                                                                                                           |        |                                                                                                                                                                                                                                                                                                                           |        |                                   |        |          |                     |                    |                |
| PERIOD: 2024-2025                                                          |                                                                                                                                                           |                                                                                                           |        |                                                                                                                  |                                                                                                                          |                 |            |            |         |                 |        |                                                                                                             |        |                                                                                                                                                           |        |                                                                                                                                                                                                                                                                                                                           |        |                                   |        |          |                     |                    |                |
| KPA                                                                        | OBJECTIVE                                                                                                                                                 | STRATEGY                                                                                                  | KPI NO | KPI                                                                                                              | TARGET                                                                                                                   | UNIT OF MEASURE | DEMAND     | BASELINE   | BACKLOG | BUDGET          |        | SEP 2024                                                                                                    |        | DEC 2024                                                                                                                                                  |        | MAR 2025                                                                                                                                                                                                                                                                                                                  |        | JUN 2025                          |        | ANALYSIS |                     | RATING             | RESPONSIBILITY |
|                                                                            |                                                                                                                                                           |                                                                                                           |        |                                                                                                                  |                                                                                                                          |                 |            |            |         | PROJECTED       | ACTUAL | PROJECTED                                                                                                   | ACTUAL | PROJECTED                                                                                                                                                 | ACTUAL | PROJECTED                                                                                                                                                                                                                                                                                                                 | ACTUAL | PROJECTED                         | ACTUAL | COMMENTS | CORRECTIVE MEASURES |                    |                |
| MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT                     | A1. To provide effective and efficient human resource management aimed at achieving a skilled workforce that is responsive to service delivery and change | Implementation and monitoring of Human Resources Development Strategy                                     | A 1.1  | Number of HRD Strategy Functionality assessment reports Submitted to Council for noting by 30 June 2025          | 4 HRD Strategy Functionality assessment reports Submitted to Council for noting by 30 June 2025                          | Number          |            |            |         | R 0,00          |        | 1 Assessment                                                                                                |        | 2 Assessments                                                                                                                                             |        | 3 Assessments                                                                                                                                                                                                                                                                                                             |        | 4 Assessments                     | .      |          | NID                 | Corporate Services |                |
|                                                                            |                                                                                                                                                           | Development, implementation and monitoring of Workplace Skills Plan                                       | A 1.1  | Percentage of budget spent on implementing WSP                                                                   | 100% of Municipality's budget allocated for WSP spent on implementation by 30 June 2025                                  | Percentage      |            |            |         | R 446 566,00    |        | 25%                                                                                                         |        | 50%                                                                                                                                                       |        | 75%                                                                                                                                                                                                                                                                                                                       |        | 100%                              |        |          | NID                 | Corporate Services |                |
|                                                                            |                                                                                                                                                           | Employment of people from EE target (designated group) employed in the three highest levels of management | A 1.2  | Number of people from EE target employed in the three highest levels of management                               | 3 people employed by 30 June 2025                                                                                        | Number          |            |            |         | R 0,00          |        | Presentation on EE Plan                                                                                     |        | Progress Report                                                                                                                                           |        | 2 People                                                                                                                                                                                                                                                                                                                  |        | 3 People                          |        |          | NID                 | Corporate Services |                |
|                                                                            | A2. To ensure effective implementation of Health and safety Plan                                                                                          | Review, implement and monitor Health and Safety Risk Plan                                                 | A 2.1  | Number of Occupational Health and Safety functionality assessments conducted                                     | 4 Occupational Health and Safety reports submitted by 30 June 2025                                                       | Number          |            |            |         | R 209 600,00    |        | 1 Assessment                                                                                                |        | 2 Assessments                                                                                                                                             |        | 3 Assessments                                                                                                                                                                                                                                                                                                             |        | 4 Assessments                     |        |          | NID                 | Corporate Services |                |
|                                                                            | A3 To ensure effective and efficient administration                                                                                                       | Review, Implement and monitor of admin support services plan                                              | A 3.1  | Number of admin support services functionality assessment conducted                                              | 12 admin support services functionality assessment conducted by 30 June 2025                                             | Number          |            |            |         | R 49 489 623,00 |        | 3 Reports                                                                                                   |        | 6 Reports                                                                                                                                                 |        | 9 Report                                                                                                                                                                                                                                                                                                                  |        | 12 Reports                        |        |          | NID                 | Corporate Services |                |
