



# **UMKHANYAKUDE DISTRICT MUNICIPALITY**

## **FINAL**

### **INTEGRATED DEVELOPMENT PLAN REVIEW**

**4<sup>th</sup> GENERATION: 2020/2021**



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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



Umkhanyakude District Municipality as a basic service delivery unit, is guided by the legislative authority namely, Municipal Systems Act (MSA). The expectation therefore is that the majority of the Municipality's performance should be gauged on its service delivery mandate which is provision of water and sanitation. As this is the last financial year in the 4<sup>th</sup> term of Local Government, taking stock of achievements and shortfalls over the past years of this term should be factored in as a matter of principle. It is fully understood though that it has never been an easy journey for this Council as resources to fulfil its primary service delivery mandate have been scarce. It is with pride to announce that the Municipality has invested a lot of resources in innovative initiatives and infrastructural development for the people of uMkhanyakude. We hope that the next-coming Council will follow the wisdom to proceed in our footsteps.

There are challenging situations for the population within the jurisdiction of the Municipality such as unemployed Youth, illiterate people, people living below poverty line, high rate of HIV & Aids and lately the COVID-19 pandemic. Effectively this means that the Municipality has to provide services without expecting revenue in return for services rendered. The Municipality is highly committed in improving service delivery regardless of all the socio-economic challenges faced by the large majority of its citizens. It is a sad reality that most people of Umkhanyakude were historical disadvantages, as the result their liberation struggle and as such backlogs are huge in term of basic service delivery but over time these backlogs will be totally addressed. As the Council that was elected by the people, we do have a commitment to close the gaps through creating job and business opportunities. Therefore, the IDP is a legal developmental vehicle through which as the government of the people commit to continuous improvement of people's lives.

In preparation for the next coming financial year the Municipality will have to deal with issues related to the Coronavirus pandemic know as "COVID-19". This pandemic has been assessed by the World's Health Organisation that it is the most infectious disease in the whole world. As the Council of Umkhanyakude District Municipality we argue our people to take care of themselves through listening to Department of Health's instructions, self-isolation, official state quarantines and other available interventions related to the pandemic. There is a plan in place to deal with the pandemic district-wide and there are day-to-day interventions the Municipality is engaged in, to ensure safety of its citizens.



Cllr. T.S Mkhombo  
**His worship the Mayor**

## MUNICIPAL MANAGER'S OVERVIEW

The Municipal Systems Act, (Act 34, 2000) (MSA) mandates the district Municipality to do an IDP Review in every municipal administration. IDP Review exercise allows the Municipality to revisit its objectives, trace performance and further re-align the local and other spheres of government. uMkhanyakude District Municipality is the rural based municipality with many challenges such as; backlogs of basic service delivery; operations and maintenance for infrastructure and scarce financial resources. The Municipality survives through grants and is unable to collect revenue and be self-sustainable.

On the local economic development, Umkhanayakude District Municipality is working together with uMhlosinga Development Agency to bust local economic development and attract potential investors to uMkhanyakude. This combination has worked tirelessly to the extent that we organized the Investment summit where we further established District Tourism Investment Committee (DTIC) to facilitate the implementation of investment summit resolution.

Intergovernmental relations (IGR) is labelled as the cornerstone amongst sections of the Municipality to fast track and align programs of service delivery for the people uMkhanyakude.

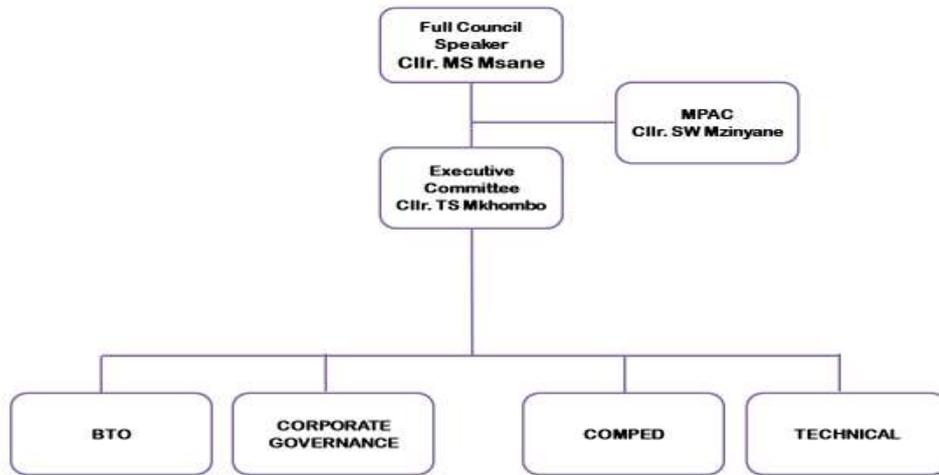
As the accounting officer of uMkhanyakude District Municipality, I heard the outcry across the District pertaining to the issues of water and sanitation, basic infrastructure and poverty. It is part of my performance agreement that I must work tirelessly in reducing backlogs to water and sanitation. President Cyril M. Ramaphosa last year on 2019 introduced the District Development Model (DDM) which we believe, will assist us in prioritizing the service delivery. In Water Schemes that are not working properly, we have great news to share, late last year we managed to employ Operations and Maintenance Manager who will take a full responsibility in servicing water schemes. In that sentiment we hope that we will be able to reduce some of the challenges.

Creating SMART targets and clear indicators will enable the Accounting Officer to facilitate performance management. Senior and Middle Management will be required to sign performance agreements for the compliance and enforce process of service delivery. The proper and well-coordinated reporting system will enable the municipality to implement projects stipulated in the IDP accordingly. UMkhanyakude strives to be the better municipality that fights against fraud and corruption; taking care of tax payers money. The Municipality has also taken a rational decision in a form of "Operation Clean Audit" to ensure that Auditor General's opinion compared to previous years is improved.

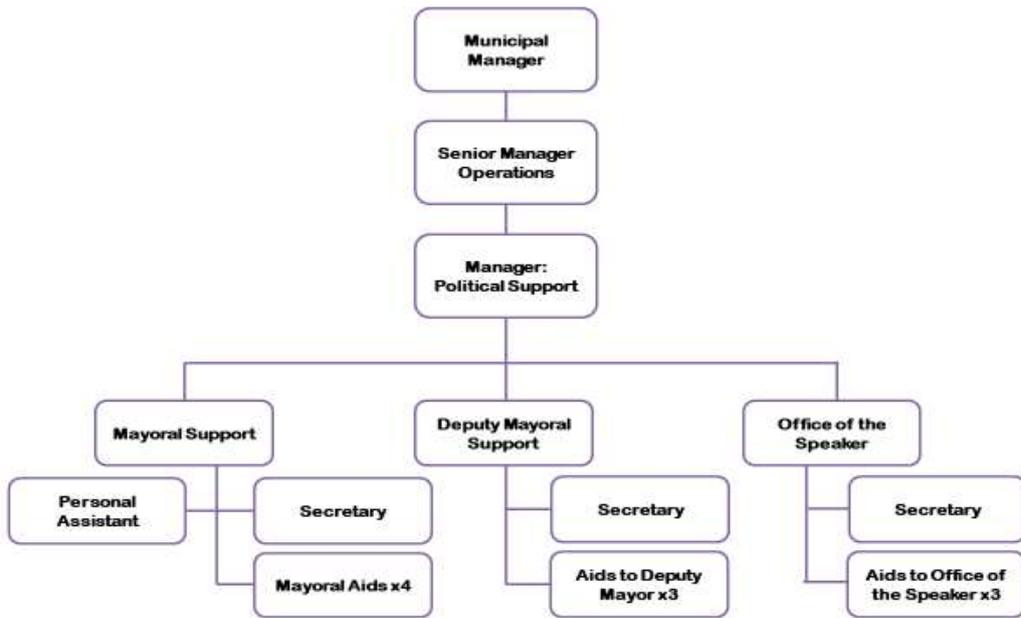


Mr M.A Nkosi  
**Municipal Manager**

# Council Structure



# Political Support



## COUNCILLORS AND TRADITIONAL LEADERS SERVING IN THE DISTRICT MUNICIPALITY

No.	Initials and Surname	Position
1.	Cllr T.S Mkhombo	Mayor
2.	Cllr F.C Hlabisa	Deputy Mayor
3.	Cllr M.S Msane	Speaker
4.	Cllr M.S Ngcobo	ExCo Member
5.	Cllr G.P Moodley	ExCo Member
6.	Cllr M.C Zungu	ExCo Member
7.	Cllr B.S Mathenjwa	Council Member
8.	Cllr N.R Mthethwa	Council Member
9.	Cllr S.W Mzinyane	Council Member
10.	Cllr P.B Madlopha	Council Member
11.	Cllr V.M Gumede	Council Member
12.	Cllr K.S Gumede	Council Member
13.	Cllr M.B Sithole	Council Member
14.	Cllr S.J Khoza	Council Member
15.	Cllr M.A Gina	Council Member
16.	Cllr N.E Zuma	Council Member
17.	Cllr K.N Mpontshane	Council Member
18.	Cllr A.V Mabika	Council Member
19.	Cllr V.F Hlabisa	Council Member
20.	Cllr S.F Mdaka	Council Member
21.	Cllr C.T Khumalo	Council Member
22.	Cllr N.S Mthethwa	Council Member
23.	Cllr S.P Mthethwa	Council Member
24.	Cllr Z. Mhlongo	Council Member
25.	Cllr J.G Ngubane	Council Member
26.	Cllr M.J Mthembu	Council Member
27.	Cllr R.H Gumede	Council Member
28.	Cllr D.P Mabika	Council Member
29.	Cllr N.R Zulu	Council Member
30.	Cllr V.E Gumede	Council Member
31.	Cllr.....Pending	Council Member
32.	Inkosi M.I Tembe	Council Member
33.	Inkosi S.K Ngwane	Council Member
34.	Inkosi T.M Gumede	Council Member
35.	Inkosi Z.T Gumede	Council Member
36.	Inkosi T.H Nxumalo	Council Member
38.	Inkosi N. I. Zikhali	Council Member

## **POWERS AND FUNCTIONS**

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

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

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

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

## **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:

**SECTION A** : EXECUTIVE SUMMARY

**SECTION B** : PLANNING AND DEVELOPMENT PRINCIPLES

**SECTION C** : SITUATIONAL ANALYSIS

**SECTION D** : DEVELOPMENT GOALS AND STRATEGIES

**SECTION E** : SPATIAL STRATEGIC INTERVENTION

**SECTION F** : FINANCIAL PLAN

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

**SECTION H** : ORGANISATIONAL AND INDIVIDUAL PMS

**SECTION I** : PROJECTS

**SECTION J** : ANNEXURES

**SECTION K** : 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 5 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 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 Swaziland to the North- West



## 1.2 Brief Demographic Profile for uMkhanyakude Municipalities

### The Population

Table 1: Population Figures - STATSSA 2016 Community Survey

	UMhlabuyalingana	Jozini	Big 5 Hlabisa	Mtubatuba	Umkhanyakude
<b>2011</b>	156,736	186,502	107,183	175,425	625,846
<b>2016</b>	172,077	198,215	116,622	202,176	689,090
<b>% Growth</b>	<b>8,9%</b>	<b>5,9%</b>	<b>8,7%</b>	<b>13,2%</b>	<b>9,2%</b>

Table 2: Population by Group Type for Umkhanyakude District - STATSSA 2016 Community Survey

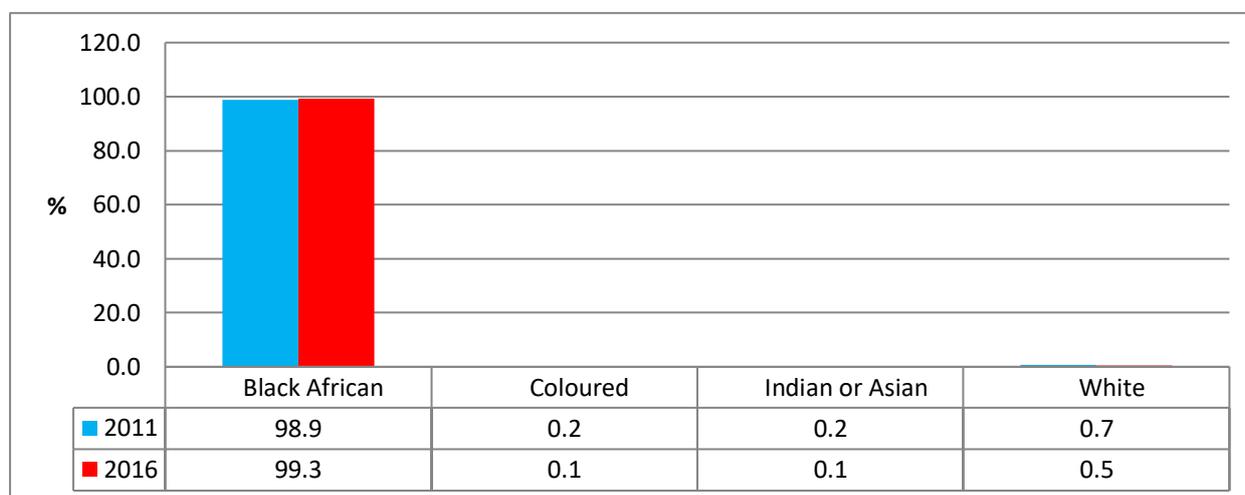


Table 3: Household Figures - STATSSA 2016 Community Survey

Municipality	Household Size	No of Wards	Traditional Councils
<b>Umhlabuyalingana</b>	39 614	18	4
<b>Jozini</b>	44 584	20	7
<b>Mtubatuba</b>	41 792	20	1
<b>Big 5 Hlabisa</b>	25 255	13	6
<b>UKDM</b>	<b>151 245</b>	<b>71</b>	<b>18</b>

## Households Types by Municipality 2016

Municipality	Number of households	Main Dwelling		
	Total	Formal housing	Informal housing	Traditional housing
KZN271: Umhlabuyalingana	39 614	27 731	968	10 896
KZN272: Jozini	44 584	29 196	1 681	13 111
KZN275: Mtubatuba	41 792	31 439	1 843	7 442
KZN276: Hlabisa – Big 5	25 255	17 724	536	6 856
<b>DC27: uMkhanyakude</b>	<b>151 245</b>	<b>106 090</b>	<b>5 028</b>	<b>38 306</b>

Source: STATSSA – Community Survey 2016

### 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
<b>2008</b>	9 541 751	1 899 415	1 737 515	3 827 303	2 077 519
<b>2009</b>	9 314 451	1 816 962	1 679 299	3 778 502	2 039 689
<b>2010</b>	9 395 617	1 790 535	1 691 627	3 850 687	2 062 768
<b>2011</b>	9 730 046	1 797 006	1 718 466	4 066 856	2 147 718
<b>2012</b>	9 871 520	1 809 628	1 732 103	4 145 875	2 183 915
<b>2013</b>	10 058 345	1 829 882	1 757 689	4 239 848	2 230 926
<b>2014</b>	10 333 459	1 859 367	1 797 397	4 377 851	2 298 844
<b>2015</b>	10 245 180	1 835 280	1 787 132	4 348 594	2 274 174
<b>2016</b>	10 121 052	1 816 936	1 775 631	4 291 633	2 236 852
<b>2017</b>	10 638 422	1 867 328	1 829 121	4 564 772	2 377 201
<b>2018</b>	10 714 674	1 878 991	1 838 737	4 605 695	2 391 251
	Average annual growth (Constant 2010 Prices)				
<b>2008</b>	3.1%	1.2%	1.7%	4.2%	4.1%
<b>2009</b>	-2.4%	-4.3%	-3.4%	-1.3%	-1.8%
<b>2010</b>	0.9%	-1.5%	0.7%	1.9%	1.1%
<b>2011</b>	3.6%	0.4%	1.6%	5.6%	4.1%
<b>2012</b>	1.5%	0.7%	0.8%	1.9%	1.7%
<b>2013</b>	1.9%	1.1%	1.5%	2.3%	2.2%
<b>2014</b>	2.7%	1.6%	2.3%	3.3%	3.0%
<b>2015</b>	-0.9%	-1.3%	-0.6%	-0.7%	-1.1%
<b>2016</b>	-1.2%	-1.0%	-0.6%	-1.3%	-1.6%
<b>2017</b>	5.1%	2.8%	3.0%	6.4%	6.3%
<b>2018</b>	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 2020/2021 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 which 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 2020/21 is the second 5th during the fourth term of local government and 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 UDM 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 comprise 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, UDM newsletter and electronic media will be used to inform the community of the progress of the IDP process.

## Summary of Activities for the 20/21 IDP Preparation Process

KEY ACTIVITY	KEY OUTPUT	BY WHOM?	TARGET DATE
<b>STEERING COMMITTEE MEETING</b>			<b>15 August 2019</b>
1. Development & Submission of the Process & Framework Plan	IDP Process & Framework Plan	Steering Committee	30 July 2019
2. ExCo Adoption of the Process & Framework Plan	ExCo Resolution	MM& DC 27 ExCo	30 July 2019
3. Advertisement of the Process & Framework Plans	Copy of an advert	IDP/PMS Unit & Finance	13 August 2019
4. Provincial IDP Feedback Session	Feedback on credibility of the IDP	COGTA	September 2019
<b>STEERING COMMITTEE MEETING</b>			<b>17 October 2019</b>
5. Compilation of Situational Analysis	Status quo reports	Heads of Departments	November 2019
6. Municipal-wide analysis	<b>Needs Analysis reports</b>	<b>Local Municipalities</b>	<b>November 2019</b>
<b>STEERING COMMITTEE MEETING</b>			<b>November 2019</b>
7. Identification of Priority Issues	Priority issues report	Steering Committee	04 November 2019
8. Alignment Session with Sector Departments	Identification of District-wide Projects and Programmes	MANCO and Sector Departments	14 November 2019
9. Consolidation of Analysis results		IDP/PMS Unit	05 December 2019
10. Development of Objectives & Strategies	Draft Strategies	Municipal Departments	05 December 2019
11. Identification of Priority Projects	Draft list of 2020/2021 Projects	Portfolio Committees	5 <sup>th</sup> March 2020
<b>STEERING COMMITTEE MEETING</b>			<b>09 March 2020</b>
12. Finalization of the IDP Document	Draft IDP	IDP/PMS Unit	19 March 2020
<b>STEERING COMMITTEE MEETING</b>			<b>21 April 2020</b>
13. Opportunity for Comments by Provincial/National Departments & Parastatals	Attendance and presentation at Provincial Assessments week	Heads of Departments and IDP/PMS Unit	April 2020
14. Incorporating and Responding to Comments from Provincial/National Departments & Parastatals	Submitted Project Proposals	Heads of Departments and IDP/PMS Unit	25 April 2020
15. Opportunity for Public Comments	District-wide Public Consultation Meetings	DC 27 EXCO	April 2020 (by 30 <sup>th</sup> )
<b>STEERING COMMITTEE MEETING</b>			<b>22 June 2020</b>
16. Final Adoption of the IDP	Final IDP Document	Council	May 2020
17. Submission of an IDP Document to COGTA	Final IDP & Acknowledgement letter from COGTA	IDP/PMS Unit	May 2020
18. Advertisement of the IDP Document for Noting	Copy of an advert	IDP/PMS Unit & Finance	June 2020

## 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 KPAs which are:

- Municipal Transformation and Institutional Development
- Basic Service Delivery and Infrastructure development
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- 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

“A renowned District Municipality through excellence in service delivery by 2030”

In terms of the reviewed **DGDP**, Umkhanyakude District Municipality developed the following 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:

**Infrastructure and quality of life: By 2030** UKDM is characterised by high quality infrastructure network supporting both household needs and economic growth. All households are provided with access to basic water, adequate sanitation, sustainable energy sources, and regular waste removal services. The district is renowned for its high quality water and wastewater infrastructure and fully functional waste disposal sites. Alternative energy sources are widely used and waste recycling initiatives provide a source of employment and income for local people. All settlements are connected by a safe and well maintained road network used by a regular public transport service. The entire district has access to a wireless broadband service and all businesses and more than 50% of households have access to a computer and internet service.

**Economic development:** 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. The agricultural sector in UKDM is recognised as one of the food baskets of Southern Africa and numerous agricultural and forestry processing facilities have been established in the district. The district is internationally recognised for the diversity of its tourism attractions and **by 2030** annually

attracts visitor numbers approaching that of South African tourist icons such as Table Mountain and the Kruger National Park. The land reform programme has been implemented successfully and created various employment opportunities in the agricultural and tourism sector.

**Demographic profile:** By 2030 the overall quality of life as measured by the Human Development Index increased by 40% and average household income more than doubled. The prevalence of HIV has been reduced significantly and resulted in a notable increase in the life expectancy of the district population. The levels of malnutrition of children younger than five years have been halved and the entire population have reasonable access to high quality health services. 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. 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.

**Education:** The quality of the output from the primary and secondary education system has improved dramatically with the matric pass rate for maths and science improving to more than 75%. All learners have access to fully equipped basic education facilities. The tertiary education levels of the district labour force improved substantially and distance tertiary tuition making use of the latest ICT technology have been successfully implemented. Adult illiteracy is completely eradicated by 2030.

**Natural resources, spatial development and governance:** The UKDM maintained and improved the integrity and quality of its physical environment and natural resources, especially its wetland areas, between 2014 and 2030. Sustainable and coherent spatial development patterns have been successfully implemented through an effective land use management system and procedures guided by a framework of identified nodes and corridors. Highly skilled officials ensured that the planning and development activities of all spheres of government and other sectors are fully coordinated for maximum impact and synergy has been established with spatial development in adjacent Swaziland and Mozambique.

### **1.6.1 Measuring Progress**

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

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

The following KPAs inform the OPMS of the Municipality:

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 2020/2021 will reflect on the development mandate that the Council intends implementing. The following issues have been considered during the preparation of the IDP document:

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

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

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

### **2.1.1 Sustainable Development Goals (SDGs)**

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:

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

The 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:

- Inclusive Economic Growth (KPA 3)
- Human Resource Development (KPA 1)
- Human and Community Development (KPA 1)
- Strategic Infrastructure (KPA 2)
- Environmental Sustainability (KPA 6)
- Governance and Policy (KPA 5)
- 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 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: 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 fulfillment 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:

- Basic Services;
- Good Governance;
- Public Participation;
- Financial Management; and
- Institutional Capacity

### **2.1.7 The SONA**

A broad range of critical work is being done across government to strengthen the capacity of local government, as the sphere of government closest to the people, to achieve its developmental mandate of finding sustainable ways to meet the social, economic and material needs of communities and improve the quality of their lives. Provincial and national government will re-double their efforts to support and strengthen the capacity of municipalities as required by Section 154 of the Constitution and provide for the monitoring and support of municipalities.

Provincial executive or national government will invoke a Section 139 intervention in strengthening local government. Currently there are 40 municipalities in the country subjected to such intervention. The measures that will be taken will complement the objectives of the new district-based model of development (DDM), that seeks to take an integrated approach to service delivery. This year, we plan to expand the DDM to 23 new districts, drawing on lessons from the three pilot districts – OR Tambo District Municipality, Ethekwini and Waterberg District Municipality.

### **2.1.8 The SOPA**

Government in the provincial level through COGTA has embarked on skills audit for all senior managers in local government to ensure that people in positions qualify. As part of this, Cogta has conducted skills audits in nine municipalities, covering 4144 officials. The assessment will continue to cover all outstanding municipalities.

Make local government work better: In the June 2019 State of the Province Address, the province committed that during this term of office, we would pay undivided attention to all municipalities. From this commitment, through Cogta, they conducted an assessment of the performance of all municipalities. They also consolidated strategic intervention plans per district. These plans are currently implemented in all municipalities and each municipality is accounting to the MEC for Cogta. Furthermore, the Premier's Coordinating Forum now meets on a quarterly basis to undertake reviews of the progress.

EDTEA has provided R30-million towards the construction of a terminal building at Mkhuze airport following its runway upgrade. This will uplift Local Economic Development across the district.

To maintain the attractiveness of the province as a tourist destination, our government has made tremendous progress in building and maintaining tourism assets in the province. These include Ngodini and Ndumo Border Caves at a cost of R15-million, resulting in 400 job opportunities for the local communities. Through (Radical Agrarian Socio-Economic Transformation) RASET, for example, every week women from uMkhanyakude supply Ilembe Enterprise with 1000 crates of tomatoes.

Provincial government is now replicating our non-centre-based ECD programmes at uMkhanyakude district. uMkhanyakude has one become the first in the country to meet the ambitious UNAIDS 90-90-90 target to help end the AIDS pandemic. UMkhanyakude has benefited in Water Intervention Plan to address water challenges in hotspot areas within the next 18 months. The project implemented is called Skhemelele water supply.

## **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 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, Fannies Island, Charters Creek, Lake St Lucia, and Cape Vidal.

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

The Phongolo River and its floodplain system, which in its natural state presents as a unique and special ecosystem, dominate the hydrology of the Makhathini Flats. The Headwaters of the Phongolo 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

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<sup>1</sup> Section 24.

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 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 is poor maintenance plans resulting in inefficient output. 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

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

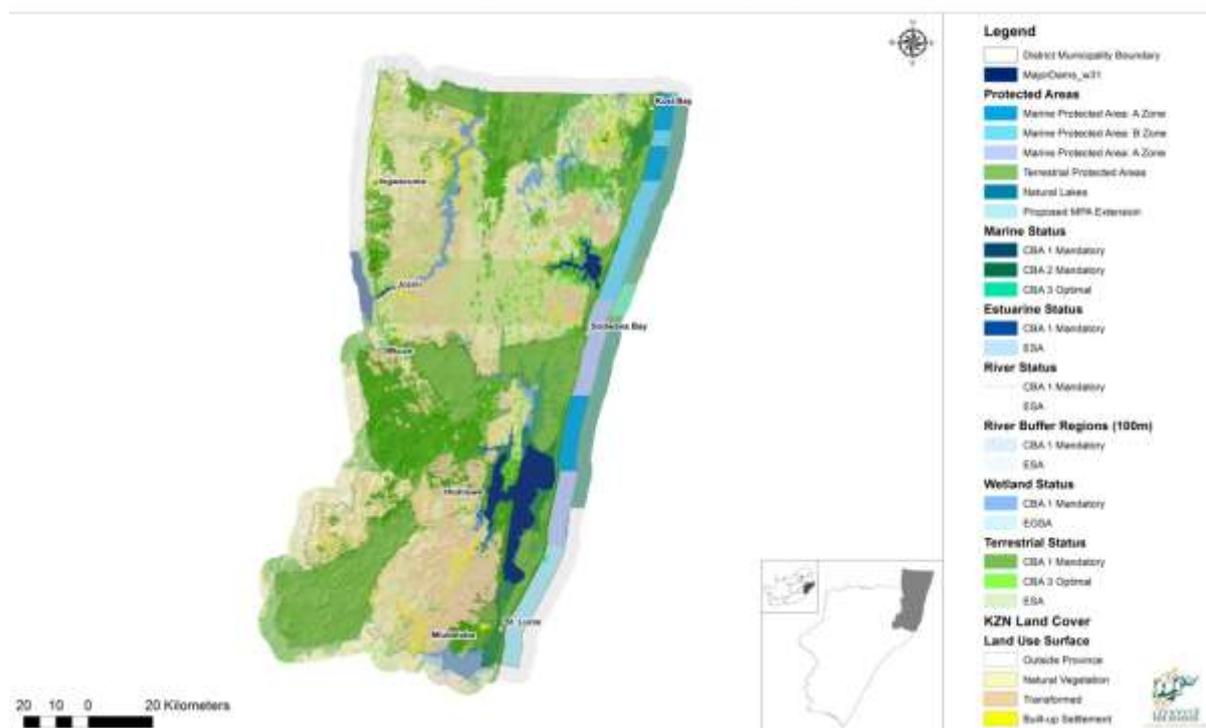
Community members must be encouraged to attend public meetings to ensure that the community's need for safe drinking water is considered in making decisions about land use. The District municipality should encourage an open door policy for community stakeholders to report any incidents of vandalism of 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 need to redirect funds into the development of infrastructure in order to supply water effectively to the local communities.

## CRITICAL BIODIVERSITY AND ECOLOGICAL SUPPORT AREAS MAP

Based on the KZN 2005 Land Cover V2.0

uMkhanyakude District Municipality



The above map, shows the bio-diversity and ecology in the uMkhanyakude district, which is known for its abundance of natural resources that are of value. This contributes significantly to the district's income, as tourism is a major contributor to the revenue of the district.

### **3.1.3. Biodiversity**

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

#### **Important Vegetation Resource Elements**

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

#### **Land Use Impacts**

The biodiversity in the District being lost due to land conversion, vast amounts of land is owned privately or is under traditional authority. Climate Change, threatens the potential of the flora and fauna. Unsustainable harvesting of natural resources both in terrestrial and marine environments and the wide spread of alien species. Development/Planning and Environment Planning are interrelated to each other. Improper or uncontrolled development is likely to cause adverse impacts on the environment, and environmental pollution or degradation may become a major obstacle for social and economic development.

Environmental degradation is often mentioned as the consequence of human negligence on the one hand, but on the other hand it is more often than not the intentional individual or collective actions that have put economic gains as of utmost importance. Remaining areas are disturbed cultivation land and settlement. Large areas of land are under communal tenure in the District – located in the traditional authority areas under the jurisdiction of the Ingonyama Trust or privately owned. Land reform is in the process of being implemented in the District and comprises around 20% of the total area at the time of survey (2007 by the Department of Land Affairs); Additional land has been identified for redistribution and restitution purposes.

#### **Key Management Issues**

- Development of continued alien invasive removal programmes.
- Establishment of more protected areas or reserves.
- Promotion of environmental education to make people aware of their roles and responsibilities. Workshops to be regularly given to traditional healers and amaKhosi.
- Establishment of co-operative governance, around the issue of land ownership in order to monitor development.
- Invest in better agricultural education and land care programmes, so that the local communities are able to better understand the land and how best to utilise it.

### **3.1.4. Coastal Resources**

Important coastal resource elements:

- Tourism Potential
- Estuaries
- Fishing industry
- Sustainable livelihood opportunities
- Educational and empowerment

#### **Key Impacts**

- Land based activities that affect the marine life and environment, e.g. Illegal developments along the coast.

- Lack of communication between the coastal municipalities and iSimangaliso wetlands Park.
- Land use impacts on estuaries (e.g. agricultural activities).
- Monitoring of coastal access for public use.
- Impacts on water quality.
- Illegal fishing, use of nets and overfishing is unsustainable.
- Lack of safety on the beach discourages tourism and local public use of beaches.

### **Key management Priorities**

Development of Coastal Management Plans for the three coastal municipalities within the district, in accordance with Integrated Coastal management Act (ICM Act). Foster greater working relations with the iSimangaliso management team and vice versa, through the establishment of a formalised structure to deal with coastal and estuarine issues. The provincial department is the implementer of the National programme of action, in an aim for marine conservation. Development of Coastal Management programmes, the municipality's mandate is to provide the required infrastructure in order for development to be adequately monitored and proceed in a positive manner.

Implementation of Off-Road Vehicles (ORV's) regulations as a management strategy for public access on coastal zones (where applicable and not contrary to existing legislation). Establishment of water quality guidelines to ensure blue-flag status beaches. Improve facilities and security at popular beach locations to increase tourism potential and optimise recreational use. Coastal Education, to bring about awareness in this district in order to preserve the coastal resources. Public access, the infrastructure should be appropriately maintained in order to ensure safe public access.

### **3.1.5. Air Quality**

#### **Key Impacts**

- Climate change
- Lack of Air Quality Monitoring
- Lack of Skilled and experienced employees

#### **Key management Priorities**

- Climate change effects are felt at a very large scale, as global climatic conditions are changing and this will have a negative impact in the long term. Thus, a climate change strategy should be developed in order to address and react to the changes.
- An increase of funds to disaster management so that it can be truly effective.
- uMkhanyakude does not have a great deal of industry, and is relatively rural therefore the air quality in this district is generally good as there are not a lot of air contaminating sources.
- Create funding for Air Quality officers at each local municipality and also for air quality monitoring stations.
- Air quality monitoring to be done at Somkhele mine.
- Awareness campaigns to be conducted regarding the dangers of local communities burning waste, as a means of disposal.
- Establishment of municipal by-laws governing the burning of waste.

### **3.1.6. Cultural Resources**

#### **Key Issue Impacts**

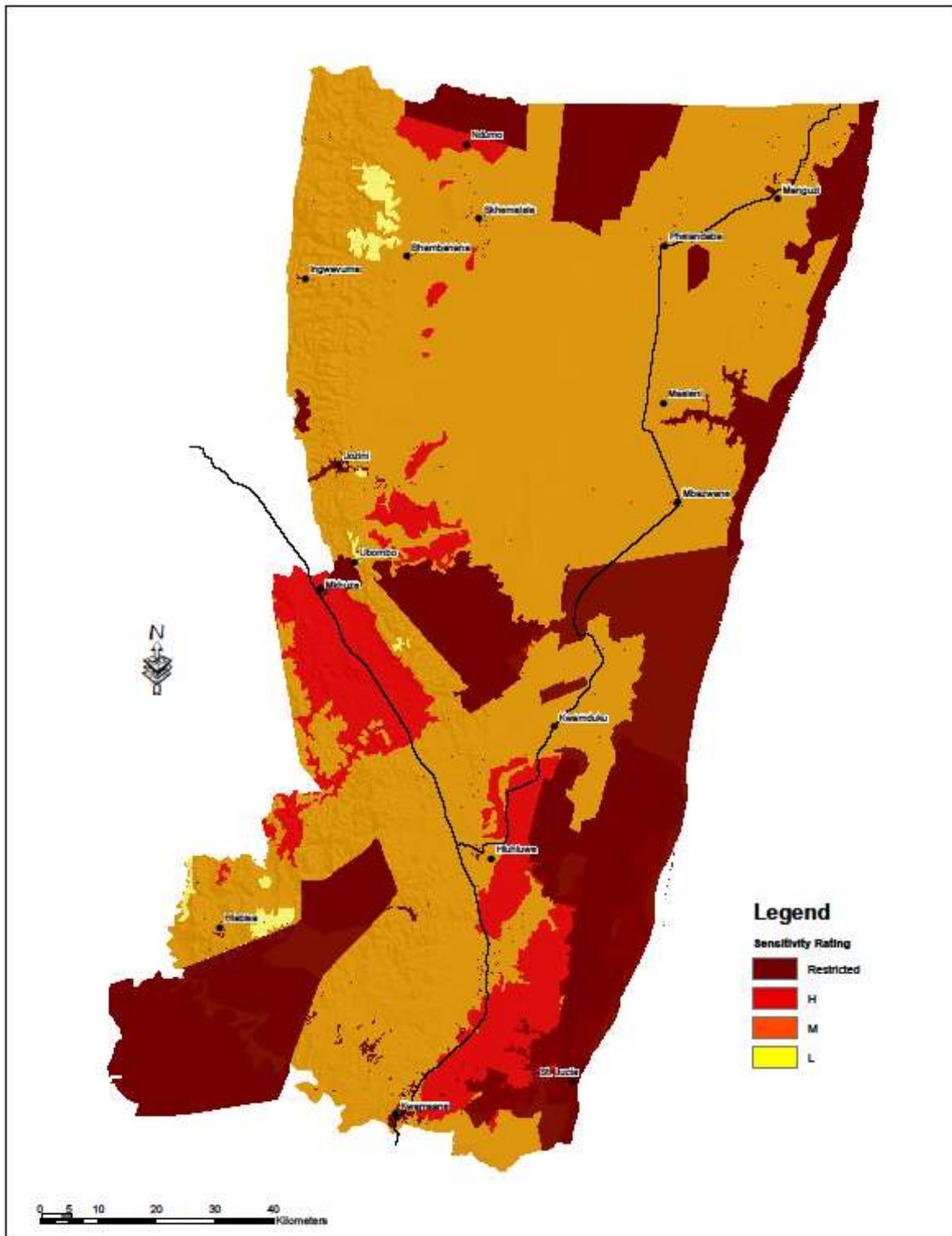
- Damage and loss of cultural resources.
- Lack of capacity.
- Lack of investment.

- Limited tourism due to global markets- recession.
- Over harvesting of certain plants for traditional medicine.

### **Key Management Priorities**

- Protect cultural resources, and identify new ones.
- Encourage investment by engaging with the private sector and development agencies, to form Public Private Partnerships (PPP's).
- Attract skilled and experienced people to the district to ensure the effective management of all cultural and heritage sites.
- Workshops to be provided to local communities by Amafa regarding due process when dealing with artefacts and heritage sites.
- Encourage local tourism, as opposed to mainly focussing on foreign tourists.
- The unique biodiversity and cultural heritage. There is a world heritage site, the iSimangaliso Wetland Park, with a scenic pristine environment and the coastal atmosphere thus, creating more opportunities for tourism development which attracts a number of tourists internally and internationally.

Figure 1: uMkhanyakude Environmental Sensitivity Map



### 3.1.7. Climate Change Impacts

A number of general conclusions about the future climate (2070–2100) are relevant to the Umkhanyakude district and climate modelling is constantly being refined. Climate responses may in reality vary within kilometres. Generalizations do not consider anthropogenic interventions, responses and adaptations, such as land-use change, policy changes, demographic changes, and so on. Thus they can only highlight directions for thinking about risk analysis in the district. Some of the main impacts of climate change on the district are as follows:

- lower rainfall;
- wetter summers, drier winters;
- higher temperatures;
- increased hydrological risk and uncertainty;
- high incidence of extreme rainfall days;
- drying of top soils;
- less water for drinking, sanitation and irrigation;
- less water in the soil for plants; and
- Increases in irrigation requirements for crops.

#### **A. Food security, livelihoods and climate change in UMkhanyakude**

##### **Crop production**

Nearly 95% of the district's population are rural dwellers, and many households in uMkhanyakude rely at least partially on subsistence agriculture to meet some of their food requirements. 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. In the then Big Five False Bay municipality, there are large areas under commercial and subsistence agriculture around Hluhluwe.

One of the greatest difficulties in considering the impact of climate change on agriculture is that crop and vegetation responses to change have been projected to be highly localised. For the majority of cultivated land, the most likely best-case scenario is that small reductions in yield will occur.

The most recent climate projections for the country suggest that rain-fed agriculture in Umkhanyakude is likely to be negatively affected due to lower annual rainfall, higher temperatures, increased hydrological risk, increased rainfall variability, drying of top soils, less water in the soil for plants, and increased irrigation requirements. Such a change may have serious implications for food security and livelihoods locally and nationally.

##### **Human health: The links between health and food security**

Food insecurity and poor health are closely related. Food insecurity may lead to a state of malnutrition which impairs physical functioning, compromises the ability to work, and affects development processes such as growth (height and weight), pregnancy and foetal development, lactation, and resistance to and recovery from disease. In turn, disease prevents people from being able to invest in the human capital necessary to avoiding food insecurity, for example the capacity to develop successful responses and adaptations to vulnerability.

