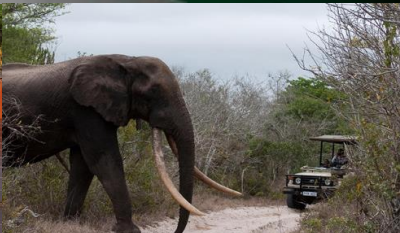




uMkhanyakude District Growth and Development Plan (Final Draft)

July 2014

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ACRONYMS & ABBREVIATIONS

ABET	Adult Basic Education and Training
AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ASSA	Actuarial Society of South Africa
BMI	Body Mass Index
BR&E	Business Retention and Expansion Programme
B-BBEE	Broad-Based Black Economic Empowerment
CO ²	Carbon Dioxide
COHOD	Committee of Heads of Department
CONCOURT	Constitutional court
CPI	Consumer Price Index
CWP	Community Work Programme
DAC	Department of Arts and Culture
DoA	Department of Agriculture
DCOGTA / COGTA	Department of Co-operative Governance and Traditional Affairs
DCSL	Department of Community Safety and Liaison
DEDTEA	Department of Economic Development, Tourism and Environmental Affairs
DHS	Demographic and Health Survey
DM	District Municipality
DM	Disaster Management
DOE	Department of Education
DOH	Department of Health
DoL	Department of Labour
DOT	Department of Transport
DRDLR	Department of Rural Development and Land Reform
DSD	Department of Social Development
DWA	Department of Water Affairs
ECD	Early Childhood Development
EDR	Effective Dependency Ratio
EKZNW	Ezemvelo KwaZulu-Natal Wildlife
EPWP	Expanded Public Works Programme
ESID	Economic and Strategic Infrastructure Development
FET	Further Education and Training
FTE	Full Time Equivalent

GDP-R	Gross Domestic Product - Regional
GVA	Gross Value Add
ha	Hectare
HALE	Health Adjusted Life Expectancy
HDI	Human Development Index
HIV	Human immunodeficiency virus
HOD	Head of Department
HRD	Human Resource Development
i.e.	Namely
ICT	Information, Communication, and Technology
IDP	Integrated Development Plan
IDZ	Industrial Development Zone
IEC	Independent Electoral Commission
IGR	Inter-Governmental Relations
IMR	Infant Mortality Rate
IRP	Integrated Resource Plan
ITB	Ingonyama Trust Board
JCPS	Justice, Community Protection and Security
KZN DOT	KwaZulu-Natal Department of Transport
KZN EC	KZN Economic Council
LED	Local Economic Development
M, E & R	Monitoring, Evaluation and Reporting
Mb	Mega bytes
MEC	Minister of Executive Council
MIG	Municipal Infrastructure Grant
MMR	Maternal Mortality Rate
MOU	Memorandum of Understanding
MW	Mega Watts
N2	National Route 2
N3	National Route 3
NDA CARA	National Department of Agriculture, Conservation of Agricultural Resources Act, 1983 (Act 43 of 1983)
NERSA	National Energy Regulator of South Africa
NPC	National Planning Commission
OTP	The Office of the Premier
PGD	Provincial Growth and Development Plan

PGD	Provincial Growth and Development Strategy
PGDP	Provincial Growth and Development Plan
PGDS	2011 KwaZulu-Natal Provincial Growth and Development Strategy
PHD	Doctor of Philosophy
PICC SIP	Provincial Infrastructure Co-ordinating Committee Strategic Infrastructure Project
POP	Points of Presence
PPC	Provincial Planning Commission
ppm	Parts Per Million
PRASA	Passenger Rail Agency of South Africa
PSEDS	Provincial Spatial Economic Development Strategy
R&D	Research and Development
SAAQIS	South African Air Quality Information System
SADC	Southern African Development Community
SANRAL	South African National Roads Agency Limited
SARCC	SA Rail Commuter Corporation
SDC	Social Development Council
SEDA	Small Enterprise Development Agency
SIPS	Strategic Infrastructure Projects
SMME	Small, Medium and Micro Enterprises
SOE's	State Owned Entities
SOER	KwaZulu-Natal State of the Environment Report
SPCHD	Social Protection, Community and Human Development
TB	Tuberculosis
TBD	To be determined
TC	Traditional Council
TEU	Twenty-foot Equivalent Units
TFCA	Trans Frontier Conservation Area
TIKZN	Trade & Investment KwaZulu-Natal
U5MR	Under 5 year Mortality Rate
UNDP	United Nations Development Programme
YDA	Youth Development Agency

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1 INTRODUCTION AND BACKGROUND

In February 2011 the KwaZulu-Natal Provincial Executive Council tasked the Provincial Planning Commission to undertake a review of and to prepare the 2011 KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) to drive and direct growth and development in the Province to the year 2030. The PGDS consists of a strategic analysis of the current growth and development situation in the Province, and sets a vision on where the Province aims to be in 2030. It identifies seven strategic goals and thirty strategic objectives that will drive the Province towards this vision. After a broad consultation process, the PGDS was adopted in principle by Cabinet in August 2011, noting the need to prepare a detailed implementation plan in the form of a Provincial Growth and Development Plan (PGDP). After the Provincial Cabinet Lekgotlaln February 2012, both the PGDS and draft DGDP were made available for public comment before final adoption by Cabinet in August 2012.

The PGDS states that by 2030:

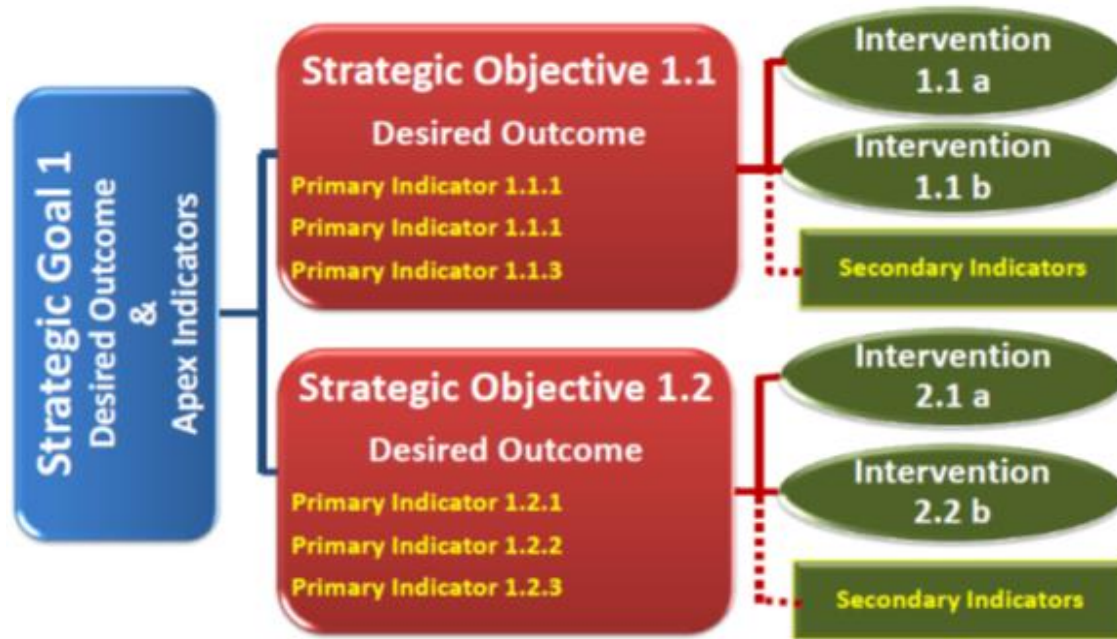
- The province of Kwazulu-Natal should have maximized its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment;
- Abject poverty, inequality, unemployment and the current disease burden should be history, basic services must have reached its entire people, domestic and foreign investors are attracted by world-class infrastructure and a skilled labour force; and
- The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life.

Whereas the PGDS sets the 2030 Vision for the Province as well as the strategic goals and objectives that will drive this Strategy, the PGDP sets out to:

- Describe the desired outcome in respect of each strategic objective;
- Identify the Key Performance Indicators (KPI) in respect of each strategic objective that will be used to measure progress and performance;
- Plot the trajectory in respect of each (KPI) in five yearly intervals, setting targets for 2015, 2020, 2025 and 2030;
- Identify the strategic interventions in relation to each of the Strategic Objectives that will be required to achieve the desired outcomes as expressed by the Vision by 2030;
- Identify Catalytic Projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving PGDS goals and objectives;

- Establishing a Provincial wide platform for monitoring, evaluation, review and reporting.

Diagram 1.1: Structure of the Provincial Growth and Development Plan



It was subsequently agreed that for the province to realise the goals as identified in the PGDS and detailed within the PGDP, each District Municipality and the Metro need to develop a District Growth and Development Plan (DGDP) and Metro Growth and Development Plan that will extract all issues of execution from the PGDP in their jurisdiction in order to further the implementation of the issues as prioritised. The February 2012 Cabinet Lekgotlathus resolved that the Provincial Planning Commission and COGTA support District Municipalities with the development of District Growth and Development Plans (DGDPs) as part of the current (2012/17) Integrated Development Plan process.

2 CONCEPTUAL APPROACH AND METHODOLOGY

2.1 CONCEPTUAL APPROACH

The proposed District Growth and Development Plans are recognised to play a key role in the integration and alignment of the intentions of the NDP at national level and PGDP at provincial level on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other. The aim of the DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities thus enabling the province to measure its progress in achieving the accepted growth and development goals. In addition to the more detailed focus on the interventions identified by the PGDS-PGDP, the DGDP should propose specific milestones that will have to be achieved in priority sectors. This will be refined in a collaborative approach with all the relevant stakeholders to ensure ownership of targets that will be set for specific time horizons. The KwaZulu-Natal Provincial Planning Commission will facilitate and support the lead departments to develop these detailed trajectories to ensure that the roadmap is clear on what is required to achieve the 2030 Vision for KwaZulu-Natal.

The information outlined on Diagrams 2.1 and 2.2 describe this relationship and its role in structuring the proposed execution of its assignment in a logical and phased approach. Diagram 2.1 illustrates how the 7 goals of the PGDP can be aligned with the key elements in the NDP 2030 (figures in brackets refer to chapter numbers in NDP), as well as with the IDP's and sector plans of its constituent local municipalities. Diagram 2.2 then illustrates how these conceptual linkages will be applied within the overall structuring framework of the project plan.

Diagram 2.1: Linking the 7 PGDP Goals with the National Development Plan

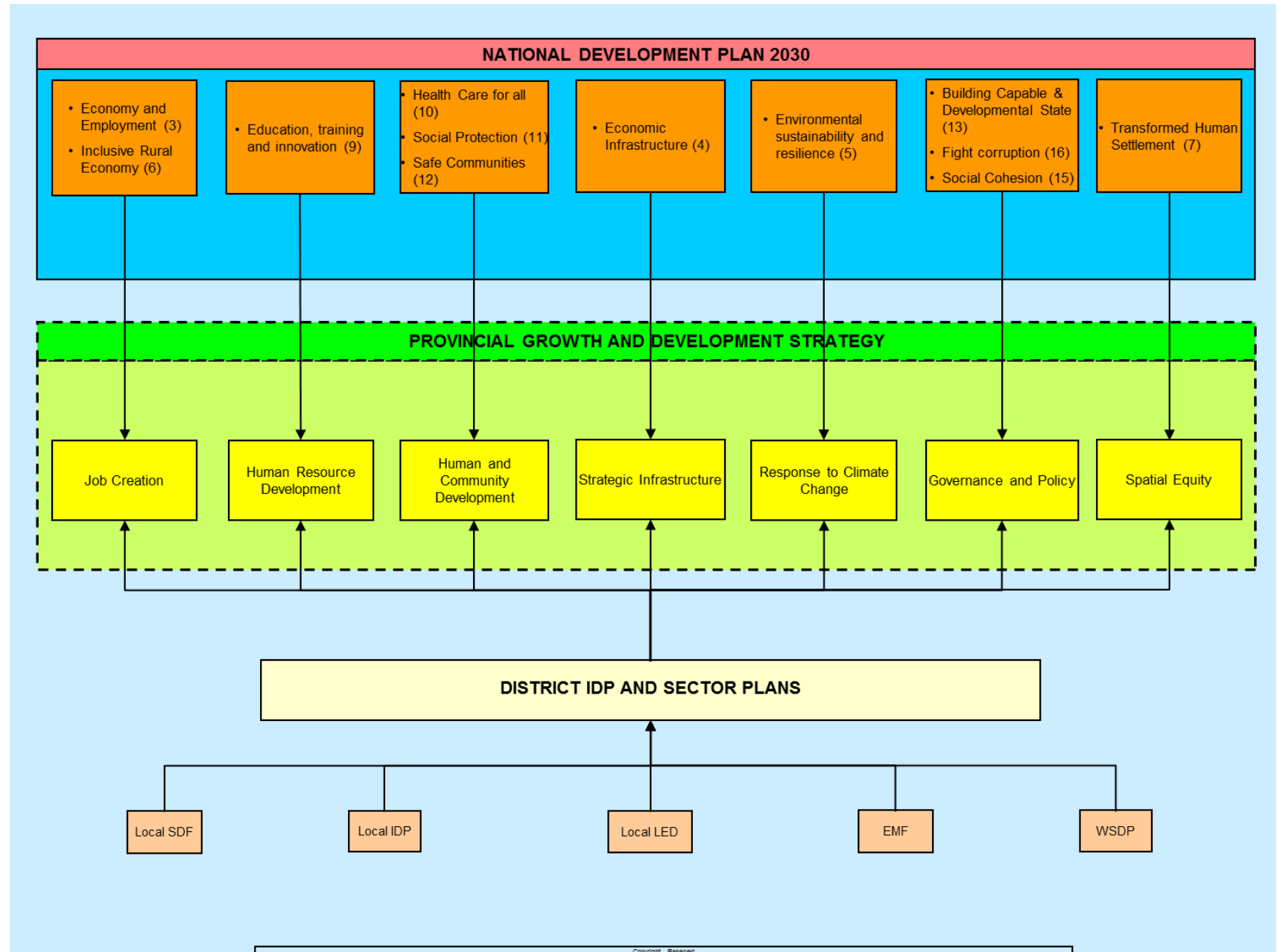
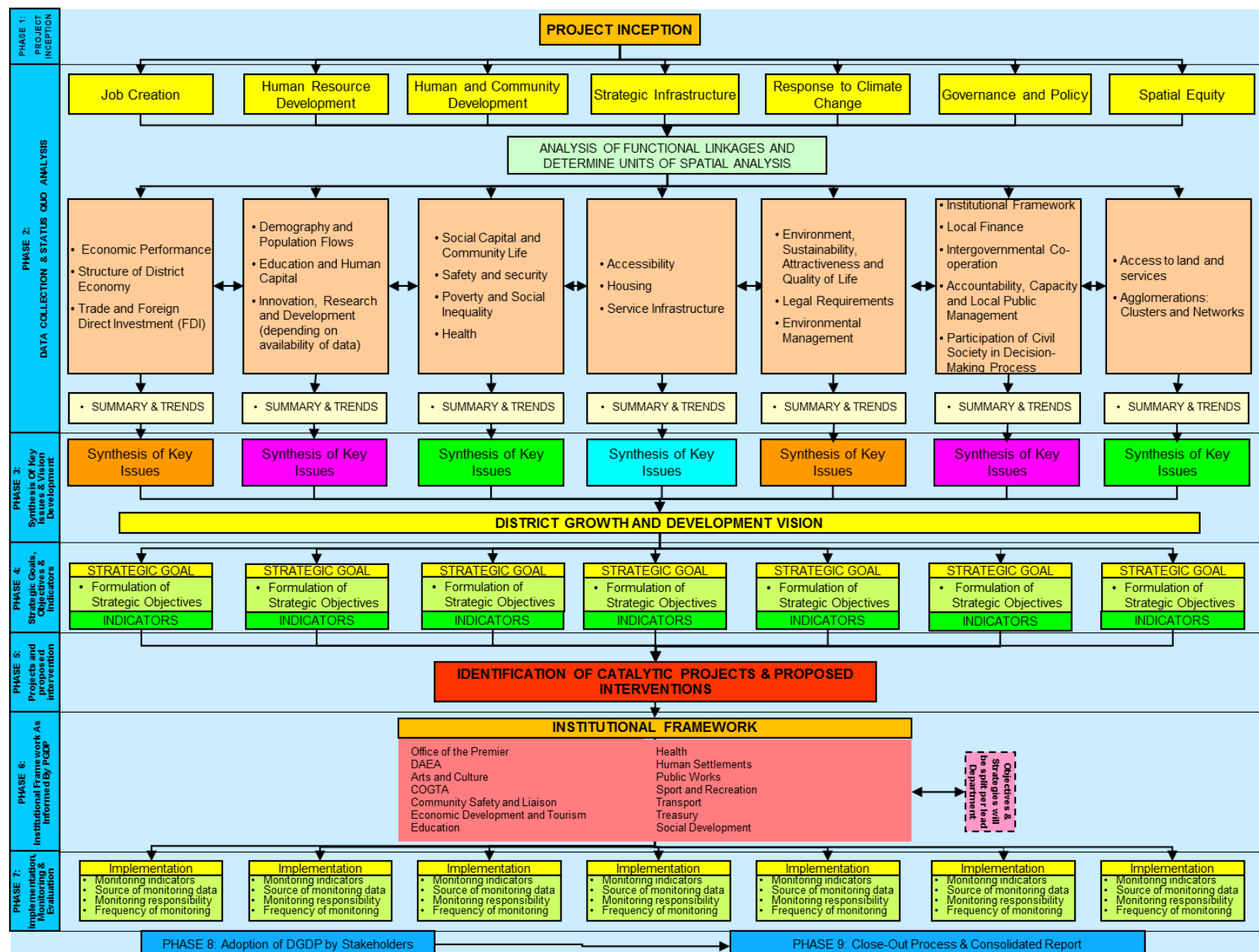


Diagram 2.2: Project methodology



2.2 OBJECTIVES OF DISTRICT GROWTH AND DEVELOPMENT PLAN

The overall objectives of the District Growth and Development Plan for Umkhanyakude can be summarised as follows:

- Set a long term (20 year+) vision and direction for development in the District;
- Serve as an overarching strategic framework for development in the district and its family of local municipalities applying the 80/20 principle (it is not intended to be a detailed inventory of all potential projects and actions);
- Provide a spatial context and prioritisation for these strategic interventions;
- Guide the activities and resource allocation of the district and other spheres of government, business sectors, organised labour and other role players from civil society that can contribute to development in the district by defining a clear set of priority objectives and implementation targets;
- Identify institutional arrangements to secure buy-in and ownership in the formulation and implementation of the plan;
- To facilitate alignment and integration of the DGDP objectives with Departmental strategic plans, municipal IDP's, and sector strategies and plans;
- Provide a common platform for resource commitments and budget alignment of departments and municipal entities through the agreed set of objectives and targets of the DGDP.

2.3 STRUCTURING FRAMEWORK OF THE DISTRICT GROWTH AND DEVELOPMENT PLAN

In view of the aim of the DGDP to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, it logically flows that the overall approach and structure of the district growth and development plan should be closely informed by and aligned with the provincial growth and development plan. The strategic framework of this plan is outlined in Diagram 2.3 below.

Diagram 2.3: KZN PGDS Strategic Framework



The provincial growth and development plan essentially consists of a number of key components which includes a clearly defined long term development vision, a set of strategic goals and supportive strategic objectives to pursue this vision, and clearly defined development targets for achieving each of these strategic objectives. An important point of departure in preparation of the DGDGP is to establish a proper understanding of the strategic level key issues and challenges within the district. A comprehensive status quo analysis focusing on district level issues and with a longer-term perspective was thus undertaken. The results of the status quo analysis is contained in a separate to detailed status quo report with a specific focus on the following aspects:

- An analysis of the economic structure of the district and specific challenges related to economic growth and employment creation (Chapter 4 in status quo report);
- A summary of the human resource development levels within the district, with a specific focus on aspects associated with education and literacy (Chapter 5 in status quo report);
- Understanding the current situation with regards to human and community development including aspects such as the human development index, income patterns, health, sustainable human settlements, and safety and security (Chapter 6 in status quo report);

- An analysis of the strategic infrastructure of the study area (Chapter 7 in status quo report);
- An overview of the spatial structure of the district and issues related to spatial equity, as well as the environmental characteristics and sustainability aspects (Chapter 8 in status quo report); and
- Summary of critical elements of the governance and policy framework within the district (Chapter 9 in status quo report).

The details of the status quo report are not repeated here but a synthesis of the key issues that emanated from this analysis is outlined in chapter 4 of this report. The remainder of this report represents the key elements of the district growth and development plan and consists of the following components:

- **Chapter 3** describes the institutional and regulatory framework within which the DGDP has to be prepared and implemented.
- A synthesis of the findings and key district level issues that emanated from the status quo analysis is outlined in **Chapter 4**.
- **Chapter 5** deals with the process of identifying priority growth and development issues for the district. This prioritisation is based on the inputs from three distinctive but interrelated processes: firstly, the results of the District Growth and Development Summit held on the 3rd and 4th of October 2013 at Tiger Lodge in Jozini, secondly, the prioritisation of issues undertaken by stakeholders at the growth and development summit, and thirdly, the result of a multivariate statistical analysis of the status quo information. The final set of growth and development priorities as distilled from this process is described in Section 5.4.
- **Chapter 6** provides the strategic framework of the DGDP and consists of the long term development vision, a set of strategic goals and objectives, clearly defined monitoring indicators related to each of these objectives, and quantified targets to measure progress and outcomes in terms of each objective.
- The proposed institutional framework for the ongoing management and implementation of the DGDP is described in **Chapter 7**.
- A number of prioritised potential catalytic projects seen as playing a key role in realising the objectives and targets of the DGDP are outlined in **Chapter 8**.
- **Chapter 9** concludes with a detailed monitoring and evaluation framework for each of the DGDP objectives in terms of quantified targets, sources of information and frequency of monitoring.

3 INSTITUTIONAL AND REGULATORY FRAMEWORK FOR DGDP

3.1 NATIONAL DEVELOPMENT PLAN 2030

The National Development Plan (NDP) offers a long-term perspective for South Africa by defining a desired destination and identifying the role different sectors of society need to play in reaching that goal. As a long-term strategic plan, it serves four broad objectives:

- Providing overarching goals for what the country wants to achieve by 2030.
- Building consensus on the key obstacles to achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
- Creating a basis for making choices about how best to use limited resources.

The plan identifies 10 critical actions required to achieve the vision of the plan to eliminate poverty and reduce inequality by 2030:

1. A social compact to reduce poverty and inequality, and raise employment and investment.
2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
3. Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
4. Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
5. An education accountability chain, with lines of responsibility from state to classroom.
6. Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
7. Public infrastructure investment at 10 percent of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
8. Interventions to ensure environmental sustainability and resilience to future shocks.
9. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
10. Reduce crime by strengthening criminal justice and improving community environments.

At a provincial level of the response to the national development plan has been the preparation of a provincial growth and development plan finalised during August 2012, the process and outcomes of which are described in the subsequent section.

3.2 PROVINCIAL POLICY AND LEGISLATION

3.2.1 Kwazulu-Natal Provincial Growth and Development Strategy and Plan (2030)

The Provincial Growth and Development Strategy (2011) clearly set out the Development vision for KwaZulu-Natal defined as follows:

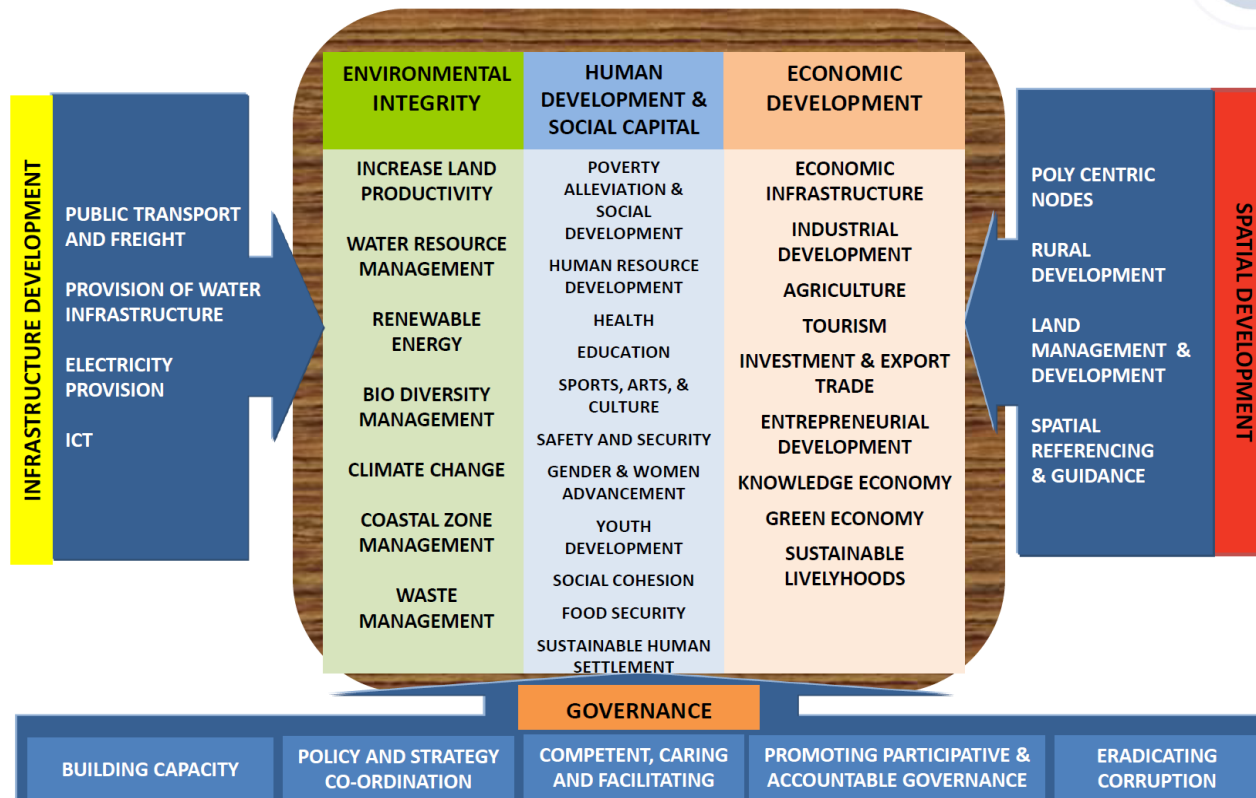
“By 2030, the province of KwaZulu-Natal should have maximized its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment. Abject poverty, inequality, unemployment and current disease burden should be history, basic services must have reached all its people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force. The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life.”

The PGDS sets out seven strategic goals with specific strategic objectives being identified for each of these strategic goals. These strategic goals are:

- Job Creation
- Human resource development
- Human and community development
- Strategic infrastructure
- Responses to climate change
- Governance and policy
- Spatial equity

The PGDS is firmly embedded within an overall sustainability approach as illustrated in Diagram 3.1.

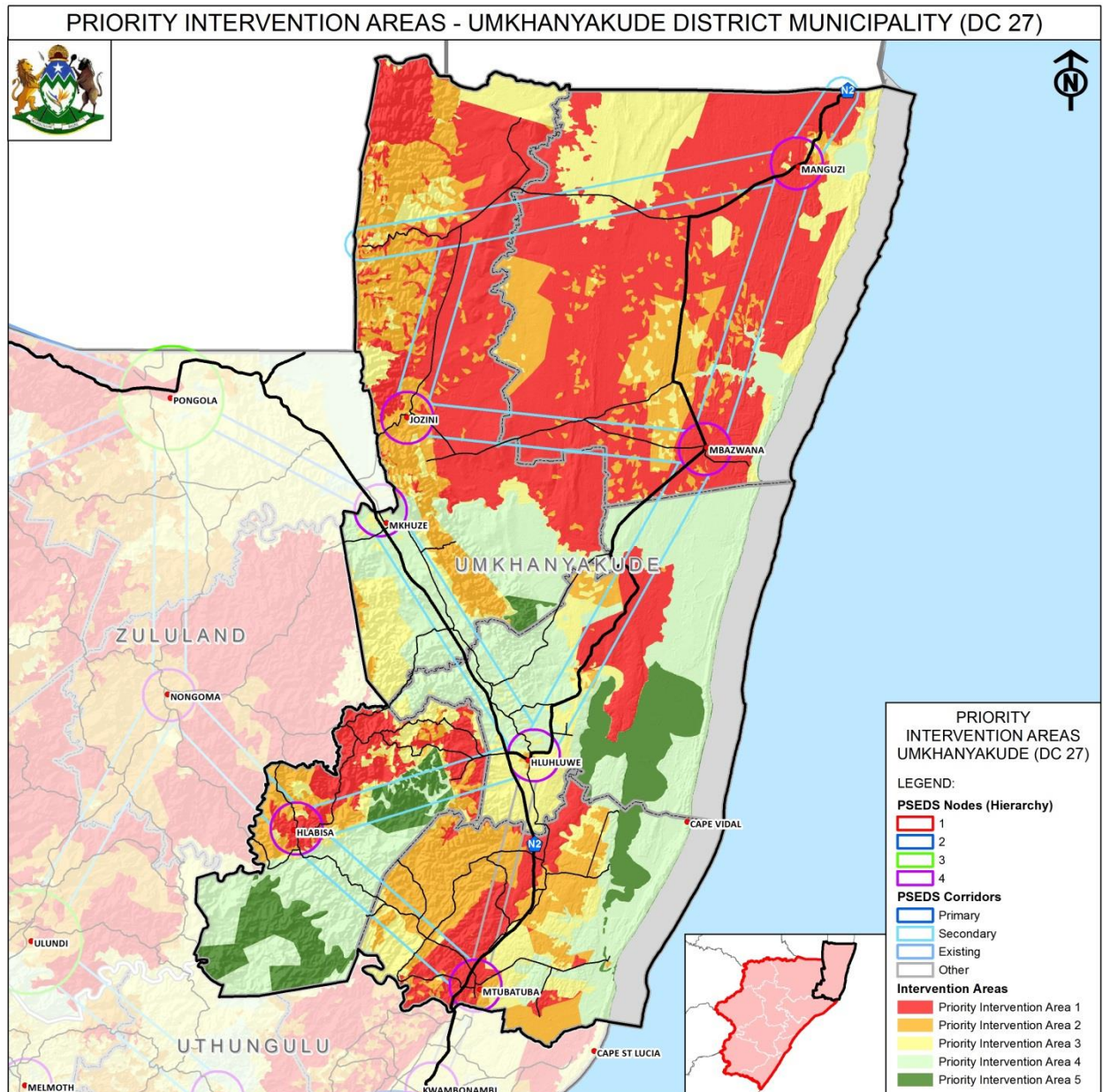
Diagram 3.1: PGDS Sustainability Approach



Data Source: The KZN Provincial Growth and Development Strategy, 2011

The PGDS highlights as a possible intervention, the implementation of polycentric nodal development in line with the Provincial Spatial Economic Development Strategy (PSEDS) and various levels of priority intervention to achieve sustainable livelihoods (see Figure 3.1).

Figure 3.1: Priority Intervention Areas for the uMkhanyakude District Municipality



Data Source: KZN Provincial Growth and Development Strategy

3.2.2 Provincial Spatial Economic Development Strategy

The Provincial Spatial Economic Development Strategy (PSEDS) recognises that social and economic development is never evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have

been aggravated by apartheid spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth. The sectors of the provincial economy identified as the drivers of growth of the province to address unemployment and poverty are the following sectors:

- Agriculture – including agri-industry
- Industry including heavy and light industry and manufacturing
- Tourism including domestic and foreign tourism
- Service sector including financial, social, transport, retail and government

The PSEDS builds on the concept of developing a comprehensive network of centres throughout the province which would support the delivery of services. In identifying the hierarchy of places existing service centres are strengthened and new or emerging service centres are developed.

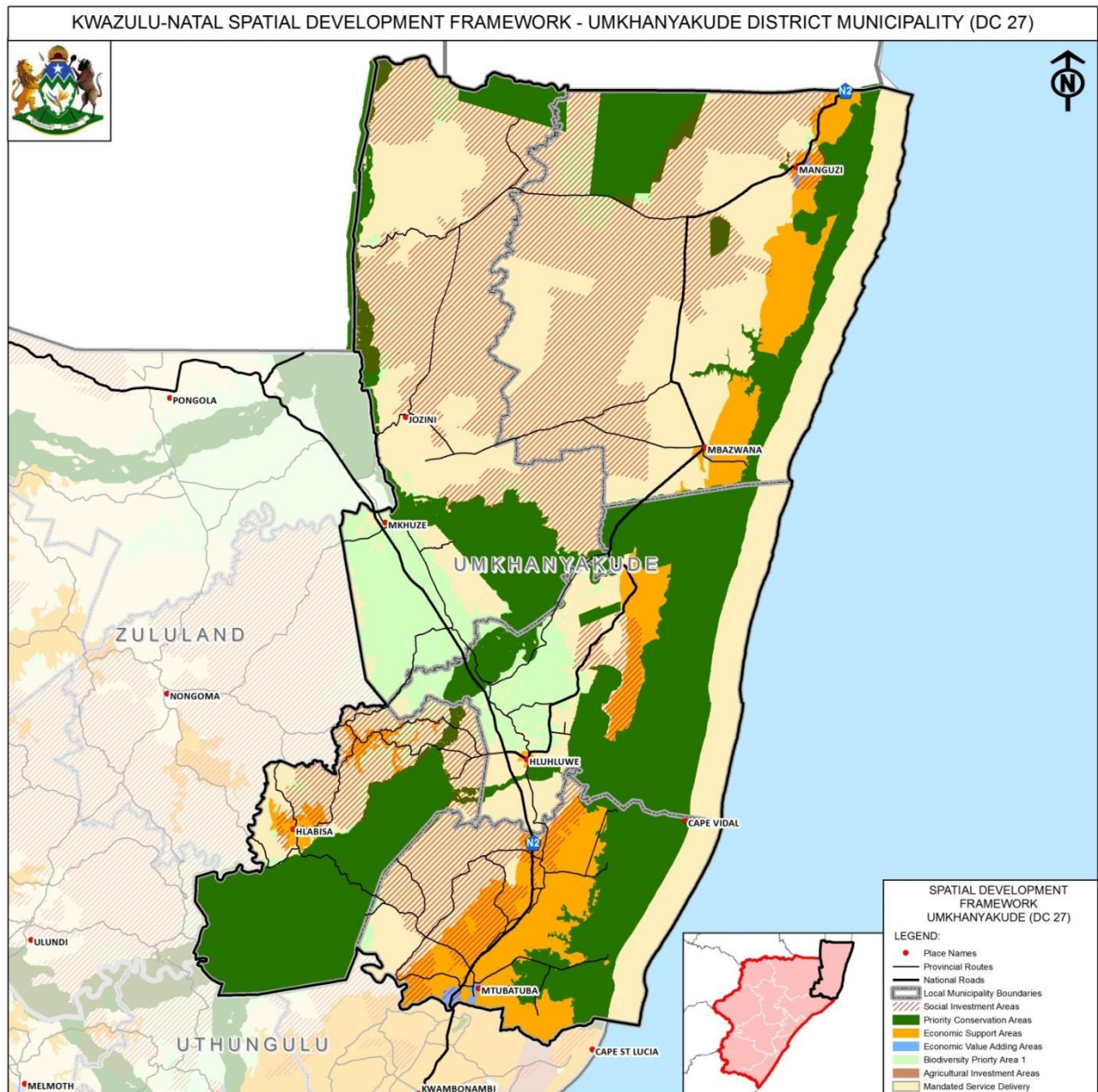
3.2.3 Provincial Spatial Development Framework

The spatial vision for KwaZulu-Natal is summarised as follows in the Provincial Spatial Development Framework:

“Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development.”

From the above spatial vision, the PSDF takes as its starting point the goal of sustainable development. Although sustainable development is a common theme within the PGDS and most development strategies, in practice this often is not fully achieved. Partially this is attributed to the fact that not everyone has the same interpretation and understanding of "sustainability" and causes numerous problems between civil society, developers, conservationists and authorities. The application of the PSDF proposals to UKDM is illustrated on Figure 3.3. This information indicates that large parts of the study area are identified as “priority conservation areas” and “bio-diversity priority areas”.

Figure 3.2: Provincial Spatial Development Framework extraction for the Umkhanyakude DM



Data Source: Provincial Spatial Development Framework

4 SYNTHESIS OF KEY ISSUES IDENTIFIED IN STATUS QUO ANALYSIS

4.1 INTRODUCTION

An important point of departure in the preparation of the DGDP was a comprehensive analysis of the strategic level key issues and challenges within the district. A detailed status quo analysis focusing on district level issues and with a longer-term perspective was thus undertaken. The results of the status quo analysis is contained in a separate detailed status quo report, with a summarised synthesis of the findings and key district level issues outlined in this chapter.

