



**Umzumbe**  
M U N I C I P A L I T Y

UMZUMBE 2021/2022 FY  
DRAFT INTEGRATED  
DEVELOPMENT PLAN

DEVELOPMENT PLANNING  
UNIT

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# 1 Chapter 1: Executive Summary

## 1.1 Location: Who Are we?

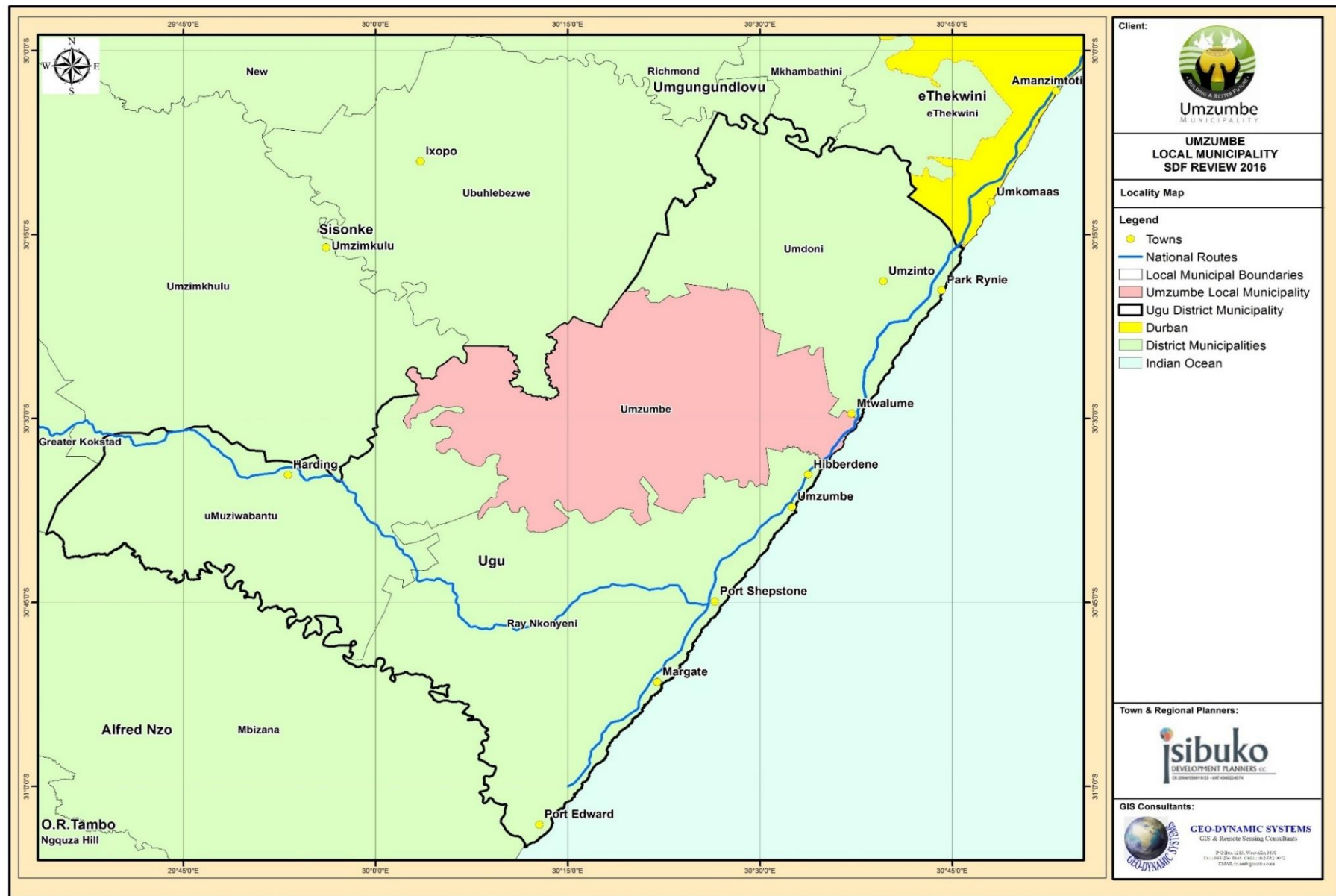
Umzumbe Municipality runs along the coast for a short strip between Mthwalume, Hibberdene, and then balloons out into the hinterland for approximately 60 km. It covers a vastly, large rural area of some 1221 square kilometres with approximately 1% being built up/ semi-urban area. The municipality incorporates 16 traditional authority areas comprised of 20 municipal wards. This situational analysis will however reflect on the 2016 Community survey by stats SA. Umzumbe is a local municipality (KZN 213) that falls within UGU District Municipality (DC 21) and is one of the four local municipalities within the District of UGU.

There are no established towns in the municipality, which is characterized by a vast backlog of basic services, high levels of poverty and minimal economic base. The primary node (Turton) has been provincially prioritized as one among 13 towns requiring formalization in the province and processes are in preliminary phases. The most striking physical feature is the extent of undeveloped natural land which represents almost 60% of the total land area. Agriculture is the mainstay of the economy with the main activities being sugar cane and small-scale farming, as well as small business community.

The Municipality is the third largest municipality within the district following the amalgamation of Hibiscus Coast Municipality with Ezingoleni Municipality and Umdoni Municipality with a portion of Vulamehlo Municipality. The community survey 2016 indicates that the total population within Umzumbe is estimated at 151 676 persons shared amongst 20 wards. The Umzumbe SDF states that the largest ward is ward 7 with an extent of 13824.12 square metres and the smallest ward being ward 17 with an extent of 371.99 square metres.

The environment at Umzumbe municipality is characterised by high value agricultural land and biodiversity areas

## Umzumbe Locality Map





The municipality is comprised of 20 wards which are clustered into 5 clusters (Cluster A, B, C, D, E), adopting an Area based Management approach towards service delivery and community development. These Clusters have further been endorsed by the Municipal Spatial Development Framework which further identifies development nodes as well as key initiatives towards the achievement of the Municipal Vision.

## 2 Chapter 2: Planning and Development Principles

The Umzumbe Municipality IDP is guided by international, national, provincial and district policy framework as well planning principles and legislation. The policies include, among others the Sustainable Development Goals, National Development Plan, Medium Term Strategic Framework, State of the National Address, Back to Basics Programmes, Provincial Growth and Development Strategy, District Growth and Development Plan. Herewith alignment of the IDP with policy imperatives.

### 2.1 Legislative Framework

Legislation	Application
The Constitution, Act 1996 (Act No. 108 of 1996)	Makes provision for the establishment of local government (in their categories) as well as setting out objectives, powers and functions. The municipality is deriving its mandate from the constitution and it performs functions such as municipal planning, construction access roads, sport facilities etc.
Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)	Makes provision for the development of systems (Public Participation, IDP, PMS, HR, etc.) of governance in local government.
Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998).	To provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities.
Municipal Finance Management Act, (Act No. 56 of 2003)	To secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government; and to provide for matters connected therewith. Development of Annual Budget, SCM Policy, Auditing, Asset Management Policy etc.

## *SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (ACT NO. 16) OF 2013*

The Spatial Planning and Land Use Management Act (Act No, 16) of 2013 has, in terms of Section 7, set out general principles for land development and decision-making. Some of these principles are summarized at overleaf.

<b>SPLUMA Principles</b>	<b>Umzumbe Application (SDF)</b>
<b>Spatial justice</b>	<ul style="list-style-type: none"><li>• SDF Strategy 1: Area Based Management System. The people of Umzumbe should enjoy equitable access to development, resources and opportunities.</li></ul>
<b>Spatial Sustainability</b>	<ul style="list-style-type: none"><li>• SDF strategy 2: promote an effective management of the natural environment and harmony with development</li><li>• SDF Strategy 6: Protection of agricultural land</li></ul>
<b>Efficiency</b>	<ul style="list-style-type: none"><li>• SDF Strategy 4: Compact development, clustering public facilities and economic activities in development nodes.</li><li>• SDF Strategy 9: integrated sustainable spatial planning system</li></ul>
<b>Spatial resilience</b>	<ul style="list-style-type: none"><li>• SDF Strategy 1: Area Based Management System.</li><li>• SDF Strategy 9: integrated sustainable spatial planning system. Includes the integration of traditional land allocation system into the mainstream planning system.</li></ul>
<b>Good administration</b>	<ul style="list-style-type: none"><li>• The Spatial Development Framework and Strategic Environmental Assessment will serve as the basis for the development of robust systems and procedures for spatial transformation and land use management.</li><li>• The SPLUMA and PDA guidelines will be used as primary tools to administer the spatial planning and land use management within the municipality.</li></ul>

## 2.2 Policy Framework

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
	Building capable and developmental State	Outcome 5: A skilled and capable workforce to support an inclusive growth path	Improve workplace relations	Capacity and ability of the state	Human Resource Development	Building Capable Local Government Institutions	Institutional Development	Municipal Transformation and Institutional Development	1 Improved Organizational cohesion and Effectiveness
		Outcome 9: A responsive, accountable, effective and efficient local government system							



STRATEGIC ALIGNMENT										
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS	
		Outcome 9: A responsive, accountable, effective and efficient local government system				Sound Financial Management		Municipal Financial Viability and Management	2	Improved overall financial management and systems
Ensure availability and sustainable management of water and sanitation for all	Economy infrastructure – The foundation of social and economic development	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Bulk Water Supply		Strategic Infrastructure	Basic Services	Strategic Infrastructure Investment	Basic Services and Infrastructure Development	3	Efficient and integrated infrastructure and basic services

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
Ensure access to affordable, reliable, sustainable, and modern energy for all			Renewable Energy						
Build resilient infrastructure e, promote inclusive and sustainable industrialization and foster innovation		Outcome 8: Sustainable human settlements and improved quality of household life							

STRATEGIC ALIGNMENT										
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS	
Ensure availability and sustainable management of water and sanitation for all	Economy infrastructure – The foundation of social and economic development	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Bulk Water Supply		Strategic Infrastructure	Basic Services	Strategic Infrastructure Investment	Basic Services and Infrastructure Development	3	Efficient and integrated infrastructure and basic services
Ensure access to affordable, reliable, sustainable, and modern energy for all			Renewable Energy							

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		Outcome 8: Sustainable human settlements and improved quality of household life	Special Economic Zones						
End poverty in all its forms everywhere	An inclusive and integrated rural economy	Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all	Investment Conference Presidential Revamping Industrial Parks in Townships  Jobs Summit  Poverty Alleviation	Radical Economic Transformation	Inclusive Economic Growth		Safety and Empowerment of Communities	Local Economic Development	4 Vibrant and Inclusive Rural Economy

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
			Program mes						
End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Economy and employmen t	Outcome 4: Decent employen t through inclusive economic growth	Tourism Develop ment  Youth employment Service						

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Social protection	Outcome 13: Social Protection	Ocean Economy- Operation Phakisa						
Reduce inequality within and among countries			SMMEs Development (Women and Youth)						

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
N/A	N/A	N/A	Commer cialise Small Holder Farmers		N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	Social cohesio n and moral regener ation as imperati ves for nation building	Governa nce and Policy	Good Governanc e	N/A	Good Governance and Public Participatio n	

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
	Building safer communities	Outcome 12: An efficient, effective and developme nt oriented public service and an empowered , fair and inclusive citizenship	Crime Preventi on			Putting People first	Safety and Empower ment of Communiti es		
Ensure healthy lives and promote well- being for all at all ages	Promoting health	Outcome 2: long and healthy life for all South Africans	Presidential Health Summit National Health Insurance						



STRATEGIC ALIGNMENT										
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS	
Ensure inclusive and equitable quality education and promote life-long learning opportunities for all	Improving education, training and innovation	Outcome 1: Improved quality of basic education.	Promoting Maths and Science as a Career of Choice	Mobilisation with motive to destablise			Education and Skills Development			
		Build Modern School Infrastructure								

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
Achieve gender equality and empower all women and girls			N/A	N/A	N/A	N/A	N/A		
			Gender Based Violence and Femicide	-					

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Fighting corruption	Outcome 3: All people in South Africa are and feel safe & Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World	N/A	Crime and corruption preventing strategies	N/A	N/A	N/A		

STRATEGIC ALIGNMENT										
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS	
	Transforming society and uniting the country	Outcome 14: Transforming Society and Uniting the Country	N/A	N/A	N/A	N/A	N/A			
Make cities and human settlements inclusive, safe, resilient and sustainable	Transforming human settlement And the national space economy	Outcome 8: Sustainable human settlements and improved quality of household life	N/A	Land issue	Spatial Equity	N/A	Spatial Integration Facilitating and Security of Tenure	Cross Cutting Issues	6	Spatial Equity and Environmental Sustainability

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
Take urgent action to combat climate change and its impacts	Building environmental sustainability and resilience	Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.	N/A	N/A	Environmental Sustainability	N/A	Environmental Sustainability		

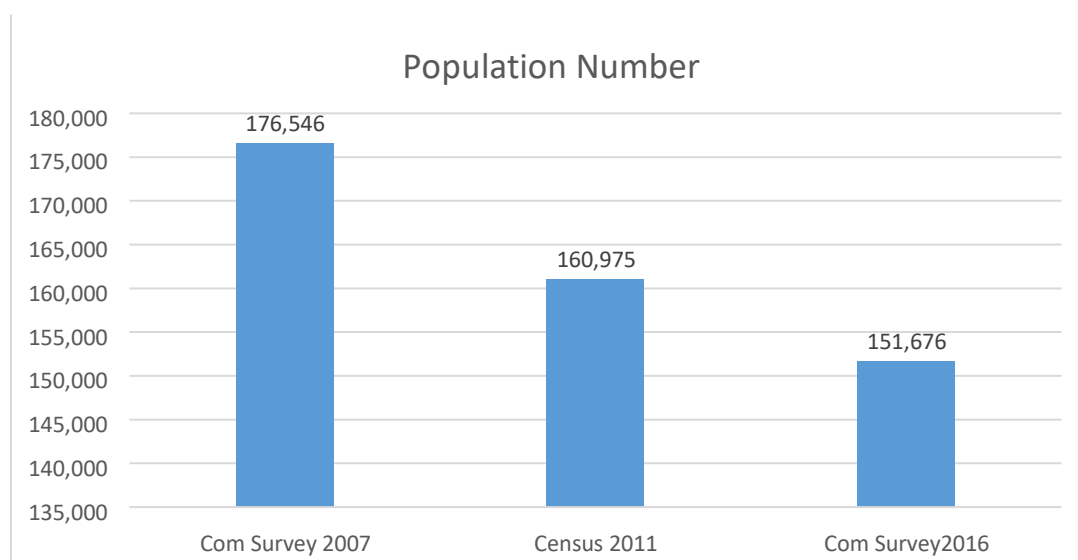
## 3 Chapter 3 Situational Analysis

### 3.1 Demographics

#### 3.1.1 Population

According to Community Survey of 2016, Umzumbe Municipality has a total population of 151 676 with males accounting for 47.8% and females accounting for 52.2%. Ward 03 is the most populated ward with a total population of 10094 people and ward 17 with the least number of people at 5856.

The graph below depicts a trend of the population growth within the municipality. There has been a gradual decline from 176 546 in 2007 to 160 975 in 2011 (that is 8.8%) and from 160 975 in 2011 to 151 676 in 2016, (that is 5.8%) decrease. This indicates that over the past five (5) years the population of Umzumbe Municipality has been decreasing by more than 5%. This pattern could be attributed to the phenomenon of rural-urban migration as the municipality faces a huge service delivery backlog and a lack of access to socio-economic opportunities. The incorporation of two (2) voting districts into Ubuhlebezwe Local Municipality could have been one, among other possible factors for 2011-2016 population decline. From these trends, it is very clear that the municipality needs to lobby other stakeholders to roll out a massive rural development strategy aimed at keeping people within the municipal boundaries and emphasis on socio-economic opportunities. This will include the building of shopping facilities, education, sport and health facilities.

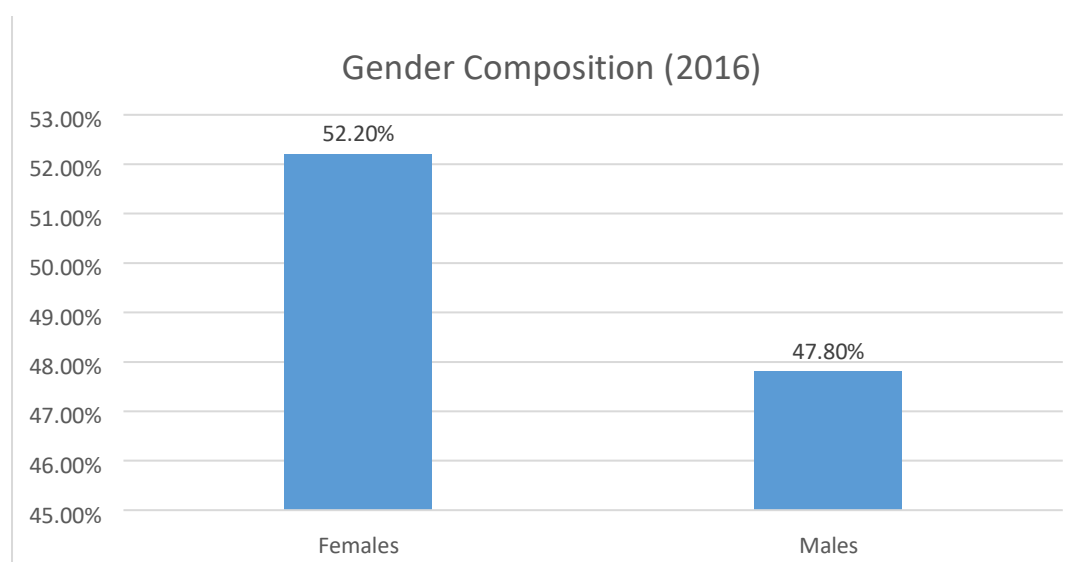


**Population**

**Source: Com Survey, 2016**

### 3.1.2 Gender Composition

It is also evident that females outnumber males across the entire municipality. One major factor contributing to this phenomenon could be that traditionally, men tend to travel to major urban centre in search for economic opportunities to sustain their families whilst women remain behind looking after children and homesteads.

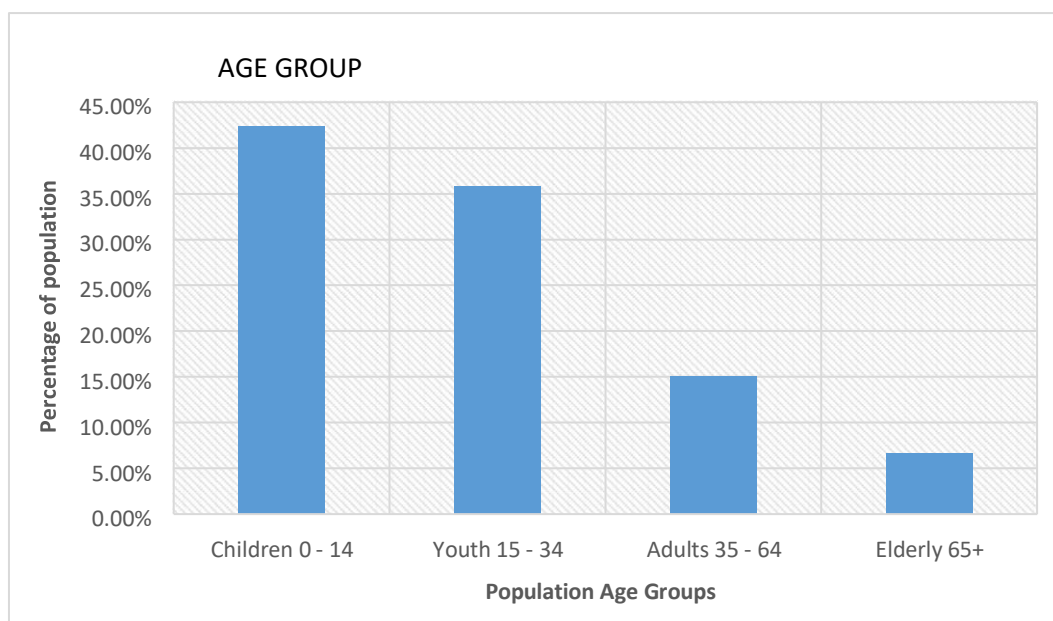


#### **Gender Figures**

**Source: Com Survey, 2016**

### 3.1.3 Age Group

The below table indicates the different age groups against population. Evidently, Umzumbe is a growing population meaning that most of the people in the municipality are children aged form 0-14 followed by the age group of youth 15-34 then adults 35-64 and least population being that of the elderly group. The cause may be a wide range of factors such as rural – urban migration for the adults, looking for jobs to support their families and then mostly due to teenage pregnancy. It is a trend that women and girls from rural areas do not practice birth control measures mainly because there is a lack of health and information centres. Another reason may be that there are many child-headed households where parents or adults have passed on due to communicable diseases, leaving the children with no guardian.



**Age Group**

*Source: Stats SA, 2016*

### 3.1.4 Population Group

In terms of the population group, the demographics point to a situation whereby black majority makes up a huge percentage as opposed to the other races. This may be some of the apartheid regime's legacies of separate development or development across racial lines. Manifestation of apartheid spatial legacies that planned and placed people across racial lines: fragmented planning and segregation.

Population Group			
Black African	Coloured	Indian/Asian	White
99.7%	0.2%	0%	0.1%

### 3.1.5 District Projection by Sex and Age (2021-2025)

District Projection by Sex and Age (2021-2025)						
Male	0-4	51019	50916	50663	50307	49929
Male	5-9	49116	49871	50566	51220	51720
Male	10-14	45417	46443	47373	48185	48948
Male	15-19	37301	38519	40167	41891	43752
Male	20-24	34215	33624	33312	33372	33816
Male	25-29	39299	38493	37274	36082	34925
Male	30-34	39223	39893	40280	40268	39944
Male	35-39	30506	32660	34610	36473	38055
Male	40-44	18485	20255	22404	24689	26922
Male	45-49	13103	13645	14192	14856	15843
Male	50-54	8633	9145	9767	10424	11087
Male	55-59	6809	6811	6816	6877	7037



Male	60-64	5264	5212	5202	5219	5256
Male	65-69	3892	3738	3614	3511	3435
Male	70-74	2822	2695	2508	2303	2107
Male	75-79	1599	1613	1616	1571	1457
Male	80+	968	987	1007	1031	1059

*Source: Stats SA, 2019*

District Projection by Sex and Age (2021-2025)					
Female	0-4	49159	49189	49044	48762
Female	5-9	47023	47714	48379	48972
Female	10-14	44335	45006	45676	46371
Female	15-19	36265	37580	39194	40725
Female	20-24	32812	32255	31953	32060
Female	25-29	36988	36355	35280	34119
Female	30-34	37729	38100	38340	38366
Female	35-39	32261	33846	35246	36495
Female	40-44	22226	23870	25809	27862
Female	45-49	18219	18710	19057	19510
Female	50-54	15044	15195	15615	16153
Female	55-59	14666	14564	14382	14188
Female	60-64	12417	12641	12858	13071
Female	65-69	9885	9839	9956	10110
Female	70-74	8351	8054	7720	7501
Female	75-79	5260	5399	5505	5509
Female	80+	2825	2645	2480	2325

*Source: Stats SA, 2019*

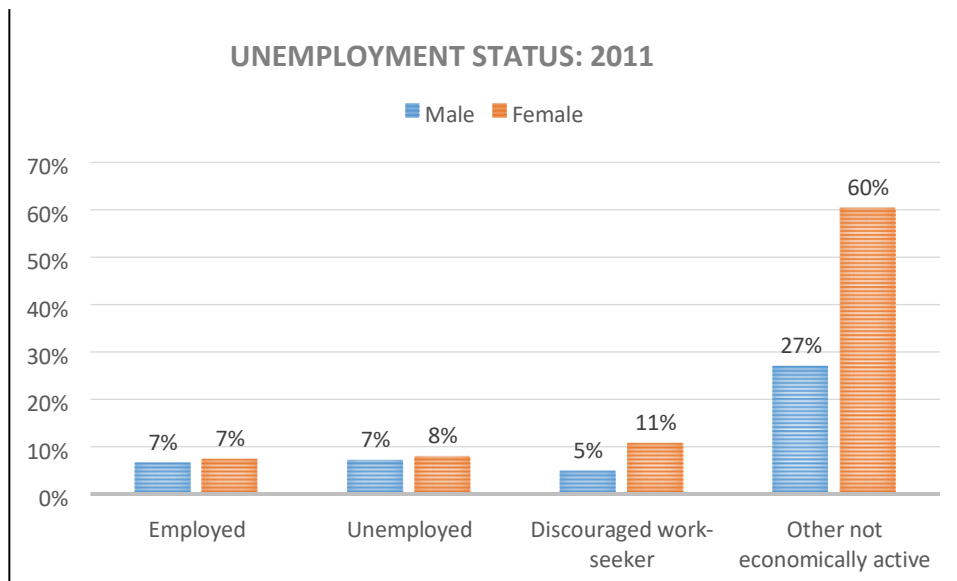
### 3.1.6 Total birth registrations for 2019 by year of birth occurrence, province and district municipality

Total birth registrations for 2019 by year of birth occurrence								
District municipality	Grand Total	2019	Total	2018	2017	2016	2015	2014 and below
Ugu	14 744	13 684	1 060	462	165	113	76	244

*Source: Stats SA, 2019*

### 3.1.7 Employment Status

Census 2011 revealed that of the people (90 603) who were eligible to work, only 14% were employed, 15% unemployed, 16% discouraged work-seekers and 87% not economically active. In this situation, women seem to be worse off than men.



*Unemployment Status*

*Source: Census, 2011*

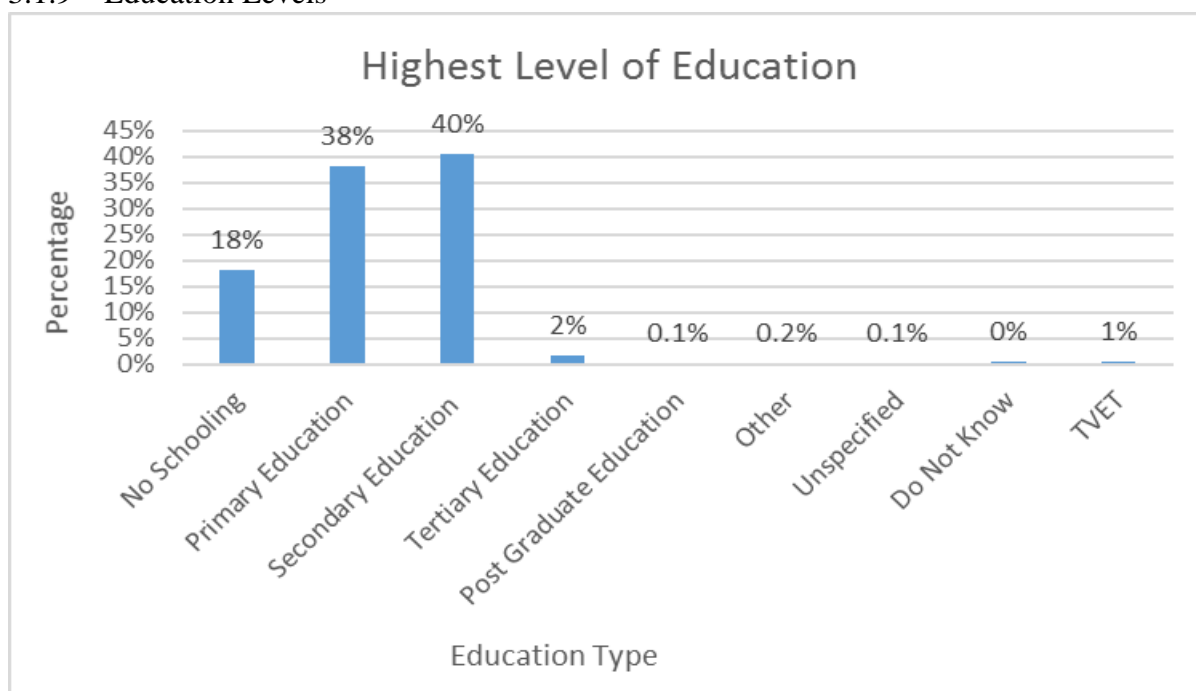
### 3.1.8 Employment by sectors

Employment by sectors	
Sector	Percentage
Agriculture	6%
Mining	0%
Manufacturing	12%
Utilities	4%
Construction	6%
Retail trade	20%
Transport	13%
Business services	13%
Social services	8%
Government services	17%
<b>Total</b>	<b>100%</b>

*Employment by sector*

*Source: Ugu District Municipality IDP, 2019*

### 3.1.9 Education Levels



*Education Level*

*Source: Community Survey 2016*

Education level		
No Schooling	18%	27579
Primary Education	38%	58054
Secondary Education	40%	61341
Tertiary Education	2%	2431
Post Graduate Education	0.1%	189
Other	0.2%	322
Unspecified	0.1%	148
Do Not Know	0%	710
TVET	1%	902
<b>Total</b>	<b>100%</b>	<b>151674</b>

The majority of the population is the youth which also attests as to why there is a high number of people with a primary education and secondary education. Poverty and lack of funding are some of the main reasons why children cannot further their education at tertiary level.

### 3.1.10 Poverty status

		Male				Female		
	Black African	Coloured	Indian or Asian	White	Black African	Coloured	Indian or Asian	White
Employed	5873	16	9	17	6639	6	9	16
Unemployed	6452	4	5	9	7110	10	2	6
Discouraged work-seeker	4363	4	5	-	5287	7	5	2
Other not economically active	24301	41	21	34	30130	41	40	33

Source: Community Survey 2016

		Male				Female		
	Black African	Coloured	Indian or Asian	White	Black African	Coloured	Indian or Asian	White
Employed	5873	16	9	17	6639	6	9	16
Unemployed	6452	4	5	9	7110	10	2	6
Discouraged work-seeker	4363	4	5	-	5287	7		2
Other not economically active	24301	41	21	34	30130	41	40	33

Household Income

Source: Stats SA 2016



**Income per Household**

*Source: Stats SA 2016*

The above graph shows the percentages against the income per household earned within Umzumbe municipal area. This graph further shows that the highest income earners are between R9 601 – R 19 600 sitting at 25% which accounts for a quarter of the total population. This graph also shows the level of poverty in the area and grants may be a contributing factor to this.

### 3.2 KPA 1: Municipal Transformation and Institutional Development

#### 3.2.1 Municipal Institutional Capacity (Human Resources Strategy)

The municipality has 169 posts on the organogram, 30 being the vacant posts with 139 post currently filled. A total of 4 positions and 1 critical position were filled by the municipality in the 2020/2021 financial year. The critical post filled is for the Director Technical Services.

The municipality is committed in the efficient and effective fill of vacant posts that resulted from the resignation of staff members. The table below indicates the recently filled post within the Municipality.

	Directorate	Position
1	Technical Services	<ul style="list-style-type: none"> <li>Director: Technical Services</li> <li>Technical Officer</li> <li>PMU Technician</li> </ul>
2	Finance	<ul style="list-style-type: none"> <li>Chief Financial Officer</li> <li>Manager Budget and Treasury</li> </ul>

	Directorate	Position
		<ul style="list-style-type: none"> <li>• Personal Assistant: Chief Financial Officer</li> <li>• 2X Finance Interns</li> </ul>
3	Office of the Municipal Manager	<ul style="list-style-type: none"> <li>• Municipal Manager</li> <li>• Personal Assistant: Municipal Manager</li> <li>• Manager Development Planning</li> <li>• LED Manager</li> <li>• Internal Audit Officer</li> <li>• Development Planner</li> </ul>
4	Corporate	<ul style="list-style-type: none"> <li>• Human Resources Manager</li> </ul>
5	Social and community Services	<ul style="list-style-type: none"> <li>• 10X Waste Management General Workers</li> <li>• 4 Fire Fighters</li> </ul>

### 3.2.2 Unemployed Graduate Programme

In aligning with government priorities for skills development, the municipality has two graduate programmes which are aimed at providing experimental training to recently graduated students. The programmes runs for a duration of 12 and 24 months. KZN COGTA recently introduced an additional programme aimed at capacitating more graduated which commenced in the last financial year..

The Municipality therefore has a total of 3 Graduates from the various programmes implemented by the municipality.

### 3.2.3 Trainee Fighters

Further to the above-mentioned skills development programme, the municipality has recruited an additional four (4) firefighting trainees. The trainees will assist the Disaster Management Unit which is currently under staffed and experiences issues in responding to emergencies.

### 3.2.4 Organisational Structure: Organogram

The Municipality has developed and reviewed numerous policies aimed at ensuring the operation of the municipality. Among the policies that were adopted was the Human Resource Policy which deals with issues among others staff recruitment, and training. The staff training further finds expression in the Skills Development Policy which seeks to capacitate employees to help them discharge their duties with excellence. The Human Resource Section has prioritized posts which will be filled in the 2021/22 financial year. These will be available for publication once Council approves.

### 3.2.5 Powers and Functions

Umzumbe Local Municipality has the function and powers assigned to it in terms of sections 156 and 229 of the Constitution of the Republic of South Africa, read with Part B of Schedule 4 and 5 of the Constitution. The Municipal Structures Act of 1998 makes provision for the division of powers and functions between the district and local municipalities. It assigns the day-to-day service delivery functions to the local municipalities.

The Provincial MECs are empowered to adjust these powers and functions according to the capacity of the municipalities to deliver services. With regard to the above statement for instance, the function of Water and Sanitation as well as the maintenance of water infrastructure is the function of the district municipality.

Whilst the Local Municipality is responsible for day-to-day planning, it is also in liaison with the District for advice and support. Amongst other things, the powers and functions of the municipalities are as indicated in the table below.

UMZUMBE MUNICIPALITY FUNCTIONS	DISTRICT FUNCTIONS	SHARED SERVICES
<ul style="list-style-type: none"> <li>• Building Regulations</li> <li>• Pontoons, Ferries, Jetties, Piers and Harbours</li> <li>• Storm Water Management Systems in Built up Areas</li> <li>• Trading Regulations</li> <li>• Billboards and the Display of Advertisements in Public Places</li> <li>• Cleansing</li> <li>• Control of Public Nuisances</li> <li>• Street Lighting</li> <li>• Traffic and Parking</li> <li>• Facilities for the accommodation, care and burial of animals</li> <li>• Fences and Fencing</li> <li>• Licensing and Control of Undertakings that sell food to the public</li> <li>• Local Amenities</li> <li>• Local Sport Facilities</li> <li>• Municipal Parks and Recreation</li> <li>• Noise Pollution</li> <li>• Public Places</li> <li>• Street Trading</li> <li>• Cemeteries, Funeral Parlours and Crematoria.</li> <li>• Refuse Removal, Refuse Dumps and Solid Waste disposal</li> <li>• Municipal Planning</li> <li>• Municipal Public Works</li> <li>• Municipal Roads</li> <li>• Drivers Licence and Testing Centre</li> <li>• Animal Pound</li> <li>• Electrification</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal Health Services</li> <li>• Water and Sanitation services</li> <li>• Air Quality Management</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Fighting Services</li> <li>• Local Tourism</li> <li>• Municipal Airports</li> <li>• Municipal Public Transport</li> <li>• Markets</li> <li>• Municipal Abattoirs</li> <li>• Disaster Management services</li> </ul>



Even though the Municipality is conferred with the above powers and functions, Umzumbe is unable to perform some of the functions due to human resource and finance capacity constraints. Currently the municipality is performing the following functions.

- Building Regulations
- Storm Water Management System in Built up Areas
- Trading Regulations
- Refuse Removal
- Traffic (in process)
- Fences and Fencing
- Local Sports Facilities
- Public Places
- Local Economic Development
- Municipal Planning
- Disaster Management
- Municipal roads and public works
- Control of Undertakings that sell Liquor to the Public
- Municipal Parks and Recreation
- Electrification

### 3.2.6 Municipal Policies

The municipality adopted the Human Resource Strategy in 30 June 2016. The strategy unfortunately the does not have a stand-alone Human Resource Plan. However, the Human Resource Plan is incorporated into the Human Resource Strategy. The Strategy was adopted in line with the 5 year IDP review and will undergo review on the next Council Term.

The Human Resources Unit has an adopted Work Skills Plan and Employment Equity Plan. The WSP is reviewed annual for submission to LGSETA while the EEP and targets are updated quarterly and submitted to the Department of Labour. The department further aims to employ a minimum of one disabled person of Coloured/Indian person in upcoming vacancies. The challenge towards achieving this target is that the majority of the municipal population is Black African. The rural nature of the municipality further makes it difficult to attract different race groups. In addition to meeting the requirements to comply with the Employment Equity Plan, the municipality has converted two parking bays into disabled parking bays and installed humps for the ease of access into the municipal building.

There is a WSP and EEP in place which was adopted by council. The municipality actively implements the WSP by way of training staff and councillors regularly and supporting those employees that further their education. The targets are stipulated in the SDBIP and quarterly scorecards. The Employment Equity Plan is in the form of an implementation plan of which is in the third year of its 5 year target.

The Municipal Attraction and Retention policy was adopted and is currently in the process of implementation. The Staff Recruitment and Selection strategy was developed during the 2014/15 FY and is currently under implementation. In alignment with the Municipal Vision the WSP and Recruitment and selection policy are implemented towards the achievement of the Municipal Vision.

Table Indicating Development and Review of municipal policies

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
1	GIS Policy	R	N	N	N	N	R
2	Investment Policy	R	R	N	N	N	R
3	Farewell Policy	R	R	N	N	N	R
4	Skills Retention Plan	R	R	N	N	N	R
5	Poverty Alleviation Strategy	R	R	N	N	N	R
6	IT Framework	R	R	R	R	N	R
7	IT Disaster Recovery Plan	R	R	D	D	N	R
8	Human Resource Development Strategy	R	R	N	N	N	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
9	Political Office Bearer's Vehicle Policy	R	R	N	N	N	R
10	Extended Public Works Programme Policy	R	R	N	N	N	R
11	Enterprise Risk Management Plan	R	R	N	N	N	R
12	Community Participation Strategy	R	R	N	N	N	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
13	Public Participation Plan	R	R	N	N	N	R
14	ICT strategy	D	R	N	R	R	R
15	Occupational Health and Safety	D	R	N	N	N	R
16	Uniforms and Protective Clothing	D	R	N	N	N	R
17	Educational Financial Assistance	D	R	R	R	N	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
	Policy						
18	Recruitment and Selection Policy	D	R	R	R	N	R
19	ICT Maintenance Procedure, Capacity and Replacement Policy	D				R	R
20	Confidential reporting of allegations of financial misconduct Policy	D				R	R
21	Employment Equity Plan	D				R	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
22	Town Planning Tariff Policy	D				R	R
23	Draft Policy on Ward Committee out of pocket	D				R	R
24	Employment Equity Policy	D				R	R
25	Leave Policy	D	R	R	R	R	R
26	Lease Policy	D				R	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
27	Fleet Management Policy	D	R	R	R	R	R
28	Catering Policy	D				R	R
29	Health and Safety Policy	D				R	R
30	Induction Policy	D	R	R	R	R	R
31	ICT Asset Management Policy	D				R	R



No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
32	Indigent Register	D	R	R	R	R	R
33	Workplace Skills Plan		D	R	R	R	R
34	Educational Financial Assistance Policy		D	R	R	R	R
35	Recruitment and Selection Policy		D	R	R	R	R
36	ICT Strategy		D			R	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
37	Confidential Reporting of Allegations of Financial Misconduct Policy		D	R	R	R	R
38	Review of ICT Policy		D	R	R	R	R
39	Records Management Policy		D	R	R	R	R
40	Registry Procedure Manual		D	R	R	R	R
41	Marketing Strategy		D	R	R	R	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
42	Occupational Health and Safety Plan			D		R	R
43	Telephone and Cellphone Policy			D		R	R
44	ICT Portfolio Management Framework			D		R	R
45	ICT Management Framework			D		R	R
46	Comprehensive PMS Policy			D		R	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
47	Marketing Strategy			D		R	R
48	LED Strategy			D	N	N	R
49	Informal Traders Tariff Policy			D		R	R
50	SCM Policy			D	R	R	R
51	Human Resources Policy				D	R	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
52	Subsistence and Travelling Policy				D	R	R
53	Occupational Health and Safety Plan				D	R	R
54	In-service Training Policy				D	R	R
55	Registration Fee Policy				D	R	R
56	Wellness Policy				D	R	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
57	Chronic Illness Policy				D	R	R
58	Employee Transfer Policy					D	R
59	Review Records Management Policy					D	R
60	PMS Policy					R	R
61	Review ICT Strategy					D	R

No	Name of the Policy/Sector Plan	2015/2016 D=Development R= Review N= No Action	2016/2017 D=Development R= Review N= No Action	2017/2018 D=Development R= Review N= No Action	2018/2019 D=Development R= Review N= No Action	2019/2020 D=Development R= Review N= No Action	2020/2021 D=Development R= Review N= No Action
62	Review ICT Policy					D	R
63	Risk Management Policy					D	R

### 3.2.7 Communications

The Municipality has various programmes in place to promote and sell the municipal image. These programmes include Radio Slots by the Mayor in local and national radio shows, Inkanyezi yoMzumbi newsletter, continuous updates of the Municipal intranet and website. Umzumbi Municipality has day-to-day programmes and projects of the municipality which are aligned with the IDP's long term strategy. Umzumbi municipality has embarked on the process of drafting its Marketing strategy, as means of improving and expanding its contact with the community and relevant stakeholders.

### 3.2.8 Vacancy Rate

The municipal ranking and its salary structure makes it difficult for the municipality to keep and retain highly competent employees. The continuous resignation of staff is evident to this phenomenon. The Human Resource section is however committed to the filling of vacant posts. The table below indicates the total number of vacancies from Managers which 2 (Manager Development Planning & Manager Budget, Revenue & Treasury) as well as the vacancy of the One section 56 Manager which is the Director Technical Services.

**Table Indicating Vacancy Rate for Managers**

<b>Vacancy Rate</b>			
<b>Designations</b>	<b>*Total Approved Posts</b>	<b>*Vacancies (Total time that vacancies exist using fulltime equivalents)</b>	<b>*Vacancies (as a proportion of total posts in each category)</b>
	<b>No.</b>	<b>No.</b>	<b>%</b>
Municipal Manager	1	0	0.00
CFO	1	0	0.00
Other S56 Managers (excluding Finance Posts)	4	0	33.33
Senior management: Levels 13-15	4	0	0.00
Manager	14	0	8.33
<b>Total</b>	<b>27</b>	<b>0</b>	<b>12.5</b>

**Table showing Organizational Vacancy Rate**



Description	Year 0			
	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	%
Communication Mayorality & Youth Development	23	23	0	00.0
Research Unit	2	0	2	100
Internal Audit	2	2	0	0.0
Waste Management	22	21	1	4.54
Roads & Housing	20	17	3	15.0
Planning (Strategic & Regulatory)	4	3	1	50.0
Local Economic Development	8	5	3	37.5
Community & Social Services	13	12	1	7.7
Finance	18	17	1	11.1
Disaster Management / Fire & Rescue	9	8	1	11.1
Human Resources	4	2	2	50.0
Auxiliary Services	26	22	4	15.4
Legal Services	1	1	0	0.0
ICT Unit	3	3	0	0.0
<b>Totals</b>	<b>155</b>	<b>135</b>	<b>22</b>	<b>13.5</b>

### Skilled Staff

The municipality is committed in employing skilled staff, therefore the Attraction and Retention policy being developed seeks to strengthen the current staff and attract competent individuals to complement the municipal mandate.

#### 3.2.9 Information Technology

The Information Communication Technology Policy was first adopted on the 23 March 2013 and has been reviewed and adopted in order to accommodate additional staff members linked to the system, introduce risk management procedures and up to date software. The ICT Policy Framework was last reviewed and adopted on 30 June 2020. A back-up server was procured for emergency and safe storage of municipal information. The IT Section recently installed Wi-Fi connection within the municipal

premises to improve internet connectivity. The ICT Unit aims to ensure that all departments have accessibility to the correct and accurate data internally and externally. The ICT framework has also been reviewed and adopted by Council.

The IT Unit purchased laptops and 3G Modems for all Municipal Councillors in order to reduce the printing of agendas and to speed up communication.

Youth Centre's are a Municipal Flagship programme which aim to improve internet connectivity to the entire municipal area and assisting the youth in gaining access to employment and business opportunities provided at these facilities.

### 3.2.10 Performance Management Systems

#### **Organisational Performance Management Systems**

Section 38 of the MSA requires a municipality to (a) establish a performance management system that is

- i) commensurate with its resources;
  - ii) best suited to its circumstances; and
  - iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan;
- a) promote a culture of performance management among its political structures, political office bearers and councillors and in its
  - b) promote a culture of performance management among its political structures, political office bearers and councillors and in its
  - c) administer its affairs in an economical, effective, efficient and accountable manner.

In adhering to the abovementioned, the municipality has structures in place for effective implementation of the act. These structures are the TOP MANCO, Executive Council, Municipal Public Accounts Committee, Audit Committee and Performance Assessment Committee.

After the development of the Service Delivery and Budget Implementation Plan, the municipality then develops the scorecards with performance targets and budget, performance indicators, and responsible departments which becomes a tool to monitor and evaluate performance of the municipality. The SDBIP scorecards are further placed on the municipal website for the members of the public to gain access. The Mayor further conducts mayoral izimbizo's to give members of the community a feedback or progress report on the implementation of IDP projects and programmes. The following table indicates the types of reports, structures and time intervals of evaluating performance.

## Individual Performance Management System

Section 57 of the Municipal Systems Act states that (1) A person to be appointed as the municipal manager of a municipality, and a person to be appointed as a manager directly accountable to the municipal manager, may be appointed to that position only –

- a) in terms of a written employment contract with the municipality complying with the provisions of this section; and
- b) subject to a separate performance agreement concluded annually as provided for in subsection (2).

2) The performance agreement referred to in subsection (1)(b) must-

- a) (i) be concluded within 60 days after a person has been appointed as municipal manager or as manager directly accountable to the municipal manager, failing which the appointment lapses: Provided that, upon good cause shown by such person to the satisfaction of the municipality, the appointment shall not lapse; and
- (ii) be concluded annually, thereafter, within one month after the beginning of each financial year of the municipality.

The Municipality conducts Performance Assessment for Section 54 and 56 Managers after the adoption of the Annual Report. The Individual Performance are aligned to the Goals, strategies and objectives from the IDP.

Reports	Structures	Interval
MFMA Section 71	Exco, MPAC, Audit Committee and Council	Monthly and Quarterly
Quarterly Reports	EXCO, Performance Audit Committee, and Council	Quarterly
Mid-Year Performance Report	EXCO, MPAC, Audit Committee and Council, Provincial and Treasury	Mid-yearly
Section 54 & 56 Managers Performance Assessment	Mayor, Ward Committee Member, Municipal Manager Umzumbe, Municipal Manager from another LM, Audit Committee Member, Portfolio Chairperson	Annually

Annual Performance Report and Annual Report, and Annual Financial Statement	Top Manco, EXCO, MPAC, Audit Committee, Council, Auditor General, COGTA, Provincial and National Treasury, Provincial Legislator. Community and Performance Assessment Panel.	Annually
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### 3.2.11 Skills Development Plan

The Human Resource policy emphasizes the development of the Work Place Skills Plan. Through the development of the Work Place Skills plan was the appointment of personnel to ensure implementation of the policy. The Skills Development Facilitator is responsible for organising trainings and short/long courses for councillors and officials. During the 2020/21 financial year, the following trainings were conducted with municipal employees:

#### Courses

YEAR	NAME OF EMPLOYEE	DESIGNATION	COURSE	INSTITUTION
2021	Nontokozo Ndlovu	Procurement Officer	Advance Diploma in Financial Accounting	UNISA
2021	Syabonga Gumede	Foreman	BTECH Transportation Engineering	DUT
2021	Hlengiwe Mbhele	Committee Officer	Bachelor of Public Admin	MANCOSA
2021	Thembelihle Mthombeni	Committee Officer	Bachelor of Public Admin	MANCOSA
2021	Xolani Cele	Ward Committee	Bachelor of Public Admin	MANCOSA
2021	Nosisa Blankenberg	Internal Audit Manager	Post Grad Diploma in Forensic Investigations and Criminal Justice	UKZN
2021	Zanele Mtshali	Sub Accountant Payments	Bachelor of Accounting Science in Financial Accounting	UNISA

The municipality also ensures that all the service providers doing work with the municipality employ local youth to impart knowledge and the much-needed skills to enable them break through to the corporate world.

### 3.2.12 Institutional Arrangements

The Institutional arrangement of the Municipality is divided into two categories namely:

**Council:** the structure in which the executive and legislative authorities of a municipality are vested. The roles of Council amongst others are the approval of policies, budget and IDP, by-laws etc.

**Administration:** is headed by the Municipal Manager. The municipality has five administrative departments, being Finance, Office of the Municipal Manager, Technical Services, Corporate Services, and Social Development and Community Services. The Municipal Manager is responsible for, among others, the efficient and effective operations of all departments. Below is a table showing municipal departments, responsibilities and responsible officials.