The choice, preparation and intake of food are influenced by food access and availability, education, culture, and food preferences. It necessitates access to clean water, and is also highly influenced by access to refrigeration, sanitation and other resources. The effects of climate change described above, in which there is likely to be reduced water for drinking and sanitation in the district, could increase the likelihood of disease.

##### **Climate related diseases**

A number of climate-mediated diseases exist, and climate has impacts on human health beyond affecting sanitation, drinking water and food. In general, warmer and more extreme climate shifts are likely to exacerbate disease and health risks.

Changes in climate have the potential to exacerbate:

- mortality among those who are sick, old or weak through illness due to extreme heat or cold, which also has implications for maternal health;
- air pollution;
- aero-allergens;
- fungi and moulds;
- water- and food-borne diseases, for example, giardia, cholera, cryptosporidium, rotaviruses, enteroviruses, coxsackie viruses, cyclospora, and hepatitis A and E viruses;
- seasonal influenza;
- rodent-borne disease; and
- Changes in distribution of insect vectors of disease, for example, malaria.

In general, Umkhanyakude might expect to see increases in illness or mortality related to higher temperatures, water-borne diseases, and malaria.

### **Degradation of biodiversity: Changes in biodiversity in South Africa**

The ability of many ecosystems to adapt naturally is likely to be exceeded by a combination of global change drivers (such as land-use change) and climate change. This will be associated with a high risk of extinction of many plant and animal species. Aquatic ecosystems, including wetlands, are in the worst condition. About 54% of rivers in South Africa are considered endangered, more than 50% of wetlands have already been destroyed, and about 34% of terrestrial ecosystems are considered threatened.

KwaZulu-Natal holds about one sixth of South Africa's remaining indigenous forest, and is unique in that it supports both the major forest types of the southern African subcontinent — Afromontane forest and Indian Ocean coastal belt forest — and their eight subtypes. The province is thus important for maintaining forest diversity, and thus the biodiversity in South Africa.

UMkhanyakude contains several areas comprising more than 50 hectares of indigenous forest, representing all eight subtypes.

### **Importance of biodiversity**

Ecosystems and their biodiversity offer a number of "services" for human wellbeing including provisioning services, such as game, wild foods, fodder and fibre; regulating services, such as climate and water regulation, air and water purification, disease and pest regulation and protection from natural hazards such as floods; and cultural services, which satisfy human spiritual and aesthetic needs.

Indigenous forest is a critical element in the maintenance of biodiversity and provides an important livelihood resource for many KwaZulu-Natal communities.

### **Sea levels**

Changes in sea level are expected to affect beaches, cliffs, deltas, estuaries and lagoons, mangroves and coral reefs. Major impacts are expected on freshwater availability (for example from affected groundwater resources), fisheries, health, recreation and tourism, biodiversity and human settlements resulting from extreme events, flooding, seawater temperature changes, rising water tables, and salt water intrusions. While the exact biophysical and human impacts on the Umkhanyakude district are not yet known, scientists are confident that livelihoods in coastal areas of developing countries are more vulnerable to the impacts of sea-level rises than those in developed countries. The impact on the coast of KwaZulu-Natal is likely to be largely erosion of the coastline.

### **Tourism**

Climate change is expected to have a significant impact on the tourism sector, which will have associated impacts on livelihoods in Umkhanyakude through effects on employment and incomes. The coastal areas of Umkhanyakude are some of the most pristine dune environments in the world, and their erosion would be a significant loss in terms of tourism and livelihoods.

The impacts on tourism and livelihoods for South Africa that will accrue from factors such as loss of biodiversity and sea level changes are not yet possible to quantify.

### **Natural disasters**

There is wide agreement that climate change will result in an increased risk of frequency and intensity of droughts and floods in southern Africa. The observations of farmers and development practitioners as well as policy makers and planners to some extent support that drought frequency is increasing in southern Africa as well as South Africa.

Highly variable rainfall between years is already a natural feature of South African rainfall patterns, and much of the country has always been affected by aridity, droughts and floods. The climate impacts predicted for UMkhanyakude suggest increased deviations in annual precipitation from the average. There is also predicted to be an increase in extreme rainfall days.

### **3.1.8. Waste Management**

In the District waste disposal management is still a challenge. The District has a final IWMP which is awaiting Councillors adoption. The District municipality does not have a regional landfill site. Only one municipality namely (uMhlabuyalingana LM) has two legal/registered landfill sites, i.e. Kwa-Ngwanase Landfill site and Mbazwane Landfill site. All other LM has illegal waste disposal site that are not licenced. All illegal waste disposal sites have been licenced for closure throughout the District. Out of the 5 Municipalities, the district is the only Municipality that has an updated IWMP. Jozini LM and Big 5 Hlabisa are reviewing their IWMP. Only 3LMs has Waste Officers (WO) but they are not designated according to NEMWA.

### **Key Impacts**

- Waste disposal management leading to pollution of natural resources.
- Lack of formal solid waste disposal sites. Municipalities are utilising un-licensed dumping sites.
- Lack waste management plans, or a co-ordinated framework to deal with all the waste management issues
- Lack of infrastructure for collection of waste in many local communities.
- The District Municipality have waste Bylaws adopted by council awaiting to be gazetted.

### **Key Management Priorities**

- Improved waste disposal and management thereof required.
- Increased financial resources to be directed to the establishment of more landfill sites.
- Development of an infrastructural development plan to upgrade current infrastructure. Routine maintenance to be carried out on infrastructure.
- Empower local rural communities to dispose of their waste in an environmentally sustainable manner instead of dumping or burning waste material.
- Development of a comprehensive Integrated Waste Management Plan with the waste hierarchy – municipalities should spearhead this campaign to encourage communities to reduce, reuse and recycle.
- Create more waste management forums, as a platform for engagement with other waste management officials, in order to share information.

- Municipalities must extend their services to more rural communities, in an effort to reduce the random disposal of waste.

### 3.1.9. Alien Vegetation

Some of the environmental issues caused by the invasive alien plants in Umkhanyakude include:

- Impacts food security because they compete with crops;
- They decrease grazing capacity;
- Livestock poisoning: e.g. lantana; and pathenium
- Alien plants increase intensity of fires.

Some work is taking place regarding alien plant control in the district for example programmes by DEFF, EKZNW, iSimangaliso Wetland Park and DWA. Over 40 species of alien vegetation with various levels of abundance have been identified within the district. These include, among others the following:

UKDM contains the following invasive alien species (Kotze *et al*, 2010):

- 31,522 condensed Ha of *Chromolaena odorata*;
- 4,314 condensed Ha of *Eucalyptus spp.* ;
- 1,538 condensed Ha of *Lantana camara*;
- 872 condensed Ha of *Psidium guajava*;
- 757 condensed Ha of *Cereus jamacaru*;
- 315 condensed Ha of *Pinus spp*;
- 176 condensed Ha of *Melia azedarach*; and
- 149 condensed Ha of *Solanum mauritianum*.

19 species were singled out for eradication; and of those, four species have been highlighted as priority species for immediate attention and eradication, namely:

- *Ipomoea carnea subsp*
- *Fistulosa*
- *Pereskia aculeate*
- *Chromolaena odorata*, and
- *Lantana camara*.
- *Pathenium*

### 3.1.10. General Environmental Management Issues

- **Environmental legislation.** Ensure that legislative requirements are adhered to for all development types listed within the EIA regulations under the National Environmental Management Act.
- **Soil erosion.** Erosion control measures in both agricultural areas and areas of new development must be implemented. Education is a priority in tribal areas. Where possible, new developments should take place outside of areas of highly erodible soils and land ownership is a critical issue that cannot be ignored, as vast amounts of land is not owned by the state. Therefore, monitoring of developments is a challenge.
- **Threats to biodiversity.** The development of sustainable natural resources must be encouraged for rural populations. Where development occurs within conserved or sensitive areas, ensure that strict environmental management plans are drawn up to protect ecology and rehabilitation of the land that the proposed development will occur on. Plan major developments to build in ecological value that links into existing ecology. Prioritise formalisation of conservation areas to protect most endangered vegetation types.
- **Water sources.** Major developments must have adequate rehabilitation of wetlands/ adjacent water courses to minimise impacts on hydrology and water quality. Land cover must be managed to improve/ correct water quality problems. However, the water supply is changing due to the changing climatic conditions and this must be closely monitored.
- **Deforestation.** Coastal mangrove forests and inland forest, there should be development plans in place for monitoring as these add value to the ecology as well as their visual appeal, creating tourism potential.
- **Lack of environmental capacity.** Ensure that potential developers are aware of environmental legislation and how it is likely to affect development. Ensure that tourism institutions build in environmental requirements into their project briefs, as well as attracting skilled or experienced people in this field to ensure implementation. All municipalities within the district must have an environmental officer to deal with environmental issues. This should be prioritised in their IDP's and funding should be sourced to fill these posts.
- **Coastal degradation.** Illegal developments along the coast should ideally be prevented from occurring by conducting routine monitoring. Amakhosi within coastal areas to be provided with training, outlining legislative requirements for developments along the coast. Development of Coastal Management Plan and the National Programme of Action.
- **Poor environmental awareness.** Focus environmental education initiatives initially around sensitive areas. Where appropriate, build educational component into tourism attractions to ensure proper environmental management of sensitive areas.
- Non-compliance of landfill(Dumping) sites - Investment in landfill and recycling infrastructure and services. Initiate the process to manage and ensure compliance of the unlicensed landfills
- Lack of skills to develop and implement the IWMP- Adoption and full implementation of the latest IWMP, including auditing of waste management systems to ensure the "cradle to grave" approach is adhered to.

### 3.1.11. Institutional Issues

There has been a notable improvement district-wide regarding human resource capacity in as far as Environmental Management is concerned; with all municipalities now having some element of Environmental Management within their respective organograms. At a District level, there is a functional Environmental Management Unit; however there is one municipal official (Environmental Management Officer) and a Local Government Support (LGS) official from the Department of Environmental Affairs (DEA). Jozini and Big Five False Bay municipalities are the only local municipalities with Environmental Management Units. However these units' main focus is waste management. The other 2 municipalities (uMhlabuyalingana and Mtubatuba) have Waste Management units instead.

An analysis of the existing structures, as well as the resources committed to responsible environmental management, indicates a limited commitment within the district for this function. Environmental management skills and knowledge in the district municipality is limited, which indicates a need for capacity building.

Municipalities have not developed or accessed environmental guidelines, checklists, data or decision-making support tools to assist both officials and council to make informed environmental decisions. The recently-developed Environmental Management Framework (EMF) has not been optimally utilized. As such environmental consideration does not seem to be integrated into all decision making within municipalities.

The extent to which the municipality is committing to environmental compliance is restricted at this stage merely to the carrying out of Environmental Impact Assessments.

## **PUBLIC PARTICIPATION AND GOOD GOVERNANCE**

The Municipality has an existing Environmental Management Forum functional structure to facilitate public participation and engagement around environmental management and planning. The Forum shall sit quarterly, that is once every three months.

Each and every quarter the District Municipality conduct environmental awareness campaigns eg Clean Up Campaigns in different Local Municipality focusing in a certain town or Village.

The District Municipality also celebrate environmental calendar days such as Wetland Month, Water Month, Biodiversity Month, World Environmental Month, Arbour Week etc. this is done by going to a certain community or a school within the Umkhanyakude District Municipality.

### 3.1.12. Environmental SWOT Analysis

**Table 2: Compilation of UKDM’s Environmental Status Quo in terms of (a) Constraints, Weaknesses and Issues, (b) Strengths and Opportunities, and (c) Management Priorities**

<b>CLIMATE</b>		
<i>Weather conditions (temperature, humidity, atmospheric pressure, wind, rainfall, etc.) averaged over a long period</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• Inadequate understanding of the full impacts of climate change to the district, e.g.               <ul style="list-style-type: none"> <li>▪ Biodiversity;</li> <li>▪ Agriculture;</li> <li>▪ Availability of water sources;</li> <li>▪ Human health; and</li> <li>▪ Vulnerability of coastal areas to rising sea levels and greater storm intensities (erosion of coastline).</li> </ul> </li> <li>• Climate is hot, dry and hostile to rain fed agriculture.</li> </ul>	<ul style="list-style-type: none"> <li>• Wind resources suitable wind energy facilities.</li> <li>• Favourable climate supports tourism.</li> </ul>	<ul style="list-style-type: none"> <li>• Create climate change awareness. Develop strategy to combat climate change and promote sustainable energy solutions.</li> <li>• Air quality monitoring should include greenhouse gasses.</li> <li>• Manage impacts of climate change on water resources.</li> <li>• Disaster management should adequately cater for flood problems.</li> <li>• Stormwater harvesting should be explored and promoted.</li> <li>• Implement Water Conservation and Demand Management.</li> <li>• Areas important for climate change resilience (e.g. riparian corridors and buffers, coastal corridors, areas of high plant endemism, refuge sites including southfacing slopes and kloofs and priority large unfragmented landscapes) need to be managed and conserved.</li> </ul>
<b>TOPOGRAPHY</b>		
<i>Graphic representation of surface features of a place on a map, indicating relative positions and elevations</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• Areas characterised by slopes exceeding 18° are a major constraint to development due to slope instability. The majority of these potentially unstable slopes are associated with deeply incised valleys of tributary streams in the Lebombo Mountains. The areas are generally inaccessible and impose high cost constraints to even major road developments.</li> <li>• Impacts of linear developments (e.g. roads, power lines, pipelines, telecommunication, etc.) to topographical features.</li> </ul>	<ul style="list-style-type: none"> <li>• The area is afforded substantial visual quality through its topographic features (e.g. Lebombo Mountain Range, lakes, vast coastline).</li> <li>• Landforms offer eco-tourism potential.</li> <li>• The land is predominantly level or gently undulating, which are prime requirements for most aspects of agricultural productivity.</li> </ul>	<ul style="list-style-type: none"> <li>• Development should consider Development Potential Zones, based on the geology, soil land types, drainage and slope gradients.</li> <li>• Conservation of sensitive topographical features that support biodiversity and contribute towards the visual quality of the district.</li> <li>• Establish corridors for alignment of linear-type developments. Consider EMF environmental management zones and associated restrictions.</li> </ul>

<ul style="list-style-type: none"> <li>Landscape disturbances caused by mining activities, borrow areas, etc.</li> </ul>		
<b>GEOLOGY</b>	<i>Study of the earth, the materials of which it is made, the structure of those materials and the processes acting upon them</i>	
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>Occurrence of unsuitable geological conditions which impose excessive cost or environmental constraints to development.</li> </ul>	<ul style="list-style-type: none"> <li>Undeveloped mineral resources that can contribute to future economic growth (depending on the future viability of exploiting the minerals).</li> </ul>	<ul style="list-style-type: none"> <li>Development should consider Development Potential Zones, based on the geology, soil land types, drainage and slope gradients.</li> <li>Detailed geotechnical assessments to be conducted, based on the types of developments.</li> <li>Coordinated compliance monitoring and enforcement of mining activities.</li> </ul>
<b>WATERCOURSES</b>	<i>A river or spring; a natural channel in which water flows regularly or intermittently; a wetland, lake or dam into which, or from which, water flows. A reference to a watercourse includes, where relevant, its bed and banks</i>	
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>Water quality deterioration, with the main pollution sources constituting the poor performing WWTWs, mining in upstream catchments, waste disposal sites, agriculture (return flows) and settlements with inadequate sanitation and waste services.</li> <li>Disturbance to riparian areas and buffer zones due to habitat transformation, subsistence farming, settlements, and tree felling.</li> <li>Lack of adequate water supply is the most prevalent problem experienced within UKDM.</li> <li>Limited survey points for regular monitoring of aquatic ecosystem health.</li> <li>Unsustainable use of water resources and associated goods and services.</li> <li>Proliferation of alien vegetation.</li> </ul>	<ul style="list-style-type: none"> <li>UKDM contains major water resources, including large rivers (e.g. Mfolozi, Mkuze and Pongola Rivers), lakes (St Lucia, Sibaya) and dams (e.g. Jozini, Hluhluwe).</li> <li>The PES Categories show that a high proportion of the rivers within the UKDM are regarded as largely natural (PES classes A &amp; B) and are thus in a good condition.</li> <li>Many of the major rivers have large reaches that are incorporated within formally conserved and protected areas. The generally good PES that has been retained by the majority of the river systems is therefore likely to be maintained.</li> <li>Bulk water supply will be enhanced by the utilization of Jozini Dam as the main water source.</li> <li>Large wetland and other important biodiversity areas.</li> </ul>	<ul style="list-style-type: none"> <li>Protection of wetlands and and RAMSAR sites in the iSimangaliso Wetland Park.</li> <li>Transboundary management of water resources (e.g. upstream impacts, institutional relationships). In this regard, initiate discussions with neighbouring Zululand District Municipality to enhance catchment management of the Mkuze and Mfolozi systems.</li> <li>Designation and maintenance of buffers associated with watercourses. Strict regulation of encroachment and incompatible land use and activities.</li> <li>Water abstraction rights need to be formalised in order to quantify the demand and to ensure that the overall ecological reserve can be maintained within the system.</li> <li>Provision of adequate sanitation and waste management services.</li> <li>Rehabilitation of riparian areas affected by anthropogenic activities.</li> <li>The UKDM should ensure that provision is made in the LUMF to enforce the identification, establishment of required setbacks, protection and maintenance of wetlands.</li> </ul>

<ul style="list-style-type: none"> <li>• The legacy of channel excavation and diversion on the Mkhuze River floodplain has resulted in significant environmental impacts.</li> <li>• Risks of interbasin transfers to ground- and surface water resources in the iSimangaliso Wetland Park.</li> <li>• Capacity to identify requirements and obligations in terms of the National Water Act (Act No. 36 of 1998) for regulated activities, for example the need to apply for water use authorisation when working within the regulated area of a watercourse in terms of section 21 of this Act.</li> </ul>	<ul style="list-style-type: none"> <li>• Ecotourism and the incorporation of the local community as custodians and beneficiaries of conservation and ecotourism.</li> <li>• Lubombo TCA – biodiversity conservation, formal protection of wetland and aquatic habitats.</li> <li>• Revenue generated by ecotourism for conservation initiatives.</li> <li>• Opportunity to involve the community in water management (quantity and quality) especially within the rural sectors</li> <li>• Riparian areas important from an ecological perspective, provides connectivity, offers recreational and tourism opportunities, and serves as open space in urban areas.</li> <li>• Wetlands play an important role in biodiversity.</li> <li>• General goods and services offered by watercourses (e.g. source of fresh water and food, transportation and dilution of pollutants, soil wetting and fertilization of floodplain, recreational value) which are of importance for human life and the functioning of society. Dependent on the natural characteristics of the river ecosystem.</li> <li>• Enabling legislative framework for protection and sustainable use.</li> <li>• Functional Mfolozi Catchment Mamanagement Forum.</li> </ul>	<ul style="list-style-type: none"> <li>• Development should be located outside of the 1:100 year flood line and not to interfere with stormwater drainage. No urban, mining or agricultural development within regulated area of the watercourse (i.e. 1:100 year floodline or delineated riparian / wetland habitat, whichever is greatest).</li> <li>• Adopt 32 metres buffer area from boundary of regulated area, for strict regulation of development.</li> <li>• Regulated area and buffer zone should be determined on a strategic priority basis as and when pressure for mining, intensive agriculture or rural development occurs.</li> <li>• Promote water conservation and demand management through regulation where appropriate. Rainwater harvesting, grey water recycling, re-use of treated effluent from WWTW and mines, and similar technical enhancements should be encouraged.</li> <li>• Source directed controls (including compliance with licence conditions) for WWTW, mining and other sources of impacts to resource quality (i.e. flow, water quality, habitat and aquatic biota).</li> <li>• Mining and prospecting within the alluvial flood plains (outside of the regulated area) should not be permitted without detailed after-use plans and rehabilitation plans.</li> <li>• River Health Programme should be extended to cover all major rivers in district. Database to be developed of chemical, physical and bacteriological water quality data for DWA monitoring points in the municipality.</li> <li>• Develop invasive alien species control plan, with particular focus on stressed catchments.</li> <li>• iSimangaliso Wetland Park Authority should comment on any development within the park's Zone of Influence.</li> <li>• Management of watercourse that enters Kosi. Ecosystem services to protect include filtering of nutrients that flow from the town of Manguzi and threaten Kosi with eutrophication.</li> <li>• Management of nutrients that originate from the Mseleni Mission and residential area that threaten Lake Sibaya.</li> <li>• Preserve Mkhuze Swamp and manage encroachment by agriculture (sugarcane).</li> <li>• Manage ingress of water from the Jozini Dam into the Mkhuze River via the irrigation canal.</li> </ul>
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		<ul style="list-style-type: none"> <li>• Manage groundwater levels in the Maputaland Sand Aquifer.</li> <li>• Preserve shoreline vegetation in the northern and southern parts of False Bay.</li> <li>• Protect Czewane Pan (north-east of uMkhuze Game Reserve), which is a water-bird 'hot-spots'.</li> <li>• A wetland inventory should be developed for the UKDM.</li> <li>• Critical wetlands need should be delineated according to DWA guidelines.</li> <li>• Quantify the economic value of freshwater ecosystem goods and services.</li> <li>• Provision of basic services to informal settlements.</li> <li>• Specific management interventions (UKDM, 2008) - <ul style="list-style-type: none"> <li>▪ Manage the release of water from the Jozini Dam so that it emulates as far as possible, previous natural cycles of flooding so that the fish and aquatic stock are sustained.</li> <li>▪ Manage the Mkuze river swamp area so that the communities in the KwaJobe, Makhasa, Nibela and Mngobokasi areas can still retain benefit from the environment, but allow for predominantly eco-tourism use.</li> <li>▪ The Hluhluwe River catchment as a whole needs to be managed, but a critical area is the floodplain between it and the Nyalazi rivers as they enter Lake St Lucia at the southern end False Bay (Mfekayi area).</li> <li>▪ The Mfolozi River east of the Hluhluwe-Imfolozi Park is characterised by a series of floodplain pans. Many of these are in densely settled rural areas and some are considerably polluted through poor sanitation systems not controlling effluent. This needs to be addressed and managed to prevent pollution and degradation of the river and pan system.</li> <li>▪ The Mozi swamps are fortunately in an area of low population; however, it is an important wetland system.</li> <li>▪ The swamp forest along the edges of the Kosi Lake system and extending up its many tributaries has been under heavy cultivation pressure. Many of these tributaries, particularly in the area around Manguzi are drying up. This needs considerable management and incentives to restore the water flows as to prevent negative effects on the lake system.</li> </ul> </li> </ul>
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<b>SOIL</b>		
<i>The unconsolidated mineral or organic material on the immediate surface of the earth that serves as a natural medium for the growth of land plants</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• The soil landtypes form a critical component of the development potential assessment of the municipal area where the geotechnical characteristics of the different soil forms can be interpreted in terms of soil activity, drainage, collapse potential or erodibility.</li> <li>• Soil contamination, for example – <ul style="list-style-type: none"> <li>▪ Leachate from current landfill sites;</li> <li>▪ Mining activities;</li> <li>▪ Absence of sanitation and waste services;</li> <li>▪ Spills from accidents or leaking underground tanks; and</li> <li>▪ Illegal dumping in open spaces.</li> </ul> </li> <li>• Soil erosion through land clearing activities and over-grazing.</li> <li>• Depletion and degradation of soils may lead to unproductive soils, as well as a decrease of water infiltration with a resultant increase the water run-off.</li> <li>• Loss of topsoil.</li> <li>• Wind and sheet erosion encountered, which is exacerbated by the removal of vegetative cover, over-grazing, poor farming practices</li> <li>• Salinisation of soil through irrigation.</li> <li>• Capacity to identify requirements and obligations in terms of the</li> </ul>	<ul style="list-style-type: none"> <li>• Fertile soils (i.e. Makhatini Flats).</li> <li>• Suitable soils to sustain agriculture along rivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Education and training on best practices in subsistence farming.</li> <li>• Development to consider Development Potential Zones, based on the geology, soil land types, drainage and slope gradients.</li> <li>• Provision of adequate sanitation and waste management services.</li> <li>• Identify and avoid disturbing areas where the soil has a high erodibility factor.</li> <li>• Maintain adequate stocking rates and veld management. Prevent overgrazing to curb erosion and soil degradation.</li> <li>• Pollution prevention and remediation measures.</li> </ul>

Conservation of Agricultural Resources Act (Act No. 43 of 1983).		
<b>AIR</b>		
<i>Mixture of gases that makes up the Earth's atmosphere</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>Major sources of emissions include motor vehicles, sugar mills, sawmills, sugarcane burning, mining operations at Somkhele Coal Mine.</li> <li>General lack of air quality monitoring in the district.</li> <li>Capacity to identify requirements and obligations in terms of the National Environmental Management: Air Quality Act (Act No. 39 of 2004).</li> </ul>	<ul style="list-style-type: none"> <li>Due to its predominantly rural nature the air quality is generally good as there are limited air contaminating sources.</li> </ul>	<ul style="list-style-type: none"> <li>Proposed Air Quality Management Plan for the district.</li> <li>Institute air quality monitoring programme. Duly consider pollution sources, sensitive receptors and climatic conditions.</li> <li>Detailed emissions inventory to be developed for the district.</li> <li>Provision of adequate waste management services.</li> <li>Promotion of energy efficient heating and lighting.</li> <li>Awareness campaigns to be conducted regarding the dangers of local communities burning waste, as a means of disposal.</li> <li>Establishment of municipal by-laws governing the burning of waste.</li> </ul>
<b>TERRESTRIAL ECOSYSTEMS</b>		
<i>Land-based living (biotic) and non-living (abiotic) factors which make up a functional ecological unit</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>Loss, transformation and degradation of natural habitat through cultivation, overgrazing, human settlement, afforestation, mining, and alien plant invasion results in ecosystem degradation and species loss.</li> <li>Exploitation and unsustainable harvesting of natural resources (e.g. overgrazing, medicinal plants and firewood).</li> <li>Fragmentation of habitat and loss of green corridors.</li> <li>Undesirable development patterns that impact on environmentally sensitive areas.</li> <li>Threats to the conservation of biodiversity within the iSimangaliso Wetland Park's Zone of Influence.</li> </ul>	<ul style="list-style-type: none"> <li>UKDM abounds in exceptional biodiversity, which offer a host of goods and services.</li> <li>The district covers a large portion of the northern part of the Maputaland-Pondoland-Albany biodiversity hotspot; specifically the Maputaland subsection.</li> <li>UKDM contains three TFCAs - Usuthu-Tembe-Futi TFCA; Ponta do Ouro-Kosi Bay TFCA; Nsubane-Pongola TFCA.</li> <li>Large portion of district is formally protected and UKDM contains a World Heritage Site (iSimangaliso Wetland Park).</li> <li>High ecotourism potential including most of KZN's Big Five Game Reserves to be found in this district.</li> <li>Various research and monitoring programmes.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Strategic planning processes to be informed by EKZNW's CBAs.</li> <li>Apart from the regulatory authority and other commentary authorities, specific requirements of EKZNW and the iSimangaliso Wetland Park Authority to be met when conducting EIAs.</li> <li>Protection of threatened ecosystems and buffers in UKDM, including the following: <ul style="list-style-type: none"> <li>Sand Forest is a critically endangered vegetation type with the conservation target of 100%. Therefore all remaining patches of sand forest need the strongest conservation measures. The main threats are the clearance of trees for slash and burn cultivation and the extraction of wood. All remaining patches outside of the proclaimed reserves need to be identified and management initiatives to be put in place.</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>• Widespread encroachment of alien vegetation threatens biodiversity.</li> <li>• Lack of cohesive land planning and compatible land uses.</li> <li>• Inadequate services in rural areas.</li> <li>• Development pressures of uncontrolled informal and formal settlements on natural areas of high biodiversity.</li> <li>• Bush encroachment (i.e. indigenous plants that tend to become abnormally abundant when the area is degraded or overgrazed).</li> <li>• Deforestation.</li> <li>• Uncontrolled fires.</li> <li>• A changing climate threatens species and ecosystems.</li> <li>• Illegal forestry by small growers.</li> <li>• Illegal use of resources (e.g. poaching, smuggling, trade).</li> <li>• Riparian areas and sensitive species being cleared for subsistence farming by poor communities who are dependent on natural resources.</li> <li>• Capacity to identify requirements and obligations in terms of National Environmental Management Act (Act No. 107 of 1998) (NEMA), National Environmental Management: Biodiversity Act (Act No. 10 of 2004), National Water Act (Act No. 36 of 1998), National Forests Act (Act No. 84 of 1998) and Conservation of Agricultural Resources Act (Act No. 43 of 1983) (amongst others).</li> </ul>	<ul style="list-style-type: none"> <li>• Employment opportunities in the developing ecotourism / wildlife based industries for local communities.</li> <li>• Wood forests provide an extensive resource base including mushrooms, wild fruits, honey and thatching grass. These products provide an important source of livelihood and income for local people.</li> <li>• Job creation for clearing of invasive alien plant species in the area.</li> <li>• EKZNW's Systematic Conservation Plan affords good guidance to sustainable planning.</li> <li>• Dedicated biodiversity custodianship under EKZNW.</li> <li>• Wealth of knowledge with regards to UKDM's terrestrial ecosystems.</li> <li>• Strong sense of place.</li> <li>• Favourable year-round climate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coastal grasslands is a highly threatened vegetation type with heavy grazing pressure in this region and urban development pressure further south. The threat of alien weed infestation is considerable.</li> <li>• iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence.</li> <li>• Expand on IUCN METT assessments.</li> <li>• Protection of protected fauna and flora species.</li> <li>• DukuDuku onsite resettlement project to be aligned with EMF.</li> <li>• Establishment of co-operative governance, around the issue of land ownership in order to monitor development.</li> <li>• Eradication of alien invasive species (terrestrial and aquatic).</li> <li>• Conservation of the Important Bird Areas.</li> <li>• Maintenance of open space systems in settlements.</li> <li>• Quantify the economic value of terrestrial ecosystem goods and services.</li> </ul>
<p><b>COASTAL &amp; ESTUARINE ENVIRONMENTS</b></p>	<p><i><b>Coastal Zone</b> - the area comprising coastal public property, the coastal protection zone, coastal access land and coastal protected areas, the seashore, coastal waters and the exclusive economic zone and includes any aspect of the environment on, in, under, and above such areas. <b>Estuaries</b> - a body of surface water that is part of a watercourse that is permanently or periodically open to the sea, or in which a rise and fall of water level as a</i></p>	

<i>result of the tides is measurable at spring tides when the watercourse is open to the sea or in respect of which the salinity is measurably higher as a result of the sea's influence</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• High environmental sensitivity to development and other forms of anthropogenic pressures.</li> <li>• Disruptions in terrestrial and wetland processes will also disrupt estuary and coastal processes.</li> <li>• Water bodies (estuaries) at the lower reaches of catchments and therefore prone to reductions in freshwater flows, eutrophication and unfavourable levels of turbidity.</li> <li>• No established estuary or coastal management forums.</li> <li>• Local communities poorly educated, rural and poverty stricken, highly dependent on the natural resources.</li> <li>• Much of the Mfolozi and Mkuze river catchments lie outside of UKDM boundaries.</li> <li>• Situated adjacent to the Mozambique border and isolated.</li> <li>• High dependence on eco-tourism as the only main form of revenue.</li> <li>• Damaged hydrological functioning of St Lucia Estuary due to artificial diversion of Mfolozi River.</li> <li>• Regular and prolonged closure of St Lucia Estuary mouth.</li> <li>• Situated in a region that experiences periodic tropical cyclones and floods.</li> <li>• Poor catchment management of Mfolozi &amp; Mkuze catchments.</li> <li>• High levels of agriculture &amp; erosion in Mfolozi &amp; Mkuze catchments.</li> </ul>	<ul style="list-style-type: none"> <li>• World Heritage Site, Ramsar and Marine Protected Area status.</li> <li>• International collaborations and conventions for conserving these environments.</li> <li>• Formulation of the iSimangaliso Global Environmental Facility Project (iSimangaliso Wetland Park Authority, 2011b).</li> <li>• Enabling legislative framework for protection and sustainable use.</li> <li>• Political support for sustainable utilisation.</li> <li>• Official management bodies (iSimangaliso Wetland Authority &amp; EKZNW) and historically effective implementation of management measures (good enforcement and co management record).</li> <li>• Presence of skilful environmental experts in the province to advise management.</li> <li>• Large volume of literature on the environment.</li> <li>• Outstanding example representing significant on-going ecological and biological processes in the evolution and development of terrestrial, freshwater, coastal and marine ecosystems and communities of plants and animals (one of the criteria that gave the area World Heritage status).</li> <li>• Superlative natural phenomena and areas of exceptional natural beauty and aesthetic importance. One of the criteria that gave it World Heritage status.</li> </ul>	<ul style="list-style-type: none"> <li>• The iSimangaliso Wetland Park is a World Heritage Site. Environmental Management efforts must ensure that this status is maintained and supported. IMP for the Park to be adopted and integrated into the EMF.</li> <li>• iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence.</li> <li>• Ensure sustainable utilisation of resources for future generations.</li> <li>• Reduce high concentrations of suspended inorganic sediments (not turbidity).</li> <li>• Increase the volume of freshwater inflow into the four estuaries.</li> <li>• Development of an estuary management forum.</li> <li>• Restoration of the health of St. Lucia Estuary.</li> <li>• Quantify the ecological reserve needed by each estuary to ensure adequate and sustainable functioning.</li> <li>• Ensure adequate estuary mouth management aimed at restoring nursery and hydrodynamic functioning.</li> <li>• Ensure that nutrient concentrations do not exceed unfavourable levels.</li> <li>• Ensure minimal development and only eco-friendly, low density, low impact developments (e.g. bird hides, board walks).</li> <li>• Support environmental &amp; ecological monitoring.</li> <li>• Enhance diversity, restore mangrove forest, nursery and estuary function.</li> <li>• Holistic and efficient management aimed at ensuring the maintenance of healthy sandy beaches, rocky shores and coastal dunes.</li> <li>• Delineation of coastal setback lines.</li> <li>• Southwards extension of Maputaland Marine Protected Area.</li> <li>• Offshore extension of marine protected area.</li> <li>• Mitigate offshore oil spills when they occur.</li> <li>• Mitigate the impacts of ships wrecking.</li> </ul>

<ul style="list-style-type: none"> <li>• High density of alien plants and commercial forestry in catchment (reduced freshwater flows into estuarine systems).</li> <li>• Overgrazing from cattle and goats in the estuarine functional zone.</li> <li>• Oligotrophic seawaters have limited productivity for commercial harvesting.</li> <li>• Situated adjacent to major shipping route.</li> <li>• Limited quantification and knowledge of the value of ecosystem services accrued by the coastal-marine environment.</li> <li>• Historical controversial context of the declaration of many of the protected areas within the UKDM resulting in current unresolved land claims. Slow resolution of land claims.</li> <li>• Disregard for many of the laws &amp; regulations governing the estuarine &amp; coastal-marine environments (poaching, over-harvesting, unscrupulous &amp; unauthorised developments and activities).</li> <li>• Lack of support for conservation from locals (especially Kosi Estuary).</li> <li>• Unauthorised developments in the estuarine functional zone or within a suitable buffer encompassing estuaries.</li> <li>• Estuarine and marine off take.</li> <li>• Commercial harvesting of fish in estuaries.</li> <li>• Far from harbours to facilitate naval presence and policing of coastal waters.</li> <li>• Poor performing WWTWs.</li> </ul>	<ul style="list-style-type: none"> <li>• Contains important and significant natural habitats for <i>in-situ</i> conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation (one of the criteria that gave the area World Heritage status).</li> <li>• High biodiversity.</li> <li>• Diverse ecosystems and habitats.</li> <li>• Breeding populations of threatened species (turtles, estuarine birds etc.).</li> <li>• Situated in a biogeographic transition zone.</li> <li>• Southern-most coral reefs on the African continent and only district municipality to have this habitat type.</li> <li>• Highest and oldest vegetated coastal sand dune cordon in the world.</li> <li>• Largest estuarine system on the African continent.</li> <li>• Important fossil deposits of estuarine &amp; marine organisms on the western shores of St Lucia Estuary.</li> <li>• Largely unmodified by anthropogenic influences.</li> <li>• Large and unfragmented system (likely to be more resilient than other comparable systems that are fragmented).</li> <li>• Isolated from industrial developments and large human settlements.</li> <li>• High value of ecosystem services (natural resources, fish-nursery function, protection of fish spawner biomass, carbon sequestration).</li> <li>• High eco-tourism value and potential (diving, fishing, bird watching etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Renew or maintain beaches to pristine state with zero pollution</li> <li>• To attain a balance between ecological needs and tourist preference.</li> <li>• Renew awareness of the problems of dune trampling.</li> <li>• Holistic and efficient management aimed at ensuring the maintenance of healthy reefs</li> <li>• Ensure that nutrient concentrations inshore do not exceed unfavourable levels.</li> <li>• Ensure that Ragged-tooth Sharks are not disturbed significantly while gestating at Quarter Mile Reef.</li> <li>• Minimise levels of disturbance on reefs.</li> <li>• Monitor extent of coral bleaching.</li> <li>• Protection &amp; maintenance of populations of key species.</li> <li>• Continue monitoring of breeding turtle populations.</li> <li>• Manage alien invasive species to ensure no displacement of indigenous species and safe guard ecosystem functioning and processes. Conservation of indigenous species.</li> <li>• Paradigm shift in attitudes on keeping fish. Encourage catch and release.</li> <li>• Quantify the economic value of marine ecosystem services and resources.</li> </ul>
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<ul style="list-style-type: none"> <li>• Sandy soils and high water table, increases risks of water pollution/eutrophication.</li> <li>• Ecological water requirements not determined for Kosi &amp; Mgobezeleni Estuaries.</li> <li>• Limited knowledge on the hydrology of Kosi Estuary.</li> <li>• Insufficient estuarine and coastal ecological monitoring.</li> <li>• Increasing tourism impacts on the coastal environment and coral reefs.</li> <li>• Increased tourism demand for seafood and bait leading to commercialization of traditionally subsistence fisheries which are most likely not be sustainable.</li> <li>• Increased fishing effort and pressure on fish stocks.</li> <li>• Despite good historical record of compliance with respect to natural use of coastal resources, increased commercialization and demand for seafood products is resulting in increased compliance problems.</li> <li>• Dukuduku development within iSimangaliso's Zone of Influence. Loss of sensitive habitat due to dependence of community on natural resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing tourism largely well aligned with conservation and community needs.</li> <li>• Communities have economic involvement in tourism and conservation.</li> <li>• Strong sense of place.</li> <li>• Pristine clear-water beaches with limited debris.</li> <li>• Favourable year-round climate.</li> <li>• Accessible.</li> </ul>	
<b>PROTECTED AREAS</b>		
<i>Areas of land or sea that are formally protected by law and managed mainly for biodiversity conservation</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• Encroachment of disparate land uses and activities within buffer zones of protected areas, which are not sustainable and potentially jeopardise the integrity of sensitive habitat and species.</li> <li>• Invasion of Ndumo Game Reserve.</li> </ul>	<ul style="list-style-type: none"> <li>• Rich biodiversity and high levels of endemism are encountered within the UKDM, which is as a result of the myriad of ecosystems and large areas that fall under public and private game reserves. potential for meeting biodiversity targets.</li> </ul>	<ul style="list-style-type: none"> <li>• IMPs of protected areas should observe and integrate EMF.</li> <li>• The iSimangaliso Wetland Park is a World Heritage Site. Environmental Management efforts must ensure that this status is maintained and supported.</li> <li>• Support and facilitate land planning and practices that enhance the overall biodiversity values and the role the region</li> </ul>

