



UMKHANYAKUDE DISTRICT MUNICIPALITY

FINAL INTEGRATED DEVELOPMENT PLAN REVIEW

5th GENERATION: 2023/2024



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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	Human 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 2023/2024 represents a first reviewed strategic development commitment of the Municipality in the fifth term of local government. This is the 2nd IDP in for the Council that was elected by the people of uMkhanyakude on the 01st November 2021.

The IDP remains the strategic driver of both the Municipal budget, enterprise risk and its Performance Management System, which encourages our society to measure the Municipality's performance against targets detailed in IDP document which is also available to the public at municipal offices, at libraries and on the internet.

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.

In preparing for the finalisation of this IDP review, traditional leadership and various other stakeholders throughout the District were consulted on programmes and interventions that are planned for 2023/2024 financial year. There have been Section 63 intervention that was implemented by the Department of Water and Sanitation. The aim of the intervention is to speed up the delivery of basic services to our people. The uMhlathuze Water has been appointed as the implementing agent and will be driving the entire programme of implementing water and sanitation projects in uMkhanyakude District Municipality. Furthermore, uMhlathuze Water will assist the Municipality with billing and revenue collection strategies. The positive impact of Section 63 intervention is already felt in various parts of the District where there were service delivery challenges and they have been addressed. There is about R258,8m that has been allocated to implement infrastructure for 2023/2024 financial year.

The Municipality is still under Section 139 (1) (b) administration of the Constitution. Currently the Ministerial Representative (MR) is assisting the Municipality to improve on a number of financial, human resources and infrastructure management strategies.

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.

Even though there has not been an improvement in the audit opinion, the MR is working tirelessly with the Acting Municipal Manager to turn around fortunes the Municipality. Therefore this IDP review is a fair attempt to implement all Key Performance Areas as per the resolutions that were taken at the strategic planning session that was held on the 16th to the 18th May 2023.

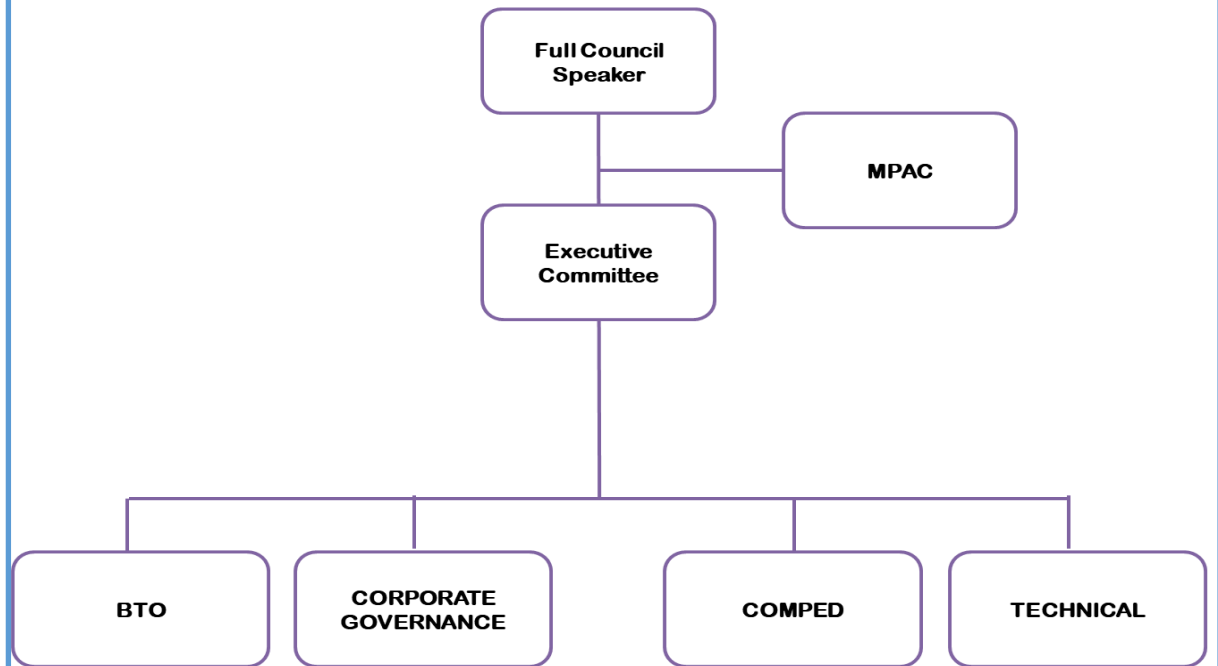
CLLR S. F. Mdaka

HIS WORSHIP THE MAYOR - UMKHANYAKUDE DISTRICT MUNICIPALITY

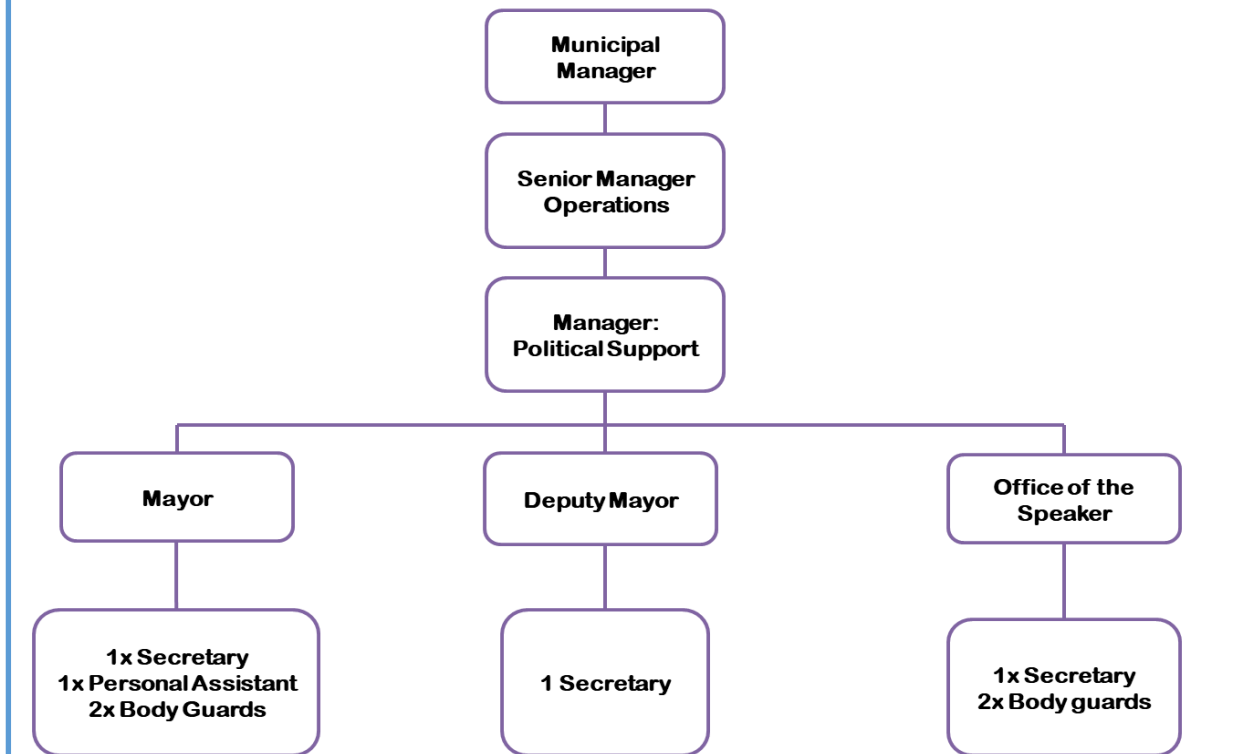
COUNCILLORS AND TRADITIONAL LEADERS SERVING IN THE DISTRICT MUNICIPALITY

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. Mkhwamubi	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

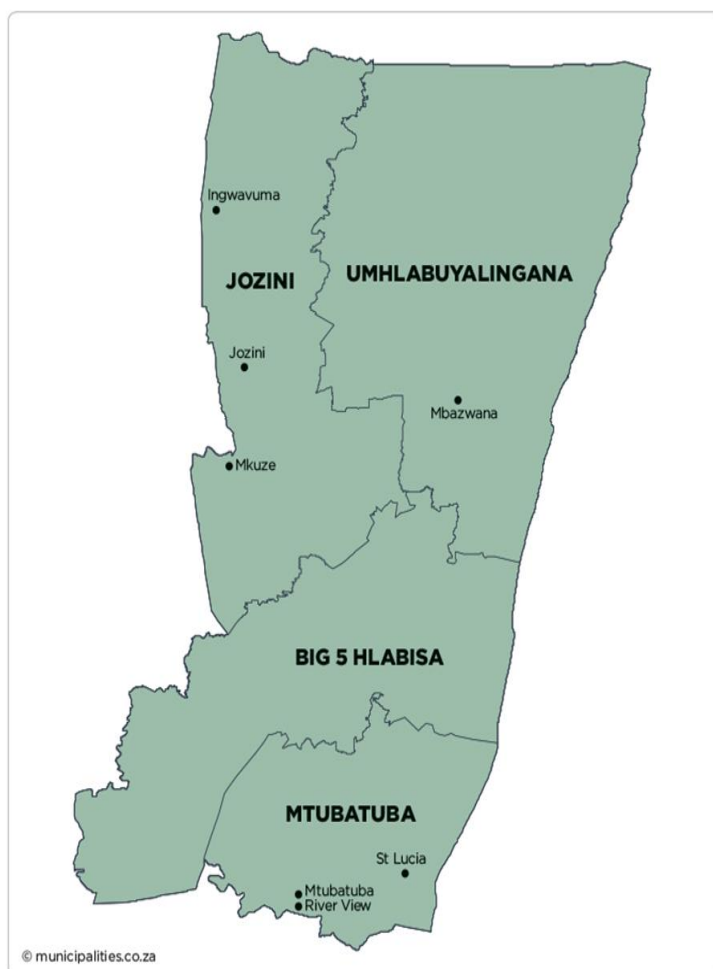
UMkhanyakude District Municipality is located in the far Northern region of KwaZulu-Natal Province in South Africa (**32,014489; -27,622242**). At 12 818 km² and with a population totalling 625,846, the District is the 2nd largest District in KwaZulu-Natal, in terms of size, behind its neighbouring District, 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 Mkuze 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

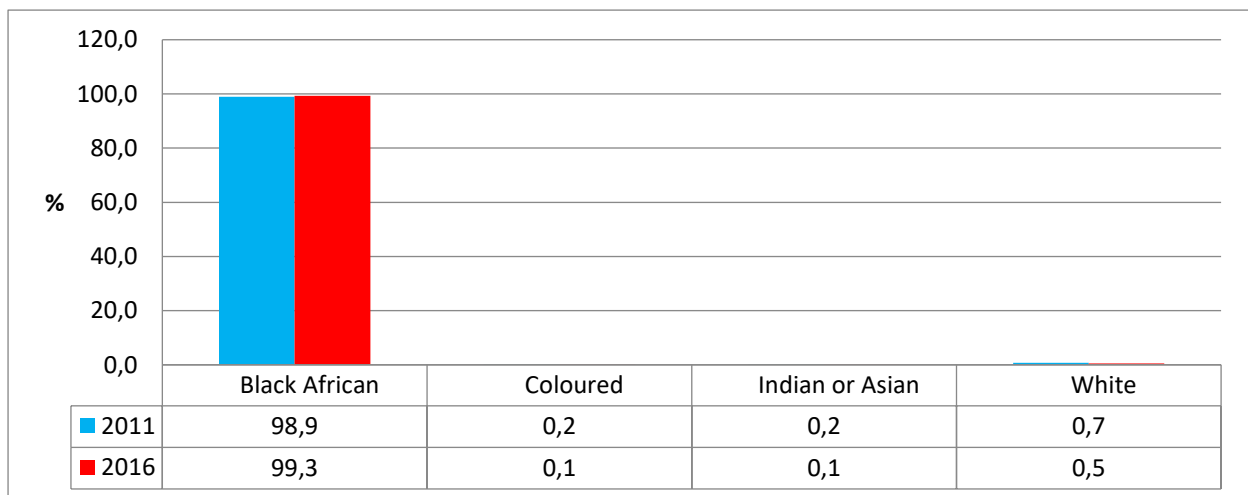


Table 3: Household Figures - STATSSA 2016 Community Survey

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 2023/2024 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 23/24 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 2023
2. ExCo Adoption of the Process & Framework Plan	ExCo Resolution	MM& DC 27 ExCo	28 July 2023
3. Advertisement of the Process & Framework Plans	Copy of an advert	IDP/PMS Unit & Finance	11 August 2023
4. Provincial IDP Feedback Session	Feedback on credibility of the IDP	COGTA	29 September 2023
STEERING COMMITTEE MEETING			13 October 2023
5. Compilation of Situational Analysis	Status quo reports	Heads of Departments	30 November 2023
6. Municipal-wide analysis	Needs Analysis reports	Local Municipalities	03 November 2023
STEERING COMMITTEE MEETING			03 November 2023
7. Identification of Priority Issues	Priority issues report	Steering Committee	03 November 2023
8. Alignment Session with Sector Departments	Identification of District-wide Projects and Programmes	MANCO and Sector Departments	10 November 2023
9. Consolidation of Analysis results		IDP/PMS Unit	08 December 2023
10. Development of Objectives & Strategies	Draft Strategies	Municipal Departments	08 December 2023
11. Identification of Priority Projects	Draft list of 2020/2021 Projects	Portfolio Committees	01 March 2024
STEERING COMMITTEE MEETING			08 March 2024
12. Finalization of the IDP Document	Draft IDP	IDP/PMS Unit	15 March 2024
STEERING COMMITTEE MEETING			22 April 2024
13. Incorporating and Responding to Comments from Provincial/National Departments & Parastatals	Submitted Project Proposals	Heads of Departments and IDP/PMS Unit	25 April 2024
14. Opportunity for Public Comments	District-wide Public Consultation Meetings	DC 27 EXCO	29 April 2024
STEERING COMMITTEE MEETING			20 May 2024
15. Final Adoption of the IDP	Final IDP Document	Council	31 May 2024
16. Submission of an IDP Document to COGTA	Final IDP & Acknowledgement letter from COGTA	IDP/PMS Unit	31 May 2024
17. Advertisement of the IDP Document for Noting	Copy of an advert	IDP/PMS Unit & Finance	28 June 2024

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

2.1.8 The SOPA

3. SECTION C: SITUATIONAL ANALYSIS

3.1 Environmental Analysis

3.1.1. Introduction

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

While the principal duty of a municipality is to govern the affairs of that municipality in accordance with the Constitution and relevant legislation, especially the Structures Act and the Systems Act; the environmental 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, Fanies Island, Charters Creek, Lake St Lucia, and Cape Vidal.

3.1.2. Water Resources

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

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

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

¹ Section 24.

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

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

Table 1: Important Water Resource Elements in uMkhanyakude

Key Impacts

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

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

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

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

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

Key Management Priorities

There is a need to promote

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

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

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

3.2. Agriculture & Afforestation

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

JOZINI LM

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

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

The development of the Pongolapoort Dam has impacted on the natural hydrological cycling of the river system and, initially, decreased the seasonal floodwaters that were vital to maintenance of ecological functionality in terms of governing vegetation structures, alluvial deposition (the dam traps up to 95% of fertile sediments) and fish migrations. Baseflow of release of the dam is maintained at 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.

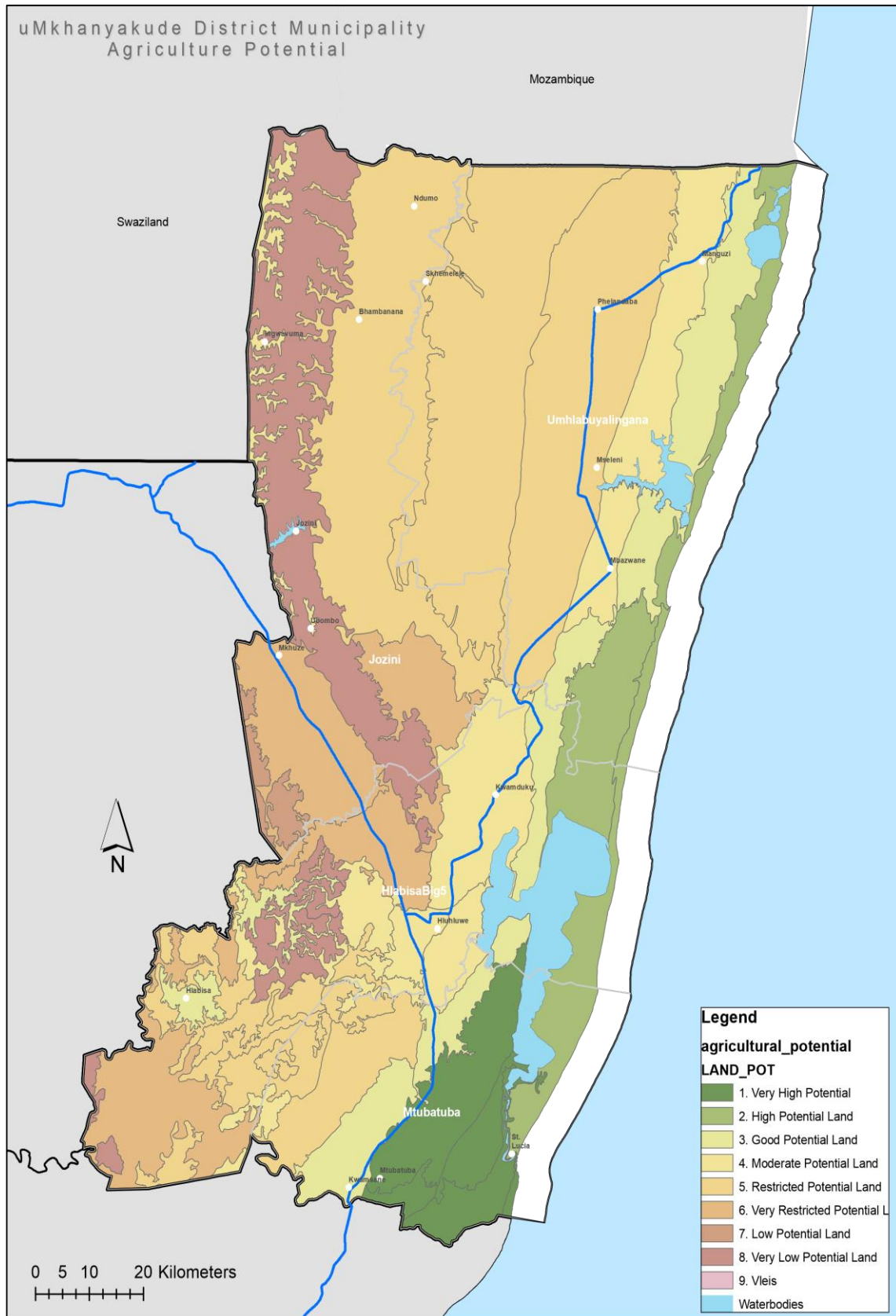
Mtubatuba LM

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:

Figure 1: Agriculture Potential in the uMkhanyakude District



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

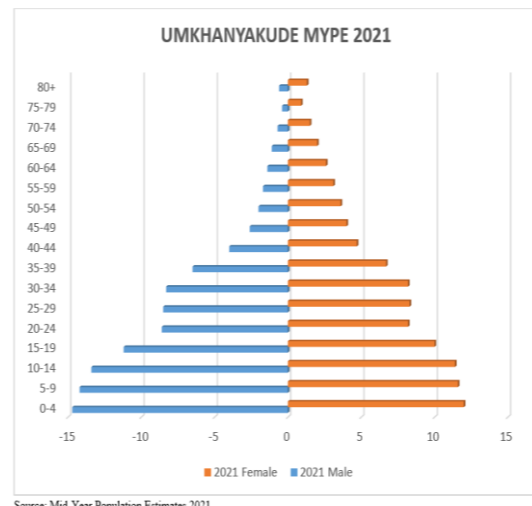
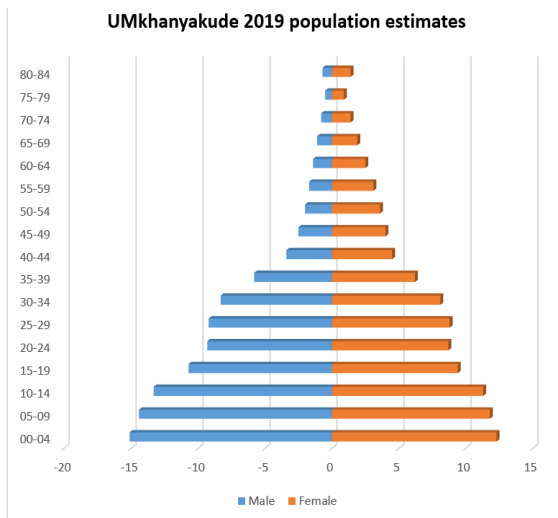
Source: STATS SA, midyear population estimates MYPE 2021 and 2022

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.

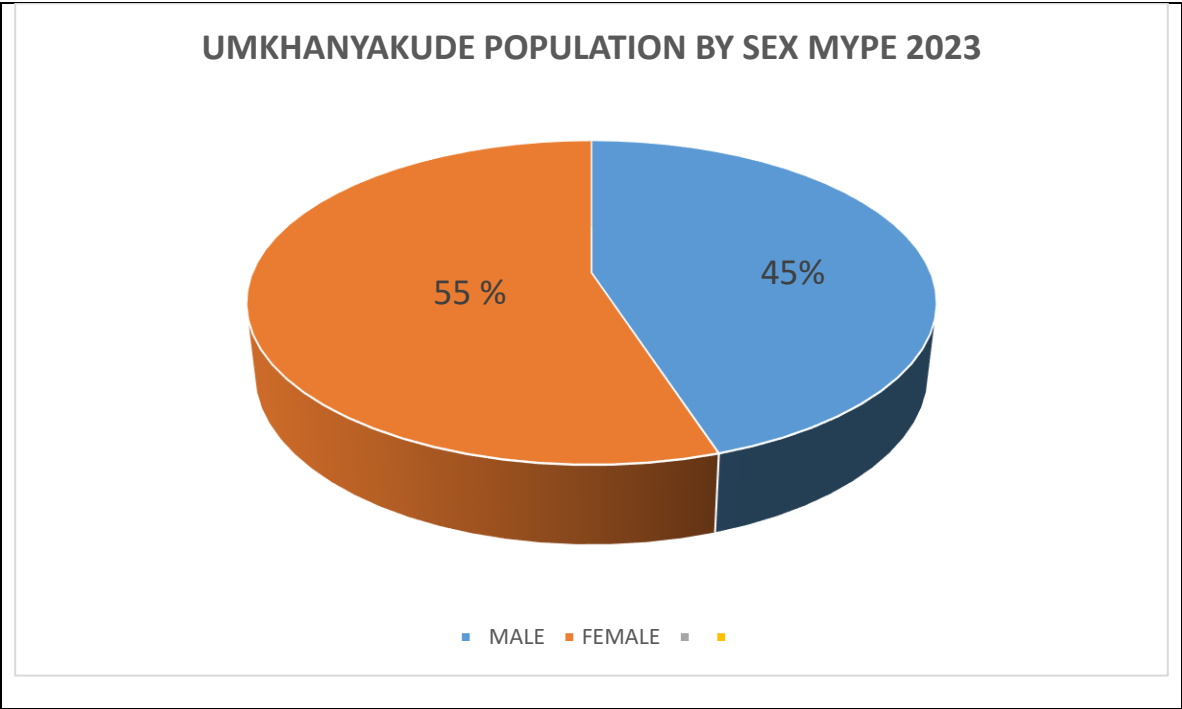
All interventions must consider the importance of gender equality in their implementation. The pyramid below also shows the trends of population aging and particularly elderly women, given this, it is important that services/ plans/programmes meet their basic needs, considering that in most cases they 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



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

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



POPULATION BY SEX

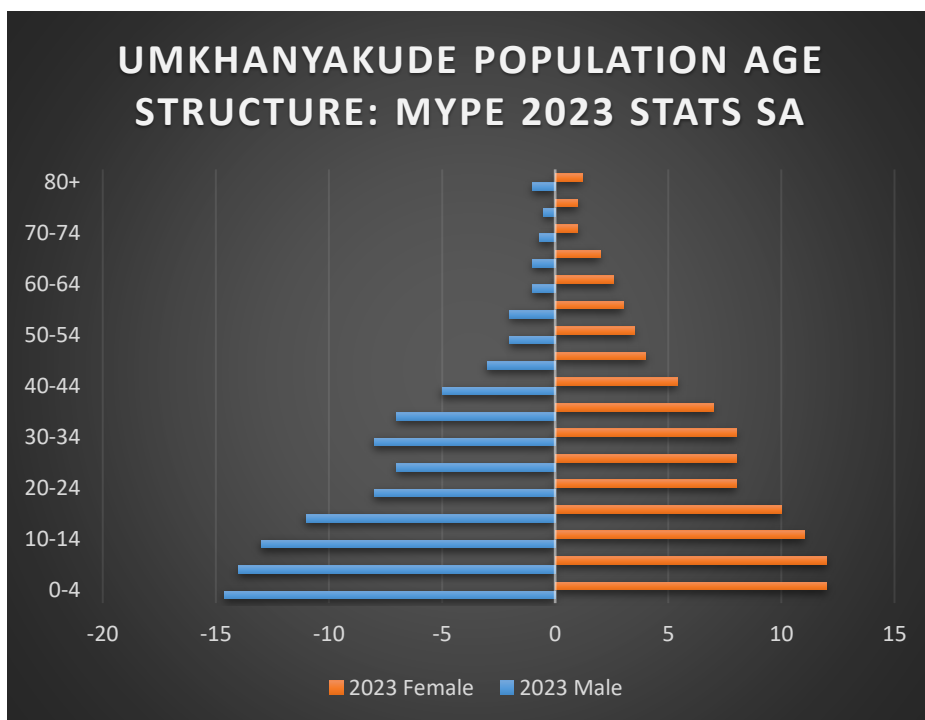
UMKHANYAKUDE DISTRICT POPULATION BY SEX 2023		MALE	FEMALE	TOTAL
	NUMBER	316 843	387 755	704 598
	PERCENT	45%	55%	100

Source: Mid-Year Population Estimates 2023, STATS SA

UMKHANYAKUDE AGE STRUCTURE IN NUMBERS AND SEX

uMkhanyakude: MYPE 2023	2023	
age	Male	Female
0-4	46 452	45 767
5-9	45 346	45 736
10-14	42 318	43 778
15-19	35 609	38 469
20-24	26 061	30 209
25-29	24 221	29 661
30-34	25 100	30 852
35-39	22 004	28 224
40-44	14 697	20 982
45-49	9 167	15 721
50-54	6 740	13 646
55-59	5 412	11 967
60-64	4 473	10 192
65-69	3 316	7 837
70-74	2 401	5 761
75-79	1 627	4 235
80+	1 897	4 717
Total	316 843	387 755

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



The above young population age structure is characterized by high dependency ratio, it is possible that the district has high fertility while at the same time its location may also have some impact on the number of