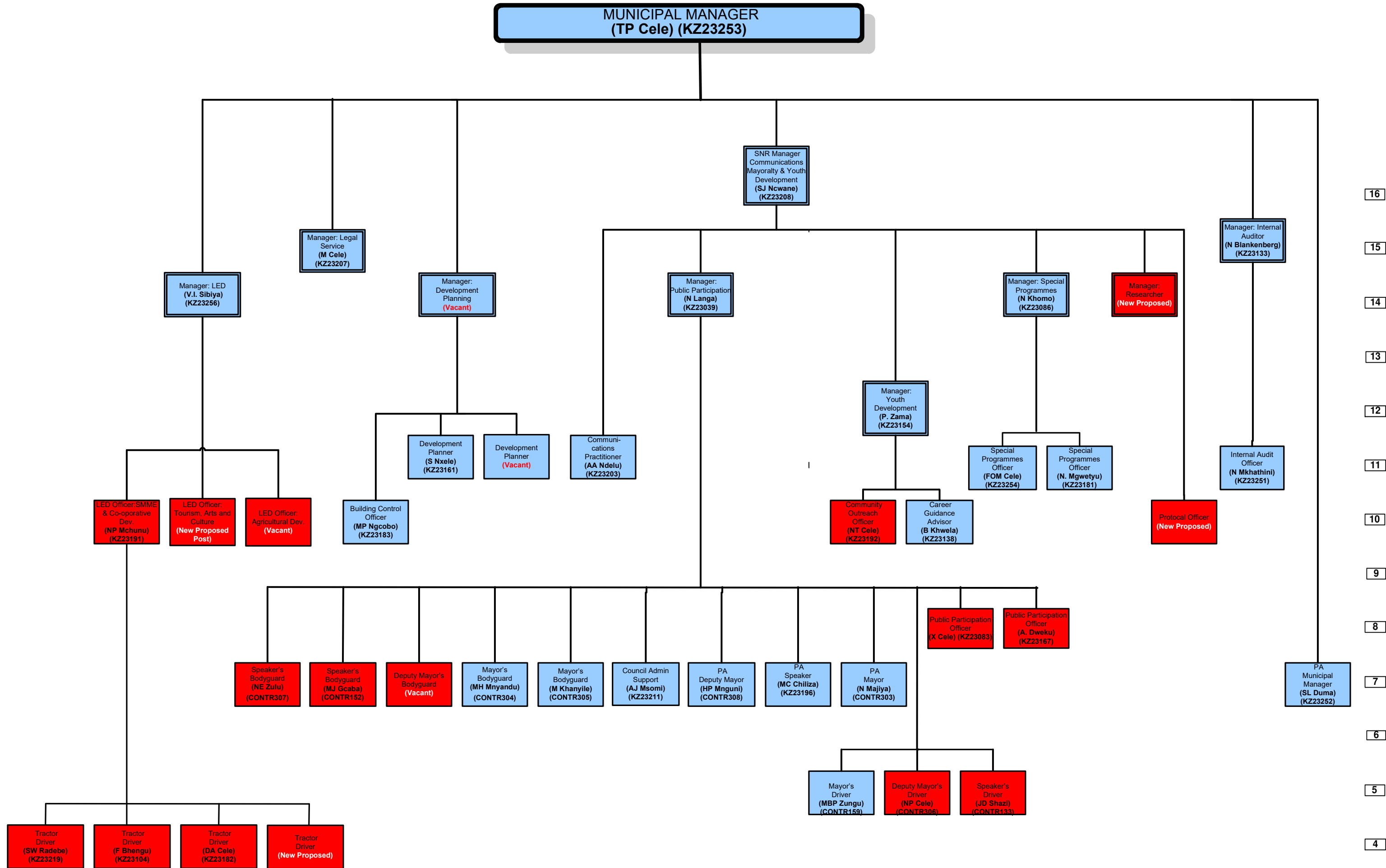
Department	Responsibilities	Designated Official
Office of the Municipal Manager	<p>The office of the Municipal Manager is responsible for the following services: Development Planning, Internal Audit, Local Economic Development, Communications, Mayoralty, Youth Development and Special Programmes.</p> <p><b>Development Planning</b> – this section is responsible for Strategic Planning, Performance Management System, Building Control, Geographic Information Systems, Spatial Planning and Land Use Management.</p> <p><b>Local Economic Development</b> – the section is responsible for SMME development, tourism development, agriculture development, training of cooperatives together with arts and cultural functions. It facilitates and co-ordinates activities and programmes that would yield shared economic growth and marketing of the municipality.</p> <p><b>Internal Audit</b> - The purpose of the Internal Audit activity is to assist the Accounting Officer and Senior Management in achieving their objectives and to discharge their responsibilities by providing an independent, objective assurance and consulting services designed to add value and improve the municipality's operations. It helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.</p> <p>In fulfilling its purpose, Internal Audit's primary role is to provide an independent and objective assurance to the Accounting Officer (Municipal Manager), and Council via the Audit Committee, on risk management, control and governance, by measuring and evaluating the effectiveness of these controls and systems in achieving the municipality's agreed objectives.</p> <p>In addition, internal audit provides assurance to management on systems that they are responsible for and assist management in making improvements to these systems.</p>	Municipal Manager

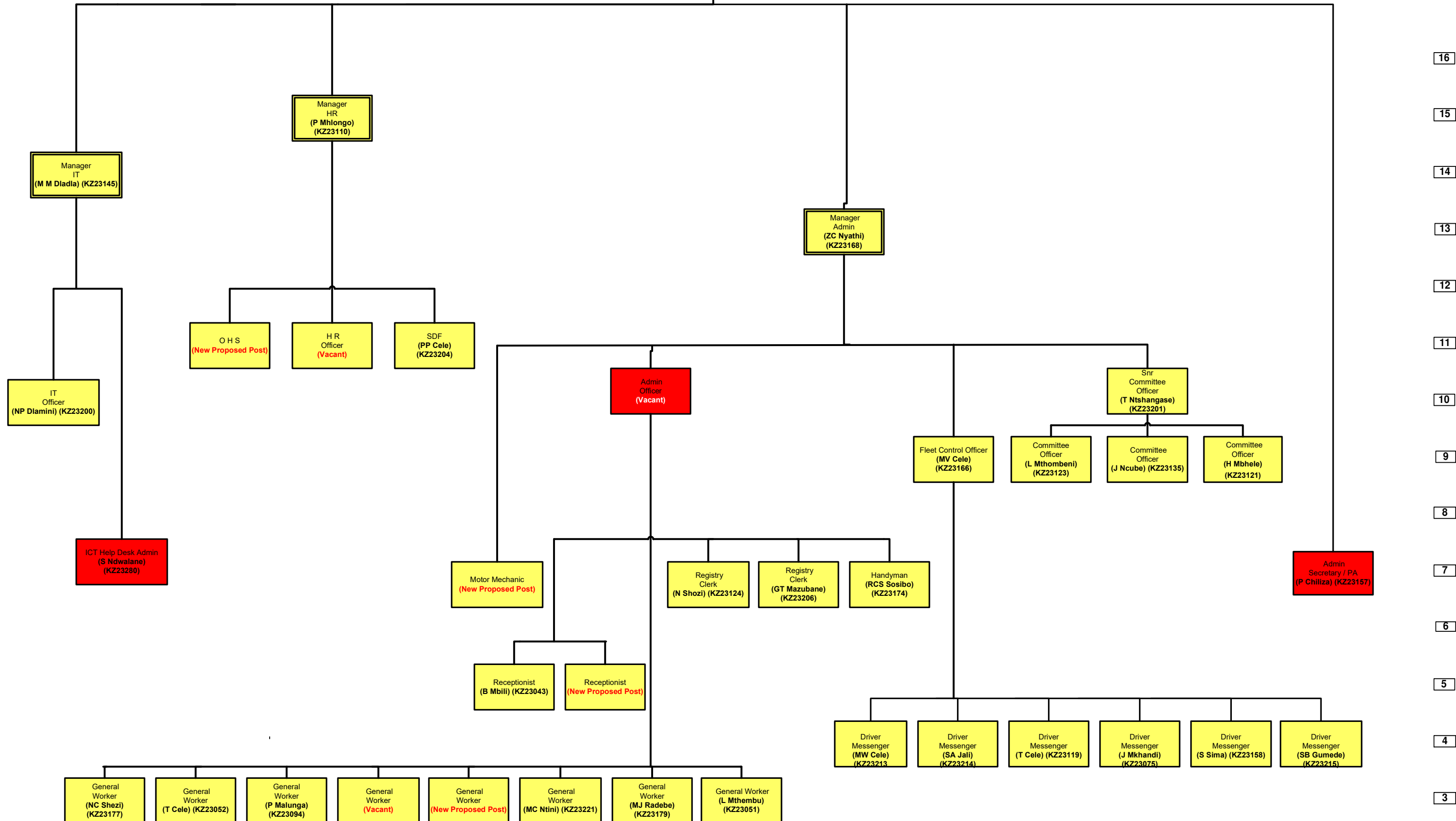
Department	Responsibilities	Designated Official
	<ul style="list-style-type: none"> <li>- Risk management, control and governance comprise the policies, procedures and operations established to ensure: <ul style="list-style-type: none"> <li>o the achievement of objectives; o the appropriate assessment of risk;</li> <li>o the reliability of internal and external reporting and accountability processes;</li> <li>o compliance with applicable laws and regulations; and</li> <li>o Compliance with the behavioural and ethical standards set for the municipality.</li> </ul> </li> <li>- Internal audit also provides an independent and objective consultancy service specifically to help management improve the organization's risk management, control and governance. Such consultancy work contributes to the recommendation which internal audit provides on risk management, control and governance.</li> <li>- Establishment and maintenance of the system of internal control remains the responsibility of management under the oversight of the Council of the municipality.</li> </ul> <p><b>Communications, Mayoralty, Youth Development and Special Programmes</b> – main functions of the section are to plan, develop and implement strategies and projects in order to achieve a coordinated internal and external communication process, support the administrative functioning of the Mayor's Office. The section also implements programmes and policies aimed at developing the youths, children, elderly and differently abled people.</p>	
<b>Corporate Services Department</b>	Corporate Services Department is composed of four (4) sections. These are <b>Human Resources, Information and Communication Technology, Administrative Support</b> and <b>Legal Services</b> Sections with different legislative mandate. The department is mainly operational in nature. It provides strategic direction and support to the services departments, thus by ensuring that human/physical resources are in place to enable the municipality to meet its service delivery objectives.	Director: Corporate Services
<b>Financial Services Department</b>	The Department is responsible for managing the financial administration of the municipality. It comprises of sections i.e. <b>Expenditure and Assets, Budget, Treasury and Revenue</b> and <b>Supply Chain Management</b> .	Chief Financial Officer

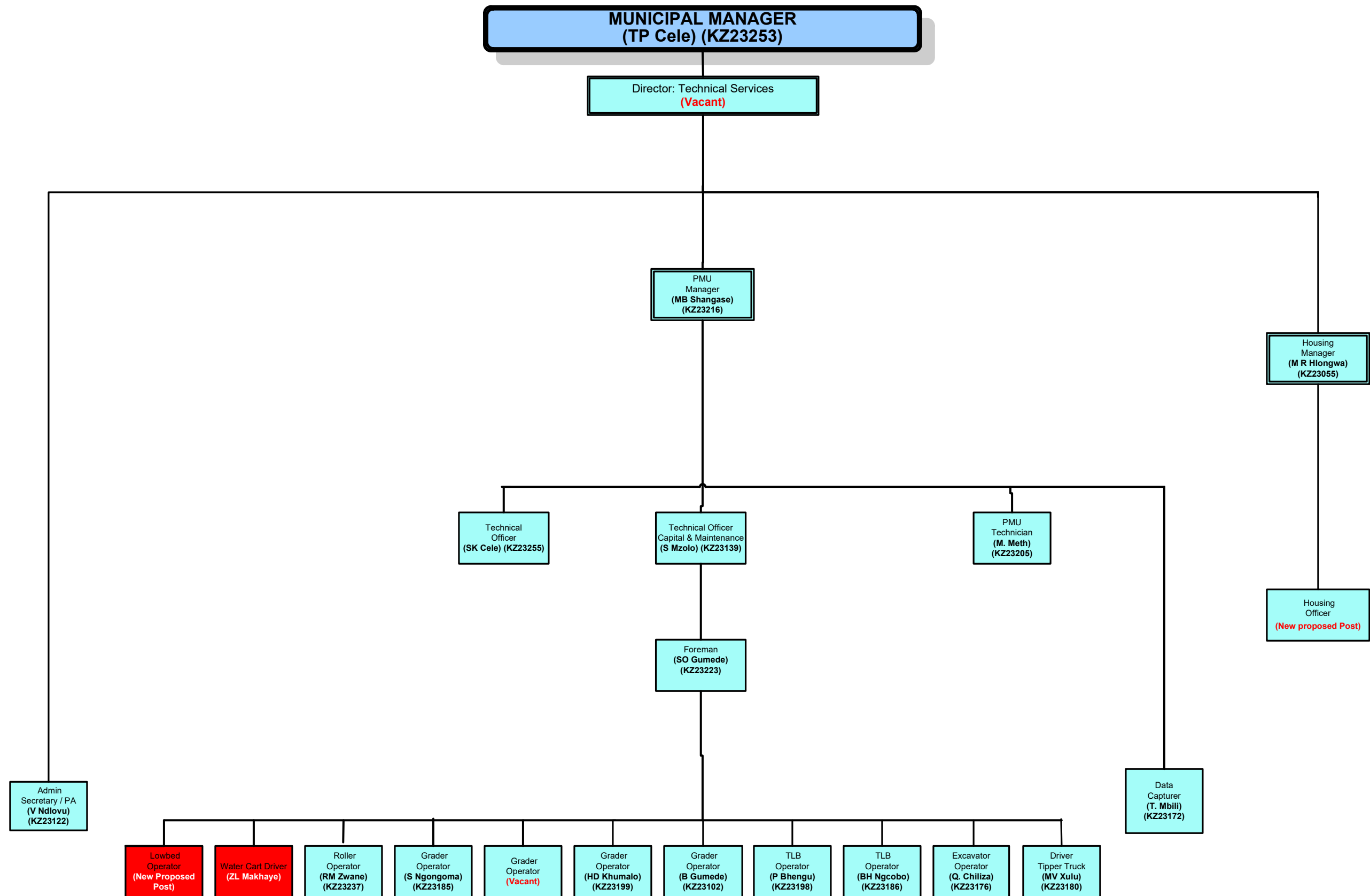
Department	Responsibilities	Designated Official
<b>Technical Services Department</b>	This is the department that has been entrusted with delivery of basic services through operations and maintenance of existing infrastructural services as well as delivering new services so as to reduce backlog in the municipality and further Environmental protection and management. It consists of three units namely, <b>Housing Unit, Environmental Management</b> and. <b>Project Management Unit</b>	Director: Technical Services
<b>Social and Community Service</b>	The Department comprises of two units namely, <b>Community Services</b> and <b>Disaster Management</b> . The Community Services section works closely with the community in eradicating poverty, development of NGOs, CBO and providing social cohesion. Disaster Management responds to issues of natural disasters, safety hazards and community support in unplanned circumstances.	Director: Social and Community Services



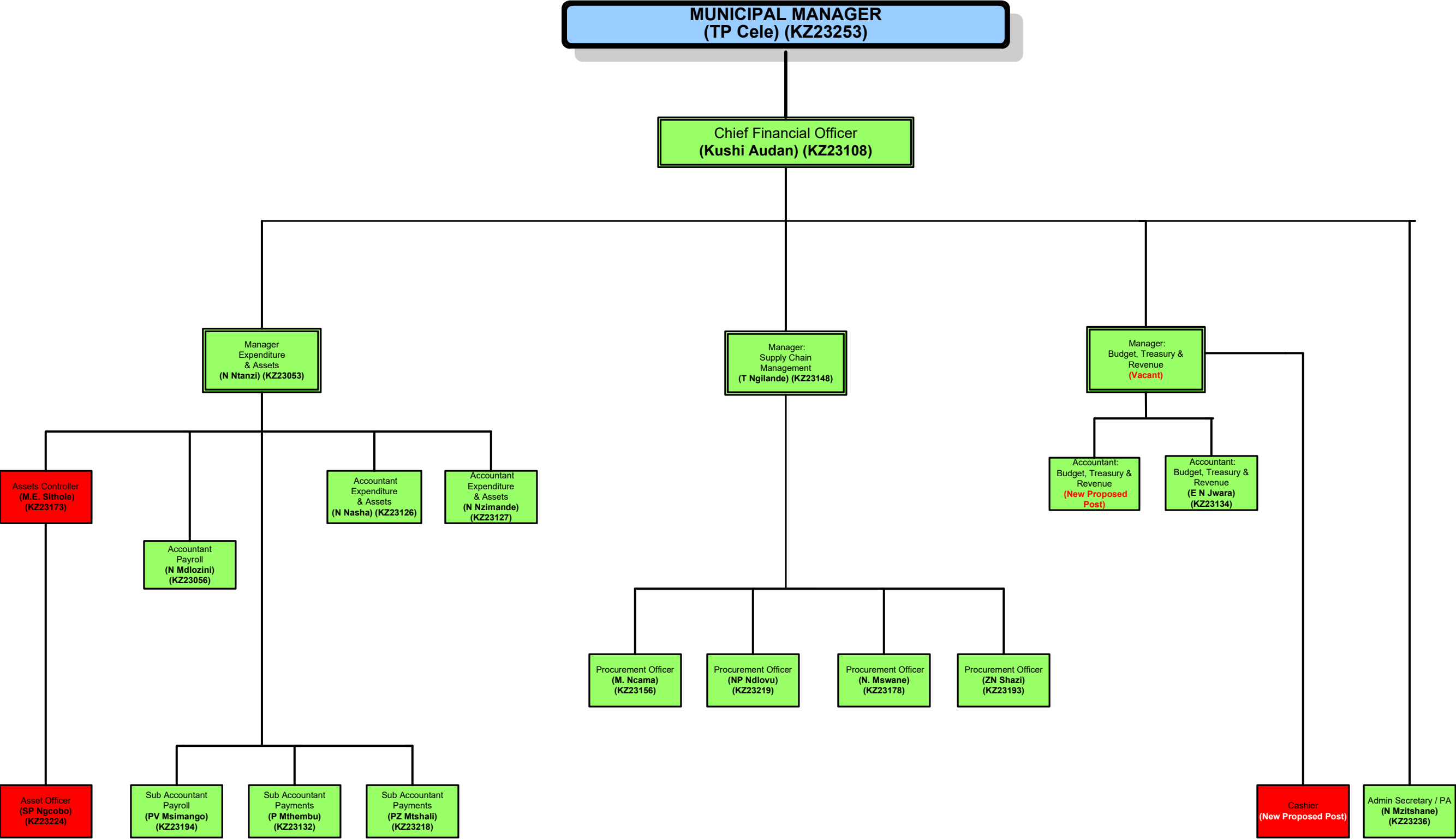
### 3.2.13 Organogram (March 2021)







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**MUNICIPAL MANAGER  
(TP Cele) (KZ23253)**

Director: Social & Community Services  
(NZ Lushaba) (KZ23125)

Manager  
Community  
Services  
(L Shelembe) (KZ23115)

Environmental  
Management Manager  
(New Proposed Post)

Chief Fire Officer  
(New Proposed Post)

Superintendent: DLTC  
(New Proposed  
Post)

Community  
Development  
Officer  
(Vacant)

Community  
Development  
Officer  
(V Mbele) (KZ23142)

Environmental  
Management Officer  
(VC Xolo)(KZ23217)

Disaster  
Management  
Practitioner  
(M R Ngcobo)  
(KZ23146)

Disaster  
Management  
Practitioner  
(ZE Ndovela)  
(KZ23188)

Fire Fighter  
(BP Shabane)  
(KZ23165)

Fire Fighter  
(M Tobo)  
(KZ23169)

Fire Fighter  
(KP Buthelezi)  
(KZ23277)

Fire Fighter  
(SA Madiala)  
(KZ23279)

Fire Fighter  
(ND Msomi)  
(KZ23278)

Fire Fighter  
(ZS Nyawose)  
(KZ23276)

General Worker:  
Facilities Management  
(SA Simangali)  
(KZ23239)

General Worker:  
Facilities Management  
(BM Mbatha)  
(KZ23240)

Admin  
Secretary / PA  
(PP Gumede)  
(KZ23210)

19 x Caretakers

20 x General Workers  
(Waste Mngment)

16

15

14

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### 3.2.14 Posts (Organogram) (2021-2022)

Department	Title
Office of the Municipal Manager	<p>Researcher</p> <p>Protocol Officer</p> <p>LED Officer Agricultural and Rural Development</p> <p>LED Officer Tourism and Marketing</p> <p>LED Officer Co-operatives Development</p> <p>Tractor Driver x1</p> <p>Sports Development Officer</p> <p>Communications Practitioner x1</p> <p>Admin Officer x1</p> <p>Public Participation Officer</p> <p>Risk Management Officer</p> <p>PMS Officer</p> <p>GIS Officer</p>
Corporate Services	<p>ICT Help Desk Admin</p> <p>Human Resource Officer</p> <p>Network / Systems Administrator</p> <p>Archivist</p>

	<p>Mechanic</p> <p>Messenger Driver</p> <p>Desktop Administrators / Technicians</p> <p>Labour Relation Officer</p>
Technical Services	<p>Housing Administrator</p> <p>Social Facilitator</p> <p>Technical Officer (Electrical)</p>
Social Development and Community Services	<p>Cashier</p> <p>Examiners</p> <p>General Workers</p> <p>2 Clerks</p> <p>Supervisor for Caretakers</p> <p>Driver for Crew-Cab Truck</p> <p>Driver for Skip Loader</p> <p>Librarian</p> <p>Cybercadet</p> <p>2 x Assistant Librarians</p> <p>Cemetery and Crematoria Officer</p> <p>Animal Pound Officer</p> <p>4 x Fire Fighters</p>



### 3.2.15 SWOT Analysis: Municipal Transformation and Institutional Development

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Administrative leadership</li> <li>• Timeous sitting of council meetings</li> <li>• Well - resourced sound fleet management</li> <li>• Wi-Fi network installed</li> <li>• Back - up server</li> <li>• Functioning Intranet</li> <li>• Improved Internet connectivity</li> <li>• Virus controlled management</li> <li>• Appointment of suitably qualified employees</li> <li>• Approved and implemented WSP to enhance capacity for political heads and employees</li> <li>• Adopted employment equity plan and committed to meet targets</li> </ul>	<ul style="list-style-type: none"> <li>• Limited number of allocated and dedicated vehicles</li> <li>• Insufficient budget</li> <li>• Inability to retain and attract suitably qualified employees</li> <li>• Limited capacity to implement some of the Municipal functions.</li> <li>• Limited office space</li> <li>• Unable to meet employment equity targets</li> <li>• Not reviewing policies on time</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• E-filing of municipal documents</li> <li>• Growing IT department</li> <li>• Installation of optic fibre to improve internet connectivity</li> <li>• High turn around for advertised posts</li> </ul>	<ul style="list-style-type: none"> <li>• Limited storage capacity and lack of security</li> <li>• Inability to implement scarce skills policy</li> <li>• Loss of institutional memory</li> <li>• Location of server near toilets</li> <li>• Vacancy of critical posts</li> </ul>

### 3.2.16 Key Challenges

The Challenges in this KPA, in the process of restructuring to ensure the carrying out of developmental responsibility:

- Lack of funds to fill vacant posts on the organogram
- Backlog in developing, reviewing and implementation of policies
- Limited office space and information management
- Inadequate monitoring Performance Management System
- Improper use of Municipal fleet
- Inability to retain and attract suitably qualified employees
- Limited capacity to implement some of the Municipal functions.
- Unable to meet employment equity targets
- Inability to implement scarce skills policy

#### **What are we going to do to unlock and address our key challenges?**

- Review of policies organogram on time including Human Resource Policy;
- Staff Recruitment and selection (filling of vacant posts and implementation of unemployed graduates programme);
- Construction of new municipal offices and maintenance of the existing ones;
- Review Performance Management System policy and implementation;
- Implementation of Fleet Management Policy;
- Implementation of Scarce Skills Retention Policy;
- Capacity building- training of staff and councillors;
- Ensure compliance with employment equity plan;
- Acquisition of Information and Communication Technology (computer equipment, licenses etc.);
- Corporate Branding
- Implementation of Batho Pele Programme (Campaigns and Material);
- Legal compliance and management
- Compilation and update of risk register
- Monitor and evaluate municipal performance
- Compile statutory performance reports (APR, MPR, AR)

#### **What could you expect from us, in terms of outputs, outcomes and deliverables, over the next five years?**

In the next five years the municipality has set itself a goal of Improved Organisational cohesion and Effectiveness and will be achieved through a list of objectives listed hereunder:

- Improved Human Resources systems / Electronic Recruitment Procedures ;
- Improved Information and Communication Technology;

- Administration and fleet management;
- Batho Pele Strategy Implementation;
- Risk free and legally compliant institutional;
- Improved and Effective Performance Management System;
- Construction of New Municipal Offices
- Improve security system and terms of references for Service Providers
- Establishment of Policy Review Committee and Terms of Reference

### 3.3 KPA 2: Basic Service Delivery

#### 3.3.1 Water and Sanitation

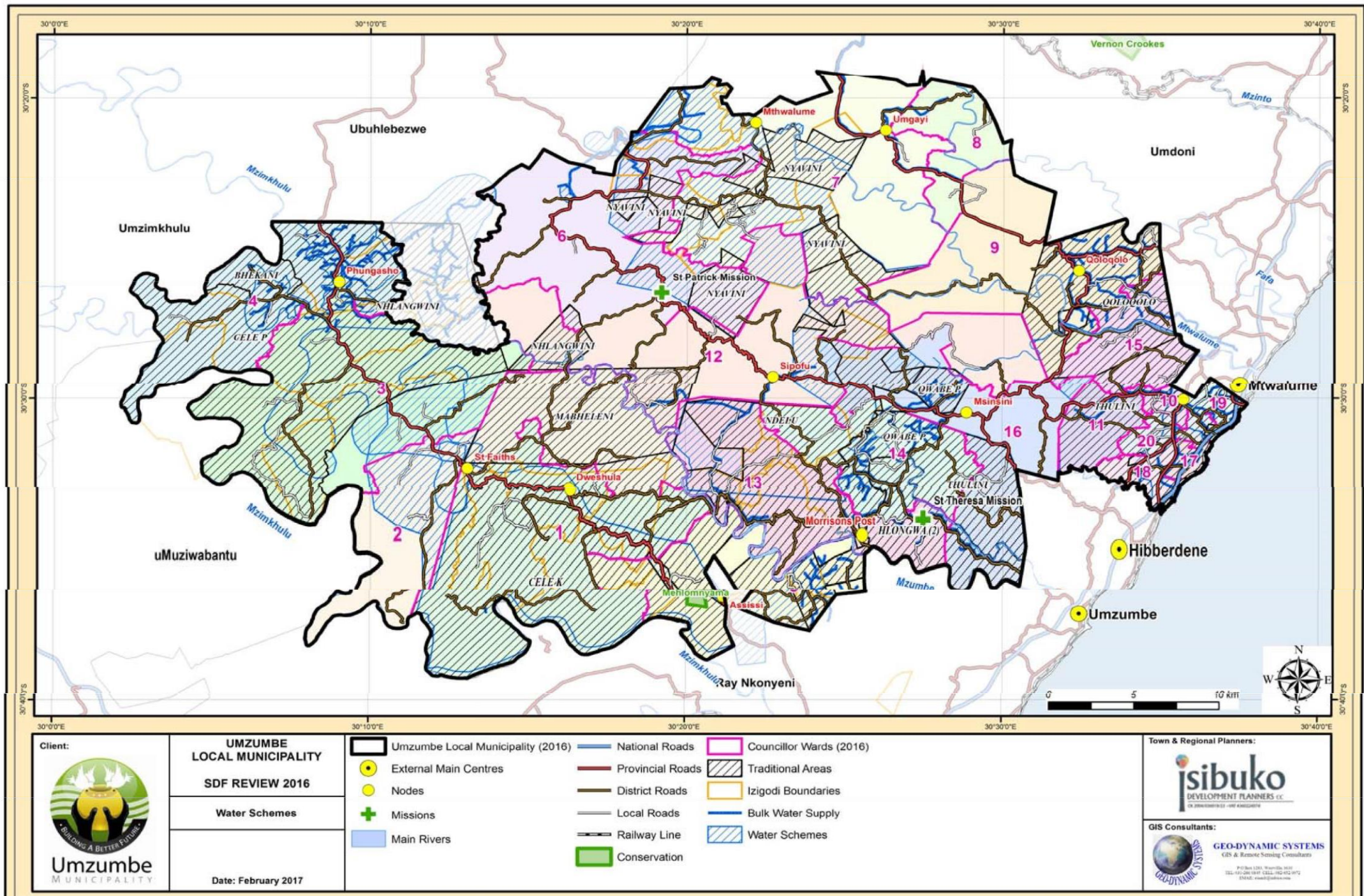
The UGU District Municipality is the Water Services Authority and the Water Service Provider for the District. They are responsible for the provision of water and sanitation services within the district and Umzumbe municipality.

#### **Water Supply Zones**

Umzumbe falls within the Mtwalume, Ndelu and Mhlabatshane water supply zones. The Ndelu supply zone is supplied by the Ndelu waterworks from the Umzumbe River and will also be extended in future to include the areas of Ndelu, Qwabe N, KwaHlongwa and parts of Mabheleni and Mathulini of the Umzumbe tribal authority area.

The Mtwalume supply zone is supplied by the Mtwalume waterworks and includes the rural areas of Mathulini and Qoloqolo, as well as the urban coastal areas of Mtwalume, Ifafa Beach and Bazely Beach. The Mhlabatshane supply zone is situated in the Umzumbe Municipality and currently comprises of a number of stand-alone rural schemes (Phungashe, Ndwebu and Assisi schemes), which will in future be incorporated into a single regional water supply scheme. The supply zone covers the area between the Umzimkulu and Umzumbe rivers, from Phungashe in the north-west to Frankland in the south-east.

## Water Schemes Map

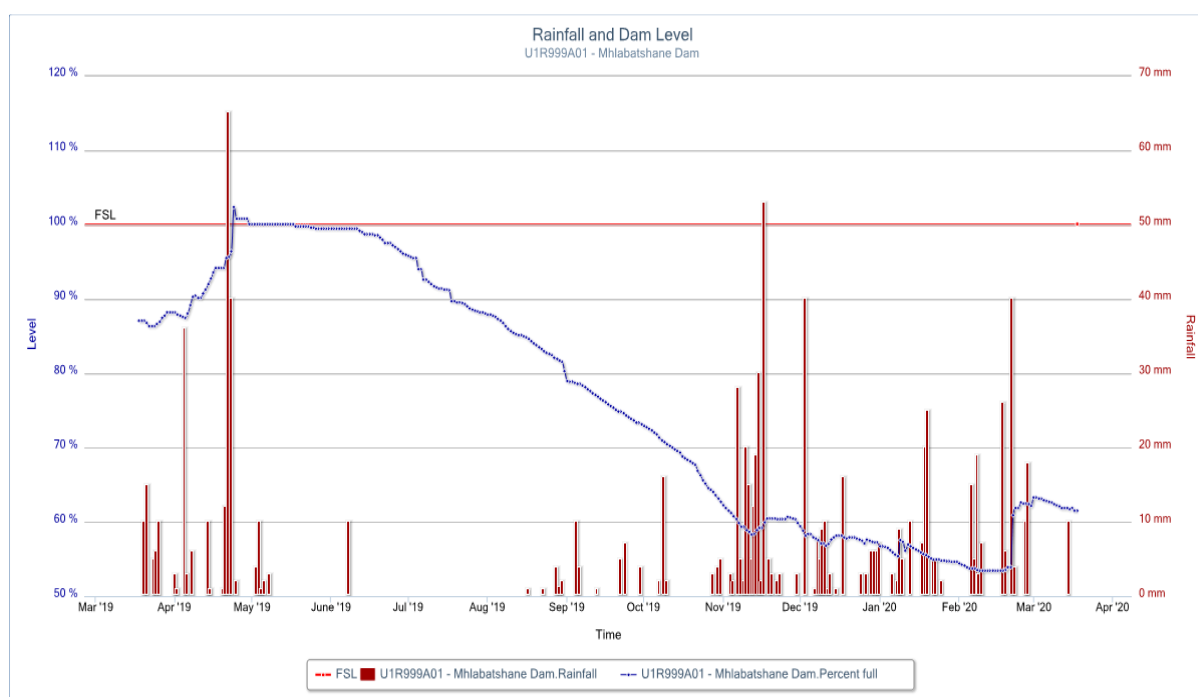


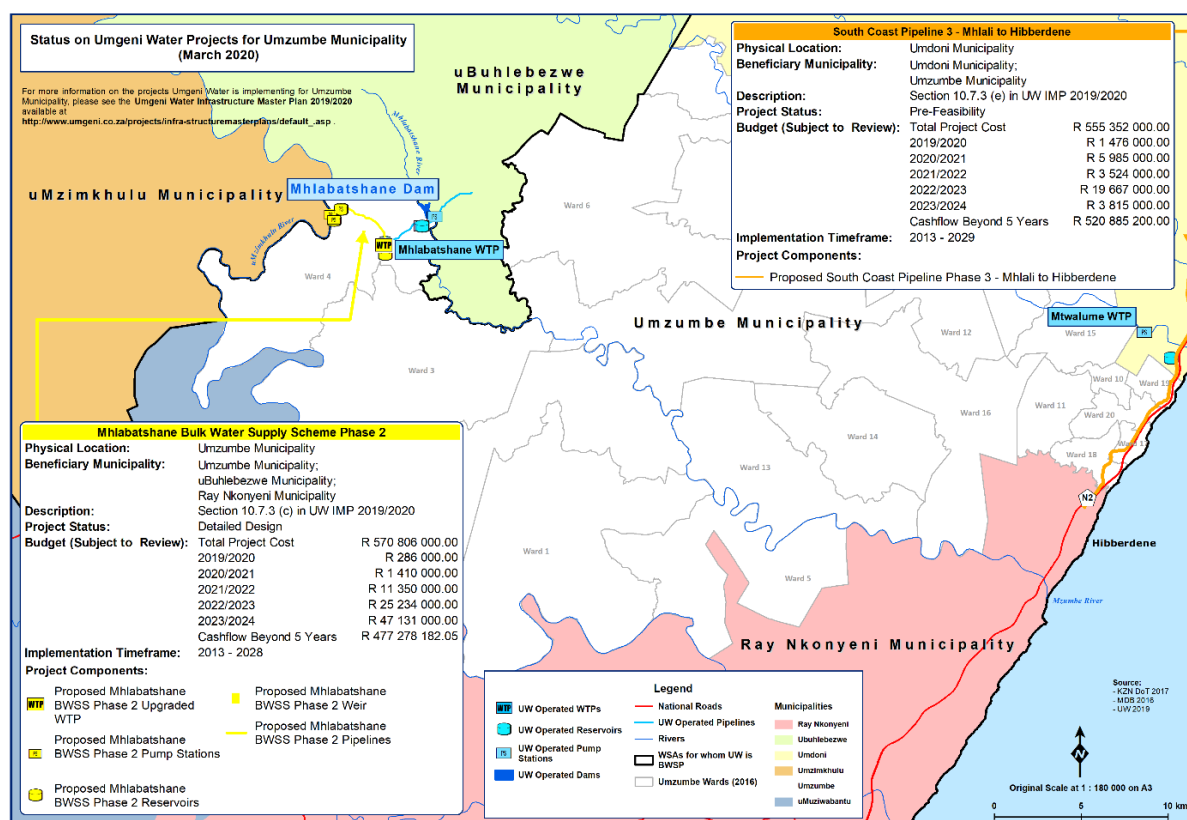


## Water Resources

Umzumbe municipality is located in the South Coast catchment, which includes the Umzumbe, Mtwalume and Mpambanyoni Rivers, it must be noted with caution that all rivers and Dams within Umzumbe municipality are experiencing water shortages and perennial rivers and dams are drying up due to the draughts in the province and the country as a result of severe climate change. Currently, the catchment of the said rivers is experiencing a small deficit, and mostly during holiday peak season. The provision of off-channel storage can minimise this problem. Groundwater is available, but still undeveloped resource, which can be very valuable to rural communities. However, the sustainable use of this resource is very important and the use thereof should be monitored continuously due to draughts experienced.

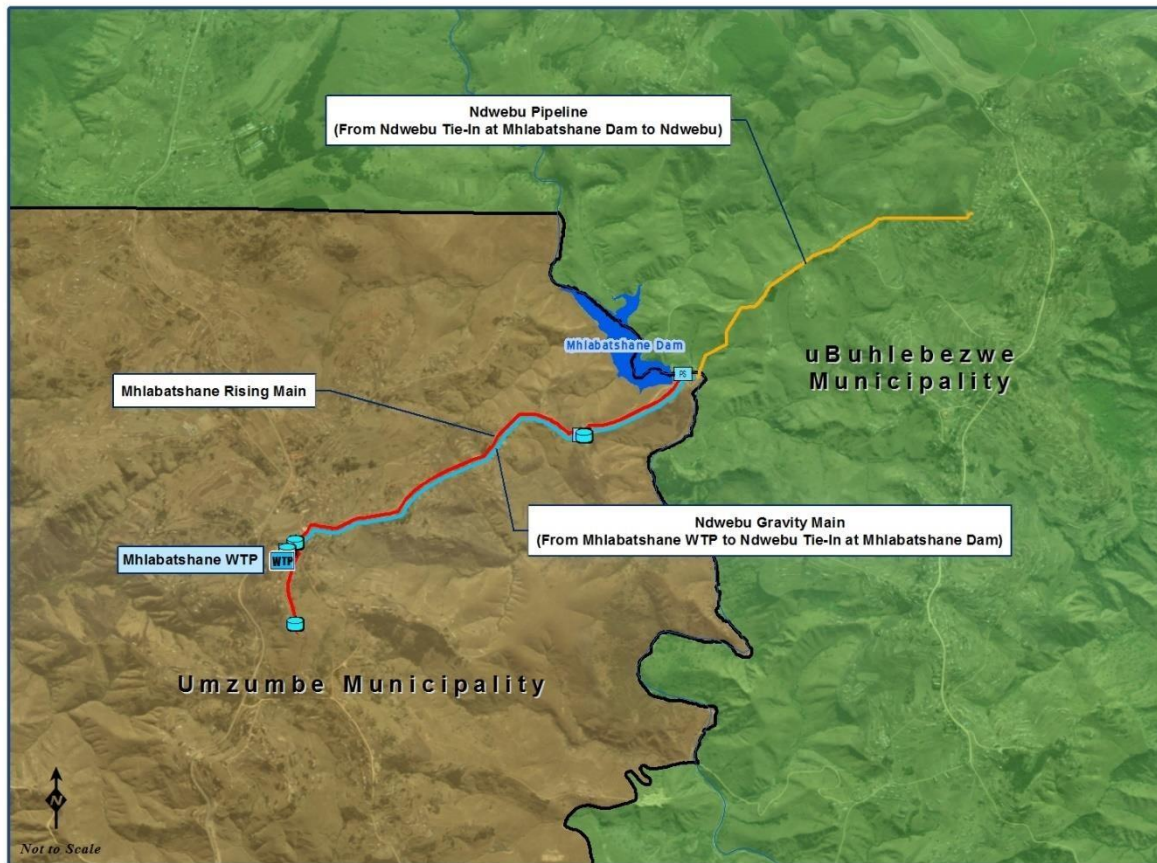
Umngeni water, which is a bulk water services authority, is currently undergoing plans for the Mhlabatshane dam which has a water capacity of 1.5million m<sup>3</sup> and had 100% status as of November 2017. Given the drought situation in the country this initiative is applauded as it shows that the water supply system in the area is stable for now. This expansion of the dam is estimated to take off from 2018/19 and is expected to be completed by the 2048/49 financial year. Table below indicates the Mhlabatshane dam level in the 30 March 2019 – 30 March 2020 year.





Source: Umngeni Water Services Authority 2020

The above map illustrates the proposed water systems network which will expand into servicing the communities of uMzimkhulu municipality during phase 2 of the project. The dam extension is proposed to provide a link with uMzimkhulu municipality, uBuhlebezwe municipality and Umzumbe municipality with new technological infrastructure that will sustain the communities and provide services to the communities meeting the basic needs of access to water and delivering the municipal mandate. The project completion date is anticipated to be during the 2023/24 financial year.



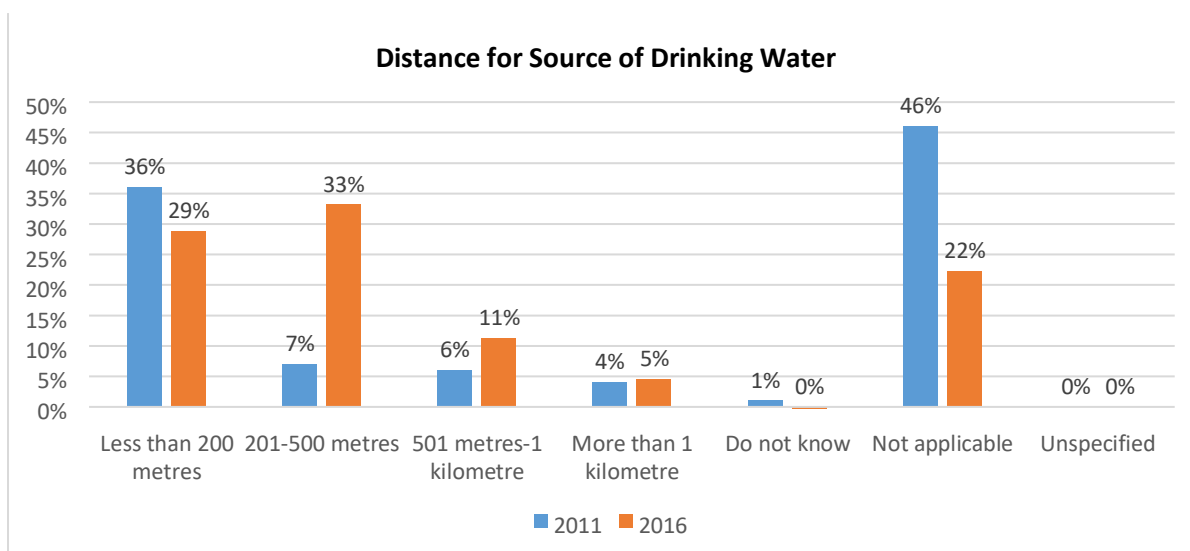
*Source: Umngeni Water Service Authority 2017*

The above map indicates the different feeds from Mhlabatshane dam. Mhlabatshane dam services mainly the communities of both Umzumbe Municipality and that of uBuhlebezwe municipality through the Ndwebu pipeline.

## ACCESS TO WATER

The basic water service in Umzumbe is community standpipes within 200m -800m radius of all households. The Community survey 2016 reveals that access to water within RDP standard (less than 200m radius) has decreased from 36% in 2011 to 29% in 2016. The figures also show that the number of households accessing water below RDP standard has increased from 64% in 2011 to 71% in 2016, and increase of 7%. This portrays a trend of water sources being further away from the households. The possible reasons for this phenomenon could be deteriorating quality of water infrastructure and the drought that has the entire country in the recent past. However, this calls for further investigation to identify real problems and device interventions, which will ensure that households access water nearby.





**Access to Drinking Water**

**Source: Stats SA, 2016**

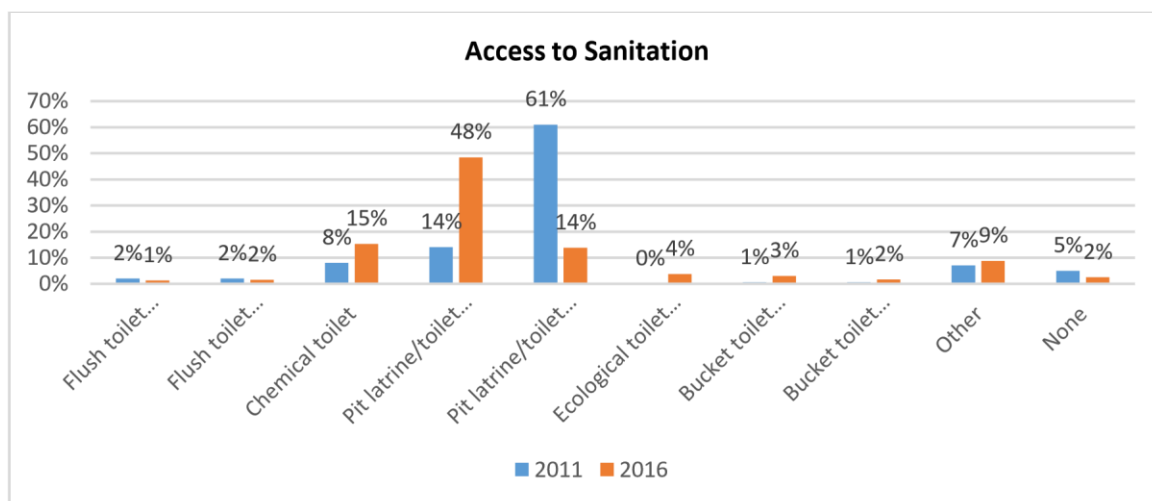
Access	Number of Households	Percentage
Less than 200 metres	8094	29%
201-500 metres	19	33%
501 metres-1 kilometre	3172	11%
More than 1 kilometre	1293	5%
Do not know	13	0%
Not applicable	6241	22%
Unspecified	-	
<b>Total</b>	<b>28132</b>	<b>100%</b>

**Access to Water**

**Stats SA Community Survey, 2016**

## ACCESS TO SANITATION

Access to sanitation within Umzumbe Municipality is in a form of ventilated improved pit latrines. The Community Survey 2016 is revealing a positive story in the sense that access to sanitation at an RDP standard has increased from 26% in 2011 to 66% in 2016, an increase by 40%. The backlog (access below RDP standard) has decreased from 75% in 2011 to 31% in 2016, a decrease by 44%. This point to the functionality of Intergovernmental relations efforts by the municipality, UGU District Municipality and sector departments ensure that all households have access to a dignified sanitation.



Access to Sanitation

Source: Stats SA, 2016

Households Access to Sanitation	Number of Households	Percentage
Flush toilet connected to a public sewerage system	351	0,0
Flush toilet connected to a septic tank or conservancy tank	428	0,0
Chemical toilet	4309	15,32%
Pit latrine/toilet with ventilation pipe	13643	48,50%
Pit latrine/toilet without ventilation pipe	3868	13,75%
Ecological toilet (e.g. urine diversion; enviro-loo; etc.)	1045	3,71%
Bucket toilet (collected by municipality)	850	3,02%
Bucket toilet (emptied by household)	471	1,67%
Other	2478	8,81%
None	689	2,45%
<b>Total</b>	<b>28132</b>	<b>100%</b>

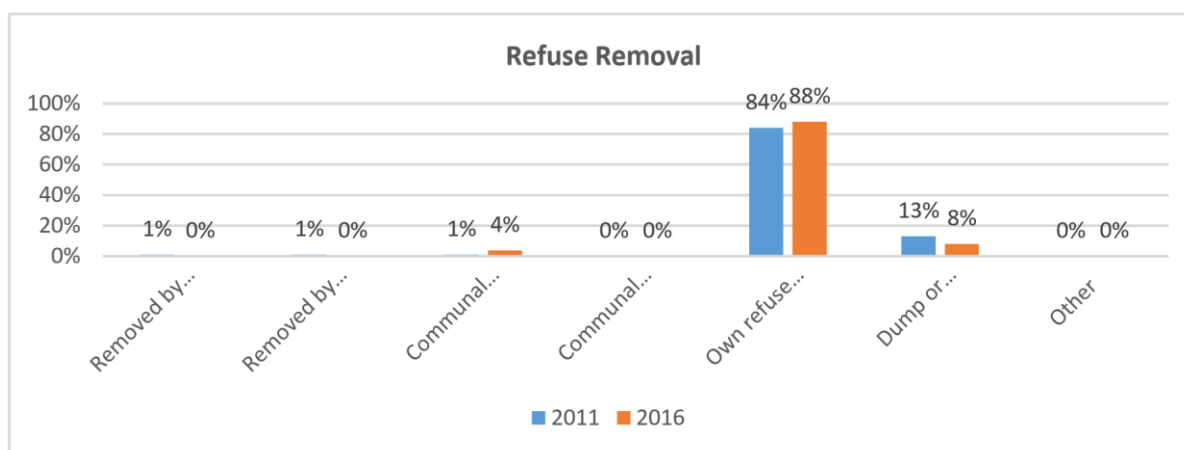
Access to Sanitation

Source: Stats SA Community Survey, 2016

The greatest challenge facing the rural sanitation programme is identified as how to deal with the emptying of full pits in a hygienic and cost-effective manner. This is a national challenge that requires careful consideration and management.

### 3.3.2 Solid Waste Management

Solid waste management involves the collection, transportation and safe disposal of refuse from residential areas to landfill site. However, solid waste service in Umzumbe is at a minimal level whereby the municipality collects waste from communal skip bins. As can be seen from the table below, it is indicated that the communal collection has increased from 1% in 2011 to 4% in 2016. This also correlates with the reduction of haphazard dumping. The Municipality plans to increase the amount of Skip bins in densely populated areas in order to eliminate illegal and onsite dumping.



Refuse Removal

Source: Stats SA, 2016

Access to Refuse Removal	Number of Households	Percentage
Removed by local authority/private company/community members at least once a week	20	0%
Removed by local authority/private company/community members less often than once a week	10	0%
Communal refuse dump	1056	4%
Communal container/central collection point	0	0%
Own refuse dump	24765	88%
Dump or leave rubbish anywhere (no rubbish disposal)	2251	8%

Access to Refuse Removal	Number of Households	Percentage
Other	30	0%
<b>Total</b>	<b>28132</b>	<b>100%</b>

#### Refuse Removal

Source: Stats SA Community Survey, 2016

It needs to be noted that there is no official landfill site in the municipal area and UGU District only has three landfills. These are the Oatlands, Humberdale and Harding landfill sites. Factors that affect waste collection services are as follows:

- **Distance:** If the distance between the point of generation of waste and the disposal site is more than 30 km, transportation of waste becomes more difficult for municipal mobile compactors or no-compaction 3-ton trucks.
- **Accessibility:** The accessibility of settlements via the existing road network must also be considered. The rural nature of settlements, topography and road infrastructure in Umzumbe is a case in point, which complicates waste collection and services. As such, a formal municipal refuse removal service to every single household in Umzumbe is not practical. Alternative waste management practices that could be implemented in Umzumbe include community contractors collecting waste door to door and transporting it directly to a landfill, or on-site supervised disposal by a waste management officer from the municipality. In the context of Umzumbe, the latter would be more appropriate for rural settlements.

The municipality has embarked on an initiative to recycle solid waste through putting dustbins with categories of waste. Due to the rural nature of the municipality, skip bins have been placed in about six areas within all five clusters and collect waste on a weekly basis as tabled below:

PLACE	WARD	DURATION
SASSA	Ward 19	Weekly
Thuthwini Taxi Rank	Ward 10	Weekly
St Faiths	Ward 2	Weekly
KwaPhungase	Ward 4	Weekly
Dunsten Farrell	Ward 16	Weekly
Umzumbe Old Clinic	Ward 10	Weekly

The Integrated Waste Management Plan was adopted during the 2017/18 financial year and is currently at Implementation stage. The following projects and programmes have been identified in the plan and aimed at addressing the challenges identified.

### 3.3.3 Waste Collection Schedule

Waste Collection Schedule	
Collection days	Number of collections (6 Bins)
Monday	1
Tuesday	0
Wednesday	1
Thursday	0
Friday	1
Saturday	0
Sunday	0

*Waste Collection Schedules*

*Source: Umzumbe Integrated Waste Management Plan, 2019*

Project Name	Ward	Progress
IWMP review	All Wards	Adopted
Waste Management Bylaws	All wards	Adopted
Development of Recycling Station	TBC	In progress
Procure Skip Loader Truck	TBC	Budget
Waste Management Unit	TBC	Established
Awareness campaigns	All Wards	In progress
Street swiping	All Wards	In progress

### Programmes

1. Ward based clean up and anti-dumping campaigns
2. Advise residents on their responsibility as inhabitants to maintain a clean environment
3. Teach the general public about the importance of waste minimization and handling during pension/social grant collection days
4. Target schools in the environmental awareness campaigns and recycling initiatives i.e. waste minimization parades and litter picking.

### 3.3.4 Energy

The main supplier of electricity in Umzumbe is Eskom. The majority of electricity problems are of a localised nature, since major capacity problems in UGU have been addressed about ten years ago through the construction of major infrastructure. Localised problems are stated as being a result of 'Electrification for All' programme:

- Two high voltage power lines running in a northeast to south-western direction parallel to the coastline, including high voltage substations along these power lines
- Medium voltage power lines traversing the municipal area, including several medium voltage substations.

According to Eskom, the current backlog in terms of access to electricity currently stands at 12094 households. This includes 5480 green fields and 6614 infills. The former refers to areas where Eskom has not previously installed any Infrastructure, while the latter refers to areas where there is existing infrastructure but some of the households are not connected. An access to electricity within Umzumbe Municipality has increased from 49% in 2011 to 67% in 2016, which is an increase by 8%.

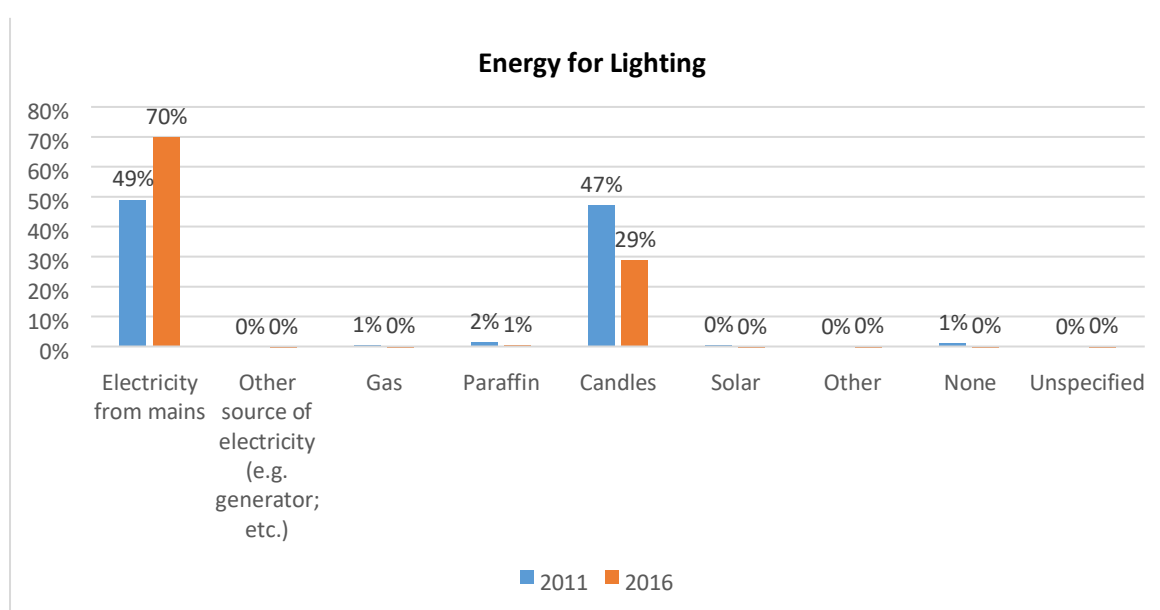
The Energy Mast Plan is reviewed every five years in line with the 5 year Municipal IDP review. The Technical services department reviewed plan in the 2018/19 financial year. The Municipality receives a grant from INEP aimed at providing electricity connections to household without electricity. Eskom then provides energy supply to the households connected by the municipality.

Households Access to Electricity	Number of Households	Percentage
In-house conventional meter	137	0%
In-house prepaid meter	18861	67%
Connected to other source which household pays for (e.g. con	265	1%
Connected to other source which household is not paying for	750	3%
Generator	18	0%
Solar home system	63	0%
Battery	27	0%
Other	124	0%
No access to electricity	7887	28%
<b>Total</b>	<b>28132</b>	<b>100%</b>

*General Access to Electricity*

*Source: Stats SA Community Survey, 2016*

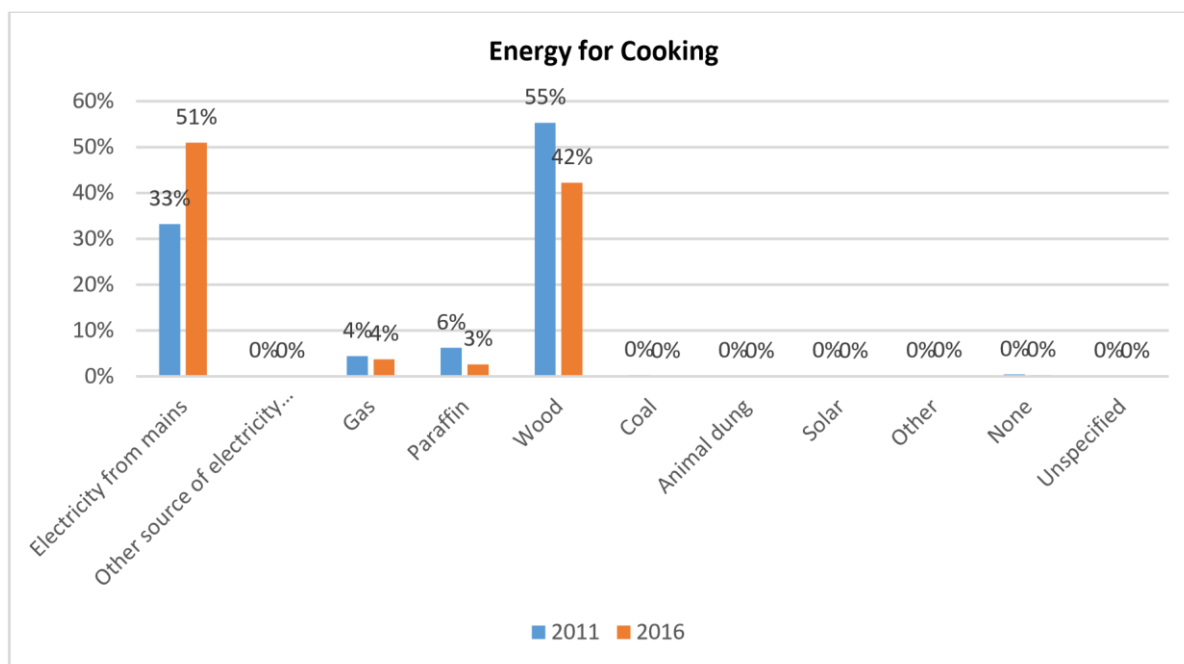
The chart below indicates that households using electricity for lighting has increased from 49% in 2011 to 70% in 2016, a significant improvement by 39%; whereas the percentage number of households using candles for lighting has gone down from 47% in 2011 to 29% in 2016. This is as a result of the electricity projects that have been rolled out by Eskom in collaboration with the municipality.