<ul style="list-style-type: none"> <li>• Poaching.</li> <li>• Current reserve/protected area network does not encompass full spectrum of species and habitats to maintain the biodiversity processes which make up the Maputaland-Pondoland-Albany biodiversity hotspot; specifically the Maputaland subsection.</li> <li>• Free flow of illegal game meat and other biodiversity products across the Mozambique border.</li> <li>• Lack of funding in conservation programmes.</li> <li>• Possible market saturation as more and more game areas enter the tourism market.</li> </ul>	<ul style="list-style-type: none"> <li>• Large portion of district is formally protected. UKDM includes the iSimangaliso World Heritage Site, Ramsar sites, and Terrestrial and Marine Protected Areas.</li> <li>• Enabling legislative framework for protection.</li> <li>• Dedicated biodiversity custodianship under EKZNN.</li> <li>• Well-developed IMPs.</li> <li>• Ndumo - greatest bird species diversity within South Africa - Ramsar site.</li> <li>• Tembe Elephant Park contains one of only three original elephant populations (the <i>Maputaland Coastal elephant</i>) of South Africa as well as been recognised as containing some of the biggest ivory (Tuskers) in Africa.</li> <li>• High ecotourism potential including most of KZN's Big Five Game Reserves to be found in this region.</li> <li>• The main part of EKZNN rhino expansion programmes fall in the district.</li> <li>• Various environmentally sensitive areas are not formally protected. Future potential for contributing towards provincial biodiversity targets.</li> <li>• Opportunity to create Community Conservation Areas to support conservation in the district.</li> <li>• uMkhanyakude forms part of the Lubombo TFCA. TFCA offers a potential opportunity for animals (specifically elephants in the case of the Futi corridor) to occupy larger areas. TFCA also offers opportunities to broaden the region's economy based on wildlife and ecotourism industries.</li> </ul>	<p>can plan in conserving the components of the northern part of the Maputaland-Pondoland-Albany biodiversity hotspot.</p> <ul style="list-style-type: none"> <li>• Support and facilitate land planning and practices that enhance the overall objectives of the three TFCA initiatives.</li> <li>• Support and facilitate land planning and practices that enhance the overall economic objectives based on wildlife industries that are compatible with the regions overall biodiversity values including ecotourism developments, stewardship programs and Community Conservation Areas.</li> <li>• Game farming within the carrying capacity of existing veld resources.</li> <li>• Protection of buffer zones and transitional zones.</li> <li>• Advocate community conservation ventures and commensurate activities in buffers. Alignment with Buffer Policies of Protected Areas and the Zone of Influence Policy of the iSimangaliso Wetland Park Authority.</li> <li>• Maintain working relationships between the various spheres of government to ensure a collaborative effort to conserve UKDM's protected areas and their adjoining buffer zones.</li> </ul>
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	<ul style="list-style-type: none"> <li>• The IUCN based METT assessments have been carried out on the bulk of KZN Wildlife Protected areas, and most of the larger UKDM reserves scored close to or above the national minimum standard.</li> <li>• Good conservation practices and expertise.</li> <li>• Well-developed reserve biodiversity / species management plans for black &amp; white rhino; elephant and wilddog.</li> <li>• Employment opportunities in conservation areas for local communities.</li> <li>• Protected areas afford opportunities for environmental education.</li> <li>• Wealth of knowledge with regards to UKDM's protected areas.</li> </ul>	
<b>SOCIO-ECONOMIC ENVIRONMENT</b>	<i>The combination of the social and economic conditions in a region, that form part of the overall environment</i>	
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• UKDM's social vulnerability is thought to be high due to the following driving forces: <ul style="list-style-type: none"> <li>▪ It has the highest malaria prevalence in the country;</li> <li>▪ 20-30% of adults are HIV positive;</li> <li>▪ Tuberculosis is a major cause of mortality;</li> <li>▪ The population structure is such that there is a high dependency ratio (many children and the elderly relying on a smaller proportion of working age adults);</li> <li>▪ Unemployment is very high, estimated at 66-90%;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The key drivers of local economy in uMkhanyakude are agriculture, services, tourism and retail.</li> <li>• UMDA serves as a dedicated Local Economic Development Agency in the sub region.</li> <li>• uMkhanyakude is designated as a presidential node to redirect public funding to priority areas for poverty alleviation.</li> <li>• The LSDI is a joint programme by South Africa, Swaziland and Mozambique to unlock economic development potential of the wider Lubombo sub-region within the framework of the SADC.</li> <li>• UKDM is strategically located as a border district. Lavumisa and Ponta</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of communication lines between the UKDM and the communities.</li> <li>• Provision of adequate services and social amenities.</li> <li>• Poverty alleviation and job creation.</li> <li>• Curbing HIV/AIDS.</li> <li>• Curbing corruption.</li> <li>• Safety and security.</li> <li>• Growing the economy (Local Economic Development).</li> <li>• Allowance for development that serves the people of UKDM in terms of their psychological, physical, developmental, cultural and social interests equitably.</li> <li>• Ensure good governance in environmental management, including ensuring openness and transparency, participation, accountability, effectiveness, coherence and consistence.</li> <li>• Focus environmental education initiatives initially around sensitive areas. Where appropriate, build educational</li> </ul>

<ul style="list-style-type: none"> <li>▪ Education levels are low, with 30% having received no formal education at all.</li> <li>• The environment in the district sustains a large subsistence population which rely on resource exploitation for survival due to lack of diversification in the local economy and lack of skills to drive such diversification.</li> <li>• The essentially rural character of the district and its economic dependency on the region's economic centres.</li> <li>• Movement of criminals to- and from Mozambique facilitated by border crossing. Illegal activities in the Mbangweni Corridor.</li> <li>• Backlogs in service provision.</li> <li>• Migration of workers, mostly male, causing social and economic dependence on women-led households.</li> <li>• There are a higher number of females in there district than there are males, even though males occupy a higher proportion of the labour force.</li> <li>• The district is relatively isolated from the rest of KZN.I</li> <li>• The majority of the population has little to no skills which limits the job opportunities that they can pursue.</li> <li>• Strong dependency on social grants.</li> <li>• Overdependence of government for income generation.</li> <li>• Lack of diversification of economic activity.</li> <li>• Mismanagement of funds and unqualified audit reports.</li> </ul>	<p>D'Oro border post are the most strategic borders South of Swaziland and Mozambique.</p> <ul style="list-style-type: none"> <li>• The presence of traditional authorities facilitates community support and ownership of developmental activity.</li> <li>• Community structure and strong cultural background of the people.</li> <li>• Historical and cultural assets.</li> <li>• iSimangaliso is a large contributor to tourism and socio-economic related benefits in the district.</li> <li>• Mkhuze Regional Airport is an investment that triggers business opportunities in the area.</li> <li>• The Jozini Dam forms an integral part of the economy of the region.</li> <li>• The N2 running through the UKDM is a major strength to the district as it provides opportunities for growth and economic stimulation in the economy.</li> <li>• Through female education and policies promoted to uplift the status of women, UKDM can increase the labour force and economic activity. Major social benefits of female education include increase household health and nutrition contributing to raising the standard of living.</li> <li>• A large pool of youth which can contribute to the development of UKDM.</li> <li>• Food security projects can be generated through the agriculture sector.</li> <li>• Current projects, strategies and plans emphasize need to community development.</li> <li>• Opportunities in the agro processing and tourism industries.</li> </ul>	<p>component into tourism attractions to ensure proper environmental management of sensitive areas.</p> <ul style="list-style-type: none"> <li>• Labour intensive projects.</li> <li>• Urban renewal for major towns.</li> <li>• Optimise tourism potential.</li> <li>• Prioritise investment in economic opportunities.</li> <li>• Establish opportunities for small, medium, and micro businesses.</li> <li>• Local communities to benefit from Communal Conservation Areas.</li> </ul>
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<ul style="list-style-type: none"> <li>• Lack of financial resources to implement strategies and plans.</li> <li>• Political instability and lack of political will.</li> <li>• Lack of capacity for effective governance.</li> <li>• Shortage of appropriate skills and training resource.</li> <li>• Balancing economic development with environmental protection.</li> <li>• Lack of public environmental awareness.</li> <li>• Impacts of environmental pollution on human health.</li> <li>• Outbreaks of contagious diseases.</li> <li>• Environmental legal process delay implementation of development.</li> <li>• Big divide between extensive planning, strategy, research and policy development and the lack of implementation due to capacity, political will and finance.</li> </ul>	<ul style="list-style-type: none"> <li>• Vast tourism potential of UKDM in terms of biodiversity, recreational opportunities, visual appeal, heritage and culture, etc.</li> <li>• Contribution of game farming (appropriately managed) and associated eco-tourism activities to regional and provincial economy.</li> <li>• Since SMMEs contribute to job creation, there is an opportunity, particularly in the tourism sector to increase support and encourage SMMEs.</li> </ul>	
<b>INFRASTRUCTURE &amp; MUNICIPAL SERVICES</b>	<i>The basic facilities, services, and installations needed for the functioning of a community or society</i>	
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• Settlement patterns within the rural communities are characterised by widely dispersed dwellings, which complicates service delivery.</li> <li>• Aged infrastructure.</li> <li>• Service backlogs in rural areas.</li> <li>• Vandalism of services infrastructure.</li> <li>• Illegal water connections.</li> <li>• Lack of capital funds for infrastructure development.</li> </ul>	<ul style="list-style-type: none"> <li>• EMF intended to facilitate development in terms of the EIA process in areas where the environment permits.</li> <li>• Improved service delivery would speed up development and enable economic investment in the area.</li> <li>• Jozini Dam is a major source of drinking water, irrigation water for agriculture, and a catalyst for urban development and economic growth. It is also a source of renewable energy (hydropower).</li> </ul>	<ul style="list-style-type: none"> <li>• Access to Free Basic Services for all residents within the district. Eradicate services backlogs.</li> <li>• Upgrade / refurbish existing infrastructure – optimisation.</li> <li>• Improve and focus investment in the services.</li> <li>• Development and Implementation of Integrated Waste Management Plan for the district.</li> <li>• Empower local rural communities to dispose of their waste in an environmentally sustainable manner instead of dumping or burning waste material.</li> <li>• Creation and improvement of transport linkages to provide access to isolates areas, to support potential economic activity</li> </ul>

<ul style="list-style-type: none"> <li>• Environmental legal processes delay development.</li> <li>• Lack of formal solid waste disposal sites.</li> <li>• Inadequate formal waste water treatment.</li> <li>• Lack of maintenance of infrastructure.</li> <li>• Lack of capacity and resources within municipalities;</li> <li>• Lack of by-laws;</li> <li>• Unemployment of majority of population makes payment for services difficult.</li> <li>• Need for basic water, sanitation, electricity and housing infrastructure.</li> <li>• There is no easy access to education for 25 percent of households, particularly rural areas. Thus serving as a threat to the development of human capital required to uplift the social and economic conditions of the area.</li> <li>• Healthcare in the area is unspecialised due to lack of infrastructure, capacity and finance.</li> <li>• Lack of infrastructure inhibits growth and development.</li> <li>• Prioritisation on short term gains.</li> <li>• A poor road network limits economic activity in the district.</li> <li>• Lack of capital to fund proposed infrastructure costs</li> <li>• Capacity to identify requirements and obligations in terms of NEMA, National Water Act (Act No. 36 of 1998), Mineral and Petroleum Resources Development Act (Act No. 28 of 2002) and National Environmental</li> </ul>	<ul style="list-style-type: none"> <li>• N2, R22 and R66 - provide opportunities for growth and economic stimulation in the economy.</li> <li>• UKDM is South Africa's nearest access point into Mozambique and is also close to Swaziland. This provides opportunity for tourism and other economic activity both directly and from spillovers.</li> <li>• Legal and policy frameworks in uMkhanyakude and at provincial level for support.</li> <li>• Spatial, economic and social planning in the district and its local municipalities are extensive and have unified goals and objectives.</li> <li>• There are identified economic opportunities to tourism and agriculture to the uMkhanyakude economy, with current projects and implementation plans already in place.</li> <li>• The ecosystem and environmental assets of the district are abundant.</li> <li>• Large labour force attracts labour intensive sectors.</li> <li>• The Lebombo SDI initiatives in the area result in an increase in investment and improved infrastructure.</li> <li>• Solid waste management can lead to opportunities for income generation, environmental sustainability and improved health.</li> <li>• Improved infrastructure and support services directed at agriculture and tourism will generate high return rates and boost economic activity, create labour-intensive jobs and raise skill levels in the area as well as diversify the market.</li> <li>• Urban restructuring and densification.</li> </ul>	<p>(increased tourism and movement of goods) and to improve social activities (recreation, access to health and education).</p> <ul style="list-style-type: none"> <li>• Urban renewal.</li> <li>• Action plan for promoting renewable energy.</li> <li>• Suitable waste management system.</li> <li>• Permitting of waste disposal sites.</li> <li>• Waste disposal sites and WWTWs to be operated in accordance with legal requirements.</li> <li>• Water conservation and demand management strategy.</li> <li>• Enforcement of Local-, Regional- and National Legislation and Policies.</li> <li>• Waste recycling to be encouraged.</li> <li>• Control illegal dumping and eradicate dumping hotspots.</li> </ul>
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Management: Waste Act (Act No. 59 of 2008) (amongst others).		
<b>AGRICULTURE</b>		
<i>The science or practice of farming, including cultivation of the soil for the growing of crops and the rearing of animals to provide food and other product</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• Land with high agricultural potential is under threat from unsustainable land uses, poor agricultural practices and land reform.</li> <li>• Agricultural activity in erodible, steep or environmentally sensitive land.</li> <li>• Loss of productive agricultural land.</li> <li>• Unsustainable subsistence farming practices.</li> <li>• Highly-erodible soils within catchment areas aggravated by over grazing of livestock.</li> <li>• Access to markets.</li> <li>• Harsh climatic conditions such as high temperatures and heavy rainfall.</li> <li>• Threats from climate change.</li> <li>• Poor soils and rugged terrain in some parts.</li> <li>• Crop dusting - fertilizers and pesticides pollute rivers.</li> <li>• Habitat transformation / bush encroachment.</li> <li>• Lack of knowledge and skills.</li> <li>• Shortfalls in terms of post settlement support.</li> <li>• Removal of riparian vegetation and wetlands to make way for subsistence farming.</li> <li>• Slash and burn of riparian and swamp forest areas within iSimangaliso Wetland Park.</li> </ul>	<ul style="list-style-type: none"> <li>• Agriculture constitutes one of the key drivers of local economy in the district.</li> <li>• Water available for irrigation from the Jozini Dam.</li> <li>• Production, processing and marketing (export) of agricultural produce, with associated economic benefits.</li> <li>• Temperate, subtropical climate at Makhathini Flats allows for a large variety of crops to be grown. The area is characterized by high agricultural potential.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Areas with good accessibility set aside for processing and packaging of commercial crops.</li> <li>• Invest in better agricultural education and land care programmes. Build capacity surrounding farming methods to local subsistence farming.</li> <li>• Diversification of agricultural practices to prevent monoculture crop production and establish good farming practices.</li> <li>• High potential agricultural land set aside for agricultural purposes.</li> <li>• Sustainable and environmental friendly irrigation practices.</li> <li>• Sustainable grazing practises.</li> <li>• Providing the necessary support to emeing farmers.</li> </ul>

<ul style="list-style-type: none"> <li>• The presence of a botanically/faunal rich areas such as the Sand Forest type habitat characterised by high levels of endemism, while of considerable importance from a biodiversity perspective carries little advantage for the poor rural human communities which rely on these resources for survival as subsistence.</li> <li>• Loss of agricultural production associated with land reform.</li> <li>• Capacity to identify requirements and obligations in terms of NEMA, National Water Act (Act No. 36 of 1998) and Conservation of Agricultural Resources Act (Act No. 43 of 1983) (amongst others).</li> </ul>		
<b>HERITAGE RESOURCES</b>	<i>Any place or object of cultural significance (i.e. aesthetic, architectural, historical, scientific, social, spiritual, linguistic or technological value or significance)</i>	
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• Lack of public awareness of the relevance of the heritage sites in the district.</li> <li>• Heritage component is often overlooked during development.</li> <li>• Lack of authenticity of the Zulu culture.</li> <li>• Development pressures.</li> <li>• Capacity to conserve and maintain heritage resources.</li> <li>• Vandalism and disrepair to heritage resources.</li> <li>• Difficult to access information.</li> <li>• Lack of preservation of heritage sites (e.g. access control).</li> <li>• Difficult to access.</li> <li>• Lack of signage.</li> <li>• Lack of funding.</li> </ul>	<ul style="list-style-type: none"> <li>• UKDM contains various heritage and cultural resources, such as Border Caves, Ghost Mountain, Usuthu Gorge, King's palace (Ingwavuma) and royal burial sites.</li> <li>• The district contains the iSimangaliso World Heritage Site.</li> <li>• The district's heritage contributes to its sense of place.</li> <li>• Heritage resources serve as tourist attractions.</li> <li>• Potential to generate income for community.</li> <li>• Benefits to academic research.</li> <li>• Free access.</li> <li>• Provides insight to the history of the Zulu leadership and native culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Preservation of UKDM's heritage resources.</li> <li>• Audit all existing facilities, in terms of status, management and potential. Detailed inventories of Heritage Resources should be compiled and mapped.</li> <li>• Heritage impact assessments to accompany relevant developments.</li> <li>• Optimise tourism potential offered by heritage and cultural resources.</li> <li>• Incorporate heritage considerations into development proposals.</li> <li>• Clear institutional responsibilities at a municipal level for heritage preservation.</li> </ul>

<ul style="list-style-type: none"> <li>Capacity to comply with National Heritage Resources Act (Act No. 25 of 1999).</li> </ul>		
<b>TOURISM</b>	<i>Travel for predominantly recreational or leisure purposes or the provision of services to support this leisure travel</i>	
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>Lack of adequate infrastructure and municipal services.</li> <li>Poor road conditions and lack of adequate public transport</li> <li>Lack of accommodation especially targeting high income tourists in the greater area.</li> <li>Limited access by communities to tourism opportunities and craft markets.</li> <li>Leakage of tourism revenue from the district.</li> <li>Safety and security of tourists.</li> <li>Lack of benefits to local communities from tourism opportunities.</li> <li>Inadequate marketing of heritage resources.</li> <li>Risks of loss of sense of place through incongruent tourism development.</li> </ul>	<ul style="list-style-type: none"> <li>Tourism constitutes one of the key drivers of local economy in the district.</li> <li>Host of tourism activities available in UKDM.</li> <li>iSimangaliso Wetland Park World Heritage Site.</li> <li>Attractive climate for tourism.</li> <li>Exceptional biodiversity and natural resources afford UKDM a high tourism potential.</li> <li>Large portion of district set aside for conservation, in protected areas, Community Conservation Areas and private game reserves.</li> <li>Tourism opportunities afforded by the LSDI.</li> <li>Established tourism sector.</li> <li>Diversification of tourism opportunities and target markets.</li> <li>N2, R22 and R66 are significant movement corridors.</li> <li>Border post with Mozambique.</li> <li>There is a rich historical and cultural background to the area.</li> <li>Tourism related activities provide an economic incentive to safeguard and restore heritage sites.</li> <li>Opportunity to develop community tourism activities.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing the tourism experiences available in uMkhanyakude through diversification in the type and range of facilities available.</li> <li>Upgrading of road infrastructure.</li> <li>Upgrading of tourism facilities.</li> <li>Improve signage on roads.</li> <li>Empowerment of emerging and small tourism businesses</li> <li>Develop a tourism body in the municipality to regulate and aid the tourism sector.</li> <li>Marketing of uMkhanyakude as a prime tourism destination</li> <li>Forming of partnership for tour packages.</li> <li>Partnership with NGOs to create a holistic environmental education and tourism hub.</li> <li>Encourage local tourism, as opposed to mainly focussing on foreign tourists.</li> <li>Partnerships and co-operation between the public and the private sector.</li> <li>Attract investment for tourism development.</li> <li>Audit all existing facilities, in terms of status, management and potential.</li> <li>Stimulate BB's in previously disadvantaged areas.</li> <li>Link to larger tourism strategies.</li> <li>Give effect to a tourism infrastructure rehabilitation program.</li> <li>Implementation Tourism Strategy in order to optimise the exploitation of the area's tourism potential.</li> <li>Develop a tourism development plan with clear guidelines and involve existing tourism business owners and the local communities.</li> </ul>

	<ul style="list-style-type: none"> <li>• Tourism will allow for sectors to pool resources to develop infrastructure, which is required or more than on sector. Thus increasing coordination and management activity at the same time.</li> <li>• Potential to create strong relationship with the Ingonyama Trust Board.</li> <li>• Creating environmental awareness through education.</li> </ul>	<ul style="list-style-type: none"> <li>• iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence.</li> </ul>
<b>MINING</b>		
<i>The process or business of extracting ore or minerals from the ground</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• The occurrence of mineralisation is sparsely distributed across the uMkhanyakude district.</li> <li>• Surface water pollution (e.g. contaminated runoff).</li> <li>• Groundwater pollution.</li> <li>• Air pollution (e.g. dust).</li> <li>• Absence of / inadequate rehabilitation.</li> <li>• Capacity to identify requirements and obligations in terms of NEMA, Mineral and Petroleum Resources Development Act (Act No. 28 of 2002), National Water Act (Act No. 36 of 1998) and National Environmental Management: Biodiversity Act (Act No. 10 of 2004) (amongst others).</li> </ul>	<ul style="list-style-type: none"> <li>• The Somkhele Coal Mine has one of the largest reserves of open-pit anthracite in the country.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated compliance monitoring and enforcement of mining activities.</li> <li>• Mapping of mineral resources and areas set aside for prospecting.</li> <li>• Establish rehabilitation specifications for mined areas.</li> <li>• Mining activities for high priority mineral deposits.</li> <li>• Implementation of Integrated Water and Waste Management Plans.</li> <li>• Compliance of mining activities with authorisation conditions.</li> </ul>
<b>PLANNING &amp; DEVELOPMENT</b>		
<i>Spatial Planning = planning process that is inherently integrative and strategic, takes into account a wide range of factors and concerns and addresses how those aspects should be arranged on the land</i>		
<b>Constraints, Weaknesses &amp; Issues</b>	<b>Strengths &amp; Opportunities</b>	<b>Management Priorities</b>
<ul style="list-style-type: none"> <li>• Private land transactions with the local traditional council leaders without any development approval (particularly high negative impacts when occurring inside</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive spatial, economic and social planning in the district and its local municipalities with unified goals and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• The District's EMF has considered the SDFs. It is therefore imperative that the EMF to be integrated into the SDFs.</li> <li>• UKDM's corridor strategy rests on the strengths of the district in terms of its economic advantages based on (1) location and</li> </ul>

<p>the iSimangaliso Wetland Park World Heritage Site).</p> <ul style="list-style-type: none"> <li>• Sustainability of successfully claimed land.</li> <li>• Dysfunctional spatial form with low density rural sprawl complicates access to services and employment.</li> <li>• Poor condition of the roads within the district hampers access and economic development.</li> <li>• Disparate development in the vast areas that fall under traditional leadership in UKDM.</li> <li>• Land that is subject to competing forces, where opposing parties have different requirements for the utilisation of the land.</li> <li>• Lack of implementation and <i>ad hoc</i> implementation.</li> <li>• Significant areas under land claims.</li> <li>• Over-ambitious development proposals.</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in the district promoted through the LSDI.</li> <li>• The district has been prioritised by both national and provincial government.</li> <li>• The district has the opportunity to use the shift in population from rural areas to small towns to ensure effective service delivery and improved access to services and facilities.</li> <li>• Opportunity to use the myriad of funding mechanisms to ensure sustainable development and job creation.</li> </ul>	<p>(2) the two main sectors of economic activity, namely agriculture and tourism.</p> <ul style="list-style-type: none"> <li>• Need for MOA's to be signed with the Ingonyama Trust Board in terms of land development. Environmental Education Programme to be implemented that specifically targets the Traditional Leaders in the district.</li> <li>• Opportunity for Community Conservation Areas to be explored through planning mechanisms.</li> <li>• Maintain working relationships between the various spheres of government to ensure a collaborative effort to conserve UKDM's protected areas and their adjoining buffer zones, through prudent planning.</li> </ul>
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### 3.1.13. Environmental Sector involvement in the District

The availability of the technical support through the DEA Local Government Support (LGS) official has already been highlighted above. Such technical support is also augmented by the present within the District, of the provincial Economic Development, Tourism & Environmental Affairs (EDTEA) Municipal Support officials. Their participation in the municipal forums such as the as the Environmental Management Forum and District Planners Forum allows for environmental issues to be considered and inputs to be made in the municipal planning processes.

The following will be the focus of the sector in the District in 2020/2021 FY:

- Facilitate the IWMP development/review of the following municipalities:
  - uMkhanyakude District Municipality
  - Jozini LM
  - Big Five Hlabisa LM
  - Mtubatuba LM
  - District Environmental Management Plan
  - District Coastal Management Plan
  
- There are some other projects that are funded by DEA under the EPIP branch that will implemented during the financial year 2020/2021

### Good Green DeeDs

The South African Environment Outlook Report indicates that environment continues to deteriorate and this phenomenon has a negative impact on the set goals of the National Development Plan and Sustainable Development. One of the major challenges is high levels of pollution emanating from littering and illegal dumping of waste amongst others. This affects the health of citizens and it contravenes provisions of the constitution that are related to health issues. In response to the above mentioned challenges the DEA has made a strategic decision to expand the existing environmental education and awareness initiatives to reach our at ward level and enhance youth participation, hence the establishment of youth community outreach programme (YCOP)

The YCOP is a ward based environmental education aimed at nurturing youth to be environment ambassadors that will educate communities and schools about environmental management. It has two streams namely ward environmental education and environment information dissemination through community libraries. It will involve three categories of young people

1. Youth Environmental Coordinators-who will be responsible for the overall coordination of ward based environmental education in the entire local municipality and consolidate ward environmental profiles into local municipality environmental profile.
2. Ward youth environment ambassadors that will be responsible for the implementation of ward based environmental education and awareness, development of ward environmental profiles workshops, establishment or strengthening existing ward environment forums inte-alia and
3. Ward champions responsible for the coordination of environment at ward level.

## Objectives of the #Thuma Mina Green Deeds - for a clean and beautiful South Africa Programme

Currently Youth Environmental Coordinators which are based in each Local Municipality are already on the ground, each LM namely (Jozini, Mkhambuyalingana, Mtubatuba and Big 5-Hlabisa has a representative.

The LMs are waiting for the 22 Environmental Educators and Ward Based Environmental Ambassadors. In a nutshell Mkhanyakude DM has 88 participants in the programme of Thuma Mina-Good Green Deed.

The objective for this specific programme is to drive towards a clean South Africa which is free of litter and illegal dumping.

This is a nationwide environmental programme that proposes a simple but bold blueprint for what we all can do as individuals, organisations, communities and as a nation to bring about the realisation of a cleaner and more environmentally presentable country.

The main purpose is to change people's attitudes and behaviour towards waste and its management, as well as to begin taking charge and responsibility of keeping their neighbourhood clean. It has become evident that many current awareness initiatives lead to visually cleaner areas in the short term, they do not encourage sustainable practices that reduce littering and illegal dumping in the long run and this programme is aimed at closing that missing gap.

More emphasis is required in ensuring that the citizens now take a stand against the litter in their neighbourhoods and start to clean-up their areas.

The #Thuma Mina Green Deeds - for a clean and beautiful South Africa Programme will encourage individuals and organisations to come together to conduct clean-up centred activities across South Africa. Municipalities together with their communities should participate in the clean-up programmes to ensure that their localities are free of illegal dumps. This Programme would be declared #Thuma Mina Green Deeds - for a clean and beautiful South Africa Programme whereby every inhabitant of South Africa, from the President to the ordinary person will be taking part in cleaning their neighbourhood and ensuring that our country is clean and free from litter and illegal dumps.

Municipalities must ensure that enforcement measures are put in place such as to discourage the practice of illegal dumping.

## **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 Makatini 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, 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 JM (Marais, 2011). Looking at river catchment areas, 3% of the catchment of the Great Usutu River, 19% of the catchment of the Pongola River, and 15% of the catchment of the Mkuze River is regarded as degraded. This is mostly due to severe erosion or high-density exotic vegetation inundation.

### **Umhlabuyalingana LM**

The Umhlabuyalingana LM is bordered by the Pongola River in the west and therefore incorporates the Pongola Floodplains and Makatini Flats – both areas of formal, irrigated croplands. Only sporadic subsistence agriculture takes place within the central and eastern areas. This is partly due to the general lack of watercourses, and therefore permanent water for irrigation of crops, and partly due to the area being poorly drained. Large expanses of flooded areas occur seasonally that would merely drown out croplands. 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**

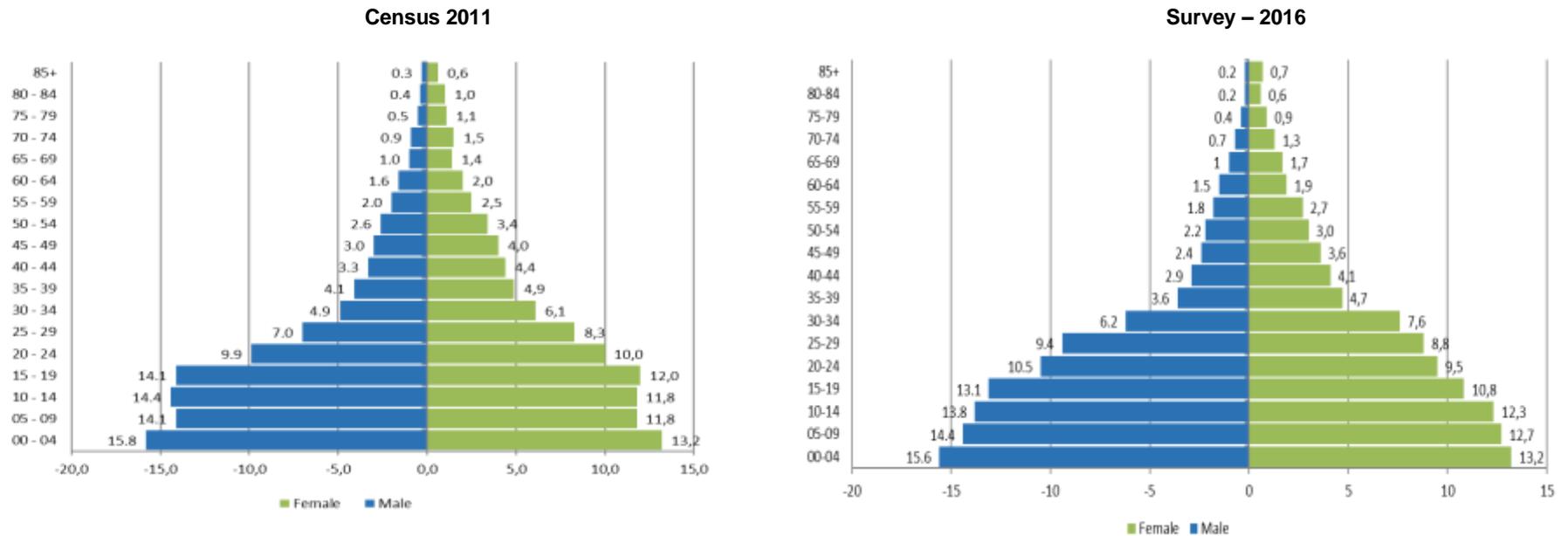
The Mtubatuba LM is regarded as the least rural municipal areas of the UKDM. Expansion of the Isimangaliso Wetland Park has meant that competition of land resources has grown within the municipal area – especially within the southern areas. The local municipality has therefore “firmed up” its urban edge 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.



### 3.3 Demographic Characteristics

Figure 3: District Population Dynamics, Census 2011 and Community Survey – 2016



- In 2016, the Pyramid has become thinner at the top for ages 45-49 upwards, indicating a decrease in population for that age group
- At the bottom there has been an increase in the population for ages 05-09 upwards in 2016
- 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

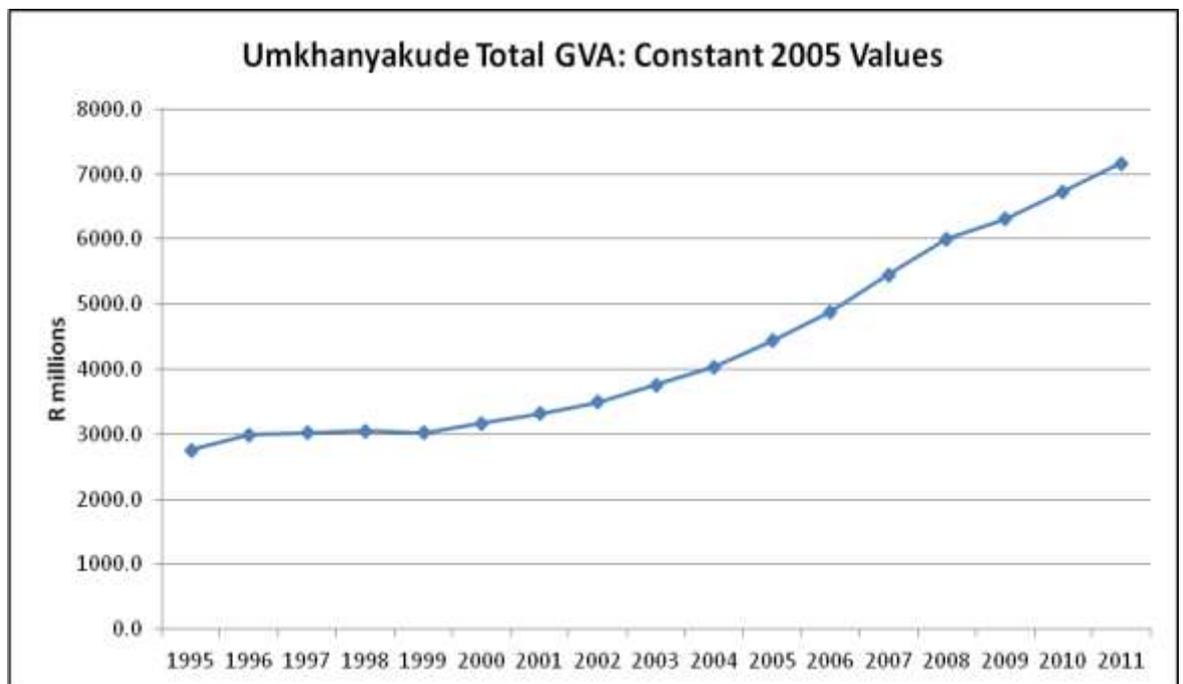
These changes have implications in the provision of services as well as programmes that the Municipality has to offer to the community at large. Budgeting for infrastructure and special programmes offered by the Municipality will be influenced by the structure of the population.

## 3.4 Overview of the District Economy

### 3.4.1 Economic structure and trends

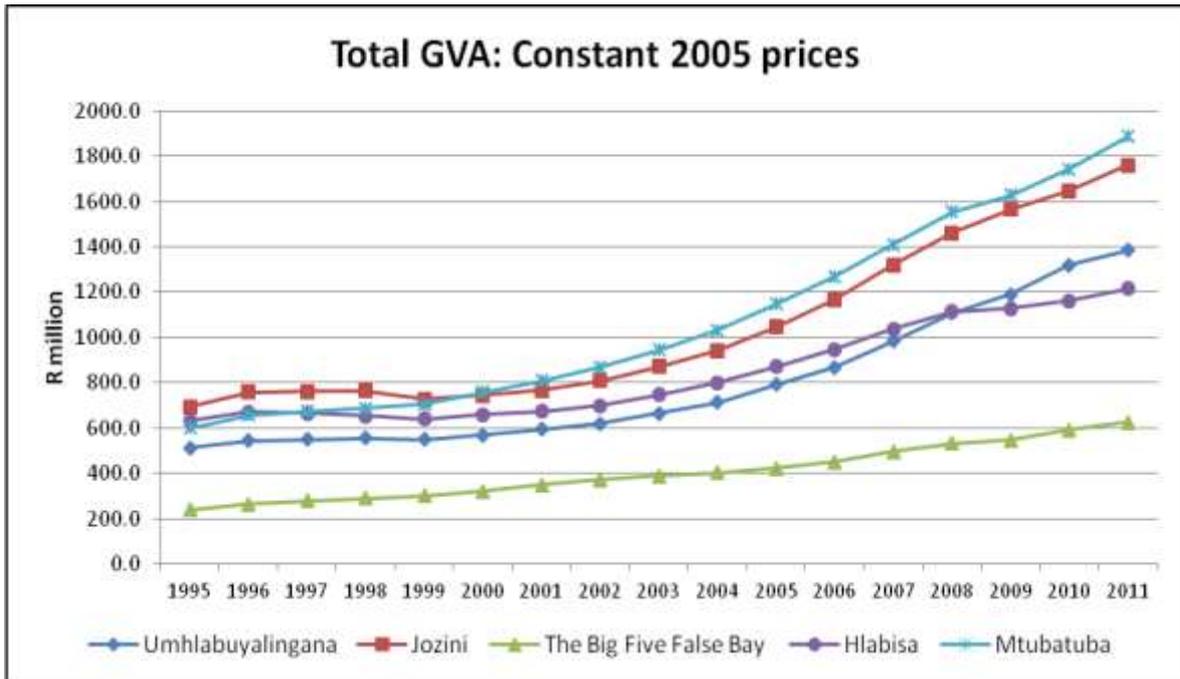
- The total size of the district economy as measured by the total GVA has grown from R2.7 billion in 1995 to approximately R7.1 billion in 2011.
- The comparative structure of the local economies is depicted below and indicates a much differentiated structure with increasing divergence over time.
- The 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 4: Umkhanyakude Total GVA at constant 2005 values



Data Source: Quantec, RSA Regional indicators (2011)

Figure 5: Total GVA at constant 2005 values (LM level)

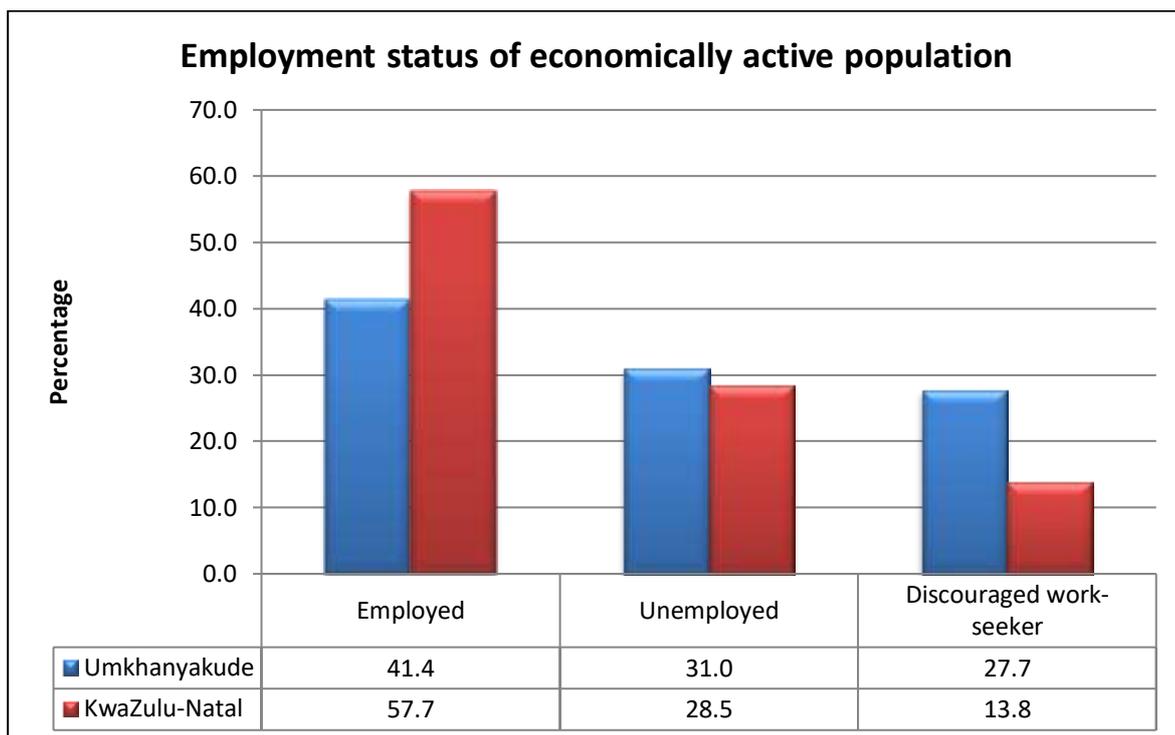


Data Source: Quantec, RSA Regional indicators (2011)

- The most dominant economic sectors in UKDM is the 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 million).
- The other sectors showed (manufacturing retail, catering and accommodation, agriculture, storage and business services) sectors showed the biggest increase between 2001 and 2011.