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

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

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

POPULATION BROAD AGE CS 2016

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

Community survey 2016

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

WHEELS OF DEMOGRAPHIC DIVIDEND

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



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

MISSING FATHER

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

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

MISSING FATHER	0-14 year olds	Father alive "Yes", father part of household "No"	Father alive "Yes", father part of household "No" (%)
DC27: UMkhanyakude	281 781	194 223	68,9

KZN271 : Umhlabuyalingana	70 050	46 818	66,8
KZN272 : Jozini	82 344	55 972	68,0
KZN275 : Mtubatuba	82 443	58 873	71,4
KZN276 : Big Five Hlabisa	46 945	32 560	69,4

CS 2016

ORPHANHOOD

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

Source: CS 2016

MARITAL STATUS

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

Source: CS 2016

EDUCATION INFORMATION

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

Source: CS 2016

LEANER PREGNANCY INFORMATION

Total Learners Reported Pregnant by District

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

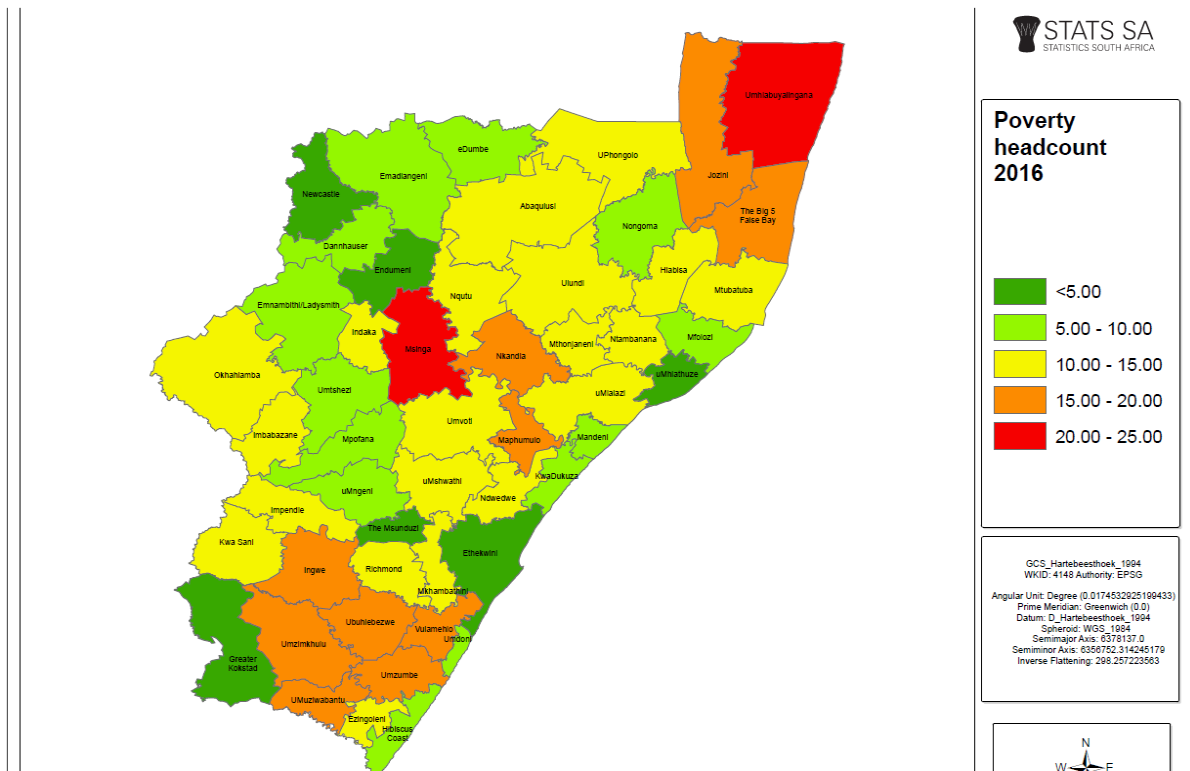
Source: KZN Provincial Department of Education

Total Learners Reported Pregnant by Schools in 2021

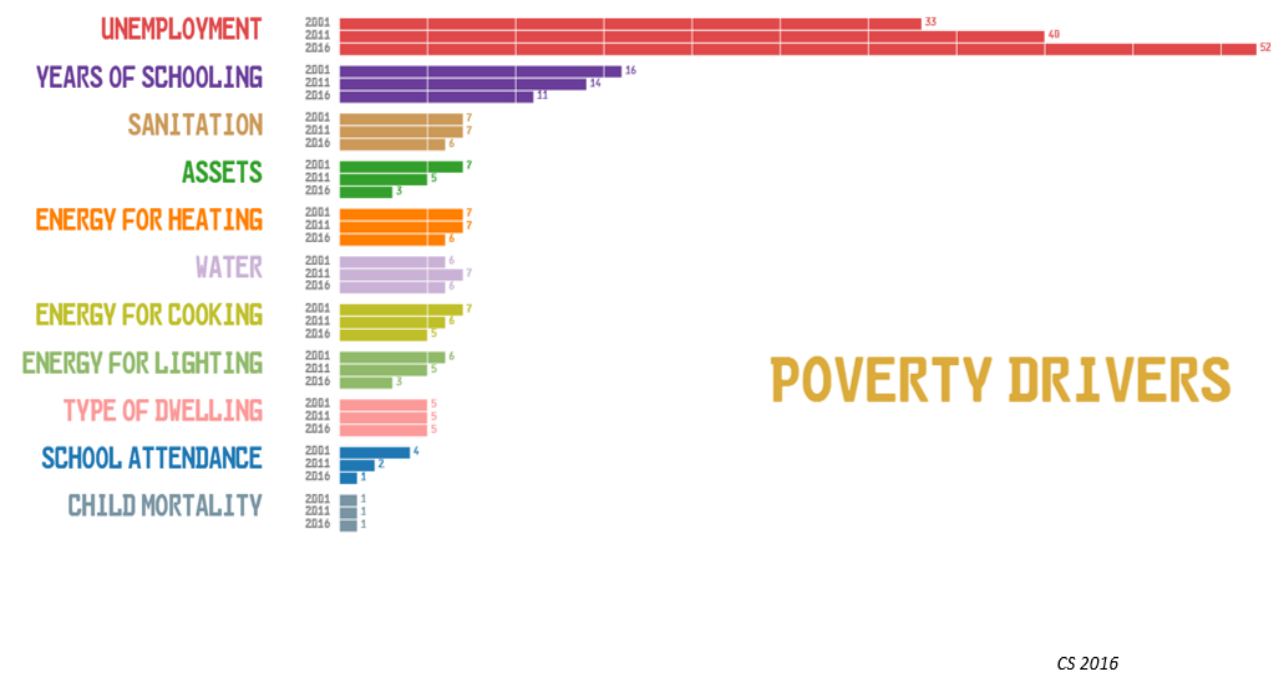
DISTRICT	CMC	CIRCUIT	NATEMIS		INSTITUTION_NAME	Total Learners
Umkhanyakude	Hlabisa		Empembeni	500213120	MMISO HIGH SCHOOL	2
Umkhanyakude	Hlabisa		Empembeni	500273060	SOMFULA HIGH SCHOOL	2
Umkhanyakude	Hlabisa		Empembeni	500336996	NDABAZAMANINA SECONDARY SCHOOL	3
Umkhanyakude	Hlabisa		Hluhluwe	500177637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

Source: KZN Provincial Department of Education

Mapping the poverty headcount by Municipality KwaZulu-Natal – 2016

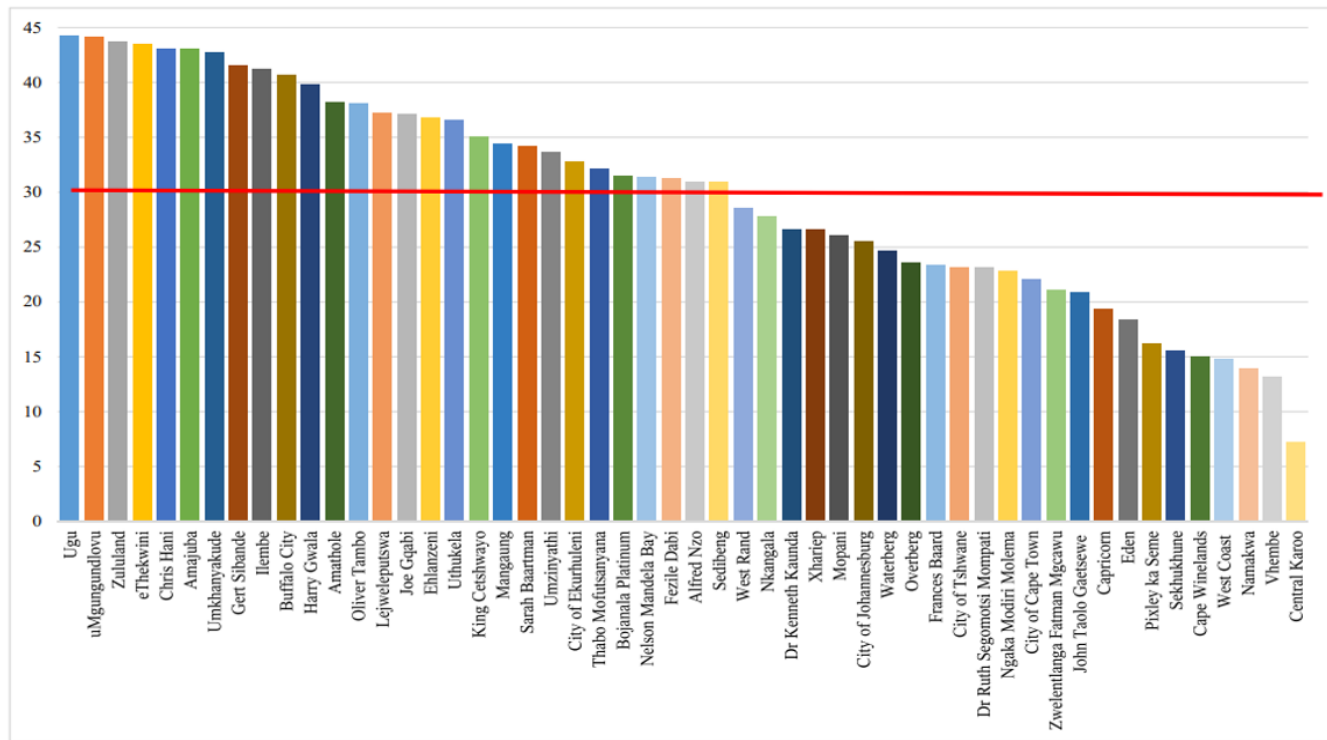


Source: CS 2016, STATS SA



Source: CS 2016, STATS SA

HIV/AIDS PREVALENCE



Redline shows national prevalence. Both first-ANC-visit attendees and follow-up visit attendees were included.

Source: 2019 National Antenatal Sentinel HIV & Syphilis Survey Report Published 30 April 2021

DISABILITY STATUS

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

Source: CS 2016, STATS SA

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

Source: CS 2016, STATS SA

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

Source: CS 2016, STATS SA

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

Source: CS 2016, STATS SA

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

Source: CS 2016, STATS SA

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

Source: CS 2016, STATS SA

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

Source: CS 2016, STATS SA

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

Source: CS 2016, STATS SA

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

Source: CS 2016, STATS SA

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

Source: CS 2016, STATS SA

MORTALITY INFORMATION

Ten leading Causes of death, 2018

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

Source: STATS SA

LOCAL MUNICIPALITY DATA MYPE 2021 AND 2022

Umhlabuyalingana LM

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

Big 5 Hlabisa LM

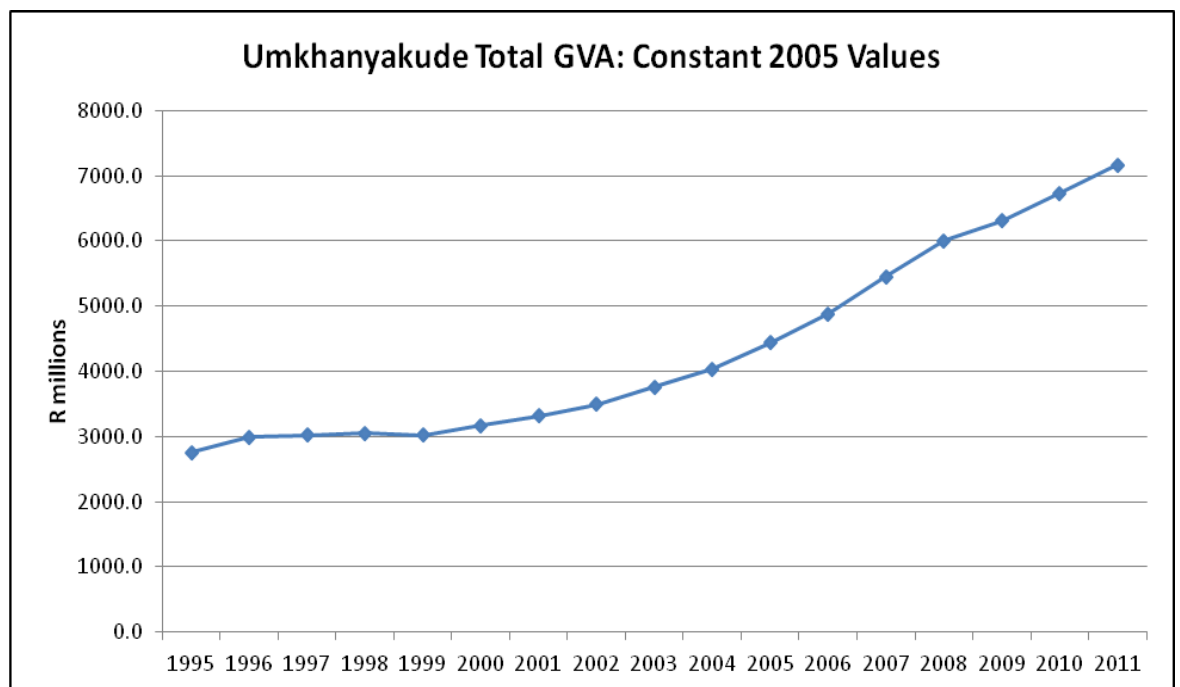
BIG 5 HLABISA	2021		2022	
AGE	MALE	FEMALE	MALE	FEMALE
0-4	7174	7458	7089	7391
5-9	6733	6855	6674	6815
10-14	6518	6905	6482	6857
15-19	5818	5887	5862	5967
20-24	4019	5135	3978	5089
25-29	4867	5258	4784	5183
30-34	4475	4453	4507	4437
35-39	3134	3861	3313	4010
40-44	1908	2300	2075	2379
45-49	1272	2392	1321	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

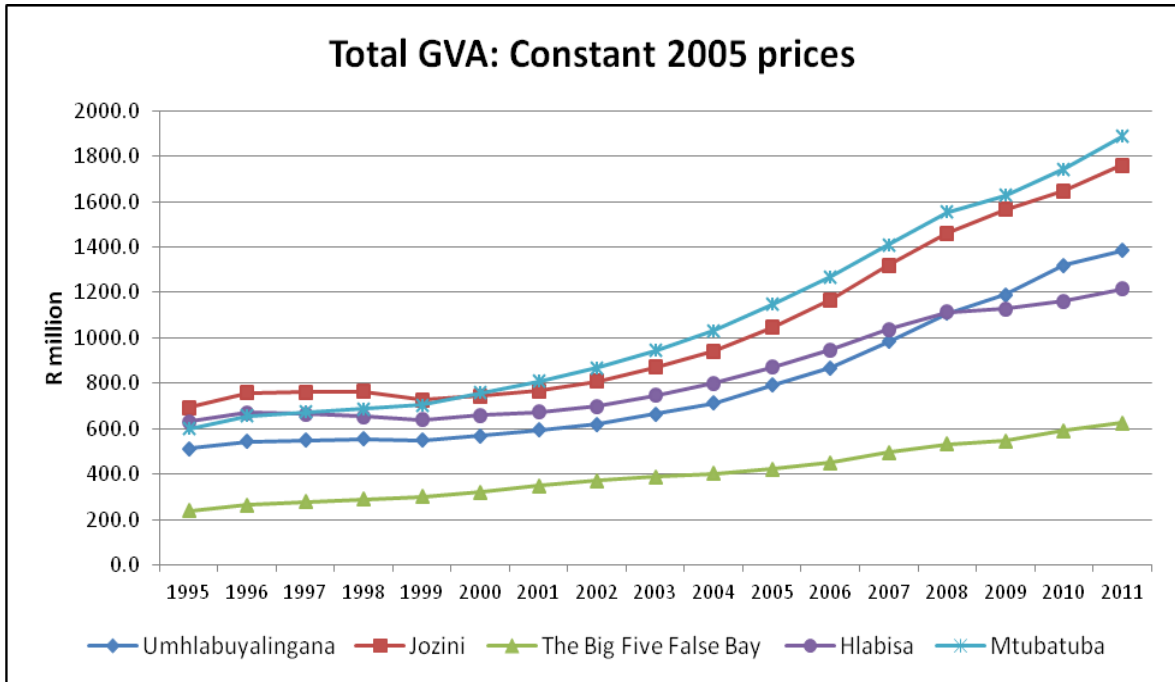
- The total size of the district economy as measured by the total GVA has grown from R2.7 billion in 1995 to approximately R7.1 billion in 2011.
- The comparative structure of the local economies is depicted below and indicates a much differentiated structure with increasing divergence over time.
- The 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 2: UMkhanyakude Total GVA at constant 2005 values



Data Source: Quantec, RSA Regional indicators (2011)

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

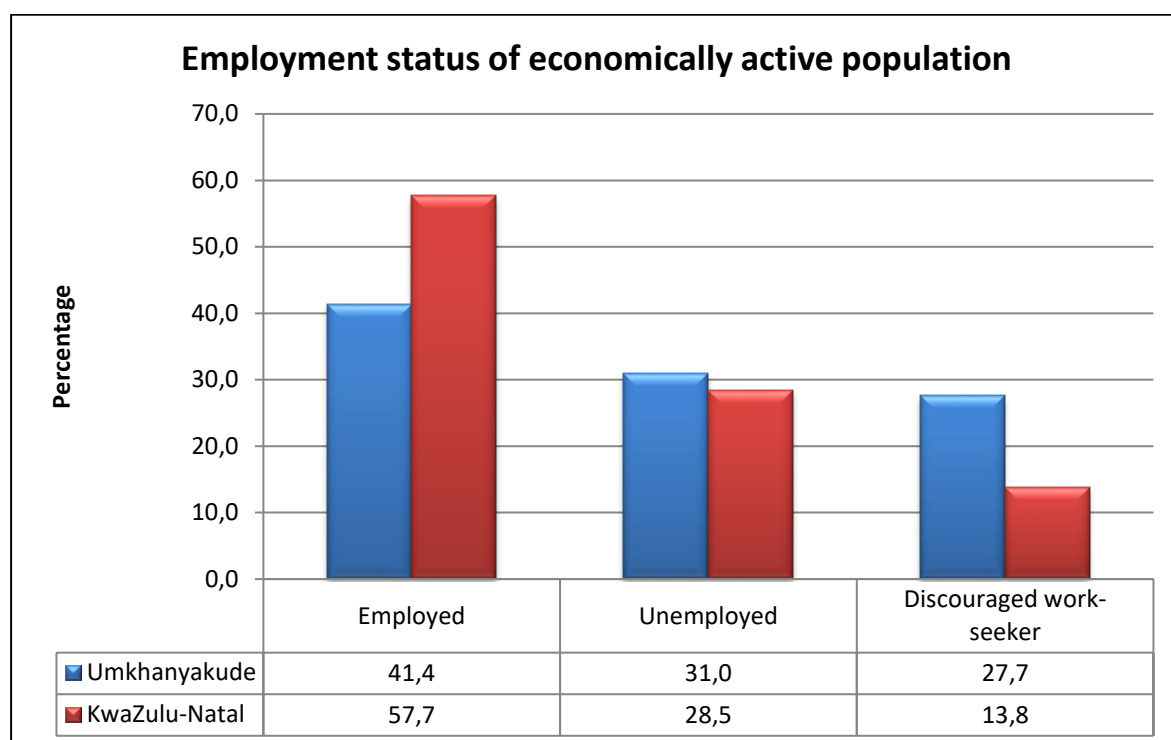


Data Source: Quantec, RSA Regional indicators (2011)

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

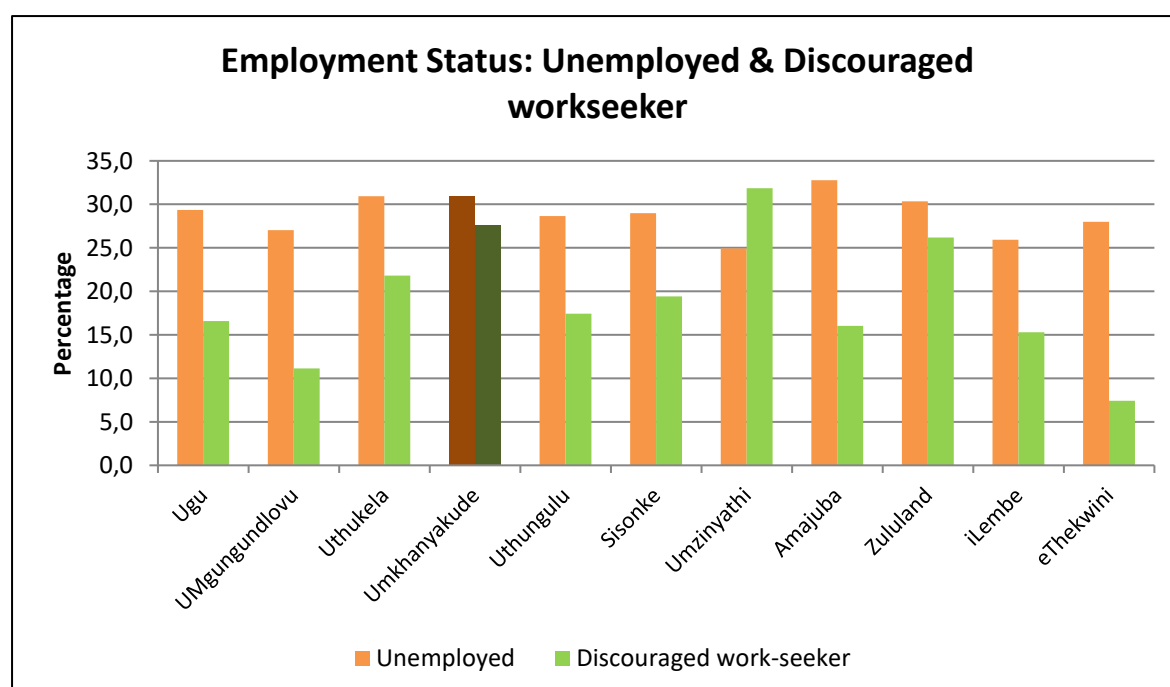
3.4.2 Employment Structure and Trends

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



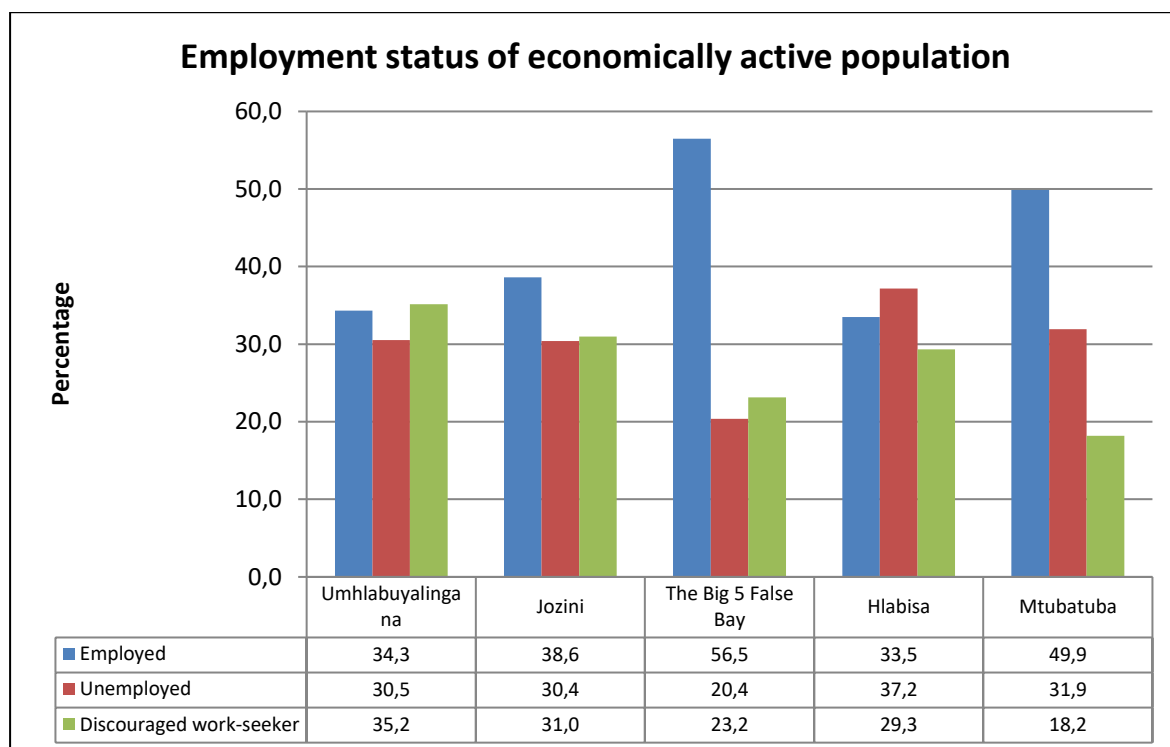
Data Source: Statistics SA, Census 2011

Figure 5: Employment Status (District level)