|                                                                            | A4. To ensure adherence to evolving technology                                                                                                            | Review, Implement and monitor ICT Governance Framework                                                    | A 4.1  | Number of ICT Framework functionality assessment conducted                                                       | 4 ICT Framework functionality assessment conducted by 30 June 2025                                                       | Number          |            |            |         | R 1 000 000,00  |        | 1 Assessment                                                                                                |        | 2 Assessments                                                                                                                                             |        | 3 Assessments                                                                                                                                                                                                                                                                                                             |        | 4 Assessments                     |        |          | NID                 | Corporate Services |                |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT                       | B1. To provide high quality infrastructure network to support improved quality of life and economic growth                                                | Provision of basic services                                                                               | B1.1   | Number of kilometres of bulk pipes installed for provision of potable water in Umkhanyakude                      | 40 km of bulk pipes made to final work for provision of potable water in Umkhanyakude by 30 June 2025                    | Number          | 151 245 HH | 108 896 HH | 42 349  | R 39 067 635,08 |        | 4km                                                                                                         |        | 10km                                                                                                                                                      |        | 31km bulk pipeline installed                                                                                                                                                                                                                                                                                              |        | 40 km bulk pipeline installed     |        |          | NID                 | Technical Services |                |
|                                                                            |                                                                                                                                                           |                                                                                                           | B1.2   | Number of potable water yard connections in Umkhanyakude                                                         | 1000 potable water yard connections in Umkhanyakude by 30 June 2025                                                      | Number          | 151 245 HH | 108 896 HH | 42 349  | R 79 000 000,00 |        | 100 Yard Connections                                                                                        |        | 150 Yard Connections                                                                                                                                      |        | 614 Yard Connections                                                                                                                                                                                                                                                                                                      |        | 1000 Yard Connections             |        |          | NID                 | Technical Services |                |
|                                                                            |                                                                                                                                                           |                                                                                                           | B1.3   | Number of kilometres of reticulation pipes installed for provision of potable water in Umkhanyakude              | 60 km of reticulation pipes installed for provision of potable water in Umkhanyakude by 30 June 2025                     | Number          | 152 245 HH | 109 896 HH | 42 349  | R 21 300 000,00 |        | 15km                                                                                                        |        | 30km                                                                                                                                                      |        | 61,76km reticulation pipes installed                                                                                                                                                                                                                                                                                      |        | 60km reticulation pipes installed |        |          | NID                 | Technical Services |                |
|                                                                            |                                                                                                                                                           |                                                                                                           | B1.4   | Number of households in Umkhanyakude with access to a minimum of basic level of service for sanitation provision | 300 households with access to basic level of service for sanitation provision by 30 June 2025                            | Number          | 151 245 HH | 95 284 HH  | 55 961  | R 642 380,31    |        | 50 Households                                                                                               |        | 100 Households                                                                                                                                            |        | 200 Households                                                                                                                                                                                                                                                                                                            |        | 300 Households                    |        |          | NID                 | Technical Services |                |
|                                                                            |                                                                                                                                                           |                                                                                                           | B1.5   | Date of Reviewed Water Services Development Plan (WSDP) adopted by council and loaded on the DWS website         | Reviewed WSDP submitted to council for adoption and loaded to Department of Water and Sanitation website by 30 June 2025 | Date            |            |            |         | R 2 300 000,00  |        | 1. Data acquisition and analysis<br>2. Submit 1st WSDP Draft to HOD for input, 3. Conduct one WSDP Workshop |        | 1.Finalise data analysis, 2. Submit 2nd WSDP Draft to HOD for input 3. Conduct two WSDP workshops. 4. Submit WSDP/IDP input report to planning department |        | 1. Data acquisition and analysis<br>2. Submit 1st WSDP Draft to HOD for input, 3. Conduct one WSDP Workshop 4.Finalise data analysis, 5. Submit 2nd WSDP Draft to HOD for input 6. Conduct two WSDP workshops. 6. Submit WSDP/IDP input report to planning department 7. Submit Final WSDP to HOD for adoption by council |        | Council adopted WSDP              |        |          | NID                 | Technical Services |                |
|                                                                            |                                                                                                                                                           |                                                                                                           |        |                                                                                                                  |                                                                                                                          |                 |            |            |         |                 |        |                                                                                                             |        |                                                                                                                                                           |        |                                                                                                                                                                                                                                                                                                                           |        |                                   |        |          |                     |                    |                |

| KPA                                                     | OBJECTIVE                                                                                                     | STRATEGY                                                                                                  | KPI NO  | KPI                                                                                                                          | TARGET                                                                                                                                                    | UNIT OF MEASURE | DEMAND    | BASELINE | BACKLOG  | BUDGET           |        | SEP 2024                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                       | DEC 2024                                                                                 |        | MAR 2025                                                                                                                                   |        | JUN 2025  |                                                                                                                                                                                                               | ANALYSIS |                     | RATING | RESPONSIBILITY                    |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------|----------|----------|------------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------|--------|-----------------------------------|