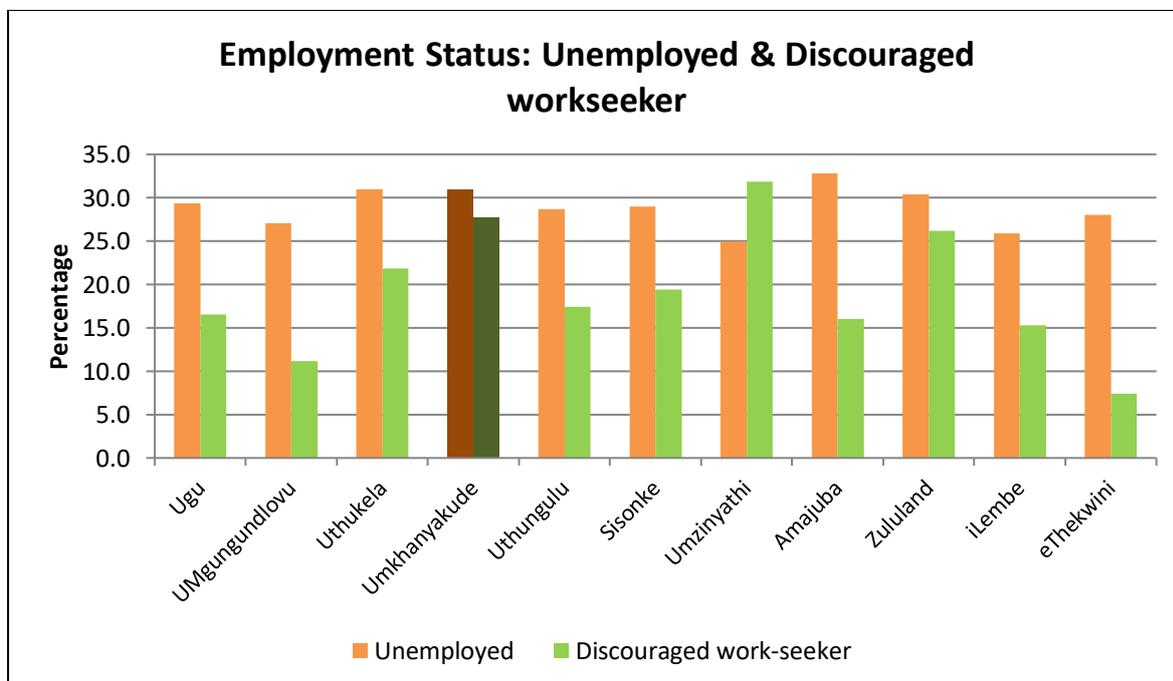
### 3.4.2 Employment Structure and Trends

Figure 6: Employment status of economically active population (UKDM vs. KZN)



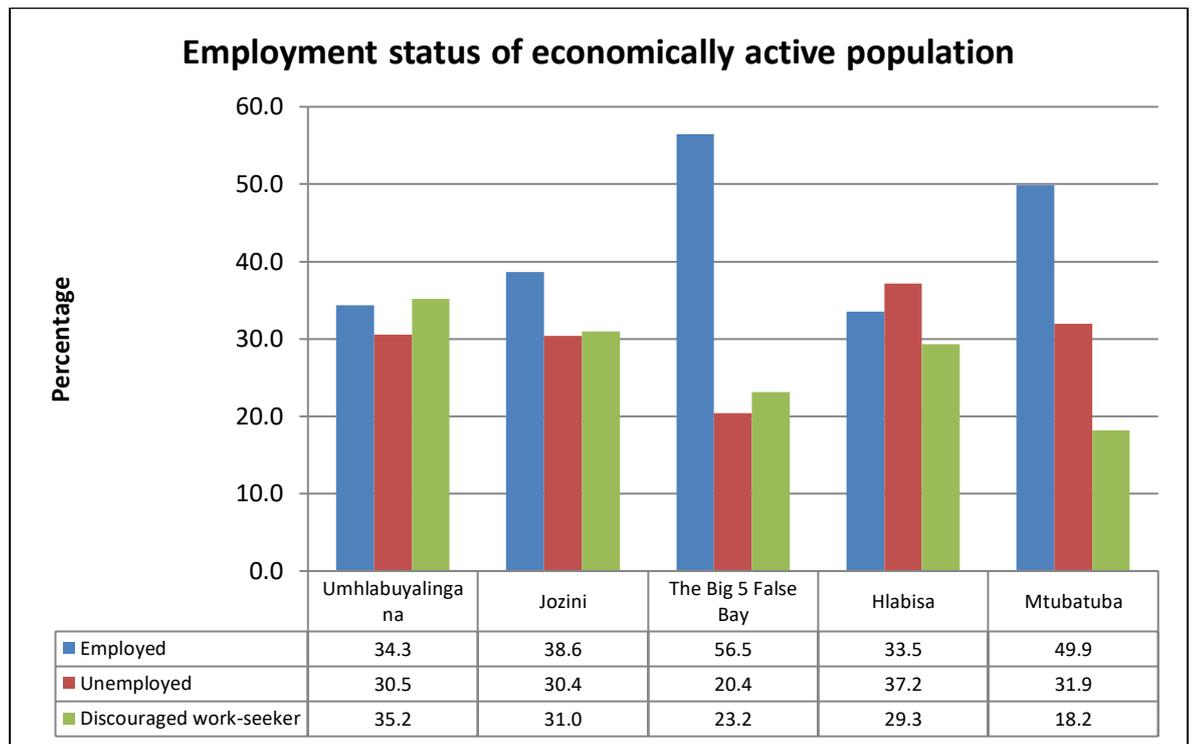
Data Source: Statistics SA, Census 2011

Figure 7: Employment Status (District level)



Data Source: Statistics SA, Census 2011

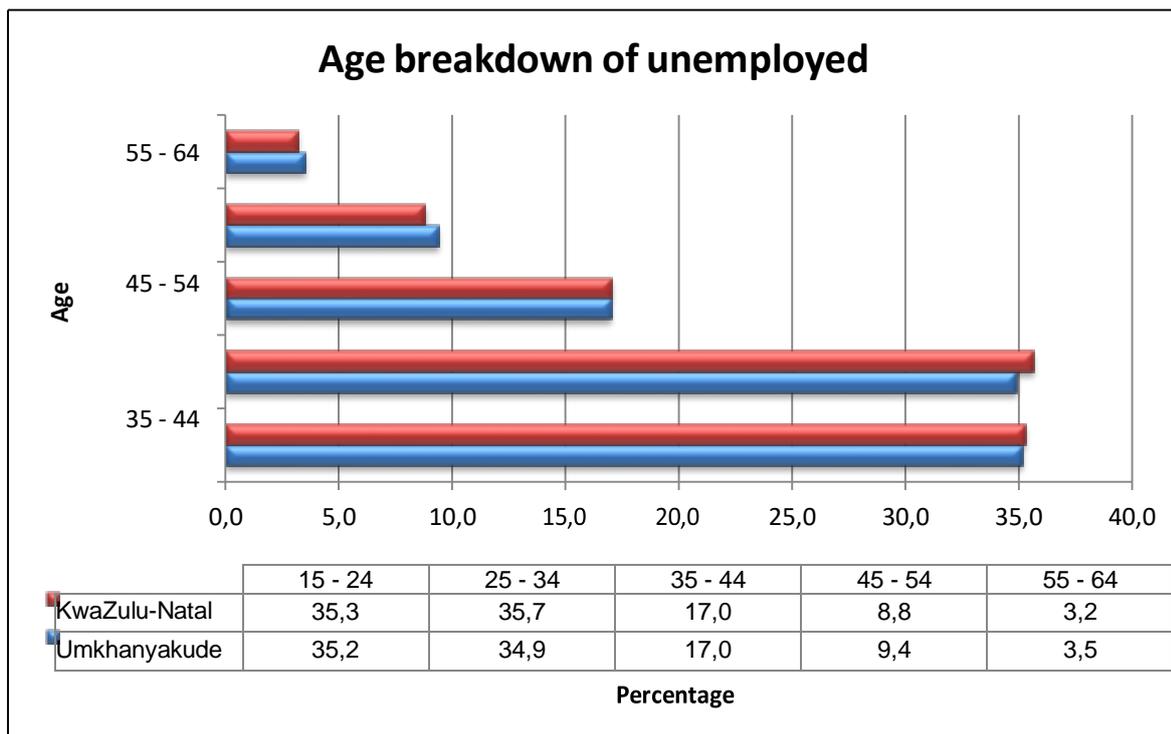
Figure 8: Employment Status of Economically Active Population (LM level)



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 9: Age breakdown of Unemployed Population (UKDM vs KZN)**



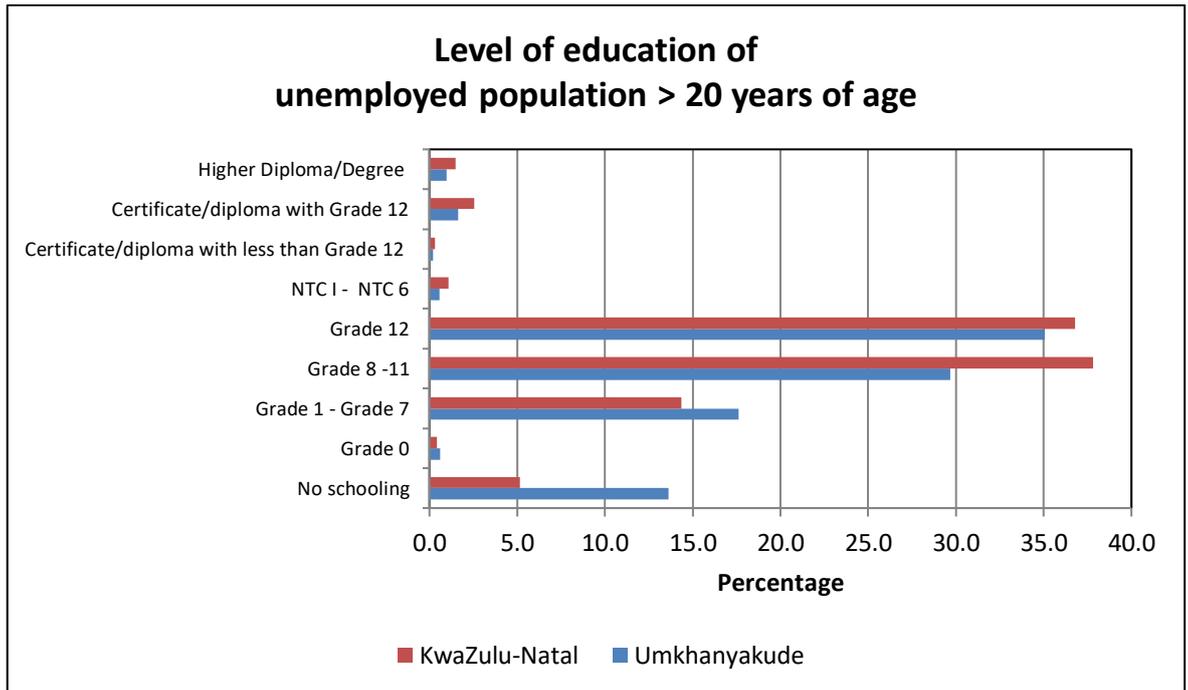
Data Source: Statistics SA, Census 2011

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**

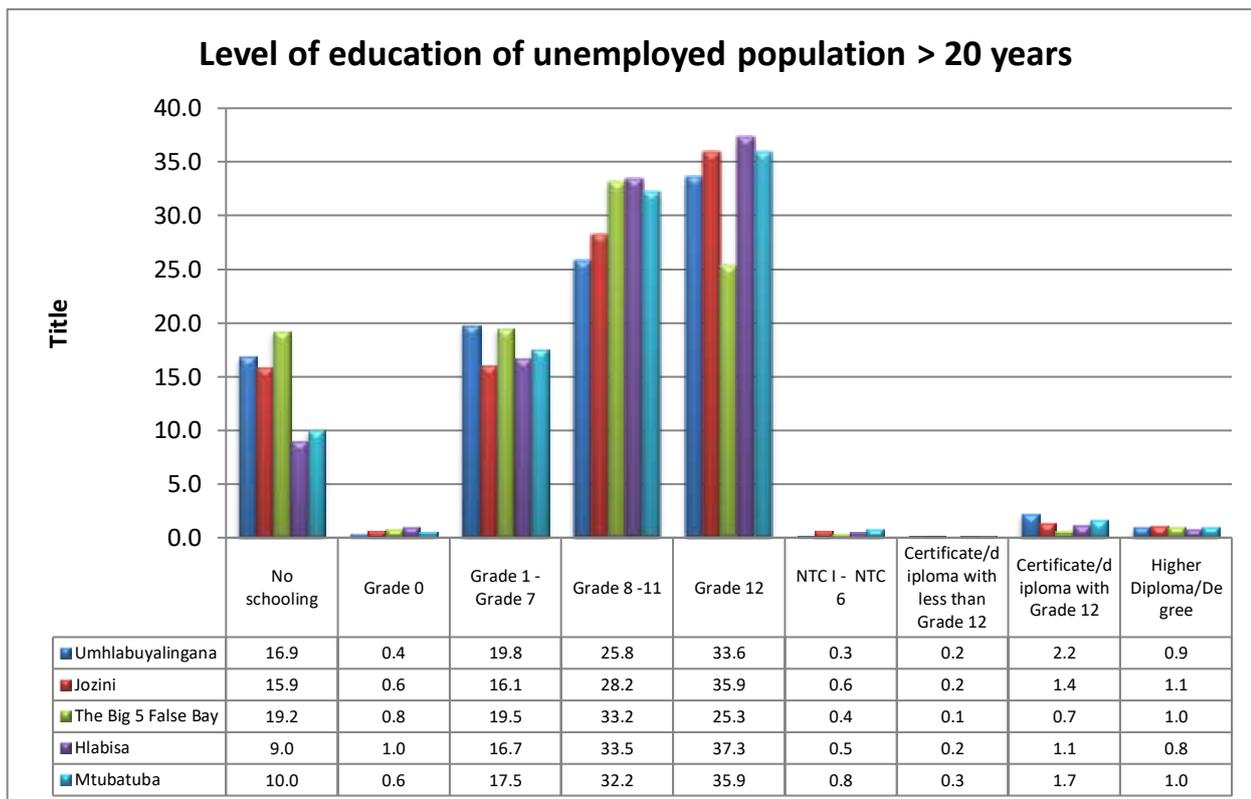
The relationship between the levels of employment and the education levels of the population older than 20 years of age is reflected in Figures 14 to 15. Approximately 14% of the unemployed population UKDM has received no formal schooling and a further 17% only primary level education. Significantly, 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 10: Level of education of unemployed population older than 20 yrs (UKDM vs. KZN)



Data Source: Statistics SA, Census 2011

Figure 11: Level of education of unemployed population older than 20 yrs (LM level)



Data Source: Statistics SA, Census 2011

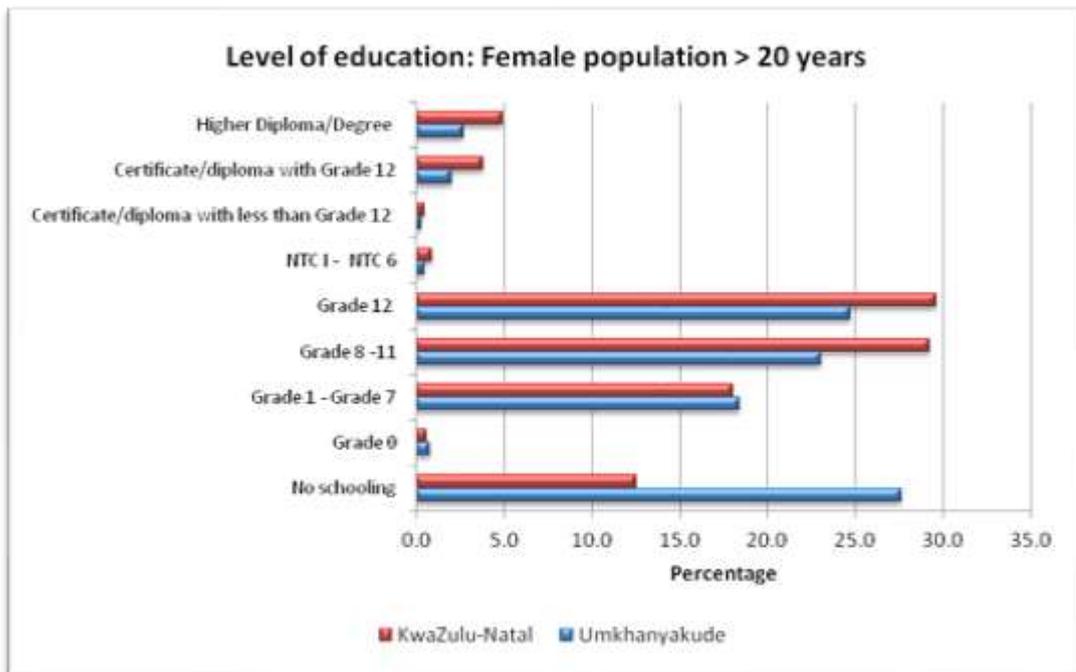
### 3.5 Human Resources Overview

#### 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.

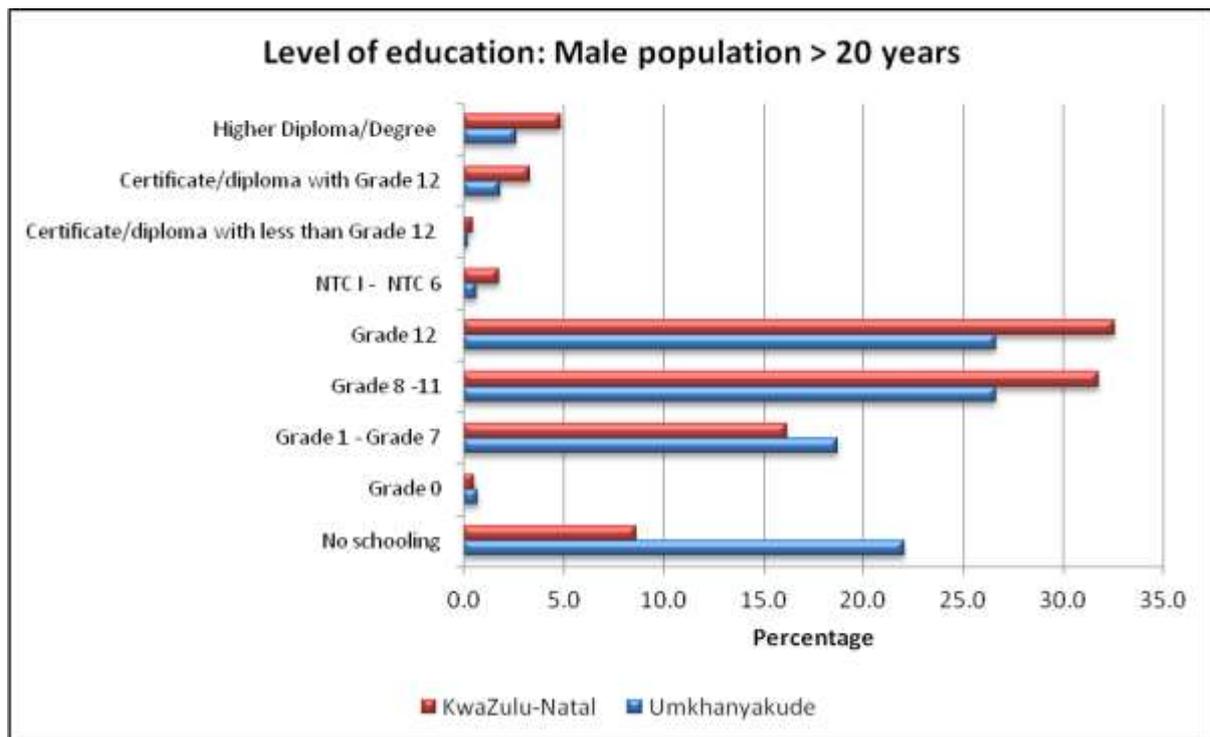
- More than 27% of the adult female population and 22% of the male population who have not received any form of schooling. These figures are significantly higher than the comparative provincial figures of 13% and 8% respectively.
- The proportion of the adult population in the district with tertiary 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 12: Education level of female population younger than 20 years (UKDM vs. KZN)



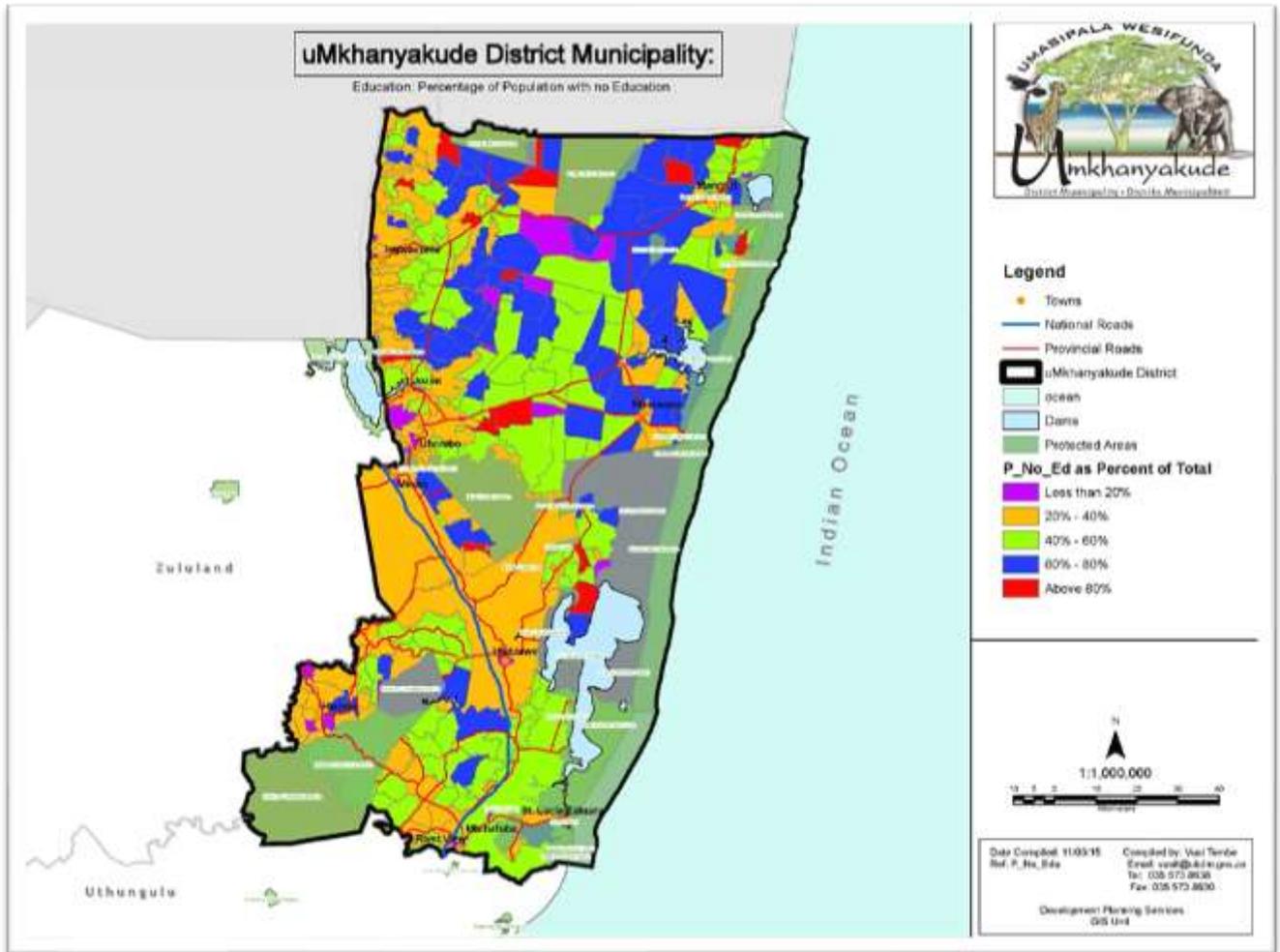
Data Source: Statistics SA, Census 2011

Figure 13: Education level of male population younger than 20 years (UKDM vs. KZN)



Data Source: Statistics SA, Census 2011

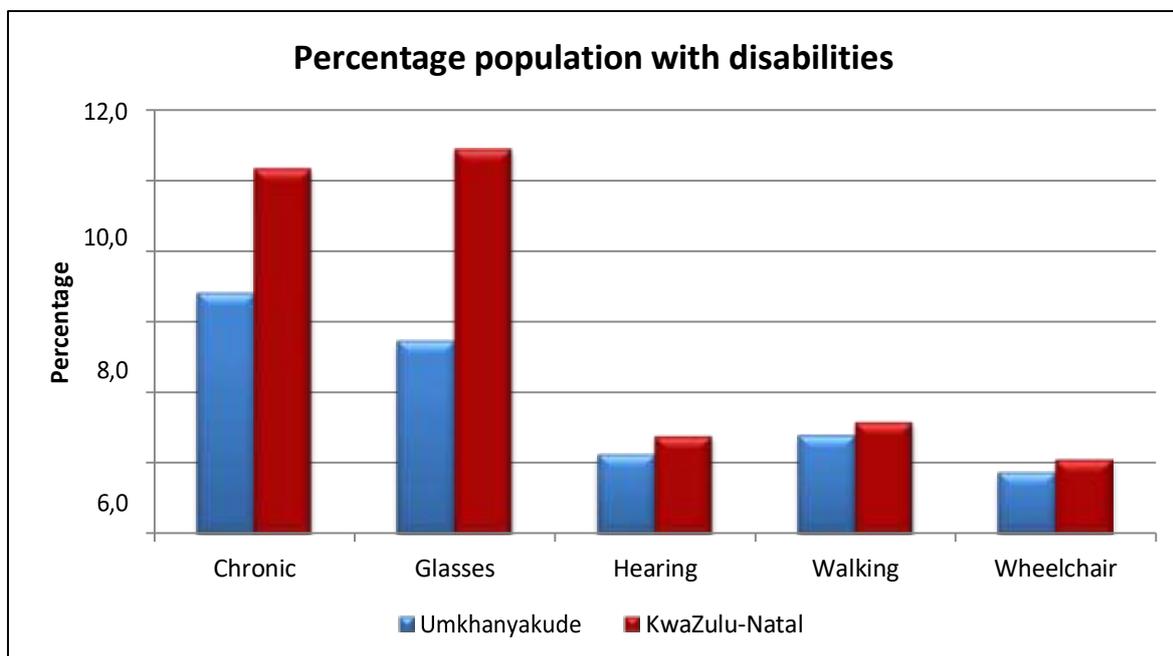
Figure 14: Spatial Analysis of Population with no Education



- 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

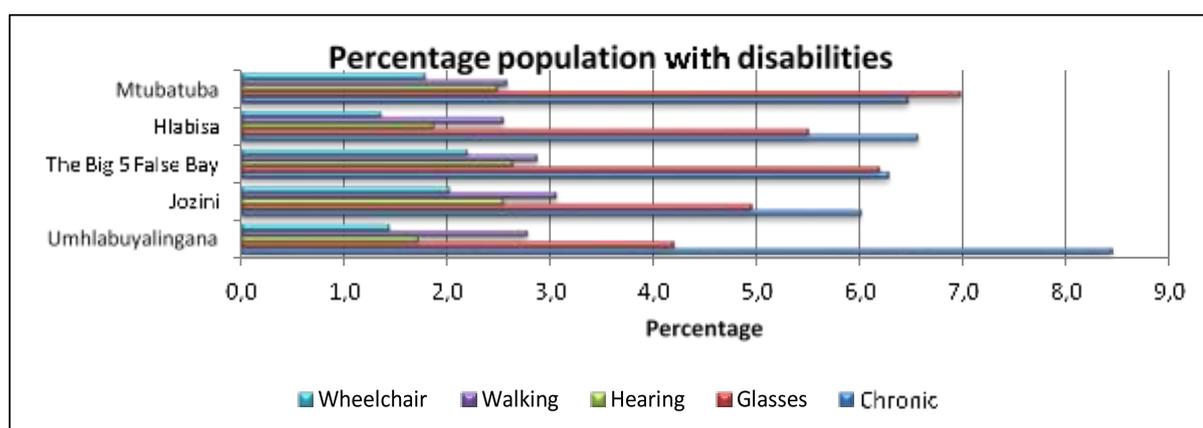
Figure 15: Population living with Disabilities (UKDM vs KZN)



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 16: Percentage population with disabilities (LM level)



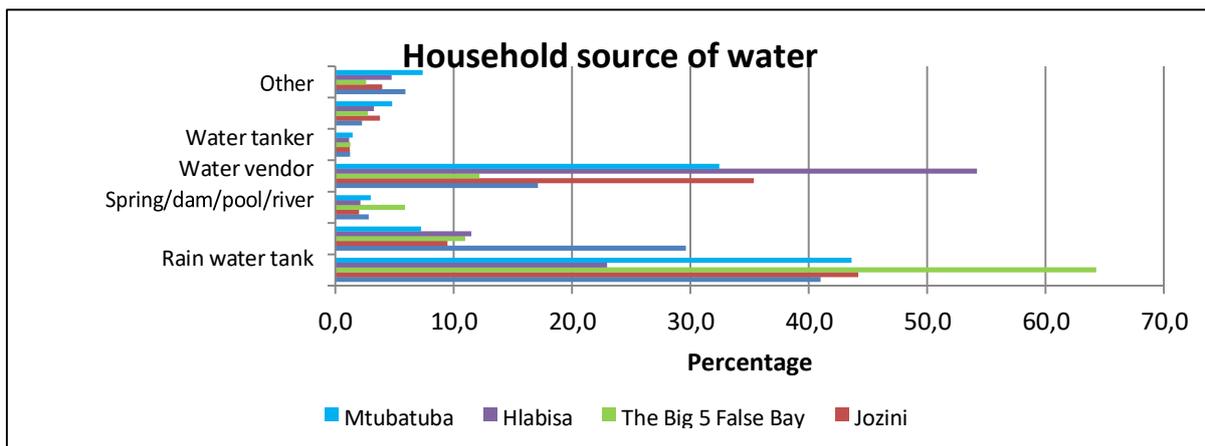
Data Source: Statistics SA, Census 2011

### 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 17: Household source of water (LM level)



Data Source: Statistics SA, Census 2011

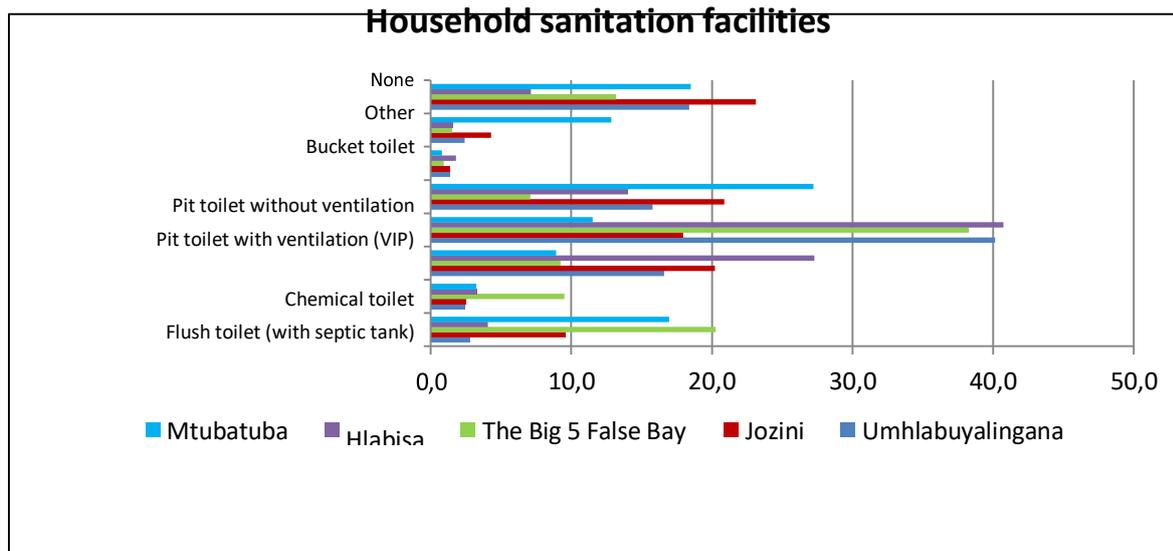
The massive backlogs and the extent of the challenge of providing appropriate sanitation facilities to households in UKDM are clearly depicted below.

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.

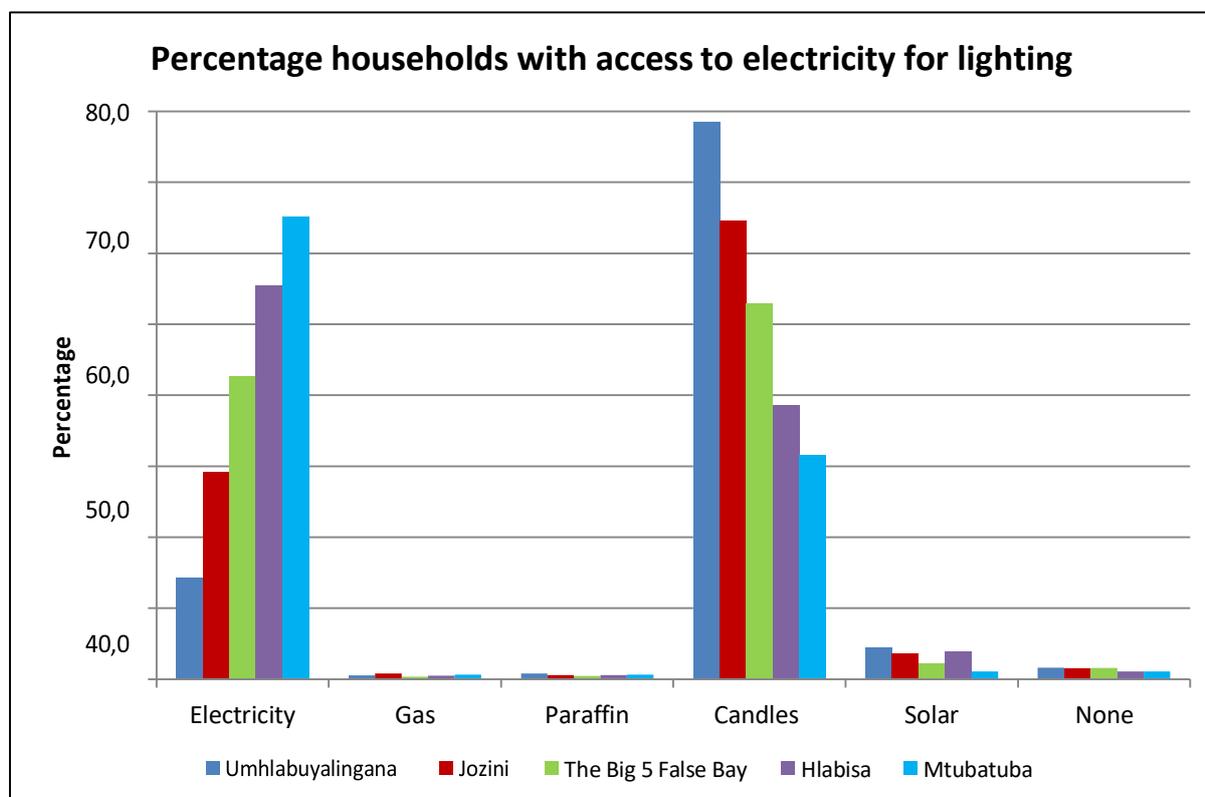
Figure 18: Access to sanitation infrastructure (LM level)



Data Source: Statistics SA, Census 2011

### 3.6.2 Energy

Figure 19: Households with Access to electricity for Lighting



Data Source: Statistics SA, Census 2011

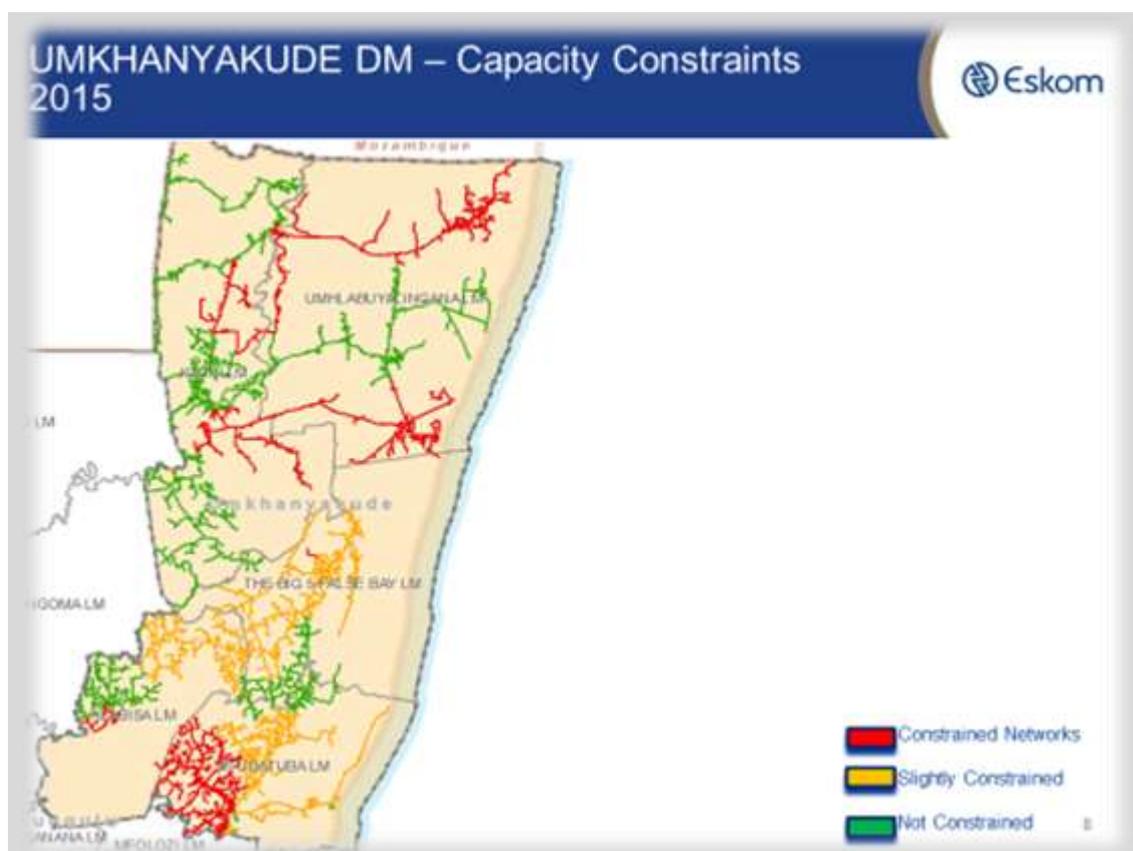
Significant progress has been made with providing basic electricity to households across all five local municipalities between 2001 and 2011. This ranges from a relatively modest increase (from 6% to 14%) in Umhlabuyalingana LM, to increases of 27% in the Hlabisa LM (from 28% to 55%) and 24% in the Big 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.