Data Source: Statistics SA, Census 2011

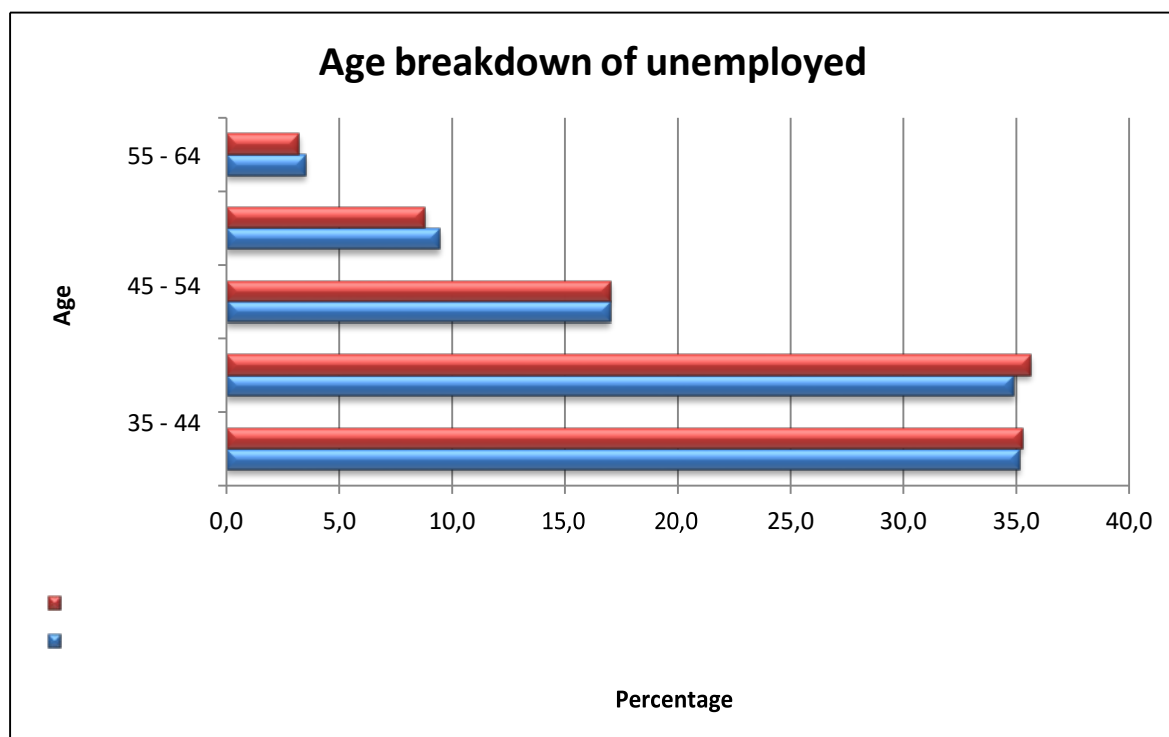
Figure 6: Employment Status of Economically Active Population (LM level)



Data Source: Statistics SA, Census 2011

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

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



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

Data Source: Statistics SA, Census 2011

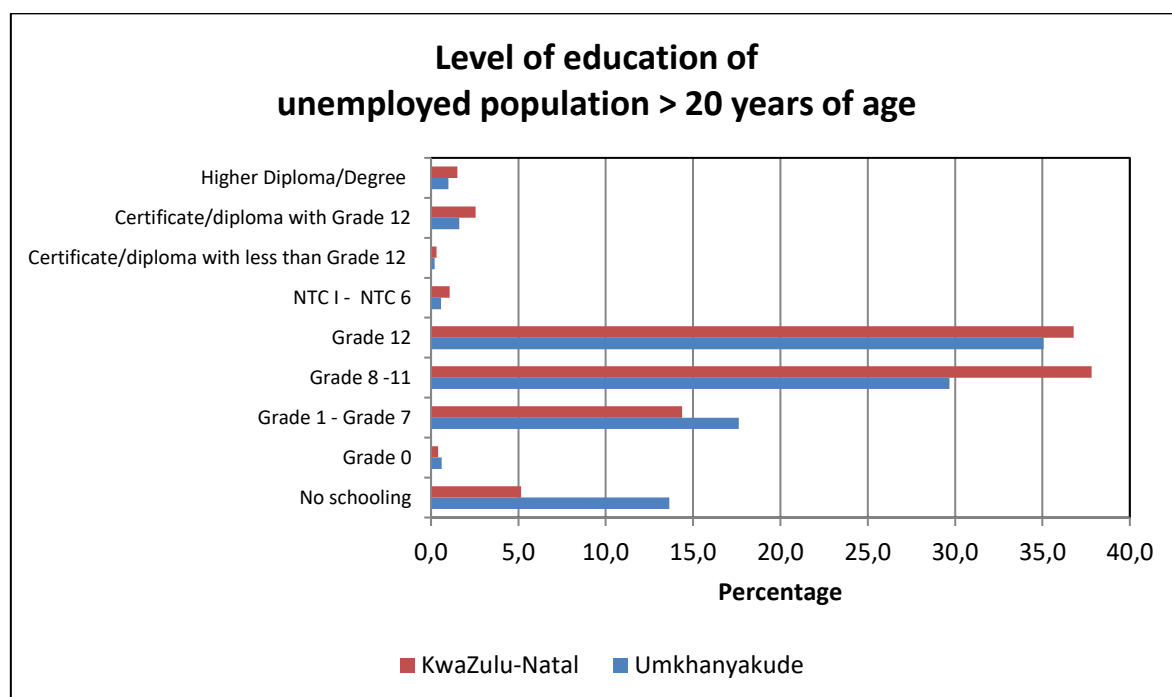
One of the critical challenges identified in the National Development Plan 2030 is the extremely high occurrence of unemployment amongst the youth of South Africa. The information depicted above reflects on the occurrence and characteristics of this phenomenon within the district. The age breakdown of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

3.4.3 Education levels of economically active population

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

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

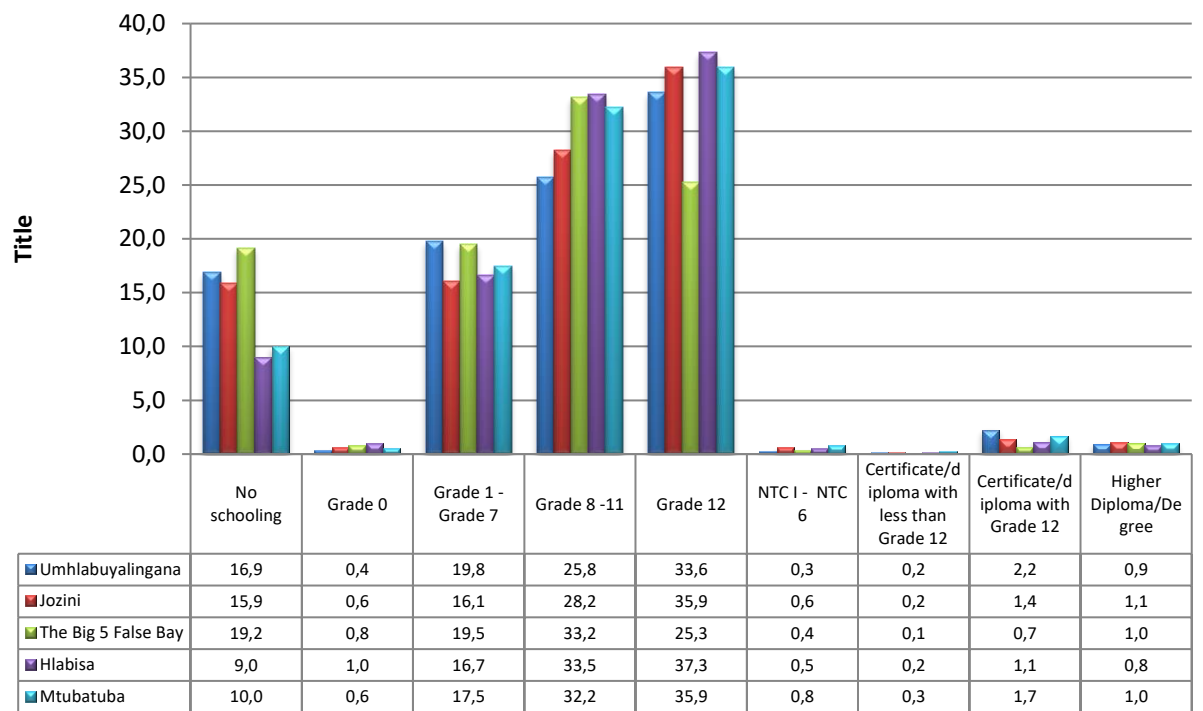
Figure 8: Level of education of unemployed population older than 20 yrs (UKDM vs. KZN)



Data Source: Statistics SA, Census 2011

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

Level of education of unemployed population > 20 years



Data Source: Statistics SA, Census 2011

3.5 Human Resources Overview

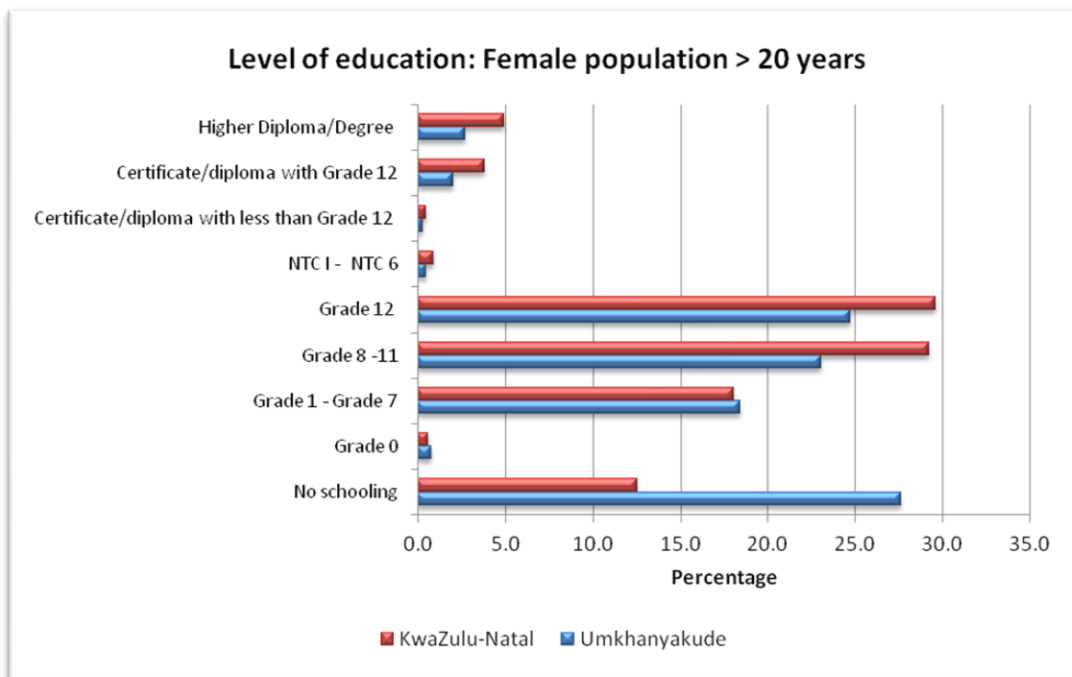
3.5.1 Education and Literacy Level

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

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

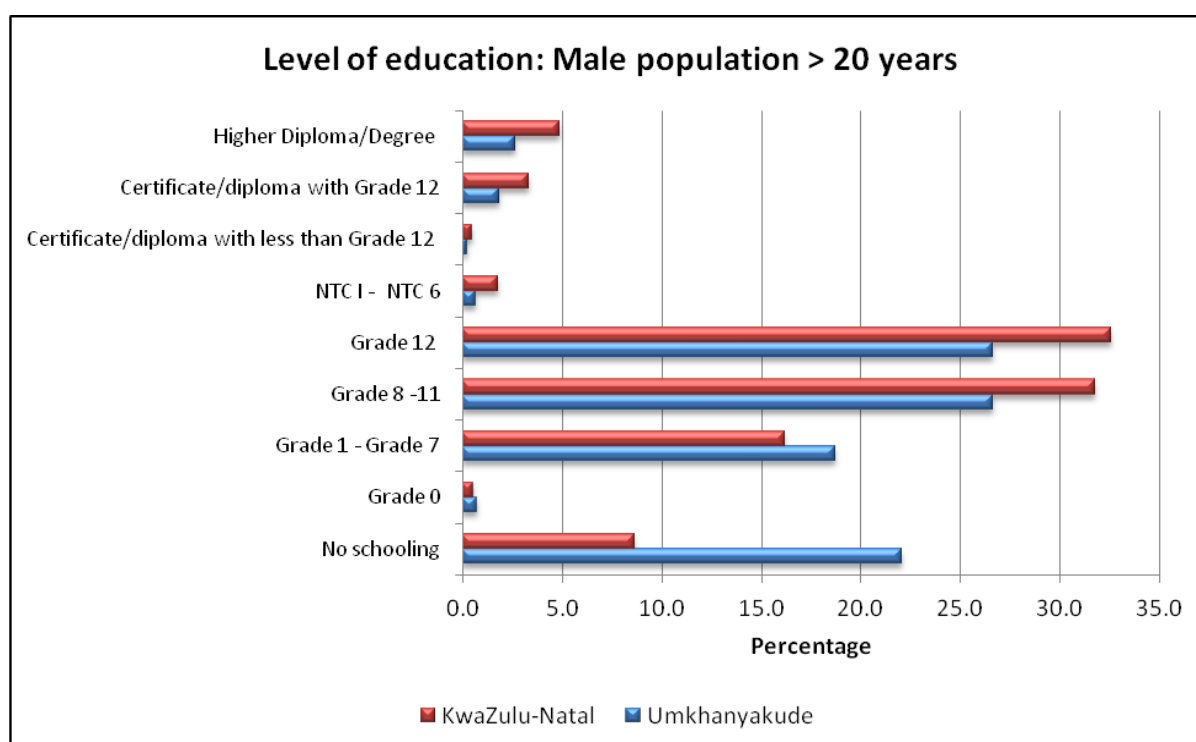
3.5.1.2 The proportion of the adult population in the district with tertiary education is less than half the comparative figure for the province (approximately 2.5% of the adult population compared to provincial figure of 5%) which rate amongst the lowest of the districts in the province.

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



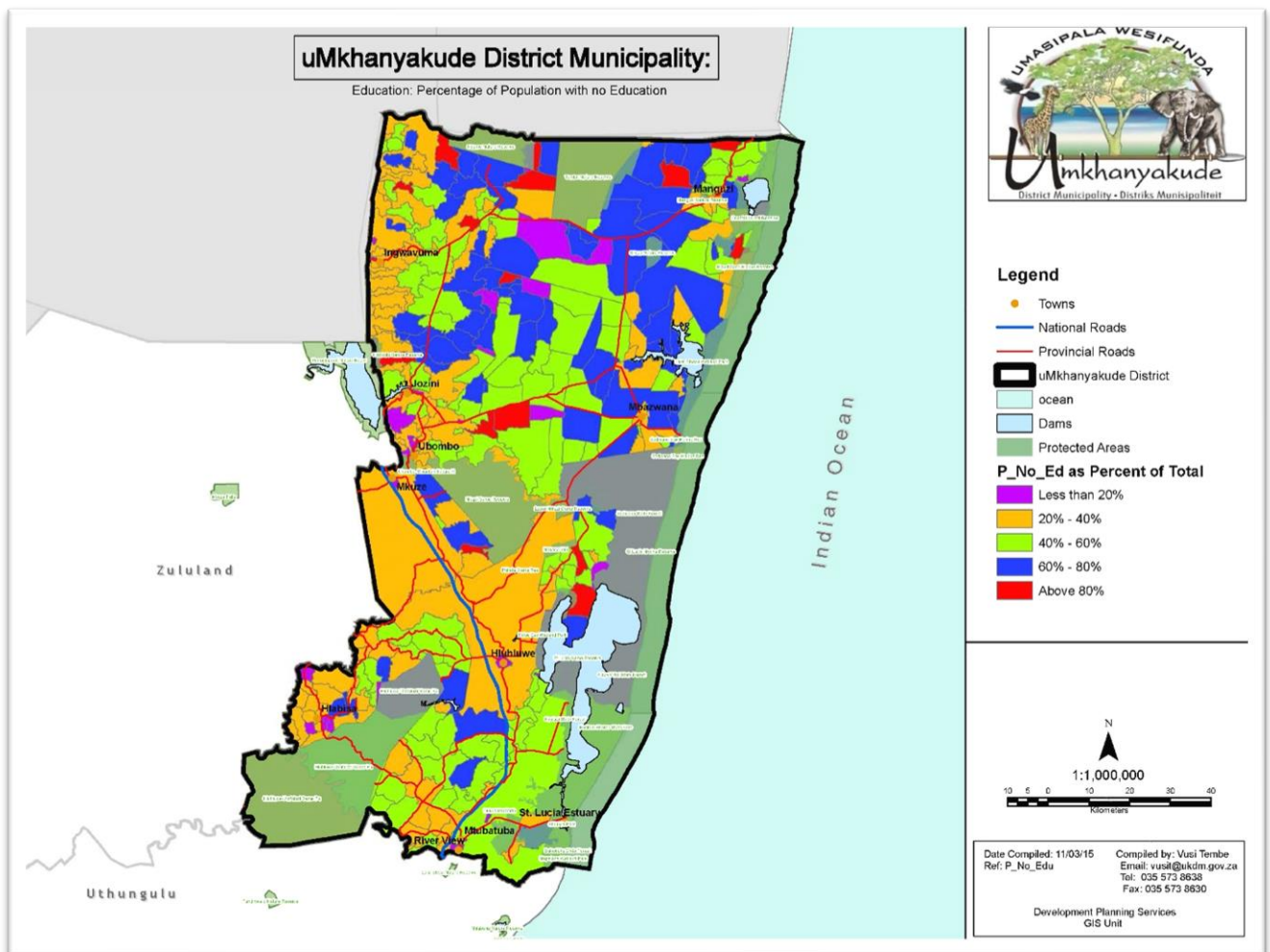
Data Source: Statistics SA, Census 2011

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



Data Source: Statistics SA, Census 2011

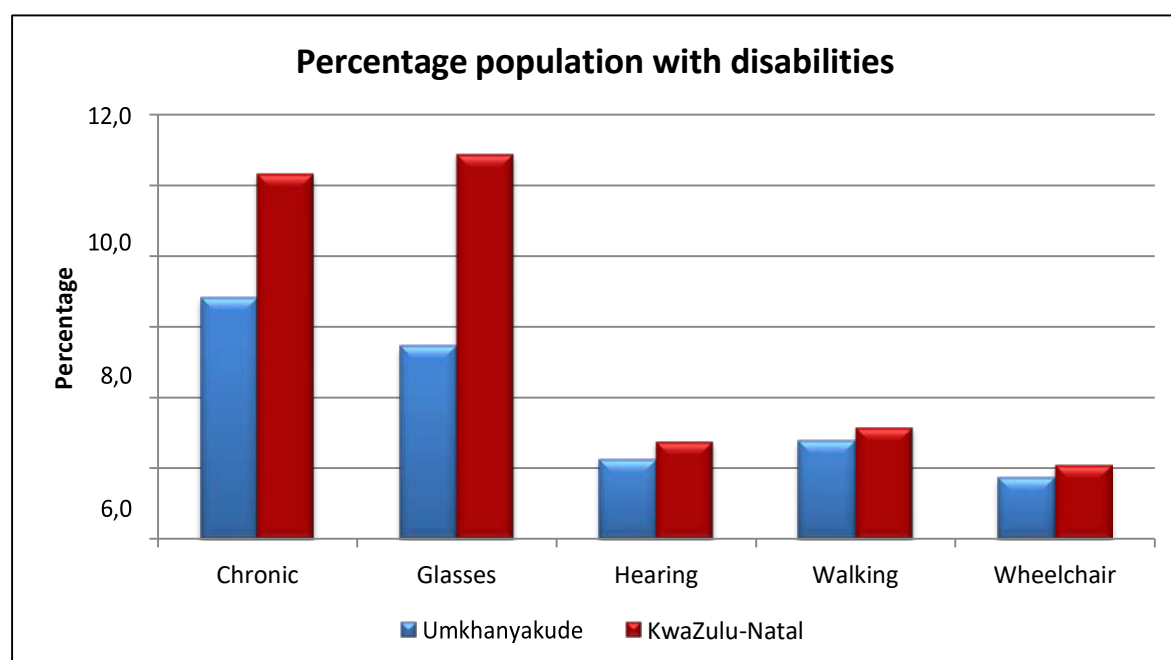
Figure 12: Spatial Analysis of Population with no Education



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

3.5.2 People living with Disabilities

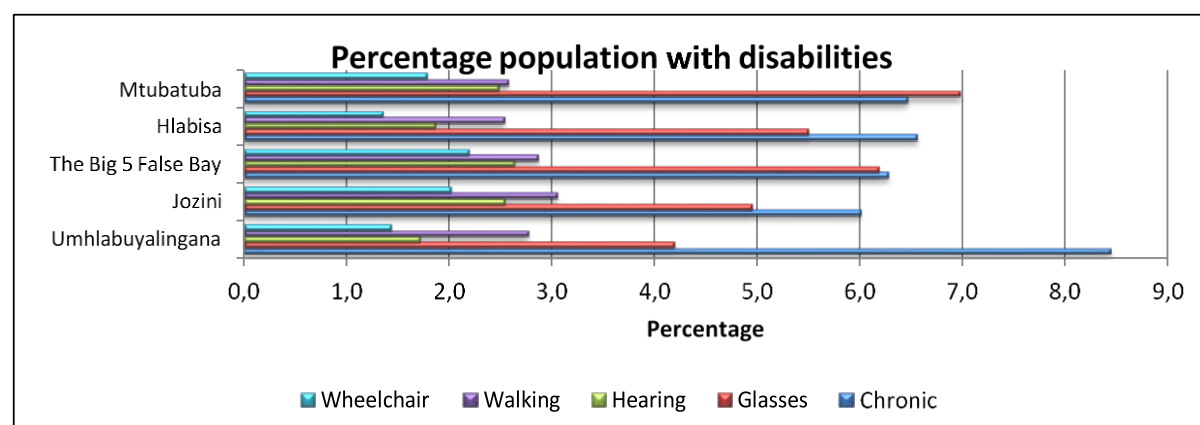
Figure 13: Population living with Disabilities (UKDM vs KZN)



Data Source: Statistics SA, Census 2011

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

Figure 14: Percentage population with disabilities (LM level)



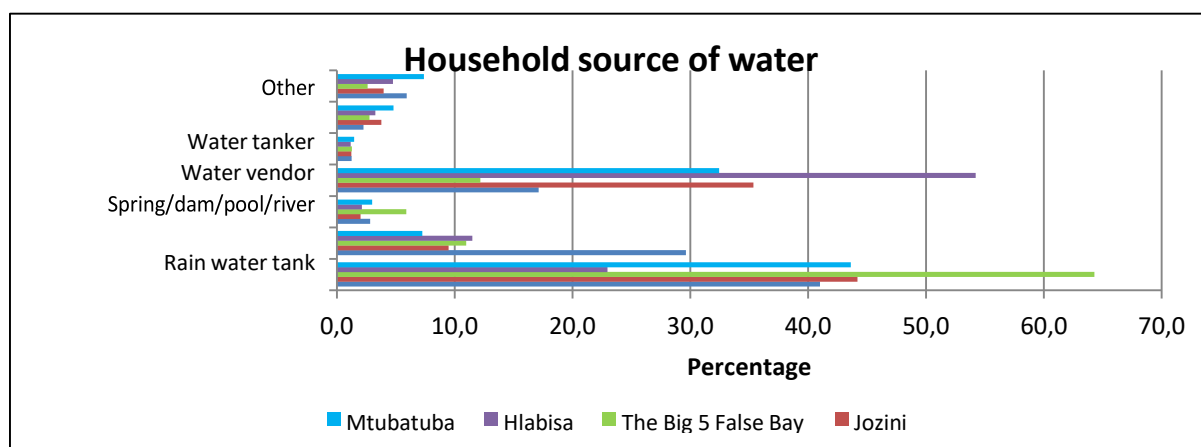
Data Source: Statistics SA, Census 2011

3.6 Overview of Strategic Infrastructure

3.6.1 Water and Sanitation

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

Figure 15: Household source of water (LM level)



Data Source: Statistics SA, Census 2011

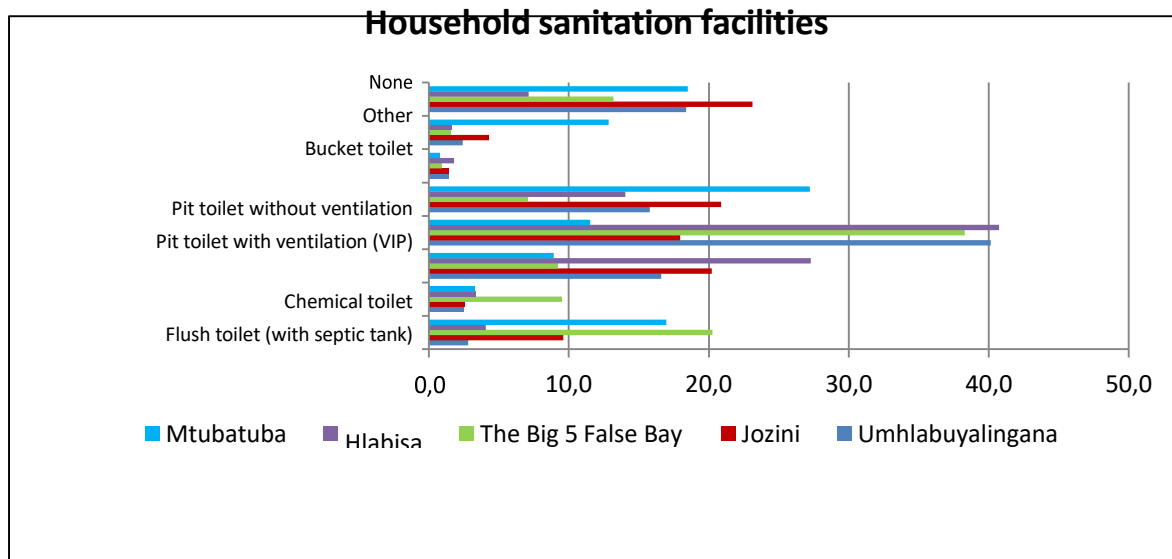
The massive backlogs and the extent of the challenge of providing appropriate sanitation facilities to households in UKDM are clearly depicted below.

