



UMKHANYAKUDE DISTRICT MUNICIPALITY

FINAL INTEGRATED DEVELOPMENT PLAN

5th GENERATION: 2022/2023- 2026/2027



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LIST OF ABBREVIATIONS

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

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

MAYOR'S FOREWORD

The IDP for 2022/2023 represents a strategic development commitment of the Municipality for the next five years in the fifth term of local government. This is the first IDP in for the Council that was elected by the people of uMkhanyakude on the 01st November 2021. I would like to first and foremost take you through the preamble of the Constitution of the Republic of South Africa which is the corner stone of our democracy.

“We, the people of South Africa,
Recognise the injustices of our past;
Honour those who suffered for justice and freedom in our land;
Respect those who have worked to build and develop our country; and
Believe that South Africa belongs to all who live in it, united in our diversity.
We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic so as to:

- Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights;
- Lay the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law;
- Improve the quality of life of all citizens and free the potential of each person; and
- Build a united and democratic South Africa able to take its rightful place as a sovereign state in the family of nations.”

The establishment of local sphere of government through The Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) was for the purposes of bringing government close to the people and have a developmental orientated sphere of government where our people's needs and demands are to be heard and processed. This IDP is solely focussed on achieving that purpose.

The journey of uMkhanyakude District Municipality towards the end of the 4th term of Local Government in 2021 was a bumpy one. In the main, year 2021 was marred by poor governance and below standard administrative outlook.

On the 8th of February 2021 the Municipality was put under Section 139 (1) (b) administration of the Constitution. This decision was taken by the KZN Cabinet after having analysed the dysfunctional nature of governance and administrative processes in the Municipality. The basis for putting the Municipality under administration mainly evolved around poor governance and institutional transformational issues, poor financial viability and management as well as poor basic service delivery matters.

A series of poor audit outcomes (by Auditor General) and the Council together with its structures (Section 79 and Section 80 Council committees) were no longer sitting regularly and meant that some critical decisions in terms of service delivery could not be implemented. Even though the Municipality was facing such challenges, some consequence management was implemented to quell the severity of dysfunctional administrative processes and the Municipality is in and out of courts trying to resolve some issues.

On the 1st of November 2021 Local Government Elections took place and the District Municipality inaugurated its new Council on the 29th of November 2021. This process brought about a fresh breath of air in the Municipality. New councillors then formed part of the District Municipality together with representatives from Traditional Council (this partnership with Traditional leadership is most valued by the Municipality).

Council Committees are now sitting regularly as per the schedule that was adopted by uMkhanyakude Council. Critical decisions are being taken at portfolio level and recommendations are being made to Council to give the administrative arm of the Municipality to implement decisions that will bring about positive outcomes to the community at large.

As the Council is now operating smoothly, it is envisaged that service delivery initiatives will now improve. There has been a serious and painful neglect by the Municipality on issues related to socio-economic development. There is now a renewed commitment on the part of the Municipality to address all issues that have been neglected and the Municipality has had to rely on provincial departments to deliver on some of socio-economic development issues. Our projections dedicated the Cash flow situation of the Municipality will improve and this will have a positive effect on service delivery.

This IDP for 2022/2023 will go a long way towards facilitating and advocating for the much needed change which should bring about a long lasting satisfaction to our communities in terms of service delivery

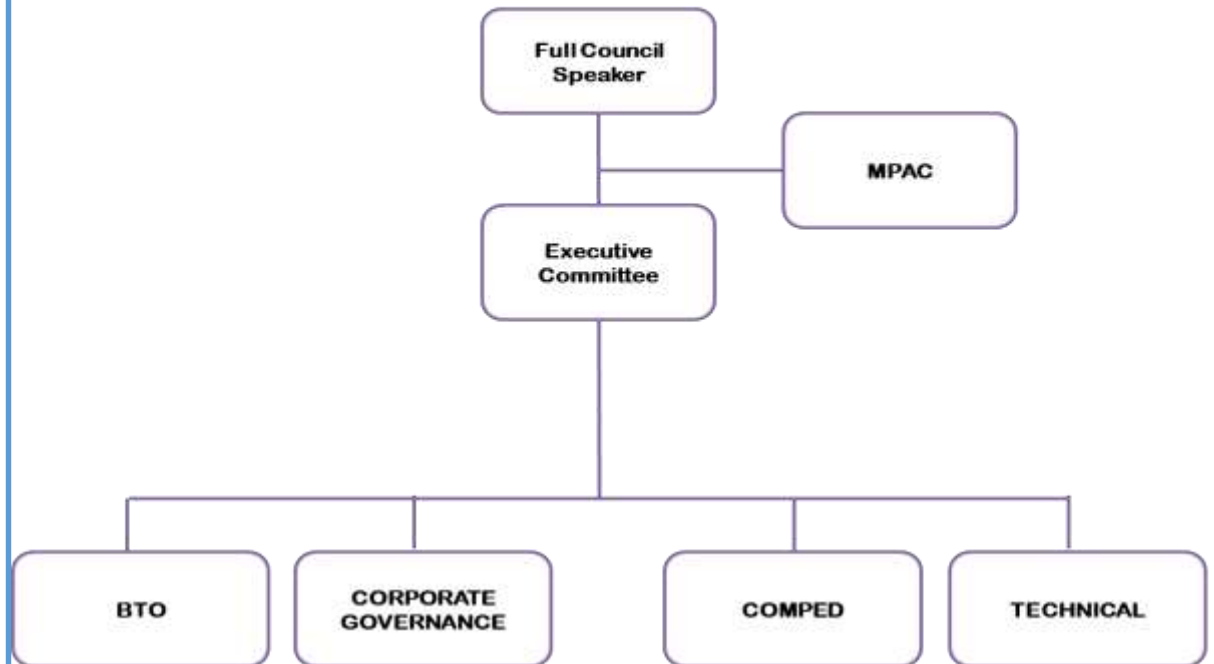
CLLR S. F. Mdaka

HIS WORSHIP THE MAYOR - UMKHANYAKUDE DISTRICT MUNICIPALITY

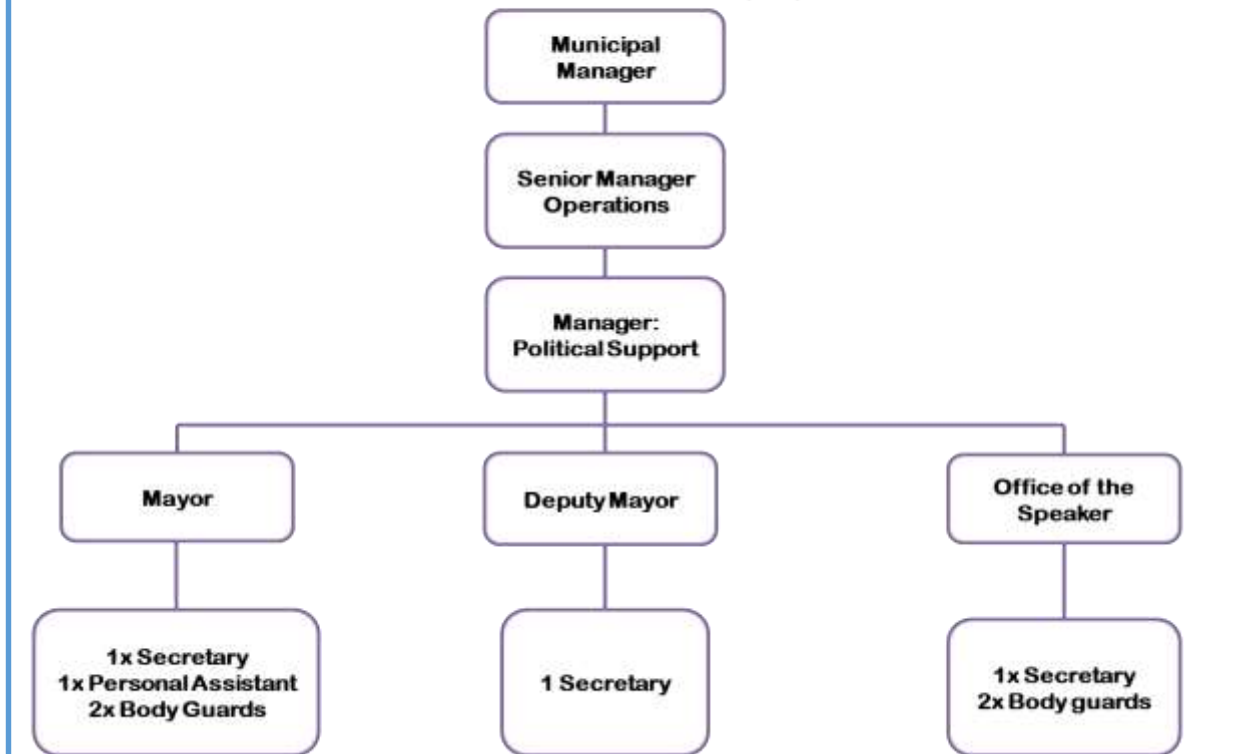
COUNCILLORS AND TRADITIONAL LEADERS SERVING IN THE DISTRICT MUNICIPALITY

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

Council Structure



Political Support



POWERS AND FUNCTIONS

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

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

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

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

LIST OF BY-LAWS FOR UMKHANYAKUDE DM

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

STRUCTURE OF THE DOCUMENT

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

- SECTION A** : EXECUTIVE SUMMARY
- SECTION B** : PLANNING AND DEVELOPMENT PRINCIPLES
- SECTION C** : SITUATIONAL ANALYSIS
- SECTION D** : DEVELOPMENT GOALS AND STRATEGIES
- SECTION E** : IMPLEMENTATION PLAN
- 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 km² and with a population totalling 625,846, the District is the 2nd largest District in KwaZulu-Natal, in terms of size, behind its neighbouring District, Zululand District Municipality. UMkhanyakude District also has the World Heritage Site known as Isimangaliso Wetland Park which encompasses the entire coastline of more than 200 km. The Map below indicates the boundaries of the 4 local municipalities within the UMkhanyakude District and surrounding neighbourhoods. The District Municipality consists of the following municipalities:

1.1.1 Local Municipalities within the District

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

The District Municipality Office is located in Mkhuze and has:

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



1.2 Brief Demographic Profile for uMkhanyakude Municipalities

The Population

Table 1: Population Figures - STATSSA 2016 Community Survey

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

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

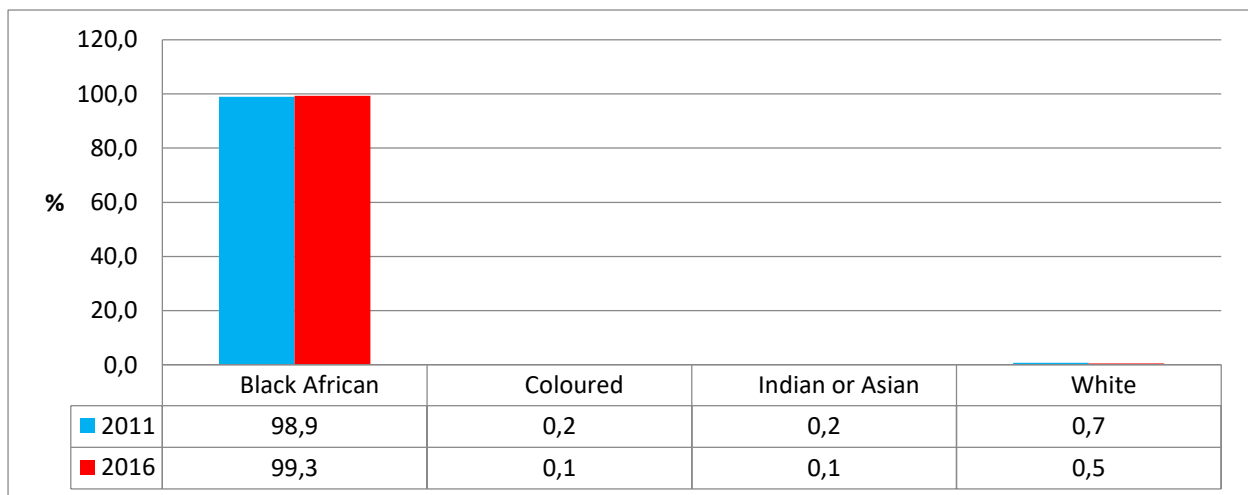


Table 3: Household Figures - STATSSA 2016 Community Survey

Municipality	Household Size	No of Wards	Traditional Councils
UMhlabuyalingana	39 614	20	4
Jozini	44 584	23	7
Mtubatuba	41 792	23	1
Big 5 Hlabisa	25 255	14	6
UKDM	151 245	80	18

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
DC27: uMkhanyakude	151 245	106 090	5 028	38 306

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

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

Gross Value Add for uMkhanyakude District Municipality is as follows:

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

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 2022/2023 IDP

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

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

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

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

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

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

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

The IDP development process for 2022/23 is the final review 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 UKDM will conduct its community participation programme in each of the 4 Local Municipalities.

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

Summary of Activities for the 21/22 IDP Preparation Process

KEY ACTIVITY	KEY OUTPUT	BY WHOM?	TARGET DATE
STEERING COMMITTEE MEETING			16 August 2022
1. Development & Submission of the Process & Framework Plan	IDP Process & Framework Plan	Steering Committee	29 July 2022
2. ExCo Adoption of the Process & Framework Plan	ExCo Resolution	MM& DC 27 ExCo	29 July 2022
3. Advertisement of the Process & Framework Plans	Copy of an advert	IDP/PMS Unit & Finance	12 August 2022
4. Provincial IDP Feedback Session	Feedback on credibility of the IDP	COGTA	30 September 2022
STEERING COMMITTEE MEETING			14 October 2022
5. Compilation of Situational Analysis	Status quo reports	Heads of Departments	30 November 2022
6. Municipal-wide analysis	Needs Analysis reports	Local Municipalities	03 November 2022
STEERING COMMITTEE MEETING			03 November 2022
7. Identification of Priority Issues	Priority issues report	Steering Committee	04 November 2022
8. Alignment Session with Sector Departments	Identification of District-wide Projects and Programmes	MANCO and Sector Departments	11 November 2022
9. Consolidation of Analysis results		IDP/PMS Unit	09 December 2022
10. Development of Objectives & Strategies	Draft Strategies	Municipal Departments	09 December 2022
11. Identification of Priority Projects	Draft list of 2020/2021 Projects	Portfolio Committees	03 March 2023
STEERING COMMITTEE MEETING			09 March 2023
12. Finalization of the IDP Document	Draft IDP	IDP/PMS Unit	17 March 2023
STEERING COMMITTEE MEETING			24 April 2023
13. Incorporating and Responding to Comments from Provincial/National Departments & Parastatals	Submitted Project Proposals	Heads of Departments and IDP/PMS Unit	24 April 2023
14. Opportunity for Public Comments	District-wide Public Consultation Meetings	DC 27 EXCO	28 April 2023
STEERING COMMITTEE MEETING			22 May 2023
15. Final Adoption of the IDP	Final IDP Document	Council	31 May 2023
16. Submission of an IDP Document to COGTA	Final IDP & Acknowledgement letter from COGTA	IDP/PMS Unit	31 May 2023
17. Advertisement of the IDP Document for Noting	Copy of an advert	IDP/PMS Unit & Finance	30 June 2023

1.5 Strategic Approach to Development

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

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

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

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

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

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

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

1.6 The Vision

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

1.6.1 Measuring Progress

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

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

The following KPAs inform the OPMS of the Municipality:

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

Priorities are as follows:

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

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

2. SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES

2.1 Government Policies and Imperatives

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

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

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

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

2.1.1 Sustainable Development Goals (SDG's)

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

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

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

2.1.2 National Development Plan

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

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

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

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

2.1.3 The Provincial Growth and Development Strategy (PGDS)

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

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

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

2.1.4 Provincial Growth and Development Plan (PGDP)

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

2.1.5 Reviewed District Growth and Development Plan

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

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

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

2.1.6 The Back to Basics

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

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

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

2.1.7 The SONA

His Excellency President Cyril Ramaphosa stated that the current issue of deep poverty, unemployment and inequality in South Africa is unacceptable and unsustainable. There is a need both to address the immediate crisis and to create conditions for long-lasting stability and development. The Economic Reconstruction and Recovery Plan which puts the creation of jobs at the heart of our economic recovery is currently being implemented.

SONA focussed on five priorities which were previously identified in 2021 SONA:

- overcoming the COVID-19 pandemic,
- a massive rollout of infrastructure,
- a substantial increase in local production,
- an employment stimulus to create jobs and support livelihoods,
- The rapid expansion of our energy generation capacity.

As it was planned in the previous year, SONA to expand the District Development Model (DDM) to all the districts, they have started on the process of institutional reform in capacitating the Department of Water and Sanitation (DWS) and reviewing water boards in as far as their mandates are concerned and ensuring that they serve municipalities in terms of the DDM since water is vital to life, to economic growth and to development.

The following are some of measures in addressing identified issues that are relevant to local government and uMkhanyakude which were announced by the President:

- **30 million** -doses of COVID-19 vaccines have administered, thus, nearly 42% of all adults and 60% of everyone over 50 is fully vaccinated. Hence, ready to enter a new phase in management of the pandemic with the intention to end national state of disaster.
- In rapid expansion of energy: - Over 500 MW from the remaining projects in Bid Window 4 of the renewable energy programme, which are at advanced stages of construction.

-2 600 MW from Bid Window 5 of the renewable energy programme, for which the preferred bidders were announced last year,

-up to 800 MW from those risk mitigation power projects that are ready to proceed,

-2 600 MW from Bid Window 6 of the renewal energy programme, which will soon be opened,

-3,000 MW of gas power and 500 MW of battery storage, for which requests for proposals will be released later this year,

-an estimated 4 000 MW from embedded generation projects in the mining sector,

-approximately 1 400 MW currently in the process of being secured by various municipalities

- Process 80% of water-use licence applications and clear backlog of applications by June 2022 to enhance water service delivery in all Water Service Authorities.
- **1.8 billion-** money will be invested by government to bulk infrastructure
- Agriculture sector has provided R225 million to over 12 000 small-scale sugar cane growers as part of a R1 billion commitment to support black farmers.
- Reviewing of Business Act No. 71 of 1991 to reduce regulatory burden that hinders the growth and job creation of small, medium and small-enterprises (SMMEs).

2.1.8 The SOPA

Taking our cue from SONA and factoring in KZN Provincial conditions and priorities, the focal areas for 2022 should be prioritizing the following

- Economic recovery and job creation
- Improving access to water and sanitation
- Fighting crime and building safer communities
- Social protection and human development
- Building and capacity of the state
- Building a better Africa and a better world

Matters which were raised by the premier which are relevant to uMkhanyakude District or Local Government in general.

1. In the quest for creating jobs for the unemployed youth in our province, the KwaZulu-Natal Provincial Government has packaged mass employment programmes
 - Youth agriculture
 - Youth policing
 - Environmental rehabilitation, cleaning of ocean shores, rivers and dam management, tree planting and waste to energy initiatives are being considered.
 - Youth Ranger Programmes. Training the youth to use drones at our regional airports such as Mkhuze, Ulundi and Newcastle as a way of monitoring our parks and to help fight poaching in our of our endangered wildlife.
 - Unemployed Graduate Programme. 200 Graduates across our municipalities to train as tourist guides. Moses Kotane Institute (MKI) will employ 1500 graduates to assist in primary data collection.
 - The Provincial Government through the Department of Education has afforded 62 292 as part of the presidential youth employment initiative.
 - Youth Construction. Fast tracking the implementation of various road maintenance and upgrading programmes which will create about 45 000 job opportunities.
2. Township and rural economies. KwaZulu-Natal has developed a comprehensive strategy on rural and township economies. Among others, the strategy seeks to ensure long money

circulation in townships and rural areas and to commit government to set aside specific Township/Rural Budget.

3. For the next two years, KwaZulu Natal will increase the EPWP targets to 300 000 beneficiaries to respond to the increased urgency of job creation.
4. Ecosystem restoration and job creation.
 - In the invasive species programme demonstrated its impact by creating 7725 jobs. In the 2022/23 we anticipate on creating 7730 jobs for rural communities in the province.
 - In the past year poor waste management was remodelled to stimulate the economy with 1000 jobs being created.
5. The government has invested in the construction of the Terminal Building at Mkhuze Airport to the value of about R72.31 million. 215 jobs were created and 13 of the 22 su-contractors used during construction were from the uMkhanyakude District in support of localisation and made a direct impact on the community.
6. Reviving the tourism industry.
7. Mobilising communities against crime
8. Implementation of the water master plan
 - The plan articulates the commitment of building better water communities through water delivery that is clean and reliable. It rests in three pillars namely resource planning and bulk infrastructure; distribution planning and sustainability.
 - There is a focused plan to address water challenges in Ugu and uMkhanyakude District through dedicated support from the provincial government which aim to urgently build capacity, improve specific schemes.
9. Operation Mbo
 - The province will engage in operation Mbo to intervene in areas with dire need of service delivery.
 - Among the priority, uMkhanyakude followed by other districts, aimed at delivering projects to address the plight of communities.

3. SECTION C: SITUATIONAL ANALYSIS

3.1 Environmental Analysis

3.1.1. Introduction

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

While the principal duty of a municipality is to govern the affairs of that municipality in accordance with the Constitution and relevant legislation, especially the Structures Act and the Systems Act; the

environmental right¹ 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 uPhongolo River and its floodplain system, which in its natural state presents a unique and special ecosystem, dominate the hydrology of the Makhathini Flats. The Headwaters of the uPhongolo River are in the highlands of southern Mpumalanga and northern KwaZulu- Natal near the towns of Wakkerstroom and Utrecht respectively.

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

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

¹ Section 24.

Umkuze River	Hluhluwe	25	Poor
Phongola River	Pongolapoort	2445	Good
Usuthu River			Excellent
Lake Sibhayi			Good

Table 1: Important Water Resource Elements in uMkhanyakude

Key Impacts

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

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

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

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

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

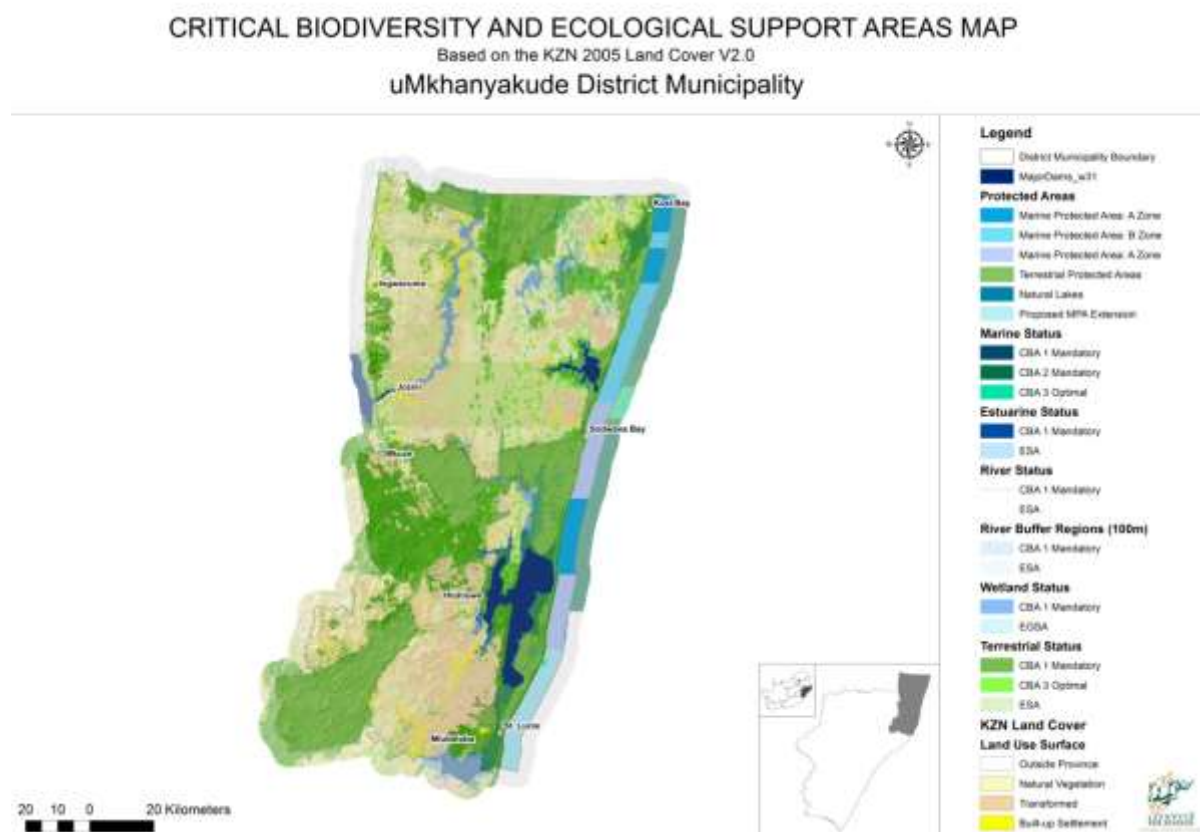
Key Management Priorities

There is a need to promote

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

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

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



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

- 1) Grasslands
- 2) Wetlands- tourism
- 3) iSimangaliso wetland park
- 4) Coastal Forests
- 5) Coastal environment- marine protected areas and estuaries
- 6) Game reserves- Hluhluwe-Umfolozi 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

- 1) Development of continued alien invasive removal programmes.
- 2) Establishment of more protected areas or reserves.
- 3) Promotion of environmental education to make people aware of their roles and responsibilities. Workshops to be regularly given to traditional healers and amaKhosi.
- 4) Establishment of co-operative governance, around the issue of land ownership in order to monitor development.
- 5) 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:

- 1) Tourism Potential
- 2) Estuaries
- 3) Fishing industry
- 4) Sustainable livelihood opportunities
- 5) Educational and empowerment

Key Impacts

- 1) Land based activities that affect the marine life and environment, e.g. Illegal developments along the coast.
- 2) Lack of communication between the coastal municipalities and iSimangaliso wetlands Park.
- 3) Land use impacts on estuaries (e.g., agricultural activities).
- 4) Monitoring of coastal access for public use.
- 5) Impacts on water quality.
- 6) Illegal fishing, use of nets and overfishing is unsustainable.
- 7) 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

- 1) Climate change
- 2) Lack of Air Quality Monitoring
- 3) Lack of Skilled and experienced employees

Key management Priorities

- 1) 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.
- 2) An increase of funds to disaster management so that it can be truly effective.
- 3) 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.
- 4) Create funding for Air Quality officers at each local municipality and also for air quality monitoring stations.
- 5) Air quality monitoring to be done at Somkhele mine.
- 6) Awareness campaigns to be conducted regarding the dangers of local communities burning waste, as a means of disposal.
- 7) Establishment of municipal by-laws governing the burning of waste.

3.1.6. Cultural Resources

Key Issue Impacts

- 1) Damage and loss of cultural resources.
- 2) Lack of capacity.
- 3) Lack of investment.
- 4) Limited tourism due to global markets- recession.
- 5) Over harvesting of certain plants for traditional medicine.

Key Management Priorities

- 1) Protect cultural resources, and identify new ones.
- 2) Encourage investment by engaging with the private sector and development agencies, to form Public Private Partnerships (PPP's).
- 3) Attract skilled and experienced people to the district to ensure the effective management of all cultural and heritage sites.
- 4) Workshops to be provided to local communities by Amafa regarding due process when dealing with artefacts and heritage sites.
- 5) Encourage local tourism, as opposed to mainly focussing on foreign tourists.
- 6) 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.

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:

- 1) lower rainfall;
- 2) wetter summers, drier winters;
- 3) higher temperatures;
- 4) increased hydrological risk and uncertainty;
- 5) high incidence of extreme rainfall days;
- 6) drying of top soils;
- 7) less water for drinking, sanitation and irrigation;
- 8) less water in the soil for plants; and
- 9) 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:

- 1) mortality among those who are sick, old or weak through illness due to extreme heat or cold, which also has implications for maternal health;
- 2) air pollution;
- 3) aero-allergens;
- 4) fungi and moulds;
- 5) water- and food-borne diseases, for example, giardia, cholera, cryptosporidium, rotaviruses, enteroviruses, coxsackie viruses, Cyclospora, and hepatitis A and E viruses;
- 6) seasonal influenza;
- 7) rodent-borne disease; and
- 8) 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.

During the year under review, the country and the entire world experienced the International Disaster in the name of Covid-19 virus. In addition to resulting in a loss of millions of lives, the virus has impacted negatively in the tourism industry to the level that a number of tourism operators and tourism product owners have closed business. In addition, any prospective and previously proposed tourism development has been placed on hold as a result thereof.

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 as well as the Risk Abatement Plan that are awaiting Councillor's 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's have illegal waste disposal sites 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 3 LM's have Waste Officers (WO) but they are not designated according to NEMA.

Key Impacts

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

Key Management Priorities

- 1) Improved waste disposal and management thereof required.
- 2) Increased financial resources to be directed to the establishment of more landfill sites.
- 3) Development of an infrastructural development plan to upgrade current infrastructure. Routine maintenance to be carried out on infrastructure.
- 4) Empower local rural communities to dispose of their waste in an environmentally sustainable manner instead of dumping or burning waste material.
- 5) 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.
- 6) Create more waste management forums, as a platform for engagement with other waste management officials, in order to share information.
- 7) 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:

- 1) Impacts food security because they compete with crops;
- 2) They decrease grazing capacity;
- 3) Livestock poisoning: e.g., lantana; and parthenium
- 4) Alien plants Increases 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):

- a) 31,522 condensed Ha of *Chromolaena odorata*;
- b) 4,314 condensed Ha of *Eucalyptus spp.*;
- c) 1,538 condensed Ha of *Lantana camara*;
- d) 872 condensed Ha of *Psidium guajava*;
- e) 757 condensed Ha of *Cereus jamacaru*;
- f) 315 condensed Ha of *Pinus spp.*;
- g) 176 condensed Ha of *Melia azedarach*; and
- h) 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:

- a) *Ipomoea carnea subsp*
- b) *Fistulosa*
- c) *Pereskia aculeate*
- d) *Chromolaena odorata*, and
- e) *Lantana camara*.
- f) *Parthenium*

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 amount 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 Hlabisa 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. In each and every quarter the District Municipality will have to conduct environmental awareness campaigns e.g., Clean Up Campaigns in different local municipalities 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 visiting a certain community or a school within the uMkhanyakude District Municipality to educate learners on the importance of environmental management.

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

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

<ul style="list-style-type: none"> Impacts of linear developments (e.g. roads, power lines, pipelines, telecommunication, etc.) to topographical features. Landscape disturbances caused by mining activities, borrow areas, etc. 		
GEOLOGY	<i>Study of the earth, the materials of which it is made, the structure of those materials and the processes acting upon them</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> Occurrence of unsuitable geological conditions which impose excessive cost or environmental constraints to development. 	<ul style="list-style-type: none"> Undeveloped mineral resources that can contribute to future economic growth (depending on the future viability of exploiting the minerals). 	<ul style="list-style-type: none"> Development should consider Development Potential Zones, based on the geology, soil land types, drainage and slope gradients. Detailed geotechnical assessments to be conducted, based on the types of developments. Coordinated compliance monitoring and enforcement of mining activities.
WATERCOURSES	<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>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> UKDM contains major water resources, including large rivers (e.g., Umfolozi, Mkuze and Pongola Rivers), lakes (St Lucia, Sibhayi) and dams (e.g. Jozini, Hluhluwe). The PES Categories show that a high proportion of the rivers within the UKDM are regarded as largely natural (PES classes A & B) and are thus in a good condition. 	<ul style="list-style-type: none"> Protection of wetlands and RAMSAR sites in the iSimangaliso Wetland Park. 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 Umfolozi systems.

<ul style="list-style-type: none"> • Disturbance to riparian areas and buffer zones due to habitat transformation, subsistence farming, settlements, and tree felling. • Lack of adequate water supply is the most prevalent problem experienced within UKDM. • Limited survey points for regular monitoring of aquatic ecosystem health. • Unsustainable use of water resources and associated goods and services. • Proliferation of alien vegetation. • The legacy of channel excavation and diversion on the Mkhuze River floodplain has resulted in significant environmental impacts. • Risks of interbasin transfers to ground- and surface water resources in the iSimangaliso Wetland Park. • 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. 	<ul style="list-style-type: none"> • 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. • Bulk water supply will be enhanced by the utilization of Jozini Dam as the main water source. • Large wetland and other important biodiversity areas. • Ecotourism and the incorporation of the local community as custodians and beneficiaries of conservation and ecotourism. • Lebombo TCA – biodiversity conservation, formal protection of wetland and aquatic habitats. • Revenue generated by ecotourism for conservation initiatives. • Opportunity to involve the community in water management (quantity and quality) especially within the rural sectors • Riparian areas important from an ecological perspective, provides connectivity, offers recreational and tourism opportunities, and serves as open space in urban areas. • Wetlands play an important role in biodiversity. • 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 	<ul style="list-style-type: none"> • Designation and maintenance of buffers associated with watercourses. Strict regulation of encroachment and incompatible land use and activities. • 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. • Provision of adequate sanitation and waste management services. • Rehabilitation of riparian areas affected by anthropogenic activities. • The UKDM should ensure that provision is made in the LUMF to enforce the identification, establishment of required set-backs, protection and maintenance of wetlands. • Development should be located outside of the 1:100-year flood line and not to interfere with storm water drainage. No urban, mining or agricultural development within regulated area of the watercourse (i.e. 1:100 year flood line or delineated riparian / wetland habitat, whichever is greatest). • Adopt 32 metres buffer area from boundary of regulated area, for strict regulation of development. • 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. • 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. • 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). • 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.
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	<p>importance for human life and the functioning of society. Dependent on the natural characteristics of the river ecosystem.</p> <ul style="list-style-type: none"> • Enabling legislative framework for protection and sustainable use. • Functional Mfolozi Catchment Management Forum. 	<ul style="list-style-type: none"> • 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. • Develop invasive alien species control plan, with particular focus on stressed catchments. • iSimangaliso Wetland Park Authority should comment on any development within the park's Zone of Influence. • 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. • Management of nutrients that originate from the Mseleni Mission and residential area that threaten Lake Sibhayi. • Preserve Mkhuze Swamp and manage encroachment by agriculture (sugarcane). • Manage ingress of water from the Jozini Dam into the Mkhuze River via the irrigation canal. • Manage groundwater levels in the Maputaland Sand Aquifer. • Preserve shoreline vegetation in the northern and southern parts of False Bay. • Protect Cezwane Pan (north-east of Mkhuze Game Reserve), which is a water-bird 'hot-spots'. • A wetland inventory should be developed for the UKDM. • Critical wetlands need should be delineated according to DWA guidelines. • Quantify the economic value of freshwater ecosystem goods and services. • Provision of basic services to informal settlements. • Specific management interventions (UKDM, 2008) - <ul style="list-style-type: none"> ▪ 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.
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		<ul style="list-style-type: none"> Manage the Mkuze River swamp area so that the communities in the KwaJobe, Makhasa, Nibela and Mngobokazi areas can still retain benefit from the environment, but allow for predominantly eco-tourism use. The Hluhluwe River catchment as a whole need 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). 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. The Monzi swamps are fortunately in an area of low population; however, it is an important wetland system. 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.
SOIL	<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>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> The soil land types 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 	<ul style="list-style-type: none"> Fertile soils (i.e. Makhathini Flats). Suitable soils to sustain agriculture along rivers. 	<ul style="list-style-type: none"> Education and training on best practices in subsistence farming. Development to consider Development Potential Zones, based on the geology, soil land types, drainage and slope gradients. Provision of adequate sanitation and waste management services.

<p>terms of soil activity, drainage, collapse potential or erodibility.</p> <ul style="list-style-type: none"> • Soil contamination, for example – <ul style="list-style-type: none"> ▪ Leachate from current landfill sites; ▪ Mining activities; ▪ Absence of sanitation and waste services; ▪ Spills from accidents or leaking underground tanks; and ▪ Illegal dumping in open spaces. • Soil erosion through land clearing activities and over-grazing. • 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. • Loss of topsoil. • Wind and sheet erosion encountered, which is exacerbated by the removal of vegetative cover, over-grazing, poor farming practices • Salinisation of soil through irrigation. • Capacity to identify requirements and obligations in terms of the Conservation of Agricultural Resources Act (Act No. 43 of 1983). 		<ul style="list-style-type: none"> • Identify and avoid disturbing areas where the soil has a high erodibility factor. • Maintain adequate stocking rates and veld management. Prevent overgrazing to curb erosion and soil degradation. • Pollution prevention and remediation measures.
AIR	<i>Mixture of gases that makes up the Earth's atmosphere</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities

<ul style="list-style-type: none"> Major sources of emissions include motor vehicles, sugar mills, sawmills, sugarcane burning, mining operations at Somkhele Coal Mine. General lack of air quality monitoring in the district. Capacity to identify requirements and obligations in terms of the National Environmental Management: Air Quality Act (Act No. 39 of 2004). 	<ul style="list-style-type: none"> Due to its predominantly rural nature the air quality is generally good as there are limited air contaminating sources. 	<ul style="list-style-type: none"> Proposed Air Quality Management Plan for the district. Institute air quality monitoring programme. Duly consider pollution sources, sensitive receptors and climatic conditions. Detailed emissions inventory to be developed for the district. Provision of adequate waste management services. Promotion of energy efficient heating and lighting. 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.
TERRESTRIAL ECOSYSTEMS	<i>Land-based living (biotic) and non-living (abiotic) factors which make up a functional ecological unit</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> 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. Exploitation and unsustainable harvesting of natural resources (e.g. overgrazing, medicinal plants and firewood). Fragmentation of habitat and loss of green corridors. Undesirable development patterns that impact on environmentally sensitive areas. Threats to the conservation of biodiversity within the iSimangaliso Wetland Park's Zone of Influence. 	<ul style="list-style-type: none"> UKDM abounds in exceptional biodiversity, which offer a host of goods and services. The district covers a large portion of the northern part of the Maputaland-Pondoland-Albany biodiversity hotspot; specifically, the Maputaland subsection. UKDM contains three TFCAs - Usuthu-Tembe-Futi TFCA; Ponta do Ouro-Kosi Bay TFCA; Nsubane-Pongola TFCA. Large portion of district is formally protected and UKDM contains a World Heritage Site (iSimangaliso Wetland Park). High ecotourism potential including most of KZN's Big Five Game Reserves to be found in this district. Various research and monitoring programmes. 	<ul style="list-style-type: none"> 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. Strategic planning processes to be informed by EKZNW's CBAs. 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. Protection of threatened ecosystems and buffers in UKDM, including the following: <ul style="list-style-type: none"> 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.

<ul style="list-style-type: none"> • Widespread encroachment of alien vegetation threatens biodiversity. • Lack of cohesive land planning and compatible land uses. • Inadequate services in rural areas. • Development pressures of uncontrolled informal and formal settlements on natural areas of high biodiversity. • Bush encroachment (i.e. indigenous plants that tend to become abnormally abundant when the area is degraded or overgrazed). • Deforestation. • Uncontrolled fires. • A changing climate threatens species and ecosystems. • Illegal forestry by small growers. • Illegal use of resources (e.g. poaching, smuggling, trade). • Riparian areas and sensitive species being cleared for subsistence farming by poor communities who are dependent on natural resources. • 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). 	<ul style="list-style-type: none"> • Employment opportunities in the developing ecotourism / wildlife-based industries for local communities. • 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. • Job creation for clearing of invasive alien plant species in the area. • EKZNW's Systematic Conservation Plan affords good guidance to sustainable planning. • Dedicated biodiversity custodianship under EKZNW. • Wealth of knowledge with regards to UKDM's terrestrial ecosystems. • Strong sense of place. • Favourable year-round climate. 	<ul style="list-style-type: none"> ■ Coastal grassland 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. • iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence. • Expand on IUCN METT assessments. • Protection of protected fauna and flora species. • Dukuduku onsite resettlement project to be aligned with EMF. • Establishment of co-operative governance, around the issue of land ownership in order to monitor development. • Eradication of alien invasive species (terrestrial and aquatic). • Conservation of the Important Bird Areas. • Maintenance of open space systems in settlements. • Quantify the economic value of terrestrial ecosystem goods and services.
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COASTAL & ESTUARINE ENVIRONMENTS	<p>Coastal Zone - 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. Estuaries - 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 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</p>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • High environmental sensitivity to development and other forms of anthropogenic pressures. • Disruptions in terrestrial and wetland processes will also disrupt estuary and coastal processes. • Water bodies (estuaries) at the lower reaches of catchments and therefore prone to reductions in freshwater flows, eutrophication and unfavourable levels of turbidity. • No established estuary or coastal management forums. • Local communities poorly educated, rural and poverty stricken, highly dependent on the natural resources. • Much of the Mfolozi and Mkuze River catchments lie outside of UKDM boundaries. • Situated adjacent to the Mozambique border and isolated. 	<ul style="list-style-type: none"> • World Heritage Site, Ramsar and Marine Protected Area status. • International collaborations and conventions for conserving these environments. • Formulation of the iSimangaliso Global Environmental Facility Project (iSimangaliso Wetland Park Authority, 2011b). • Enabling legislative framework for protection and sustainable use. • Political support for sustainable utilisation. • Official management bodies (iSimangaliso Wetland Authority & EKZNW) and historically effective implementation of management measures (good enforcement and co management record). • Presence of skilful environmental experts in the province to advise management. • Large volume of literature on the environment. • Outstanding example representing significant on-going ecological and 	<ul style="list-style-type: none"> • 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. • iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence. • Ensure sustainable utilisation of resources for future generations. • Reduce high concentrations of suspended inorganic sediments (not turbidity). • Increase the volume of freshwater inflow into the four estuaries. • Development of an estuary management forum. • Restoration of the health of St. Lucia Estuary. • Quantify the ecological reserve needed by each estuary to ensure adequate and sustainable functioning. • Ensure adequate estuary mouth management aimed at restoring nursery and hydrodynamic functioning. • Ensure that nutrient concentrations do not exceed unfavourable levels. • Ensure minimal development and only eco-friendly, low density, low impact developments (e.g. bird hides, board walks). • Support environmental & ecological monitoring.