4.2 ECONOMIC STRUCTURE AND TRENDS

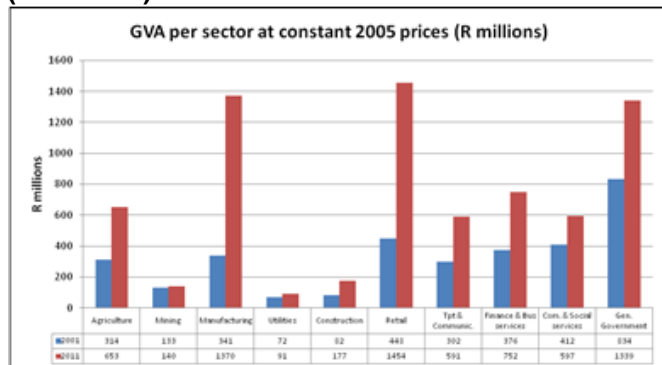
The key economic structure and trends in the district can be summarised as follows:

Small size of district economy in provincial comparative terms (eg. less than 5% of the size of the eThekweni municipality in 2011)

- Although growing from a small base, the economy experienced significant growth in excess of 9% per annum, especially in the period from 2000 onwards;
- Two dominant local economies within the district are the Mtubatuba and Jozini LMs accounting for approximately R1.9 and R1.7 billion of GVA in 2011 respectively;
- Dominant economic sectors in UKDM as measured by GVA is the retail, catering and accommodation sector accounting for R1.45 billion in 2011, the manufacturing sector (R1.37 billion), and the general government services sector (R1.34 billion);
- The manufacturing sector increased its contribution to total GVA from 10.3% to 19.1%, and the retail, catering and accommodation sector its contribution from 13.5% to 20.3%;
- Agricultural sector has shown some significant growth of approximately 5.5% per annum over the period 1995 to 2011, but represents the third lowest output amongst the districts within the province;
- The number of formal employment opportunities in the agricultural sector remained relatively stable at approximately 9000 over the period from 2000 to 2005 but thereafter decreased significantly to a total estimated figure of 4983 by 2010;
- The district economy became more concentrated in a select number of sectors with the Tress index increasing from a value of 36.7 in 2000 to 42.2 in 2011;

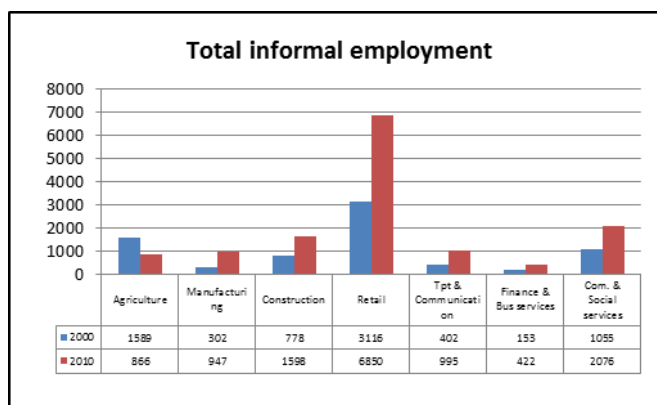
- General government sector and the community, social and personal services sector remained the main sources of formal sector employment in the district (13,909 and 11,342 respectively);
- The retail, catering and accommodation sector showed considerable growth across all five municipalities and employment in this sector more than doubled from 5 181 in 2000 to 10 718 in 2010;
- Substantial decrease in employment opportunities in the agricultural sector from 8945 in 2000 to 4983 in 2010, despite the significant growth in this sector as measured by GVA;
- Unemployment rate of 31% in UKDM is slightly higher than the overall provincial rate of 28.5%;
- High proportion of the economically active population classified as discouraged work seekers (27.7%), a figure more than double the provincial average of 13.8% ;
- 35.2% of the unemployed population is younger than 25 years of age with a further 34.9% between 25 and 34 years;
- The education level of the largest proportion of the unemployed population is those who completed their Grade 12 education (35%), with a further 30% who completed some form of secondary education;
- The majority of the employed population in the district is active in the formal sector (71.8%), with a further 18.8% involved in the informal sector;
- Individual monthly income earned in both the formal and informal sectors in UKDM is lower than the provincial figures; and
- The proportion of individuals in both the formal and informal sector earning less than R800 per month is by some distance the highest amongst all district municipality's within the province.

Figure 4.1: GVA per sector at constant 2005 prices (R millions)



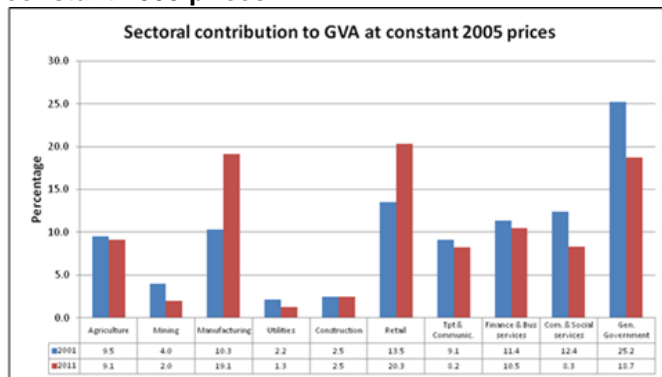
Data Source: Quantec, RSA Regional indicators (2011)

Figure 4.4: Total informal employments



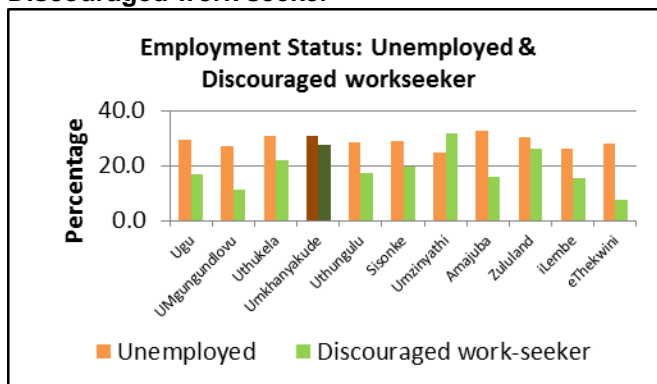
Data Source: Quantec, RSA Regional indicators (2011)

Figure 4.2: Sectorial contribution to GVA at constant 2005 prices



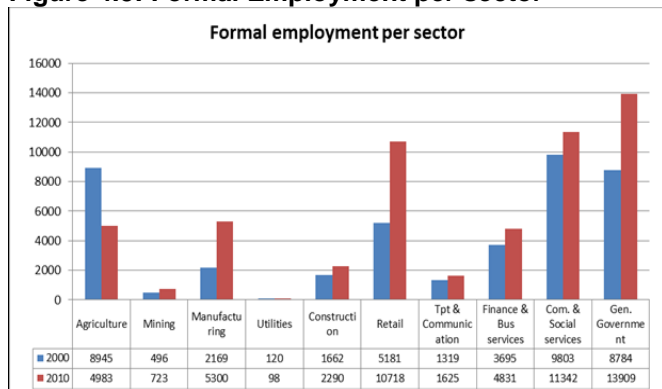
Data Source: Quantec, RSA Regional indicators (2011)

Figure 4.5: Employment Status: Unemployed and Discouraged work seeker



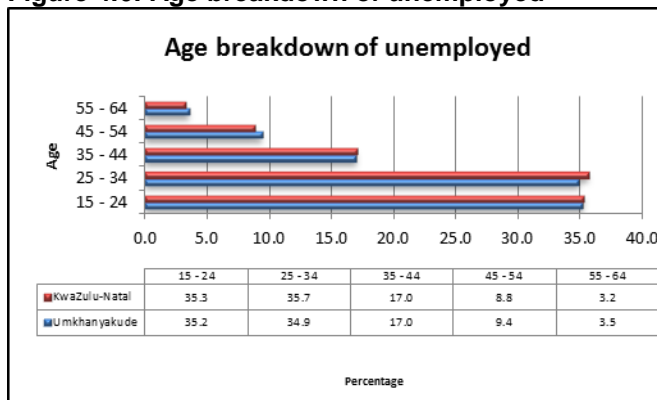
Data Source: Statistics SA, Census 2011

Figure 4.3: Formal Employment per sector



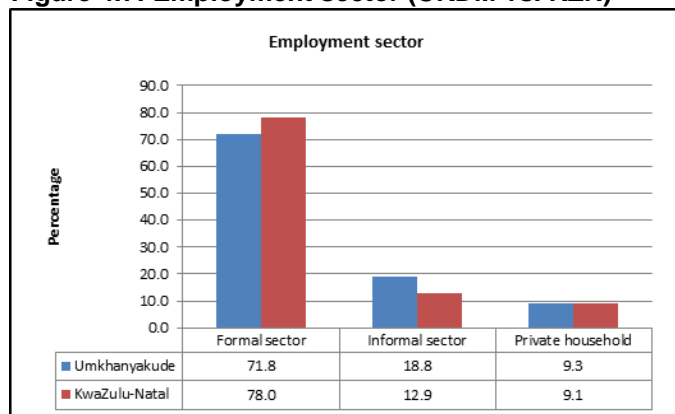
Data Source: Quantec, RSA Regional indicators (2011)

Figure 4.6: Age breakdown of unemployed



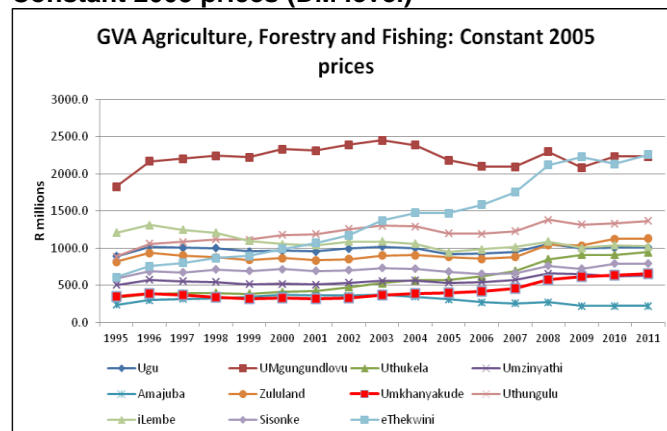
Data Source: Statistics SA, Census 2011

Figure 4.7: Employment sector (UKDM vs. KZN)



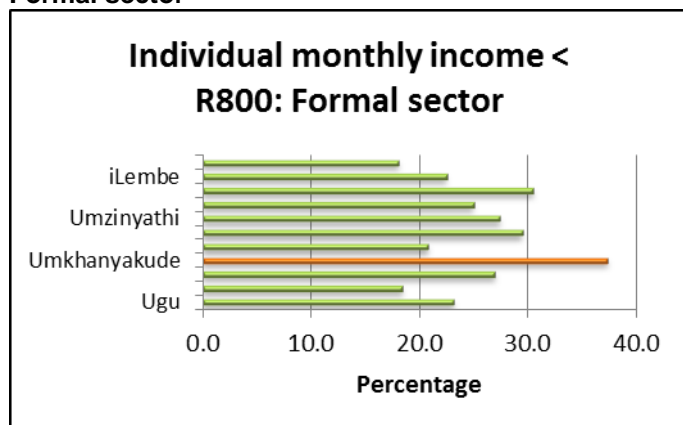
Data Source: Statistics SA, Census 2011

Figure 4.9: GVA Agriculture, Forestry and Fishing: Constant 2005 prices (DM level)



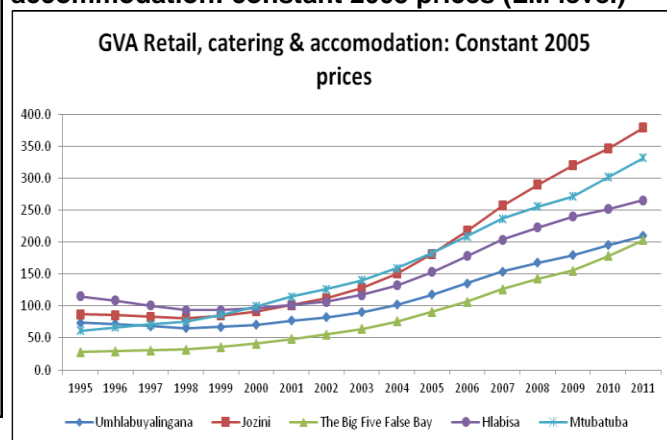
Data Source: Quantec, RSA Regional indicators (2011)

Figure 4.8: Individual monthly incomes < R800: Formal sector



Data Source: Statistics SA, Census 2011

Figure 4.10: GVA Retail, catering and accommodation: constant 2005 prices (LM level)



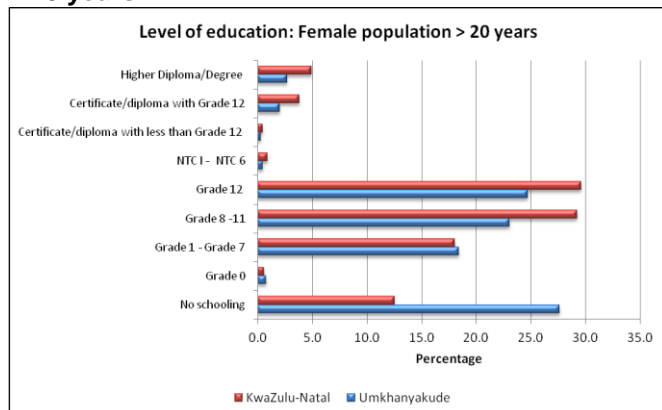
Data Source: Quantec, RSA Regional indicators (2011)

4.3 HUMAN RESOURCE DEVELOPMENT

- Proportion of the adult population in the district with tertiary education is less than half than the comparative figure for the province (approximately 2.5% of the adult population compared to provincial figure of 5%);
- Decline in the proportion of population with tertiary education between 2001 and 2011;
- Significant progress with the eradication of adult illiteracy between 2001 and 2011;
- 45% of the district population resides more than 1.5 km from the nearest primary school;
- 48% of the population within the district resides more than 2.25km from the nearest secondary school;
- Matric pass rate improved from 39.3% in 2008 to 65.2% in 2012;

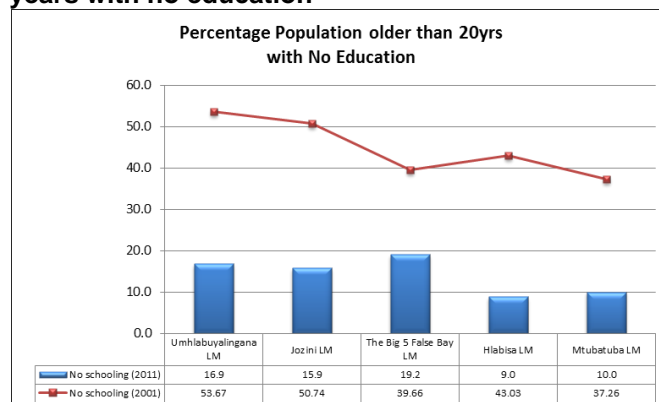
- Despite some improvements in the pass rate of mathematics and science, the pass rates of these two subjects remained low (38.3% for mathematics and 53% for science in 2012); and
- There is no Tertiary Education Facility located within the District.

Figure 4.11: Level of Education: Female population > 20 years



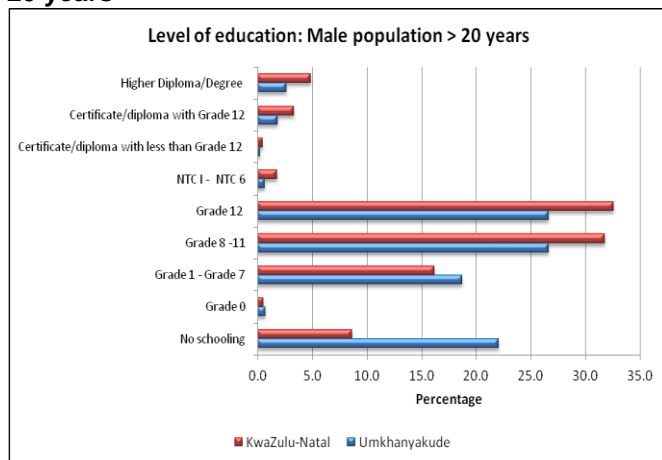
Data Source: Statistics SA, Census 2011

Figure 4.14: Percentage Population older than 20 years with no education



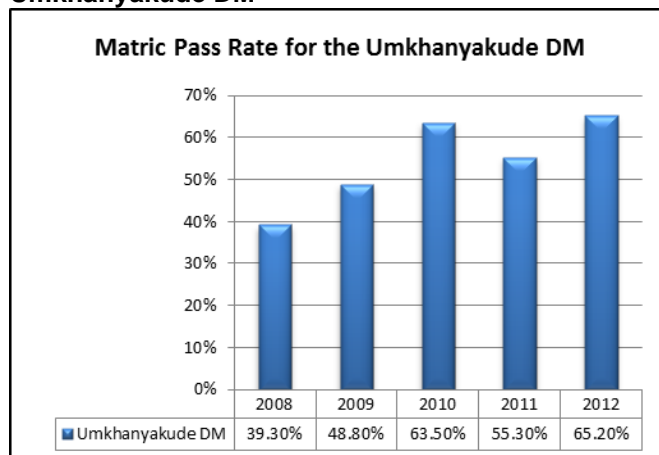
Data Source: Statistics SA, Census 2011

Figure 4.12: Level of Education: Male population > 20 years



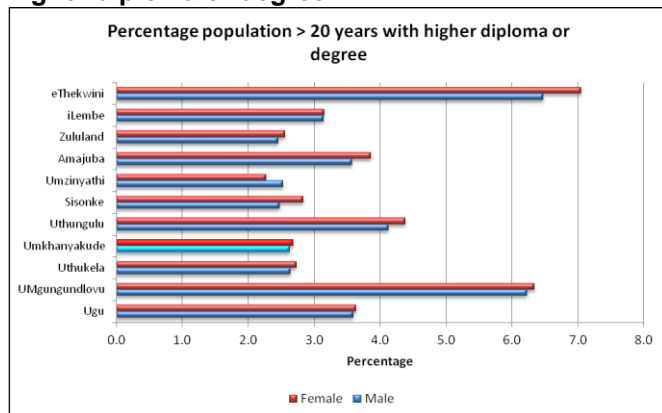
Data Source: Statistics SA, Census 2011

Figure 4.15: Matric Pass Rate for the Umkhanyakude DM



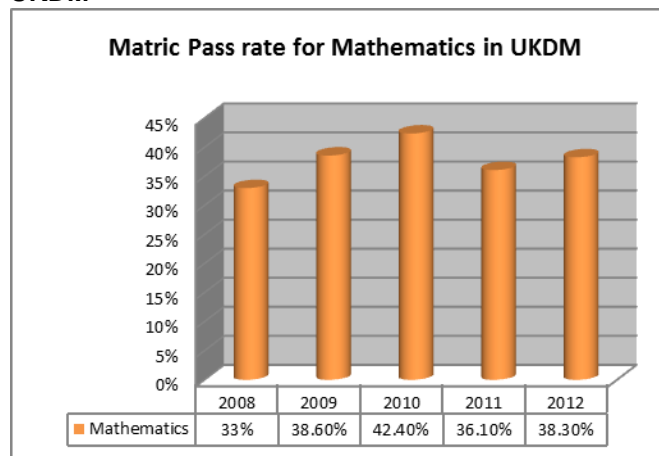
Date Source: KZN Department of Education

Figure 4.13: Percentage Population > 20 years with higher diploma or degree



Data Source: Statistics SA, Census 2011

Figure 4.16: Matric Pass rate for Mathematics in UKDM



Date Source: KZN Department of Education

4.4 HUMAN AND COMMUNITY DEVELOPMENT

- A modest average annual population growth rate of 0.9% per annum between 2001 and 2011;
- The HDI of the district declined from a figure of 0.46 in 2000 to 0.44 in 2010 and is significantly lower than the comparative overall provincial figure (0.44 compared to 0.49);
- Life expectancy at birth in UKDM is lower than the average figure for KZN which currently sits at 56.1 years;
- Low annual household income patterns with the proportion of households in UKDM earning less than R38 200 per annum (79.1%) which are significantly higher than the comparative overall provincial figure of 68%;
- Annual household income of female headed households is generally lower than male headed households;
- Average household size in UKDM is significantly larger than in the rest of the province with a total of 33% of households in the district consisting of six or more members and a further 11% consisting of five persons;
- The majority of households within the district (53.9%) are female headed, a figure significantly higher than the comparative provincial figure of 45.9%;
- Age profile of the district population is dominated by the age categories younger than 19 years of age and the proportion of the district population in these age categories is significantly higher than those of the comparative provincial level figures;
- the HIV prevalence rate of 41.1% in UKDM is notably higher than both the provincial average (37.4%) and the national average (29.5%) and is the second highest amongst the districts in the province;
- Perinatal mortality rate in facility per 1000 births in UKDM decreased from 38.1 in 2003/04 to 22.3 in 2010/11 and is significantly lower than the comparative provincial figure of 31.6 per 1000 births;
- The occurrence of severe malnutrition of children younger than 5 years increased from 4.0 cases per 1000 children in 2008/9 (when it was the lowest figure amongst all districts in the province), to 13 per thousand children in 2010/11 (at which time it was the highest occurrence amongst all districts by a significant margin);
- Large numbers of residents of neighbouring countries cross the border to receive healthcare in Umkhanyakude;
- Majority of households in UKDM (57%) is the residing in formal houses on separate stands and a further 30% lives in traditional dwellings constructed of traditional materials;
- 48% of all houses in UKDM are very small and consists of three rooms or less and the average size of a house in UKDM is 4.2 rooms per house;

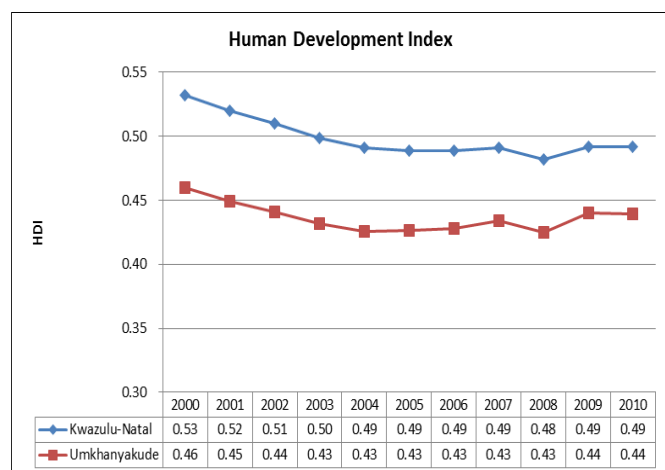
- The occurrence of crimes against a person, murder cases, and property related crimes showed a consistent downward trend from 2003/04 to 2011/12; and
- The treating of a high number of foreigners at health facilities in the District which are not budgeted for.

Table 4.1: Population Composition

Municipal Area	Population					
	2001	% of UKDM population	2011	% of UKDM population	Population growth 2001-2011	Annual growth 2001-2011
Mtubatuba LM	145 822	25.43%	175 425	28.04%	29 603	2.0
Hlabisa LM	69 267	12.08%	71 925	11.49%	2 658	0.4
The Big 5 False Bay LM	31 492	5.49%	35 249	5.63%	3 757	1.2
Jozini LM	184 203	32.13%	186 495	29.80%	2 292	0.1
Umhlabuyalingana LM	142 558	24.86%	156 725	25.04%	14 167	1.0
Umkhanyakude DM	573 342	100%	625 819	100%	52 477	0.9

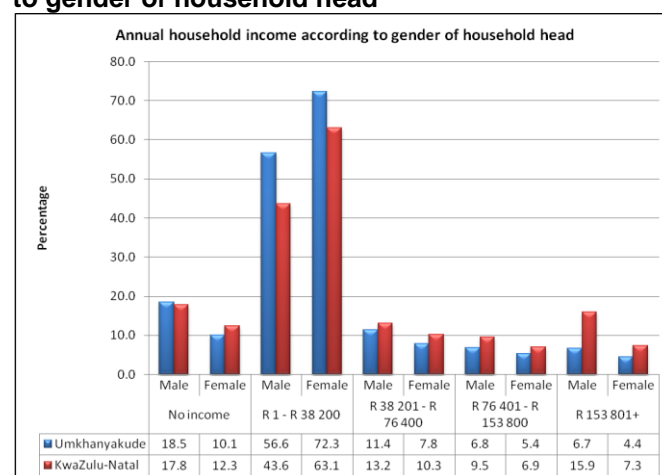
Data Source: Statistics SA, Census 2011

Figure 4.17: Human Development Index



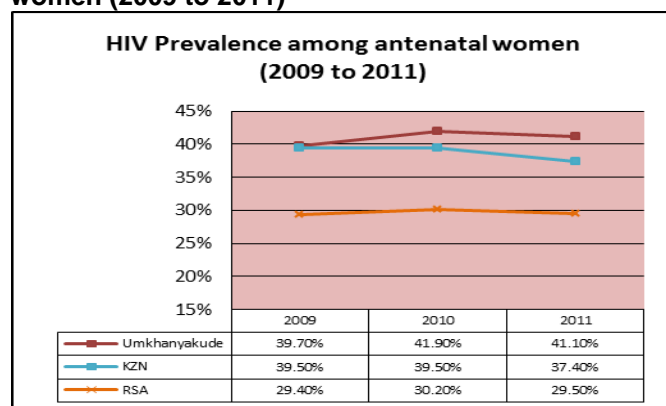
Data Source: Quantec, RSA Regional Indicators (2011)

Figure 4.18: Annual household income according to gender of household head



Data Source: Statistics SA, Census 2011

Figure 4.19: HIV Prevalence among antenatal women (2009 to 2011)

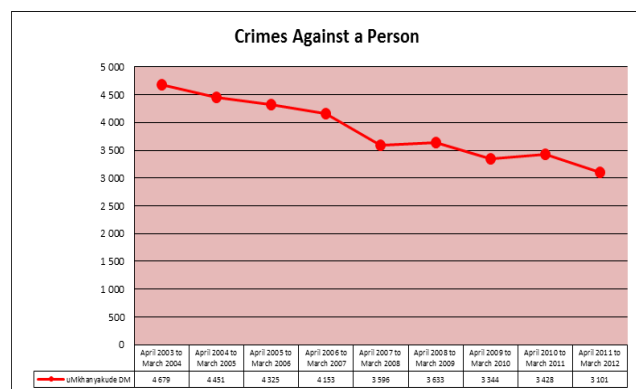


Data Source: The 2011 National Antenatal Sentinel HIV & Syphilis Prevalence

Figure 4.20: Leading natural causes of death, 2010

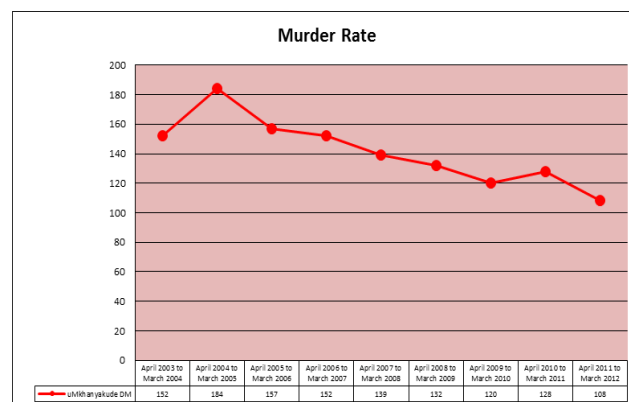
uMkhanyakude DM		No.	%
1	Tuberculosis (A15-A19)	798	14.7
2	HIV disease (B20 – B24)	771	14.2
3	Intestinal infectious diseases (A00 – A09)	278	5.1
4	Cerebrovascular diseases (I60 – I69)	238	4.4
5	Other viral diseases (B25 – B34)	181	3.3
6	Other forms of heart disease (I30 – I52)	173	3.2
7	Influenza and pneumonia (J09 – J18)	158	2.9
8	Diabetes mellitus (E10 – E14)	125	2.3
9	Hypertensive diseases (I10 – I15)	112	2.1
10	Certain disorders involving immune mechanism (D80 – D89)	81	1.5
	Other natural causes	2109	38.8
	Non-natural causes	417	7.7
	All causes	5441	100.0

Figure 4.21: Crimes against a person



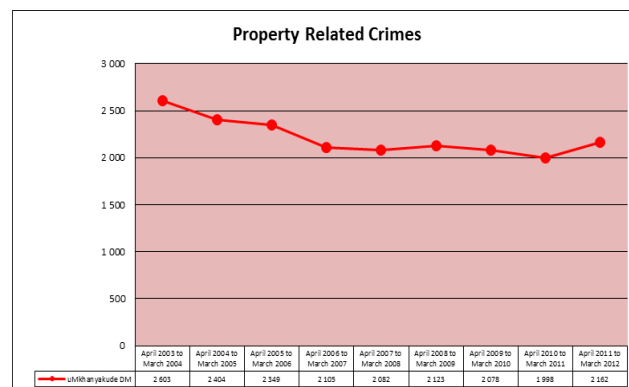
Data Source: Department of Safety & Security

Figure 4.22: Murder Rate



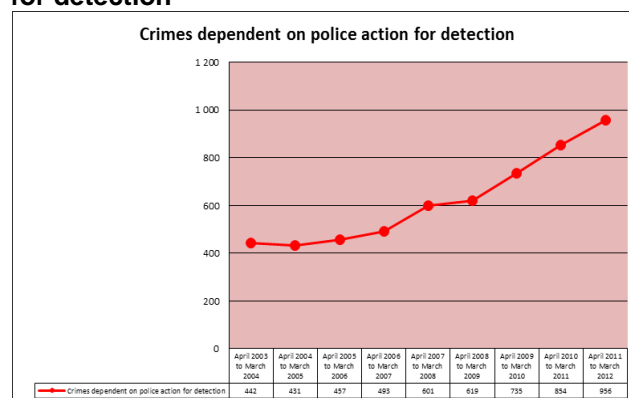
Data Source: Department of Safety & Security

Figure 4.23: Property Related Crimes



Data Source: Department of Safety & Security

Figure 4.24: Crimes dependent on police action for detection

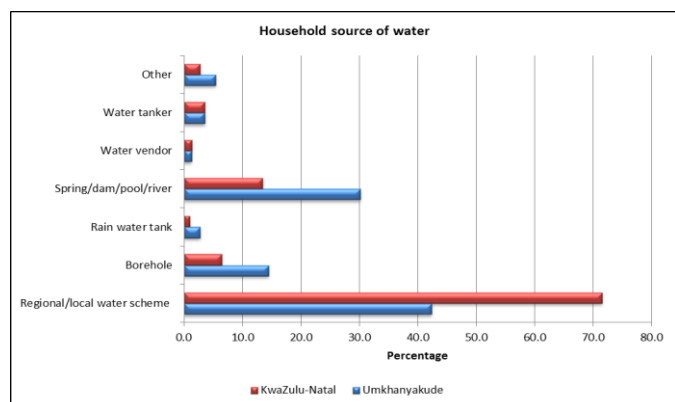


Data Source: Department of Safety & Security

4.5 STRATEGIC INFRASTRUCTURE

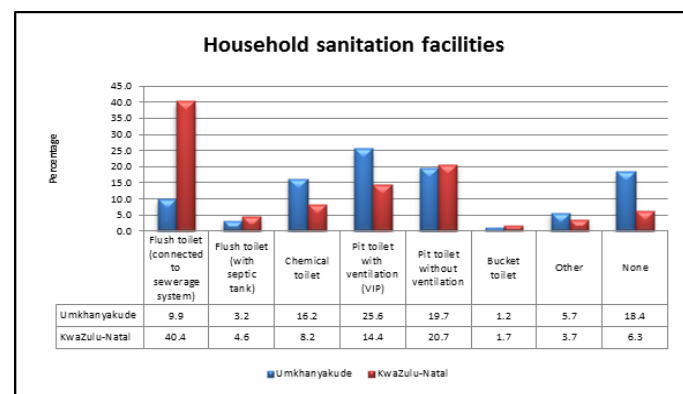
- The proportion of households provided with water through regional and local water schemes is only 42% compared to the provincial figure of 72% ;
- 30% of households are utilising untreated sources of water directly from springs, dams or rivers, a figure significantly higher than the provincial total of 13%;
- Significant improvement in performance from 2010 to 2012 in terms of the annual Department of Water Affairs Bluedrop Status;
- UKDM only achieved the 11th out of 14 positions of water service authorities on the provincial Blue Drop log position;
- The dominant forms of sanitation infrastructure in the district include ventilated improved pit latrines (25.6% of households) and unimproved pit toilets (19.7% of households);
- As much as 18.4% of households in UKDM do not have access to any form of sanitation facilities compared to only 6.3% at provincial level;
- Unsatisfactory performance of wastewater services in terms of the DWA Green Drop assessments, indicating that the wastewater services are not being managed according to the expectations of the regulation programme;
- Lowest ranking (14th) on the provincial wastewater Green drop performance log of WSAs;
- Only 38.4% of households in the district have access to electricity for lighting purposes and 32.1% for cooking;
- Substantial improvements were made from 2001 to 2011 in terms of providing electricity to communities;
- Limited use of alternative energy sources for lighting (3% of households) and cooking purposes (0.1% of households);
- Potential for energy generation through the application of wind power with most parts of the UKDM classified as having good wind power potential, and potential Hydropower at the Jozini Dam;
- 74% of households in the district make use of own refuse dumps (provincial figure of 38%), and a further 13% is without any form of rubbish disposal;
- Only 14 % of households own a motorcar, the second lowest amongst all districts within the province; and
- Only 6% of households within the district own a computer, and only 18% of households within the district have access to the internet via a cell phone, and 2% from home.