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

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

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

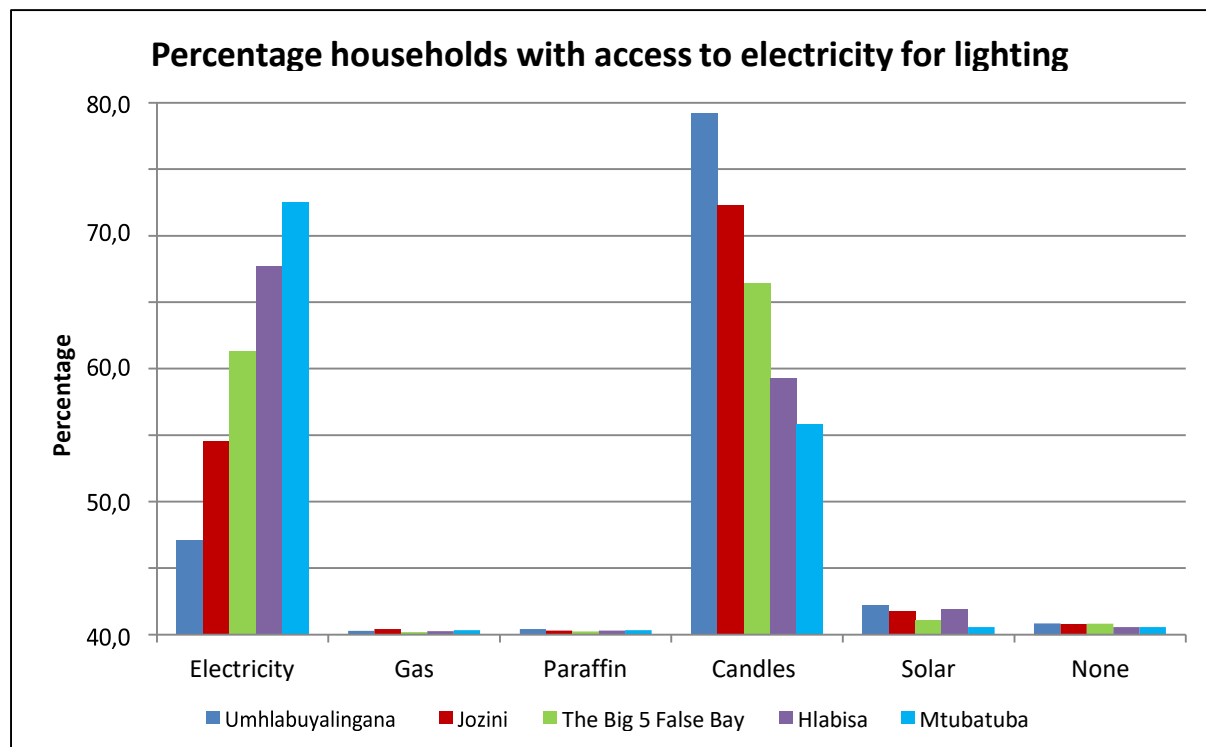
Figure 16: Access to sanitation infrastructure (LM level)



Data Source: Statistics SA, Census 2011

3.6.2 Energy

Figure 17: Households with Access to electricity for Lighting



Data Source: Statistics SA, Census 2011

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

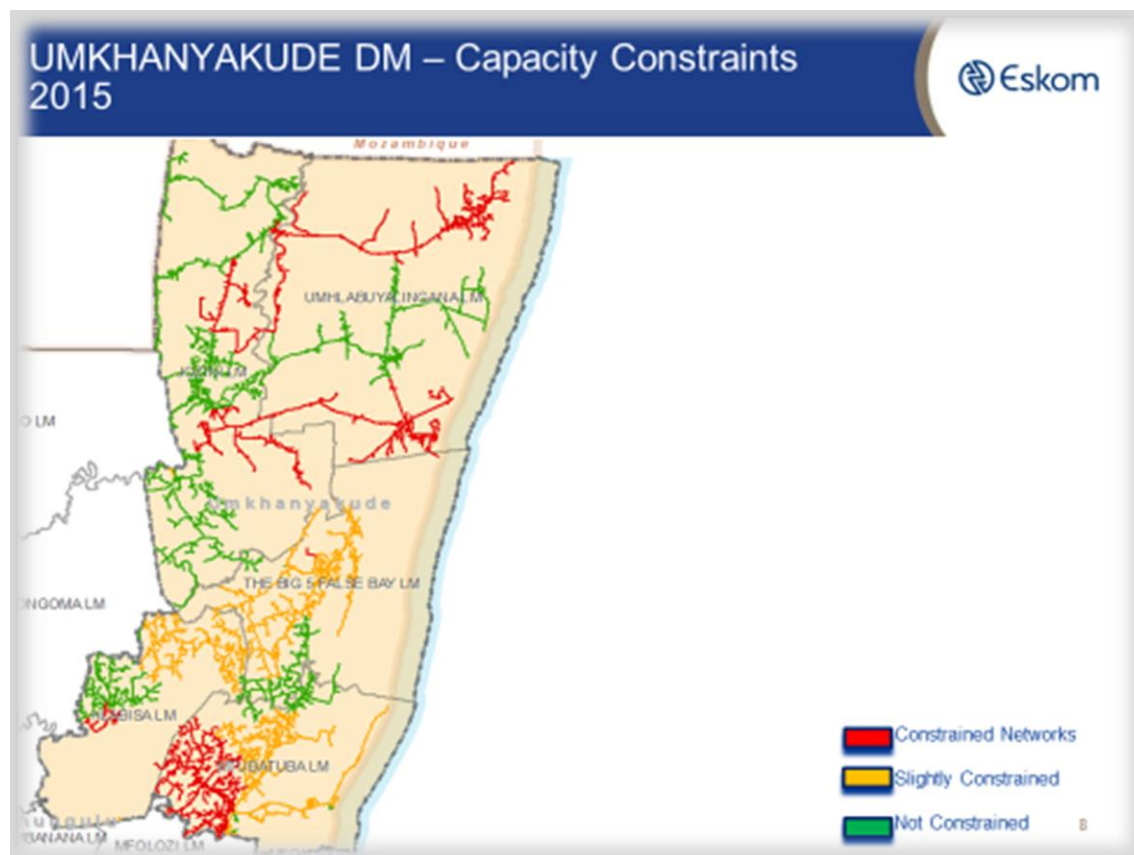
uMhlabuyalingana LM, to increases of 27% in the Hlabisa LM (from 28% to 55%) and 24% in the Big 5 False Bay LM (from 18% to 42%). However, there are significant backlogs remaining in the district.

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

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

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

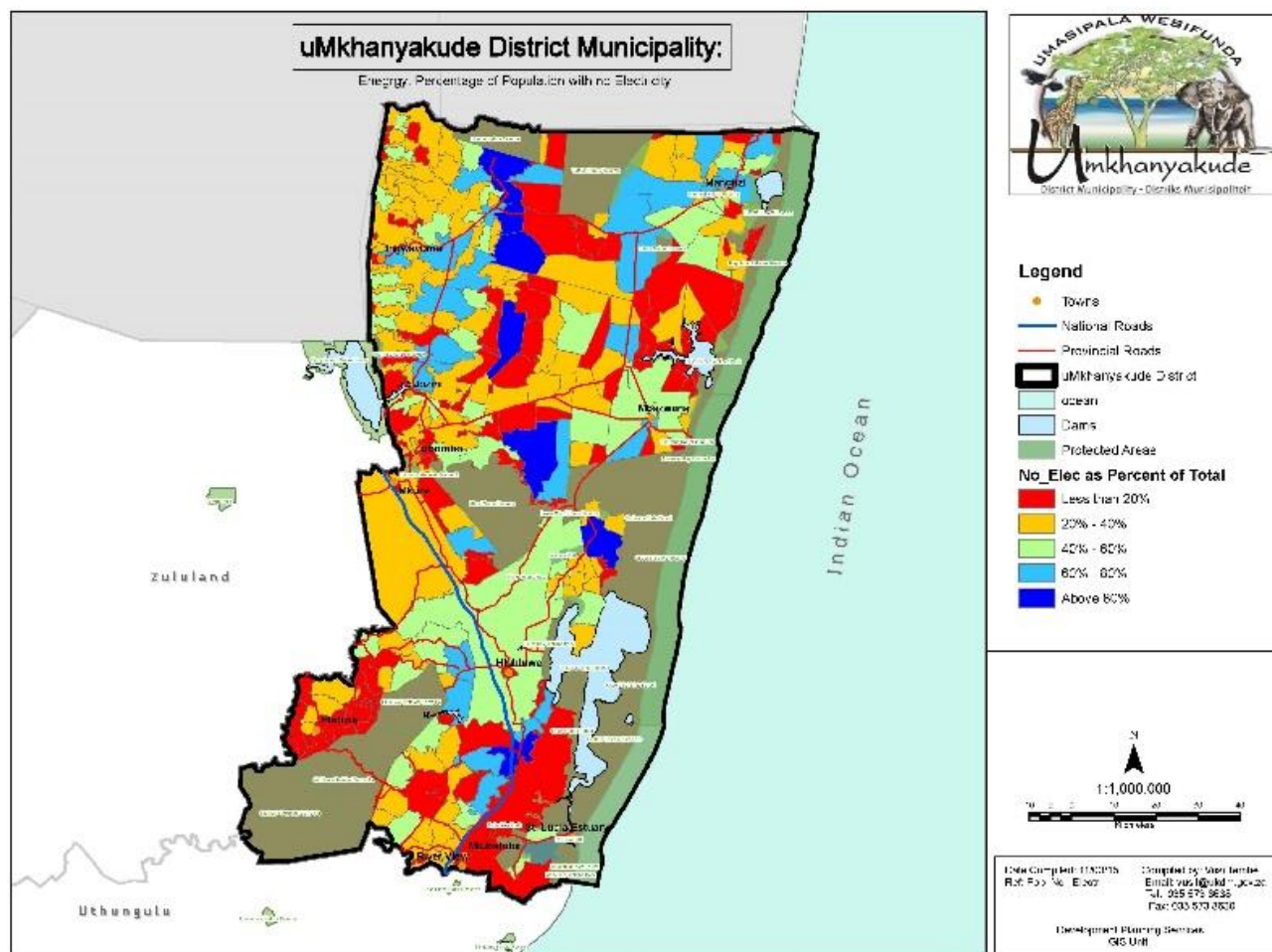
Figure 18: District-wide Electricity Network Constraints



Source: ESKOM 2015

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

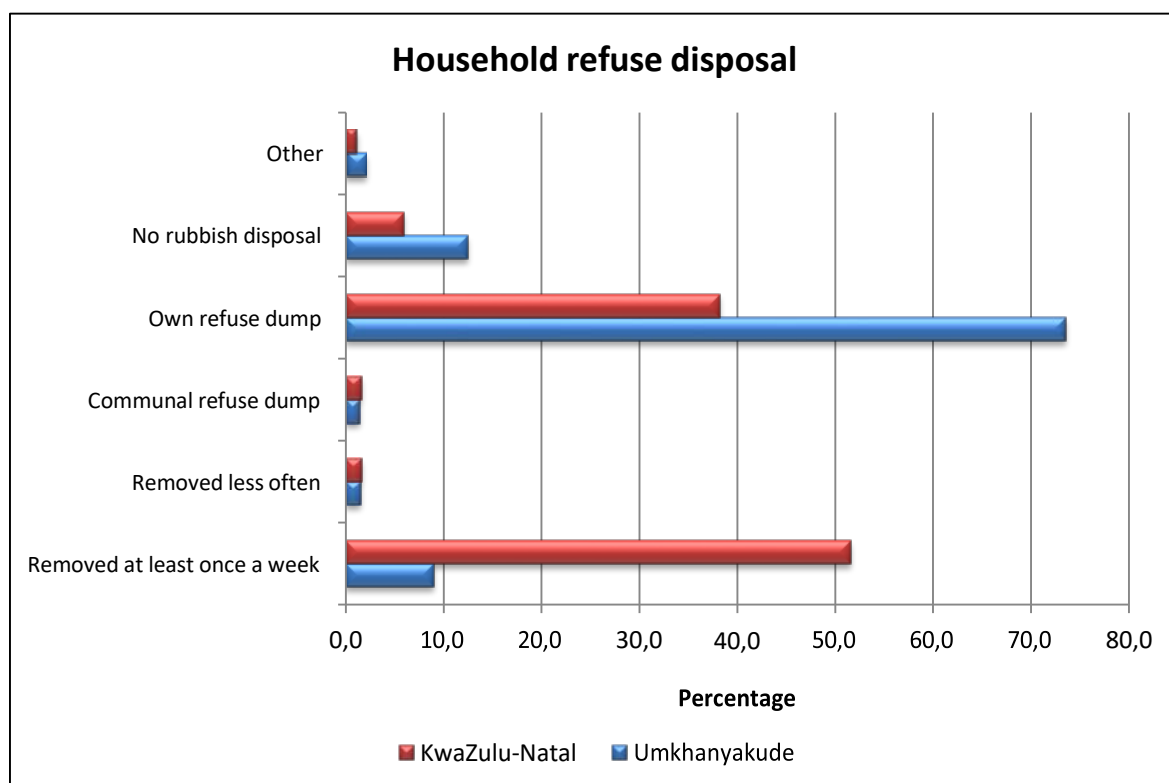
Figure 19: Percentage of Population with No Electricity



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

3.6.3 Waste Removal

Figure 20: Household refuse disposal (LM level)



Data Source: Statistics SA, Census 2011

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

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

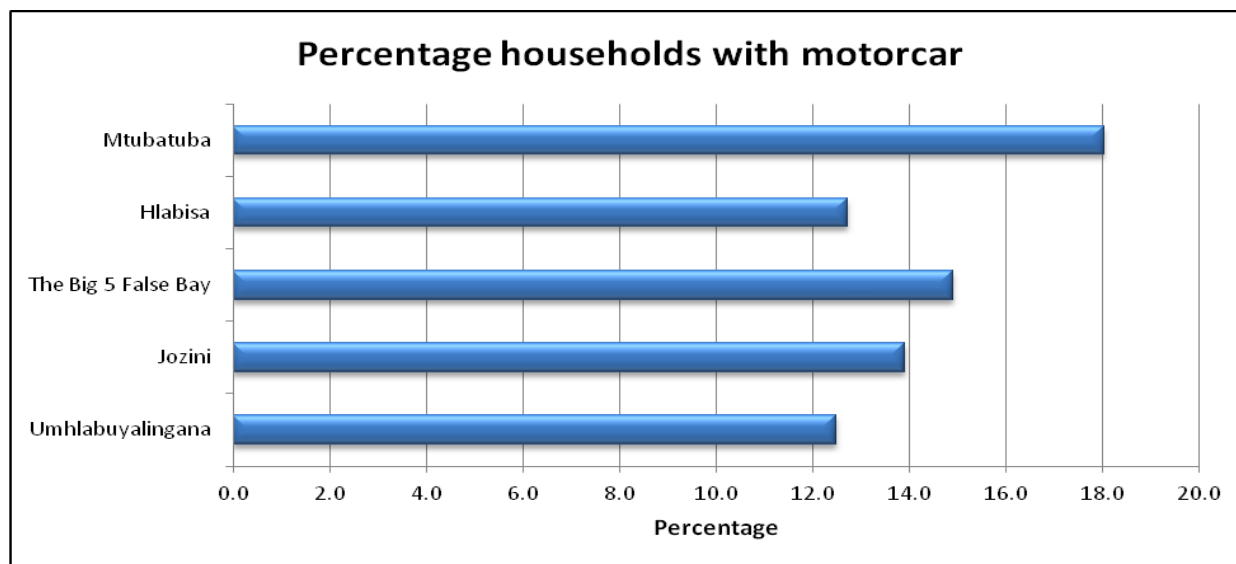
74% of households in the district make use of own refuse dumps, with a further 13% without any form of rubbish disposal. The availability of this service does not vary greatly amongst the local municipalities although the proportion of households provided with regular weekly refuse removal service is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

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

3.6.4 Roads and transportation

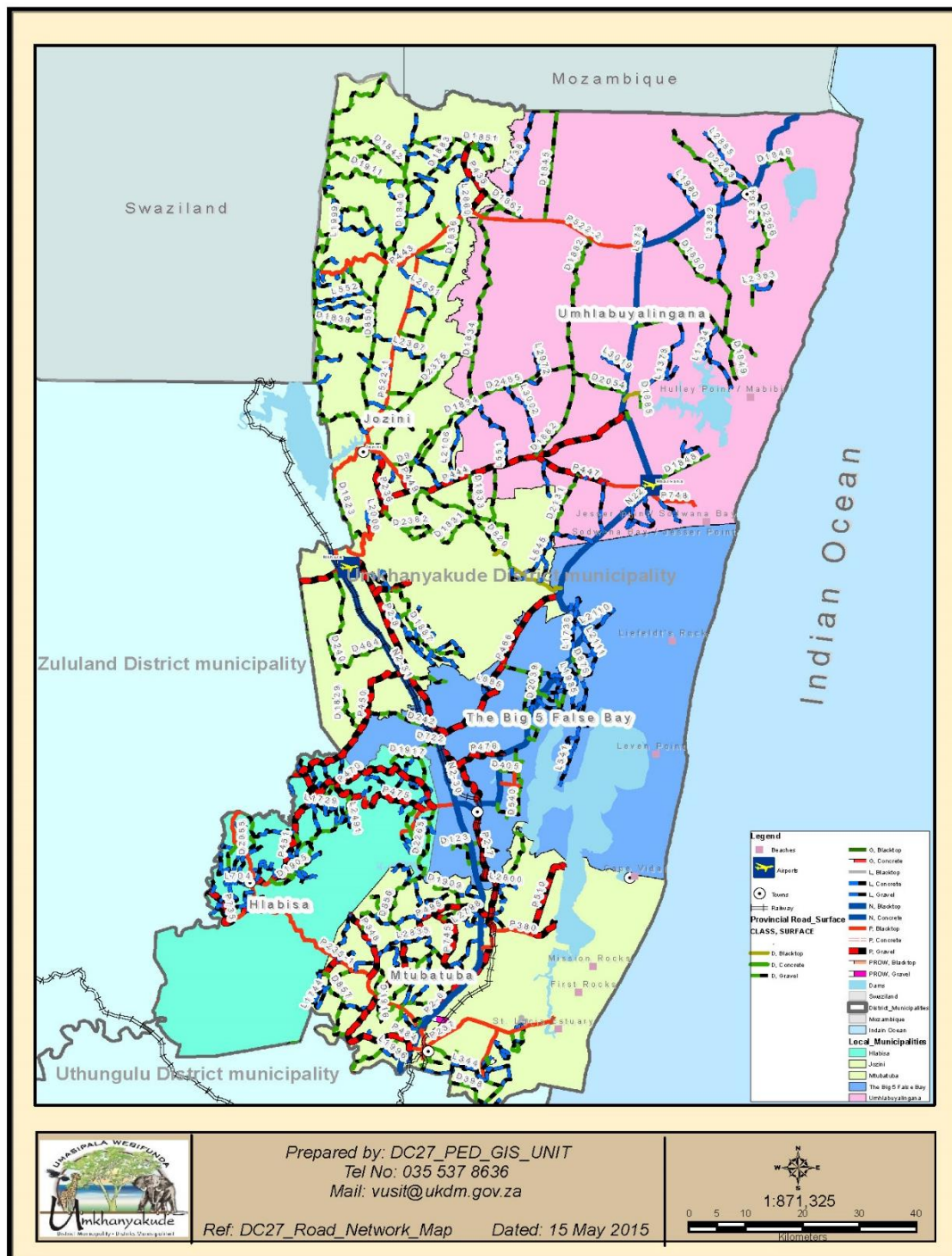
The percentage households owning motorcars in UKDM (14%) is the second lowest amongst all districts within the province. This implies limited levels of mobility for the district population and large-scale reliance on public transport to access social and economic opportunities. These low levels of private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

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



Data Source: Statistics SA, Census 2011

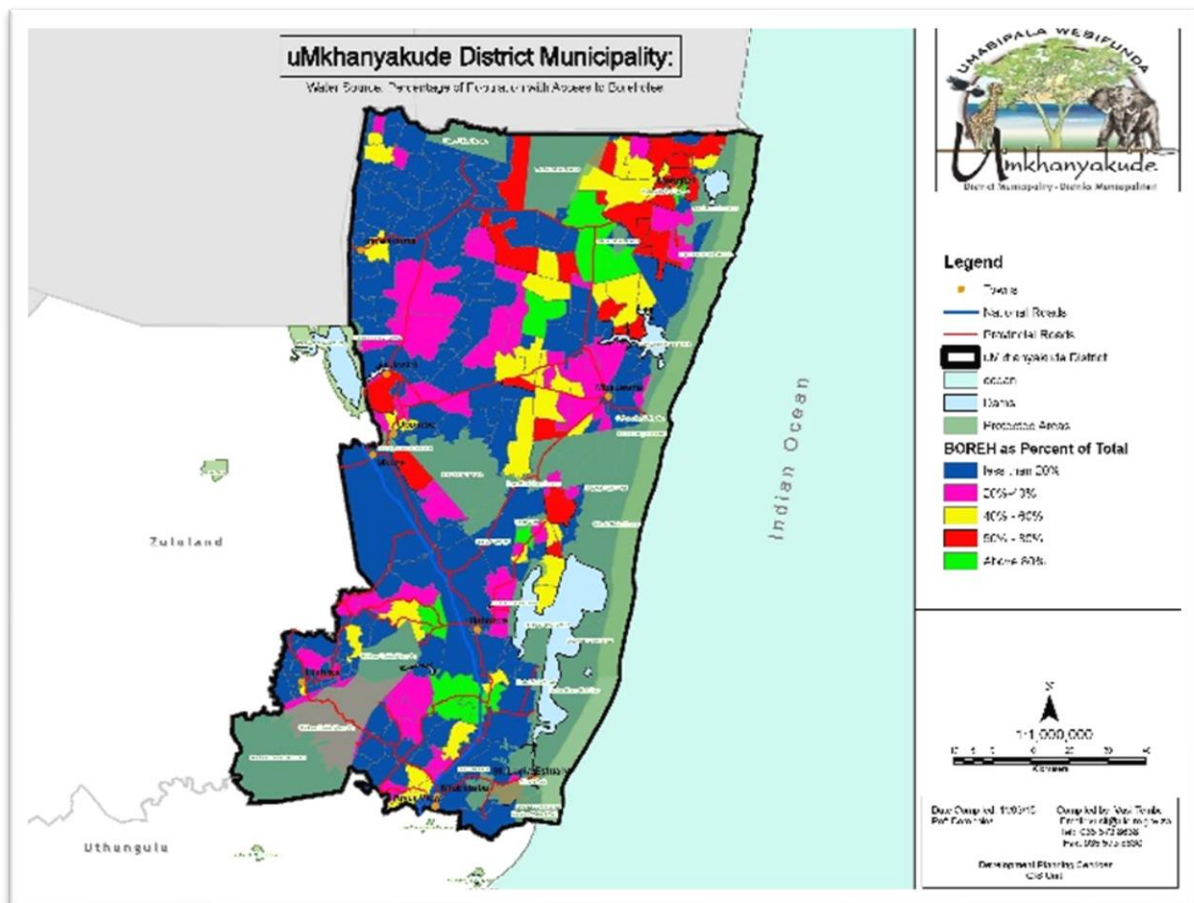
Figure 22: uMkhanyakude Transportation Network



Source: uMkhanyakude GIS: 2017

- Most road networks are still covered in gravel

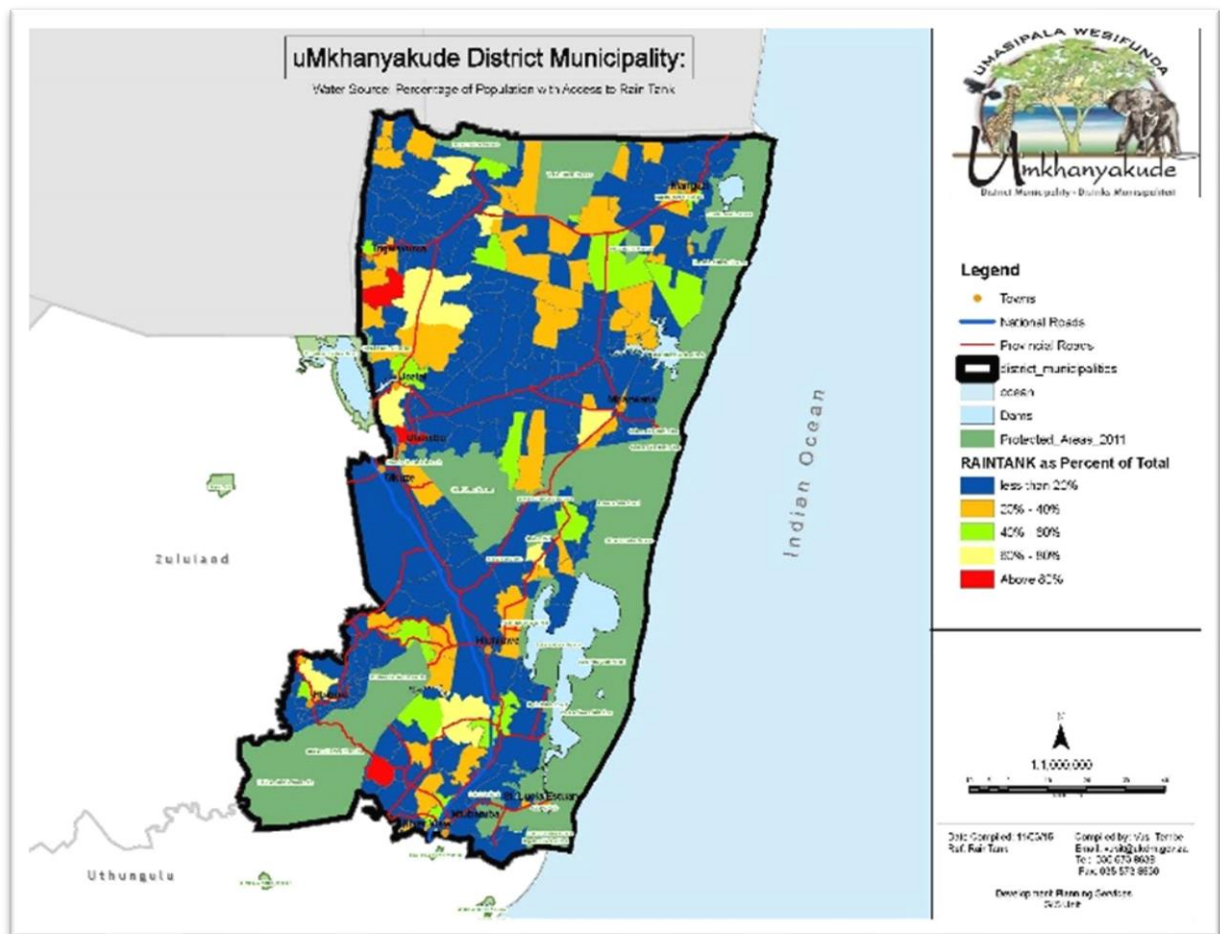
Figure 23: Percentage of Population with Access to Boreholes as a Source of Water