<ul style="list-style-type: none"> • High dependence on eco-tourism as the only main form of revenue. • Damaged hydrological functioning of St Lucia Estuary due to artificial diversion of Mfolozi River. • Regular and prolonged closure of St Lucia Estuary mouth. • Situated in a region that experiences periodic tropical cyclones and floods. • Poor catchment management of Mfolozi & Mkuze catchments. • High levels of agriculture & erosion in Mfolozi & Mkuze catchments. • High density of alien plants and commercial forestry in catchment (reduced freshwater flows into estuarine systems). • Overgrazing from cattle and goats in the estuarine functional zone. • Oligotrophic seawaters have limited productivity for commercial harvesting. • Situated adjacent to major shipping route. • Limited quantification and knowledge of the value of ecosystem services accrued by the coastal-marine environment. • 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. • Disregard for many of the laws & regulations governing the estuarine & coastal-marine environments (poaching, 	<p>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).</p> <ul style="list-style-type: none"> • Superlative natural phenomena and areas of exceptional natural beauty and aesthetic importance. One of the criteria that gave it World Heritage status. • 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). • High biodiversity. • Diverse ecosystems and habitats. • Breeding populations of threatened species (turtles, estuarine birds etc.). • Situated in a biogeographic transition zone. • Southern-most coral reefs on the African continent and only district municipality to have this habitat type. • Highest and oldest vegetated coastal sand dune cordon in the world. • Largest estuarine system on the African continent. • Important fossil deposits of estuarine & marine organisms on the western shores of St Lucia Estuary. 	<ul style="list-style-type: none"> • Enhance diversity, restore mangrove forest, nursery and estuary function. • Holistic and efficient management aimed at ensuring the maintenance of healthy sandy beaches, rocky shores and coastal dunes. • Delineation of coastal setback lines. • Southward's extension of Maputaland Marine Protected Area. • Offshore extension of marine protected area. • Mitigate offshore oil spills when they occur. • Mitigate the impacts of ships wrecking. • Renew or maintain beaches to pristine state with zero pollution • To attain a balance between ecological needs and tourist preference. • Renew awareness of the problems of dune trampling. • Holistic and efficient management aimed at ensuring the maintenance of healthy reefs • Ensure that nutrient concentrations inshore do not exceed unfavourable levels. • Ensure that Ragged-tooth Sharks are not disturbed significantly while gestating at Quarter Mile Reef. • Minimise levels of disturbance on reefs. • Monitor extent of coral bleaching. • Protection & maintenance of populations of key species. • Continue monitoring of breeding turtle populations. • Manage alien invasive species to ensure no displacement of indigenous species and safe guard ecosystem functioning and processes. Conservation of indigenous species. • Paradigm shift in attitudes on keeping fish. Encourage catch and release. • Quantify the economic value of marine ecosystem services and resources.
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<p>over-harvesting, unscrupulous & unauthorised developments and activities).</p> <ul style="list-style-type: none"> • Lack of support for conservation from locals (especially Kosi Estuary). • Unauthorised developments in the estuarine functional zone or within a suitable buffer encompassing estuaries. • Estuarine and marine off take. • Commercial harvesting of fish in estuaries. • Far from harbours to facilitate naval presence and policing of coastal waters. • Poor performing WWTWs. • Sandy soils and high-water table, increases risks of water pollution/eutrophication. • Ecological water requirements not determined for Kosi & Mgobezeleni Estuaries. • Limited knowledge on the hydrology of Kosi Estuary. • Insufficient estuarine and coastal ecological monitoring. • Increasing tourism impacts on the coastal environment and coral reefs. • Increased tourism demand for seafood and bait leading to commercialization of traditionally subsistence fisheries which are most likely not be sustainable. • Increased fishing effort and pressure on fish stocks. • Despite good historical record of compliance with respect to natural use of coastal resources, increased 	<ul style="list-style-type: none"> • Largely unmodified by anthropogenic influences. • Large and unfragmented system (likely to be more resilient than other comparable systems that are fragmented). • Isolated from industrial developments and large human settlements. • High value of ecosystem services (natural resources, fish-nursery function, protection of fish spawner biomass, carbon sequestration). • High eco-tourism value and potential (diving, fishing, bird watching etc.). • Existing tourism largely well aligned with conservation and community needs. • Communities have economic involvement in tourism and conservation. • Strong sense of place. • Pristine clear-water beaches with limited debris. • Favourable year-round climate. • Accessible. 	
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<p>commercialization and demand for seafood products is resulting in increased compliance problems.</p> <ul style="list-style-type: none"> • DukuDuku development within iSimangaliso's Zone of Influence. Loss of sensitive habitat due to dependence of community on natural resources. 		
PROTECTED AREAS	<i>Areas of land or sea that are formally protected by law and managed mainly for biodiversity conservation</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • 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. • Invasion of Ndumo Game Reserve. • Poaching. • 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. • Free flow of illegal game meat and other biodiversity products across the Mozambique border. • Lack of funding in conservation programmes. 	<ul style="list-style-type: none"> • 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. • Large portion of district is formally protected. UKDM includes the iSimangaliso World Heritage Site, Ramsar sites, and Terrestrial and Marine Protected Areas. • Enabling legislative framework for protection. • Dedicated biodiversity custodianship under EKZNW. • Well-developed IMPs. • Ndumo - greatest bird species diversity within South Africa - Ramsar site. • Tembe Elephant Park contains one of only three original elephant populations (the <i>Maputaland Coastal elephant</i>) of South 	<ul style="list-style-type: none"> • IMPs of protected areas should observe and integrate EMF. • The iSimangaliso Wetland Park is a World Heritage Site. Environmental Management efforts must ensure that this status is maintained and supported. • Support and facilitate land planning and practices that enhance the overall biodiversity values and the role the region can plan in conserving the components of the northern part of the Maputaland-Pondoland-Albany biodiversity hotspot. • Support and facilitate land planning and practices that enhance the overall objectives of the three TFCA initiatives. • 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. • Game farming within the carrying capacity of existing veld resources. • Protection of buffer zones and transitional zones. • Advocate community conservation ventures and commensurate activities in buffers. Alignment with Buffer Policies of Protected

<ul style="list-style-type: none"> Possible market saturation as more and more game areas enter the tourism market. 	<p>Africa as well as been recognised as containing some of the biggest ivory (Tuskers) in Africa.</p> <ul style="list-style-type: none"> High ecotourism potential including most of KZN's Big Five Game Reserves to be found in this region. The main part of EKZNW rhino expansion programmes fall in the district. Various environmentally sensitive areas are not formally protected. Future potential for contributing towards provincial biodiversity targets. Opportunity to create Community Conservation Areas to support conservation in the district. uMkhanyakude forms part of the Lebombo 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. 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. Good conservation practices and expertise. Well-developed reserve biodiversity / species management plans for black & white rhino; elephant and wilddog. Employment opportunities in conservation areas for local communities. 	<p>Areas and the Zone of Influence Policy of the iSimangaliso Wetland Park Authority.</p> <ul style="list-style-type: none"> 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.
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	<ul style="list-style-type: none"> Protected areas afford opportunities for environmental education. Wealth of knowledge with regards to UKDM's protected areas. 	
SOCIO-ECONOMIC ENVIRONMENT	<i>The combination of the social and economic conditions in a region, that form part of the overall environment</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> UKDM's social vulnerability is thought to be high due to the following driving forces: <ul style="list-style-type: none"> It has the highest malaria prevalence in the country; 20-30% of adults are HIV positive; Tuberculosis is a major cause of mortality; 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); Unemployment is very high, estimated at 66-90%; Education levels are low, with 30% having received no formal education at all. 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. 	<ul style="list-style-type: none"> The key drivers of local economy in uMkhanyakude are agriculture, services, tourism and retail. UMDA serves as a dedicated Local Economic Development Agency in the sub region. uMkhanyakude is designated as a presidential node to redirect public funding to priority areas for poverty alleviation. 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. UKDM is strategically located as a border district. Lavumisa and Ponta D'Oro border post are the most strategic borders South of Swaziland and Mozambique. The presence of traditional authorities facilitates community support and ownership of developmental activity. Community structure and strong cultural background of the people. Historical and cultural assets. 	<ul style="list-style-type: none"> Improvement of communication lines between the UKDM and the communities. Provision of adequate services and social amenities. Poverty alleviation and job creation. Curbing HIV/AIDS. Curbing corruption. Safety and security. Growing the economy (Local Economic Development). Allowance for development that serves the people of UKDM in terms of their psychological, physical, developmental, cultural and social interests equitably. Ensure good governance in environmental management, including ensuring openness and transparency, participation, accountability, effectiveness, coherence and consistence. Focus environmental education initiatives initially around sensitive areas. Where appropriate, build educational component into tourism attractions to ensure proper environmental management of sensitive areas. Labour intensive projects. Urban renewal for major towns. Optimise tourism potential.

<ul style="list-style-type: none"> • The essentially rural character of the district and its economic dependency on the region's economic centres. • Movement of criminals to- and from Mozambique facilitated by border crossing. Illegal activities in the Mbangweni Corridor. • Backlogs in service provision. • Migration of workers, mostly male, causing social and economic dependence on women-led households. • 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. • The district is relatively isolated from the rest of KZN.I • The majority of the population has little to no skills which limits the job opportunities that they can pursue. • Strong dependency on social grants. • Overdependence of government for income generation. • Lack of diversification of economic activity. • Mismanagement of funds and unqualified audit reports. • Lack of financial resources to implement strategies and plans. • Political instability and lack of political will. • Lack of capacity for effective governance. • Shortage of appropriate skills and training resource. 	<ul style="list-style-type: none"> • iSimangaliso is a large contributor to tourism and socio-economic related benefits in the district. • Mkhuze Regional Airport is an investment that triggers business opportunities in the area. • The Jozini Dam forms an integral part of the economy of the region. • 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. • 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. • A large pool of youth which can contribute to the development of UKDM. • Food security projects can be generated through the agriculture sector. • Current projects, strategies and plans emphasize need to community development. • Opportunities in the agro processing and tourism industries. • Vast tourism potential of UKDM in terms of biodiversity, recreational opportunities, visual appeal, heritage and culture, etc. • Contribution of game farming (appropriately managed) and associated 	<ul style="list-style-type: none"> • Prioritise investment in economic opportunities. • Establish opportunities for small, medium, and micro businesses. • Local communities to benefit from Communal Conservation Areas.
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<ul style="list-style-type: none"> Balancing economic development with environmental protection. Lack of public environmental awareness. Impacts of environmental pollution on human health. Outbreaks of contagious diseases. Environmental legal process delay implementation of development. Big divide between extensive planning, strategy, research and policy development and the lack of implementation due to capacity, political will and finance. 	<p>eco-tourism activities to regional and provincial economy.</p> <ul style="list-style-type: none"> Since SMMEs contribute to job creation, there is an opportunity, particularly in the tourism sector to increase support and encourage SMMEs. 	
INFRASTRUCTURE & MUNICIPAL SERVICES	<i>The basic facilities, services, and installations needed for the functioning of a community or society</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> Settlement patterns within the rural communities are characterised by widely dispersed dwellings, which complicates service delivery. Aged infrastructure. Service backlogs in rural areas. Vandalism of services infrastructure. Illegal water connections. Lack of capital funds for infrastructure development. Environmental legal processes delay development. Lack of formal solid waste disposal sites. Inadequate formal waste water treatment. 	<ul style="list-style-type: none"> EMF intended to facilitate development in terms of the EIA process in areas where the environment permits. Improved service delivery would speed up development and enable economic investment in the area. 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). N2, R22 and R66 - provide opportunities for growth and economic stimulation in the economy. 	<ul style="list-style-type: none"> Access to Free Basic Services for all residents within the district. Eradicate services backlogs. Upgrade / refurbish existing infrastructure – optimisation. Improve and focus investment in the services. Development and Implementation of Integrated Waste Management Plan for the district. Empower local rural communities to dispose of their waste in an environmentally sustainable manner instead of dumping or burning waste material. Creation and improvement of transport linkages to provide access to isolates areas, to support potential economic activity (increased tourism and movement of goods) and to improve social activities (recreation, access to health and education). Urban renewal.

<ul style="list-style-type: none"> • Lack of maintenance of infrastructure. • Lack of capacity and resources within municipalities; • Lack of by-laws; • Unemployment of majority of population makes payment for services difficult. • Need for basic water, sanitation, electricity and housing infrastructure. • 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. • Healthcare in the area is unspecialised due to lack of infrastructure, capacity and finance. • Lack of infrastructure inhibits growth and development. • Prioritisation on short term gains. • A poor road network limits economic activity in the district. • Lack of capital to fund proposed infrastructure costs • 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 Management: Waste Act (Act No. 59 of 2008) (amongst others). 	<ul style="list-style-type: none"> • 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. • Legal and policy frameworks in uMkhanyakude and at provincial level for support. • Spatial, economic and social planning in the district and its local municipalities are extensive and have unified goals and objectives. • There are identified economic opportunities to tourism and agriculture to the uMkhanyakude economy, with current projects and implementation plans already in place. • The ecosystem and environmental assets of the district are abundant. • Large labour force attracts labour intensive sectors. • The Lebombo SDI initiatives in the area result in an increase in investment and improved infrastructure. • Solid waste management can lead to opportunities for income generation, environmental sustainability and improved health. • 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. 	<ul style="list-style-type: none"> • Action plan for promoting renewable energy. • Suitable waste management system. • Permitting of waste disposal sites. • Waste disposal sites and WWTWs to be operated in accordance with legal requirements. • Water conservation and demand management strategy. • Enforcement of Local-, Regional- and National Legislation and Policies. • Waste recycling to be encouraged. • Control illegal dumping and eradicate dumping hotspots.
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	<ul style="list-style-type: none"> Urban restructuring and densification. 	
<u>AGRICULTURE</u>	<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>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> Land with high agricultural potential is under threat from unsustainable land uses, poor agricultural practices and land reform. Agricultural activity in erodible, steep or environmentally sensitive land. Loss of productive agricultural land. Unsustainable subsistence farming practices. Highly-erodible soils within catchment areas aggravated by over grazing of livestock. Access to markets. Harsh climatic conditions such as high temperatures and heavy rainfall. Threats from climate change. Poor soils and rugged terrain in some parts. Crop dusting - fertilizers and pesticides pollute rivers. Habitat transformation / bush encroachment. Lack of knowledge and skills. 	<ul style="list-style-type: none"> Agriculture constitutes one of the key drivers of local economy in the district. Water available for irrigation from the Jozini Dam. Production, processing and marketing (export) of agricultural produce, with associated economic benefits. Temperate, subtropical climate at Makhathini Flats allows for a large variety of crops to be grown. The area is characterized by high agricultural potential. 	<ul style="list-style-type: none"> 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. Areas with good accessibility set aside for processing and packaging of commercial crops. Invest in better agricultural education and land care programmes. Build capacity surrounding farming methods to local subsistence farming. Diversification of agricultural practices to prevent monoculture crop production and establish good farming practices. High potential agricultural land set aside for agricultural purposes. Sustainable and environmental friendly irrigation practices. Sustainable grazing practises. Providing the necessary support to emerging farmers.

<ul style="list-style-type: none"> • Shortfalls in terms of post settlement support. • Removal of riparian vegetation and wetlands to make way for subsistence farming. • Slash and burn of riparian and swamp forest areas within iSimangaliso Wetland Park. • 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. • Loss of agricultural production associated with land reform. • 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). 		
HERITAGE RESOURCES	<i>Any place or object of cultural significance (i.e. aesthetic, architectural, historical, scientific, social, spiritual, linguistic or technological value or significance)</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • Lack of public awareness of the relevance of the heritage sites in the district. 	<ul style="list-style-type: none"> • UKDM contains various heritage and cultural resources, such as Border Caves, Ghost Mountain, Usuthu Gorge, King's palace (Ingwavuma) and royal burial sites. 	<ul style="list-style-type: none"> • Preservation of UKDM's heritage resources.

<ul style="list-style-type: none"> Heritage component is often overlooked during development. Lack of authenticity of the Zulu culture. Development pressures. Capacity to conserve and maintain heritage resources. Vandalism and disrepair to heritage resources. Difficult to access information. Lack of preservation of heritage sites (e.g. access control). Difficult to access. Lack of signage. Lack of funding. Capacity to comply with National Heritage Resources Act (Act No. 25 of 1999). 	<ul style="list-style-type: none"> The district contains the iSimangaliso World Heritage Site. The district's heritage contributes to its sense of place. Heritage resources serve as tourist attractions. Potential to generate income for community. Benefits to academic research. Free access. Provides insight to the history of the Zulu leadership and native culture. 	<ul style="list-style-type: none"> Audit all existing facilities, in terms of status, management and potential. Detailed inventories of Heritage Resources should be compiled and mapped. Heritage impact assessments to accompany relevant developments. Optimise tourism potential offered by heritage and cultural resources. Incorporate heritage considerations into development proposals. Clear institutional responsibilities at a municipal level for heritage preservation.
TOURISM	<i>Travel for predominantly recreational or leisure purposes or the provision of services to support this leisure travel</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> Lack of adequate infrastructure and municipal services. Poor road conditions and lack of adequate public transport Lack of accommodation especially targeting high income tourists in the greater area. 	<ul style="list-style-type: none"> Tourism constitutes one of the key drivers of local economy in the district. Host of tourism activities available in UKDM. iSimangaliso Wetland Park World Heritage Site. Attractive climate for tourism. 	<ul style="list-style-type: none"> Enhancing the tourism experiences available in uMkhanyakude through diversification in the type and range of facilities available. Upgrading of road infrastructure. Upgrading of tourism facilities. Improve signage on roads. Empowerment of emerging and small tourism businesses

<ul style="list-style-type: none"> • Limited access by communities to tourism opportunities and craft markets. • Leakage of tourism revenue from the district. • Safety and security of tourists. • Lack of benefits to local communities from tourism opportunities. • Inadequate marketing of heritage resources. • Risks of loss of sense of place through incongruent tourism development. 	<ul style="list-style-type: none"> • Exceptional biodiversity and natural resources afford UKDM a high tourism potential. • Large portion of district set aside for conservation, in protected areas, Community Conservation Areas and private game reserves. • Tourism opportunities afforded by the LSDI. • Established tourism sector. • Diversification of tourism opportunities and target markets. • N2, R22 and R66 are significant movement corridors. • Border post with Mozambique. • There is a rich historical and cultural background to the area. • Tourism related activities provide an economic incentive to safeguard and restore heritage sites. • Opportunity to develop community tourism activities. • 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. • Potential to create strong relationship with the Ingonyama Trust Board. • Creating environmental awareness through education. 	<ul style="list-style-type: none"> • Develop a tourism body in the municipality to regulate and aid the tourism sector. • Marketing of uMkhanyakude as a prime tourism destination • Forming of partnership for tour packages. • Partnership with NGOs to create a holistic environmental education and tourism hub. • Encourage local tourism, as opposed to mainly focussing on foreign tourists. • Partnerships and co-operation between the public and the private sector. • Attract investment for tourism development. • Audit all existing facilities, in terms of status, management and potential. • Stimulate BB's in previously disadvantaged areas. • Link to larger tourism strategies. • Give effect to a tourism infrastructure rehabilitation program. • Implementation Tourism Strategy in order to optimise the exploitation of the area's tourism potential. • Develop a tourism development plan with clear guidelines and involve existing tourism business owners and the local communities. • iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence.
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MINING	<i>The process or business of extracting ore or minerals from the ground</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • The occurrence of mineralisation is sparsely distributed across the uMkhanyakude district. • Surface water pollution (e.g. contaminated runoff). • Groundwater pollution. • Air pollution (e.g. dust). • Absence of / inadequate rehabilitation. • 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). 	<ul style="list-style-type: none"> • The Somkhele Coal Mine has one of the largest reserves of open-pit anthracite in the country. 	<ul style="list-style-type: none"> • Coordinated compliance monitoring and enforcement of mining activities. • Mapping of mineral resources and areas set aside for prospecting. • Establish rehabilitation specifications for mined areas. • Mining activities for high priority mineral deposits. • Implementation of Integrated Water and Waste Management Plans. • Compliance of mining activities with authorisation conditions.
PLANNING & DEVELOPMENT	<i>Spatial Planning =</i> <i>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>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • Private land transactions with the local traditional council leaders without any development approval (particularly high negative impacts when occurring inside 	<ul style="list-style-type: none"> • Comprehensive spatial, economic and social planning in the district and its local municipalities with unified goals and objectives. 	<ul style="list-style-type: none"> • The District's EMF has considered the SDFs. It is therefore imperative that the EMF to be integrated into the SDFs.

<p>the iSimangaliso Wetland Park World Heritage Site).</p> <ul style="list-style-type: none"> • Sustainability of successfully claimed land. • Dysfunctional spatial form with low density rural sprawl complicates access to services and employment. • Poor condition of the roads within the district hampers access and economic development. • Disparate development in the vast areas that fall under traditional leadership in UKDM. • Land that is subject to competing forces, where opposing parties have different requirements for the utilisation of the land. • Lack of implementation and <i>ad hoc</i> implementation. • Significant areas under land claims. • Over-ambitious development proposals. 	<ul style="list-style-type: none"> • Investment in the district promoted through the LSDI. • The district has been prioritised by both national and provincial government. • 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. • Opportunity to use the myriad of funding mechanisms to ensure sustainable development and job creation. 	<ul style="list-style-type: none"> • UKDM's corridor strategy rests on the strengths of the district in terms of its economic advantages based on (1) location and (2) the two main sectors of economic activity, namely agriculture and tourism. • 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. • Opportunity for Community Conservation Areas to be explored through planning mechanisms. • 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.

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 presence within the District, of the provincial Economic Development, Tourism & Environmental Affairs (EDTEA) Municipal Support officials. Their participation in the municipal forums such 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 2022/2023 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 be implemented during the financial year 2022/2023

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 out 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 inter-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, UMhlabuyalingana, 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 UMkhanyakude 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 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 Makhathini Flats. Of the estimated 40 000 to 50 000 Ha of irrigated fertile lands that the dam was able to support, only some 3 000 Ha was ever developed into viable sugar fields (WRC, 2009).

The development of the Pongolapoort Dam has impacted on the natural hydrological cycling of the river system and, initially, decreased the seasonal floodwaters that were vital to maintenance of ecological functionality in terms of governing vegetation structures, alluvial deposition (the dam traps up to 95% of fertile sediments) and fish migrations. Baseflow of release of the dam is maintained at 5m³/s, with simulated flood conditions increasing this up to 850m³/s, which is maintained for 3 to 4 days (DWA, 2007).

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

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

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

UMhlabuyalingana LM

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

croplands. The result of this area being largely unsuitable for agriculture is that the greater area has remained in a near natural ecological state.

Big Five Hlabisa LM

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

Mtubatuba LM

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

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

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

uMkhanyakude District Municipality
Agriculture Potential

Map showing the Agriculture Potential of the uMkhanyakude District Municipality. The map displays various land use zones color-coded by potential, with a legend on the right and a scale bar at the bottom left.

Legend
agricultural_potential
LAND_POT

1. Very High Potential
2. High Potential Land
3. Good Potential Land
4. Moderate Potential Land
5. Restricted Potential Land
6. Very Restricted Potential Land
7. Low Potential Land
8. Very Low Potential Land
9. Vleis
Waterbodies

Scale: 0 5 10 20 Kilometers

3.3 Demographic Characteristics

The information presented below, represents a brief demographic profile as per the 21-22 mid-year population estimates projected by STATSSA.

Mid-year population estimates by District, 2021 and 2022

Details	2021	2022
KwaZulu-Natal	11 533 104	11 653 713
DC27: UMkhanyakude	679 404	684 435

Evidence based planning informed by population age structure indicated above is therefore important in order to meet the needs of each age cohort. STATSSA

UMKHANYAKUDE DISTRICT MUNICIPALITY

Municipality	2021 estimates		2022 estimates	
	Number	%	Number	%
• Umhlabuyalingana	168 763	25	170 118	24.8
• Jozini	198 795	29.2	199 633	29.1
• Mtubatuba	200 719	29.5	203 216	29.7
• Big 5 Hlabisa	111 126	16.3	111 468	16.3
UMkhanyakude	679 403	100	684 435	100

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

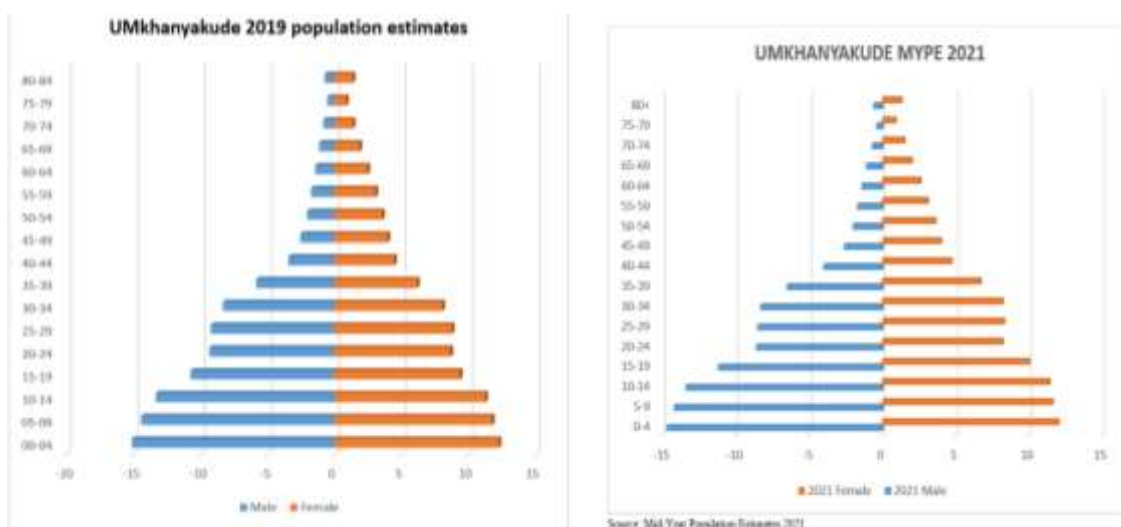
UMkhanyakude district is one among the districts with very young population, this is depicted in the population below. Such a young population is characterized by high dependency ratio, it is possible that the district has high fertility while at the same time its location may also have some impact on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

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

economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services.

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

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



Umhlabyalingana LM

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

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

Jozini LM

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

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

Mtubatuba LM

MTUBATUBA	2021		2022	
AGE	MALE	FEMALE	MALE	FEMALE
0-4	13533	13218	13567	13256
5-9	12625	12829	12701	12933
10-14	10949	11516	10993	11536
15-19	9338	10157	9476	10379
20-24	7982	8965	8000	8931
25-29	9164	10129	9051	10060
30-34	8801	9473	8914	9577
35-39	6596	7014	7034	7336
40-44	3438	4349	3758	4564
45-49	2318	3869	2417	3898
50-54	1795	4422	1834	4466
55-59	1464	3810	1452	3888
60-64	1277	2814	1288	2901
65-69	914	2350	923	2460
70-74	791	1717	792	1745
75-79	532	995	542	1072
80+	556	1019	522	952
TOTAL	92074	108645	93263	109953

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

Big 5 Hlabisa LM

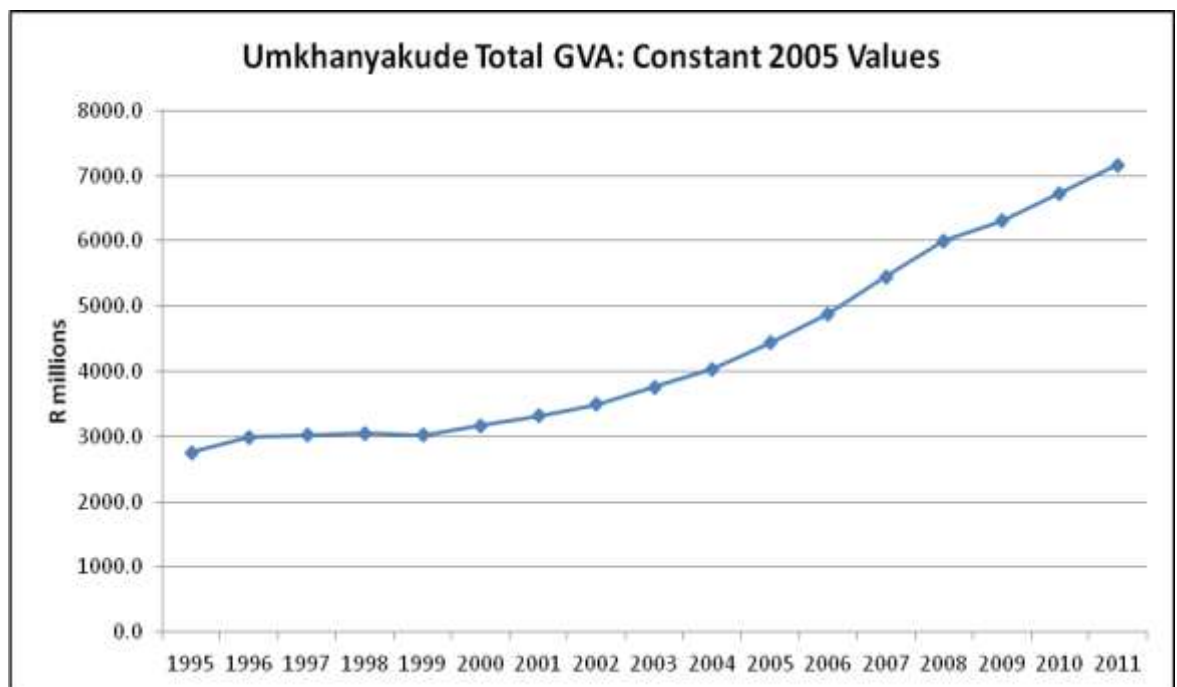
BIG 5 HLABISA	2021		2022	
AGE	MALE	FEMALE	MALE	FEMALE
0-4	7174	7458	7089	7391
5-9	6733	6855	6674	6815
10-14	6518	6905	6482	6857
15-19	5818	5887	5862	5967
20-24	4019	5135	3978	5089
25-29	4867	5258	4784	5183
30-34	4475	4453	4507	4437
35-39	3134	3861	3313	4010
40-44	1908	2300	2075	2379
45-49	1272	2392	1321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

3.4 Overview of the District Economy

3.4.1 Economic structure and trends

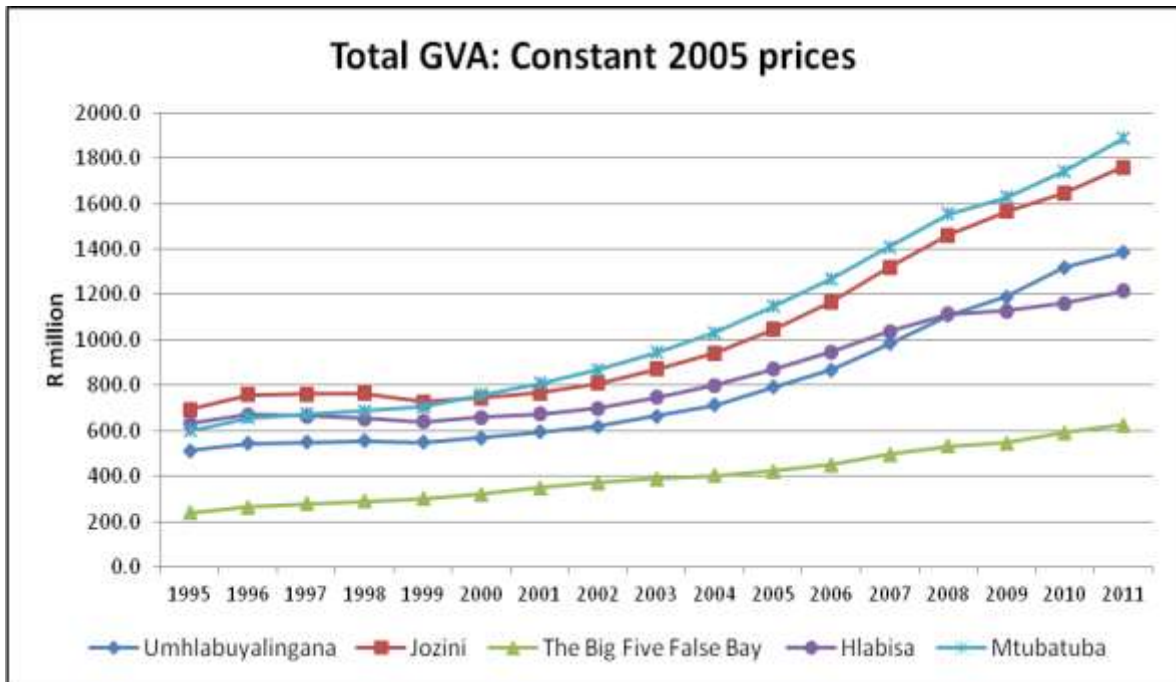
- The total size of the district economy as measured by the total GVA has grown from R2.7 billion in 1995 to approximately R7.1 billion in 2011.
- The comparative structure of the local economies is depicted below and indicates a much differentiated structure with increasing divergence over time.
- The 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 3: UMkhanyakude Total GVA at constant 2005 values



Data Source: Quantec, RSA Regional indicators (2011)

Figure 4: Total GVA at constant 2005 values (LM level)

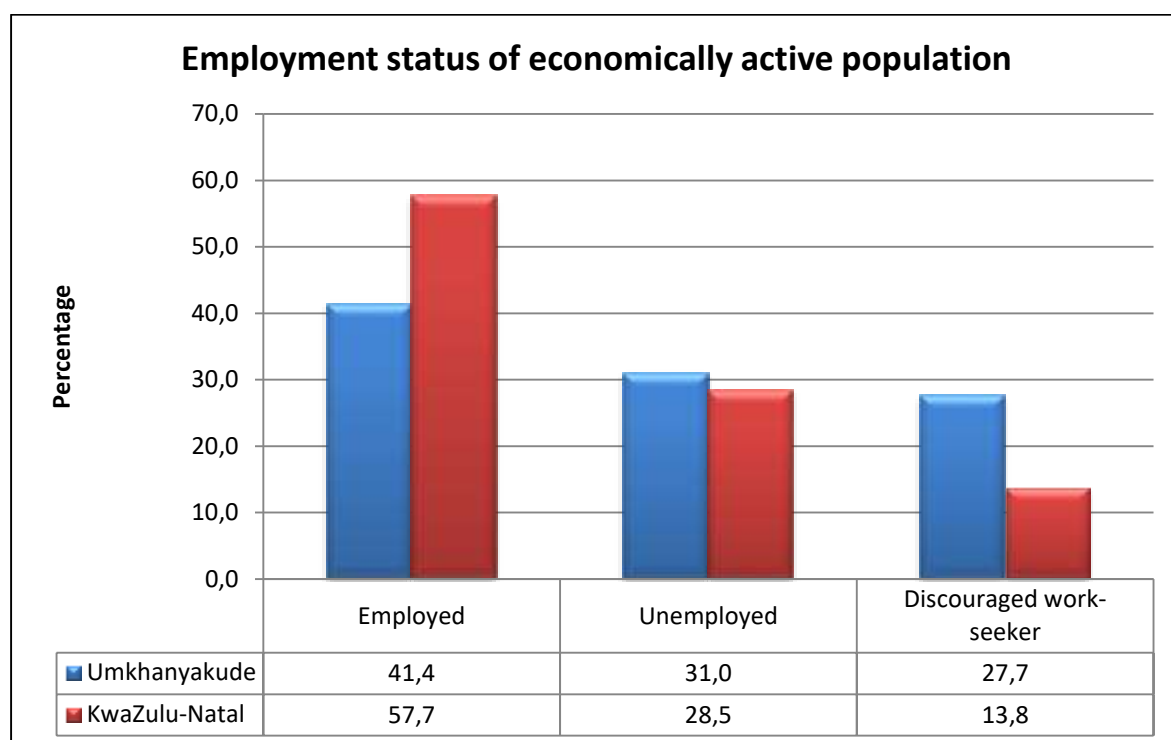


Data Source: Quantec, RSA Regional indicators (2011)

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

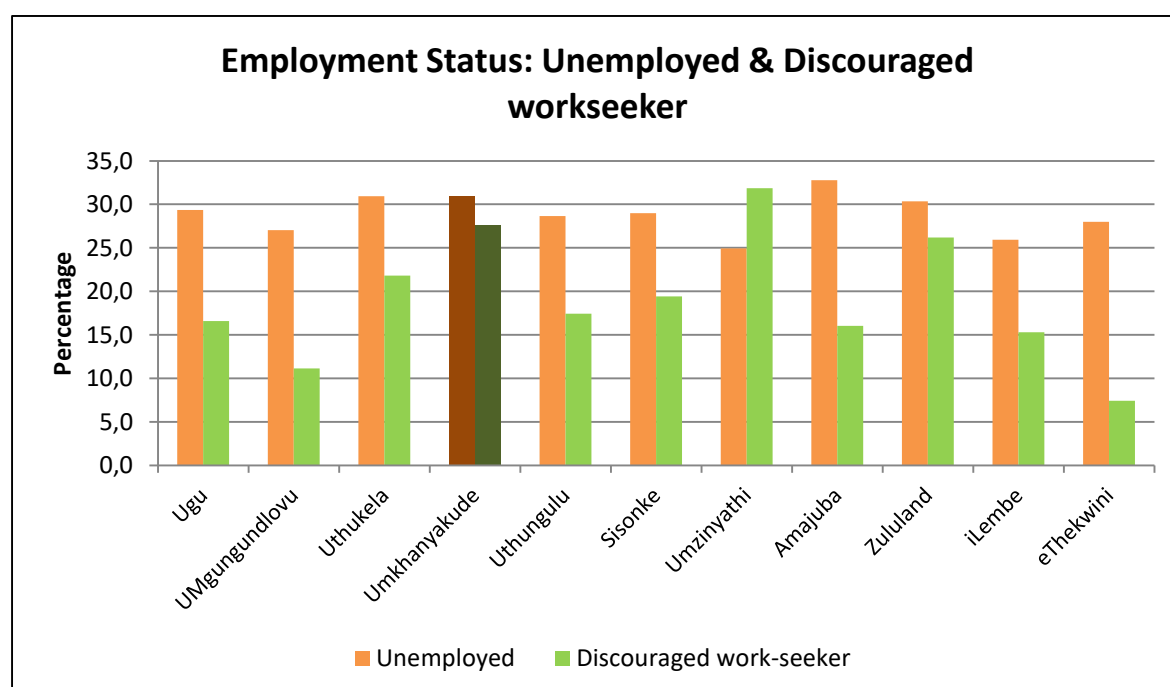
3.4.2 Employment Structure and Trends

Figure 5: Employment status of economically active population (UKDM vs. KZN)



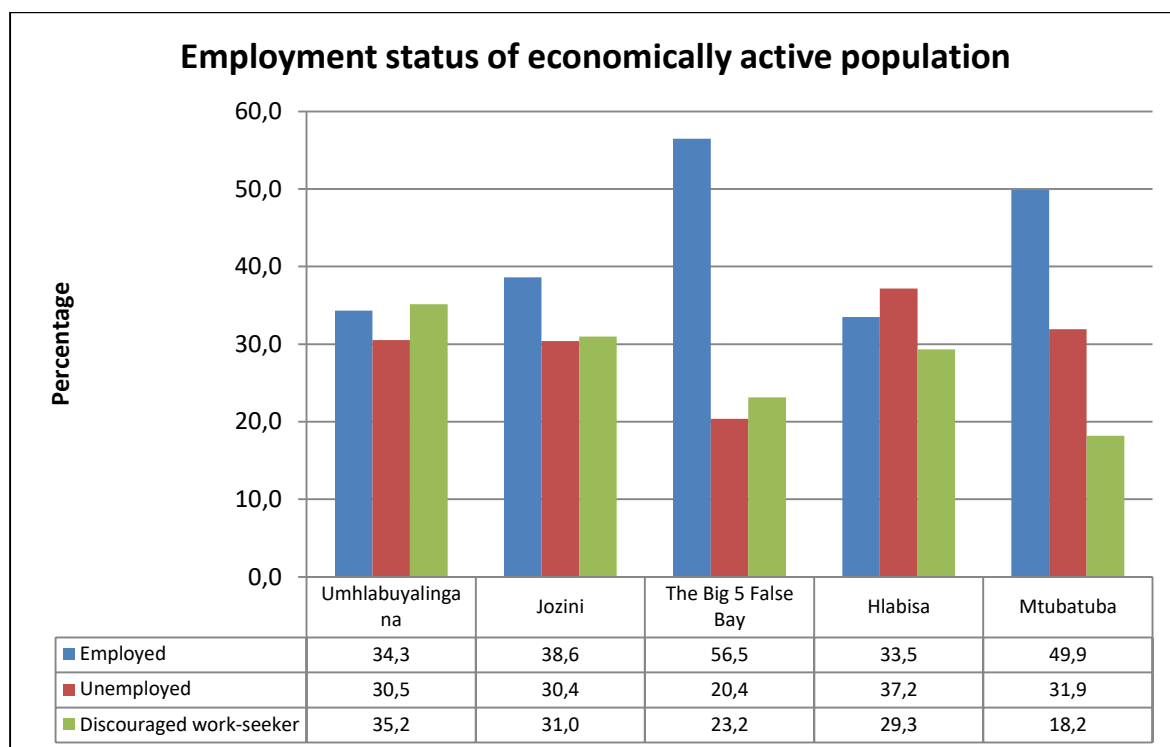
Data Source: Statistics SA, Census 2011

Figure 6: Employment Status (District level)



Data Source: Statistics SA, Census 2011

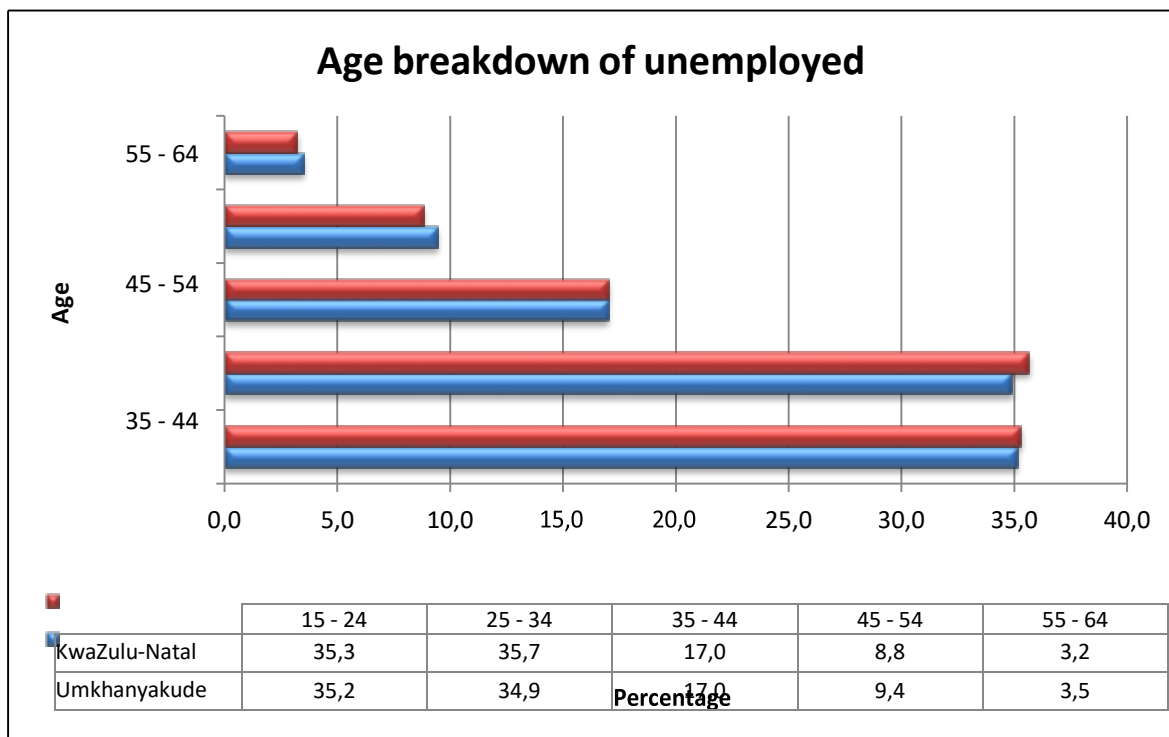
Figure 7: Employment Status of Economically Active Population (LM level)



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 8: Age breakdown of Unemployed Population (UKDM vs KZN)



Data Source: Statistics SA, Census 2011

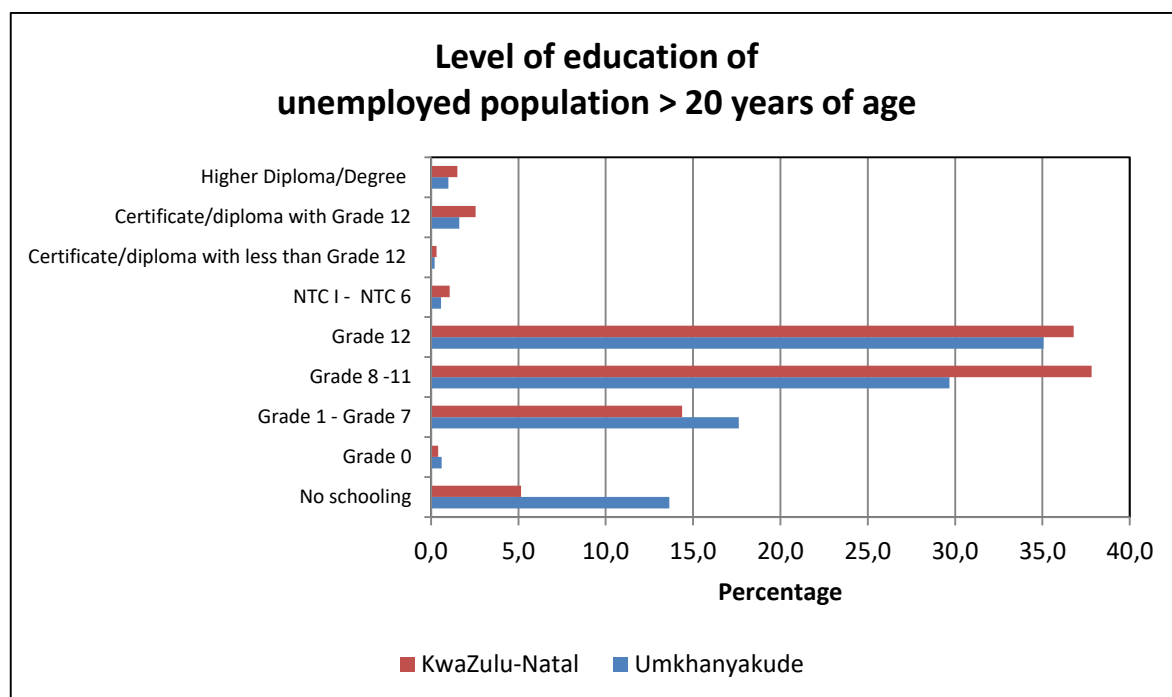
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3.4.3 Education levels of economically active population

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.