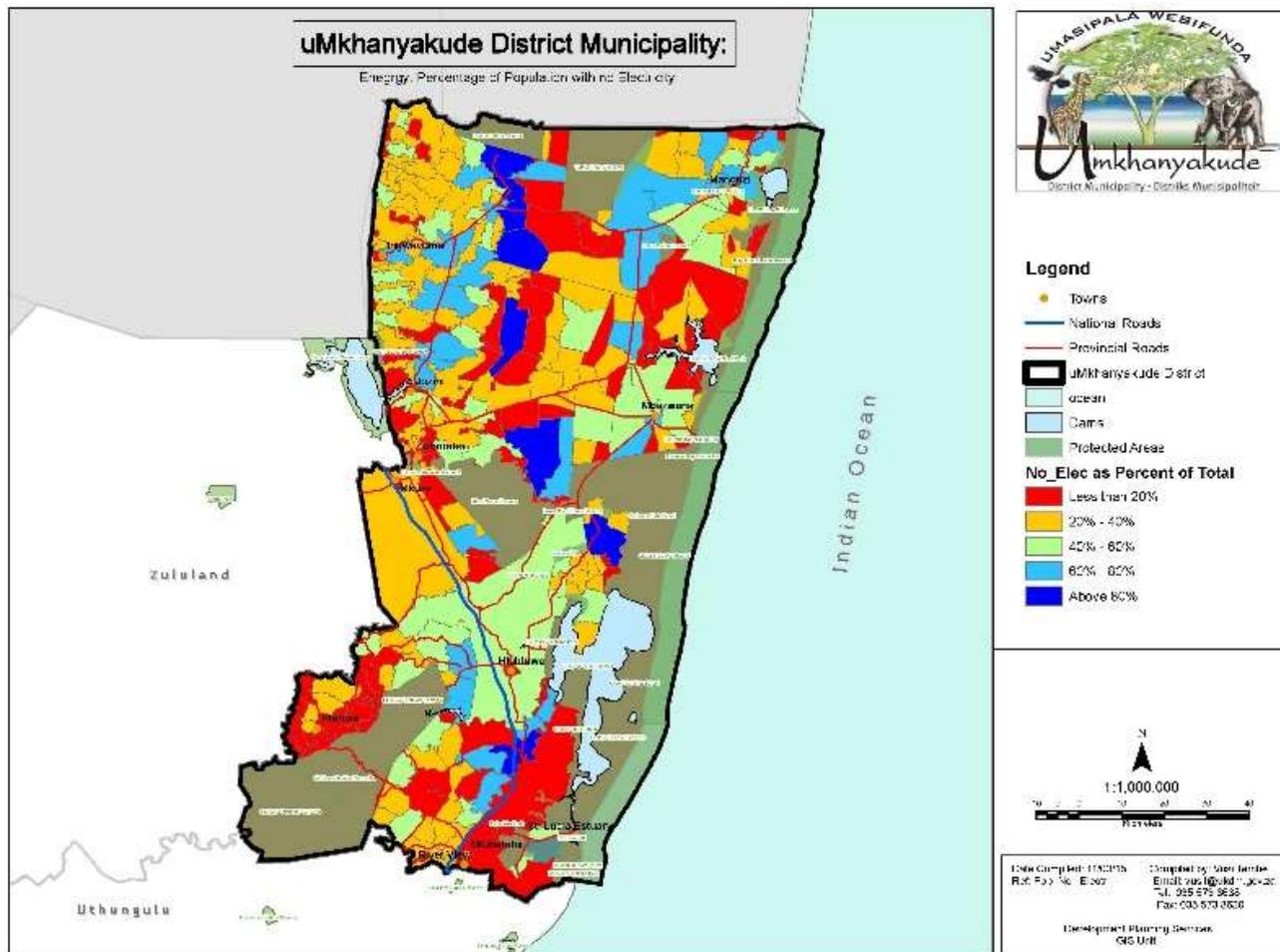
**Figure 20: District-wide Electricity Network Constraints**



Source: ESKOM 2015

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

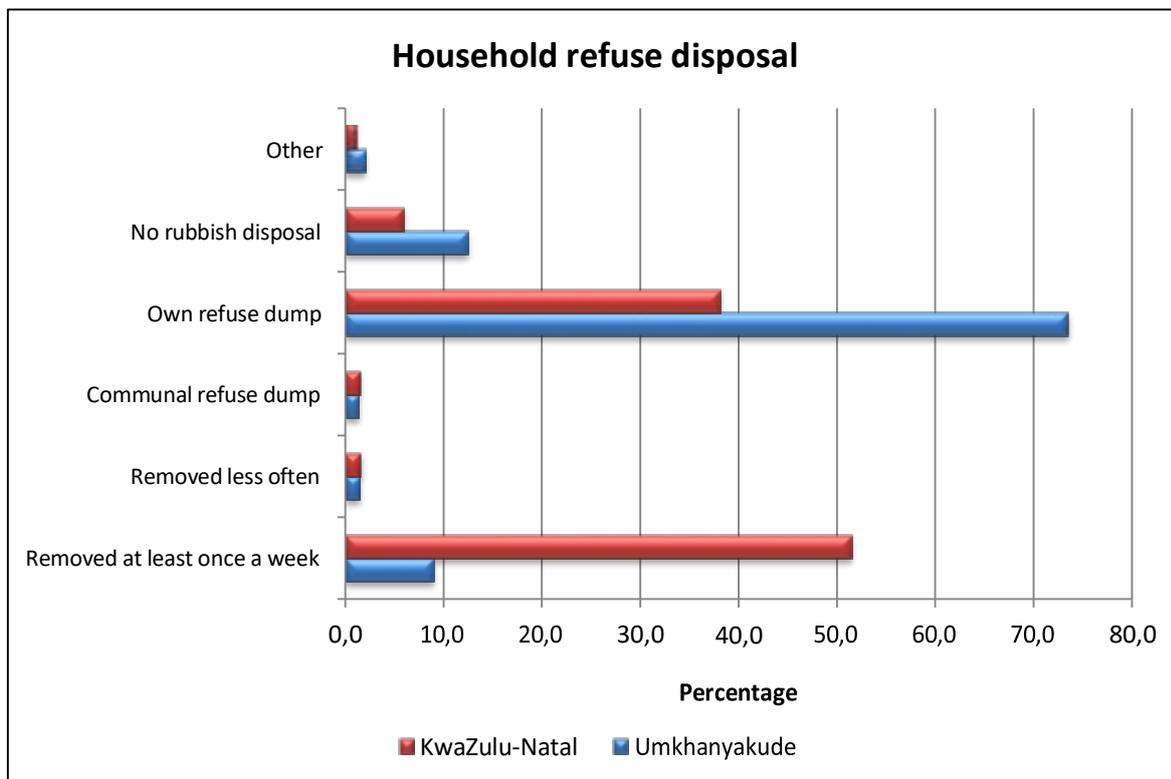
Figure 21: Percentage of Population with No Electricity



- 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 22: 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 services is less than 10% compared to the overall provincial figure of 52%.

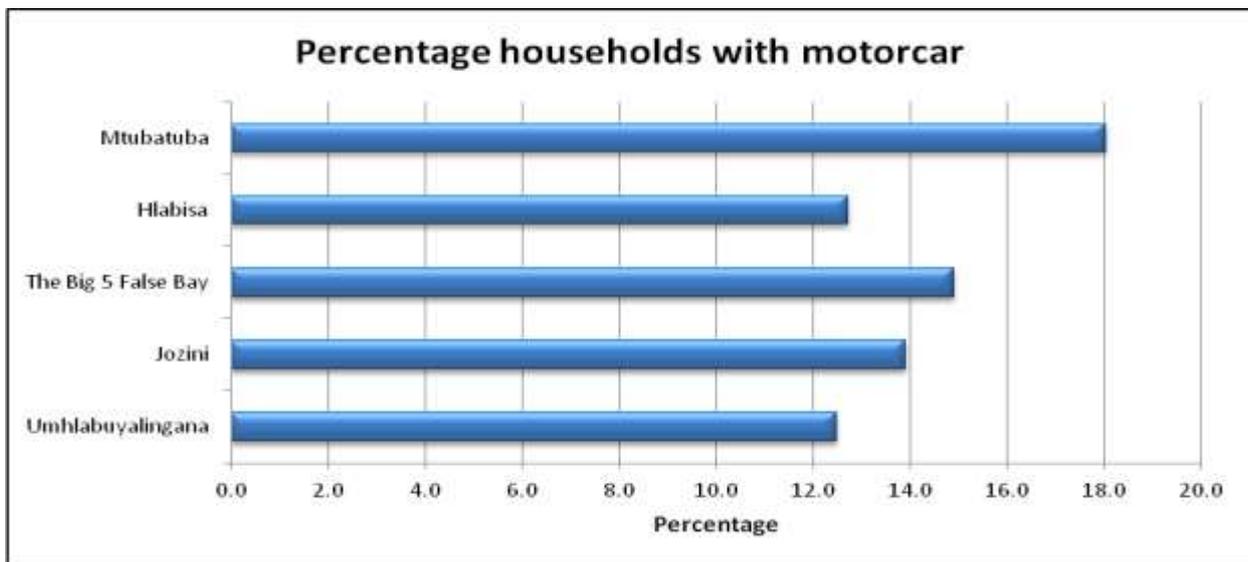
74% of households in the district make use of own refuse dumps, with a further 13% without any form of rubbish disposal. The availability of this service does not vary greatly amongst the local municipalities although the proportion of households provided with regular weekly refuse removal service is 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. This low levels of private vehicle ownership is prevalent across all five local municipalities, although a somewhat higher proportion of 18% of households in Mtubatuba owns a motor vehicle.

Figure 23: Percentage households with a motorcar (LM level)

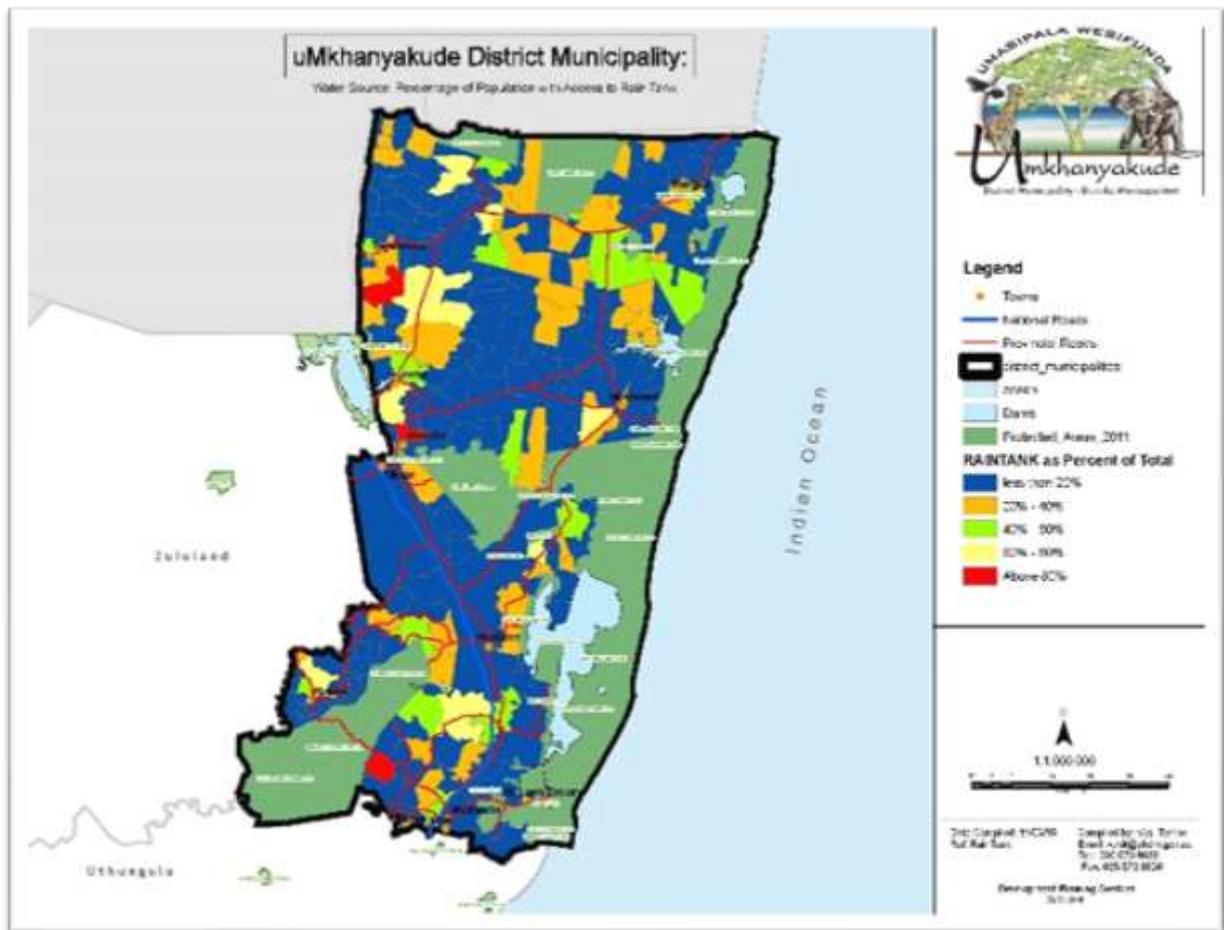


Data Source: Statistics SA, Census 2011





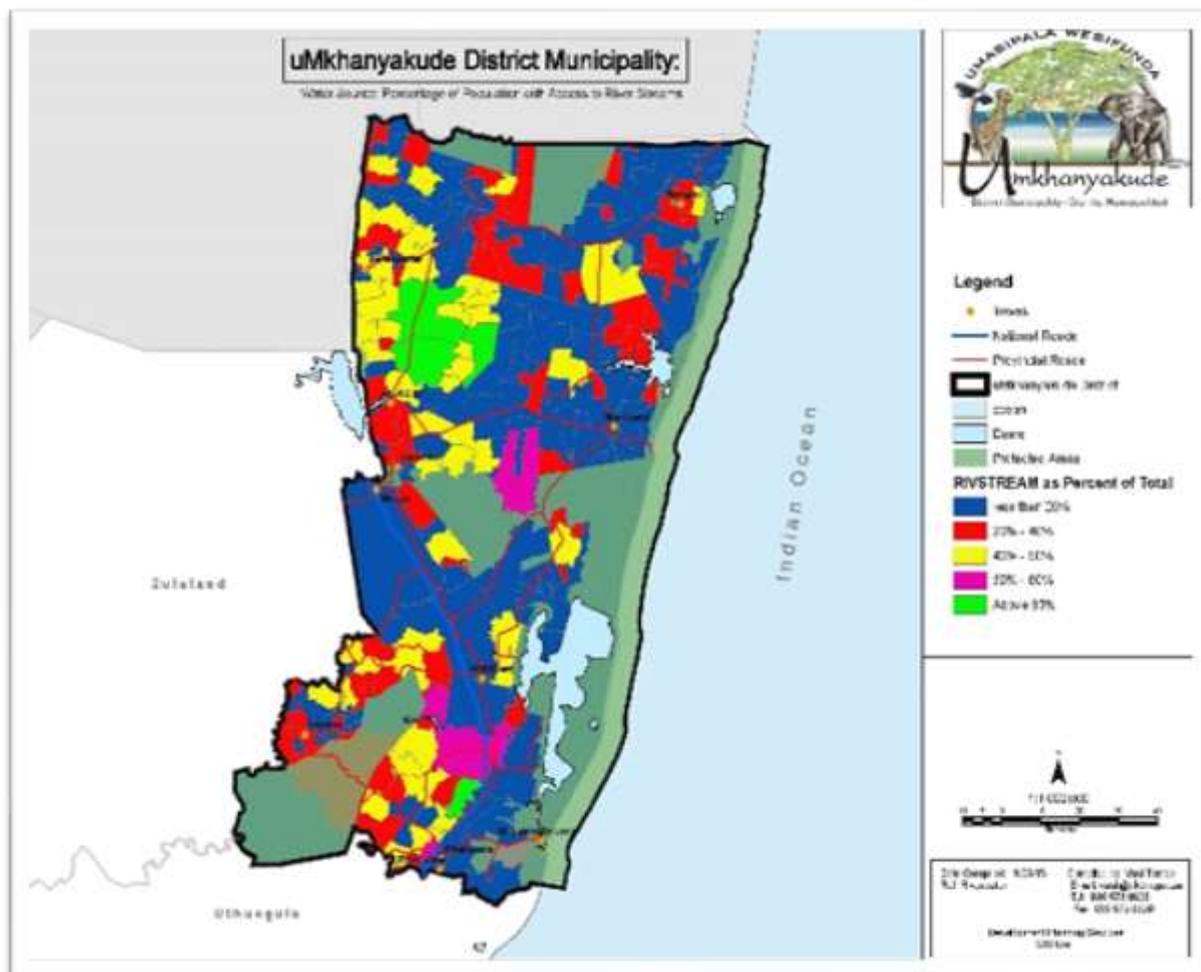
Figure 26: Percentage of Population with Access to Rain Tank as Source of Water



Source: uMkhanyakude GIS: 2017

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

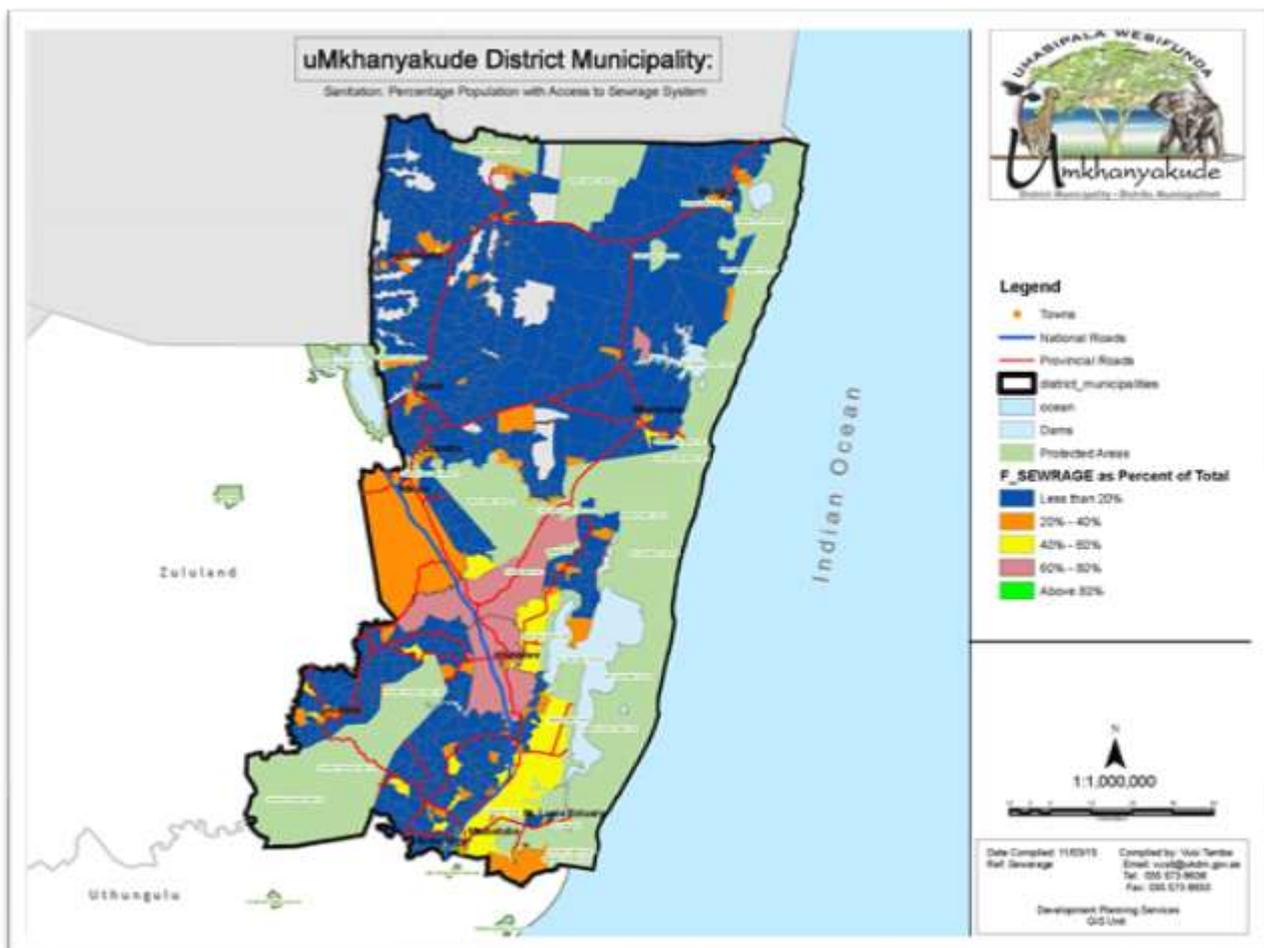
Figure 27: Percentage of Population with Access to River Streams



Source: uMkhanyakude GIS: 2017

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

Figure 28: Percentage of Population with Access to Sewerage Systems



Source: uMkhanyakude GIS: 2017

- Most population still do not have access to sewerage systems



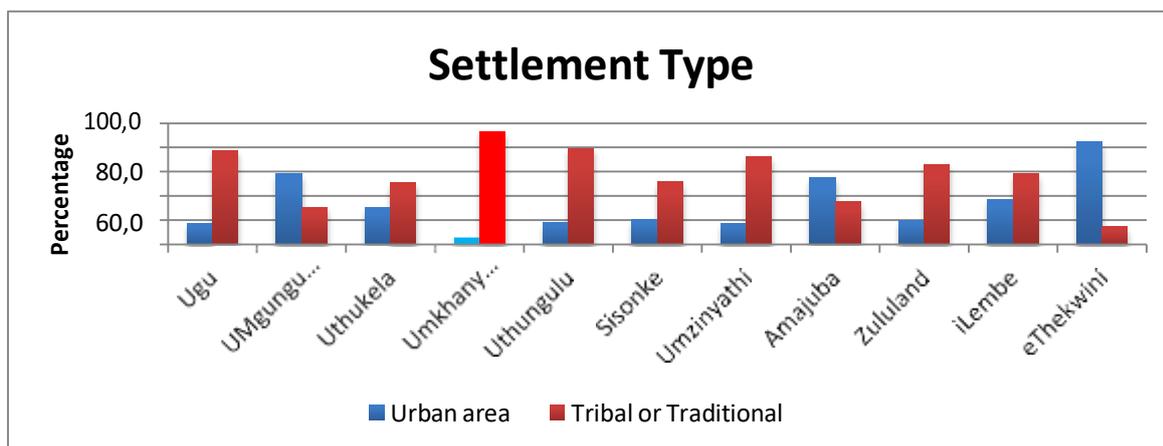


### 3.7 Environmental Sustainability and Spatial Equity

#### 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): “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).
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. For example, the Hluhluwe-iMfolozi Park IMP expresses the vision for the park as follows: <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>
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. 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.
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>

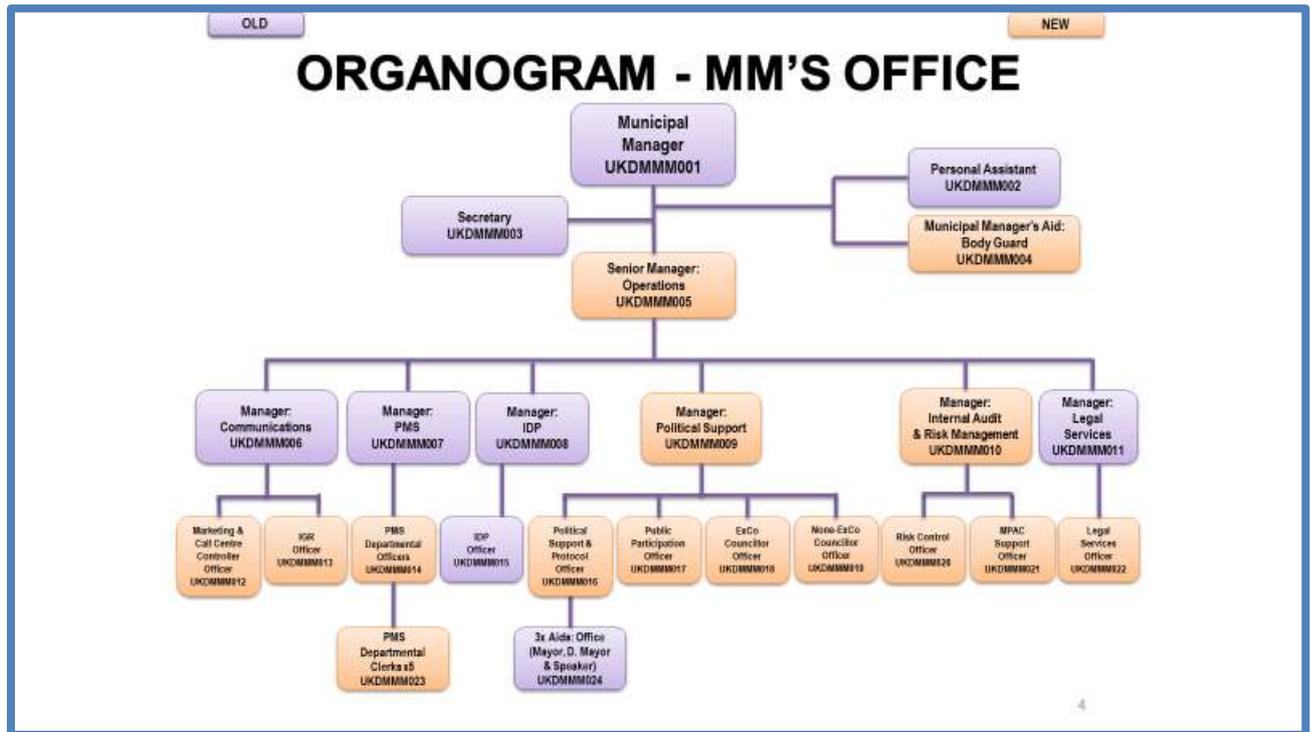
### 3.8 Summary of Demographic Analysis

- 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 Sector Analysis

### 3.9.1 Office of the Municipal Manager

Figure 31: Office of the Municipal Manager's Organogram

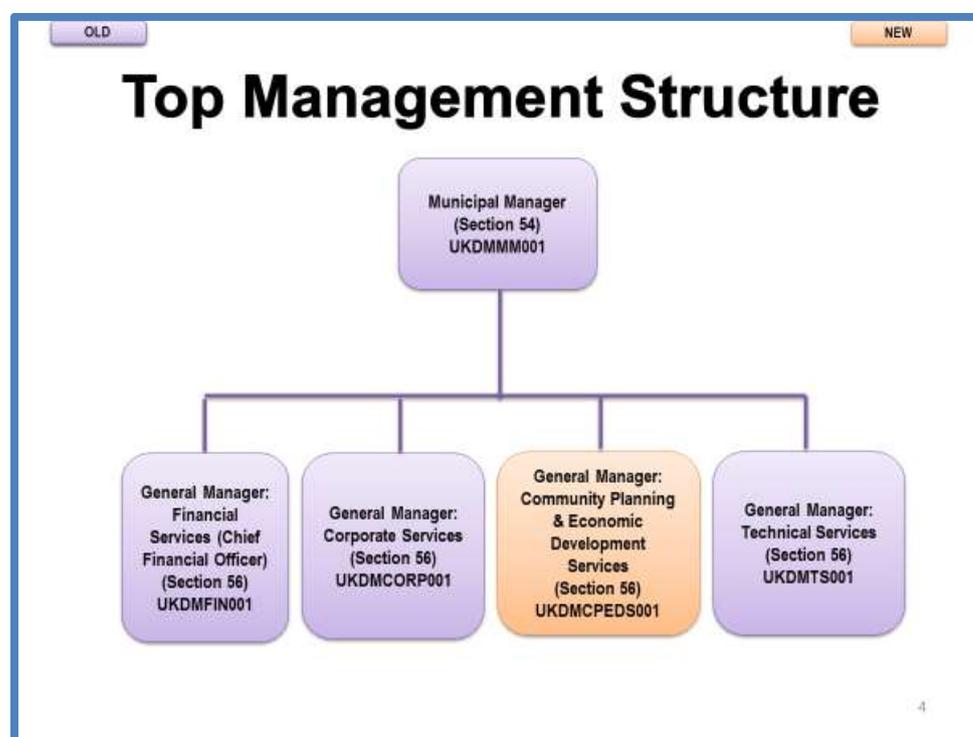


Functions of the Office of the Municipal Manager are as follows:

- 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.

### 3.9.2 Top Management Structure

Figure 32: Top Management Organogram



- The Municipal Manager's position became vacant in August 2018 and got filled in March 2019;
- The GM for Technical Services' position became vacant in February 2019 and processes to fill it are almost complete
- The CFO's position was filled in December 2017
- The GM for Corporate Services' position was filled in March 2018
- The GM for Community Services, Planning and Economic Development position is still vacant but will be filled before the end of June 2019

## Performance Highlights for the Office of the MM

- Review of Corporate Identity
- Developed Audit Outcomes Turnaround Strategy
- Cascading of PMS to Members of Extended MANCO – Signing of Performance Agreements
- Enforcement of Uniform Reporting Timeframes to Oversight structures of the Municipality
- Approval of Reviewed Organogram
- Review of Job Descriptions

CHALLENGES	RECOMMENDATIONS
1. Mid-year and annual reviews are not conducted as per the PMS Process Plan	PMS Regulations and the Process Plan must be adhered to at all times
2. Portfolio of evidence for targets achieved not credible	POE must be indicated in the SDBIPs and agreed to at the beginning of the FY
3. Departments are not preparing accurate reports for their performance	PMS champions in each department must be identified and trained on PMS 101
4. IDP/PMS Unit not capacitated sufficiently (HR)	Vacant posts should be filled with suitably qualified incumbents
5. Lack of compliance by the Municipality with various legal prescripts	Speed up the process of establishing a permanent unit responsible for compliance unit/internal auditing
6. Poor AG opinion on PMS issues	More attention should be given on PMS and the Unit should be capacitated appropriately
7. High incidents of litigations	HR, project and contract management practices should be strengthened
8. Lack of corporate identity	Finalise the process of changing the logo then prescribe on corporate identity

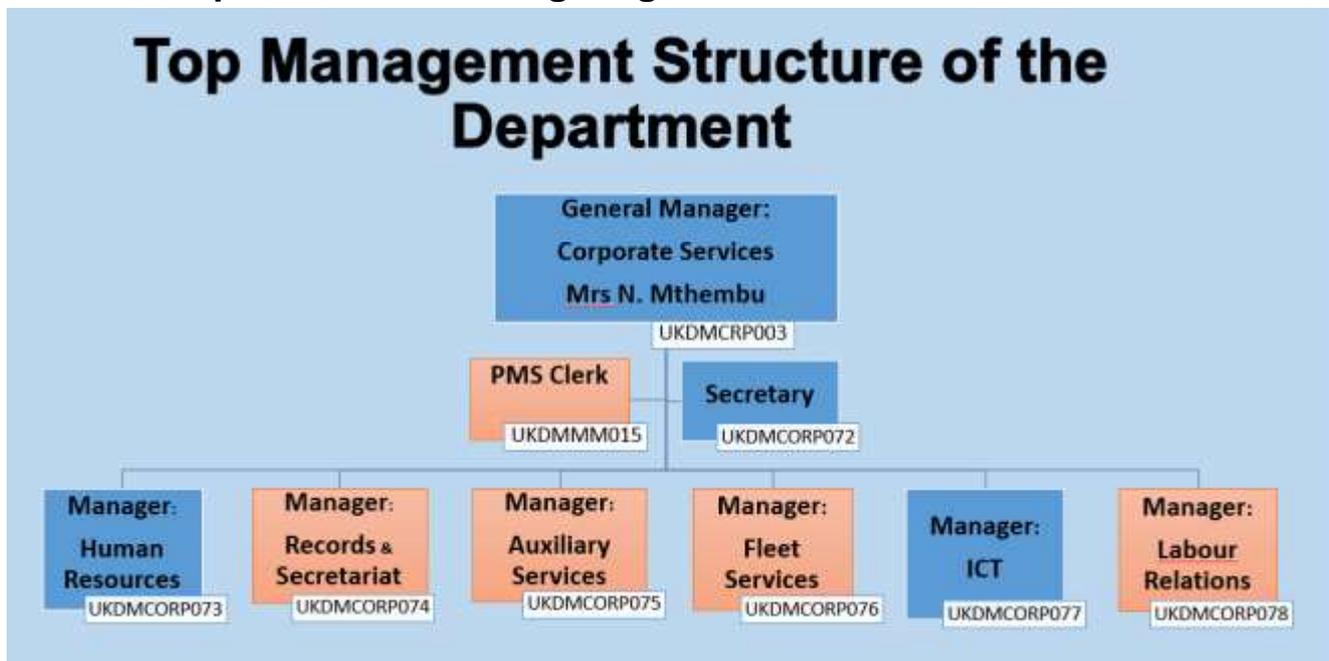
## SWOT Analysis – MM’S Office

<b>INTERNAL</b>	<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>
<b>EXTERNAL</b>	<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>

### 3.9.3 Municipal Transformation and Institutional Development Analysis

Figure 33: Corporate Services Organogram

#### Corporate Services Organogram



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

Unit	Position Filled	Position Not Filled
Municipal Manager	✓	
Chief Financial Officer	✓	
Corporate Services	✓	
Community & PED	✓	
Technical Services	✓	

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.

## Core Functions of the Department

UNIT	FUNCTIONS
<b>Human Resources Planning</b>	<ul style="list-style-type: none"> <li>• Staff establishment</li> <li>• Organizational Structure</li> </ul>
<b>Human Resources Recruitment</b>	<ul style="list-style-type: none"> <li>• Recruitment and Selection, Placement</li> <li>• Induction</li> </ul>
<b>Human Resource Development</b>	<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>
<b>Human Resources Administration</b>	<ul style="list-style-type: none"> <li>• Staff Benefits</li> <li>• Conditions of Service</li> </ul>
<b>Labour Relations</b>	<ul style="list-style-type: none"> <li>• Disciplinary Code and Procedures</li> <li>• Grievance Procedure</li> <li>• Employment Relations</li> </ul>
<b>Health and Wellness</b>	<ul style="list-style-type: none"> <li>• Occupational Health and Safety</li> <li>• Employee Assistance Programme</li> </ul>
<b>Information Communication Technology</b>	<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>
<b>Administration and Auxiliary Services</b>	<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>
<b>Policies and Procedures</b>	<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 2016

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

**Employment Equity Plan was adopted by Council on 31 October 2017 under resolution number UDMC 0127/17**

The plan is being implemented by the municipality, however with some challenges eg recruiting candidates from White, Indian and Coloured community. This is attributed to the geographical location of the municipality. The municipality has made huge strides in ensuring employment of two females in the section 54/56 positions.

### **Work Skills Plan was submitted to the department on 30 May 2019**

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.

### **Recruitment and Selection Policy was adopted by council on 31 May 2013**

The municipality is implementing this policy by advertising posts as required, shortlisting of suitable candidates, vetting of qualifications, conducting interviews and selecting suitable candidates

### **Staff Retention Policy was adopted by Council on 31 May 2013**

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

## **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 principals. The impact and effectiveness of each of the interventions must be measured and if necessary, corrective action must be taken.