Source: uMkhanyakude GIS: 2017

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

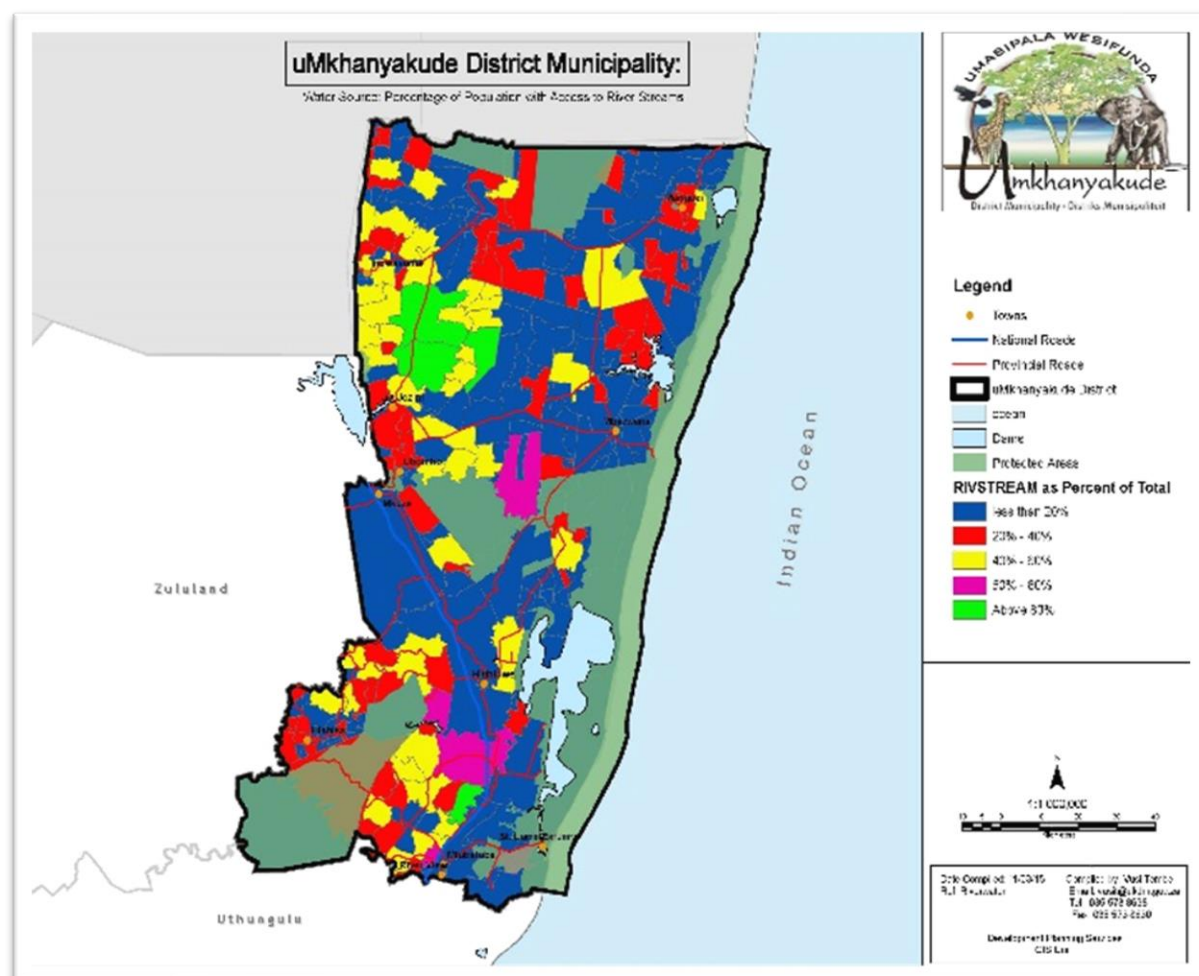
Figure 24: Percentage of Population with Access to Rain Tank as Source of Water



Source: uMkhanyakude GIS: 2017

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

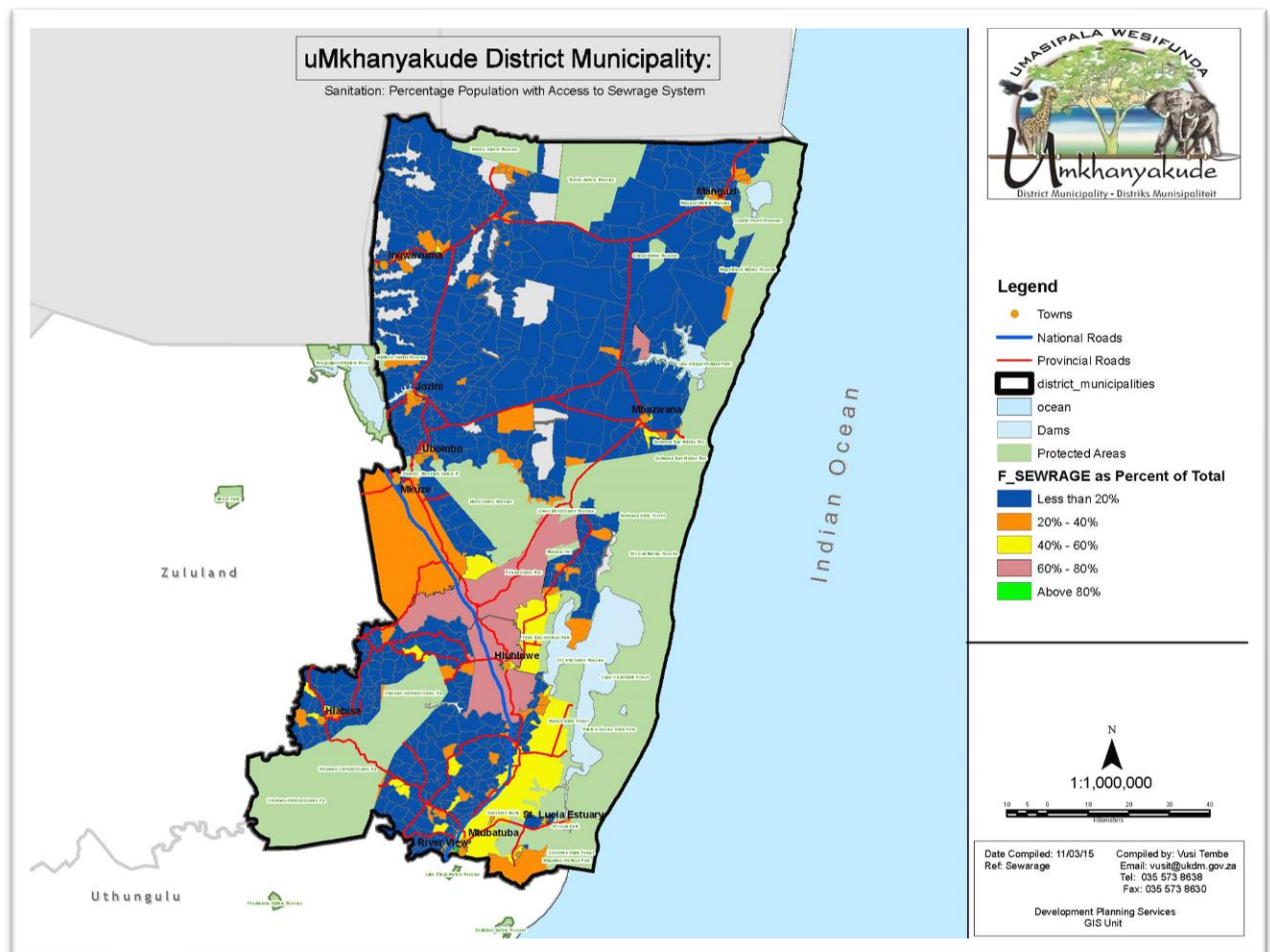
Figure 25: Percentage of Population with Access to River Streams



Source: uMkhanyakude GIS: 2017

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

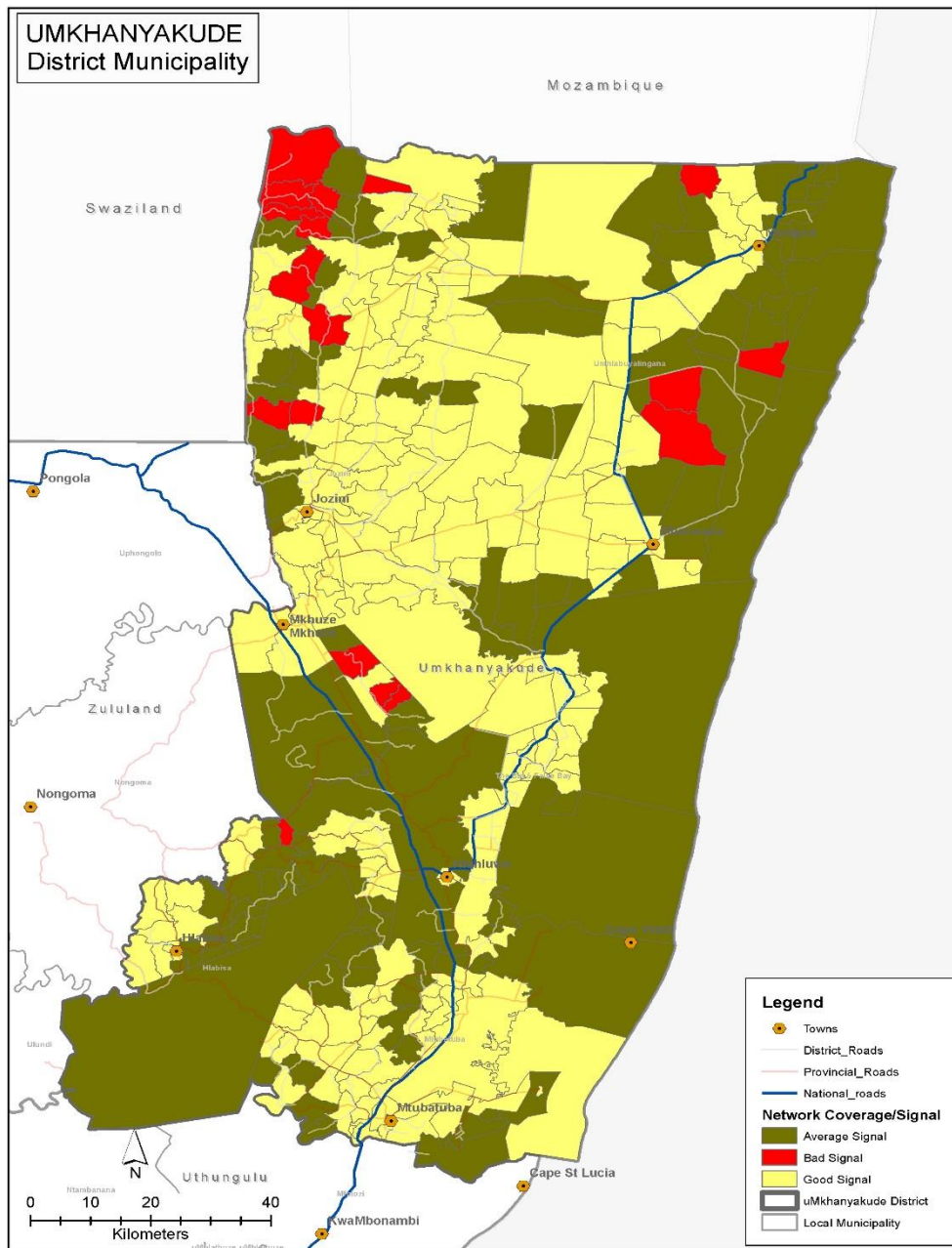
Figure 26: Percentage of Population with Access to Sewerage Systems



Source: uMkhanyakude GIS: 2017

- Most population still do not have access to sewerage systems

Figure 27: Cell Phone Network Coverage



Source: 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.

UMKHANYAKUDE
District Municipality

Mozambique

Swaziland

Pongola

Jozini

Mkhuze

Mbaziwana

Hluhluwe

Cape Vidal

Cape St Lucia

KwaMbonambi

Uthungulu

Ntambanana

Ulundi

Ngongoma

Zululand

Uphongolo

Umhlabavalingana

Thukela & False Bay

Umkhanyakude

Hiabisa

Mtubatuba

Legend

- Towns
- District_Roads
- Provincial_Roads
- National_roads

Access to Cellphones

- 0.29
- HHWithCellphones as percent of total
- HHWithoutCellphones as percent of total
- uMkhanyakude District
- Local Municipality

0 10 20 40
Kilometers

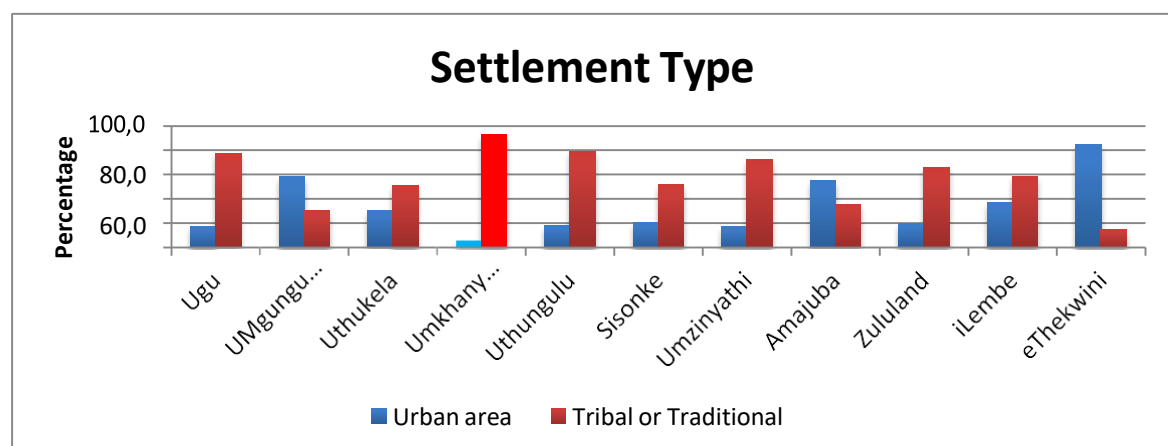
- Access to cellphones still needs to improve especially in rural areas.

3.7 Environmental Sustainability and Spatial Equity

3.7.1 Overview of Environmental Sustainability and Spatial Equity

Land use patterns

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



Data Source: Statistics SA, Census 2011

UMkhanyakude Environmental Management Framework

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

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

Environmental Management Zones

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

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

BIODIVERSITY

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

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

Rivers and Wetlands

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

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

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

Gaps/Challenges

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

Opportunities & Recommendations

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

AIR QUALITY

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

Gaps/Challenges

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

No Air Quality bylaw

Opportunities & Recommendations

Provide Training

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

Detailed emissions inventory to be developed for the district.

Hire qualified staff.

Waste Management

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

PROPOSED INTERVENTIONS FOR WASTE MANAGEMENT IN UMKHANYAKUDE DISTRICT MUNICIPALITY

INTERGRATED COASTAL MANAGEMENT

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

Gaps and Challenges

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

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

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

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

Opportunities & Recommendations

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

CLIMATE CHANGE

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

Droughts

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

Flooding

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

Challenges

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

Opportunities & Recommendations

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

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

3.8 Summary of Demographic Analysis

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

3.9 Strategic Mapping

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

Figure 29: Spatial Strategic Intervention

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

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

2. **CULTURAL HERITAGE CORRIDOR**

HLABISA – NONGOMA
(Gateway to the Kingdom)

3. **BORDER HERITAGE CORRIDOR**

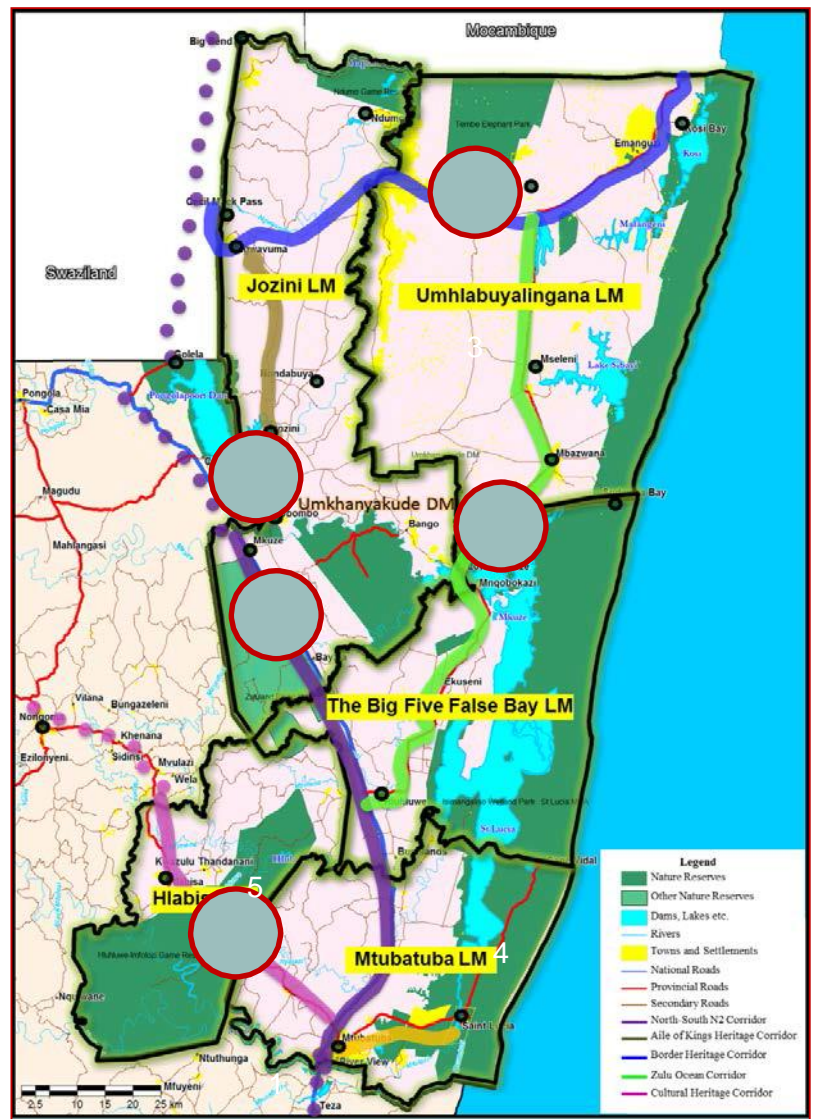
(Cecil Mack Pass – Ingwavuma
– Bambanani – Ngwanase – Kosi Bay)

4. **ZULU OCEAN CORRIDOR**

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

5. **AILE OF KINGS HERITAGE CORRIDOR**

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



3.9.1 Development Rationale

Umkhanyakude Corridor Master Plan is based on the following principles:

PRINCIPLE 1:

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

PRINCIPLE 2:

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

PRINCIPLE 3:

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

PRINCIPLE 4:

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

PRINCIPLE 5:

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

PRINCIPLE 6:

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

PRINCIPLE 7:

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

PRINCIPLE 8:

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

PRINCIPLE 9:

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

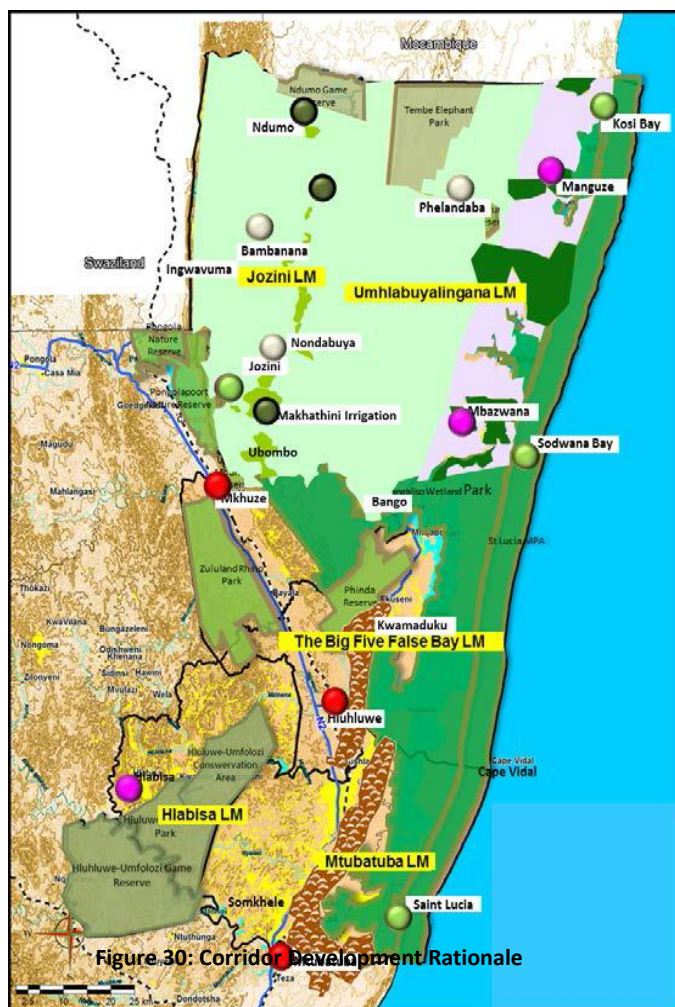


Figure 30: Corridor Development Rationale

PRINCIPLE 10

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

PRINCIPLE 11:

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

PRINCIPLE 12:

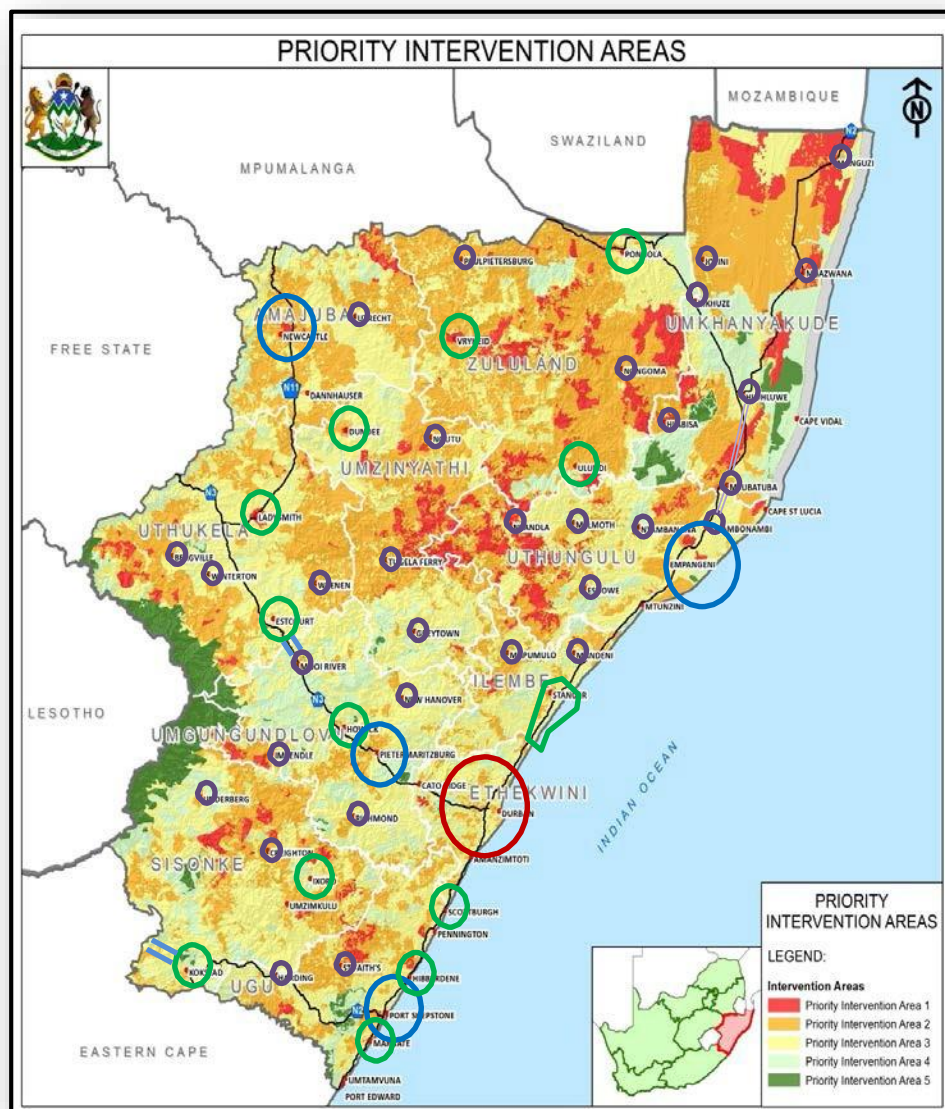
To integrate and consolidate the fragmented human settlement structure of the UDM by way of delineating urban and rural development boundaries around nodal points and promoting infill development and densification within these Strategic Development Areas.

PRINCIPLE 13:

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

3.9.2 Provincial Strategic Priority Areas

Figure 31: Provincial Intervention Areas



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

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

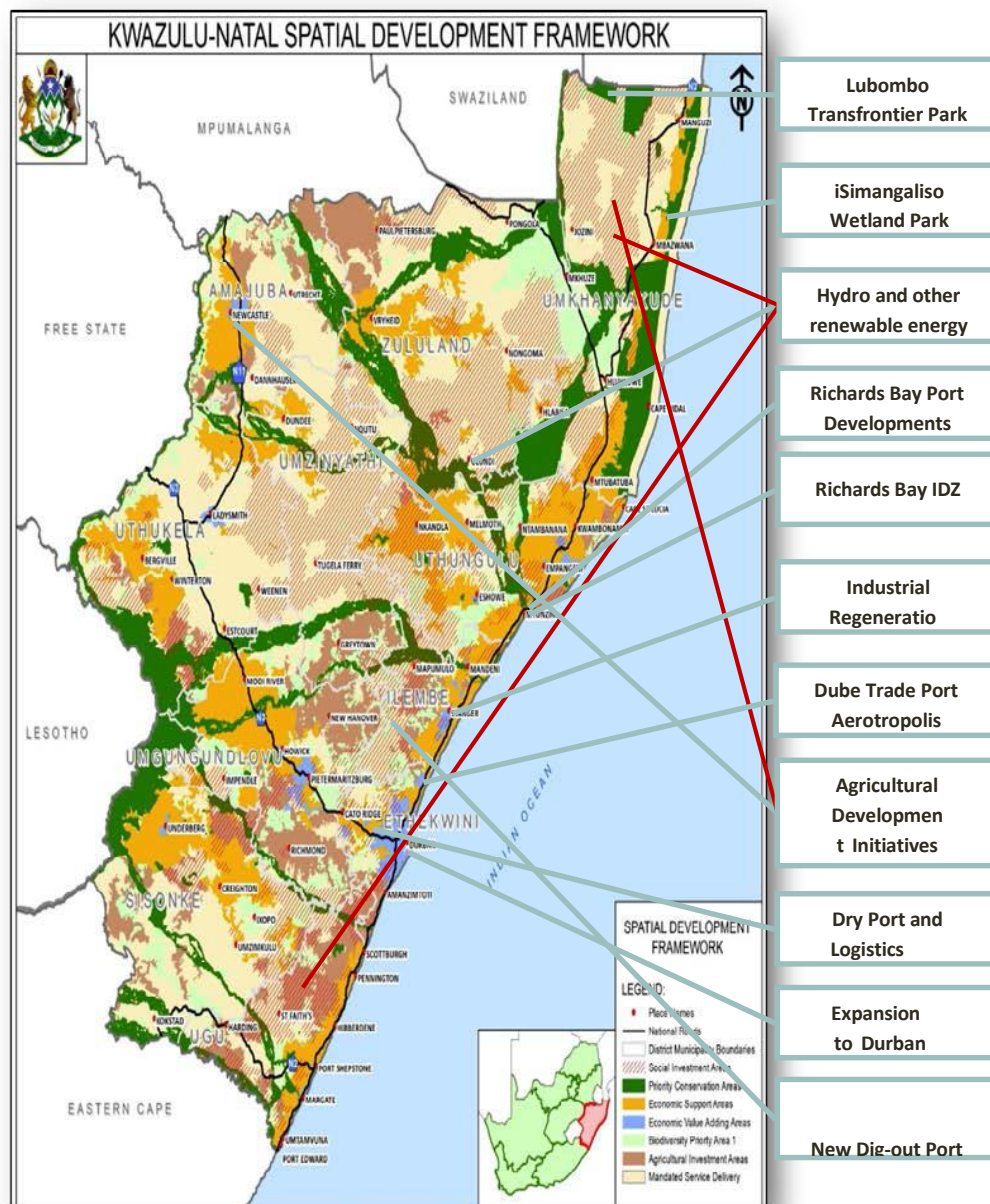


Figure 32: KZN SDF

3.9.4 Infrastructure Strategic Mapping

Current Planned and Existing Projects

Figure 33: Current Planned and Existing Projects

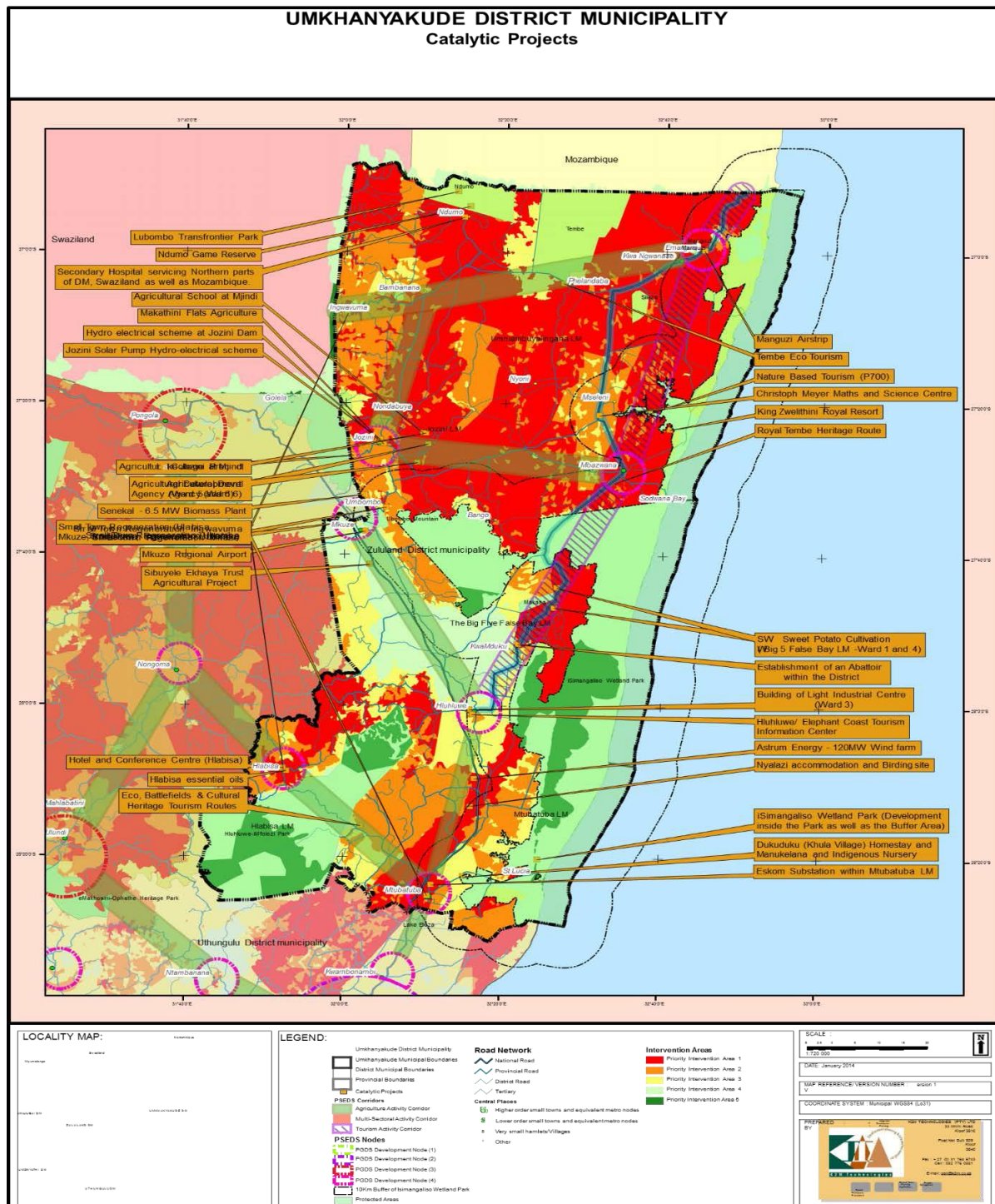
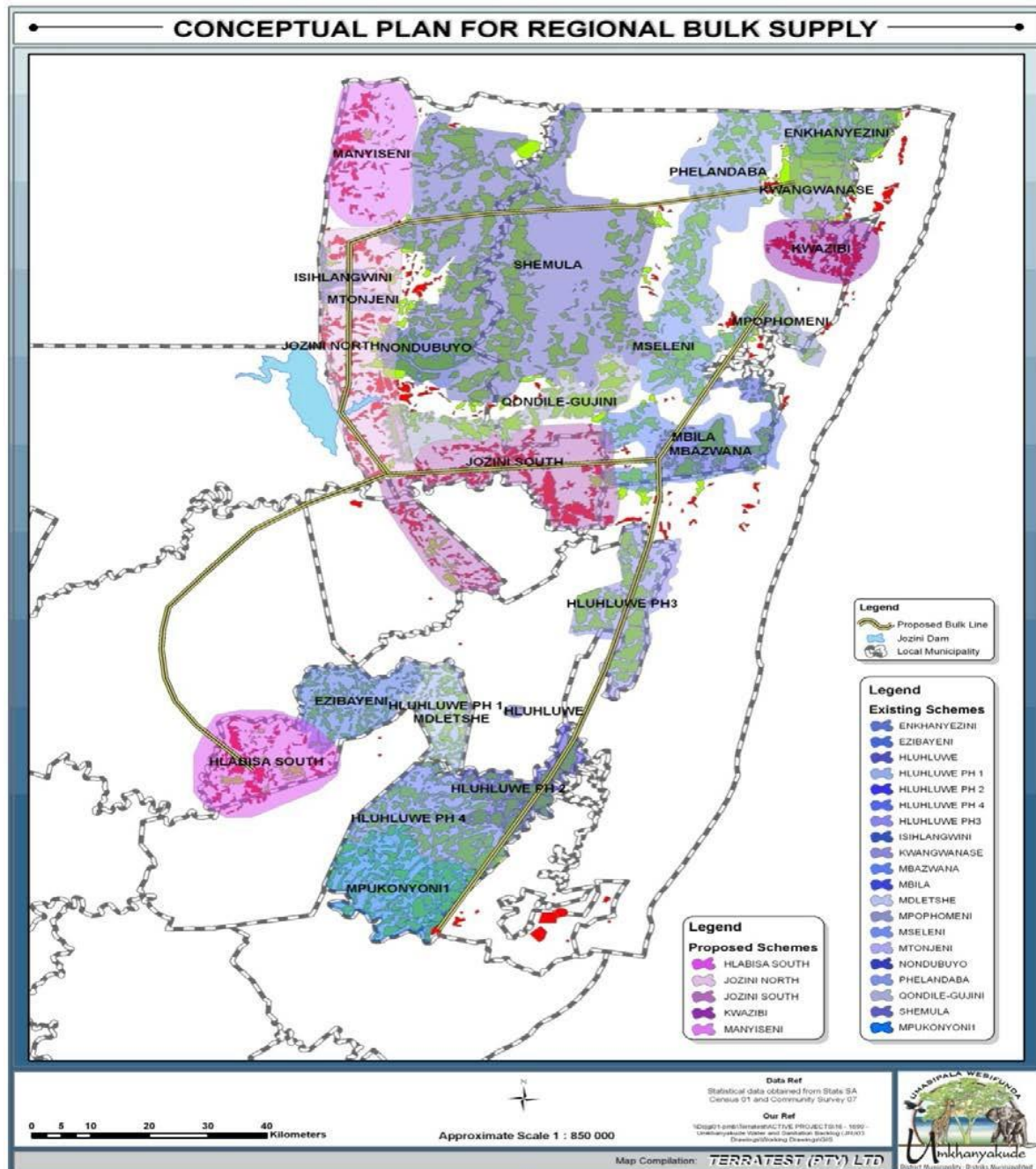


Figure 34: Conceptual Plan for Regional Bulk Supply



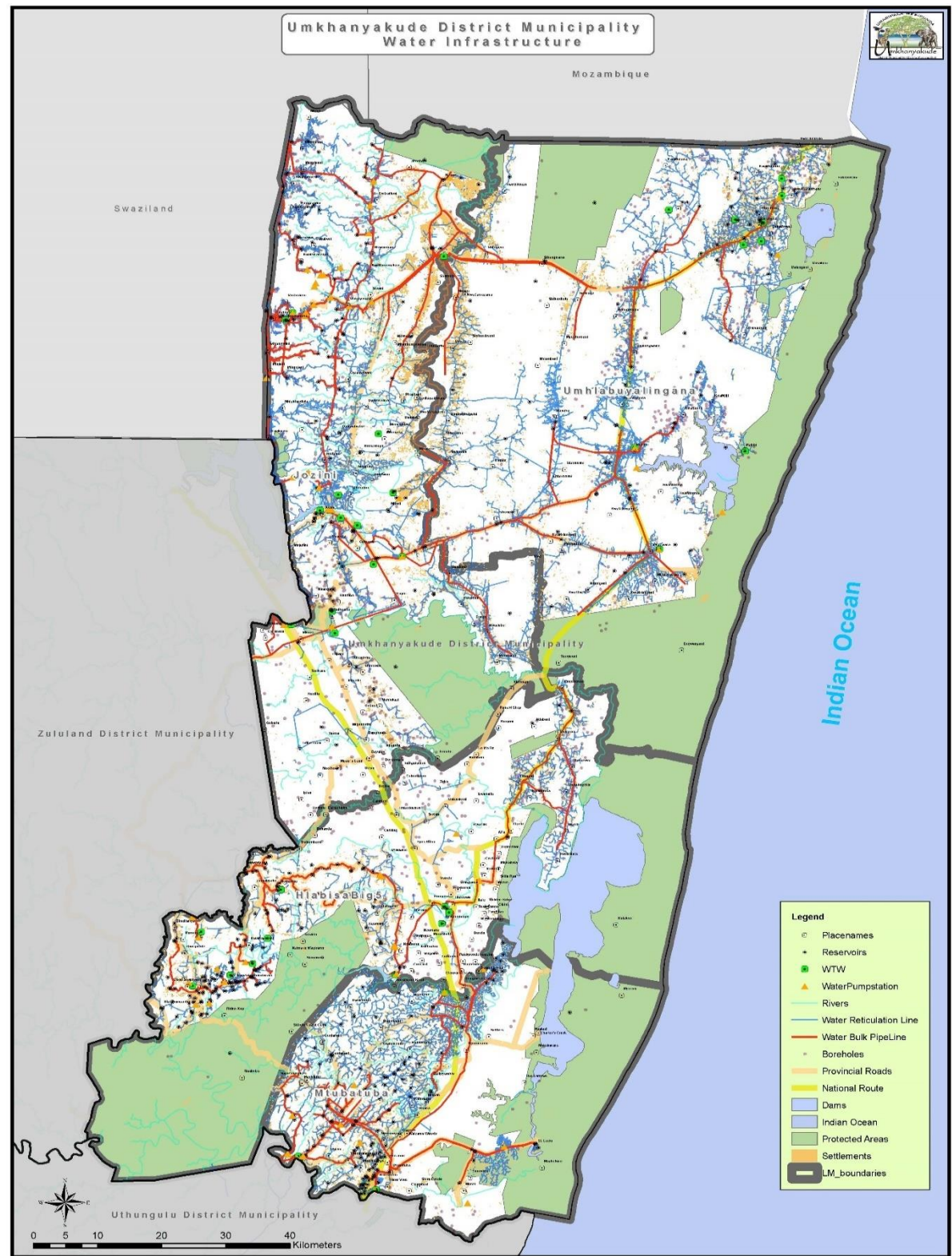
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Provision of Water Services

Figure 36: Water Service Lines Within the District



DISASTER MANAGEMENT

MUNICIPAL LEGISLATIVE MANDATE (DM & FIRE SERVICES)

- Sendai Framework
- South African Constitution
- Disaster Management Act 57 of 2002, as amended in 2015
- Policy Frame Work on Disaster Management
- Safety at 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.

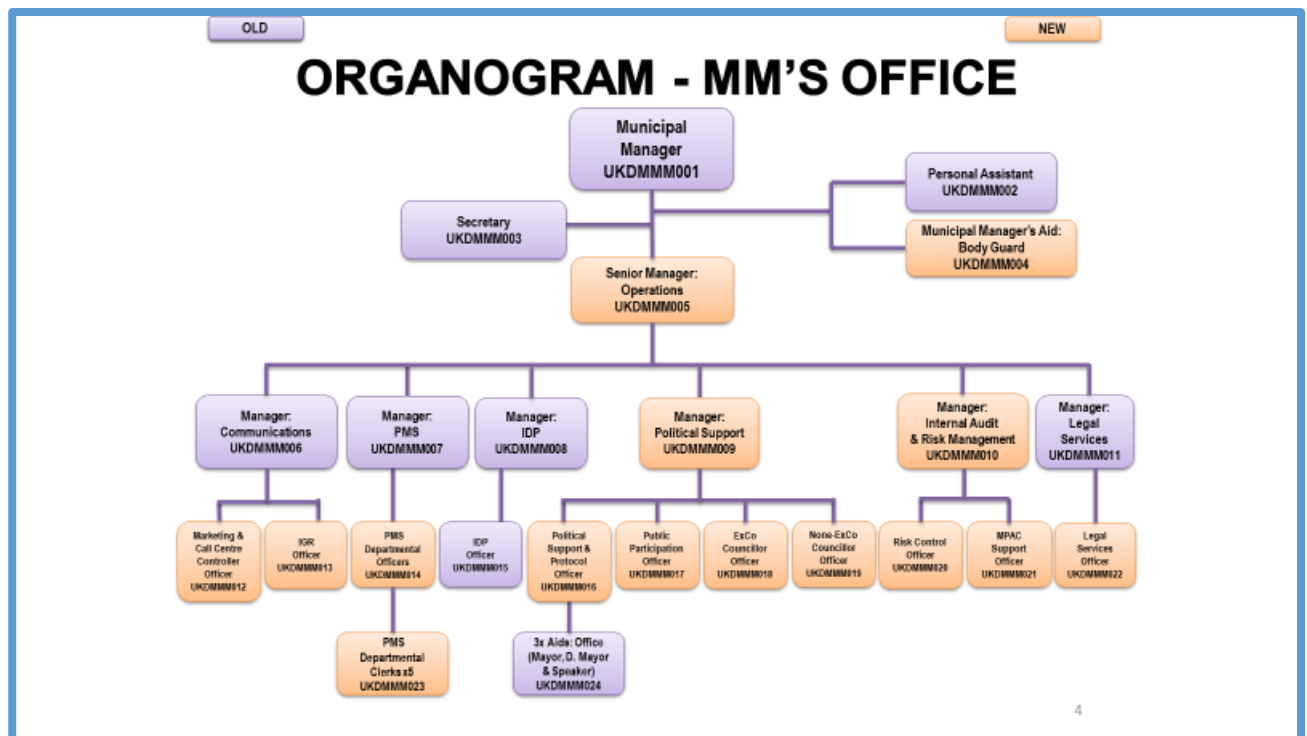
Municipal Disaster Management Advisory Forum

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 Big 5 Hlabisa Local Municipality.

3.10 Sector Analysis

3.10.1 Office of the Municipal Manager

Figure 37: Office of the Municipal Manager's Organogram



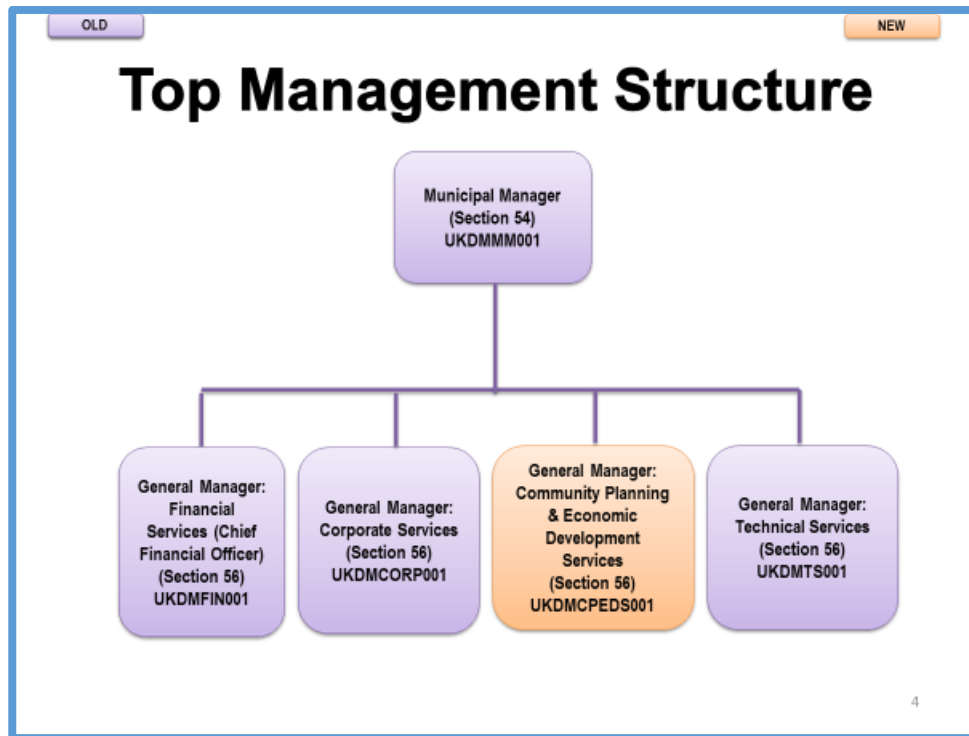
Functions of the Office of the Municipal Manager are as follows:

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

MOST OF THE INFORMATION WILL CHANGE AS THE MUNICIPALITY WILL HAVE ITS STRATEGIC PLANNING SESSION BEFORE THE END OF APRIL 2023

3.10.2 Top Management Structure

Figure 38: 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

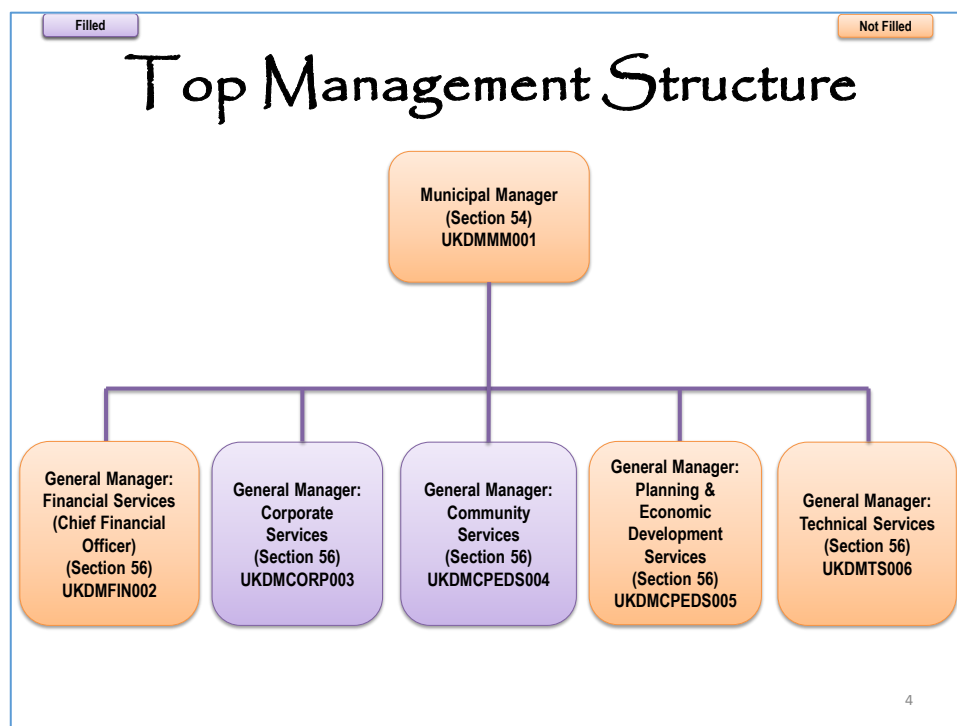
SWOT Analysis – MM’S Office

INTERNAL	STRENGTHS <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) 	WEAKNESSES <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
EXTERNAL	OPPORTUNITIES <ul style="list-style-type: none"> • Availability of strategic support administratively and otherwise from Sector Departments 	THREATS <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 39: 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 2023/2024 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

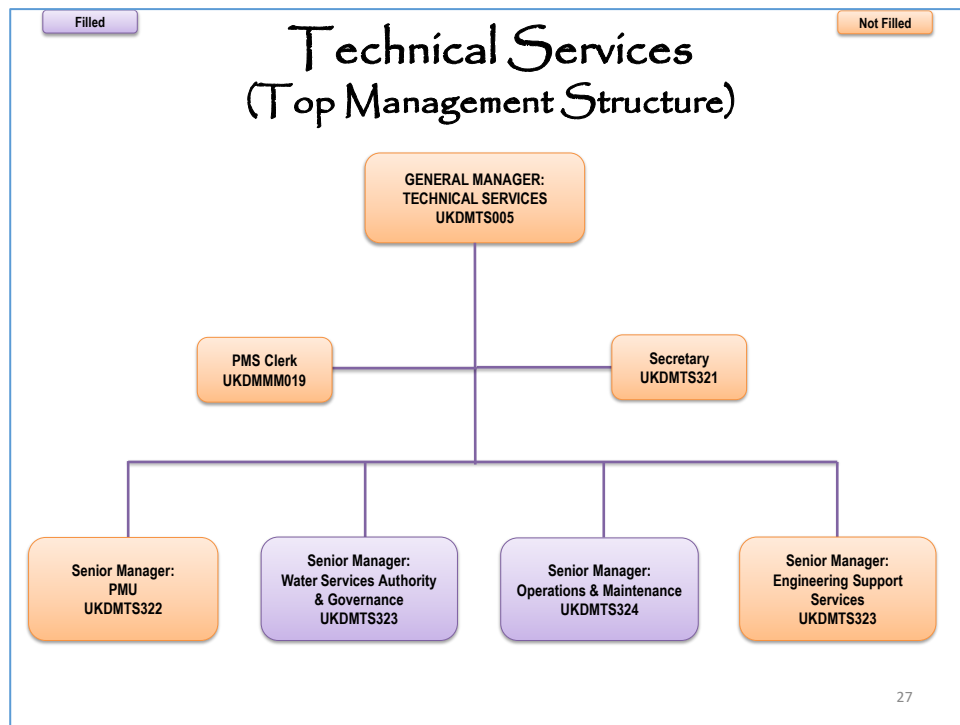
ICT Management

- 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 though growth. The 28 605-household backlog only refers to formal access to water.

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

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

Umkhanyakude DM												
Households	Census 2011			WSMP 2013			CS 2016			WSMP 2019		
	HH	Backlog	%	HH	Backlog	%	HH	Backlog	%	HH	Backlog	%
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%

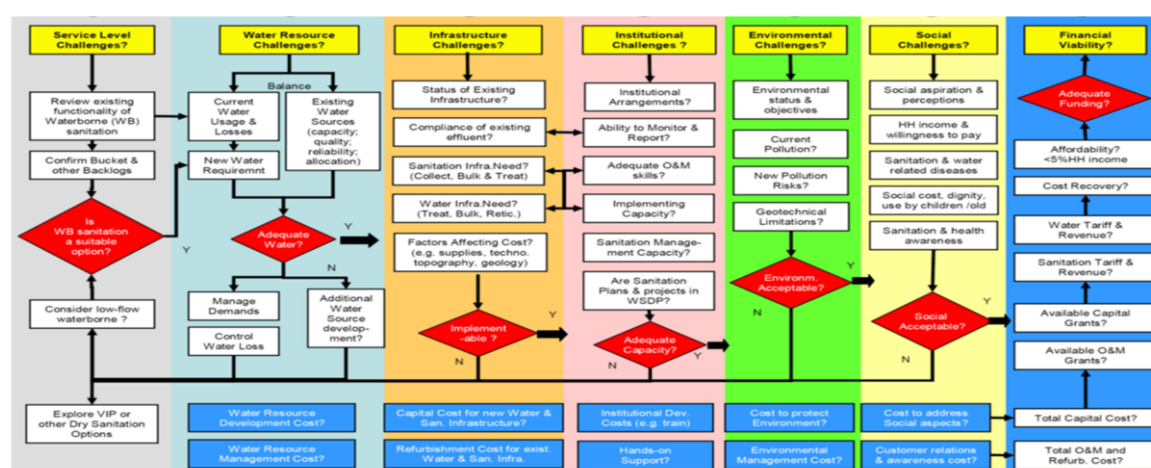
The 25 244 (17%) sanitation backlog is ascribed to mostly unserved rural areas to be provided with VIP's. The UKDM has over the past 7 years constructed 28 533 VIP's and have contracted with Service Provider to implement 22 906 units in the next MTEF.

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 Hous	Sum of Hous	Sum of Hous	Sum of Cost	Sum of Cost (Ext to RDP)	Sum of Cost (None To YC)	Sum of Cost (Ext to YC)	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	26 031 118	6 573 693	41 649 806	113 542 687
Mtubatuba	711	312	4 131	4 996	6 035	20 717 623	5 452 740	33 148 197	8 724 448	44 440 247
Shemula	2 147	7 133	30 143	3	591	76 340 205	147 282 719	122 144 328	235 652 350	376 170 192
Grand Total	8 248	20 357	73 079	38 970	8 925	268 807 778	393 063 097	430 092 445	628 900 955	883 772 333
						R	661 870 875	R	1 058 993 401	

The following is evident from this table, to eradicate:

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

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

Upgrading to Yard connections as opposed to RDP supply:

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

Infrastructure Analysis

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

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

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

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

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

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

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

Pongolapoort Dam

Available information on the registered water use licences indicates a deficit from the historic firm yield of 133.57 million 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)
uMhlabyalingana	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	Malobeni	Pongola River	Malobeni old	0.5
	Jozini	Malobeni	Pongola River	Malobeni New	
	Jozini	Nondabuyo	Pongola River	Nondubuya	0.3
	Jozini	Mkuze	Pongolapoort Dam via Blackie Dam into Mkuze River	Mkuze	2.5
	Jozini	Mkuze	Not operational	Mkuze River	1.5
	Jozini	Mkuze	Pongolapoort Dam via Blackie Dam into Mkuze River	Ubombo - Bethesda	0.3
	Jozini	Malobeni	Pongola River	Block 6 Package	0.8
	Jozini	Mjindi	Pongola River	Mjindi	0.35
	Jozini	Makhonyeni / Malobeni	Pongola River	Makhonyeni	0.8
	Jozini	Othobothini	Pongola River	Othobothini Old	0.5
	Jozini	Othobothini	Pongola River	Othobothini New	40

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

Table 7: Key information on the WWTW within UKDM

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

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

Table 8: High level Water and Sanitation Infrastructure FAR Summary

Description	Capacity	Unit	CRC		VAR		5 Year Renewal	Level of Confidence
Boreholes	150	number	R	54 150 000	R	9 504 000	R 17 869 500.00	Fair
WTW	135	Ml/day	R	885 179 600	R	217 160 407	R 596 863 409	Good
WWTW	-	Ml/day	R	118 452 645	R	46 460 446	R 112 296 706	Good
WTW Pumpstation	-	l/s	R	92 586 026	R	29 909 500	R 73 605 807	Good
WWTW Pumpstation	200	l/s	R	20 850 156	R	7 714 558	R 29 563 354	Fair
Reservoirs	161	Ml	R	313 689 216	R	56 464 059	R 84 696 088	Poor
Pipelines (Bulk)	834 368	m	R	1 042 295 127	R	104 229 513	R 156 344 269	Poor
Pipelines (Retic)	2 102 568	m	R	1 060 625 160	R	106 062 516	R 159 093 774	Poor
Sewer Network	209 370	m	R	261 712 500	R	26 171 250	R 39 256 875	Poor
VIPs	94 733	number	R	710 497 500	R	71 049 750	R -	Fair
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.
 - o This is regarded as critical for the sustainability of UKDMs assets, and is a function of continuous maintenance/ or the maintenance requiem. The better the maintenance requirements the better the continued functional operations and condition and of the infrastructure.
- Although VIPs are regarded as community assets, it was funded out of the UKDMs CAPEX.