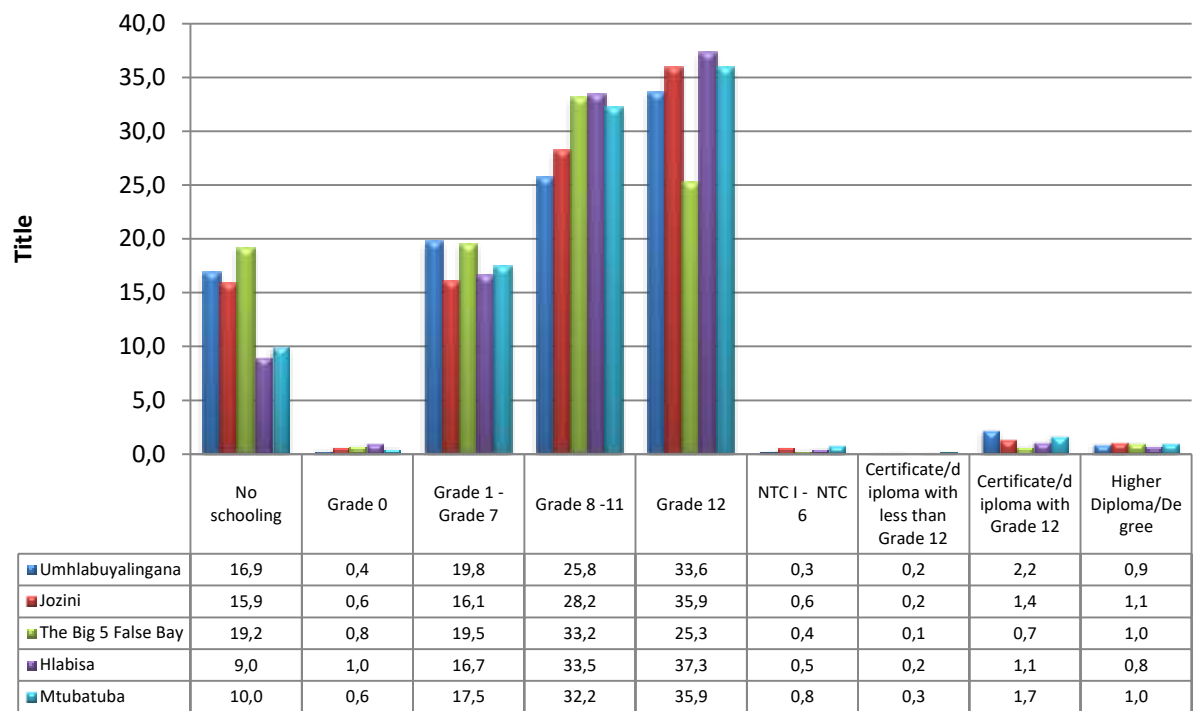
Figure 9: Level of education of unemployed population older than 20 yrs (UKDM vs. KZN)



Data Source: Statistics SA, Census 2011

Figure 10: Level of education of unemployed population older than 20 yrs (LM level)

Level of education of unemployed population > 20 years



Data Source: Statistics SA, Census 2011

3.5 Human Resources Overview

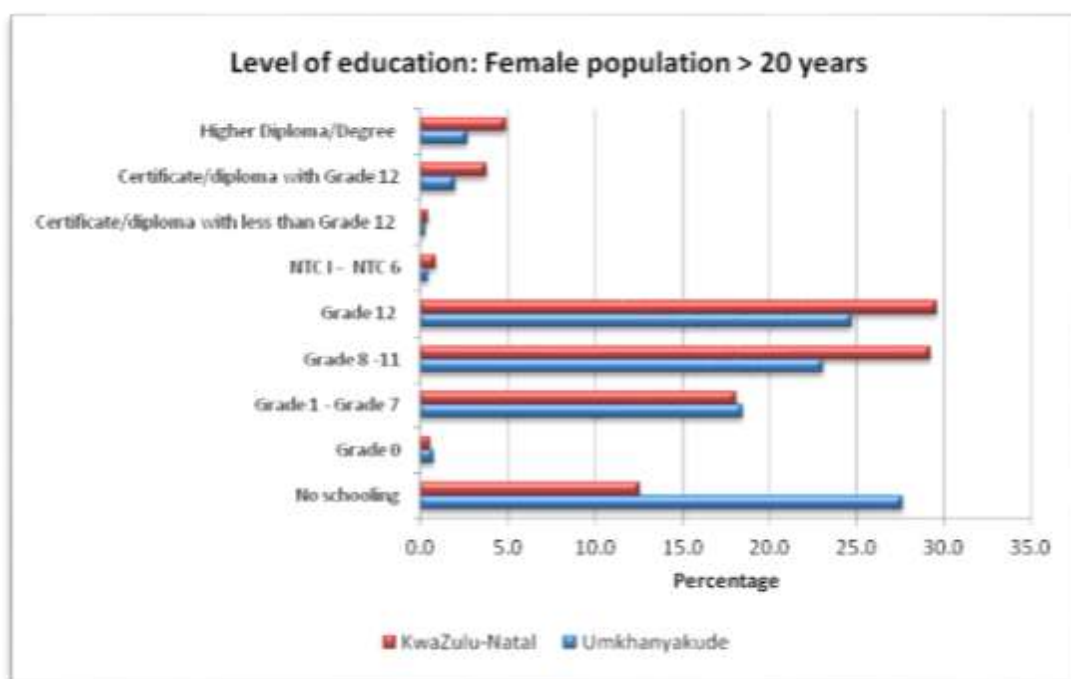
3.5.1 Education and Literacy Level

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

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

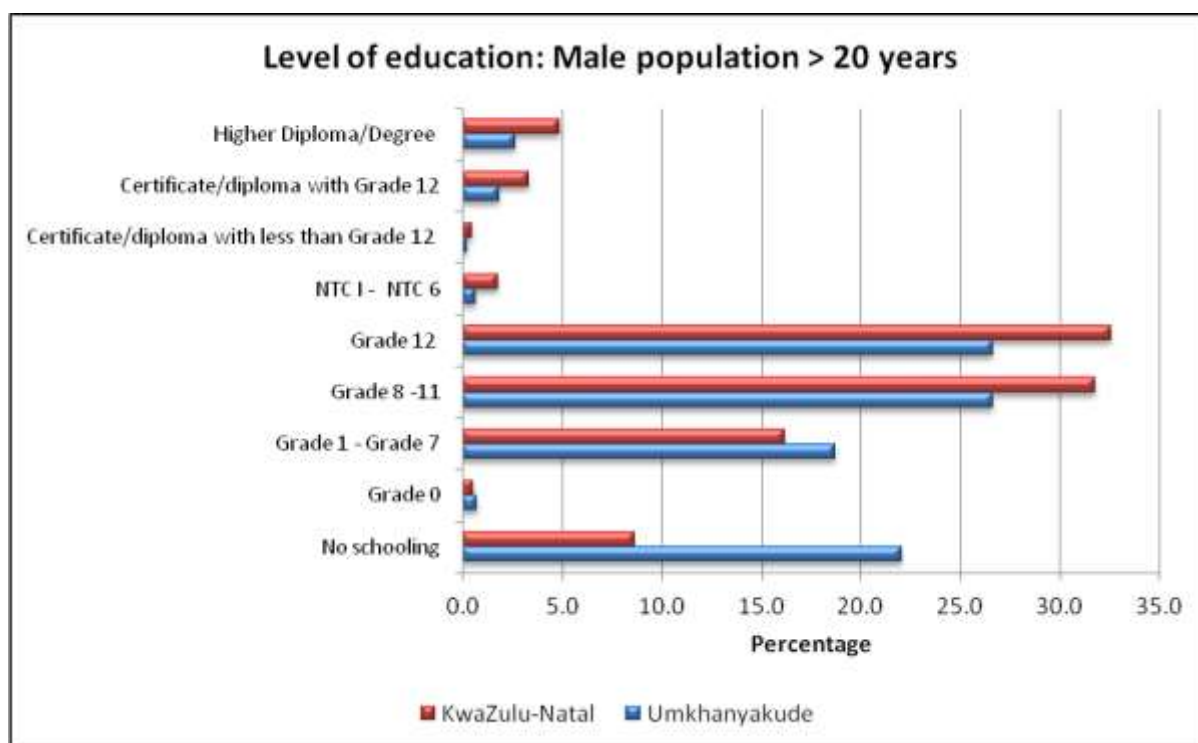
3.5.1.2 The proportion of the adult population in the district with tertiary education is less than half the comparative figure for the province (approximately 2.5% of the adult population compared to provincial figure of 5%) which rate amongst the lowest of the districts in the province.

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



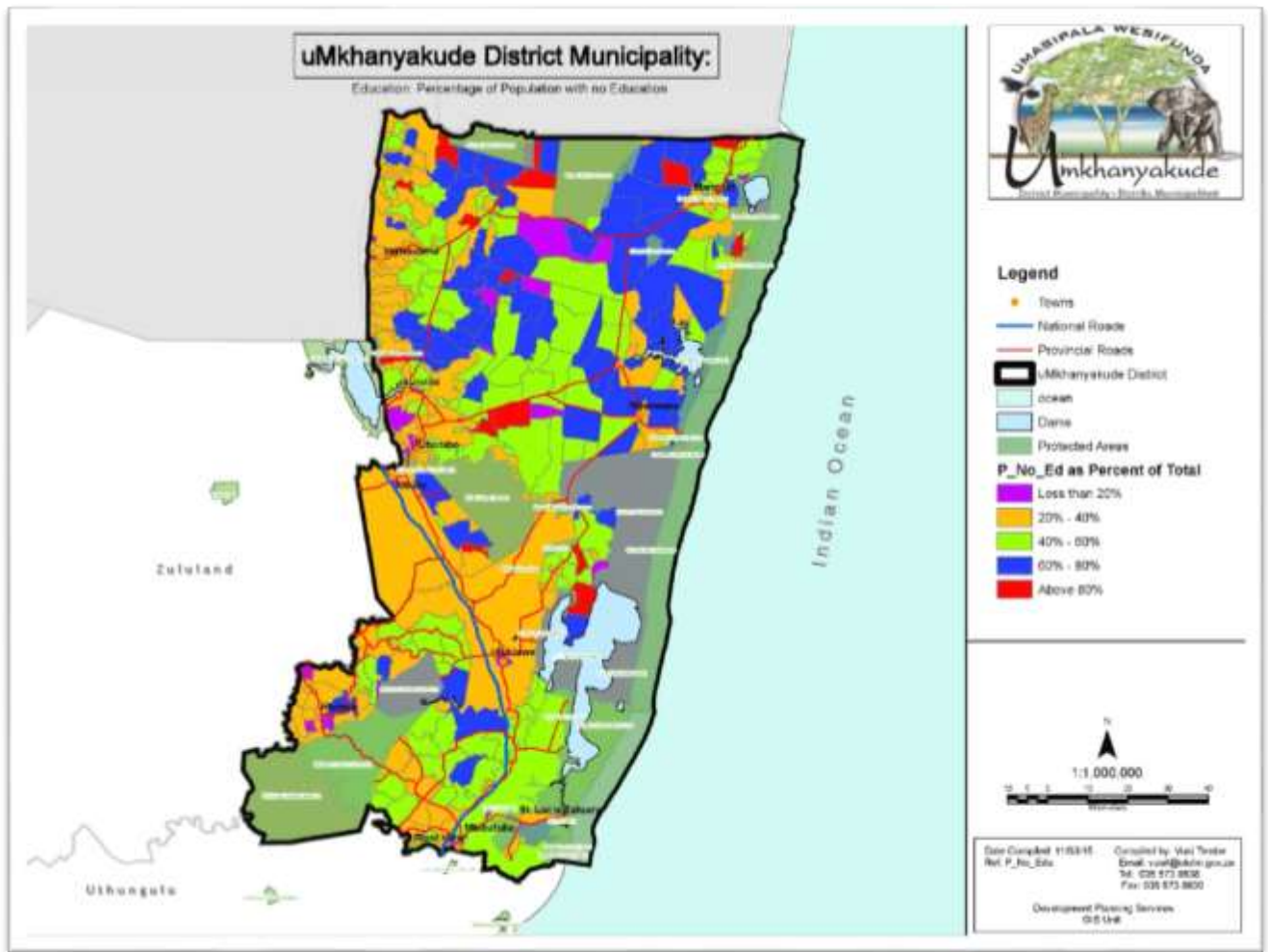
Data Source: Statistics SA, Census 2011

Figure 12: Education level of male population younger than 20 years (UKDM vs. KZN)



Data Source: Statistics SA, Census 2011

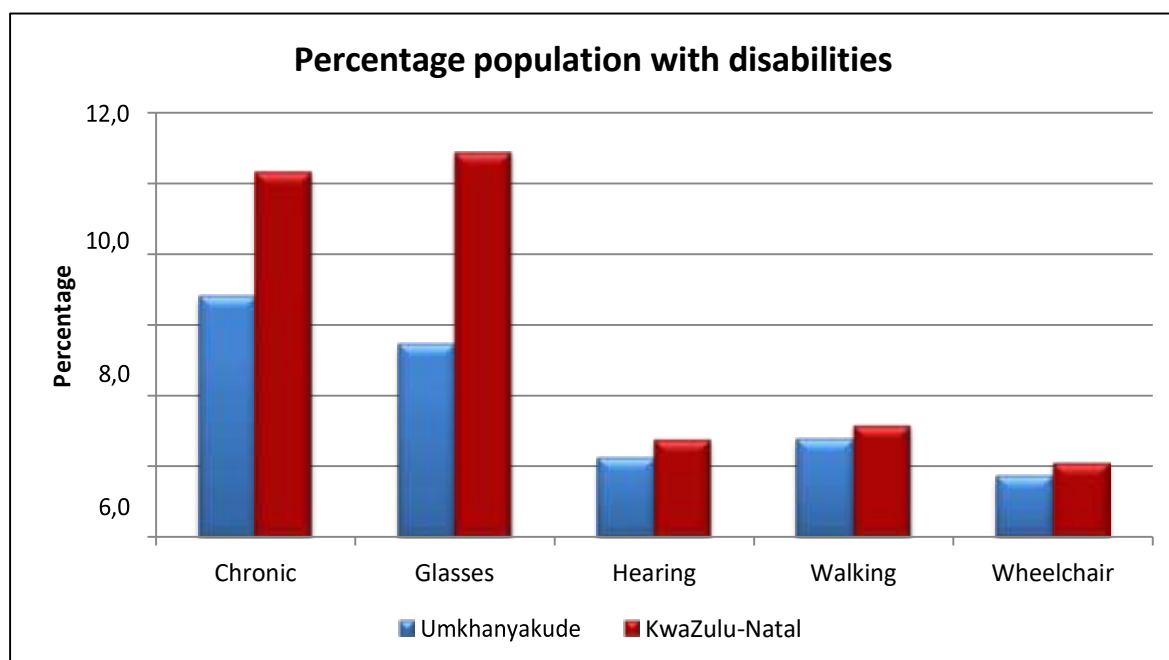
Figure 13: Spatial Analysis of Population with no Education



- 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

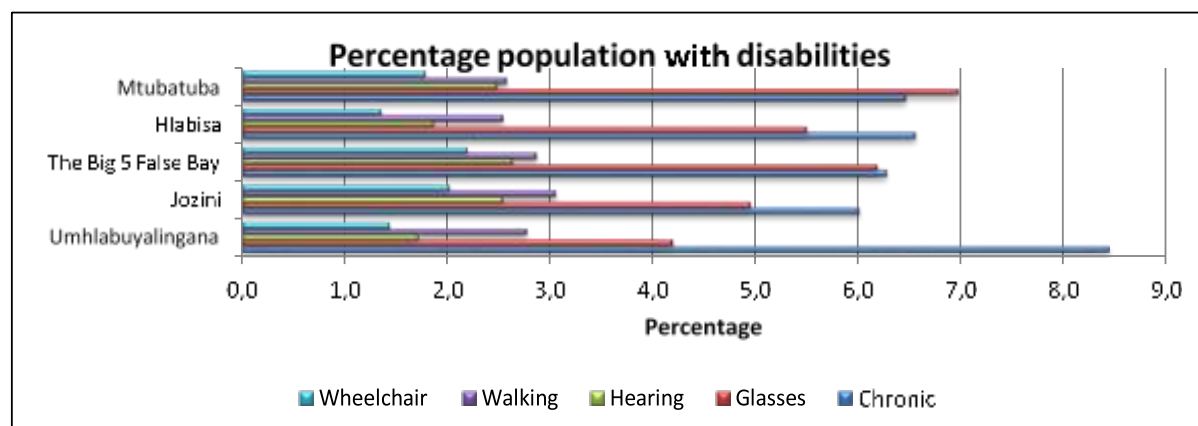
Figure 14: Population living with Disabilities (UKDM vs KZN)



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 15: Percentage population with disabilities (LM level)



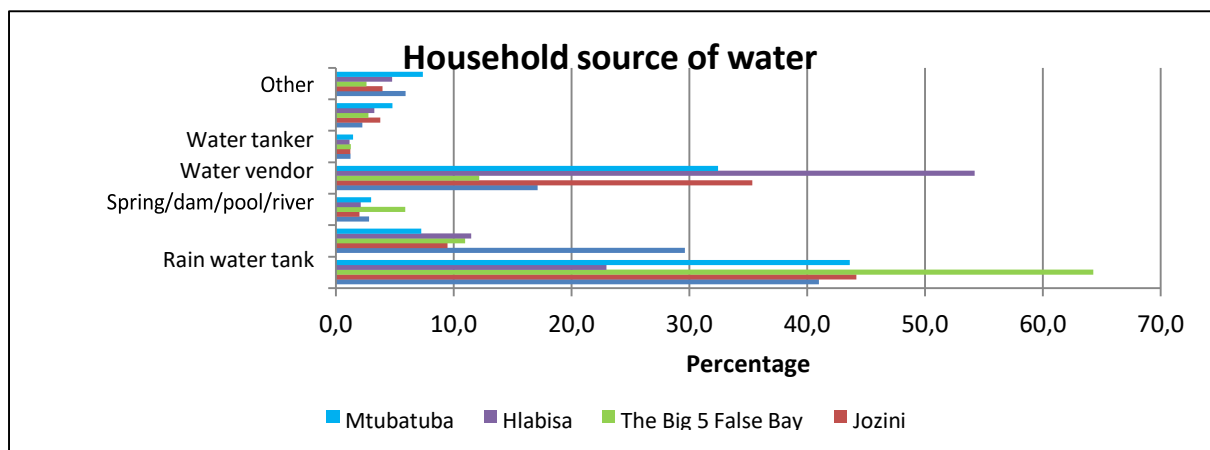
Data Source: Statistics SA, Census 2011

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 16: Household source of water (LM level)



Data Source: Statistics SA, Census 2011

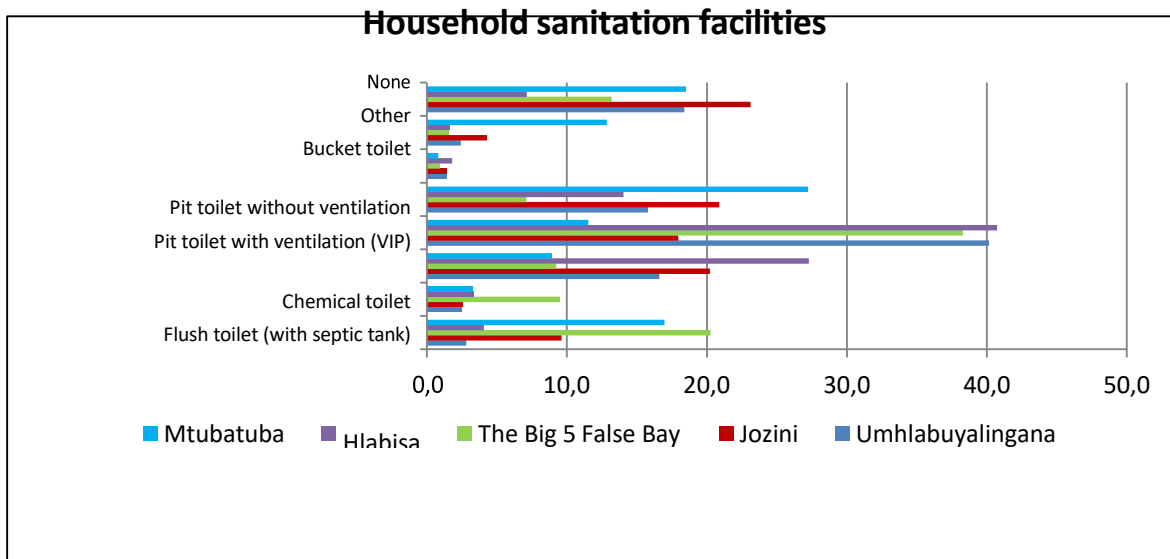
The massive backlogs and the extent of the challenge of providing appropriate sanitation facilities to households in UKDM are clearly depicted below.

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.

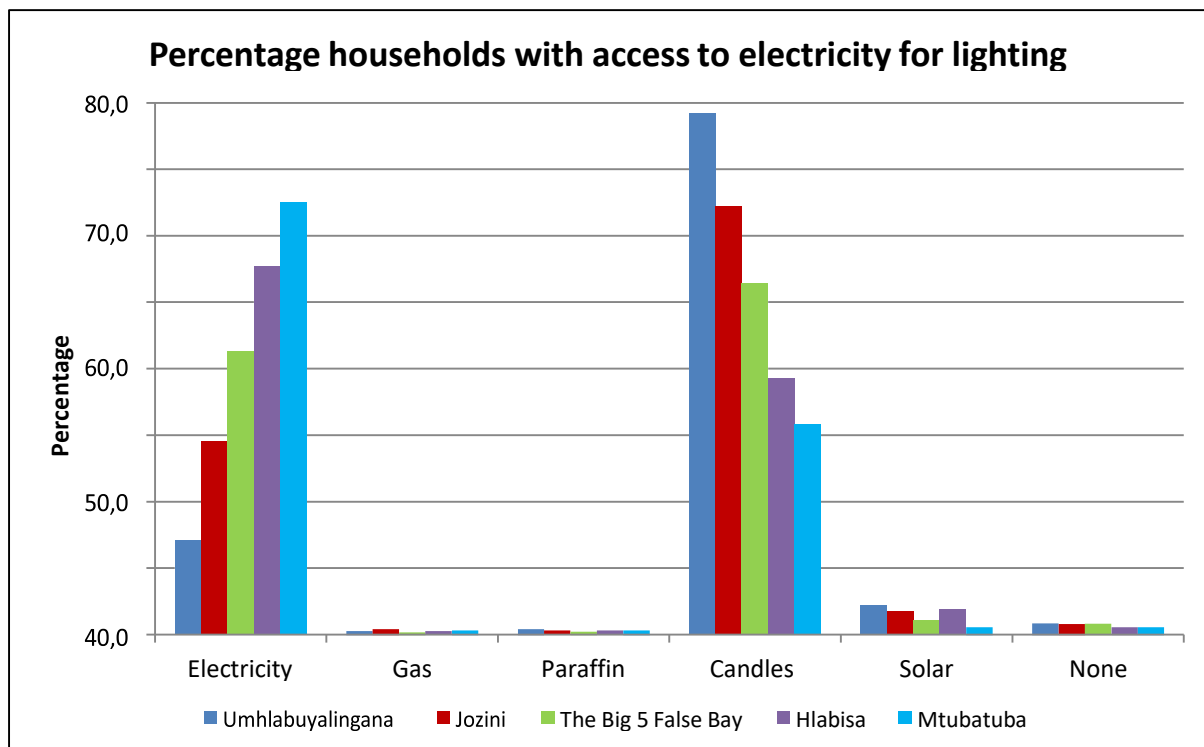
Figure 17: Access to sanitation infrastructure (LM level)



Data Source: Statistics SA, Census 2011

3.6.2 Energy

Figure 18: Households with Access to electricity for Lighting



Data Source: Statistics SA, Census 2011

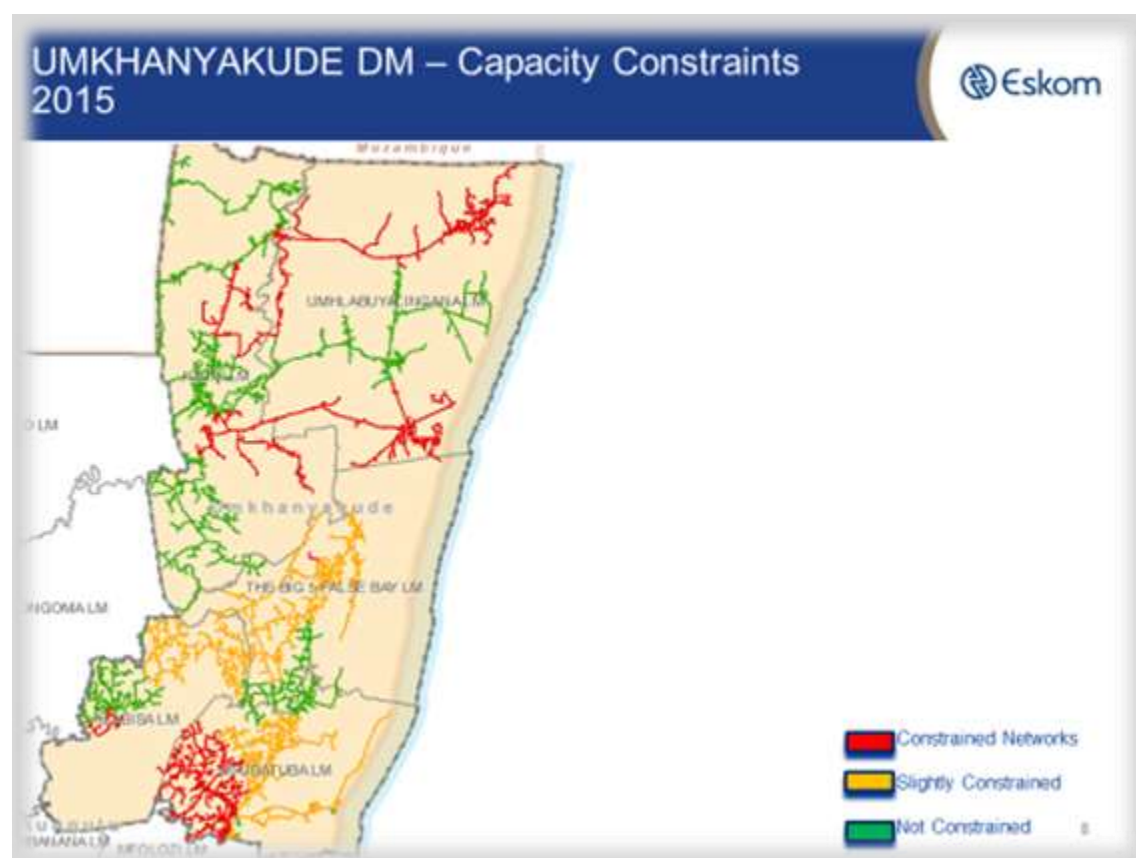
Significant progress has been made with providing basic electricity to households across all five local municipalities between 2001 and 2011. This ranges from a relatively modest increase (from 6% to 14%) in uMhlabuyalingana LM, to increases of 27% in the Hlabisa LM (from 28% to 55%) and 24% in the Big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

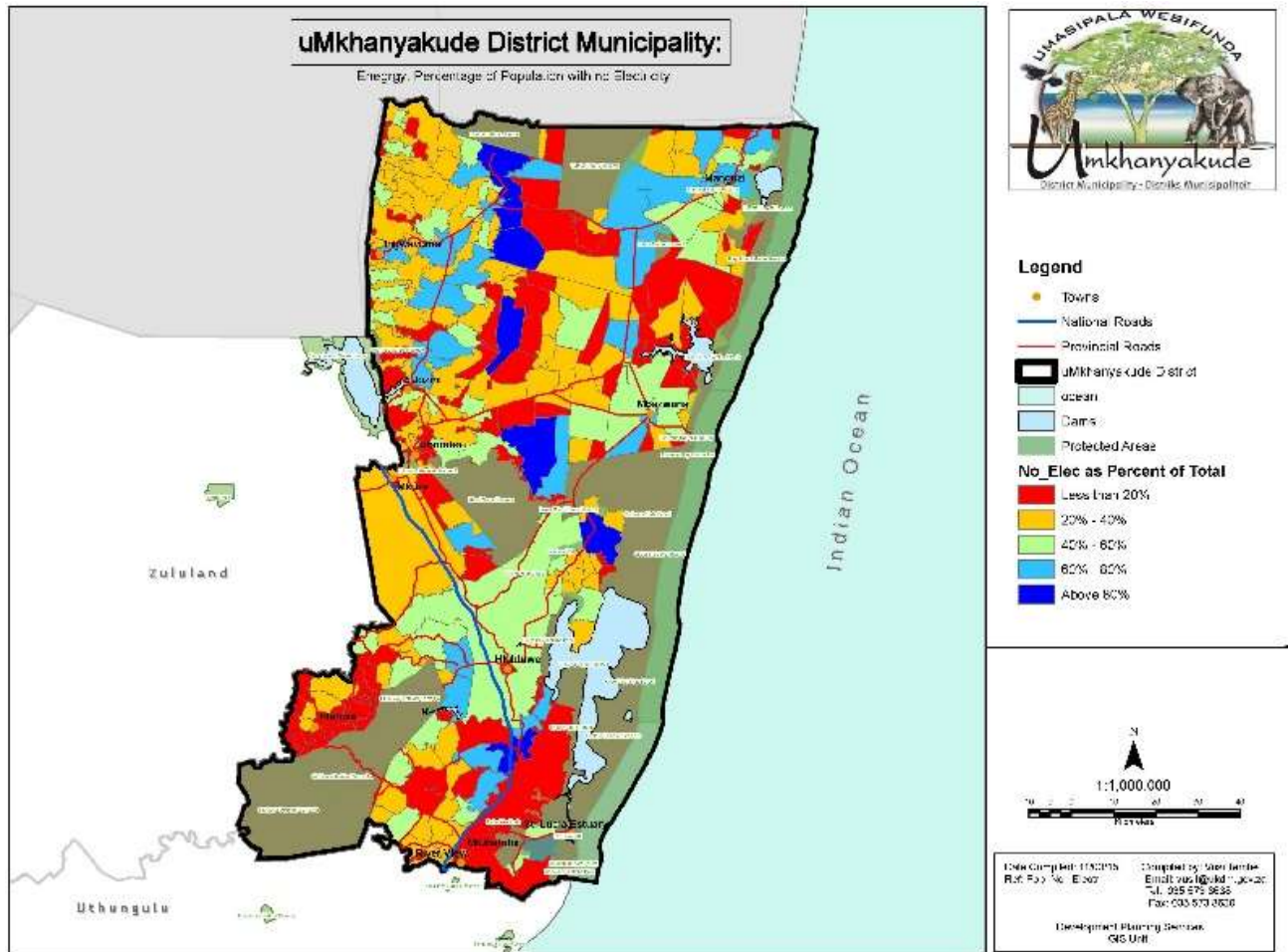
Figure 19: District-wide Electricity Network Constraints



Source: ESKOM 2015

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

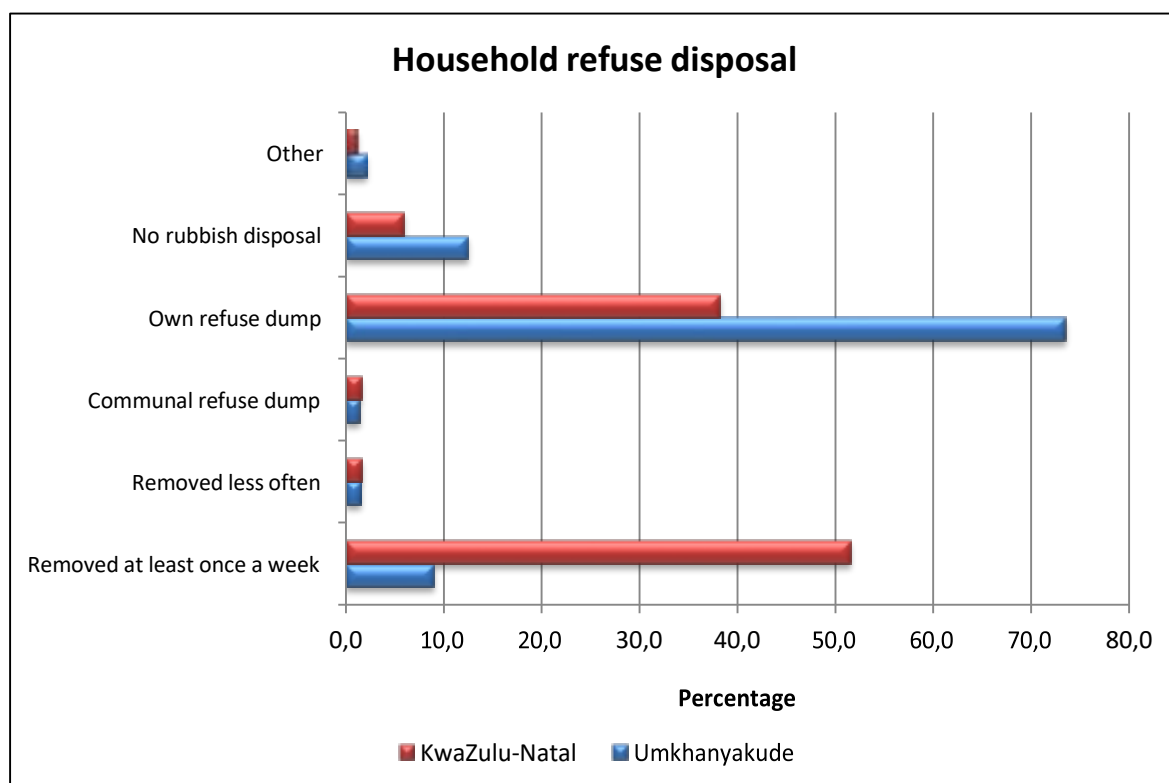
Figure 20: Percentage of Population with No Electricity



- 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 21: Household refuse disposal (LM level)



Data Source: Statistics SA, Census 2011

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

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

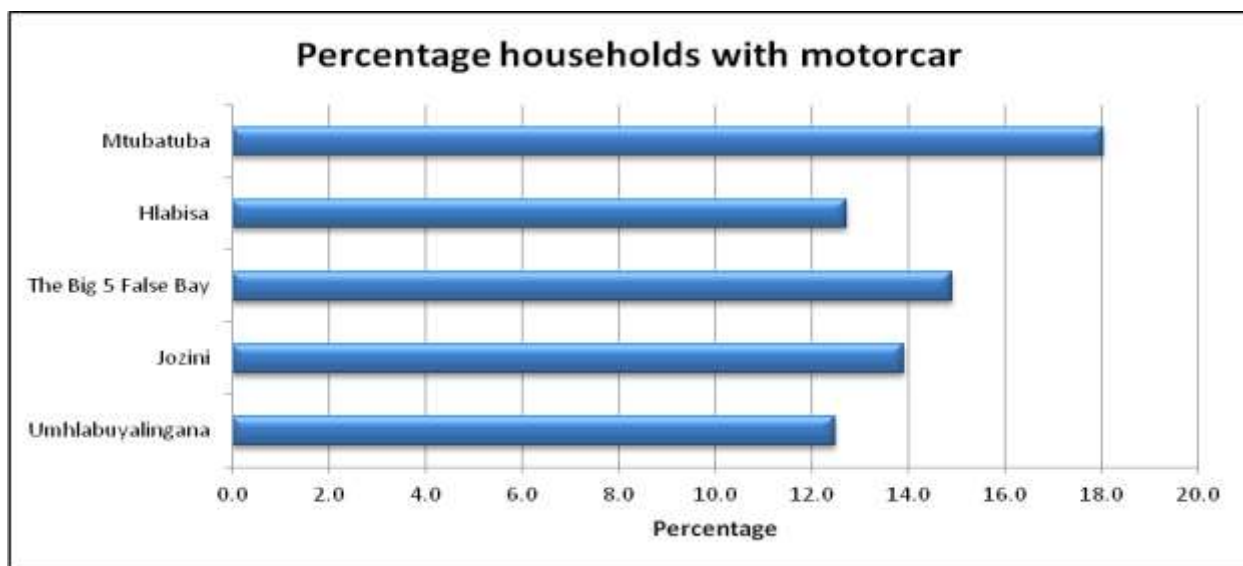
74% of households in the district make use of own refuse dumps, with a further 13% without any form of rubbish disposal. The availability of this service does not vary greatly amongst the local municipalities although the proportion of households provided with regular weekly refuse removal service is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