**Electricity for Lighting**

**Stats SA Community Survey, 2016**

The chart hereunder indicates that the percentage number of households that use electricity for cooking has increased from 33% in 2011 to 51% in 2016, an increase by 18%; while the percentage number of households using unsustainable sources (paraffin and wood) of energy has decreased (61 % in 2011 to 45% in 2016) quite dramatically. The decrease in the usage of paraffin and wood as sources of energy for cooking would have positive outcomes in addressing some of the environmental issues such as carbon footprint and deforestation. This also talks to improvement in the standard of living linked to increase in income levels.



Energy for Cooking

Stats SA Community Survey, 2016

Eskom has identified extensive areas within Umzumbe for community level planned projects over the next five years. In addition, regional level infrastructure development planning includes projects that will not only facilitate these community level projects, but also serve to improve the existing network capacity.

The spatial position of these regional projects is evident in Umzumbe.

According to Eskom (2018), the completed projects for the 2016/17 financial year are:

Municipal Name	Project Name	No. of Households	Progress
KZN213 Umzumbe	Magwaza 02 & Shabane	186	Project Complete
KZN213 Umzumbe	Rosettenville	313	In Construction
KZN213 Umzumbe	Gobamehlo #3	278	Project Complete
KZN213 Umzumbe	Siphofu #3	62	Project Complete
KZN213 Umzumbe	Dweshula #3	39	Project Complete
<b>Total</b>		<b>878</b>	

Source: Eskom 2018

Projects for the 2017/18 financial year are as follows:

Municipal Name	Project Name	No of Households 721	Progress
KZN213 Umzumbe	Sunduza	21	Deferred to 2018/19



KZN213 Umzumbe	Nhlalwane	180	In Construction
KZN213 Umzumbe	Nomagetje	211	In Construction
KZN213 Umzumbe	Phungashe #3	579	In Construction
KZN213 Umzumbe	Vulkani #1	625	Deferred to 2018/19
KZN213 Umzumbe	Maria Trust Mission #1	692	In Construction. Project split in three phases
<b>Total</b>		<b>3008</b>	

Source: Eskom 2018

Projects for 2018/19 financial year are as follows:

Municipal Name	Project Name	No of Households	Progress
KZN213_Umzumbe	Sunduza	Households	496
KZN211_Mdoni	Umzinto NPA Informal Settlement	Households	350
KZN213_Umzumbe	Vulkani #1	Households	625
Total			1471

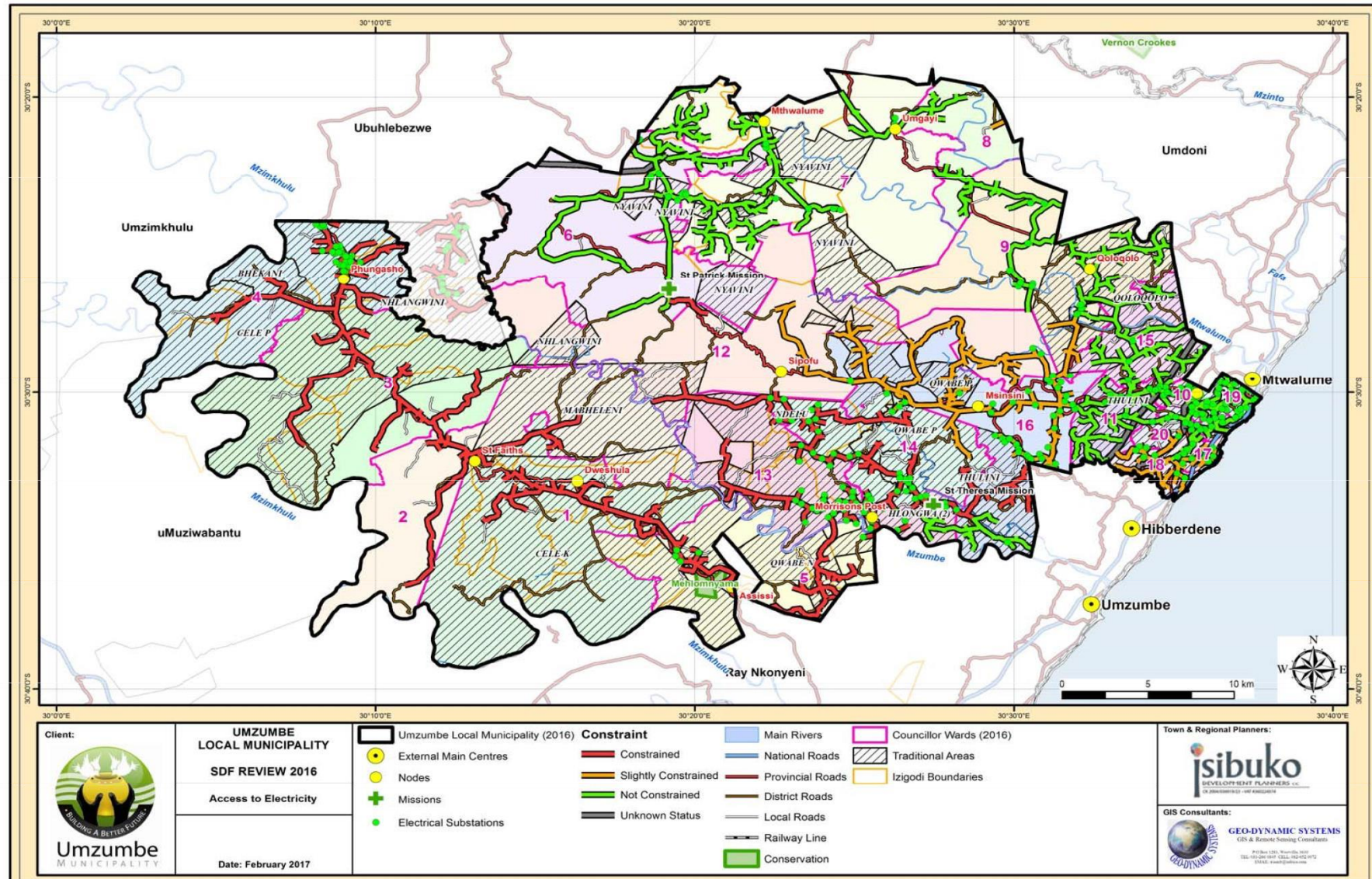
Source: Eskom 2018

Projects for 2018/19 financial year are as follows:

Municipal Name	Project Name	No of Households	Progress

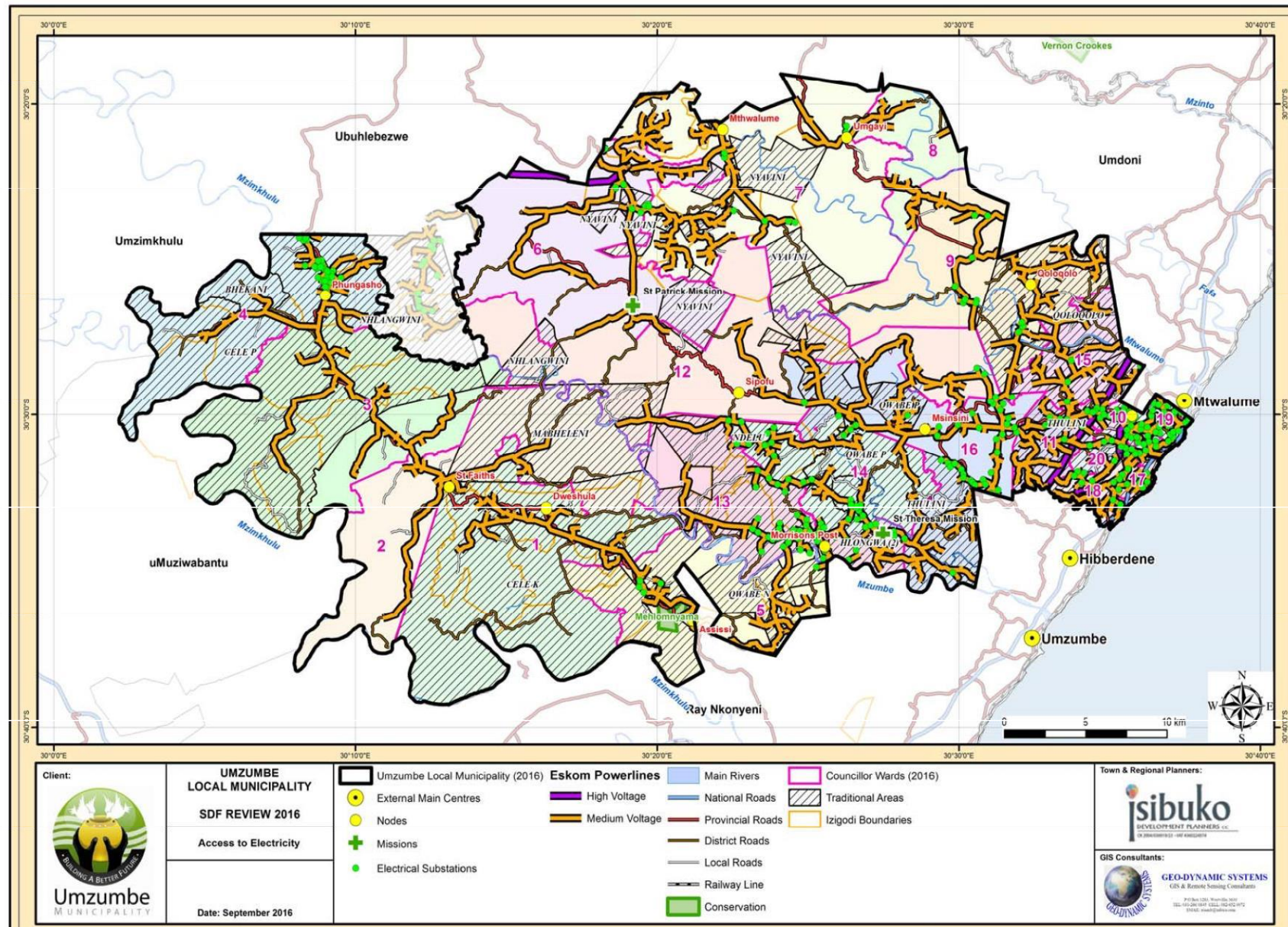


## Access to Electricity Map





## Energy Voltage Map



## Past Electricity projects

Project Name	Village	Ward	Budget	Financial Year	Coo-ordinates	Connections
<b>Nkehlamandla Project</b>	Nkehlemandla	16	7.5m	2012/13	S 30° 35'02.07" E 30° 30'13.28"	265
<b>Nkehlamandla Phase 2 Project</b>	Nkehlamandla	16	5.0m	2014/15	S 30° 35'02.07" E 30° 30'13.28"	92
<b>Nkehlamandla Phase 3 Project</b>	Nkehlamandla	16	1.265m	2015/16	S 30° 35'02.07" E 30° 30'13.28"	45
<b>St Nivard Electrification Project Phase1</b>	St Nivard	9	5.0m	2013/14	S 30° 20'17.25" E 30° 27'19.81"	220
<b>St Nivard Electrification Project Phase 2</b>	St Nivard	9	2.0m	2014/15	S 30° 20'17.25" E 30° 27'19.81"	80
<b>St Nivard Phase 3 Project</b>	St Nivard	9	7.3m	2015/16	S 30° 20'17.25" E 30° 27'19.81"	290
<b>Amen Creche Electrification Project</b>	Amen Creche	9	6.0m	2015/16	S30° 21'20.17" E30° 25'59.33"	242
<b>Mgai kaMoya</b>	Kwa Mgai	9	2.0m	2015/16	S30°23'13.74" E30°28'30.89"	80
<b>KwaMbiyane</b>	Mbiyane	9	5.8m	2016/17	S30°21'05.67" E30°29'11.15"	192

<b>Mahlaya</b>	Mahlaya	8	2.0m	2016/17	S30°21'09.91" E30°25'03.50"	50 (Phase 1, phase 2 in progress)
<b>Ekubusisweni</b>	Ekubusisweni	9	2.732m	2015/16	S30°22'48.17 E30°28'56.90	48 (Phase 1, phase 2 in progress)

### 2018/19 Electrification Projects

Project Name	Village	Ward	Budget	Financial Year	Coo-ordinates	Connections
<b>Mthwalume Phase 1</b>	Mthwalume	8	4.9m	2018/19		198
<b>Magwaza Phase 1</b>	Magwaza	9	0	2018/19		116
<b>Magwaza Phase 2</b>	Magwaza	8	9.9m	2018/19		397
<b>Mbiyama Phase 1</b>	Phase	8	4.8	2018/19		232
<b>KwaMbiyane</b>	Mbiyane	9	5.8m	2016/17	S30°21'05.67" E30°29'11.15	192

### 2019/20 Electrification Projects

The Technical Services Department in partnership with the Department of Energy will be conducting the following projects for the mentioned financial year. Technical received as R10 000 000 grant funding from the Department of Cooperative Governance and Traditional Affairs towards decreasing of the municipal backlog.

### 2020/21 Electrification Projects

Municipal Name	Project Name	No of Households	Progress

### 3.3.5 Transportation Infrastructure

#### RAIL TRANSPORT

The only railway line within Umzumbe is along the coastline. This South Coast railway line runs from Port Shepstone to Durban and forms part of the Durban- Kelso- Port Shepstone-Simuma Secondary Main Line. It was intended to develop agriculture in the lower South Coast (sugarcane cultivation). Traffic has however declined dramatically on this line in recent years, as road deliveries have increased. The south coast railway line is electrified and in use by Spoornet as far as Port Shepstone. However, no commuter services are offered south of the three stations that form part of the metropolitan rail system serving the Ethekewini area. These stations include Kelso, Park Rynie and Scottburgh, all of which are located to the north of Umzumbe.

#### PUBLIC TRANSPORT ROUTES

Public transport operations in Umzumbe are geared to move people out of the area to places of work or shopping facilities. This can be ascribed to the rural nature of Umzumbe, combined with the settlement pattern and the lack of a hub or major town. The result of the settlement pattern is that people have to travel long distances to access certain services, causing underutilised operator vehicles on most routes. Public transport routes vary according to the taxi rank, and include the following routes;

Destination			Km	Trips	Utility %	Registered Vehicles
Mthwalume Taxi Rank		Port Shepstone	27	40	72	<b>32</b>
		Scottburgh	27	2	100	<b>2</b>
		Umzinto	21	24	105	<b>22</b>
		Hibberdene	7	29	39	<b>19</b>
		Qwabe	13	3	93	<b>2</b>
Morrison Taxi Rank		Kwahlongwa	4	10	47	<b>6</b>
		Magoge	9	35	65	<b>27</b>
		Port Shepstone	17	9	118	<b>8</b>
St Faiths Taxi Rank		Durban	106	4	77	<b>4</b>
		Highflats	27	63	43	<b>39</b>
		Ixopo	41	1	11	<b>1</b>
		Port Edward	53	15	75	<b>13</b>
		Port Shepstone	32	28	61	<b>26</b>

Destination		Km	Trips	Utility %	Registered Vehicles
Dweshula Taxi Rank	kwadweshula	-	4	50	2
Kwanogoduka Taxi Rank	Durban	77	3	80	3
	Umzinto	25	9	82	9
Mswilili Taxi Rank	Durban	96	2	51	2
	Port Shepstone	19	5	90	5
Nhlanhleni Taxi Rank	Durban	75	1	100	1
	Umzinto	18	15	100	12

*Transport Routes*

*Source: Ugu Transport Plan, 2007*

Evident from the above table, is that one of the main routes originating from almost all of the taxi ranks, are the routes to Port Shepstone. This confirms the tendency that transport routes move people out of the area to larger urban centres where varieties of services are on offer.

The Ugu Public Transport Plan identifies seven taxi ranks serving the population of Umzumbe. The majority of these taxi ranks are of an informal nature and have no amenities. The location of these ranks is along main routes, providing a central pick-up or drop-off point to communities. However, this requires commuters to have to walk to and from the taxi ranks. The following associations are primarily based at the following ranks:

- Bekezela Taxi Owners Association at St Faiths taxi rank.
- Umzumbe Taxi Owners Association at the Morrison Taxi rank; and
- Mthwalume Taxi Owners Association at the Mathulini Mall

Furthermore, bus shelters have been proposed by the Umzumbe taxi associations on some of the major taxi and bus stops around Umzumbe. This is to ensure that the well-being of the commuters is prioritised and their needs are met.

## **BUS TRANSPORT**

There is only one subsidised bus operator in the Ugu district, namely KZT. One of KZT's three contracts, service the Nhlabwane, Assissi Mission and the surrounding areas to Port Shepstone. The only unsubsidised bus service in Umzumbe operates from the Odeke Bus Rank. This informal bus rank is located in the Umzumbe area along the Kwahlongwe route. It is an informal ranking area with no amenities. Bus routes originating from this rank go to Durban and Port Shepstone.



## ROAD INFRASTRUCTURE

The road infrastructure within Umzumbe Local Municipality is categorised in terms national roads (N2), provincial (P69, P73), District(D958) and local authority roads. The Provincial Department of Roads and Transport is responsible for 576.315 km of road network within Umzumbe Local Municipality and about 164.783km of these roads are surfaced while 419.246km are unsurfaced (Umzumbe LM Infrastructure Master Plan, 2009). The Umzumbe Local Municipality is responsible for local roads, which are divided into three different categories in accordance with the Department of Transport.

	ROADS	EXTENT (metres)	PERCENTAGE
1	District Roads	37300	14.37
2	Local roads	159534	6.15
3	National Roads	16234	0.63
4	On/Off Ramps	2376	0.09
5	Provincial Roads	155607	6
6	Tracks	1888696	72.77
	Total area	122094.63	100

SOURCE: KZN DEPARTMENT OF TRANSPORT

An extensive road network exists in Umzumbe, providing a large number of households with access to road transport. An analysis of the road infrastructure (Department of Transport) reveals that 67% of households in Umzumbe are within 1km of a national, provincial or district road. In addition, based on road class and location of taxi ranks, 92% of households are within the service delivery standard of roads. The total road network in Umzumbe consists of a total length of 2595km of road. This includes a hierarchy of roads, ranging from a national road to local access road/tracks. The majority of road surface is gravel (85.5%), with only 11.5% of roads having a blacktop surface. The road hierarchy in Umzumbe is discussed below (refer to map 11).

**National road** – the N2 provides access at a broad provincial and regional scale. While this road is also open to local road users, its primary aim is to connect major national urban centres. In the context of Umzumbe, the N2 runs along the coastline and provides high-speed access to eThekweni and Port Shepstone. The N2 in Umzumbe is 16.2km in length.

**Provincial road** – Provincial roads accounts for 6% of roads in Umzumbe, a total length of 155.6km. The R102 is one of the most critical provincial roads, running almost parallel, but inland to the N2.

Other important provincial roads are as follows:

**P68 between Assissi and Phungashe.** Only portions of this road has a blacktop surface

**P286 links Hibberdene to Msinsini.** The portion of this road that is located in Umzumbe has a gravel surface.

Following the recent development of the Thuthwini Shopping centre which is located at the corner of P73 and R102 intersection, an outcry from residents and commuters led to the concern of placing robots and/or a traffic circle to regulate the traffic flow and the rise in the number of vehicles which use those roads on daily basis. The Department of Transport has further indicated that the municipality is to address the challenge by mean of doing a formal application to the National Department of Transport for funding and for the matter to be addressed at a higher level given the sensitivity and seriousness of the issue. The application is to be derived by the municipal Technical Services department who will then further liaise with relevant stakeholders.

The Infrastructure Management Plan was reviewed during the 2018/19 financial year, adding new proposed projects together with maintenance plan. The plan is reviewed every five years in line with the IDP Review.

#### **2016-2021 Road Constructed**

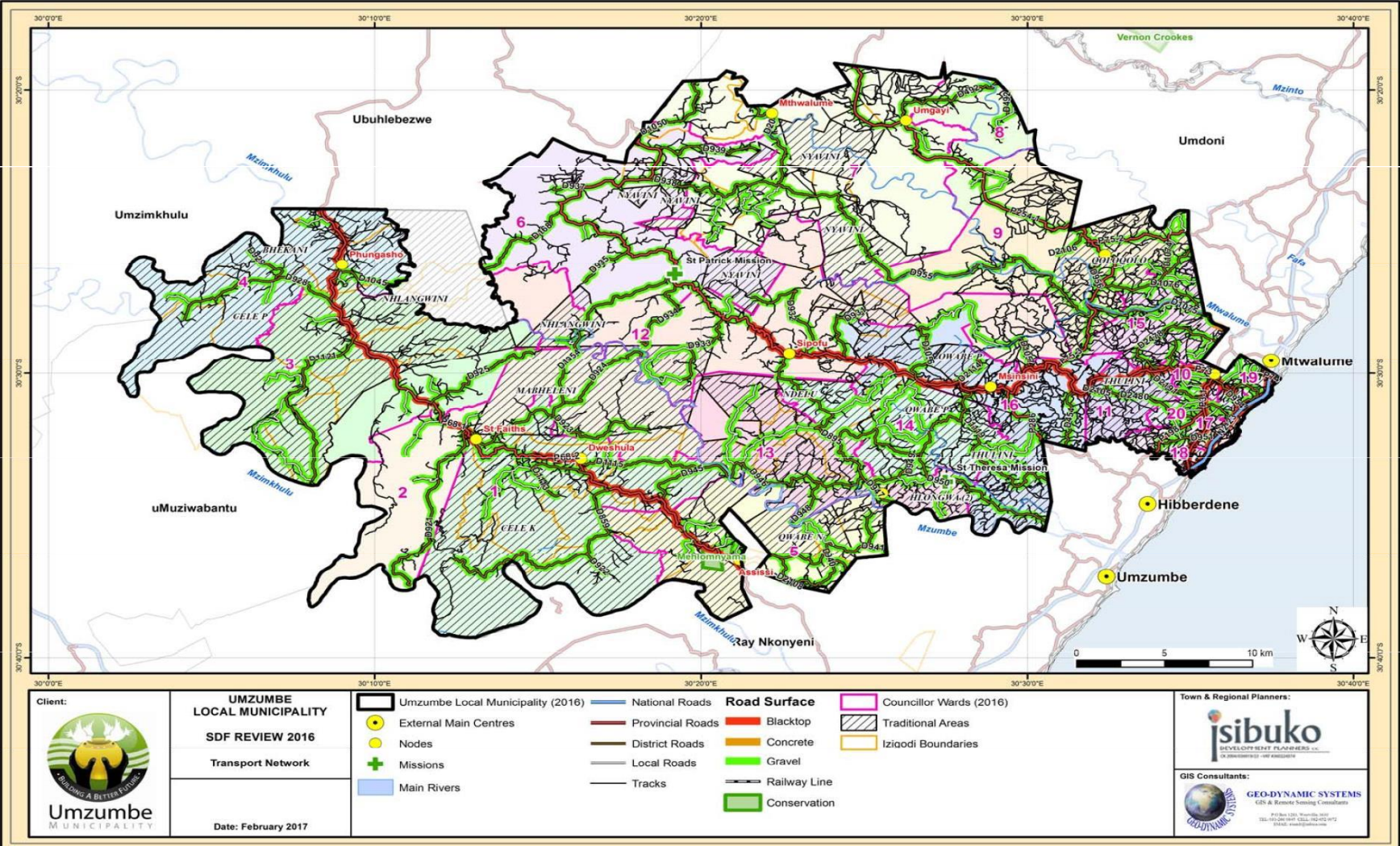
<b>Project Name</b>	<b>Status</b>
Ntatshana Access Road	Completed
Mpisane Access Road	Completed
Mthinowomile Access Road	Completed
Ncazolo Access Road	Completed
Ncapheni Access Road	Completed
Mphelazwe Access Road	Completed
Mkhize Access Road	Completed
Mevana Access Road	Completed
Siyakhula Access Road	Construction
Ndunge Access Road	Construction
Ncapheni Access Road	Completed
Gebers Road	Construction
Mbili Road	Construction
Zibonele Road	Construction
Magugu Raod	Construction
Ngcengesi Road	Construction
Labour Intensive Construction (LIC) Roads	On going

#### **Proposed projects**

<b>Project Nome</b>	<b>Ward</b>	<b>Budget</b>
Manoka Access Road	05	R 6 638 910.64
Fokseni Access Road	12	R 15 305 738.77
Joyisa Access Road	07	R 10 232 082.07
Phungla Access Road	17	R 4 971 974.48



Transport Network Map



Majority of the access roads within Umzumbe Municipality are gravel and the municipality continue to roll out its road's maintenance upgrade programme. During the strategic plan session, it was then decided to do away with regravelling as this is a waste of resources, the municipality will going forward focus on paving and tar.

### 3.3.6 Access to Community Facilities

#### Community Halls

There are 29 community halls within Umzumbe, of which eight (8) are administered by the district, 18 by the municipality and 3 by traditional councils. The local community mainly uses these halls, with only a few being used by government departments. The provision of services such as access to water, electricity and sanitation are limited to just a few of these halls. In addition, it is stated that some the halls are in a bad state of disrepair. An application of planning standards to community halls, which requires one hall for 10 000 people, reveals that Umzumbe is adequately supplied with community halls. In the strategic planning session, it was then decided that there needs to be a thorough assessment of all the community halls which guide the maintenance and servicing in the next coming five years.

No	WARD NO	NAME OF THE FACILITY	LOCATION	Co ordinates	NO OF CARETAKERS
1.	1.	Khanyile Hall	Ntimbankulu	√	2
2.	2.	St Faiths Community Hall	St Faiths	√	2
3.	3.	Johnsdale Community Hall	Maria Tross	√	1
4.		KwaNguza Community Hall	KwaNguza	√	1
5.		Wozani Community Hall	KwaDunuse	√	1
6.	4.	Mpumuza Community Hall		√	
7.	5.	Mehlomnyama Community Hall	Mehlomnyama	√	1
8.		KwaQwabe Community Hall	KwaQwabe	√	1

No	WARD NO	NAME OF THE FACILITY	LOCATION	Co ordinates	NO OF CARETAKERS
9.		Frankland Community Hall	Lokishini	√	0
10.		MPCC	KwaQwabe	√	0
11.	6.	Bhanoyi Community Hall	Bhanoyi	30°23'15.86"S 30°19'16.18" E	1
12.	7.	MPCC Nyavini	Nyavini	√	1
13.		kwaNongwinya Hall / Creche		30°22'05.35"S 30°21'00.34" E	1
14.	8.	Nogoduka Community Hall	KwaNogoduka		2
15.		Sheep Walk	Sheep Walk	30°20'19.44"S 30°27'46.79" E	0
16.	9.	MPCC ward 9	KwaBhavu		1
17.		KwaQoloqolo Training Centre		√	1
18.		Genyaneni	Wilder	√	
19.	10.	Isibanini Community Hall	Isibanini	30°25'14.15"S 30°32'19.76" E	2 + 1 (Mnafu assisting)
20.	11.	No Community Facility		√	
21.	14.	Mabuthela Community Facility	Mabuthela	30°30'55.48"S 30°23'41.95" E	1
22.		Old Municipal Building	KwaHlongwa	30°26'18.975"E 30°33'14.957"S	1
23.	15.	Nomakhanzana Community Hall	Nomakhanzana		1
24.		Othandweni Skills Centre	KwaQoloqolo	30°26'27.74"S 30°34'14.39" E	1



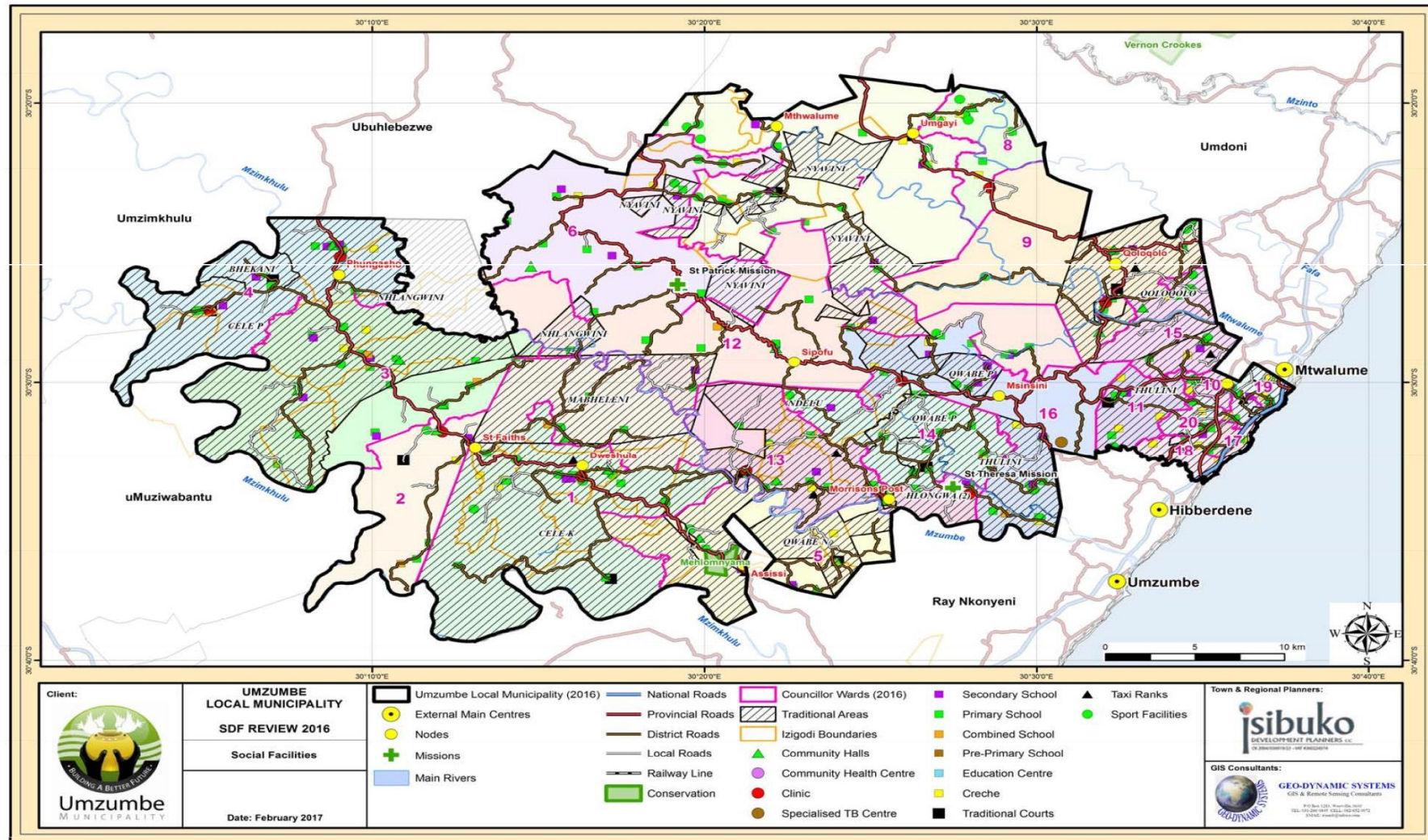
No	WARD NO	NAME OF THE FACILITY	LOCATION	Co ordinates	NO OF CARETAKERS
25.	16.	MPCC Ward 16	Cabhane	30°33'05.15"S 30°29'17.79" E	2
26.	17.	MPCC Ward 17	Ziyabenya	30°32'14.48"S 30°35'22.01" E	2
27.	18.	Esihlonyaneni Community Hall	Esihlonyaneni	30°32'50.54"S 30°34'53.05" E	1
28.		KwaFica Community Hall	KwaFica	30°31'.51.50"S 30°35'01.28" E	1
29.	19.	Mnafu Community Hall (was torched)	Mnafu	30°30'34.37"S 30°37'01.23" E	1

*Table: Community Halls*

#### Project under implementation

Name	Ward	Progress	Budget	Responsible Department
Rossetenville	14	Under construction	R7 5 000 000	Technical Services
Mnamfu	19	Under construction	R7 5 000 000	Technical Services

## Social Facilities Map





## Early Childhood Development Centres

The current state of education statistics particularly in the youth of Umzumbe is very poor. There are socio-economic factors which contribute to this appalling theory. Main reasons are due to the fact that the municipality is very rural therefore with the scattered settlement patterns and topography, it forces scholars to travel long distances to school in all weather patterns and circumstances. The other common issue would be that many scholars come from very poor backgrounds and child-headed homes where the need to perform adult duties become priority other than focusing on school.

The Network Action Group (NAG) is an NGO which focuses on the early development of children, in collaboration with the municipality they have identified projects which will be piloted within the municipal jurisdiction. These projects have been assessed by the Department of Social Development and Environmental Health practitioners. Due to financial constraints, the municipality is not in a position to build these piloted centres therefore requiring the assistance of donors and sponsors through NAG. The Ugu Municipality, being our district and a water services authority have been also approached to include water and sanitation for these centres on their new budget and IDP.

Table indicating the list of all ECD centres

Centre Name	Area and Ward
Sokuhle Creche	Umzumbe, Mfomfo, ward 4
Inkanyezi Creche	Umzumbe, Kлага Ward 8
Entokozweni Creche	Umzumbe, KwaMgai, Ward 12
Theza Creche *	Umzumbe , Nomakhanzane, Ward 15
Siyaphumelela Creche	Umzumbe , eBhunwini, Ward 15
Siyathuthuka Creche	Umzumbe, Nkatha, Ward 6
Slindumisa Creche	Umzumbe, Thophete, Ward 12
Zamokuhle Creche	Umzumbe, Basuthu, Ward 2
Qondokuhle	Umzumbe, Bhekani, Ward 3
Thokamala	Umzumbe, Kwacele, Ward 3
Kwanhlalwane	Umzumbe, Phungashe Ward 3
Nosisa	Umzumbe, KwaDeyi, Ward 4
Sukumasakhe	Amoati, Gubhuza, Ward 7

Centre Name	Area and Ward
Mpucuko Nyavini	Amoati, Nyavini, Ward 8
Siyazama Creche	Umzumbe, Dingimbiza Ward 10
Mswillili Creche	Umzumbe, Dingimbiza Ward 13
Mpucuko Creche	Umzumbe, Dingimbiza Ward 14
Rosettenville Creche	Umzumbe, Rosettenville, Ward 14
Sizanocele Creche	Umzumbe, Sinamuva, Ward 15
Vumelani Creche	Matelane coast, Esihlonyaneni, Ward 15
Thandokuhle Creche	Umzumbe, Matelwane coast, Ward 15
Sunrise Creche	Umzumbe, KwaDweshula Ward 1
Inkhanyezi Creche	Ward 7
Khalipha Creche	Ward 10
Phindavele Creche	Ward 13
Siyakhula Creche	Ward 19

## **Education Facilities**

According to the Department of Education's database, there are 140 schools within Umzumbe Local Municipality. Of these schools, 97 is primary, 39 secondary, and 4 combined. According to the Education demarcations, the schools are placed into five (5) education circuits namely Dweshula, Highflats, St Faiths, Turton, and Umzumbe.

It is reported that five (05) schools have closed down due to low learner enrolments. In terms of the policy of the department these were considered non-viable schools which resulted in educators and learners been relocated. The names of the schools that have closed are as follows:

- St Williams
- Thuthuka P
- Thuthukani Mabhele P
- Nkalokazi P
- Sizwile JS

Various stakeholders have been consulted and the schools will be officially closed by the MEC of education. An intervention is proposed by the municipality to turn these closed schools into FET colleges and centres of extended educational skills and development. However, the municipality is still yet to convene engagements with the Department of Education regarding this new and highly anticipated initiative.

## **School Performances**

Of the 35 schools, almost half of the performed below 60% and this requires urgent intervention.

## **HEALTH FACILITIES**

According to the Department of Health, Umzumbe Local Municipality has 1 Community Health Centre (Turton), 13 Clinics and 3 Mobile Stopping Points. There is also a Health Post in Sleepwalk which currently functions as mobile point and Phila Mntwana site.

The department is faced with challenges such as

- Children under 5 years have low rate of clinic usage which is 3.9% against the target of 5%.
- An ever increasing number of clients on ARTs which increased from 10430 to 10766 in a quarter.
- Below target condom distribution rate at 36.3% instead of 42%.
- Lower immunisation coverage of children below 1 year which is currently at 68.4% instead of 95% target.

- PMTCT; 0.5% of babies tested HIV positive at 6 weeks, however this said to be very less than expected rate of 1.7%.
- Capital infrastructure projects were put on hold due to lack of funds.
- Low uptake of family planning
- Poor TB Screening
- Issues surrounding disclosure of HIV status among adolescents

Low density rural settlements are normally serviced using the 7000 people threshold. Their application within Umzumbe suggests that Umzumbe requires an additional 8 clinics. This backlog would however have to be analysed in more detail with focus on other localised context specific issues such as patient behaviour.



**UMZUMBE Local Municipality  
Development Planning & LED Unit**

#### Legend

- Health\_Facilities (H icon)
- National Road (Blue line)
- Provincial Road (Red line)
- District Road (Orange line)
- Local Road (Pink line)
- Umzumbe Wards (Light Green area)



## **POLICE STATIONS**

There are three police stations in Umzumbe with a ratio of 1:1 063. The police stations are located at Msinsini, Mehlomyama and St Faiths. Community policing forums have been set up throughout the municipal area. Although located outside the Municipal area of jurisdiction, Hibberdene and Sawoti Police Stations also provide service to the area of Umzumbe.

According to planning standards, which requires one police station per 50 000 people, Umzumbe requires 3.5 police station and are within an acceptable range. By way forward, a new police station is proposed to be developed in ward 12, KwaNdelu.

There is a Magistrate's Court located within ward 20 and nine tribal courts. Tribal courts generally deal with civil cases. They are situated in the KwaCele, Bhekani, Nhlanguwini, Qwabem Ndelu, KwaHlongwane, Nyavini and Izimpethu Zendlovu areas (Umzumbe HSP, 2008).



## Umzumbe Police Stations



**UMZUMBE Local Municipality  
Development Planning & LED Unit**

### Legend

- Police Stations
- District Road
- National Road
- Local Road
- Provincial Road
- Umzumbe Wards



## **SPORTS FACILITIES AND PROGRAMMES**

Sports facilities in Umzumbe include school fields, sports fields and sport complexes, scattered throughout the area. There are 74 sports fields indicated on the spatial data in Umzumbe, of which 10 are classified as school fields, seven are classified as sport complexes and 57 are sports fields. The municipality administer the majority of the sport complexes. Recreational facilities form an important aspect within a community. It provides a place for physical activity, as well as a space for social functions where people can gather and interact. The application of planning standards indicates that at least one sport complex is required per 50 000 people.

As such, Umzumbe seems to be supplied adequately with sports complexes. In terms of sports fields, one sports field is required for every 7700-12000 people. Umzumbe thus requires 15 sports fields and is supplied adequately in this regard. Umzumbe Municipality is committed to play a role in social cohesion as policy imperative from national government through the construction of indoor sports centres within its five (5) clusters as well as the maintenance of the existing sports fields. The municipality also participate in different sporting codes through the Youth Unit whereby young people with different talents are identified within the communities and supported in their respective sporting codes.

### **2016-2021 Constructed Sport Facilities**

<b>Project Name</b>	<b>Status</b>
Nkanini Indoor Sport Centre	Completed
Nomakhanzana Sportfield	Completed
Isibanini Sportfield	Completed
Ndumakude Sportfield	Completed
Mnafu Sportfield	Completed

## **LIBRARIES**

There are no public libraries within Umzumbe. This has serious implications for students the public and general literacy within Umzumbe, since people have to travel to surrounding areas to access this facility. In terms of planning standards, at least one library should be provided for every 5000-50 000 people. As such, at least three (3) libraries are required in Umzumbe.

The KZN Department of Arts and Culture in collaboration with the Umzumbe Municipality has committed to provide funding for the construction of a library within the municipality. The library will be constructed at the Ntelezi Msani Heritage site within ward 11.



## CEMETERIES AND CREMATORIA

The majority of the rural population in Umzumbe use traditional burial practices. Deceased family members are buried on-site. There are no formal cemeteries in Umzumbe and in some instances, there has been resistance to the development of cemeteries due to the sensitive nature and cultural implications of burial practices. However, the municipality is in the process of identifying possible sites which will be used for burial purposes. Various consultative sessions have been held thus far with different stakeholders which have actively engaged in the process of the cemetery establishment. The municipality has conducted a land audit which identify and provide a clear direction in-terms of land parcels available and suitable for this establishment. Furthermore, the municipality have budgeted for the development of Cemetery and Crematoria Framework Plan which will be completed in 2021/2022 Financial Year.

## HUMAN SETTLEMENTS

Umzumbe Municipality reviewed the Housing Sector Plan in line with the 5 year IDP review and the KZN Human Settlements Spatial Master Plan from the Department Human Settlement/ Housing Development Agency. The plan outlines housing delivery goals and targets for the municipality and provides an approach to housing delivery and spatial transformation. Approximately 4000 houses have been built for the entire municipality and the backlog recorded in the Housing Sector Plan is currently at 10702 units. One of the major challenges in Umzumbe is to transform the vast rural settlements into sustainable human settlements, in line with national housing policy

According to Statistics SA Census 2011, there are 47.6% formal dwellings which is an increase from 38.4% in 2001.

Dwelling Type	Household %
House or brick/concrete block structure on a separate stand or yard or on a farm	41
Traditional dwelling/hut/structure made of traditional materials	50
Flat or apartment in a block of flats	4
Cluster house in complex	0
Townhouse (semi-detached house in a complex)	0
Semi-detached house	0
House/flat/room in backyard	2
Informal dwelling (shack; in backyard)	1

Dwelling Type	Household %
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	0
Room/flat let on a property or larger dwelling/servant's quarters/granny flat	0
Caravan/tent	0
Other	1
Unspecified	-
Not applicable	-

*Stats SA Census 2011*

Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for social development, as it defines and conditions the relationship between where people live, play and work on the one hand, and how this occurs within the confines of the natural environment.

The majority of housing projects in Umzumbe are packaged as rural housing projects, in line with Government's rural housing assistance programme. This programme has been designed to complement the realisation of the objectives of the Integrated and Sustainable Human Settlements.

It focuses on areas outside formalised townships where tenure options are not registered in the Deeds Office, but are rather protected in terms of land rights legislation. As opposed to registered individual ownership in formal towns, rural households enjoy protected informal tenure rights and/or rental or permission to occupy. Access adequate housing is still a challenge to the most of the people within the municipality as some of the people qualifying for rural housing reside on the private land. At the moment, there is no clear plan to provide housing with national housing policy.

The table below indicates the different housing programme qualification within the municipality from the Census 2011.

Level of Income	No. of Households	Housing Subsidy
R180 001.00 + ( R15 001.00 and above)	869	Open Housing Market
R42 001.00 – R180 000.00 (R3 5001.00 - R15 000. 00)	3242	Social Housing and FLISP
No Income – R42 000.00 per annum (0-3500 per month)	31059	Low-income housing

*Housing Programme Qualification – Source Census 2011*

## Completed Projects

PROJECT	HOUSING UNIT	COMPLETED YEAR	STATUS
Cluster A Housing Project (Ward 10,16,17,18&19)	2000 units	Planning	Completed
Cluster A Housing Project (Ward 10,16,17,18&19)	1000 units	2012/13	Completed
Cluster B Housing Projects (Ward 5,7,12,13&14)	1000 units	2011/12	Completed
Cluster D Housing Project ( Ward 11&15)	1000 units	2010/11	Completed

## Project under implementation

PROJECT	HOUSING UNIT	EXPECTED COMPLETION YEAR	STATUS	UNITS CONSTRUCTED
Umzumbe Cluster C Housing Project (Ward 1,2,3&6)	1000 units	2018/2019	Implementation	109 Units
Nhlangwini Housing Project (Ward 4) (1000 Units)	814 units	2017/18	Implementation	814 Units
	186 units	2019/20	Implementation	40 Units
Cluster B Phase 2 (500 Units)	500 units	2019/20	Implementation	378 Units
Cluster D Phase 2 (500 Units)	500 units	2019/20	Implementation	405 Units

### Project on Planning Phase

PROJECT	HOUSING UNIT	STATUS
Cluster A Phase 2 (Ward 10,17,18,19 & 20)	2000 units	Awaiting trench 2 approval
Cluster B Housing Projects (Ward 5,7,12,13&14)	1500 units	Awaiting trench 2 approval
Cluster C Phase 2 Housing Project	2000 units	Planning phase (pipe-line project)
Cluster D Housing Project (Ward 8&9)	500 units	Awaiting trench 2 approval
Assisi Children Shelter (Ward 5)	60 units	Planning Phase
Ward 9 &15	500 units	Planning Phase

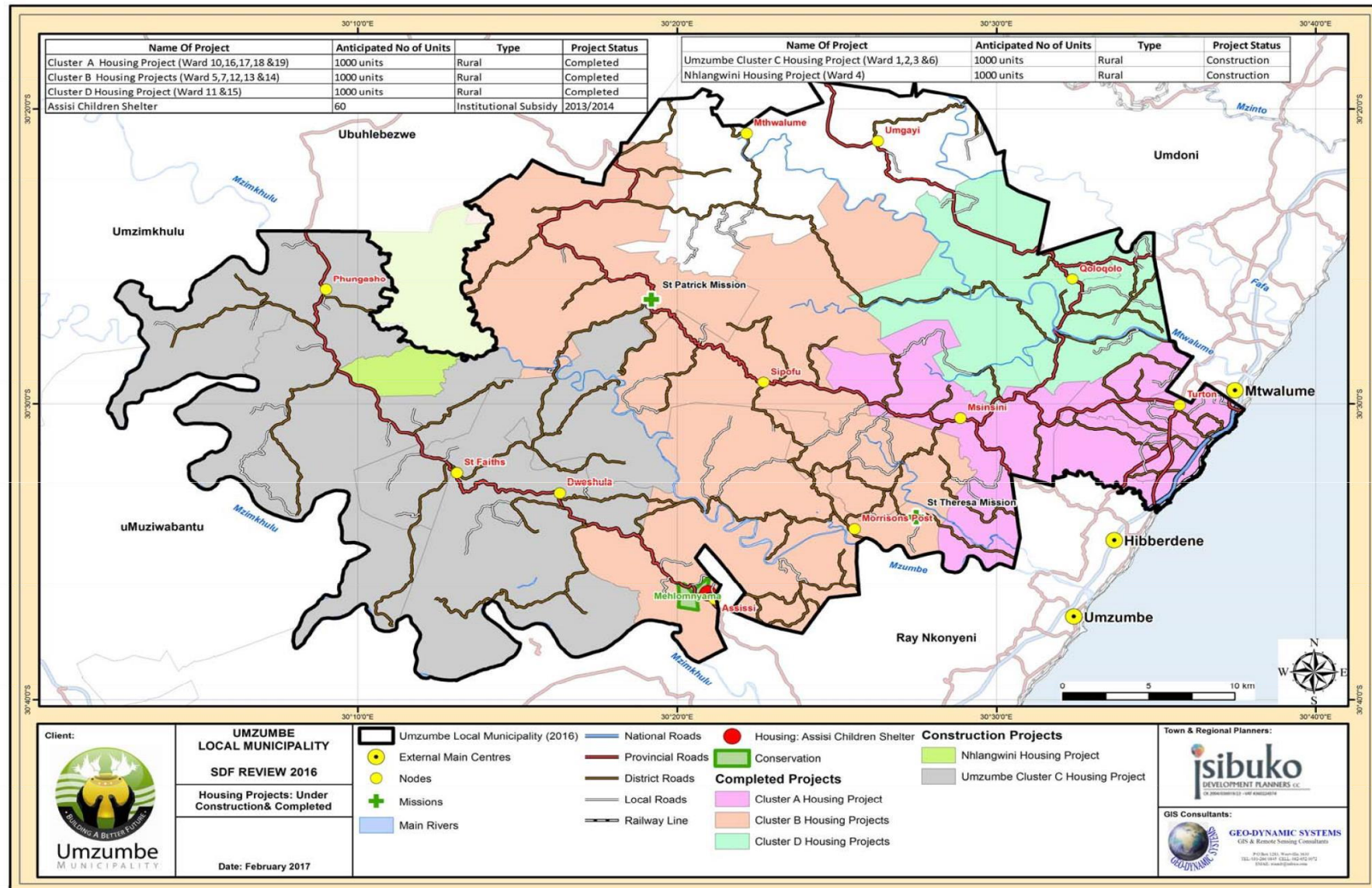
### Housing Development Monitoring and Implementation Plan

The Municipal Housing Sector Plan has an Implementation plan together with a Monitoring and Evaluation plan in place. These plans give an assessment of current projects being implemented and procedures required from the Municipal Housing Unit in order to ensure effective implementation of the sector plan in accordance with the Municipal IDP, Human Settlement Master Plan, House Act, Breaking New Ground policy.

**Table Indicating Housing Monitoring & Evaluation Framework**

<b>Objective</b>	<b>Performance Indicators</b>	<b>Means of verification</b>	<b>Responsible Party</b>	<b>Date by which target should be reached</b>
<b>Review of the Organogram</b>	Council approved organogram with changes to boost capacity	Council adopted organogram	Umzumbe Municipality Corporate Services Department and the Council	2021/2022 FY
<b>Annual review of the Housing Sector Plan</b>	Reviewed and adopted housing sector plan	Council Resolution adopting the reviewed housing sector plan	Umzumbe Municipality Technical Services Department	2021/2022 FY
<b>Formulate Policy for provision of housing for Military veterans</b>	Adopted policy	Council Resolution adopting the policy	Umzumbe Municipality Technical Services Department	2021/2022FY
<b>Formulate Policy for provision of housing for Farm Workers</b>	Adopted policy	Council Resolution adopting the policy	Umzumbe Municipality Technical Services Department	2021/2022 FY
<b>Formulate Policy for provision of housing for the Destitute</b>	Adopted policy	Council Resolution adopting the policy	Umzumbe Municipality Technical Services Department	2022/2023 FY
<b>Establishment of Housing waiting list</b>	Functional housing and update housing waiting list	Umzumbe Municipality Technical Services Department		2022/2023 FY
<b>Land Release programme on Land which has land legal issues</b>	Release and use of land for housing delivery	Houses built on land that was previously locked	Umzumbe Municipality Legal Services Unit	2021/2022 FY
<b>Budgeting for the feasibility assessment on the implementation of Social and GAP Housing in the Municipality</b>	Budget allocated for the study to look at the feasibility of social and GAP Housing in the Municipality	Approved Budget	Umzumbe Technical Services and Development Planning Departments	2022/2023 FY

Map: Indicating Housing Projects



### 3.3.7 Telecommunications

Adequate provision of telecommunication infrastructure in Umzumbe remains a challenge. Major cell phone companies provide coverage to the rural areas of Umzumbe, but internet access is not available in the majority of the municipality. The Ugu Infrastructure Audit revealed a lack of data from service providers and based their findings of data supplied by Vodacom (Ugu Infrastructure Audit report 2011).

This data indicates that Umzumbe has a cellular coverage of 99.7%. However, only 11% of households in Umzumbe have access to high-speed internet through the 3G network, while 13.5% have access to the internet through EDGE (Enhanced Data rates for GSM Evolution). Areas experiencing some problems with access to cellular services are the lower lying areas. Television as well as national, regional and local radio broadcasts is accessible in Umzumbe.

The municipality is responsibilities for the following in Telecommunication:

- Policy development, management and review;
- Management of ICT functions;
- Developing and updating guidelines for project control, data and equipment security, information privacy, internal controls and contingency plans;
- Negotiate and administer contracts for hardware and software acquisition, applications acquisition, implementation;
- Maintenance for telecommunications services;
- Develop and participate in ongoing computer training programme for all staff;
- Manage all system upgrades, technical change management and technological changes related to the municipality's software and applications; and
- Conduct needs analysis.