|                                                         |                                                                                                               |                                                                                                           |         |                                                                                                                              |                                                                                                                                                           |                 |           |          |          | PROJECTED        | ACTUAL | PROJECTED                                                                                                                                                                                                                                           | ACTUAL                                                                                                                                                                                                                                                                                                                                                                                | PROJECTED                                                                                | ACTUAL | PROJECTED                                                                                                                                  | ACTUAL | PROJECTED | ACTUAL                                                                                                                                                                                                        | COMMENTS | CORRECTIVE MEASURES |        |                                   |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT... | B1. To provide high quality infrastructure network to support improved quality of life and economic growth... | Ensuring access to water services                                                                         | B1.6    | Number of implementable ready projects for 24/25 FY                                                                          | 6 projects ready for implementation by 30 June 2025                                                                                                       | Number          | 89 088 HH |          | 28 605HH | R 6 000 000,00   |        | 1.Submit 5 Business Plans to MISA and DWS for reviews and SAC recommendations, respectively. 2. Load MIG1 form to MIG-MIS for MIG funding approval 3. Report percentage EIA and authorisation permit progress for Hlabisa Sanitation: sewer upgrade | 1.Load MIG -1 form to MIG-MIS for remaining BP for MIG funding approval 2.Present 5 projects to MBPAC for MIG funding approval 3. Report 100% EIA processes, DWS authorisation permit processes, and procurement and documentation processes for Hlabisa Sanitation sewer upgrade Complete detailed designs, documentation for Hlabisa town sewer upgrade and hand over to PMU unit . |                                                                                          |        | 1.Submit project inception report with program to HoD 2. Submit 30% progress on feasibility study up to preliminary designs for 4 projects |        |           | 1. Submit 100% detailed feasibility studies for 4 projects 2. Submit percentage report for EIA and authorisation permit progress for 4 projects 3. Submit 50% progress detailed design reports for 4 projects |          |                     | NID    | Technical Services                |
|                                                         |                                                                                                               | Ensuring water quality management throughout the district                                                 | B1.7.1  | Percentage of water quality compliance with SANS 241 standards                                                               | Quality of drinking water complying with the South African national standards at latest SANS 241 of not less than 95% throughout 2024/2025 financial year | Percentage      |           |          |          | R 1 700 000,00   |        | ≥95% Blue Drop Standard Achieved                                                                                                                                                                                                                    | ≥95% Blue Drop Standard Achieved                                                                                                                                                                                                                                                                                                                                                      |                                                                                          |        | ≥95% Blue Drop Compliance                                                                                                                  |        |           | ≥95% Blue Drop Compliance                                                                                                                                                                                     |          |                     | NID    | Technical Services                |
|                                                         |                                                                                                               |                                                                                                           | B1.7.2  | Percentage of wastewater samples compliant to water use license conditions                                                   | Wastewater Quality compliance of not less than 90% as per Green Drop standard throughout 2024/2025 financial year                                         | Percentage      |           |          |          | R 0,00           |        | ≥90% Green Drop Compliance                                                                                                                                                                                                                          | ≥90% Green Drop Compliance                                                                                                                                                                                                                                                                                                                                                            |                                                                                          |        | ≥90% Green Drop Compliance                                                                                                                 |        |           | ≥90% Green Drop Compliance                                                                                                                                                                                    |          |                     | NID    | Technical Services                |
|                                                         |                                                                                                               | Improve water conservation and water demand management within UKDM                                        | B1.8    | Percentage of water losses                                                                                                   | Not more than 10% of water losses sustained throughout 2024/2025 financial year                                                                           | Percentage      |           |          |          | R 17 700 000,00  |        | Not more than 10% water losses sustained                                                                                                                                                                                                            | Not more than 10% water losses sustained                                                                                                                                                                                                                                                                                                                                              |                                                                                          |        | Not more than 10% water losses sustained                                                                                                   |        |           | Not more than 10% water losses sustained                                                                                                                                                                      |          |                     | NID    | Technical Services                |
|                                                         |                                                                                                               |                                                                                                           | B1.8.1  | Water connections metered as a percentage of total connections                                                               | Not less than 90% Water connections metered of total connections throughout 2024/2025 financial year                                                      | Percentage      |           |          |          | R 0,00           |        | Not less than 90% Water connections metered                                                                                                                                                                                                         | Not less than 90% Water connections metered                                                                                                                                                                                                                                                                                                                                           |                                                                                          |        | Not less than 90% Water connections metered                                                                                                |        |           | Not less than 90% Water connections metered                                                                                                                                                                   |          |                     | NID    | Technical Services                |
|                                                         |                                                                                                               | Maintenance of water and sanitation systems                                                               | B1.9    | Percentage maintenance carried out as per the plan for water plants                                                          | Not less than 80% maintenance carried out as per the plan for water plants by 30 June 2025                                                                |                 |           |          |          | R 106 172 757,00 |        | Not less than 20% water plant maintenance carried out                                                                                                                                                                                               | Not less than 40% water plant maintenance carried out                                                                                                                                                                                                                                                                                                                                 |                                                                                          |        | Not less than 60% water plant maintenance carried out                                                                                      |        |           | Not less than 80% water plant maintenance carried out                                                                                                                                                         |          |                     | NID    | Technical Services                |