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

3.6.4 Roads and transportation

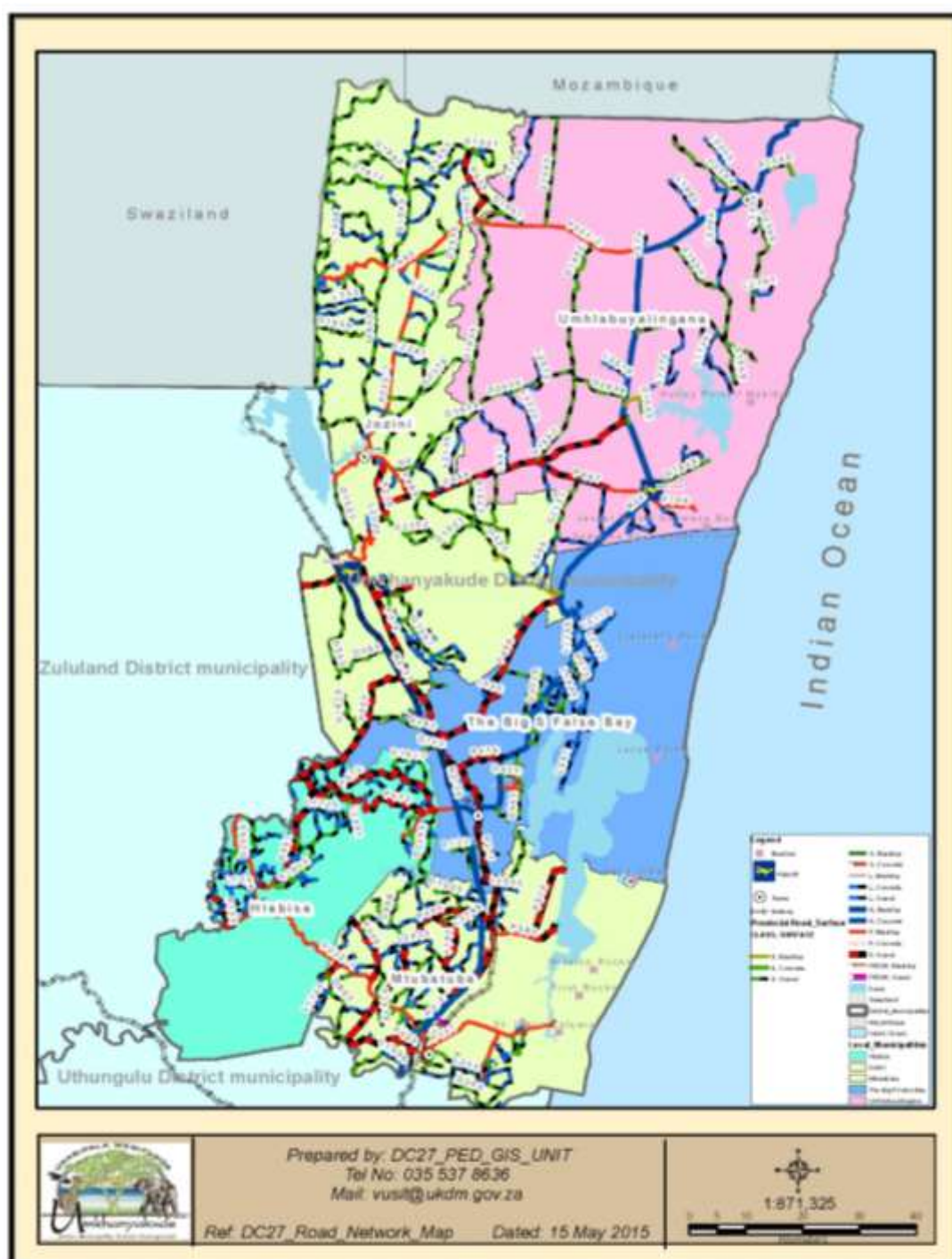
The percentage households owning motorcars in UKDM (14%) is the second lowest amongst all districts within the province. This implies limited levels of mobility for the district population and large-scale reliance on public transport to access social and economic opportunities. These low levels of private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

Figure 22: Percentage households with a motorcar (LM level)



Data Source: Statistics SA, Census 2011

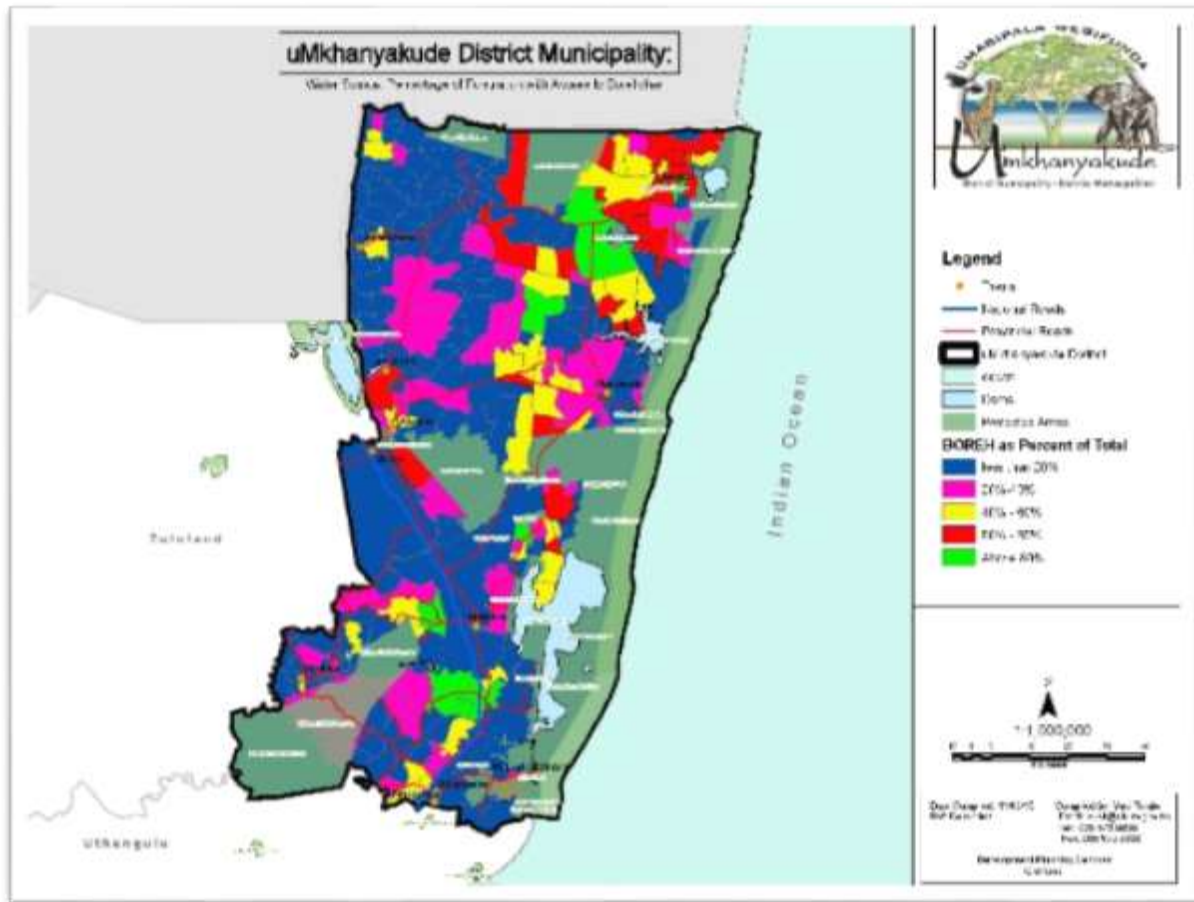
Figure 23: uMkhanyakude Transportation Network



Source: uMkhanyakude GIS: 2017

- Most road networks are still covered in gravel

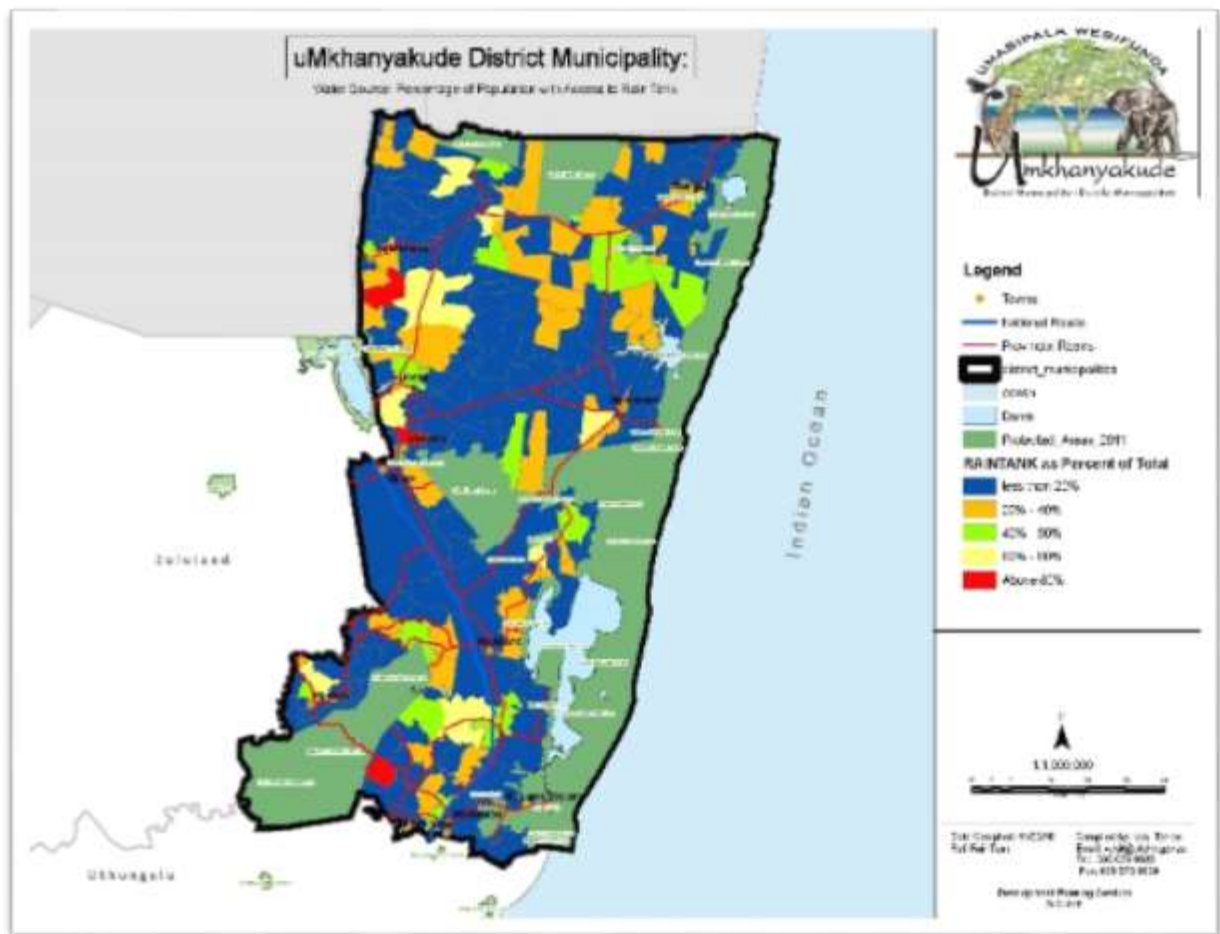
Figure 24: Percentage of Population with Access to Boreholes as a Source of Water



Source: uMkhanyakude GIS: 2017

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

Figure 25: 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

uMkhanyakude District Municipality:
Water Services: Percentage of Population with Access to River Services

Legend

- Towns
- National Road
- Provincial Road
- Urbanised Area (200 m)
- Urban
- Rural
- Protected Area

RNVSTREAM as Percent of Total

- Less than 20%
- 20% - 40%
- 40% - 60%
- 60% - 80%
- Above 80%

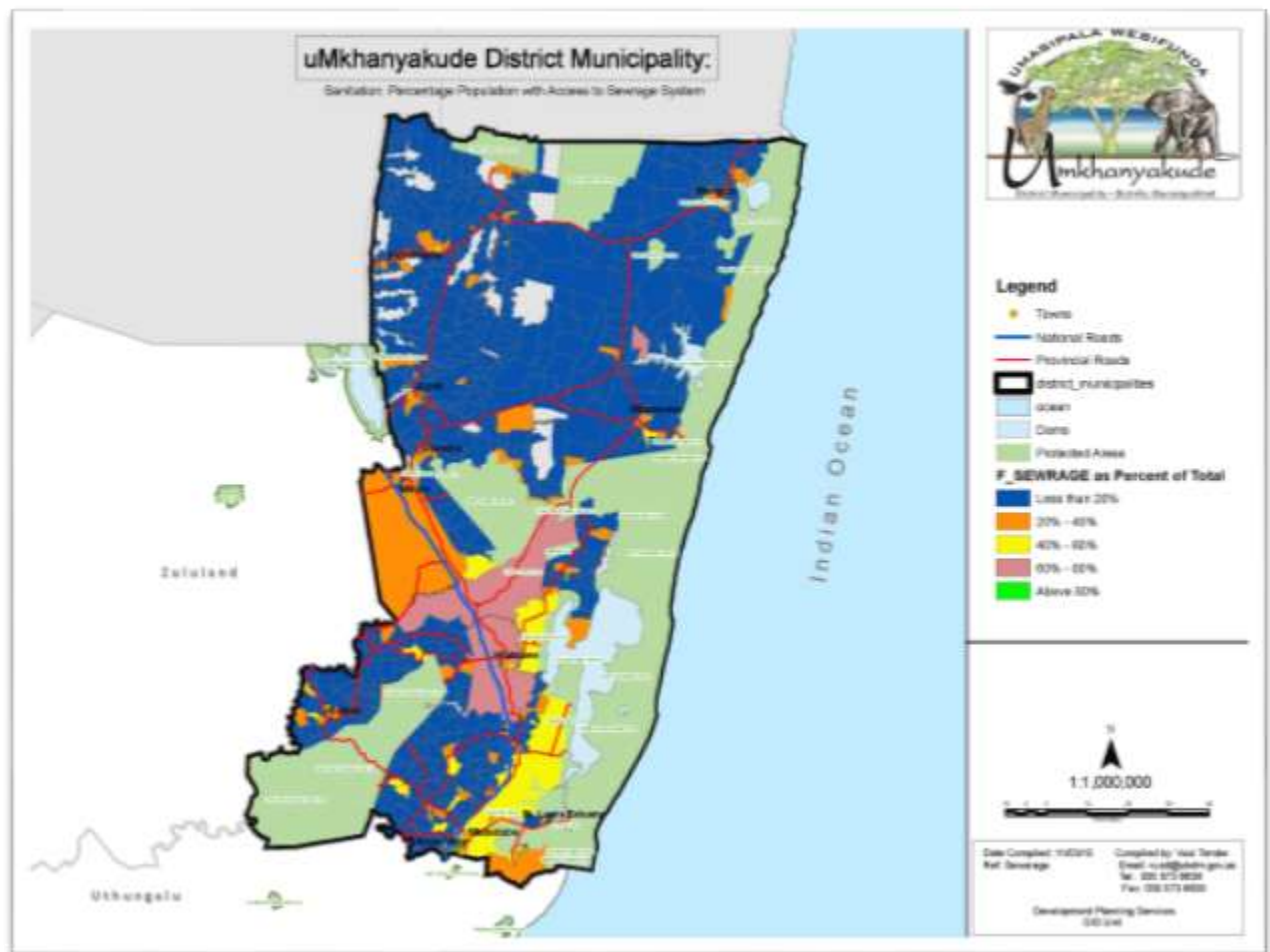
2nd Group of 100000
4.1 Population

Location of District
11 000 000
11 000 000

Location of District
11 000 000
11 000 000

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

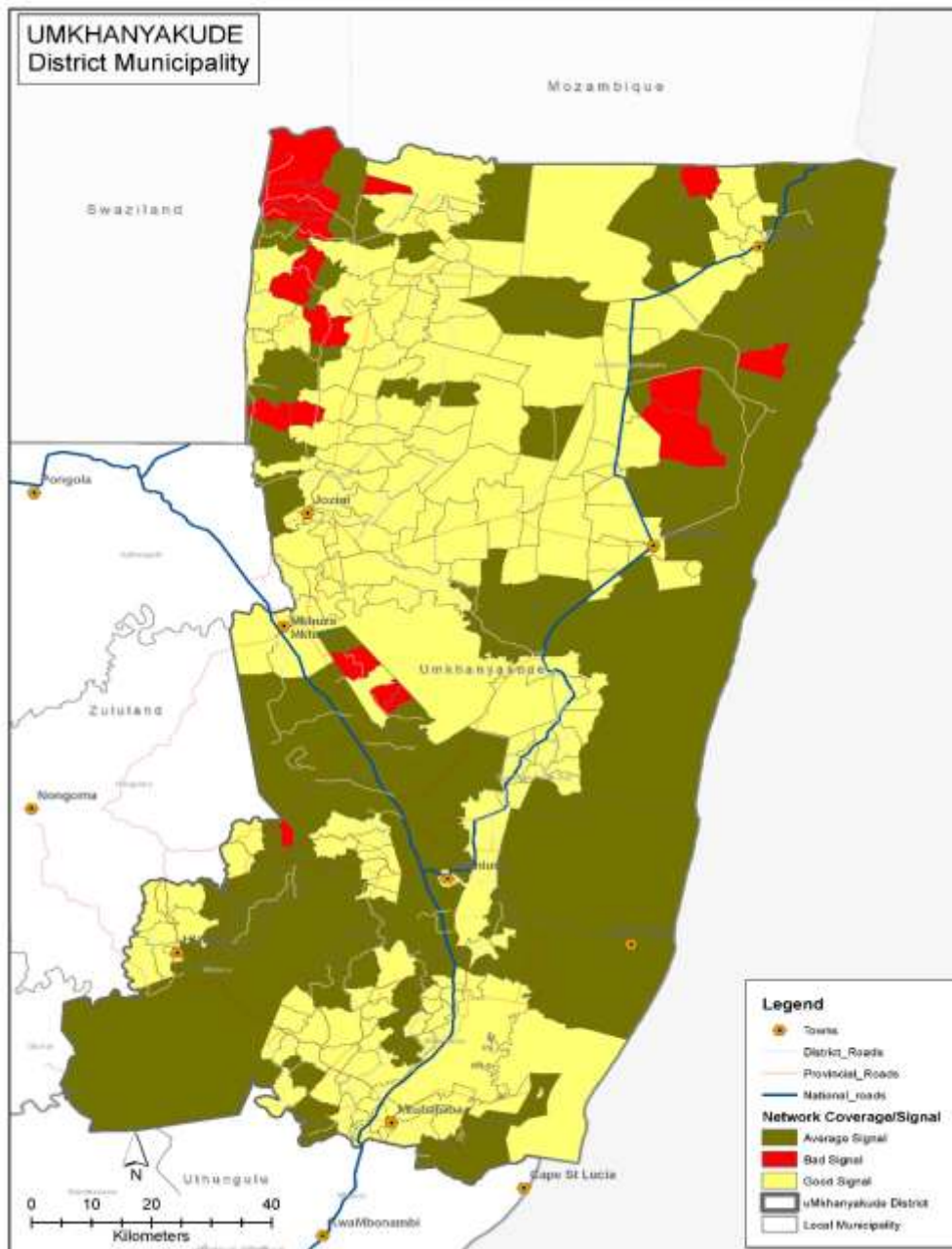
Figure 27: Percentage of Population with Access to Sewerage Systems



Source: uMkhanyakude GIS: 2017

- Most population still do not have access to sewerage systems

Figure 28: Cell Phone Network Coverage



Source: Ukhanyakude GIS: 2017

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

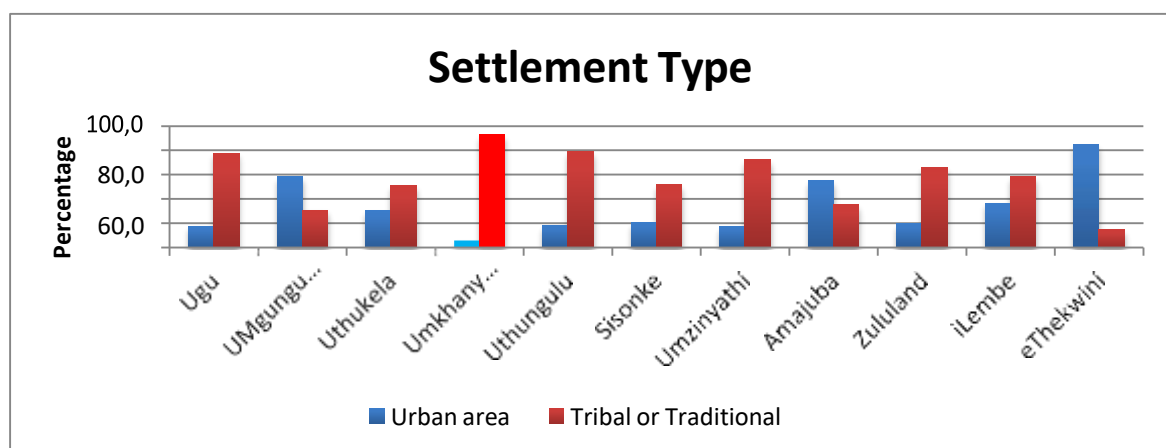
- Access to cellphones still needs to improve especially in rural areas.

3.7 Environmental Sustainability and Spatial Equity

3.7.1 Overview of Environmental Sustainability and Spatial Equity

Land use patterns

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



Data Source: Statistics SA, Census 2011

UMkhanyakude Environmental Management Framework

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

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

Environmental Management Zones

Environmental Management Zone	Desired State
World Heritage Site	<p>In accordance with the iSimangaliso Wetland Park Integrated Management Plan (IMP):</p> <p>“To protect, conserve and present the iSimangaliso Wetland Park and its World Heritage and cultural values for current and future generations in line with the standards laid down by UNESCO and the World Heritage Convention Act, to deliver benefits to communities living in and adjacent to the Park by facilitating optimal tourism and related development, and to promote equitable access” (iSimangaliso Wetland Park Authority. 2011).</p>
Conserved Terrestrial Biodiversity	<p>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.</p> <p>For example, the Hluhluwe-iMfolozi Park IMP expresses the vision for the park as follows:</p> <p><i>“A consolidated park that is secured and legally protected containing an intact, viable, fully functioning spectrum of ecosystems with a full complement of species and processes where the ecological integrity is assured. A park which is supported by local and international communities, and which contributes significantly to the economic development of the region, through sound best-practice management and the provision of eco-cultural opportunities, as well as providing sustainable and tangible benefits to people.”</i></p>
Un-conserved Terrestrial Biodiversity	<p>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.</p>
Surface Freshwater	<p>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.</p> <p>Future visions established by Catchment Management Agencies to be adopted.</p>
Agriculture	<p>High potential, unique agricultural land and land under irrigation with approved water rights should be and protected.</p> <p>UKDM’s vision for the agricultural sector includes becoming a food production centre and an export earner, as well as being a major value add centre.</p>

Heritage	Protection of heritage resources in uMkhanyakude.
Buffer Zones	Maintain buffer zones for EKZNW Protected Areas and

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

3.8 Summary of Demographic Analysis

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

3.9 Strategic Mapping

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

Figure 30: Spatial Strategic Intervention

1. NORTH - SOUTH CORRIDOR (N-2)

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

2. CULTURAL HERITAGE CORRIDOR

HLABISA – NONGOMA
(Gateway to the Kingdom)

3. BORDER HERITAGE CORRIDOR

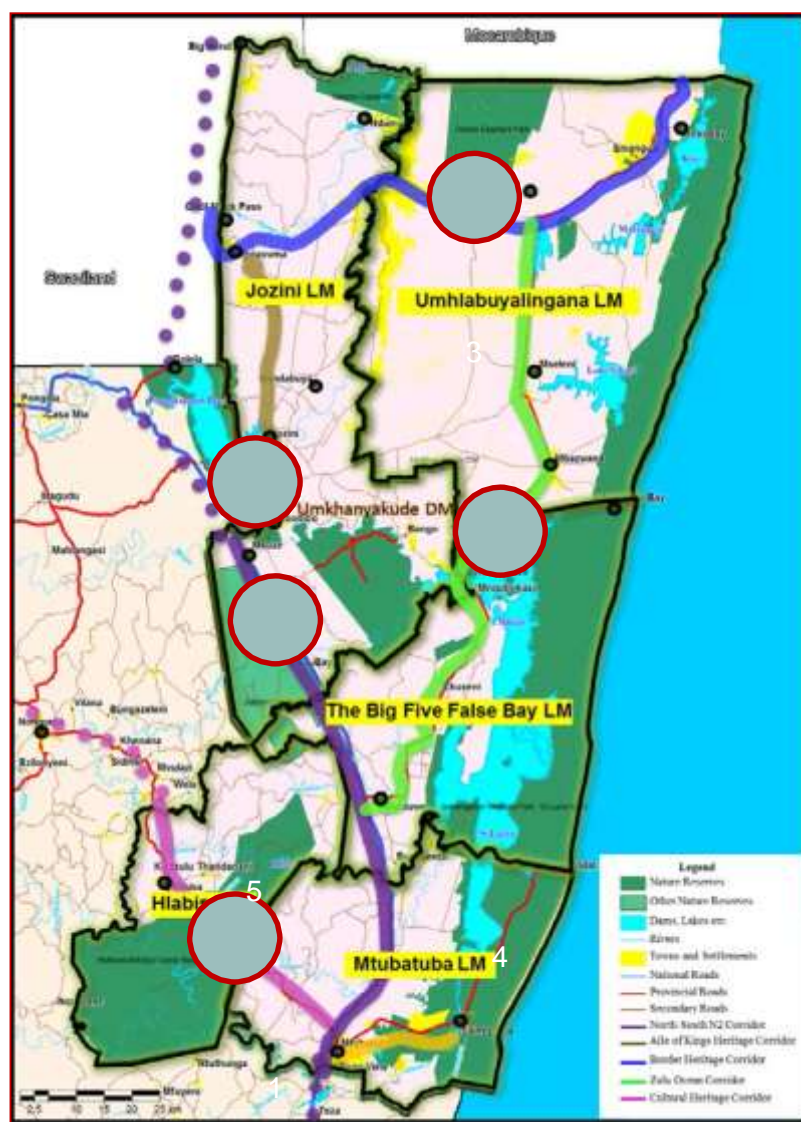
(Cecil Mack Pass – Ingwavuma
– Bambanani – Ngwanase – Kosi Bay)

4. ZULU OCEAN CORRIDOR

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

5. AILE OF KINGS HERITAGE CORRIDOR

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



3.9.1 Development Rationale

Umkhanyakude Corridor Master Plan is based on the following principles:

PRINCIPLE 1:

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

PRINCIPLE 2:

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

PRINCIPLE 3:

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

PRINCIPLE 4:

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

PRINCIPLE 5:

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

PRINCIPLE 6:

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

PRINCIPLE 7:

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

PRINCIPLE 8:

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

PRINCIPLE 9:

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

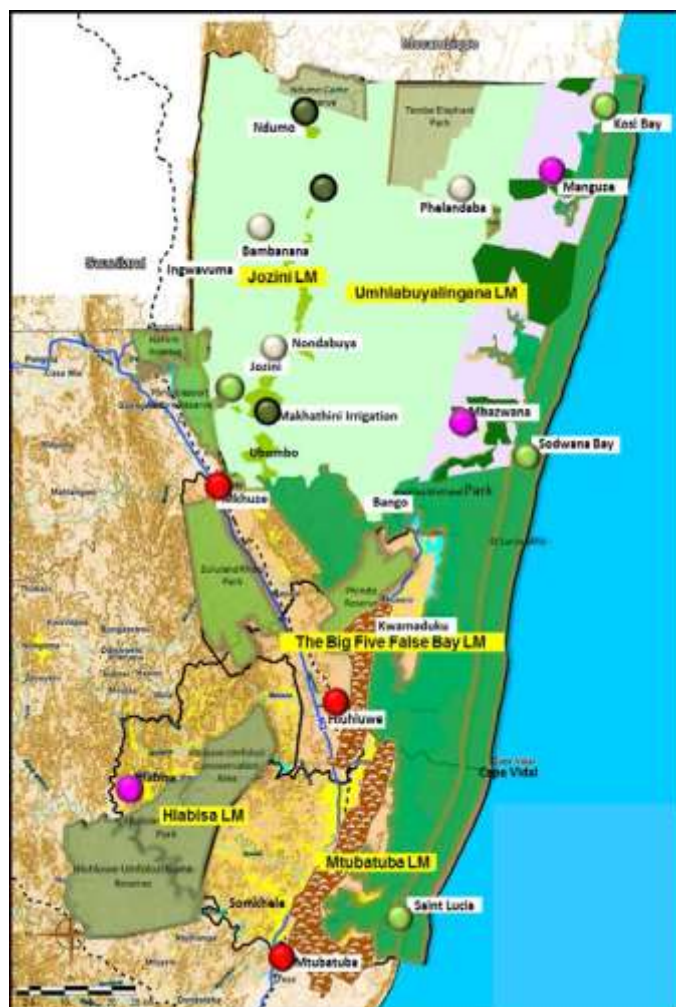


Figure 31: Corridor Development Rationale

PRINCIPLE 10

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

PRINCIPLE 11:

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

PRINCIPLE 12:

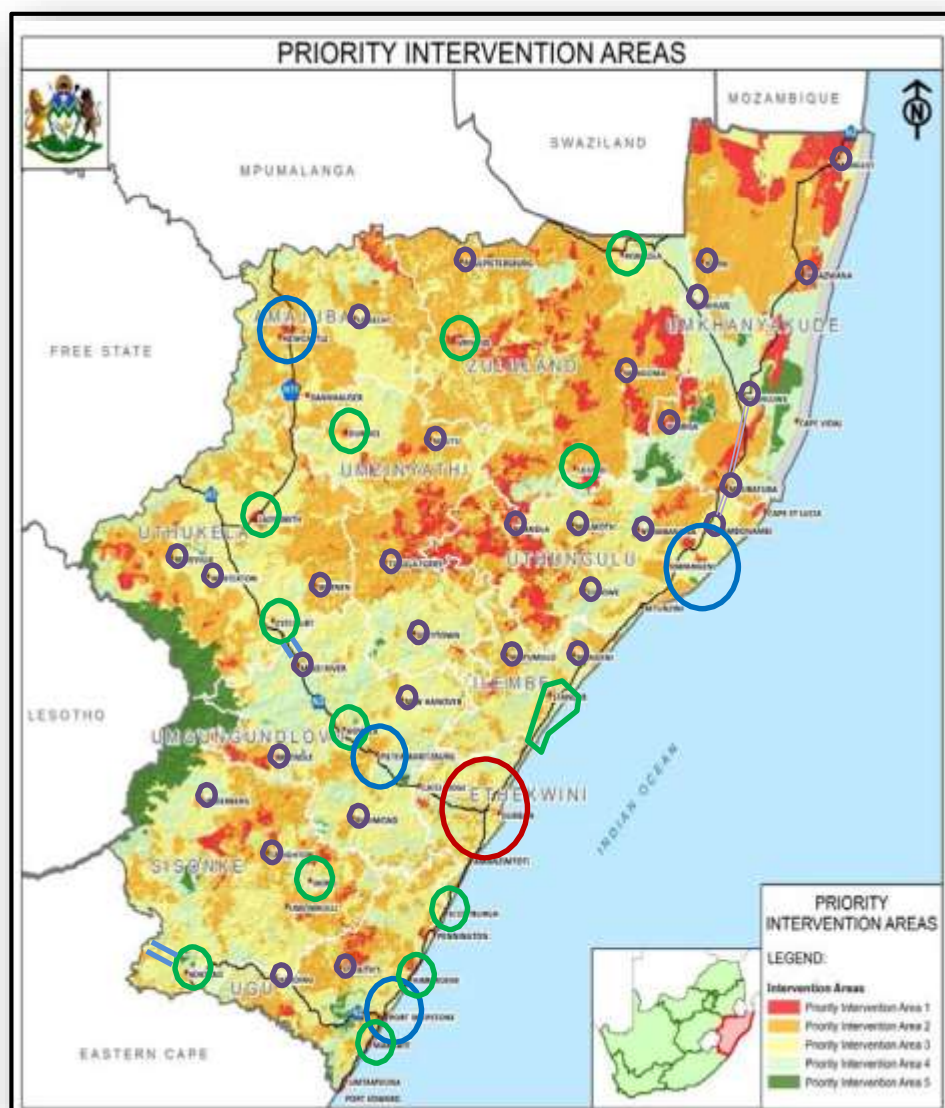
To integrate and consolidate the fragmented human settlement structure of the UDM by way of delineating urban and rural development boundaries around nodal points and promoting infill development and densification within these Strategic Development Areas.

PRINCIPLE 13:

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

3.9.2 Provincial Strategic Priority Areas

Figure 32: 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

3.9.3 KZN SDF

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

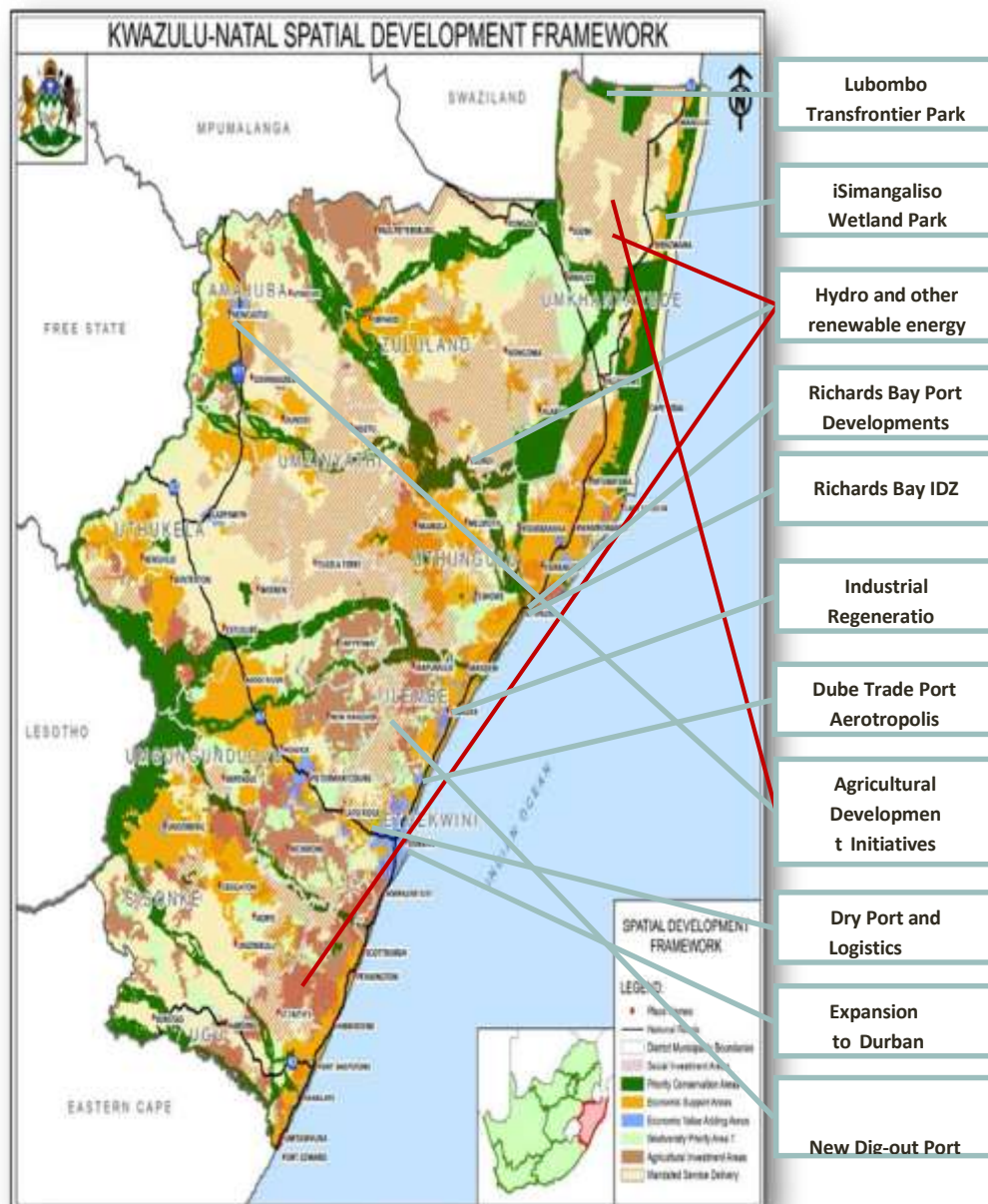
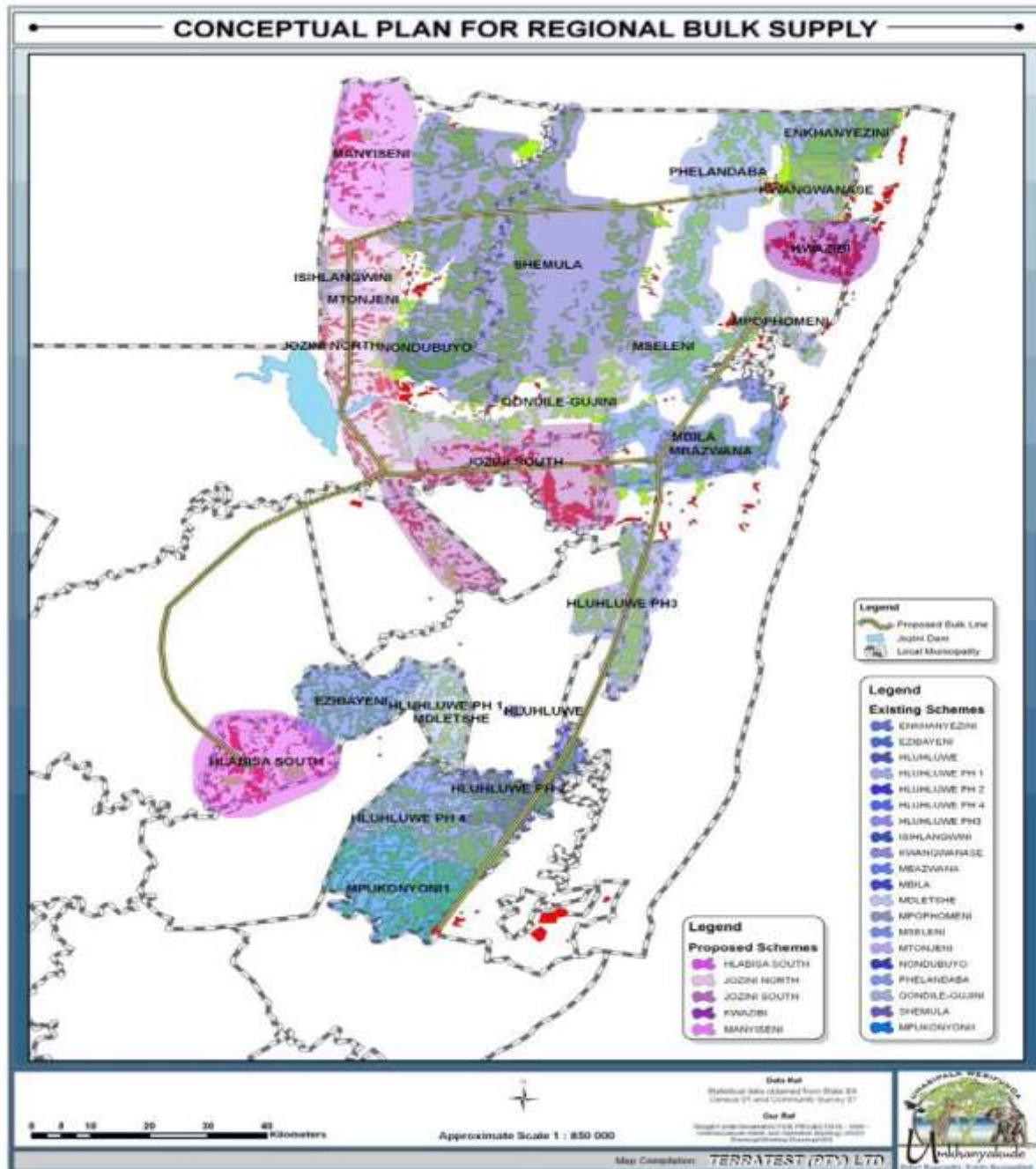