### Challenges

The major challenge relating to Telecommunication is bad network however, more implementation and installation of better infrastructure is underway;

The municipality does not have enough funding for infrastructure development – Telecommunication; and

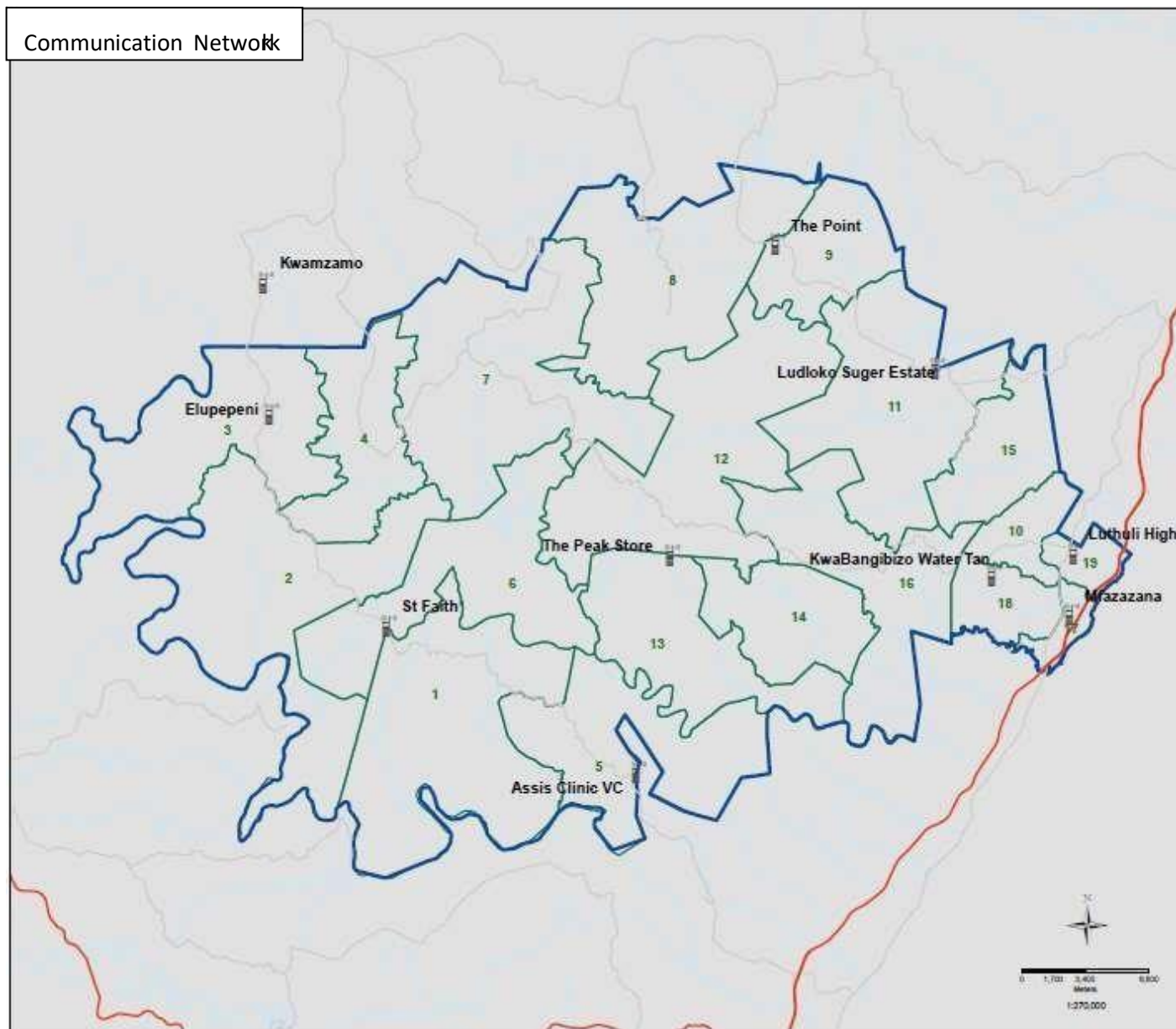
Reluctance of users to adapt and using associated systems.

### Telecommunications Mast

Network reception though in the rural periphery is still relatively poor but plans are in place to improve reception the within the municipality.



# Communication Network



## Legend

- MTN Towers
- N2
- DOT Roads
- Umzumbe Boundary
- Ward Boundaries
- Rivers

## Locality Map



## CLIENT

**UMZUMBE LOCAL MUNICIPALITY**

Office: Mafikeng/Mokone  
Tel No.: 018-972-0095  
Fax No.: 018-972-0099



## VUBA IMAGINEERS CC

City and District Engineers  
and Project Managers  
Office: Pretoria and Cape Town  
Tel No.: 011-454-0119  
Email: info@vubaimageers.co.za  
www.vubaimageers.co.za



Project: Municipality Infrastructure Investment  
Plan (MIP)

Title: MTN Communication Towers

Project No.: 0008

Date: December 2009

Figure: 0112



### Infrastructure Projects relating to National and Local Government Elections

Name Of Project	Ward	Type	Progress	Duration	Responsible Department
Ncazolo Access Road	2	Road Construction (Tarred)	Construction	Multi-year	Umzumbe LM Technical Services Dpt.
Umzumbe Municipal Office	10	New Municipal Building	Construction	Multi-year	Umzumbe LM Technical Services Dpt.
Housing Projects	All Wards	Housing construction	Construction & Planning	Multi-year	Umzumbe LM Technical Services Dpt. & Human Settlement
Turton Beach Development	19	Beach Development	Planning Phase	Multi-year	Umzumbe LM Development Planning Unit
Ntelezi Msani Heritage Centre	11	Tourism Site Construction	Completed	Multi-year	Umzumbe LM Technical Services DOT & LED Unit
Nkanini Indoor Sports centre	18	Sports Ground construction	Construction	Multi-year	Umzumbe LM Technical Services Dpt.
Mhlabatshana Dam	04	Water provision Construction	Construction		Umngeni Water

### 3.3.8 SWOT Analysis: Basic Service Delivery

Strength	Weaknesses
<ul style="list-style-type: none"> <li>• Annually reviewed IDP and SDF to guide development</li> <li>• Land use scheme</li> <li>• Integrated waste Management Plan;</li> <li>• Land availability;</li> <li>• Strong Public Participation;</li> <li>• Government Grants;</li> <li>• Availability of Plant and equipment;</li> <li>• Infrastructure Master Plan;</li> <li>• Availability of Quarry;</li> <li>• Existing Sector Plans (Energy Master Plan, Housing Sector Plan, IWMP etc);</li> <li>• Strong intergovernmental relations;</li> <li>• Functional Community Halls; • Human Capital availability;</li> <li>• Availability of land.</li> </ul>	<ul style="list-style-type: none"> <li>• Outdated Infrastructure Master Plan;</li> <li>• Insufficient revenue to implement IDP projects (High backlog);</li> <li>• Poor access roads making it difficult for waste collections;</li> <li>• Minimal resources (Human Resources, Plant, Equipment, and Budget);</li> <li>• Lack of Waste Disposal Facilities- Land Fill Site;</li> <li>• No Operational &amp; Maintenance Plan;</li> <li>• No in-house mechanics;</li> <li>• No Capacity to obtain licence;</li> <li>• Lack of proper infrastructure in the available and potential community facilities;</li> <li>• Unavailability of community facilities such as Parks, Libraries, Cemeteries</li> <li>• Topography- rugged terrain;</li> <li>• Inaccessibility to the sites;</li> <li>• Inadequate capital projects funding;</li> <li>• Poor education and health facilities.</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Generating revenue;</li> <li>• Job Creation;</li> <li>• Recycling;</li> <li>• SPLUMA implementation and SDF;</li> <li>• Job creation;</li> <li>• Accessibility of services;</li> <li>• Investor confidence;</li> <li>• Obtaining licence;</li> <li>• Revenue generation</li> <li>• Job Creation;</li> <li>• Densification of human settlements.</li> </ul>	<ul style="list-style-type: none"> <li>• Payment of the services by residents;</li> <li>• Land Tenure Issues;</li> <li>• Illegal dumping and connections;</li> <li>• The rugged terrain;</li> <li>• Fleet breakdowns;</li> <li>• Natural disasters;</li> <li>• Constrained infrastructure (Electricity substations);</li> <li>• Vandalism of municipal assets by the community;</li> <li>• Privately owned land/Out of boundary.</li> </ul>

### 3.3.9 Key Challenges

- Poor access to basic services (water, sanitation, refuse removal, electricity, roads)
- Refuse removal still a challenge due to the topography, rural nature of the municipality and low revenue base;
- Inadequate bulk electricity infrastructure (capacity constraints), which is intertwined with deforestation, thus increasing impact of “global warming/climate change”;
- Fragmented and inadequate public transport infrastructure;
- Lack of Operations and Maintenance Plan for access roads;
- Poor state of community halls (services, maintenance and vandalism);
- Poor education facilities (Infrastructure, low pass rate, closing down of schools, pregnancy rate);
- Inadequate health infrastructure due to limited funds, coupled with increase rate on communicable diseases;
- High crime rates;
- No libraries;
- No cemeteries (environmental issues & future land shortage);
- Housing backlog (delays in construction, protests, and land tenure issues);
- Poor ICT infrastructure (Cell Phone network, Internet, Data)
- Natural disasters.
- Low revenue collection;
- Land Tenure Issues;
- Illegal dumping and connections;
- The rugged terrain;
- Fleet breakdowns;
- Vandalism of municipal assets by the community;
- Privately owned land/Out of boundary;
- Outdated Infrastructure Master Plan;
- Insufficient revenue to implement IDP projects (High backlog);
- Poor access roads making it difficult for waste collections;
- Minimal resources (Human Resources, Plant, Equipment, and Budget);
- Lack of Waste Disposal Facilities- Land Fill Site;
- No Operational & Maintenance Plan;

### **What are we going to do to unlock and address our challenges?**

- Develop and Review Sector Plans and Policies;
- Construction and maintenance community access roads;
- Construction and Maintenance of Community Facilities (Community Halls, Libraries, Parks, Cemeteries etc.);
- Construction and maintenance of sport facilities;
- Electrification of households and Street Lights;
- Provision of Free Basic Electricity;

- Solid Waste /Refuse removal;
- Facilitation and project management of rural housing development;
- Facilitate the delivery of basic services through Intergovernmental relations structures.

#### **Five Years (5) Output, Outcomes, and Deliverables**

- Universal Access to Basic Services

### 3.4 KPA 3: Local Economic Development

Local economic development (LED) is seen as one of the most important ways of decreasing poverty. Local economic development must aim to create jobs by making the local economy grow. This means that more businesses and factories should be started in the municipal area. As part of the IDP, key stakeholders in a municipality must come together to reach agreement and take decisions to make the economy grow and create income opportunities for more people, especially the poor.

Local in LED means:

- Optimizing local resources and local capacities to build local potential;
- Driving forces are economic stakeholders in the communities, municipalities and cities;
- Shared benefits are reaped by the community in working together; and
- While focused on local, there are links to the regional, national and international levels.

Economic in LED refers to:

- Seizing opportunities and effectively utilizing labor, capital and other resources to achieve local priorities;
- Supporting entrepreneurial initiatives (formal or informal, micro, small or large);
- Facilitating market access and creating a climate conducive to investment and business activity; and
- How these systems might be improved to serve the collective interests of local communities.

LED is about Sustainable Development if it:

- Is market-driven, gender-sensitive, environmentally sound and economically viable;
- Contributes to poverty reduction;
- Follows participatory, inclusive processes that enable collaboration among local governance authorities, private sector, NGOs and local communities in decision-making and management; and
- Promotes cooperation and partnerships as well as responsibility and accountability in behavior and relationships.

The municipality is currently addressing the comments which were made by the MEC in the 2020/21 IDP and undertaking processes to review the LED Strategy. However, addressing some of the comments is a challenge due to budget constraints and a lack of human resource capacity in the LED unit.

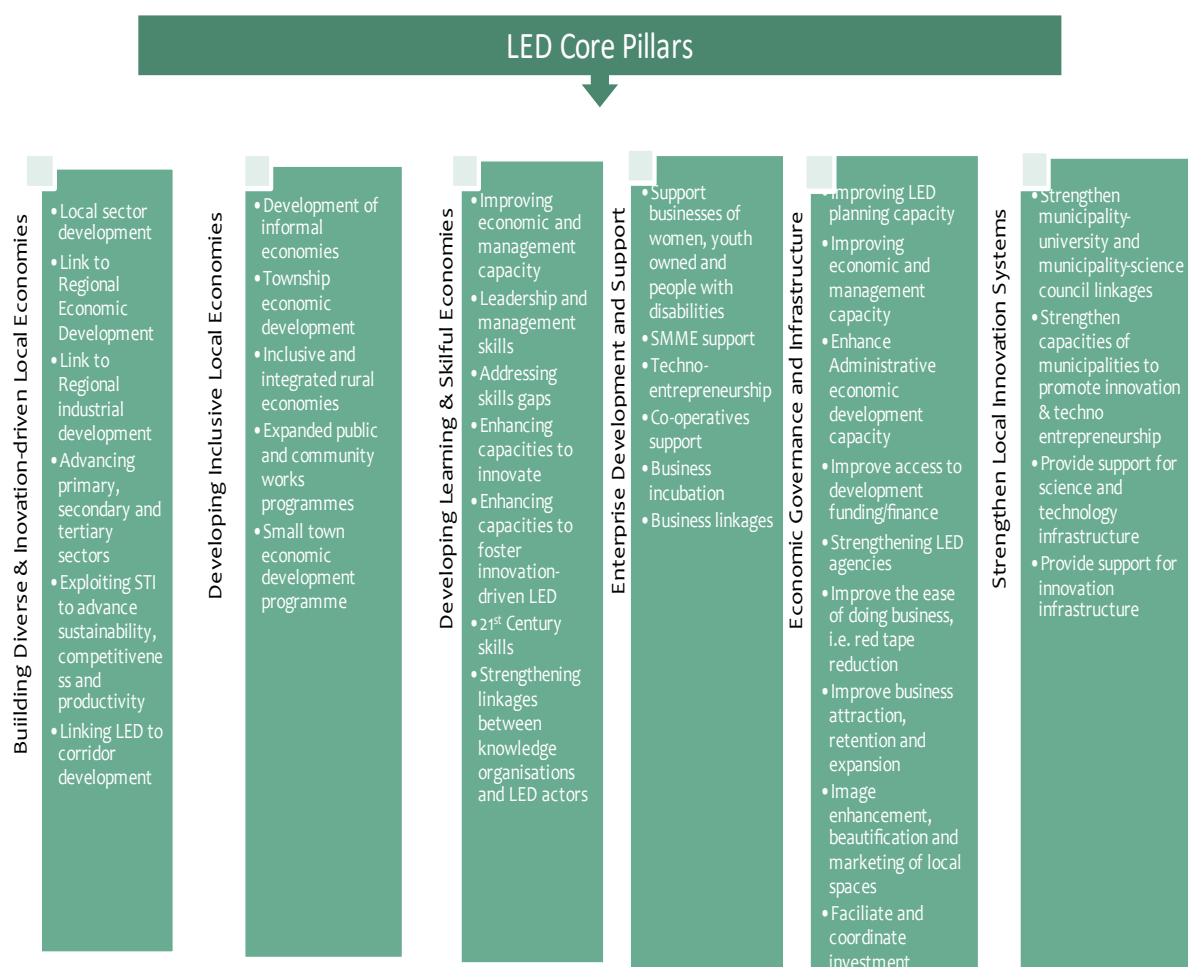
### 3.4.1 Context within the District

The UGU district contributed around 3.6% of the R 328.9 billion estimated provincial Real Gross Domestic Product (GDP) in 2013. The district's economy is highly concentrated in Ray Nkonyeni Municipality (Hibiscus Coast & Ezingoleni), which contributed 51.2% of the total Ugu's real GDP. Umzumbe municipality contributed 26.4%, while uMuziwabantu was the least contributing municipality at 4.2% in 2013 (UGU DM Socio-economic profile: 2014).

The district is characterised by a dual space economy, with an urbanized coastal region and an impoverished rural interior. Commercial farmlands (sugarcane) and subsistence agriculture (livestock, dryland cropping and homestead gardening) are characteristics of the interior. The economy of the UGU District features on tourism and agriculture, and manufacturing. Other key sectors include community services, construction, trade, the informal sector and transport. Tourism is concentrated mainly along some well-established coastal towns, which have become popular tourism destinations (e.g. Port Shepstone, Pennington, Uvongo, Margate and Hibberdene). Retail activity is concentrated in the coastal strip that acts as commercial and service centres for local residents and neighbouring rural communities.

However, Port Shepstone is the main commercial centre and Shelly Beach is the fastest growing commercial centre. Manufacturing activity is also concentrated along the coastal strip with some light industrial parks such as Marburg, Park Rynie and Margate. There are also a number of industrial development points in the hinterland, such as Harding and some that are related to the activities of large firms, such as Idwala NPC, Sezela Sugar Mill, Umzimkulu Sugar Mill and the Weza Saw Mill. (UGU District Growth and Development Strategy: p23)

### 3.4.2 Context within Umzumbe Municipality



*National Development Plan 2012*

#### Local Economic Development (LED) Strategy

Umzumbe Municipality has developed and adopted a Local Economic Development (LED) Strategy. Furthermore, the municipality is in the process of reviewing its LED Strategy to meet the current demand as a result of changing circumstances. The strategy is developed to address the current needs of the communities in matters relating to economic development thus, tackling triple challenges of unemployment, poverty and inequality.

The following are the objectives of the LED Strategy

- Create employment through inclusive economic growth and sustainable livelihoods;
- Improve the quality of life of citizens;
- Prioritize social protection and social investment;



- Promote vibrant and equitable sustainable rural communities;
- Raise the effectiveness and efficiency of developmental public service; and
- Ensure sustainable development.

### ***Proposed vision***

*To promote and drive economic development to enable an environment that is conducive for the creation of employment opportunities, eradication of poverty and stimulate the equitable distribution of wealth within Umzumbe.*

### ***Proposed Mission***

*Strive to serve our community by facilitating the acceleration of sustainable local economic development in order to address the three main economic problems facing the citizens within Umzumbe.*

The vision provides the overall direction and aspirations towards which the LED strategy must focus on resulting in achieving municipal vision. The vision need to broken down into measurable components in the form of goals. The goals are articulated through programs, which serve as pillars on which the LED strategy is based on. Within each program are found several strategic initiatives. These strategic initiatives will seek to address the constraints and threats identified and drive progress towards achievement of the stated vision and goals.

The programmes for the Umzumbe LED strategy are:

- Agriculture Development;
- Tourism Development;
- SMME / Cooperatives ;
- Informal Economy; and
- Capacity Building.

### **3.4.3 Municipal Comparative and Competitive Advantage ‘**

Umzumbe municipality is situated in the inlands of UGU District but has a coast line which enables for ecotourism and further has an advantage that the National Road N2 in the territories of Umzumbe LM, which allows for national markets and trade to take place, According to Umzumbe SDF 2019/20 the municipality has rich soils and high potential in economic agriculture, the river sands allow for growing businesses, and the tourism markets have a huge potential because of the natural features and the rich history it possesses.

### **3.4.4 Main Economic Contributor**

The value of goods produced by the manufacturing and agriculture is the highest economic contributor, while the mining sector is the lowest. (Umzumbe LED Strategy 2016).

<b>Gross Value Added by Region (GVA-R) Constant 2010 1000) prices (R</b>	
1 Agriculture	432 410
2 Mining	21 377
3 Manufacturing	653 465
4 Electricity	182 223
5 Construction	164 584
6 Trade	448 555
7 Transport	265 361
8 Finance	401 349
9 Community services	583 722
Total Industries	3 153 045
Taxes less Subsidies on products	384 677
Total (Gross Domestic Product - GDP)	3 537 721

Source: Global Insight, 2015

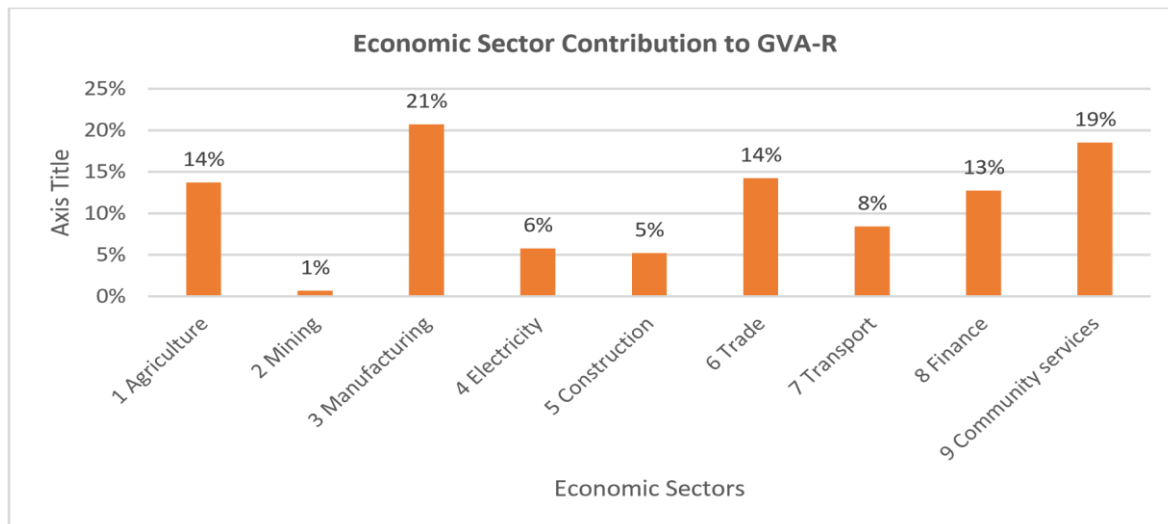
Table above shows the Gross Value Added constant 2010 prices per R1000.

<b>Employment by sectors</b>	
<b>Sector</b>	<b>Percentage</b>
Agriculture	6%
Mining	0%
Manufacturing	12%
Utilities	4%
Construction	6%
Retail trade	20%
Transport	13%
Business services	13%
Social services	8%
Government services	17%
<b>Total</b>	<b>100%</b>

Employment by sector

Source: Ugu District Municipality IDP, 2019

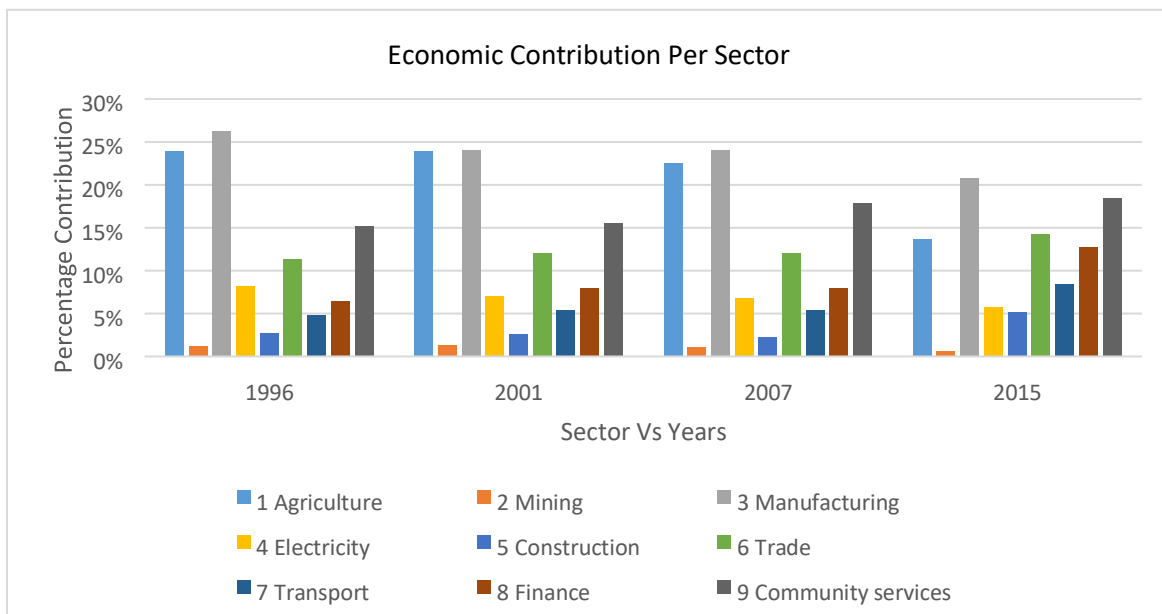
Table above shows employment provision per sector



**Economic Sector Contribution**

*Source: Global Insight, 2015*

The above graph shows the percentage of different economic contributors to the Gross Value Added by region.



**Source: Census Community Survey 2016**

The above graph shows the percentage of different economic contributors over a number of years. The graph shows that the mining sector has in the past and in the present been the lowest economic contributor whereas the manufacturing and agriculture sectors remain as the highest. The graph further sees the growth of the community services and construction sectors.



**Growth Trends**

**Global Insight, 2015**

The manufacturing sector followed by agriculture was the leading sector in Umzumbe's economy. The above table shows that in 2007 manufacturing contributed 24% to the municipality's total GVA. Agriculture was the second highest contributor at 22.5%.

### 3.4.5 Policy / Regulatory Environment

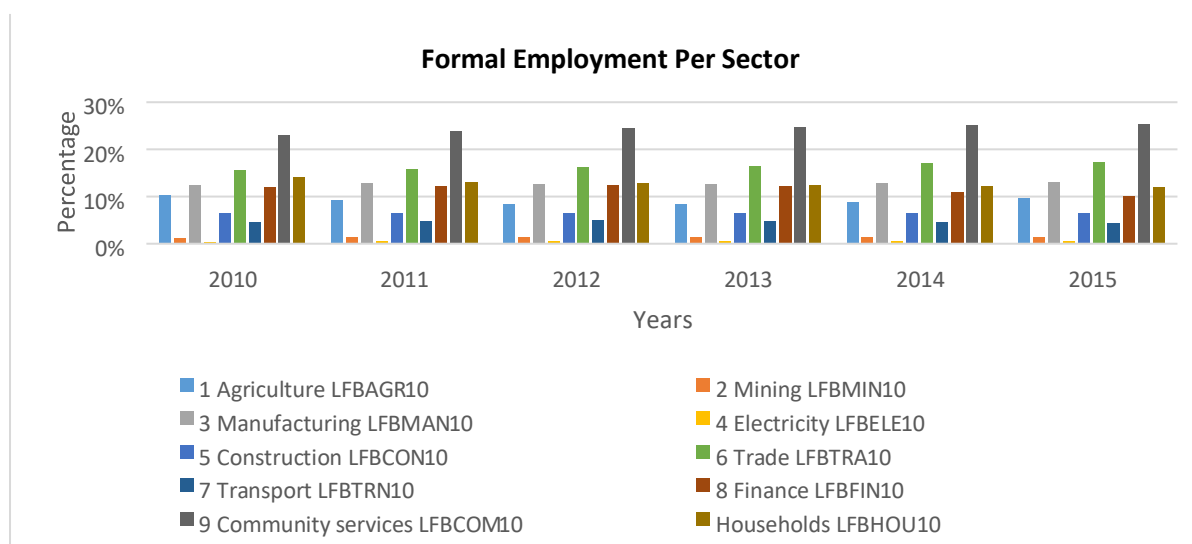
The municipality adopted the Informal Economy Policy in 2016 which incorporates regulating policy and includes street vendors. The municipality has not yet developed the Investment/Retention policy which will be incorporated and addressed on the completion of the LED strategy. EPWP was removed as a function under LED due to the lack of capacity and staffing shortage and was put as a function of the Technical Services unit. The LED strategy has been aligned with the priorities identified in the PGDS and the DGPD further identifying projects which will be implemented.

Formal Employment per Sector						
Year	2010	2011	2012	2013	2014	2015
1 Agriculture	2 262	1 978	1 864	1 901	2 052	2 366
2 Mining	267	300	313	335	340	331
3 Manufacturing	2 738	2 782	2 818	2 882	3 039	3 190
4 Electricity	92	101	107	118	134	139
5 Construction	1 428	1 426	1 426	1 475	1 529	1 558
6 Trade	3 447	3 440	3 582	3 757	4 015	4 199

7 Transport	986	1 033	1 079	1 090	1 086	1 074
8 Finance	2 631	2 649	2 734	2 764	2 582	2 459
9 Community services	5 099	5 178	5 425	5 610	5 902	6 192
Households	3 097	2 845	2 829	2 830	2 872	2 948
<b>Total</b>	<b>22 045</b>	<b>21 732</b>	<b>22 178</b>	<b>22 762</b>	<b>23 551</b>	<b>24 456</b>

Source: Global Insight, 2015

The above table shows how many formal jobs were created through the different economic contributors yearly. It further indicates that the main formal employment driver is the community services and electricity being the least. This may be due to a lack of skills and nature of employment which require a certain type of trained staff.



Formal Employment Sector

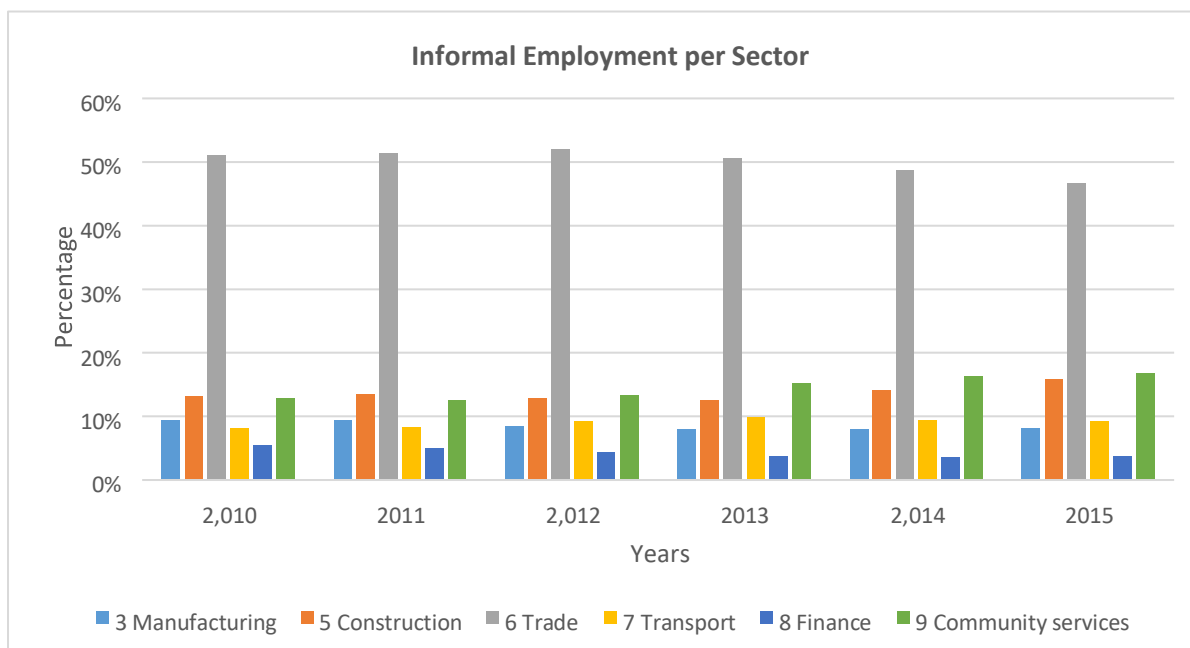
Source: Global Insight, 2015

It can also be eluded from the above graphs that employment levels from the various sectors have risen which is a positive gesture for the area. However, more ways should be explored to deal with the slow growth.

Informal Employment Per Sector						
Year	2 010	2011	2 012	2013	2 014	2015
3 Manufacturing	718	711	619	582	596	662
5 Construction	1 008	1 010	933	913	1 057	1 281
6 Trade	3 927	3 878	3 776	3 676	3 642	3 785

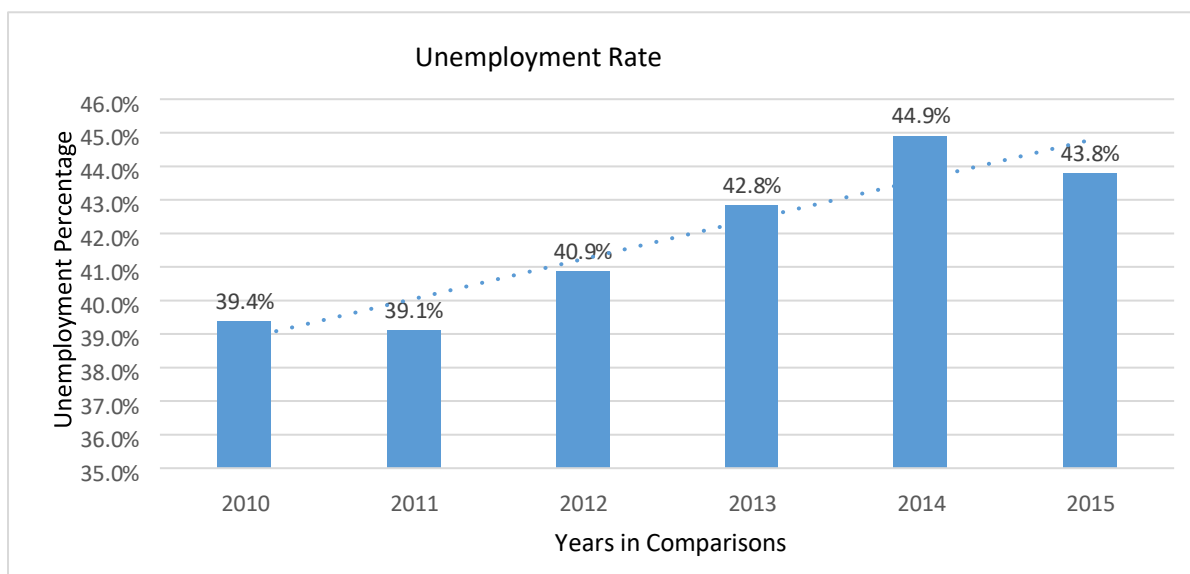
7 Transport	628	619	664	708	704	741
8 Finance	414	376	313	272	266	305
9 Community services	990	946	968	1 105	1 215	1 359
<b>Total Informal Sector</b>	<b>7 686</b>	<b>7 540</b>	<b>7 273</b>	<b>7 257</b>	<b>7 480</b>	<b>8 134</b>

Source: Global Insight, 2015



Informal Employment Sector

Source: Global Insight, 2015



Unemployment Rate Trends

Source: Global Insight, 2015

The above graph illustrates the growing level of unemployment within Umzumbe. There has been a 4.4% growth from 2010 to 2015 which can also be seen as an indication of the living standard and high level of poverty in the area.

### Employment per sector

Employment by sectors	
Sector	Percentage
Agriculture	6%
Mining	0%
Manufacturing	12%
Utilities	4%
Construction	6%
Retail trade	20%
Transport	13%
Business services	13%
Social services	8%
Government services	17%
<b>Total</b>	<b>100%</b>

*Employment by sector*

*Source: Ugu District Municipality IDP, 2019*

### 3.4.6 Local Economic Development Forums

An LED forum is a group with representatives from local stakeholder groups working together to utilise their intimate knowledge of the area in proposing developments. It is involved in the actual development and implementation of LED and liaises with the broader community. The LED forums are held at the municipality every quarter which ensure active participation with the community and government departments.

The table below shows important stakeholders in the LED Forum

	Stakeholder	Function
1.	UGU District Municipality	Sponsor for events, co-ordination of training and stakeholder to sponsor projects.
2.	DEDTEA	Facilitation of LED projects
3.	DAFF	Assist with fishery, agricultural services
4.	South Coast Tourism	Assist with Tourism services
5.	UGU South Coast Agency	Assist with agricultural service, research and find market
6.	DALRRD	Deals with agriculture

### 3.4.7 Summary of LED Policies

	Policy	Goal/Target	Adopted/Not Adopted	Year of Adoption	Last Review
	LED Strategy	Enhancing the municipal Local Economic Development	Adopted	2016	2020
1.	Informal Economy	Creating and enabling environment for informal economy	Adopted	2016	2020
2.	Tourism Development	Enhancing the municipal tourism sector and preserve the natural environment while attracting entrepreneurs	Not Adopted	N/A	N/A
3.	SMME/Cooperative	To build and mentor	Not Adopted	N/A	N/A
4.	Emerging farming	To grow and revive agricultural sector	Not Adopted	N/A	N/A
5.	Monitoring and Evaluation	To assess progress and implementation of programmes/projects	Not Adopted	N/A	N/A
6.	Investment/Retention	To encourage investment on areas with economic potential	Not Adopted	N/A	N/A
7.	Skills training for the disabled	To encourage entrepreneurship and training to the disabled community	Not Adopted	N/A	N/A
8.	Municipal Safety Plan	To encourage social crime prevention	Not Adopted	N/A	N/A



### 3.4.8 Alignment with Provincial and District Goals

NDP	PGDS	DGDP	Umzumbe Policies	Projects	Jobs Created
An inclusive and integrate rural economy	Inclusive economic growth	Safety and empowerment of communities	LED strategy	<ul style="list-style-type: none"> <li>• Tour guiding</li> <li>• Tourism story boards</li> <li>• Ntelezi Msane</li> <li>• Turton beach development</li> <li>• Mfundo Lushaba comrade's marathon</li> <li>• Arts development</li> <li>• Isicathamuya/ingoma music festival</li> <li>• Visual art training</li> <li>• Craft</li> <li>• Indaba exhibition</li> </ul>	251 in total

NDP	PGDS	DGDP	Umzumbe Policies	Projects	Jobs Created
				<ul style="list-style-type: none"> <li>• Festival of beads</li> <li>• SMME development</li> <li>• Umzumbe business fair</li> <li>• Revival of poultry projects</li> <li>• Support sakhisizwe and mkhaliphi bakery</li> <li>• Gumatane irrigation</li> <li>• Rehabilitation of sakhisizwe</li> <li>• Community gardens</li> <li>• Shinga community garden</li> <li>• Livestock farming</li> <li>• Development of informal traders</li> <li>• Construction of shelter KwaSmith</li> <li>• Renovations of market stalls (Phungashe)</li> <li>• Construction of parking bays and toilets at Turton beach</li> </ul>	

### 3.4.9 Agriculture Development

Land occupied by existing commercial agricultural practices is limited to certain areas in the eastern part of the municipality, extending in a north-south band. Approximately 10% of land use in Umzumbe is existing commercial agriculture, while potential commercial agriculture represents 19% (Department of Agriculture, Forestry & Fisheries). Existing commercial agricultural practices in Umzumbe take on the form of timber plantations, cultivated, and irrigated commercial agricultural practices.

Timber plantations cover approximately 4.5% (5465ha) of the land in Umzumbe, and is clustered to the northwest of the Umgayi area and to the south of Mthwalume, in the Nyavini Traditional Council area. There are also several small, scattered patches of plantations around Sipofu. Cultivated and irrigated commercial agriculture cover an area of approximately 6680ha and stretches from Qoloqolo in the north to the Msinsini area in the south. This mainly consists of sugar cane cultivation and bananas. Mainly private individuals or private companies own commercial agriculture practices.

The municipal agricultural profiles showed how agriculture has traditionally been significant in the development of Umzumbe, because of the historic importance of commercial agriculture and small-scale farming, and its ability to provide for community livelihoods. Formal agricultural activities within Umzumbe in terms of output and employment has however been declining. As much as this may represent a structural shift in the focus of Umzumbe economic activity, agriculture still plays an important role in economic development within the municipality.

The objectives of agricultural support are:

- Agricultural development
- Exploring opportunities for commercial and emerging farmers; and

The table below indicate agricultural support provided for 2016-2021 Financial Years

Focus Area	Project	2016	2017	2018	2019	2020	2021
Agricultural Support and Development	Community Gardens	✓	✓	✓	✓	✗	InProgress
	One Home, One Garden	✓	✓	✓	✓	✓	InProgress
	Community Gardens Support Service	✓	✓	✓	✓	✓	InProgress

	(Tractor Programme)						
Covid 19 relief package	Agricultural Relief (R3 940 000)- external funding	-	-	-	-	✓	✓

### 3.4.10 SMME's / Cooperatives Promotion

One of the outcomes of the strategic planning sessions and stakeholder engagements is the pressing need for SMME/Cooperative support and entrepreneurship promotion in Umzumbe Municipality. Therefore, there is a need for the provision of concerted support measures to SMMEs/Cooperative and general entrepreneurial activity in Umzumbe. Furthermore, a strong entrepreneurial base lead to innovative business endeavours that can create employment, provide skills training, and boost community incomes. Thus, the creation of SMMEs/Cooperatives promotes diversity, which is much needed in Umzumbe as the economy is highly concentrated in a few dominant activities.

The table below indicate supported SMMEs/Cooperatives from 2016-2021 Financial Years

SMME/Coop Name	Function	Ward	Constraints
Sakhisizwe Co-op	Bakery	20	No workshop
Mkhaliphi Co-op	Bakery	07	Lack of electricity
Sthandokuhle Co-op	Sewing	02	Lack of management, conflict of interest
OVOP	Arts and craft/sewing	17	Lack of management, conflict of interest
Shinga irrigation scheme	Agricultural	13	Conflict of interest
KwaMajola co-op	Agricultural	14	Land tenure issues and management
Siyavuka Co-op	Agricultural	05	Lack of management
Imbali YoMzumbe Co-op	Livestock farming	14	Lack of management
Mqanqala Co-op	Agricultural	02	Lack of market/production
Masikhulisane co-op	Sewing	16	Lack of resources and workshop
Zuzithemba PTY (LTD)	Arts & Craft	17	Lack of Financial management
Foodie Kings	Agri-processing	18	Insufficient Work Space

SMME/Coop Name	Function	Ward	Constraints
Mphunyuka Co-op	Agriculture	13	None
Umsawakho PK Trading	Filming & Audio		No Work Space
Nelakahle30 CC	Car Wash	10	Lack of Management
Skebeza Trading	Events Management	18	None
Masheke Trading	Audio		No Workplace
Zamukukhuphuka Co-op	Arts & Craft	2	Conflict of interest
Ziphakamise Co-op	Agriculture	5	None
MbonokaJehova Co-op	Sewing	10	3 members pulled out
Bhandelomshini Co-op	Ice Making	20	None
Sxovi group Co-op	Events Management	3	None
Zawanda Timber	Timber	15	Lack of Tools of Trade

Project Name	Description
Foodie Kings	<p>The office had assisted him with 6000 x Customer made containers =</p> <p>1500 x 250 g &amp; 1500 x 450 g (chilli paste) 1500 x 250 g &amp; 1500 x 500 g (chilli sauce), 1 x 25 L stainless steel processing machine, 5 x 15kg red chillies, 6000 vinyl labels- labels should have the following: Nutritional content, ingredients, directions of use, product logo, size package container, manufacturing details and bar code. Foodie Kings received all suppliers as per the order. The project has started making income through the inputs given to him and they also have a workshop, separate from the owner's homestead and lastly had been taken to the exhibitions as part of the marketing plan</p>
Nelzank Food Production	<p>Company that is directed by women residing under Umzumbe. It produces Frozen cream potatoe. Municipality has not done much to assist but she has been assisted by other government institutions through the municipality.</p>
KwaDweshula Moringa Herbs Product suppliers	<p>It is a cooperative that is producing Moringa products governed by old age people. Ugu together with Umzumbe has made an effort to assist with inputs and other things needed. They have already started making profit out of the product.</p>

The table below indicate project of SMME/Cooperative 2016-2021 Financial Years

Focus Area	Project	2016	2017	2018	2019	2020	2021
SMME & Co-Operative's Development	SMME Incubation	✓	✗	✓	✓	✗	InProgress
	Co-Operatives Incubation	✓	✗	✓	✓	✗	InProgress
	Business Fair	-	-	✓	-	✗	Cancelled

### 3.4.11 Tourism Development

Tourism sector makes a significant contribution to GDP of any municipality and also creates and supports employment opportunities. Therefore, the tourism development program is made up of initiatives that will help maintain tourism sustainability and tap into the significant growth potential that is as yet unrealised in Umzumbe. The initiatives promote growth of tourism through better marketing, product development and infrastructural and institutional support. Furthermore, these initiatives will also promote diversification of the range and location of activity, so as to keep to tourism sector vibrant and responsive.

The table below indicate tourism interventions implemented by the municipality.

Tourism Intervention	Description	Ward
Ntelezi Msane	This historical site is a commemoration of past fallen heroes who helped in the fight against apartheid tax laws whereby black people were taxed heavily for not carrying their "dompasses" identity document. This specific site was the point where the war was and many black soldiers were taken as prisoners to St Helena.	10
Isivivane sikaShaka	The zulu warrior King Shaka Zulu and his troops rested at this point on their way to the Eastern Cape in preparation for the war against the colonialists.	15
Itshe likaMaria	This heritage mountain illustrates the beauty of nature. A mere mountain, over the years eroded to form a shape where the local residents have concluded the shape of a mother carrying a child. This mother is believed to be Maria from the bible. The foot of the mountain is also believed to have special incest which is commonly used amongst the community.	07

Tourism Intervention	Description	Ward
Multi-trail	The multi-trail incorporates of hiking ventures and enjoying the beautiful mountainous and rocky hills of Mthwalume.	4,5,13,14,16
Turton Beach	Turton beach is the only beach in Umzumbe municipal jurisdiction. It consists of potential to unlock beach and ocean economy through correct investment and infrastructure. Meantime, tourists can enjoy walks on the beach and fishing	19
Tourism Story Boards	Tourism story boards will be situated in public areas where significant tales will be told about the area.	4,17,19
Tour Guide development	Tour guides are still to be trained by the municipality and routes and programmes are still to be developed.	All municipal wards
Nature based tourism in areas along the Umzimkhulu River.	As Umzumbe is fairly rural with wildlife. A game reserve is proposed alongside the river making it accessible for animals and the continuum of ecosystems.	12
Adventure tourism and mountain biking taking advantage of the uneven topographical features of the area.	The adventure trail incorporates of hiking, mountain bike riding, biking and camping ventures and enjoying the beautiful mountainous and rocky hills of Mthwalume.	4,5,7,12,13,14,16
Shembe Church origins in Mthwalume;	people who are of the Shembe faith still flock and gather for annual prayers and worship.	12,15
Msikazi Mountain.	Msikazi mountain is a plateau which resembles Table Mountain. It is with great efforts that the mountain will be utilised as the one in Cape Town.	12

The table below indicate tourism development project implemented form 2016-2021 Financial Year

Focus Area	Project	2016	2017	2018	2019	2020	2021
Tourism Development	Commemoration of Heritage Sites:						
	- Ntelezi	✓	✓	✗	✓	✗	In Progress
	- Isivivane	✗	✓	✓	✓	✗	Cancelled
	Development of Tourism Sites (Ntelezi)	-	-	✓	-	-	-

	Development of Tourism Strategy	-	-	-	-	-	-
	Tour Guides	-	-	-	-	-	-
	Research on Tourism Sites	-	-	-	-	-	InProgress
	Service Level Agreements	✓	✓	✓	✓	✓	✓

In so saying, the development and support of many cooperatives and SMMEs /Cooperatives within the municipal area is low due to the amount of red tape within the institutions. However, with the development of new policies, it is hoped for that this red tape will be reduced and there will be an improvement of assistance for the people of Umzumbe. Due to the municipality's low capacity, it relies mostly on the unemployed graduate program and internships for capacity issues. Therefore, most functions that are expected to be performed by the LED unit are jeopardised due to low capacity, amongst those being Research and Development which plays a vital role in the formulation of a framework to take the municipality forward.

### 3.4.12 Informal Economy

The KwaZulu Natal Province believes that a rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of poverty alleviation. Although the informal sector makes up a significant portion of the economies in developing countries, it is sometimes stigmatized as troublesome and unmanageable. However, the informal sector provides critical economic opportunities for the poor and has been expanding rapidly with in Umzumbe Municipality. Thus, the municipality is committed in developing the Informal Economy Policy to control and manage the informal sector and presenting projects and programmes to uplift the informal sector development.

The table below indicate projects for informal economy development for 2016-2021 Financial Year

Focus Area	Project	2016	2017	2018	2019	2020	2021
Informal Economy Development	Construction of KwaPhungashe Market Stalls	-	-	✓	✓	Sub-standard	Sub-standard
	Construction of Stalls	✗	✗	✗	✗	✓	InProgress



The Map below indicates the tourism site within the municipal areas.



Table showing job opportunities provided for all infrastructural projects within the municipality

<b>Project Name</b>	<b>Construction of Khathi Access Road</b>	<b>Nkanini Indoor Sport Centre Phase 1</b>	<b>Ncazolo Access road Phase 1</b>	<b>Ncapheni Access Road</b>	<b>Ndumakude Sportfield</b>	<b>Refurbishment of MPCC</b>
<b>Ward</b>	<b>14</b>	<b>11</b>	<b>02</b>	<b>06</b>	<b>13</b>	<b>17</b>
<b>Year</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Project Duration</b>	<b>05 months</b>	<b>06 months</b>	<b>06 months</b>	<b>03 months</b>	<b>03 months</b>	<b>03 months</b>
<b>Project Completion</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>In progress</b>
<b>No. of jobs created</b>	<b>9</b>	<b>11</b>	<b>25</b>	<b>10</b>	<b>15</b>	<b>8</b>

## EPWP INDICATORS/JOB CREATION

The Extended Public Works Programme (EPWP) first started in the municipality in the year 2014 and has been running smoothly since. It has created a number of jobs in the communities since its operation. In addition, local jobs have been created through infrastructure projects and can be summarised as follows:

<b>Project Name</b>	<b>Electrification of Mbeyane</b>	<b>Electrification of Mahlaya village</b>	<b>Electrification of Magwaza</b>	<b>Mthwalume Electrification (150 Conn)</b>	<b>Isiphofu Electrification Phase 1(872 Conn)</b>	<b>Mbonje Electrification (96 Conn)</b>
<b>Ward</b>	<b>08</b>	<b>07</b>	<b>09</b>	<b>09</b>	<b>12</b>	<b>13</b>
<b>Year</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Project Duration</b>	12 months	12 months	12 months	12 months	12 months	12 months
<b>Project Completion</b>	Yes	Yes	Yes	Yes	In progress	In progress
<b>No. of jobs created</b>	10	8	10	27	29	22

### 3.4.13 SWOT Analysis: Local Economic Development

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Availability SDF as a base for reviewing LED Strategy;</li> <li>• Existing Spatial Planning and Land Use By-laws;</li> <li>• Existing Land Use Scheme;</li> <li>• LED Programmes in place;</li> <li>• Location to the coastal areas (tourism, ocean economy);</li> <li>• Existing LED Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate capacity to review and implement LED Strategy;</li> <li>• Limited access to funding;</li> <li>• Lack of market for SMMEs;</li> <li>• Lack of access to finance;</li> <li>• High infrastructure backlog;</li> <li>• Financial constraints;</li> <li>• Lack of skills in business development.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Natural resources such as rivers, and mountain;</li> <li>• High percentage of young population;</li> <li>• Abundant land for agriculture;</li> <li>• Linkage: Major strategic roads such as N2, P68, P71 and R102;</li> <li>• Large Extent of agricultural land;</li> <li>• Natural resources such as rivers, and mountains;</li> <li>• Coastal location- Operation Phakisa;</li> <li>• Topography- tourism.</li> </ul>	<ul style="list-style-type: none"> <li>• Unstable weather conditions;</li> <li>• Global economic performance;</li> <li>• Natural disasters (Drought, Cyclones, floods etc);</li> <li>• Lack of skills in business development;</li> <li>• High Crime rates;</li> <li>• High Unemployment and poverty rates;</li> <li>• Low education levels;</li> <li>• Global economic performance (Inflation etc);</li> <li>• Land tenure (ownership);</li> <li>• Communicable Diseases.</li> </ul>

### 3.4.14 Key Challenges

- Inadequate capacity to review and implement LED Strategy;
- No monitoring tool to measure implementation of LED projects (impact)
- Poor infrastructure (water, sanitation, electricity, access roads etc)
- Investment attraction (limited funds to implement LED projects)
- Rural nature/no formal town-low revenue base
- Not well established business
- Informal trade on areas identified as economic nodes
- Inadequate skills profile (Low education levels);
- Money leakage and rural-urban migration
- Lack of market for SMMEs;
- Unstable weather conditions;
- Global economic performance;
- Natural disasters (Drought, Cyclones, floods etc);
- High Crime rates;
- High Unemployment and poverty rates;
- Global economic performance (Inflation etc.);
- Land tenure (ownership);
- Communicable Diseases.

#### **What are we going to do to unlock and address our key challenges?**

- Identification and development of tourism sites
- Development and support of art and craft
- Development and support of SMMEs
- Development and support of Cooperatives
- Support and regulation of Informal Traders
- NGO Incubation & Support
- Support Agricultural initiatives
- Facilitate job creation initiatives

#### **What could you expect from us, in terms of outputs, outcomes and deliverables, over the next five years?**

- Restored and preserved local history and cultural development (Tourism, Art and Craft)
- Created an environment that promotes the development of local economy Improved Food Security and Create employment opportunities

### 3.5 KPA 4: FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities. It is equally important for the financial plan to be informed and aligned to the municipal IDP and conform to the SDBIP, this which is the current practice of Umzumbe municipality.

#### Capability of the Municipality to execute Capital Projects

Financial services department comprises of the following sub departments: Expenditure and Assets; Budget, Treasury and Revenue and Supply Chain Management

- **Expenditure and Assets** – The Manager: Expenditure and Assets is responsible for salaries administration, creditor's management, all expenditure, SARS compliance, government grants administration, maintenance of assets.
- **Budget, Treasury and Revenue** – The Manager: Budget, Treasury and Revenue is responsible for ensuring that budgets are prepared, budgets are effectively utilised, reporting to National treasury and other spheres of government, financial forecasting, property rates, collection of other income, compliance with various spheres of government, maintenance of investments.
- **Supply Chain Management** – The Manager: Supply Chain Management is responsible for the implementation of the Supply Chain Management policy and ensuring that the goods and services are procured in manner which is transparent, competitive, equitable, cost effective and fair.

The total expenditure incurred compared to budget for the last five financial years is as follows:

FINANCIAL YEAR	PERCENTAGE BUDGET SPENT
2017 – 2018	85%
2018 – 2019	71%
2019 – 2020	60%
2020-2021 (projected)	80%
2021-2022 (projected)	90%



### 3.5.1 Indigent Support (Including Free Basis Services)

A large portion of the people in the municipality live under poverty caused by various factors namely unemployment, lack of employment opportunities in the local area, dependency on government grants, lack of an education to obtain better earning employment and many more. The municipality has taken to provide indigent relief to those households that are living in poverty and find it difficult to live from day to day. Where there is no electricity, Gel stoves are handed out to people and there has been ongoing gel provision to the needy families.