Figure 4.25: Household source of water



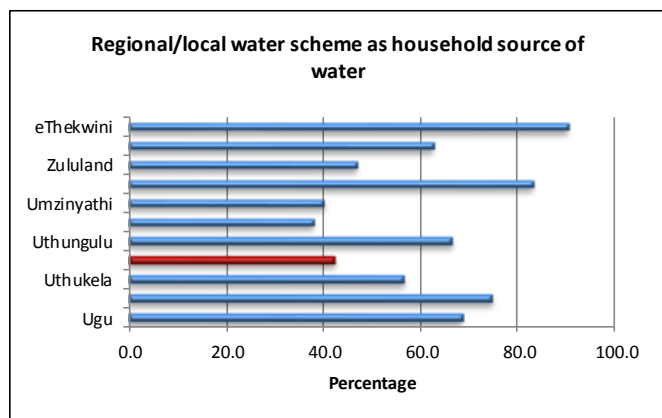
Data Source: Statistics SA, Census 2011

Figure 4.28: Household sanitation facilities



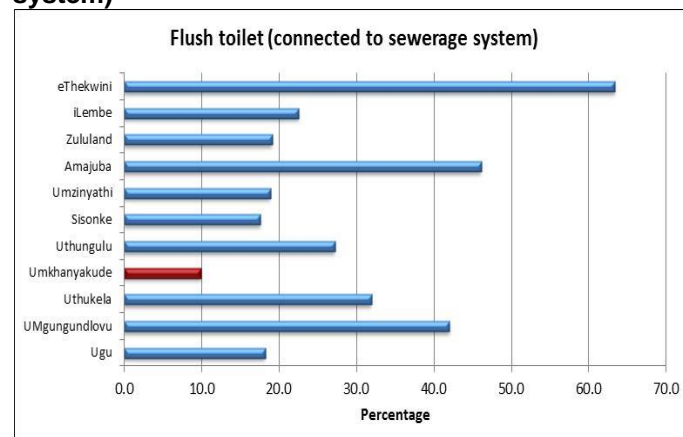
Data Source: Statistics SA, Census 2011

Figure 4.26: Regional/local water scheme as household source of water



Data Source: Statistics SA, Census 2011

Figure 4.29: Flush toilet (connected to sewerage system)



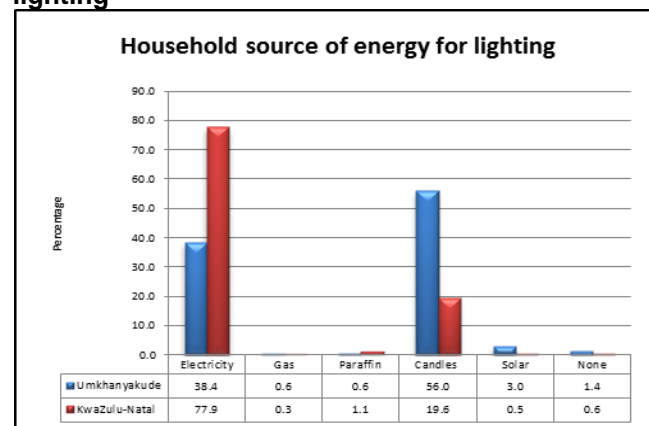
Data Source: Statistics SA, Census 2011

Figure 4.27 Blue Drop Provincial Performance Log

Water Service Authority	Provincial Blue Drop Log Position	Blue Drop Score 2012	Blue Drop Score 2011	Blue Drop Score 2010
eThekweni Metro (+Umgeni Water)	1	98.77	95.71	96.10
Newcastle LM (+Uthukela Water)	2	96.50	75.61	74.80
iLembe DM (+Umgeni Water)	3	95.38	85.54	50.80
Msundusi LM (+Umgeni Water)	4	95.38	95.60	73.20
uMzinyathi DM (+Umgeni Water)	5	93.45	70.01	66.00
City of uMhlatuze LM (+WSSA)	6	92.94	89.26	80.40
Ugu DM (+Umgeni Water)	7	92.55	92.82	87.40
UMgungundlovu DM	8	92.42	56.22	64.70
Amajuba DM	9	83.31	84.43	56.40
Zululand DM	10	83.05	72.13	59.80
uMkhanyakude DM	11	77.77	32.45	22.40
uThungulu DM	12	72.51	71.31	37.20
Sisonke DM	13	69.35	40.09	53.60
uThukela DM	14	57.39	55.29	54.40

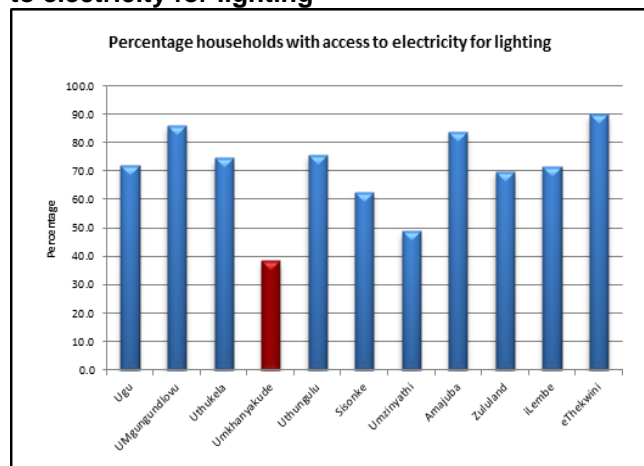
Data Source: Department of Water Affairs Bluedrop Status Report, 2012

Figure 4.30: Household source of energy for lighting



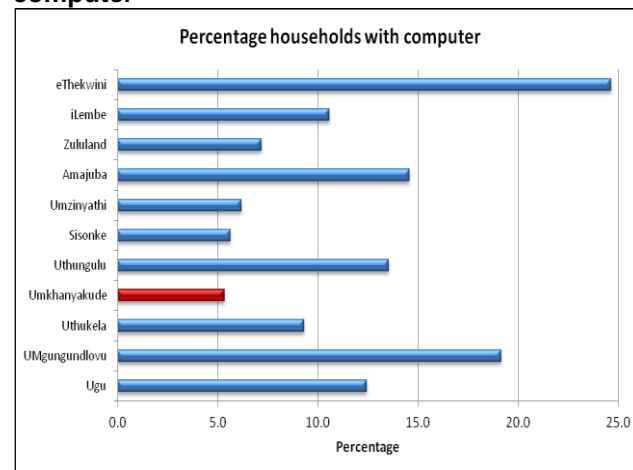
Data Source: Statistics SA, Census 2011

Figure 4.31: Percentage households with access to electricity for lighting



Data Source: Statistics SA, Census 2011

Figure 4.32: Percentage households with computer

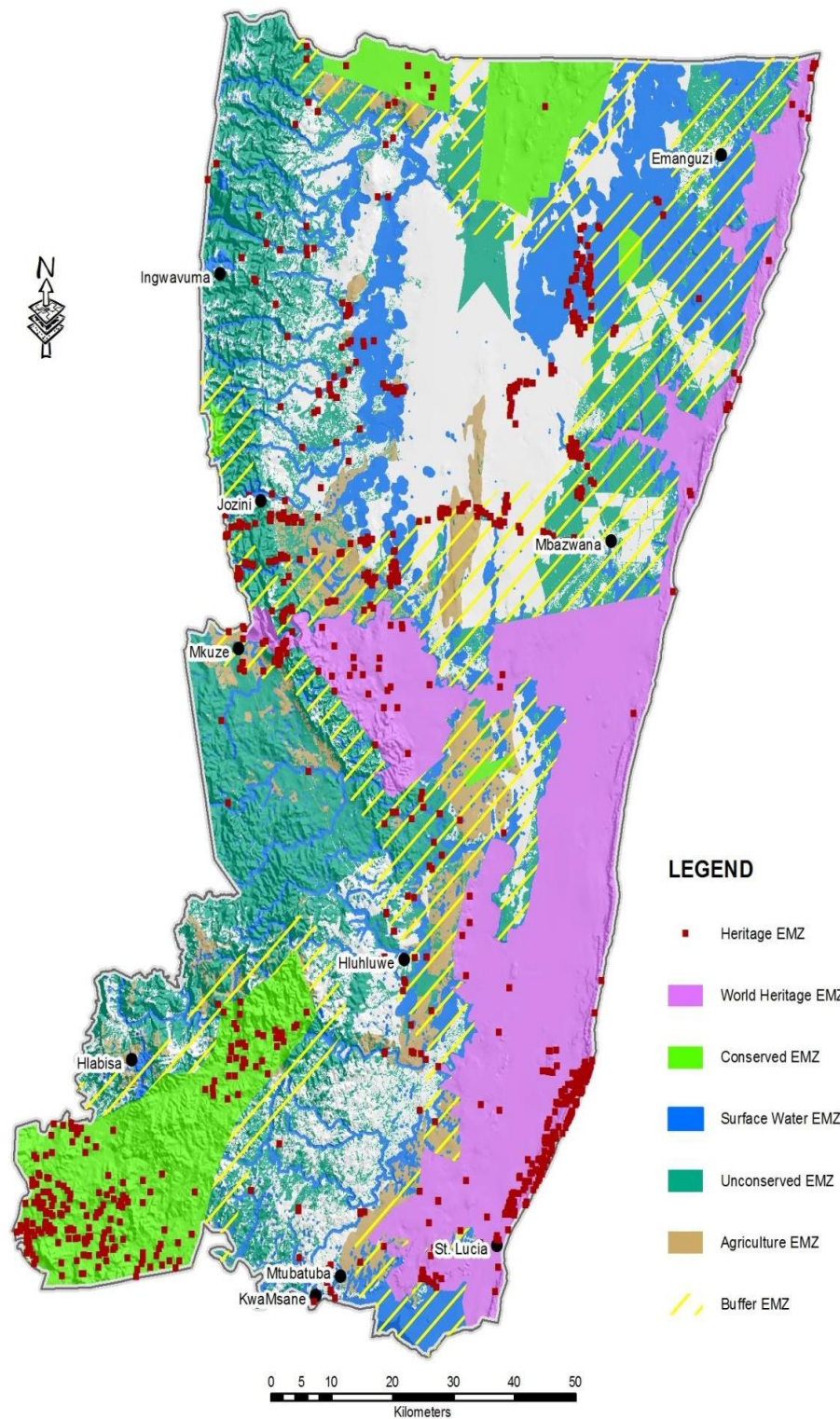


Data Source: Statistics SA, Census 2011

4.6 ENVIRONMENTAL SUSTAINABILITY AND SPATIAL EQUITY

- The settlement type in UKDM is completely dominated by population residing in tribal or traditional areas (in excess of 90%) and is by far the highest figure of all districts within the province;
- The dominant landcover within the district is natural landcover (55.7%);
- Approximately 17.9% of the District is being used for agricultural purposes, with the majority of agricultural land being focused within the Mtubatuba LM;
- 26.2% of the land area of the Big 5 False Bay LM is covered by wetland areas;
- In terms of the Provincial Growth and Development Plan all towns (Mbazwana, Jozini, Hluhluwe, Mtubatuba, Hlabisa & Manguze) has been identified as Quaternary Development Nodes;
- 10km Buffer zone from the iSimangaliso World Heritage Site where only restricted land uses are permitted subject to authorisation;
- The District is bordered by Swaziland to the northeast and Mozambique to the north; and
- Approximately 33.2% of the District is formally protected and forms part of Nature Reserves.

Figure 4.33: Environmental Management Zones



Data Source: Umkhanyakude DM, Environmental Management Framework, 2013

4.7 GOVERNANCE

- The financial sustainability of local government is largely dependent on grant income, which represents more than 90% of total revenue in the Jozini, Hlabisa and uMhlabuyalingana LM's;
- The contribution of assessment rates and economic services (through service charges) to total municipal revenue is extremely limited;
- The two most notable areas of concern regarding financial management (as inferred from the findings of the latest Auditor General reports) include misstatements and limitations in annual financial statements, and the problem of unauthorised, irregular and wasteful expenditure. Other areas of concern in various local municipalities include problems with budgeting and expenditure management processes; and
- Widespread occurrence of negative audit opinions across the various municipal entities in the study area and no clear signs of consistent and continued improvement in audit opinions over the five-year period from 2007/08 to 2011/12.

Figure 4.34: Audit outcomes on areas of compliance

AUDIT OUTCOMES: FINDINGS ON AREAS OF COMPLIANCE							
Component	Umkhanyakude	Hlabisa	Jozini	Mtubatuba	Big Five False Bay	Umlabuyalingana	Umhlosinga DA
Misstatements/limitations in AFS	R	R	R	R	R	R	R
Unauthorised, irregular and wasteful expenditure	R	R	R	R	R	N	
Asset and liability management	R			N		N	
Budgeting	A	N		N	R		
Expenditure management	N	N		R	R	N	
Financial misconduct		A					
Audit Committee	A			R			A
Internal audit	A						A
Revenue management		N		N		A	
Strategic planning and performance management		A		N	N		
Transfer and conditional grants		N		N			
Procurement management	R		A	R		N	
HR management							
IT controls	N		A			R	

Source: General report on the audit outcomes of local government: KwaZulu Natal 2011/12, Auditor General South Africa

Repeat
Addressed
New

Figure 4.35: Audit opinions for the past five years (2007-20012)

AUDIT OPINIONS FOR THE PAST FIVE YEARS

Year	Umkhanyakude	Hlabisa	Jozini	Mtubatuba	Big Five False Bay	Umkhlabuyalingana	Umkhosinga DA
2007-08	Disclaimer with findings	Qualified with findings	Qualified with findings	Unqualified with findings	Qualified with findings	Qualified with findings	Unqualified with findings
2008-09	Disclaimer with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Qualified with findings	Unqualified with findings	Unqualified with findings
2009-10	Qualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
2010-11	Adverse with findings	Qualified with findings	Qualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
2011-12	Disclaimer with findings	Qualified with findings	Qualified with findings	Disclaimer with findings	Qualified with findings	Disclaimer with findings	Unqualified with findings

Source: General report on the audit outcomes of local government Kwazulu Natal 2011/12, Auditor General South Africa

Unqualified with no findings
Unqualified with findings
Qualified with findings
Disclaimer with findings
Adverse with findings

5 PRIORITIZATION OF KEY ISSUES

5.1 GROWTH AND DEVELOPMENT SUMMIT

5.1.1 Summit background

The District Growth and Development Summit was held on the 3rd and 4th of October 2013 at Tiger Lodge within the Jozini Local Municipality. The summit was very well attended with in excess of 300 delegates who partook in the summit.

5.1.2 Programme

The Umkhanyakude District Growth and Development Summit were conducted under the banner of ***“Growth, Development and Delivery Excellence”***. The two day programme was designed in such a manner to address the seven key strategic objectives of the Provincial Growth and Development Strategy. The summit programme grouped the presentations together per key strategic goal.

His Worship Cllr. Sihlangu J. Vilane the Mayor of the Umkhanyakude District Municipality opened the summit, with a number of additional well-wishing remarks from other key stakeholders. A copy of the Programme is indicated in Table 5.1 below.

Table 5.1: DGDS Programme

DAY 1 (ONE): 3 RD OCTOBER 2013 (THURSDAY)		
SESSION 1: PLANNARY: PROGRAMME DIRECTOR: MR SR IN DUBAIANA – MUNICIPAL MANAGER (UDM)		
TIME	AGENDA ITEM	SPEAKER
0830 – 0845	ARRIVAL, REGISTRATION, MORNING TEA, COFFEE	ALL DELEGATES
0845 – 0915	OPENING OF THE NATIONAL ANNUAL 1 DAYER	REVEREND ENOCH
0915 – 0930	OFFICIAL OPENING & WELCOME REMARKS	MR. OTHMAN – MAYOR, CLER. SU JAVANE UNMANKATU DURE NIG, FOR KINGCOSTA
0930 – 1015	SUMMIT SCENE SETTING & KEYNOTE ADDRESS	MR IABRO DUBAI – ACTING CEO MR IABRO DUBAI – ACTING CEO
1015 – 1030	MESSAGE OF SUPPORT ON BEHALF OF KIN-SALGA	INQUS IN TEMBE: CHAIRPERSON OF THE UDM LOCAL HOUSE OF TRADITIONAL LEADERSHIP
1030 – 1045	MESSAGE OF SUPPORT ON BEHALF OF MATOES	MATOR IN MATINTHA (JODIN MUNICIPALITY)
1045 – 1050	MESSAGE OF SUPPORT ON BEHALF OF CIVIC SOCIETY	MR. SPOH MEKMANAN: GM, COMMUNITY SERVING (UDM) – OFFICE OF THE PREMIER
1050 – 1100	MESSAGE OF SUPPORT ON BEHALF OF BUSINESS	ORGANIZED BUSINESS
1100 – 1115	MESSAGE OF SUPPORT OF LABOUR	ORGANIZED LABOUR
1115 – 1130	MESSAGE OF SUPPORT ON CROSS-BORDER PLANNING	MR. NATACCO – NOVYNE (REPUBLIC OF MOZAMBIQUE)
1130 – 1150	PANEL DISCUSSION	ALL
1150 – 1155	WORKING MEET.	ALL
SESSION 2: GOVERNANCE AND POLICY (MM – MTUBA – MR. SR NTUUI)		
1145 – 1205	THE KIN GROWTH & DEVELOPMENT STRATEGY & PLAN IN THE CONTEXT OF GOVERNMENT REUSE DIX INSTITUTIONAL FRAMEWORKS	MR. FRIKKE BROOK: HEAD OF SECRETARIAL KIN PLANNING COMMISSION
1210 – 1240	STRATEGIC INPUT ON THE ALIGNMENT OF DISTRICT GROWTH & DEVELOPMENT PLAN (DGP) & INTEGRATED DEVELOPMENT PLAN (IDP), IDP, UMS	MR. THULANI SHENOZI: GENERAL MANAGER DEVELOPMENT PLANNING (KIN COSTA)
1240 – 1300	OVERVIEW OF THE UNMANKATU DISTRICT-WIDE GROWTH & DEVELOPMENT PLAN	KIN TECHNOLOGIES: MR. SEET NATHU
1300 – 1320	FINAL PRESENTATIONS – DISCUSSIONS	ALL
1320 – 1400	LUNCH	ALL
SESSION 3: PLANNARY – PROGRAMME DIRECTOR: MR. JOHIN LOCAL MUNICIPALITY (MR & NTUUI)		
EMPLOYMENT CREATION		
1400 – 1420	DISTRICT-WIDE CORRIDOR MASTER PLAN	MR. ALROY ORRICE CEO, UMLINDOZA DEVELOPMENT AGENCY (JMDA)
1420 – 1440	THE KIN SPECIAL ECONOMIC ZONE (SEZ) PROGRAMMES	MR. STEPHEN CH. – CHAIRMAN HEAD OF DEPARTMENT – (MO) KIN ECONOMIC DEVELOPMENT & TOURISM
1440 – 1500	TRADE AND INVESTMENT OPPORTUNITIES IN THE DISTRICT AND BEYOND	MR. DANAHN RAMPESAD: PROGRAMME MANAGER OF TRADE AND INVESTMENT KINADU NATAL
1500 – 1520	THE DEVELOPMENT AGENCIES AS VEHICLES FOR HIGHER LEVEL OF ECONOMIC DEVELOPMENT IN KIN	MR. BARBARA NGUTHING: GENERAL MANAGER LID KIN COSTA
1520 – 1540	THE KIN LABORATORY SECTOR PLAN	MR. CARLOS BOLDROPO: IOM, KIN DAE
1540 – 1600	STATUS ON MAP KINATINI INTEGRATED MASTER PLAN	MR. BRISTLO FORD: ENGINEER, KINATINI
1600 – 1620	ATTENTION ON TEA	
1620 – 1640	SESSION 6: MM – BUS – MR. MA SHINGOM	
1640 – 1700	IMPACT OF THE KIN TOURISM MASTER PLAN IN UDM	MR. SPOH MEKMANAN: GM, TOURISM DEVELOPMENT (KINOTOP)
1700 – 1720	THE STATUS OF THE COMMUNITY TOURISM CAPABILITY AND POTENTIAL	MR. WALDO SCHAULTY: CHAIRPERSON OF KINATINI TOURISM
1720 – 1740	ROLE OF DIMANGALADU WPA IN THE GROWTH & DEVELOPMENT OF THE DISTRICT	MR. ANDREW EALOUNGOM: CEO OF DIMANGALADU WPA
1740 – 1800	LUNCH	
1800 – 1815	VOTE OF THANKS & KEY ANNOUNCEMENTS	MDAM SPEAKER, CLER. NIGS, MAMBA

<u>DAY 2 (TWO) - 4TH OCTOBER 2013 (FRIDAY)</u>	
<u>SESSION 6: PLENARY: PROGRAMME DIRECTOR: MR SI KIKHALI – ACTING MUNICIPAL MANAGER/HAIRASA</u>	
0840:00 – 0840:15	ARRIVAL, REGISTRATION, TEAS AND COFFEE
0840:00 – 0840:05	SINGING OF NATIONAL ANTHEM & PRAYER
0840:05 – 0840:20	OFFICIAL WELCOME ON DAY TWO
0840:20 – 0840:30	RECAPPING FROM DAY ONE & REFRAMING DAY TWO
<u>HUMAN RESOURCES DEVELOPMENT & HUMAN & COMMUNITY DEVELOPMENT (MM – K2174)</u>	
0840:30 – 0840:50	THE DISTRICT RURAL SOCIAL SERVICES CLUSTER AND SURUKMA LAKE PROGRAMME
0840:50-0910	DISTRICT HEALTH PROFILE: CHALLENGES
0910-0930	HUMAN SETTLEMENT
0930-0945	SAFETY & SECURITY OF THE DISTRICT
0945 – 1040:10	LOGISTICS AND AIRPORT STRATEGIC INPUT
1040:10-1040:30	BUS, WATER SERVICES & INFRASTRUCTURE PROGRAMME (INCORPORATING THE RECENTLY HELD WATER SUMMIT)
1040:30-1045:00	DISTRICT TRANSPORT PLAN
1045:00-1140:10	DISTRICT WIDE ELECTRICITY SUPPLY PLAN
1140:10-1145:00	THE DISTRICT PRICE ENVIRONMENTAL MANAGEMENT FRAMEWORK (EMF) PLAN
1145:00 – 1145:30	PANEL DISCUSSIONS
1145:30 – 1200:00	MEETING TEA
<u>SESSION 8: PLENARY: PROGRAMME DIRECTOR: MR EDWARD BONGA, GENERAL MANAGER, ECONOMIC DEVELOPMENT SERVICES (UEDM) – CO-ORDINATOR</u>	
1200:00 – 1300:30	OUTLINE ON SUMMIT COMMISSIONS & BREAKING INTO VARIOUS SUMMIT COMMISSIONS
1300:30 – 1400:00	COMMISSIONS REPORT BACK PRESENTATIONS
1400:00 – 1402:30	SUMMIT DECLARATION STATEMENT: RESOLUTIONS & WAYFORWARD & KEY ANNOUNCEMENTS
1402:30 – 1403:00	VOTE OF THANKS & OFFICIAL CLOSURE
1403:00 – 1404:00	SINGING OF NATIONAL ANTHEM & RECEIVING GRACE
1404:00 – 1410:00	LUNCH IS SERVED
1410:00 – 1410:30	LATE
0840:00-0840:15	NDUNANUKULU SI BUTHELEZI (NTAWO TC)
0840:15-0840:30	MR. SI WOPESHI, MAYOR, CLIC, VP FLARISA: HAIRASALOKAL MUNICIPALITY
0840:30-0840:45	PROGRAMME DIRECTOR
0840:45-0900:00	MR. T. MOTHU, DISTRICT MANAGER OF KZN DEPARTMENT OF EDUCATION
0900:00-0915:00	(UMKANTANAISE DISTRICT)
0915:00-0930:00	MR. N. NEMBA, DISTRICT MANAGER, (UMKANTANAISE)
0930:00-0945:00	MR. PETER WOODF: SENIOR MANAGER, INTEGRATED PLANNING
0945:00-1000:00	MR. BL. NOLINGAMMOOLA, GA. COMMUNITY SAFETY
1000:00-1015:00	DR. – CLIVY COTTE: GENERAL MANAGER, ECONOMIC INFRASTRUCTURE (KZN TREASURY)
1015:00-1030:00	MR. NICOLOO, GENERAL MANAGER, TECHNICAL SERVICES (UEDM)
1030:00-1045:00	MR. SI NKOSI: SENIOR GENERAL MANAGER, OPERATIONS (KZN DOT)
1045:00-1100:00	ESKOM
1100:00-1115:00	NEAL CONSULTING
1115:00-1130:00	AIM
1400:00-1402:30	MR. BOEKER MPMONTHANE: SENIOR MANAGER, DEVELOPMENT PLANNING SERVICES (UEDM) & MR. VINTHUGO GLEBE, CHIEF TOWN AND REGIONAL PLANNER – KENICOTA
1402:30-1403:00	1. COMMISSION – B – ENVIRONMENTAL, SUSTAINABILITY & SPATIAL EQUITY (MR EDWARD BONGA – UEDM)
1403:00-1403:30	2. COMMISSION – C – RURAL RESOURCE & INFRASTRUCTURE (MR M. NGOCOCO)
1403:30-1404:00	3. COMMISSION – D – HUMAN RESOURCE & COMMUNITY DEVELOPMENT (MR GERT WATSON – KZN TECHNOLOGY)
1404:00-1404:30	4. COMMISSION – E – ECONOMIC INFRASTRUCTURE & EMPLOYMENT CREATION & GOVERNANCE (MR. VINTHUGO GLEBE – KENICOTA)
1404:30-1405:00	MR. ED. BONGA: GENERAL MANAGER, PLANNING & ECONOMIC DEVELOPMENT (UEDM)
1405:00-1405:30	MR. SI WOPESHI, MAYOR, CLIC SI VILANE
1405:30-1406:00	APOSTLE TM. ZWANE (JOZINI EVANGELICAL CHURCH)

The presentations given at the DGDS were structured by the various Departments and Stakeholders focused on the main projects currently being implemented or planned specifically focussing on the growth and development context of the district, tourism, bulk infrastructure, job creation etc.

The opening presentation made by Mr.Frikkie Brooks of the Provincial Planning Commission reported on the Provincial Growth and Development Strategy/Plan and the importance of the alignment between the Provincial Plan and the District Growth and Development Plan.The importance of the Municipal Integrated Development Plans was highlighted by Mr.Thulani Bhenqu of COGTA.

5.1.3 Additional issues

During the working group sessions participants were requested to add any additional issues to the list identified as part of the Status Quo analysis phase. The key issues identified are summarised in the subsections below.

5.1.3.1 Economic structure and trends

- Settlement of land claims would ensure land availability for agricultural activities

- The western shores of the iSimangaliso Wetland Park has forestry under Siyaqhubeka, these beneficiaries need to be afforded the opportunity to own other economic activities in the area
- Build lodges and renovate fuel station of western shores
- Providing transport to community members residing in the uMkhanyakude District to Richards Bay should be seen as an opportunity for local entrepreneurs to establish transportation services.
- Department of Agriculture must advise communities on soil suitability and crop selection
- Community members should be allowed to take tourists on to Lake St Lucia from the western shores
- Community members are requesting access to business opportunities within St Lucia
- The local community needs to participate and benefit from economic activities within the iSimangaliso Wetland Park
- District Municipality must create conditions favourable to the establishment of local industries instead of importing products to the district

5.1.3.2 Human resource development

- Needs of disabled people not catered for
- Negative attitude of pupils towards education.
- Parents are not actively involved with the education of their children.
- Lack of broadband connectivity in the District

5.1.3.3 Human and community development

- Teenage pregnancy and HIV and AIDS
- Adult Basic Education and Training should more actively include the disabled
- Lack of a referral hospital in the district
- Communities feel excluded from the process to establish protected areas due to lack of consultation
- Need for more pro-active future orientated settlement planning and not only focussing on eradicating the current backlogs
- Protected land not generating income or benefitting the communities
- Rhino poaching

5.1.3.4 Strategic infrastructure

- Lack of a Truck Inn
- The general road network within the district is insufficient, long distances need to be travelled to access places that are located relatively close to each other.
- Lack of registered waste disposal site in the District

5.1.3.5 Environmental sustainability and spatial equity

- Land use distribution / integration of land use
- The rate of housing provision should be increased to limit the impact of informal housing on the environment
- Planning and development process hindering speedy delivery of housing opportunities
- Community awareness i.e. need to understand transformation in land use distribution
- Capacity within the Municipality i.e. lack of skilled professionals due to unfavourable living conditions e.g. appropriate accommodation for the working class, lack of co-ordinated planning i.e. land use controls in rural and semi urban areas.
- Formalisation of towns
- Identification of Regional waste sites
- Collection and managing of waste
- Quick processing of land claims
- Transparent co-ordination of proposed development plans by various stakeholders
- Community based natural resource management is required in district
- Formalization of settlements will create a more favourable environment to attract investors
- Illegal developments scattered through the District Municipality, planning should take growth into account and demarcate areas to ensure the need for informal settlements are eradicated. Action also needs to be taken against illegal developments (businesses & tourism)
- Most of the land is tribal owned and how will UKDM set up a strategy with the Tribal Authority in order to make land more accessible and that will lead to attracting more investors
- Better alignment of plans and activities of various departments required
- Community should be consulted on a continuous basis during the formalization of town project
- Waste disposal site at St Lucia is a big challenge for iSimangaliso

5.1.3.6 Governance

- Government should assist land claim beneficiaries to ensure the smooth transition and to ensure the productivity of the farm continues, either through the community working the farm themselves or through a partnership with other organisations
- Active measures to eradicate corruption, fraud and theft
- Improve intergovernmental cooperation
- Expediting planning and development related processes. Development authorisation processes need to move faster from the planning phase to the construction. (Capacity building amongst the assessing officials)
- It needs to be clear to all developers and departments those there procedures to take in terms of development.

- It is difficult to develop land owned by Traditional Authorities, due to financial institutions not providing loans to prospective developers.

5.1.4 Key outcomes and resolutions

After the conclusion of the presentations by all the Departments and Stakeholders, discussions were held in four different commissions. The commissions were grouped according to the seven Strategic Goals of the Provincial Growth and Development Plan.

5.1.4.1 Working Group 1 - Environmental Sustainability & Spatial Equity:

The following resolutions were taken during the summit:

- ISimangaliso: Utilization of the buffer zone is necessary and to start by involving key stakeholders with the community and decide how all can benefit and setting the same objectives.
- Waste management is a key problem and it must be resolved, funding is needed to implement a proper system.
- General Planning is very important and will aid the drafting of future strategies.

5.1.4.2 Working Group 2 – Strategic Infrastructure:

The following resolutions were taken during the summit:

- To work towards the eradication of all infrastructure backlogs by 2030

5.1.4.3 Working Group 3 - Human Resource Development & Human and Community Development:

The following resolutions were taken during the summit:

- Build on Primary and Secondary education and healthcare systems towards a tertiary education facility and secondary hospital (hospital to provide services also to Swaziland and Mozambique).
- Improve the skills and capacity of Maths and Science teachers.
- To prepare by-laws to stop adhoc settling of people without plan.
- Focus on implementation instead of politics, leave politics to politicians.
- Liase with Vodacom, MTN and other telecommunication service providers to the district to expand Broadband Connectivity.
- Timeframes on social grants, motivate for conditional grants instead normal social grants (example to pay child grants to young girls/mothers on condition to attend school).
- Total youth employment programme by 2030.

5.1.4.4 Working Group 4 – Job Creation and Governance:

The following resolutions were taken during the summit:

- Availability of Land for Development should be addressed case by case with all stakeholders involved.
- Establishment of a small farmers support programme and market to be developed for agricultural produce.
- Optimisation and use of cultural, historical (King Dingane celebration- hlathikhulu) and heritage linked Tourism
- To diversify tourism economy beyond big 5, accommodation and catering.
- Use the existing local plans for the low hanging fruits on implementation. (easy implementable strategies/projects should be done within the short term)
- Pursue the cross border initiatives.
- Capacity building and resource the existing youth cooperatives, conduct skill audit.
- Establishment of cluster task teams for the implementation of the District Growth and Development Plan.
- There is a need for political will to implement the DGDP through the IDP MTSF, and MTEF processes.
- The District Commission must champion the finalisation and implementation of the Plan.
- iSimangaliso' buffer must be managed and fully utilized.
- iSimangaliso must be part of all the processes in order to help solving problems such as the buffer zone.

5.2 PRIORITIZATION OF KEY ISSUES BY STAKEHOLDERS

One of the outcomes of the Growth and Development Summit was to engage stakeholders in a process of prioritizing the key issues identified during the analysis phase. This prioritization was undertaken in the three working groups at the DGDS according to the structure indicated in Table 5.2 below.

Table 5.2: Working Groups Composition

Working Group Number	PGDS Strategic goal covered
Working Group 1	Environmental Sustainability & Spatial Equity
Working Group 2	Strategic Infrastructure
Working Group 3	Human Resource Development & Human and Community Development
Working Group 4	Job Creation & Governance

Each member of the working group was provided with a rating sheet listing all the identified issues and requested to rate each issue on a 5 point scale as follows:

- 1 = Limited impact on the long term growth and development of the district
- 2 = Some impact on the long term growth and development of the district
- 3 = Moderate impact on the long term growth and development of the district
- 4 = Significant impact on the long term growth and development of the district
- 5 = Critical impact on the long term growth and development of the district

Subsequent to the summit, these scoring sheets were used by the technical support team to calculate a total weighted score for each issue. A linear scaling process was then applied to transform these values to a standardised score on a scale of 1 to 10. These prioritised scores provide an indication of the relative importance of these issues as perceived by the stakeholders who participated in this process. (a value of 10 indicates the individual issue regarded as most important within that particular sector). In the interpretation of these issues is imperative to recognise that those issues with relatively lower scores on this index do not imply that these issues are not important in terms of the overall growth and development of the district. All issues that were subjected to the prioritization process were already identified as priority issues emanating from the status quo analysis and each of these in its own right represent a critical issue requiring a response from a planning a policy perspective. The relative priority index is merely a tool to assist decision-makers in understanding the perceived importance attached to various issues.

Table 5.3: Economic structure and performance

Results of Priority Issues rating with normalised score (Scale 1 to 10)

PRIORITISED ISSUES FROM SUMMIT	NORMALISED SCORE
Unemployment rate of 31% in UKDM is slightly higher than the overall provincial rate of 28.5%	10.0
High proportion of the economically active population classified as discouraged work seekers (27.7%), a figure more than double the provincial average of 13.8%	10.0
Substantial decrease in employment opportunities in the agricultural sector from 8945 in 2000 to 4983 in 2010, despite the significant growth in this sector as measured by GVA	8.5
The number of formal employment opportunities in the agricultural sector remained relatively stable at approximately 9000 over the period from 2000 to 2005 but thereafter decreased significantly to a total estimated figure of 4983 by 2010	8.5
35.2% of the unemployed population is younger than 25 years of age with a further 34.9% between 25 and 34 years	7.7
Agricultural sector has shown some significant growth of approximately 5.5% per annum over the period 1995 to 2011, but represents the third lowest output amongst the districts within the province.	7.7
Although growing from a small base, the economy experienced significant growth in excess of 9% per annum, especially in the period from 2000 onwards	6.9
The proportion of individuals in both the formal and informal sector earning less than R800 per month is by some distance the highest amongst all district municipality's within the province	5.0
Small size of district economy in provincial comparative terms (e.g. less than 5% of the size of the eThekweni municipality in 2011)	4.6
General government sector and the community, social and personal services sector remained the main sources of formal sector employment in the district (13,909 and 11,342 respectively)	4.6
The majority of the employed population in the district is active in the formal sector (71.8%), with a further 18.8% involved in the informal sector	4.2
Dominant economic sectors in UKDM as measured by GVA is the retail, catering and accommodation sector accounting for R1.45 billion in 2011, the manufacturing sector (R1.37 billion), and the general government services sector (R1.34 billion)	2.3
The education level of the largest proportion of the unemployed population is those who completed their Grade 12 education (35%), with a further 30% who completed some form of secondary education	2.3
Two dominant local economies within the district are the Mtubatuba and Jozini LMs accounting for approximately R1.9 and R1.7 billion of GVA in 2011 respectively	1.0
The district economy became more concentrated in a select number of sectors with the Tress index increasing from a value of 36.7 in 2000 to 42.2 in 2011	1.0
Individual monthly income earned in both the formal and informal sectors in UKDM is lower than the provincial figures	1.0
The manufacturing sector increased its contribution to total GVA from 10.3% to 19.1%, and the retail, catering and accommodation sector its contribution from 13.5% to 20.3%	1.0
The retail, catering and accommodation sector showed considerable growth across all five municipalities and employment in this sector more than doubled from 5 181 in 2000 to 10 718 in 2010	1.0

Table 5.4: Human and Community Development

Results of Priority Issues rating with normalised score (Scale 1 to 10)

PRIORITISED ISSUES FROM SUMMIT	NORMALISE SCORE
The HIV prevalence rate of 41.1% in UKDM is notably higher than both the provincial average (37.4%) and the national average (29.5%) and is the second highest amongst the districts in the province	10.0
The majority of households within the district (53.9%) are female headed, a figure significantly higher than the comparative provincial figure of 45.9%	8.9
A modest average annual population growth rate of 0.9% per annum between 2001 and 2011	8.7
Comparatively low life expectancy at birth	8.5
Age profile of the district population is dominated by the age categories younger than 19 years of age	8.3
Low annual household income patterns with the proportion of households in UKDM earning less than R38 200 per annum (79.1%)	7.4
Annual household income of female headed households is generally lower than male headed households	5.7
HDI of UKDM is significantly lower than the comparative overall provincial figure (0.44 compared to 0.49)	5.1
Perinatal mortality rate in facility per 1000 births in UKDM decreased from 38.1 in 2003/04 to 22.3 in 2010/11	5.1
Average household size in UKDM is significantly larger than in the rest of the province with a total of 33% of households in the district consisting of six or more member	4.3
he occurrence of severe malnutrition of children younger than 5 years increased from 4.0 cases per 1000 children in 2008/9 to 13 per thousand children in 2010/11	4.0
The occurrence of crimes against a person, murder cases, and property related crimes showed a consistent downward trend from 2003/04 to 2011/12	3.6
The treating of a high number of foreigners at health facilities in the District which are not budgeted for (-)	3.4
Majority of households in UKDM (57%) are residing in formal houses on separate stands and a further 30% lives in traditional dwellings constructed of traditional materials	1.9
48% of all houses in UKDM are very small and consists of three rooms or less and the average size of a house in UKDM is 4.2 rooms per house	1.0

Table 5.5: Human Resource Development

Results of Priority Issues rating with normalised score (Scale 1 to 10)

PRIORITISED ISSUES FROM SUMMIT	NORMALISED SCORE
Despite some improvements in the pass rate of mathematics and science, the pass rates of these two subjects remained low (38.3% for mathematics and 53% for science in 2012)	10.0
Decline in the proportion of population with tertiary education between 2001 and 2011	8.0
Proportion of the adult population in the district with tertiary education is less than half than the comparative figure for the province	6.0
No Tertiary Education Facility located within the District	5.5
Matric pass rate improved from 39.3% in 2008 to 65.2% in 2012	3.5
48% of the population within the district resides more than 2.25km from the nearest secondary school	2.5
Significant progress with the eradication of adult illiteracy between 2001 and 2011	1.5
45% of the district population resides more than 1.5 km from the nearest primary school	1.0

Table 5.6: Strategic Infrastructure:

Results of Priority Issues rating with normalised score (Scale 1 – 10)

KEY ISSUE FROM STATUS QUO ANALYSIS	NORMALISED SCORE
30% of households are utilising untreated sources of water directly from springs, dams or rivers, a figure significantly higher than the provincial total of 13%	10.0
The proportion of households provided with water through regional and local water schemes is only 42% compared to the provincial figure of 72%	8.1
74% of households in the district make use of own refuse dumps (provincial figure of 38%), and a further 13% is without any form of rubbish disposal	6.7
As much as 18.4% of households in UKDM do not have access to any form of sanitation facilities compared to only 6.3% at provincial level	5.4
Potential for energy generation through the application of wind power with most parts of the UKDM classified as having good wind power potential, and potential Hydropower at the Jozini Dam	4.7
Unsatisfactory performance of wastewater services in terms of the DWA Green Drop assessments, indicating that the wastewater services are not being managed according to the expectations of the regulation programme	4.6
Lowest ranking (14 th) on the provincial wastewater Green drop performance log of WSAs	4.0
UKDM only achieved the 11 th out of 14 positions of water service authorities on the provincial Blue Drop log position	3.7
Limited use of alternative energy sources for lighting (3% of households) and cooking purposes (0.1% of households)	3.3
The dominant forms of sanitation infrastructure in the district include ventilated improved pit latrines (25.6% of households) and unimproved pit toilets (19.7% of households)	3.2
Only 38.4% of households in the district have access to electricity for lighting purposes and 32.1% for cooking	3.2
Substantial improvements were made from 2001 to 2011 in terms of providing electricity to communities.	2.8
Only 6% of households within the district own a computer, and only 18% of households within the district have access to the internet via a cell phone, and 2% from home	1.9
Significant improvement in performance from 2010 to 2012 in terms of the annual Department of Water Affairs Bluedrop Status	1.6
Only 14 % of households own a motorcar, the second lowest amongst all districts within the province	1.0

Table 5.7: Environmental Sustainability & Spatial Equity

Results of Priority Issues rating with normalised score (Scale 1 to 10)

PRIORITISED ISSUES FROM SUMMIT	NORMALISED SCORE
In terms of the Provincial Growth and Development Plan some towns (Mbazwana, Jozini, Hluhluwe, Mtubatuba, Hlabisa & Manguze) has been identified as Quaternary Development Nodes at a provincial level	10.0
The District is bordered by Swaziland to the northeast and Mozambique to the north	8.9
The settlement type in UKDM is completely dominated by population residing in tribal or traditional areas (in excess of 90%) and is by far the highest figure of all districts within the province	8.4
26.2% of the land area of the Big 5 False Bay LM is covered by wetland areas	8.4

10km Buffer zone from the iSimangaliso World Heritage Site where only restricted land uses are permitted subject to authorisation	8.4
The dominant landcover within the district is natural landcover (55.7%)	7.9
Approximately 17.9% of the District is being used for agricultural purposes, with the majority of agricultural land being focused within the Mtubatuba LM.	4.7
Approximately 33.2% of the District is formally protected and forms part of Nature Reserves	1.0

Table 5.8: Governance

Results of Priority Issues rating with normalised score (Scale 1 to 10)

PRIORITISED ISSUES FROM SUMMIT	NORMALISED SCORE
Widespread occurrence of negative audit opinions across the various municipal entities in the study area and no clear signs of consistent and continued improvement in audit opinions over the five-year period from 2007/08 to 2011/12	10.0
The two most notable areas of concern regarding financial management (as inferred from the findings of the latest Auditor General reports) include misstatements and limitations in annual financial statements, and the problem of unauthorised, irregular and wasteful expenditure. Other areas of concern in various local municipalities include problems with budgeting and expenditure management processes	5.0
The contribution of assessment rates and economic services (through service charges) to total municipal revenue is extremely limited	2.5
The financial sustainability of local government is largely dependent on grant income, which represents more than 90% of total revenue in the Jozini, Hlabisa and uMhlabuyalingana LM's	1.0

5.3 MULTIVARIATE ANALYSIS OF STATUS QUO DATA

5.3.1 Factor Analysis

One of the challenges often experienced with projects where a large number of variables have to be considered is to make sense of a potential large number of interrelationships between these variables and the relevance of thereof. Factor analysis is an example of a multivariate statistical technique that allows for the simplification of the correlational relationships between a number of variables. It is based on the concept that the variation observed in a variety of individual variables reflects on the patterns of a smaller number of deeper, more fundamental features referred to as the “factors”. A factor analysis provides reliable means of simplifying the relationships and identifying with them what factors, or common components of association between groups of variables underlie the relationships (Acton et al, 2009). Factor analysis can thus be applied to:

- Detect structure in the relationships between variables to classify and “densify” the data.
- To reduce the number of variables.