Figure 33: KZN SDF

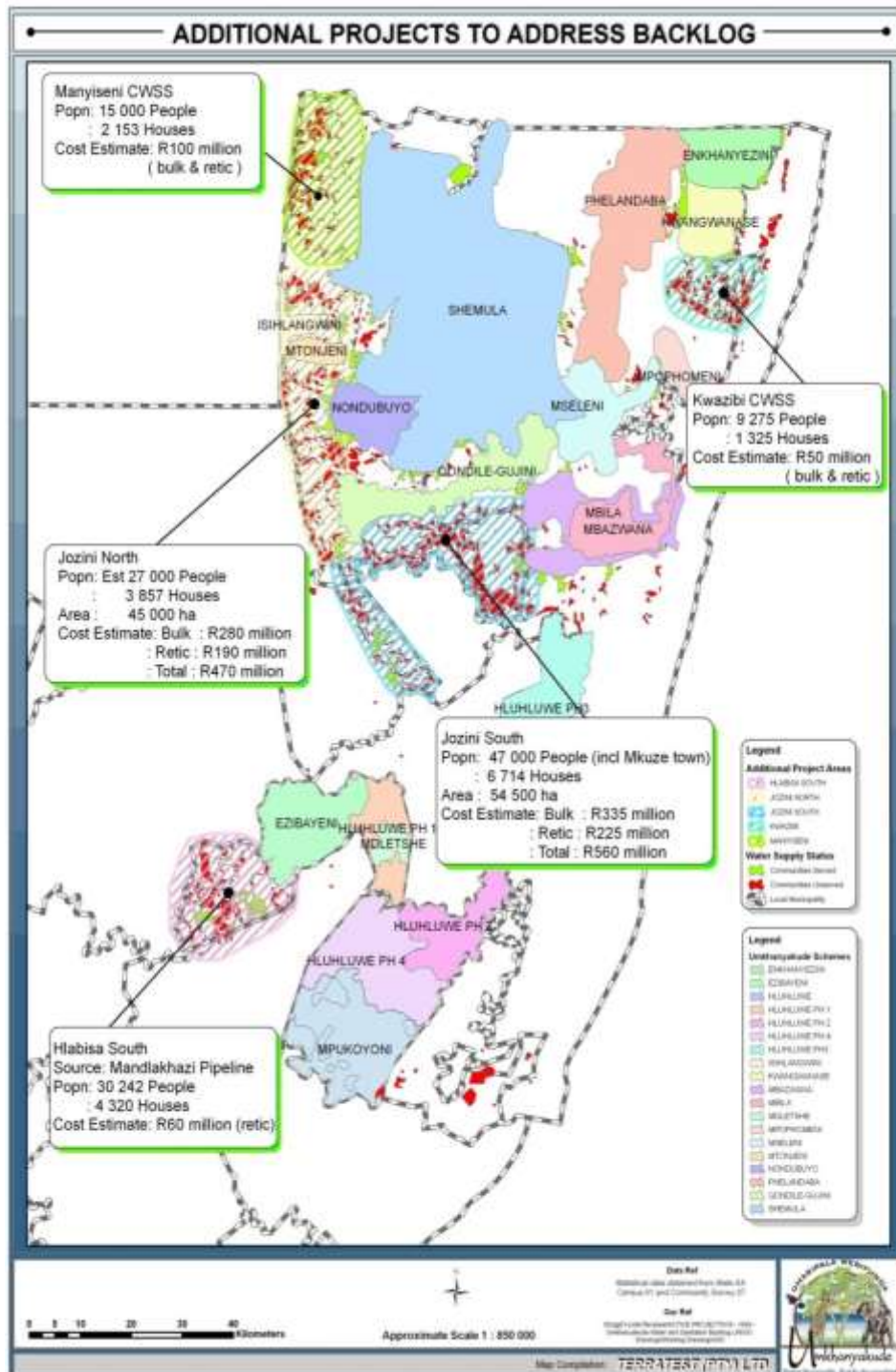
Conceptual Plan for Regional Bulk Supply

Figure 35: Conceptual Plan for Regional Bulk Supply



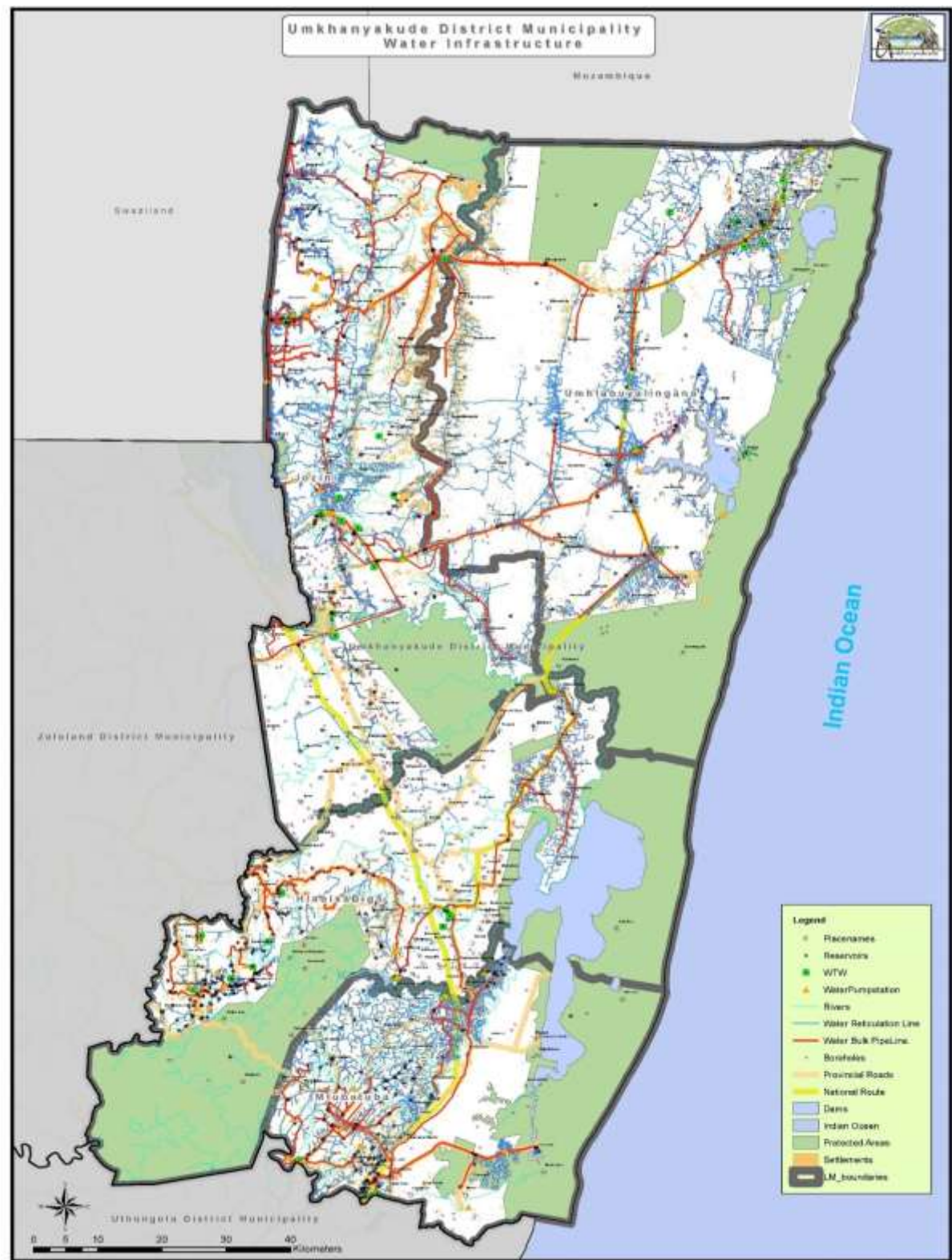
Additional Projects to Address Backlogs

Figure 36: Additional Projects to Address Backlogs



Provision of Water Services

Figure 37: Water Service Lines Within the District



DISASTER MANAGEMENT

MUNICIPAL LEGISLATIVE MANDATE (DM & FIRE SERVICES)

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

STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

Status of Municipal Disaster Management Centre

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

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

Status of Fire & Rescue Services

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

Status of Municipal Disaster Management Policy Framework

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

Status of Municipal Disaster Management Plan

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

Municipal Disaster Management Inter-Departmental Committee

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

Municipal Disaster Management Advisory Forum

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

Disaster Management & Fire Services Swot Analysis

		Helpful	Harmful	
		to achieving the objective	to achieving the objective	
Internal origin (attributes of the system)	Strengths	<ul style="list-style-type: none">• Good management• Good monitoring and evaluation system• Existence of required or relevant expertise.• Developed comprehensive programmes.• Good institutional arrangement.• Politically buy-in.• Availability of personnel• Disaster Management Centre	Weaknesses	<ul style="list-style-type: none">• Limited budget.• Limited tools of trade• Limited human resource• None filling of crucial posts• No funding for capacity building
	External origin (attributes of the environment)	Opportunities	<ul style="list-style-type: none">• Employment of more stuff.• Sharing of best practices and capacity building obtained from other municipalities, PDMC, NDMC and other institutions.• External sources of funding	Threats

Challenges for DM and Fire Services as per SWOT Analysis

- Limited Resources
- Limited Budget
- Poor Capacity
- Poor road condition
- Poor Signal from Two way radios as well as Cell Phones.

DISASTER RISK ASSESSMENT

List of Risks (Hazards) per Municipality

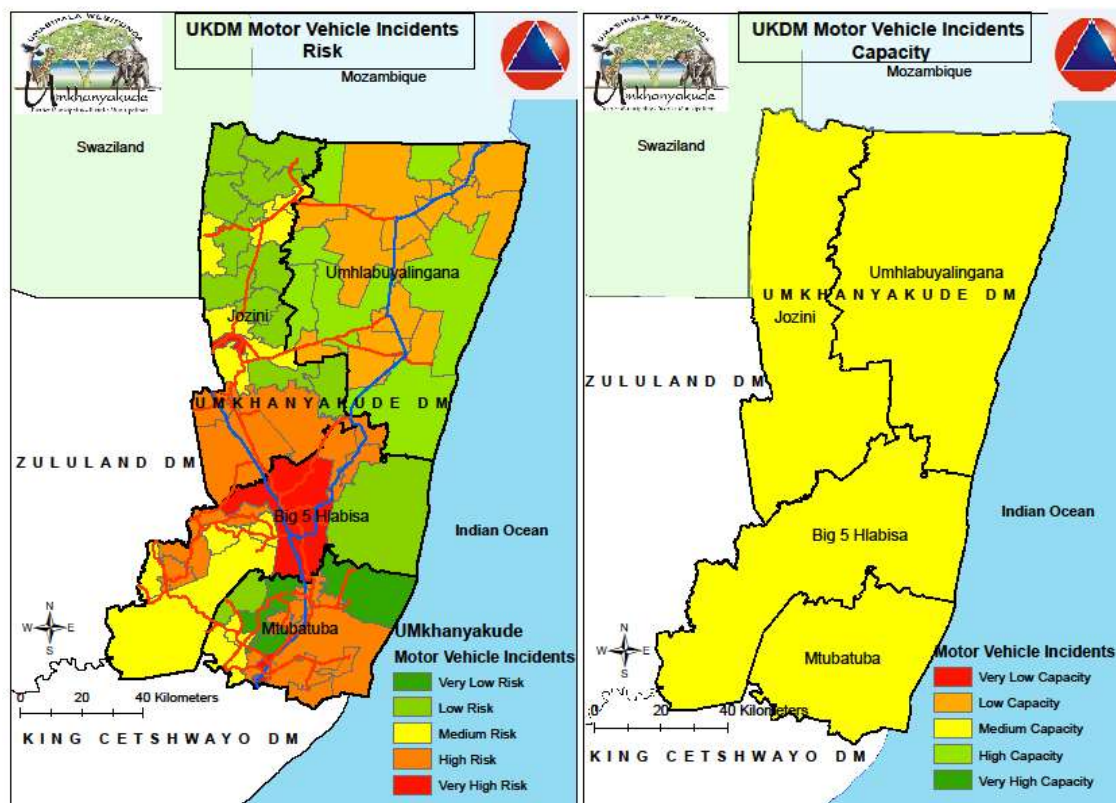
LOCAL MUNICIPALITIES	LIST OF HAZARDS AND RISKS
uMhlabuyalingana Local Municipality	<ul style="list-style-type: none"> • <i>Structural Fires</i> • <i>Bush Fires</i> • <i>MVA's</i> • <i>Lightning</i> • <i>Drowning</i> • <i>Strong Wind</i> • <i>Heavy Rain</i> • <i>Flooding</i> • <i>Hail Storm</i> • <i>Drought</i> • <i>Civil unrest</i> • <i>Hazmat Incidents</i> • <i>Epidemics</i> • <i>Maritime Incidents</i>
Jozini Local Municipality	<ul style="list-style-type: none"> • <i>Structural Fires</i> • <i>Bush Fires</i> • <i>MVA's</i> • <i>Lightning</i> • <i>Drowning</i> • <i>Strong Wind</i> • <i>Heavy Rain</i> • <i>Flooding</i> • <i>Hail Storm</i> • <i>Drought</i> • <i>Civil unrest</i> • <i>Hazmat Incidents</i> • <i>Epidemics</i>
Big 5 Hlabisa Local Municipality	<ul style="list-style-type: none"> • <i>Structural Fires</i> • <i>Bush Fires</i> • <i>MVA's</i> • <i>Lightning</i> • <i>Drowning</i> • <i>Strong Wind</i> • <i>Heavy Rain</i> • <i>Flooding</i> • <i>Hail Storm</i> • <i>Drought</i> • <i>Civil unrest</i> • <i>Epidemics</i> • <i>Maritime Incidents</i>
Mtubatuba Local Municipality	<ul style="list-style-type: none"> • <i>Structural Fires</i> • <i>Bush Fires</i> • <i>MVA's</i> • <i>Lightning</i> • <i>Drowning</i> • <i>Strong Wind</i> • <i>Heavy Rain</i> • <i>Flooding</i> • <i>Hail Storm</i> • <i>Drought</i> • <i>Civil unrest</i> • <i>Hazmat Incidents</i> • <i>Epidemics</i> • <i>Maritime Incidents</i>

List of Priority Risks (Hazards)

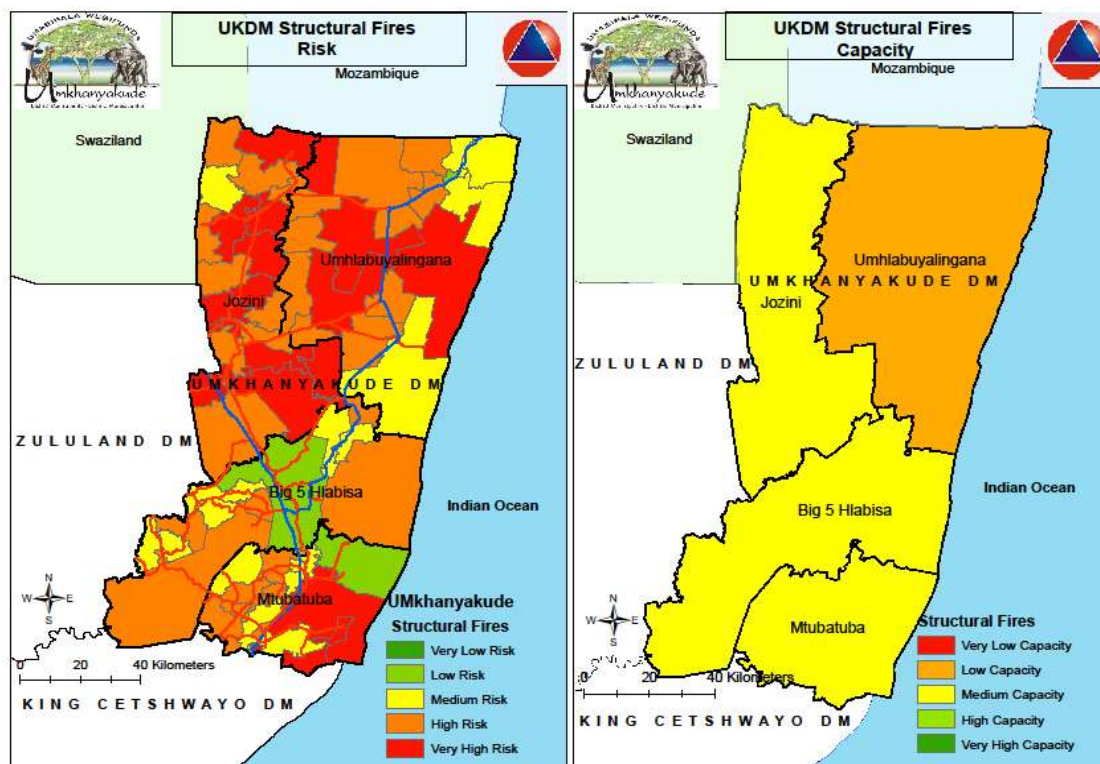
NO	RISKS/ HAZARDS	PROBABILITY
1	Motor Vehicle Accidents (MVA's)	High
2	Structural Fire	High
3	Lightning	High
4	Strong wind	High
5	Heavy Rain	High
6	Flooding	High
7	Bush Fires	Medium
8	Hail Storm	Medium
9	Civil unrest	Medium
10	Epidemics	Medium
11	Drowning	Medium
12	Hazmat Incidents	Low
13	Drought	Low
14	Railway Incidents	Low

Hazard and Capacity Maps

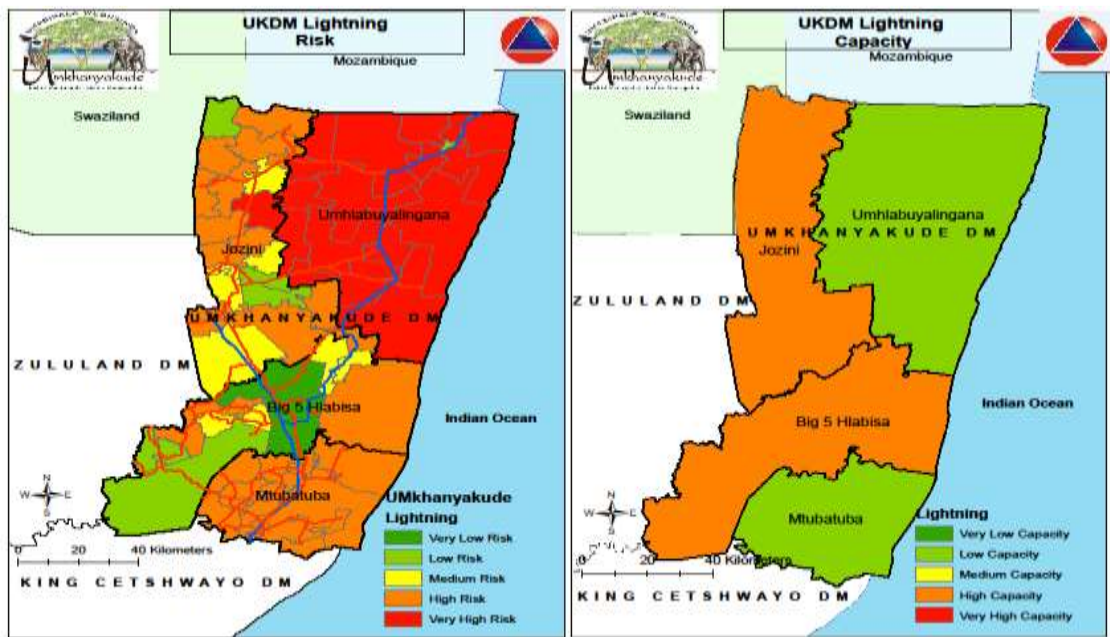
Motor Vehicle accidents



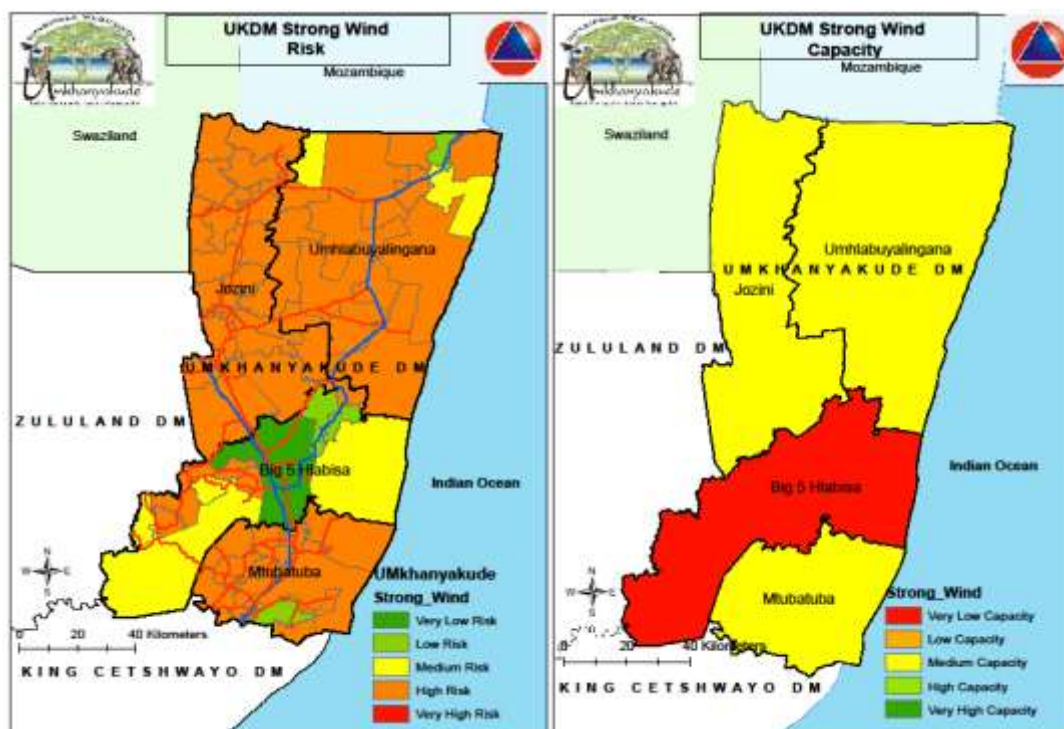
Structural Fires Map



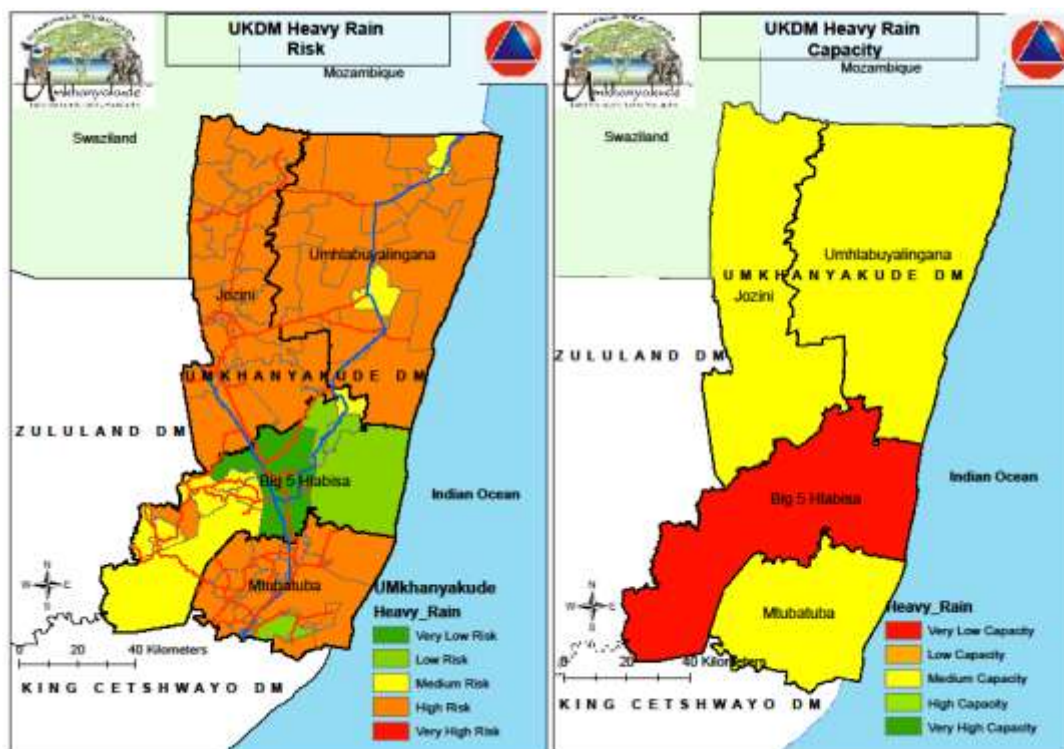
Lightning Map



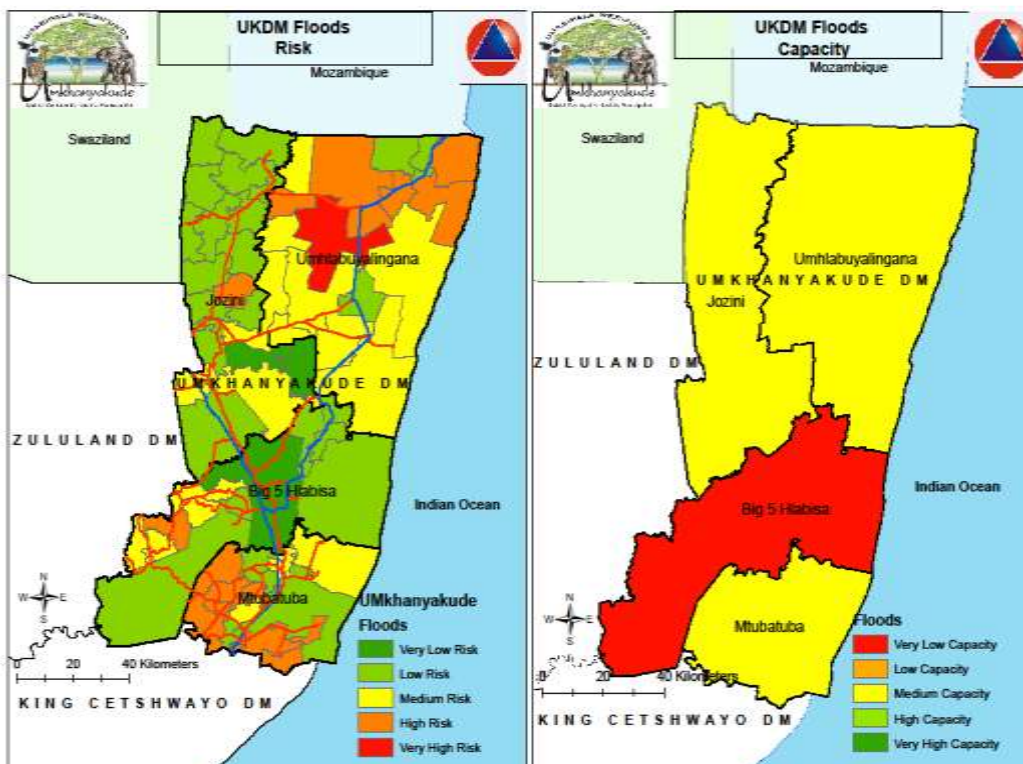
Strong Wind Map



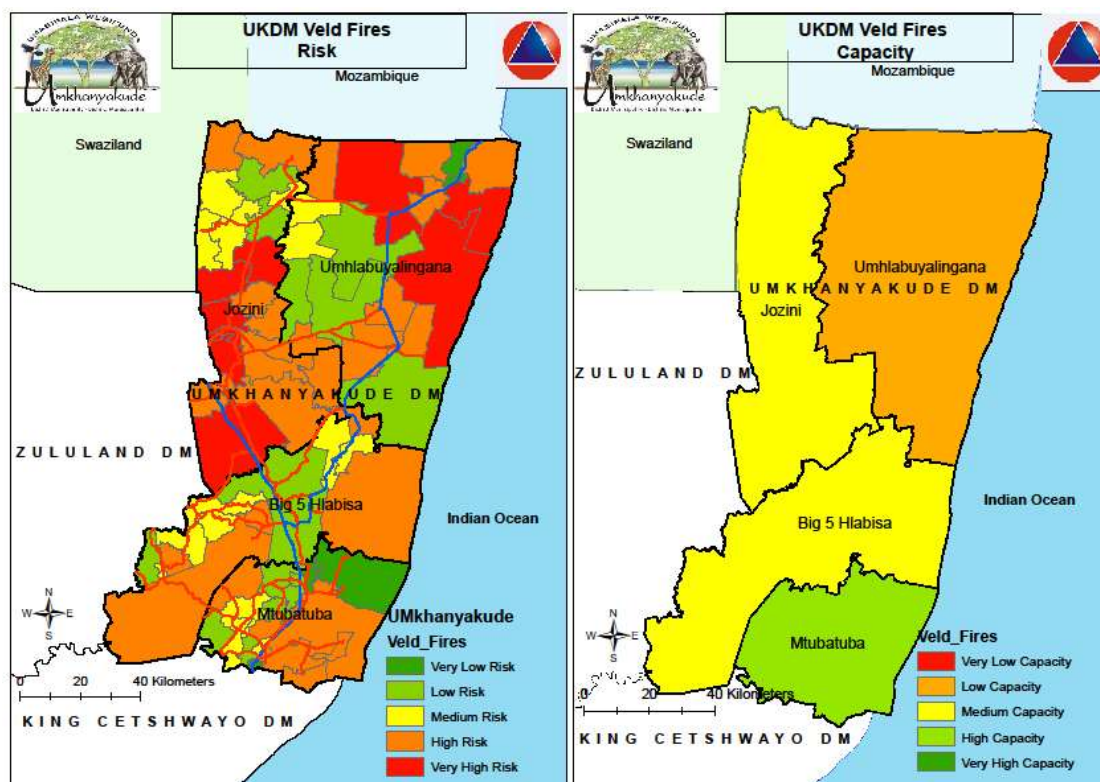
Heavy Rain Map



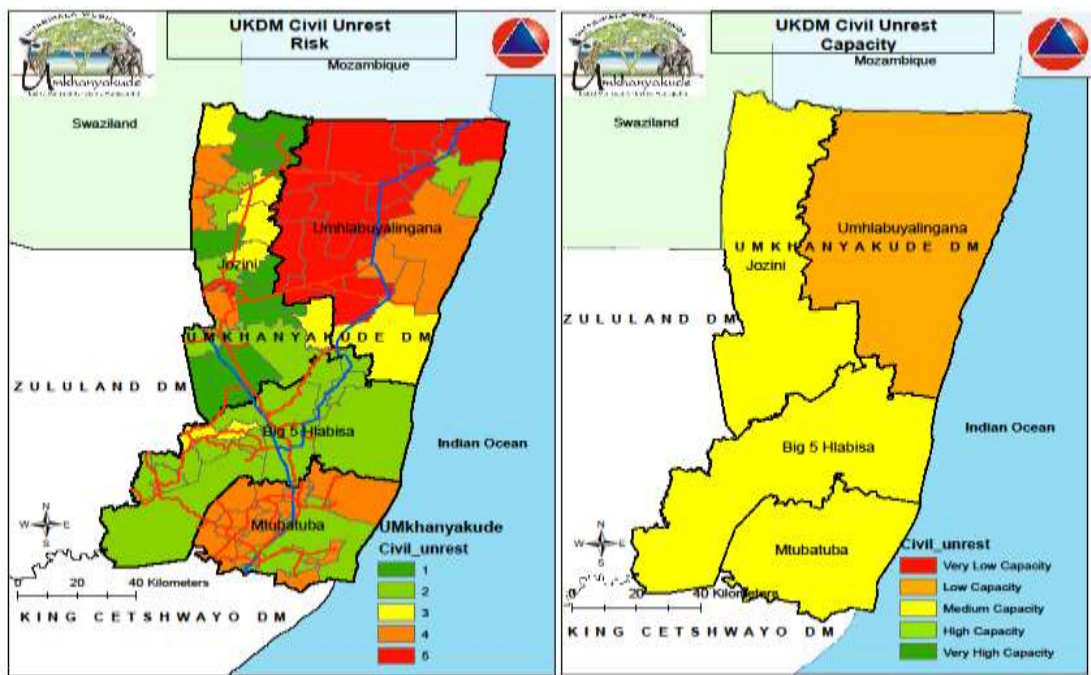
Flood Map



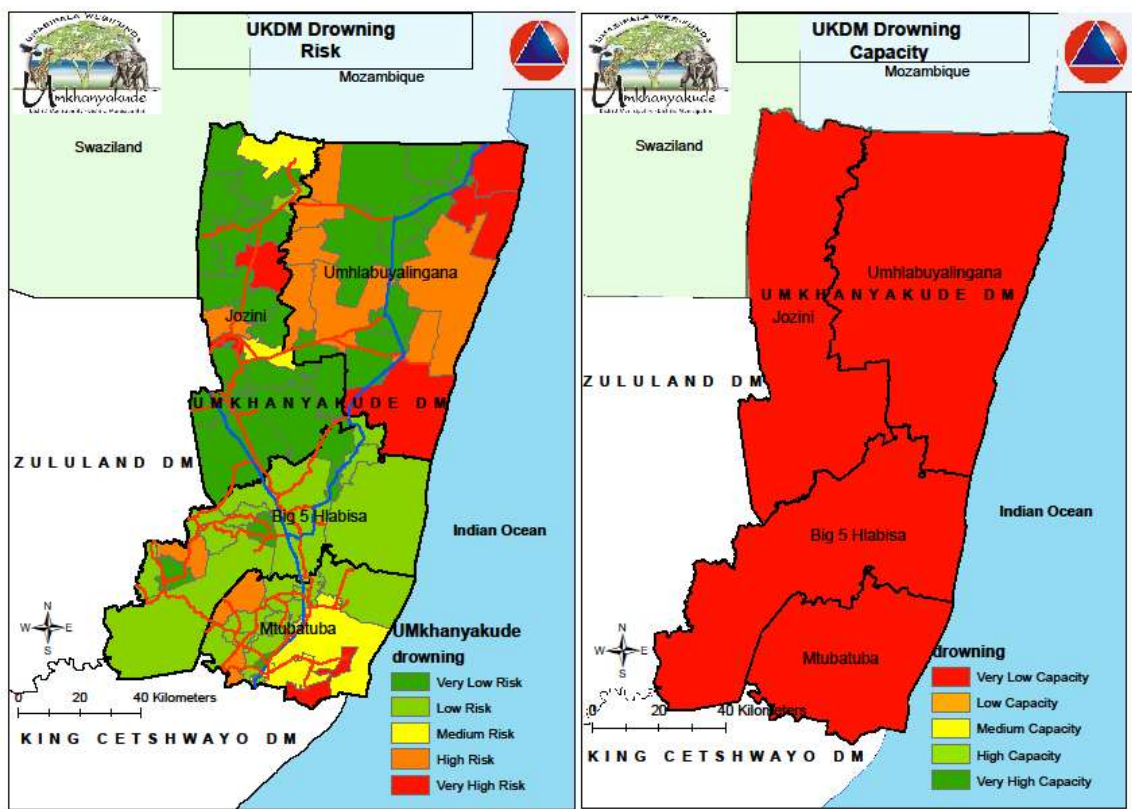
Bush/ Veld/ Grass Fires Map



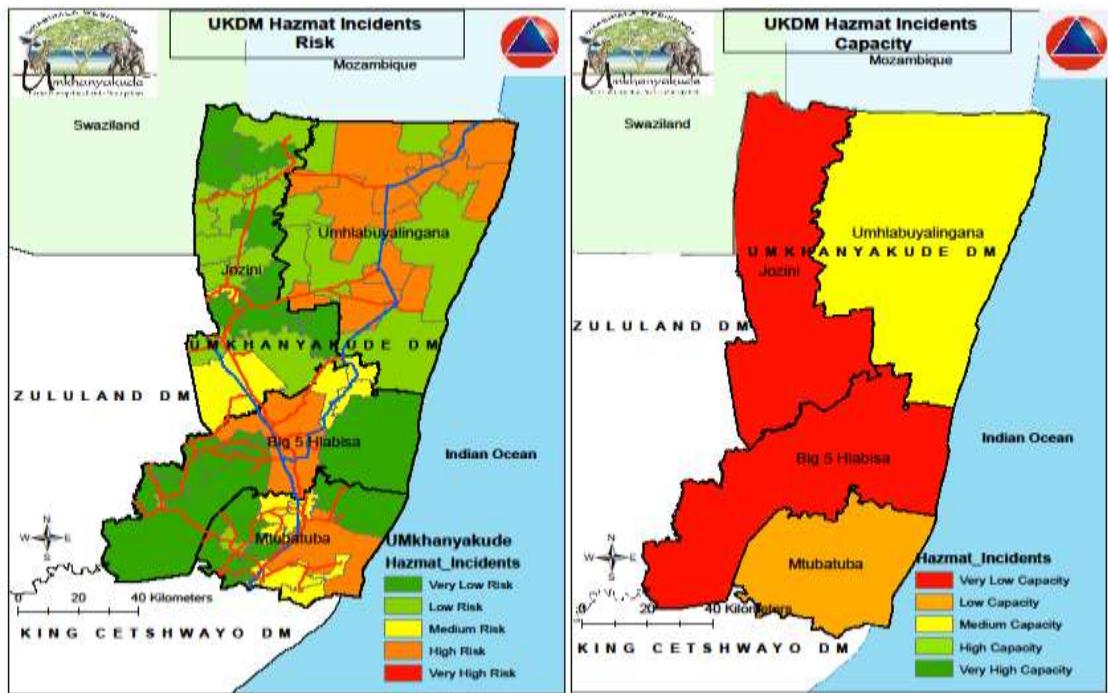
Unrest Map



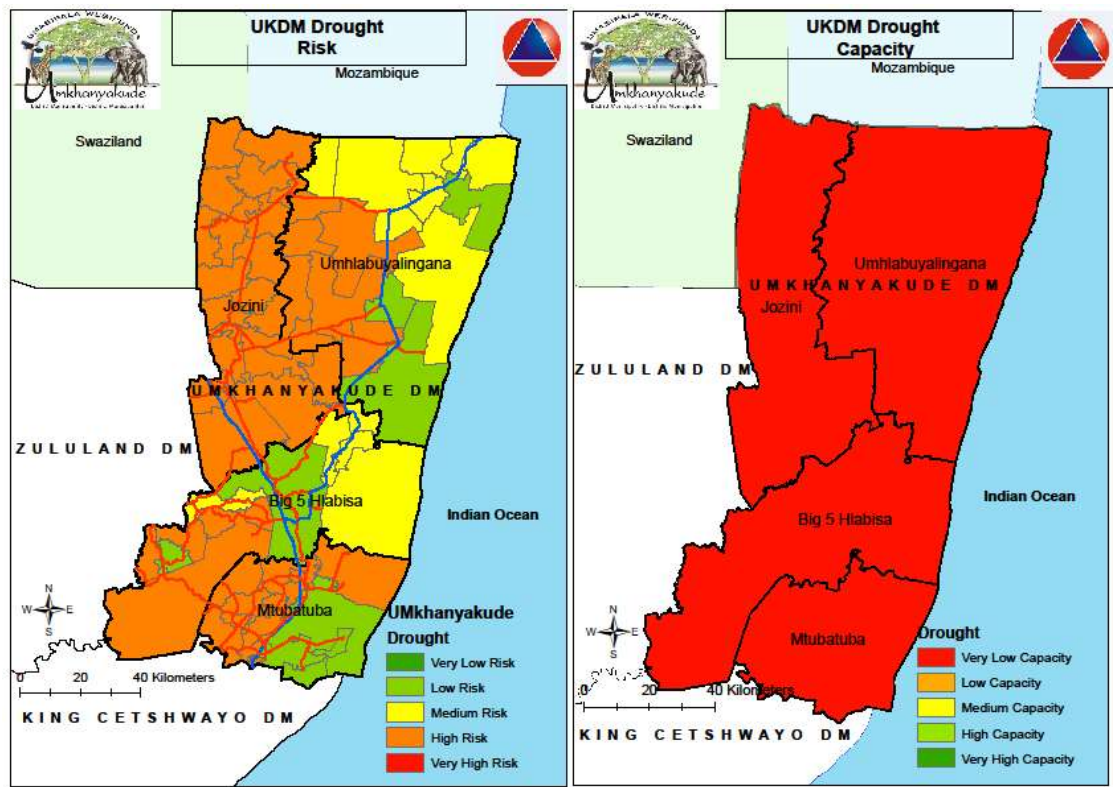
Drowning Map



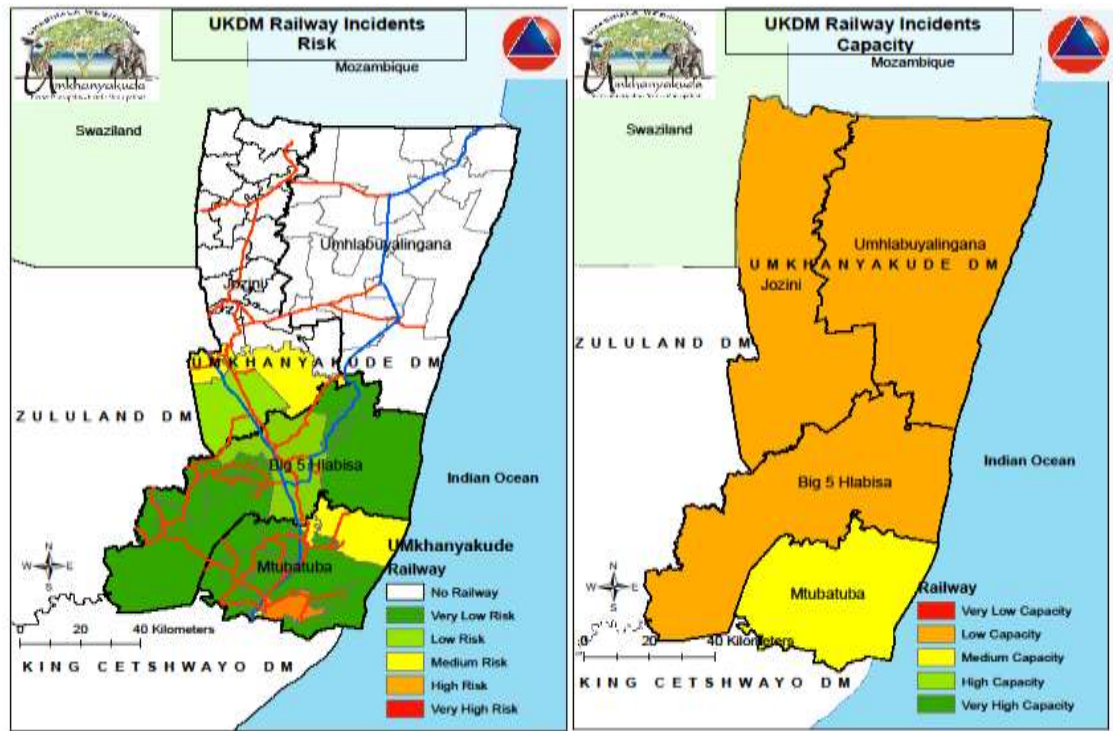
Hazmat Incidents Map



Drought Map



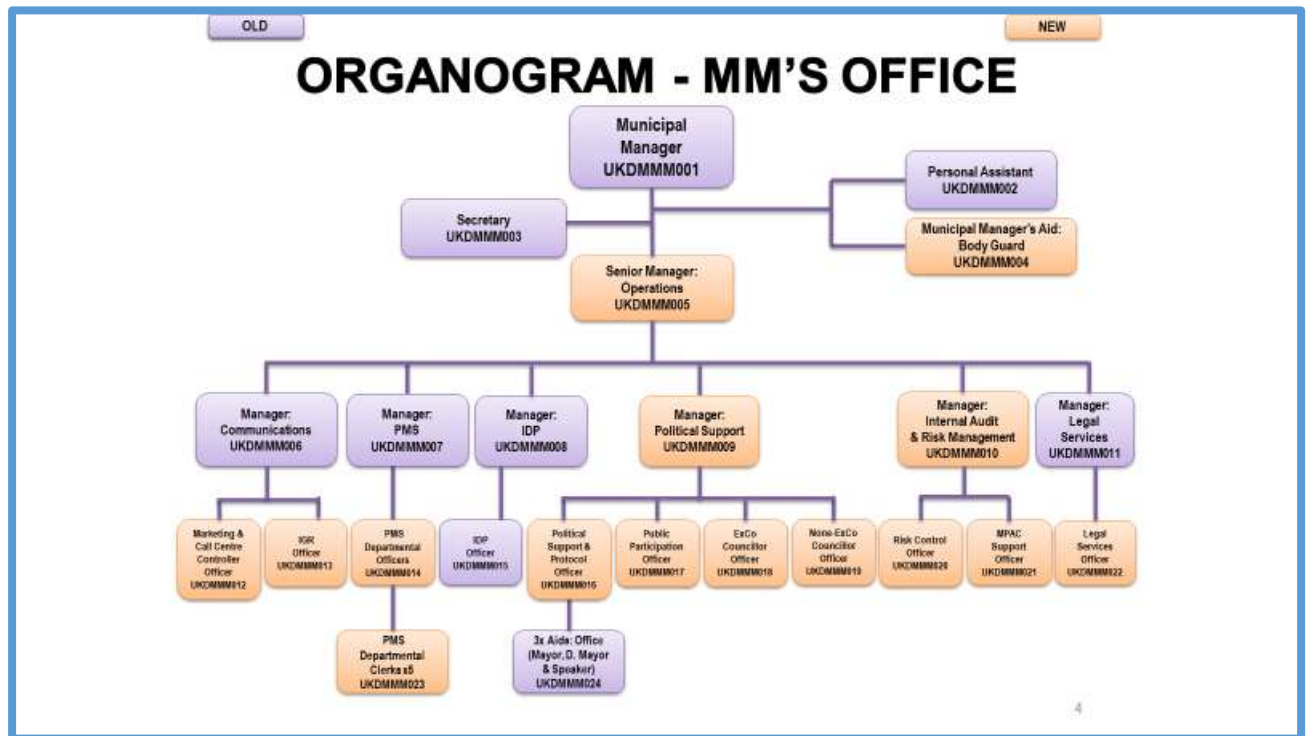
Railway Incidents Map



3.10 Sector Analysis

3.10.1 Office of the Municipal Manager

Figure 38: Office of the Municipal Manager's Organogram

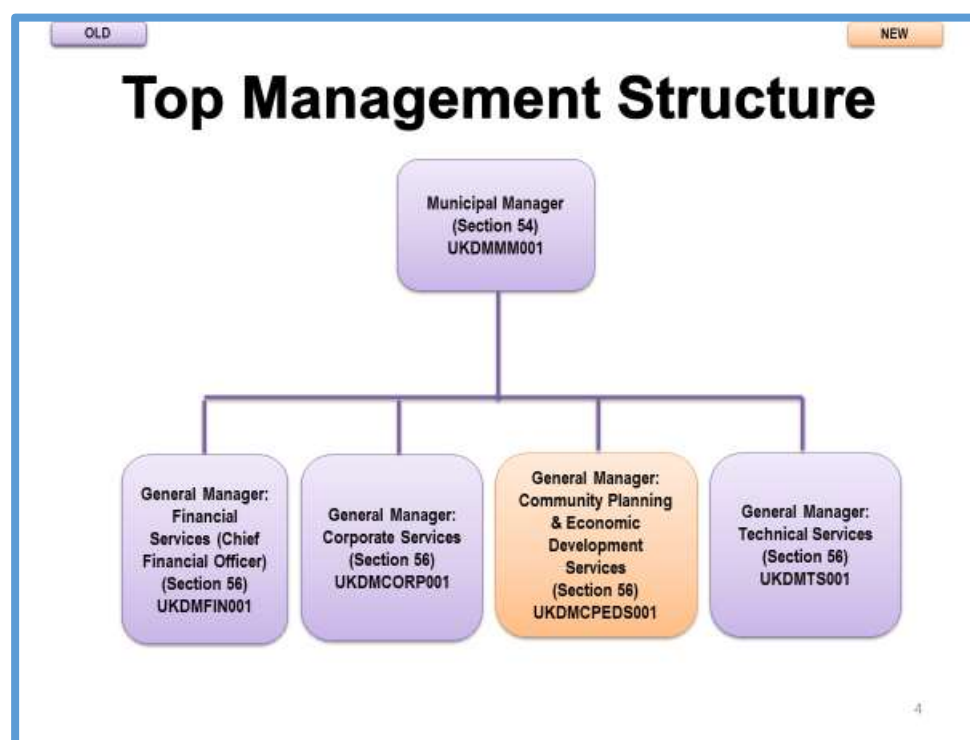


Functions of the Office of the Municipal Manager are as follows:

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

3.10.2 Top Management Structure

Figure 39: Top Management Organogram



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

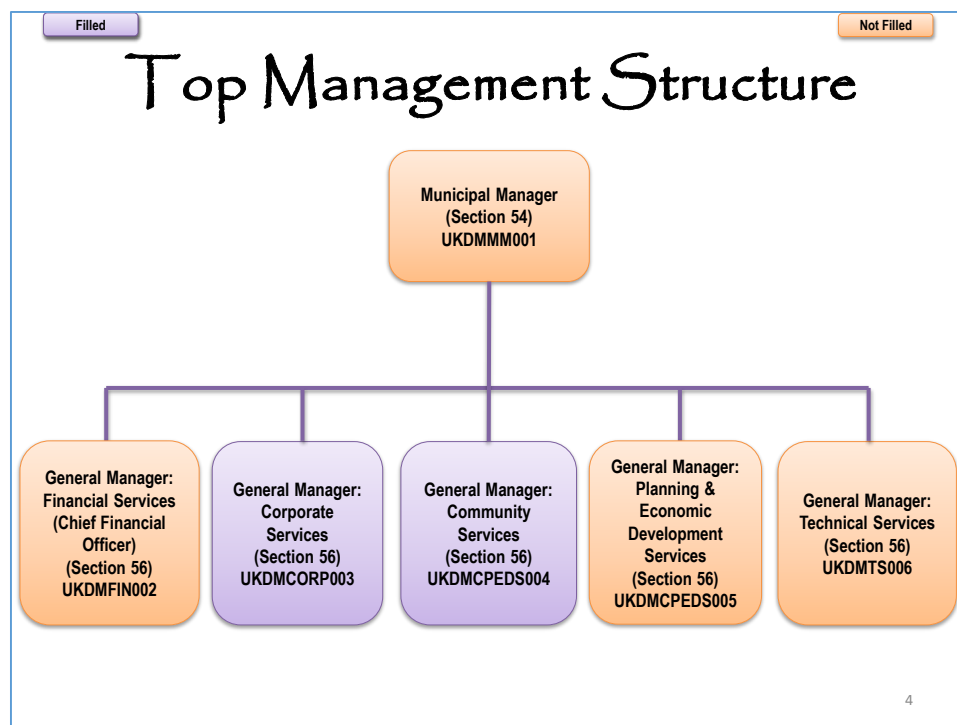
SWOT Analysis – MM’S Office

INTERNAL	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Functional IGR Structures • Functional MANCO meetings • Developed Audit Outcomes Turnaround Strategy • Instant response on Basic Service Delivery queries • Increased accountability to members of extended MANCO (signing of performance agreements) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Recurring Poor AG Opinion • Lack of credible IDP • Delayed implementation of Resolutions (ExCo, Council, Strategic Planning) • History of high turnover rate in MM’s position • Budget is not being optimally informed strategically by the IDP • Non-implementation of <i>Batho Pele Principles</i> across the Municipality • High litigation incidents (HR, Contract and Project Management) • Lack of compliance (legislation, policies, circulars) • High Vacancy Rate
	<p>EXTERNAL</p> <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Availability of strategic support administratively and otherwise from Sector Departments 	<p>THREATS</p> <ul style="list-style-type: none"> • High unemployment rate within the jurisdiction of the Municipality • Inability to attract high calibre employees due to rural nature of the Municipality

3.10.3 Municipal Transformation and Institutional Development Analysis

Figure 40: Corporate Services Organogram

Corporate Services Organogram



Vacancy Rate for Section 54/56 Managers

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

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

MUNICIPAL TURNOVER: 2021/22
(JULY 2021 – MARCH 2022)

Employee Totals (as per the approved organogram)	Board and General (20) Corporate Services (31) Community Services (22) Financial Services (113) Technical Services (123) PED (18) Employees on contracts (09)
Total	327 (permanent employees excluding contracted employees)
Turnover	Deaths (03) Resignations (02) Retirements (02) Expiry of Contracts (05) Dismissal (00) Engagements (11)
Total	23
Vacancies (as per the approved organogram)	Board and General (15) Corporate Services (30) Community Services (21) Financial Services (30) Technical Services (59) PED (14)
Total	169

FORMULA: VACANT POSTS X 100 / NUMBER OF FILLED POSTS

VACANCY RATE IN PERCENTAGE: 51, 7%

Core Functions of the Corporate Services Department

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

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**

The Plan has not been revised and adopted by the new council, therefore the Municipality is currently in the process of revising the Plan which should be adopted by the end of May 2022.

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 e.g. recruiting candidates from White, Indian and Coloured communities. 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.

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

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

The Municipality is implementing this policy by advertising posts as required, shortlisting of suitably qualified candidates, vetting of qualifications, conducting interviews and selecting suitable candidates. The Municipality is currently in the process of reviewing HR related policies which amongst these policies is the Recruitment and Selection Policy. The plan is that these policies will be adopted by Council in due course i.e. before the end of the current financial year 2021/2022.

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. The staff retention policy will be revised and it will be adopted by the Council before the end of the current financial year

HRD PLAN FUNCTIONALITY ASSESSMENT REPORT

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

WSP

Municipal officials were trained on the following:

- 1) Water and Wastewater process control
- 2) Asset Management
- 3) MSCOA
- 4) Employment Equity Workshop.
- 5) Disciplinary Collective Agreement.
- 6) Injury on Duty.
- 7) Records Management
- 8) Disability Awareness Workshop.
- 9) Peer Learning workshop.
- 10) Pay Day Principle of Payroll
- 11) Protocol
- 12) 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.

Job Evaluation

The Municipality had started the process towards implementation of the Job Evaluation in 2020 with the view to migrate to TASK Grade system. However the whole process was halted when the due to objections and complains from the employees who were affected by the placement process

OHS and Covid 19 Protocols

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

Organisational Structure (Organogram) adopted in 2019/2020 FY

HR policies

The Municipality is currently in the process of reviewing 46 HR policies after which councillors and municipal employees will be workshopped on those policies.

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

The Municipality has the organogram adopted during 2019/2020 financial that is aligned to the long term development plans of the Municipality as reflected in the IDP, as well as the Powers and Functions of the Municipality.

List of HR Policies

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

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

Records Management Report

In terms of section 18 (6) of the KwaZulu – Natal Archives and Records Service Act No.08 of 2011, the Archives and Records Service is mandated to inspect government offices to ensure proper management of records.

The report conducted in 2017 came up with findings and recommendations regarding the status of records management at the Municipality.

General Findings

- Records storage areas are loaded with large volumes of terminated records which require to be sorted, listed and batched accordingly.
- Wooden shelving is used to store records in all records storage areas of the municipality.
- All records storage areas of this municipality are not conducive for storing records.
- There is no light in the Revenue, Corporate and Technical Services strong rooms.
- A large number of staff has not attended any of the Registry/Records Management courses.

Recommendations

- Finalise the compilation of the Records Control Schedule.
- Full implementation of the file plan.
- Workshop all officials, on Records Management Policy and Registry Procedure Manual.
- Officials to refrain from placing records directly on the floor.
- Records should be stored in archival boxes and should not be piled up reaching the ceiling.
- Fumigation of all records storage areas on quarterly basis.
- Municipality needs to appoint a Municipal Records Manager as required in terms of the KwaZulu – Natal Archives and Records Service Act No.08 of 2011.

ICT Framework

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

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

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

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

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

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

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

Smart Municipality

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

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

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

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

KZN EDTEA has initiated a Smart City/Municipality intervention from the beginning of 2021, whereby uMkhanyakude representatives have attended a capacity building session. It is envisaged that a programme towards ensuring that uMkhanyakude becomes a smart Municipality will be initiated during 2022/2023 financial year.

SWOT Analysis of the Department

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

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

Challenges and Proposed Interventions

Key Issue	Challenges	Proposed Interventions
Human Resources	<p>Staff misplacement</p> <p>Lack of requisite skills especially on critical positions</p> <p>Van der Merwe Salary System</p>	<p>Revision of the organogram</p> <p>Staff placement</p> <p>Development of job descriptions</p> <p>TASK Job Evaluation</p>
Council Structures	<p>Timeous implementation of ExCo and Council Resolutions</p>	<p>Monitor the implementation of the Resolutions Register.</p> <p>Consequence management for non-implementation of resolutions</p>
Poor records management	<p>Appraisal of municipal records and disposal thereof</p>	<p>Implementation of file Plan enforced by management</p> <p>Forward a request to Provincial Archives for records appraisal</p>
Policies and Procedures	<p>Implementation of HR related policies</p>	<p>Training of all revised policies to Staff</p>
Labour Relations	<p>Adherence to timelines outlined in the Disciplinary Procedure and Code Collective Agreement</p> <p>Lack of internal capacity to serve as either Prosecutors or Presiding Officers</p> <p>More disputes referred to SALGBC</p>	<p>The Municipality in collaboration with SALGA to train middle managers as Prosecutors and Presiding Officers</p> <p>Addressing labour disputes internally before they are referred to the SALGBC</p>
Facilities Management	<p>No ablution facilities and office space for municipal satellite areas</p> <p>Inadequate or no lighting at night in all municipal sites</p>	<p>Provision of ablution facilities in affected areas</p> <p>Provision of proper lighting</p>

Fleet Management	<p>Poor Internal Controls which exposes municipal fleet to abuse and vandalism</p> <p>Safety of municipal fleet</p> <p>Adherence to Fleet Management Policy</p> <p>Escalating fleet management costs</p>	<p>Control of municipal fleet to be strengthened</p> <p>Submission of monthly fleet expenditure reports</p> <p>Consequence management for non-adherence to Fleet management policy</p> <p>Provide enough budget</p>
Office Automation	Poor contract management	Conduct monthly meetings with the Service Provider
Employment Relations	Unresolved labour disputes	Workshop staff on labour related policies and procedures
Productivity and Staff Morale	Productivity of employees is very low which is characterized by high rate of absenteeism and lack of discipline	<p>Setting the tone at the top</p> <p>Leading by example</p> <p>Taking charge of employee management</p> <p>Consequence Management (All)</p>
IT Management	<p>Inadequate Back Up and Recovery Systems</p> <p>Segregation of duties which may lead to fraud (AG Finding)</p> <p>Ageing IT Infrastructure</p> <p>Information Security Management</p>	<p>Backup Recovery site with remote server</p> <p>Provision of personnel to the ICT Unit</p> <p>Upgrade IT Infrastructure (Cabling, Switches, Access Distribution, Core Distribution)</p> <p>Conduct continuous awareness workshops for staff</p>
Skills Development	<p>Shortage of requisite skills to implement the municipal strategic plan (delivering services)</p> <p>Incapacitated skills development unit</p>	Empowering employees through focused and continuous professional / skills development

Priority Issues for 2022/2023 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
- Timely payment of external prosecutors and PO's.
- Training staff on the Code of Conduct

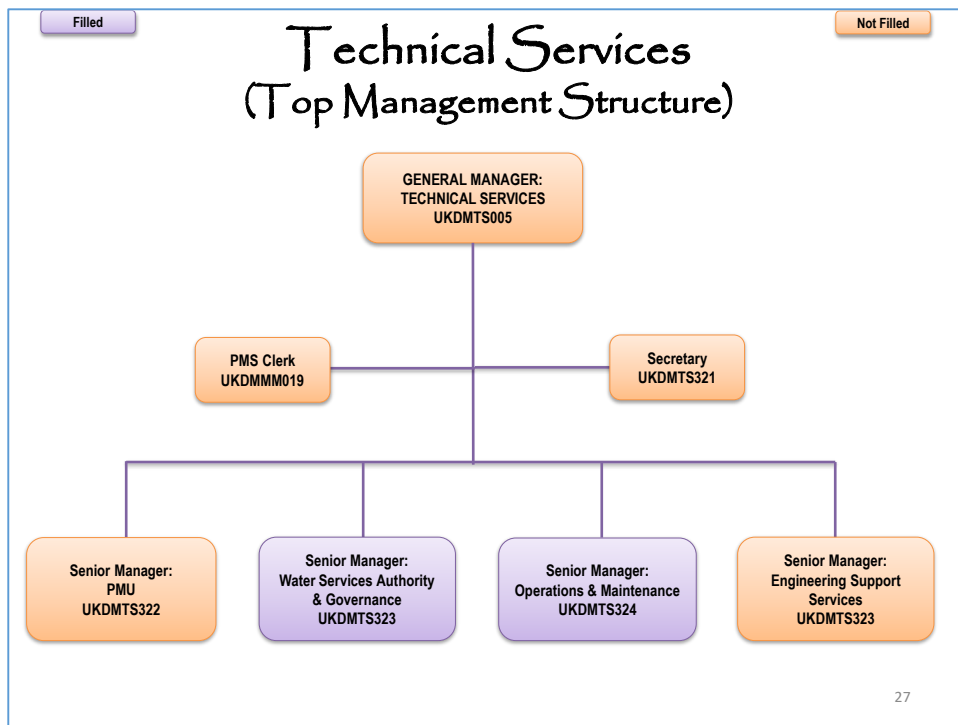
ICT Management

- 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
- Disposal of municipal assets
- Contract management

3.10.4 Basic Service Delivery and Infrastructure Development Analysis



3.10.4.1 Legislative Framework

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

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

Core Functions of the Technical Services Department

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

Departmental Sections are as follows:

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

Overall Objectives of the Department

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

Water Services Authority Unit

Responsibilities of the Unit

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

Project Management Unit

Responsibilities of the Unit

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

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

Responsibilities of the Unit

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

Updated Demographics & Levels of Service (LOS)

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

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

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

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

Household and Backlog Comparison Census with W&SMP

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

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

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

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

The historical backlog has been reduced from 30% to 19%, which implies that 13 172 households were provided with water supply over and above the 14 191 new household added through 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	%
Umhlabuyalingan	33	19 976	5	32	9 399	29	39	19 024	4	35	7 506	21%
Jozini	38	21 678	5	37	16 018	42	44	21 245	4	41	8 660	21%
Mtubatuba	34	19 686	5	37	6 678	18	41	18 495	4	41	3 307	8%
Hlabisa Big 5	20	12 547	6	26	9 682	36	25	16 809	6	29	9 132	30%
Total	128	73 887	5	135	41 777	31	151	75 573	5	149	28 605	19%

Water Reliability

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

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

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

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

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

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

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

Table: Future household projections for uMkhanyakude District Municipality

Local Municipality	2019	2020	2025	2030	2035	2040	2045
Umhlabuyalingana	35 979	36 402	38 860	40 994	43 449	45 172	46 616
Jozini	41 944	42 472	45 284	47 758	50 545	52 450	54 037
Mtubatuba	41 667	42 175	45 159	47 734	50 654	52 672	54 385
Hlabisa Big 5	29 990	30 342	32 369	34 166	36 190	37 537	38 611
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
Grand Total	149 580	9 970	19 633	94 733	25 244
LOS % Distribution		6.7%	13.1%	63.3%	16.9%

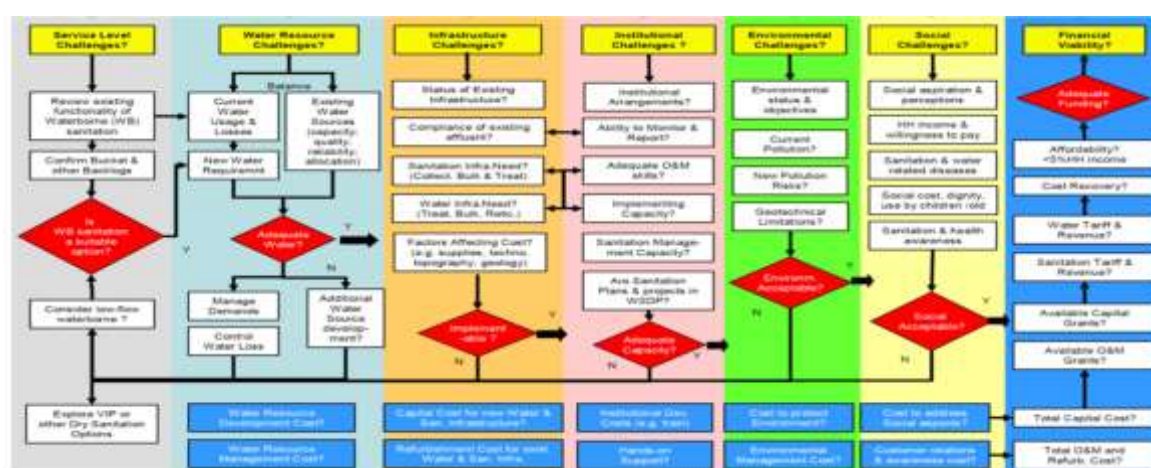
The 25 244 (17%) sanitation backlog is ascribed to mostly unserved rural areas to be provided with VIP's. The UKDM has over the past 7 years constructed 28 533 VIP's and have contracted with Service Provider to implement 22 906 units in the next MTEF.

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

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

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

Figure 1: Sanitation levels decision tree approach



(Level of Service) LOS Upgrade Costing

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

Table: LOS Upgrade Costing Table

						RD		Y		
Row	Sum Unserved	Sum of Underserved	Sum of ...	Sum of ...	Sum of Hous	Sum of Cost	Sum of Cost (Ext to RDP)	Sum of Cost (None To YC)	Sum of Cost (Ext to ...)	Sum of (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	52 739 146	32 159 067	84 382 634	71 332 685
Hluhluwe	1 627	3 350	3 873	18 714	1 397	42 152 610	53 247 085	67 444 176	85 195 336	40 413 399
Jozini	1 777	4 430	16 382	14 125	-	67 905 370	102 511 413	108 648 591	164 018 261	227 841 184
Mpukunyoni	141	1 489	10 554	285	-	4 108 558	26 031 128	6 573 693	41 649 806	113 542 687
Mtubatuba	711	312	4 131	4 996	6 035	20 717 623	5 452 740	33 148 197	8 724 448	44 440 247
Shemula	2 147	7 133	30 143	3	591	76 340 205	147 282 719	122 144 328	235 652 350	376 170 192
Grand Total	8 248	20 357	73 079	38 970	8 925	268 807 778	393 063 097	430 092 445	628 900 955	883 772 333
						R	661 870 875	R	1 058 993 401	

The following is evident from this table, to eradicate:

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

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

Upgrading to Yard connections as opposed to RDP supply:

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

Infrastructure Analysis

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

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

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

Historically the municipality has been characterised by many small stand-alone schemes utilising local water resources; supplying to a basic level of service in rural areas, and a higher level of service in urban areas. The Shemula, Jozini, Hluhluwe, and Mtubatuba are the only areas currently served by large capacity water treatment works. The remainder of the DM is served by small conventional or package treatment works, or schemes with chlorination only.

The number of schemes, and the accessibility to these, has resulted in management and maintenance challenges, with schemes regularly not functioning at an optimal level, in some cases falling into disrepair, and others simply not having power or diesel to operate the pumps. These challenges have led the municipality to investigate bulk supply scheme options to try and improve on the sustainability of supply, and reduce the O&M challenges. The possible solution to the water supply infrastructure in the future is the careful combination of local water resources (including groundwater) with bulk supply sources.

UKDM area does have a few major surface water sources - Pongolapoort Dam, Mkuze / Hluhluwe catchment, and Mfolozi Catchment, with Pongolapoort Dam being the most significant; and regions with very high groundwater potential. However, despite these sources, water availability for potable use is a significant challenge due to high environmental reserve requirements, coupled with extensive agriculture and afforestation in the region. In recent years, extended drought conditions have further exacerbated the situation. The possible solution to the water supply infrastructure in the future is the careful combination of local water resources with bulk supply sources. In order to plan for this solution, it is important to understand the current status of the infrastructure, existing plans to refurbish and expand, and the potential sources to meet the demand.

Pongolapoort Dam

Available information on the registered water use licences indicates a deficit from the historic firm yield of 133.57 million m³/a.

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

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

Reduce annual flood release	44
Total possible available Yield	58.43
PongolaPoort Dam	
Storage Capacity	2 445 million m3
Firm Yield	481 million m3/a

Mkuze / Hluhluwe catchment

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

Mfolozi Catchment

Resource category	Available /Impact (million m3/a)
Gross surface water resource	57
Ecological reserve	-19
Invasive alien plants	-1
Dryland sugarcane	-1
Net Surface water resource	36
Groundwater	5
Irrigation return flow	5
Urban return flow	4
Industrial return flow	1
Total available	51
Agricultural use	-54.34
Industrial use	-2.11
Mining use	-1.39
Forestry use	-24.04
Domestic use	-15.96
Transfer out	-9
Water Balance	-55.84

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

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

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

There are six major water supply schemes namely:

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

Table 6: Key information on the WTW within UKDM

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

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

Table 7: Key information on the WWTW within UKDM

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

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

Table 8: High level Water and Sanitation Infrastructure FAR Summary

Description	Capacity	Unit	CRC		VAR		5 Year Renewal	Level of Confidence
Boreholes	150	number	R	54 150 000	R	9 504 000	R 17 869 500.00	Fair
WTW	135	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
WTW Pumpstation	-	l/s	R	92 586 026	R	29 909 500	R 73 605 807	Good
WWTW Pumpstation	200	l/s	R	20 850 156	R	7 714 558	R 29 563 354	Fair
Reservoirs	161	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
Total			R	4 560 037 930	R	674 725 998	R 1 269 589 783	

The following is evident from Table 8 above:

- The total current replacement cost of the UKDM infrastructure is R4,6 billion
- The largest asset contributors are the WTW, Reservoirs and Pipelines.

- The pipeline costs are still being adjusted with new incoming infrastructure information
- The reservoir capacities and condition is unknown and have a poor level of confidence
- The VAR value of R674 million is what is regarded as a high priority refurbishment requirement
- The 5-year renewal cost is what needs to be spent to renew the infrastructure/extend its lifespan, and takes account of the short term VAR refurbishment actions.
 - 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 pump station (excluding stand-alone borehole pump stations). It is understood that the WSP does fulfil a maintenance and repair function on the boreholes when called upon
- 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:

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

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

Water Conservation Water Demand Management

Although significant metering and leak reduction actions have been undertaken, bulk meters have not yet been installed at all locations identified with the bulk meter condition audits undertaken for the entire province by DWS in 2013. At the moment only surface water sources are recorded, and no volume recording is taken between source and treatment facilities, which therefor does not reflect the untreated/source water losses. As reflected earlier as much as 17 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 Othobothini water treatment volume, for the month of May 2019.

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

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

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

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

Water Master Plan (WMP)

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

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

Water Services Development Plan (WSDP)

The WSDP is available and will be reviewed by no later than 31 October 2022. The following is a link to the WSDP:

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

Electrification Progress Per LM



Jozini LM
41,45%



uMhlabuyalingana LM
36,54%



Big 5 Hlabisa LM
74,15%



Mtubatuba LM
77,45%



Electrified



Backlog



Estimated Backlog uMkhanyakude District



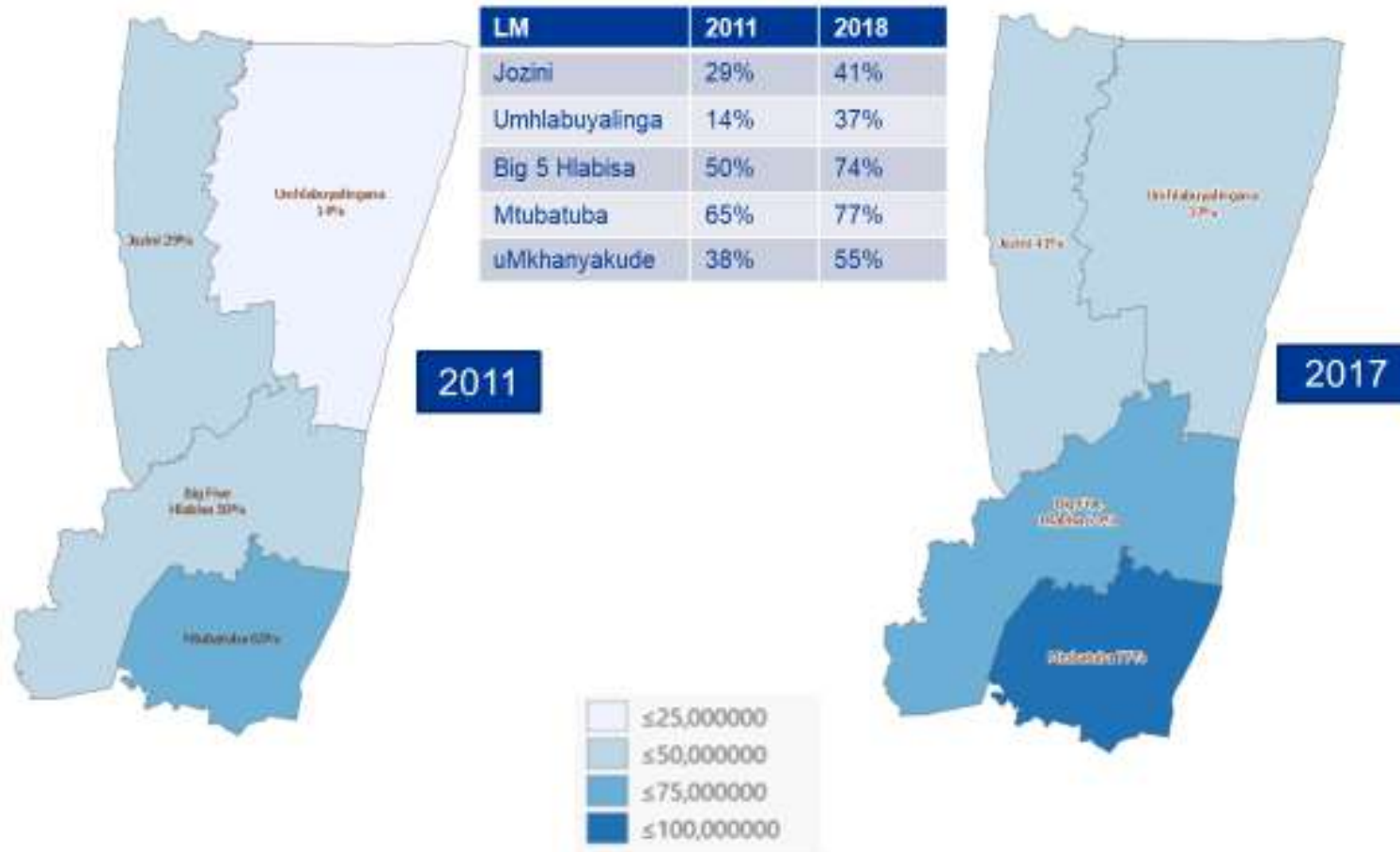
Backlog – District View

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

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

Disclaimer: Census 2011 data includes both Eskom and Municipality supply areas.
Data extracted from: **Statistics South Africa: Web page: www.statssa.gov.za**

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

SWOT Analysis for Technical Services Department

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

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

Challenges and Proposed Interventions

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

3.10.5 Local Economic Development and Planning Analysis

Core Components of the Unit

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

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

LED Strategy

uMkhanyakude District Municipality has been operating with a Local Economic Development Strategy that was compiled in 2007. In view of the requirements for local government to have a credible LED strategy in place, the old Economic Development Strategy needed to be reviewed to reflect the most recent local and regional development dynamics, and include an implementation plan. A new strategy was then developed and completed in February 2021. It has not yet been adopted and it is anticipated that it would be adopted before 30 June 2022. It has however gone through to the EXCO for recommendation to the council.

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

1. To assess the extent to which the 2007 uMkhanyakude LED Strategy objectives have been achieved.
2. To identify challenges encountered during the implementation of the 2007 strategy.
3. To undertake a detailed economic analysis which will enable the identification of appropriate market interventions that will lead to economic development in uMkhanyakude.
4. Establish and determine if the sectors and commodities identified in the 2007 strategy are still significant to uMkhanyakude's economic activity and can be further exploited.
5. Review the comparative and competitive advantages identified in the LED Strategy and determine their relevance, as well as identify further opportunities for interventions
6. To develop a Local Economic Development strategy 2019-2029.
7. To develop a detailed implementation plan for the 2019-2029 uMkhanyakude Local Economic Development Strategy. The implementation Plan should be broken down into short, medium- and long-term achievable targets.
8. To develop a Monitoring and Evaluation Framework to systematically track the implementation of the 2019-2029 uMkhanyakude Local Economic Development Strategy.

The Vision (new vision to be developed during a strat plan scheduled to take place in April 2022)

A vision is a point of reference to keep the stakeholders and the District Municipality focused on the important issues and gear towards the right direction. A vision provides an opportunity for the community and relevant stakeholders to think in a broad and general terms about the future.

From the assessment of the local economy and the sector analysis of the LED, it is clear that there are challenges and constraints facing uMkhanyakude. However, uMkhanyakude also plays host to a wealth of opportunities across a variety of sectors, from good potential for retail and business through to the opportunities in the services and manufacturing sectors. Therefore, the District wide from the municipal IDP vision that reads as

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

Based on the District vision, the Local Economic Development vision has been reconstructed from the previous LED Strategy and reads as follows:

Meet basic needs and improve the quality of life of the community in a democratic and sustainable manner

The main components of this vision are to identify and explore economic development opportunities, take advantage of local economic comparativeness and competitiveness, overcome local economic development challenges. It implies uMkhanyakude to develop as a people focused, efficient and cost-effective District Municipality providing quality service and addressing unemployment and poverty through the promotion of agriculture, commercial and industrial productivity, education, tourism and conservation.

Mission Statement

As per the vision, the Mission Statement was also reconstructed from the previous LED Strategy as follows:

- Deliver basic services to all our people
- Support local municipalities to become viable
- Promote good governance and intergovernmental relations
- Maximise the opportunities offered by our Unique Natural assets and Cultural Heritage
- Conserve our Natural Diversity
- To diminish poverty in the area.

This will be realised if uMkhanyakude district ensures that community participation is guaranteed in all projects; improvement of skills of the municipal staff is a must; sound financial governance is promoted; and addressing of infrastructure needs and sustainable service are definite to enhance economic development.

In developing the LED strategy, number strategies such as PGDS, Makhathini masterplan, SPLUMA, National LED Framework, NDP and other sector plans were consulted. The District One Plan is still at a draft stage and hasn't been adopted, but there are projects within it that were identified from the LED strategy as well as the recovery plan.

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

- i. Shortage of personnel
- ii. Lack of budget for programmes and projects
- iii. Delays in adoption of the LED Strategy.