There were however solar panels installed in other areas of the municipality where electricity was seen as going to be taking a bit longer to be installed due to lack of infrastructure and finances on the side of Eskom. The solar panels are maintained by the municipality. The Indigent Policy was last adopted by council during the 2014/15 financial year with the aim to provide more assistance to the households identified. The Social and Community Services has embarked on processes to review the Municipal Indigent Policy and Register in the 2018/19 financial year to be finalised in the 2020/21 financial year.

The summarised number of Indigent Households before the ward delineation process in Umzumbe Municipal Area are as follows:

WARD NUMBER	TOTAL NUMBER REGISTERED HOUSEHOLDS
1.	696
2.	366
3.	382
4.	768
5.	222
6.	602
7.	434
8.	726
9.	758
10.	532
11.	736
12.	634
13.	462
14.	808
15.	246
16.	264

17.	654
18.	326
19.	652
<b>TOTAL</b>	<b>10088</b>

The table below depicts the total cost of Free Basic Services to the Indigent register:

<b>FINANCIAL YEAR</b>	<b>EXPENDITURE</b>
2013 - 2014	R 6 164 072
2014 - 2015	R11 665 390
2015 - 2016	R19 353 342
2016 - 17	R12 835 974
2017 - 2018	R11 655 695
2018 - 2019	R12 392 536
2019 – 2020	R12 168 270
2020-2021 (projected)	R10 748 750
2021-2022 (projected)	R13 641 162

The total number of households within the indigent register has remained the same due to the report not reviewed. The policy will however change in the coming financial years as the municipality aims to prioritise the review of the register.

The municipality has implemented the Municipal Property Rates Act, No. 6 of 2004 from 2008/2009 financial year. The valuation roll has been compiled by the registered value which was appointed as a shared service with other municipalities within Ugu District. The value maintains the valuation roll on a monthly basis.

There are challenges in terms of the implementation of Property Rates Act due to the fact that the municipality is predominantly rural which makes it very difficult to find the postal addresses for the rate payers in order to send the bills. High level of poverty and unemployment is also a challenge.

Our rates payers are made of Government departments, private businesses, farms and household.

The municipality is also in the process of developing a land audit which amongst other things will identify all the rate payers that have not been paying their rates of which legal action will be taken against them. This will in return provide a revenue base for the municipality. Other strategies that may



be looked into moving forward would be to try and get traditional leadership buy-in and the exploration of non-traditional methods of generating revenue.

As part of revenue enhancement strategy, the municipality has developed and adopted Investment, Banking and Cash Management Policy which outlines the following principles that the municipality need to adhere to:

- Collect revenue when it is due and bank it promptly
- Make payments, including transfers to other levels of government and non-government entities, no earlier than necessary, with due regard for efficient, effective and economical programme delivery and the creditor's normal terms for account payments;
- Avoid pre-payment for goods or services (i.e. that is payments in advance of the receipt of goods or services), unless required by the contractual arrangements with the supplier
- Shall accept discounts to effect early payment only when the payment has been included in the monthly cash flow estimates provided to the relevant treasury;
- Apply debts collection policy to ensure that amounts receivable by the municipality are collected and banked promptly;
- Shall accurately forecast its cash flow requirements
- Shall monitor inflow and outflow of cash
- Recognize the time value of money by economically, efficiently and effectively managing cash.
- Take any other action as may promote the efficient utilization of cash resources, such as managing inventories to the minimum level necessary for efficient and effective programme delivery, and selling surplus or underutilized assets; and
- Avoid bank overdrafts
- Revenue enhancement
  - Debt collection strategy
  - Maximising interest on investments
  - Evaluation Roll
- Sustainability of clean audit
  - Corrective action plans
  - Risk management plans
  - Compliance checklist
  - Minimise irregular, unauthorised, fruitless & wasteful expenditure – AG dash board reports

The municipality has benefited from receiving income from hall hire, Taxi/Scholar Permits, sale of tender documents, issuing of business licenses, Building Plan Application and PDA/SPLUMA Applications. This income has certainly helped to increase the income budget and contribute to service

delivery. During the 2019/20 Strategic Planning sessions Municipal internal departments were tasked with exploring possible revenue enhancement programmes as a measure to increase municipal revenue.

### 3.5.2 Municipal Consumer Debt Position

The table below indicates the municipal consumer debt position for the past financial years:

FINANCIAL YEAR	TOTAL
2014 - 2015	R4 485 662
2015 - 2016	R6 809 940
2016 - 2017	R9 299 136
2017 -2018	R 9 675 981
2018 – 2019	R13 281 603
2019 – 2020	R17 715 581
2020 – 2021 (projected)	R21 000 000
2021 – 2022 (projected)	R18 500 000

Gross balances	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016	2014-2015
Rates	25,587,371	R20,800,010	R15,806,700	R12,004,142	R 9,068,647	R 6 222 642
	<b>Less: Allowance for impairment</b>					
Rates	R7,871,790	R7,518,407	R6,130,719	R 2,705,006	R 2,256,215	R 1,736,980
	<b>Net balance</b>					
Rates	R17,715,581	R13,281,603	R9,675,981	R9,299,136	R 6,812,432	R 4 485 662
	<b>Ageing</b>					
Current (0 -30 days)						R 4 000
>180 days	R17,715,581	R13,281,603	R9,675,981	R9,299,136	R 6,812,432	R 4 481 662

**Summary of debtors by customer classification****2019-2020****2018-2019**

<b>Residential</b>		
> 180 days	5,305,842	4,624,232
	<u>5,305,842</u>	<u>4,624,232</u>
Less: Allowance for impairment	(5,305,842)	(4,624,232)
	<u>-</u>	<u>-</u>
<b>Industrial/ commercial</b>		
> 180 days	4,652,502	3,685,119
	<u>4,652,502</u>	<u>3,685,119</u>
Less: Allowance for impairment	(651,001)	(717,677)
	<u>4,001,501</u>	<u>2,967,442</u>
<b>National and provincial government</b>		
> 180 days	15,629,028	12,490,660
	<u>15,629,028</u>	<u>12,490,660</u>
Less: Allowance for impairment	(1,914,947)	(2,176,497)
	<u>13,714,081</u>	<u>10,314,163</u>
<b>Total</b>		
> 365 days	25,587,371	20,800,010
	<u>25,587,371</u>	<u>20,800,010</u>
Less: Allowance for impairment	(7,871,790)	(7,518,407)
	<u>17,715,581</u>	<u>13,281,603</u>
<b>Less: Allowance for impairment</b>		
> 365 days	(7,871,790)	(7,518,407)
	<u>-</u>	<u>-</u>
<b>Reconciliation of allowance for impairment</b>		
Balance at beginning of the year	(7,518,407)	(6,130,719)
Contributions to allowance	(353,383)	(1,387,688)
	<u>(7,871,790)</u>	<u>(7,518,407)</u>

The municipality has a very low rates base comprising of farm owners, local businesses, government departments and a very few private land owners. Being a local municipality services such as water and sanitation are not provided. Electricity is provided by Eskom directly to the community. Debtors have increased mainly due to rates. The municipality is rural in nature and experiences challenges with regard to non-paying consumers. The Municipality is Liaising with stakeholders such as government departments, Treasury and COGTA to assist in the process of revenue collection. Community awareness will be explored as a possible strategy to communicate with non-paying consumers.

### 3.5.3 Grants and Subsidies

The Municipality is grant dependent, and heavily depends on grants such as MIG & Equitable share funding to execute its municipal services and it is 100% rural with high poverty and very low employment rates. The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. The municipality also supports the indigent with electricity tokens, and have an indigent register of 4800 registered people to make sure

the poor are considered when basic services are provided and to make sure they are priorities. The municipality is predominately grant dependent with an average of 87% within the last three years.

Below Table indicating Grants

GOVERNMENT GRANTS AND SUBSIDIES- ALLOCATION					
	FINAL BUDGET 2020/2021	Adjusted interim Budget 2020/2021	ADJUSTED BUDGET	PROPOSED BUDGET 2021/2022	PROPOSED BUDGET 2022/2023
<b>National Grants Allocations</b>					
Equitable share	138 576 000.00	162 348 000.00	162 348 000.00	146 870 000.00	153 402 000.00
Municipal Systems Infrastructure Grant (MSIG)	-	-	-	-	-
(FMG)	1 900 000.00	1 900 000.00	1 900 000.00	1 900 000.00	1 900 000.00
Municipal Infrastructure Grant (MIG)	33 867 000.00	33 867 000.00	45 071 547.00	36 573 000.00	38 553 000.00
Disaster Management Grant	-	-	13 828 669.00	-	-
Intergrated national Electrification Programme	10 000 000.00	8 000 000.00	14 438 911.00	11 000 000.00	11 000 000.00
Massification Grant	-	-	8 489 286.00	-	-
Municipal Systems Infrastructure Grant (MSIG)	-	-	-	-	-
Extended Public Works Programme	1 533 000.00	1 533 000.00	1 533 000.00	-	-
<b>Sub Total - National Grant Allocations</b>	<b>185 876 000.00</b>	<b>207 648 000.00</b>	<b>247 609 413.00</b>	<b>196 343 000.00</b>	<b>204 855 000.00</b>
<b>Provincial Grants Allocations</b>					
Disaster Relief Grant	1 043 000.00	1 043 000.00	1 763 685.00	-	-
KZN Sports Grant	-	-	50 000.00	-	-
Ward Based Grant	-	-	-	-	500 000.00
<b>District Municipality - UGU</b>					
Fire Fighting Grant	-	-	374 778.00	-	-
<b>Sub Total - Grants Allocations</b>	<b>1 043 000.00</b>	<b>1 043 000.00</b>	<b>2 188 463.00</b>	<b>-</b>	<b>500 000.00</b>
<b>TOTAL GRANT ALLOCATIONS</b>	<b>186 919 000.00</b>	<b>208 691 000.00</b>	<b>249 797 876.00</b>	<b>196 343 000.00</b>	<b>205 355 000.00</b>

The total budgeted for 2020/21 is approximately R420 million. This is funded by government grants and subsidies of R250 million, interest from investments of R10 million, tender sales and other income of R797 thousand, rates income of R7,5 million and own funds of R152 million.

The total operating budget is about R245 million and the total capital budget is R175 million.

The municipality does not generate sufficient revenue and is therefore grant dependent. Grants are received from a wide range of stakeholders namely the MIG, FMG, equitable share, INEP and various others.

The table below depicts the grants and spending for the past year and projected spending in the years coming ahead.

<b>FINANCIAL YEAR</b>	<b>TOTAL FUNDS RECEIVED/PROJECTED TO BE RECEIVED</b>	<b>TOTAL FUNDS ACTUALLY/ PROJECTED SPENT</b>	<b>VARIANCE</b>	<b>Variance %</b>
2013 - 2014	R 148 167 854	R 141 094 810	R 7 073 044	4.77%
2015 - 2016	R 219 288 846	R 215 200 293	R 4 088 553	1.86%
2016 - 2017	R 194 967 602	R 184 830 778	R 10 136 824	5.19%
2017 - 2018	R 280 297 155.99	R 202 935 056	R 77 362 099	27%
2018 - 2019	R 282 108 723.14	R 205 659 791	R 76 448 932	27%
2019 - 2020	R 208 527 669	R 173 623 004	R 34 904 665	17%
2020–2021 (Projected)	R 249 797 876	R 226 025 876	R 23 77 2000	10%
2021–2022 (Projected)	R 196 343 000	R 196 343 000	R 0	0%

Sources of funding include mainly government grants and subsidies. Government grants received are MIG, FMG, MSIG, DISASTER FUNDING and INEP. The municipality's expenditure in relation to the funds received is monitored and evaluated.

The municipality has an investment register in place, which tracks investments and accounts for interest earned. The municipality has invested its own funds of an average of R10 million yielding competitive interest rates. Additional, funds held in the municipality's primary bank account also yield interest at competitive interest rates which increases the interest income cash flow.

<b>INVESTMENT REGISTER</b>	
	<b>AMOUNT</b>
FNB - Call Account	R4 279 298
FNB - Fixed Deposit Account	R5 683 686
<b>TOTAL</b>	<b>R9 962 984</b>

### 3.5.4 Employee Related Costs (Including Councillors Allowances)

#### **EMPLOYEES RELATED COSTS (INCLUDING COUNCILLOR ALLOWANCES)**

The table below indicates the percentage of employee related costs & councillor allowances to total expenditure for the past five financial years:

<b>FINANCIAL YEAR</b>	<b>PERCENTAGE</b>
2017 - 2018	31 %
2018 - 2019	34 %
2019 - 2020	21%
2020–2021 (Projected)	28%
2021–2022 (Projected)	32%

The municipality's percentage of employee related costs & councillor allowances to total expenditure for the past three financial years has remained within the benchmark range of 25 % to 40 % indicating sound management around payroll related costs. The 2020/21 Financial Year is projected to increase in employee related cost due to employment of permanent staff as a result of labour court resolutions. This presents a financial risk going forward and the municipality will have to ensure that this is closely monitored and any excessive and unnecessary hiring is avoided.

### 3.5.5 Supply Chain Management (SCM)

The situation at current is the reality that comes as challenges to the municipality financially which can be attributed to;

- The ongoing difficulties in the national and local economy;
- Lack and poorly maintained roads infrastructure;
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities;

- Dependency on government grants;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Affordability of capital projects;

The Municipality has a Supply Chain Management Unit that falls under the Finance Department. The unit is responsible for ensuring that the goods and services are procured in manner which is transparent, competitive, equitable, cost effective and fair, through proper implementation of the SCM policy which is reviewed on a regular basis. The SAGE Evolution System is used to request goods and services required for the various functions of the municipality.

The municipality is striving to empower local businesses and cooperatives to improve our Local Economic Development. Where possible, suppliers are rotated as best as can to ensure that everyone is getting equal chance. However there are challenges since most of our local businesses are not well established and therefore cannot supply or provide certain good and services.

The municipality is utilizing SAGE Evolution system which has assisted in the facilitating of procurement such as electronic requisitions, quotations and orders. Separate files were opened for each individual contract which contained details of the contractor, evaluation and adjudication reports, payments details etc. The evaluation and adjudication of the tenders was done accordingly. When evaluating and adjudicating tenders, the Preferential Procurement Policy is considered without compromising the requirements as per the advertisement.

The municipality has, in compliance with the Supply Chain Management Policy and Treasury Regulations, established the three committees being Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee which sit regularly. Measures are in place to ensure that tenders are adjudicated and appointed within 90 days of the closing of adverts. Regular training of SCM officials and employees involved in the SCM process has been undertaken to ensure that they are kept updated on the legislation.

### **Annual Procurement Plan & SDBIP Alignment**

The Annual Procurement Plan is adopted annually and Included in the Municipal Service Delivery and Budget Implementation Plan.

### **SCM Policy Review**

The SCM policy has been complied & review in terms of the Municipal Finance Management Act (Act No. 56 of 2003) & Preferential Procurement Policy Framework Act (Act No. 05 of 2000). The 2020/21 and 2021/22 budget allocates funding towards programs for people with disabilities.

### 3.5.6 Financial Viability and Management Analysis

The management of the municipal finances involves both a strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals, policies and tools to implement its strategic plan.

The overall strategic plan is to ensure that there is transparency, accountability and sound financial management. Forming part of this plan, are key performance areas such as ensuring that all statutory reporting is compiled and submitted to the different spheres of government timeously, annual financial statements are prepared in accordance with GRAP and submitted on time, effective and efficient utilization of financial resources, compliance to the Supply Chain Management Policy and the maintenance of assets effectively with respect to additions; disposals; impairments on the assets register.

In terms of section 62 of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality. The financial services department has been established to address this responsibility. The financial services department comprises the following sub departments: Expenditure and Assets, Budget, Treasury and Revenue and Supply Chain Management. It is thus essential that the municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. In addition, it is necessary that there is reasonable degree of certainty with regard to source, amount and timing of revenue.

The Division of Revenue Act has always laid out the level of funding from National Government that will be received for the three financial years with the first year being concrete and other years' estimates. The municipality has managed its finances well resulting in a sound financial position. Cash flows remain positive and have steadily increased over the years while conditional grants have remained fully cash backed. The municipality established investment accounts which earn interest at competitive rates.

#### **Loans / Borrowings**

The municipality has not borrowed funds from any financial institution and does not intend borrowing in the future.

#### **Contracted Services**

The table below indicates the percentage of contracted services cost to total expenditure for the past three financial years:

FINANCIAL YEAR	PERCENTAGE
2017 - 2018	8%



2018 - 2019	9%
2019 - 2020	9%
2020–2021 (Projected)	6%
2021–2022 (Projected)	6%

The percentage of contracted services cost to total expenditure for the past three financial years remains on average around the 8 % mark. All efforts have been made to ensure that there is a high level of skills transfer to employees. Where possible, service level agreements include clauses that ensure that the service provider transfers skills to staff. This has worked effectively as there has been tangible results of employees being capacitated and empowered due to skills transfer.

**Financial ratios:**

<b>FINANCIAL YEAR</b>	<b>COST COVERAGE RATIO</b>	<b>CURRENT RATIO</b>	<b>CAPITAL EXPENDITURE TO TOTAL EXPENDITURE</b>	<b>DEBT TO REVENUE</b>	<b>COLLECTION RATE</b>	<b>REMUNERATION TO TOTAL EXPENDITURE</b>
2014 - 2015	11 Months	5.17	40%	0%	66%	40%
2015 - 2016	10 Months	5.86	34%	0%	51%	35%
2016 - 2017	15 Months	7.98	24%	0%	49%	39%
2017-2018	15 Months	7.91	26%	0%	81%	31%
2018 - 2019	17 Months	6.40	21%	0%	52%	34%
2019 - 2020	16 Months	3.62	17%	0%	38%	21%
2020–2021 (Projected)	15 Months	7.00	32%	0%	80%	38%
2021–2022 (Projected)	14 Months	7.00	30%	0%	85%	32%

The municipality is in a stable financial position with cash flows being positive. However, in light of the difficult economic times, the municipality has policies in place to improve its cash flows. Cost cutting measures, enforcing debt collection processes, projects prioritisation and proper planning are some of the controls in place to improve cash flow.

### 3.5.7 Municipal Consumer Debt Position

The municipality has a very low municipal property rates base comprising of farm owners, local businesses, government departments, households and a very few private land owners. Being a local municipality services such as water and sanitation are not provided while electricity is provided by Eskom directly to the community. Therefore, there are no debtors with regard to these categories. The municipality's debtor's book therefore comprises only municipal property rates levied. Majority of the debt emanates from government departments. The municipality has been receiving payments from government departments and businesses, however debt collection remains an area where the municipality needs to improve. Constant liaison with government departments through assistance of Treasury and COGTA in order to fast track recovery of debt owed by the government departments. Also the municipality is seeking legal routes in order to recover any outstanding debts.

### 3.5.8 Municipal Infrastructure Assets & Maintenance (Q&M)

The municipality has an assets renewal & maintenance plan covering the SDBIP. Budget has been adequately compiled to make provision for repair and maintenance of existing infrastructure as well as the development of infrastructure. There is steady spending in terms of the Municipal Infrastructure Grants (MIG) spending. The Asset Policy was adopted by council as a guiding tool for the maintenance of municipal infrastructure assets. Technical and Community Services Departments have maintenance plans in place with 10 % of the municipal operational budget allocated under the plan during the 2020/21 FY and will increase steadily over the next years taking into consideration the physical health of plant and infrastructure while the total repairs and maintenance stands at 3% of PPE. The municipality is unable to budget for 8% of its PPE due to prioritising of funds. However, the municipality plans to review this percentage within the future years as it will start the process of assessment of assets.

Below is the table indicating assets maintenance expenditure budgets. The Operation and Maintenance Plan prioritize spending on the main assets with the following budget allocations:

<b>2020/2021 REPAIRS &amp; MAINTAINENCE PROJECTS BUDGET</b>	
Maintenance: Plant & Equipment	R 1 760 000
Maintenance: Office Buildings	R 649 000
Maintenance: Motor Vehicles	R 932 000
Maintenance: Computer Equipment	R 1 724 000
Maintenance: Community Facilities	R 1 550 000
Maintenance :Sports	R 350 000
Maintenance :Fire Fighting Equipment	R 250 000
Maintenance :Roads repairs	R 15 000 000
<b>TOTAL</b>	<b>R 22 215 000</b>

### 3.5.9 Capital Expenditure and Operational Expenditure

For the 2020/2021 financial year approximately R150 million of capital expenditure budget has been allocated to infrastructure assets such as construction of access roads, community halls and sports complex. An amount of R245 million was budgeted for operational expenditure with R94 million budgeted for salary related costs which is about 38% of the operational budget.

The prior year's operational and capital expenditure is as follows:

<b>FINANCIAL YEAR</b>	<b>CAPEX</b>	<b>OPEX</b>
2016 - 2017	R 44 331 818	R 140 487 915
2017 - 2018	R 51 733 351	R 151 160 348
2018 - 2019	R 43 813 020	R 161 495 407
2019 - 2020	R 60 929 894	R 149 769 567
2020–2021 (Projected)	R 110 000 000	R 150 000 000
2021–2022 (Projected)	R 118 034 535	R 253 936 380

The municipality has budgeted adequately and prioritised projects. Cost saving has been applied where possible to ensure that the municipality remains financially stable. The municipality will be able to meet its operational requirements within the next year. It is not feasible for municipality to borrow

funds due to being predominately grant funded with less own revenue being generated. Servicing of debt would thus be inadequate and would place the municipality under financial constrain.

### 3.5.10 Auditor General Findings

The Constitution S188 (1) (b) states that the functions of the Auditor-General include the auditing and reporting on the accounts, financial statements and financial management of all municipalities. The Municipal Systems Act section 45 states that the results of performance measurement must be audited annually by the Auditor-General.

The municipality had obtained an unqualified audit report with matters of emphasis for the 2019/2020 financial year. The audit opinion was sustained from the previous two financial years being the 2017/2018 and 2018/2019. During the previous four preceding financial years, the municipality had received four consecutive Clean Audits. The audit queries that led to the regression in audit opinion related to Performance Management (PMS) and SCM. The municipality remains committed to addressing all the issues raised by the Auditor General and aiming at continuously improving back towards a clean audit. The table below outlines the audit findings and corrective measures to address raised findings with the timelines.

NO	FINDING	CORRECTIVE ACTION	COMPLETION DATE	RESPONSIBILITY
<b>ANNEXURE A – AUDIT REPORT MATTER</b>				
1	Minimum bid adjudication committee requirements not met	The matter was already addressed through a review and appointment of members in the Bid Adjudication Committee by the	30 June 2021	Municipal Manager
2	Minimum threshold for local production and content not specified in invite for quotations	Procurement documents will be reviewed further to ensure full compliance	30 June 2021	SCM Manager
3	Failure to prevent irregular and fruitless & wasteful expenditure	Matter was already addressed through a review and appointment of members in the Bid Adjudication	30 June 2021	Municipal Manager

NO	FINDING	CORRECTIVE ACTION	COMPLETION DATE	RESPONSIBILITY
4	Investigation on fruitless and wasteful expenditure not done	The municipality noted that the investigation was done and processes were followed. However there was an interpretation issue	30 June 2021	Municipal Manager
5	Indicator not specific	Controls have been strengthened to ensure that more thorough reviews are conducted to ensure that all indicators and	30 June 2021	Manager : Planning

#### ANNEXURE B – OTHER MATTERS

6	Commitments understated	The finding was cleared. However, going forward, controls have been strengthened to ensure that	30 June 2021	CFO/ Director Technical Services
7	Incomplete disclosure of related parties	The finding has been cleared. However, going forward, controls have been strengthened to ensure that additional	30 June 2021	CFO
8	Irregular expenditure incorrectly disclosed inclusive of VAT	The finding has been cleared. However, going forward, controls have been strengthened to ensure that irregular expenditure is	30 June 2021	CFO
9	Non-inclusion of terminated employees on the terminations list	The finding was cleared. However, going forward, controls have been strengthened to ensure that the terminations list are	30 June 2021	Director Corporate Services

NO	FINDING	CORRECTIVE ACTION	COMPLETION DATE	RESPONSIBILITY
10	Retentions list incomplete	The finding was cleared. However, going forward, controls have been strengthened to ensure that the retentions list are	30 June 2021	CFO/Director Technical Services
11	Two PAs for the municipal manager	Controls have been strengthened to ensure that the employment contracts are reviewed more thoroughly .The	30 June 2021	Director Corporate Services/Legal Services
12	Bid advertised for less than the required number of days	All adverts to be thoroughly reviewed by the Bid Specifications Committee before being advertised. Additionally and	30 June 2021	SCM Manager/Director Technical Services/ Bid Specifications Committee
13	Reasons for deviating not reasonable	Controls have been strengthened to ensure that the deviations are reviewed more thoroughly and appropriate In	30 June 2021	SCM Manager/ Municipal Manager
14	SCM Conflicts of interest	The municipality has flagged these suppliers and employees and will investigate the matter further. The municipality, where possible, will not	30 June 2021	SCM Manager
15	DTI was not notified of the successful bidder and the value of the contract and provided with copies of the contracts and the bidder's SBD 6.2	Procurement documents will be reviewed further to ensure full compliance with the Local Production and	30 June 2021	SCM Manager

NO	FINDING	CORRECTIVE ACTION	COMPLETION DATE	RESPONSIBILITY
16	Rotation of audit committee members	The municipality utilizes a shared service with the Ugu district municipality. The municipality will engage further with the district towards	30 June 2021	Municipal manager
17	Reported achievement inaccurate	The municipality will ensure that adequate reviews of the annual performance report take place annually prior to submission for auditing	30 June 2021	Manager : Planning
18	Reported achievement not consistent with the planned indicator and target	The municipality will ensure that adequate reviews of the annual performance report take place annually prior to submission for auditing	30 June 2021	Manager : Planning



### 3.5.11 Swot Analysis: Municipal Financial Viability And Management

Strength	Weakness
<ul style="list-style-type: none"> <li>✦ Adequate internal controls &amp; systems implemented</li> <li>✦ Policies in place (SCM, Asset Management, cash management etc.)</li> <li>✦ Well-structured department ▪ Functional SCM Committees</li> <li>✦ Sound financial position and management</li> <li>✦ High staff morale (dedication)</li> <li>✦ Clean Audit Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Limited human resource capacity (SCM)</li> <li>• Lack of revenue enhancement methods</li> <li>• Implementation of debt collection policy and revenue enhancement strategy</li> <li>• Limited office space for storage of files</li> <li>• Limited working space for staff and poor working conditions as well as safety concerns</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Revenue Enhancement</li> <li>• Property rates collection</li> <li>• Experienced skilled labour force</li> </ul>	<ul style="list-style-type: none"> <li>• Predominantly grant dependent</li> <li>• Loss of skilled staff</li> <li>• Inadequate back-up system-potential loss of information</li> <li>• Non – conducive work environment</li> <li>• Loss of key skilled management due to inadequate remuneration offered.</li> </ul>

### 3.5.12 Key Challenges

The challenges in this key performance area are both direct and indirect as listed hereunder:

- Debt Collection & low revenue base
- Inadequate information on valuation roll
- Capacity constraints
- Heavily reliant on government grants
- Limited office space for storage of files
- Limited working space for staff and poor working conditions as well as safety concerns.
- Electricity down time
- Departments estimation of cost of goods/services on the requisitions
- Late submission of requisitions and documents
- MSCOA system challenges
- GRAP 17 requirements posed challenges such as componentizing of infrastructure assets which required specialized knowledge.
- The physical verification of the assets was also challenging due to assets being spread over the large geographical area of Umzumbe.
- The municipality faced challenges of non - payment of rates and no registered postal addresses of rate payers
- Lack of adequate tools of trade
- Slow IT network resulting in delays in processing
- Contract management

#### **What are we going to do to unlock and address our key challenges?**

- Preparation of Annual Budget;
- Preparation of mid- year performance assessment and adjustment budget;
- Preparation of monthly budget statements in terms of section 71 of the MFMA;
- Preparation of GRAP compliant annual financial statements;
- Addressing corrective measures from AG;
- Recording all transactions accurately and completely;

- Implementation of Supply Chain Management Policy;
- Development of Annual Procurement Plan;
- Timeous payment of service providers upon receipt of invoices (30 days);
- Maintain valuation roll;
- Update GRAP compliant assets register corresponding to the general ledger.
- Identify designated space at old offices which must be secured with gates, doors, locks
- Consider engaging with RNM to rent space or utilisation of other municipal offices
- Back-up generator to be purchased
- Municipality to address security concerns to ensure safety of staff.
- User departments to research their own costs in order to properly cost their required service/goods – accurate estimation
- Utilisation of service provider to assist in the preparation of the assets register in order to ensure GRAP 17 compliance
- Upgrading of IT network
- Increase awareness for consumers to pay rates.
- Constant liaison with COGTA & Treasury towards assistance with debt recovery and strict enforcing of legal action against defaulting debtors.

**Five Years Outputs, outcomes, and deliverables.**


- Compliance with the Budget and Treasury reporting.
- Compliance with SCM statutory requirements.
- Accurate billing and improved revenue collection.
- Sound asset management.
- Sound financial management.

### 3.6 KPA 5 Good Governance and Public Participation Analysis



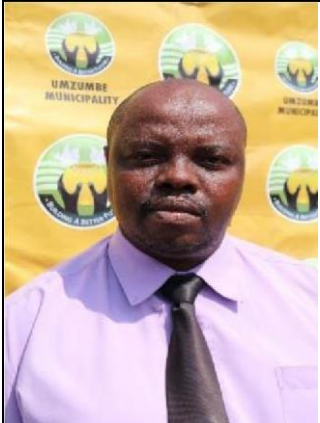
#### 3.6.1 Good Governance


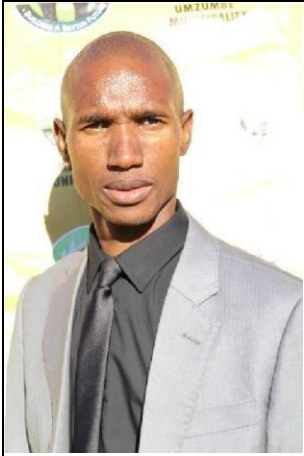

##### Political Leadership

Umzumbe Municipality's political governance is in a form of a Council with the Mayor serving as the head of the Executive Committee as well as the Portfolio for Finance and Corporate Services. As a Municipality, Umzumbe prides itself in having a female Deputy Mayor who is a member of the Executive Committee and who also serves as a portfolio chairperson for the Infrastructure Committee. Umzumbe Local Municipality has 39 Councillors, 15 being females and 23 are males. 20 of them are ward Councillors and 19 are Proportional representatives.

Members	Designation	Responsibilities
	<b>POLITICAL STRUCTURE</b>  <b>MAYOR</b>  Cllr MPL. Zungu Chairperson of Council EXCO.  Member of EXCO and  Finance Portfolio Committee.	<b>Function</b>  In terms of Section 49 of Municipal Structures Act and Regulations 117 of 1998 the Executive Mayor presides at meetings of the executive committee; and performs the duties, including any ceremonial functions, and exercises the powers delegated to the mayor by municipal council or the executive committee.  S56(2): The executive mayor must: <ul style="list-style-type: none"> <li>a) Identify the needs of the municipality,</li> <li>b) Review and evaluate those needs in order of priority,</li> <li>c) Recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and</li> <li>d) Recommend or determine the best way, including partnerships and other approaches, to deliver those strategies, programmes and services to the maximum benefit of the community.</li> </ul> MFMA S54: <ul style="list-style-type: none"> <li>e) Must provide general political guidance over the fiscal and financial affairs of the municipality;</li> <li>f) In providing such general political guidance, may monitor and, to the</li> </ul>

Members	Designation	Responsibilities
		<p>extent provided in this Act, oversee the exercise of responsibilities assigned in terms of this Act, the accounting officer and the chief financial officer, but may not interfere in the exercise of those responsibilities;</p> <p>g) Must take all reasonable steps to ensure that the municipality performs its constitutional and statutory functions within the limits of the municipality's approved budget;</p> <p>h) Must, within 30 days of the end of each quarter, submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality; and</p> <p>i) Must exercise the other powers and perform the other duties assigned to the mayor in terms of this Act or delegated by the council to the mayor.</p>
	<p><b>DEPUTY MAYOR</b></p> <p>Cllr S.R Cele</p> <p>Member of EXCO and chairperson Human Settlements and Infrastructure Portfolio Committee.</p>	<p>The Deputy Mayor exercises the powers and performs the duties of the mayor if the mayor is absent or not available or if the office of the mayor is vacant. The Mayor may delegate duties to the Deputy Mayor (Municipal Structures Act 1998, S49).</p>

Members	Designation	Responsibilities
	<b>SPEAKER</b> Cllr M.P Shozi	<p>In terms of Section 37 of the Municipal Structures Act and Regulations 117 of 1998 The Speaker of a Municipal Council- Presides at meetings of the council.</p> <p>Performs the duties and exercises the powers delegated to the speaker in terms of section 59 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).</p> <p>Must ensure that the council meets at least quarterly</p> <p>Must maintain orders during meetings</p> <p>Must ensure compliance in the council and council and council committees with the Code of Conduct set out in Schedule 1 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000; and</p> <p>Must ensure that the council meetings are conducted in accordance with the rules and orders of the council.</p>
	<b>EXECUTIVE COMMITTEE</b> Cllr NY Mweshe	<p>Member of EXCO and chairperson of the Corporate Services Portfolio Committee.</p>
	<b>EXECUTIVE COMMITTEE MEMBER</b> Cllr M.Z Luthuli	<p>Member of EXCO and chairperson of the Development Planning and LED Portfolio Committee</p>

Members	Designation	Responsibilities
	<b>EXECUTIVE COMMITTEE MEMBER</b> Cllr P. Zamisa	Member of EXCO and chairperson of Social and Community Services Portfolio Committee.
	<b>EXECUTIVE COMMITTEE MEMBER:</b> Cllr S Mdletshe	EXCO member and Chairperson of Youth Portfolio Committee
	<b>EXECUTIVE COMMITTEE MEMBER:</b> Cllr Luthuli	EXCO Member

### 3.6.2 National & Provincial Programmes

#### Special Programmes

In aligning our municipality with the transcripts that govern Co-operative Governance and Intergovernmental Relations, there are structures that had been established that involve different stakeholders in every respective structure or forum. In relation to HIV&AIDS matters, the municipality

does have a Local AIDS Council, which is under the chairmanship of the Mayor. The sector departments deal with issues of HIV&AIDS at local level. On a quarterly basis this structure meets discussing programmes and projects to be implemented by each stakeholder. NGO, council and Gender Committees reside with the office of the Deputy Mayor wherein they also engage on gender programmes, senior citizens, and children programmes.

Disability community found their space within the municipality through their disability structure which not functioning quite well as at present moment. Youth Committee is in place being chaired by the Speaker of the council. The committee deals with youth matters as identified from various youth structures.

### **Operation Sukuma-Sakhe**

The Operation Sukuma Sakhe Programme (OSSP), formerly known as the Flagship, Social Cluster Programme (War on Poverty), was introduced to the Ugu District in 2009. In introducing the programme, the KwaZulu-Natal Office of the Premier gave a mandate to all districts, to ensure that the following is in place, to ensure successful implementation of the OSSP.

At the local municipal level Umzumbe municipality plays a coordination role to ensure all departments, when providing service delivery, provides it in an integrated approach. Thus ensuring the different government departments work together to address the social ills and service backlogs that are existing within our communities. Umzumbe municipality with its 20 wards has established war rooms in all its wards.

War rooms within the municipality meet on a Wednesdays and Thursdays sitting a total of four times a ward per month. All the departments participate equally in the war rooms except for departments such as Community Liaison, Economic Development, Justice and Constitutional Development, Treasury, and Water and Sanitation.

The Municipal OSS Structure is comprised of both the political and administrative bodies, with the Mayor being the Political Chairperson and Manager Community Services being the administrative Chairperson. Meetings are held monthly from February to November. The table below depicts the Umzumbe Executive Structure

<b>Name &amp; Surname</b>	<b>Portfolio</b>	<b>Designation</b>
Cllr MPL Zungu	Political Champion	The Mayor
Ms NJ Shelembe	Chairperson	Municipal Official
Ms Z Vezi	Deputy Chairperson	SASSA Official
Mr PL Zama	Secretary	Municipal official
Ms V Mbhele	Deputy Secretary	Municipal Official



In addition to the Executive Structure, all ward councillors are members of the Umzumbe Sukuma Sakhe (Local Task Team), with ward councillors being ward champions in all wards (Ward Task Team). Sector departments together with Civil Society groups also form part of the Local Task Team.

The Umzumbe Operation Sukuma Sakhe has the following programmes being implemented

- Awareness Campaign
- Operation MBO (Service Delivery)
- Monthly Meetings
- Household profiling

The Challenges currently experienced within the structure is as follows

- Non-attendance of stakeholders
- Poor reporting of war rooms
- Poor attendance by ward champions
- Slow progress on effecting interventions
- Shortage of focal officials to attend all 20 war rooms

### **Operation Clean Audit and Back-To-Basics**

The municipality has taken operation Retain Clean Audit very seriously whereby the council and administrative leadership have made commitment in ensuring sound financial management and performance management which culminated in the municipality obtaining third clean audit opinion for the 2013/2014, 2014/2015, 2015/2016 and 2016/2017 financial years. Furthermore, the municipality is participating in the Back to Basics Programme launched by the president and send monthly and Quarterly reports to the Department of Cooperative Governance and Traditional Affairs both nationally and provincially. The municipality is reporting on all five pillars being public participation, infrastructure, municipal governance, municipal finance, and Municipal Administration, Performance & Capacity Building. The municipality received an award for the consistency in having a functional status in implementing back to basics.

### **Status of IGR Structure**

Munimec is a forum where mayors meet with the Premier and the MEC's of the province in discussing issues that affects the municipalities. The meetings are convened by parastatals such as ESKOM to discuss on issues relating infrastructure backlogs and plans. Provincial Disaster Forum serves as a basis in dealing with disaster issues within the province wherein the district municipalities and their municipalities are also represented. The Department of Provincial Treasury on request assisted the municipality on supply chain management matters; the understanding of the section 71 report for Councillors and managers was done through the workshop.

Even though the municipality does not have IGR Policy in place and does not have a dedicated official that deals and manages IGR. However, the municipality is highly involved in IGR structures that exist such as District Coordinating Committees, CFOs Forums (provincial and District level), Mayors forum, Municipal Managers Forum, IDP Forum (local and District), District Planners Forum, Provincial Planning Law Forum, etc.

The IGR structures meet on a quarterly basis either at district and through rotation of local municipalities. The municipality is faced with the challenge of sector departmental participation in the local and district IDP Representative Forum as well as on other engagements.

### **Community Works Programme (CWP)**

The Community Work Programme (CWP) is a government programme aimed at tackling poverty and unemployment. The programme provides an employment safety net by giving participants a minimum number of regular days of work, typically two days a week or eight days a month, thus providing a predictable income stream. The CWP was initiated by the Second Economy Strategy Project, an initiative of the Presidency located in Trade and Industrial Policy Strategies (TIPS), a policy research nongovernmental organisation (NGO). In 2007, a pilot programme to test the approach was implemented under the auspices of a partnership between the Presidency and the Department for Social Development, which established a Steering Committee and provided oversight.

In Umzumbe, there is a total of 1500 participant's and the program is implemented in 12 wards namely ward 1, 2, 5, 6, 8, 10, 12, 15, 16, 17, 18, 19 and 20. The program started in 2009 and has been flourishing ever since. Umzumbe plays a monitoring and coordination role through the reference committee where all stakeholders sit. The programme includes teacher aid, working with schools, road maintenance, setting up food gardens for poverty alleviation as well as home-based care.

### **Batho Pele**

The term Batho Pele is derived from the Sotho language and means "People First." It is the governments mandate to deliver basic services and create a safe and healthy environment in which people live, work, play and invest. The municipality prides itself in implementing the Batho Pele principles which are further displayed throughout the municipality in the main administrative rooms such as the Council Chambers, main boardroom and reception area. Furthermore, the municipality has developed Batho Pele Strategy which was adopted by the Municipal Council in 2017. The public and the staff at Umzumbe Municipality engage in programmes which are designed to create awareness of the Batho Pele including a municipal service day whereby employees and councillors swap roles and responsibilities for a day.

The Batho Pele principles are as follows:

1. Consultation
2. Service Standards
3. Access
4. Courtesy
5. Information
6. Openness and Transparency
7. Redress
8. Value for Money
9. Encouraging Innovation and Rewarding Excellence
10. Customer Impact and
11. Leadership and Strategic Direction

### **Service Delivery Charter and Standards**

The Municipality adopted the Service Delivery Charter and Standards in the 2016/17 financial year. The aim of the Charter is to provide for the effective implementation of the Batho Pele principles for the municipality. In the adoption of the programme the municipality included the following projects to ensure implementation of the plan.

- Customer Service Workshops;
- Municipal Service Week; and
- Name tags for all officials

### **Service Delivery Improvement Plan(SDIP)**

The current Service Delivery Improvement Plan was adopted in the 2017/18 Financial Year and was placed under review in the 2018/19 financial year. The Office of the Municipal Managers Unit has been tasked with the review and implementation of the document. The Manager has therefore participated in training sessions and intergovernmental engagements to ensure effective implementation of the plan. The OMM Unit encountered difficulties with the review of the Improvement Plan as participation of Section 54 & 56 manager is still required in order for the plan to be cascaded to each municipal department.

### **District Development Model**

The municipality is committed and preparing for the implementation of the DDM model, recently announced by the President. An extensive review of the Municipal Ward Base Plans will be conducted in the coming financial year to ensure effective implementation and alignment.

**Table Indicating Services to be Improved**

Services	Location / Ward	Responsible Department
Roads Construction/Maintenance	Entire Municipal Area	Technical Services
Low-cost Housing	Entire Municipal Area	Technical Services
Library Services	Entire Municipal Area	Social & Community Services

### 3.6.3 Functionality of Committees

#### **Audit and Risk Committee; and Performance Audit**

An Audit Committee is a committee appointed in terms the Municipal Finance Management Act Section 166(1) which requires that each municipality must have an audit committee. In-terms of Section 166(2); this Audit Committee is an independent advisory body which must advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on matters relating to:

- internal financial control and internal audits;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting and information;
- performance management;
- effective governance;
- compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
- performance evaluation; and
- any other issues referred to it by the municipality or municipal entity.

At present, Umzumbe has four external independent members and all the members are not councillors. The Audit Committee included the following members listed hereunder. These members were appointed by UGU Council to serve on a shared service, serving local municipalities within the district. This committee executes its functions as displayed on the MFMA as well as the Audit Committee Charter. This audit committee meets regularly to execute the above depicted functions. Details of the external members and their appointment dates are as follows:

NAME OF MEMBER	QUALIFICATIONS	APPOINTED
Ms A. Gonzalvez		2020
Mr Zwile Zulu	MBA	2018
Mr. Khumalo	LLB	2020
Ms Bongeka Jojo	B Com: CA(SA)	2016

In ensuring the functionality of Internal Audit Unit of the municipality, the Audit Committee plays the monitoring and supervising roles to ensure effective function of the internal audit which include:

- evaluating performance, independence and effectiveness of internal audit and external service providers through internal audit;
- review the effectiveness of the internal controls and to consider the most appropriate system for the effective operation of its business; and
- Initiating investigations within its scope, e.g. employee fraud, misconduct or conflict of interest.

### **Anti-Fraud & Corruption Strategy**

The Municipal Internal Audit Unit has the Anti-Fraud & Corruption Strategy as well as the committee to implement the strategy in place. The table below provides a list of the members of the Municipal Anti-Fraud and Corruption committee

### **Anti- Fraud and Corruption Committee**

Fraud and Corruption Committee	
Name of Official	Position
Mr. M Dladla	Chairperson
Mrs N Blankenberg	Champion
Mr. M Hlongwa	Member

### **BID COMMITTEES (Performance Audit)**

The municipality has in terms of Municipal Finance Management Act of 2003, Municipal Finance Management Regulations of 2005 and Supply Chain Management Policy; established three bid committees namely Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee. The committees convene relatively well to ensure that whereby Bid Specifications Committee is scheduled to on Mondays, Bid Evaluation Committee on Tuesdays and Bid Adjudication Committee sitting on Mondays and Thursdays. However, it is acknowledged that the committees do

not sit as regularly as it is expected due to the small size of the municipality and the numerous responsibilities conferred on to the members of the committees. The municipality has reviewed its Committees to align with the legislative requirements and Auditor General findings on the 2018/19 financial.

#### Tables Indicating Members of the BID Committees and their roles

<b>BID Specification</b>	
<b>Name of Official</b>	<b>Position</b>
Mr. M. Hlongwa	Chairperson
Mr. M Dladla	Member
Mr. Z Nyathi	Member
Ms. N Mswane	Secretariat
Mr. P Zama	Member

<b>BID Evaluation</b>	
<b>Name of Official</b>	<b>Position</b>
Mr. M. Shangase	Chairperson
Mr. N Ngwabe	Deputy Chairperson
Ms S Vilakazi	Member
Mrs M Langa	Member
Mr. V. Sibiya	Member
Ms N.	Secretariat

<b>BID Adjudication</b>	
<b>Name of Official</b>	<b>Position</b>
Mr. T Ngilande	Chairperson
Mr. B Nyuswa	Deputy Chairperson
Mrs N Lushaba	Member
	Member
Ms N Mswane	Secretariat

The Internal Audit Unit annually submits the Audit Charter and Audit Plan to the Audit Committee for oversight and improvement of municipal operations. PMS reports are done quarterly and submitted to the Audit Committee and Council for adoption. The Chairman's report is also tabled at council meetings for proper oversight and reporting.

## **Enterprise Risk Management**

The municipality has a risk register in place which is reviewed annual by the Risk Management Committee. The Committee is comprised on all HOD's and all managers within the Municipality. The municipality is currently awaiting for the secondment of a Risk Management Intern from KZN COGTA in order to ensure for the effective review and implementation of the Risk Register.

## **WARD COMMITTEES**

In compliance with the provisions of Municipal Structures Act and Regulations (Act No. 117) of 1998, the municipality has established 20 ward committees across all its wards and each one of them is constituted by 10 committee members. The significance of these committees is that public participation is conducted on the grass root level whereby issues that are affecting the community are discussed robustly with the stakeholders from sector departments. The report from these committees are submitted to council for further discussions. The municipality makes provisions in its annual budget to ensure that the ward committee members receive stipends, and thus enabling them to perform their duties without hindrance. The challenge is that some of the ward committees do not convene meetings regularly as scheduled.

## **PORTFOLIO COMMITTEES**

Umzumbe Local Municipality has 6 Portfolio committees which are established in terms of Section 60 Municipal Structures Act (Act No. 117) of 1998 to assist council perform its responsibilities. Following the reshuffling of the departments where LED unit was removed from Social Development and Local Economic Department to merge with Development Planning, the portfolio committees were also restructured. The Corporate Services was removed from Finance to be a stand-alone portfolio committee, LED was also removed from Infrastructure and LED Portfolio Committee to be merged with Development Planning and LED Portfolio Committee. The committees sit regularly as per municipal roster. Below is a list of reconfigured portfolio committees and their functions. In alignment with Section 81 of the Municipal Systems Act, seven out of the thirteen Amakhosi sit in the municipal committees, and council.

No	Municipal Committees	Functions of Committee
1	Executive Committee (EXCO)	<p>Ensures that the municipality;</p> <ul style="list-style-type: none"> <li>• Provides democratic and accountable government for the community of Umzumbe.</li> <li>• Promotes social and economic development</li> <li>• Promotes health and safety environment.</li> <li>• Provides services in a sustainable manner to the community of Umzumbe.</li> <li>• Ensures that administration, budgeting and planning process of the municipality meet the requirements of Section 153 (a) of the Constitutions.</li> <li>• Oversees the execution of national and provincial functions performed by municipality in accordance with funds provided by relevant government.</li> <li>• It comprises of seven Councillors including the Mayor and Deputy Mayor.</li> <li>• It reviews and identifies community needs in order of priority.</li> <li>• Managing the drafting of IDP, Budget and SDBIP and submit to full Council for adoption.</li> <li>• Refers decisions to Council with or without resolutions.</li> </ul>
2	Social and Community Services Portfolio Committee	<ul style="list-style-type: none"> <li>• The objective of the Community Services Committee is to assist the Executive committee to promote a healthy environment by:</li> <li>• Advising on legislation, prevention and enforcement mechanisms, which are within the financial and administrative capacity of the municipality;</li> <li>• Overseeing the enforcement of municipal bylaws and other applicable laws by municipal employees and functionaries in order to ensure that municipal employees and functionaries involved in law enforcement are accountable to a democratically elected body;</li> <li>• Overseeing certain municipal services, including health, cultural, cleansing and maintenance services; and</li> </ul>



No	Municipal Committees	Functions of Committee
		<ul style="list-style-type: none"> <li>• To pay attention to educational and welfare services in general as they apply to the entire municipality.</li> </ul>
3	Development Planning and Local Economic Development Portfolio Committee	<ul style="list-style-type: none"> <li>• Encourage the involvement of the entire municipal community, its bodies; stakeholders and institutions in matters of local government.</li> <li>• Participate in National and Provincial programmes</li> <li>• Promote Integrated Development Planning (IDP)</li> <li>• Consider reports to EXCO for preparations of Land Use Management Plan, subdivisions of land; PMS etc.</li> <li>• Planning Committee may consider all matters of a policy nature.</li> <li>• Promotes the implementation of LED and IDP.</li> <li>• Assists in providing funding for local business services enters.</li> <li>• Promotes local economic development programmes.</li> </ul>
4	Infrastructure and Human Settlements Portfolio Committee	<ul style="list-style-type: none"> <li>• Champion and play an oversight role on the infrastructure development programmes</li> <li>• Oversees the provision of basic services to poor households</li> <li>• Deliberate on issues to ensure integrated sustainable human settlements</li> <li>• Oversees rendering of services in historically disadvantaged areas.</li> <li>• Consults with traditional Leaders on matters of the economic development.</li> <li>• Report to EXCO.</li> <li>• Consist of seven members.</li> </ul>

No	Municipal Committees	Functions of Committee
5	Finance Committee	<ul style="list-style-type: none"> <li>• Administers the capital and operational budget of the municipality.</li> <li>• Advises the EXCO on all legislation relating to billing, rating and taxation; insurance, banking and investments; grants in aid etc.</li> <li>• Oversees Financial Statements, general financial reporting;</li> <li>• Advises EXCO on obtaining proper legal services for the municipality; acquisition and provision of municipal office; implementation and maintenance of an approved maintenance system</li> </ul>
6	Corporate Services Portfolio Committee	<ul style="list-style-type: none"> <li>• The committee deals with issues around the human resources, administration, Information and Communication Technology, capacity building (employees and councillors), acquisition of assets and fleet management, security, and legal services.</li> </ul>
7	Youths Development Portfolio Committee	<ul style="list-style-type: none"> <li>• Oversee and spearhead youth development programmes and deal with the issues that are affecting the youth in general.</li> </ul>
8	Labour Local Forum (LLF)	<ul style="list-style-type: none"> <li>• Deals with labour related matters.</li> </ul>
9	MPAC	<ul style="list-style-type: none"> <li>• Help Council to hold executive and the municipal administration to account and ensure the efficient and effective use of municipal resources.</li> <li>• Carrying out investigations into financial matters as Council may request.</li> <li>• Discuss and advise the MPAC on reliability of information submitted by the administration.</li> </ul>
10	Local AIDS Council (LAC)	<ul style="list-style-type: none"> <li>• The committee champions the programmes that are aimed at assisting people living with HIV and AIDS and those that prevent new infections.</li> </ul>
11	Local Disaster Management Advisory Forum	<ul style="list-style-type: none"> <li>• The forum deals with issues around disaster matters.</li> </ul>

No	Municipal Committees	Functions of Committee
13	Integrated Development Planning Forum	<ul style="list-style-type: none"> <li>The forum is established by the Municipality in terms of Chapter 4 of Municipal Systems Act, (Act No. 32) of 2000 to deal with the strategic planning of the municipality.</li> <li>The forum is made up of various stakeholders to discuss and prioritize development programmes and projects from national and provincial government, district as well as local municipality.</li> </ul>

### Established Structures

To further enhance public participation and deepening democracy, the municipality has established various structures to raise and device amicable solutions to deal with social ills affecting the society.

The structures are Disability Forum, NGOs Forum, Pastors Forum, Men's Forum and Gender Forum

#### 3.6.4 Public Participation (Communication Strategy)

As clearly asserted in the sections of the MSA section 17(2), Umzumbe Municipality has a clear public participation strategy as well as a Communication Strategy. Both strategies seek to address the accountability. The strategy identifies mechanisms for participation as a process of public participation, IDP & Mayoral imbizo conducted in the 3rd quarter of the financial cycle. These initiatives gave communities a platform to raise their needs as well as their suggestions to the municipality. Mayoral imbizo's were the vehicle in communicating progress on what has been promised by the council during its budget road shows. The ward committee functionality gave the municipality to advance and process community needs.

The municipality has, however, managed to establish fully functional public participation structures. The Ward Committees are functioning in all the Wards; CDWs continue to play a very supportive role to Ward Committees; IDP Representative Forum is fully functional; mayoral imbizo and IDP roadshows are proving to be effective. The Top Management serves as the IDP Steering committee in the municipality. The IDP Steering committee meets twice a quarter for proper alignment and regular reporting on the IDP implementation and review processes.