|                                                         |                                                                                                               |                                                                                                           | B1.9.1  | Percentage of Complaints/Callouts responded to within 48 hours (potable water)                                               | Not less than 95% of Complaints/Callouts responded to within 48 hours (potable water) throughout 2024/2025 financial year                                 |                 |           |          |          | R 0,00           |        | Not less than 95% of Complaints/Callouts responded to within 48 hours                                                                                                                                                                               | Not less than 95% of Complaints/Callouts responded to within 48 hours                                                                                                                                                                                                                                                                                                                 |                                                                                          |        | Not less than 95% of Complaints/Callouts responded to within 48 hours                                                                      |        |           | Not less than 95% of Complaints/Callouts responded to within 48 hours                                                                                                                                         |          |                     | NID    | Technical Services                |
|                                                         |                                                                                                               |                                                                                                           | B1.10   | Percentage maintenance carried out as per the plan for wastewater treatment plants                                           | Not less than 80% maintenance carried out as per the plan for wastewater treatment plants by 30 June 2025                                                 | Percentage      |           |          |          | R 42 033 778,00  |        | Not less than 20% waste water plant maintenance carried out                                                                                                                                                                                         | Not less than 40% waste water plant maintenance carried out                                                                                                                                                                                                                                                                                                                           |                                                                                          |        | Not less than 60% waste water plant maintenance carried out                                                                                |        |           | Not less than 80% waste water plant maintenance carried out                                                                                                                                                   |          |                     | NID    | Technical Services                |
|                                                         |                                                                                                               | Customer Care                                                                                             | B1.10.1 | Percentage of Complaints/Callouts responded to within 48 hours (potable water)                                               | 95% of Complaints/Callouts responded to within 48 hours (potable water) throughout 2024/2025 financial year                                               |                 |           |          |          | R 0,00           |        | Not less than 95% of Complaints/Callouts responded to within 48 hours                                                                                                                                                                               | Not less than 95% of Complaints/Callouts responded to within 48 hours                                                                                                                                                                                                                                                                                                                 |                                                                                          |        | Not less than 95% of Complaints/Callouts responded to within 48 hours                                                                      |        |           | Not less than 95% of Complaints/Callouts responded to within 48 hours                                                                                                                                         |          |                     | NID    | Technical Services                |
|                                                         |                                                                                                               | Reduction of electricity losses                                                                           | B1.11   | Number of households installed with smart electricity metres                                                                 | 1000 households installed with smart electricity metres at KwaMsane area by 30 June 2025                                                                  | Number          |           |          |          | R 0,00           |        | 250 Households                                                                                                                                                                                                                                      | 500 households                                                                                                                                                                                                                                                                                                                                                                        |                                                                                          |        | 750 households                                                                                                                             |        |           | 1000 Households                                                                                                                                                                                               |          |                     | NID    | Technical Services                |
| LOCAL ECONOMIC DEVELOPMENT                              | C1. To expand district economic output and increase quantity and quality of employment opportunities          | Implementation of Local Economic Development Strategy                                                     | C1.1    | Number of LED projects implemented                                                                                           | 4 LED projects implemented (1 per LM) by 30 June 2025                                                                                                     | Number          |           |          |          | R 150 000,00     |        | 1 LED Project                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                       | 2 LED Projects                                                                           |        | 3 LED Projects                                                                                                                             |        |           | 4 LED Projects                                                                                                                                                                                                |          |                     | NID    | Planning and Economic Development |
|                                                         |                                                                                                               | Development of Tourism Strategy                                                                           | C1.2    | Date of Tourism Strategy adoption by Council                                                                                 | Council adopted Tourism Strategy by 30 June 2025                                                                                                          | Date            |           |          |          | R 700 000,00     |        | Progress report to be presented to Extended MANCO on Development of Tourism Strategy                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                       | Draft Tourism Strategy presented to Extended MANCO                                       |        | Final Tourism Strategy presented to MANCO                                                                                                  |        |           | Tourism Strategy adopted by Council                                                                                                                                                                           |          |                     | NID    | Planning and Economic Development |
|                                                         |                                                                                                               | Promotion of SMME and entrepreneurial development                                                         | C1.3    | Number of SMME and entrepreneurial programmes promoted                                                                       | 4 of SMME and entrepreneurial programmes (1 per LM) promoted by 30 June 2025                                                                              | Number          |           |          |          | R 0,00           |        | 1 Programme promoted                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                       | 2 Programmes promoted                                                                    |        | 3 Programmes promoted                                                                                                                      |        |           | 4 Programmes promoted                                                                                                                                                                                         |          |                     | NID    | Planning and Economic Development |