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

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

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

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

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

- LED PROGRAMME 1: Intervening at the Organizational Level to deliver LED
- LED PROGRAMME 2: Intervening in Partnerships to deliver LED
- LED PROGRAMME 3: Intervening in Basic Household Infrastructure and Pro-poor systems
- LED PROGRAMME 4: Intervening in Public Sector Procurement and Employment systems
- LED PROGRAMME 5: Intervening in Business Confidence Infrastructure & Enabling Economic Infrastructure
- LED PROGRAMME 6: Intervening in Public-Owned Land Resources and Processes
- LED PROGRAMME 7: Intervening in Private-Owned Land Resources and Processes
- LED PROGRAMME 8: Intervening in Agricultural Value Chains
- LED PROGRAMME 9: Intervening in the Retail Services Value Chain
- LED PROGRAMME 10: Intervening in the Tourism Value Chains
- LED PROGRAMME 11: Intervening in the Mining and Manufacturing Value Chains
- LED PROGRAMME 12: Intervening in the Services, Innovation and Technology Value Chains
- LED PROGRAMME 13: Intervening in Basic LED Assets of the Local Area through Renewal and Refurbs; Upgrades and Additions and Maintenance

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

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

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

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

Strategic Programmes	Project	Responsible	Partners	Budget Required
1.1. Expansion of the tourism attractions and activities	1.1.1. Create a concise district wide tourism events calendar or action plan that can guide event organisers.	UKDM	TKZN, UMDA	R 0
	1.1.2. Support the promotion of adventure tourism and rural tours or Tourism Experience in LMs	UKDM	TKZN, UMDA	R 400 000
	1.1.3 Diversification of the tourism sector by promoting Agri-tourism and activities such as Poetry, Music, Dancing and Book Writing Competition/ Contests.	UKDM	TKZN, UMDA	R 150 000
	1.1.4 Establishing new community lodges - to assist communities with the establishment of community lodges, two per each local municipality.	UKDM	TKZN, UMDA	R 50 m
	1.1.5 Development of a tourism transformation programme that will allow the full participation of all South Africans in the sector in uMkhanyakude.	UKDM	TKZN, UMDA, COGTA	R 400 000
	1.2.1. Identification and lobbying for funding for tourism signage in various LMs.	UKDM	TKZN, UMDA	R 0
	1.2.2. Improve the marketing of the tourism sector in the district in terms of the following:	UKDM	TKZN, UMDA	R 0

Strategic Programmes	Project	Responsible	Partners	Budget Required
1.2. Information, marketing and promotion	<ul style="list-style-type: none"> • To ensure that Tourism products (e.g. crafts) moving to online sales and adapting their product lines (e.g. practical products as opposed to ornaments for tourists) • To lobby for the provincial tourism authority and municipalities to ensure that tourism SMMEs are listed and promoted on their websites 			
	1.2.3 To assist craft workers with access to markets by establishing distribution centres for them	UKDM	TKZN, UMDA	R 1.5 m
	1.2.4 Tourist attraction video - to develop a tourist attraction video to be presented to countries where most of our tourists are coming from (e.g., Germany, Netherlands, France etc)	UKDM	TKZN, UMDA	R 100 000
	1.2.5 Tourism Information centre - to establish four tourism centres in uMkhanyakude district (i.e., one per local municipality).	UKDM	TKZN, UMDA	R 4 m
	1.2.6 Training of tour guides to adapt to the new norm of living the corona virus in addition to the general upskilling of their trade.	UKDM	TKZN, UMDA	R 2 m
	1.2.7 Training of tourism managers and stakeholders to adapt to the new norm of living the corona virus in addition to the general upskilling of their trade.	UKDM	TKZN, UMDA	R 2 m
	1.3.1 To fast track the upgrading of Ndumo resort	UKDM	TKZN, UMDA	TBD

Strategic Programmes	Project	Responsible	Partners	Budget Required
1.3. Tourism specific infrastructure upgrades	1.3.2. To fast track the development of the lodge and campsite facility at Bhanga Nek Lodge	UKDM	TKZN, UMDA	TBD
	1.3.3 Facilitate the construction of a tourism facility in the Border Cave area in Nkungwini	UKDM	TKZN, UMDA	TBD
	1.3.4. To use Hotels/Accommodation catering for isolation, quarantine, step-down care and long-stay commuters; and the conference venues and other tourism facilities as field hospitals	UKDM	TKZN, UMDA	TBD
	1.3.5 To assist black owned tourism establishments with grading.	UKDM	TKZN, UMDA	R 500 000
	1.3.6 To create a day visitors' area in the Mbazwana area with a recreational park, with a car park, pools, braaiing area etc. This will promote local tourism.	UKDM	TKZN, UMDA	R 15 m
	2.1.1 Bi-annual agri-workshops/meetings for frequent engagement between Agricultural Association, municipal officials and other relevant stakeholders like the AFASA, ADA and the UMDA.	UKDM	UMDA, ADA, AFASA	R 10 000 per workshop for refreshment
	2.1.2 Regular farmers' satisfaction surveys to understand their needs to be highlighted through a monthly municipal agri-newsletter.	UKDM	DRDLR, DARD, UMDA	R 300 000
	2.1.3 Undertake agricultural awareness campaign, roadshows and exhibition to increase youth interest in agriculture, because most youth don't see agriculture as a viable source of income	UKDM	DRDLR, DARD, UMDA	R 50 000

Strategic Programmes	Project	Responsible	Partners	Budget Required
2.1. Coordination improvement among all stakeholders involved in agricultural development	2.1.4 To support the development of Agricultural Sector Plans in LMs	UKDM	DRDLR, DARD, UMDA	R 250 000
2.2. Supporting Emerging and Small-scale farmer	2.2.1 Fast track the establishment of farmers' production support units (FPSU) in LMs	UKDM	DRDLR, DARD, UMDA	R 0
	2.2.2 Fast track implementation of Agri-hubs (Production and agro-processing) in partnership with DALRRD	UKDM	DRDLR, DARD, UMDA	R 0
	2.2.3 Support LMs to fight against crops theft by assisting farmers to secure funding for fencing.	UKDM	DRDLR, DARD, UMDA	R 0
	2.2.4 Support small scale farmers through purchase and delivery of fresh farm produce to feed poor households, supply SMMEs and satisfy needs of supermarkets	UKDM	DRDLR, DARD, UMDA	TBD
	2.2.5 Provision of relief funds to famers who harvest was affected during the lockdown	UKDM	DRDLR, ADA, UMDA	TBD
	2.2.6 to develop a concrete plan to identify and quantify Covid-19 impact on agriculture at all levels- hard facts of sector analysis.	UKDM	DRDLR, ADA, UMDA	R 200 000
	2.2.7 To assist smallholder farmers with South African Good Agricultural Practices (SAGAP) certification	UKDM	DRDLR, ADA, UMDA	R 500 000
	2.2.8 To establish a Virtual Fresh Produce Market - an online trading platform for agricultural commodities in uMkhanyakude.	UKDM	DRDLR, ADA, UMDA	R 700 000

Strategic Programmes	Project	Responsible	Partners	Budget Required
	2.2.9 As the Amarula processing plant is already set for processing the fruit into various products, to support farmers to establish more plantations.	UKDM	DRDLR, ADA, UMDA	R 2 m
	2.3.1 To fast track the establishment of 8000 hectares under Cotton Production and revamping the ginnery and spinning plant at Makhathini	UKDM	DRDLR, ADA, UMDA	TBD
	2.3.2 To unlock the Makhathini Flats from the Bulk Infrastructure Fund (National Treasury) for Makhathini Expansion & Mjindi/Makhathini Social Facilitation	UKDM	DRDLR, ADA, UMDA	TBD
	2.3.3 To identify and support emerging farmers with the following technical skills: soil testing, pest control and spraying programme, using natural plants, rapid planting method	UKDM	DRDLR, ADA, UMDA	TBD
	2.3.4 To establish a fish market at the Kosi Bay Border post to support the marketing of fish in the Manguzi area.	UKDM	DRDLR, ADA, UMDA	R 10 m
	2.3.5 To Unlock Goat Industry in the district for commercialisation of goats through the value chain	UKDM	DRDLR, ADA, UMDA	TBD
	2.3.6 Establishing organic vegetable farms in each LM for farmers to earn more incomes from niche markets.	UKDM	DRDLR, ADA, UMDA	R 4 m
	2.3.7 To establish Ndumo Packaging facility - a packaging facility to ensure that farmers earn higher incomes through selling value-added products.	UKDM	DRDLR, ADA, UMDA	R 800 000

Strategic Programmes	Project	Responsible	Partners	Budget Required
2.3. Commodity and infrastructure development	2.3.8 To establish Poultry abattoir to allow smallholder chicken farmers to process their products and earn higher incomes.	UKDM	DRDLR, ADA, UMDA	R 4 m
	2.3.9 To establish a Pineapple processing Plant (in Hluhluwe) to assist previously disadvantaged people to benefit from processing the pineapple.	UKDM	DRDLR, ADA, UMDA	R 24 m
	2.3.10 To establish Mango processing plan to support the local mango growers from the district.	UKDM	DRDLR, ADA, UMDA	R 4 m
	2.3.11 To establish a Honey processing plant around Mtubatuba and Hluhluwe for locals from this industry to benefit when taking their honey to a processing centre for proper packaging and distribution.	UKDM	DRDLR, ADA, UMDA	R 10 m
	2.3.12 To establish a Cannabis production & processing plant to assist locals in establishing the cannabis farms and certification.	UKDM	DRDLR, ADA, UMDA	R 6 m
	2.3.13 To establish a Groundnut production & processing to assist local communities from the industry	UKDM	DRDLR, ADA, UMDA	R 10 m
	2.3.14 To establish a Macadamia production processing plant and more plantations to supply the nuts.	UKDM	DRDLR, ADA, UMDA	R 50 m
	2.3.15 To establish more feedlots where smallholder farmers can sell their weaner cattle	UKDM	DRDLR, ADA, UMDA	R 20 m
	2.3.16 Operationalisation of the Jozini Value Adding Centre for the processing and packaging of goods and not raw materials.	UKDM	DRDLR, ADA, UMDA	R 7 m

Strategic Programmes	Project	Responsible	Partners	Budget Required
3.1. Assistance and support	3.1.1 Support LMs to develop the Informal Economy Strategies	UKDM	UMDA, COGTA, SEDA	R 250 000
	3.1.2 To develop an SMME development centre with an SMME one stop shop.	UKDM	UMDA, COGTA, SEDA	R 30 m
	3.1.3 Design a program/ plan for informal traders' participation in Public Works initiatives across the district	UKDM	UMDA, COGTA, SEDA	R 150 000
	3.1.4 Support LMs to provide mobile or customized ready to use infrastructure like containers, customized mobile homes, carts, display carts etc.	UKDM	UMDA, COGTA, SEDA	TBD
	3.1.5 to establish a vehicle mechanics workshop in the main town for each local municipality	UKDM	UMDA, COGTA, SEDA	R 50 m
	3.1.6 Evaluate the impact of COVID 19 impact to both survivalist and Micro enterprises (number of enterprises, type of enterprise, geographical spread, demographics)	UKDM	UMDA, COGTA, SEDA	R 150 000
	3.1.7 Evaluate state of current Informal Economy Support Strategies and identify gaps based on COVID 19 impact on enterprises (Trading infrastructure – accommodation in municipal spaces, Temporal Permitting, Covid 19 relief Fund, any other support)	UKDM	UMDA, COGTA, SEDA	R 0
	3.2.1 Facilitate a partnership between SMMEs, cooperatives and local large businesses for procurement purpose.	UKDM	UMDA, COGTA, SEDA	R 0

Strategic Programmes	Project	Responsible	Partners	Budget Required
3.2. Value-chain development and local procurement	3.2.2 To support the Home-based workers – to get them registered on a database to produce masks and other personal protective equipment (PPE)	UKDM	UMDA, COGTA, SEDA	R 0
	3.2.3 to provide trainings on business compliance, business acumen and entrepreneurial skills as well as on exports.	UKDM	UMDA, COGTA, SEDA	R 2 m
	3.2.4 Buy local campaign to be undertaken to motivate and encourage the community to buy local products.	UKDM	UMDA, COGTA, SEDA	R 50 000
3.3. Support and promote innovation	3.3.1 To run an annual small business innovation fair in the district	UKDM	UMDA, COGTA, SEDA	R 100 000
	3.3.2 To consult with informal traders’ representatives and associations on any projects that are planned for informal economy.	UKDM	UMDA, COGTA	R 0
	3.3.3 To establish market stalls at the Kosi Bay border Post to allow travellers from Mozambique to access and purchase all required commodities in Manguzi for the benefit of the district.	UKDM	UMDA, COGTA	R 5 m
	3.3.4 Cross-border traders – on re-opening of borders, introduction of the Simplified Trading Regime (STR)8 for informal cross-border traders.	UKDM	UMDA, COGTA	R 0
3.4 Business Retention and Expansion	3.4.1. Support LMs to develop Business Retention and Expansion programmes	UKDM	UMDA, COGTA, SEDA	R 150 000
	3.4.2. Support LMs to develop red-tape reduction plans to reduce administrative processing times.	UKDM	UMDA, COGTA, SEDA	R 150 000

Strategic Programmes	Project	Responsible	Partners	Budget Required
4.1. Manufacturing sector policy and planning	4.1.1 To develop a district wide investment promotion and facilitation strategy	UKDM	UMDA, COGTA, TIKZN	R 250 000
	4.1.2 Develop a database of all zoned industrial spaces and all vacant or under-utilised industrial spaces.	UKDM	UMDA, COGTA, TIKZN	R 0
4.2. SMME participation within the manufacturing sector	4.2.1 Leverage of national incentives and funds to encourage industrial development.	UKDM	UMDA, COGTA, TIKZN	R 0
	4.2.2. Government provision of a manufacturing incubator where a number of services can be provided (training, access to fund, water, electricity, transport, business premises, etc.)	UKDM	UMDA, COGTA, TIKZN	R 6 m
	4.2.3 To support municipalities to ▪ Strengthens zero tolerance on counterfeit manufactured products ▪ Border controls of smuggling of manufactured products ▪ Undertake business inspections	UKDM	UMDA, COGTA, TIKZN	R 0
	4.2.4 to lobby for the establishment of a renewable energy information centre to facilitate the production of renewable energy products.	UKDM	UMDA, COGTA, TIKZN	R 0
	5.1.1. Hold business breakfast or Economic Development Summit in UMkhanyakude, where businesses are invited over, and projects are showcased with the view of attracting investment.	UKDM	UMDA, COGTA, TIKZN	R 10 000 per breakfast

Strategic Programmes	Project	Responsible	Partners	Budget Required
5.1. Coordination and communication of LED stakeholders	5.1.2. Encourage the improvement of intergovernmental relations (all spheres of government, SOEs, NGOs and traditional authorities) through information sharing and project feedback.	UKDM	UMDA, COGTA,	R 0
	5.1.3 To improve the efficacy of the LED Forum	UKDM	UMDA, COGTA,	R 0
5.2. Funding for LED implementation	5.2.1. Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications.	UKDM	UMDA, COGTA,	R 0
5.3 Improving the capacity of the UMkhanyakude LED Unit	5.3.1 Staffing of the UMkhanyakude LED portfolio and supporting LMs to staff their respective LED Units	UKDM	UMDA, COGTA,	R 0
	5.3.2 Undertake the customer satisfaction survey to gauge the level of service delivery in the Municipality.	UKDM	UMDA, COGTA,	R 350 000
6.1. Skills training and development	6.1.1. Facilitate training for SMME and informal businesses (SEDA or EDTEA programme) with general and technical skills.	UKDM	UMDA, COGTA,	TBD
	6.1.2 Awareness campaign promoting trades as employment opportunities to young people (like hairdressers, carpenters, electricians, plumbers, etc.) through linkages with FET college.	UKDM	UMDA, COGTA,	R 0
6.2. Developing relationships between industry & tertiary & training institutions	6.2.1. Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand.	UKDM	UMDA, COGTA,	R 0
	6.2.2 Support the establishment of youth development centres in LMs	UKDM	UMDA, COGTA,	R 5 m

Strategic Programmes	Project	Responsible	Partners	Budget Required
6.3. Retention of skilled residents	6.3.1 Development a marketing and retention programme in conjunction with the local business bodies that focusses on the quality of life promotion in order to retain skilled residents in uMkhanyakude.	UKDM	UMDA, COGTA,	R 150 000
7.1. Transportation infrastructure capacity and maintenance	7.1.1 Support LMs to undertake road maintenance and park beautification	UKDM	UMDA, COGTA,	TBD
	7.1.2 Fast track Mkhuze Airport Terminal building - to upgrade the airstrip into category 3 regional airport to support passenger and cargo into and out of the district.	UKDM	UMDA, COGTA, DoT	R 60 m
	7.1.3 Fast track Mkhuze Airport City Development - to develop the non-aviation side of the airport.	UKDM	UMDA, COGTA, DoT	TBD
	7.1.4 Fast track Mkhuze Airport Fire & Rescue - to establish a fire and rescue services which is required by CAA for the airport to operate as a category 3 airport.	UKDM	UMDA, COGTA, DoT	R 30 m
	7.1.5 To develop the Kosi Bay Border post as a tradeport with Mozambique and offer all required border services.	UKDM	UMDA, COGTA, DoT	R 500 000
	7.1.6 To develop the Kosi Bay Border to a fully functional border post to operate like other border posts including Musina.	UKDM	UMDA, COGTA, DoT	R 500 000
	7.1.7 To develop the Skemelele area into a town with both residential and commercial stands.	UKDM	UMDA, COGTA	R 500 000

Strategic Programmes	Project	Responsible	Partners	Budget Required
7.2. Provision of bulk services	7.2.1 To undertake a study for the provision of a free Wi-Fi in uMkhanyakude CBD	UKDM	UMDA, COGTA	R 350 000
	7.2.2 Improve the provision of water in LMs	UKDM	UMDA, COGTA	TBD
	7.2.3 Support LMs to provide solar streetlights in LMs	UKDM	UMDA, COGTA	TBD
	7.2.4 To establish a waste management site in each local municipality for a waste treatment	UKDM	UMDA, COGTA	R 20 m
	7.2.5 To undertake a waste management analysis to establish alternative sources of energy to augment the national electricity grid.	UKDM	UMDA, COGTA	R 20 m
7.3 Facilitating easy access to land for development	7.3.1 Entering into partnership agreements around various land parcels. Develop a Database of land parcels made available for commercial, industrial, housing and other current and future developments.	UKDM	UMDA, COGTA, DRDLR	R 0
7.4 Fight against crime in the Municipality	7.4.1 Support LMs to establish a community policing forum and business against crime in their respective LMs	UKDM	UMDA, COGTA, SAPS	R 0
	<p>7.5.1 To assist businesses and individuals to tap into the various national COVID -19 recovery funds instituted by the national government during the lockdown period including:</p> <ul style="list-style-type: none"> • National/Provincial Disaster Relief Grant; 	UKDM	UMDA, COGTA,	TBD

Strategic Programmes	Project	Responsible	Partners	Budget Required
7.5 Address Covid-19 Challenges	<ul style="list-style-type: none"> • National Solidarity Fund; • Small Business Fund; • Small Business Debt Relief Financial Scheme; • IDC COVID 19 Fund; • IDC COVID Working Capital Fund; • DRLD Food and Agricultural Sector Support Fund; • DRLD Grant to Land Bank; • Tourism Fund; • SMME Business Growth Facility, etc. 			

Business Retention and Expansion

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

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

Economic sectors

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

1. Agriculture

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

2. Tourism

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

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

3. Emerging SMME and Informal Economy

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

4. Manufacturing

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

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

5. Mining

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

6. Green Economy

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

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

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

LED Funding and Capacity

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

For 2022/2023 the LED section has been allocated a funding R300 000 for LED programme. This is not sufficient enough to implement programmes and projects. This is a common challenge among the family of municipalities within uMkhanyakude.

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

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

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

Job Creation

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

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

Smallholder Producer

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

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

therefore important that enough financial assistance is provided to emerging and small scale farmers for job creation purposes.

District LED and Tourism Forum

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

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

Private Sector

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

Tourism industry Transformation

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

District Tourism & Investment Committee

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

UMthayi amarula festival and other cultural events

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

Tourism funded projects.

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

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

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

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

There are projects that the Department of Forestry, Fisheries and Environment has committed to fund (funding cycle 2021- 2023). It is anticipated that over 200 jobs would be created by these projects over a period of 3 years.

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

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

Expanded Public Works Programme

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

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

Policies /Regulatory Environment

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

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

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

Cooperatives and SMMEs

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

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

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

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

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

As part of supporting the informal economy in uMkhanyakude, creating and facilitating opportunities for entrepreneurship and innovation is an important factor to consider. Projects include conducting an annual

business innovation fair in conjunction with UMDA and EDTEA. Presenting innovation awards will also potentially incentivise business entrepreneurship.

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

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

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

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

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

UMhlosinga Development Agency

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

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

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

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

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

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

- 1) To promote sustainable commercialisation of agriculture and establishment of agri-business industries in the district;
- 2) To develop a world class tourism sector;
- 3) To develop settlements that promote urbanisation and industrialisation;
- 4) To promote entrepreneurial development, developing business effectiveness and competitiveness, business retention and renewal, attracting new business and promoting investment in all economic sectors
- 5) To develop world class catalytic infrastructure that promotes economic development;
- 6) To develop institutional capacity of UMDA, at all levels, with the capacity to effectively implement and raise funds for catalytic projects and operational needs.

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

GOALS	OBJECTIVE AREA
1. Agriculture and Agri-business Development	1.1 Permaculture
	1.2 Commercial Farming
	1.3 Agribusiness Development
	1.4 Exports
2. Tourism Development	2.1 Product Development
	2.2 Destination Marketing
	2.3 Research and Knowledge Management
	2.4 Skills Development
3. Develop Infrastructure and Green Economy	3.1 Commercial air transport
	3.2 Renewable Energy
	3.3 ICT Infrastructure
	3.4 Waste Management Programme
4. Urbanisation and Industrialisation Development	4.1 Urban nodal development
	4.2 Rural land development
5. SMME Development and Support	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
6. Institutional Development	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:

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

Proposed Budget

Workstream	Amount
Agriculture	R3.3 Billion
Tourism	R1.9 Billion
Cross Cutting	R5.2 Billion
Total	R10.4 Billion

Benefits of the Makhathini Operation Phakisa Lab

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

Competitive Advantages of the District

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

i. Strategic Location as a Border District

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

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

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

iii. Jozini Dam

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

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

Umkhanyakude also has a World Heritage site which was declared in December 1999 by the UNESCO. The total area occupied by IWP is about 3 320 KM² 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 AND 36 ha will be for retail, hospitality, light industrial, residential, commercial use.

PROJECT NAME	MKHUZE AIRPORT TERMINAL BUILDING DEVELOPMENT
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	Terminal Building: R 10 million, Bulk Infrastructure: R 47 MILLION, Services: R 6 MILLION
FUNDING REQUIRED	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
PROJECT STATUS	<ul style="list-style-type: none"> - EIA and Record of Decision obtained. - Aviation precinct fenced and 1.6km runway has been rehabilitated and completed - 200 000 p.a. passenger capacity Terminal building plans completed and approved - Land owned by uMkhanyakude District and SLA signed for development and management of the proposed Mkhuze Airport

Mkhuze Airport City Precinct Development

PROJECT NAME	MKHUZE AIRPORT NON-AVIATION DEVELOPMENT
PROJECT LOCATION	MKHUZE, JOZINI LM, UMKHANYAKUDE DM, KZN
PROJECT SECTOR	MIXED USE DEVELOPMENT
PROJECT DESCRIPTION	<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"> - Hospitality zone, - Residential zone, - Community facility, - Cultural and Heritage zone, - Retail and Leisure zone, and - Commercial and Residential zone. <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>
IMPLEMENTING AGENT	UMDA, sector departments and private sector partners
INVESTMENT VALUE	R 100 MILLION
FUNDING REQUIRED	R2 000 000.00 for technical studies, developmental approval including EIA, zoning and marketing
FINANCED BY	Private sector
ECONOMIC IMPACT	Job creation, infrastructure upgrade and job creation

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

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

uMkhanyakude Broadband Connectivity

PROJECT NAME	uMkhanyakude Broadband Connectivity
PROJECT LOCATION	District wide
PROJECT SECTOR	ICT Infrastructure
PROJECT DESCRIPTION	<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>
IMPLEMENTING AGENT	UMDA, IDC and private sector
INVESTMENT VALUE	R100 million
FINANCED BY	Project not financed
ECONOMIC IMPACT	Internet connectivity for the district which will enable access to healthcare, business opportunity, education and technological innovation.
PROJECT SCHEDULE	Full rollout estimated to take +/- 1 year
PROJECT STATUS	Feasibility study and pilot study was conducted which deemed the project feasible.
INCENTIVES AVAILABLE	TBC

Hotel School/Tourism Academy

PROJECT NAME	Tourism Academy
PROJECT LOCATION	Mkhuze, Jozini Municipality
PROJECT SECTOR	Tourism Skills Development
PROJECT DESCRIPTION	<p>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.</p> <p>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.</p>
IMPLEMENTING AGENT	Umhlozinga and CATHSETTA
INVESTMENT VALUE	R118 Million for construction of the academy.
FINANCED BY	Phase B not financed

Tourism Nodes

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

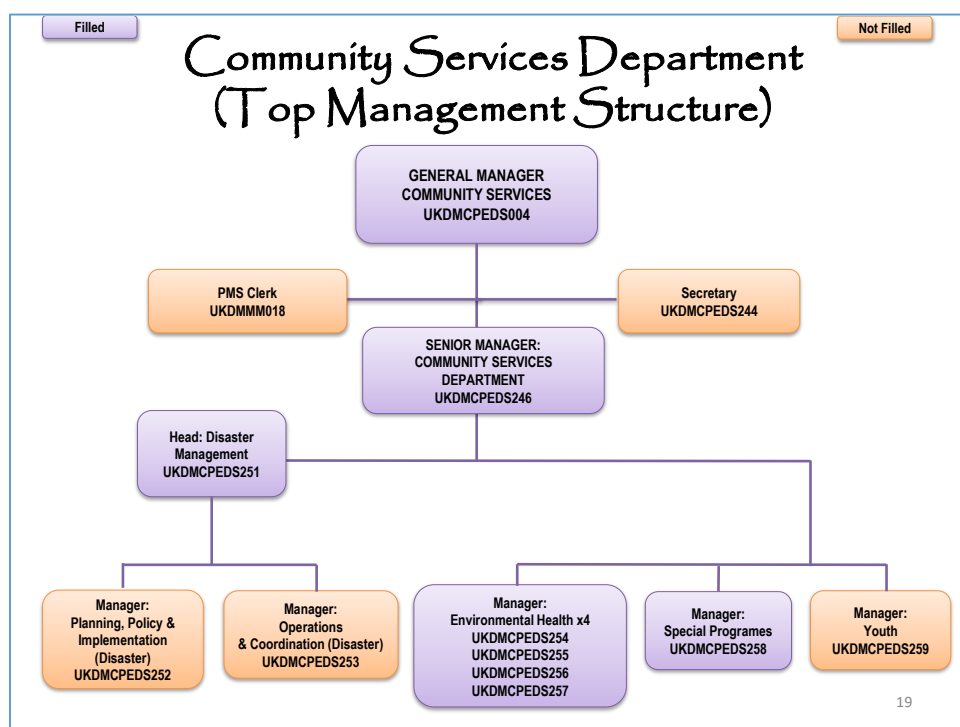
Departmental SWOT Analysis

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

Challenges and Proposed Interventions

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

3.10.6 Good Governance and Public Participation Analysis



Mandate of the Department

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

Core Components of the Department

DISASTER MANAGEMENT	ENVIRONMENTAL HEALTH SERVICES	SPECIAL PROGRAMMES	MANAGEMENT
Disaster Management Centre	Food Control	Children and Disability	Administration
Fire Fighting services	Water Quality Monitoring	HIV and AIDS	Thusong SC
Control Centre	Waste Management	Arts and Culture	
	Health surveillance of premises	Youth and Sport	

	Surveillance and prevention on communicable diseases excluding immunisations	Gender and Senior Citizens	
	Vector Control		
	Disposal of the dead and chemical safety		

Batho Pele Policy and Procedure Manual

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

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

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

Consultation

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

The Principle

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

Service Standards

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

The Principle

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

Access

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

The Principle

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

Courtesy

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

The Principle

- You should be treated with courtesy and consideration.

Information

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

The Principle

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

Openness and Transparency

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

The Principle

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

Redress

- Your complaints must spark positive action
- Mechanisms for recording any public dissatisfaction will be established and all staff will be trained to handle 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 complaints are made, you should receive a sympathetic, positive response.

Value for money

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

The Principle

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

Service Delivery Improvement Plan

The Municipality is developing a service delivery improvement plan.

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

- Water;
- Sanitation and
- Local Economic Development

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

3.10.7 Public Participation

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

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

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

Language preferences should also be taken into account.

IDP/Budget Consultative Meetings

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

After having conducted public consultation meetings, uMkhanyakude District Municipality will allocate resources to address needs that have been identified through public consultation sessions.

The Honourable Mayor of uMkhanyakude District Municipality hosted IDP/Budget consultative meetings which were scheduled as follows:

DATE	MUNICIPALITY	VENUE	TIME
08 March 2022	UMhlabuyalingana LM	Mbazwana Community Hall	09H00
10 March 2022	Mtubatuba LM	Next to Inkosikayingangathi HS	09H00
15 March 2022	Jozini LM	Nondabuya Hall	09H00
17 March 2022	Big 5 Hlabisa LM	Makhasa Hall	09H00

A separate report is available with all issues raised per local municipality. **See Appendix 17.**

Traditional Councils and their Roles

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

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

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

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

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

At KZ 271 (Umhlabuyalingana)

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

At KZ 272 (Jozini)

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

At KZ 274 (Mtubatuba)

- Mpukunyoni TC

At KZ 276 (Big 5 Hlabisa)

- KwaMakhasa TC
- KwaNibela TC
- Mnqobokazi TC
- Hlabisa TC
- Mpembeni TC

Participation of Traditional Leaders in Municipal Council Meetings

Legislative Background (Section 81 of Municipal Structures Act)

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

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

The Intergovernmental Relations (IGR)

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

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

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

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

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

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

District Development Model

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

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

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

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

The implementation of the DDM requires: -

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

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

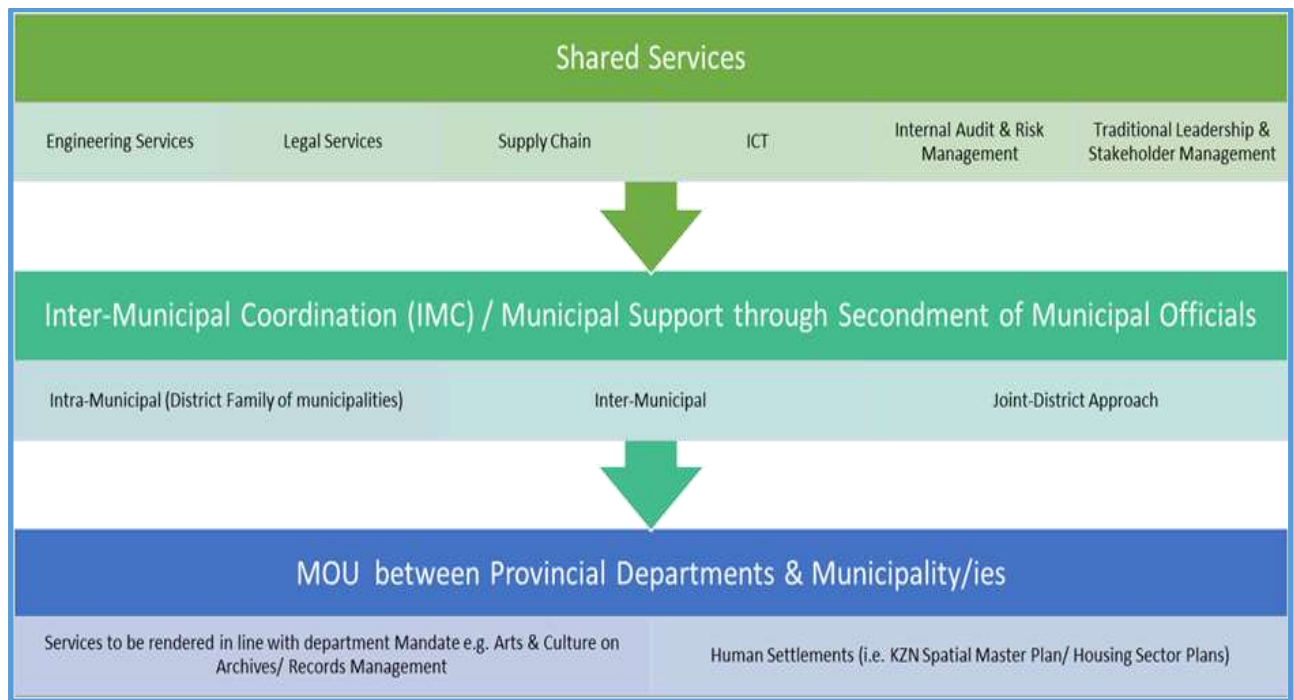
- A district Profile Assessment report
- A short term ONE PLAN (18 months – 2yrs horizon)–
- A longer term ONE PLAN (25-year plan)

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

Shared Services Model for DDM: Proposal

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

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



Objectives of the DDM

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

Audit Committee

The functionality of the Audit Committee is at a satisfactory level. The term for members has since come to an end and an advert for interested and suitably qualified members to form a new committee has been advertised and applications submission of applications will close on the 28th April 2022. 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. New members of the MPAC have been nominated to perform the oversight function. Members have attended the induction workshop which was held in March 2022.

Functionality of Bid Committees

The following committees are functional:

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

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

Municipal Standard Chart of Accounts (MScOA)

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

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

The Functionality of S79 and S80 Committees

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

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

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

Ward Based Plans (WBP)

Local municipalities have prepared their Ward Based Plans

Key Legislative Changes Which Affected 01 November 2021 LG Elections

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

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

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

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

Spatial Planning

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

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

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

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

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

Integrated Transport Plan

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

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

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

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

Land Use Management & Administration

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

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

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

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

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

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

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

Cross-Boundary Alignment

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

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

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

Geographical Information Systems Implementation (GIS)

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

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

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

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

Funding of GIS Services

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

Location

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

Services offered by GIS Service (Map Making Centre)

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

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

The current organogram of UKDM allows for

- 1 x GIS Administrator
- 1 x GIS Technicians

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

Environment Health Services

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

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

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

The Environmental Health section has a total number of nine (9) competencies and the targets for 2022/2023 SDBIPs.

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

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

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

9. Chemical safety	<ul style="list-style-type: none"> • Monitoring of safe disposal of chemical wastes. • Identification and controlling of premises or operators dealing with application, manufacturing, transport, storage or selling of chemicals. • Health education and training on chemical safety. • Law enforcement by issuing notices.
10. Monitoring of COVID-19 (Corona virus)	<ul style="list-style-type: none"> • Participate in the Outbreak Response Teams activated at the District level. • Investigation of suspected cases and contact tracing • Monitoring of the management of the human remains and disposal of the dead. • Ensure disinfection and decontamination of affected homes. • Monitoring of the management of health care waste • Conduct health education, awareness raising and health promotion • A multi stakeholders approach will be observed throughout activities involving COVID - 19

Municipal Health By-laws

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

Projects: 2021/2022

1. Water quality monitoring

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

2. Food control

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

3. Chemical safety

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

4. Training of informal traders

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

5. Health and Hygiene Education

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

6. Waste management

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

7. Health Surveillance of premises

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

Projects Planned for 2022/2023

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

Communication Strategy

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

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

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

For more details, please consult Appendix 8

Status quo of the departments risk registers

Due to the time sensitive nature of the 2022/2023 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 for 2021/2022

Corporate Services

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

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

1. **Disaster Recovery Management (DRP)** – There is a formalized DRP plan and a site however a tender is currently out to purchase software and equipment
2. **Understaffed ICT unit with too many users** – Currently there is plan in the organogram to fill these posts however awaiting job descriptions

3. **Limited training for ICT unit to remain current** – SCM processes are currently underway however with updates the IT staff need to remain current
4. **Outdated servers and server security**
5. **Treatment of ICT as an operational rather than strategic function** – the ICT Steering committee however is functional and big decisions relating to bandwidth and Servers have been taken

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

Finance Department

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

The following critical risks have been raised for 2021/2022

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

Technical Services

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

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

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

Community, Planning and Economic Development Department

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

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

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

Critical areas that are showing slow or no progress include:

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

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

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

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

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

Review fraud and fraud controls

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

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

Overall Opinion

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

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

The Impact of CORONA Virus at Umkhanyakude District Municipality

There has been a significant reduction of COVID-19 risk nationally provincially and locally.

Cases for employees as from 05 March 2020 to 22 May 2022

Cases identified – 31

Deaths – 02

Recoveries - 29

Active cases – 0

The district observed a slight increase in the number of cases recorded from the beginning of April 2022

The district has not yet crossed the alert and or the resurgence line.

There are seven key indicators that have been proposed for tracking the resurgence status of South Africa. These indicators need to be tracked daily, at the lowest geographic area where data is available. Tracking the key indicators will allow analysis to determine whether a South African ward, sub-district, district or province is entering into a resurgence and to pinpoint where the resurgence is happening.

The proposed key indicators are: active cases, new cases, COVID-19 mortality, all-cause mortality, COVID-19 hospital admissions, testing rate and percentage positive rate.

SWOT Analysis for Good Governance and Public Participation

INTERNAL	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Functional IGR Structures • Functional MANCO meetings • Developed Audit Outcomes Turnaround Strategy • Instant response on Basic Service Delivery queries • Increased accountability to members of extended MANCO (signing of performance agreements) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Recurring Poor AG Opinion • Lack of credible IDP • Delayed implementation of Resolutions (ExCo, Council, Strategic Planning) • History of high turnover rate in MM's position • Budget is not being optimally informed strategically by the IDP • Non-implementation of <i>Batho Pele Principles</i> across the Municipality • High litigation incidents (HR, Contract and Project Management) • Lack of compliance (legislation, policies, circulars) • High Vacancy Rate
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EXTERNAL	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Availability of strategic support administratively and otherwise from Sector Departments 	<p>THREATS</p> <ul style="list-style-type: none"> • High unemployment rate within the jurisdiction of the Municipality • Inability to attract high calibre employees due to rural nature of the Municipality
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3.10.7 Financial Viability and Management Analysis

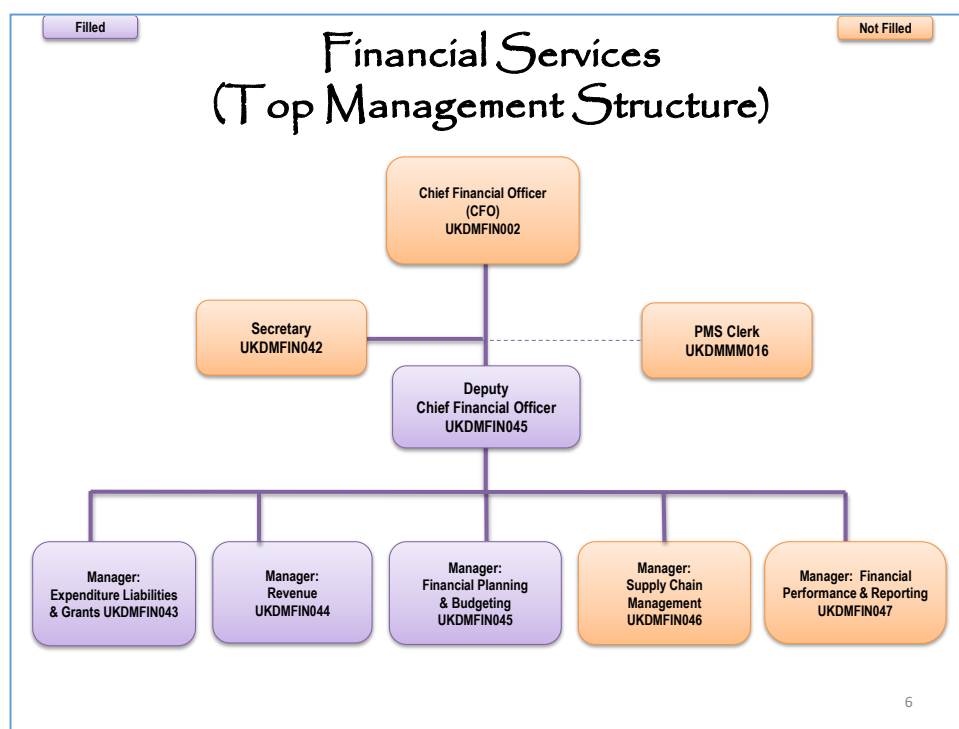


Figure 41: Financial Services Organogram

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

Mandate of the Department

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

Core components and their functions

Supply Chain Management Unit (SCM)

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

Expenditure Management and Control Unit

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

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

Budget Management and Monitoring Unit

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

Asset Governance and Accounting Unit

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

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

STRATEGIC PRIORITIES FOR FINANCE DEPARTMENT

1. REVENUE ENHANCEMENT STRATEGY

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

2. EXPENDITURE MANAGEMENT

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

2. BUDGET AND CASH MANAGEMENT

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

4. CONTROL ENVIRONMENT AND GOVERNANCE

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

Challenges and Proposed Interventions

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

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

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

	Awards without contracts should be listed and reported to MM for regularization
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.

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

Audit Opinions

AUDIT OPINION	FINANCIAL PERIOD
Disclaimer audit opinion	2020/2021
Adverse audit opinion	2019/2020
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.

SWOT Analysis for Financial Management and Municipal Viability

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

3.11 Combined SWOT Analysis

The information below was developed during a workshop that finalised the strategic agenda of the Municipality on the 23 May 2022.

Strengths

- Land Availability
- Municipal Environmental Health Services
- Spatial Development Framework
- Disaster Management Centre
- Existence of DGD
- Political Stability
- Availability of water sources

Weaknesses

- Non-compliance with the core mandate of the DM
- Political Interference (Staff Appointments, Payment of Creditors)
- Lack of Communications and Poor Public Participation
- Poor Records Management System
- Poor Cash Flow Management
- Lack of Shared Vision
- Poor Asset Management
- Poor Contract Management
- Continuous Review of Policies
- Performance Management System
- Execution of Council resolutions
- Poor Relations between Management and Labour
- Poor Audit Opinion (Disclaimer)
- Instability in the Office of the MM over the last 10 Years
- Instability in the office of the Office bearer (Mayor)
- Poor safety and security (high crime rate)

Opportunities

- Jozini Dam, uMfolozi river
- Arable land
- Game Reserves
- Agricultural Potential
- Isimangaliso Wetlands Park
- Makhathini Flats
- Tri Border Relations
- East 3 Route
- Ground Water Resources
- Coastal Line (St Lucia to Kosi Bay)
- Coal Mining (Itende)

Threats

- Legislative Bottlenecks
- Natural Disasters
- HIV&AIDS, COVID-19 or Spread of communicable diseases
- Low Income Levels
- Unemployment
- Urban Sprawl
- High Crime Rate
- High Government Grant Dependency
- Unplanned Traditional Settlements
- Section 139 Intervention
- Illegal Immigrants
- Drought
- Illegal Connections (water and electricity)

3.12 Key Challenges for the District

The following table is a summary of challenges that the District Municipality is facing:

KPA	Challenges
Municipal Transformation and Institutional Development	<ul style="list-style-type: none">• Attraction of critical and scarce skills• High staff turnover• Unavailability of records for audit purposes• Poor state of municipal facilities and infrastructure (Occupational Health and Safety)• Employees tend to surrender their pension fund contributions• Policies and procedures are outdated and not in line with new legislative amendments• No Employment Equity Consultative Forum• No Skills Audit conducted• None compliance with IDP/PMS legislative prescripts• Lack of strategic leadership and decision making
Service Delivery and Infrastructure Investment	<ul style="list-style-type: none">• Lack of municipal infrastructure policies• Vandalism of infrastructure and illegal connections result to massive water losses• Shortage of bulk electrification and reticulation networks• High costs of operations, maintenance and water provision• Huge basic infrastructure backlogs and capital expenditure

Local Economic and Social Development	<ul style="list-style-type: none"> • Limited available budget to execute key programmes / project • Prevalent tendency to reduce Local Economic Development to small scale poverty alleviation projects • High concentration of the economy in urban areas • Lack of a coherent and common view and approach to economic development (municipalities, business and civil society) • High unemployment rate which perpetuates various types of crime especially against women, elderly and children •
Municipal Financial Viability and Management	<ul style="list-style-type: none"> • Long history of bad audit opinions • High grant dependency • Inaccuracy of customer data and disintegrated billing system; • Inability of households to pay for services; and • Inability to spend all conditional grants
Good Governance and Public Participation	<ul style="list-style-type: none"> • IGR with local municipalities is weak • Public participation strategy is not available • Internal audit, Audit Committee and MPAC lack harmony in performing their duties
Cross Cutting Issues	<ul style="list-style-type: none"> • Scattered settlement patterns • Slow progress in implementing a GIS Hub in the District • IWMP needs to be reviewed and implemented • “Snail Pace” Land Reform/Transformation • Ambiguous Rural Development legislation <ul style="list-style-type: none"> - Ingonyama Trust Land vs land Tenure - privately owned land (few whites)

4. SECTION D: DEVELOPMENT GOALS AND OBJECTIVES

On the 6th to the 8th April 2022 a strategic planning session was held to deliberate on 2022/2023 FY. The intended business could not be concluded. It was then agreed that a one-day workshop should be held to conclude outstanding matters. Outstanding matters were then concluded on the 23 May 2022 whereby a Vision for the Municipality was agreed upon.