The municipality develops a clear process plan at the beginning of each financial year to outline steps dealing with IDP and Budget matters, and it also published on local newspapers and municipal website for comments. During the review of the IDP, a draft IDP is taken to public for comments and placed in strategic areas within the municipality area of jurisdiction, for members of community to comment, make meaningful contributions and stakeholders to be involved in the processes.

The public participation policy has been reviewed and has been adopted by Council. Once a month ward, committee's meetings are held to discuss developmental issues. On a quarterly basis IDP Representative Forums are held which are attended by various stakeholders. The Office of the Speaker

co-ordinates public participation meetings of communities and those of Ward Committees meetings are also held regularly to deliberate on developmental matters of the municipality as well as ensuring proper reporting Over and above these, our municipality has developed and recently reviewed all wardbased plans that feed into the formulation of the IDP and capital investment framework so as to enhance the bottom up planning approach/paradigm.

### Ward Based Plans

The speaker's office further assists in the ward-based planning process whereby they visit each ward and develop ward based plans which consist of a vision, objectives and strategies that align to the municipality's vision. There is a total of 20 wards within the Umzumbe municipal area and they all have developed ward based plans. 20 of the wards plans get reviewed annually. The issues that are identified in the ward-based plans are catered for in the IDP many of which have similarities such as roads, housing, skills development and job creation. Projects have been identified and documented which address the challenges brought forward by the community. The ward-based plans will be reviewed in 2021/22 financial year to align with the new District Development Model.

### 3 Development Priorities Per Ward

3 Development Priorities Per Ward	
Ward	Development Priorities
Ward 1	Free basic and clean water
	Electricity connection
	Construction and maintenance of roads
Ward 2	Construction of RDP Housing
	Clean Running Water throughout the ward
	Electricity Supply
Ward 3	Roads construction
	Building of community hall
	Construction of RDP Housing
Ward 4	Fencing of Umhlabashane dam
	Community work program
	Lightning conductors at all schools
Ward 5	Construction and maintenance of roads
	Electricity Supply

	Construction of RDP Housing
Ward 6	Installation of stand pipes to all VDs
	Construction and maintenance of roads
	Construction of RDP Housing
Ward 7	Construction and maintenance of roads
	Construction of Feni Bridge
	Satellite SAPS be established
Ward 8	Water scheme for the whole ward
	Erection of police satellite station
	Construction and maintenance of roads
Ward 9	Water extension of Water Tanks and Pipes
	Access Roads: Mzimkhwane access, Genyaneni Inkoxo, Guquka.
	Bridges: Thukela,Guquka, Genyaneni, Dadeni, Mzimkwane, Upgrading of Nomoyi Bridge
Ward 10	Construction and maintenance of roads
	Bridge next to Ngovane road and old clinic bridge
	Sports ground upgrade
Ward 11	Bridges: Mchunu to Mhlabamkhosi, Gumbi to Nhlabamlhosi,Mpande to Manzendala,Mahwaqa to Bhekizizwe (Mfazazane River), Maam Gumbi to KwaNkukhu, Mdlozini to Nhlabamkhosi.
	Roads: Mahlahleni kwaMpande, D2105, Nyathikazi to Mazithanqaze, KwaGumbi to Tin Town, Zwane to Mwandla, Mamlobela Road, Slengeni to Zamani Crèche, Mpande to Makhoso Quarry
	Electricity Supply
Ward 12	Construction of RDP Housing
	Construction of thofethi bridge
	Electricity Supply
Ward 13	Water main pipeline extension & springs protection
	Construction of D946 bridge, Gumbini bridge & D895 bridge
	Phase 1 RDP housing static tanks 242 households
Ward 14	Construction of Bridges: Malukhakhe Bridge, Mkhathi Bridge, Munsila Bridge, Mhlongo bridge, Cabhane Pedestrian Bridge
	Construction of Community halls

	Upgrades and maintenance of community halls
Ward 15	Free and Clean Water (Dingimbiza,UCC and Ko Shabane,Thandweni)
	Formal education (creches and primary school)
	Construction and maintenance of Roads (Spar road, Ntini, D1075, A2894 and Ndwalane road)
Ward 16	Network upgrade
	Clean Water Supply
	Electricity Supply
Ward 17	Construction of Phungula access Road, Tarring of D951 and installation of proper water drainage
	Construction of community hall at Mfazazane area
	Renovation of volleyball court near Multi-purpose Centre
Ward 18	Building of an old age centre
	Building of a crèche at Mashanganeni V. D
	Building of a Primary School at Mgangeni Area - as soon as possible
Ward 19	Maintanance of D1099, Dembese road & phungula road, Mqadi road, Mpisane road, Shuku road, Zivandeni road, Luthuli sportfield road, Island road
	Community Hall
	Stand pipes needed Maluleka, Duma, Mabongi stand pipe Near Mpisana store, Mbhele stand pipe, and Magubane stand pipe
Ward 20	Construction of Manzobeni bridge (Bangibizo V.D)
	Constrution of a new school (Ekuphileni V.D)
	Construction of makhoso bridge & road

### 3.6.5 Council Adoption of Municipal Policies

For the 2019/20 financial year the municipality has committed to ensure that the following policies are adopted so as to beef up internal controls:

Name of Policy	Adoption Date	Next Review
Employee Transfer Policy	30 June 2020	2021/2022
Records Management Policy	30 June 2020	2021/2022

ICT Strategy	26 March 2020	2021/2022
Reviewed ICT Policy	17 December 2019	2021/2022
PMS Policy	30 June 2020	2021/2022

### 3.6.6 Council Adopted by-laws

Municipal by-laws are public regulatory laws which apply in a certain area. The main difference between a by-law and a law passed by a national/federal or regional/state body is that a bylaw is made by a non-sovereign body, which derives its authority from another governing body, and can only be made on a limited range of matters. A local municipal gets its power to pass laws through a law of the national or provincial government which specifies what things the town or city may regulate through bylaws. It is therefore a form of delegated legislation.

Within its jurisdiction and specific to those areas mandated by the higher body, a municipal by-law is no different than any other law of the land, and can be enforced with penalties, challenged in court and must comply with other laws of the land, such as the country's Constitution. Municipal bylaws are often enforceable through the public justice system, and offenders can be charged with a criminal offence for breach of a bylaw.

There are currently no new Bylaws in the plan for adoption or review in the 2020/ 2021 Financial year by the Municipality.

### 3.6.7 Social Cohesion and Social Development Initiatives

The municipality is rural in nature however, the municipality does not receive complaints and/or issues regarding violent protests and violent actions against foreigners. There have been no xenophobia attacks reported therefore the need for having policies related to such attacks have not become a priority within the municipality. In addition, there is a very poor attendance from sector departments when it comes to the IDP Rep Forum therefore the municipality cannot align itself to certain policies and legislations that are derived at provincial and national level.

### 3.6.8 SWOT Analysis: Good Governance and Public Participation

Strength	Weaknesses
<ul style="list-style-type: none"> <li>• Participation in the IGR structures (Minmec, MM's Forum, CFO, Planners etc.)</li> <li>• Strong political and administrative oversight (Council, EXCO, Portfolio Committee).</li> <li>• Well established and constituted portfolio committees.</li> <li>• Developed rooster to ensure regular sitting of portfolio committees and council.</li> <li>• Ability to roll-out national and provincial programmes.</li> <li>• Functionality of audit committees and oversight structures (MPAC, Audit Committee, Internal Audit, PMS).</li> <li>• Availability of Bid Committees.</li> <li>• Established public participation mechanism.</li> <li>• Capacity to develop and review policies inhouse.</li> <li>• Attendance of Amakhosi within the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient budget to roll-out programmes and projects identified during public participation</li> <li>• Insufficient monitoring tools of the developed policies</li> <li>• Lack of capacity to develop by-laws</li> <li>• Coordination of planning with sector departments</li> <li>• Inability to review policies timeously</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>• Collaboration between political and administrative leadership, and civil society deepens democracy</li> <li>• Established public participation mechanisms create a conducive environment for collaborative and communicative planning.</li> <li>• The rolling out of national and provincial programmes provide opportunities to address some of the social ills and eradicate absolute poverty.</li> <li>• Job opportunities are also being created by programmes like CWP, EPWP.</li> <li>• Participation in the structures as IGR and Operation Sukhuma Sakhe provide better solutions to fast-track the delivery of basic services to the poor.</li> <li>• Developed by-laws promote good governance, have a potential to attract investment, and create job opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Community needs outstrip municipal budget (high backlog)</li> <li>• Poor participation of sector departments</li> <li>• High illiteracy rate within the municipality poses a serious challenge to public participation.</li> <li>• Poor accessibility to some of the municipal areas</li> </ul>

### 3.6.9 Key Challenges

- Insufficient budget to roll-out programmes and projects identified during public participation
- Insufficient monitoring tools of the developed policies
- Lack of capacity to develop by-laws
- Coordination of planning with sector departments
- Non-regular sitting and reporting of ward committee structures
- Inability to review policies timeously
- Community needs outstrip municipal budget (high backlog)
- Insufficient participation of Amakhosi in the municipal affairs
- Poor participation of sector departments
- High illiteracy rate within the municipality poses a serious challenge to public participation.
  - Poor accessibility to some of the municipal areas

#### **What are going to do to unlock and address our key challenges?**

- Implementation of Communication and Public Participation Strategy;
- Implementation of Youth Development Programmes;
- Roll out Disability programmes;
- Roll out HIV/AIDS Programmes;
- Implementing Gender Programmes;
- Implementing Senior Citizens Programmes;
- Implement Children Programmes;
- Support Ward Committee and Organized Local structures;
- Hosting Public participation events;
- Appointment of Audit Committee;
- Implementation of Internal Audit Plans, Charters and Other;
- Implementation of Spatial Planning and Land Use Management Act;
- Establishment of Municipal police and traffic services.

#### **Five years (5) outputs, outcomes and deliverables.**

- Deepened Public Participation in all sectors of the Society;
- Support and protect the rights of vulnerable groups in the society;
- Enhanced internal Controls;
- Well established mechanisms to enhance public participation;
- Reduced Social Crime.

### 3.7 KPA 6; Cross Cutting Interventions (Spatial Analysis, Land Use Management, Environment Management & Disaster Management)

#### 3.7.1 Development Planning

##### **Strategic Planning**

As asserted in section 23(1) of the MSA, Umzumbe Municipality has a clear objective to ensure the undertaking of developmentally- oriented planning, as set out in section 152 and 153 of the Constitution Part B schedule 4 & 5- municipal planning. The development of the IDP took into consideration and are aligned to the international, national, provincial, and district policy imperatives. Section 25 of the MSA further requires that a municipal council review its integrated development plan annually.

The transformation of South Africa put more responsibility to local government to respond to the needs of the communities, which then led to the guiding principles contained in the white paper on the “Transformation of the Public Service” (1995) in-conjunction to the “Batho Pele” white paper. This has informed the MSA of 2000 of which chapter 6 determines that municipalities will have a performance management system to promote a culture of performance management amongst political structures, political office bearers, councillors and administration. The performance management system must ensure that the municipality administers its affairs in an economical, effective, efficient and accountable manner (Thobejane: 2010).

The Umzumbe municipality prides itself with having a fully functional PMS unit which is also in compliance with Chapter 6 of the Municipal Systems Act No 32 of 2000. The PMS policy for the municipality has been adopted by the council and the performance indicators are in line with the IDP and SDBIP. Quarterly reviews are held successfully and the preparation of the annual report is done within the required timeframes and submitted to the relevant departments for comments.

##### **Spatial Planning**

In terms of Section 26 (e) of the MSA, states that an Integrated Development Plan must reflect a Spatial Development Framework which must include the provision of basic guidelines for a land use management system for the municipality. The Spatial Development Framework is a legal requirement as set out in the Spatial Planning and Land Use Management Act (Act No.16 of 2013). The SDF gives effect to the vision, strategies, goals and objectives of the municipality serving as an instrument which will guide development and inform planning, land use management and spatial decision making within the municipality. The SDF takes into consideration provincial and national planning strategies and development principles further aligning with neighbouring municipalities resulting in wall to wall schemes. The Umzumbe SDF will be adopted in conjunction with the IDP.

The Provincial Growth and Development Strategy for KwaZulu-Natal, classifies the Umzumbe area, and more specifically the St Faiths area, as a quaternary node. These nodes should provide service to

the local economy and community needs. In addition, it is also identified as a priority intervention area, where short- term concentration and coordination of public interventions are required.

This means that the area requires social, economic and agricultural investment as identified in the Provincial SDF as being an area of agricultural investments. Furthermore, the municipal area is classified as an area that requires social investment and service delivery of which can be attributed to the rural character of the area. In addition, a large portion is classified as an agricultural investment area, with the coastal area as an economic support area. An important secondary corridor connects St Faiths to Ixopo in the north and Port Shepstone in the southeast. The coastal area is also connected to economic hub of eThekweni on the north, via a primary corridor (N2).

### **Land Use Management**

The recently promulgated Spatial Planning and Land Use Management Act (Act No. 16) of 2013 and the KwaZulu-Natal Planning & Development Act (Act No. 6) of 2008 require that all municipalities adopt a wall-to-wall scheme covering the entire municipal jurisdiction and align with the municipal Spatial Development Framework. As part of SPLUMA implementation, Umzumbe Local Municipality has developed and adopted the wall-to-wall scheme and has also gazetted the SPLUMA bylaws.

SPLUMA requires that all municipalities form Municipal Planning Tribunals to facilitate as decision making bodies on land use applications and advise on appeals made on the application. The Municipality has entered into an agreement to establish a joint municipal Planning Tribunal with Umdoni Local Municipality (Ugu North JMPT). The Municipal Planning Tribunal Members were appointed and the tribunal is operational. It is also worth noting that the municipalities still face challenges with recruiting the relevant professionals who are supposed to sit on the tribunal in terms of the Regulations and the Act.

The enactment of Spatial Planning and Land Use Management Act, 16 (Act No. 16 of 2013) brought about institutional reforms in municipalities to be able to deal with issues of municipal planning in a professional and organized manner. The elements of reforms include the establishment of Municipal Planning Tribunal composed by properly qualified personnel. In order to minimize the capacity challenge, the Umzumbe Municipality has entered into a joint Municipal Planning Tribunal with the neighbouring municipality being Umdoni. Even so, the municipalities have been struggling to attract professionals who will sit in the tribunal. With regards to the establishment of an Appeals Tribunal, the municipality will use the Executive Committee as an interim measure until such time that the council is able to recruit professionals to sit in the Tribunal.

## Municipal Planning Tribunal Members

External Members	
Name	Profession
Mr. P. Govender	Professional Town and Regional Planner
Mr. W. Van Rensburg	Professional Town and Regional Planner
Internal Members	
Umdoni Municipality	Umzumbe Municipality
Mr. M. Mzotho – Chairperson	Mr. S. Nxele – Deputy Chairperson
Ms. L. Ndlovu	Ms. M. Cele

## Expert Technical Advisor Member

Members	
Name	Profession
Vacant	

The Development Planning Unit is still faced with a challenge of enforcing By-Laws and the Scheme, as there are no dedicated and trained personnel (Peace Officers) to deal with issues of enforcement. The municipality is in the process of establishing a Municipal Police Services Section which will provide enforcement services that will also be used in the full implementation of the by-laws and give effect to the already existing town planning scheme. However, as an interim measure, the Development Planners will be executing the functions of Peace Officers as required by SPLUMA where they can and to ensure full land use enforcement and compliance with the scheme. Furthermore, there are also positive stories in that the municipality is now able to perform its constitutional competence of Building Regulations following the appointment of the Building Control Officer.

### 3.7.2 Disaster Management

The Disaster Management Act, 2002 (Act 57 of 2002), as amended clearly define the requirements that municipalities have to undertake in order to achieve their disaster management obligations. The area of Umzumbe Municipality is prone to different types of disaster hazards ranging from natural and human induced. Whilst natural disaster hazards cannot be prevented but is of paramount importance to make sure that, initiatives and/ or measures are put in place to mitigate the effects of such natural phenomenon. Human induced disaster hazards are by all possible means preventable and hence the municipality is very vigilant to such phenomenon and has further put in place drastic measures and / or programmes in place to effectively prevent such human induced hazards from happening and where it happens that, such hazards do occur, effective response systems get activated and deal with such.

Therefore, when disaster strikes businesses that close down run the risk of never reopening especially with no plan of action in place. While there's no way to lower the risk of a natural disaster or a widespread health crisis like COVID-19, there are critical measures that the municipality can take to protect its communities relating to disaster. Moreover, when developing a Disaster Management Plan for the municipality the following phase of disaster management need to be considered;

- Mitigation;
- Preparedness;
- Response; and
- Recovery.

The following diagram is the disaster management cycle



The municipality is currently striving to promote a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at:

- Preventing or reducing the risk of disasters;
- Mitigating the severity or consequences of disasters;
- Emergency preparedness;
- A rapid and effective response to disasters; and
- Recovery and rehabilitation process.

It should be noted, Umzumbe municipality is hard at work with special emphasis in prioritizing disaster management issues and the following is evidence:

- Disaster Management Plan;
- Review Disaster Management Plan;
- Disaster Management Advisory Forum;
- Disaster Risk Assessment;
- Disaster Risk Reduction;
- Disaster Response and Recovery;
- Education, Training and Public Awareness;
- Disaster Risk Management financial support; and
- Implementation Plan.

The Disaster Management Section has been able to accomplish most of the tasks set out to do in the financial year. The accomplishments are progressive and give direction to the section with projections of a section that has a great potential to establish itself as a unit. Programmes that were implemented in 2019/ 2020 financial year were more into the community involvement in issues of Disaster Management e.g. identification of risks in disaster prone areas, awareness campaigns on identified risks (like fires, strengthening the volunteer program, etc.). To follow are the programmes and projects that were implemented, successes and challenges met and how those were approached and dealt with.

The disaster management unit has been capacitated with the appointment of 4 fire fighters who has assumed their duties on the 1st of March 2020 however, the unit is still faced with issues around capacity and a lack of resources to be fully operational. It still relies on the assistance from Umdoni municipality and Ugu district and is currently heavily reliant on intern staff. The organisational challenges are a threat to the overall functioning of the unit especially in a remote area as Umzumbe which is currently faced with disasters such as fire, flooding and natural disasters given its geographical location. However, resources that are needed have been indicated on the implementation plan.

Risks requiring risk reduction plans	Risks requiring preparedness plans	Priority risks
<ul style="list-style-type: none"> <li>• Fire</li> <li>• Severe weather (floods, wind storms, drought)</li> <li>• Hazardous accidents</li> </ul>	<ul style="list-style-type: none"> <li>• Fire</li> <li>• Droughts</li> <li>• Floods</li> <li>• Hazardous material accidents</li> </ul>	<ul style="list-style-type: none"> <li>• Fire</li> <li>• Flood</li> <li>• Severe weather (wind storms)</li> <li>• Hazardous material accidents</li> </ul>

## Risk Management

The following disaster risks were identified during a risk assessment process conducted throughout the Umzumbe municipality in 2020/21 Financial Year:

Disaster Risk Identified per Ward	
Ward	Risk Hazards
1	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Wild pigs</li> <li>• Drownings</li> </ul>
2	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Wild pigs</li> <li>• Drownings</li> </ul>
3	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Wild pigs</li> <li>• Drownings</li> </ul>
4	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Wild pigs</li> <li>• Drownings</li> </ul>
5	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Wild pigs</li> <li>• Drownings</li> </ul>
6	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> </ul>



	<ul style="list-style-type: none"> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> </ul>
<b>7</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Wild pigs</li> <li>• Drownings</li> </ul>
<b>8</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> </ul>
<b>9</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> </ul>
<b>10</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Wild pigs</li> <li>• Drownings</li> </ul>
<b>11</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> </ul>
<b>12</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> </ul>
<b>13</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Wild pigs</li> <li>• Drownings</li> </ul>
<b>14</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> </ul>
<b>15</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Wild pigs</li> <li>• Drownings</li> </ul>
<b>16</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> </ul>
<b>17</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> </ul>
<b>18</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> </ul>

	<ul style="list-style-type: none"> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Motor Vehicle Accidents</li> </ul>
<b>19</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Motor Vehicle Accidents</li> </ul>
<b>20</b>	<ul style="list-style-type: none"> <li>• Fires</li> <li>• Strong wind</li> <li>• Lightning and Thunderstorms</li> <li>• Drought</li> <li>• Motor Vehicle Accidents</li> </ul>

*Source: Ugu Municipality District IDP*

The above lists exhibit the types of disasters that might occur within the area of the Umzumbe Local Municipality. The communities at risk can be derived from the risk lists and are also shown in the risk assessment that was conducted for the area. The detailed risk analysis and risk descriptions are provided in the risk assessment annexure.

## **RISK REDUCTION AND PREVENTION**

The risk reduction plans outlined in this document and its annexures which are implementable must be considered for inclusion within the IDP projects of the municipality and if included must be budgeted for in terms of the operating and capital budgets of the municipality. Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said project.

The Disaster Management Section of the Umzumbe Municipality must assist in this regard. Where the proposed project falls outside the mandate of the municipality, the municipality should establish a lobbying and monitoring mechanism to motivate the need for the project in the correct governmental or societal sector and to track progress on the project. It is anticipated that many projects will need to be executed on a partnership level, and in such cases the department of the municipality responsible for service delivery partnerships should take the lead with support from the Umzumbe Disaster Management team.

The following table indicate measures for risk reduction and prevention;

<b>Risk reduction and prevention measures</b>	
<b>Hazard</b>	<b>Programmes and Projects</b>
Fires	<ul style="list-style-type: none"> <li>• Community awareness campaigns</li> <li>• Procurement of Fire Fighting Equipment</li> <li>• Fire Fighting Vehicle</li> </ul>
Strong wind	<ul style="list-style-type: none"> <li>• Community awareness campaigns</li> </ul>

	<ul style="list-style-type: none"> <li>• Plantation of tress</li> </ul>
Lightning and Thunderstorms	<ul style="list-style-type: none"> <li>• Community awareness campaigns</li> <li>• Installation of lighting conductors</li> </ul>
Drought	<ul style="list-style-type: none"> <li>• Community awareness campaigns</li> <li>• Water harvesting</li> </ul>
Motor Vehicle Accidents	<ul style="list-style-type: none"> <li>• Community awareness campaigns</li> <li>• Road maintenance</li> </ul>
Wild pigs	<ul style="list-style-type: none"> <li>• Community awareness campaigns</li> </ul>
Drownings	<ul style="list-style-type: none"> <li>• Community awareness campaigns</li> </ul>

### ***Risk reduction and prevention***

## **RISK REDUCTION CAPACITY FOR THE UMZUMBE LOCAL MUNICIPALITY**

The organizational structure for risk reduction within the municipality includes Umzumbe Local Management, the Disaster Management Advisory Forum (when established), the Interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments the district disaster management, District disaster management, departmental and local municipal planning groups, risk reduction project teams and preparedness planning groups. The total structure of the municipality, with every member of personnel and every resource should also be committed to disaster risk reduction. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for risk reduction.

## **RESPONSE AND RECOVERY**

### **Preparedness plans and capacity**

Preparedness plans have been compiled through a participative process and have not been vetted in terms of practical execution. The organizational structure for preparedness within the municipality includes: Umzumbe Disaster Management, the Disaster Management Advisory Forum (when established) , the Interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, preparedness planning groups, Joint Response & Relief Management Teams, Recovery & Rehabilitation Project Teams, and the Umzumbe Emergency Control Group (when established).

### **Response and recovery**

During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures. The Disaster Management section has been

capacitated with the appointment of the 2 Fire Fighters, with a further 4 appointments of reserve fire fighters and 4 trainee fire fighters.

### Disaster Management SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Disaster Management Plan</li> <li>• Relatively good regional road and network</li> <li>• Good working relationship between the councilors and traditional leaders</li> <li>• Outsourced trainees working in municipal area</li> <li>• Amended organogram to accommodate need for fire services</li> <li>• Compliance with fire and rescue legislation</li> <li>• Timeous submission of temp</li> <li>• Volunteer programme at all ward, initiative and paid for by municipality (first responders in incidents)</li> <li>• Lightning conductors installed in lightning prone areas</li> <li>• Disaster and Fire awareness campaigns done yearly encompassing all wards and clusters</li> </ul>	<ul style="list-style-type: none"> <li>• Train existing trainees from Fire and Disaster</li> <li>• Sufficient space for responsive/emergency camps</li> <li>• Sufficient and green field within the municipality</li> <li>• Sufficient and green field within the municipality</li> <li>• Mapping out disaster prone areas, different and short cutting routes to respond and where disaster occurred to analyze and derive possible patterns which could also be used to predict future occurrences</li> <li>• Update and implement bylaws</li> </ul>
Constraint	Weakness
<ul style="list-style-type: none"> <li>• Rugged terrain</li> <li>• Developments/houses built in inaccessible areas e.g. hills and steep areas</li> <li>• Impact of climate change</li> <li>• Lack of fire hydrants</li> <li>• Poor access roads</li> <li>• Poor access roads</li> </ul>	<ul style="list-style-type: none"> <li>• Human resource capacity</li> <li>• Policy and sector plan review</li> <li>• Budgetary constraints</li> <li>• Participation of Amakhosi on land use management and development</li> <li>• Special Fire and Rescue equipment</li> <li>• Lack of specialised fire vehicle</li> <li>• No fire station</li> <li>• No 24 hour call Centre</li> <li>• No submission (delay in responding to incidents)</li> <li>• Lack of sector department coordination and support</li> <li>• Unapproved building plans which are not approved by Chief Officer</li> <li>• Recurring lightning incidents around the municipality</li> <li>• Only one fire hydrant rest outsourced from neighbouring municipalities</li> <li>• Long working hours with constraining human capacity resulting in overworked existing personnel</li> <li>• No approved by laws</li> </ul>

### 3.7.3 Environmental Analysis

#### Agricultural Land

Umzumbe municipality mainly comprises of rural areas therefore characterised by high value agricultural land and biodiversity areas. According to the SDF, agricultural land is under threat and is becoming a scarce resource therefore its protection and reservation has become priority to the municipality. In relation to this issue, it should be noted that the Municipality is conducting an awareness campaign on spatial land use (SPLUMA) to the community so as to be aware of the wise use of land. Sprawl onto agricultural land causes a number of challenges including the development of inefficient spatial systems, declining agricultural economy, reduction of land for reproduction and subsistence farming. However, it should be noted that most households with land, do practice low-scale subsistence farming. Nonetheless, the change in land use on agricultural land and its subdivision is governed by Act 70 of 1970 but there are no policy guidelines posing a threat to its operation.

#### Biodiversity Summary

Protected Areas	Terrestrial Ecosystems	Freshwater Ecosystems
<p><b>NSBA Category</b></p> <p>Name: Mehlomyama Nature Reserve Provincial Nature Reserve</p> <p>Size (ha): 162,5 ha</p> <p>Size (%): 0,13%</p> <p>1 reserves covering 162, 5 ha (0, 13 %)</p> <p><b>Marine Protected Areas (MPA's)</b></p> <p>There are no marine protected areas adjacent to the Municipality.</p>	<p><b>Biomes</b></p> <p>Name:</p> <p>Indian Ocean Coastal Belt</p> <p>Size (ha): 74338,2 ha</p> <p>Size (%): 59,05%</p> <p>Name: Savanna Biome</p> <p>Size (ha): 51545,1 ha</p> <p>Size (%): 40,95%</p> <p>2 biomes in the municipality covering 125883, 3 ha (100 %)</p> <p><b>Vegetation Types</b></p>	<p><b>Water Management Areas</b></p> <p>Name: MVOTI TO UMZIMKULU</p> <p>Size (ha): 125884,9 ha</p> <p>Size: (%) 100% 1 Water Management Areas in the municipality covering 125884, 9 ha (100 %)</p> <p><b>Rivers</b></p> <p>Name: Fafa, Mtwalume, Mzimkhulu and Mzumbe</p>

Protected Areas	Terrestrial Ecosystems	Freshwater Ecosystems																
<p>,IRamsar sites</p> <p>There are no Ramsar sites in the municipality.</p>	<p>Name: Eastern Valley</p> <p>Bushveld</p> <p>Size (ha): 8107,4 ha</p> <p>Size(%): 6,44%</p> <p>Name: KwaZulu-Natal Coastal Belt</p> <p>Size(ha): 73092,1 ha</p> <p>Size (%): 58,06%</p> <p>Name: KwaZulu-Natal Sandstone Sourveld</p> <p>Size(ha): 3431,5 ha</p> <p>Size (%): 2,73%</p> <p>Name: Ngongoni Veld</p> <p>Size (ha): 38988,4 ha</p> <p>Size (%): 30,97%</p> <p>Name: Scarp Forest</p> <p>Size (ha): 2228,4 ha</p> <p>Size (%): 1,77%</p> <p>Name: Subtropical Seashore Vegetation</p> <p>Size (ha): 35,6 ha</p> <p>Size (%): 0,03%</p> <p>6 vegetation types in the municipality covering 125883,3 ha (100 %)</p>	<p>Estuaries:</p> <table><thead><tr><th>Name</th><th>Type</th><th>Health</th><th>Category</th></tr></thead><tbody><tr><td>KwaMakosi</td><td>Temporarily closed estuary</td><td>fair</td><td>Mfazazana</td></tr><tr><td>Temporarily closed estuary</td><td>fair</td><td>Mhlungwa</td><td>Temporarily closed estuary</td></tr><tr><td>poor</td><td>Mnamfu</td><td></td><td></td></tr></tbody></table> <p>Temporarily closed estuary fair 4 estuaries in the municipality</p> <p>Wetlands</p> <p>1 Wetlands in the municipality covering 681,8 ha (0,54 %)</p>	Name	Type	Health	Category	KwaMakosi	Temporarily closed estuary	fair	Mfazazana	Temporarily closed estuary	fair	Mhlungwa	Temporarily closed estuary	poor	Mnamfu		
Name	Type	Health	Category															
KwaMakosi	Temporarily closed estuary	fair	Mfazazana															
Temporarily closed estuary	fair	Mhlungwa	Temporarily closed estuary															
poor	Mnamfu																	

Protected Areas	Terrestrial Ecosystems	Freshwater Ecosystems
	<p>Threatened Ecosystems (Critically Endangered)</p> <p>Name: Interior South Coast Grasslands Size (ha): 11776 ha Size (%):9,35%</p> <p>Name: Southern Coastal Grasslands Size (ha): 248,6 ha Size (%): 0,2%</p> <p>2 Critically Endangered Threatened Ecosystems in the municipality covering 12024, 7 ha (9, 55 %)</p>	
	<p><b>Threatened Ecosystems (Endangered)</b></p> <p><b>Name: KwaZulu-Natal Sandstone Sourveld Size (ha): 1017,1 ha Size (%): 0,81%</b></p> <p><b>Name: Ntimbankulu Forest Size: 714,8 ha Size (%): 0,57%</b></p> <p><b>2 Endangered Threatened Ecosystems in the</b></p>	



Protected Areas	Terrestrial Ecosystems	Freshwater Ecosystems
	<p>municipality covering 1731, 9 ha (1, 38 %)</p> <p><b>Threatened Ecosystems (Vulnerable)</b></p> <p><b>Name: Eastern Scarp Forest</b>  <b>Size (ha): 655,9 ha</b>  <b>Size (%): 0,52%</b></p> <p><b>Name: KwaZulu-Natal Coastal Belt</b>  <b>Size(ha): 41796,8 ha</b>  <b>Size(%): 33,2%</b></p> <p><b>Name: Ngongoni Veld</b>  <b>Size(ha): 27196,1 ha</b>  <b>Size(%): 21,6%</b></p> <p><b>Name: Pondoland Scarp Forest</b>  <b>Size(ha): 838,9 ha</b>  <b>Size(%): 0,67%</b></p> <p><b>4 Vulnerable Threatened Ecosystems in the municipality covering 70487, 8 ha (55, 99 %)</b></p>	

## **Hydrology**

The Umzumbe Municipal Area falls within the Mvoti to Mzimkulu Water Management Area (WMA 11). The drainage patterns in the area follow the topography. The area comprises two primary water catchments. The south western parts of the area are drained by the Mzimkhulu River and its tributaries. The eastern portion is drained by a network of primary rivers and their tributaries, including the Mhlabatshane River, the KwaMalukaka- Mzumbe River, the Mzimayi/Mfazazana River, and the QulaMtwalume-uMgeni Rivers, which drains excess water towards the coast.

Runoff fed directly or indirectly by precipitation continuously carves and forms the features in the landscape. It creates different moisture environments, which in turn give rise to different plant habitats. These formative processes and their effects on the landscape must be taken into account in spatial planning. The “KZN High Water Yield Zone” indicated on the map is an important sub-quaternary catchment where mean annual runoff is at least three times more than the average for the related primary catchment. It is also a freshwater ecosystem priority area

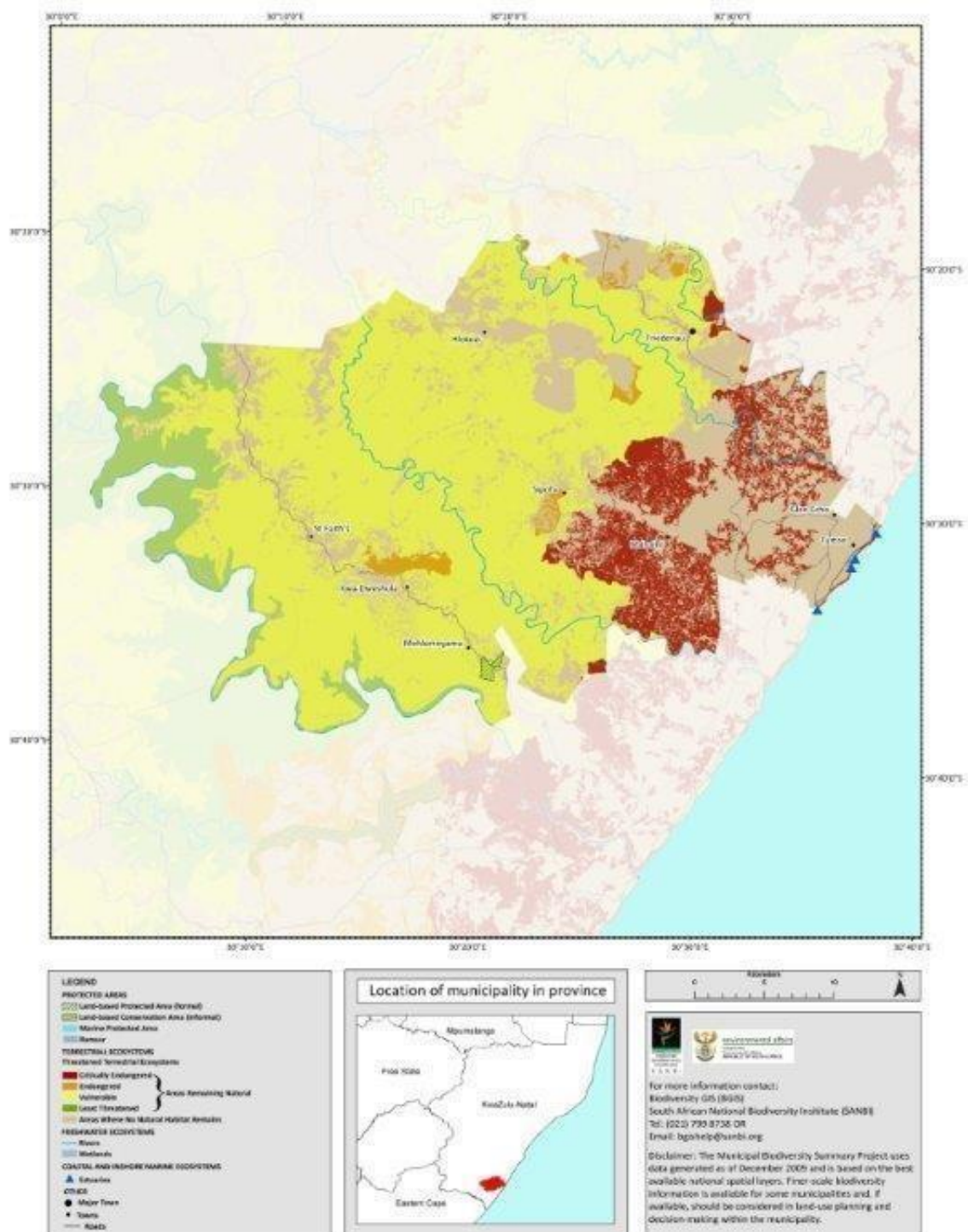
## **Air Quality**

The quality of the air in Umzumbe is fairly clean and this can be ascribed to the rural nature of the area, with low densities of motor vehicles and no heavy industries that can contribute to a marked decrease in air quality. Air pollution is most likely to be associated with the burning of sugar cane, fuel wood and fugitive dust emissions generated from unpaved roads.

Due to capacity constraints Umzumbe is unable to fully perform the duties assigned to it and therefore realise on Ugu District Municipality for support and monitoring of the air quality within the Municipal Area. Ugu district has compiled an Air Quality Plan for the entire district and has an Air Quality Officer within the Municipality to ensure implementation.

Municipality:  
**UMZUMBE,**  
KwaZulu-Natal

## Terrestrial Biodiversity Summary Map



### Coastal Management

People in Umzumbe use the coastal environment for fishing, harvesting of marine animals and plants, and recreation. The municipality also identified the coast as a potential opportunity for promoting tourism. This resource must therefore be protected from harm in order to ensure that continued use of these resources can be guaranteed over time. An integrated coastal management approach means that the following features should be reflected spatially in the SDF and must be used to inform the desired patterns of land use.

The Coastal Management Strategy for Umzumbe should seek to achieve the following:

- Turton is an environmentally sustainable coastal settlement with resilient communities and a healthy marine and coastal environment that sustains tourism and sustainable livelihoods.
- Management of the small stretch of coastline in Umzumbe must receive priority in planning and development due to its inherent environmental sensitivity, vulnerability to coastal erosion and the extent of development pressure. An integrated coastal management approach in this area is required which gives attention to the following activities:
- Detailed spatial planning to delineate coastal features to be protected such as coastal public property, the coastal protection zone, coastal access land, estuaries and critical biodiversity areas.
- Strategies to influence the land allocation system.

## **Climate Change**

This policy relates to the sustainability issues that have emerged from the SDF process, as it relates to and impacts on climate change. Umzumbe is an area that is highly sensitive and vulnerable to climate change, due to the high degree of natural variability in climate, and regular climate extreme events that are already affecting the inhabitants of Umzumbe negatively. The high levels and densities of poverty in Umzumbe in combination with the existing levels of degradation and the flood hazard record constitute a high level of sensitivity and vulnerability for the resource-poor people in the area.

In an attempt to mitigate the effect of climate change and the vulnerability of the people of Umzumbe, the following actions are required:

- Delineate and map areas with high flood risk;
- Develop a risk reduction strategy that is aimed at relocating settlements that reside in high flood risk areas;
- Relocating settlements that reside in floodplain areas;
- Empowering traditional leaders in respect of the consequences of allocating land for

settlements in flood risk areas;

- Prohibit development of land on steep slopes –specifically areas steeper than 1:3;
- Prohibit development where the land is in the opinion of the Municipality otherwise affected by virtue of soil instability, liability to flooding, inaccessibility or topography; Coastal erosion must be avoided and managed.
- An implementation framework.

## Green Economy

The United Nations Environment Programme (2011) defines the green economy as “one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities”.

The municipality has identified strategies and some of the initiatives to promote the green economy:

- Promoting sustainable land-use and agriculture as a means of contributing to regional economic vitality while ensuring food security for all citizens;
- Preventing urban sprawl and improving social cohesion through urban compaction and densification that reduces the related inefficiencies and inequities natural resource use, municipal infrastructure developments and the delivery of public services; and
- Raising awareness of the connections between ecosystem health and human-health to stimulate environmentally responsible behaviour amongst the public and thereby develop more resilient and sustainable communities.

Green jobs are work in agriculture, industry, services and administration that contribute to preserving or restoring the quality of the environment. Expanded Public Works Programme (EPWP) at Umzumbe is an example of green jobs which the environmental management unit is facilitating in promoting the green economy.

There is an opportunity for the municipality to promote the green economy through the following green economy focus areas - water, waste, and agriculture.

Waste - This can be done through reducing the waste going to land-fill by increasing reuse and recycling and therefore creating green jobs. The municipality has identified a need of developing a recycling station in order to achieve reduced production of wastes and pollutants and improved waste management with new enterprise opportunities.

Water – This could be achieved through improved water use efficiency to improve the management of water quality and quantity, and the fair and equitable allocation of water resources and this is ensured by the district municipality and the local municipality facilitates the process.

Agriculture – This could be done through agricultural production to improve food security and livelihoods, and create resilient ecosystems. Also, by developing and enabling access to organic markets through the support of small-scale farmers and establishment of organic norms and standards. This focus area is outlined in the municipality's vision, mission and programmes such as one home one garden, seed distribution, provision of agricultural inputs to the SMMEs and cooperatives specialising in agriculture has been a practice throughout the previous years and more programmes will be implemented in the 2021/2022 financial year

## **WASTE MANAGEMENT**

Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport and disposal of waste, together with monitoring and regulation of the waste management process and waste-related laws, technologies, economic mechanisms. In terms of waste management, the Municipality has the Integrated Waste Management Plan (IWMP) which was approved by the Municipal Council. The development of IWMPs is mandatory as stipulated in Section 11 of the Waste Act, 2008 (Act No. 59 of 2008). The IWMP assist the municipality in waste management (waste collection, transportation and waste disposal).

Umzumbe Local Municipality renders waste management services in wards 2, 4, 10, 16 and 19, currently the municipality has five waste collection points/zones where waste skips are placed and disposed into UMdoni Municipality landfill site since uMzumbe does not have its own site. These waste collection points/zones include: SASSA Government Offices, Dastan Farrel, KwaPhungashe Centre, St Faiths (Taxi Rank), Turton (Taxi Rank) and Umzumbe Old Clinic. Umzumbe is a deep rural area and the volumes of waste generated are not high. People still practice burning, digging and burring in their yards which have a negative impact on the environment.

The municipality has embarked on an initiative to recycle waste through putting dustbins with categories of waste in various and strategic positions. Due to the rural nature of the municipality, skip bins have been placed in about six areas within all five clusters and collect waste on a weekly basis as tabled below:

PLACE	WARD	DURATION
SASSA	Ward 19	Weekly
Thuthwini Taxi Rank	Ward 10	Weekly
St Faiths	Ward 2	Weekly
KwaPhungase	Ward 4	Weekly
Dunsten Farrell	Ward 16	Weekly
Umzumbe Old Clinic	Ward 10	Weekly

The table below indicate waste collection schedule

Waste Collection Schedule	
Collection days	Number of collections (6 Bins)
Monday	1
Tuesday	0
Wednesday	1
Thursday	0
Friday	1
Saturday	0
Sunday	0

The municipality has challenges in proper waste management especially in Turton as a the most densely populated area within Umzumbe and can to address these challenges the following should be considered:

1. The full running waste management unit with enough staff to deal with different waste and environmental management issues
2. A skip loader truck and a bakkie dedicated to waste management to reduce the cost paid to the contractors that transport waste to the landfill
3. Introduction of Bylaws to deal with illegal dumping and to generate revenue

Waste management is an important area in ensuring sustainable livelihood for the people of uMzumbe and all measures necessary should be taken to achieve the 2022 goal set by government and stake holders in Polokwane declaration on waste of zero waste to landfill.

#### Proposed Short – Long Term Projects

- Review Integrated Waste Management Plan
- Skip Bins
- Skip Loader
- Landfill site
- Education talk on waste management – awareness

#### Recycling Initiatives

Preliminary models indicate that recycling is not likely to be successful unless there are infrastructural, and institutional changes made at the LM. Additionally, community and private partnerships would need to be formed in order to realise this end state. Furthermore, there is the potential to consolidate recycling on a regional scale which may increase the efficacy and efficiency of the system. It is considered that public-public or public-private partnerships will be key to this goal being achieved. The primary goal is to provide awareness of waste separation which will contribute towards recycling.

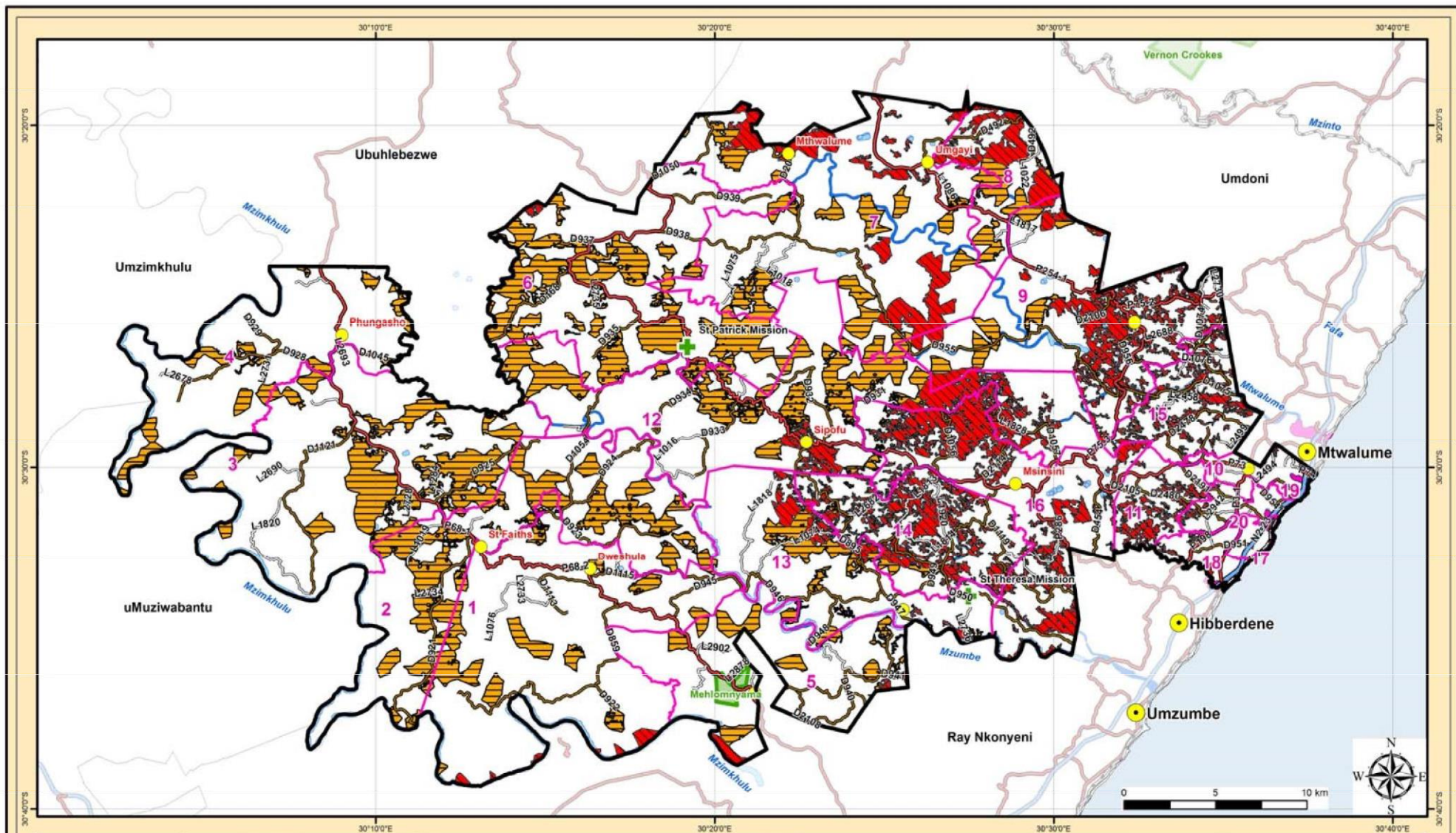
#### 3.7.4 Spatial and Environmental Trends Analysis

Factors dictating and directing spatial planning in Umzumbe all, basically, relates to the rural nature of the area and the fact that the majority of the municipal area are Traditional Authority land. Rural settlements have different dynamics, which has certain implications for spatial planning that is ignored easily by high-level development plans and IDP's. It is imperative that the Umzumbe SDF responds to the rural dynamics of the area, for functional and useful spatial planning tools.

Rural settlements have to respond to a range of factors including topographical features, access to natural resources, livelihood strategies, access to basic services and road infrastructure. With the current national government emphasis on rural development, and the mandatory introduction of land use schemes in rural areas in terms of the KZN PDA and SPLUMA, it has become imperative to base spatial planning in these areas on informed understanding of spatial dynamics, trends and patterns. Also critical is the relationship between these settlements and other key structuring elements.

Critically endangered vegetation types occur in areas that have been identified by the previous Umzumbe SDF for agricultural development, land reform and town establishment. Considering the low development potential in the area, it is likely that development in Umzumbe will have significant adverse impacts on biodiversity. This is a strategic conflict that, if not resolved, will secure “unsustainability” or “weak sustainability” in Umzumbe.