Factor analysis is a widely used technique to identify priority variables (i.e. policy context), identify specific relationships between important variables to allow for classification of data, and identify more subtle patterns to draw meaningful conclusions in order to inform policy formation and guide investment initiatives.

A total of 51 variables were identified for which information could be sourced at a spatially disaggregated level to reflect the different dimensions analysed in the status quo analysis. These values were calculated for each of the 894 Sub-places in the district and the complete dataset thus consisted of 51 variables (columns) and 894 Sub-places (rows). This database was used as input data for the factor analysis. A Varimax orthogonal rotation procedure was applied to the dataset.

The first step in the interpretation of the factor analysis results is to consider the eigenvalues and scree plots of the output results. Eigenvalues is a measure of the amount of variability in the data explained by a given factor. Factors with eigenvalues larger than one explain more variation in the data than an individual variable and are normally seen as significant factors. The second and supplementary approach is to consider the results of the scree plot in which the eigenvalues are plotted by size in order to provide a visual assessment to see which factors should be accepted as significant. It plots the factors/components on the x axis and the corresponding eigenvalues on the y axis. As you move to the right, the eigenvalues decrease. At the point where there is no further significant decreases the curve makes an elbow toward a

less steep decline, the scree test says to ignore all further components after the one starting the elbow. The application of eigenvalues and scree plots are illustrated in Figure 5.1 and Figure 5.2.

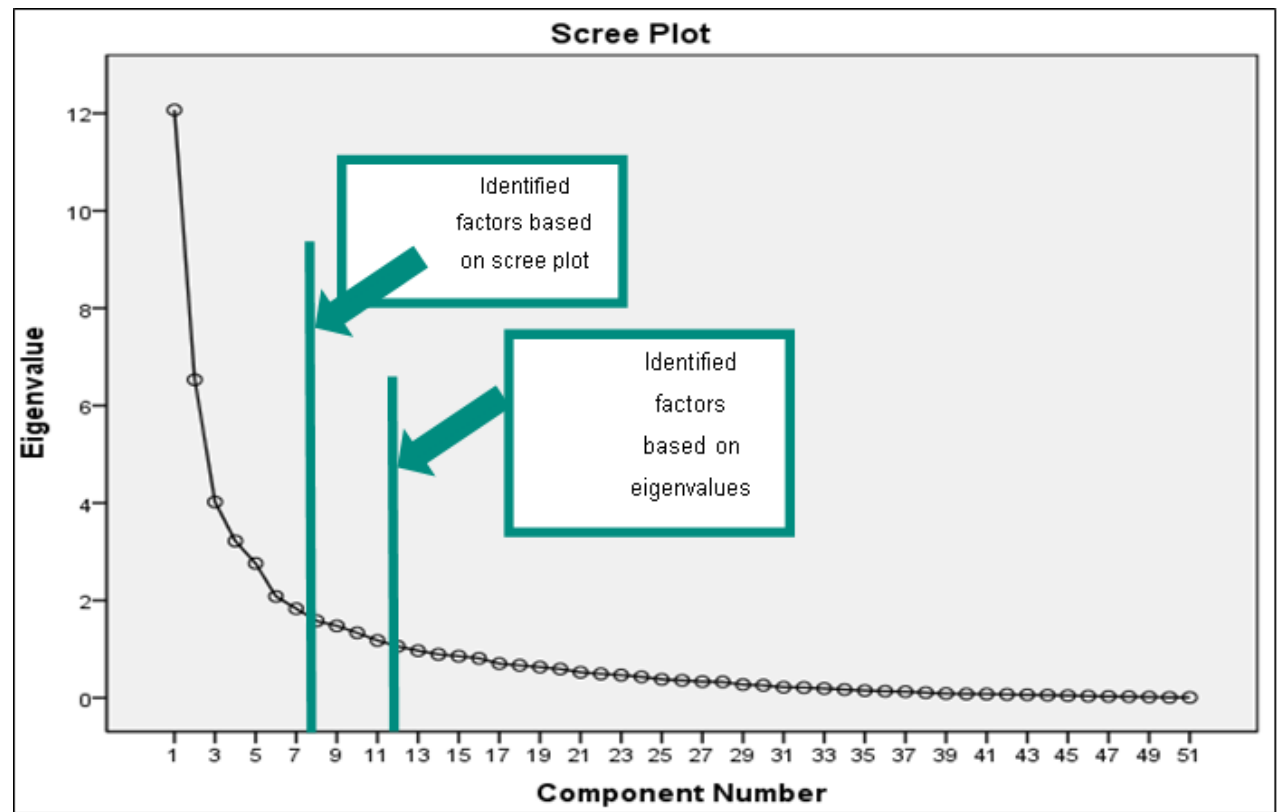
Figure 5.1: Example of the use of Eigenvalues in factor analysis

Indicates the influence/significance of the specific factor in percentages

Identified factors

Component	Initial Eigenvalues			Total Variance Explained			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.069	23.665	23.665	12.069	23.665	23.665	10.572	20.730	20.730
2	6.531	12.805	36.470	6.531	12.805	36.470	5.265	10.323	31.053
3	4.021	7.884	44.354	4.021	7.884	44.354	3.694	7.242	38.296
4	3.219	6.312	50.666	3.219	6.312	50.666	2.897	5.680	43.976
5	2.760	5.412	56.078	2.760	5.412	56.078	2.807	5.505	49.480
6	2.083	4.084	60.161	2.083	4.084	60.161	2.755	5.401	54.882
7	1.829	3.586	63.748	1.829	3.586	63.748	2.744	5.380	60.261
8	1.581	3.100	66.848	1.581	3.100	66.848	2.288	4.486	64.747
9	1.477	2.896	69.744	1.477	2.896	69.744	1.768	3.467	68.215
10	1.335	2.617	72.361	1.335	2.617	72.361	1.629	3.194	71.408
11	1.177	2.308	74.669	1.177	2.308	74.669	1.368	2.682	74.090
12	1.057	2.072	76.741	1.057	2.072	76.741	1.352	2.651	76.741
13	.967	1.897	78.638						
14	.894	1.752	80.390						
15	.855	1.677	82.067						
16	.811	1.591	83.658						
17	.702	1.377	85.034						
18	.666	1.307	86.341						
19	.631	1.238	87.579						
20	.591	1.159	88.738						
21	.524	1.027	89.765						
22	.492	.964	90.729						
23	.466	.913	91.642						
24	.431	.844	92.487						
25	.379	.743	93.230						

Figure 5.2: Example of Scree Plot



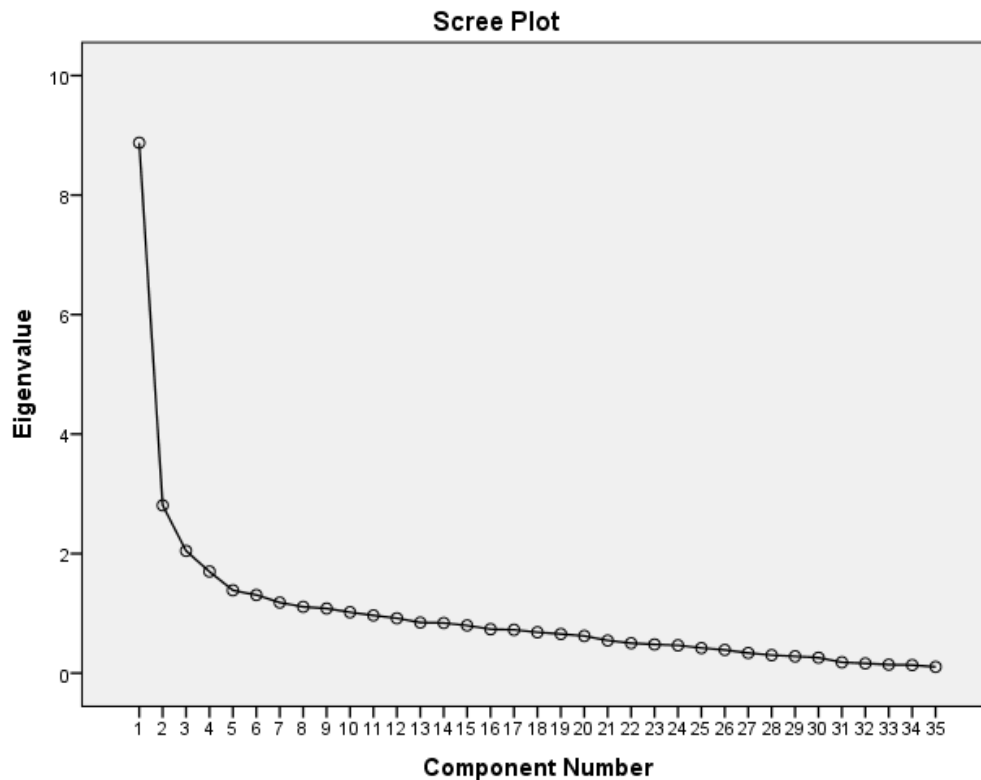
5.3.2 Statistical analysis results

The results of the factor analysis applied to the data for the 51 variables for each of the 894 sub-places in the district are depicted in Table 5.9 and Figure 5.3. The interpretation of the scree plot results would suggest the use of the first 5 identified factors, while the eigen value results depicted in Table 5.9 identify 10 factors with eigenvalues larger than 1 (explaining more variation in the data than an individual variable) that cumulatively explains 64% of the underlying variation within the dataset. These factors are explained and interpreted in Table 5.9.

Table 5.9: Eigenvalues resulting from factor analysis of UKDM data

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.875	25.359	25.359	8.875	25.359	25.359	6.164	17.613	17.613
2	2.808	8.022	33.381	2.808	8.022	33.381	3.391	9.687	27.3
3	2.046	5.846	39.227	2.046	5.846	39.227	2.508	7.167	34.467
4	1.7	4.856	44.084	1.7	4.856	44.084	2.226	6.359	40.825
5	1.386	3.959	48.043	1.386	3.959	48.043	1.506	4.302	45.128
6	1.308	3.737	51.779	1.308	3.737	51.779	1.448	4.138	49.265
7	1.181	3.374	55.153	1.181	3.374	55.153	1.41	4.028	53.293
8	1.109	3.168	58.322	1.109	3.168	58.322	1.353	3.867	57.16
9	1.082	3.09	61.412	1.082	3.09	61.412	1.32	3.772	60.932
10	1.019	2.911	64.323	1.019	2.911	64.323	1.187	3.391	64.323

Figure 5.3: Results of analysis of UKDM data: Scree plot



- The results depicted in Table 5.10 indicate 10 key factors that explain more than 64% of the underlying variability in the total dataset. The indicators with high factor loadings under each of these 10 factors have been interpreted as follows: quality of life and services in the district
- extent and intensity of economic activities in the district
- demographic profile of district population
- quality of housing
- natural potential of the district and influencing factors
- access to health and education facilities
- environmental quality
- commercial farming and employment
- structured spatial settlement pattern
- conservation and tourism

Table 5.10: Interpretation of factors from UKDM factor analysis

Factor	% Variance explained	Indicators forming part of factor	Factor Interpretation
1	17.613	% Households with computer	Quality of Life and services
		% individual earning >R6400 per month	
		% Households with motorcar	
		% Households with Landline	
		% older than 20 yrs with tertiary education	
		% Households with weekly refuse removal	
		% Households with flush toilet	
		% Econ active employed	
		% Households consisting of 6 or more persons	
		% Households with internet	
2	9.687	Employment within driving time of the GAP mesoframe polygon within which the SP is located	Extent and intensity of economic activities
		% of SP land area built-up	
		Distance to nearest police station	
		GVA of mesoframe polygon within which the Sub-place (SP) is located	
		Population density of SP (persons/ha or km ²)	
		% Households using electricity for lighting	
3	7.167	% male population	Demographic profile of population
		% female headed households	
		% Population younger than 10 years of age	
		% of unemployed < 25 years of age	
4	6.359	% houses consisting of 2 rooms or less	Quality of housing
		% households with water from regional or local water scheme	
5	4.302	Distance (km) from nearest World Heritage EMZ	Natural potential and influencing factors
		% of SP land area covered by water features	
		% households living in freestanding informal settlements or informal backyards	
6	4.138	Number of clinics within SP and within specified threshold distance from boundary of SP	Access to health and education facilities
		Number of primary schools within SP and within 1.5km from boundary of SP	
		Number of secondary schools within SP and within 2.25km from boundary of SP	
7	4.028	% of SP land area used for subsistence farming	Environmental quality

		% of SP land area degraded	
8	3.867	% of SP land area used for commercial farming % of employed population in formal sector	Commercial farming and employment
9	3.772	Distance (km) from nearest corridor as defined in corridor study Number of households	Structured spatial settlement pattern
10	3.391	Distance (km) from nearest Conserved EMZ	Conservation and tourism

By applying the same principles as outlined in Section 5.2, the relative importance of these 10 factors have been rated based on the percentage of the overall variance explained by an each of these 10 factors (see Table 5.11).

Table 5.11: Prioritised factors and weights

NUMBER	FACTOR NAME	RELATIVE WEIGHT (SCALE 1 TO 10) ¹
1	Quality of life and infrastructure	10.0
2	Extent and intensity of economic activities	5.5
3	Demographic characteristics of population	4.1
4	Quality of housing	3.6
5	Natural potential and influencing factors	2.4
6	Access to health and education facilities	2.3
7	Environmental quality	2.3
8	Commercial farming and employment	2.2
9	Structured spatial settlement pattern	2.1
10	Conservation and tourism	1.9

¹Based on % variance explained

The information outlined in Sections 5.2 and 5.3 above documented the results of two individual processes to determine prioritised development issues:

- In section 5.2 the key issue synthesised from the status quo analysis and those identified during the growth and development summit was prioritised through qualitative assessments undertaken by the participants at the growth and development summit. This resulted in the prioritisation of these issues by calculating a relative importance score on a scale of 1 to 10 within the six broad categories according to which the data was analysed (i.e. economic structure and performance, human and community development, human resource development, strategic infrastructure, environmental sustainability and spatial equity, and governance).
- In section 5.3, multivariate statistical techniques (factor analysis) were applied to identify specific relationships between the wide range of variables considered in the status quo analysis to allow for the classification of data, and identify more subtle patterns to draw meaningful conclusions. This resulted in a prioritised list of issues where the classification and prioritisation is purely based on the patterns and relationships reflected in the available status quo information.

From a strategic planning perspective it is thus imperative to consider both sets of results to arrive at an informed final set of prioritised long-term growth and development issues.

The primary aim of the DGDP is to give effect to the intentions of the PGDP at a district level. The basic point of departure in formulating overall strategic goals for the DGDP is thus to keep to the structuring framework that is consistent with the overall goals identified in the PGDP. The overall long-term development goals of the DGDP thus take the strategic goals of the PGDP as point of departure and articulate it within the district context and priorities. These goals were also used to classify and prioritise the key issues through inputs from participating stakeholders. The results of the multivariate statistical analysis described above clearly supports these goals. It implies that the relationships between the wide range of variables considered in the technical component of the status quo analysis revealed similar critical issues and relative levels of importance than those emanating from the consultative process. The relationship between these six goals and the results of the factor analysis is illustrated in Table 5.12.

Table 5.12: Relationship between identified strategic goals and results of factor analysis

DGDP Goal	Factors identified in Factor analysis
1. Expanded district economic output and increased quantity and quality of employment opportunities	Factor 2: Availability and intensity of economic activities Factor 8: Commercial farming and employment Factor 10: Conservation and tourism
2. Enhanced quality of district human resources	Factor 3: Demographic profile of population Factor 6: Access to health and education facilities
3. Improved quality of life and life expectancy	Factor 1: Quality of Life and infrastructure Factor 3: Demographic profile of population Factor 4: Quality of housing Factor 6: Access to health and education facilities
High quality infrastructure network	Factor 1: Quality of Life and infrastructure
5. District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development	Factor 5: Natural potential and influencing factors Factor 7: Environmental quality Factor 9: Structured spatial settlement pattern
6. Excellence in governance and leadership	Not Applicable (no indicators available at spatially disaggregated level to include in factor analysis)

6 VISION, GOALS, OBJECTIVES, INDICATORS AND TARGETS

This chapter provides the strategic framework of the DGDP and consists of the long term development vision, a set of strategic goals and objectives, clearly defined monitoring indicators related to each of these objectives, and quantified targets to measure progress and outcomes in terms of each objective.

6.1 GROWTH AND DEVELOPMENT VISION 2030

The purpose of the District Growth and Development Vision is to outline what the district wants to be in future (2030) and, based on the inputs received during the consultative process, how the residents of the district wants the world in which they live to be (an “idealised” view of the district). The current longterm slogan vision for uMkhanyakude which was adopted by council prior to the preparation of the District Growth and Development Plan reads as follows: **“uMkhanyakude Metro by 2030”**. It is recommended that the District Planning Commission engage with the District Council to reword the 2030 slogan vision to something attainable and inline with the narrative vision set out below..

The narrative vision prepared for the District as part of the DGDP is informed by both the current realities and challenges within the district that emanated from the status quo analysis, as well as the views and aspirations of its residents as articulated at the district growth and development summit. Although the vision is informed by the current challenges and realities, it is not constrained by these realities and provides an expression of a visionary and inspiring future.

The vision is articulated as follows:

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

Economic development: *The district economy has consistently grown by more than 5% per annum since 2014 and this growth resulted in the creation of decent employment opportunities reducing the unemployment rate in the district by more than 50%, resulting in significant increases in average income levels. The skills base of the district labour force improved continually since 2014 and the proportion of workers with tertiary education exceeds the average of the province. The agricultural sector in UKDM is recognised as one of the food baskets of Southern Africa and numerous agricultural and forestry processing facilities have been established in the district. The district is internationally recognised for the diversity of its tourism attractions and by 2030 annually attracts visitor numbers approaching that of South African tourist icons such as Table Mountain and the Kruger National Park. The land reform programme has been implemented successfully and created various employment opportunities in the agricultural and tourism sector.*

Demographic profile: *By 2030 the overall quality of life as measured by the Human Development Index increased by 40% and average household income more than doubled. The prevalence of HIV has been reduced significantly and resulted in a notable increase in the life expectancy of the district population. The levels of malnutrition of children younger than five years have been halved and the entire population have reasonable access to high quality health services. The quality of housing has been improved and public sector housing is provided at sustainable densities according to the functional spatial development plan of the district. Crime levels have been reduced to acceptable levels by a committed police force working closely with local communities. All social and public facilities are accessible and user friendly for disabled persons.*

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

Natural resources, spatial development and governance: *The UKDM maintained and improved the integrity and quality of its physical environment and natural resources, especially its wetland areas, between 2014 and 2030. Sustainable and coherent spatial development patterns have been successfully implemented through an effective land use management system and procedures guided by a framework of identified nodes and corridors. Highly skilled officials ensured that the planning and development activities of all spheres of government and other sectors are fully coordinated for maximum impact and synergy has been established with spatial development in adjacent Swaziland and Mozambique. Improved public sector management and skills levels resulted in sound local government financial management. All municipalities within the district are financially viable with local income streams fully optimised and dependency on grant income substantially reduced.*

6.2 DISTRICT STRATEGIC GROWTH AND DEVELOPMENT GOALS AND OBJECTIVES

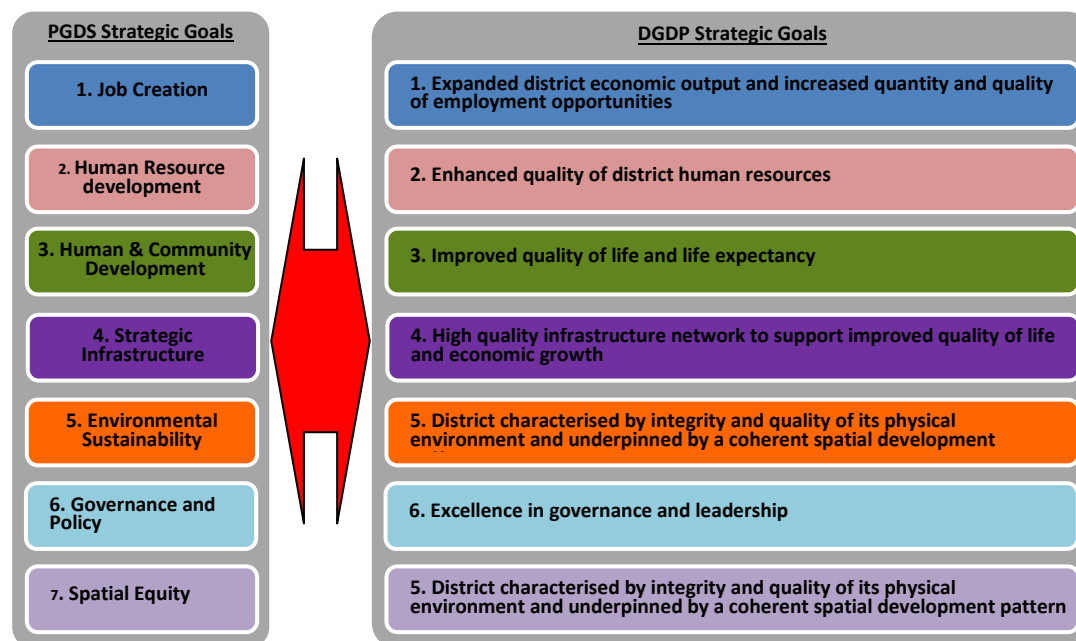
The purpose of formulating clearly defined goals and objectives is to provide direction to the growth and development planning and implementation process. Goals can be defined as broad aims toward which collective efforts are directed. It provides an indication of what the district and its partners in development want to achieve (the “what” and not the “how”). Objectives are closely associated with goals but they are specific and measureable milestones that must be achieved in order to reach a goal. Objectives should relate to the identified priority issues and should be phrased as a solution of these problems. Objectives should also provide a clear indication of the intended benefits for the people of the district. The goals and objectives are informed by the results of the analysis phase, the prioritization of key issues described in Section 5 and the visionary future of the district outlined above.

The six overall long term growth and development goals of the district to pursue this vision have been identified as:

- 🚩 Expanded district economic output and increased quantity and quality of employment opportunities
- 🚩 Enhanced quality of district human resources
- 🚩 Improved quality of life and life expectancy
- 🚩 High quality infrastructure network to support improved quality of life and economic growth
- 🚩 District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development pattern
- 🚩 Excellence in Governance and Leadership

The primary aim of these goals is to give effect to the intentions of the PGDP at a district level as illustrated in Diagram 6.1 below.

Diagram 6.1: Strategic Goals



The set of measurable strategic objectives to achieve these goals are informed by the priority issues as analysed and described in Section 5. The six strategic goals and the associated objectives are outlined in Table 6.1. This table also illustrates the alignment with the goals identified within the Provincial Growth and Development Plan.

Table 6.1: Strategic Goals

STRATEGIC GOALS	DGDP STRATEGIC OBJECTIVES	PGDP STRATEGIC OBJECTIVES
1. Expanded district economic output and increased quantity and quality of employment opportunities	1. Optimise the role of the agricultural and forestry sector in district economic growth and employment creation	1.1 Unleash Agricultural Potential
	2. Optimise the role of conservation and a diversified tourism sector in district economic growth and employment creation	1.2 Enhance sectoral development through trade & investment
	3. To significantly increase in the skills levels of the district labour force	1.5 Develop the knowledge base to enhance the knowledge economy
	4. Ensure improved quality of employment opportunities to raise income levels of employed population	
	5. Support increased beneficiation and manufacturing of local products	1.2 Enhance sectoral development through trade & investment
	6. Facilitate increased population densities in selected nodes to create viable markets and thresholds for a broader range of products and services	
		1.3 Improve the efficiency of government led job creation programmes

		1.4 Promote SMME and entrepreneurial development
STRATEGIC GOALS	DGDP STRATEGIC OBJECTIVES	PGDP STRATEGIC OBJECTIVES
2. Enhanced quality of district human resources	1. Improve the quality of the output from the secondary schooling system (especially maths and science)	2.1 Improve early childhood development, primary and secondary education
	2. Improve access to and quality of basic education facilities	
	3. Increase tertiary education levels of district labour force through improved access to tertiary education opportunities	
	4. Increase the application and role of ICT in education	
	5. Ensure eradication of adult illiteracy	2.3 Enhance youth skills development and life-long learning
		2.2 Support skills alignment with economic growth
STRATEGIC GOALS	DGDP STRATEGIC OBJECTIVES	PGDP STRATEGIC OBJECTIVES
3. Improved quality of life and life expectancy	1. Reduce prevalence and impact of HIV	3.2 Enhancing health of communities and citizens
	2. Increase levels of household and personal income	3.1 Poverty alleviation and social welfare
	3. Provide all households with access to basic services	3.4 Sustainable human settlements
	4. Prioritise programmes for youth development and employment creation and support for high proportion female headed households	3.6 Advance social capital
	5. Reduce levels of malnutrition of children younger than 5 years	3.2 Enhancing health of communities and citizens
	6. Improve quality of housing	3.4 Sustainable human settlements
	7. Improve access to and quality of health facilities	3.2 Enhancing health of communities and citizens
	8. Reduce crime levels	3.5 Safety and security
	9. Provide facilities for the disabled across the district	3.6 Advance social capital
		3.3 Enhance sustainable household food security
STRATEGIC GOALS	DGDP STRATEGIC OBJECTIVES	PGDP STRATEGIC OBJECTIVES
4. High quality infrastructure network to support human resource development and economic growth	1. Provide all households with access to basic water services supported by high quality infrastructure	4.5 Improve water resource management and supply
	2. Improve waste removal services and infrastructure	
	3. Provide adequate sanitation services to all households supported by high quality wastewater infrastructure	

	4. Provide all households with access to electricity or alternative environmentally sustainable energy sources	4.6 Improve energy production and supply
	5. Improve access to and availability of ICT infrastructure and services across the district	4.4 Development of information and communications technology Infrastructure
	6. Improve coverage and quality of road network	4.3 Development of road and rail networks
		4.1 Development of Harbours
		4.2 Development of airports
STRATEGIC GOALS	DGDP STRATEGIC OBJECTIVES	PGDP STRATEGIC OBJECTIVES
5. District renowned for the integrity and quality of its natural environment underpinned by a coherent spatial development pattern	1. Maintain and improve the environmental integrity of the district and its natural resources	5.3 Manage pressures on biodiversity within all growth and development activities
	2. Implement a functionally structured spatial development pattern guided by identified nodes and corridors through an effective land use management system and procedures	7.2 Facilitate integrated land management and spatial planning
	3. Optimise coordination of and synergy with spatial development in adjacent Swaziland and Mozambique	7.2 Facilitate integrated land management and spatial planning
	4. Ensure sustainable management and protection of wetland areas	5.3 Manage pressures on biodiversity within all growth and development activities
	5. Facilitate fully coordinated planning and development activities within district	7.1 Actively promote spatial concentration and co-ordination of development interventions.
		5.1 Increase productive use of land
	See DGDP objective 4.4	5.2 Advance alternative energy generation and reduce reliance on fossil fuels
		5.4 Adaptation to climate change
STRATEGIC GOALS	DGDP STRATEGIC OBJECTIVES	PGDP STRATEGIC OBJECTIVES
6. Excellence in Governance and Leadership	1. Improve local government financial management	
	2. Improve local government financial viability supported by increased local revenue stream and less reliance on grant income	
	3. Coordinate policy development and implementation by all spheres of government	6.1 Strengthen policy, strategy co-ordination and IGR
	4. Improve public sector management and skills levels in district	6.2 Building government capacity
		6.3 Eradicating fraud and corruption
		6.4 Promote participative, facilitative and accountable governance

6.3 INDICATORS, TARGETS AND STRATEGIC INTERVENTIONS

The purpose of indicators and targets is to provide a clear picture to all roleplayers (eg District and local municipalities, District Planning Commission, the public) of the expected impact and benefits of pursuing the identified objectives and to provide the bases for a monitoring and evaluation system. Indicators in its broadest sense can be defined as statistics derived from a series of observed facts that can be used to measure current conditions, as well as to forecast developmental trends over time. Targets provide expected or predicted success levels that can be measured against each of the identified indicators. The importance of monitoring and evaluation in the South African intergovernmental planning framework is emphasized by government's National Evaluation Policy Framework (NEPF) as one of three policy elements introduced in the Policy Framework for the Government-Wide Monitoring and Evaluation System approved by cabinet. Monitoring within a policy environment can be defined as "the continuous collecting, analysing and reporting of data in a way that supports effective management. Monitoring aims to provide managers with regular (and real-time) feedback on progress in implementation and results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned or expected" (The Presidency, 2011:3).

The PGDP also emphasizes the importance of a monitoring and evaluation framework to provide a methodical and synchronized approach on evaluating the implementation and impact of the proposed objectives and interventions of the PGDS. It specifically refers to the need for clearly defined key indicators and targets in order to achieve the desired outcomes of the strategic objectives and the strategic goals that underpin the PGDP. The PGDP adopted an approach of identifying indicators at two levels:

- High-level "Apex" indicators to measure and evaluate performance against the broad overall strategic goals
- more details indicators associated with the defined set of objectives under each strategic goal

The approach adopted to the identification of indicators and targets for the DGDGP is thus closely aligned with the process and principles outlined in the PGDP. In the definition of district level indicators and targets it is important to recognise that not all districts can make an equal contribution to the overall provincial targets. District level targets have to be quantified realistically taking due cognizance of historical trends and impediments, planned critical interventions, and the expected resource implications associated with these interventions. This implies that some districts will make a proportionally larger contribution to some of the provincial targets and a lesser contribution in the case of others, depending on the local resources and circumstances. The important principle is that each district should consider what role it can play in achieving the provincial targets, however little it may be in some instances.

The process followed in the formulation of indicators and targets for the DGDP is closely aligned with the PDP process and include the following steps:

- Identify the relevant indicators and targets contained in the PGDP applicable to each of the strategic district growth and development objectives (as described in section 7)
- identify potential additional indicators relevant within the context specific conditions of the UKDM
- quantify realistic and plausible targets for the UKDM taking cognizance of historical trends, planned critical interventions, and the resource implications. In those cases where insufficient baseline information and historical trend data was available to formulate realistic targets, it was assumed that the UKDM will at least strive to achieve the average provincial level of performance within the framework of locally available resources.

The remainder of this section provides two tables for each of the identified district development goals and objectives. Firstly a summary of the provincial indicators and targets to contextualise the provincial baseline and aspirations for each of the district development objectives. Secondly, a table summarising the district targets based on historical trends, the planned interventions and the resource framework and implications. In some instances, where data availability allowed, these targets are translated into very practical implications expressing it as annual requirements and comparing it to recent historical performance.