|                                                         |                                                                                                               | Monitoring of uMhlozinga Development Agency's performance as per the Business Plan for operational budget | C1.4    | Number economic development programmes implemented by UMDA                                                                   | 4 economic development programmes implemented by UMDA by 30 June 2025                                                                                     | Number          |           |          |          | R 9 289 798,00   |        | 1 UMDA Programme Implemented                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                       | 2 UMDA Programmes Implemented                                                            |        | 3 UMDA Programmes Implemented                                                                                                              |        |           | 4 UMDA Programmes Implemented                                                                                                                                                                                 |          |                     | NID    | Planning and Economic Development |
|                                                         |                                                                                                               | Improve the efficiency, innovation and variety of government-led decent job creation programmes           | C1.5    | Number of jobs created through local economic development initiatives and capital projects                                   | 200 Jobs created by 30 June 2025                                                                                                                          | Number          |           |          |          | R 0,00           |        | 50 Jobs                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                       | 100 Jobs                                                                                 |        | 150 Jobs                                                                                                                                   |        |           | 200 Jobs                                                                                                                                                                                                      |          |                     | NID    | Planning and Economic Development |
|                                                         |                                                                                                               | Implementation of Local Economic Development Strategy                                                     | C1.6    | Percentage of total municipal operating expenditure spent on contracted service providers residing within the municipal area | 30% of total municipal operating expenditure spent on contracted service providers residing within the municipal area throughout 2024/2025 financial year | Percentage      |           |          |          | R 0,00           |        | 30% of total municipal operating expenditure spent on local contracted service providers                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                       | 30% of total municipal operating expenditure spent on local contracted service providers |        | 30% of total municipal operating expenditure spent on local contracted service providers                                                   |        |           | 30% of total municipal operating expenditure spent on local contracted service providers                                                                                                                      |          |                     | NID    | Planning and Economic Development |
|                                                         |                                                                                                               |                                                                                                           | C1.7    | Average number of days from the point of advertising to the letter of award per 80/20 procurement process                    | Not more than 30 days taken from the point of advertising to the letter of award per 80/20 procurement process throughout 2024/2025 financial year        | Number          |           |          |          | R 0,00           |        | Not more than 30 days taken                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                       | Not more than 30 days taken                                                              |        | Not more than 30 days taken                                                                                                                |        |           | Not more than 30 days taken                                                                                                                                                                                   |          |                     | NID    | Planning and Economic Development |
|                                                         |                                                                                                               |                                                                                                           | C1.8    | Percentage of the municipality's operating budget spent on indigent relief for free basic services                           | 5% of the municipality's operating budget spent on indigent relief for free basic services throughout 2024/2025 financial year                            | Percentage      |           |          |          | R 0,00           |        | 5% of the municipality's operating budget spent on indigent                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                       | 5% of the municipality's operating budget spent on indigent                              |        | 5% of the municipality's operating budget spent on indigent                                                                                |        |           | 5% of the municipality's operating budget spent on indigent                                                                                                                                                   |          |                     | NID    | Planning and Economic Development |



| KPA                                | OBJECTIVE                                                                                  | STRATEGY                                                                                                                      | KPI NO | KPI                                                                                                 | TARGET                                                                                                                                                      | UNIT OF MEASURE | DEMAND | BASELINE | BACKLOG | BUDGET         |        | SEP 2024                                                                    |        | DEC 2024                                                                    |        | MAR 2025                                                                     |        | JUN 2025                                                                     |        | ANALYSIS |                     | RATING | RESPONSIBILITY     |
|------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|----------|---------|----------------|--------|-----------------------------------------------------------------------------|--------|-----------------------------------------------------------------------------|--------|------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------|--------|----------|---------------------|--------|--------------------|
|                                    |                                                                                            |                                                                                                                               |        |                                                                                                     |                                                                                                                                                             |                 |        |          |         | PROJECTED      | ACTUAL | PROJECTED                                                                   | ACTUAL | PROJECTED                                                                   | ACTUAL | PROJECTED                                                                    | ACTUAL | PROJECTED                                                                    | ACTUAL | COMMENTS | CORRECTIVE MEASURES |        |                    |
| FINANCIAL VIABILITY AND MANAGEMENT | D1 To Implement Revenue Collection Strategy                                                | Implementation of revenue enhancement strategy                                                                                | D1.1   | 95% collection rate achieved                                                                        | Not less than 95% collection rate achieved by 30 June 2025                                                                                                  | Percentage      |        |          |         | R 0,00         |        | Not less than 95% collection rate                                           |        | Not less than 95% collection rate                                           |        | Not less than 95% collection rate                                            |        | Not less than 95% collection rate                                            |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D1.2   | Ratio in compliance with MFMA Section 64(2)(a)                                                      | Outstanding Service Debtors to Service Revenue ratio maintained at less than 0,5 throughout the 24/25 FY                                                    | Ratio           |        |          |         | R 0,00         |        | < 0,5                                                                       |        | < 0,5                                                                       |        | < 0,5                                                                        |        | < 0,5                                                                        |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D1.3   | Debtors payment period                                                                              | 30 days Debtors payment period throughout 2024/2025 financial year                                                                                          | Number          |        |          |         | R 0,00         |        | 30 days Debtors payment period                                              |        | 30 days Debtors payment period                                              |        | 30 days Debtors payment period                                               |        | 30 days Debtors payment period                                               |        |          |                     | NID    | Financial Services |