0 5 10 km



Client:



**Umzumbe**  
MUNICIPALITY

**UMZUMBE**  
**LOCAL MUNICIPALITY**

**SDF REVIEW 2016**

**SDF Environmental**

Date: February 2017

Umzumbe Local Municipality (2016)

External Main Centres

Nodes

Missions

Councillor Wards (2016)

National Roads

Provincial Roads

District Roads

Local Roads

Railway Line

Conservation

CBA - Irreplaceable

CBA - Optimal

Estuaries (100m Buffer)

Wetlands (100m Buffer)

Coastal Zone (100m Buffer)

River (100m Buffer)

Town & Regional Planners:

**isibuko**  
DEVELOPMENT PLANNERS cc  
PO BOX 1234, WINDYBROOK  
081 123 4567 - 081 123 4568

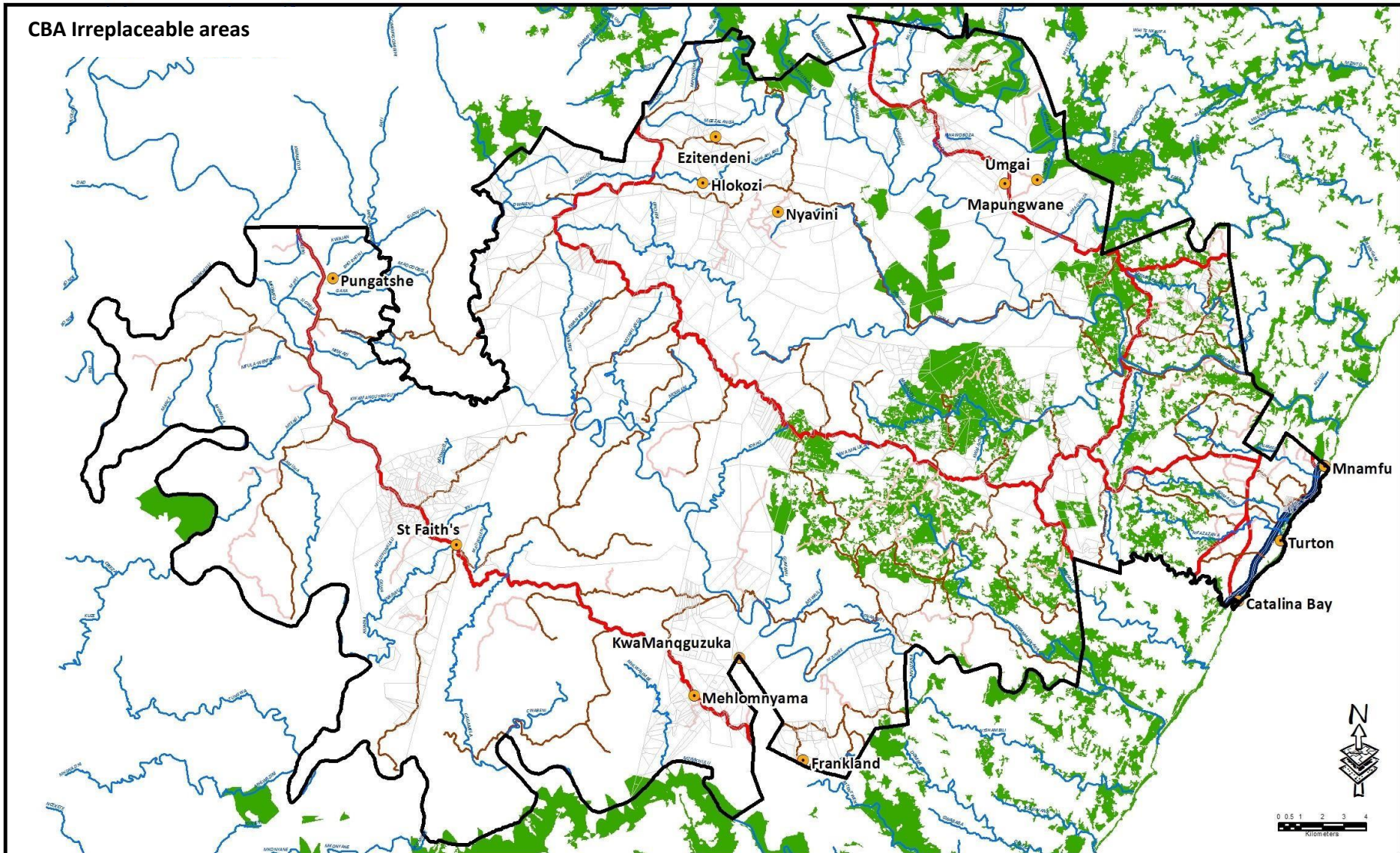
GIS Consultants:



**GEO-DYNAMIC SYSTEMS**  
GIS & Remote Sensing Consultants  
PO Box 1234, Windybrook 6027  
TEL: 081 123 4567 / 081 123 4568  
EMAIL: info@geodynamic.co.za



# CBA Irreplaceable areas



**EKZN WILDLIFE  
CBA Irreplaceable**

(Source: Ugu DM, KZNCS and  
Umzumbe LM)

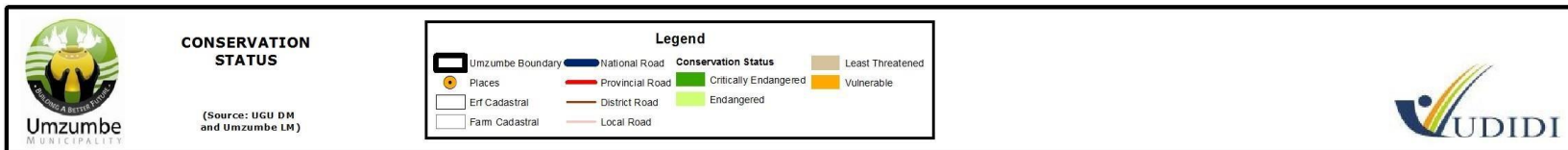
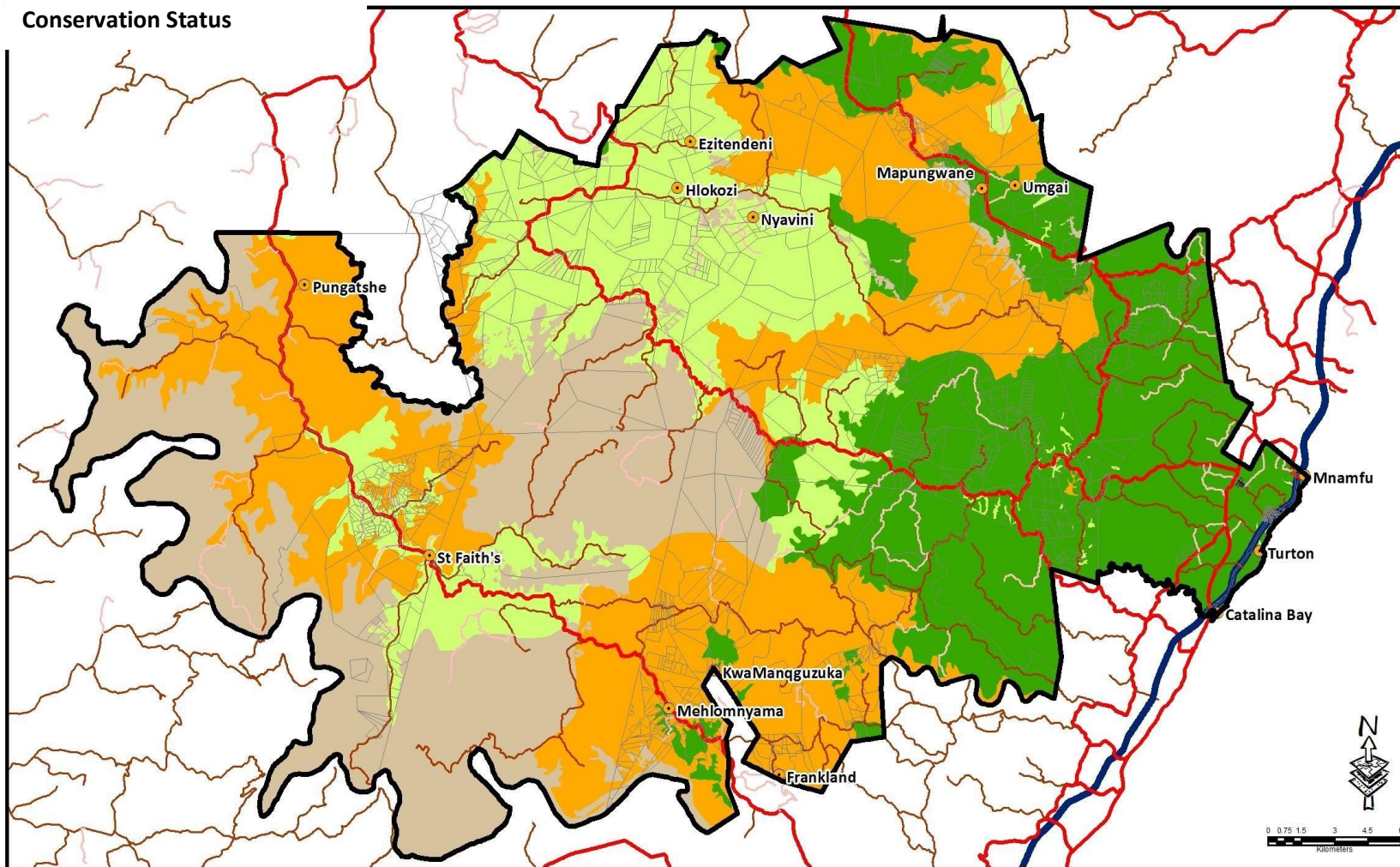
## Legend

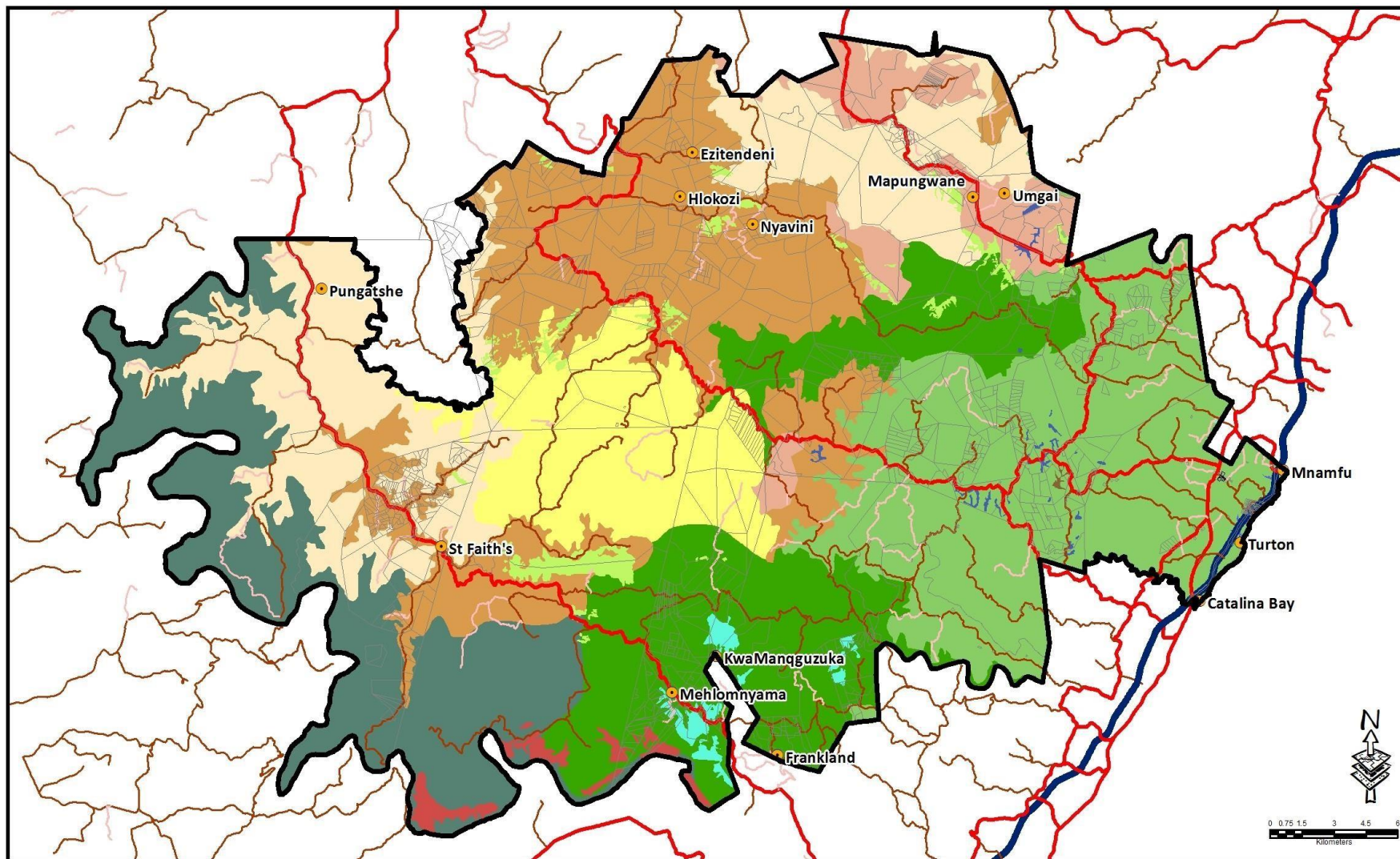
	Umzumbe Boundary		National Road		CBA Irreplaceable
	Places		Provincial Road		
	Main Rivers		District Road		
	Cadastral		Local Road		





## Conservation Status





#### VEGETATION

(Source: UGU DM and Umzumbe LM)



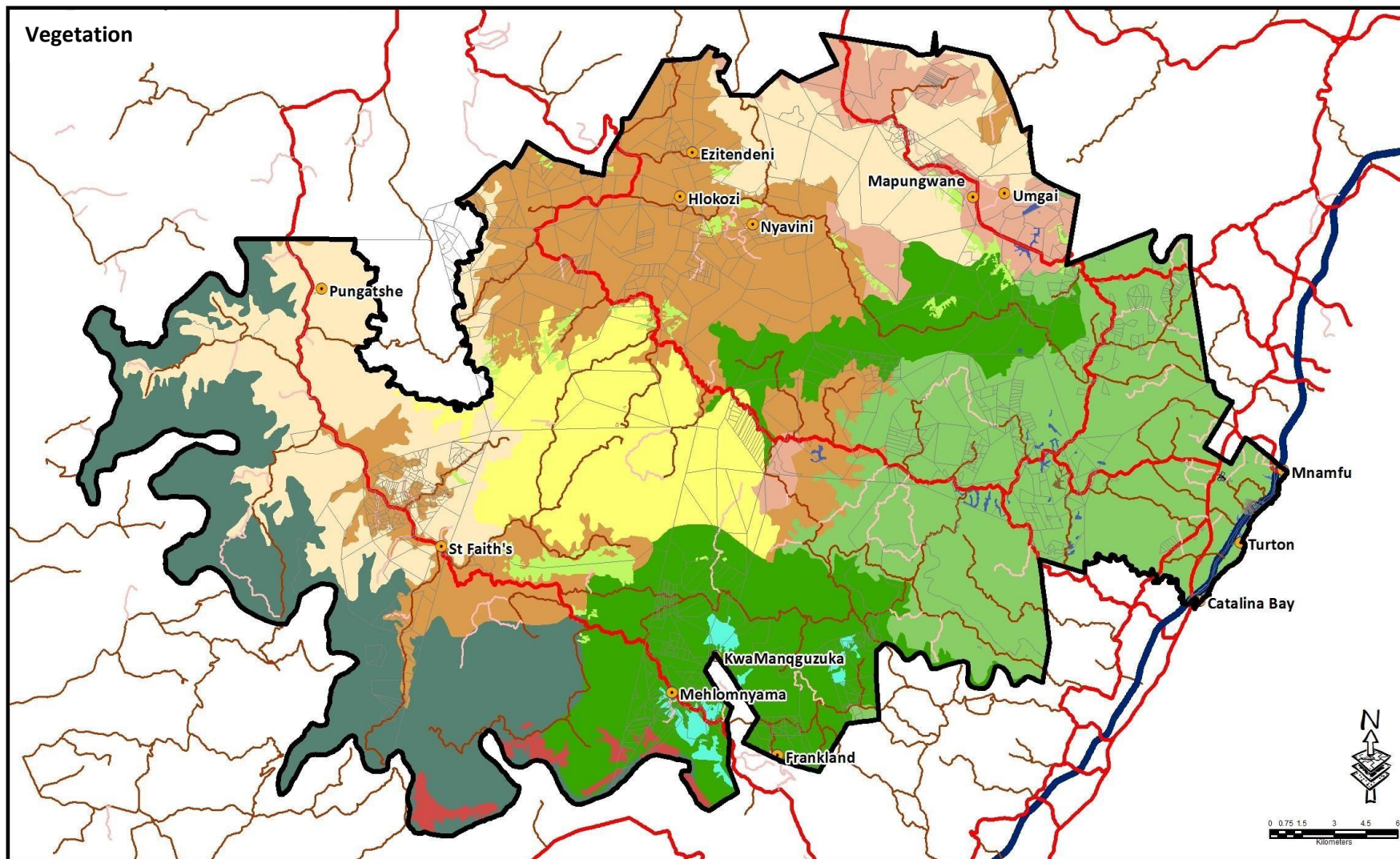
#### Vegetation



#### Legend





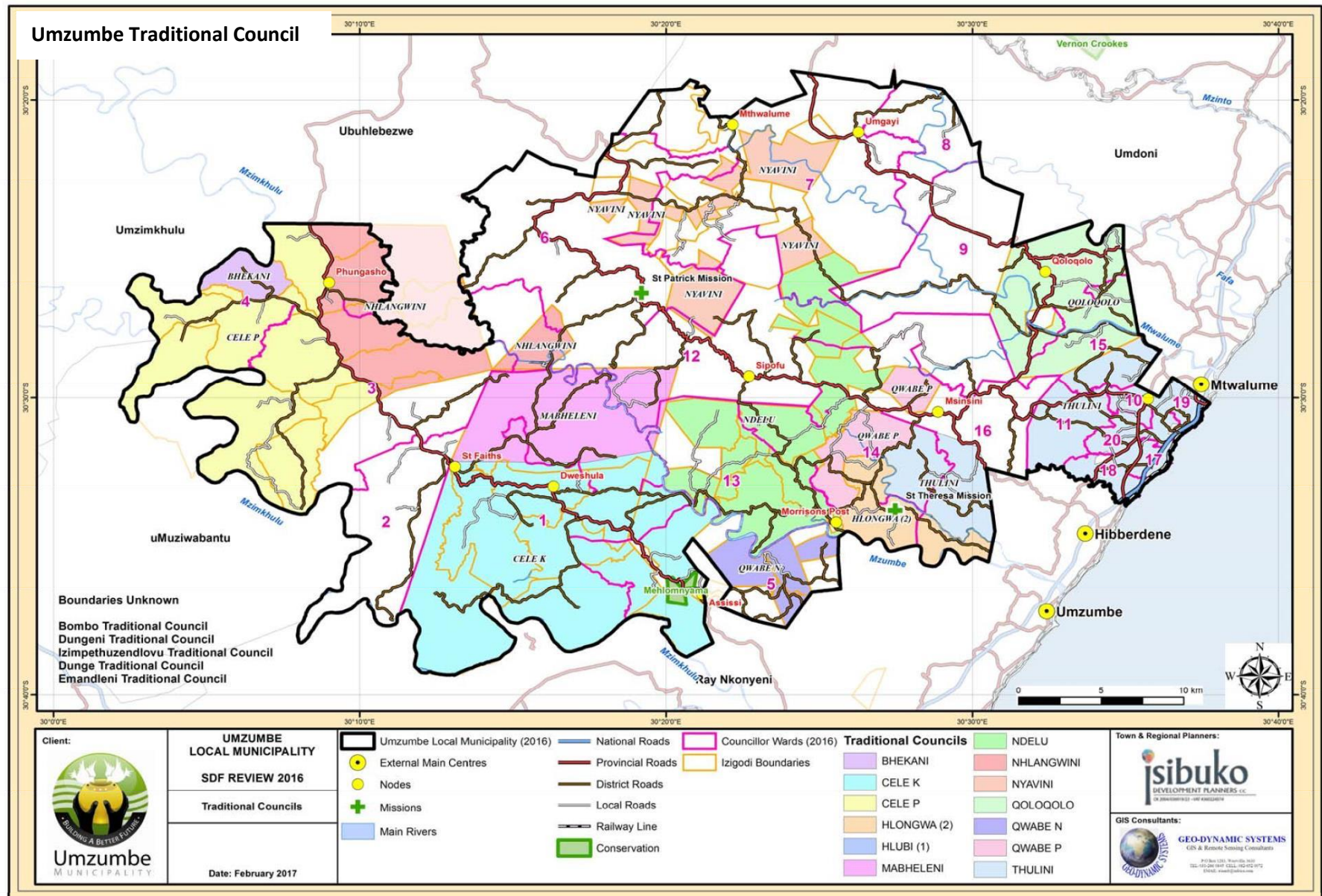


### 3.7.5 Administrative Entities

Umzumbe municipality is covered predominantly by Ingonyama Trust Land occupied by members of 16 traditional authorities (refer to Traditional Land map below), however Nhlanguwini T/A according to the new demarcations will now be lost to Ubuhlebezwe LM. The traditional authorities are as follows:

- Bhekani Traditional Authority which accounts for 898.27ha of the municipal area.
- Cele P Traditional Authority which accounts for 26910.78 ha of the municipal area.
- Hlongwa Traditional Authority which accounts for 2306.61 ha of the municipal area.
- Hlubi Traditional Authority which accounts for 7800.56 ha of the municipal area.
- Mabheleni Traditional Authority which accounts for 5770.58 ha of the municipal area.
- Ndelu Traditional Authority which accounts for 8653.95ha of the municipal area.
- Nhlanguwini Traditional Authority which accounts for 8140.30 ha of the municipal area.
- Nyavini Traditional Authority which accounts for 4366.12ha of the municipal area.
- Qoloqolo Traditional Authority which accounts for 5327.50ha of the municipal area.
- Qwabe Traditional Authority which accounts for 3893.48ha of the municipal area.
- Thulini Traditional Authority which accounts for 8104.45ha of the municipal area.
- Dunge Traditional Authority
- Nyavini Traditional Authority
- Bombo Traditional Authority
- Cele K Traditional Council
- Dungeni Traditional Authority





### 3.7.6 Nodes and Corridors

The municipality has a predominant rural nature with no formal established towns. The Mthwalume/Turton area, located along the coastal strip, has a high concentration of settlements. It presents the largest settlement agglomeration / cluster within the Umzumbe spatial landscape. This area is located in the eastern border of the municipality, and not centrally located as to provide easy access to surrounding communities.

Funding has been received from the Department of Co-operative Government and Traditional Affairs (COGTA) to formalize and develop this node. Corridor-type development is characterized by intense bands of high density development and settlements, which tends to concentrate at points of high accessibility and along public transportation routes, where residential, commercial, institutional and recreational activities occur in close proximity. Corridor development is associated with a system of transport facilities on key routes that work together as an integrated system to facilitate ease of movement.

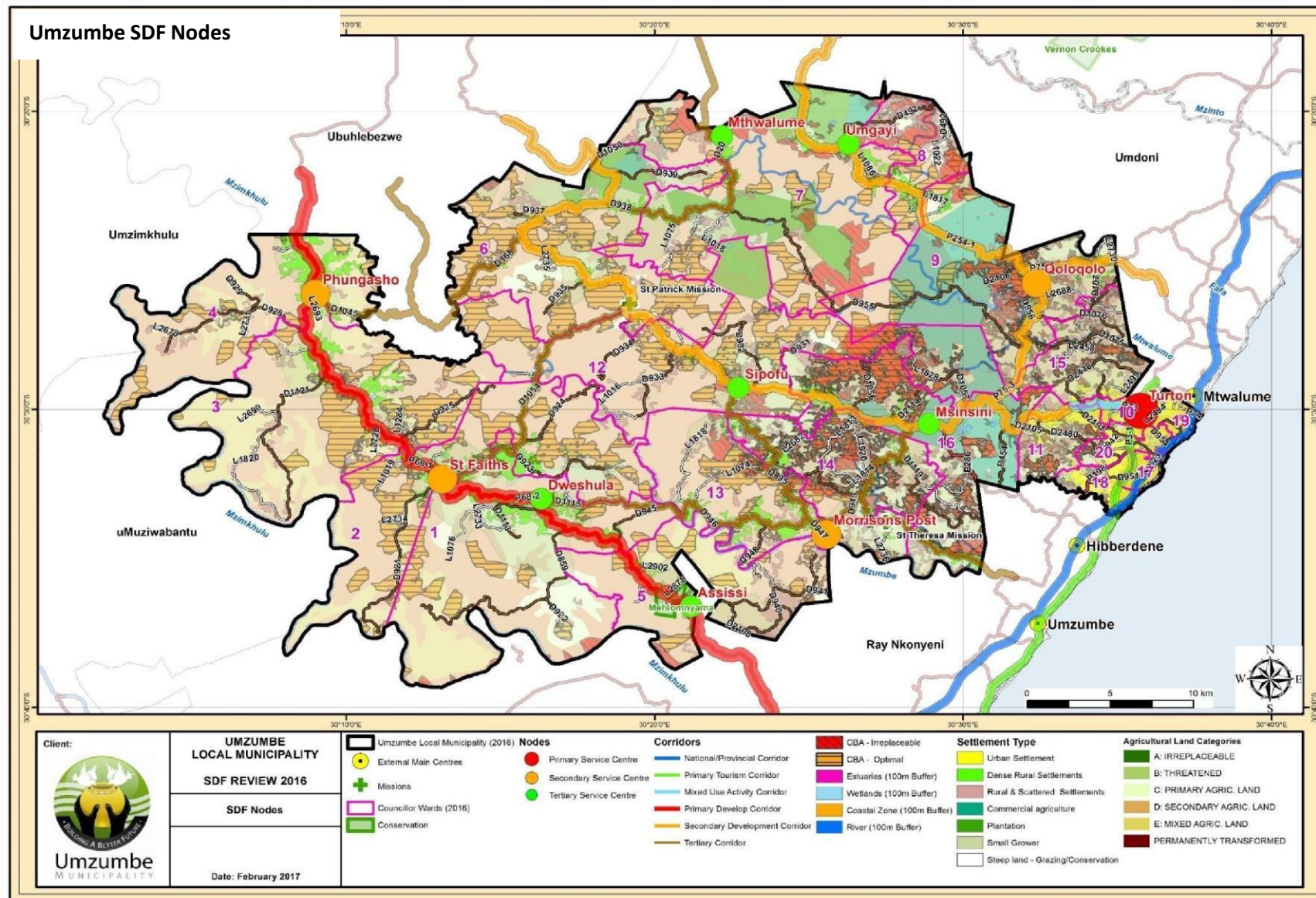
Nodes	
Existing Nodes	<ul style="list-style-type: none"> <li>• Turton primary administrative and service centre node</li> <li>• Phungashe service centre</li> <li>• St Faiths service centre</li> <li>• Qoloqolo service centre</li> <li>• Morrison's post service centre</li> <li>• KwaDweshula low order node</li> <li>• Assisi heritage node</li> <li>• Siphofu tertiary node</li> <li>• Mthwalume service centre</li> <li>• Umgayi service node</li> <li>• Msinsini service centre</li> </ul>
Major corridors Umzumbe	in <ul style="list-style-type: none"> <li>• N2 which is a national/provincial road forming a link between KwaZuluNatal right through to the Eastern Cape as identified in the PGDS and the NDP.</li> </ul>



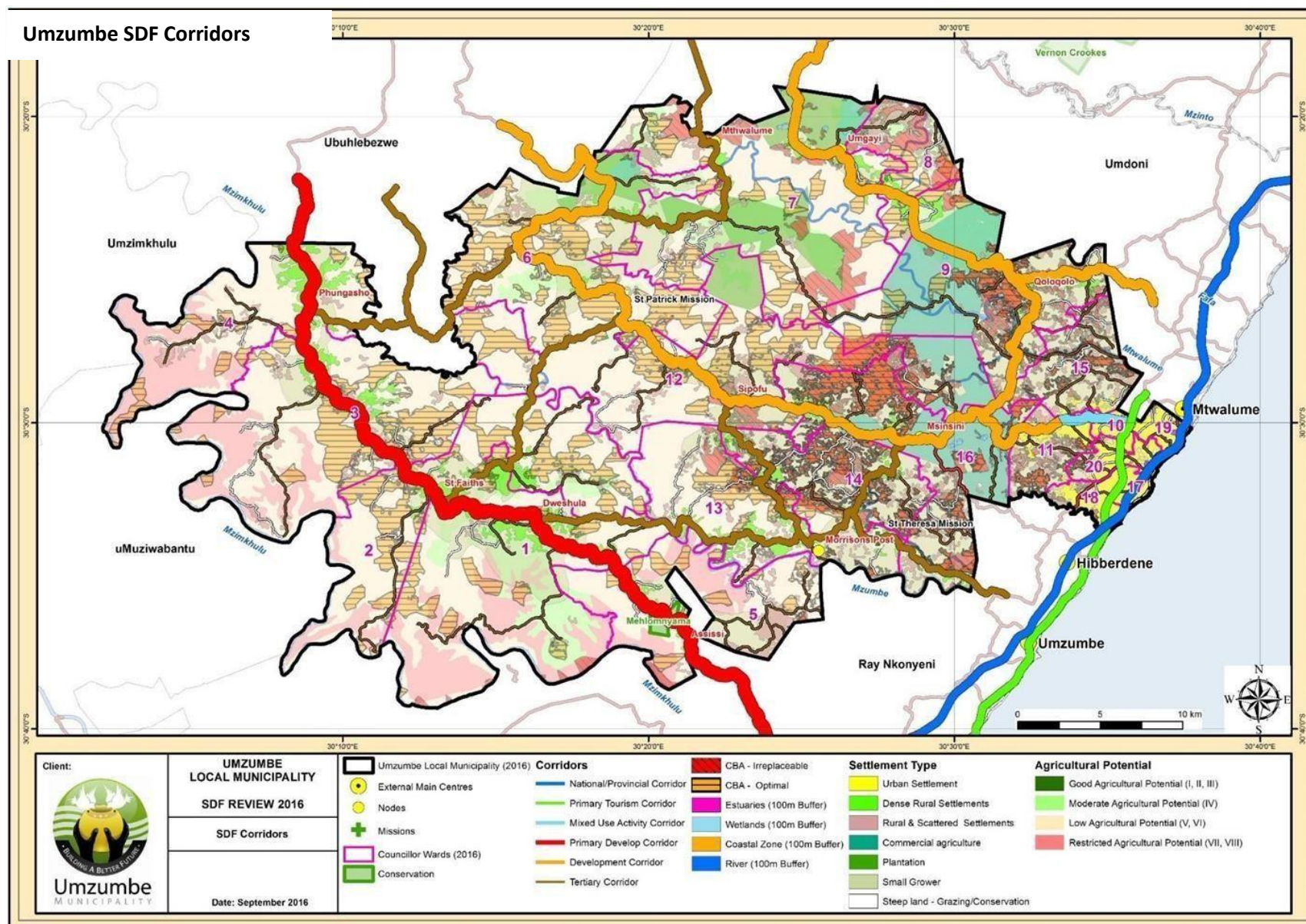
	<ul style="list-style-type: none"> <li>• The R102 is a provincial tourism corridor that runs along the N2 in a north-south direction.</li> <li>• The P73 is also partially identified as a mixed-use activity corridor in Turton area, where greater densities and land use intensities are experienced.</li> <li>• P254 secondary corridor runs along the eastern part of Umzumbe in a south-north direction.</li> <li>• D1054 – this road directly connects the nodes of St Faiths and St Patricks and also directly connects the P68 and P73 corridors.</li> <li>• D1045 / D168 – these roads combine to link the P68 with the P73 and connect Phungashe with areas in Nyavini Traditional Council.</li> <li>• D1054 – this road directly connects the nodes of St Faiths and St Patricks and also directly connects the P68 and P73 corridors.</li> <li>• D1115 / D946 / D949 – these roads combine to link Dweshula with Morrison’s Post and Msinsini</li> <li>• D947 / D895 – these roads combine to link Siphofu and Morrison’s Post.</li> <li>• D950 – this road links St Theresa mission with settlements on the southern parts of the municipality</li> <li>• D938 / D20 – the D938 road branches off from the P73 and links with the D20 to extend towards Mthwalume and beyond.</li> </ul>
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## Nodal Developments

Activity nodes serve as points in the spatial system where potential access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day-to-day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement ties at central locations as means to improve access and restructure the existing spatial pattern and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system







### 3.7.7 Land Cover and Broad Land Uses

Umzumbe covers approximately 1,221km<sup>2</sup> of land with approximately 1% only being semi-urban. It is predominantly a rural area with settlements patterns that are widely distributed in the landscape where most people make a subsistence living. Socio-economic activities in the area are limited to commercial and emerging sugarcane farmers (7850ha), plantations (approximately 5496ha) and permanent orchards (banana and citrus, approximately 46ha). Only 34% of the land area is transformed. The map below illustrate that most of the surface cover of the land remains in a natural state. The terrain, soils and climate features combined, indicate land capability, which can be defined as “*the most intensive long-term use of land for rain-fed agriculture taking into account continuing limitations or hazards*”.

Different land uses affect the condition of the land and the functioning of associated ecosystems. There is a distinct pattern of land use activities concentrated in specific areas:

- Built up dense settlement primarily occurs on the coastal strip;
- Low density settlement is scattered across the landscape while the majority of the population congregates towards the coast;
- Commercial sugarcane and emerging farmers prevail in the east;
- Plantation in the north-east; and
- Natural open space dispersed in between the above land uses.

Changes in land use transform and degrade natural systems and impact directly on biodiversity through habitat loss. Associated human activities generate other pressures that should be maintained within limits, for example:

- Most settlements are associated with low-lying areas, which are also high rainfall areas. It exposes them to flood risks;
- The dense settlements on the coastal strip (Turton area) falls within the ‘KZN High Water Yield Zone’, placing pressures on downstream freshwater ecosystems (estuaries);
- Livestock and grazing practices degrades vegetation, accelerate soil erosion, influence sediment yields in the catchment and affect water quality;
- Subsistence lifestyles on marginal land place fragile ecosystems under pressure, and increase runoff due to vegetation clearing and soil compaction; and
- Inadequate access to sanitation infrastructure affects water quality.

Map displays existing agriculture with land capability. It is evident that the inhabitants of the area have optimized the capability of the land.

- Plantation forestry occurs on arable land (Class III). This area also falls within a high precipitation zone. This land use places pressure on stream flow and catchment yields.

- Commercial sugarcane fields are associated with low-lying areas, on non-arable land (Class VI) which is generally unsuited to cultivation. This area also yields high rainfall, which may explain its location in the landscape but it is likely that fertilizer inputs are high, and there will be pressures on downstream water quality. Most of the wetlands in the area are found in the sugarcane areas and they place pressures on riparian zones.
- Emerging sugarcane farmers are also associated with non-arable land adjacent to the main commercial sugarcane farmers.

The arable land area that falls within Class III in the north-western section of Umzumbe seems to be used for built-up dense settlements and low-density settlements. These areas are likely to be under severe pressure.





### 3.7.8 Land Ownership

The land ownership pattern reflects that the largest proportion of land is by traditional authorities. Other important landowners are private landowners and state-owned land. Approximately 10% (12 652ha) of land ownership is unknown. A thorough land audit is in progress and will thus benefit the municipality.

The main allocation per category of landownership is reflected as follows and is reflected in map:

- Traditional authorities – 75.4% (96 295ha), of which 47.5% is owned by the Ingonyama Trust.
- Land owned by the State accounts for 4.2% (5 374ha).
- Privately owned land accounts for 7.7% (9 870ha).
- Commercial - 2.1% (2 656ha).

LAND REFORM	
<b>LAND RESTITUTION</b>	<p>There are five land restitution claims lodged in Umzumbe, of which four have been approved. Land restitution claims in Umzumbe municipality are indicated below:</p> <ul style="list-style-type: none"><li>• The Shozi land claim of 1650ha was claimed on the Farm Lot 31 No. 26628, which belonged to Illovo Sugar Ltd. The claim has been approved.</li><li>• The Qoloqolo Community lodged a claim in 1998 against 38 farm portions with an extent of 1850ha. The claim has been approved.</li><li>• The Msani community lodged the Mgai Land Claim, which included 9 farms in extent of 1260ha. The claim has been approved.</li><li>• The Mathulini Land claim has been lodged by the Mathulini Claimant Community. The claim includes 205 farms in extent of 7141ha and has been approved.</li><li>• The St Dominic land claim was lodged by the Mr. Hlengwa. The extent of the claim is 225ha, but the claim has not yet been approved.</li></ul> <p>The Regional Land Claims Commission (RLCC) is currently finalizing these claims. The municipality will monitor this process closely and ensure that the final outcome of this process is developmental and in line with the IDP and the SDF.</p>

LAND REFORM	
LAND REDISTRIBUTION	<p>The following information was supplied by DRDLR:</p> <ul style="list-style-type: none"> <li>• Msikazi redistribution project – Siyathemba CPA</li> <li>• Mgayi redistribution project – Amadunga CPA.</li> </ul> <p>Some of the communities are concerned about the level of overcrowding, and have identified state owned land as suitable land for decongestion</p>



LAND REFORM	
LAND TENURE REFORM	<p>A large number of people occupy privately owned land (with or without the concern of the owners) as if they own the land. As such, they have acquired beneficial occupation rights which are protected in terms of the Extension of Security of tenure Act.</p> <p>These land tenure rights should be confirmed as part of a process towards the development of these areas into sustainable human settlements. This practice is common mainly in the areas around Umgayi in Emadungeni Traditional Council area.</p>

## LAND REFORM

### LAND CAPABILITY

The greater part of the land area falls within Class VI. This is non-arable land, which is generally unsuited to cultivation and mostly suited to grazing. Land use options are limited to wildlife, forestry, light grazing and moderate grazing.

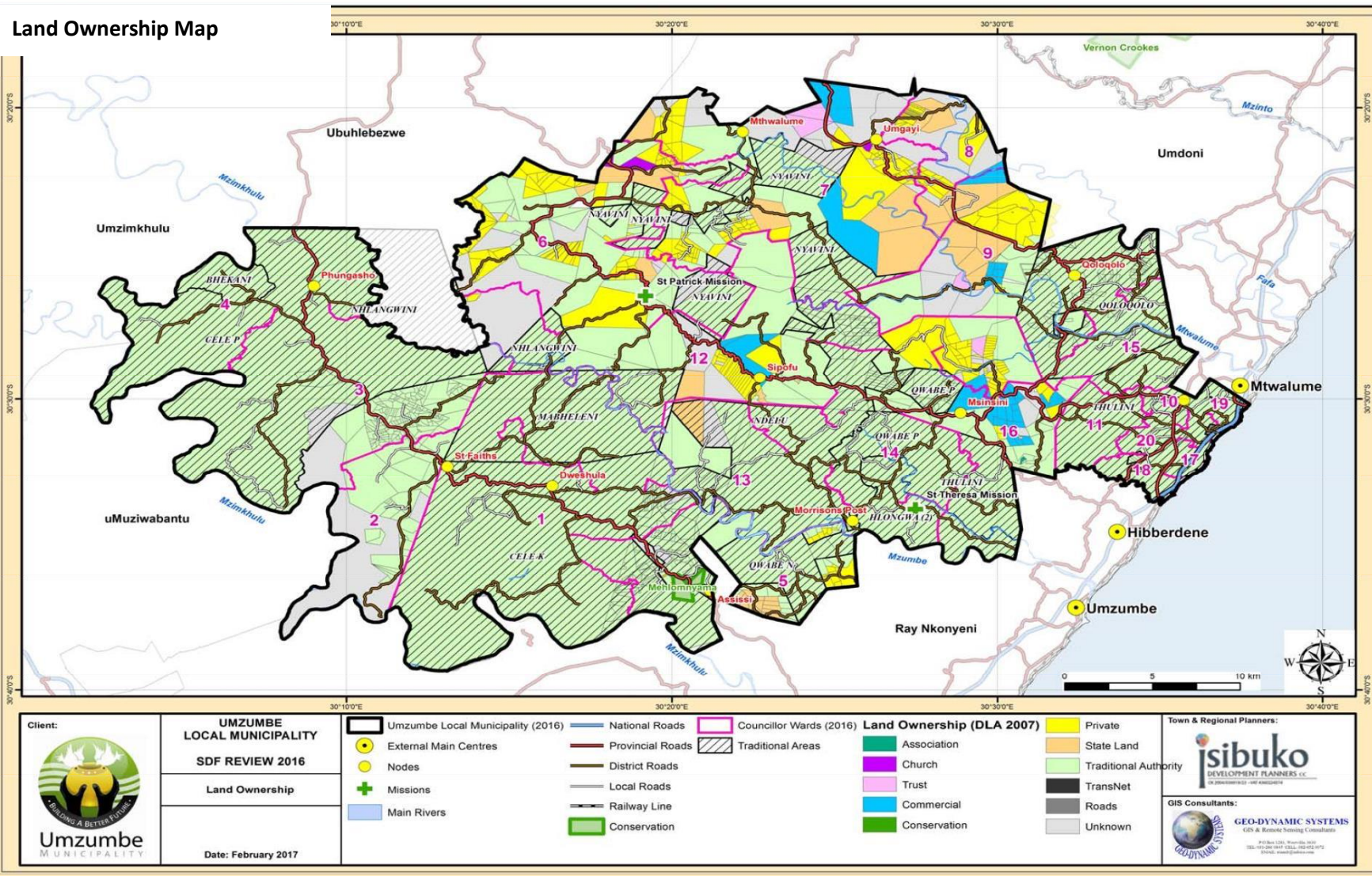
Land in Class VI has severe limitations that make it generally unsuited to cultivation and limit its use largely to pasture and range, woodland or wildlife food and cover; continuing limitations that cannot be corrected include steep slope, severe erosion hazard, effects of past erosion, stoniness, shallow rooting zone, excessive wetness or flooding, low waterholding capacity; salinity or sodicity and severe climate change

Towards the northern section of Umzumbe, there are vast land areas that fall within Class IV. This is arable land, which requires very careful management. Land use options include wildlife, forestry, light grazing, moderate grazing, intensive grazing and poorly adapted cultivation.

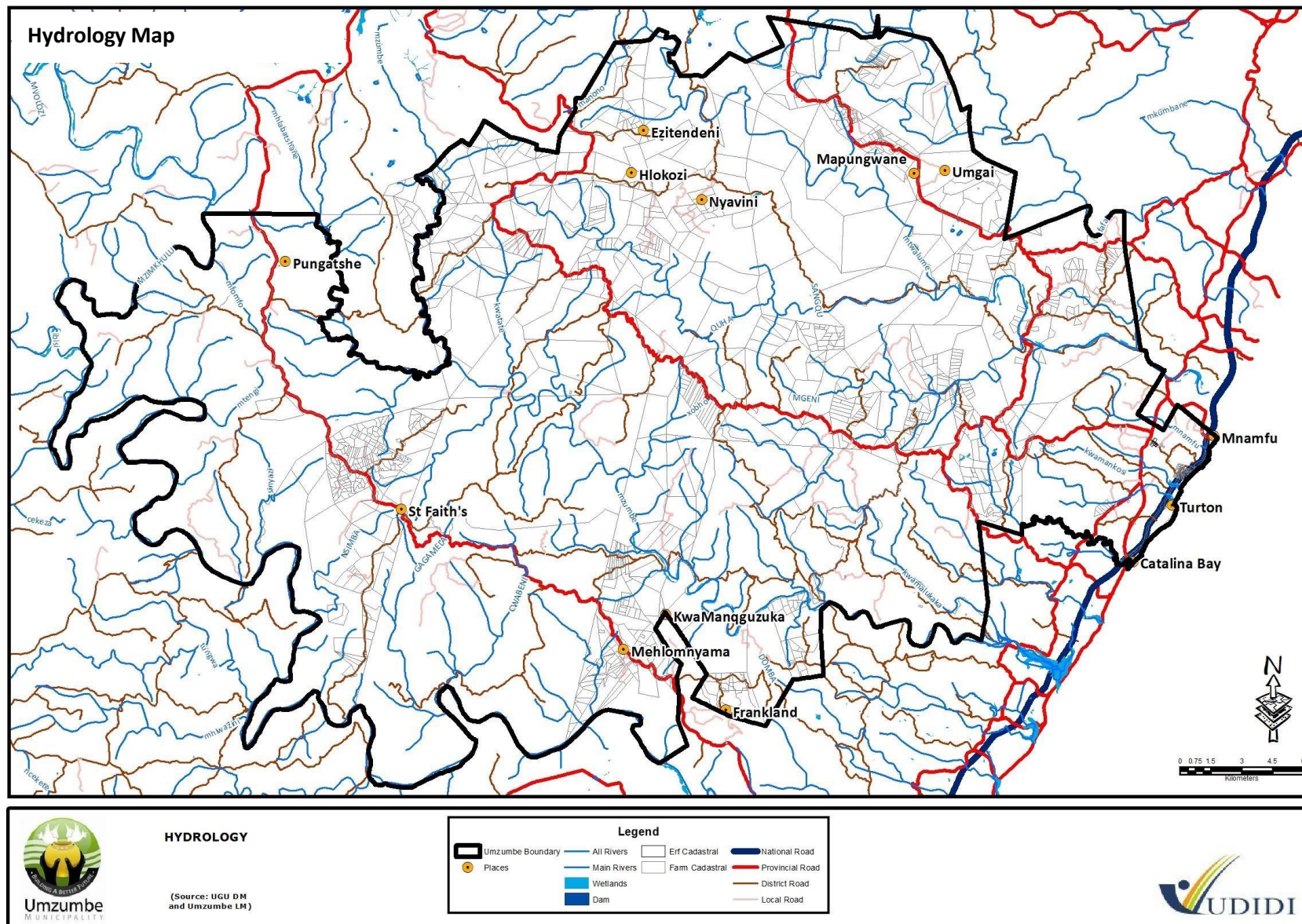
In the north-eastern section, east of the Mhlabatshane River there is a land area that falls within Class III. This is arable land, which requires special conservation practices. Land use options include wildlife, forestry, light grazing, moderate grazing, intensive grazing, poorly adapted cultivation and moderately well adapted cultivation.

LAND REFORM	
<b>PRIVATE SECTOR DEVELOPMENTS</b>	<p>The municipality is predominantly rural as a result very few developments take place within the local space. A number of applications are expected in the upcoming years due to the enactment of SPLUMA and the yearly SPLUMA awareness campaign by the planning department. Private development applications will also increase when the municipality has fully developed a wall to wall scheme, which will also be including areas falling under Ingonyama ownership.</p>

# Land Ownership Map







### 3.7.9 Changing Settlement Patterns

One of the main spatial trends in Umzumbe is the changing settlement pattern. Umzumbe is characterized and highly influenced by rural settlement dynamics, which have developed contrary to orthodox spatial planning paradigms. These rural settlements did not necessarily develop according to predetermined systems and procedures. Settlements are grouped into spatially defined izigodi, which are the traditional wards that existed over time. These are demarcated using ridgelines, rivers and other natural features. The boundaries of izigodi are not demarcated, but common knowledge among locals.

The major spatial planning challenge is at a settlement (Indawo) level. Land is allocated to each household and there is very weak if any connection with the surrounding allocations. As such, the primary focus is not the development of a settlement, but meeting land need of a household that has expressed land need. Development issues are secondary. This gives rise to unequal site sizes, lack of uniformity in the shape of sites, lack of space reserved for services and road access, and general lack of spatial structure.

#### **EMERGING SMALL CENTRES**

There are emerging small centres in Umzumbe, which are areas accessible to local community and close to major transportation routes. These centres are usually characterized by a central informal taxi rank or public transport area and other localized services that develop as a result of the accessibility to public transport. These emerging small centres usually lead to the concentration of permanent and mobile services, commercial activities and investment.

#### **DEMAND FOR LAND ALONG THE COAST**

The coastline of Umzumbe is a very short stretch of land. This area has been subject to development pressure and an increasing demand for land. Several factors give rise to this increase in demand for land along the coast, including the following:

- This coastal area falls within the Thulini Traditional area and are Ingonyama Trust land. As a result, the land is relatively cheap and there are no rates attached to the land.
- The area is provided with infrastructure, such as water, electricity and road infrastructure.
- Umzumbe only has a very short stretch of coastline, which increase the demand for land in this area and provides opportunities for an untapped tourism market.

The area is easily accessible with the N2 providing easy access to major economic areas along the coastline. This area houses a range of facilities, such as the municipal offices, health, educational and public transport facilities. The area is relatively flat and suitable for development. Densities in this area are relatively low and range between 127 – 176 homesteads per km<sup>2</sup>, which translates into rather large site sizes of 5680m<sup>2</sup>-7880m<sup>2</sup>.

### 3.7.10 Green Initiatives (Waste and Environment)

The waste management hierarchy gives priority to waste reduction, re use, recycle and energy recovery of waste in preference to disposal. The National Environmental Management Waste Act 59 of 2008 addresses previous fragmentation in waste management legislation and provides a single piece of legislation regulating the management of waste to prevent pollution and Ecological degradation to protect public health and the natural Environment. Previously Umzumbe Municipality had no waste collection services.

The table below indicating the areas where illegal dumping and waste contaminated land was found. These areas were of priority and they were part of the strategic objective. However, the programme is expanding to other areas which have not been attended to and they have been areas which have been mostly neglected.

Ward Number	Issue	Remedial action
Ward 17	There are community members which are throwing plastic bags which are full of pampers along the stream.	We have placed a sign board as a warning that it is illegal to dump litter in that spot.
Ward 10	Littering by the taxi rank	A clean-up campaign was conducted and an environmental education survey was conducted.

### Campaigns:

The table below is just to name a few campaigns which have been conducted in order to manage and minimize waste within the community and schools inclusive of environmental protection.

Programme	Location	Description
Khabokedi waste minimization campaign	Umzinto: Umdoni Municipality	The aim was to make the people aware
Green and Clean Parade	Umzumbe Municipality	Kwa Phungashe and Turton
Thembuzulu High School	Ward 08	Tree Planting & environmental Education
Waste minimization clean up	Turton taxi rank	
Sacred Heart Orphanage	Ward 14	Tree Planting

**Future Plans for Waste Management:**

The Umzumbe Municipal IWMP was formulated using the SAWIC Toolkit and adopted in the 2017/19 FY. The following will then have to come up with the public participation process.

- Continuation of waste minimization campaigns
- To the community and Umzumbe schools
- Formulation of waste bylaws
- Increase the number of waste general workers
- Placement of skips in four strategic areas which have been identified through surveys which had been performed by the Youth Jobs in Waste Team
- Installation of (NO DUMPING) signboards where necessary.



### 3.7.11 SWOT Analysis: Cross Cutting Interventions

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Available strategic documents (IDP, and SDF)</li> <li>• Adopted SPLUMA By-Laws</li> <li>• Land Use Scheme for land use management</li> <li>• Disaster Management Plan</li> <li>• Integrated Waste Mange</li> <li>• Location along the coast.</li> <li>• Settlements located largely along the main roads.</li> <li>• Relatively good regional road network.</li> <li>• Social stratification of settlements into traditional council areas, izigodi, etc.</li> <li>• Ward boundaries and the associated ward committees.</li> <li>• Good working relationship between the councillors and traditional leaders.</li> <li>• Rich biodiversity.</li> <li>• Major Nodes: Turton, St Faiths, Phungashe</li> <li>• Availability of agricultural land.</li> <li>• Environmental Management Personnel.</li> <li>• Solid waste management work force.</li> </ul>	<ul style="list-style-type: none"> <li>• Human resource capacity.</li> <li>• Policy and sector plans review.</li> <li>• Budgetary constraints.</li> <li>• No land ownership.</li> <li>• Poor access roads.</li> <li>• Participation of Amakhosi on land use management and development.</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Provincial development corridors that run through Umzumbe.</li> <li>• South coast tourism region and the significance of coastal tourism in the province and the district.</li> <li>• UGU district development and service delivery programme.</li> <li>• Coastal management programme.</li> <li>• Catchment management programme. Densification policy of the Provincial Government.</li> <li>• Planning and Development Act that introduces wall-to-wall land use management scheme.</li> <li>• National and provincial rural development programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Peripheral location in relation provincial economy.</li> <li>• Impact of climate change.</li> <li>• Poor regional integration into the regional road network.</li> <li>• Lack of catchment management programs.</li> <li>• Municipal boundaries and structure.</li> <li>• Environmental degradation.</li> <li>• Illegal dumping of solid waste.</li> <li>• Poor north-south linkages in the inland part of Umzumbe.</li> <li>• Settlements located on land with good to high agricultural potential resulting in the loss of agricultural land. Rugged terrain.</li> <li>• Soil erosion and environmental degradation.</li> <li>• Scattered settlement pattern.</li> </ul>

### 3.7.12 Key Challenges

**Land use system:** incomplete land use system makes it extremely difficult to handle land use applications. There is a need to develop land use management system in line with the Planning Development Act and Spatial Planning and Land Use Management Act (scheme, LUMS, By-laws, and SDF). The Spatial Development Framework (SDF) has been developed and adopted by Council, in alignment with the Spatial Planning and Land Use Management Act (Act No 16) of 2013. The wall-to-wall scheme has been developed for the municipality to execute its responsibility of land use management.

- The indigenous/traditional methods of land use allocation is not compatible with the current legislative requirements/approaches.
- Lack of Environmental and sector plans (e.g. coastal, flood lines, biodiversity).
- Lack of capacity to deal with environmental Issues.
- Ineffective public awareness on planning matters.
- The review of disaster management plan.
- Limited GIS data to map out disaster risk areas.
- The need to frequently update our GIS data.
- The municipality is completely rural with no town and very little economic activity.
- The municipality owns no land, close to 40% of the land falls under Ingonyama trust and about 35% is under private ownership and government department.
- Illegal Development: is continuously experienced within the area of Umzumbe, this results from limited knowledge of proper development legislation and related procedures.
- The topographical nature of some areas of Umzumbe and tribal location of households to reside, has delayed the process of service delivery and has a high cost implication.
- Attracting investment is a challenge but it can be unlocked through proper settlement planning, zoning of areas to assist in land management as well as environmental conservation.
- Illegal Development: is continuously experienced within the area of Umzumbe, this results from limited knowledge of proper development legislation and related procedures.
- The topographical nature of some areas of Umzumbe and tribal location of households to reside, has delayed the process of service delivery and has a high cost implication.
- Limited capacity for SPLUMA implementation (Peace Officer, Tribunal members)
- Various areas within Umzumbe municipality, experience recurring incidents of natural disasters (flooding, runaway fires) together with household fires from candles.
- Rapid Increase in Tavern and Liquor applications.

- Illegal developments and enforcement under chapter 4 of the Planning Development Act.
- Internal departments not planning according to municipal strategic areas.