### **WSP**

Municipal officials were trained on the following:

- Water and Wastewater process control
- Asset Management
- MSCOA
- Employment Equity Workshop.
- Disciplinary Collective Agreement.
- Injury on Duty.
- Records Management
- Disability Awareness Workshop.
- Peer Learning workshop.
- Pay Day Principle of Payroll
- Protocol
- Employment Equity Workshop

### **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

### **HR policies**

23 HR policies have been developed and the municipality is in the process of workshopping councillors and staff.

## Recruitment and Selection

- 24 employees on fixed term contract from Technical Services were absorbed by the Municipality on 1 July 2019.
- GM COMPED was appointed on the 1<sup>st</sup> of July 2019
- The municipality has appointed Senior Manager: Operations & Maintenance and Manager: Legal Services

## Job Evaluation

- The municipality has finalised the Job Descriptions and they have been submitted to the Job Evaluation Unit.

## OHS Assessment

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

## List of HR Policies

<b>POLICY NO</b>	<b>POLICY DESCRIPTION</b>
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
1.11	LEARNING AND DEVELOPMENT POLICY
1.12	LONG SERVICE RECOGNITION POLICY
1.13	OVERTIME POLICY
1.14	RECRUITMENT, SELECTION AND INDUCTION POLICY
1.15	STAFF RETENTION POLICY
1.16	SUBSISTENCE AND TRAVEL POLICY
1.17	SEXUAL HARASSMENT POLICY
1.18	RACIAL AND ETHIC HARRASSMENET POLICY
1.19	PLACEMENT POLICY
1.20	REMUNERATION POLICY
1.21	TERMINATION OF EMPLOYMENT
1.22	WORKING HOURS AND ATTENDANCE POLICY
1.23	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.

## SWOT Analysis of the Department

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Human Resources Policies and Procedures in place</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of staff in scarce skills positions</li> </ul>
<ul style="list-style-type: none"> <li>Cordial employer and organized labour relationship</li> </ul>	<ul style="list-style-type: none"> <li>Lack of strategic leadership and decision making</li> </ul>
<ul style="list-style-type: none"> <li>PMS cascaded to managers below Section 54/56 Managers</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of requisite skills</li> </ul>
<ul style="list-style-type: none"> <li>Gender balance at Senior management level</li> </ul>	<ul style="list-style-type: none"> <li>High staff turnover (Business Continuity)</li> </ul>
<ul style="list-style-type: none"> <li>Revised organogram</li> </ul>	<ul style="list-style-type: none"> <li>Poor records management</li> </ul>
	<ul style="list-style-type: none"> <li>Poor contracts management</li> </ul>
	<ul style="list-style-type: none"> <li>Production Environment in the municipal systems is not consistently available</li> </ul>
	<ul style="list-style-type: none"> <li>Inadequate staff training</li> </ul>
	<ul style="list-style-type: none"> <li>No IT Disaster Recovery Site in place</li> </ul>
	<ul style="list-style-type: none"> <li>No accommodation for employees</li> </ul>
	<ul style="list-style-type: none"> <li>Poor Management of municipal fleet</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>Ability to attract skills</li> </ul>	<ul style="list-style-type: none"> <li>Prevalence of HIV and AIDS</li> </ul>
<ul style="list-style-type: none"> <li>Migrating to Task Grade System</li> </ul>	<ul style="list-style-type: none"> <li>Geographical location of the Municipality (Deeply rural)</li> </ul>
	<ul style="list-style-type: none"> <li>No IT Disaster Recovery Site in place</li> </ul>
	<ul style="list-style-type: none"> <li>Proximity to borders (Mozambique &amp; eSwatini)</li> </ul>

## Challenges and Proposed Interventions

Key Issue	Challenges	Proposed Interventions
<b>Human Resources</b>	Staff misplacement Lack of requisite skills especially on critical positions Van der Merwe Salary System	Revision of the organogram Staff placement Development of job descriptions TASK Job Evaluation

<b>Council Structures</b>	Timeous implementation of ExCo and Council Resolutions	Monitor the implementation of the Resolutions Register. Consequence management for non-implementation of resolutions
<b>Poor records management</b>	Appraisal of municipal records and disposal thereof	Implementation of file Plan enforced by management Forward a request to Provincial Archives for records appraisal
<b>Policies and Procedures</b>	Implementation of HR related policies	Training of all revised policies to Staff
<b>Labour Relations</b>	Adherence to timelines outlined in the Disciplinary Procedure and Code Collective Agreement Lack of internal capacity to serve as either Prosecutors or Presiding Officers More disputes referred to SALGBC	The Municipality in collaboration with SALGA to train middle managers as Prosecutors and Presiding Officers Addressing labour disputes internally before they are referred to the SALGBC
<b>Facilities Management</b>	No ablution facilities and office space for municipal satellite areas Inadequate or no lighting at night in all municipal sites	Provision of ablution facilities in affected areas Provision of proper lighting
<b>Fleet Management</b>	Poor Internal Controls which exposes municipal fleet to abuse and vandalism Safety of municipal fleet Adherence to Fleet Management Policy Escalating fleet management costs	Control of municipal fleet to be strengthened Submission of monthly fleet expenditure reports Consequence management for non-adherence to Fleet management policy Provide enough budget
<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	Setting the tone at the top Leading by example Taking charge of employee management Consequence Management (All)

<b>IT Management</b>	Inadequate Back Up and Recovery Systems Segregation of duties which may lead to fraud (AG Finding) Ageing IT Infrastructure Information Security Management	Backup Recovery site with remote server Provision of personnel to the ICT Unit Upgrade IT Infrastructure(Cabling, Switches, Access Distribution, Core Distribution) Conduct continuous awareness workshops for staff
<b>Skills Development</b>	Shortage of requisite skills to implement the municipal strategic plan (delivering services) Incapacitated skills development unit	Empowering employees through focused and continuous professional / skills development

## Priority Issues for 2020/2021 FY

### Human Resources Management

- Implementation of HRD Plan
- Migrating to TASK GRADE
- Conduct Medical Examinations and Vaccinations
- Conduct Employee Wellness Programmes
- Presentation and Implementation of employee Skills Audit Report
- Conduct Health and Safety Risk Assessments
- Leave management

### Labour Relations

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

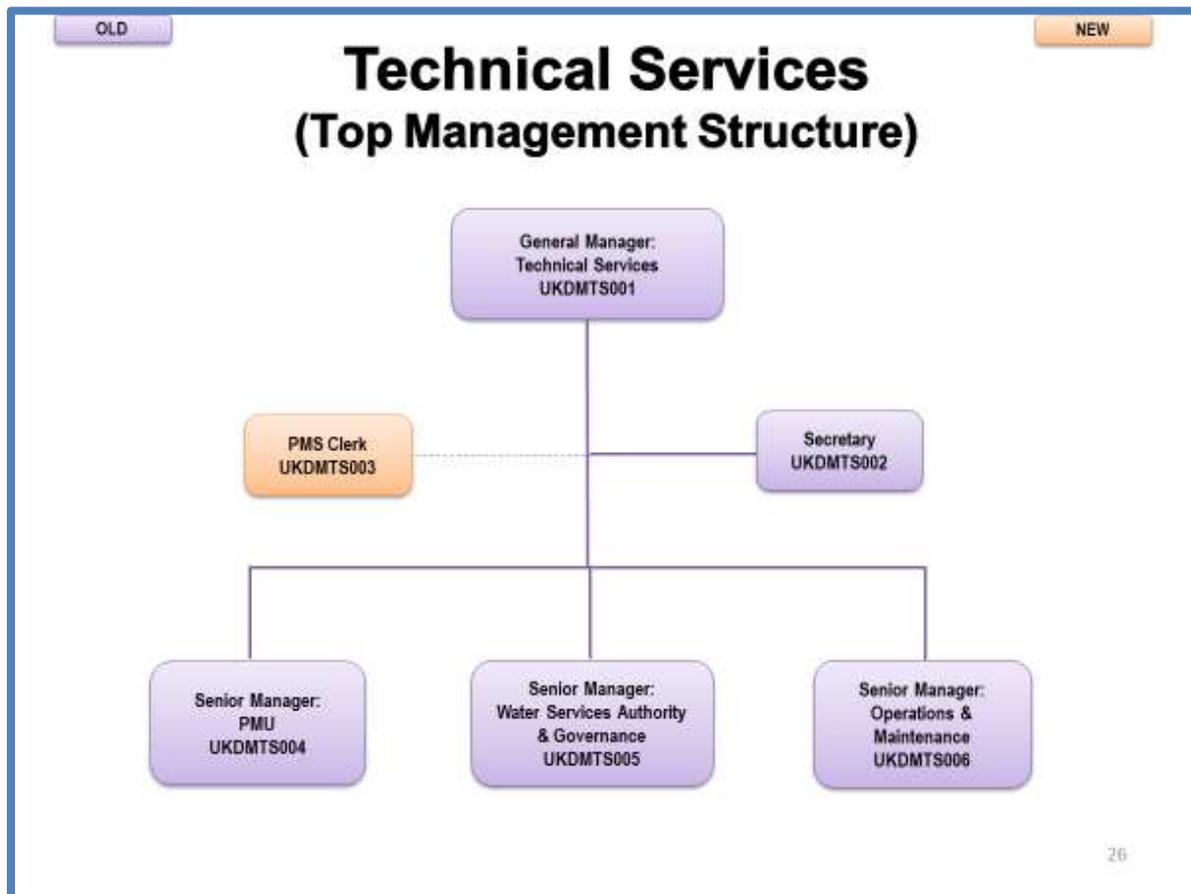
### ICT Management

- Employment of ICT staff
- Aged ICT Infrastructure
- Servers
- Cabling and switches
- SAN storage and PABX
- Setup of Disaster Recovery Site and testing

## **Administrative Services**

- Procurement of municipal fleet
- Repairing and refurbishment of municipal buildings
- Installation of Access Control systems and CCTV cameras
- Fumigation of municipal buildings
- Procurement of Office Automation
- Disposal of municipal assets
- Contract management

### 3.9.4 Basic Service Delivery and Infrastructure Development Analysis



#### 3.9.4.1 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

- Jozini LM
- UMhlabuyalingana LM
- Big 5 Hlabisa LM
- Mtubatuba LM

#### Core Functions of the Technical Services Department

The prime 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:

- Infrastructure Development
- Operations and Maintenance
- Water Service Authority

Overall Objectives of the Department

- Provision of reliable, cost effective, efficient and sustainable water services
- Planning of short, medium and long-term water development plans and implementation strategies.
- Maintenance and Operation and maintenance of water and sanitation schemes,
- Planning and implementation of municipal capital infrastructure projects,
- Management of electricity at Ingwavuma and KwaMsane

### **Water Services Authority Unit**

Responsibilities of the Unit

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

## **Project Management Unit**

### Responsibilities of the Unit

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

## **Water Services Operations & Maintenance Unit**

### Responsibilities of the Unit

- Operations and Maintenance of water services infrastructure
- Management of the external water service providers appointed within the section,
- Implementation of water tanker
- Management of water quality programme and ensuring compliance with applicable legislation,
  - Implementation of water balancing, leak detection and water loss prevention programme,
  - Ensure that the water services infrastructure complies with all OHS act requirements,
  - Operation and maintenance of all water services infrastructure which includes the following:
    - Ensuring that all rural water schemes are functional,
    - Ensuring that water quality tests are done and checked against SANS 241 specifications,
    - Responsible for the water loss management,
    - Responsible for the emergency and drought relief programmes of the municipality which includes the following:
      - Repair and maintenance of hand pumps,
      - Spring development and protection,
      - 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					
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

- 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
- 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.
- 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&SMP**

Umkhanyakude DM												
Households	Census 2011			WSMP 2013			CS 2016			WSMP 2019		
	HH	Backlog	%	HH	Backlog	%	HH	Backlog	%	HH	Backlog	%
Umhlabuyalinga	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
<b>Total</b>	<b>128</b>	<b>73 887</b>	<b>5</b>	<b>135</b>	<b>41 777</b>	<b>31</b>	<b>151</b>	<b>75 573</b>	<b>5</b>	<b>149</b>	<b>28 605</b>	<b>19</b>

### 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.
- Mpukunyani 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
Total	149 580	151 390	161 672	170 653	180 838	187 831	193 649

### 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
<b>Grand Total</b>	<b>149 580</b>	<b>9 970</b>	<b>19 633</b>	<b>94 733</b>	<b>25 244</b>
<b>LOS % Distribution</b>		<b>6.7%</b>	<b>13.1%</b>	<b>63.3%</b>	<b>16.9%</b>

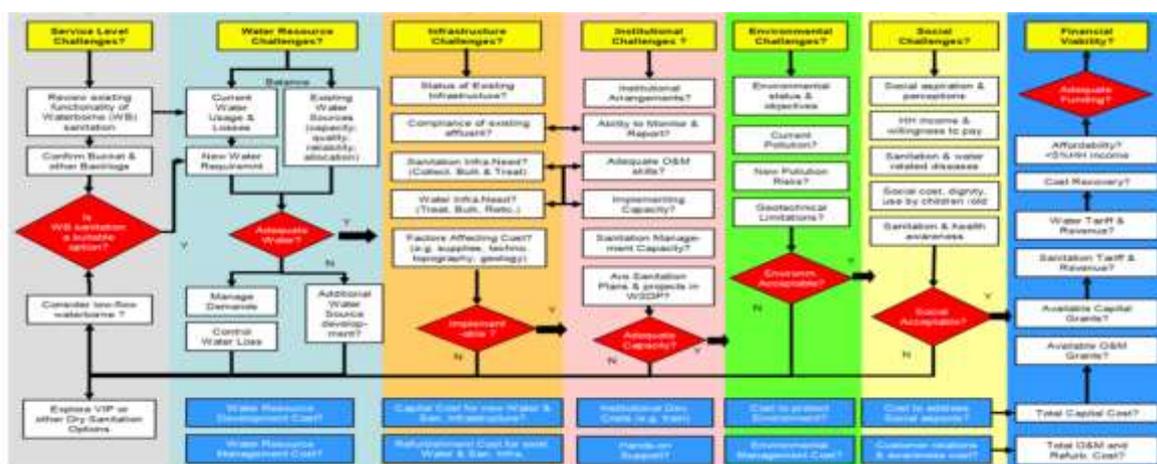
The 25 244 (17%) sanitation backlog is ascribed to mostly unserved rural areas to be provided with VIP's. The UKDM has over the past 7 years constructed 28 533 VIP's and have contracted with Service Provider to implement 22 906 units in the next MTEF.

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**

Row	Sum of Unserviced	Sum of Underserved	Sum of	Sum of	Sum of	RD		Y		
						Sum of Cost (Ext to RDP)	Sum of Cost (None To YC)	Sum of Cost (Ext to	Sum of Cost (RDP To	
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	52 739 446	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	26 031 128	6 573 693	41 649 806	113 542 687
Mtubatuba	711	312	4 131	4 996	6 035	20 717 623	5 452 780	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
<b>Grand Total</b>	<b>8 248</b>	<b>20 357</b>	<b>73 079</b>	<b>38 970</b>	<b>8 925</b>	<b>268 807 778</b>	<b>393 063 097</b>	<b>430 092 445</b>	<b>628 900 955</b>	<b>883 772 333</b>
						<b>R</b>	<b>661 870 875</b>	<b>R</b>	<b>1 058 993 401</b>	

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 **Unserviced** 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 indicate a deficit from the historic firm yield of 133.57 million m<sup>3</sup>/a.

<b>Resource Category</b>	<b>Available / Impact (million m<sup>3</sup>/a)</b>
Gross surface water resource	818
Ecological reserve	-172
Alien invasives	-30
Net surface water resource	616
Groundwater	8
Agricultural return flows	21

<b>Total Catchment Yield</b>	<b>645</b>
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
<b>Deficit</b>	<b>-133.57</b>
<b>Potential DWS Interventions</b>	
Makhathini cottons reallocation	40
Tongaat - -Irrimec	60
Reinstate full supply operation	48
Reduce annual flood release	44
<b>Total possible available Yield</b>	<b>58.43</b>
<b>PongolaPoort Dam</b>	
Storage Capacity	2 445 million m3
Firm Yield	481 million m3/a

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

<b>Resource category</b>	<b>Available / Impact (million m3/a)</b>
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 m <sup>3</sup> /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 Makatini 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 are 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 Mluze 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 than 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	Shemula Embonisweni	Pongola River	Shemula (old)	7
	Shemula	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>				
Jozini	Jozini	Jozini	Pongola River	Jozini Old	2.5
	Jozini	Jozini	Pongola River	Jozini New	5
	Jozini	Malobeni	Pongola River	Malobeni old	0.5
	Jozini	Malobeni	Pongola River	Malobeni 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	Malobeni	Pongola River	Block 6 Package	0.8
	Jozini	Mjindi	Pongola River	Mjindi	0.35
	Jozini	Makhanyeni Malobeni	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**

WTV Scheme Name	Class.	Plant Cap.	Main Process Type	Condition	Comments
		(M/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
WTV	135	MI/day	R 885 179 600	R 217 160 407	R 596 863 409	Good
WWTW	-	MI/day	R 118 452 645	R 46 460 446	R 112 296 706	Good
WTV 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	MI	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 4 560 037 930</b>	<b>R 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 cost 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.
  - 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:

- i. WTW
- ii. WWTW
- iii. Water and wastewater pumpstation (excluding stand-alone borehole pumpstations). It is understood that the WSP does fulfill a maintenance and repair function on the boreholes when called upon
- iv. Reservoirs (up to and including the command reservoirs)
- v. 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:

- Flow and pressure measurement;
- Electrical consumption;
- Regular inspection of infrastructure;
- Monitoring of inflow into the plant based on hydraulic and organic load;
- Process management and adjustment;
- Process monitoring through laboratory tests and adjustment of operations, based on the outcome of results;
- 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 therefore does not reflect the untreated/source water losses. As reflected earlier as much as 17 MI/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 Orthobothini 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 first Water Services Development Plan (WSDP) for Umkhanyakude District Municipality was developed in 2003. The WSDP is currently being reviewed, up to draft 2 has been adopted by council. Moving forwards all technical needs will be aligned with WSDP, and IDP

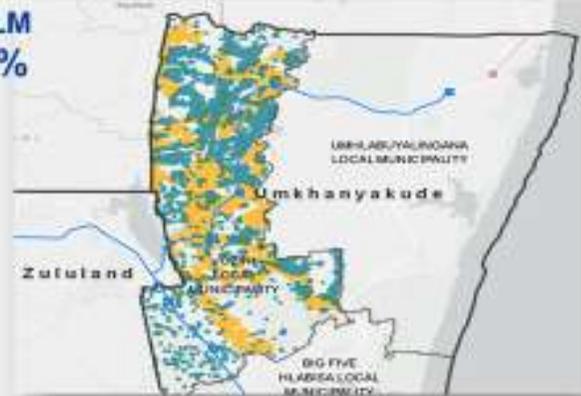
### **Capital Projects**

Table 11 below, reflects a summary of **Existing Committed projects**, project status and expenditure status at end of April 2019 (cashflow to be updated). These projects have been cash flowed against the current, MIG, RBIG and WSIG allocations and exactly match the MTEF allocations. These project take up the full current MTEF allocation, and new project would need to be cash flowed against either an increased allocation over the next three years or only start at the end of the MTEF period. It is regarded imperative that funding be secured to undertake further planning work, or that the current cash flows be amended, as most of the committed projects are under construction and future projects would need to be planned and procured over the current MTEF period, in order to take up the full MTEF allocations in the next three (3) year cycle. In some projects the expenditure to date and extended cashflow exceeds the total project cost. In these instances, AFA's (additional funding applications) have been made and the approved values need to be added to the table.

# Electrification Progress Per LM



Jozini LM  
41,45%



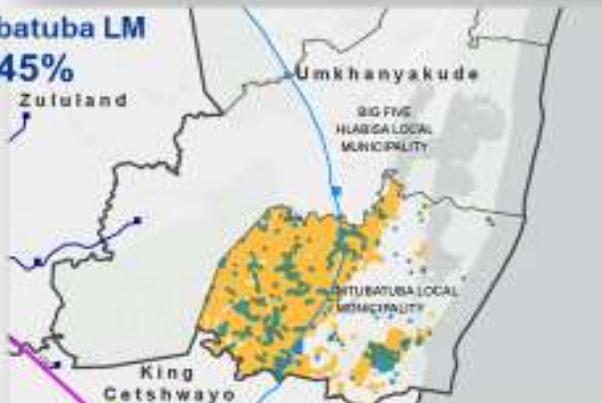
uMhlabuyalingana LM  
36,54%



Big 5 Hlabisa LM  
74,15%



Mtubatuba LM  
77,45%



Electrified

Backlog

# Estimated Backlog uMkhanyakude District



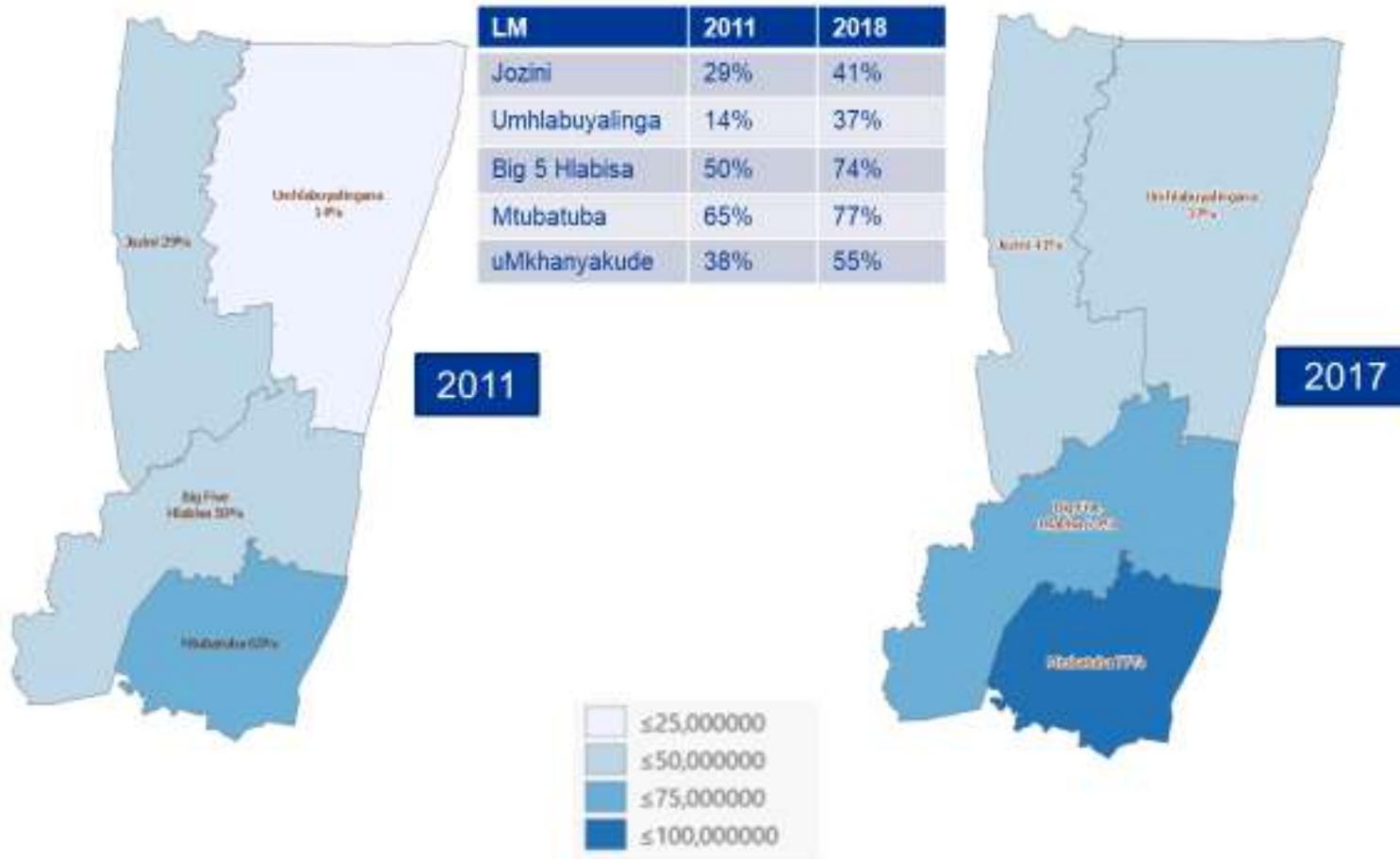
## Backlog – District View

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. Eg. 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

<b>Challenges</b>	<b>Proposed Interventions</b>
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	<p>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.</p> <p>Work with government institutions and water boards to implement maintenance programmes and the Asset Management Plan</p>
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 department 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.

### **3.9.5 Local Economic Development and Planning Analysis**

#### **Core Components of the Unit**

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

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

#### **LED STRATEGY**

The district has an out dated LED strategy which was developed in 2007/2008. The Municipality is currently in a process of developing a District wide LED strategy. Processes for appointing a qualified service provider are under way.

The primary aims and objectives of the LED strategy are as follows:

- To formulate LED and tourism vision, general objectives, development and management strategies, programmes, projects and action plans for UMkhanyakude District Municipality and align these to Local, Provincial and National Plans.
- To conduct a SWOT and Gap analysis and to formulate conclusions and recommendations for product development, product diversification, marketing strategy and land analysis in order to unleash the tourism potential for the municipality.
- To describe and analyze UMkhanyakude District Municipality as a tourism destination.
- To unpack tourism products and activities that are available for exploring within the District municipality
- To conceptualize new products for implementation within UMkhanyakude District and clearly outline processes for implementations.
- To provide a comprehensive chapter for each local municipality within the district

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

The LED unit has the Tourism Manager, 2 Officers responsible for LED and Tourism and the Senior Manager for LED and Tourism.

For 2019/2020 the LED section has been allocated a funding R3.3m for LED programme. Capital projects are implemented by UMDA, e.g Mkuze Airport Development.

## **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.

### **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.

## **Private Sector**

For 2019/2020 the District with the assistance of LMs will establish the Business Chamber. UMDA will implement the Investment Strategy Implantation Plan, this plan will enable the district to mobilise private sector. Over and above that, 2 policies have been developed (Preferential Procurement Policy and Enterprise and Supplier Development Policy). This will ensure that the locals are protected and are given opportunities to be capacitated so that they also become competitive.

## **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.

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

UMthayi amarula festival is one of cultural events celebrated annually where the local women harvest marula 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 funds this event and the Municipality is also supporting it.

## **Tourism funded projects.**

We have received R1 Million for the development of the Feasibility study and business plan for development of Ingodini boarder caves. The District has also secured funding for the development of District Tourism Plan both projects are funded by KZN EDTEA.

## **Expanded Public Works Programme**

UMkhanyakude District Municipality is also committed in training and developing communities through the EPWP programme, this will promote permanent jobs and develop SMMEs, this will also promote economic growth and creating sustainable development. 50% of the MIG projects to be undertaken by the municipality are EPWP compliant, EPWP created 800 jobs during 2018/19. In 2019/2020 financial year we anticipate to create 2000 jobs through EPWP.

## **Policies /Regulatory Environment**

Informal Street Trading has become a feature of our urban rural environment in most South African cities and symbolises the changing nature of the city in both spatial and economic terms. In a study of Africa's rapidly growing cities, markets and street vendors were found to be major sources of provisioning for poor urban and rural households. It is recognised that Informal Trading forms a vital part of any emerging economy. In Sub-Saharan Africa, the Informal Sector accounts for up to 60% of the economy

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 meets 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**

The Isilungiso Cooperative The group is located at Mtubatuba Local Municipality (Kwa Msane). Isilungiso has been operating over a period of 13 years in a form of a cooperative.

It is made of people who live with the HIV/AIDS, due to the stigma against such people, the formation of this structure was for each one of them to find emotional support given that there was very minimal support from their relatives. Their main objective is to support each other, adhere to treatment, reduce stigma and promote positive living.

The cooperative was funded by the District Municipality through the SMMEs and Cooperative support programme with procurement of;

- 1000 chicks
- Feeders and sawdust
- Seedlings for dry beans and butternuts

Moreover, technical assistance has been provided as well through assistance with development of Cooperative Constitution. The project is functional, however not at the scale envisaged.

## 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</b>	4.1 Urban nodal development

<b>Development</b>	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

## **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:

- **Agriculture** (business enterprise, model-processing and light industries, land use management and commodity selection, infrastructure development, market access)

- **Tourism** (business enterprise model, stimulation of tourism potential, product development, infrastructure development, tourism markets, strategic investments) and
- **Cross Cutting** (funding model, real estate, industrial commercial development, human settlement and amenities telecommunications).

### Proposed Budget

<b>Workstream</b>	<b>Amount</b>
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

- Allows for innovative project implementation;
- Understanding of environment and specific attributes;
- Seeks to maximise benefit from potential investors;
- Promotes efficient and effective utilisation of limited resources;
- Promotes skills transfer and institutional growth;
- Development of sustainable product lifecycle;
- Operations and maintenance planning;
- Leverage of potential funders; and
- 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 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.

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## UMDA CATALYTIC PROJECTS

### Mkhuze Regional Airport

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

<b>PROJECT NAME</b>	<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 hectares 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>	<b>Jozini Dam, Jozini Municipality</b>
<b>PROJECT SECTOR</b>	<b>Renewable energy</b>
<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 m<sup>3</sup>. 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>	<b>UMDA, sector departments and private sector</b>
<b>INVESTMENT VALUE</b>	<b>R250 – R350 million</b>

## 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><b>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.</b></p> <p><b>The lodges have a huge potential with some having camping sites, function and conference facilities, and wonderful views of the sea.</b></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>

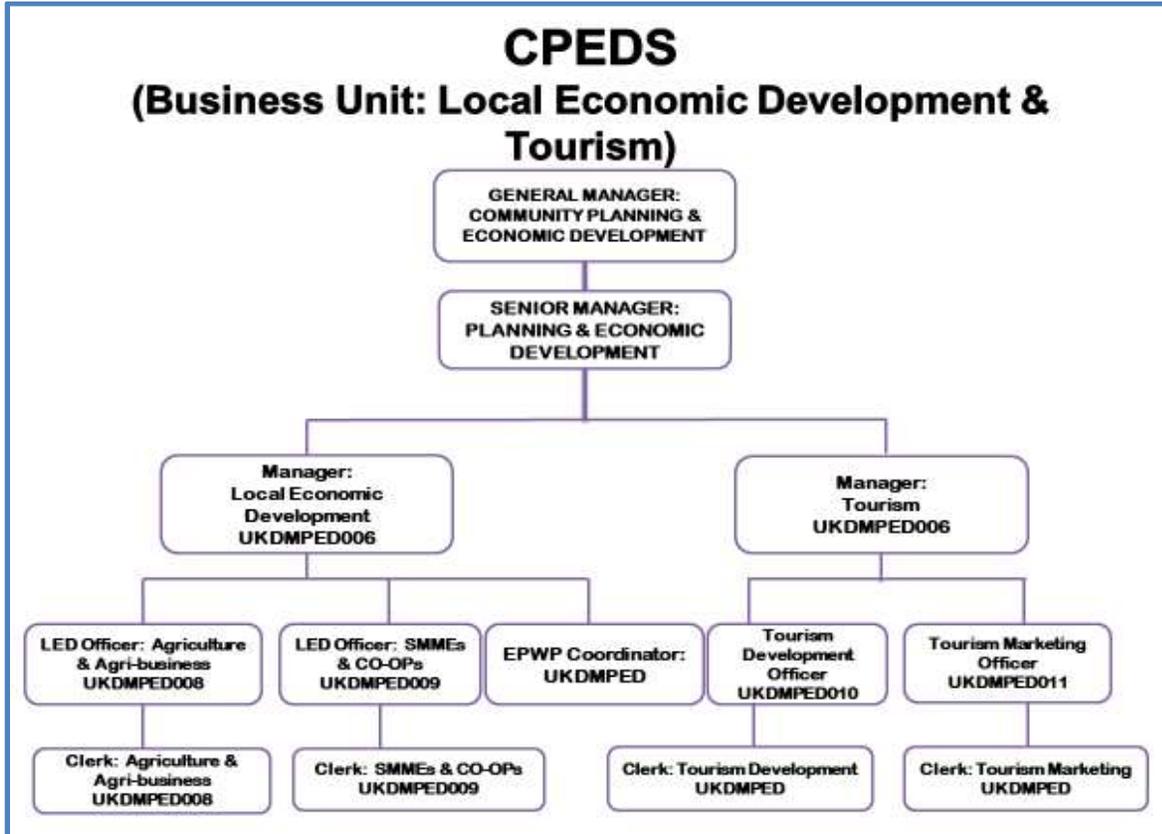
## Departmental SWOT Analysis

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

### 3.9.6 Good Governance and Public Participation Analysis



### **3.9.7.1 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.

### **3.9.7.2 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 Councilors and officials of the Municipality shall ensure that the community is involved in:

- The implementation and review of the Integrated Development Plan;
- The establishment, implementation and review of the Performance Management System;
- The monitoring and review of the performance of Municipality;
- The preparation of budget;
- Strategic decisions relating to the provision of municipal services;

- The development of by-laws and regulations; and
- 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 Izimbizo for 2019/2020**

### **Background**

The Mayor's report to members of the community was divided into two parts. The first part dealt with generic issues such as district-wide demographic figures, special programmes and operational budget. The second part dealt with infrastructure programmes for respective municipalities. As part of the consultation process between the Mayor and members of the community, a progress report on work done during the first quarter of the current financial year was also presented for respective municipalities.

In preparation for the 2020/2021 FY members of the community were given an opportunity to give proposals on what their priority needs are. Even though the expectation was that the priority needs would be as per the powers and functions of the District Municipality, members of the community went as far as functions that are a responsibility of the provincial and in some cases even national government departments.

In the following section there will be details of all issues that were raised by members of the community during the engagements that the Mayor had during izimbizo for IDP and Budget in December 2019.

**Date:** 02 December 2019

**Venue:** Thengani Hall

**Municipality:** Jozini Municipality

No.	Name of the Person	Ward Number	Issue Raised
	PATROS Makhanya	Ward 17	<p>(Water: people have got the problem of water yet they have got water scheme. The scheme was working for less than 6 months. There is a lack of communication between Umkhanyakude and the people. It works sometime and sometimes it doesn't work, in that process no one's speaks to us. Water remain the critical problem because of water. Please do justice and give water as the basis need.</p> <p>Environmental health: the majority of our supermakerts are selling us unhealthy food and meet special chicken and beef</p>
	Jessy sthole	18	Water: in the ward endlondlweni we don't have water. We once had water may be it was a week or so, we do have boreholes but that water is not healthy. We not sure about the impact of that water in our live
	Thembi Mabika	12	Water backlog at Nyamazane, we don't have even a mere pipe
	Scelo khumalo	12	We do have a water scheme at Mshudu yet we don't have water.
	Musa Mthembu water	01	The was a project at Nqunqulu, in the process they stole the material so please intervene
	Excellent Nxumalo	15	Electricity: we don't have electricity. It weakens our operations as people.
	Deliwe gumede	09	Water: never had you speaking any thing about Bhekabantu and Mbangweni with regards to the issue of water. We still drink unhealthy water in river.

### **Overall Response by the Mayor**

- The issue of electricity is advised by Eskom. In ward 15 we don't have a network as a result we were advised to rescheduled our budget to other places were the is a network. We will intervene once the network has been installed. We must waste water unnecessary.
- There is a plan to put water pipe at ward 12 at Piginini nyamazane, mshudu, Gazini. In the places like Mloli there are pipes there you will get water
- All going to have electricity as per the national mandate.
- Deliwe: The Municipality is working, your issue is at hand. Illegal water connections are the result of the shortage of water. House connections are the serious problem.
- The logo will be attendance accordingly.

**Date:** 02 December 2019

**Venue:** Msiyane Hall

**Municipality:** Jozini

No.	Name of the Person	Ward Number	Issue Raised
	Hlabathi dlamini	Phondweni 09	Cretches: on the 12 November you said building creaches are not your responsibility but today you said it your responsibility Water: we don't have water for quit sometime
	Themba mavundla	08	We don't have water yet we have got the dam in our place. We also employ constructor who doesn't know anything about Jozini. Its been more that 10 days without water. Locacalization shou
	Zanele Dlamini	08	Appreciate the Hospitality. We benifited. Business: you are quit not doing things accordingly in developing young bussines people. Please develop young people. Unemployment: we are not employed, nepotisism is crushing us as young people who are not in the close proximity with leadership. Water: maitanance
	Alias Gumede	kwajongo	No maintenance of pipes and
	Mater Vilane	05	Kwagedleza we don't have water as well as toilets. Please assist w
	Ngobe Phumzile	11	We have the main pipe, but unfortunatle we you don't maintain your pipes and all water systems.
	Vilane phathokwakhe	14	Electricity: its promising thanks leadership. Once the electricity is done please give us water.
	Nhla Myeni	01	Nothing has been said about ward 1. Please do something for us. Water: we don't water, we recommend the borehole. Kwamdolomba. Toilets: we don't have toilets
	Mduduzi vilane	Enkungwini 18	Please also arrange IDP in our ward. Engonyameni, enkungwini we have got schemes but the never been working.
	Bhekani Khumalo	16	Ethelamama we have water thanks for that. Economic development: what is your plan with regard to the coal that is there. What is your plan towards it.

	Njabulo Mabika	08	<p>Project monitoring: please monitor your projects, how do we benefit in those projects as local business people.</p> <p>Water: thobothini water scheme Vs Thobothin water scheme, how to we really call it. Please name it correctly.</p> <p>Do road for us oThobothini.</p> <p>In our ward, nephotism is playing hard game.</p>
	Thulsiwe Mpotshane	10	<p>Water: as from Bhekindoda to Mzondi we don't have water, we drink in the dam, drinking with dogs, cows, and everything. We nolonger healthy. Please intervine.</p> <p>We have pipes but nothing coming out.</p>

### **Overall Response by the Mayor**

- Mabika: ward 08: ezihlalavini, the issue of road will be addressed.
- Employment of certain people biased to certain political party.
- Ward 18: public participation was postponed until further notice but we will be able to organise something.
- Ophondweni: we have the plan of assisting of ward 09, esdakeni and mganwini. As soon as January, the company has been appointed to assist with regards to your issue.
- It's not our responsibility to do some of the things except water, sanitation and waste.
- Small business: in all project 40% should be given to small business.
- Ward 10: maintenance will be deployed as early as tomorrow to address that. I will be expecting the response from them.
- Emhlekazi we will change the engine to threaten the capacity of water distribution.
- Illegal water connection. Please stop illegal connection.
- We don't have Mhlathuze but we have Shemula water scheme, Thobothini Vs Mhlathuze: those naming are incorrect instead is Jozini Regional water
- Logo: amendment of this logo.