6.3.1 Indicators and Targets for Strategic Goal 1: Expanded district economic output and increased quantity and quality of employment opportunities

6.3.1.1 Expanded District Economic Output and Increased Quantity and Quality of Employment Opportunities

Table 6.2: Goal 1 - Expanded district economic output and increased quantity and quality of employment opportunities: Overall provincial targets

GOAL 1: Expanded District Economic Output and Increased Quantity and Quality of Employment Opportunities: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
Total value of output off all sectors in KZN economy (Real Rands 2005)	R 267 200 m	R 450 000 m	R 600 300 m	R 750 000 m
Total employment in all sectors in KZN economy	2 400 000	3 300 000	3 900 000	4 500 000
GDP per capita in KZN	R28 110	R39 760	R47 280	R56 230

Table 6.3 Goal 1 - Expanded district economic output and increased quantity and quality of employment opportunities: UKDM district targets

GOAL 1: Expanded District Economic Output and Increased Quality and Quality of Employment Opportunities: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Total value of output off all sectors in district economy (Real Rands 2005)	R 3 313 m (2001)	R 7 163 m (2011)	R12 063 m	R 16 092	R 20 104 m
Total employment in all sectors in district economy	49 579 (2000)	69 583 (2010)	97 658	137 060	192 359
GDP per capita in UKDM	R 5 778	R 11 446	R22 674	R39 497	R56 320

IMPLICATIONS

- District economy will be able to grow at the same rate as the provincial economy as per PGDP targets
- Total employment in district will grow at least at the same rate as the historical growth in the district between 2000 and 2010

Table 6.4 -Objective 1.1 - Optimise the role of the agricultural and forestry sector in district economic growth and employment creation: Provincial PGDP Targets

Objective 1.1:Optimise the role of the agricultural and forestry sector in district economic growth and employment creation - Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
Total employment within the agricultural sector (including forestry)	108 800	200 000	260 000	350 000
Value of agricultural contribution to the provincial economy (constant 2005 R value)	R11 800m	R23 000m	R 33 000m	R45 000m
Number of emerging commercial farmers	3574	4270	4715	5200
Hectares of land under agricultural production (ha)	4 148 700	4 580 000	4 820 000	5 000 000

Table 6.5: Objective 1.1 - Optimise the role of the agricultural and forestry sector in district economic growth and employment creation: District Targets

Objective 1.1: Optimise the role of the agricultural and forestry sector in district economic growth and employment creation – UKDM District targets

Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Total employment within the agricultural sector (including forestry)	8945 (2000)	4983 (2010)	9000	11 700	15 800
Value of agricultural contribution to the provincial economy (constant 2005 R value)	R314m (2001)	R653m (2011)	R1 300m	R1 900m	R2 600m
Number of emerging commercial farmers		TBD			
Hectares of land under agricultural production (ha)		216 530 (2012)	240 000	288 000	350 000

IMPLICATIONS

- Estimated annual requirements 2014 to 2020: Creation of approximately 400 new agriculture and forestry employment opportunities per annum between 2014 and 2020
- Historical trend of declining employment in agriculture and forestry between 2000 and 2011 will have to be turned around completely to achieve 2020 target
- Need to expand output from agricultural and forestry sector by approximately R72m per annum to achieve 2020 target
- To achieve this target the historical annual growth of this sector between 2001 and 2011 will at least have to be doubled between 2014 and 2020

Table 6.6: Objective 1.2 - Optimise the role of conservation and a diversified tourism sector in district economic growth and employment creation: Provincial PGDP Targets

Objective 1.2 - Optimise the role of conservation and a diversified tourism sector in district economic growth and employment creation: **Provincial PGDP targets**

Indicator	Baseline data	2020	2025	2030
Total number of jobs created in all sectors excluding primary agriculture	2,319,000	3,115,000	3,625,000	4,230,000
Total value of the provincial economy excluding primary agriculture (constant 2005 R value)	R255,400m	R425,000m	R550,000m	R725,000m
Total value of foreign and domestic tourism expenditure within the district		Secondary PGDP indicator – no targets specified		

Table 6.7: Objective 1.2 - Optimise the role of conservation and a diversified tourism sector in district economic growth and employment creation: UKDM District Targets

Objective 1.2 - Optimise the role of conservation and a diversified tourism sector in district economic growth and employment creation: District targets

Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Total number of jobs created in conservation and tourism sector		TBD	TBD	TBD	TBD
Total value of district tourism-based economy		TBD	TBD	TBD	TBD
Total number of annual visitors to national parks and other tourism attractions		TBD	TBD	TBD	TBD
Total value of foreign and domestic tourism expenditure within the district		TBD	TBD	TBD	TBD

Table 6.8: Objective 1.3 - Significant increase in the skills levels of the district labour force: Provincial PGDP Targets

Objective 1.3 - Significant increase in the skills levels of the district labour force: Provincial PGDP Targets

Indicator	Baseline data	2020	2025	2030
Number of registered engineers and professional scientists in KZN	TBD	18% increase on base year	23% increase on base year	30% increase on base year

Table 6.9: Objective 1.3 - Significant increase in the skills levels of the district labour force: District targets

Objective 1.3 - Significant increase in the skills levels of the district labour force: District targets

Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Percentage of population >20years with diploma/degree (%)	3.6 (2001)	2.7 (2011)	5.0	7.5	10.0
Number of registered engineers and professional scientists in District		TBD	18% increase on base year	23% increase on base year	30% increase on base year
Number of persons in professionally registered occupation categories		TBD	18% increase on base year	23% increase on base year	30% increase on base year

IMPLICATIONS

- Estimated annual requirements 2014 to 2020: Approximately 900 extra people with diplomas or degrees required in the district per annum to reach 2020 target
- Negative trend of decreasing numbers of qualified persons in the district between 2001 and 2011 will have to be turned around
- Improved quality of employment opportunities to raise income levels of employed population

Table 6.10: Objective 1.4 - Improved quality of employment opportunities to raise income levels of employed population: Provincial PGDP Targets

Objective 1.4 - Improved quality of employment opportunities to raise income levels of employed population: Provincial PGDP Targets				
Indicator	Baseline data	2020	2025	2030
Poverty gap	29	23	19	14

Table 6.11: Objective 1.4 - Improved quality of employment opportunities to raise income levels of employed population: District Targets

Objective 1.4 - Improved quality of employment opportunities to raise income levels of employed population: District Targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Poverty gap		TBD			
% Households earning < R38 200 per annum	92.3 (2001)	79.1% (2011)	60	45	30

Table 6.12: Objective 1.5 - Increased beneficiation and manufacturing of local products: Provincial PGDP Targets

Objective 1.5 - Increased beneficiation and manufacturing of local products: Provincial PGDP Targets				
Indicator	Baseline data	2020	2025	2030
Total number of jobs created in all sectors excluding primary agriculture	2,319,000	3,115,000	3,625,000	4,230,000
Total value of the provincial economy excluding primary agriculture (constant 2005 R value)	R255,400m	R425,000m	R550,000m	R725, 000m

Table 6.13: Objective 1.5 - Increased beneficiation and manufacturing of local products: District Targets

Objective 1.5 - Increased beneficiation and manufacturing of local products: District Targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Total number of jobs in manufacturing	2 169 (2000)	5 300 (2010)	7 500	9 000	11 000
Total value (GVA) of district manufacturing sector	R341m (2001)	R1 370m (2011)	R2 300m	R3 000m	R4 000m
Number of new processing plants established		TBD			

Table 6.14: Objective 1.6- Increased population densities in selected nodes to create viable markets and thresholds for a broader range of products and services: Provincial PGDP Targets

Objective 1.6 - Increased population densities in selected nodes to create viable markets and thresholds for a broader range of products and services: Provincial PGDP Targets					
Indicator	Baseline data		2020	2025	2030
Increase in the population density resident in areas falling within designated development areas	TBD				

Table 6.15: Objective 1.6- Increased population densities in selected nodes to create viable markets and thresholds for a broader range of products and services: District Targets

Objective 1.6 - Increased population densities in selected nodes to create viable markets and thresholds for a broader range of products and services: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Increase population density in identified development nodes (persons/ha)		<15 persons/ha (2011)	30	40	50

6.3.2 Proposed Interventions for Strategic Goal 1

6.3.2.1 District Growth and Development Plan Interventions per Strategic Objective

GOAL 1: EXPAND DISTRICT ECONOMIC OUTPUT AND INCREASED QUANTITY AND QUALITY OF EMPLOYMENT OPPORTUNITIES				
STRATEGIC OBJECTIVE		1.1 Optimise the role of the agricultural and forestry sector in district economic growth and employment creation (Prov. Objective: Unleash Agricultural Potential)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Development of crop and horticultural production	Based on the landcover data, there is approximately 14503ha of commercial sugarcane, 13 173ha commercial crops (dryland), and 2986ha commercial crops (irrigated) cultivated in the district.. The irrigated areas are mainly located to the east and south east of Jozini Town (Mjindi Area, Qokolwane and to the north of Mkuze). According to the District SDF large parts of the Jozini ,Mtubatuba and Big 5 False Bay LM's are classified as high potential agricultural land.	Prioritise crop and horticultural projects in areas identified as high potential agricultural land	Jozini Local Municipality specifically the Makhathini Flats and Mjindi areas.
b	Development of livestock production	Based on the landcover data, approximately 21% of the district land area consists of grassland and mixed bushland grassland. The grassland and mixed bushland grassland areas are largely focused within The uMhlabuyalingana and Jozini LMs.	Prioritise livestock production projects in areas of highest grazing capacity.	Northern parts of Jozini LM, the western parts of the uMhlabuyalingana LM and Big 5 False Bay LM.
c	Development of commercial farmers	A total of approximately 23 392.2ha of the district is used for commercial farming activities (excluding forestry)	Support the development of commercial farmers in areas of high agricultural potential and/or grazing capacity	See a and b above
d	Enhancement of agricultural value-adding and marketing	Although still growing in absolute terms, the proportional contribution of the agricultural sector to district GVA declined from 9.5% to 9.1% between 2001 and 2011.	Identify opportunities for agro-processing and beneficiation.	In proximity of development nodes identified in district SDF and located in high potential agricultural areas
e	Expansion of Irrigation Schemes and water-use efficiency	The majority of irrigation within the District are depended on water supplied from the Jozini Dam, which include the Makhathini Flats and Mjindi areas. According to the District EMF, these areas consist of approximately 4570ha of irrigated land. Smaller irrigated areas do occur to the north and east of Mtubatuba and around Hluhluwe.	Actively implement the Makhathini Flats Master Plan.	The area around the Jozini Dam specifically the Makhathini Flats area .

f	Protection and rehabilitation of agricultural resources	According to the District EMF large parts of the Jozini LM, the eastern parts of the Big 5 False Bay and central portion of the Mtubatuba LM are classified as high potential agricultural land. A total of 157453ha (13.04% of total district area) is classified as degraded vegetation or areas of severe erosion.	Protect high potential agricultural land from inappropriate forms of development and focus rehabilitation projects in areas of degradation and erosion.	High potential agricultural land in Jozini LM, the central parts of the Mtubatuba LM, central and south western parts of Big 5 False Bay and western parts of uMhlabuyalingana LM.
g	Establishment of fresh produce markets	TBD	Fresh Produce Markets and Agro Industries to be established in different nodes in the District should be aligned to the requirements associated with the dominant agricultural activities in surrounding areas e.g. meat processing vs sugar cane processing vs nuts and dryland crops.	Jozini, Hluhluwe & Mtubatuba
h	Expedite the resolution of land claims to improve productivity of land	The multiple land claims in the UDM are currently hindering the security of land owners and local farmers, thus negatively affecting the agricultural sector.	Expedite the resolution of land claims, especially in areas with highest concentration of unsettled claims.	Entire district
i	Expedite implementation of the Makhathini Integrated Development Plan	An agricultural committee has been appointed to oversee the implementation of the Makhathini Integrated development plan.	Unpack the Makhathini Development Plan and to focus on implementable aspects of the plan first and to vigorously work towards the resolving of any issues limiting the implementation of the full plan.	Makhathini Flats Area

GOAL 1: EXPAND DISTRICT ECONOMIC OUTPUT AND INCREASED QUANTITY AND QUALITY OF EMPLOYMENT OPPORTUNITIES

STRATEGIC OBJECTIVE		1.2 Optimise the role of conservation and a diversified tourism sector in district economic growth and employment creation (Prov. Objective: Enhance sectoral development through trade and investment)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
c	Develop, Diversify and Market the Tourism Sector to increase Domestic and Foreign Visitors in the Province	The wholesale, retail, catering and accommodation sector (SIC 6) contribution to the District GVA increased from 12.29% in 2001 to 20.3% in 2011, this sector's contribution to formal employment opportunities also increased significantly from 12.29 in 2001 to 19.2% in 2011. The tourism sector in the district is focused around the iSimangaliso World Heritage Site.	Diversify the tourism product offering in the district with an increased focus on the biodiversity as well as the heritage of the area.	Highest concentration of biodiversity priority areas located in the eastern parts of the District (iSimangaliso Area) and the buffer zone adjacent to the park.
d	Improve the Efficiency and Productivity of the Maritime and Transport and Logistics Sectors	The transport and communication sector GVA in district almost doubled in its actual value contribution, however its proportional contribution reduced slightly from 9.1% in 2001 to 8.2% in 2011. The N2 National Road which is an important corridor linking Durban and Richards Bay with Limpopo and Mpumalanga traverses the District.	Improve the efficiency of the transport sector in the district, specifically N2 which traverses the District from south to west..	Along the N2.
e	Facilitate the Expansion of Investment into the Services Sector	The financial and business services sector actual contribution to the District GVA increased from R376 million to R752 million between 2001 and 2011, however its proportional contribution to the District GVA reduced slightly from 11.4% in 2001 to 10.5% in 2011.	Facilitate the expansion of the services sector in the district.	Focus on the first and second order nodes identified in the District SDF
f	Establish District Agencies to drive LED and Investment	The District has a fully functional Development Agency.	Continue to support the uMhlosinga Development Agency and assist the agency to further develop the Economic Potential of the District.	Entire district
k	Establish an effective tracking mechanism to monitor provincial trade and investment flows and sector performance		Participate in and contribute to any provincial initiative and mechanism.	Entire district

GOAL 1: EXPAND DISTRICT ECONOMIC OUTPUT AND INCREASED QUANTITY AND QUALITY OF EMPLOYMENT OPPORTUNITIES

STRATEGIC OBJECTIVE		1.3 To significantly increase the skills levels of the district labour force. (Prov. Objective: Develop the knowledge base to enhance the knowledge economy)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Strengthen the partnerships between public sector, private sector, and research institutes and tertiary institutions	Proportion of the adult population in the district with tertiary education is much lower than the comparative figure for the province (2.5% compared to provincial figure of 4.9%) and is the lowest figure at district level within the province. A marginal proportional increase in population with tertiary education was experienced in the Umhlabuyalingana LM, but decreasing figures were reported in all four the other local municipalities. The highest concentration of population with tertiary education is concentrated in the Mtubatuba LM although at a very low level of only 3.5%.	Liaise with public sector, private sector, and research institutes and tertiary institutions to attract and maintain high level skills to the district	Entire district
b	Establishment of Regional Innovation and Technology Hubs	The following areas has been identified as quaternary development nodes in the PSEDs: Hluhluwe, Mtubatuba, Hlabisa, Mkuze, Jozini, Mbazwana & Manguzi.	Establishment of Regional Innovation and Technology Hubs in major centres within the District.	Jozini, Manguzi, Mkuze, Hlabisa & Mtubatuba
c	Establish a consolidated Indigenous Knowledge System towards Commercialisation		Establish a consolidated Indigenous Knowledge System towards Commercialisation	Entire district

GOAL 1: EXPAND DISTRICT ECONOMIC OUTPUT AND INCREASED QUANTITY AND QUALITY OF EMPLOYMENT OPPORTUNITIES

STRATEGIC OBJECTIVE		1.4 Ensure improved quality of employment opportunities to raise income levels of employed population		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	No directly corresponding PGDP Objective or interventions	The individual monthly income earned in the formal sector in UKDM is lower than the provincial figures. As much as 37.3% of individuals in the formal sector in UKDM earn less than R800 per month, compared to only 21% at provincial level.	See strategies for objectives 1.1;1.2; and 1.3.	Entire district

GOAL 1: EXPAND DISTRICT ECONOMIC OUTPUT AND INCREASED QUANTITY AND QUALITY OF EMPLOYMENT OPPORTUNITIES				
STRATEGIC OBJECTIVE		1.5 Support increased beneficiation and manufacturing of local products		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
i	Development of Special Economic Zones and Industrial Hubs	Industrial activity within the District are largely limited to the Mtubatuba LM, specifically Mtubatuba Town and to a lesser extent Hluhluwe and Mkuze. Approximately 50Ha of General Industrial land are included in the Mtubatuba Town Planning Scheme with an additional 35.6Ha Light Industrial. 85Ha of Light Industry land forms part of the Hluhluwe Town Planning Scheme.	Investigate the need to expand the % of Industrial Land per Town Planning Scheme and ensure the availability of supporting infrastructure (elect, water, sanitation and roads). Establishment of small scale industrial hubs in the first and second order nodes of the district	First (Mtubatuba/Jozini) and then Hluhluwe, Mbazwana, Manguzi and Hlabisa nodes.
	No directly corresponding PGDP Objective or interventions	The manufacturing sector increased its contribution to total GVA from 10.3% to 19.1% between 2001 and 2011	Identify opportunities and undertake feasibility studies for agro processing opportunities of locally produced products	High potential agricultural areas

GOAL 1: EXPAND DISTRICT ECONOMIC OUTPUT AND INCREASED QUANTITY AND QUALITY OF EMPLOYMENT OPPORTUNITIES				
STRATEGIC OBJECTIVE		1.6 Facilitate increased population densities in selected nodes to create viable markets and thresholds for a broader range of products and services		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
	No directly corresponding PGDP Objective or interventions	The average population density in the district is very low (Less than 1.1 persons/ha).	Promote development and increased population densities along priority corridor network and hierarchy of settlement nodes as identified in the district corridor study	Identified nodes and corridors

6.3.2.2 Other interventions contained in the PGDP

GOAL 1: JOB CREATION			
STRATEGIC OBJECTIVE		1.3 Expand government-led job creation programmes	
#	Provincial Intervention	District Context	District Strategy
a	Facilitate expanded access to the Jobs Fund		Entire district
b	Implementation of the Youth Employment Accord	As much as 35.2% of the unemployed population is younger than 25 years of age with a further 34.9% between 25 and 34 years	Prioritize employment creation initiatives focussing on the youth, specifically in terms of the dominant sectors within the District.

GOAL 1: JOB CREATION			
STRATEGIC OBJECTIVE		1.4 Develop SMME and entrepreneurial development	
#	Provincial Intervention	District Context	District Strategy
a	Facilitation of access to finance for small enterprises		Facilitation of access to finance for small enterprises in the District.
b	Capacity building and Mentorship Support for small enterprises		Capacity building and Mentorship Support for small enterprises in the District.
c	Implementation and enforcement of B – BBEE		Implementation and enforcement of B – BBEE in the District.
d	Facilitation of access to markets for small enterprises		Facilitation of access to markets for small enterprises in the District.
e	Advocate and lobby for the review of the business regulations and reduction of red-tape for small enterprises		Advocate and lobby for the review of the business regulations and reduction of red-tape for small enterprises.
f	Access to appropriately located facilities with linked services		Access to appropriately located facilities with linked services.

6.3.3 Indicators and Targets for Strategic Goal 2: Enhanced Quality of District Human Resources

6.3.3.1 Enhanced Quality of District Human Resources

Table 6.16: Goal 2: Enhanced quality of district human resources: Provincial PGDP targets -Provincial PGDP Targets

Goal 2: Enhanced quality of district human resources: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
Gross Enrolment Rate (GER) Secondary	86.7%	89%	90%	90%
Percentage National Senior Certificate (NSC) pass rate	68.1%	80%	85%	90%
Number of students qualifying for Bachelors programme in the NSC	27 826	33 000	35 000	35 000
Participation in FET college sector	6%	12%	20%	25%
FET NC graduation rate	66%	70%	73%	75%
Adult literacy rate	80%	84%	87%	90%

Table 6.17: Goal 2: Enhanced quality of district human resources: Provincial PGDP targets -District Targets

Goal 2: Enhanced quality of district human resources: District targets				
Indicator	Baseline data	2020	2025	2030
Gross Enrolment Rate (GER) Secondary	TBD	89%	90%	90%
Percentage National Senior Certificate (NSC) pass rate	39.3% (2008); 65.2% (2012)	80%	85%	90%
Number of students qualifying for Bachelors programme in the NSC	TBD			
Participation in FET college sector	TBD	12%	20%	25%
FET NC graduation rate	TBD	70%	73%	75%
Adult literacy rate (% population older than 20 years of age who have completed at least Grade 7 or higher)	38.3% (2001); 59.5% (2011)	80%	85%	90%

Table 6.18: Objective 2.1 -Improved quality of the output from the secondary schooling system (especially maths and science): Provincial PGDP Targets

Objective 2.1 - Improved quality of the output from the secondary schooling system (especially maths and science): Provincial PGDP Targets				
Indicator	Baseline data	2020	2025	2030
Retention rates Grade 10-12	57%	80%	83%	85%
Grade 9 learners performing at required levels in ANA: Literacy	2012 will be baseline	70%	80%	90%
Grade 9 learners performing at required levels in ANA: Numeracy	2012 will be baseline	70%	80%	90%
Percentage National Senior Certificate (NSC) pass rate	68.1%	80%	85%	90%
Number of learners qualifying in NSC for Bachelors programme	27 826	33 000	33 000	35 000
Number of NSC candidates taking mathematics	15 844	40 000	50 000	60 000
Number of NSC candidates taking science	15 726	30 000	40 000	50 000

Table 6.19: Objective 2.1 -Improved quality of the output from the secondary schooling system (especially maths and science): District Targets

Objective 2.1 - Improved quality of the output from the secondary schooling system (especially maths and science): District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Retention rates Grade 10-12		TBD	80%	83%	85%
Grade 9 learners performing at required levels in ANA: Literacy		TBD	70%	80%	90%
Grade 9 learners performing at required levels in ANA: Numeracy		TBD	70%	80%	90%
Percentage National Senior Certificate (NSC) pass rate	39.3% (2008)	65.2% (2012)	80%	85%	90%
Number of learners qualifying in NSC for Bachelors programme		TBD			
Number of NSC candidates taking mathematics		TBD			
Number of NSC candidates taking science		TBD			
Matric pass rate for mathematics	33.0% (2008)	38.3% (2012)	50%	60%	70%
Matric pass rate for science	34.9% (2008)	53.0% (2012)	60%	70%	80%

Table 6.20: Objective 2.2 - Improved access to and quality of basic education facilities: Provincial PGDP Targets

Objective 2.2 - Improved access to and quality of basic education facilities: Provincial PGDP Targets					
Indicator	Baseline data	2020	2025	2030	
Teacher pupil-ratio in public ordinary schools		Secondary PGDP indicator – no targets provided			
Percentage of schools with classes above 40 learners					
Percentage of schools with water, sanitation and electricity					
Percentage of schools with library and computer facilities					

Table 6.21: Objective 2.2 - Improved access to and quality of basic education facilities: District Targets

Objective 2.2 - Improved access to and quality of basic education facilities: District Targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Teacher pupil-ratio in public ordinary schools		TBD			
Percentage of schools with classes above 40 learners		TBD			
Percentage of schools with water, sanitation and electricity		TBD			
Percentage of schools with library and computer facilities		TBD			
% Population residing within threshold distance (1.5km) from primary school		54.7% (2011)	60	70	80
% Population residing within threshold distance (2.25km) from secondary school		52.0% (2011)	60	65	70

Table 6.22: Objective 2.3 - Increased tertiary education levels of district labour force through improved access to tertiary education opportunities: Provincial Targets

Table 6.25: Objective 2.3 - Increased tertiary education levels of district labour force through improved access to tertiary education opportunities : Provincial PGDP Targets				
Indicator	Baseline data	2020	2025	2030
Full and part time students in public FET colleges (all courses)	88 166	92 000	97 000	100 000
Number of registered engineers and professional scientists in KZN	TBD	18% increase on base year	23% increase on base year	30% increase on base year
Number of district municipalities with skills plans		Secondary PGDP indicator – no targets specified		

Table 6.23: Objective 2.3 - Increased tertiary education levels of district labour force through improved access to tertiary education opportunities: District Targets

Objective 2.3 - Increased tertiary education levels of district labour force through improved access to tertiary education opportunities: District Targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Full and part time students in public FET colleges (all courses)		TBD			
Percentage of district population >20years with diploma/degree (%)	3.6 (2001)	2.7 (2011)	5.0	7.5	10.0
Number of registered engineers and professional scientists in District		TBD	18% increase on base year	23% increase on base year	30% increase on base year
Number of persons in professionally registered occupation categories		TBD	18% increase on base year	23% increase on base year	30% increase on base year
Number of municipalities with skills plans		TBD	6	6	6

Table 6.24: Objective 2.4 - Increased the application and role of ICT in education: Provincial PGDP Targets

Objective 2.4 - Increased the application and role of ICT in education: Provincial PGDP Targets				
Indicator	Baseline data	2020	2025	2030
Percentage of households with access to the internet at home, or for which at least one member has access to/uses the Internet (%)	22.4	70	85	100
Minimum broadband speed available within the Province (mbs)	384kbs	4mbs	10mbs	10mbs
Percentage schools with access to internet	TBD	TBD		

Table 6.25: Objective 2.4 - Increased the application and role of ICT in education: District Targets

Objective 2.4 - Increased the application and role of ICT in education: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Percentage of households with access to the internet at home or from cell phone (%)		21.0 (2011)	50	65	80
Minimum broadband speed available within the District (mbs)		TBD	4mbs	10mbs	10mbs
Percentage households with a computer		5.3 (2011)	20	30	40
Percentage of schools with access to internet		TBD			
Percentage of schools with computer facilities		TBD			

Table 6.26: Objective 2.5 - Complete eradication of adult illiteracy: Provincial PGDP Targets

Objective 2.5 - Complete eradication of adult illiteracy: Provincial PGDP Targets				
Indicator	Baseline data	2020	2025	2030
Adult literacy rate	80%	84%	87%	90%

Table 6.27: District Targets

Objective 2.5 - Complete eradication of adult illiteracy: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Adult literacy rate (% population older than 20 years of age who have completed at least Grade 7 or higher)	38.3% (2001)	59.5% (2011)	80%	85%	90%

6.3.4 Proposed Interventions for Strategic Goal 2

6.3.4.1 District Growth and Development Plan Interventions per Strategic Objective

GOAL 2: ENHANCED QUALITY OF DISTRICT HUMAN RESOURCES			
STRATEGIC OBJECTIVE		2.1 Improve the quality of the output from the secondary schooling system (especially maths and science)	
#	Provincial Intervention	District Strategy	Spatial Targeting
a	Ensure the delivery of professional management and relevant teacher development programmes	Ensure the delivery of professional management and relevant teacher development programmes in the district with support from the provincial Department of Education	Entire district
b	Efficient data collection to track learner progress and enhance retention	Implement an efficient data collection system in the district to track learner progress and enhance retention	

GOAL 2: ENHANCED QUALITY OF DISTRICT HUMAN RESOURCES		
STRATEGIC OBJECTIVE	2.2 Improve access to and quality of basic education facilities (Prov Objective: ECD, Primary and Secondary Education)	
Provincial Intervention	District Strategy	Spatial Targeting
No directly corresponding PGDP Objective or interventions	Prioritise the provision of basic water and sanitation infrastructure to all schools without these services	Entire district
	Prioritise the provision of electricity and telecommunication infrastructure to all schools without these services	
	Prioritise the provision of library and laboratory facilities to all secondary schools without these facilities and in line with the strategic planning of the provincial Department of Education	
	Improve public transport facilities and services to all education facilities	
	Provide additional classrooms to schools exceeding accepted pupil-classroom ratio and in line with the strategic planning of the provincial Department of Education	

GOAL 2: ENHANCED QUALITY OF DISTRICT HUMAN RESOURCES			
STRATEGIC OBJECTIVE	2.3 Increase tertiary education levels of district labour force through improved access to tertiary education opportunities		
Provincial Intervention	District Context	District Strategy	Spatial Targeting
No directly corresponding PGDP Objective or interventions	Proportion of the adult population in the district with tertiary education is much lower than the comparative figure for the province (2.5% compared to provincial figure of 4.9%) and is the lowest figure at district level within the province. A marginal proportional increase in population with tertiary education was experienced in the Umhlabuyalingana LM, but decreasing figures were reported in all four the other local municipalities between 2001 and 2011.	Expand the application of ICT technology to support more distance learning in the district	Entire district
		Also see strategies under District Objective 1.3	

GOAL 2: ENHANCED QUALITY OF DISTRICT HUMAN RESOURCES

GOAL 2: ENHANCED QUALITY OF DISTRICT HUMAN RESOURCES			
STRATEGIC OBJECTIVE	2.4 Increase the application and role of ICT in education		
Provincial Intervention	District Context	District Strategy	Spatial Targeting
Promoting the use of new technologies and improving infrastructure	Only 6% of households within the district own a computer and only 3% have access to a telephone landline. Both these figures are the lowest amongst all districts within the province. In addition, only 18% of households within the district have access to the internet via a cell phone, and only 2% from home.	<p>Improve access to ICT infrastructure and facilities and promote and optimise the use of new ICT technology to improve the output from the secondary schooling system in the district (also see strategies under District Objective 4.5)</p> <p>Expand the application of ICT technology to support more distance learning in the district</p>	Entire district

GOAL 2: ENHANCED QUALITY OF DISTRICT HUMAN RESOURCES

STRATEGIC OBJECTIVE		2.5Ensure eradication of adult illiteracy (Prov. Objective: Youth Skills Development and Life-Long Learning)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Develop comprehensive vocational and career guidance programmes		Participate in provincial initiative and provide inputs on district priority requirements.	
b	Relevant life-long learning to be delivered by accessibleand vibrant community-based adult education andtraining (AET) Centres	The district has a very high level of adult illiteracy with more than 27% of the adult female population and 22% of the male population who have not received any form of schooling. These figures are significantly higher than the comparative provincial figures of 13% and 8% respectively.	Expand and intensify adult education and training facilities and programmes in the district	19.2% of the adult population in Big 5 False Bay LM, 19.6% in the uMhlabuyalingana LM and 15.9% in Jozini LM has no education. The five settlements in the district with the highest number of adult population with no education are: <ul style="list-style-type: none">• Mfekayi (2424)• KwaMsane (1302)• Duku (1115)

				<ul style="list-style-type: none"> • Makane (1093) • Nduma (1045) <p>The five settlements in the district with the <u>highest percentage of adult population with no education</u> are:</p> <ul style="list-style-type: none"> • Ndabeni (82.28%) • eMangweni (77.55%) • Siqobeleni (74.83%) • Ezimbondweni (68.14%) • KwaThelizolo (65.57%)
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6.3.4.2 Other interventions proposed in the PGDP

GOAL 2: HUMAN RESOURCE DEVELOPMENT			
STRATEGIC OBJECTIVE		2.2 Skills alignment to economic growth	
#	Provincial Intervention	District Context	District Strategy
a	Develop skills plans for lead economic sectors per district municipality based on skills demand and implement in partnership with post-school institutions	Sectors (excl government sector) with highest number of employees and that increases from 2000 onwards include the retail and accommodation sector, manufacturing, and community and personal services.	Develop a skills plan for the district focussing on the retail, manufacturing (particularly agro-processing) and personal services sectors.
b	Massively expand the enrolment of youth in FET College programmes and in other post-school training institutions	As much as 35.2% of the unemployed population is younger than 25 years of age . Only a fraction (1%) of the unemployed population has completed any form of tertiary education	Expand the enrolment of youth from the district in FET College programmes and in other post-school training institutions, specifically addressing district related skills (Tourism, Agro processing & Manufacturing).
c	Ensure an appropriate "programme and qualification mix" at universities, and promote enrolments in key areas.	The district do not have any universities located within its area of jurisdiction.	Participate in provincial initiative and provide inputs on district priority skills requirements
d	Database of graduates for employers to access	The District are in the process of establishing a Chamber of Business and has a fully functional development Agency.	Compilation of a graduates database for the district, should be facilitated between the uMhlosinga Development Agency and the proposed Chamber of Business.

6.3.5 Indicators and Targets for Strategic Goal 3: Improved quality of life and life expectancy

Table 6.28: Goal 3 – Improved quality of life and life expectancy: Provincial PGDP Targets

Goal 3 – Improved quality of life and life expectancy: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
PGDP adjusted Human Development Index	0.70	0.80	0.90	1.00
Life expectancy	49.1 (M) 50.2 (F)	53.1 (M) 54.2 (F)	55.1 (M) 56.2 (F)	57.1 (M) 56.2 (F)
Decrease in absolute poverty: % below food poverty line	25.7	10.8	5.4	0.0
Decrease in social inequality: share of income earned by poorest 60%	17.6	22.1	25.4	29.2
Total crimes reported per 100 000 population	TBD			

Table 6.29: Goal 3 – Improved quality of life and life expectancy: District Targets

Goal 3 – Improved quality of life and life expectancy: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
PGDP adjusted Human Development Index		TBD			
Life expectancy		TBD			
Decrease in absolute poverty: % below food poverty line			10.8	5.4	0.0
Decrease in social inequality: share of income earned by poorest 60%			22.1	25.4	29.2
Total crimes reported per 100 000 population		TBD			

Table 6.30: Objective 3.1 - Reduced prevalence and impact of HIV/aids: Provincial PGDP Targets

Objective 3.1 - Reduced prevalence and impact of HIV/aids: Provincial PGDP Targets				
Indicator	Baseline data	2020	2025	2030
Decrease in incidence of HIV (% per year of population older than 2 years)		1.4	1.2	0.8

Table 6.31: Objective 3.1 - Reduced prevalence and impact of HIV/aids: District Targets

Objective 3.1 - Reduced prevalence and impact of HIV/aids: District Targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Decrease in incidence of HIV (% per year of population older than 2 years)			1.4	1.2	0.8
HIV prevalence amongst antenatal women		41.1% (2011)	28.5%	22.5%	18.5%

Table 6.32: Objective 3.2 - Increased levels of household and personal income: Provincial PGDP Targets

Objective 3.2 - Increased levels of household and personal income: Provincial PGDP targets					
Indicator	Baseline data		2020	2025	2030
% Below upper bound poverty line	67.5		54.7	43.7	33.8
Effective dependency ratio	4.0		3.2	2.9	2.8
Poverty gap	28.8		23.3	18.6	14.3
Severity of poverty	16.7		13.5	10.8	8.3

Table 6.33: Objective 3.2 - Increased levels of household and personal income: District Targets

Objective 3.2 - Increased levels of household and personal income: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% Households earning < R38 200 per annum	92.3 (2001)	79.1% (2011)	60	45	30
% Below upper bound poverty line		TBD	54.7	43.7	33.8
Effective dependency ratio		3.4 (2011)	3.2	2.9	2.8
Poverty gap		TBD	23.3	18.6	14.3
Severity of poverty		TBD	13.5	10.8	8.3

Table 6.34: Objective 3.3 - Access to basic services for all households: Provincial PGDP Targets

Objective 3.3 - Access to basic services for all households: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% of Households with yard water connections	23.8	35	42	50
% of Households with sanitation to MIG standards	85.6	100	100	100
% Households with electricity	75.9	89	98	98

Table 6.35: Objective 3.3 - Access to basic services for all households: District Targets

Objective 3.3 - Access to basic services for all households: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% of Households with water yard connections		23.6 (2011)	35	42	50
% of Households with sanitation to MIG standards	28.5 (2001)	54.9 (2011)	70	85	100
% Households with electricity for cooking		32.1 (2011)	70	80	98
% Households waste removed by authority/service provider	7.3 (2001)	10.5 (2011)	50	60	70

Table 6.36: Objective 3.4 - Prioritised programmes for youth development and employment creation and support for high proportion female headed households: Provincial PGDP Targets

Objective 3.4 - Prioritised programmes for youth development and employment creation and support for high proportion female headed households: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
Youths supported by National Skill Fund, SETA's and youth programmes	45 253	50 000	60 000	70 000

Table 6.37: Objective 3.4 - Prioritised programmes for youth development and employment creation and support for high proportion female headed households: District Targets

Objective 3.4 - Prioritised programmes for youth development and employment creation and support for high proportion female headed households: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Youths supported by National Skill Fund, SETA's and youth programmes		TBD			
% Of unemployed population in district between 15 and 25 years of age	65.0% (2001)	70.1% (2011)	60%	50%	40%

Table 6.38: Objective 3.5 - Reduced levels of malnutrition of children younger than 5 years: Provincial PGDP Targets

Objective 3.5 - Reduced levels of malnutrition of children younger than 5 years: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% of Households where a household member has gone hungry at least sometimes in past 12 months	No specific targets in PGDP for group younger than 5 years			

Table 6.39: Objective 3.5 - Reduced levels of malnutrition of children younger than 5 years: District Targets

Objective 3.5 - Reduced levels of malnutrition of children younger than 5 years: District targets					
Indicator	Baseline data				
	2008/09	2010/11	2020	2025	2030
Severe malnutrition of children under 5 years (per 1000 children)	4.0	13.0	4.0	2.0	0.0

Table 6.40: Objective 3.6 - Improved quality of housing: Provincial PGDP Targets

Objective 3.6 - Improved quality of housing: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% Households living in settlements without secure tenure	42%	35%	30%	20%
% Households living in informal settlements		Secondary PGDP indicator – no targets specified		
Provincial net settlement density				

Table 6.41: Objective 3.6 - Improved quality of housing: District Targets

Objective 3.6 - Improved quality of housing: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% Households living in settlements without secure tenure	93.5%(2001)	89% (2011)	70%	60%	50%
% Households living in informal settlements (informal settlement or informal structure in backyard)	3.7% (2001)	4.4% (2011)	1%	0%	0%
Increase population density in identified development nodes (persons/ha)		<15 persons/ha (2011)	30	40	50

IMPLICATIONS

- Households with secure tenure – Estimated annual requirements 2014 to 2020: Approximately 1800 household per annum to be provided with secure tenure

Table 6.42: Objective 3.7 - Improved access to and quality of health facilities: Provincial PGDP Targets

Objective 3.7 - Improved access to and quality of health facilities: Provincial PGDP targets					
Indicator	Baseline data		2020	2025	2030
Teacher pupil-ratio in public ordinary schools			Secondary PGDP indicator – no targets provided		
Percentage of schools with classes above 40 learners					
Percentage of schools with water, sanitation and electricity					
Percentage of schools with library and computer facilities					

Table 6.43: Objective 3.7 - Improved access to and quality of health facilities: District Targets

Objective 3.7 - Improved access to and quality of health facilities: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Number of health professionals in relation to population			137.3/100 000	137.3/100 000	137.3/100 000
Number of Medical Officers in relation to population			29/100 000	31/100 000	33/100 000
% Births attended by Skilled Health Attendant		TBD			

Table 6.44: Objective 3.8 - Reduced crime levels: Provincial PGDP Targets

Objective 3.8 - Reduced crime levels: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
Number of contact crimes per 100 000 people per annum	1407	TBD	TBD	TBD
Number of trio crimes per 100 000 people per annum	97	TBD	TBD	TBD
Contact crime detection rates		Secondary PGDP indicator – no targets specified		
Trio crime detection rates				
Number of finalised criminal cases				

Table 6.45: Objective 3.8 - Reduced crime levels: District Targets

Objective 3.8 - Reduced crime levels: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Number of contact crimes per 100 000 people per annum		TBD			
Number of trio crimes per 100 000 people per annum		TBD			
Contact crime detection rates		TBD			
Trio crime detection rates		TBD			
Number of finalised criminal cases		TBD			

Table 6.46: Objective 3.9 - Facilities for disabled provided across the district: Provincial PGDP Targets

Objective 3.9 - Facilities for disabled provided across the district: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
No specific targets in PGDP				

Table 6.47: Objective 3.9 - Facilities for disabled provided across the district: District Targets

Objective 3.9 - Facilities for disabled provided across the district: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% of Public facilities/buildings accessible for disabled		TBD	70%	80%	90%

6.3.6 Proposed Interventions for Strategic Goal 3

6.3.6.1 District Growth and Development Plan Interventions per Strategic Objective

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY				
STRATEGIC OBJECTIVE		3.1 Reduce prevalence and impact of HIV		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Development and implementation of comprehensive primary health care		Development and implementation of comprehensive primary health care in district, with specific focus on most inaccessible areas.	Entire district
b	Accelerate HIV/AIDS intervention programmes	HIV prevalence among antenatal women within the district only slightly decreased from 41.9% in 2010 to 41.1% in 2011. The 2011 figure slightly higher than the provincial average of 37.4%.	Accelerate the implementation of HIV/AIDS intervention programmes to ensure that downward trend in HIV prevalence is maintained and that uMkhanyakude's rate decrease to below the provincial average.	
c	No directly equivalent PGDP objective		Expand the reach and frequency of HIV/AIDS awareness campaigns in the district	

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY				
STRATEGIC OBJECTIVE		3.2 Increase levels of household and personal income (Prov. Objective: Poverty alleviation and social welfare)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Promote and accelerate roll-out of SukumaSakhe	A number of SukumaSakhe projects have been identified for implementation within the District.	Promote and accelerate roll-out of SukumaSakhe within the District.	Throughout the District.
b	Implementation of comprehensive social grant system.		Implementation of comprehensive social grant system within the District.	Throughout the District.
c	Eliminate corruption and fraud in the Social Grant System		Eliminate corruption and fraud in the Social Grant System in the district	Throughout the District.
d	Expansion of social welfare services to under-served areas		Expansion of social welfare services to under-served areas of the district	Throughout the District.