**What are we going to do to unlock and address our key challenges?**

- Development of comprehensive and credible strategic plan
- Review of Spatial Development Framework
- Development and review of Local Area and Precinct Plans
- Implementation and review of SPLUMA By-Laws
- Land Assessment and acquisition
- Update of GIS equipment
- Review and implementation of Integrated Waste Management Policy
- Review of DMP
- Implementation of DMP
- Establishment of Fire Fighting Services

**What could you expect from us, in terms of outputs, outcomes and deliverables, over the next five years?**

- Accelerated Service Delivery through Strategic, Spatial and Land Use Planning
- Secured healthy and safe communities
- Prevention and mitigation of disaster occurrences

### 3.8 Organisational Combined SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Location along the coast.</li> <li>• Settlements located largely along the main roads.</li> <li>• Relatively good regional road network.</li> <li>• Social stratification of settlements into traditional council areas, izigodi, etc.</li> <li>• Ward boundaries and the associated ward committees.</li> <li>• Good working relationship between the councillors and traditional leaders.</li> <li>• Rich biodiversity.</li> <li>• Turton and other small service centres.</li> <li>• Availability of agricultural land.</li> <li>• High level involvement and participation by local municipality departments/section</li> <li>• Political leadership and management showing interest and responding to disaster issues</li> <li>• Across spectrum officials ever prepared to learn new ideas and skills.</li> <li>• All critical posts have been filled</li> <li>• Timeous sitting of meetings (council, portfolio meetings etc.)</li> <li>• Constant review of municipal policies</li> <li>• Sound fleet management</li> <li>• Proper planning</li> <li>• Dedicated man power</li> <li>• Steady spending on MIG funds</li> <li>• Sound financial position and management</li> <li>• Good complaints and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Provincial development corridors that runs through Umzumbe.</li> <li>• South coast tourism region and the significance of coastal tourism in the province and the district.</li> <li>• Shared service centre as a means to create capacity for spatial planning.</li> <li>• UGU district development and service delivery programme.</li> <li>• Coastal management programme.</li> <li>• Catchment management programme.</li> <li>• Densification policy of the Provincial Government.</li> <li>• Planning and Development Act that introduces wall-to-wall land use management scheme.</li> <li>• National and provincial rural development programs.</li> <li>• More training for staff officials</li> <li>• More training for communities</li> <li>• Further participation and involvement of traditional leaders and other stake holders.</li> <li>• Possibilities for two satellite setups within local municipality</li> <li>• Recognition and complementing of indigenous knowledge with academic</li> <li>• Previously disadvantage contractors are given opportunities</li> <li>• Growing IT department</li> <li>• E-filling of municipal documents</li> </ul>

- Dedicated personal strong internal control processes

Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Rugged terrain.</li> <li>• Soil erosion and environmental degradation.</li> <li>• Scattered settlement pattern.</li> <li>• Poor quality of access roads.</li> <li>• Poor north-south linkages in the inland part of Umzumbe.</li> <li>• Settlements located on land with good to high agricultural potential resulting in the loss of agricultural land.</li> <li>• Lack of spatial structure with no central point that serves as a centre for the whole area.</li> <li>• Lack of employment opportunities.</li> <li>• Lack of natural resource management programs.</li> <li>• Limited revenue base</li> <li>• Shortage of resources relevant to disaster issues</li> <li>• Lack of local municipality owned disaster managements centre</li> <li>• Existing shared centre, discharge poor services</li> <li>• Poor terrain.</li> <li>• Network is an issue due to non-availability of ADSL (IT)</li> <li>• High costs of maintenance of fleet due to nature of municipality most roads are gravel</li> <li>• Limited Budget and human resources</li> <li>• Insufficient budget in the appointment of engineers based on level 4 of construction monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Peripheral location in relation to the provincial economy.</li> <li>• Impact of climate change.</li> <li>• Poor regional integration into the regional road network.</li> <li>• Lack of catchment management programs.</li> <li>• Municipal boundaries and structure.</li> <li>• Limited budget</li> <li>• Staff migration</li> <li>• Climate change</li> <li>• Topography</li> <li>• Retarded attendants to shared service centre</li> <li>• Municipal geographic area is too big thus there is limited budget therefor increasing backlogs</li> <li>• Gravel roads need maintenance regularly therefore weather conditions</li> <li>• Limited maintenance budget resources and man power</li> <li>• High Staff turn over</li> <li>• Limited office space</li> <li>• Outdated filling system and limited storage capacity</li> <li>• Predominantly grant dependent</li> <li>• Limited revenue generation</li> <li>• Loss of skilled staff</li> </ul>

### 3.9 Organisational Combined Key Challenges

Internal Challenges	
<b>Municipal Transformation &amp; Institutional Development</b>	<ul style="list-style-type: none"> <li>• Budgetary constraints to add more posts on the organogram in line with powers and functions</li> <li>• Limited storage capacity and lack of storage security</li> <li>• Inability to implement scarce skills policy</li> <li>• Loss of institutional memory</li> <li>• Vacancy of critical posts</li> </ul>
<b>Basic Service Delivery</b>	<ul style="list-style-type: none"> <li>• Unable to fully implement the Plan</li> <li>• Inaccessibility for collections</li> <li>• Minimal resources (Human Resources, Plant, Equipment. Budget)</li> <li>• Lack of Waste Disposal Facilities</li> <li>• No Operational &amp; Maintenance Plan</li> <li>• No in-house mechanics</li> <li>• No Capacity of obtain licence</li> <li>• Lack of proper infrastructure in the available and potential community facilities</li> <li>• No: Parks, Libraries, Cemeteries, Sports fields backlogs</li> <li>• Topography</li> <li>• Inaccessibility to the sites</li> <li>• Lack of funding</li> <li>• Poor education and health facilities</li> </ul>
<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>• Inadequate health infrastructure due to limited funds, coupled with increase rate on communicable diseases</li> <li>• Crime rates (still need to confirm figures)</li> <li>• Maintenance of sports facilities</li> </ul>

Internal Challenges	
	<ul style="list-style-type: none"> <li>• No libraries</li> <li>• No cemeteries (environmental issues &amp; future land shortage)</li> <li>• Housing backlog (delays in construction, protests, and land tenure issues)</li> <li>• Poor ICT infrastructure (Cell Phone network, Internet, Data)</li> </ul>
<b>Financial Viability and Management</b>	<ul style="list-style-type: none"> <li>• Limited human resource capacity (SCM)</li> <li>• Lack of revenue enhancement methods</li> <li>• Implementation of debt collection policy and revenue enhancement strategy</li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>• Insufficient budget to roll-out programmes and projects identified during public participation</li> <li>• Insufficient monitoring tools of the developed policies</li> <li>• Lack of capacity to develop by-laws</li> <li>• Non-regular sitting and reporting of ward committee structures</li> <li>• Inability to review policies timeously</li> <li>• Insufficient participation of Amakhosi in the municipal affairs</li> <li>• High illiteracy rate within the municipality poses a serious challenge to public participation.</li> </ul>
<b>Cross Cutting Interventions</b>	<ul style="list-style-type: none"> <li>• Illegal Development: is continuously experienced within the area of Umzumbe, this results from limited knowledge of proper development legislation and related procedures.</li> <li>• The topographical nature of some areas of Umzumbe and tribal location of households to reside, has delayed the process of service delivery and has a high cost implication.</li> <li>• No capacity for SPLUMA implementation (Building Inspector, Peace Officer, Tribunal members)</li> <li>• Various areas within Umzumbe municipality, experience recurring incidents of natural disasters (flooding, runaway fires) together with household fires from candles.</li> </ul>



## Internal Challenges

- |  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Rapid Increase in Tavern and Liquor applications.</li> <li>• Illegal developments and enforcement under chapter 4 of the Planning Development Act.</li> <li>• Internal departments not planning according to municipal strategic areas.</li> <li>• The indigenous/traditional methods of land use allocation is not compatible with the current legislative requirements/approaches.</li> <li>• Lack of Environmental and sector plans (e.g. coastal, flood lines, biodiversity).</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>• Lack of capacity to deal with environmental Issues.</li> <li>• Ineffective public awareness on planning matters.</li> <li>• The review of disaster management plan.</li> <li>• Limited GIS data to map out disaster risk areas.</li> <li>• The need to frequently update our GIS data.</li> <li>• The municipality is completely rural with no town and very little economic activity.</li> <li>• The municipality owns no land, close to 40% of the land falls under Ingonyama trust and about 35% is under private ownership and government department.</li> </ul> |

External Challenges	
<b>Municipal Transformation &amp; Institutional Development</b>	<ul style="list-style-type: none"> <li>• Limited number of allocated and dedicated vehicles</li> <li>• Insufficient budget</li> <li>• Inability to retain and attract suitably qualified employees</li> <li>• Limited capacity to implement some of the Municipal functions.</li> <li>• Limited office space</li> <li>• Unable to meet employment equity targets</li> <li>• Limited capacity to review policies on time</li> </ul>
<b>Basic Service Delivery</b>	<ul style="list-style-type: none"> <li>• Distance from HH to water sources increased in the past 5 years</li> <li>• Sanitation below RDP standard</li> <li>• Refuse removal still a challenge due to the topography, rural nature of the municipality and low revenue base</li> <li>• Inadequate bulk electricity infrastructure and backlog (capacity), intertwined with deforestation, thus increasing impact of “global warming/climate change”</li> <li>• Fragmented and inadequate public transport infrastructure</li> <li>• Poor access roads infrastructure (limited funds, inadequate maintenance)</li> <li>• Poor state of community halls (services, maintenance and vandalism)</li> <li>• Poor education facilities (Infrastructure, low pass rate, closing down of schools, pregnancy rate)</li> </ul>
	<ul style="list-style-type: none"> <li>• Inadequate health infrastructure due to limited funds, coupled with increase rate on communicable diseases</li> <li>• Crime rates (still need to confirm figures)</li> <li>• Maintenance of sports facilities</li> <li>• No libraries</li> <li>• No cemeteries (environmental issues &amp; future land shortage)</li> <li>• Housing backlog (delays in construction, protests, and land tenure issues)</li> </ul>

External Challenges	
	<ul style="list-style-type: none"> <li>Poor ICT infrastructure (Cell Phone network, Internet, Data)</li> </ul>
<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>Crime</li> <li>High Unemployment and poverty rate</li> <li>Low education levels</li> <li>Global economic performance (Inflation etc.)</li> <li>Natural disasters (Drought, Cyclones, floods etc.)</li> <li>Land tenure (ownership)</li> <li>Diseases</li> </ul>
<b>Financial Viability and Management</b>	<ul style="list-style-type: none"> <li>Debt Collection &amp; low revenue base</li> <li>Inadequate information on valuation roll</li> <li>Irregular expenditure</li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>Community needs outstrip municipal budget (high backlog)</li> <li>Poor participation of sector departments</li> <li>High illiteracy rate within the municipality poses a serious challenge to public participation.</li> <li>Poor accessibility to some of the municipal areas</li> </ul>
<b>Cross Cutting Interventions</b>	<ul style="list-style-type: none"> <li>Peripheral location in relation to the provincial economy.</li> <li>Impact of climate change.</li> <li>Poor regional integration into the regional road network.</li> <li>Lack of catchment management programs.</li> <li>Municipal boundaries and structure.</li> <li>Environmental degradation</li> <li>Illegal dumping of solid waste</li> </ul>
	<ul style="list-style-type: none"> <li>Poor north-south linkages in the inland part of Umzumbe.</li> </ul>

External Challenges	
	<ul style="list-style-type: none"> <li>• Settlements located on land with good to high agricultural potential resulting in the loss of agricultural land. Rugged terrain.</li> <li>• Soil erosion and environmental degradation.</li> <li>• Scattered settlement pattern.</li> </ul>

## 4 Chapter 4 Municipal Vision, Goals and Objectives

### 4.1 Vision Statement

Umzumbe Municipality conducted a strategic planning session, which was convened by all councillors, officials and officials from sector departments to develop five year IDP in terms of the provisions of Municipal Systems Act. The Council concluded and resolved the following vision moving forward for the new 5 IDP.

***“By 2030 Umzumbe will be economically viable through infrastructural development enjoying tourism, heritage, and agricultural benefits.”***

### 4.2 Mission Statement

The Municipality is dedicated to promote people-centred development, acceleration of service delivery and sustainable local economic development.

### 4.3 Goals, Objectives and Strategies

Six (6) goals were set in line with the key performance areas namely

1. Improved Organisational cohesion and Effectiveness.
2. To improve the overall financial management in the Municipality by developing and implementing appropriate financial management policies, procedures and systems
3. Efficient and integrated infrastructure and basic services
4. Vibrant and Inclusive Rural Economy
5. Clean Governance, Comprehensive Public Participation and Accountability
6. Spatial Equity, Environmental Sustainability and Disaster Mitigation

The following objectives and strategies were devised to address the issues raised in the situational analysis and ensuring alignment with policy guidelines from international right through to the district level.

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
Goal	Objective	Strategies
1. Improved organizational cohesion and effectiveness.	1.1. Effective and Efficient Human Resource	1.1.1 Review of Human Resource Policy 1.1.2 Review of the Organogram 1.1.3 Staff Recruitment and Selection (filling of Vacant Posts) 1.1.4 Capacity Building and Training of Workforce 1.1.5 Capacity Building and Training of Councillors 1.1.6 Employment Equity compliance
	1.2. Improved Information and Communication Technology	1.2.1 Policy Development and Review 1.2.2 Acquisition and Renewal of Licenses 1.2.3 Acquisition Computer Equipment
	1.3. Administration and Fleet Management	1.3.1 Construction and Maintenance of Municipal Offices 1.3.2 Acquisition of Fleet: Vehicles 1.3.3 Acquisition of Fleet: Plant and Equipment 1.3.4 Corporate Branding
	1.4. Batho Pele Implementation	1.4.1 Batho Pele Programme Campaigns and Material
	1.5. Legal Compliance and Risk Management	1.5.1 Legal compliance and management
	1.6. Effective Performance Management System	1.6.1 Review and Implementation of Performance Management Policy Framework 1.6.2 Monitor and Evaluate Municipal Performance 1.6.3 Compile Statutory Performance Reports (APR, MPR, AR)

KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
Goal	Objective	Strategies
2. To improve the overall financial management in the Municipality by developing and implementing appropriate financial management policies, procedures and systems	2.1. To ensure that the municipality is complying with the budget, reporting & SCM statutory requirements.	2.1.1 Preparation of Annual Budget 2.1.2 Preparation of mid- year performance assessment and adjustment budget 2.1.3 Preparation of monthly budget statements in terms of section 71 of the MFMA 2.1.4 Preparation of GRAP compliant annual financial statements 2.1.5 Addressing corrective measures from AG 2.1.6 Recording all transactions accurately and completely. 2.1.7 Implementation of Supply Chain Management Policy. 2.1.8 Development of Annual Procurement. 2.1.9 Timeous payment of service providers upon receipt of invoices.
	2.2. To ensure accurate billing and improved revenue collection.	2.2.1 Maintain valuation roll
	2.3. To ensure sound asset management	2.3.1 Update GRAP compliant assets register corresponding to the general ledger

KPA: BASIC SERVICES AND INFRASTRUCTURE		
Goal	Objective	Strategies
3. Efficient and integrated infrastructure and basic services	3.1. Universal Access to Basic Services	3.1.1 Develop and Review Sector Plans and Policies 3.1.2 Construction and maintenance community access roads 3.1.3 Construction and Maintenance of Community Facilities (Community Halls, Libraries, Parks, Cemeteries etc.) 3.1.4 Construction and maintenance of sport facilities 3.1.5 Electrification of households and Street Lights 3.1.6 Provision of Free Basic Electricity 3.1.7 Solid Waste /Refuse removal 3.1.8 Facilitation and project management of rural housing development



<b>KPA: LOCAL ECONOMIC DEVELOPMENT</b>		
<b>Goal</b>	<b>Objective</b>	<b>Strategies</b>
4. Vibrant and Inclusive Rural Economy	4.1. Restore and preserve local history and cultural development (Tourism, Art and Craft)	4.1.1 Identification and development of Tourism sites
	4.2 Create an environment that promotes the development of local economy	4.2.1 Development and Review of Policies, and Convention of Forums 4.2.2 Development and Support of Art and Craft 4.2.3 Development and Support of SMMEs 4.2.4 Development and Support of Co-Operatives
	4.3 Improve food security and create employment opportunities	4.3.1 Support Agricultural and Poverty Alleviation Initiatives

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
Goal	Objective	Strategies
5. Clean Governance, Comprehensive Public Participation and Accountability	5.1. Deepens Public Participation in all sectors of the Society	5.1.1 Implementation of Communication and Public Participation Strategy
	5.2. Support and protect the rights of vulnerable groups in the society	5.2.1 Implementation of Youth Development Programmes 5.2.2 Roll out Disability programmes 5.2.3 Roll out HIV/AIDS Programmes 5.2.4 Implementing Gender Programmes 5.2.5 Implementing Senior Citizens Programmes 5.2.6 Implement Children Programmes
	5.3. Well established mechanisms to enhance public participation	5.3.1 Support Ward Committee and Organized Local structures 5.3.2 Hosting Public participation events
	5.4. Intensify governance mechanisms	5.4.1 Appointment of Audit Committee 5.4.2 Implementation of Internal Audit Plans, Charters and Other Controls 5.4.3 Implementation of Spatial Planning and Land Use Management Act
	5.5. Reduced Social Crime	5.5.1 Establishment of Municipal police and traffic services

<b>KPA: CROSS CUTTING INTERVENTIONS</b>		
<b>Goal</b>	<b>Objective</b>	<b>Strategies</b>
6. Spatial Equity and Environmental Sustainability	6.1. Accelerating Service Delivery through Strategic, Spatial and Land Use Planning	6.1.1 Development and Review of comprehensive and Credible Strategic Plan (IDP) 6.1.2 Review of Spatial Development Framework 6.1.3 Development and Review of Local Area and Precinct Plans 6.1.4 Implementation and Review of Land Use Scheme and SPLUMA By-Laws 6.1.5 Land Assessment and Acquisition 6.1.6 Update of Geographic Information Systems
	6.2. Ensure healthy and safe communities	6.2.1 Review and Implementation of Integrated Waste Management Plan
	6.3. Prevention and mitigation of disaster occurrences	6.3.1 Review of Disaster Management Plan 6.3.2 Implementation of DMP

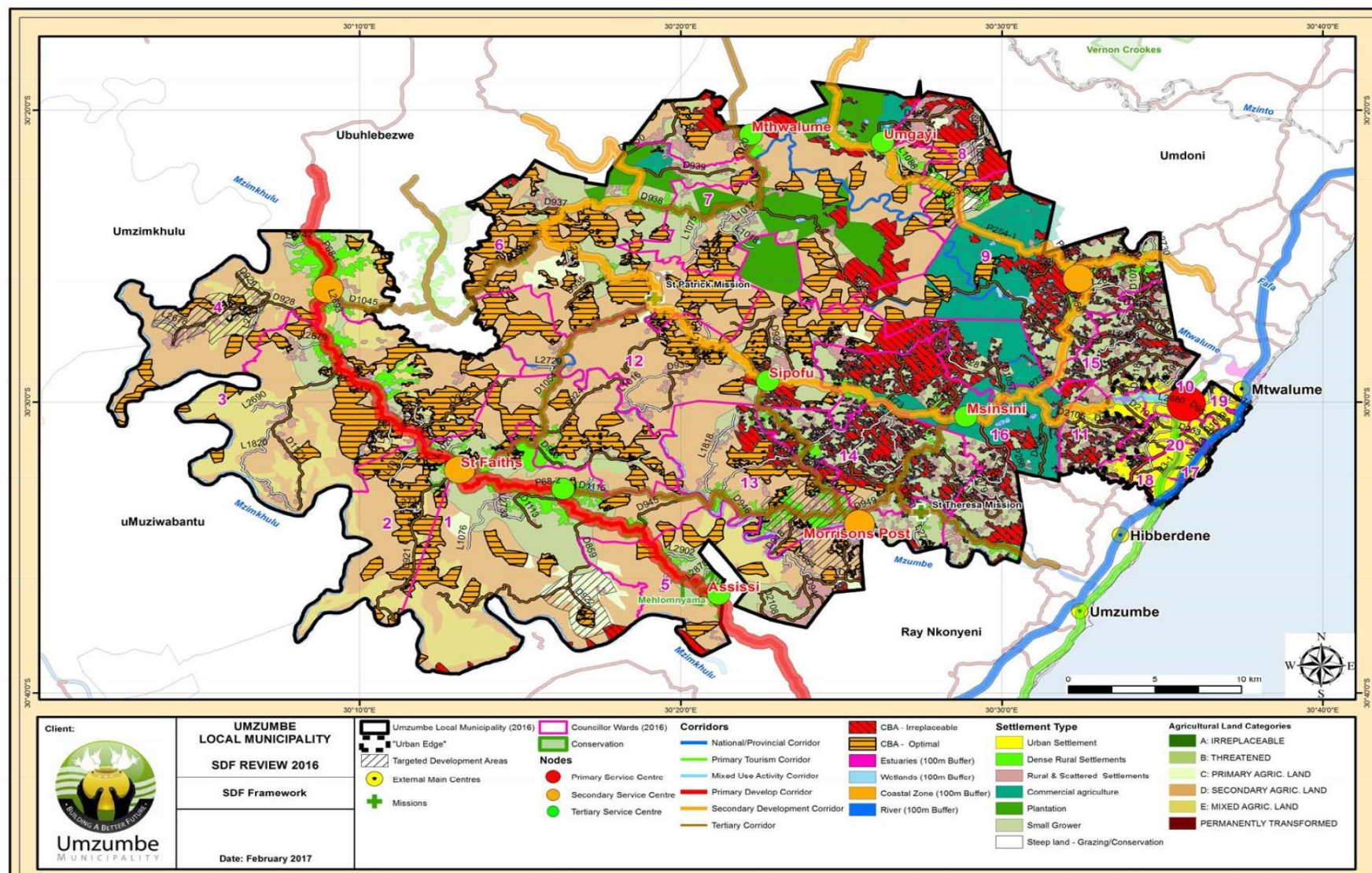
## 5 Chapter: Strategic Mapping

### 5.1 Spatial Development Framework

As indicated below, the Spatial Development Strategy has been formulated in response to a number of objectives, which include the development of an efficient and well-structured spatial system and the meeting of needs for land for settlement, as well as for different social and economic purposes, in a sustainable manner. These objectives relate directly to the core concerns of creating sustainable human settlements and the proposed framework is seen to contribute positively towards the creation and management of a built and natural environment within which the needs of the most disadvantaged members of Umzumbe Municipality residents may in future be met.

In this regard, the Spatial Development Framework seeks to facilitate the development over time of a spatial system within which levels of access to upgraded infrastructure, social facilities and supportive institutions for marginalized residents, those afflicted with disabilities, and illness is improved in both urban and rural environments. Within the overall conceptual framework described above, certain local areas and roads of potential (or existing) developmental importance have been identified and assigned broad land use categorizations (refer to map overleaf): Land use management guidelines and other spatial planning tools required for the realization of the spatial vision as presented in this SDF are included in the implementation framework.

## SDF Framework

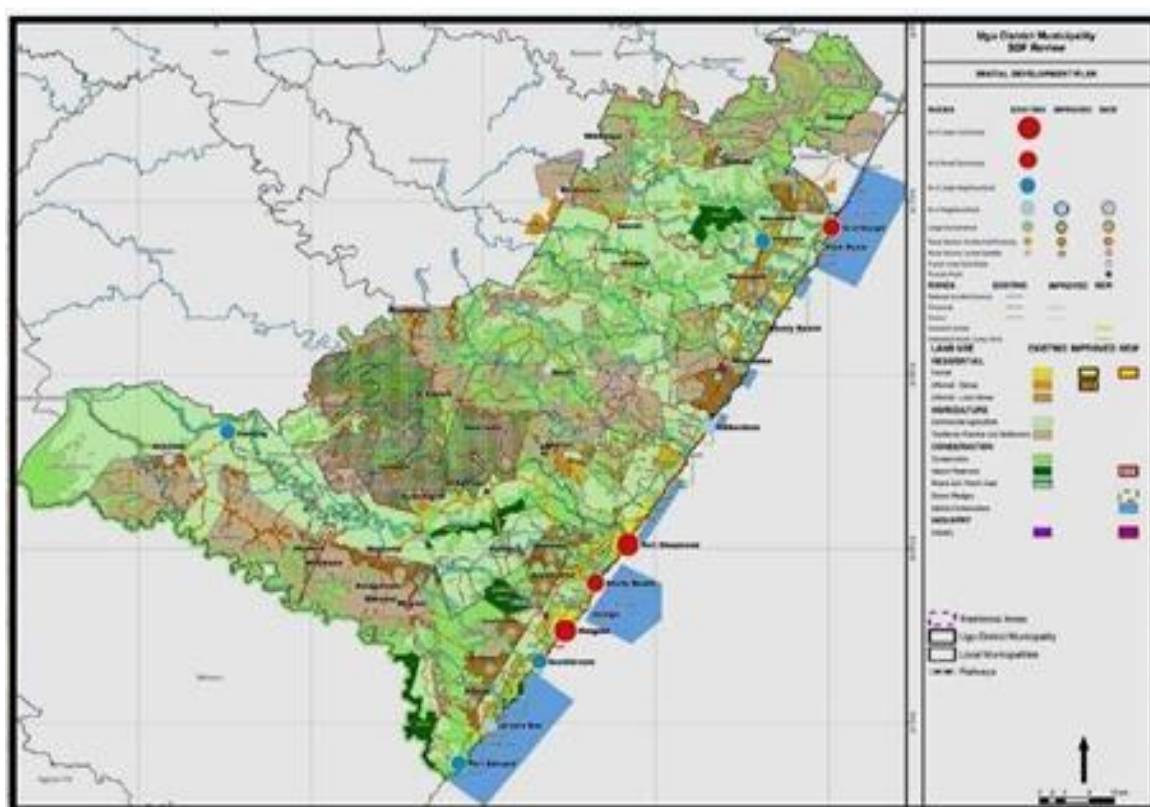


## 5.2 Cross Cutting Issues

### 5.2.1 Cross Border alignment

Umzumbe forms part of a larger system of local governance and regional economy and is influenced and also influences development in the neighbouring areas. Cross-border planning issues have become more prevalent and significant. The focus is on strategic or shared development issues that would benefit from a joint approach, and engaging with the relevant neighbouring authorities to explore joint working potential. This section is thus intended to ensure that there is no disharmony between proposals that are suggested by the Umzumbe SDF and its neighbouring municipalities.

Umzumbe borders onto Umzimkhulu and Ubuhlebezwe local municipalities in the north, Umuziwabantu LM borders is to the west, Ray Nkonyeni LM to the south and south-east, Umdoni LM to the north-east.



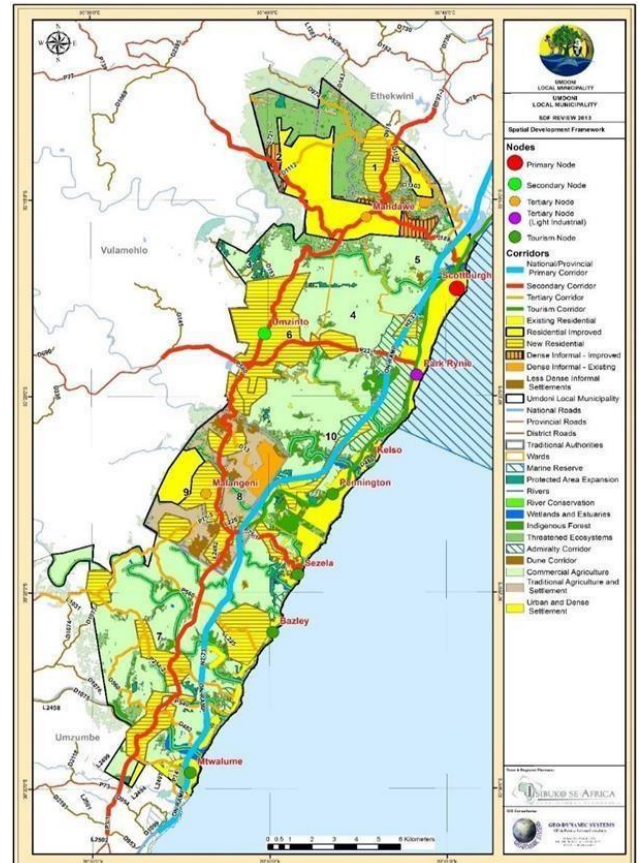


## 5.2.2 Umdoni LM Spatial Development Framework

Umdoni is located along the coastline and to the north-east of Umzumbe. Cross-boundary planning issues between the two municipalities include the following:

- Both SDF's identify the N2 as a National/provincial corridor, which is an important link to major economic areas.
- Opportunities exist to locate mixed use developments at key road intersections along the N2.
- Both municipalities are located along the coast which is bio-diversity corridor, and are thus subject of common coastal management initiatives managed at a district level.
- There are massive opportunities to extend the coastal tourism from the Umdoni area through Umzumbe down to the HCM with beach related activities being the major products and services.
- Specific attention required by agricultural land, which mostly comprise of sugarcane and the integration of disadvantaged areas and traditional council areas into this industry.

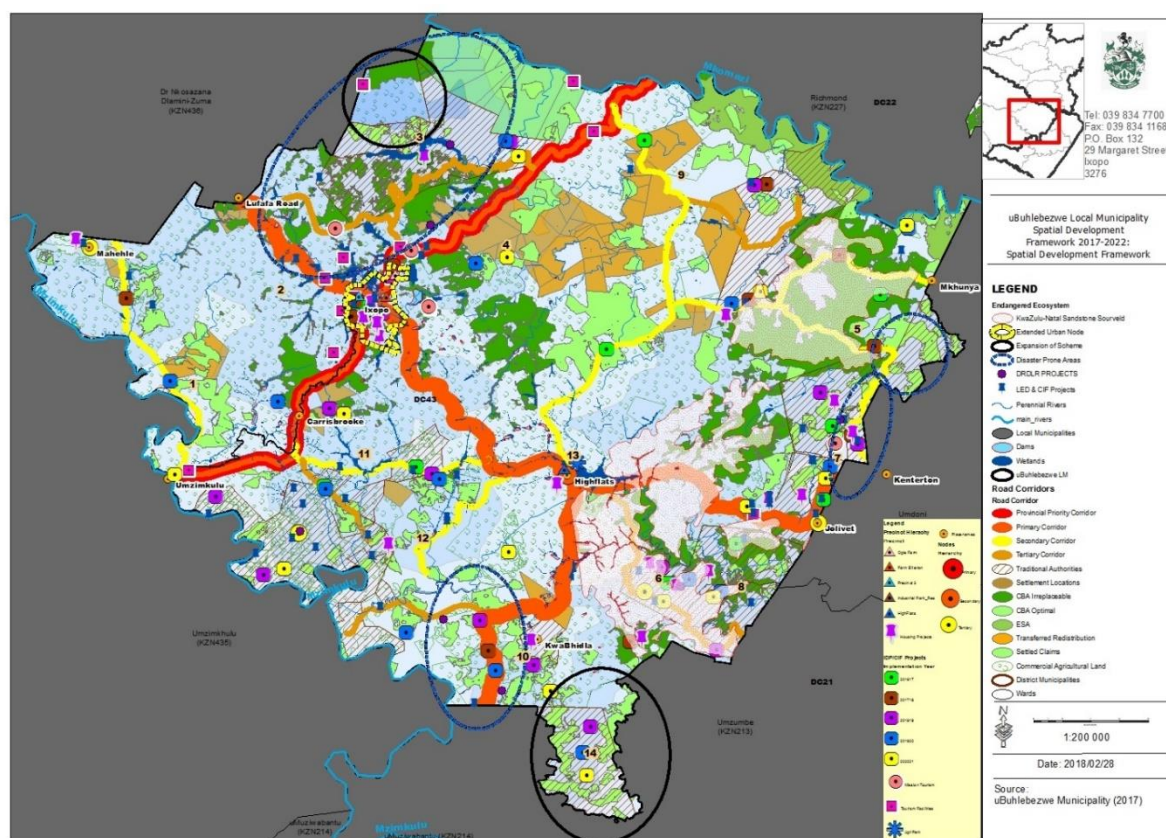
A belt of sugar-cane land that straddles both municipalities and forms the core for the supply of sugar-cane to the mill in Sezela.



### 5.2.3 Ubuhlebezwe LM Spatial Development Framework

Ubuhlebezwe is located to the north of Umzumbe. Issues of cross-border planning between these two areas include the following:

- Both SDF's identifies the P68 as a primary corridor. This road is one of the primary linkage roads in Umzumbe that connects to Port Shepstone in the south and Highflats in the north. This is also identified as a Secondary Provincial Corridor in the PGDS.
- The P73, which continues from Ubuhlebezwe into Umzumbe, is identified as a tertiary corridor, continues through Umzumbe and runs through Sipofu and Msinsini to Turton.
- Phungashe, located in the north-west of Umzumbe, is located closer to Highflats (secondary node in Ubuhlebezwe SDF) in Ubuhlebezwe and thus relates more to and has more functional linkages to Ubuhlebezwe than Umzumbe. Movement from this area is generally towards Highflats thus establishing strong functional linkages between the two areas.



**Ubuhlebezwe SDF Map**



#### 5.2.4 Umuziwabantu LM Spatial Development Framework

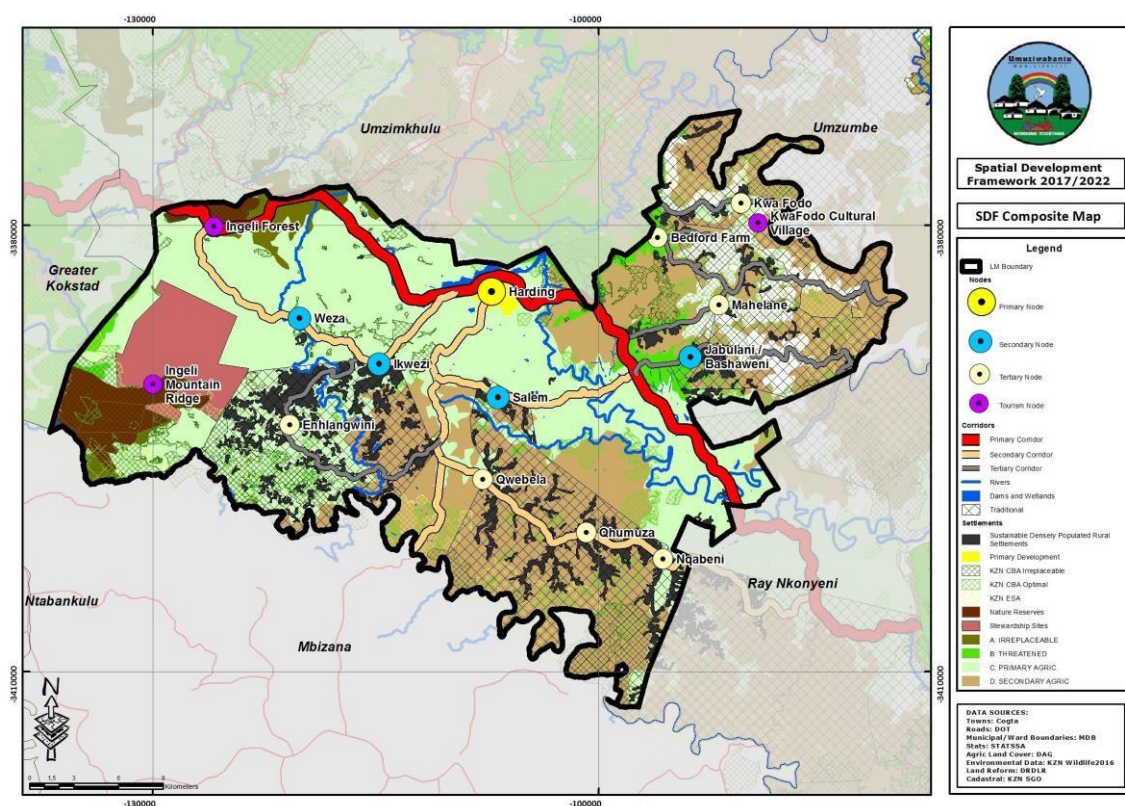
Umuziwabantu LM is located to the west of Umzumbe and shares the Mzimkhulu River as a boundary.

Some issues between these two areas include the following:

- There exists no direct cross-boundary road linkages between Umzumbe and Umuziwabantu Municipality. This is attributed to the existence of Mzimkhulu River as a boundary between the two municipalities and also the rugged terrain and undulating topography prevailing where the municipalities share boundaries. The D1121 and D928 (tertiary corridors), which branch from the P68, serve as potential direct links across Mzimkhulu River to Umuziwabantu Municipality.

However, the feasibility and cost implications of this would have to be assessed.

- A proposed game reserve is located on both sides of the Mzimkhulu River, which can provide opportunities for eco-tourism and game farming. This area is characterised by rugged terrain, which complicates development and linkages across the river and between the two municipalities. This proposed development will require coordinated management between the two municipalities

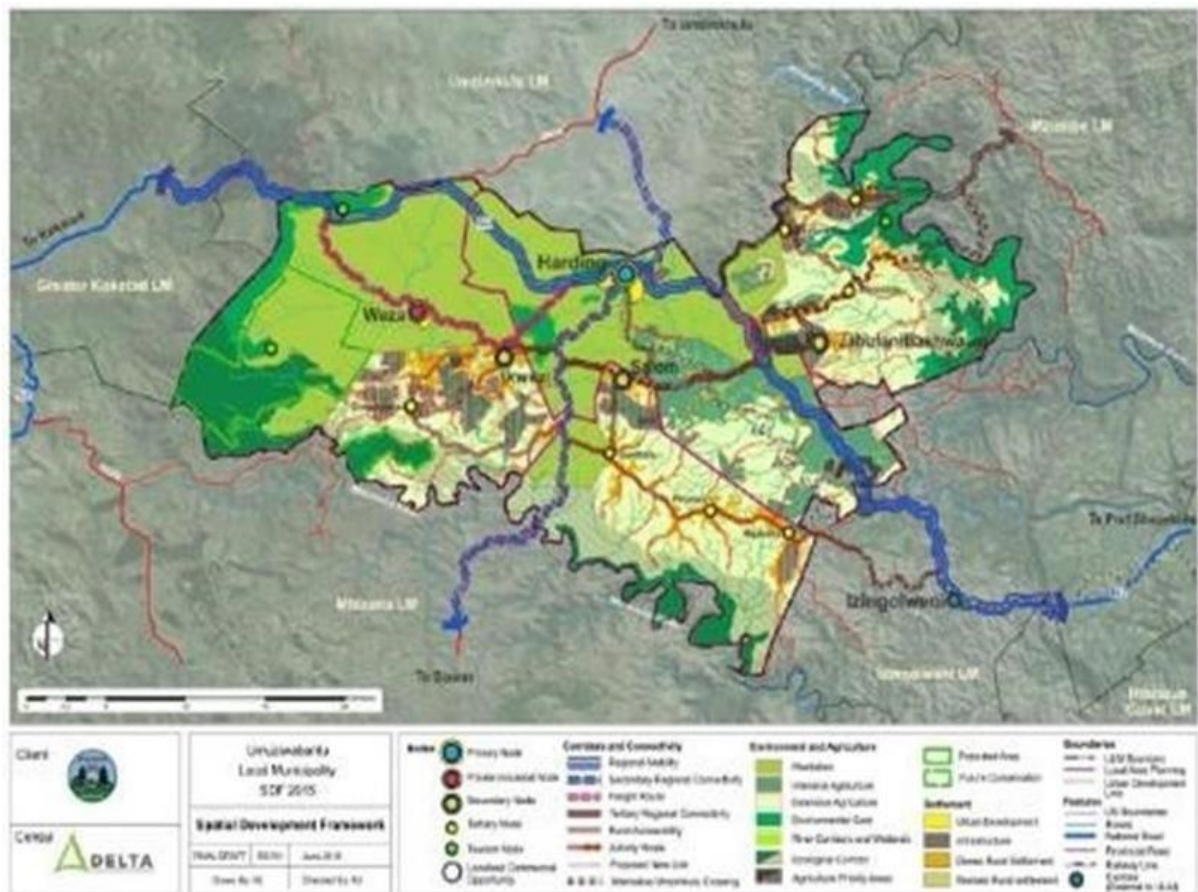


Umuziwabantu SDF: 2018

### 5.2.5 Umzimkhulu LM Spatial Development Framework

Umzimkhulu is located to the northwest of Umzumbe and the SDF identifies Umzimkhulu town as the primary node. Important cross-boundary issues are as follows:

- There are limited linkages between Umzimkhulu and Umzumbe, save the connection via district roads.
- The R56 is the main transport route passing through the Umzimkhulu Municipal area linking the municipal area with KwaZulu- Natal to the North and Eastern Cape Local Municipalities to the south.
- The Umzimkhulu River partially forms the municipal boundary of both Umzimkhulu and Umzumbe. Both SDFs recognise the significance of this river and include policy statements to facilitate its protection.



**Umzimkhulu SDF**

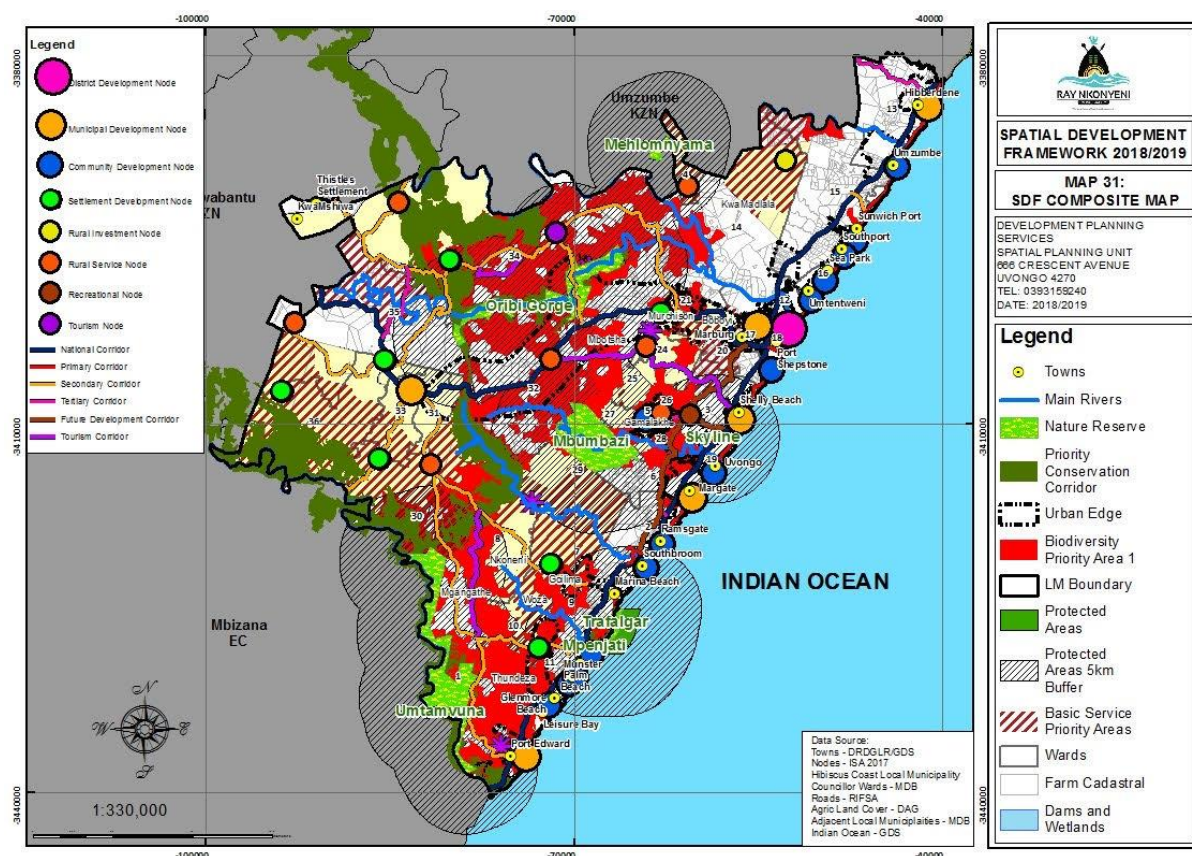


### 5.2.6 Ray Nkonyeni LM Spatial Development Framework

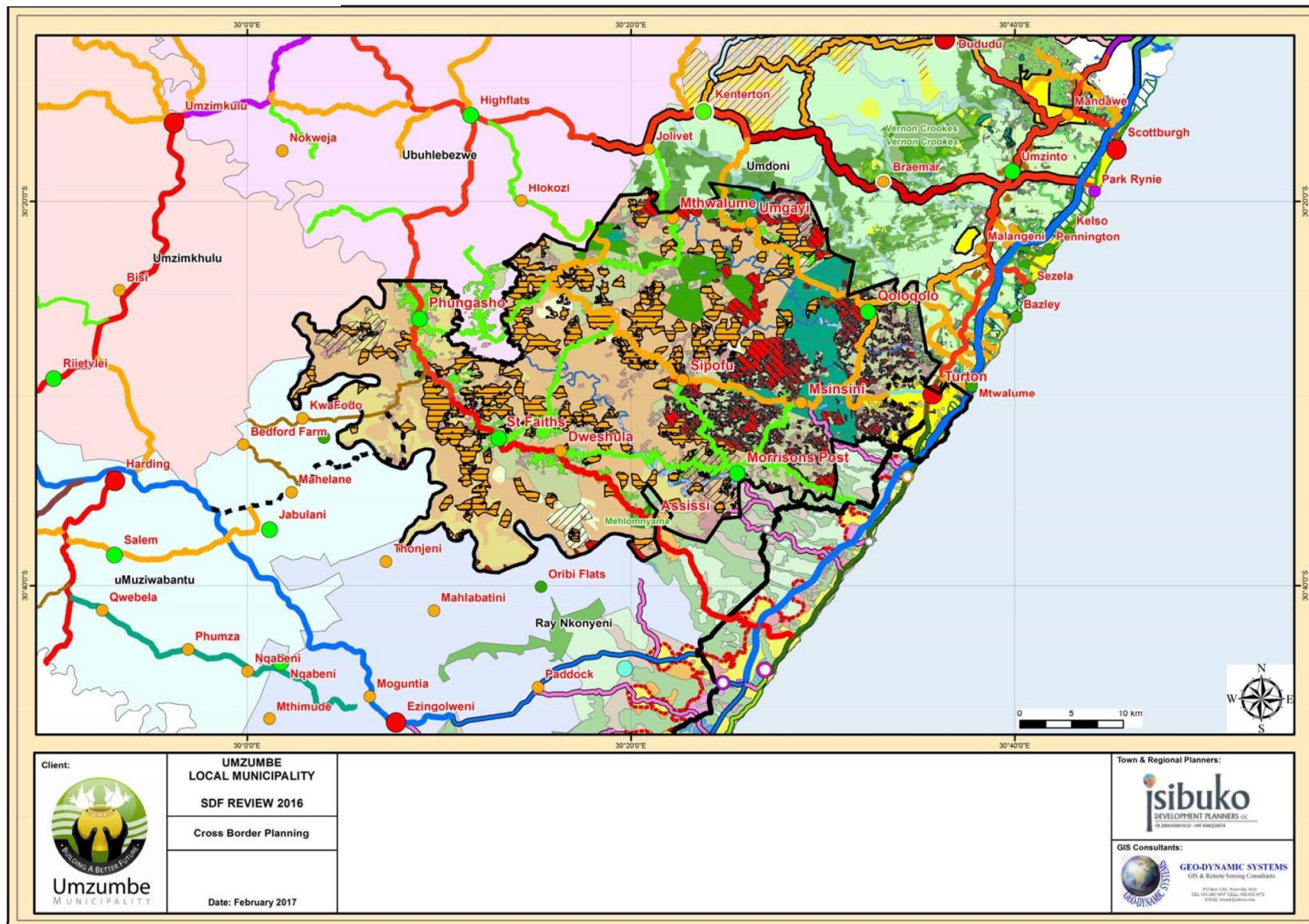
Ray Nkonyeni municipality is located to the south and southeast of Umzumbe. The primary node of the Ray Nkonyeni is Port Shepstone, which is also a secondary provincial node. Issues of importance between these two areas include the following:

- Umzumbe is a sub- economic area of the greater Port Shepstone area.
- The two municipalities are connected via the N2 National road, which joins the settlements of Hibberdene and Port Shepstone to Turton in the north (Umzumbe).
- Primary east-west corridors link the coast to St Faiths in Umzumbe Local Municipality. This takes on the form of the P68, which connects St Faiths, Dweshula and Assisi in Umzumbe, to Port Shepstone. In addition, the P286 (which forms an important route through the central part of Umzumbe to the north) connects Msinsini in Umzumbe to Hibberdene in Ray Nkonyeni.

Specific attention should be drawn to the proper management of the coastal strip and associated development along the coast. The linkage and coordination of tourism activities along the coastal tourism is also a matter of importance.



### Cross-border alignment Map



### 5.3 2020/2021 Financial Year Service Delivery and Budget Implementation Plan (SDBIP)































## 5.4 Implementation Plan





































## 6 Chapter 6 : Financial Plan

### 6.1 Government Grant Allocations

#### **Government Grants Allocations**

GOVERNMENT GRANTS AND SUBSIDIES-ALLOCATION			
	FINAL DRAFT BUDGET 2021/2022	PROPOSED BUDGET 2022/2023	PROPOSED BUDGET 2023/2024
<b><u>- National Grants Allocations</u></b>			
Equitable share	143 164 000.00	148 827 000.00	143 964 000.00
Municipal Systems Infrastructure Grant (MSIG)			
Local Government Financial Management Grant (FMG)	1 850 000.00	1 850 000.00	1 850 000.00
Municipal Infrastructure Grant (MIG)	35 861 000.00	38 552 000.00	40 160 000.00
Disaster Management Grant			
Integrated national Electrification Programme	26 500 000.00	9 000 000.00	10 000 000.00
Massification Grant			
Municipal Systems Infrastructure Grant (MSIG)			
Extended Public Works Programme	1 658 000.00	-	-
<b>Sub Total - National Grant Allocations</b>	<b>209 033 000.00</b>	<b>198 229 000.00</b>	<b>195 974 000.00</b>
<b><u>Provincial Grants Allocations</u></b>			
Maintenance Grant - Sports & Recreation			
<b><u>District Municipality - UGU</u></b>			
Fire Fighting Grant	-	-	-
<b>Sub Total - Provincial Grants Allocations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL GRANT ALLOCATIONS</b>	<b>209 033 000.00</b>	<b>198 729 000.00</b>	<b>195 974 000.00</b>

## 6.2 Summary of Total Salaries and Allowances

<b><u>UMZUMBE MUNICIPALITY</u></b>			
<b><u>2021/2022 Draft Budget</u></b>			
<b><u>Summary of Total Salaries and Allowances</u></b>			
<b>Summary of total Salaries and Allowances</b>	<b>Draft Budget 2021/2022</b>	<b>Draft Budget 2022/2023</b>	<b>Draft Budget 2023/2024</b>
<b><u>Councillors</u></b>			
Basic salaries	11 122 250.15	11 900 807.66	12 733 864.19
Car Allowances	3 707 416.72	3 966 935.89	4 244 621.40
Skills Development levy	148 296.67	158 677.44	169 784.86
Travel claims	1 766 621.63	1 890 285.15	2 022 605.11
Cellphone Allowances	1 754 298.00	1 877 098.86	2 008 495.78
<b>Sub-Total-Councillors</b>	<b>18 498 883.16</b>	<b>19 793 804.98</b>	<b>21 179 371.33</b>
<b><u>Section 57 Employees</u></b>			
Basic salaries	4 359 790.62	4 664 975.97	4 991 524.28
Car Allowances	1 453 263.54	1 554 991.99	1 663 841.43
Skills Development levy	58 130.54	62 199.68	66 553.66
Travel claims	270 000.00	288 900.00	309 123.00
Performance Bonuses	813 827.58	870 795.51	931 751.20
<b>Sub Total - Section 57 Employees</b>	<b>6 955 012.29</b>	<b>7 441 863.15</b>	<b>7 962 793.57</b>
<b><u>Other Municipal Staff</u></b>			
Basic salaries & Wages	45 337 103.75	48 510 701.01	51 906 450.08
Pension contributions	6 692 624.58	7 161 108.30	7 662 385.89
Medical Aids contributions	5 520 003.00	5 906 403.21	6 319 851.43
Car Allowances	5 021 729.44	5 373 250.50	5 749 378.04

Travel Claims	2 113 000.00	2 260 910.00	2 419 173.70
Overtime	1 058 230.00	1 132 306.10	1 211 567.53
Standby	103 200.00	110 424.00	118 153.68
Sundry Allowances	-	-	-
Clothing Allowances	-	-	-
Acting Allowance	230 000.00	246 100.00	263 327.00
Skills Levy	442 684.29	473 672.19	506 829.24
UIF Contributions	420 705.57	450 154.96	481 665.81
Rental Allowance	545 854.08	584 063.87	624 948.34
Home owner Allowances	23 148.14	24 768.51	26 502.31
IDC	27 144.00	29 044.08	31 077.17
Group Life	1 557 051.02	1 666 044.59	1 782 667.71
Service Bonuses	3 424 831.47	3 664 569.67	3 921 089.55
Long Service Award	121 320.61	129 813.05	138 899.96
Top up allowance - PAs	199 239.77	213 186.55	228 109.61
<b>Sub Total - Other Municipal Staff</b>	<b>72 837 869.71</b>	<b>77 936 520.59</b>	<b>83 392 077.03</b>
<b>TOTAL SALARIES</b>	<b>98 291 765.16</b>	<b>105 172 188.73</b>	<b>112 534 241.94</b>
<b>OVERALL TOTAL SALARIES</b>	<b>98 291 765.16</b>	<b>105 172 188.73</b>	<b>112 534 241.94</b>

## 7 Chapter 7: Annexures

### 7.1 Council Resolution

# UMZUMBE LOCAL MUNICIPALITY

## EXTRACT FROM MINUTES OF A VIRTUAL MEETING OF UMZUMBE MUNICIPAL COUNCIL HELD ON TUESDAY, 30 MARCH 2021 AT 10H00

**Present:** Cllr. M.P Shoji (Speaker), Cllr. MPL Zungu (Her Worship the Mayor), Cllr. S.R Cele (Deputy Mayor), Cllr. M.Z Luthuli, Cllr. MS. Mdletshe, Cllr. B.B Luthuli (female), Cllr. N.Y Mweshe, Cllr. P Zamisa, Cllr. C.L Shezi, Cllr. D.D.B. Dhlamini, Cllr. H.Z Ndimande, Cllr. J.P Mtambo, Cllr. M.M Mfecane, Cllr. O.J Mbambo, Cllr. P.L Habile, Cllr. B.B Luthuli (Male), Cllr. E.A Zindela, Cllr. B.T Mfeka, Cllr. S Ngubane, Cllr. R.S W Khanyile, Cllr. T.C Myende, Cllr. Z.Z. Msani, Cllr. L.N Duma, Cllr. R Mkhize, Cllr. S.M Jeza, Cllr. M.A Sikhosana, Cllr. S.G Nzimande, Cllr. R.L Mjwara, Cllr. NP Khumalo and Inkosi B.S Cele

**Officials:** Mr. T.P Cele (Municipal Manager), Mr. B.G Nyuswa (Director Corporate Services), Mr. K Audan (CFO), Ms. N Lushaba (Director: Social and Community Services), Mr. M Shangase (Director: Technical Services), Ms. N Blankenberg (Manager: Internal Audit), Mr. S Nxele (Manager: Development Planning), Ms. M Cele (Manager: Legal Services), Mr. Z Nyathi (Manager: Administration) and Miss T.E Ntshangase (Senior Committee Officer).

**Also Present:** Ms. Z Myeni (Auditor General)

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### [C/9.4/30-03-2021] DRAFT UMZUMBE INTEGRATED DEVELOPMENT PLAN (IDP) 2021/2022 FINANCIAL YEAR

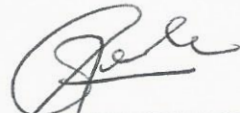
The Council at its meeting held on 30<sup>th</sup> of March 2021 considered the above matter. Following discussion, it was

#### **RESOLVED:**

1. That the Draft Umzumbe Integrated Development Plan for 2021/2022 Financial Year **be adopted.**

**CERTIFIED TRUE COPY OF THE ORIGINAL**

  
Cllr. M.P Shoji  
Speaker  
30 March 2021

  
Mr. T.P Cele  
Municipal Manager  
30 March 2021