Operations and Maintenance

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

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

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

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

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

Water Conservation Water Demand Management

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

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

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

are reflected below.

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

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

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

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

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

Water Master Plan (WMP)

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

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

Water Services Development Plan (WSDP)

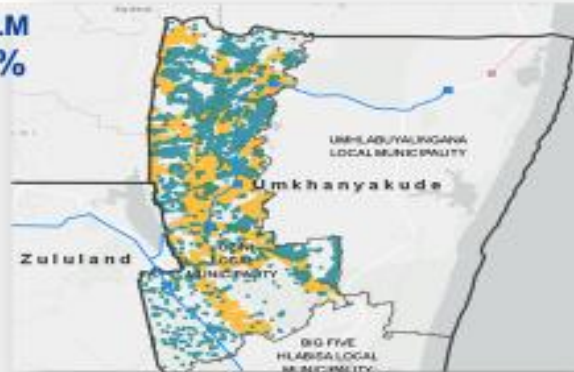
The WSDP is available and will be reviewed by no later than 31 October 2022. The following is a link to the WSDP:

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

Electrification Progress Per LM



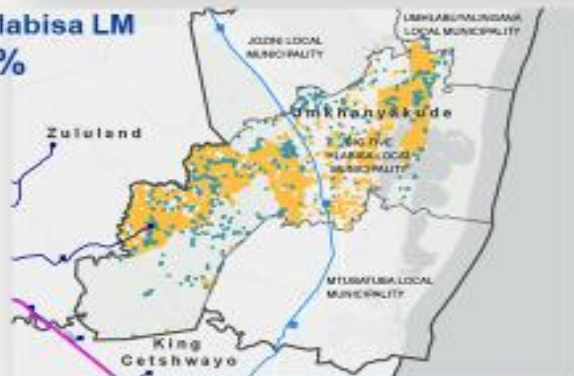
Jozini LM
41,45%



uMhlabuyalingana LM
36,54%



Big 5 Hlabisa LM
74,15%



Mtubatuba LM
77,45%



Electrified



Backlog



Estimated Backlog uMkhanyakude District



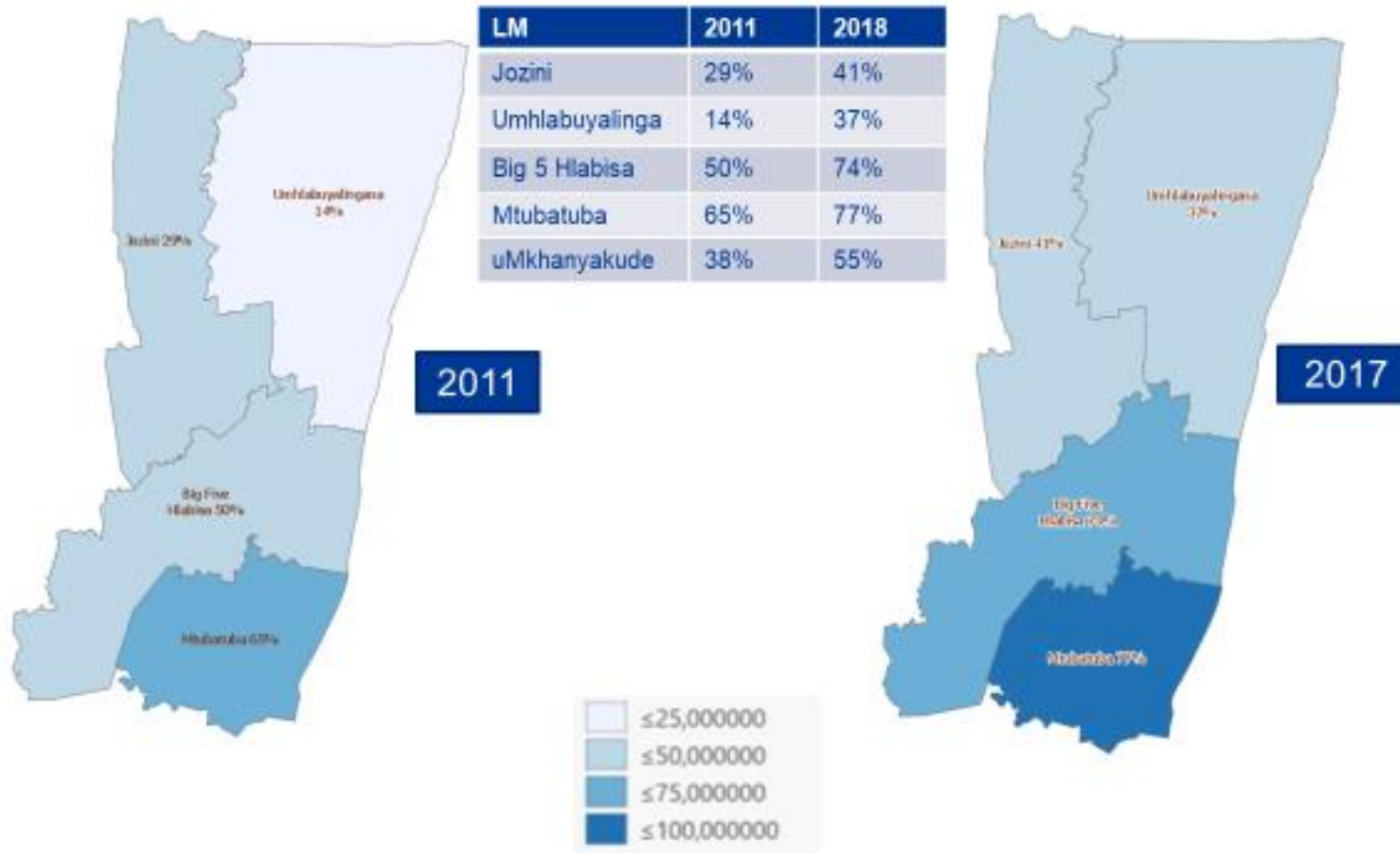
Backlog – District View

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) uMhlosinga Development Agency (UMDA)

LED Strategy

uMkhanyakude District Municipality has been operating with a Local Economic Development Strategy that was compiled in 2007. In view of the requirements for local government to have a credible LED strategy in place, the old Economic Development Strategy needed to be reviewed to reflect the most recent local and regional development dynamics, and include an implementation plan. A new strategy was then developed and completed in February 2021. It 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: <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) 	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 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
	1.3.2. To fast track the development of the lodge and campsite facility at Bhanga Nek Lodge	UKDM	TKZN, UMDA	TBD
	1.3.3 Facilitate the construction of a tourism facility in the Border Cave area in Nkungwini	UKDM	TKZN, UMDA	TBD

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

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

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

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

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

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

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

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

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

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

Strategic Programmes	Project	Responsible	Partners	Budget Required
	<ul style="list-style-type: none"> • 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 Cultural Village	Easy access to the caves, viewing deck for the glorious landscape, traditional huts and restaurant and bar.	Jozini	Sibuyelekhaya Community Trust	Infrastructure	R15 Million

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

Expanded Public Works Programme

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

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

Policies /Regulatory Environment

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

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

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

Cooperatives and SMMEs

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

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

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

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

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

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

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

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

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

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

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

UMhlosinga Development Agency

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

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

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

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

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

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

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

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

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

GOALS	OBJECTIVE AREA
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.

xi. 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.

xii. 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.

xiii. Cultural Heritage

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

- 1) Hlathikulu indigenous forest at Jozini (Kwa-Nyawo Traditional Council)
- 2) Late Inkosi Dingane's Grave at Hlathikulu Forest
- 3) His Majesty, King Goodwill Zwelithini's Palace at Emachobeni, Ingwavuma
- 4) 60% of land in the District Municipality is falls within 18 TLCs, with rich cultural heritage histories.

UMDA CATALYTIC PROJECTS

Mkhuze Regional Airport

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

PROJECT NAME	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 hectars which is currently being developed as a Regional Airport. The objective of the project is to build a Category 3 Regional Airport at Mkhuze which will have chartered flights and scheduled flights for people visiting the area. The potential for a new regional airport at Mkuze town has been deemed feasible and will act as a catalyst for stimulating economic development in the region by attracting scheduled flights to service both the tourism industry and the air transportation needs of the agricultural and general business sectors. The area has the highest concentration of game reserves in the country.
IMPLEMENTING AGENT	UMDA, EDTEA, sector departments and private sector partners
INVESTMENT VALUE	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	Umhlosinga 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

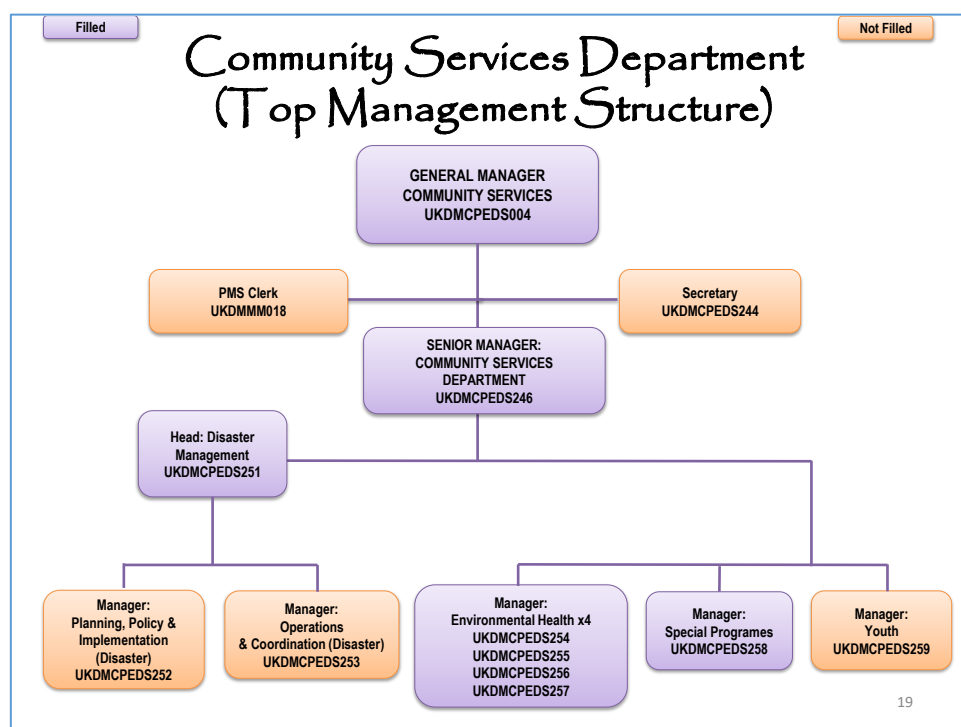
Departmental SWOT Analysis

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 hand your complaints fast and efficiently. You will receive regular feedback on the outcomes.

The Principle

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

Value for money

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

The Principle

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

Service Delivery Improvement Plan

The Municipality is developing a service delivery improvement plan.

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

- Water;
- Sanitation and
- Local Economic Development

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

3.10.7 Public Participation

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

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

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

Language preferences should also be taken into account.

IDP/Budget Consultative Meetings

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

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

PUBLIC PARTICIPATION MEETINGS WILL HAPPEN BEFORE ADOPTION OF FINAL IDP AND BUDGET (31 MAY 2023)

Traditional Councils and their Roles

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

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

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

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

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

At KZ 271 (Umhlabuyalingana)

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

At KZ 272 (Jozini)

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

At KZ 274 (Mtubatuba)

- Mpukunyoni TC

At KZ 276 (Big 5 Hlabisa)

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

Participation of Traditional Leaders in Municipal Council Meetings

Legislative Background (Section 81 of Municipal Structures Act)

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

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

The Intergovernmental Relations (IGR)

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

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

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

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

The Protocol agreement which guides the functionality of forums was signed by all the Mayors on 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:

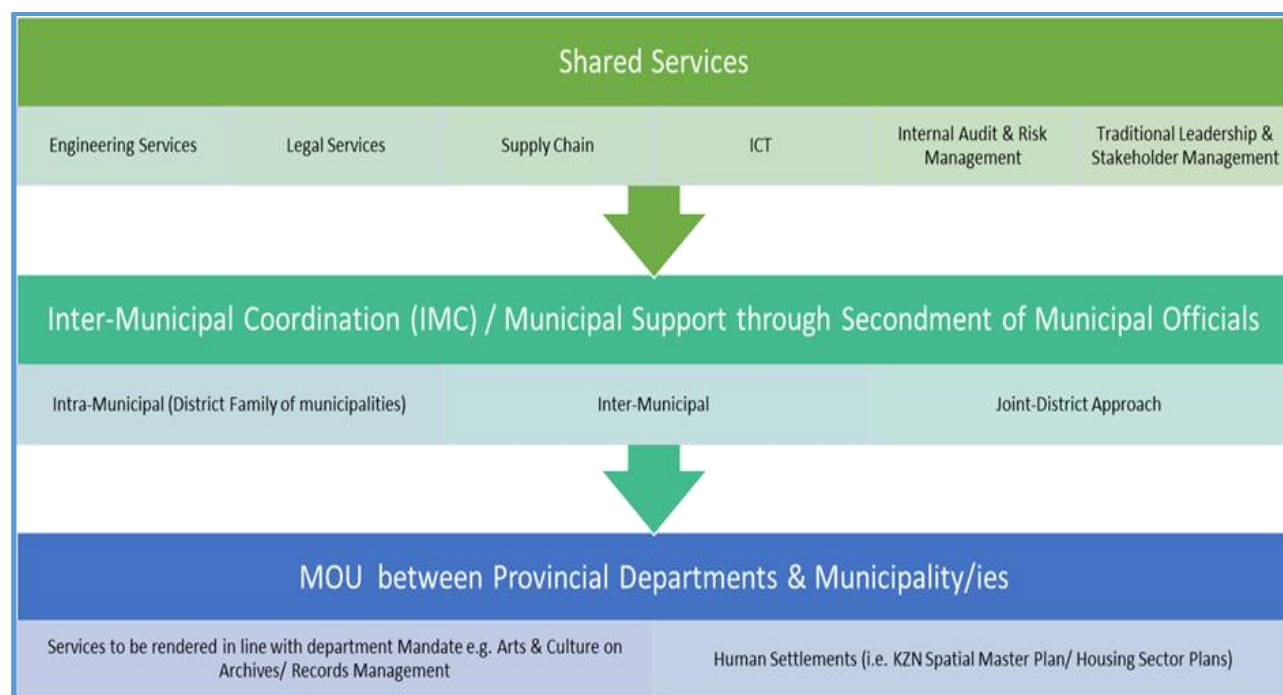
- A district Profile Assessment report
- A short term ONE PLAN (18 months – 2yrs horizon)–
- A longer term ONE PLAN (25-year plan)

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.

DDM Functionality indicators

One Plan One Budget

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

This can only happen if ultimate Implementation of the Plan will be programmed through agreed Implementation and Project Plans set out for the district so that there is clarity on what, where, when and by who must be done in a manner that allows for monitoring evaluation and ultimately accountability by all the stake holders. This also depends on a number of other factors. It is worth noting, given the dynamics of issues as reflected in the above sections this document remains a working document. It is envisaged that the One Plan One Budget will be adopted by Council not later than May 2023.

Political Hub

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

Technical Hub

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

CLUSTERS

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

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

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

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

The following issues are discussed and form part decision matrix:

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

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

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

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

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

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

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

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

WAY FORWARD AND CONCLUSION

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

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

Appendix 4 for One Plan One Budget

Audit Committee

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

Municipal Public Accounts Committee (MPAC)

The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This also includes oversight over municipal entity. New members of the MPAC have been nominated to perform the oversight function.

Functionality of Bid Committees

The following committees are functional:

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

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

Municipal Standard Chart of Accounts (MSCoA)

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

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

The Functionality of S79 and S80 Committees

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

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

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

Ward Based Plans (WBP)

Local municipalities have prepared their Ward Based Plans

Key Legislative Changes Which Affected 01 November 2021 LG Elections

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

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

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

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

Spatial Planning

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

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

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

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

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

Integrated Transport Plan

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

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

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

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

Land Use Management & Administration

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

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

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

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

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

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

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

Cross-Boundary Alignment

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

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

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

A cross border alignment meeting was held during the month of March 2023 to discuss issues of common interest within municipalities.

Geographical Information Systems Implementation (GIS)

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

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

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

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

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

Funding of GIS Services

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

Location

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

Services offered by GIS Service (Map Making Centre)

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

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

The current organogram of UKDM allows for

- 1 x GIS Administrator
- 1 x GIS Technicians

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

Environment Health Services

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

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

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

The Environmental Health section has a total number of nine (9) competencies and the targets for 2023/2024 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.• 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.

	<ul style="list-style-type: none"> • 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: 2023/2024

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 2023/2024

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

Communication Strategy

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

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

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

For more details, please consult Appendix 8

Status quo of the departments risk registers

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

Corporate Services

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

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

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

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

Finance Department

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

The following critical risks have been raised for 2021/2022

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

Technical Services

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

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

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

Community, Planning and Economic Development Department

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

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

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

Critical areas that are showing slow or no progress include:

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

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

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

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

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

Review fraud and fraud controls

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

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

Overall Opinion

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

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

SWOT Analysis for Good Governance and Public Participation

INTERNAL	<p>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

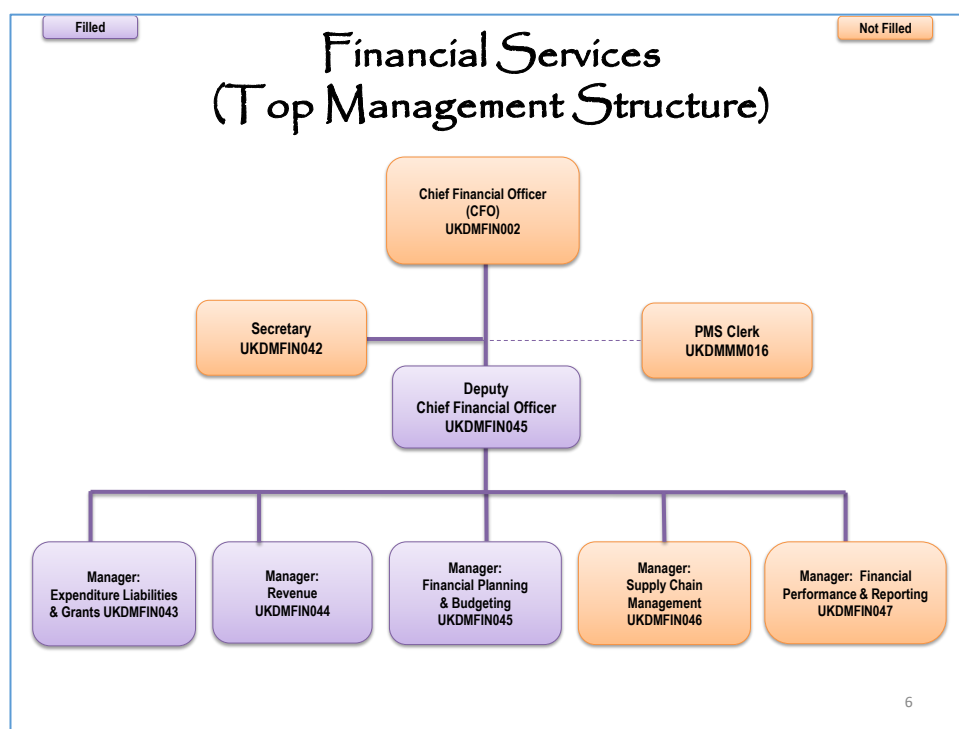


Figure 40: Financial Services Organogram

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

Mandate of the Department

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

Core components and their functions

Supply Chain Management Unit (SCM)

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

Expenditure Management and Control Unit

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

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

Budget Management and Monitoring Unit

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

Asset Governance and Accounting Unit

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

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

STRATEGIC PRIORITIES FOR FINANCE DEPARTMENT

1. REVENUE ENHANCEMENT STRATEGY

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

2. EXPENDITURE MANAGEMENT

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

2. BUDGET AND CASH MANAGEMENT

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

4. CONTROL ENVIRONMENT AND GOVERNANCE

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

Challenges and Proposed Interventions

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

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

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

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

Audit Opinions

FINANCIAL PERIOD	Audit Opinion
2021/2022	Still in Progress as at 31/03 2023
2020/2021	Disclaimer audit opinion
2019/2020	Adverse audit opinion
2018/2019	Qualified audit opinion
2017/2018	Qualified audit opinion
2016/2017	Adverse audit opinion
2015/2016	Adverse audit opinion
2014/2015	Disclaimer audit opinion
2013/2014	Qualified audit opinion
2012/2013	Qualified audit opinion
2011/2012	Disclaimer audit opinion
2010/2011	Adverse audit opinion

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

SWOT Analysis for Financial Management and Municipal Viability

<p>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. The Strategic Planning for 2023/2024 will be held before the end of April 2023. Any changes that will be agreed upon at that strategic planning session will be reflected in the Final IDP Review document to be adopted by the end of May 2023.

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	12
3. Local Economic Development	5
4. Municipal Financial Viability and Management	11
5. Good Governance and Public Participation	5
6. Cross Cutting Interventions	5
Total	43

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 2024
		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 2024
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 2024
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 2024
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 2024

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT (12)

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	20,5 km of bulk pipes made to final work for provision of potable water in Umkhanyakude by 30 June 2024
			B1.2	Number of potable water yard connections in Umkhanyakude	400 potable water yard connections in Umkhanyakude by 30 June 2024
			B1.3	Number of kilometres of reticulation pipes installed for provision of potable water in Umkhanyakude	125 km of reticulation pipes installed for provision of potable water in Umkhanyakude by 30 June 2024
			B1.4	Number of households in Umkhanyakude with access to a minimum of basic level of service for sanitation provision	1200 households with access to basic level of service for sanitation provision by 30 June 2024
			B1.5	Percentage progress in construction of water borne sanitation plant	75% Overall progress attained on construction of 3.4 ML Mkhuze WWTW Plant by 30 June 2024

KPA 2: BASIC SERVICE DELIVERY (12)...

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	Date of Reviewed Water Services Development Plan (WSDP) adopted by council and loaded on the DWS website	Reviewed WSDP submitted to Council for adoption and loaded to Department of Water and Sanitation website by 30 June 2024
			B1.7	Number of implementable ready projects for 22/23 FY	2 implementable ready projects (WSIG & Big 5 Hlabisa sewer upgrade) for 22/23 FY completed by 30 June 2024
			B1.8	Number of Water Quality Management assessments conducted and submitted to Extended MANCO and DWS	12 water quality management assessment reports for both potable and wastewater submitted to Extended MANCO and DWS by 30 June 2024
		Improve water conservation and water demand management within UKDM	B1.9	Number of water demand and conservation management reports submitted	12 of water demand and conservation reports management submitted to Technical Services Portfolio Committee by 30 June 2024
		Ensure quality infrastructural developments through implementation of WSIG	B1.10	Number of potable water plants functionality reports submitted	12 potable water plants functionality reports submitted to Technical Services Portfolio Committee by 30 June 2024

KPA 2: BASIC SERVICE DELIVERY (12)...

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	B1.11	Number of sanitation plants functionality reports submitted	12 sanitation plants functionality reports submitted to Technical Services Portfolio Committee by 30 June 2024
		Timeous maintenance of electricity infrastructure	B1.12	Number of households installed with smart electricity metres	1000 households installed with smart electricity metres at Ingwavuma area by 30 June 2024

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 2024
		Development of Tourism Strategy	C1.2	Date of Tourism Strategy adoption by Council	Council adopted Tourism Strategy by 30 June 2024
		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 2024
		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 2024
		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 2024

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT (11)

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 2024
			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 23/24 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 2023/2024 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 23/24 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 2024
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 2024

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 2024
		Develop, Implement and monitor Environmental Health Management strategies and plans in accordance with applicable legislation	E1.2	Number of Functionality assessment conducted on Environmental Management Services	16 Environmental Management Services functionality assessments conducted (water quality, Food Safety, Chemical Safety & Health and Hygiene) by 30 June 2024
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 2024
		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 2024 (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 2024

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 2024
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 2024
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 2024
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 2024

5. SECTION E: IMPLEMENTATION PLAN

See Appendix 16 for Implementation Plan

See Appendix 17 for Progress Report on Implementation Plan

6. SECTION F: FINANCIAL PLAN

Introduction and Background

Section 26 of the Local Government: Municipal Systems Act (Act No 32 of 2000) as amended lists the core components of and Integrated Development Plan for all municipalities and section 26(h) require the IDP to include a Financial Management Plan which “must include a budget projection for at least the next three years”. Umkhanyakude District Municipality has to prepare its Financial Plan for 2023/2024 in compliance with Section 26(h) of the Municipal Systems Act, as amended.

The IDP is a guiding document for the Municipality’s 2023/2024 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 2023/2024 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 2023/2024 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 2023/2024. The UDKM has draft operations and maintenance plan which will also implemented during the 2023/2024. 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 2023/2024 MTREF budget.