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY				
STRATEGIC OBJECTIVE		3.3 Provide all households with access to basic services		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
	See objective 4.1 to 4.5	See objective 4.1 to 4.5	See objective 4.1 to 4.5	See objective 4.1 to 4.5

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY			
STRATEGIC OBJECTIVE	3.4 Prioritise programmes for youth development and employment creation and support for high proportion female headed households		
Provincial Intervention	District Context	District Strategy	Spatial Targeting
No directly equivalent PGDP objective	As much as 35.2% of the unemployed population is younger than 25 years of age with a further 34.9% between 25 and 34 years. This implies that more than 70% of the unemployed population is younger than 35 years of age.	Identify and implement youth development and employment programmes in line with the strategies identified under Goal 1.	Entire district
No directly equivalent PGDP objective	The majority of households within the district (53.9%) are female headed, a figure significantly higher than the comparative provincial figure of 45.9%	Create support programmes and structures for female headed households in the district	Entire district

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY			
STRATEGIC OBJECTIVE	3.5 Reduce levels of malnutrition of children younger than 5 years		
Provincial Intervention	District Context	District Strategy	Spatial Targeting
No directly equivalent PGDP objective	The occurrence of malnutrition of children younger than 5 years in UKDM increased from 4.0 cases per 1000 children in 2008/9 (when it was the lowest figure amongst all districts in the province), to 13.0 per 1000 children in 2010/11 (at which time it was the highest occurrence amongst all districts by a significant margin).	Identify high priority areas in cooperation with provincial Department of Health and relevant community organisations and/or NGO's and devise intervention strategies	TBD

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY				
STRATEGIC OBJECTIVE		3.6 Improve quality of housing (Prov. Objective: Sustainable human settlements)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Establishment of a joint provincial forum addressing integrated development	N.A.	Participate in joint provincial forum and champion the cause of UKDM.	N.A.
b	Densification of Human Settlements	Low average population density across the district of approximately 1.1 persons/ha	Direct potential development to the identified nodes and corridors identified in district corridor development study.	Support increased development densities in nodes identified in district SDF
c	Transformation of informal settlements	Only 1.6% of district households resided in informal structures in informal settlements or backyards by 2011. This translates into a total of 2092 households.	Implement strategy to eradicate informal housing in the district.	The settlements with highest <u>number of households 2011</u> in informal housing include: <ul style="list-style-type: none"> • Khula Village (600) • KwaMsane (241) • Duku (196) The five settlements with the highest <u>proportion of households in 2011 in informal housing</u> include: <ul style="list-style-type: none"> • Khula Village • eMthonjeni • Duku • Ingwavuma • Mkhanyeni
d	Develop provincial strategy and plan to address housing Gap Market	Approximately 15.4% of the district households fall in the income category that potentially form part of the Gap housing market.	Develop and implement gap housing strategy for district (or review housing chapter of IDP or Housing sector plan) to adequately address gap housing requirements	Main development centres throughout the district
e	Expand the Social Housing Implementation		Expand the social housing implementation within the District.	Identified district nodes

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY				
STRATEGIC OBJECTIVE		3.7 Improve access to and quality of health services (Prov. Objective: Enhancing health of communities and citizens)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Development and implementation of comprehensive primary health care		Development and implementation of comprehensive primary health care in district, with specific focus on most inaccessible areas.	Entire district
c	Ensure equitable access to health and special facilities		Provide equitable access to health and special facilities with specific focus on most inaccessible areas.	Entire district
e	Promote healthy lifestyle and mental health programmes		Promote healthy lifestyle and mental health programmes in the district.	Entire district
f	Accelerate programmes to improve maternal and child health outcomes	The perinatal mortality rate in facility per 1000 births in the district decreased from 38.1 in 2003/04 to a figure of 22.3 in 2010/11 and incidents of diarrhoea under five years per 1000 children decreased from 338.1 to 133.9..	Maintain and further improve trend for perinatal mortality and incidents of diarrhoea under five	Entire district
g	Accelerate programmes to improve TB outcomes	The reported cases of TB per 100 000 people in 2010 was 1150, a figure slightly higher than the overall provincial average, but significantly higher than the comparative national figure of 805. The TB cure rate in the district improved from 30 in 2003 to 46.9 in 2009.	Accelerate programmes to improve TB cure rate in the district and further reduce the reported cases of TB per 100 000 people closer to the national average of 805.	Entire district
h	Promote awareness programmes against substance abuse		Promote and support awareness programmes against substance abuse in the district	Entire district

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY

STRATEGIC OBJECTIVE		3.8 Reduce crime levels (Prov. Objective: Safety and security)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Implementation of Community Protection through Environmental Design		Integrate the Community Protection through Environmental Design programme into all spatial and development planning processes in the district	
b	Strengthen programmes aimed at curbing violence against the vulnerable	The occurrence of crimes against a person showed a consistent downward trend from 2003 to 2012 decreasing from 4679 incidents in 2003 to 3101 in 2012.	Further strengthen programmes of crime prevention against a person to continue with the reduction in incidents.	TBD
c	Strengthen partnerships: civil society, business and criminal justice system		Strengthen partnerships between civil society, business and criminal justice system to curb crime in the district and strengthen community policing fora.	Entire district
d	Establish educational programmes on Safety for Children		Implement an educational programmes on Safety for Children at schools in the district	Entire district
e	Strengthen activities to reduce stock theft	Stock theft in the district only slightly reduced from 378 units in 2003 to 364 units in 2012.	Strengthen activities to further reduce stock theft in the district.	TBD

GOAL 3: IMPROVED QUALITY OF LIFE AND LIFE EXPECTANCY			
STRATEGIC OBJECTIVE	3.9 Provide facilities for the disabled across the district		
Provincial Intervention	District Context	District Strategy	Spatial Targeting
No directly equivalent PGDP objective		Undertake and audit of all public buildings and facilities in the district to determine accessibility and availability of facilities for disabled	Entire district
No directly equivalent PGDP objective		Develop and implement a strategy to improve access to and available facilities for disabled at public buildings and facilities in the district	TBD

6.3.6.2 Other interventions proposed in the PGDP

GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT				
STRATEGIC OBJECTIVE		3.3 Sustainable household food security in KZN		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Developing infrastructure for local markets.	The district has large agricultural potential, specifically related to the Makhatini Flats area.	To reassess the Makhatini Integrated Development Plan and to unpack it into clear and implementable projects.	The Makhatini Flats area and other high potential agricultural areas.
b	Support to informal economy	18.8% of the employed population active in the informal sector (compared to provincial figure of 12.9%). Highest proportion in the uMhlabuyalingana LM and Mtubatuba LM (20% each).	Provide support programmes to the informal economy in the district.	<p>The five settlements with the <u>highest number of people in the informal sector</u> in the district is:</p> <ul style="list-style-type: none"> • KwaMsane (1009) • Khula Village (504) • Dukuduku (332) • Mpophomeni A (294) <p>The five settlements with the <u>highest percentage people in the informal sector</u></p>

				<p>in the district is:</p> <ul style="list-style-type: none"> • Hlokoohloko • Manguzi Forest Reserve • Star of the Sea Mission • Hlabezinhlohe
d	One-Home One-Garden and roll-out of school and community gardens		Implementing the one-home one garden initiative as well as initiate school and community gardens.	Entire district
e	Accelerate Permaculture Practices			
f	100ha Programme by Traditional Councils		Support the 100ha programme by Traditional Councils	Entire district
g	Integrated System for Continuous Assessment: Early Warning of poverty, malnutrition and hunger.	According to the South African multidimensional poverty index of 2014 uMhlabuyalingana Municipality stands out as the second poorest municipality in KwaZulu-Natal. Approximately 29.5% of all households in this municipality were measured as poor in 2011.	Regular monitoring of poverty levels in the district through the application of appropriate indicators	Entire district.

6.3.7 Indicators and Targets for Strategic Goal 4: High Quality Infrastructure Network to Support Improved Quality of Life and Economic Growth

Table 6.48: Objective 4.1 - All households provided with access to basic water services supported by high quality infrastructure: Provincial PGDP Targets

Objective 4.1 - All households provided with access to basic water services supported by high quality infrastructure: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% of Households with access to 75l of water per person per day	86	100%	100%	100%
% of Households with yard water connections	23.8	35	42	50
Bluedrop rating	65	80	85	90

Table 6.49: Objective 4.1 - All households provided with access to basic water services supported by high quality infrastructure: District Targets

Objective 4.1 - All households provided with access to basic water services supported by high quality infrastructure: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% of Households with access to 75l of water per person per day		TBD	100%	100%	100%
% of Households with water yard connections	12.9 (2001)	23.6 (2011)	35	42	50
Water Services Authority bluedrop rating	32.5 (2011)	77.8 (2012)	85	90	95

IMPLICATIONS

- Estimated annual requirement 2014 to 2020: 2100 households per annum to be provided with yard connections to reach 2020 targets
- Need to maintain improving trend water infrastructure status (bluedrop rating) evident between 2011 and 2012 to achieve 2020 target

Table 6.50: Objective 4.2 - Improved waste removal services and infrastructure: Provincial PGDP Targets

Objective 4.2 - Improved waste removal services and infrastructure: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% increase in volume of waste recycled		Paper 50% Lighting 25% Tyres 80%	Paper 50% Lighting 25% Tyres 80%	Paper 50% Lighting 25% Tyres 80%

Table 6.51: Objective 4.2 - Improved waste removal services and infrastructure: District Target

Objective 4.2 - Improved waste removal services and infrastructure: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% Households waste removed by authority/service provider	7.3 (2001)	10.5 (2011)	50	60	70
% Paper waste recycled		TBD	30	40	50
% Lighting waste recycled		TBD	15	20	25
% Tyres recycled		TBD	50	65	80

IMPLICATIONS

- Estimated annual requirements 2014 to 2020: 6200 households per annum to be provided with regular municipal waste collection to reach 2020 target
- Historical rate of delivery of waste removal services (2001 to 2011) will have to increase 15 fold to reach 2020 target

Table 6.52: Objective 4.3 - Adequate sanitation services to all households supported by high quality wastewater infrastructure: Provincial PGDP Targets

Objective 4.3 - Adequate sanitation services to all households supported by high quality wastewater infrastructure: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
Green drop rating	40	70	80	90
% of Households with sanitation to MIG standards	85.6	100	100	100

Table 6.53: Objective 4.3 - Adequate sanitation services to all households supported by high quality wastewater infrastructure: District Targets

Objective 4.3 - Adequate sanitation services to all households supported by high quality wastewater infrastructure: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Green drop rating		22.2 (2011)	60	75	90
% of Households with sanitation to MIG standards	28.5 (2001)	54.9 (2011)	70	85	100

IMPLICATIONS

- Estimated annual requirements 2014 to 2020: 3000 households per annum to be provided with sanitation at MIG standards to reach 2020 target
- Significant improvement in status of wastewater infrastructure (greendrop status) required between 2011 and 2020 to reach target

Table 6.54: Objective 4.4 -All households provided with access to electricity or alternative environmentally sustainable energy sources: Provincial PGDP Targets

Objective 4.4 - All households provided with access to electricity or alternative environmentally sustainable energy sources: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% Households with electricity	75.9	89	98	98
Units of energy produced through alternative energy generation	TBD	1200 MW	1300 MW	1300 MW
Solar water heating units	TBD	TBD	TBD	1 Million from baseline

Table 6.55: Objective 4.4 - All households provided with access to electricity or alternative environmentally sustainable energy sources: District Targets

Objective 4.4 - All households provided with access to electricity or alternative environmentally sustainable energy sources: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% Households with electricity for cooking		32.1 (2011)	70	80	98
% Households using solar energy for cooking		0.1 (2011)	5	10	15
Units of energy produced through alternative energy generation		TBD			

IMPLICATIONS

- Estimated annual requirements 2014 to 2020: 6200 households per annum to be provided with electricity for cooking purposes to reach 2020 target
- Estimated annual requirements 2014 to 2020: 750 households per annum to be provided with solar energy for cooking purpose to reach 2020 target

Table 6.56: Objective 4.5 - Improved access to and availability of ICT infrastructure and services across the district: Provincial PGDP Targets

Objective 4.5 - Improved access to and availability of ICT infrastructure and services across the district: Provincial PGDP targets					
Indicator	Baseline	2020	2025	2030	
Percentage of local municipalities with established Access Networks (%)	0%	100	100	100	
Percentage of households with access to the internet at home, or for which at least one member has access to/uses the Internet (%)	22.4	70	85	100	
Minimum broadband speed available within the Province (mbs)	384kbs	4mbs	10mbs	10mbs	

Table 6.57: Objective 4.5 - Improved access to and availability of ICT infrastructure and services across the district: District Targets

Objective 4.5 - Improved access to and availability of ICT infrastructure and services across the district: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030

Percentage of local municipalities with established Access Networks (%)		TBD	100	100	100
Percentage of households with access to the internet at home or from cell phone (%)		21.0 (2011)	50	65	80
Minimum broadband speed available within the District (mbs)		TBD	4mbs	10mbs	10mbs
Percentage households with a computer		5.3 (2011)	20	30	40

IMPLICATIONS

- Estimated annual requirements 2014 to 2020: 4700 households per annum to be provided with internet connection from home or cell phone to reach 2020 target
- Estimated annual requirements 2014 to 2020: 2300 households per annum to obtain in-house access to computer to reach 2020 target

Table 6.58: Objective 4.5 - Improve coverage and quality of road network: Provincial PGDP Targets

Objective 4.5 - Improve coverage and quality of road network: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
Number of kilometres of declared rural road that provide access to communities (km)	30 335	33 270	34 695	36 120
Percentage of provincial road network in poor to very poor condition	52%	30%	20%	10%
% of national road network in poor to very poor condition	15%	10%	10%	10%

Table 6.59: Objective 4.5 - Improve coverage and quality of road network: District Targets

Objective 4.5 - Improve coverage and quality of road network: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Number of kilometres of declared rural road that provide access to communities (km)		TBD	TBD	TBD	TBD
Percentage of district road network in poor to very poor condition		TBD	30%	20%	10%
% of national road network within district in poor to very poor condition		TBD	10%	10%	10%

6.3.8 Proposed Interventions for Strategic Goal 4

6.3.8.1 District Growth and Development Plan Interventions per Strategic Objective

GOAL 4: HIGH QUALITY INFRASTRUCTURE NETWORK TO SUPPORT HUMAN RESOURCE DEVELOPMENT AND ECONOMIC GROWTH				
STRATEGIC OBJECTIVE		4.1 Provide all households with access to basic water services supported by high quality infrastructure (Prov. Objective: Improve water resource management and supply)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Review and implement the Provincial Water Strategy		Participate in and provide inputs to the Provincial Water Strategy	
c	Research and promote skills development for more localised water harvesting	Only 3% of households in district make use of rainwater tanks.	Implement a roll-out programme for local water harvesting in the district	Entire district
d	Programme for building of dams		TBD	TBD
e	Programme for development of water sources (desalination, rainwater recycling, groundwater)		TBD	TBD
f	Programme for Operation and Maintenance	The DWA blue drop score of the district increased from a low 22% in 2010, to 32% in 2011 and a significantly improved figure of 77.7% in 2012. However uMkhanyakude is still amongst the bottom four out of 14 positions of	Maintain and further improve operation of water infrastructure network	Entire district

		water service authorities on the provincial Blue Drop log position.		
g	Water Conservation and Demand Management Programme in all the WSAs		Implement a Water Conservation and Demand Management Programme for the district	Entire district
h	Establish policy and design standards for the provision of 75 litres of water per person per day	A total of 30% of households are reliant on untreated sources of water directly from a spring, dam or river.	Ensure access to water infrastructure at the required minimum design standard for all households in the district	<p>The five settlements in the district with the <u>highest number of households without access to piped water in 2011</u> are:</p> <ul style="list-style-type: none"> • KwaJobe (1158) • Duku (1134) • Nkombose (925) • Thandizwe (827) • Thengani (793) <p>The five settlements in the district with the <u>highest percentage of households without access to piped water in 2011</u> are:</p> <ul style="list-style-type: none"> • KwaThembeka • Ngwenyameni • Khume • Bangizwe • Mqobela

GOAL 4: HIGH QUALITY INFRASTRUCTURE NETWORK TO SUPPORT HUMAN RESOURCE DEVELOPMENT AND ECONOMIC GROWTH

STRATEGIC OBJECTIVE	4.2 Improve waste removal services and infrastructure			
Provincial Intervention	District Context	District Strategy	Spatial Targeting	
No directly equivalent PGDP objective	The proportion of households provided with a weekly household refuse removal service in the district is less than 10%, compared to the overall provincial figure of 52%. Conversely, as much as 74% of households in the district make use of own refuse dumps (provincial figure of 38%), with a further 13% without any form of rubbish disposal	Extend the provision of waste removal services where feasible and in accordance with the recommendations of existing Integrated Waste Management Plans	Entire district	
No directly equivalent PGDP objective		Introduce community based waste collection and recycling initiatives	Entire district	
No directly equivalent PGDP objective		Implement waste recycling programmes as part of municipal services and facilities provided	Entire district	

GOAL 4: HIGH QUALITY INFRASTRUCTURE NETWORK TO SUPPORT HUMAN RESOURCE DEVELOPMENT AND ECONOMIC GROWTH			
4.3 Provide adequate sanitation services to all households supported by high quality wastewater infrastructure			
Provincial Intervention	District Context	District Strategy	Spatial Targeting
No directly equivalent PGDP objective	The UKDM performed unsatisfactory in the DWA Green Drop assessments, indicating that the wastewater services are not being managed according to the expectations of the regulation programme. The Green Drop requirements are largely not met and result in a low overall municipal score of 22% for UKDM, resulting in the lowest ranking (14 th) on the provincial performance log of WSAs	Improve operation and maintenance of existing wastewater infrastructure	Entire district
No directly equivalent PGDP objective	A total of 18.4% of households in UKDM do not have access to any form of sanitation facilities compared to only 6.3% at provincial level. The dominant forms of sanitation infrastructure in the district include ventilated improved pit latrines (25.6% of households) and unimproved pit toilets (19.7% of households)	Ensure access to basic sanitation infrastructure at the required minimum design standard for all households in the district	Entire district

GOAL 4: HIGH QUALITY INFRASTRUCTURE NETWORK TO SUPPORT HUMAN RESOURCE DEVELOPMENT AND ECONOMIC GROWTH				
STRATEGIC OBJECTIVE		4.4 Provide all households with access to electricity or alternative environmentally sustainable energy sources (Prov. Objective: Improve energy production and supply)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Review & implement the Provincial Energy		Participate in and provide inputs to the Provincial energy strategy	

	Strategy.			
b	Provide base-load alternative energy supply	The use of alternative energy sources in the district are very limited. By 2011, only 3% of households made use of solar energy for lighting purposes and as little as 0.1% of households for cooking purposes.	Implement roll-out programme for alternative sources of energy supply in the district	Entire district
c	Programme and funding for operations and maintenance		Obtain funding for operation and maintenance of electricity infrastructure in district	Entire district
d	Expedite the planning and implementation of sub-transmission networks in the Province	At district level only 38.4%% of households had access to electricity for lighting purposes by 2011 and 32.1% for cooking (the comparative provincial level figures are 77.9% and 68.8% respectively). Approximately 85% of households in uMhlabuyalingana LM is without electricity or solar energy.	Expand transmission networks to ensure all households are provided with access to an appropriate source of energy	By 2011 approximately 85% of households in uMhlabuyalingana LM without electricity or solar energy. The five settlements in the district with the <u>highest number of households without access to electricity</u> are: <ul style="list-style-type: none"> • Madonela (1300) • Lulwane (1276) • Duku (1255) • KwaJobe (1147) • KwaZamazama (1128)

GOAL 4: HIGH QUALITY INFRASTRUCTURE NETWORK TO SUPPORT HUMAN RESOURCE DEVELOPMENT AND ECONOMIC GROWTH				
STRATEGIC OBJECTIVE		4.5 Improve access to and availability of ICT infrastructure and services across the district (Prov. Objective: Development of ICT infrastructure)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Develop ICT Backbone Infrastructure	Only 6% of households within the district own a computer and only 3% have access to a telephone landline. Both these figures are the lowest amongst all districts within the province. In addition, only 18% of households within the district have access to the internet via a cell	Support the development of ICT infrastructure and increase the proportion households with access to landlines, cell phone coverage and internet in the district	Entire district

		phone, and only 2% from home.		
b	Develop Access Network Infrastructure at Provincial & Municipal Level		Participate in provincial initiative to develop network infrastructure	Entire district
c	ICT Access Centres & Technology Up-skilling	Only 6% of households within the district own a computer and only 3% have access to a telephone landline. Both these figures are the lowest amongst all districts within the province. In addition, only 18% of households within the district have access to the internet via a cell phone, and only 2% from home.	Implement ICT access centres at strategic locations in the district	To commence the roll-out to the main development centres in the district first.

GOAL 4: HIGH QUALITY INFRASTRUCTURE NETWORK TO SUPPORT HUMAN RESOURCE DEVELOPMENT AND ECONOMIC GROWTH				
STRATEGIC OBJECTIVE		4.6 Improve coverage and quality of road network (Prov. Objective: Development of road and rail networks)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
d	Create additional Capacity along Primary Movement Corridors	The uMhlozinga Development Agency prepared a Corridor Master Plan for the District	Implement the Corridor Master Plan and further improve coverage and quality of road network within the District as per corridor study recommendations	
e	Maintain Secondary Road Network		Maintain and upgrade the secondary road network of the district	
f	Extend Rural Road Access		Maintain and upgrade the rural access road network of the district	
h	Develop Integrated Public Transport Services	TBD	TBD	

6.3.8.2 Other interventions identified in the PGDP

GOAL 4: STRATEGIC INFRASTRUCTURE			
STRATEGIC OBJECTIVE		4.1 Develop Harbours	
#	Provincial Intervention	District Context	District Strategy
a	Develop Port Capacity and associated Support Infrastructure	The coastline of the district forms part of the iSimangaliso World Heritage Site and does not have a port.	Not Applicable
b	Develop inland Multi-Modal Logistic Hubs (Inland Port)	The N2 National road traverses the south-western portion of the District and is the main access corridor to the district from Richards Bay/Durban and from Mpumalanga.	Investigate the potential to establish a multi-modal logistic hub along the N2.
c	Develop Small Craft Harbours	The coastline of the district forms part of the iSimangaliso World Heritage Site and does not have a port.	Not Applicable

GOAL 4: STRATEGIC INFRASTRUCTURE			
STRATEGIC OBJECTIVE		4.2 Develop Airports	
#	Provincial Intervention	District Context	District Strategy
a	Develop and Implement Aerotropolis Strategy/Initiative	Not applicable	Not applicable
b	Implement Regional Airports Strategy	The Mkuze Airstrip has been identified as a Regional Airport for the District and the uMhlosinga Development Agency with the support of other stakeholders are currently implementing the project.	Develop the Mkuze Regional Airport.
c	Investigate the feasibility of establishing a KZN Aviation Coordinating Body		Participate in KZN Aviation Coordinating Body

6.3.9 Indicators and Targets for Strategic Goal 5: District Characterised by Integrity and Quality of its Physical Environment and Underpinned by a Coherent Spatial Development Pattern

Table 6.60: Goal 5 - District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development pattern: Provincial PGDP Target

Goal 5 - District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development pattern: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% Improvement in biodiversity index		No quantified targets specified in PGDP		
Improved access of population to goods and services as measured by the accessibility index	0.499	0.532	0.569	0.585

Table 6.61: Goal 5 - District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development pattern: District Target

Goal 5 - District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development pattern: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% Improvement in biodiversity index		TBD			
Improved access of population to goods and services as measured by the accessibility index		TBD	0.532	0.569	0.585

Table 6.62: Objective 5.1 - Maintain and improve the environmental integrity of the district and its natural resources: Provincial PGDP Targets

Objective 5.1 - Maintain and improve the environmental integrity of the district and its natural resources: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% Increase in Provincial Land Degradation Index	12% severely degraded	0%	0%	0%
Ha of land rehabilitated annually	TBD	100 000	100 000	100 000
Land transformation in High-Risk Biodiversity Planning Units (HRBPU)		75% of land in HRBPU's to remain	75% of land in HRBPU's to remain	75% of land in HRBPU's to remain

		untransformed	untransformed	untransformed
% Conformance of land and resource use decisions with HRBPU guidelines	35%	85%	100%	100%
% Compliance with national Ambient Air Quality Standards		80%	100%	100%
Bluedrop rating	65	80	85	90
Green drop rating	40	70	80	90
% increase in volume of waste recycled		Paper 50% Lighting 25% Tyres 80%	Paper 50% Lighting 25% Tyres 80%	Paper 50% Lighting 25% Tyres 80%
Ha of priority areas for expansion of protected areas network declared		PGDP secondary indicator – no targets specified		
% Of coastline with effective protection				
% Compliance and enforcement of fishing and harvesting extraction limitations required by Marine Living Resources Act				
% Compliance with CITES processes				
% Municipal waste diverted from landfill sites for recycling				

Table 6.63: Objective 5.1 - Maintain and improve the environmental integrity of the district and its natural resources: District Targets

Objective 5.1 - Maintain and improve the environmental integrity of the district and its natural resources: District targets				
Indicator	Baseline data	2020	2025	2030
% Increase in Provincial Land Degradation Index	10.8% of land cover classified as “degraded”	0%	0%	0%
Ha of land rehabilitated annually	TBD			
Land transformation in High-Risk Biodiversity Planning Units (HRBPU)		75% of land in HRBPU's to remain untransformed	75% of land in HRBPU's to remain untransformed	75% of land in HRBPU's to remain untransformed
% Conformance of land and resource use decisions with HRBPU guidelines	35%	85%	100%	100%
% Compliance with national Ambient Air Quality Standards		80%	100%	100%

Water Services Authority blue drop rating	77.8 (2012)	85	90	95
Green drop rating	22.2 (2011)	60	75	90
% Waste recycled		Paper 30% Lighting 15% Tyres 50%	Paper 40% Lighting 20% Tyres 65%	Paper 50% Lighting 25% Tyres 80%
Ha of priority areas for expansion of protected areas network declared				
% Of coastline with effective protection		100%	100%	100%
% Compliance and enforcement of fishing and harvesting extraction limitations required by Marine Living Resources Act		100%	100%	100%
% Compliance with CITES processes		100%	100%	100%
% Municipal waste diverted from landfill sites for recycling	TBD	TBD	TBD	TBD

Table 6.64: Objective 5.2 - Functionally structured spatial development pattern guided by identified nodes and corridors implemented through an effective land use management system and procedures: Provincial PGDP Targets

Objective 5.2 - Functionally structured spatial development pattern guided by identified nodes and corridors implemented through an effective land use management system and procedures: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
Increase in nett household density within Provincial Priority Nodes	6.2 persons/ha	7.0	8.0	10.0
% of geographical area with Land Use Management Schemes	1.8%	100.0%	100.0%	100.0%
% of Households residing in hierarchy of settlement nodes		PGDP secondary indicator – no targets specified		
% of municipal wards with ward development plan				

Table 6.65: Objective 5.2 - Functionally structured spatial development pattern guided by identified nodes and corridors implemented through an effective land use management system and procedures: District Targets

Objective 5.2 - Functionally structured spatial development pattern guided by identified nodes and corridors implemented through an effective land use management system and procedures: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Increase population density in identified development nodes (persons/ha)		<15 persons/ha (2011)	30	40	50
% of geographical area with Land Use Management Schemes		TBD	100	100	100
% of Households residing in UKDM identified priority corridor network and hierarchy of settlement nodes		TBD			
% of municipal wards with ward development plan		TBD			

Table 6.66: Objective 5.3 - Optimised coordination of and synergy with spatial development in adjacent Swaziland and Mozambique: Provincial Targets

Objective 5.3 - Optimised coordination of and synergy with spatial development in adjacent Swaziland and Mozambique: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
None specified in PGDP				

Table 6.67: Objective 5.3 - Optimised coordination of and synergy with spatial development in adjacent Swaziland and Mozambique: District Targets

Objective 5.3 - Optimised coordination of and synergy with spatial development in adjacent Swaziland and Mozambique: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Number of cross-border projects planned			4	6	8
Number of cross-border projects implemented			2	4	6

Table 6.68: Objective 5.4 -Sustainable management and protection of wetland areas: Provincial PGDP Targets

Objective 5.4 - Sustainable management and protection of wetland areas: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
Land transformation in High-Risk Biodiversity Planning Units (HRBPU)		75% of land in HRBPU's to remain untransformed	75% of land in HRBPU's to remain untransformed	75% of land in HRBPU's to remain untransformed
% Conformance of land and resource use decisions with HRBPU guidelines	35%	85%	100%	100%
% Protection of KZN estuaries		PGDP secondary indicator – no targets specified		

Table 6.69: Objective 5.4 - Sustainable management and protection of wetland areas: District Targets

Objective 5.4 - Sustainable management and protection of wetland areas: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Land transformation in High-Risk Biodiversity Planning Units (HRBPU)			75% of land in HRBPU's to remain untransformed	75% of land in HRBPU's to remain untransformed	75% of land in HRBPU's to remain untransformed
% Conformance of land and resource use decisions with HRBPU guidelines			85%	100%	100%
% Protection of district estuaries and wetlands		TBD			

Table 6.70: Objective 5.5 - Fully coordinated planning and development activities within district: Provincial PGDP Target

Objective 5.5 - Fully coordinated planning and development activities within district: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% Public sector expenditure spent in accordance with IDP's	No baseline available	75%	85%	95%
% Municipalities with appropriate suite of plans		PGDP secondary indicator – no targets specified		
% of municipal wards with ward development plan				
Share of municipal SDF's complying with Environmental Management Regulations				

Table 6.71: Objective 5.5 - Fully coordinated planning and development activities within district: District Target

Objective 5.5 - Fully coordinated planning and development activities within district: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% Public sector expenditure spent in accordance with IDP's		TBD	75%	85%	95%
% Municipalities with appropriate suite of plans		TBD			
% of municipal wards with ward development plan		TBD			
Share of municipal SDF's complying with Environmental Management Regulations			100%	100%	100%

6.3.10 Proposed Interventions for Strategic Goal 5

6.3.10.1 District Growth and Development Plan Interventions per Strategic Objective

GOAL 5: DISTRICT RENOWNED FOR THE INTEGRITY AND QUALITY OF ITS NATURAL ENVIRONMENT UNDERPINNED BY A COHERENT SPATIAL DEVELOPMENT PATTERN				
STRATEGIC OBJECTIVE		5.1 Maintain and improve the environmental integrity of the district and its natural resources (Prov. Objective: Manage Pressure on biodiversity)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Spatial biodiversity planning, decision-support tool development and monitoring	Large portions of the District is formally protected as part of the iSimangaliso World Heritage Site as well as other protected areas such as the Hluhluwe/Mfolozi Game Reserve and the elephant park. The district also recently developed an Environmental Management Framework	Implement the recommendations of the Environmental Management Framework and align development with the Development Zones identified in the EMF.	As per EMF
b	Cooperative environmental governance procedures		Ensure all development adhere to all requirements of the National Environmental Management Act and other relevant legislation	
c	Environmental quality management		Implement the recommendations of the Environmental Management Framework and align development with the Development Zones identified in the EMF.	
a	Spatial biodiversity planning, decision-support tool development and monitoring	Large portions of the District is formally protected as part of the iSimangaliso World Heritage Site as well as other protected areas such as the Hluhluwe/Mfolozi Game Reserve and the elephant park. The district also recently developed an Environmental Management Framework	Implement the recommendations of the Environmental Management Framework and align development with the Development Zones identified in the EMF.	

GOAL 5: DISTRICT RENOWNED FOR THE INTEGRITY AND QUALITY OF ITS NATURAL ENVIRONMENT UNDERPINNED BY A COHERENT SPATIAL DEVELOPMENT PATTERN

STRATEGIC OBJECTIVE		5.2 Implement a functionally structured spatial development pattern guided by identified nodes and corridors through an effective land use management system and procedures (Prov. Objective: Effective spatial planning and land management systems are applied across the province)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
	No directly equivalent DGDP objective		Promote development and increased population densities along priority corridor network and hierarchy of settlement nodes as identified in the district corridor study	
a	Promote development of ward based plans		Support the development of ward based plans across the entire district	Entire district
b	Formulation of Land Reform Area Based Plans within each district			
c	Implementation of Land use Management Schemes across the entire provincial landscape		Develop and implement Land Use Management Schemes covering entire areas of jurisdiction of all municipalities within the district	All municipalities
d	Alignment of District and Local municipal Spatial Development Frameworks with the Provincial Spatial Development	Review the District SDF and ensure alignment with the PSDF as well as the DGDP	Review the District SDF and ensure alignment with the PSDF as well as the DGDP	District
e	Formulation of provincial planning norms, standards and guidelines		Participate in and provide inputs in the formulation of provincial planning norms, standards and guidelines	
f	Implement Spatial Planning and Land Use Management Act		Ensure implementation of all aspects of SPLUMA in the district: <ul style="list-style-type: none"> • Spatial Development Frameworks • Principles, norms and standards in line with provincial guidelines • Land use management instruments for all municipalities • Management of land development applications and related processes. 	Entire district

GOAL 5: DISTRICT RENOWNED FOR THE INTEGRITY AND QUALITY OF ITS NATURAL ENVIRONMENT UNDERPINNED BY A COHERENT SPATIAL DEVELOPMENT PATTERN			
STRATEGIC OBJECTIVE	5.3 Optimise coordination of and synergy with spatial development in adjacent Swaziland and Mozambique		
Provincial Intervention	District Context	District Strategy	Spatial Targeting
No directly equivalent DGDP objective		Identify all relevant current or completed spatial planning initiatives in Swaziland and Mozambique with relevance for the district	
		Evaluate all Spatial Development Frameworks and other relevant spatial plans in the district and determine any potential cross-border impacts with Swaziland or Mozambique.	
		Develop a cross-border spatial and development strategy	

GOAL 5: DISTRICT RENOWNED FOR THE INTEGRITY AND QUALITY OF ITS NATURAL ENVIRONMENT UNDERPINNED BY A COHERENT SPATIAL DEVELOPMENT PATTERN			
STRATEGIC OBJECTIVE	5.4 Ensure sustainable management and protection of wetland areas		
Provincial Intervention	District Context	District Strategy	Spatial Targeting
No directly equivalent DGDP objective	A large percentage of the district are covered by seasonal wetlands. Approximately 26.2% of the land area of the Big 5 False Bay LM is covered by wetland areas	To ensure the conservation of Wetlands within the district and to continually monitor these systems which play an important role in the tourism industry of the District.	Entire district.