|                                    | D2 To improve expenditure management                                                       | Develop, implement and monitor standard operating procedures related to expenditure management                                | D2.1   | Ratio in compliance with MFMA Section 65(2)(e)                                                      | More than 1 Debt coverage Ratio maintained throughout the 24/25 FY                                                                                          | Ratio           |        |          |         | R 0,00         |        | > 1                                                                         |        | > 1                                                                         |        | > 1                                                                          |        | > 1                                                                          |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D2.2   | Percentage of contracted service on operating expenditure                                           | Not more than 5% of contracted service on operating expenditure achieved throughout 2024/2025 FY                                                            | Percentage      |        |          |         | R 0,00         |        | < 5%                                                                        |        | < 5%                                                                        |        | < 5%                                                                         |        | < 5%                                                                         |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D2.3   | Ratio compliance with MFMA Section 65(2)(e)                                                         | More than 1 Cost Coverage Ratio maintained throughout the 24/25 FY                                                                                          | Ratio           |        |          |         | R 0,00         |        | > 1                                                                         |        | > 1                                                                         |        | > 1                                                                          |        | > 1                                                                          |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D2.4   | Creditors payment period                                                                            | 30 days Creditors payment period throughout 2024/2025 financial year                                                                                        | Number          |        |          |         | R 0,00         |        | 30 days Creditors payment period                                            |        | 30 days Creditors payment period                                            |        | 30 days Creditors payment period                                             |        | 30 days Creditors payment period                                             |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D2.5   | Percentage of capital expenditure achieved                                                          | More than 95% expenditure on infrastructure achieved by 30 June 2025                                                                                        | Percentage      |        |          |         | R 0,00         |        | >24%                                                                        |        | >50%                                                                        |        | >95%                                                                         |        | >95%                                                                         |        |          |                     | NID    | Financial Services |
|                                    | D3. To ensure effective and efficient management of current assets and current liabilities | Compilation of sustainability report                                                                                          | D3.1   | Percentage of service charges and property rates revenue budget implemented                         | More than 95% of service charges and property rates revenue budget implemented by 30 June 2025                                                              | Percentage      |        |          |         | R 0,00         |        | >24%                                                                        |        | >95%                                                                        |        | >95%                                                                         |        | >95%                                                                         |        |          |                     | NID    | Financial Services |
|                                    | D4. To Improve Budget Implementation                                                       | Develop, implement and report on credible budget in accordance with the provisions of the MFMA                                | D4.1   | Percentage implementation of operating revenue budget                                               | More 95% of operating revenue budget implemented by 30 June 2025                                                                                            | Percentage      |        |          |         | R 0,00         |        | >24%                                                                        |        | 50%                                                                         |        | >95%                                                                         |        | >95%                                                                         |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D4.3   | Cash/Cost coverage Ratio                                                                            | More than 1 month coverage ratio maintained throughout 2024/2025 FY                                                                                         | Number          |        |          |         | R 0,00         |        | >1 Month                                                                    |        | >1 Month                                                                    |        | >1 Month                                                                     |        | >1 Month                                                                     |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D4.4   | Salaries & Wages as a % of Operating Budget                                                         | Not more than 40% of Operating Budget spent on Salaries and Wages throughout 2024/2025 financial year                                                       | Percentage      |        |          |         | R 0,00         |        | Not more than 40% of Operating Budget spent on Salaries and Wages           |        | Not more than 40% of Operating Budget spent on Salaries and Wages           |        | Not more than 40% of Operating Budget spent on Salaries and Wages            |        | Not more than 40% of Operating Budget spent on Salaries and Wages            |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D4.5   | Current Ratio                                                                                       | Statement of financial position to be maintained between 1.5 to 2:1 throughout 2024/2025 FY                                                                 | Ratio           |        |          |         | R 0,00         |        | 1.5 to 2:1 Ratio                                                            |        | 1.5 to 2:1 Ratio                                                            |        | 1.5 to 2:1 Ratio                                                             |        | 1.5 to 2:1 Ratio                                                             |        |          |                     | NID    | Financial Services |
|                                    | D5. To Effectively Implement Supply Chain Management Regulations                           | Eliminate Irregular Fruitless and Wasteful and Unauthorised, Expenditure                                                      | D5.1   | Percentage of Irregular Fruitless, Wasteful and Unauthorised, Expenditure                           | 0% of Irregular Fruitless, Wasteful and Unauthorised, Expenditure (IFWUE) achieved over total expenditure by 30 June 2025                                   | Percentage      |        |          |         | R 0,00         |        | 0%                                                                          |        | 0%                                                                          |        | 0%                                                                           |        | 0%                                                                           |        |          |                     | NID    | Financial Services |
|                                    |                                                                                            |                                                                                                                               | D5.2   | Number of reports on Section 36 of the MFMA Municipal Supply Chain Management Regulations developed | 4 reports on Section 36 of the MFMA Municipal Supply Chain Management Regulations developed and submitted to MANCO by 30 June 2025                          | Number          |        |          |         | R 0,00         |        | 1 Report                                                                    |        | 2 Reports                                                                   |        | 3 Reports                                                                    |        | 4 Reports                                                                    |        |          |                     | NID    | Financial Services |
| GOOD GOV AND PUBLIC PARTICIPATION  | E1. To improve the quality of lives for people within Umkhanyakude District                | Develop, Implement and monitor special programmes                                                                             | E1.1   | Number of Special Programmes implemented                                                            | 4 Programmes (Snr Citizens, Gender, HIV/AIDS & Disability) implemented by 30 June 2024                                                                      | Number          |        |          |         | R 1 880 120,00 |        | 1 Report                                                                    |        | 2 Reports                                                                   |        | 3 Reports                                                                    |        | 4 Reports                                                                    |        |          |                     | NID    | Community Services |