4.1 Vision for uMkhanyakude District Municipality

Vision 2035 – “A renewed District Municipality committed to providing service delivery equitably to communities in a dignified manner and ensuring accountability”

4.2 Mission Statement

We are a people driven Municipality that is committed providing good governance, socio-economic development programmes and implementation of quality infrastructure by upholding values of integrity and promoting a culture of self-reliance

4.3 Values

- a) Integrity
- b) Excellence
- c) Community Centeredness
- d) Transparency
- e) Good Governance
- f) Accountability

Broad Development Gaps

The following factors are a summary of developmental gaps which the Municipality must address through strategic intervention:

- Economic Structure and Patterns that do not Support Local Growth
- Lack of Human and Community Development
- Poor Strategic Infrastructure
- Poor Environmental Management Practices and Spatial Planning
- Governance and Leadership Challenges

4.4 Strategic Priorities

- a) Building a capable, ethical, and corrupt free District Municipality
- b) Revenue Enhancement
- c) Service Delivery Driven
- d) Compliance with legislation

4.5 Goals, Objectives and Strategies

Alignment of KPAs and Strategic Priorities

The following table is a reflection of alignment between Key Performance Areas and the Municipal Strategic Priorities:

KEY PERFORMANCE AREAS	NUMBER OF TARGETS
1. Municipal Transformation and Institutional Development	5
2. Basic Service Delivery and Infrastructure development	15
3. Local Economic Development	5
4. Municipal Financial Viability and Management	7
5. Good Governance and Public Participation	5
6. Cross Cutting Interventions	5
Total	42

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 2023
		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 2023
Employee Wellness	A2. To ensure effective implementation of Health and safety Plan	Review, implement and monitor Health and Safety Risk Plan	A 2.1	Number of Health and Safety Risk Plan functionality assessment conducted	4 Health and Safety Risk Plan functionality assessment conducted by 30 June 2023
Administrative support	A3 To ensure effective and efficient administration	Review, Implement and monitor of admin support services plan	A 3.1	Number of admin support services functionality assessment conducted	12 admin support services functionality assessment conducted by 30 June 2023
Information Communication Technology	A4. To ensure adherence to evolving technology	Review, Implement and monitor ICT Governance Framework	A 4.1	Number of ICT Framework functionality assessment conducted	4 ICT Framework functionality assessment conducted by 30 June 2023

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT (15)

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
High quality infrastructure network	B1. To provide high quality infrastructure network to support improved quality of life and economic growth	Provision of basic infrastructure services	B1.1	Number of kilometres of bulk pipes installed for provision of potable water in Umkhanyakude	40 km of bulk pipes made to final work for provision of potable water in Umkhanyakude by 30 June 2023
			B1.2	Number of potable water yard connections in Umkhanyakude	1000 potable water yard connections in Umkhanyakude by 30 June 2023
			B1.3	Number of kilometres of reticulation pipes installed for provision of potable water in Umkhanyakude	200 km of reticulation pipes installed for provision of potable water in Umkhanyakude by 30 June 2023
			B1.4	Number of households in Umkhanyakude with access to a minimum of basic level of service for sanitation provision	3000 households with access to basic level of service for sanitation provision by 30 June 2023
			B1.5	Number of households in Umkhanyakude with access to water borne sanitation services	500 Households with access to waterborne (high level of service) for sanitation provision by 30 June 2023

KPA 2: BASIC SERVICE DELIVERY (15)...

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
High quality infrastructure network...	B1. To provide high quality infrastructure network to support improved quality of life and economic growth...	Ensuring water quality management throughout the district	B1.6	Number of Water Quality Management assessments conducted and submitted to DWS	12 water quality management assessments conducted for both potable and wastewater and submitted to DWS by 30 June 2023
			B1.7	Percentage of water loss reduction	10% of water loss reduction achieved by 30 June 2023
			B1.8	Implementation of WSDP	100% implementation of WSDP for 2022/2023 by 30 June 2023
			B1.9	Implementation of Section 78 process	100% implementation of Section 78 Process by 30 June 2023
		Improve water conservation and water demand management within UKDM	B1.10	Minimum percentage of functional sanitation plants achieved	95% of functional sanitation plants (baseline: 11 in total) by 30 June 2022
		Ensure quality infrastructural developments through implementation of WSIG	B1.11	Number of interim water supply schemes refurbished	16 interim water supply schemes refurbished by 30 June 2023

KPA 2: BASIC SERVICE DELIVERY (15)...

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
High quality infrastructure network...	B1. To provide high quality infrastructure network to support improved quality of life and economic growth...	Maintenance of water and sanitation infrastructure	B1.12	Minimum percentage of functional potable water plants achieved	Not less than 95% of functional potable water plants (baseline: 36 in total) by 30 June 2023
			B1.13	Minimum percentage of functional sanitation plants achieved	Not less than 95% of functional sanitation plants (baseline: 11 in total) by 30 June 2023
		Timeous maintenance of electricity infrastructure	B1.14	Number of households installed with smart electricity metres	500 households installed with smart electricity metres at KwaMsane area by 30 June 2023
			B1.15	Number of households installed with smart electricity metres	500 households installed with smart electricity metres at Ingwavuma area by 30 June 2023

KPA 3: LOCAL ECONOMIC DEVELOPMENT (5)

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
District economic growth and employment opportunities	C1. To expand district economic output and increase quantity and quality of employment opportunities	Implementation of Local Economic Development Strategy	C1.1	Number of LED projects implemented	4 LED projects implemented (1 per LM) by 30 June 2023
		Development of Tourism Strategy	C1.2	Date of Tourism Strategy adoption by Council	Council adopted Tourism Strategy by 30 June 2023
		Promotion of SMME and entrepreneurial development	C1.3	Number of SMME and entrepreneurial programmes promoted	4 of SMME and entrepreneurial programmes (1 per LM) promoted by 30 June 2023
		Monitoring of uMhlosinga Development Agency's performance as per the Business Plan for operational budget	C1.4	Number economic development programmes implemented by UMDA	4 economic development programmes implemented by UMDA by 30 June 2023
		Improve the efficiency, innovation and variety of government-led decent job creation programmes	C1.5	Number of jobs created through local economic development initiatives and capital projects	200 Jobs created by 30 June 2023

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT (7)

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Revenue Collection	D1 To Implement Revenue Collection Strategy	Implementation of revenue enhancement strategy	D1.1	95% collection rate achieved	95% collection rate achieved by 30 June 2023
			D1.2	Ratio in compliance with MFMA Section 64(2)(a)	Outstanding Service Debtors to Service Revenue ratio maintained at less than 0,5 throughout the 22/23 FY
Expenditure Management	D2 To improve expenditure management	Develop, implement and monitor standard operating procedures related to expenditure management	D1.3	Ratio in compliance with MFMA Section 65(2)(e)	More than 1 Debt coverage Ratio maintained throughout the 22/23 FY
			D2.1	Percentage of contracted service on operating expenditure	Not more than 5% of contracted service on operating expenditure achieved throughout 2022/2023 FY
Improve Financial Management	D3. To Improve Financial Management	Develop a credible budget and report in accordance with the provisions of the MFMA	D2.2	Ratio compliance with MFMA Section 65(2)(e)	More than 1 Cost Coverage Ratio maintained throughout the 22/23 FY
Implement Supply Chain Management Processes	D4. To Effectively Implement Supply Chain Management Regulations	Submission of Quarterly Reports on Unauthorised, Irregular, Fruitless and Wasteful Expenditure	D3.1	Percentage of capital expenditure achieved	More than 95% expenditure on infrastructure achieved by 30 June 2023
Management of current assets and current liabilities	D5. To ensure effective and efficient management of current assets and current liabilities	Compilation of sustainability report	D3.2	Percentage of service charges and property rates revenue budget implemented	More than 95% of service charges and property rates revenue budget implemented by 30 June 2023

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (5)

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Improve Quality of Life	E1. To improve the quality of lives for people within Umkhanyakude District	Develop, Implement and monitor special programmes	E1.1	Number of Special Programmes implemented	4 Programmes (Snr Citizens, Gender, HIV/AIDS & Disability) implemented by 30 June 2023
		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 2023
Excellence in Governance and Leadership	E2. To ensure excellence in governance and leadership	Implementation of Risk management Plan	E2.1	Number of Risk Management functionality assessment reports submitted to Extended MANCO	4 functionality assessment reports on risk Management submitted to Extended MANCO for discussion by 30 June 2023
		Ensure functionality of committees responsible for oversight	E2.2	Number of oversight functionality reports submitted to Extended MANCO	4 oversight functionality reports submitted to Extended MANCO for discussion by 30 June 2023 (4 for AUDCOM)
		Ensure functionality of DDM (DDM)	E2.3	Number of DDM functionality reports submitted to Extended MANCO	4 DDM functionality reports submitted to Extended MANCO for discussion by 30 June 2023

KPA 6: CROSS CUTTING INTERVENTIONS (5)

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Performance Management System	F1. To ensure effective Organizational Performance Management System (PMS)	Develop PMS Framework to inform Monitoring and Review processes	F1.1	Date of Developing and monitoring of implementation of PMS Framework	PMS Framework developed and adopted by Council by 30 June 2023
Integrated Development Plan	F2. To ensure effective integrated development planning (IDP)	Review IDP as per legislation and KZN COGTA Guide	F2.1	Date of reviewing IDP as per legislation and KZN COGTA Guide	IDP Reviewed and adopted by Council by 31 May 2023
Integrity and Quality of Physical Environment	F3. To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern	Monitor the Implementation of SPLUMA and LUMF and applicable development pieces of legislation	F3.1	Number of functionality assessment reports on implementation of SPLUMA and LUMF submitted to MANCO	4 functionality assessment reports submitted to Extended MANCO for discussion on implementation of SPLUMA and LUMF by 30 June 2023
Integrity and Quality of Physical Environment...	F3. To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern...	Review Spatial Development Framework as per the provisions of legislative framework	F3.2	Date of Spatial Development Framework Reviewed and adopted by Council	Council adopted SDF review by 31 May 2023
Functional Disaster Management Unit	F4. To ensure functional and responsive Disaster Management Unit	Monitoring and evaluation of the implementation of Disaster Risk Reduction Plan	F4.1	Number of Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Extended MANCO	4 Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Extended MANCO for discussion by 30 June 2023

5. SECTION E: IMPLEMENTATION PLAN

See Appendix 1.

6. SECTION F: FINANCIAL PLAN

Introduction and Background

Section 26 of the Local Government: Municipal Systems Act (Act No 32 of 2000) as amended lists the core components of and Integrated Development Plan for all municipalities and section 26(h) require the IDP to include a Financial Management Plan which “must include a budget projection for at least the next three years”. Umkhanyakude District Municipality has to prepare its Financial Plan for 2022/2023 in compliance with Section 26(h) of the Municipal Systems Act, as amended.

The IDP is a guiding document for the Municipality’s 2022/2023 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 2022/2023 MTERF period which is informed by the Integrated Development Plan priorities and strategic direction of the Municipality.

Financial Strategies

- Cleansing of Consumer Data
- Implementation of indigent management systems / processes
- Profiling Debtors (identify top 100 that can pay)
- Prioritising the installation and repair of meter in the elite areas
- Accurate billing and sending of customer statements
- Implementation of Credit Control procedures
- Offering of discount and settlement deals on long outstanding creditors
- Effective use of Interim Finance Committee (IFC)
- Preparation of Realistic Budget in line with IDP
- Preparation of budget deficit management strategies
- Timely Reporting of financial performance to all oversight structures
- Development of credible Annual Financial Statements (AFS) Plan
- Development of Procurement Plan
- Capacitate SCM Officials and Bid Committees
- Management of Existing Contracts
- Reduction of operating expenditure

Budget and Treasury Office Policies

The Municipality's budget process is guided and governed by the relevant legislative frameworks, strategies and related policies. The Budget and Treasury Office has reviewed the following policies which have been set to provide a sound financial base and assist in the achievement of Budget and Treasury Office's respective IDP priorities:

- SCM policy
- Asset Management
- Credit Control and Debt Collection Policy
- Banking Policy
- Tariff Policy
- Rates Policy
- Budget Policy
- Virement Policy
- Payment Policy
- Petty cash policy

Budget and Treasury Office is reviewing its policies annually due to changes in the municipal environment and to ensure that changes in legislation, IDP priorities and administrative processes are aligned to its policies.

Equitable Share

The local government equitable share allocation is based on achieving the Constitutional requirements as provided for in sections 214 and 227 of the Constitution. In terms of these provisions, local government is entitled to an equitable share of nationally raised revenue to enable municipalities to provide basic services to low-income households and to assist municipalities in maintaining functioning administrations.

Equitable share takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities. According to the Division of Revenue Act (DoRA), the equitable share allocation comprises of the following components:

- a) Basic services component
- b) Development component
- c) Institutional support component
- d) Revenue Raising Capacity
- e) Correction and stability factor

Sustainability of the Municipality

One of the Key Performance Areas of the Municipality in the IDP process is on Financial Viability which also contributes in assessing municipality's long-term sustainability. The municipality has not been paying its creditors on time resulting in litigations. This is as a result of financial constraints.

The consolidated annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the municipality to continue as a going concern is dependent on a number of factors. The most significant of these is that the government continue funding for the ongoing operations for the municipality to restore the solvency of the municipality.

Furthermore, in assessing the Municipality's liquidity position, the Municipality has applied the following mechanism to assess the cash position of the Municipality to support the implementation of the 2020/2021 MTREF budget.

Overview of the Medium-Term Revenue and Expenditure Budget

Each department in the Municipality had to review the business planning process, setting of priorities and targets to compile the 2022/2023 MRTEF operational and capital budgets. The application of sound financial management principles for the compilation of uMkhanyakude District Municipality's Budget is essential and critical to ensure that the municipality improves from its current existing cash flow crisis in order to provide sustainably, economically and equitably services to all communities.

Revenue Raising

For an organisation to sustain itself, it should be able to raise revenues to fund and sustain the services provided and also budget for the growth of the services and the organisation as a whole. This can be achieved by charging a cost reflective tariff for the services provided, using latest technologies where available to enhance operations and achieve greater value for money.

Most importantly the municipality must invest in the revenue generating resources and strategies by budgeting correctly for the repairs and maintenance.

The UKDM has concluded a revenue enhancement strategy which was approved in December 2017 by council for implementation: Some of the key programmes UKDM is implementing include:

- The review of Tariff policy, Debt collection and Credit Control policy and Indigent Policy. These policies outline the relevant procedures of levying tariffs, credit control, debt collection and indigent support. The indigent policy also defines the qualification criteria for indigent status. The tariff policy endeavours to levy affordable and sustainable service charges for services rendered to all consumers within in the district.
- Enhance credit control section additional personnel. Cashiers from UKDM satellite office that are not busy have been temporarily placed under credit control as a measure to improve collection rate.

- Office of the CFO has meetings with individual consumers that have a potential to pay. The debtors are requested to commit on a payment plan and sign an acknowledgement of debt.
- Special focus has been placed on government debt with collections on the department of health progressing very well and engagements with other government departments are underway.
- A project for the installation of water meters is underway and is funded the MIG budget for the current financial year.
- Putting the right people in the right positions within the revenue framework

After a very long time, the Municipality has appointed a Revenue Manager to take care of all relevant matters and it is expected that this appointment brings about positive changes in the business unit for revenue.

Debt Management

The UKDM is currently implementing an arrear debt collection strategy, on consumer debtors and business, covering the following:

- In depth data cleansing exercise
- Offering some % discount on long outstanding debtors if settlement is made within a specified timeline
- Issuing letters of demand
- Cutting off of services
- Handing over to the lawyers for collection
 - Establish customer care facility
 - Prioritise collection from government institutions (hospitals, police stations, etc.) and departments. The aim is 100% collection.
 - Preparation and adoption of Indigent Register

The UKDM has an approved credit policy which provides for debtors write-offs of arrear accounts. Section 5 of the policy stated that:

- *“The effective implementation of the present policy also implies a realistic review of the Municipality’s debtor’s book at the conclusion of each financial year. The Municipal Manager shall as soon as possible after 30 June each financial year present to the Council a report indicating the amount of the arrears which it is believed is uncollectable, together with the reasons for this conclusion.*
- *The Council shall then approve the write off of such arrears, it if is satisfied with the reasons provided”*

Therefore, in line with the policy and budget principles the UKDM will be presenting to council accounts for write offs with a view of ensuring that only recoverable debt is included in the debtors balances for the current year and / future year.

Financial Management

The following are the financial management strategies of UKDM:

- Implement the mSCOA system to ensure compliance
- Integration of all computerized systems to ensure accurate, relevant and timely reporting to all stakeholders
- Implementation of the intervention plan / turnaround strategy
- Develop process flows and standard operating procedures.

- Preparation of Realistic Budget in line with IDP
- Preparation of budget deficit management strategies
- Monthly monitoring of budget variances through the financial reporting.
- Timely Reporting of financial performance to all oversight structures
- Weekly cash flow analysis
- Effective use of the Interim Finance Committee (IFC) to approve all requisition and payments.
- Development of credible Annual Financial Statements (AFS) Plan
- Development of Procurement Plan
- Capacitate SCM Officials and Bid Committees
- Management of Existing Contracts
- Reduction of operating expenditure

Supply Chain Management (SCM)

- The Supply Chain Management Policy and the SCM Delegations of the municipality were tabled to the Council in March 2016 and it was adopted as per Council Resolution No. UDMC 865/16. The Provincial Treasury support team assisted the SCM Unit in the following;
 - Analysis of the Irregular Expenditure per transaction and make recommendations to Council and actions to be undertaken.
 - The implementation of Standard Operating Procedures (SOPS).
 - Training of end-user departments and SCM Practitioners
 - SCM Policy on Infrastructure needs to be adopted by the Municipality. The Policy Model was issued by National Treasury.
- The Municipal Procurement Plan was completed and submitted to Provincial Treasury.
 - The Prior Year SCM Registers have been completed.
 - Training of End-users was done by Provincial Treasury
- All supply chain management personnel had signed the code of the conduct. The Treasury support provided all municipal SCM Officials and Bid Committee members of the municipality with the code of conduct for them to sign.
- Adequacy of personnel within the SCM unit still remains a challenge, currently the municipality has four (4) SCM Officials as follows:
 - Supply Chain Manager X1
 - Supply Chain Management Officer X1;
 - Supply Chain Management Clerk X2

The current structure is not in terms of the elements of supply chain management as required by the SCM Regulation 9(b) which must include: demand, acquisition; logistics; disposal; risk management and performance management. This will however be corrected during the 2017/18 financial year upon finalisation of the organisational staff structure.

Other key challenges experienced with the SCM processes:

- Bid committees not sitting regularly
- Shortage of staff
- Late submission of requisitions by departments

- Not having proper SCM document storage facility
- Easy access of other officials to SCM offices that interferes with proper handling of documents
- Departments tend to interfere with SCM procedures
- Central Suppliers Database not in operation due to ICT Infrastructure challenges
- Contract Register Application problems due to ICT Infrastructure

Budget and Treasury Office (BTO)

The finance department has the following sectional units headed by “unit managers” with a direct line of reporting to the Chief Financial Officer as per the old staff organogram:

- Supply Chain Management Unit
- Revenue Management Unit
- Expenditure Management Unit
- Budget and Reporting Unit

All sectional unit managers have staff reporting to them. However, there is a shortage of skills within these units to ensure that all finance related activities are conducted in an effective and efficient manner. The municipality has been relying on the use of consultants to ensure credible financial reporting. Over the past year the municipality had a multi-disciplinary team of professionals seconded by the oversight institutions (provincial, nation treasury and the CoGTA department) at no cost to the municipality to ensure sound financial management.

It is unfortunate that despite intervention by the provincial, nation treasury and the CoGTA department there is still a need of further assistance in order to ensure that the foundation laid by this respective oversight institution is not wasted, therefore, a further assistance is still necessitated. Such assist is still required on the scope of work extended thus far which should not be limited to:

- Assisting with monthly general ledger reconciliations and monitoring of the quality of financial management reconciliations and accounting processes;
- Mapping of reconciled cashbook to the approved budget per line item
- Creation and implementation of a reference system to map the reconciled cashbook to budget line items
- Monitoring the implementation of cash flow management
- Assisting with addressing prior year audit findings as raised by the AG
- Providing guidance and oversight in the asset register preparation process and asset management processes
- Monitoring and assisting in the preparation of quarterly financial statements and financial statements
- Preparations of working paper files to the annual financial statements and relevant supporting schedules
- Continuous hands-on support during audit period
- Provision of financial management support in areas of budgeting, income, expenditure and supply chain management and etc.

Assets & Infrastructure and repairs and maintenance

The UKDM has a fixed asset management policy which is being implemented and is in a process of finalising an asset renewal plan for 2022/2023. The UDKM has draft operations and maintenance plan which will also be implemented during the 2022/2023. 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 2022/2023 MTREF budget.

- Debt collection rate
- Current ratio
- Cash coverage ratio

Debt Collection Rate

According to the current age analysis the municipality is only collecting about 3 per cent which is far below the required rate of 95 per cent.

The municipality has to implement the following in order to improve the situation:

- Complete data cleansing
- Update the indigent register
- Replace all the defective meters and install meters where revenue potential is identified
- Fully implement credit control (including outsourcing of meter reading and legal).

Current Ratio

The liquidity ratio provides an indication of the municipality's ability to pay its short term debts in the short-term (viability of an entity). The ratio indicates how many times the current assets, if liquidated, pay the current liabilities. The norm (considered acceptable) is 2:1 i.e. the current assets are double the current liabilities.

6.1 MTREF Final Budget Operating Expenditure for 2022/2023

Description	2022/23 Medium Term Revenue & Expenditure Framework		
	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand			
Revenue By Source			
Property rates	-	-	-
Service charges - electricity revenue	4 234 800	4 531 236	4 848 422
Service charges - water revenue	31 087 583	32 797 400	34 765 244
Service charges - sanitation revenue	435 186	459 122	486 669
Rental of facilities and equipment	281 436	281 436	281 436
Interest earned - external investments	5 910 335	6 194 031	6 170 390
Interest earned - outstanding debtors	15 642 285	16 502 611	17 492 767
Transfers and subsidies	561 755 050	600 673 050	651 536 050
Other revenue	3 372 000	145 200	145 200
Total Revenue (excluding capital transfers and contributions)	622 718 676	661 584 086	715 726 179
Expenditure By Type			
Employee related costs	217 772 174	228 225 239	238 267 149
Remuneration of councillors	9 470 526	9 944 053	10 441 255
Debt impairment	27 558 593	28 936 522,60	30 383 349
Depreciation & asset impairment	61 506 978	64 582 326,59	67 811 443
Finance charges	511 239	520 147	529 430
Bulk purchases - electricity	30 054 169	32 939 369	36 101 548
Inventory consumed	94 828 824	99 001 292	109 532 053
Contracted services	88 826 785	98 016 508	118 767 483
Other expenditure	92 189 388	99 418 630	103 892 468
Total Expenditure	622 718 676	661 584 086	715 726 179
Surplus/(Deficit)	0	0	0
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	312 475 950	337 322 950	344 697 950
Transfers and subsidies - capital (in-kind - all)	4 192 000		
Surplus/(Deficit) after capital transfers & contributions	316 667 950	337 322 950	344 697 950

- The total employee related cost is R 217 million which is 35 percent of the operating expenditure budget.
- 4.9 % basic salary increase has been taken into account, based on the SALGA circular.
- Vacant post that to be filled also included in the calculation
- The municipality have made a projection of 5 percent increase on the councillors remuneration for 2022/2023,
- The calculation is made from the gazette "remuneration of public office bearers act no.20 of 1998.
- The remuneration of council is (R9.7 million) 2 percent of the operating expenditure budget

6.2 Expected Revenue

- The total consolidated operating revenue budget amount to R622 million and capital contribution budget R312 million.
- UMkhanyakude District Municipality overall total budget is **R 934** million.
- Total UKDM Operating Revenue R 619 478 676.00
- Total UMDA Operating Revenue R 3 240 000.00
- **Total consolidated operating revenue** **R 622 718 676.00**

Included in UMkhanyakude operational revenue budget is the R15 million that will be transferred to UMhlosinga Development Agency for operational services

Transfers and Grants

RECEIPTS OF TRANSFERS & GRANTS	2022-2023	2023-2024	2024-2025
RECEIPTS:			
<u>Operating Transfers and Grants</u>			
National Government:	561,755,050	600,673,050	651,536,050
Local Government Equitable Share	475,497,000	516,739,000	561,126,000
RSC Levy Replacement	61,901,000	65,972,000	70,347,000
Finance Management	2,192,000	2,200,000	3,618,000
EPWP Incentive	6,993,000		
Rural Asset management	2,808,000	2,818,000	2,921,000
Project management Unit	12,364,050	12,944,050	13,524,050

SUMMARY OF CAPITAL BUDGET 2022-2023

Capital Transfers and Grants	2022-2023	2023-2024	2024-2025
Municipal Infrastructure Grant (MIG) excl.PMU	234,916,950	234,336,950	233,756,950
Water Services infrastructure Grant	60,000,000	69,320,000	77,564,000
Total	294,916,950	303,656,950	311,320,950
Provincial grants			
Infrastructure economic development	1,000,000		
Human settlement development grant	16,559,000	33,666,000	33,377,000
Total	17,559,000	33,666,000	33,377,000
Total Capital grants	312,475,950	337,322,950	344,697,950

CONTRACTED SERVICE

SDBIP DESCRIPTION2	2022-2023	2023-2024	2024-2025
Audit Committee	600 000	626 400	654 588
Business and Financial Management	4 208 000	4 393 152	4 590 844
Cleaning Services	157 200	164 117	171 502
Disaster management	600 000	626 400	654 588
Environmental Management	31 440	32 823	34 300
GIS Implementation	96 000	100 224	104 734
IDP-Integrated Development Planning	1 500 000	1 566 000	1 636 470
Intergovernmental Relations and DDM	400 000	835 200	872 784
Internal Audit	1 096 208	1 144 441	1 195 941
LED and Tourism	150 000	156 600	163 647
Legal Fees - Board & General	7 526 192	7 857 344	8 210 925
Medical examinations	109 600	114 422	119 571
Employee wellness programme	100 000	104 400	109 098
Municipal Health/Environmental Health/ Community & Social Services	600 000	626 400	654 588
Repairs and maintenance Land & Buildings	2 000 000	2 088 000	2 181 960
Repairs and maintenance Plant- Water distribution	39 918 118	46 651 811	65 115 185
Repairs of furniture and equipment	300 000	313 200	327 294
Rural Road Asset Management	2 808 000	2 818 000	2 921 000
Security Services	17 458 000	18 226 152	19 046 329
Skills development trainings	890 800	929 995	971 845
System Support Services/IT	1 507 227	1 573 545	1 644 355
Tourism Projects/Social Econ Dev (Planning and Dev)	150 000	156 600	163 647
Water Service Authority	6 620 000	6 911 280	7 222 288
Total	88 826 785	98 016 508	118 767 483

Provision for Service Delivery

SDBIP DESCRIPTION2	2022-2023	2023-2024	2024-2025
Advertisement	157 200	164 117	171 502
Bank charges	381 413	398 195	416 114
Cleaning Services	157 200	164 117	171 502
Communication	200 000	208 800	218 196
Covid 19 Disaster Management Relief Expenditure	524 000	547 056	571 674
Disability programmes	279 295	291 584	304 705
HIV and Aids programmes	150 000	156 600	163 647
Disaster management	262 000	273 528	285 837
Electricity expense	35 632 000	37 199 808	38 873 799
Skills development	172 514	180 105	188 210
Environmental Management	50 000	52 200	54 549
External Auditor	3 507 866	3 662 212	3 827 011
Fleet Management	14 116 423	14 737 545	15 400 735
IMFO (workshops and working sessions)	274 052	286 110	298 985
Institute Membership Fees	2 500 000	2 610 000	2 727 450
Insurance	3 144 000	3 282 336	3 430 041
Municipal Health/Environmental Health/ Community & Social Service	700 000	730 800	763 686
Payday Trainings	54 810	57 222	59 797
Project Management Unit- MIG	3 522 643	3 677 640	3 843 134
Printing and stationery	300 000	313 200	327 294
Registry operations	300 000	313 200	327 294
Repairs and Maintenance- Electricity	2 350 000	2 350 000	2 455 750
Sports and recreation	1 500 000	1 566 000	1 636 470
System Support Services/IT	3 148 113	3 286 630	3 434 528
Telephone	1 747 012	1 823 880	1 905 955
Tourism Projects/Social Econ Dev (Planning and Dev)-grant	168 000	175 392	183 285
Umhlosinga Development Agency	12 079 127	15 000 000	15 675 000
Uniforms and Protective Clothing	500 000	522 000	545 490
Youth development programme	168 120	175 517	183 416
Operating lease (vehicle)	2 043 600	2 133 518	2 229 527
computers	1 500 000	2 579 317	2 695 386
Accommodation	600 000	500 000	522 500
Total	92 189 388	99 418 630	103 892 468

- Contracted services budget amounts to R92 million
- Also included is the repairs and maintenance for water schemes which is R39 million equals to 7 % of the operating budget.
- This item is supposed to be 8 percent of the Property Plant and Equipment of the municipality as required by Treasury but,
- UKDM (PPE) is about R2 billion the Municipality is unable to raise (R176 million) 8percent for repairs and maintenance

Non- Cash Items

Debt impairment

- The debt impairment is (R27million) 4 percent of the operating expenditure budget
- It is based on the audited figure for 2021/2022 with an increase of 5 percent

Depreciation

- The depreciation is (R61 million) 10 percent of the operating expenditure budget
- The baseline is from the audited AFS 2021/2022, with an increase of 5 percent.

Finance Charges

- Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital).
- The municipality has provided for interest charges and interest on bank accounts for the municipality an amount of R511 thousand.
- R211 thousand for DBSA loan and R300 thousands for other interest on outstanding creditors.

Bulk Purchases

- Bulk purchases are directly informed by the purchase of electricity R30 million from Eskom.
- Bulk electricity is for Ingwavuma and KwaMsane electricity
- Total bulk purchases for electricity about 5 percent of total operating expenditure budget
- Calculation is based on the current year actuals from July 2021 till end of February 2022
- An average of 8 months invoices multiply by 12 months

Inventory Consumed

- This is mainly the bulk water purchases, water for water reticulation
- The total budget for bulk purchases is R94 million
- Which includes the following:
 1. Novubu
 2. Department of water and sanitation (DWS)
 3. Sinekal

Challenges and Recommendations

Challenges	Recommendations
1. Long outstanding debtors in our financial system	<ul style="list-style-type: none"> • The municipality need to have data cleansing to reduce debtors on our financial system • To have correct information for our consumers • Have meters on all areas that have access to water • Bill all consumers who we render services to • Have revenue enhancement strategy in place and implemented
2. Long outstanding creditors	<ul style="list-style-type: none"> • The municipality to make arrangement with all services providers that are on our age analysis • Ensure that all agreements to settle payment are paid within the agreed period to avoid interest • Clear all payment under R500 000.00 • Pay current invoices within 30 days as per section 65 of MFMA
3. High Litigation costs	<ul style="list-style-type: none"> • Pay our creditors within 30 days to avoid having litigation • If user department not satisfied with services rendered by a supplier, make follow up and solve the matter instead of keeping invoice in the office • There is legal services some issues can be quickly resolve instead of waiting until service providers take the municipality to court
4. High Bulk electricity purchases (no corresponding income)	<ul style="list-style-type: none"> • The municipality is paying a lot for bulk electricity but it does not break even when selling the electricity to KwaMsane and Ingwavuma and as such should investigate a possibility of negotiating with concerned municipalities to take over the function
5. High Bulk water purchases (no corresponding revenue collection)	<ul style="list-style-type: none"> • The municipality should appoint according to the budget for allocated to these services
6. Security services	
7. High Fleet management costs	

Creditors

Determination of creditors closing balance				
Transaction	Source	2022-2023	Year 1	Year 2
Trade and Other Creditors	2021/2022 AFS	295,740,610	155,020,035	-
Add: Accrued Expenditure		837,214,889	900,633,255	941,340,957
Employee related costs	Table A4	217,772,174	228,225,239	238,267,149
Remuneration of councillors	Table A4	9,732,551	10,219,179	10,730,138
Bulk purchases:electricity	Table A4	30,054,169	32,939,369	36,101,548
Inventory	Table A4	94,828,824	99,001,292	103,456,350
Contracted services	Table A4	81,650,593	94,448,051	104,938,401
Finance charges	Table A4	511,239	520,147	529,430
Other expenditure	Table A4	90,189,388	97,957,030	102,619,990
Capital expenditure which was added to creditors	Table A4	312,475,950	337,322,950	344,697,950
Total accrued expense		1,132,955,499	1,055,653,290	941,340,957
Less Payments:		977,935,464	1,055,653,290	971,340,957
Suppliers	Table A7	296,722,974	324,345,741	347,116,289
Employees	Table A7	227,504,726	238,444,418	248,997,287
Prior year creditors	Table A7	140,720,575	155,020,035	30,000,000
Finance cost	Table A7	511,239	520,147	529,430
Payment of capital expenditure creditors	Table A7	312,475,950	337,322,950	344,697,950
Trade and Other Creditors Closing Balance		155,020,035	-	30,000,000

7. SECTION G: ANNUAL OPERATIONAL PLAN

7.1 Organisational SDBIP for 2022/2023

See Appendix 1

8. SECTION H: ORGANIZATIONAL AND INDIVIDUAL PMS

Organisational Performance Management System (OPMS) -2022/2023

Preferred Performance Management Model

A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organization to manage and analyse its performance. As such a model provides a common framework for what aspects of performance is going to be measured and managed. It further ensures that a balanced set of measures are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

A number of performance models are available and any of them could be applied by the Municipality. The available models include the Municipal Scorecard, Balanced Scorecard and the Key Performance Area Model. The District Municipality has chosen the Key Performance model. In the said model all indicators are grouped together under the national key performance areas as per the Systems Act and the local key performance areas as per the uMkhanyakude District Municipality's IDP. The said Model therefore enables the District Municipality to assess its performance based on the national and its own local key performance areas.

The following KPAs inform the OPMS of the Municipality:

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

The process of managing performance

The annual process of managing performance at organizational level in the Municipality involves the steps as set out in the diagram below:



Performance Planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof therefore constitutes the process of planning for performance.

Performance monitoring

Performance monitoring is an ongoing process by which a manager accountable for a specific indicator as set out in the organisational scorecard (and a service delivery target contained in a SDBIP) continuously monitors current performance against targets set.

Performance measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator.

Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action be taken.

Performance reporting and review

The next two steps in the process of performance management namely that of performance reporting and performance review will be dealt with at the same time. This section is further divided into three sections dealing with the requirements for in-year versus annual reporting and reviews respectively and lastly a summary is provided of the various reporting requirements.

All employees of uMkhanyakude District Municipality need to gradually be subjected to regular reporting which would assist general managers in reporting quality output during performance reviews.

In-year performance reporting and review

The submission of the scorecards to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the organisational and SDBIP scorecards be submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July to end of September - quarter 1 of the financial year), January (for the period October to the end of December - quarter 2), April (for the period January to the end of March - quarter 3) and July (for the period April to the end of June - quarter 4). Annual review shall be conducted no later than September.

The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

Performance review is the process where the leadership of an organisation, after the performance of the organisation have been measured and reported to it, reviews the results and decided on appropriate action. The Executive Committee in reviewing the organisational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council, minuted and actioned accordingly.

Annual performance reporting and review

On an annual basis a comprehensive report on the performance of the Municipality also needs to be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in section 12 of the MFMA. In summary it requires that:

- All municipalities for each financial year compile an annual report
- The annual report be tabled within seven months after the end of the financial year
- The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon
- The municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report
- The oversight report as adopted be made public
- The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in the Province
- The annual report as tabled and the Council's oversight report be submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the Municipality. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the Municipality. It is however proposed that in an effort to assist the public in the process and subject to the availability of funding, a user-friendly citizens' report be produced in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

It is also proposed that annually a public campaign be embarked upon to involve the citizens of the Municipality in the review of municipal performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards should be used to convey the annual report.
- The public should be invited to submit comments on the annual report via telephone, fax and email.
- Public hearings could be held in a variety of locations to obtain input of the annual report.

9. SECTION I: PROJECTS FOR 2022/2023

9.1 Umkhanyakude MIG Projects – 22/23

MIG	FullYear	OuterYear1	OuterYear2
Phumlani Water Reticulation	6 877 070	5 000 000	9 404 210
Hluhluwe WWTW	4 057 266	3 500 000	969 598
Hluhluwe network extension phase1	2 879 840	3 000 000	300 000
Upgrade of the Hlabisa town sanitation system	16 733 465	25 226 770	15 000 000
Hluhluwe Phase 2 New 10ml reservoir	9 792 500	20 000 000	12 498 294
Hluhluwe Phase 2 Water Upgrade (Drought),	9 019 016	10 000 000	12 075 547
Non-Revenue Water project Phase 3	18 799 281	15 000 000	33 632 025
Manguzi WWTW upgrade	2 999 501	-	-
Manguzi Hospital network extension phase1	2 359 189	3 500 000	728 479
Mseleni WWTW Refurbishment	1 002 858	1 515 918	245 319
Manguzi Star of the Sea	17 726 550	15 000 000	31 392 897
Thembaletu Sanitation	15 343 724	15 329 180	-
Greater Ingwavuma Water Scheme	23 997 918	19 614 813	16 769 477
Nondabuya CWSS Upgrade	15 690 822	-	-
Kwajobe Community Water Scheme(Ntshongwe Malob	21 734 525	25 000 000	13 308 209
Rehabilitationof Existing Shemula WS	6 152 444	10 000 000	3 623 624
Jozini RCWSS	26 487 571	19 614 813	19 448 623
Mtubatuba Emergency Drought relief	8 503 562	7 100 000	6 722 198
Mpukunyoni water remedial supply scheme	10 578 801	15 000 000	3 841 932
Mtuba infill VIP sanitation	1 619 050	1 400 000	-
Mtuba WWTW Refurbishment	911 354	1 667 616	96 918
Big five VIP	10 444 420	10 000 000	60 040 677
St Lucia WWTW upgrade	1 206 223	2 412 446	-
Total	234 916 950	228 881 556	240 098 027

9.2 WSIG

	WSIG	Amount
	Refubishment of Mtubatuba	22 102 642
	Refubishment of Big 5 Hlabisa	29 805 529
	Refubishment of Umhlabuyalingana	8 091 829
	Total WSIG allocation	60 000 000
	Total capital project	294 916 950

BREAKDOWN OF INFRASTRUCTURE PROJECTS 2022-2023				
Big 5 Hlabisa LM	Phumlani Water Reticulation	6 877 070	5 000 000	9 404 210
	Hluhluwe WWTW	4 057 266	3 500 000	969 598
	Hluhluwe network extension phase1	2 879 840	3 000 000	300 000
	Upgrade of the Hlabisa town sanitation system	16 733 465	25 226 770	15 000 000
	Big five VIP	10 444 420	10 000 000	60 040 677
	Refurbishment of Big 5 Hlabisa	15 000 000	17 330 000	19 391 000
		55 992 061	64 056 770	105105485
JoziniLM	Thembaletu Sanitation	15 343 724	15 329 180	-
	Greater Ingwavuma Water Scheme	23 997 918	19 614 813	16 769 477
	Nondabuya CWSS Upgrade	15 690 822	-	-
	Kwajobe Community Water Scheme(Ntshongwe Malob	21 734 525	25 000 000	13 308 209
	Rehabilitationof Existing Shemula WS	6 152 444	10 000 000	3 623 624
	Jozini RCWSS	26 487 571	19 614 813	19 448 623
	Refurbishment of Jozini	15 000 000	17 330 000	19 391 000
		124 407 004	106 888 806	72 540 933
Mtubatuba LM	Hluhluwe Phase 2 New 10ml reservoir	9 792 500	20 000 000	12 498 294
	Hluhluwe Phase 2 Water Upgrade (Drought),	9 019 016	10 000 000	12 075 547
	Mtubatuba Emergency Drought relief	8 503 562	7 100 000	6722198
	Mpukunyoni water remedial supply scheme	10 578 801	15 000 000	3841932
	Mtuba infill VIP sanitation	1 619 050	1 400 000	-
	Mtuba WWTW Refurbishment	911 354	1 667 616	96918
	St lucia WWTW upgrade	1 206 223	2 412 446	-
	Refurbishment of Mtubatuba	15 000 000	17 330 000	19391000
		56 630 506	74 910 062	54 625 889
Umlabuyalingana	Manguzi WWTW upgrade	2 999 501	-	-
	Manguzi Hospital network extension phase1	2 359 189	3 500 000	728 479
	Mseleni WWTW Refurbishment	1 002 858	1 515 918	245 319
	Manguzi Star of the Sea	17 726 550	15 000 000	31 392 897
	Refurbishment of Umlabuyalingana	15 000 000	17 330 000	19391000
		39 088 098	37 345 918	51 757 695

9.3 COGTA Donated Boreholes

- KZN COGTA donated with the drilling and installation of 24 boreholes at uMkhanyakude
- Umhlabuyalingana benefitted with 16 boreholes that were drilled and installed at the following areas:
 1. eQongwana
 2. eSphahleni
 3. Kwa-Jobe/Ezimbuzini Ward 5 uMhlabuyalingana
 4. Mtiwe
 5. Mahlakwe
 6. Mshudu
 7. Thengani
 8. Mafa
 9. Manyampisi
 10. eSibhoweni
 11. Thokazi
 12. Makhanya
 13. Manzengwenya
 14. Mabibi
 15. Thandizwe
 16. Mboma
- Jozini benefitted with 4 boreholes that were drilled and installed at the following areas:
 1. Mhlekezi
 2. Nonjinjikazi
 3. Nondabuya
 4. Ulundile
- Big 5 Hlabisa benefitted with 4 boreholes that were drilled and installed at the following areas:
 1. Hlabisa Town
 2. Hlabisa Hospital
 3. Mduku Clinic/Mnqobokazi
 4. Hlabisa Mission

9.4 Sector Departments and Service Providers Projects

10. SECTION J: ANNEXURES

Annexure A – Spatial Development Framework - 22/23

Annexure B – Disaster Management Framework – 22/23

11. SECTION K: APPENDICES

Appendix 1 – Organisational SDBIP – 2022/2023

Appendix 2 – AG Report 20/21

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 – Audit Committee Report – 20/21

Appendix 11 – Corona Virus Response Plan for uMkhanyakude District

Appendix 12 – Umkhanyakude Investment Strategy 21-22

Appendix 13 – Umkhanyakude LED Strategy

Appendix 14 – Umkhanyakude Economic Recovery Plan

Appendix 15 – Umkhanyakude DDM Profile 2022

Appendix 16 – Financial Plan – 2022/2023

Appendix 17 – 5 Year Implementation Plan 2022/2023

Appendix 18 – Public and Freight Plan for Umkhanyakude DM

Appendix 19 – IDP/Budget Consultative Meetings Report – 2022/2023