- Debt collection rate
- Current ratio
- Cash coverage ratio

Debt Collection Rate

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

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

- Complete data cleansing
- Update the 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 2023/2024

6.2 Expected Revenue

Transfers and Grants

SUMMARY OF BUDGET 2023-2024

DC27 Umkhanyakude - Table A4 Budgeted Financial Performance (revenue and expenditure)			
Description	2023/24 Medium Term Revenue & Expenditure Framework		
	Budget Year 2023/24	Budget Year +1 2024	Budget Year +2 2025/26
R thousand			
Revenue			
Exchange Revenue			
Service charges - Electricity	6408728	6729166	7065625
Service charges - Water	34885883	35808855	37599297
Service charges - Waste Water Management	455149	477906	501803
Service charges - Waste Management	0	0	0
Sale of Goods and Rendering of Services	189015	198465	208389
Agency services	0	0	0
Interest	0	0	0
Interest earned from Receivables	15760252	16548265	17375678
Interest earned from Current and Non Current	7363226	7731387	8117956
Dividends	0	0	0
Rent on Land	0	0	0
Rental from Fixed Assets	263836	277027	290879
Licence and permits	0	0	0
Operational Revenue	0	0	0
Non-Exchange Revenue			
Property rates	0	0	0
Surcharges and Taxes	0	0	0
Fines, penalties and forfeits	0	0	0
Licences or permits	0	0	0
Transfer and subsidies - Operational	606570117	650748900	696081450
Gains on disposal of Assets	0	0	0
Other Gains	0	0	0
Total Revenue (excluding capital transfers and grants)	671896206	718519971	767241077
Expenditure			
Employee related costs	219263277	252374805	278823572
Remuneration of councillors	9944053	10441257	10963319
Bulk purchases - electricity	30054604	32939368	36101548
Inventory consumed	106172752	111375216	116609852
Debt impairment	30859371	30859371	30859371
Depreciation and amortisation	53922348	56618465	59449389
Interest	1742815	1759230	1847028
Contracted services	99799935	103241030	108086944
Transfers and subsidies	0	0	0
Irrecoverable debts written off	0	0	0
Operational costs	122943528	118911232	124500060
Losses on disposal of Assets	0	0	0
Other Losses	0	0	0
Total Expenditure	674702683	718519974	767241083
Surplus/(Deficit)	-2806477	-3	-6
Transfers and subsidies - capital (monetary and in-kind)	247721883	257596800	270464950
Transfers and subsidies - capital (in-kind)	34000000	2000000	2000000
Surplus/(Deficit) after capital transfers & grants	278915406	259596797	272464944
Income Tax	0	0	0
Surplus/(Deficit) after income tax	278915406	259596797	272464944
Share of Surplus/Deficit attributable to Joint Venture	0	0	0
Share of Surplus/Deficit attributable to Municipality	0	0	0
Surplus/(Deficit) attributable to municipality	278915406	259596797	272464944
Share of Surplus/Deficit attributable to Associated Companies	0	0	0
Intercompany/Parent subsidiary transaction	3240000	0	0
Surplus/(Deficit) for the year	282155406	259596797	272464944

Summary of operational grants

	DC27 UMKHANYAKUDE DISTRICT MUNICIPALITY		
OPERATIONAL GRANTS(schedule 4 part B and 5 part B)	2023/24	2024/25	2025/26
	R'000	R'000	R'000
Equitable Share Formula	518,484,000	562,158,000	604,492,000
RSC Levies Replacement	65,524,000	68,470,000	70,557,000
Local Government Management	2,200,000	3,618,000	3,756,000
EPWP	5,383,000	-	-
Rural Road Management System	2,819,000	2,945,000	3,077,000
PMU (5% of MIG)	12,942,400	13,557,900	14,199,450
	607,352,400	650,748,900	696,081,450

Summary of Capital Budget 2023-2024

CAPITAL GRANTS(schedule 4 part B and 5 part B)	DC27 UMKHANYAKUDE DISTRICT MUNICIPALITY		
Description	2023/24	2024/25	2025/26
Municipal Infrastructure Grant	258,848,000	271,158,000	283,989,000
Water Services Infrastructure	-	77,564,000	81,063,000
	258,848,000	348,722,000	365,052,000

The total consolidated operating revenue budget amount to R671 million and capital contribution budget R258 million for uMkhanyakude District Municipality is R 951 million excluding in-kind grant of R34 million for Water Service Infrastructure Grant (WSIG) and R2 million for Municipal System Infrastructure Grants (MSIG).

The following table is a consolidated overview of the proposed 2023-2024 Medium-term Revenue and Expenditure Framework:

Description	2023/24 Medium Term Revenue & Expenditure Framework		
Rand	Budget Year 2023/24	Budget Year 2024/25	Budget Year 2025/26
Total Revenue (excluding capital transfers and contributions)	671,896,279	718,519,973	767,241,077
Total Expenditure	671,896,279	718,519,973	767,241,077
Surplus/(Deficit)	-	-	-
Transfers and subsidies - capital (National / Provincial and District)	245,905,600	335,164,100	350,852,550
Transfers and subsidies - capital (in-kind - all)	34,000,000	2,000,000	3,000,000
Surplus/(Deficit) after capital transfers and contributions	279,905,600	337,164,100	353,852,550

Consolidated Overview of the 2023-2024 MTREF

The consolidated operating revenue for both parent municipality and the entity of the municipality is R671 million, 7 per cent increase compared to the adjustment budget for 2023-2024 amounting to R47 million increase on the revenue. For the two outer years, operational revenue will increase 6 per cent and 6 per cent respectively, equating to a total revenue growth of R47 million and R49 respectively over the MTREF consolidated.

Total consolidated operating expenditure for the 2023-2024 financial year has been appropriated at 0 per cent increase when compared to the 2022-2023 Adjustments Budget and by 6 per cent and 6 per cent for each of the respective outer years of the MTREF.

Operating Revenue Framework

In order for the Municipality to continue improving the quality of services provided to the citizens it needs to generate required revenue. In these tough economic times, strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipality and continued economic development;
- Efficient revenue management
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the municipality.

The following table is a consolidated summary of the 2023-2024 MTREF (classified by main revenue source):

Summary of revenue classified by main revenue source

DC27 Umkhanyakude - Table A1 Budget Summary

Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Financial Performance										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	45,260	36,822	44,417	35,758	35,758	35,758	20,399	40,968	43,016	45,167
Investment revenue	5,316	7,013	4,765	5,910	5,910	5,910	6,886	7,363	7,731	8,118
Transfer and subsidies - Operational	519,820	487,319	428,010	561,755	561,755	561,755	245,382	607,352	650,749	696,081
Other own revenue	12,574	15,949	23,283	16,056	16,056	16,056	4,661	16,213	17,024	17,875
Total Revenue (excluding capital transfers and contributions)	582,970	547,103	500,474	619,479	619,479	619,479	277,328	671,896	718,520	767,241

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from service charges results in a significant percentage of revenue basket for the municipality. 6 per cent of the consolidated total revenue mix for 2023/2024 is from Service Charges. The Council and Administration will embark on a strong customer education aimed at instilling the culture of paying for services. A large number of Communities which in the past were not receiving clean water will in 2023/2024 start to receive water and hence the education is proposed.

Operating grants and transfers total to R 607 million in the 2023-2024 financial year as gazetted for UMkhanyakude District Municipality. The municipality confirmed with UMhlosinga Development Agency that all operational grants are from the prior year as there is no Memorandum of Understanding (MOU) for the budget year.

The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term as gazetted in the Division of Revenue Act bill:

Operating Transfers and Capital grants

	DC27 UMKHANYAKUDE DISTRICT MUNICIPALITY		
OPERATIONAL GRANTS(schedule 4 part B and 5 part B)	2023/24	2024/25	2025/26
	R'000	R'000	R'000
Equitable Share Formula	518,484,000	562,158,000	604,492,000
RSC Levies Replacement	65,524,000	68,470,000	70,557,000
Local Government Management	2,200,000	3,618,000	3,756,000
EPWP	5,383,000	-	-
Rural Road Management System	2,819,000	2,945,000	3,077,000
PMU (5% of MIG)	12,942,400	13,557,900	14,199,450
	607,352,400	650,748,900	696,081,450
CAPITAL GRANTS(schedule 4 part B and 5 part B)			
Municipal Infrastructure Grant	258,848,000	271,158,000	283,989,000
Less: PMU	- 12,942,400	- 13,557,900	- 14,199,450
Water Services Infrastructure	-	77,564,000	81,063,000
	245,905,600	335,164,100	350,852,550
TRANSFERS AND GRANTS (Excl In-Kind Grants)	853,258,000	985,913,000	1,046,934,000
IN-KIND GRANTS (schedule 6 part B)			
Water Services Infrastructure	32,000,000	-	-
Municipal System Improvement	2,000,000	2,000,000	3,000,000
Total in-kind grants	34,000,000	2,000,000	3,000,000
TOTAL TRANSFERS AND GRANTS(Incl In-Kind grants)	887,258,000	987,913,000	1,049,934,000

Tariffs

Tariff-setting is an essential and strategic part of the compilation of any budget. When charges will be revised, local economic conditions, input costs and the affordability of services will be taken into account to ensure the financial sustainability of the UMkhanyakude. The municipality is under the review of current tariffs, based on that, the tariffs will not change from last years.

National Treasury continues to encourage municipalities to keep increases in tariffs and other charges as low as possible.

The 2023/2024 Tariff of Charges will not change, they are contained in the Tariff Policy are approved, with the following being confirmed,

Proposed Water Tariffs

PROPOSED CONSUMPTION CHARGES AND TARIFFS FOR THE 2023-2024 FINANCIAL YEAR

CIRCULAR: CONSUMPTION CHARGES AND TARIFFS

FINANCIAL YEAR: 01 JULY 2023 TO 30 JUNE 2024

WATER TARIFFS				
	2022-2023		2023-2024	
Area	Description	Rate	Description	Rate
All areas	RESIDENTIAL		<u>RESIDENTIAL</u>	
	Basic charge	R20.00	Basic charge	R20.00
	0-6	Free	0-6	Free
	7-30 per kl	20.78	7-30 per kl	20.78
	31-60 per kl	35.91	31-60 per kl	35.91
	50> per kl	41.92	50> per kl	41.92
			<u>FLATS-NON-RATEABLE</u>	
			Basic charge	19.94
			Unit	26.95
			<u>FLATS/SIMPLEXIS</u>	
			Basic charge	19.94
			Unit	19.59
	Commercial		<u>COMMERCIAL</u>	
	Basic Charge	33.23	Basic Charge	33.23
	0-30kl per kl	21.93	0-30kl per kl	21.93
	31-60kl per kl	24.44	31-60kl per kl	24.44
	61-100kl per kl	28.67	61-100kl per kl	28.67
	101kl and above per kl	31.93	101kl and above per kl	31.93
			<u>CONSTRUCTION SITES</u>	
			Basic charge	33.23
			Unit	27.42
			Flat rate- unmetered fire mains	230.81
			<u>RELIGIOUS ORGANISATIONS</u>	
			Basic charge	33.23
			Unit	21.74
			<u>REGISTERED PBO's</u>	
			Basic charge	33.23
			Unit	21.74

	Government		GOVERNMENT DEPARTMENTS	
	Basic Charge	33.23	Basic Charge	33.23
	0-30kl per kl	21.93	0-30kl per kl	21.93
	31-60kl per kl	24.44	31-60kl per kl	24.44
	61-100kl per kl	28.67	61-100kl per kl	28.67
	101kl and above per kl	31.93	101kl and above per kl	31.93
Consumer deposit			Domestic 2 X average consumption minimum	R 650.00
			Commercial 2 x Average consumption minimum	R 1,200.00

UMkhanyakude District Municipality			
Water Related Tariffs for 2023-2024			
Area	Description	Rates 2021-2022	Rates 2023-2024
water connection up to 25m	domestic	R 650.00	R 650.00
all connection above 25mm	domestic	actual cost + 10%	actual cost + 10%
water connection up to 25m	Commercial/other	R 2 420.00	R 2 420.00
special meter reading		R 272.25	R 272.25
prepaid meter		actual cost + 10%	actual cost + 10%
draft reading			
disconnection		R 28.38	R 28.38
testing of a meter		R 615.78	R 615.78
Water Tanker service		R27.5/kl + cost per km	R27.5/kl Plus cost per km
Water tanker cost per km		R23.54	R23.54
Reconnection for non-payment		R 134.01	R 134.01
water in unmetered area	per household	R0.00	R0.00
all other work			cost + 10%
administration costs			cost+10%
dishonoured cheques			R150.50
SPECIAL TARIFF FOR PRIVATE WATER TANKERING SERVICES			
0 to 5,000lt's	R 0.059 per litre		
5,001lt's to 10,000lt's			R 0.067 per litre
Above 10,000lt's			R 0.074 per litre

Other tariffs for letting municipal property			
Area	Description	Rates 2021-2022	Rates 2023-2024
Guest house	Rate per person per night	R 700.00	R700.00
Park homes	Per month	R 700.00	R700.00
Thusong Centre offices	Rate per square meter	R 96.80	R96.80

SANITATION MANAGEMENT

Sanitation:

Residential:

Tariff per kl water consumption

R231.00

Business and Industry:

Tariff per kl water consumption

Availability Charge: (vacant land)

per month

R231.00

Deposit:

Average two months consumption with minimum of

R77.00

Re-connection fee

R259.00

Testing of meter

R195.00

New service connection:

Sanitation

All connection

R518.00

Minimum charge deposit

Vacuum tank removals per tank load or part thereof

Cost plus 10%

R971.00

R454.00

ELECTRICITY MANAGEMENT			
License NO: NER/D/DC27			
Residential and business credit meters (two-part tariff)		2022-2023	2023-2024
1	service charge on a single-phase metering with a demand less than 25KVA	R 103.89	R 103.89
2	service charge on a single phase with a demand exceeding 25KVA	318.96	318.96
3	service charge on a three-phase metering with a demand less than 25KVA	127.84	127.84
4	service charge on a three-phase metering with a demand exceeding 25KVA	510.44	510.44
5	Conventional Single phase >25KVA Energy Charge	R166.56 c/kWh	R166.56 c/kWh
6	Conventional Single phase <25KVA Energy Charge	R166.56 c/kWh	R166.56 c/kWh
7	Conventional Three phase >25KVA Energy Charge	R166.56 c/kWh	R166.56 c/kWh
8	Conventional Three phase <25KVA Energy Charge	R166.56 c/kWh	R166.56 c/kWh
9	Domestic low/pre-paid/indigent tariff		
9.1	Unit (Kwh) charge on pre-paid meters.	R135.78 c/kWh	R135.78 c/kWh
10	Industrial/institutional tariffs (three-part tariff)		
10.1	Unit (Kwh) charge on bulk credit meters	R75.85 c/kWh	R75.85 c/kWh
10.2	Service charge	R 1 557.62	R 1 557.62
10.3	maximum demand charge (KVA)	R241.77 c/kWh	R241.77 c/kWh

Sale of water and impact on tariff increases

The sale of water is based on the existing tariffs that have presently not been revised. The same tariffs that were applicable in the previous year will be maintained for the 2023/24 financial year. The municipality conducted a benchmarking exercise comparing its existing tariff structure with other similar rural district municipalities in its locality. The results of the exercise showed that the existing tariff structure of the municipality is significantly higher than those of other municipalities. The municipality concluded, therefore, that the existing tariff structure should be maintained to achieve comparability with other municipalities. The municipality, will, in the future, compute its own cost of rendering the services to ensure that the tariffs are cost reflective.

The present tariffs provide for Free Basic Services for consumption of 0 to 6kl. All consumers qualify for this free basis service. The municipality presently does not have an indigent register but is in the process of compiling one with the collaboration of the local municipalities. An Indigent Policy has been developed and is awaiting Council approval

The total of 17037 is the number of water account in the municipal financial systems. Sanitation account are totalling to 1932 and electricity account are 49 for conventional meters the rest of the electricity is prepaid. On average the municipality bill about 1244 consumers for water consumption. This is mainly bases on the following:

There are limited working resources allocated in the revenue section. E.g. only 3 Vehicles available for meter readers.

There are no meter readers on other areas e.g: uMhlabuyalinga (IYK, Mseleni, Mbazwana, Inkanyezini, Hlabisa and Ingwavuma)

Few meter readers are able to go out for meter readings on monthly basis and other areas does not have meter readers at all.

Most of the areas does not have meters at all, other areas got meters that are faulty and broken.

For calculating the provision for 2023/24, the actual billing information is based on the 2022/23 audited figure with an increase assumption of 5 percent resulting to R34.1 million.

Revenue By Source	Audited amount	Estimated increase of 5%	Estimated increase after installation of prepaid meters	Total
Service charges - electricity revenue	3,908,730	4,104,166.50	2,500,000	6,604,166.50
Service charges - water revenue	32,479,687	34,103,671.35		34,103,671.35
Service charges - sanitation revenue	433,476	455,149.80		455,149.80
	36,821,893	38,662,987.65	2,500,000	41,162,987.65

Conservatively, an assumed rate of increase as a result of these efficiencies is 5% in the first year and 5% and 5% in the 2024 and 2025 outer years respectively.

Sale of electricity and impact on tariff increases

The municipality has applied for approval of tariffs from NERSA. At the time of the draft budget, the NERSA approval had not been received. The municipality used the increased from the audited amount with R2.5 million. The reason for that is uMkhanyakude have purchased 1500 meters, 1000 of this meter will be installed in 2023-2024 financial year to KwaMsane residential area. The electricity projection is expected to increase with R2.5 million based on an assumption that each household will purchase the electricity voucher for R420.00 on average per month after the installation of new meters.

Revenue By Source	Audited amount	Estimated increase of 5%	Estimated increase after installation of prepaid meters	Total
Service charges - electricity revenue	3,908,730	4,104,166.50	2,500,000	6,604,166.50
Service charges - water revenue	32,479,687	34,103,671.35		34,103,671.35
Service charges - sanitation revenue	433,476	455,149.80		455,149.80
	36,821,893	38,662,987.65	2,500,000	41,162,987.65

Sanitation and impact on tariff increases

Sanitation revenue is calculated as a percentage of water that is consumed. The same basis of calculation has been used to determine the 2023/24 estimate. The actual information is based on audited amount with an increase of 5 per cent. Applying a straight-line projection to the end of the year, it is estimated that the draft year figure will be R455 149. The same increases applied to water revenue are also applicable to sanitation increases i.e., 5%, and 5% as a result of efficiencies from an improved revenue management framework.

Revenue By Source	Audited amount	Estimated increase of 5%	Estimated increase after installation of prepaid meters	Total
Service charges - electricity revenue	3,908,730	4,104,166.50	2,500,000	6,604,166.50
Service charges - water revenue	32,479,687	34,103,671.35		34,103,671.35
Service charges - sanitation revenue	433,476	455,149.80		455,149.80
	36,821,893	38,662,987.65	2,500,000	41,162,987.65

Rental of facilities and equipment

Rentals are derived from the Thusong Centre from which leases out office space by:

Vodacom tower, Public works offices

The Centre is located in Mbazwana. Other rentals are received from park homes situated within the municipality's premises. These are occupied by staff members who pay monthly rentals to the municipality.

Rental of facilities and equipment	Audited amount	assumption of 5% increase
Parkhomes (R700 p.m X 4)*12	33,600	
Vodacom Tower (R4276 p.m X 12)	51,312	
Thusong centre rental (R4659 p.m X 12)	55,908	
Public works rental (R9204 p.m X 12)	110,448	
	251,268	263,831.40

Interest earned – external investments

Interest earned on external investments is derived from investing surplus funds in a Liquidity Investment account. This is a high interest yielding short-term instrument. Due to the municipality being under the Section 139 intervention, a number of projects were suspended. This resulted in conditional grant funding being unutilised for the purposes that it was meant for. Naturally then, these funds yielded interest for the municipality.

Some of the projects that were suspended have since been reinstated and spending on them has therefore resumed. The municipality has also embarked upon an acceleration to boost its low expenditure patterns in delivering services. Based on this, it expected that the investment holdings will reduce in the 2022/23 financial year as less funds will be available for investment, hence a lower estimate of interest on external investments.

Interest earned – outstanding debtors

<i>Interest on outstanding debtors</i>				
Description	2021-2022	2022-2023	2023-2024	2024-2025
Actual billing as at 30 April 2022	12 414 512			
Average monthly projection	1 241 451			
Annual projection	14 897 414	15 612 490	16 299 440	17 032 915

Interest on outstanding debtors is charged at a rate of 10% per annum on all outstanding accounts in excess of 30 days. Actual data to the end of April 2022 shows interest earnings of R11,2 million and a straight-line projection to the end of the year in June of R14,9 million. Based on the assumption that the municipality will gain 5% on efficiencies from the application improved revenue management techniques, the interest estimates for 2022/23 has been hiked accordingly resulting in R15.6 million. The efficiencies are expected to take an upward trajectory resulting in interest of R16.2 million and R17 million in the outer years.

The expected increase in interest on debtors is based on the assumption that as the municipality implements efficiencies, these will result in increased billings as currently only a few consumers are billed. As billings are increased, while a major drive to improve collections will also be embarked upon, it is expected that the debt book will also increase resulting in more interest being levied on the outstanding debtors.

Transfers and subsidies

The budgeted revenue reflected by the municipality against Transfers and subsidies fully reconcile to the DORA No. 48017 of 10 February 2023 over the MTREF. This budget includes a portion of the Municipal Infrastructure Grant (MIG) which has been allocated to the operating budget. As per the Provincial Gazette No. 2523 dated 23 March 2023, there were no operating provincial allocations for the municipality in the 2023 /24 MTREF.

Other revenue

Included in other revenue are sundry revenue items like sale of tender documents, commission earned from collection of payroll-related third-party payments, water connection fees as well as other miscellaneous items. This also caters for the entity's revenue items e.g., interest received, airport fees as well as other sundry items.

Operating Expenditure Framework

The municipality's expenditure framework for the 2023-2024 budget and MTREF is informed by the following:

- The asset replacement strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;

The capital programme is aligned to the asset management strategy Operational gains and efficiencies will be directed to funding the capital budget and other core services; and

The following table is a high-level summary of the 2023-2024 budget and MTREF (classified per main type of operating expenditure):

Summary of operating expenditure by standard classification item

DC27 Umkhanyakude - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Expenditure By Type											
Employee related costs	2	165,585	177,135	193,226	195,757	200,857	200,857	154,405	214,855	228,225	238,267
Remuneration of councillors		8,925	9,309	8,738	9,775	9,775	9,775	7,284	9,471	9,944	10,441
Debt impairment	3	7,243	24,781	24,555	21,381	21,381	21,381	162	27,559	28,937	30,383
Depreciation & asset impairment	2	109,493	90,154	62,693	59,759	59,759	59,759	43,809	61,507	64,582	67,811
Finance charges		2,736	2,937	3,172	1,778	4,625	4,625	373	511	520	529
Bulk purchases - electricity	2	15,680	58,314	12,998	28,800	28,800	28,800	21,161	30,054	32,939	36,102
Inventory consumed	8	—	—	—	74,318	103,118	103,118	64,601	94,829	99,001	109,532
Contracted services		143,075	98,896	83,721	93,597	92,990	92,990	40,072	88,827	98,017	118,767
Transfers and subsidies		—	—	—	—	—	—	—	—	—	—
Other expenditure	4, 5	93,074	86,718	75,921	52,320	88,924	88,924	73,765	95,106	99,419	103,892
Losses		4,638	—	—	—	—	—	—	—	—	—
Total Expenditure		550,450	548,246	465,026	537,485	610,229	610,229	405,632	622,719	661,584	715,726

Employee related costs

The budgeted allocation for employee related costs for the 2023-2024 financial year totals R227 million, which equals to 33 per cent of the total operating expenditure for the consolidated budget which is within the acceptable norm. The total overall increase in employee related costs is 5.7 percent from the adjustment budget. The municipality increased the employee related costs by 4.8 per cent including the Umhlosinga Development Agent salaries as per the SALGA agreement. The municipality's staffing breakdown is as follows;

Category	No.
Permanent employees	362
Contracts employees	13
Section 57 managers	3
EPWP employees	185
Councillors	33

As part of UMkhanyakude performance improvement the municipality included the budget for the following critical post on the budget: Manager: ICT

Remuneration of Councillors

The remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in terms of the **Remuneration** of Public Office Bearers Act, 1998 (Act 20 of 1998) published in 2 November 2022. The most recent proclamation in this regard has been taken into account in compiling the UMkhanyakude District budget. In terms of the grading guidelines set out in the Gazette, the municipality has a grading of 4 which informs the level at which its public office bearers are remunerated.

The increase in remuneration of councillors of UMkhanyakude District Municipality is based on available information as at the end of March 2022, audited figures and taken into consideration the figures from the Gazette.

Over the past 5 years, the norm has been that a 5% increase in the remuneration of councillors is applied for. Sometimes it was granted and in other instances not approved. The assumption for the determination of the 2023/24 provision is that a similar percentage (5%) increase will be applicable. The current provision is, therefore, accepted as reasonable.

7. SECTION G: ANNUAL OPERATIONAL PLAN

7.1 Organisational SDBIP for 2023/2024

See Appendix 1

8. SECTION H: ORGANIZATIONAL AND INDIVIDUAL PMS

Organisational Performance Management System (OPMS) -2023/2024

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 2023/2024

9.1 Umkhanyakude MIG Projects – 23/24

Umkhanyakude District Municipality	
Total planned expenditure on MIG funds for 2023/2024	
Project Title	2023/24 Final Budget
Greater Ingwavuma Water Supply Scheme and Local Reticulation of Jozini Ward 1-2	R45 924 309,76
Jozini Low Cost Housing Sewer Upgrade	R15 533 192,49
Jozini Regional Community Water Supply Scheme Phase 1A	R45 366 014,59
Greater Ngwavuma Water Supply/ Siweni Pipeline	R8 887 259,25
KwaJobe Community Water Supply Scheme (Ntshongwe/Malobeni)	-
Manguzi Star of the Sea Water Project	R40 558 201,61
Non – Revenue Water Project Phase 3	R37 558 913,79
Nondabuya Water Supply Scheme, Ward 6,8,9,14,19	-
Jozini Umhlabuyalingana VIP Sanitation Projects	-
Thembaletu Sanitation Project	R27 393 528,72
Upgrade of the Hlabisa Town Sanitation System	R25 500 463,09
TOTAL MIG	R246 721 883,30

9.3 Sector Departments and Service Providers Projects

Department of Health

UMkhanyakude (DC27)	Jozini (KZN272)	Mosvold Hospital - Construction of 40 Units Block of Staff Accommodation and Paediatric Unit	Tender	R200,000,000	R7,000,000	01/06/2020	27/02/2026
UMkhanyakude (DC27)	Jozini (KZN272)	Bethesda Hospital: New 65 bed Male, Female and Adolescent Mental Health Unit.	Pre-feasibility	R200,000,000	R200,000	01/12/2022	
UMkhanyakude (DC27)	Big Five Hlabisa (KZN276)	Mpukunyoni Clinic - Replacement of Existing Clinic	Identified	R50,000,000	R200,000	29/02/2024	27/02/2026
UMkhanyakude (DC27)	Jozini (KZN272)	Bethesda Hospital: New 65 bed Male, Female and Adolescent Mental Health Unit.	Pre-feasibility	R200,000,000	R200,000	01/12/2022	

Department of Transport

See Appendix 19

10. SECTION J: ANNEXURES

Annexure A – Spatial Development Framework - 23/24

Annexure B – Disaster Management Framework – 23/24

11. SECTION K: APPENDICES

Appendix 1 – Organisational SDBIP – 2023/2024

Appendix 2 – AG Report 21/22

Appendix 3 – Audit Action Plan

Appendix 4 – One Plan One Budget

Appendix 5 – Organogram

Appendix 6 – HRD Strategy

Appendix 7 – Public Participation Strategy

Appendix 8 – Communication Strategy

Appendix 9 – Draft ICT Framework

Appendix 10 – Audit Committee Report (not available)

Appendix 11 – Umkhanyakude Investment Strategy 23-24

Appendix 12 – Umkhanyakude LED Strategy

Appendix 13 – Umkhanyakude Economic Recovery Plan

Appendix 15 – Financial Plan – 2023/2024

Appendix 16 – 5 Year Implementation Plan 2023/2024

Appendix 17 – Progress Report on Implementation Plan 2023/2024

Appendix 18 – Public and Freight Plan for Umkhanyakude DM

Appendix 19 – Department of Transport Projects for UKDM

Appendix 20 – Environmental Profile for UKDM