GOAL 5: DISTRICT RENOWNED FOR THE INTEGRITY AND QUALITY OF ITS NATURAL ENVIRONMENT UNDERPINNED BY A COHERENT SPATIAL DEVELOPMENT PATTERN				
STRATEGIC OBJECTIVE		5.5 Facilitate fully coordinated planning and development activities within district		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
	No directly equivalent PGDP objective		Ensure alignment between the DGDP strategies and targets and the contents of the municipal Integrated Development Plans during the IDP review processes	
a	Establish a hierarchy of Provincial nodes with clearly defined functions and interventions per node	<p>The following Quaternary Development Nodes has been identified within the Provincial Spatial Economic Development Strategy:</p> <ul style="list-style-type: none"> • Mtubatuba • Hlabisa • Hluhluwe • Manguzi • Mbazwana • Jozini • Mkuze 	Focus development within the identified nodes.	Identified nodes
b	The promotion of concentration and coordinated development along provincial corridors.	<p>The following 5 main development corridors have been identified in the District corridor master plan:</p> <ol style="list-style-type: none"> 1. NORTH - SOUTH CORRIDOR (N -2) (Richards Bay – Mtuba/Hlabisa – Hluhluwe – Mkuze – Golela) 2. CULTURAL HERITAGE CORRIDOR HLABISA – NONGOMA (Gateway to the Kingdom) 3. BORDER HERITAGE CORRIDOR (Cecil Mack Pass – Ingwavuma – Bambanani – Ngwanase – Kosi Bay) 4. ZULU OCEAN CORRIDOR (Richards Bay – St Lucia – Hluhluwe – Kosi Bay to Maputo) 5. AILE OF KINGS HERITAGE CORRIDOR (Liberation Route: Jozini/N2 Turnoff – Sikhandane – Kwaliweni – Ingwavuma – Cecil Mack Pass) 	Promote and support development along the identified 5 corridors	Identified corridors

6.3.10.2 Other interventions Interventions identified in the PGDP

GOAL 5: ENVIRONMENTAL SUSTAINABILITY				
STRATEGIC OBJECTIVE		5.1 Increase Land Productivity		
#	Provincial Intervention	District Context	District Strategy	Spatial targeting
a	Promote sustainable land use practices to preserve and enhance agricultural potential	Currently 17.92% of the District land area are being utilised for arable agricultural or plantation activities, with Mtubatuba being the most dominant with 742.92km ² arable agricultural/plantation land (42.73%).	Establish an Agricultural Resource Agency to assist commercial and subsistence farmers in the district focusing of areas with high agricultural potential.	Increasing the agricultural productivity of the land parcels being utilised for subsistence agriculture (17.598% Jozini & 17.52% Mtubatuba), specifically in terms of agricultural practices which are significantly contributing to land degradation.

GOAL 5: ENVIRONMENTAL SUSTAINABILITY			
STRATEGIC OBJECTIVE		5.2 Advance alternative energy generation and reduce reliance on fossil fuels	
#	Provincial Intervention	District Context	District Strategy
a	Develop provincial alternative energy resource assessments, strategies and policy interventions.	The use of alternative energy sources in the district are very limited. By 2011, only 3% of households made use of solar energy for lighting purposes and as little as 0.1% of households for cooking purposes.	Actively participate with the provincial initiative and creating awareness of the potential within the District.
b	Programme for development of alternative energy demonstration projects	The district has potential for the Development of Hydro-power at Jozini Dam.	Maximise the districts potential in terms of Hydro-power as well as further investigate solar and wind energy as well as other potential alternative energy resources (biomass, general waste).
d	Promotion of Renewable Energy Manufacturing in the province		Support renewable energy manufacturing within the District.

GOAL 5: ENVIRONMENTAL SUSTAINABILITY			
STRATEGIC OBJECTIVE		5.4 Adapt to climate change	
#	Provincial Intervention	District Context	District Strategy
a	Climate change policy, planning and monitoring	Although the effects of climate change on the uMkhanyakude area are currently unknown, the area will probably become warmer. Droughts may become more frequent and intense. Floods are also likely to become more frequent and much more intense. Another important factor is pressure on microclimate caused by mainly overgrazing and associated desiccation of soil.	Actively monitor the affects of climate change on the District and create awareness amongst communities.
b	Enhance disaster management planning and monitoring		Implement the Disaster Management Plan and comply with all Disaster Management related legislation.

6.3.11 Indicators and Targets for Goal 6: Excellence in Governance and Leadership

Table 6.72: Objective 6.1 - Improved local government financial management: Provincial PGDP Target

Objective 6.1 - Improved local government financial management: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% Municipalities with clean audits	8.2%	100%	100%	100%
% Provincial & municipal entities with audit disclaimers/qualifications	15.4% (provincial entities)	0%	0%	0%
Number of government entities with effective contract management systems		PGDP secondary indicator – no targets specified		
Reduction in the number of appeals as a percentage of number of tenders awarded				

Table 6.73: Objective 6.1 - Improved local government financial management: District Target

Objective 6.1 - Improved local government financial management: District targets					
Indicator	Baseline data	Proposed targets			
			2020	2025	2030
% Municipalities with clean audits (unqualified)	16.7% (2007/08)	0% (2011/12)	100%	100%	100%
% Municipal entities with audit disclaimers/qualifications	83.3% (2007/08)	100% (2011/12)	0%	0%	0%
Number of municipal entities with effective contract management systems		TBD			
Reduction in the number of appeals as a percentage of number of tenders awarded		TBD			

Table 6.74: Objective 6.2 - Improved local government financial viability supported by increased local revenue stream and less reliance on grant income: Provincial PDGP Targets

Objective 6.2 - Improved local government financial viability supported by increased local revenue stream and less reliance on grant income: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% of municipal expenditure on capital outlay	18.9	30%	35%	45%

Table 6.75: Objective 6.2 - Improved local government financial viability supported by increased local revenue stream and less reliance on grant income: District Target

Objective 6.2 - Improved local government financial viability supported by increased local revenue stream and less reliance on grant income: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
Grant income as % of total municipal income (sum of all municipalities)		85.3% (2013)	75%	70%	65%
% of municipal expenditure on capital outlay (sum of all municipalities)		42% (2013)	45%	47.5%	50%

Table 6.76: Objective 6.3 - Coordinated policy development and implementation by all spheres of government: Provincial PGDP Target

Objective 6.3 - Coordinated policy development and implementation by all spheres of government: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% Public sector expenditure spent in accordance with IDP's	No baseline available	75%	85%	95%
% Public sector capital expenditure in KZN spent in accordance with PGDP projects	No baseline available	70%	95%	95%
% Municipalities with appropriate suite of plans		PGDP secondary indicator – no targets specified		

Table 6.77: Objective 6.3 - Coordinated policy development and implementation by all spheres of government: District Target

Objective 6.3 - Coordinated policy development and implementation by all spheres of government: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% Public sector expenditure spent in accordance with IDP's		TBD	75%	85%	95%
% Public sector capital expenditure in UKDM spent in accordance with DGDG priorities/projects		TBD	70%	95%	95%
% Municipalities with appropriate suite of plans		TBD			

Table 6.78: Objective 6.4 - Improved public sector management and skills levels in district: Provincial PGDP Targets

Objective 6.4 - Improved public sector management and skills levels in district: Provincial PGDP targets				
Indicator	Baseline data	2020	2025	2030
% Government employees complying with PSC norms and standards for the post they occupy		PGDP secondary indicator – no targets specified		
Number of graduates placed within public sector and working of service commitments				
% Posts within provincial and local government vacant longer than 6 months				
% Increase in credibility of IDP's in KZN				

Table 6.79: Objective 6.4 - Improved public sector management and skills levels in district: District Target

Objective 6.4 - Improved public sector management and skills levels in district: District targets					
Indicator	Baseline data		Proposed targets		
			2020	2025	2030
% Government employees complying with PSC norms and standards for the post they occupy		TBD			
Number of graduates placed within public sector and working of service commitments		TBD			
% Posts within provincial offices and local government within UKDM vacant longer than 6 months		TBD			
% Increase in credibility of IDP's in district		TBD			

6.3.12 Proposed Interventions for Strategic Goal 6

6.3.12.1 District Growth and Development Plan Interventions per Strategic Objective

GOAL 6: EXCELLENCE IN GOVERNANCE AND LEADERSHIP			
STRATEGIC OBJECTIVE	6.1 Improve local government financial management		
Provincial Intervention	District Context	District Strategy	Spatial Targeting
No directly equivalent PGDP objectives	Widespread occurrence of negative audit opinions across the various municipal entities in the study area and no clear signs of consistent and continued improvement in audit opinions over the five-year period from 2007/08 to 2011/12.	Develop and implement a district strategy to improve accountability for financial management in all public sector structures in the district	
No directly equivalent PGDP objectives	The two most notable areas of concern regarding financial management (as inferred from the findings of the latest Auditor General reports) include misstatements and limitations in annual financial statements, and the problem of unauthorised, irregular and wasteful expenditure. Other areas of concern in various local municipalities include problems with budgeting and expenditure management processes.	Develop and implement a district local government financial management development strategy	

GOAL 6: EXCELLENCE IN GOVERNANCE AND LEADERSHIP				
STRATEGIC OBJECTIVE		6.2 Improve local government financial viability supported by increased local revenue stream and less reliance on grant income		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
	No directly equivalent PGDP objective	The financial sustainability of local government is largely dependent on grant income. The contribution of assessment rates and economic services (through service charges) to total municipal revenue is extremely limited.	Develop and implement a strategy to increase local municipal income streams	
	No directly equivalent PGDP objective		Improve overall municipal efficiency and increase proportion expenditure on capital projects	

GOAL 6: EXCELLENCE IN GOVERNANCE AND LEADERSHIP				
STRATEGIC OBJECTIVE		6.3 Coordinate policy development and implementation by all spheres of government (Prov. Objective: Strengthen policy, strategy co-ordination and IGR)		
#	Provincial Intervention	District Context	District Strategy	Spatial Targeting
a	Develop an Integrated Funding and Implementation Management Framework for various funding sources (eg, MIG, RBIG, MWIG)		Utilise DGDP to establish integrated implementation framework for the district	
b	Create a single window of co-ordination between the Provincial Government, Municipalities and non-government forums	The District has established a District Planning and Development Commission, which has been involved with the preparation of the DGDP	Continued support to the District Planning and Development Commission to ensure alignment with the DGDP and other stakeholders as well as the monitoring of the Plan. Utilise the DGDP as a single window of co-ordination between the Provincial Government, Municipalities and non-government forums	
c	Re-orientate the business of the Clusters to align to government's core policies of transformation, growth and development		Develop DGDP implementation institutional structures taking into consideration the core policies of transformation, growth and development. These structures will assist the District Planning and Development Commission.	

GOAL 6: EXCELLENCE IN GOVERNANCE AND LEADERSHIP			
STRATEGIC OBJECTIVE		6.4 Improve public sector management and skills levels in district	
#	Provincial Intervention	District Strategy	Spatial Targeting
a	Develop an integrated HRD and professional support programme for the public sector	Develop a district integrated HRD programme for public sector based on municipal workplace skills plans and requirements emanating from the DGDP implementation plan	
b	Promote shared services amongst municipalities	District to provide appropriate shared services according to skills and capacities available in local municipalities	
c	Capacitating public servants	Skills development and formal education development programmes for public servants within the District.	
d	Align PGDP interventions to staff performance agreements	Align DGDP interventions to staff performance agreements	

6.3.12.2 Other interventions identified in the PGDP

GOAL 6: GOVERNANCE AND POLICY			
STRATEGIC OBJECTIVE		6.3 Eradicate fraud and corruption	
#	Provincial Intervention	District context	District Strategy
a	Provincial operation clean audit		District wide operation clean audit.
b	Fast track disciplinary processes and effective prosecution		Align with and implement provincial guidelines for disciplinary processes and effective prosecution



c	Implement proactive integrity management programmes		Develop and implement district integrity management programmes
d	Implement proactive measures to prevent fraud through establishment of a business intelligence tool		Implement recommendations relevant to the district

GOAL 6: GOVERNANCE AND POLICY			
STRATEGIC OBJECTIVE		6.4 Promote participative, facilitative and accountable governance	
#	Provincial Intervention	District Context	District Strategy
a	Support municipalities to implement appropriate frameworks policies and guidelines		Support municipalities to develop all required frameworks, policies and guidelines
c	Develop advocacy programmes to strengthen the Ward Committee System.		Implement programme to strengthen the Ward Committee System in the district

7 DGD PLAN INSTITUTIONAL FRAMEWORK

7.1 BACKGROUND

The DGDP is not only a plan for the three spheres of Government. To have meaningful impact it must be both owned and driven by the state machinery and social partners – including the private sector, organized labour and community sectors. Organisations of civil society, the academic and research sector, and specialist interest groups in the development sector must be able to have access to the implementation machinery and add their value in the implementation planning and execution of plans, within the parameters of legal framework. The institutional framework for implementing the DGDP must take into consideration and be aligned with the institutional structure of the DGDP. This framework is summarized in the next section.

7.2 PROVINCIAL STRUCTURE FOR IMPLEMENTING THE PGDP

The success of the PGDP rests to a large extent on having an institutional framework which:

- Promotes an action-oriented approach to the objectives and interventions of the PGDP
- Promotes the involvement of all the social partners and relevant stakeholders, and not just Government
- Sets clear parameters and lines of accountability for each area of work in the plan
- Brings high levels of integration in action planning for interventions across the objective areas
- Leverages existing capacity within the public sector, private sector and civil society in both planning and implementation across all strategic objective areas
- Discourages duplication of efforts in the public and private sectors and promotes appropriate sharing of intellectual and capacity resources.

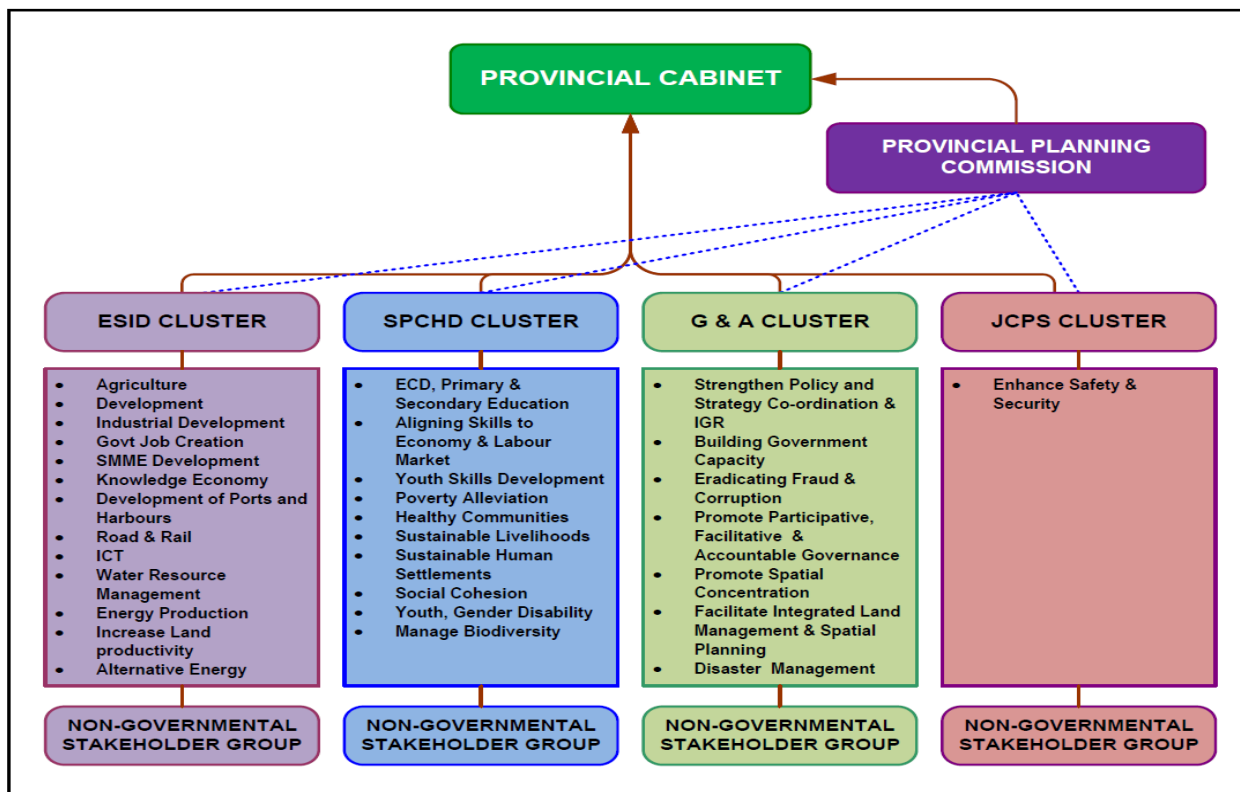
The PGDP is not a plan for Government. It must be both owned and driven by the social partners – including the private sector, organised labour and community sector. Organisations of civil society, the academic and research sector, and specialist interest groups in the development sector must be able to have access to the implementation machinery and add their value in the implementation planning and execution of plans, within the parameters of the legal framework. The institutional framework proposed in

the Provincial Growth and Development Plan therefore tries to give effect to this openness and opportunity for all stakeholders to participate and add their value to the implementation process.

Ultimately though, the Constitution of South Africa makes Government the leading role-player in the protection and promotion of rights and the development of our society – socially, economically and in terms of environmental sustainability. Therefore it is appropriate that in KwaZulu-Natal province, the Provincial Cabinet must be the ultimate custodian of the PGDP and thus monitor, promote and support the implementation of the plan, but in recognition of the importance of the partnership with those stakeholders who also participate in the implementation. In turn, Provincial Cabinet has mandated the Provincial Planning Commission to be the active management agent for advancing the PGDP, and it is for this reason that the PPC is placed as the central point for reporting, monitoring and overall coordination of the implementation.

The institutional plan proposals presented below are suggested in order to stimulate thinking and further institutional design for the implementation of the PGDP. There are weaknesses inherent in a structure like this, and all stakeholders must be encouraged to assess both the strengths and weaknesses and collaboratively propose improvement of the institutional design to avoid creating a cumbersome unrealistic set of structures which will merely grow bureaucracy rather than coordinated actions. The diagrams below present proposed institutional structure for implementing the PGDP.

Diagram 7.1: Proposed structure for implementing the PGDP



ESID – Economic and Strategic Infrastructure Development

SPCHD – Social Protection, Community and Human Development

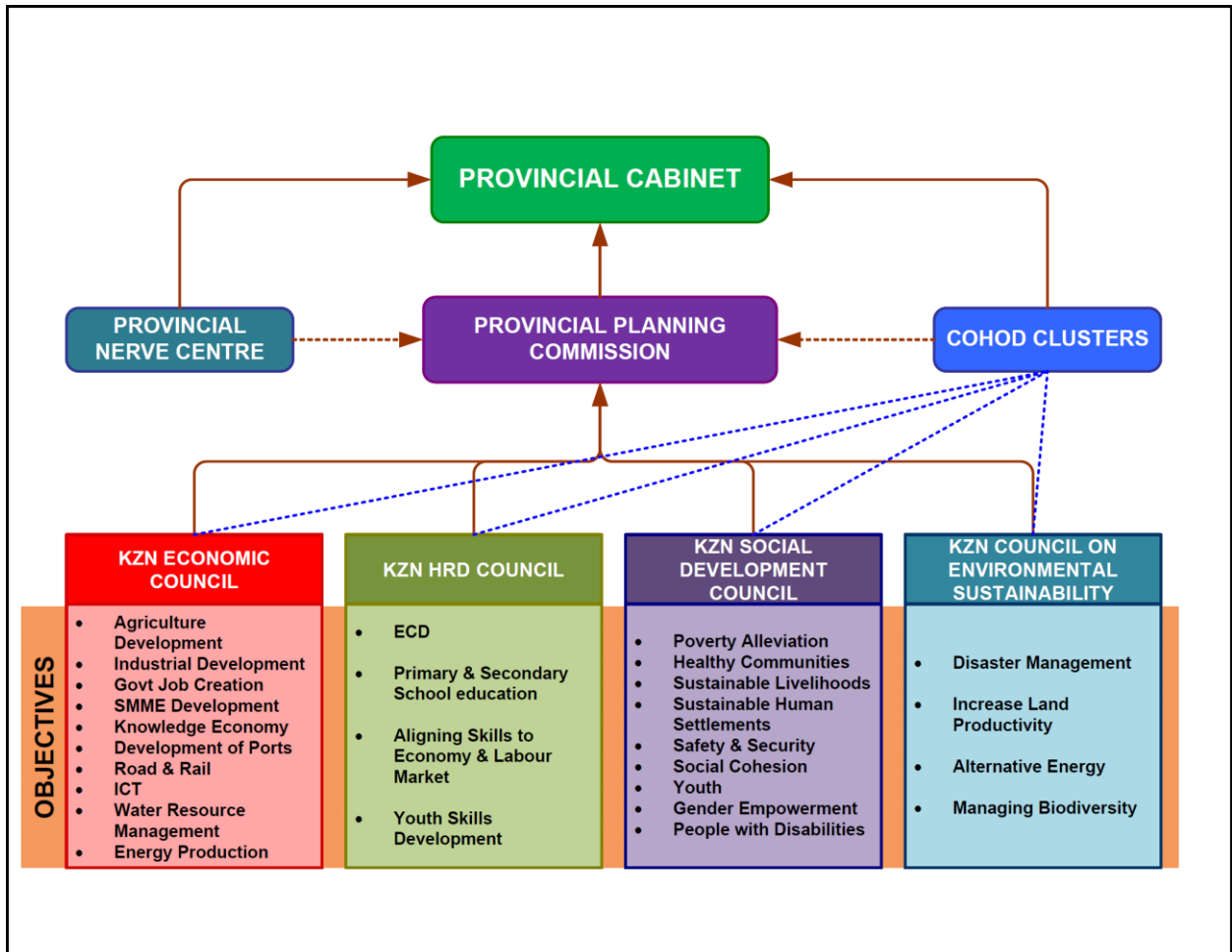
JCPS – Justice, Community Protection and Security

Diagram 7.2 which has been abstracted from the Provincial Growth and Development Plan basically proposes that the implementation of the PGDP be driven through social partnership structures – which currently are:

- **KZN Economic Council: which comprises four constituency groupings -**
 - organise business through the regional Forum drawing together the various chambers of commerce;
 - organised labour through COSATU, NACTU and other groupings of independent unions;
 - Organised Civil Society through essay National Civics Organisation and other representative groupings; and
 - Government as a constituency represented by the Planning Commission Secretariat as well as other MEC's and HOD's.
- **KZN Human Resource Development Council:** which is focused on education, training and labour market matters.
- **KZN Social Development Council:** which is focused on the range of social development objectives and interventions of the plan.

- **KZN Council on Environmental Sustainability:** which is focused on the objectives and strategies related to the environment and responses to climate change.

Diagram 7.2: Proposed structure for implementing PGDP



As indicated in the PGDP, there is no “*perfect*” institutional structure; however the intention in creating these councils is to entrench the shared ownership of the PGDS and the PGDP. These councils send clear signal to the people and stakeholders of the province that the promotion of growth and development in the province is not the prerogative of Government and Government structures, but it is a shared responsibility amongst the key social partners and the formations and interest groups in society that are willing and able to participate in the implementation process. This principle is carried forward into the formulation of a institutional framework for the uMkhanyakude District Growth and Development Plan.

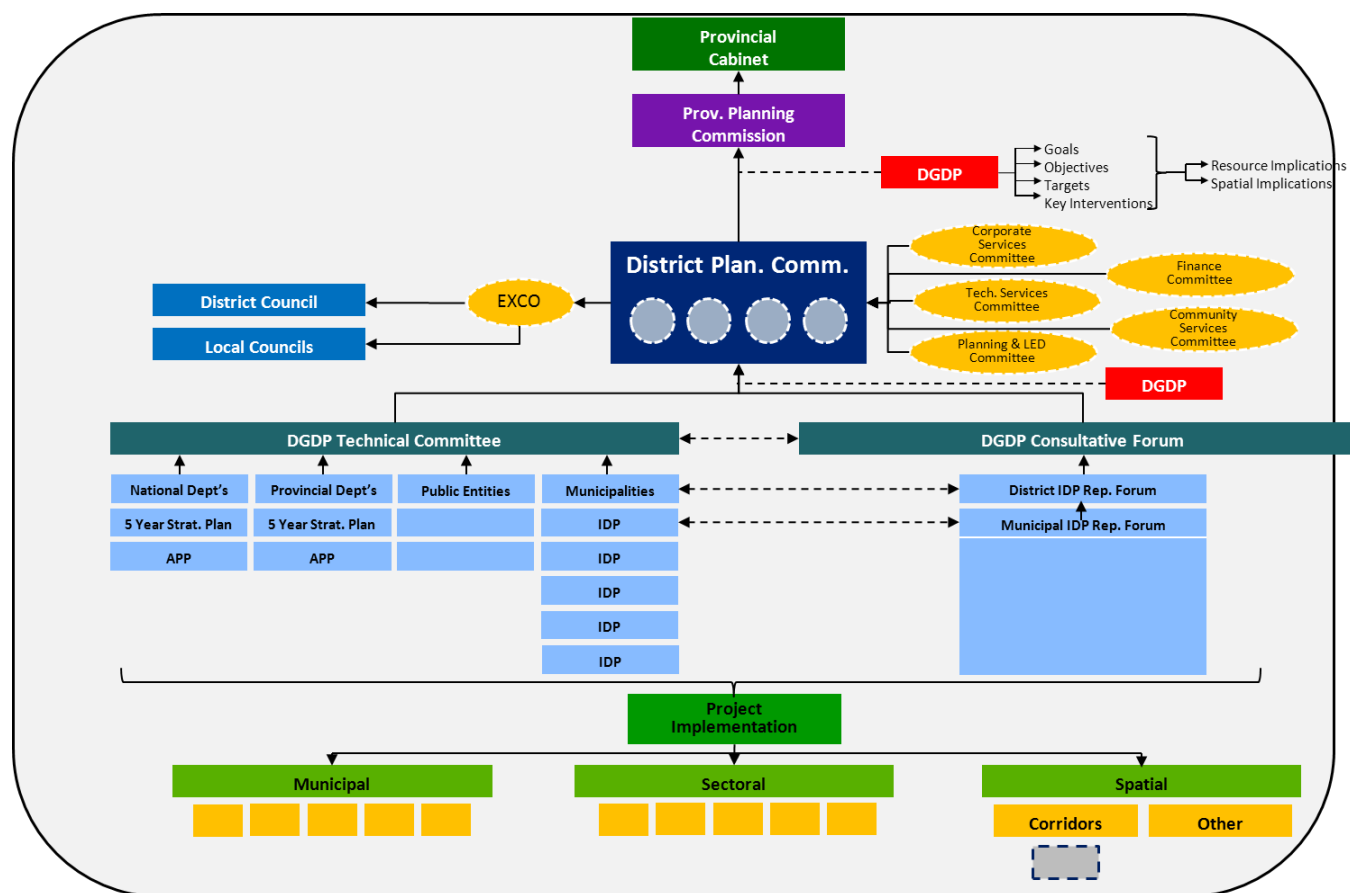
7.3 PROPOSED INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE DGDP

7.3.1 Basic principles and points of departure

The basic points of departure for the proposed institutional arrangements for implementing the DGDP include the following important aspects:

- Alignment with PGDP structures where possible
- Utilise existing structures and capacity at district and local level where possible
- Utilise the capacity of the District Planning Commission to function as strategic coordinator for DGDP
- Implementation of the DGDP will require two distinct activities from the DGDP coordinator:
 - Strategic and institutional implementation (primary responsibility)
 - Project implementation (supporting responsibility)
- Where appropriate, utilise the capacity of the District Development Agency in the project management and implementation of catalytic projects
- Build capacity within the district and local municipalities to integrate and align the strategic planning (IDP process), spatial planning, and budgeting processes of the municipalities with the DGDP

Diagram 7.3: Proposed District Institutional Arrangements



7.3.2 Basic principles

The proposed institutional structures and arrangements for overseeing the implementation of the DGDP is outlined in Diagram 7.3. It is envisaged that the district planning commission will play a central role in terms of coordinating and facilitating the implementation and monitoring of the DGDP.

The District Development Planning Commission was established by resolution of the Umkhanyakude District Municipal Council, UDMC 00521 of 06 July 2012, where it was resolved that:

- the establishment of Umkhanyakude District Development & Planning Commission;
- the appointment of nine (9) Commissioners, eight (8) of whom to serve on a part-time basis for a period of 5 years and one on full time basis to be designated as Chairperson, on the District Development & Planning Commission;
- Six (6) Mayors to serve as Ex-Officio Members;
- The chairperson of the local house of traditional authorities;

- The Six (6) Municipal Managers to serve in support of their respective Mayors;
- The appointment of one representative from civil society, organized business and organized labour;
- the creation of a dedicated Secretariat to provide support to the uMkhanyakude District Development & Planning Commission;
- the creation of a Technical team to work with the DDPC to drive the planning processes;

The DDPC compliments both the National and Provincial Planning Commissions and advises and makes recommendations to the District Municipal Council on matters related:

- A Long term strategic development perspective and vision of the District;
- Ensuring coherence in policy development & planning across the District;
- Strengthening performance monitoring and evaluation to enable the government within the uMkhanyakude District Municipal area to assess the pace required to deliver on the desired outcomes.

The district planning commission is thus well-positioned to function as an overall implementation coordination structure for the plan. At a technical level it is suggested that the planning commission be supported by a DGDP technical committee. This committee will consist of technical representatives of the district and local municipalities, the district development agency, and relevant provincial and national departments as identified in the evaluation and monitoring framework set out in Section 10. It is envisaged that this technical committee will convene either quarterly or bi-annually and provide the necessary technical support to the planning commission. It is also suggested that the consultative process initiated at the district growth and development summit be maintained and that a DGDP consultative forum be established to advise on the implementation and monitoring of the district growth and development plan. It is not recommended that new structures be created but rather that existing structures be utilised where functional and appropriate. The district IDP representative forum could be used as point of departure and supplemented with representatives of the role players that were represented at the growth and development summit. The primary role of this consultative forum will be advisory in nature, providing a voice to civil society and providing feedback to constituencies regarding progress with the implementation of the plan.

Detailed project planning, implementation and project management is not seen as the primary function of the district planning commission or the technical committee. The identified potential catalytic projects, as well as other critical interventions that may unfold during the process, will individually each imply three areas of impact:

- local government impact as being implemented within a specific municipality or combination of municipalities within the district
- Sectoral impact requiring participation and inputs from a targeted sector Department (e.g. water, roads, education, etc.)

- A spatial impact in terms of its relative position within the district and local municipality spatial development frameworks as well as the proposals contained in the UKDM cluster corridor development master plan

Each catalytic project will thus require a project management structure consisting of inputs and representatives of each of the three spheres referred to above.

Political accountability for the plan and its implementation will vest with the Council of the district municipality and the five comprising local municipalities. Regular feedback (suggested bi-annually) will be provided to the executive committee of these councils.

From a vertical ordination and alignment perspective it is important for the DGDP to inform the provincial growth and development initiatives. This coordination is suggested to take place from the district planning commission via the provincial planning commission to the provincial cabinet. Similar to the envisaged bi-annual feedback to the executive committees of the relevant councils in the district, it is also recommended that the district planning committee provide a bi-annual progress report and presentation to the provincial planning commission.

The process of implementation of the DGDP will essentially be concerned with three critical elements:

- Realising the district growth and development goals and objectives
- Facilitating the implementation of catalytic projects
- Monitoring and evaluation

In the short term (years 1 and 2 of the implementation) the primary focus will be on institutional alignment and integration between the DGDP and detailed local level planning and implementation processes (such as the municipal IDP and related sector planning processes), and planning processes at provincial and national level. The secondary focus during the short term will be to initiate the necessary project implementation structures for the catalytic projects and to institutionalise and strengthen the evaluation and monitoring framework. Over the medium to long term, the implementation activities will on the one hand increasingly be focused on project implementation and management and on the other on building and maintaining a strong evaluation and monitoring capacity.

A summary of the potential functions of the various key role players in the implementation process is summarised in Table 7.1.

Table 7.1: Potential functions of key role players

Entity	Institutional support	Goals/objectives	Project implementation	Monitoring and evaluation
District Planning Commission (assisted by DGDP technical committee and consultative forum)	<ol style="list-style-type: none"> 1. Oversee approval of DGDP and integration and alignment with the PGDP. 2. Ensure inclusion and integration of key elements of DGDP in national and provincial departmental five-year strategic plans and annual performance plans 3. Ensure inclusion and integration of key elements of DGDP in district and local municipality IDP and sector plans 4. Provide inputs to annual municipal IDP division processes 	<ol style="list-style-type: none"> 1. Assist district and local municipalities with integration of DGDP goals and objectives in municipal IDP's and sector plans. 2. Monitor achievement of objectives through the identified indicators 	<ol style="list-style-type: none"> 1. Determine status and relevance of existing projects implementation and management structures for catalytic projects 2. Initiate project implementation and management structures for catalytic projects where required 3. Obtain annual progress information from relevant project management structures for all catalytic projects 	<ol style="list-style-type: none"> 1. Provide a DGDP monitoring template to be used by all representatives of DGDP technical committee 2. Consolidate annual contributions of various role players in a composite DGDP monitoring report 3. Prepare an annual DGDP progress report 4. Identify areas of potential underperformance and identify corrective measures
District and local municipalities	<ol style="list-style-type: none"> 1. Ensure inclusion and integration of key elements of DGDP in district and local municipality IDP and sector plans 	<ol style="list-style-type: none"> 1. Ensure consideration of DGDP goals and objectives in municipal IDP preparation and revision processes 	<ol style="list-style-type: none"> 1. Integrate and align DGDP catalytic projects with municipal budgeting processes 2. Participate in project management structures of catalytic projects relevant to individual municipalities 	<ol style="list-style-type: none"> 1. Include relevant DGDP indicators and targets in municipal Performance Management Systems 2. Provide district planning commission with completed annual monitoring template to quantify the contribution of each municipality to DGDP targets
Umhloso Development Agency	<ol style="list-style-type: none"> 1. Participate in and provide technical support in DGDP Technical committee 	<ol style="list-style-type: none"> 1. Monitor achievement of DGDP objectives through projects implemented by UDA 	<ol style="list-style-type: none"> 1. Assist district planning commission to determine status and relevance of existing projects implementation and management structures for catalytic projects 2. Initiate project implementation and management structures for catalytic projects where required 2. Assume project management 	<ol style="list-style-type: none"> 1. Provide district planning commission with regular feedback on progress with catalytic projects.

			responsibility for catalytic projects where required	
Provincial and national sector departments	1. Ensure inclusion and integration of key elements of DGDP in departmental five-year strategic plans and annual performance plans	1. Ensure consideration of DGDP goals and objectives in departmental strategic plans	1. Integrate and align DGDP catalytic projects with departmental budgeting processes 2. Participate in project management structures of catalytic projects relevant to individual departments	1. Include relevant DGDP indicators and targets in departmental Performance Management Systems 2. Provide district planning commission with completed annual monitoring template to quantify the contribution of each department to DGDP targets
Provincial Planning Commission	1. Ensure inclusion and integration of key elements of DGDP in provincial strategic planning and policy processes	1. Assist with alignment of provincial departmental goals and DGDP goals and objectives		1. Provide annual feedback to provincial cabinet on progress with DGDP implementation

8 CATALYTIC PROJECTS

8.1 WHAT IS A CATALYTIC PROJECT

“Catalytic projects are large-scale development projects, which directly stimulate and leverage much higher levels of development and initiation of further projects. They usually require significant capital investment and infrastructure which lead to further growth of a value chain and increased private investment.” KZN PGDP.

8.2 CATALYTIC PROJECTS

The following catalytic projects were identified from a number of sources.