**Date:** 03 December 2019

**Venue:** Makhasa Hall

**Municipality:** Big 5 Hlabisa

No.	Name of the Person	Ward Number	Issue Raised
	Ntomfuth Mzimela	07	Recommended as the ground solder. Water: Emganinwi we don't have water in the entire place. There is the borehole there but we have got no water. Toilets: we don't have toilets in our community. We are crying a lot. Please intervene
	Thuthukani Nene	09	Water: we had the borehole there then there is the problem of water. Department of Transport destroyed the pipes there as the result we are having the problem.
	Richard Khumalo	02	Education: please assist our children through bursaries
	Bhekani Hlabisa	12	Nkanjini. Water: we don't have water, our Boreholes is no longer working. Please assist us either through putting through water thanks or otherwise  Education: give us enough opportunities of TVET or vocational training. Give us bursaries to straighten the level of education in the institutions of high learning.  Toilets: Please give us water. RDP Houses: please give us decent shelter we don't have shelter.  Schools drop out: provide the solution towards the issue at hand.
	Fikile Mdletshe	09	Etsheni.: water: we do have borehole, but when when they want to maintain it the is a problem of road.  Road: we don't have a access road please assist where you can.

### **Overall Response by the Mayor**

- Where there is the program regards to maintenance they must come and register afore their issue will be resolve ASP
- Thanks for the attendance and also come and register your voice afore.
- Maintenance issue need to be resolved immediately.
- Thuthukani: the issue in the department department: The municipality will look at the issue very close and provide the solution accordingly.
- Etsheni: We will connect your pipe to Mansiya reservoir, hopefully we will provide solution.
- The education is free in SA. Opportunities are there they must go to education of high education. They must do proper application to the institution of high learning.
- Toilets: we will come close and attend to the issue.
- Thanks for your positive contribution.

**Date:** 03 December 2019

**Venue:** Nkundusi Hall

**Municipality:** Mtubatuba

No.	Name of the Person	Ward Number	Issue Raised
	Nontobeko Buthelezi	10	Mfekayi: Water: it been a More that a Month without water. Toilet: please assist us, we don't have Toilets ID: We have got young people without ID Certificates. As result we live in poverty
	Sbongile Ngwane	09	Nkundusi: Water: it been more than three years without water, please provide the amicable solution. We cant live without water.
	Sipho Zungu	09	Nkundusi: Water: we had water in the dam, but it was closed due to unforsseen circumstances. Access road: please give as a solution ISIMANGALISO????
	TOITUS mBUYAZI	09	Nkundusi Water: we have shortage of water. Our people are dying daily because they go to the unsafe river. Provide more water to the tanks across the community. Toilet: assist please Kwa-nhlozi, seme Makhathakhathani, the letter: please attend to the issue as letter has been sent to your office. This was due to the reccomandation from the premier.
	Siphosethu Zungu		Toilets: by the time the constructors, please consider local people to streaghten the local economy. We have water tanks but you don't refill them
	Robert NDLAZI	08	WATER: DOES Your budget allows you to provide water taps to everyone
	Nkosinathi Gina	07	Toilets: agrred Water: there are a lot of water leaks around Mbatha's clan. In the water scheme Mfekayi they are not doing well
	Mfu Ndwandwe	09	Communication: we are not well invited. Please invites us accordingly. Water: we don't have water, its been years and years.

			<p>We buy water. We have an access to water: please intervene in whatever solution.</p> <p>Toilets: we don't have toilets.</p>
	Malisa Mambatha Mlotshwa	09	<p>Nkundusi:</p> <p>Toilets: we don't's have toilets in our homes, we even loose dignity as human beings.</p> <p>Water: we don't have water as result we are subjected to the danger in the rivers.</p> <p>Electricity: some of the community members does not have electricity. Some they then subjected to illegal connections.</p> <p>Houses: we don't have proper houses. Shelter remain the basic need.</p> <p>Poverty:</p>

#### Overall Response by the Mayor

- We need to have water first before we can know how to further deal with other issues.
- We will always have problems; they are occurring from one problem to another.
- We need to pay services we use, except indigent category people. But for that we need to have indigent register.
- Projects: we need to finish them as soon as possible.
- Sipho Zungu: your issue will be attendant, but this is the national issue.
- Toilets: we will be built them special those who are already in our plan.
- Agreed on amendment of the Municipal Logo

## IDP/Budget Consultative Sessions During May 2020

Due to COVID-19 pandemic, public consultation processes had to be done differently compared to previous years. The 4<sup>th</sup> Industrial Revolution tools had to be used extensively. It is however acknowledged that those that still do not have necessary connectivity to interact with the platforms that were set up, were to some extent at a disadvantage. Radio slots were used to ensure that a bigger chunk of communities is being reached.

The following issues are some of the issues that were raised by members of the community through Whatsapp, facebook and short text messages:

<b>Issues Raised</b>	<b>By Whom</b>
	<b>Bonga Ngwane Foundation</b>
1. Prioritise Water issues	
2. Sanitation Projects	“
3. Unemployment and Economic Development	“
4. Youth Development Programmes	“
5. Properly Planned Community Development Programmes	“
	<b>Slindokuhle Mthiyane</b>
6. Duration of the current EPWP's is not sufficient	
	<b>Thamsanqa Welcome Dlamini</b>
7. Organogram is not accommodative of graduates	
	<b>Thuthukani N D Kunene</b>
8. Challenges encountered by MTL students at ward 8 – Ndaben I Jozini LM	
	<b>Unknown</b>
9. Opportunities for Postgraduates be created so as to gain some experience	
10. Support for SSMEs be beefed up	
11. School drop-outs be reduced	
12. Job search centres with internet connectivity be established so as to assist community members that are seeking for jobs	

The above mentioned issues were taken as a representative sample that covered a broad range of on socio-economic and infrastructure development. On the 12 May 2020 the Honourable Mayor, Councillor T. S. Mkhombo responded to all issues that people raised, using a recorded response which was uploaded to the municipality's website and facebook platform.

## **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*

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

### *At KZ 272*

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

### *At KZ 274*

- Mpukunyoni TC

At KZ 276

- KwaMakhasa TC
- KwaNibela TC
- Mngobokazi 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:

- Promote and facilitate co-operative decision making;
- Co-ordinate and align priorities, budgets, policies and activities across interrelated functions and sectors;
- 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
- 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 guide the functionality of forums was signed by all the Mayors on 25<sup>th</sup> October 2016.

The IGR Forum Committee are functioning hence needs to be strengthened in some other areas. The Mayors Forum is attended by the Chairperson of Traditional Leadership.

The reports are tabled to Council meetings and the Province for compliance.

The sitting of forums has assisted improving the Back to Basics scoring.

In quest to promote Economic Development the District Municipality has introduced District Tourism Investment Committee (DTIC) that was launched on 29<sup>th</sup> November 2019.

The following are fora that operate within uMkhanyakude District Municipality:

Mayors Forum (DIF)- Chaired by the District Mayor

Speakers Forum – Chaired by the District Speaker

Technical Forum (Municipal Manager's) – Chaired by District Municipal Manager

Sub – Committees- Chaired by District General Managers

- District Area Forum ( DAF)
- Infrastructure Forum (IF)
- Planners Forum ( PDF)
- Corporate Services Forum (CSF)
- Community Services Forum ( CSF)
- Communicators Forum ( CF)
- IDP Representative Forum (IDP RF)

### **Audit Committee**

The functionality of the Audit Committee is at a satisfactory level. For more details see Appendix 11

## **Municipal Public Accounts Committee (MPAC)**

The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This also includes oversight over municipal entity. This committee is not fully functional as its meetings do not sit as per the IGR schedule.

## **Functionality of Bid Committees**

The following committees are functional:

- Bid Specification
- Bid Evaluation; and
- 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 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 ToR 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, M. S. Msane. The Executive Committee (EXCO) which is chaired by the Mayor of Council, Cllr. T. S. Mkhombo 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 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, Planning & Economic Development Portfolio Committee
- Municipal Public Accounts Committee

## **Ward Based Plans (WBP)**

Local municipalities have prepared their Ward Based Plans

## **DPSS UNIT – (Spatial Planning & Geographic Information Systems, Environmental Management)**

### **Spatial Planning**

UMkhanyakude District Municipality in the 2019/20 financial year started reviewing the 2020/21 Spatial Development framework in order to try and address the gaps that were identified through MEC comments. The Spatial Development Framework is currently at draft stage awaiting public participation.

The SDF review has 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).

It is worth mentioning that the Department of Rural Development and Land Reform is assisting uMkhanyakude District Municipality with the review of the District Rural Development Plan, which will also be taken into consideration during the review of the SDF.

### **Integrated Transport Plan**

UMkhanyakude District Municipality is developing 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 has been requested 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 review. The Planning Unit is the champion for the project. The integrated Transport Plan is currently at draft stage to be presented to the provincial steering committee then be submitted to Umkhanyakude for adoption.

### **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 are currently preparing 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 is currently on inception phase and Big 5 Hlabisa LM currently has a draft in circulation for comment.

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 one Senior Town and Regional Planner, Environmental management officer, GIS Specialist, Planning Technician Intern and 4 GIS interns but the organogram allows for the manager planning, Senior Town Planner, Environmental manager, GIS technician and Planning Technician.

### **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 units.

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) facilities and rely on the District's for support. It is against this background that the uMkhanyakude District Municipality has developed a GIS strategy and policy (2018/19 financial year) that will serve as a guide for the current functioning as well as future development of the GIS Unit for the District and its Local Municipalities.

The strategy will also provide 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 District is up to date with the 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 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, and Precinct Plans.

### **Funding of GIS Services**

Funding is one of the building blocks to a sustainable GIS solution. 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.

### **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.

### **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 has been employed 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. The GIS unit currently has 4 interns from CoGTA.

- **Environmental Planning & Management**

In order to address the triggers for sustainable development in the UKDM and the priority environmental opportunities and constraints, include facilitating environmental decision-making and providing strategic guidance on environmental, economic and social issues in the district, the District has established the environmental management Unit to ensure facilitation and compliance with all the environmental management legislations.

The Municipality to run its environmental programmes rely on the Environmental Management Officer but the Organogram allows for the Manager Environmental Services.

A detailed EMF was developed in year 2013/14 financial year, the plan is currently under review with the assistance of DRDLR and the inception meeting was held in January. The Municipality has developed and adopted the integrated waste management plan to look into issues of waste management throughout the district. The district also assisted the Local Municipalities in developing the IWMP portal.

In ensuring that issues of environmental management are carried out effectively, the Municipality has established the Environmental Management Forum which is coordinated and facilitated by the district, the forum is functional and sit in a quarterly basis.

The District also plays and imperative role in coordinating environmental awareness campaigns and commemorating environmental days throughout the entire district.

Further to the above the District comments and inputs in all development application and ensure that environmental impact assessment are commissioned where ever necessary. The climate change response plan is currently being developed through the support of national DRDLR.

## Special Programmes and Programmes to Alleviate Poverty

PROGRAMME	2019/2020			2020/2021	
	ACTIVITY	STATUS	ENVISAGED	ACTIVITY	ENVISAGED
<b>CHILDREN</b>	<b>District Advisory Council for Children meetings</b>	The Children Structure exist but needs be reviewed and awaiting uMhlabuyalingana Municipality to establish theirs. Two meetings have taken place in the current Financial year being Chaired by Department of Social Development as the leading Stakeholder	These meeting are aimed at discussing issues that are affecting children. They are held annually on quarterly basis	<b>District Advisory Council for Children meetings</b>	To conduct children meetings on quarterly basis
	<b>Back to School Campaign</b>	This Programme was planned to take place in January 2020 where vulnerable and needy children are supported with full school uniform	Vulnerable and needy children were to be supported with full school uniform during the beginning of each year		
	<b>Children Holiday Programme</b>	This Programme was held on 02 – 05 October 2018 where children were discussing issues affecting coordinating with the Department of Social Development	This programme is aimed at keeping children together during school holidays and in preparation for children month celebrations which are held in May/June each year		
	<b>Children Camp</b>	This programme is supposed to take place in the	It is aimed at grooming children in terms life skills		

		last quarter of the Financial year.	and behavioural change		
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<b>PROGRAMME</b>	<b>2019/2020</b>			<b>2020/2021</b>	
	<b>ACTIVITY</b>	<b>STATUS</b>	<b>ENVISAGED</b>	<b>ACTIVITY</b>	<b>ENVISAGED</b>
DISABILITY	District Disability Forum Meeting	The Structure is very functional, meetings are chaired by relevant Chairperson and meetings are conducted quarterly	These meeting are aimed at discussing issues that are affecting people with disabilities. They are held annually on quarterly basis	District Disability Forum meeting	These meeting are aimed at discussing issues that are affecting people with disabilities. They are held annually on quarterly basis
	Disability Sport Indaba and Beauty Contest	The Programme was held in October 2019	It is aimed at discussing issues for sport concerning people with disabilities and showing their talents		
	District and Provincial Disability Sports	The Programme was held in October and November 2019	It is aimed developing sport for people with disabilities and showcase their capabilities	District and Provincial Disability Games	The programme is aimed at developing sport for people with disabilities and showcase their capabilities
	Training on Sign language	The programme was planned to take in the 3 <sup>rd</sup> Quarter of the current financial year	It is aimed at improving accessibility as means of human rights to people with disabilities		
	Disability Summit	The programme was to sit in the 3 <sup>rd</sup> Quarter of each Financial year consisting of different	The Programme is aimed at developing Strategic plans for people with		

		stakeholders dealing with disability issues	disabilities and accessing the consistency of programmes		
	Disability Awareness Campaign	The programme is to take place in the last quarter of each financial year	It is aimed at providing awareness campaigns on disabilities to the community Disability	Awareness Campaign	Is aimed at raising awareness campaigns to the community on Disability issues

PROGRAMME	STATUS	ENVISAGED
<b>Youth</b>	The Unit is coordinating the Youth related activities from all the Sectors involved, i.e Office of the Premier, Government Departments and Local Municipalities. The District Youth Council was elected and they're assisting in liaising with the youth of the District in terms of Development.	<ul style="list-style-type: none"> <li>• Develop the Youth Development Policy and strategy that involves 5 thematic areas in Youth Development</li> <li>• Assist Young Business People with trainings and funding to sustain their businesses</li> <li>• Engage the Setas and other Agencies to assist the Youth with Internships and In-service trainings</li> <li>• To fund Youth Programmes that are developmental in nature</li> <li>• To partner with the Office of the Premier and other GOVERNMENT departments in Youth Development Programs.</li> <li>• To fund and participate in youth development programs organised by the District Youth Council.</li> </ul>
<b>Arts and Culture</b>	The section has the following genres: Ingoma, Isicathamiya, Choral Music, Gospel, Kwaito and hip hop. All these Artists want performance platforms where they can be financially reimbursed.	<ul style="list-style-type: none"> <li>• To be at the coordination centre to assist the upcoming Artist by letting them access developmental programmes by National and Provincial and Private sector <ul style="list-style-type: none"> <li>• To work hand in hand with Department of Arts, Culture Sports and Recreation in focussing on the issues relating to the Artists</li> <li>• To support Isicathamiya music by organizing their District and Provincial competition.</li> </ul> </li> </ul>
<b>Sports</b>	This Unit coordinates the sports programmes in the District and assist in the development of Sportsmen and Sportswomen through assisting the Federations with their needs. The Unit also coordinates the teams to participate in Salga and Indigenous Games.	<ul style="list-style-type: none"> <li>• To assist the district teams participating in both provincial Salga and indigenous festivals.</li> <li>• Invite talent scouts to our district to identify talent and expose our youth to opportunities in professional sports.</li> <li>• To promote District sportsmen and women through competitions.</li> <li>• SALGA games 2021 will enable business opportunities to the people of uMkhanyakude as our District will be hosting the games in 2021.</li> </ul>

<b>PROGRAMME</b>	<b>STATUS</b>	<b>ENVISAGED</b>
<b>GENDER AND SENIOR CITIZENS</b>	Coordination of Gender and Senior Citizens Programmes	We envisage to strengthen these Forums by reviewing and re-electing so that all the Parliamentary resolutions related to them are easily implemented.
<b>HIV AND AIDS</b>	The District Aids Council meetings have successfully sat and the PCA reports have quarterly and promptly been submitted	Envisaging to: <ul style="list-style-type: none"> <li>• Strengthening the strategies of retaining the relationship between the DAC and the DTT and incorporate their joint sitting so that reports will have all the required information</li> </ul>
<b>EPWP</b>	District Coordinates EPWP Forum with Stakeholders from National, Provincial and Local Municipalities	<ul style="list-style-type: none"> <li>• District prioritizes all presidential nodes in job creation and focus on skills development, trainings and as part of exit strategies</li> <li>• In process to approve the EPWP Guidelines, Standard operating Procedures and Phase 3 Policy.</li> <li>• Created jobs through infrastructure, social and environmental sector.</li> <li>• MIG Projects are implemented but are presently being aligned with EPWP requirement. Projects are presently implemented according to grant funding agreement and submitted to National Department of Works</li> </ul>
<b>OPERATION SUKUMA SAKHE</b>	Operation Sukuma Sakhe Structures exists all the 4 Municipalities as well as the District.	The review and strengthening of OSS Structures need to take place with the inclusion of the Municipal Managers. The DTT OSS is herewith attached. Another task on the table is to incorporate the District Development Plan (DDM) with OSS so that it will be properly vehicled and implemented.

## Environment Health Services

The Environmental Health Services is one of the major 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, however, the challenges facing the District Municipality really affects the service delivery negatively.

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

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 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 habitants 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 under taker 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> <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 Bylaws**

The Municipal Health Bylaws have been adopted and waiting for SCM department to gazette them.

## **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**

Due to the time sensitive nature of the 2019/2020 risk register focus was dedicated mainly to this exercise. However a cursory review was undertaken by the risk chairperson on all the various departments and improvements were noted. The following critical risks have been raised per department 2019/2020

### Corporate Services

- Filling of General Manager Technical Services Position – This position is responsible for the entire Technical Services Department and who is also critical in terms of grant management, infrastructure delivery and water and electricity functions
- Finalising of Job descriptions – Currently vacancies that are critical namely risk manager etc. are long vacant. This activity needs to be finalised to ensure that there is better organizational structure so enhance reporting and governance
- 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
- Policies and Bylaws – The municipality is currently dealing with outdated policies in all departments apart from finance.

The issue of ICT was discussed robustly during the September 2019 meeting and it was identified that the following are plaguing their management of risks in the 2019/2020 year:

1. Disaster Recovery Management – 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 per department 2019/2020

- Revenue management – maximizing revenue – whereby the meter audit is needed and the valuation roll reconciliations need to be completed
- 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 per department 2019/2020

- 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 a 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.

### 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 per department 2019/2020

- 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 Umshosinga 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. Unauthorised, 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 2019/2020 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 highlight the progress made during the prior year. Credit must be given to strategic decisions taken by the leadership relating to cost management and processes to enhance revenue.

The leadership has taken an active role in terms of risk management. They have been generous with their time and support and I am confident that the leadership is leading us on the right path for risk and governance as a whole. Secondly, directors and management have ensured that the risk assessment process was a success resulting in proper development of the operational and strategic risk register. They have also ensured that all respective policies and Frameworks, that set the basis for a strong control environment, be developed and noted.

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.

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.

#### Recommendations

- Council should ensure that risk forms part of the strategic planning process of the municipality for the 2019/2020 year
- All directors continue to present their risk progress on a quarterly basis to the risk management committee. Any director who is not present should send a representative in his/her place and continuous absenteeism should be reported to council
- The quarterly risk registers form part of respective portfolio meetings and part of respective director's scorecards.
- Fraud controls are prioritised in terms of budgeting and resources and fraud risk process be undertaken during the upcoming 6 months
- Council should ensure prioritisation of risk management in terms of capacity & skills – The appointment of a skilled person in the position of internal audit and risk is urgent in this regard
- The risk committee and audit committee work together with management to assist in the issue of improving the municipality's audit opinion
- The process of training of risk to councillors and management be done in the upcoming year

## **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:

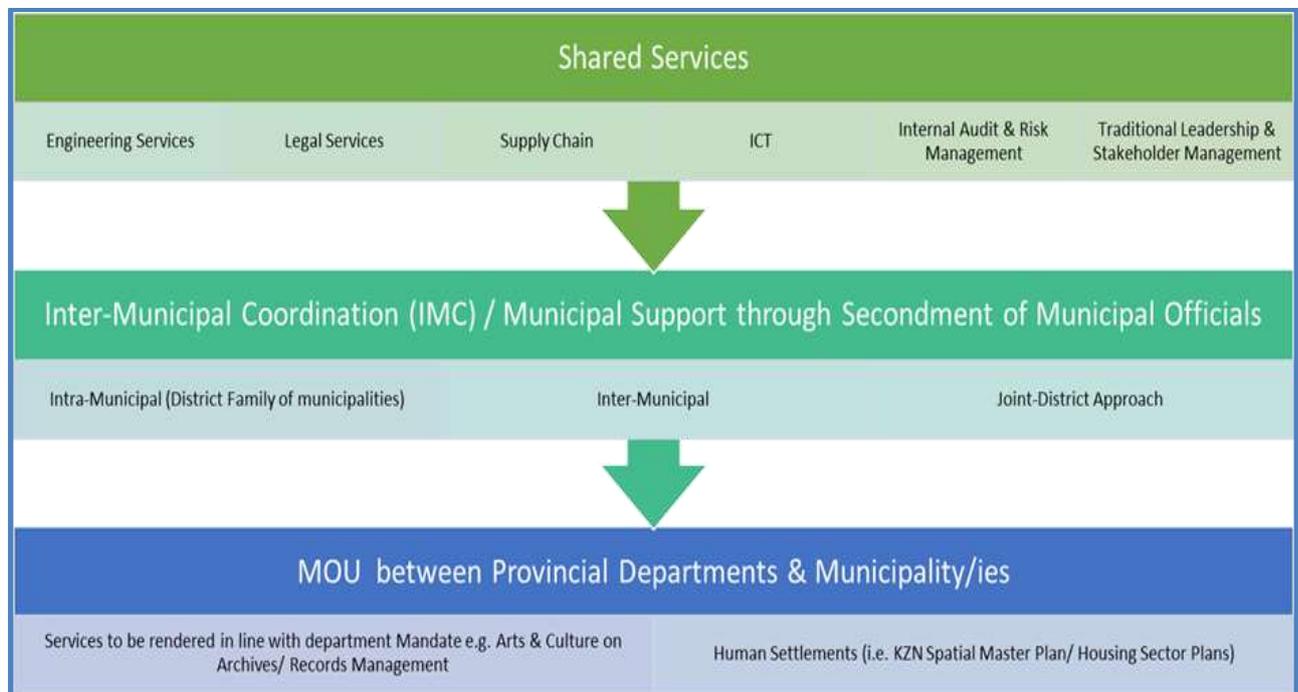
- A district Profile Assessment report
- A short term ONE PLAN (18months – 2yrs horizon)–
- A longer term ONE PLAN (25 year plan)

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.



## The Impact of CORONA Virus at Umkhanyakude District Municipality

President Cyril Ramaphosa announced a nationwide lockdown for 21 days from midnight on Thursday March 26 in a bid to halt the spread of the Covid-19 virus and “save the lives of hundreds of thousands of our people”. The President said that although the decision would negatively affect the economy, “the human cost of delaying this decision would be far greater”.

Emergency personnel, health workers, the army and police, and companies involved in production of food and medicine would be exempt from the lockdown, in terms of which “individuals will not be allowed to leave their home except under strictly controlled circumstances”.

This then resulted in municipal offices being shut down temporarily but workers in essential services continued to perform their duties especially those responsible for the provision of water and sanitation services.

On the 23 April 2020 the President announced that the country would move from level 5 to level 4 in terms of COVID 19 which can be summarised as follows:

ALERT LEVEL 5	ALERT LEVEL 4	ALERT LEVEL 3	ALERT LEVEL 2	ALERT LEVEL 1
<b>OBJECTIVE</b>				
Drastic measures to contain the spread of the virus and save lives.	Extreme precautions to limit community transmission and outbreaks, while allowing some activity to resume.	Restrictions on many activities, including at workplaces and socially, to address a high risk of transmission.	Physical distancing and restrictions on leisure and social activities to prevent a resurgence of the virus.	Most normal activity can resume, with precautions and health guidelines followed at all times. Population prepared for an increase in alert levels if necessary.

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 2020 NDP

A full Plan on COVID-19 for Umkhanyakude is attached as **Appendix 14**.

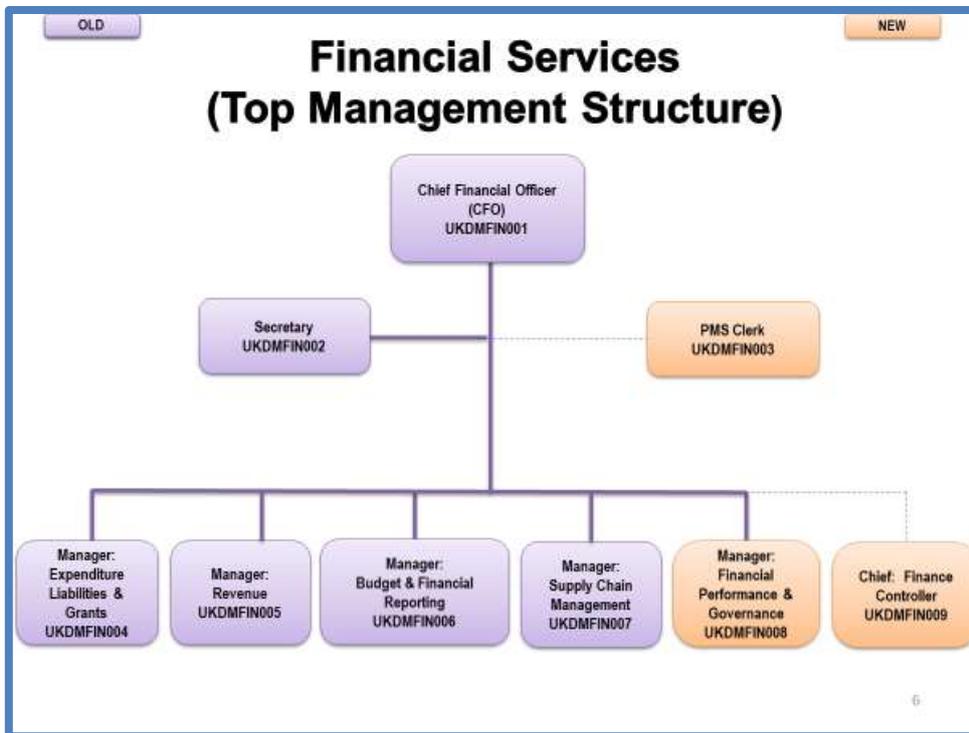
## SWOT Analysis for Good Governance and Public Participation

<b>INTERNAL</b>	<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>
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<b>EXTERNAL</b>	<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>
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### 3.9.7 Financial Viability and Management Analysis

Figure 34: 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

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

## **Core components and their functions**

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

- The unit focuses on administration of fair procurement of goods and services requirements guided by the MFMA, PPPFA, SCM policy and Regulations.
- 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.
- 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:

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

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

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

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

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

- Accounting for moving and non-moving Assets in terms of GRAP 16
- Asset governance in terms of the approved Asset Management Policy of the Municipality
- Monthly maintenance of Asset Register in terms of GRAP 16
- 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

### **3. 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 June 2019
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
Irregular expenditure is growing monthly due to non-compliance and consequent management	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.

<b>Challenges - BUDGET, COMPLIANCE AND REPORTING</b>	<b>Proposed Interventions</b>
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

<b>AUDIT OPINION</b>	<b>FINANCIAL PERIOD</b>
Qualified audit opinion	2018/2019
Qualified audit opinion	2017/2018
Adverse audit opinion	2016/2017
Adverse audit opinion	2015/2016
Disclaimer audit opinion	2014/2015
Qualified audit opinion	2013/2014
Qualified audit opinion	2012/2013
Disclaimer audit opinion	2011/2012
Adverse audit opinion	2010/2011

There has not been any improvement in Auditor General's opinion from 2017/2018 FY.

## 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>

## 3.10 Combined SWOT Analysis

### Strengths

- Municipal Environmental Health Services
- Lubombo Spatial Development Initiative
- Disaster Management Centre
- Existence of DGDP
- Political Stability
- Umhlosinga Development Agency
- Land Availability
- Critical posts filled

### Weaknesses

- Lack of Communications and Poor Public Participation
- Poor Records Management System
- Poor Asset Management
- Poor Contract Management
- Non - Continuous Review of Policies
- Poor Performance Management System
- Non - Execution of Council and other resolutions
- Poor Relations between Management and Labour
- Poor Audit Opinion (Disclaimer)
- Solid Waste (unlicensed disposal sites)
- Illegal Connections (water and electricity)
- Ageing Infrastructure
- Poor Debt recovery
- Fraud and corruption
- Existing Indigent register is not credible
- Non existence of Bylaws.

### Opportunities

- Jozini Dam
- Land Availability
- Arable land
- Game Reserves
- Isimangaliso Wetlands Park
- Makhathini Flats
- Tri Border Relations
- East 3 Route
- Coastal Line (Kosi Bay)

## Threats

- Legislative Bottlenecks
- Poor Municipal Image
- Solid Waste
- Natural Disasters
- HIV&AIDS or Spread of communicable diseases
- Low Income Levels
- Unemployment
- Urban Sprawl
- High Crime Rate
- High Government Grant Dependency
- Unplanned Traditional Settlements
- Poor Audit Opinion (Disclaimer)
- Section 139 Intervention
- Illegal Immigrants
- Drought
- Illegal Connections (water and electricity)

## 3.11 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 requirements to address these backlogs</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**

A strategic planning session was held during 4-5 March 2020 and the Vision, Mission, Values, Strategic Priorities and Strategic Objectives still remained unchanged.

### **4.1 Vision for Umkhanyakude District Municipality**

The vision was revised to be in line with the PGDS and DGDP and it reads as follows:

“A renowned District Municipality through excellence in service delivery by 2030”

### **4.2 Mission Statement**

We are a community centred organisation diligently acquiring skilled and competent personnel, committed to providing good governance, socio-economic development programmes and implementation of quality infrastructure in order to eradicate poverty, stimulate economic growth and develop our people.

### **4.3 Values**

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

- Integrity
- Excellence
- Community Centeredness
- Transparency
- Good Governance
- 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**

The following strategic priorities were adopted by Council during a strategic planning session

- a) Building a capable, ethical, and corrupt free District Municipality
  - i. Address inherent contradictions that are prevalent in the workplace
  - ii. Job descriptions and skills audit
  - iii. Skills development and capacity building
  - iv. Placement of personnel according to skills
  - v. Effective Performance Management
  
- b) Revenue Enhancement
  - i. Generate own revenue
  - ii. Increase of benefits from which can be enjoyed by all stakeholders
  - iii. Debtor cleansing process
  - iv. Effective metering and billing

- c) Service Delivery Driven
  - i. Ensure resources are adequately allocated;
  - ii. Look at physical, human and financial assets
  - iii. Maximise overall social and economic impact through effective and efficient service delivery
  - iv. Effective utilization of grant funding allocated
  
- d) Compliance with the rule of Law
  - i. Complying with relevant legislation and policies
  - ii. Attend to all AG matters timeously
  - iii. Identify problems of non-compliance and address them effectively;
  - iv. Ensure effective monitoring and evaluation by legislated municipal structures

## **4.5 Goals, Objectives and Strategies**

The following section reflects on goals, objectives and strategies.

**KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (5)**

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	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 2021
		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 2021
Employee Wellness	A2. To ensure effective implementation of Health and safety Plan	Develop, implement and monitor Health and Safety Risk Plan	A 2.1	Number of Health and Safety Risk Plan functionality assessment reports submitted to Council	4 Health and Safety Risk Plan functionality assessment reports submitted to Council for noting by 30 June 2021
Administrative support	A3 To ensure effective and efficient administration	Develop, Implement and monitor of admin support services plan	A 3.1	Number of admin support services implementation reports submitted to ExCo	12 admin support services implementation reports submitted to ExCo for noting by 30 June 2021
Information Communication Technology	A4. To ensure adherence to evolving technology	Develop Implement and monitor ICT Governance Framework	A 4.1	Number of ICT Framework functionality assessment reports submitted to Council	4 ICT Framework functionality assessment reports submitted to Council for noting by 30 June 2021

**KPA 2: BASIC SERVICE DELIVERY (5)**

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
<b>High quality infrastructure network</b>	<b>B1. To provide high quality infrastructure network to support improved quality of life and economic growth</b>	Provision of basic services	B1.1	Number of households with access to a minimum of basic level of service for water provision	Not less than 80% Refurbishment and upgrading of bulk water infrastructure by 30 June 2021
			B1.2	Number of households with access to a minimum of basic level of service for sanitation provision	1500 of households with access to basic level of service for sanitation provision by 30 June 2021
		Provision of electricity in Ingwavuma and KwaMsane	B1.3	Number of reports on Bulk Purchases and sales of electricity submitted to Council	Quarterly reports on bulk electricity purchases and sales submitted to Extended MANCO for discussion by 30 June 2021
		Implementation of water services provision planning	B1.4	Number of Water Services Development Plan (WSDP) implementation reports submitted to Extended MANCO for discussion	4 reports submitted to Extended MANCO for discussion by 30 June 2021
		Provision of operations and maintenance for water and sanitation plants	B1.5	Number of water and sanitation plants functionality reports submitted to Council	4 water and sanitation schemes functionality reports submitted to Council by 30 June 2021

**KPA 3: LOCAL ECONOMIC DEVELOPMENT (4)**

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>KPI NO</b>	<b>KPI</b>	<b>TARGET</b>
<b>District economic growth and employment opportunities</b>	<b>C1. To expand district economic output and increase quantity and quality of employment opportunities</b>	Development of Local Economic Development Strategy	C1.1	Date of Council adoption of the LED Strategy	Council adoption of LED Strategy by 30 June 2021
		Promote Tourism Programmes	C1.2	Number of Tourism destination marketing programmes implemented	4 Tourism destination marketing programmes (procurement of promotional material, development of economic development website, purchase of advertisement space in tourists publication and support of East3ROUTE project.) implemented by 30 June 2021
		Monitoring of uMhlosinga Development Agency's performance as per the Business Plan for operational budget and set aside programme	C1.3	Number of quarterly performance review sessions held with UMDA	4 quarterly performance review session reports submitted to Extended MANCO for Noting by 30 June 2021
		Improve the efficiency, innovation and variety of government-led decent job creation programmes	C1.4	Number of jobs created through local economic development initiatives and capital projects	800 Jobs created by 30 June 2021

**KPA 4: FINANCIAL VIABILITY AND MANAGEMENT (7)**

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>KPI NO</b>	<b>KPI</b>	<b>TARGET</b>
<b>Revenue Collection</b>	<b>D1 To Implement Revenue Collection Strategy</b>	Implementation of revenue enhancement strategy	D1.1	Ratio in compliance with MFMA Section 64(2)(a)	Outstanding Service Debtors to Service Revenue ratio maintained at less than 0,5 throughout the 20/21 FY
			D1.2	Ratio in compliance with MFMA Section 65(2)(e)	More than 1 Debt coverage Ratio maintained throughout the 20/21 FY
<b>Expenditure Management</b>	<b>D2 To improve expenditure management</b>	Develop, implement and monitor standard operating procedures related to expenditure management	D2.1	Number Creditors age analysis reviewed	12 monthly Creditors age analysis reviewed by 30 June 2021
			D2.2	Ratio compliance with MFMA Section 65(2)(e)	More than 1 Cost Coverage Ratio maintained throughout the 20/21 FY
<b>Improve Financial Management</b>	<b>D3. To Improve Financial Management</b>	Develop a credible budget and report in accordance with the provisions of the MFMA	D3.1	Number of reports in compliance with MFMA Sec.71	12 Reports submitted to the Mayor in Terms MFMA Section 71 by 30 June 2021
<b>Implement Supply Chain Management Processes</b>	<b>D4. To Effectively Implement Supply Chain Management Regulations</b>	Submission of Quarterly Reports on Unauthorised, Irregular, Fruitless and Wasteful Expenditure	D4.1	Number of Irregular registers updated	12 Irregular registers updated by 30 June 2021
			D4.2	Number of procurement plan implementation reports submitted to Council	Quarterly Procurement Plan implementation reports submitted to Council for noting by 30 June 2021

**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (7)**

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 2021
		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 2021
<b>Excellence in Governance and Leadership</b>	<b>E2. To ensure excellence in governance and leadership</b>	Implementation of Risk management Plan	E2.1	Number of functionality assessment reports submitted to Council	4 functionality assessment reports on risk Management submitted to Council by 30 June 2021
		Ensure functionality of committees responsible for oversight	E2.2	Number of oversight functionality reports submitted to Council	4 oversight functionality reports submitted to Council by 30 June 2021 (4 for AUDCOM)
		Ensure functionality of IGR programmes	E2.3	Number of IGR functionality reports submitted to Council	8 IGR functionality reports submitted to Council by 30 June 2021 (4 for MM's Forum and 4 for Mayors Forum)
		Implementation of Back to Basics Action Plan	E2.4	Percentage of implemented matters in the B2B Action Plan according to stipulated time frames	Not less than 60% compliance in implementation of B2B maintained throughout 2020/2021 FY
		Develop, Implement and monitor Fraud and corruption prevention strategy	E2.5	Number of Functionality Assessment of Fraud and Corruption Prevention Strategy Functionality submitted to Council	4 Functionality Assessment of Fraud and Corruption Prevention Strategy Functionality submitted to Council during 20/21 FY

**KPA 6: CROSS CUTTING INTERVENTIONS (4)**

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>KPI NO</b>	<b>KPI</b>	<b>TARGET</b>
<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 2021
<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 2021
<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 2021
<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 Council	4 Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Council by 30 June 2021

## STATUTORY APPROVALS – DRAFT BUDGET & IDP



## STATUTORY APPROVALS – DRAFT BUDGET & IDP



# DEVELOPMENT OF THE SDBIP AND PERFORMANCE AGREEMENTS



# PERFORMANCE TRACKING AND TRACING



## 4.7 Strategic Priorities

### PRIORITIES FOR THE CURRENT YEAR (2020)



### 3. Service Delivery Driven

- ◆ Ensure resources are adequately allocated;
- ◆ Look at physical, human and financial assets
- ◆ Maximise overall social and economic impact through effective and efficient service delivery
- ◆ Effective utilization of grant funding allocated

- ◆ In order to survive generate own revenue
- ◆ Outcome will result in the increase of benefits from which all of us derive benefits
- ◆ Debtor cleansing process
- ◆ Effective metering and billing

### 4. Revenue Generation



# CRITICAL SUCCESS FACTORS



## 5. SECTION E: SPATIAL STRATEGIC INTERVENTION

### 5.1 Strategic Mapping

The Municipality is working towards developing corridors that have been identified throughout the entire District. A Corridor Development Master Plan is currently being developed and 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 35: 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**