|                                    |                                                                                            | Develop, Implement and monitor Environmental Health Management strategies and plans in accordance with applicable legislation | E1.2   | Number of Functionality assessment conducted on Environmental Management Services                   | 16 Environmental Management Services functionality assessments conducted (water quality, Food Safety, Chemical Safety & Health and Hygiene) by 30 June 2025 | Number          |        |          |         | R 700 000,00   |        | 4 Report (water quality, Food Safety, Chemical Safety & Health and Hygiene) |        | 8 Report (water quality, Food Safety, Chemical Safety & Health and Hygiene) |        | 12 Report (water quality, Food Safety, Chemical Safety & Health and Hygiene) |        | 16 Report (water quality, Food Safety, Chemical Safety & Health and Hygiene) |        |          |                     | NID    | Community Services |
|                                    |                                                                                            |                                                                                                                               | E1.2.1 | Percentage of all registered food suppliers inspected for compliance to relevant legislation        | 20% of all registered food suppliers inspected for compliance to relevant legislation throughout 2024/2025 financial year                                   | Percentage      |        |          |         | R 0,00         |        | 20% of all registered food suppliers inspected                              |        | 20% of all registered food suppliers inspected                              |        | 20% of all registered food suppliers inspected                               |        | 20% of all registered food suppliers inspected                               |        |          |                     | NID    | Community Services |
|                                    | E2. To ensure excellence in governance and leadership                                      | Implementation of Risk management Plan                                                                                        | E2.1   | Percentage implementation of Risk Management Plan                                                   | 100% implementation of Risk Management Plan by 30 June 2025                                                                                                 | Percentage      |        |          |         | R 0,00         |        | 1 Assessment                                                                |        | 2 Assessments                                                               |        | 10%                                                                          |        | 100%                                                                         |        |          |                     | NID    | Executive Office   |
|                                    |                                                                                            | Ensure functionality of committees responsible for oversight                                                                  | E2.2   | Number of oversight functionality reports submitted to Extended MANCO                               | 4 oversight functionality reports submitted to Extended MANCO for discussion by 30 June 2025 (4 for AUDCOM)                                                 | Number          |        |          |         | R 600 000,00   |        | 1 Report                                                                    |        | 2 Reports                                                                   |        | 3 Reports                                                                    |        | 4 Reports                                                                    |        |          |                     | NID    | Executive Office   |
|                                    |                                                                                            | Ensure functionality District Development Model (DDM)                                                                         | E2.3   | Percentage functionality of DDM structures                                                          | 100% functionality of DDM structures throughout 2024/2025 FY                                                                                                | Number          |        |          |         | R 400 000,00   |        | 1 Report                                                                    |        | 2 Reports                                                                   |        | 100% functionality of DDM structures                                         |        | 100% functionality of DDM structures                                         |        |          |                     | NID    | Executive Office   |
|                                    |                                                                                            | Implementation of administrative oversight                                                                                    | E2.4   | Percentage reduction of material regularity                                                         | Not less than 95% reduction of material regularity by 30 June 2025                                                                                          | Percentage      |        |          |         | R 0,00         |        | Not less than 60% reduction of material regularity                          |        | Not less than 70% reduction of material regularity                          |        | Not less than 80% reduction of material regularity                           |        | Not less than 95% reduction of material regularity                           |        |          |                     | NID    | Executive Office   |
|                                    |                                                                                            |                                                                                                                               | E2.5   | Percentage of Internal audit findings addressed by the Municipality                                 | Not less than 95% of Internal audit findings addressed by the Municipality by 30 June 2025                                                                  | Percentage      |        |          |         | R 0,00         |        | Not less than 60% of Internal audit findings addressed by the Municipality  |        | Not less than 70% of Internal audit findings addressed by the Municipality  |        | Not less than 80% of Internal audit findings addressed by the Municipality   |        | Not less than 95% of Internal audit findings addressed by the Municipality   |        |          |                     | NID    | Executive Office   |
|                                    |                                                                                            |                                                                                                                               | E2.6   | Percentage of External audit findings addressed by the Municipality                                 | Not less than 95% of External audit findings addressed by the Municipality by 30 June 2025                                                                  | Percentage      |        |          |         | R 0,00         |        | Not less than 60% of External audit findings addressed                      |        | Not less than 70% of External audit findings addressed                      |        | Not less than 80% of External audit findings addressed                       |        | Not less than 95% of External audit findings addressed                       |        |          |                     | NID    | Executive Office   |
|                                    |                                                                                            |                                                                                                                               | E2.7   | Percentage reduction in repeat audit findings                                                       | Not less than 95% reduction in repeat audit findings by 30 June 2025                                                                                        | Percentage      |        |          |         | R 0,00         |        | Not less than 60% reduction in repeat audit findings                        |        | Not less than 70% reduction in repeat audit findings                        |        | Not less than 80% reduction in repeat audit findings                         |        | Not less than 95% reduction in repeat audit findings                         |        |          |                     | NID    | Executive Office   |
|                                    |                                                                                            |                                                                                                                               | E2.8   | Percentage implementation of Risk Management Plan                                                   | 100% implementation of Risk Management Plan by 30 June 2025                                                                                                 | Percentage      |        |          |         | R 0,00         |        | 25% implementation of Risk Management Plan                                  |        | 50% implementation of Risk Management Plan                                  |        | 75% implementation of Risk Management Plan                                   |        | 100% implementation of Risk Management Plan                                  |        |          |                     | NID    | Executive Office   |
|                                    |                                                                                            |                                                                                                                               | E2.9   | Percentage of councillors who have declared their financial interests                               | 100% of councillors who have declared their financial interests by 31 Dec 2024                                                                              | Percentage      |        |          |         | R 0,00         |        | 50% of councillors                                                          |        | 100% of councillors                                                         |        |                                                                              |        |                                                                              |        |          |                     | NID    | Corporate Services |
|                                    |                                                                                            |                                                                                                                               | E2.10  | Percentage of administrative staff who have declared their financial interests                      | 100% of administrative staff who have declared their financial interests by 31 Dec 2024                                                                     | Percentage      |        |          |         | R 0,00         |        | 50% of administrative staff                                                 |        | 100% of administrative staff                                                |        |                                                                              |        |                                                                              |        |          |                     | NID    | Corporate Services |