Table 8.1: Catalytic Projects

Project	Project Description	Source	Value
Makatini Flats Agriculture	Intensive development of high-value agriculture and processing thereof at Makhatini.	PGDP	TBD
iSimangaliso Wetland Park (Development inside the Park as well as the Buffer Area)	Support for greater infrastructure development in and around the Park	PGDP	TBD
Regional Airports (Mkuze Regional Airport & formalisation of Manguzi Airstrip)	Development of the Mkuze regional airport as catalyst for new investments and development in Mkuze and the formalisation of Manguzi Airstrip.	PGDP	R 57 Million +
Lake Jozini Precinct	Development of formal rental housing opportunities within Jozini	PSDF & District Service Delivery Plan	R 100 Million
Hydro electrical scheme at Jozini Dam	Establishment of a Hydro-electrical scheme at Jozini Damwall which generates about 5 – 8 MW power	PSDF & District Service Delivery Plan	R120 Million
Nature Based Tourism (P700)	The establishment of naturebased tourism activities along the P700 from Hluhluwe towards Manguzi.	PSDF & District Service Delivery Plan	TBD
Eco, Battlefields & Cultural Heritage Tourism Routes	The establishment of an Heritage Route focussing on historic battles and other cultural significant events	PSDF	TBD
Small Town Regeneration (Hlabisa, Mkuze, Mtubatuba, Ingwavuma, Ubombo)	The regeneration of the following small Towns within the Umkhanyakude District: <ul style="list-style-type: none"> • Hlabisa • Mkuze • Mtubatuba • Ingwavuma • Ubombo • Mbazwana • Manguzi 	PSDF & District Service Delivery Plan	TBD

Tembe Eco Tourism		PSDF	
Rural Service Centers	The establishment of rural services centres throughout the district	PSDF	TBD
ECD Centre Development (600 - 50/DC & 100 Metro)	The construction of 50 ECD centres throughout the district.	PSDF	TBD
Centres for the Disabled	The construction of a centre focusing on the need of the disabled community residing within the district.	PSDF	TBD
Centres for Senior Citizens(12 - 1/DC & 2/Metro)	The construction of a centre catering for the needs of senior citizens.	PSDF	TBD
Substance abuse Rehabilitation Centres(12 - 1/DC & 2/Metro)	The construction of a substance abuse rehabilitation centre.	PSDF	TBD
School Greening (600 - 50/DC & 100 Metro)	The greening of existing schools within the district	PSDF	TBD
LubomboTransfrontier Park	The establishment of the LubomboTransfrontier Park into Mozambique	PSDF	TBD
Detail Waste Strategy (addressing recycling)	The establishment of a regional Waste Site, with a strong focus on recycling.	Resolution taken at the DGDS	TBD
Light industrial centre	Construction of a Light industrial centre Within Hluhluwe	District Service Delivery Plan	R 10 Million
Establishment of an Abattoir within the District	The construction of a regional abattoirlocated within the Big 5 Falsebay Local Municipality	District Service Delivery Plan	R 10 Million
Sweet Potato Cultivation (Big 5 False Bay LM – Ward 1 & 4)	The establishment of a sweet potato cultivation project in the Makasa Area	District Service Delivery Plan	R 30 Million
Eskom Substation within Mtubatuba LM (Node 2d) (Gunjaneni Substation)	The construction of an electrical substation within Mtubatuba to increase electricity availability for commercial/industrial development	District Service Delivery Plan	R 7 Million
Agricultural Development Agency	The establishment of an agricultural development agency within the district to assist local farmers with produce selection and farming techniques. The agency to be based in Jozini.	District Service Delivery Plan	R 7 Million
Corridor Investment Initiative	The establishment of a Corridor investment roadmap with plans and infrastructure to deal with growing demand on the N2	District Service Delivery Plan	R 1.5 Million
Hlabisa essential oils	Exploring the potential of the Hlabisa Area for the establishment of an essential oils project	District Service Delivery Plan	TBD
Hotel and Conference Centre (Hlabisa)	The development of a Hotel and Conference Centre within Hlabisa	District Service Delivery Plan	TBD
SibuyeleEkhaya Trust Agricultural Project (approx. 8000 ha).	The establishment of approximately 8000 ha of sugarcane located southeast of Mkuze Town. The development will also have a housing component to it.	SibuyeleEkhaya Trust	R 100 Million
Youth employment programme focusing on giving exposure to pupils after passing Matrix	The youth employment programme is to focus on exposing pupils who passed matric the previous year to the workplace. This programme should also provide benefits to participating business sector within the district.	Resolution taken at the DGDS	R 5 Million
Secondary Hospital to service the northern parts of the DM and Swaziland as well as Mozambique	The establishment of a secondary hospital in the northern parts of the district to also serve Swaziland and Mozambique as a cross border initiative.	Resolution taken at the DGDS	TBD
Agricultural School at Mjindi	The conversion of an existing secondary school in the are to an agricultural school, providing a foundation to pupils who are interested in taking up a career in agriculture.	Resolution taken at the DGDS	TBD
Agricultural College at Mjindi	The establishment of an Agricultural College in the Mjindi Area.	Resolution taken at the DGDS	TBD
Hluhluwe/ Elephant Coast Tourism Information Center	The establishment of a Tourism Information Center at Hluhluwe	National Department of Tourism/UKDM	R 6.1 Million
Dukuduku (Khula Village) homestay and Manukelana and Indigenous Nursery	The establishment of the Dukuduku homestay and Manukelana Indigenous Nursery	National Department of Tourism/UKDM	R 25 Million
Royal Tembe Heritage Route	The development of the Royal Tembe Heritage Route	National Department of	R 126 Million

		Tourism/UKDM	
Provision of Infrastructure	Detail assessment of current level of infrastructure (Water, Sanitation, Electricity & Road Network) and expansion programme guided by the identified catalytic projects and the locations of these projects.	Resolution taken at the DGDS	TBD
Astrum Energy	The establishment of a Windfarm to generate approximately 120 MW of electricity.	Trade & Investment KZN	R1.7 Billion
Senekal Biomass Plant	The establishment of a 6.5 MW Biomass plant in the Mkuze area	Trade & Investment KZN	R 700 Million
Christoph Meyer Maths and Science Center	The establishment of a Maths and Science Centre	Christoph Meyer Foundation	TBD
Jozini Solar Pump Hydro Electrical Scheme	The establishment of a hydro electrical scheme at Jozini dam	Chinese Development Bank (potentially)	R 900 Million
Establishment of a Land Committee	This committee will assist with issues regarding land ownership and making land available for investment.	Corridor Development Plan/ PSC Meeting recommendations	TBD
Ndumo Substation & Nondabuya-Ndumo 132 kV line	Ndumo Substation & Nondabuya-Ndumo 132 kV line	Eskom Infrastructure Plan	TBD
Candover-Mbazwane 132 kV lines and Mbazwane & Gezisa Substations	Candover-Mbazwane 132 kV lines and Mbazwane & Gezisa Substations	Eskom Infrastructure Plan	TBD
Ndumo-Gezisa 132 kV line	Ndumo-Gezisa 132 kV line	Eskom Infrastructure Plan	TBD
Lucia Substation	St Lucia Substation	Eskom Infrastructure Plan	TBD

Project details are included in Appendix A.

Figure 8.1: Projects PDF map- DGDP Catalytic Projects - Umkhanyakude



9 MONITORING & EVALUATION FRAMEWORK

This section provides an institutional framework for the ongoing monitoring and evaluation of the DGDP. It provides a detailed account of the sources of verification and the frequency of monitoring of each of the development targets outlined in Section 6.3.

9.1 PGDP APEX INDICATORS RELEVANT FOR DISTRICT STRATEGIC GOAL 1: EXPANDED DISTRICT ECONOMIC OUTPUT AND INCREASED QUANTITY AND QUALITY OF EMPLOYMENT OPPORTUNITIES

9.1.1 Strategic objectives:

- Optimise the role of the agricultural and forestry sector in district economic growth and employment creation
- Significant increase in the skills levels of the district labour force
- Improved quality of employment opportunities to raise income levels of employed population

Table 9.1: Goal 1 - Expanded district economic output and increased quantity and quality of employment opportunities

Goal 1 – Expanded district economic output and increased quantity and quality of employment opportunities: Evaluation and monitoring framework							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Total value of output provides off all sectors in district economy (Real Rands 2005)	R 3 313 m (2001)	R 7 163 m (2011)	R12 063m	R 16 092m	R 20 104m	<ul style="list-style-type: none"> • StatsSA • Quantec/Global Insight • National DoE 	Annual
Total employment in all sectors in district economy	49 579 (2000)	69 583 (2010)	97 658	137 060	192 359	<ul style="list-style-type: none"> • StatsSA • Quantec/Global Insight • National DoE 	Annual
GDP per capita in UKDM	R 5 778	R 11 446	R22 674	R39 497	R56 320	<ul style="list-style-type: none"> • StatsSA • Quantec/Global Insight • National DoE 	Annual

Table 9.2: Objective 1.1 - Optimise the role of the agricultural and forestry sector in district economic growth and employment creation

Objective 1.1: Optimise the role of the agricultural and forestry sector in district growth and employment creation: Evaluation and monitoring framework

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Total employment within the agricultural sector (including forestry)	8945 (2000)	4983 (2010)	9000	11 700	15 800	<ul style="list-style-type: none"> StatsSA Quantec/Global Insight National DoE DEDTEA Prov. DoA 	Annual
Value of agricultural contribution to the provincial economy (constant 2005 R value)	R314m (2001)	R653m (2011)	R1 300m	R1 900m	R2 600m	<ul style="list-style-type: none"> StatsSA Quantec/Global Insight NATIONAL DEPT. OF EDUCATION Prov. DEDTEA Prov. DoA 	Annual
Number of emerging commercial farmers		TBD				<ul style="list-style-type: none"> DAFF Prov. DoA 	Annual
Hectares of land under agricultural production (ha)		216 530 (2012)	240 000	288 000	350 000	<ul style="list-style-type: none"> DAFF Prov. DoA 	Annual

Table 9.3: Objective 1.2 - Optimise the role of conservation and a diversified tourism sector in district economic growth and employment creation

Objective 1.2 - Optimise the role of conservation and a diversified tourism sector in district economic growth and employment creation

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Total number of jobs created in conservation and tourism sector		TBD	TBD	TBD	TBD	<ul style="list-style-type: none"> National Dept. of Tourism DEDTEA Umkhanyakude Development Agency 	Annual
Total value of district tourism-based economy		TBD	TBD	TBD	TBD	<ul style="list-style-type: none"> StatsSA Quantec/Global Insight National Dept of Tourism DEDTEA 	Annual

Total number of annual visitors to national parks and other tourism attractions		TBD	TBD	TBD	TBD	<ul style="list-style-type: none"> National Dept. of Tourism DEDTEA KZN Tourism iSimangaliso WPA 	Annual
Total value of foreign and domestic tourism expenditure within the district		TBD	TBD	TBD	TBD	<ul style="list-style-type: none"> StatsSA Quantec/Global Insight National Dept. of Tourism DEDTEA 	Annual

Table 9.4: Objective 1.3 - Significant increase in the skills levels of the district labour force

Objective 1.3 - Significant increase in the skills levels of the district labour force							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Percentage of population >20years with diploma/degree (%)	3.6 (2001)	2.7 (2011)	5.0	7.5	10.0	StatsSA	As per frequency of census or other StatsSA surveys
Number of registered engineers and professional scientists in District		TBD	18% increase on base year	23% increase on base year	30% increase on base year	ECSA and other Professional bodies	Annual
Number of persons in professionally registered occupation categories		TBD	18% increase on base year	23% increase on base year	30% increase on base year	Professional bodies	Annual

Table 9.5: Objective 1.4 - Improved quality of employment opportunities to raise income levels of employed population

Objective 1.4 - Improved quality of employment opportunities to raise income levels of employed population							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Poverty gap		TBD				<ul style="list-style-type: none"> StatsSA Global Insight/Quantec Dept of Social Development 	Annual

% Households earning < R38 200 per annum	92.3 (2001)	79.1% (2011)	60	45	30	<ul style="list-style-type: none"> StatsSA Global Insight/Quantec Dept of Social Development 	Annual
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Table 9.6: Objective 1.5 - Increased beneficiation and manufacturing of local products

Objective 1.5 - Increased beneficiation and manufacturing of local products							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Total number of jobs in manufacturing	2 169 (2000)	5 300 (2010)	7 500	9 000	11 000	<ul style="list-style-type: none"> StatsSA Quantec/Global Insight National DoE DEDTEA 	Annual
Total value (GVA) of district manufacturing sector	R341m (2001)	R1 370m (2011)	R2 300 m	R3 000 m	R4 000 m	<ul style="list-style-type: none"> StatsSA Quantec/Global Insight National DoE DEDTEA 	Annual
Number of new processing plants established		TBD				<ul style="list-style-type: none"> National DoE DEDTEA Umkhanyakude Development Agency Local Organised business 	Annual

Table 9.7: Objective 1.6 - Increased population densities in selected nodes to create viable markets and thresholds for a broader range of products and services

Objective 1.6 - Increased population densities in selected nodes to create viable markets and thresholds for a broader range of products and services							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Increase population density in identified development nodes (persons/ha)		<15 persons/ha (2011)	30	40	50	<ul style="list-style-type: none"> COGTA DoHS StatsSA 	Every 3 years

9.2 PGDP APEX INDICATORS RELEVANT FOR DISTRICT STRATEGIC GOAL 2: ENHANCE QUALITY OF DISTRICT HUMAN RESOURCES

Table 9.8: Goal 2 - Enhanced quality of district human resources

Goal 2 - Enhanced quality of district human resources						
Indicator	Baseline data	2020	2025	2030	Source of data for verification	Frequency of monitoring
Gross Enrolment Rate (GER) Secondary	TBD	89%	90%	90%	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Percentage National Senior Certificate (NSC) pass rate	39.3% (2008); 65.2% (2012)	80%	85%	90%	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Number of students qualifying for Bachelors programme in the NSC	TBD				<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Participation in FET college sector	TBD	12%	20%	25%	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
FET NC graduation rate	TBD	70%	73%	75%	<ul style="list-style-type: none"> National Dept. of Higher Education Prov. DoE 	Annual
Adult literacy rate (% population older than 20 years of age who have completed at least Grade 7 or higher)	38.3% (2001); 59.5% (2011)	80%	85%	90%	<ul style="list-style-type: none"> StatsSA Quantec/Glob al Insight Dept of Social Dev. 	Every 3 years or as per frequency of StatsSA census/surveys

Table 9.9: Objective 2.1 - Improved Quality of the Output from the Secondary Schooling System (Especially Maths and Science)

Objective 2.1 - Improved Quality of the Output from the Secondary Schooling System (Especially Maths and Science)							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Retention rates Grade 10-12		TBD	80%	83%	85%	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Grade 9 learners performing at required levels in ANA: Literacy		TBD	70%	80%	90%	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Grade 9 learners performing at required levels in ANA: Numeracy		TBD	70%	80%	90%	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Percentage National Senior Certificate (NSC) pass rate	39.3% (2008)	65.2% (2012)	80%	85%	90%	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Number of learners qualifying in NSC for Bachelors programme		TBD				<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Number of NSC candidates taking mathematics		TBD				<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Number of NSC candidates taking science		TBD				<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Matric pass rate for mathematics	33.0% (2008)	38.3% (2012)	50%	60%	70%	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Matric pass rate for science	34.9% (2008)	53.0% (2012)	60%	70%	80%	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual

Table 9.10: Objective 2.2 - Improved Access to and Quality of Basic Education Facilities

Objective 2.2 - Improved Access to and Quality of Basic Education Facilities							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Teacher pupil-ratio in public ordinary schools		TBD				<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Percentage of schools with classes above 40 learners		TBD				<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Percentage of schools with water, sanitation and electricity		TBD				<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
Percentage of schools with library and computer facilities		TBD				<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE 	Annual
% Population residing within threshold distance (1.5km) from primary school		54.7% (2011)	60	70	80	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE Dept. of Public Works 	Every 3 years
% Population residing within threshold distance (2.25km) from secondary school		52.0% (2011)	60	65	70	<ul style="list-style-type: none"> National Dept of Basic Education Prov DoE Dept. of Public Works 	Every 3 years

Table 9.11: Objective 2.3 - Increased Tertiary Education Levels of District Labour Force through Improved Access to Tertiary Education Opportunities

Objective 2.3 - Increased Tertiary Education Levels of District Labour Force through Improved Access to Tertiary Education Opportunities

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Full and part time students in public FET colleges (all courses)		TBD				<ul style="list-style-type: none"> National Dept. of Higher Education Prov. DoE 	Annual
Percentage of district population > 20 years with diploma/degree (%)	3.6 (2001)	2.7 (2011)	5.0	7.5	10.0	<ul style="list-style-type: none"> StatsSA 	As per frequency of census or other StatsSA surveys
Number of registered engineers and professional scientists in District		TBD	18% increase on base year	23% increase on base year	30% increase on base year	<ul style="list-style-type: none"> ECOSA and other Professional bodies 	Annual
Number of persons in professionally registered occupation categories		TBD	18% increase on base year	23% increase on base year	30% increase on base year	<ul style="list-style-type: none"> Professional bodies 	Annual
Number of municipalities with skills plans		TBD	6	6	6	<ul style="list-style-type: none"> UKDM Local municipalities 	Annual

Table 9.12: Objective 2.4 - Increase the Application and Role of ICT in Education

Objective 2.4 - Increase the Application and Role of ICT in Education							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Percentage of households with access to the internet at home or from cell phone (%)		21.0 (2011)	50	65	80	<ul style="list-style-type: none"> Telkom MTN, Vodacom, Cell C StatsSA 	Every 3 years
Minimum broadband speed available within the District (mbs)		TBD	4mbs	10mbs	10mbs	<ul style="list-style-type: none"> UKDM DEDTEA 	Annual
Percentage households with a computer		5.3 (2011)	20	30	40	<ul style="list-style-type: none"> StatsSA 	Every 3 years or as per frequency of StatsSA census/surveys
Percentage of schools with access to internet		TBD				<ul style="list-style-type: none"> Prov. DoE 	Annual
Percentage of schools with computer facilities		TBD				<ul style="list-style-type: none"> Prov DoE 	Annual

Table 9.13: Objective 2.5- Complete eradication of adult illiteracy

Objective 2.5 - Complete eradication of adult illiteracy							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Adult literacy rate (% population older than 20 years of age who have completed at least Grade 7 or higher)	38.3% (2001)	59.5% (2011)	80%	85%	90%	<ul style="list-style-type: none"> StatsSA Quantec/Global Insight Dept. of Social Development 	Every 3 years or as per frequency of StatsSA census/surveys

9.3 PGDP APEX INDICATORS RELEVANT FOR DISTRICT STRATEGIC GOAL 3

Table 9.14: Goal 3 - Improved Quality of Life and Life Expectancy

Goal 3 - Improved Quality of Life and Life Expectancy							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
PGDP adjusted Human Development Index		TBD				<ul style="list-style-type: none"> StatsSA Global Insight/Quantec Dept. of Social Development 	Every 3 years
Life expectancy		TBD				<ul style="list-style-type: none"> StatsSA Global Insight/Quantec Dept. of Social Dev. DoH 	Every 3 years
Decrease in absolute poverty: % below food poverty line			10.8	5.4	0.0	<ul style="list-style-type: none"> StatsSA Global Insight/Quantec Dept. of Social Dev. 	Every 3 years
Decrease in social inequality: share of income earned by poorest 60%			22.1	25.4	29.2	<ul style="list-style-type: none"> StatsSA Global Insight/Quantec Dept. of Social Dev 	Every 3 years
Total crimes reported per 100 000 population		TBD				<ul style="list-style-type: none"> Dept of Safety & Security Police 	Annual

Table 9.15: Objective 3.1 - Reduced Prevalence and Impact of HIV/AIDS

Objective 3.1 - Reduced Prevalence and Impact of HIV/AIDS							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Decrease in incidence of HIV (% per year of population older than 2 years)			1.4	1.2	0.8	<ul style="list-style-type: none"> Dept of Health 	Annual

HIV prevalence amongst antenatal women		41.1% (2011)	28.5%	22.5%	18.5%	• Dept of Health	Annual
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Table 9.16: Objective 3.2 - Increased Levels of Household and Personal Income

Objective 3.2 - Increased Levels of Household and Personal Income							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% Households earning < R38 200 per annum	92.3 (2001)	79.1% (2011)	60	45	30	• StatsSA • Global Insight/Quantec • Dept. of Social Dev	Every 3 years
% Below upper bound poverty line		TBD	54.7	43.7	33.8	• StatsSA • Global Insight/Quantec • Dept. of Social Dev	Every 3 years
Effective dependency ratio		3.4 (2011)	3.2	2.9	2.8	• StatsSA • Global Insight/Quantec • PSD	Every 3 years
Poverty gap		TBD	23.3	18.6	14.3	• StatsSA • Global Insight/Quantec • Dept. of Social Dev	Every 3 years
Severity of poverty		TBD	13.5	10.8	8.3	• StatsSA • Global Insight/Quantec • Dept of Social Dev	Every 3 years

Table 9.17: Objective 3.3 - Access to Basic Services for All Households

Objective 3.3 - Access to Basic Services for All Households							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% of Households with water yard connections		23.6 (2011)	35	42	50	• UKDM • Water Services Authority • Local municipalities • DWA	Annual

% of Households with sanitation to MIG standards	28.5 (2001)	54.9 (2011)	70	85	100	<ul style="list-style-type: none"> • UKDM • Water Services Authority • Local municipalities • DWA 	Annual
% Households with electricity for cooking		32.1 (2011)	70	80	98	<ul style="list-style-type: none"> • UKDM • Local Municipalities • ESKOM 	Annual
% Households waste removed by authority/service provider	7.3 (2001)	10.5 (2011)	50	60	70	<ul style="list-style-type: none"> • Local municipalities • UKDM 	Annual

Table 9.18: Objective 3.4 - Prioritised Programmes for Youth Development and Employment Creation and Support for High Proportion Female Headed Households

Objective 3.4 - Prioritised Programmes for Youth Development and Employment Creation and Support for High Proportion Female Headed Households							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Youths supported by National Skill Fund, SETA's and youth programmes		TBD				<ul style="list-style-type: none"> • NWCPD • SETA's • DEDTEA 	Annual
% Of unemployed population in district between 15 and 25 years of age	65.0% (2001)	70.1% (2011)	60%	50%	40%	<ul style="list-style-type: none"> • StatsSA • Quantec/Global Insight • NATIONAL DEPT. OF EDUCATION 	Annual or as per frequency of StatsSA census/surveys

Table 9.19: Objective 3.4 - Reduced Levels of Malnutrition of Children younger than 5 Years

Objective 3.4 - Reduced Levels of Malnutrition of Children younger than 5 Years							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Severe malnutrition of children under 5 years (per 1000 children)	4.0 (2008/09)	13.0 (2010/11)	4.0	2.0	0.0	<ul style="list-style-type: none"> • Dept of Social Dev • Dept of Health 	Annual

Table 9.20: Objective 3.5 - Improved Quality of Housing

Objective 3.5 - Improved Quality of Housing							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% Households living in settlements without secure tenure	93.5% (2001)	89% (2011)	70%	60%	50%	<ul style="list-style-type: none"> NRDLR PCGTA PHS 	Every 2 years
% Households living in informal settlements (informal settlement or informal structure in backyard)	3.7% (2001)	4.4% (2011)	1%	0%	0%	<ul style="list-style-type: none"> NHS PHS StatsSA 	Every 2 years
Increase population density in identified development nodes (persons/ha)		<15 persons/ha (2011)	30	40	50	<ul style="list-style-type: none"> PCGTA PHS StatsSA 	Every 3 years

Table 9.21: Objective 3.6 - Improved Access to and Quality of Health Facilities

Objective 3.6 - Improved Access to and Quality of Health Facilities							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Number of health professionals in relation to population			137.3/100 000	137.3/100 000	137.3/100 000	• PH	Annual
Number of Medical Officers in relation to population			29/100 000	31/100 000	33/100 000	• PH	Annual
% Births attended by Skilled Health Attendant		TBD				• PH	Annual

Table 9.22: Objective 3.7 - Reduced Crime Levels

Objective 3.7 - Reduced Crime Levels							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Number of contact crimes per 100 000 people per annum		TBD	TBD	TBD	TBD	<ul style="list-style-type: none"> NP PCSL 	Annual

Number of trio crimes per 100 000 people per annum		TBD				<ul style="list-style-type: none"> NP PCSL 	Annual
Contact crime detection rates		TBD				<ul style="list-style-type: none"> NP PCSL 	Annual
Trio crime detection rates		TBD				<ul style="list-style-type: none"> NP PCSL 	Annual
Number of finalised criminal cases		TBD				<ul style="list-style-type: none"> NP PCSL 	Annual

Table 9.23: Objective 3.8 - Facilities for Disabled Provided Across the District

Objective 3.8 - Facilities for Disabled Provided Across the District							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% of Public facilities/buildings accessible for disabled		TBD	70%	80%	90%	<ul style="list-style-type: none"> NWCP D PPW PSD 	Annual

9.4 STRATEGIC GOAL 4: HIGH QUALITY INFRASTRUCTURE NETWORK TO SUPPORT IMPROVED QUALITY OF LIFE AND ECONOMIC GROWTH

9.4.1 Strategic objectives:

- All households provided with access to basic water services supported by high quality infrastructure
- Improved waste removal services and infrastructure
- Provision of adequate sanitation services to all households supported by high quality wastewater infrastructure
- All households provided with access to electricity or alternative environmentally sustainable energy sources
- Improved access to and availability of ICT infrastructure and services across the district
- Improve coverage and quality of road network

Table 9.24: Objective 4.1 - All Households provided with Access to Basic Water Services Supported by High Quality Infrastructure

Table 9.24: Objective 4.1 - All Households provided with Access to Basic Water Services Supported by High Quality Infrastructure							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% of Households with access to 75l of water per person per day		TBD	100%	100%	100%	<ul style="list-style-type: none"> • UKDM • Water Services Authority • Local municipalities • DWA 	Annual
% of Households with water yard connections	12.9 (2001)	23.6 (2011)	35	42	50	<ul style="list-style-type: none"> • UKDM • Water Services Authority • Local municipalities • DWA 	Annual
Water Services Authority blue drop rating	32.5 (2011)	77.8 (2012)	85	90	95	<ul style="list-style-type: none"> • DWA annual assessment reports 	Annual

Table 9.25: Objective 4.2 - Improved Waste Removal Services and Infrastructure

Objective 4.2 - Improved Waste Removal Services and Infrastructure							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% Households waste removed by authority/service provider	7.3 (2001)	10.5 (2011)	50	60	70	<ul style="list-style-type: none"> • Local municipalities • UKDM 	Annual
% Paper waste recycled		TBD	30	40	50	<ul style="list-style-type: none"> • DWA • DEDTEA 	Every 2 years
% Lighting waste recycled		TBD	15	20	25	<ul style="list-style-type: none"> • DWA • DEDTEA 	Every 2 years
% Tyres recycled		TBD	50	65	80	<ul style="list-style-type: none"> • DWA • DEDTEA 	Every 2 years

Table 9.26: Objective 4.3 - Adequate Sanitation Services to all Households Supported by High Quality Wastewater Infrastructure

Objective 4.3 - Adequate Sanitation Services to all Households Supported by High Quality Wastewater Infrastructure

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Green drop rating		22.2 (2011)	60	75	90	• DWA annual assessment reports	Annual
% of Households with sanitation to MIG standards	28.5 (2001)	54.9 (2011)	70	85	100	• UKDM • Water Services Authority • Local municipalities • DWA	Annual

Table 9.27: Objectives 4.4 - All Households Provided with Access to Electricity or Alternative Environmentally Sustainable Energy Sources

Objectives 4.4 - All Households Provided with Access to Electricity or Alternative Environmentally Sustainable Energy Sources

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% Households with electricity for cooking		32.1 (2011)	70	80	98	• UKDM • Local Municipalities • ESKOM	Annual
% Households using solar energy for cooking		0.1 (2011)	5	10	15	• UKDM • Local Municipalities • ESKOM • Dept of Energy	Annual
Units of energy produced through alternative energy generation		TBD				• UKDM • Local Municipalities • ESKOM • Dept of Energy	Every 2 years

Table 9.28: Objective 4.5 - Improved Access to and Availability of ICT infrastructure and Services Across the District

Objective 4.5 - Improved Access to and Availability of ICT infrastructure and Services Across the District

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Percentage of local municipalities with established Access Networks (%)		TBD	100	100	100	<ul style="list-style-type: none"> • UKDM • Local Municipalities 	Annual
Percentage of households with access to the internet at home or from cell phone (%)		21.0 (2011)	50	65	80	<ul style="list-style-type: none"> • Telkom • MTN, Vodacom, Cell C • StatsSA 	Every 3 years
Minimum broadband speed available within the District (mbs)		TBD	4mbs	10mbs	10mbs	<ul style="list-style-type: none"> • UKDM • DEDTEA 	Annual
Percentage households with a computer		5.3 (2011)	20	30	40	<ul style="list-style-type: none"> • StatsSA 	Every 3 years

Table 9.29: Improved Coverage and Quality of Road Network

District targets							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Number of kilometres of declared rural road that provide access to communities (km)		TBD	TBD	TBD	TBD	<ul style="list-style-type: none"> • DoT • Dept of Public Works 	Annual
Percentage of district road network in poor to very poor condition		TBD	30%	20%	10%	<ul style="list-style-type: none"> • DoT • Dept of Public Works 	Annual
% of national road network within district in poor to very poor condition		TBD	10%	10%	10%	<ul style="list-style-type: none"> • DoT • SANRAL 	Annual

9.5 STRATEGIC GOAL 5: DISTRICT CHARACTERISED BY INTEGRITY AND QUALITY OF ITS PHYSICAL ENVIRONMENT AND UNDERPINNED BY A COHERENT SPATIAL DEVELOPMENT PATTERN

9.5.1 Strategic objectives:

- Maintain and improve the environmental integrity of the district and its natural resources
- Functionally structured spatial development pattern guided by identified nodes and corridors implemented through an effective land use management system and procedures
- Optimised coordination of and synergy with spatial development in adjacent Swaziland and Mozambique
- Sustainable management and protection of wetland areas
- Fully coordinated planning and development activities within district

Table 9.30: Goal 5 - District Characterised by integrity and Quality of its Physical Environment and Underpinned by a Coherent Spatial Development Pattern

Goal 5 - District Characterised by integrity and Quality of its Physical Environment and Underpinned by a Coherent Spatial Development Pattern							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% Improvement in biodiversity index		TBD				• DEDTEA	Every 3 years
Improved access of population to goods and services as measured by the accessibility index		TBD	0.532	0.569	0.585	• COGTA • DoHS	Every 3 years

Table 9.31: Objective 5.1 - Maintain and Improve the Environmental Integrity of the District and its Natural Resources

Table 9.31: Objective 5.1 - Maintain and Improve the Environmental Integrity of the District and its Natural Resources						
Indicator	Baseline data	2020	2025	2030	Source of data for verification	Frequency of monitoring
% Increase in Provincial Land Degradation Index	10.8% classified as "degraded"	0%	0%	0%	• DEDTEA	Every 3 years
Ha of land rehabilitated annually	TBD				• DEDTEA	Annual
Land transformation in High-Risk Biodiversity Planning Units (HRBPU)					• DEDTEA	Every 3 years
% Conformance of land and resource use decisions with HRBPU guidelines	35%	85%	100%	100%	• DEDTEA • COGTA	Annual
% Compliance with national Ambient Air Quality Standards		80%	100%	100%	• Dept of Env Affairs • DEDTEA	Annual
Water Services Authority blue drop rating	77.8 (2012)	85	90	95	• Dept of Env. Affairs	Annual
Green drop rating	22.2 (2011)	60	75	90	• Dept of Env Affairs	Annual
% Waste recycled		Paper 30% Lighting 15% Tyres 50%	Paper 40% Lighting 20% Tyres 65%	Paper 50% Lighting 25% Tyres 80%	• Dept of Env Affairs • DEDTEA	Every 2 years
Ha of priority areas for expansion of protected areas network declared					• Dept of Env Affairs • DEDTEA	Every 3 years
% Of coastline with effective protection		100%	100%	100%	• Dept of Env Affairs • DEDTEA	Annual
% Compliance and enforcement of Marine Living Resources Act		100%	100%	100%	• Dept of Env Affairs • DEDTEA	Annual
% Compliance with CITES processes		100%	100%	100%	• Dept of Env Affairs • DEDTEA	Annual
% Municipal waste diverted from landfill sites for recycling	TBD	TBD	TBD	TBD	• Dept of Env Affairs • DEDTEA	Every 2 years

Table 9.32: Objective 5.2 - Functionally Structured Spatial Development Pattern Guided by Identified Nodes and Corridors Implemented through an Effective Land use Management System and Procedures

Objective 5.2 - Functionally Structured Spatial Development Pattern Guided by Identified Nodes and Corridors Implemented Through an Effective Land use Management System and Procedures

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Increase population density in identified development nodes (persons/ha)		<15 persons/ha (2011)	30	40	50	<ul style="list-style-type: none"> • COGTA • DoHS • StatsSA 	Every 3 years
% of geographical area with Land Use Management Schemes		TBD				<ul style="list-style-type: none"> • COGTA • Local municipalities 	Annual
% of Households residing in UKDM identified priority corridor network and hierarchy of settlement nodes		TBD				<ul style="list-style-type: none"> • COGTA • Local municipalities • StatsSA • UDA 	Every 3 years
% of municipal wards with ward development plan		TBD				<ul style="list-style-type: none"> • COGTA • Local municipalities 	Annual

Table 9.33: Objective 5.3 - Optimised Coordination of and Synergy with Spatial Development in Adjacent Swaziland and Mozambique

Objective 5.3 - Optimised Coordination of and Synergy with Spatial Development in Adjacent Swaziland and Mozambique

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Number of cross-border projects planned			4	6	8	<ul style="list-style-type: none"> • Office of the Premier • COGTA • DEDTEA 	Every 2 years
Number of cross-border projects implemented			2	4	6	<ul style="list-style-type: none"> • Office of the Premier • COGTA • DEDTEA 	Every 2 years

Table 9.34: Objective 5.4 - Sustainable Management and Protection of Wetland Areas

Objective 5.4 - Sustainable Management and Protection of Wetland Areas							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Land transformation in High-Risk Biodiversity Planning Units (HRBPU)			75% of land in HRBPU's to remain untransformed	75% of land in HRBPU's to remain untransformed	75% of land in HRBPU's to remain untransformed	•DEDTEA	Every 3 years
% Conformance of land and resource use decisions with HRBPU guidelines			85%	100%	100%	•DEDTEA •COGTA	Annual
% Protection of district estuaries and wetlands		TBD				•DEDTEA	Every 3 years

Table 9.35: Objective 5.5 - Fully Coordinated Planning and Development Activities within District

Objective 5.5 - Fully Coordinated Planning and Development Activities within District							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% Public sector expenditure spent in accordance with IDP's		TBD	75%	85%	95%	• COGTA • UKDM • Local Municipalities	Annual
% Municipalities with appropriate suite of plans		TBD				• COGTA • UKDM • Local Municipalities	Annual
% of municipal wards with ward development plan		TBD				• COGTA • UKDM • Local Municipalities	Annual
Share of municipal SDF's complying with Environmental Management Regulations			100%	100%	100%	• COGTA • DEDTEA	Annual

9.6 STRATEGIC GOAL 6: EXCELLENCE IN GOVERNANCE AND LEADERSHIP

9.6.1 Strategic objectives:

- Improved local government financial management
- Improved local government financial viability supported by increased local revenue stream and less reliance on grant income
- Coordinated policy development and implementation by all spheres of government
- Improved public sector management and skills levels in district

Table 9.36: Objective 6.1 - Improved Local Government Financial Management

Objective 6.1 - Improved Local Government Financial Management							
Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% Municipalities with clean audits (unqualified)	16.7% (2007/08)	0% (2011/12)	100%	100%	100%	• Dept. of Finance • Treasury • COGTA	Annual
% Municipal entities with audit disclaimers/qualifications	83.3% (2007/08)	100% (2011/12)	0%	0%	0%	• Dept. of Finance • Treasury • COGTA	Annual
Number of municipal entities with effective contract management systems		TBD				• Dept. of Finance • Treasury • COGTA	Annual
Reduction in the number of appeals as a percentage of number of tenders awarded		TBD				• Dept. of Finance • Treasury • COGTA	Annual

Table 9.37: Objective 6.2 - Improved Local Government Financial Viability Supported by Increased Local Revenue Stream and Less Reliance on Grant Income

Objective 6.2 - Improved Local Government Financial Viability Supported by Increased Local Revenue Stream and Less Reliance on Grant Income

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
Grant income as % of total municipal income (sum of all municipalities)		85.3% (2013)	75%	70%	65%	• Treasury • COGTA	Annual
% of municipal expenditure on capital outlay (sum of all municipalities)		42% (2013)	45%	47.5%	50%	• Treasury • COGTA	Annual

Table 9.38: Objective 6.3 - Coordinated Policy Development and Implementation by all Spheres of Government

Objective 6.3 - Coordinated Policy Development and Implementation by all Spheres of Government

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% Public sector expenditure spent in accordance with IDP's		TBD	75%	85%	95%	• COGTA • UKDM • Local Municipalities	Annual
% Public sector capital expenditure in UKDM spent in accordance with DGDP priorities/projects		TBD	70%	95%	95%	• COGTA • UKDM • Local Municipalities	Annual
% Municipalities with appropriate suite of plans		TBD				• COGTA • UKDM • Local Municipalities	Annual

Table 9.39: Objective 6.4 - Improved Public Sector Management and Skills Levels in District

Objective 6.4 - Improved Public Sector Management and Skills Levels in District

Indicator	Baseline data		Proposed targets			Source of data for verification	Frequency of monitoring
			2020	2025	2030		
% Government employees complying with PSC norms and standards for the post they occupy		TBD				<ul style="list-style-type: none"> NPSA COGTA 	Annual
Number of graduates placed within public sector and working off service commitments		TBD				<ul style="list-style-type: none"> NPSA PCGTA 	Annual
% Posts within provincial offices and local government within UKDM vacant longer than 6 months		TBD				<ul style="list-style-type: none"> COGTA UKDM Local municipalities 	Annual
% Increase in credibility of IDP's in district		TBD				<ul style="list-style-type: none"> COGTA 	Annual