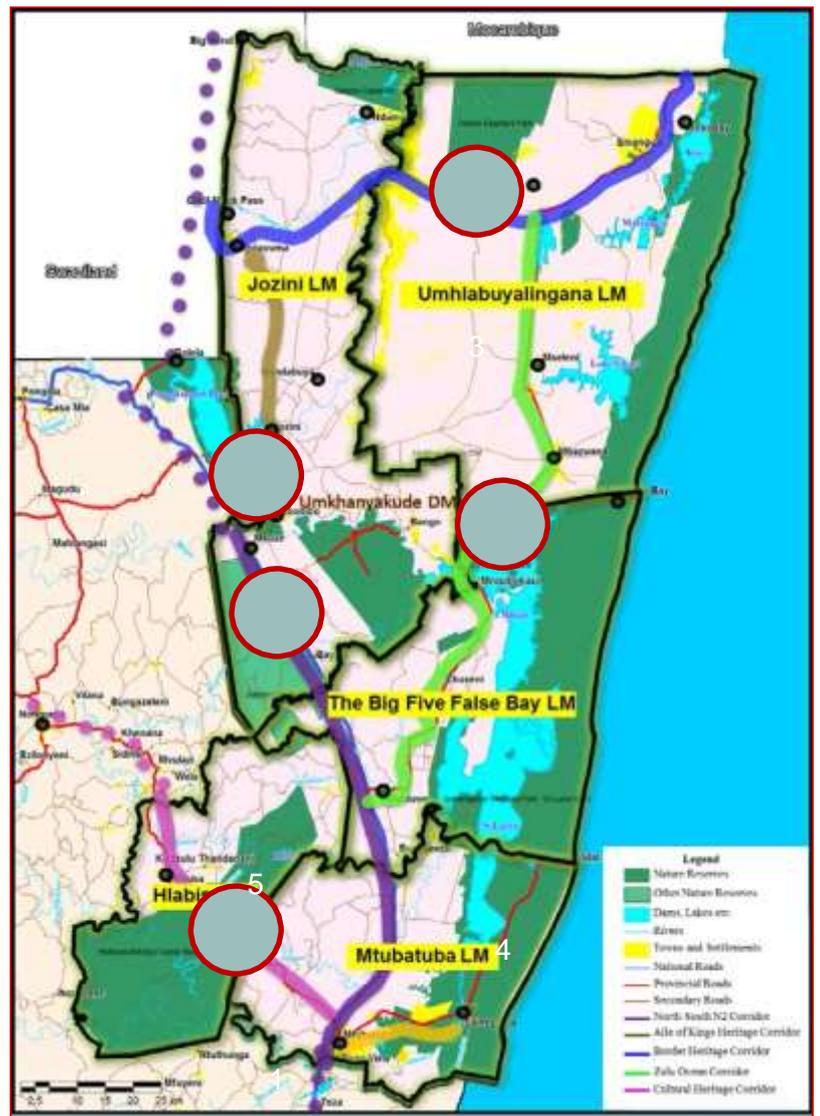
(Cecil Mack Pass – Ingwavuma – Bambanani – Ngwanase – Kosi Bay)

4. **ZULU OCEAN CORRIDOR**

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

5. **AILE OF KINGS HERITAGE CORRIDOR**

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



## 5.2 Development Rationale

Umkhanyakude Corridor Master Plan is based on the following principles:

### PRINCIPLE 1:

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

### PRINCIPLE 2:

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

### PRINCIPLE 3:

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

### PRINCIPLE 4:

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

### PRINCIPLE 5:

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

### PRINCIPLE 6:

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

### PRINCIPLE 7:

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

### PRINCIPLE 8:

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

### PRINCIPLE 9:

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



Figure 36: 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:

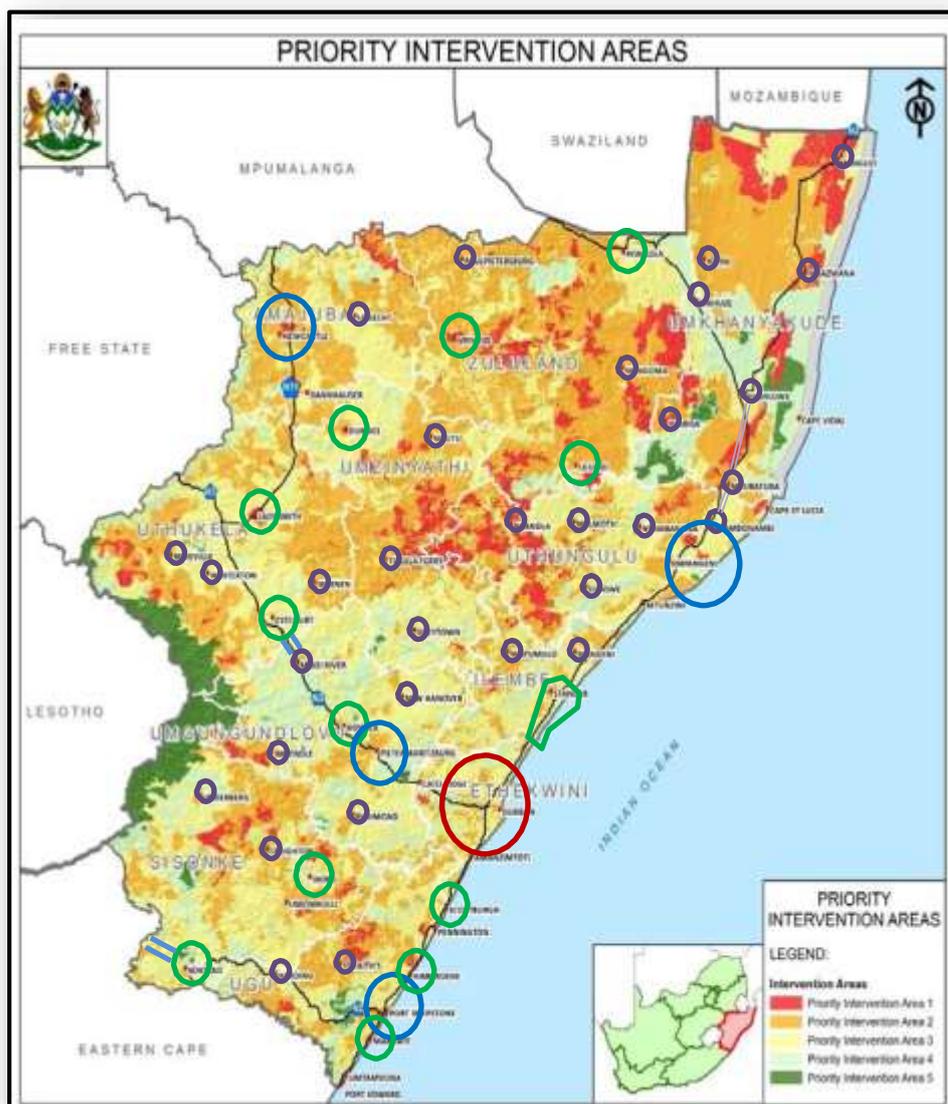
To integrate and consolidate the fragmented human settlement structure of the UDM by way of delineating urban and rural development boundaries around nodal points and promoting infill development and densification within these Strategic Development Areas.

### PRINCIPLE 13:

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

### 5.3 Provincial Strategic Priority Areas

Figure 37: Provincial Intervention Areas



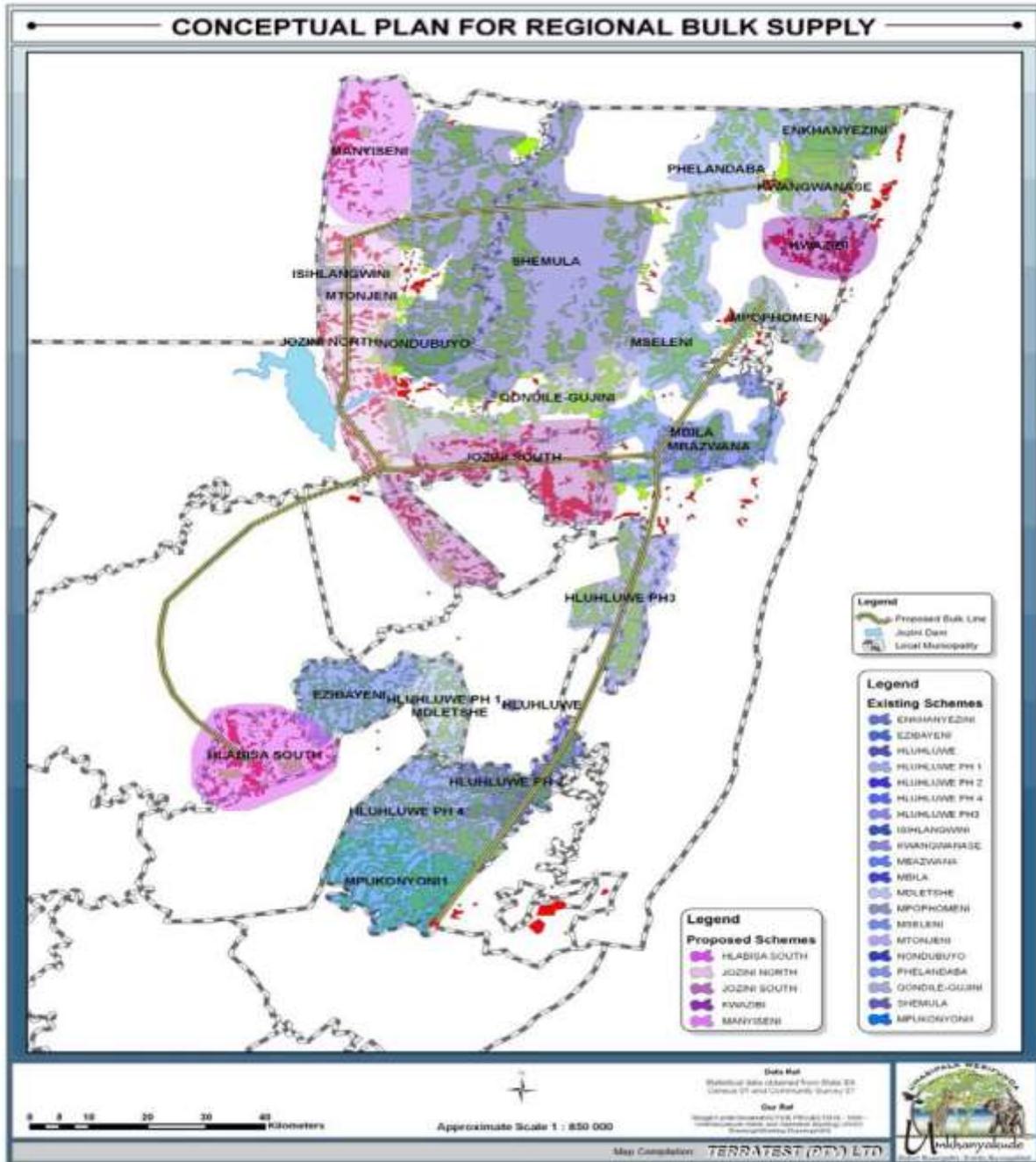
- The figure above clearly indicates that Umkhanyakude District has no.1 and no. 2 priority areas
- The focus of the Municipality will then be on programmes that are in line with the PGDS for KZN
- The provincial intervention through the Ndumo Regeneration Programme will change the plight of that region 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





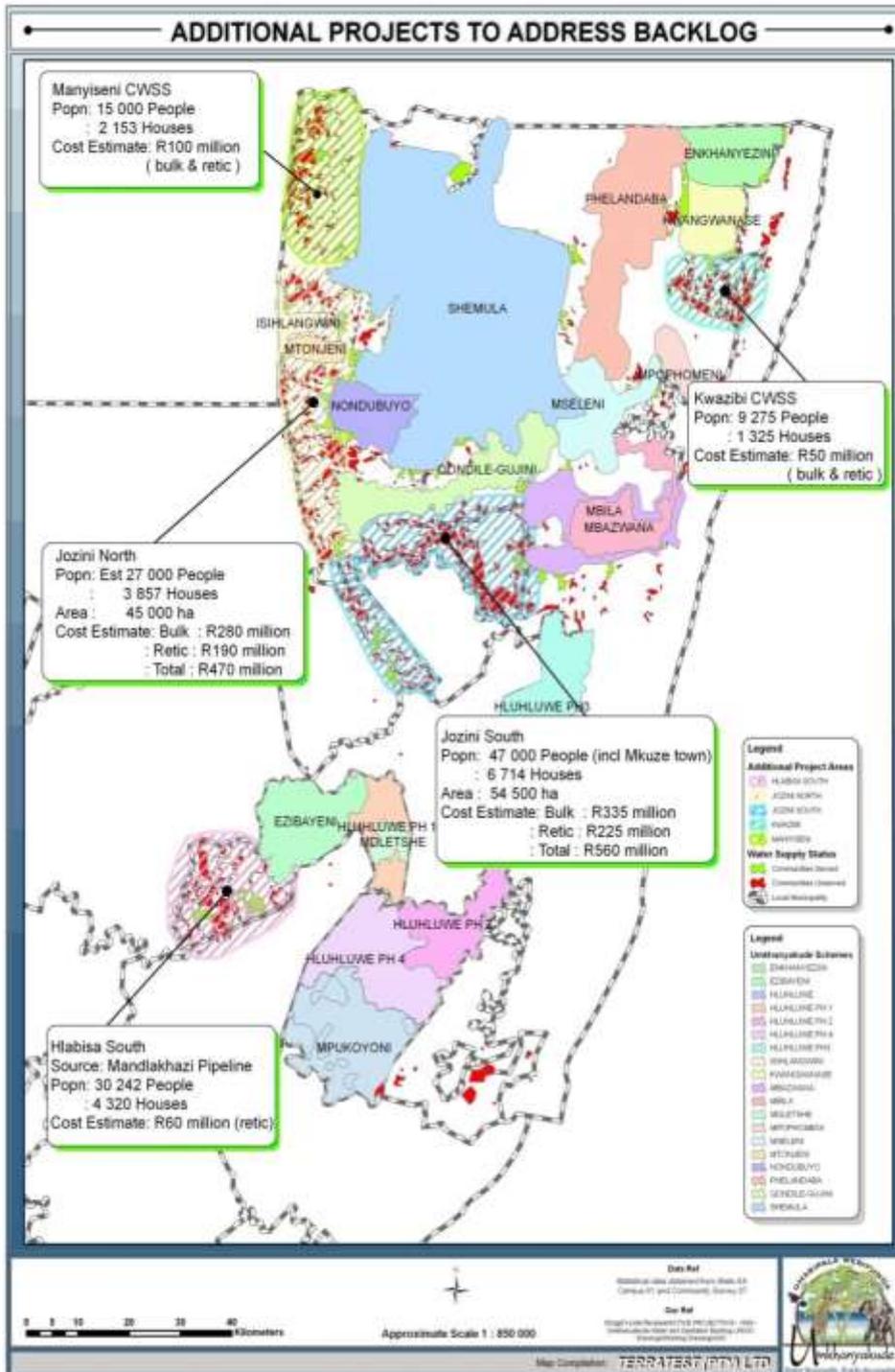
## 5.5.2 Conceptual Plan for Regional Bulk Supply

Figure 40: Conceptual Plan for Regional Bulk Supply



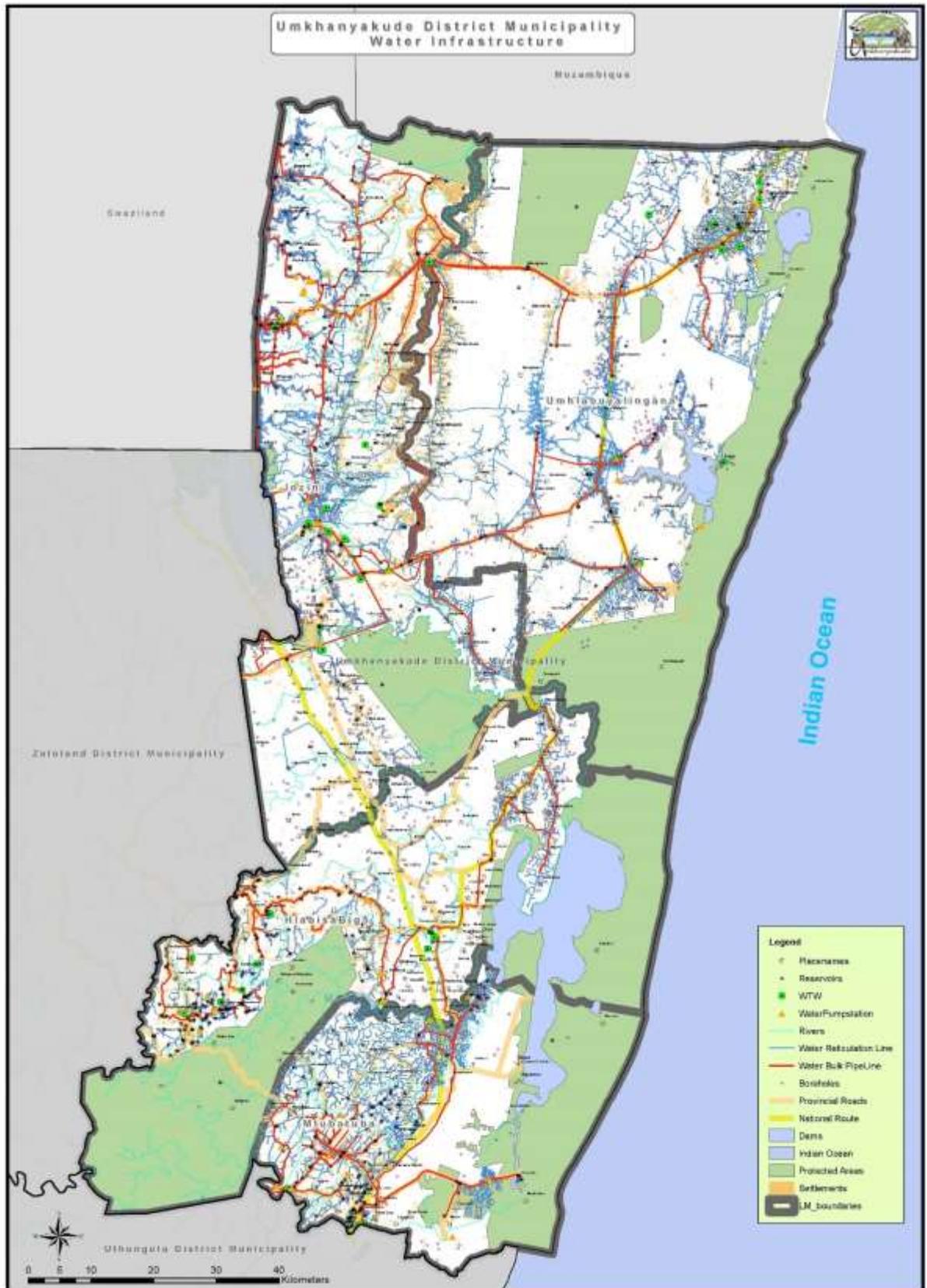
### 5.5.3 Additional Projects to Address Backlogs

Figure 41: Additional Projects to Address Backlogs



### 5.5.4 Provision of Water Services

Figure 42: Water Service Lines Within the District



## **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 is in a process of preparing its Financial Plan for 2020/2021 in compliance with Section 26(h) of the Municipal Systems Act, as amended.

The IDP is a guiding document for the Municipality’s 2019/2020 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 2020/2021 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 comprise 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 2020/2021 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

## **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, if it 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 with the plans for 2019/20 underway.
  - 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 these 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 2020/2021. The UDKM has draft operations and maintenance plan which will also implemented during the 2020/2021. 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 2020/2021 MTREF budget.

- Debt collection rate
- Current ratio
- Cash coverage ratio

## ***Debt Collection Rate***

According the current age analysis the municipality is only collection about 3 per cent which 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 2020/2021 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.

## 6.1 Budget Summary for 2020/2021; 2021/2022; & 2022/2023

Revenue By Source	Year 2020 / 2021
Service charges - electricity revenue	- 5 065 948.00
Service charges - water revenue	- 48 602 256.00
Service charges - sanitation revenue	- 643 595.00
Rental of facilities and equipment	- 202 580.00
Interest earned - external investments	- 6 500 000.00
Interest earned - outstanding debtors	- 4 000 000.00
Revenue Transfers and subsidies	- 471 352 250.00
Other revenue	- 127 000.00
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>- 536 493 629.00</b>
Expenditure By Type	
Employee related costs	184 045 376.00
Remuneration of councillors	10 348 371.00
Debt impairment	7 605 044.00
Depreciation & asset impairment	57 130 700.00
Finance charges	1 700 000.00
Bulk purchases	143 092 181.00
Other materials	4 000 000.00
Contracted services	86 007 873.00
Other expenditure	42 564 084.00
<b>Total Expenditure</b>	<b>536 493 629.00</b>
<b>Surplus/(Deficit)</b>	<b>-</b>

## 6.2 Operational Expenditure – 2020/2021

Other expenditure	Rands
Fleet Management	6 000 000.00
System Support Services/IT	1 270 000.00
Municipal Health/Environmental Health/ Community & Social Services	10 000.00
Uniforms and Protective Clothing	800 000.00
System Support Services/IT	1 000 000.00
Municipal Health/Environmental Health/ Community & Social Services	50 000.00
Umhlosinga Development Agency	9 500 000.00
Telephone	1 000 000.00
GIS Implementation	75 000.00
Communication	200 000.00
Tourism Projects/Social Econ Dev (Planning and Dev)	50 000.00
BANK CHARGES FOR DIFFERENT BANK ACCOUNTS	400 000.00
Telephone	500 000.00
Environmental Management	30 000.00
Mayoral projects	400 000.00
Implementation of Disability Programmes	24 534.00
Payday Training	50 000.00
Sports and recreation	2 500 000.00
IMFO WORKSHOPS AND TRAININGS	250 000.00
LED FUND/Social Economic Development (Economic)	100 000.00
Fleet Management	4 748 000.00
implementation of Audit Action Plan	3 200 000.00
Management of service providers Contracts Insurance/ Board&General	1 900 000.00
Municipal Health/Environmental Health/ Community & Social Services	25 000.00
Project Management Unit- MIG	6 081 550.00
Fleet Management	1 800 000.00
REGISTRY OPERATIONS	600 000.00
<b>42 564 084.00</b>	

**7. SECTION G: ANNUAL OPERATIONAL PLAN**

**7.1 Organisational SDBIP for 2020/2021**

**See Appendix 1**

## **8. SECTION H: ORGANIZATIONAL AND INDIVIDUAL PMS**

### **Organisational Performance Management System (OPMS) -20/21**

#### **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 to 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.

## **9. SECTION I: PROJECTS FOR 2020/2021**

### **9.1 Umkhanyakude Infrastructure Projects**

Project list for infrastructure projects being prioritized is as follows:

Project Description	Project Details		2020/21 Medium Term Revenue & Expenditure Framework		
	Type	Ward Location	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Hluhluwe water phase 2 upgrade	Water	Ward 7 & 8	446 000	–	–
Kwajobe CWSS(Ntshongwe Malobeni)		Ward 3, 4, 5	28 500 000	30 000 000	18 339 000
Manguzi Star of the sea water scheme	Water	Manguzi(ward 1,4, 10,11,12 &17)	27 001 000	25 000	42 999
Jozini RCWSS	Water		17 475 000	–	–
Mpukunyoni CWSS Remedial works and upgrade	Water	Ward15, 17	2 326 000	–	–
Mtuba vip sanitation	Sanitation	Ward 6-20	–	–	–
Rehab of existing Ubombo water scheme	Renewal	Ward 2 & 20	–	–	–
Shemula water upgrade phase 2b	Upgrading	6-17 &1-13	–	–	–
Thembaletu sanitation (WWTW)	Upgrading	Ward 20	7 216 000	30 000 000	17 615 000
WCWDM programme within Umkhanyakude DM Phase 3	Renewal	Whole Umkhanyakude	–	–	–
Refurbishment & upgrades of WWTW and sewer network	Upgrading		–	–	–
Jozini Low cost housing sewer upgrade	Upgrading	5&7	4 653 000	–	–
Ingwavuma Drought relief	New	Ward 14	788 000	–	–
Refurbishment & upgrade of water and Sewer pipeline Mtuba	Upgrading	Ward 7	18 642 000	2 013 000	–
Mtubatuba Emergency water - wellpoint intallationd (Drought)	New	Ward 20	–	78 000	–
Bulkpipeline from Mtuba heights to kwaMsane	Upgrading	Ward 2 &13	536 000	–	–
Jozini - Umhlabuyalingana vip sanitation project	New	Jozini(ward 1,2,5) Mhlabuyalingana(1,4,5,5,12,13)	28 735 000	29 000 000	20 000 000
Greater Ingwavuma water supply scheme	New	Ward 8&9	23 761 000	30 000 000	71 964 000
Nondabuya CWSS upgrade	Renewal	Ward 19	20 884 000	30 086 000	42 001 000
Non revenue			21 809 000	22 000 000	22 200 000
Jozini Regional community water supply scheme phase 1A	New	NIL	–	23 156 000	–
Refurbishment and update of rudimentary water and sanitation within Mtubatuba LM	New	NIL	18 000 000	18 900 000	19 807 000
Refurbishment and update of rudimentary water and sanitation within BIG5/Hlabisa LM	New	NIL	17 400 000	18 900 000	19 807 000
Refurbishment and update of rudimentary water and sanitation within Jozini LM	New	NIL	15 000 000	16 200 000	16 776 000
Refurbishment and update of rudimentary water and sanitation within uMhlabuyalingana LM	New		34 000 000	36 000 000	37 728 000
			<b>287 173 000</b>	<b>311 334 000</b>	<b>329 237 000</b>

**WSIG**

<b>Project Name</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
Refurbishment and Upgrade of Rudimentary water and sanitation within UMhlabuyalingana LM as part of tanker reduction strategy	34 000 000	36 000 000	37 728 000
Refurbishment and Upgrade of Rudimentary water and sanitation within Mtubatuba LM as part of tanker reduction strategy	18 000 000	18 900 000	19 807 200
Refurbishment and Upgrade of Rudimentary water and sanitation within Jozini LM as part of tanker reduction strategy	15 000 000	16 200 000	16 977 600
Refurbishment and Upgrade of Rudimentary water and sanitation within Big 5 Hlabisa LM as part of tanker reduction strategy	17 400 000	18 900 000	19 807 200
	<b>84 400 000</b>	<b>90 000 000</b>	<b>94 320 000</b>

## 9.2 Sector Departments and Service Providers Projects

### KZN Provincial Allocations – 2020/2021

<b>Description</b>	<b>Amount</b>
Spatial Development Framework Support	R1 500 000-00
Mkhuze Airport	R2 500 000-00
Infrastructure sport facilities	R5 588 000-00
<b>Total</b>	<b>R9 588 000-00</b>

### National Treasury Allocations

#### Disaster Relief Grants for COVID-19 – April 2020

<b>Municipality</b>	<b>Budget Allocation</b>
Umhlabuyalingana	R864 000-00
Jozini	R864 000-00
Big 5 Hlabisa	R1 341 000-00
Mtubatuba	R1 460 000-00
Umkhanyakude District Municipality	R560 000-00
<b>Total</b>	<b>R5 125 000-00</b>

## UMkhanyakude DM – Infrastructure Plan (Project List)



	Project Description	Project Status	Construction Start Date	Completion Date
1	Candover 2x132/88kV 80MVA TRF Establishment	Design Package ready	2019-2020	2021-2022
2	Mbazwane Substation Establishment	Conceptual Stage	Beyond 2024	(Project not funded)
3	Candover-Mbazwane 132kV Line	Conceptual Stage	Beyond 2024	(Project not funded)
4	Gezisa-Mbazwane 132kV Line Establishment	Conceptual Stage	Beyond 2024	(Project not funded)
5	Gezisa 2 <sup>ND</sup> TRF Establishment	In Construction	2018-2019	2019-2020
6	Ndumo 132kV 16MVar Cap Bank	Project Finalized	2016-2017	2017-2018
7	Ndumo 2 <sup>ND</sup> TRF Establishment	Project Finalized	2017-2018	2018-2019
8	Ndumo NB15 & NB16 Feeder Establishment	Design Package ready	2020-2021	2022-2023
9	Makhathini 132kV 6MVar Cap Bank	In Construction	2018-2019	2020-2021
10	Makhathini 2 <sup>ND</sup> TRFR Establishment	In Construction	2018-2019	2020-2021

## UMkhanyakude DM – Infrastructure Plan (Project List)



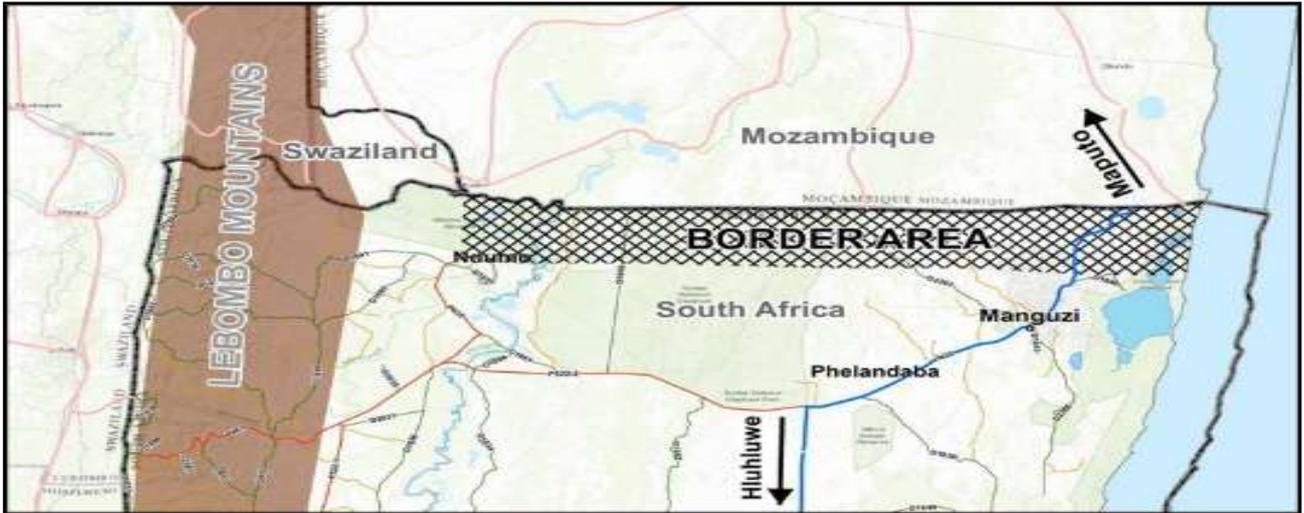
	Project Description	Project Status	Construction Start Date	Completion Date
11	Pontus 6MVar Cap Bank	Design Stage	2020-2021	2022-2023
12	Pongola 10MVar Cap Bank	Design Stage	2020-2021	2022-2023
13	Pongola Candover 2 <sup>nd</sup> 132kV line	Conceptual Stage	2020-2021	2023-2024
14	Pongola SS 132kV Feeder Bay Est.	Conceptual Stage	2020-2021	2023-2024
15	Iphiva MTS Establishment	Transmission Project: Expected CO date - 2026		
16	Normandie Iphiva 400kV line Est.			
17	Mkuze 2 <sup>nd</sup> TRFR Est.	Conceptual Stage	Beyond 2024	(Project not funded)
18	Hluhluwe 2 <sup>nd</sup> TRFR Est.	Conceptual Stage	Beyond 2024	(Project not funded)
19	Gunjaneni SS Est	Conceptual Stage	2021-2022	2023-2024
20	Mtubatuba 132kV feeder bay Establishment	Design Stage	2020-2021	2022-2023
21	ST Lucia SS Establishment	Conceptual Stage	Beyond 2024	(Project not funded)
22	Impala Mtuba 2nd line	Design Stage	2020-2021	2020-2024
23	Mduku SS Establishment	Conceptual Stage	Beyond 2024	(Project not funded)

## Department of Transport Projects

Local Municipality Name	Activities	Sum of 2020_21	Sum of 2021_22	Sum of 2022_23
Jozini Municipality	Betterment & Regravelling	20 500 000		
	Blacktop Patching	6 500 000	6 955 000	7 441 850
	Blading	7 254 000	7 659 540	8 195 708
	New Gravel Road	-	7 000 000	10 900 000
The Big Five False Bay/Hlabisa	Betterment & Regravelling	18 150 000	9 900 000	
	Blacktop Patching	11 052 100	11 825 747	12 653 549
	Blading	6 586 500	6 957 555	7 444 584
	Causeway Construction	-		
	New Gravel Road	-	8 300 000	8 500 000
	Zibambebe contractors	41 669 525	44 586 391	47 707 439
Umhlabuyalingana Municipality	Betterment & Regravelling	11 600 000		
	Blacktop Patching	3 250 000	3 477 500	3 720 925
	Blading	3 909 500	4 123 165	4 411 787
	New Gravel Road	-	7 350 000	9 350 000
<b>Grand Total</b>		<b>130 471 625</b>	<b>118 134 898</b>	<b>120 325 841</b>

## BOARDER WALL

- There has been on-going concern for a number of years regarding illegal movements of vehicles across the border between the Umkhanyakude District in KwaZulu-Natal Province and Mozambique
- The KZN Department of Transport was tasked by the Hon. former Premier, Mr. TW Mchunu to investigate solutions to the ongoing concern regarding the illegal movement of vehicles across the National border between uMkhanyakude District and Mozambique.
- The total project length is 25km along the boarder fence line.



Reinforced Concrete Wall with SoilCem was considered as the best alternative

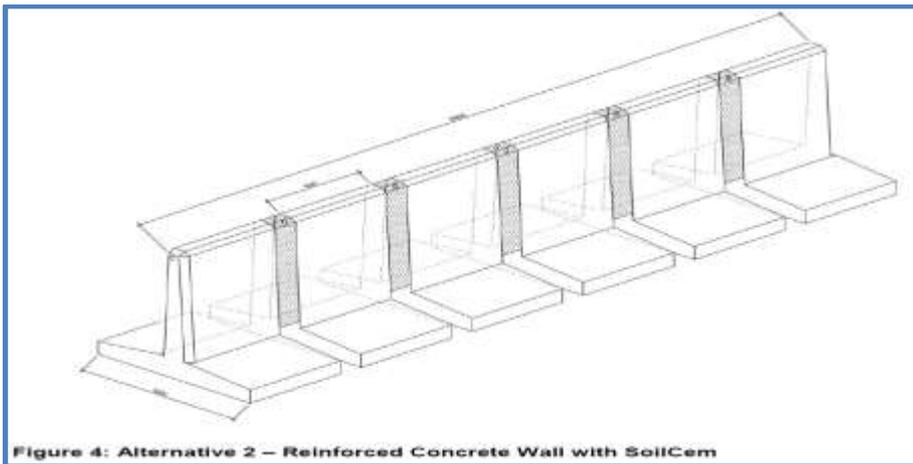


Figure 4: Alternative 2 – Reinforced Concrete Wall with SoilCem

## Contract Details

Contractor	:	ISF Shula JV
Award Amount	:	R85 796 470.06 (Incl. VAT)
Commencement Date	:	07 May 2019
Due Completion date	:	06 May 2020
Contract Duration	:	12 months
Scope of works	:	8km of modified new jersey barrier wall (Phase 1)

## Progress to date (March 2020)

Expenditure to date	:	R 23 140 380.85 (27%)
Progress in time	:	38 weeks (73%)
Progress on works	:	33% (1890 panels – 2.3km)
Delay in time	:	23 weeks
New Estimated Completion Date	:	16 Nov 2020
Cost of delay	:	Appr. R 1 992 005.00

## MBAZWANE – JOZIN LINK (P444, P447 AND P449)

- **Main Road P444** is located in the Mbazwana area which forms part of the Mhlabuyalingana in the Mkhanyakude District Municipality. P444 serves as a link between P447 and P449 which ultimately links the town of Jozini and Mbazwana.
- **Main Road P447** is located in the Mbazwana area which forms part of the Mhlabuyalingana in the Mkhanyakude District Municipality. P447 starts at Mbazwana town crossing the N2 through to P444 then ultimately links back to P449. This will ultimately link the town of Jozini and Mbazwana
- **Main Road P449** is located in the Jozini area which forms part of the Jozini Municipality in the Umkhanyakude District Municipality. P449 intersects with P522 immediately east of the Jozini town, where P522 curves northwards to proceed over the Jozini Dam wall.



<b>GENERAL PROJECT INFORMATION-P447</b>	
Location (from – to)	Km 8.00 to km 21.937
Region, DC & KZ	Empangeni Region, DC27 & KZ271
Project Description – Technical	The upgrade of main road P447
Project Description – Social	The 1 <sup>st</sup> phase of upgrade will be from Km 8.00 to Km 21.937 in the Mbazwane Area
Latest Total Project Budget Estimate	R 209.00 m
Total Extent of Road (13.937 kms - gravel, 8.0 kms - paved)	Km 8.0 to km 21.937
Total No of km's of Project	21.937km
Start Date (Design financial year)	2019/2020
Start Date (Construction financial year)	2020/2021
Anticipated construction completion financial year	2023/2024

<b>GENERAL PROJECT INFORMATION-P449</b>	
Location (from – to)	Km 0.0 to km 11.347
Region, DC & KZ	Empangeni Region, DC27 & KZ272
Project Description – Technical	The Rehabilitation of main road P449
Project Description – Social	The 1 <sup>st</sup> phase of rehab is from Km 0 to Km 6 in the Jozini Area
Latest Total Project Budget Estimate	R 137. 3 m + R 150 m = R 287.3 m
Total Extent of Road (11.347 kms - gravel, 0.38 kms - paved)	Km 0.0 to km 11.347
Total No of km's of Project	6
Start Date (Design financial year)	2016/2017
Start Date (Construction financial year)	2017/2018 Phase 1 & 2027/28 Phase 2
Anticipated construction completion financial year	2020/2021 & 2028/29 Phase 2

The construction of these roads on completion will ultimately form a link between the town of Jozini and Mbazwana and the entire project/link is anticipated to be completed in the 2028/29 financial year.

## **10. SECTION J: ANNEXURES**

**Annexure A – Spatial Development Framework - 20/21**

**Annexure B – Disaster Management Framework – 20/21**

## **11. SECTION K: APPENDICES**

**Appendix 1 – SDBIP – 2020/2021**

**Appendix 2 – AG Report 18/19**

**Appendix 3 – Audit Action Plan**

**Appendix 4 – Back to Basics Support Plan**

**Appendix 5 – Organogram**

**Appendix 6 – HRD Strategy**

**Appendix 7 – Public Participation Strategy**

**Appendix 8 – Communication Strategy**

**Appendix 9 – ICT Framework**

**Appendix 10 – Umkhanyakude Voting Stations**

**Appendix 11 – Audit Committee Report – 18/19**

**Appendix 12 – Investment Summit Resolutions – 2019/2020**

**Appendix 13 – District Tourism and Investment Committee Resolutions**

**Appendix 14 – Corona Virus Response Plan for Umkhanyakude District**

**Appendix 15 - WSDP Link**

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