|                                    |                                                                                            |                                                                                                                               | E2.11  | Percentage of Quarterly salary bill of suspended officials                                          | Not more than 1% of Quarterly salary bill spent on suspended officials throughout 2024/2025 financial year                                                  | Percentage      |        |          |         | R 0,00         |        | Not more than 1% of Quarterly salary bill                                   |        | Not more than 1% of Quarterly salary bill                                   |        | Not more than 1% of Quarterly salary bill                                    |        | Not more than 1% of Quarterly salary bill                                    |        |          |                     | NID    | Corporate Services |

| KPA                         | OBJECTIVE                                                                                                         | STRATEGY                                                                                       | KPI NO | KPI                                                                                                                           | TARGET                                                                                                                                               | UNIT OF MEASURE | DEMAND | BASELINE | BACKLOG | BUDGET           |        | SEP 2024                                                              |        | DEC 2024                                                          |        | MAR 2025                                                     |        | JUN 2025                                                     |        | ANALYSIS |                     | RATING                            | RESPONSIBILITY |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|----------|---------|------------------|--------|-----------------------------------------------------------------------|--------|-------------------------------------------------------------------|--------|--------------------------------------------------------------|--------|--------------------------------------------------------------|--------|----------|---------------------|-----------------------------------|----------------|
|                             |                                                                                                                   |                                                                                                |        |                                                                                                                               |                                                                                                                                                      |                 |        |          |         | PROJECTED        | ACTUAL | PROJECTED                                                             | ACTUAL | PROJECTED                                                         | ACTUAL | PROJECTED                                                    | ACTUAL | PROJECTED                                                    | ACTUAL | COMMENTS | CORRECTIVE MEASURES |                                   |                |
| CROSS CUTTING INTERVENTIONS | F1. To ensure effective Organizational Performance Management System (PMS)                                        | Develop PMS Framework to inform Monitoring and Review processes                                | F1.1   | Date of Developing and monitoring of implementation of PMS Framework                                                          | PMS Framework developed and adopted by Council by 30 June 2025                                                                                       | Date            |        |          |         | R 0,00           |        | Finalise Signing of Performance Agreements (31 Jul) and APR for 23-24 |        | Progress report on development on PMS implementation (Q1)         |        | Mid-year report                                              |        | PMS Framework adopted by Council and Q3                      |        |          | NID                 | Executive Office                  |                |
|                             | F2. To ensure effective integrated development planning (IDP)                                                     | Review IDP as per legislation and KZN COGTA Guide                                              | F2.1   | Date of reviewing IDP as per legislation and KZN COGTA Guide                                                                  | IDP Reviewed and adopted by Council by 31 May 2025                                                                                                   | Date            |        |          |         | R 1 500 000,00   |        | 24-25 IDP Process Plan Developed                                      |        | Development of Draft IDP Review document                          |        | Draft IDP Developed                                          |        | Final IDP Adopted by Council                                 |        |          | NID                 | Executive Office                  |                |
|                             | F3. To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern | Monitor the implementation of SPLUMA and LUMF and applicable development pieces of legislation | F3.1   | Number of functionality assessment reports on implementation of SPLUMA and LUMF submitted to MANCO                            | 4 functionality assessment reports submitted to Extended MANCO for discussion on implementation of SPLUMA and LUMF by 30 June 2025                   | Number          |        |          |         | R 96 000,00      |        | 1 Assessment                                                          |        | 2 Assessments                                                     |        | 3 Assessments                                                |        | 4 Assessments                                                |        |          | NID                 | Planning and Economic Development |                |
|                             |                                                                                                                   | Review Spatial Development Framework as per the provisions of legislative framework            | F3.2   | Date of Spatial Development Framework Reviewed and adopted by Council                                                         | Council adopted SDF review by 31 May 2025                                                                                                            | Date            |        |          |         | R 0,00           |        | Progress report 1 to Extended MANCO on Review of SDF                  |        | Progress reports not discussed at Extended MANCO on Review of SDF |        | Progress report 3 to Extended MANCO on Review of SDF         |        | Final Adoption of SDF by Council                             |        |          | NID                 | Planning and Economic Development |                |
|                             | F4. To ensure functional and responsive Disaster Management Unit                                                  | Monitoring and evaluation of the implementation of Disaster Risk Reduction Plan                | F4.1   | Number of Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Extended MANCO | 4 Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Extended MANCO for discussion by 30 June 2025 | Number          |        |          |         | R 600 000,00     |        | 1 DRRP report                                                         |        | 2 DRRP reports                                                    |        | 3 DRRP reports                                               |        | 4 DRRP reports                                               |        |          | NID                 | Community Services                |                |
|                             |                                                                                                                   |                                                                                                | F4.1.1 | Percentage compliance with the required response time for structural firefighting incidents                                   | Not less than 90% compliance with the required response time for structural firefighting incidents throughout 2024/2025 FY                           | Percentage      |        |          |         | R 0,00           |        | Not less than 90% compliance with the required response time          |        | Not less than 90% compliance with the required response time      |        | Not less than 90% compliance with the required response time |        | Not less than 90% compliance with the required response time |        |          | NID                 | Community Services                |                |
| Total                       |                                                                                                                   |                                                                                                |        |                                                                                                                               |                                                                                                                                                      |                 |        |          |         | R 382 978 257,39 |        | R 0,00                                                                |        |                                                                   |        |                                                              |        |                                                              |        |          |                     |                                   |                |

| Rating       | Key |              | %    | No of Targets |
|--------------|-----|--------------|------|---------------|
| Expenditure  |     | Expenditure  |      | N/A           |
| N/D          |     | Not Due      | 100% | 62            |
| No Budget    |     | No Budget    | 0%   | 0             |
| Not Achieved |     | Not Achieved | 0%   | 0             |
| 1            |     | Basic        | 0%   | 0             |
| 2            |     | Basic 2      | 0%   | 0             |
| 3            |     | Competent    | 0%   | 0             |
| 4            |     | Advanced     | 0%   | 0             |
| 5            |     | Superior     | 0%   | 0             |
|              |     |              |      | 62            |

NAME OF OFFICIAL: \_\_\_\_\_

SIGNATURE OF OFFICIAL: \_\_\_\_\_

DESIGNATION OF OFFICIAL: \_\_\_\_\_

DATE: \_\_\_\_\_

\_\_\_\_\_  
SIGNATURE:

\_\_\_\_\_  
DATE: