



UThukela District Municipality

Draft District Growth and Development Plan



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

Final Draft

25 February 2015

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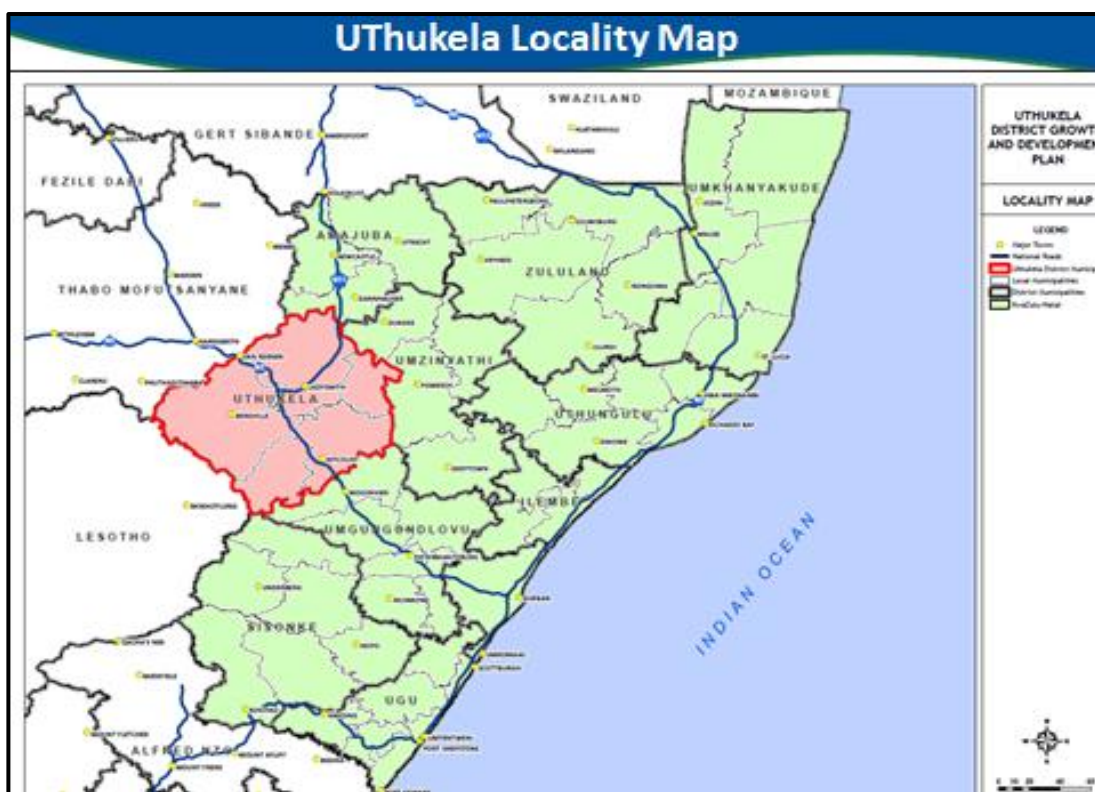
1 Introduction

The uThukela district municipality is one of the ten district municipalities in the Province of KwaZulu-Natal and derives its name from one of the major rivers in the province which is the UThukela River. The river rises from the Drakensberg Mountains and supplies water to both Gauteng and KwaZulu-Natal provinces. The district municipality is made up of five local municipalities namely Emnambithi/Ladysmith, Indaka, UMTshezi, Okhahlamba and Imbabazane. Okhahlamba is the largest of the five local municipalities and the district is 75% rural. The local municipalities of Indaka and Imbabazane have no formal towns and are mainly traditional areas. Economic development is uneven across the district with large disparities across local municipalities. The district municipality has a good climate and abundance of natural resources like water. The beauty of the area enhances the tourism opportunities in the district.

UTHUKELA DISTRICT VISION

A stable, sustainable and prosperous district with committed servants who serve with excellence in governance, service delivery and economic development.

The UThukela District location in the province is as illustrated in the **Map 1** below.



2 Policy Context

The strategic approach adopted by uThukela District Municipality is informed by the national policy considerations. In developing the district municipality DGDP, consideration was given to the Millennium Development Goals (MDGs), the National Development Plan, Provincial Growth and Development Strategy and the need for an effective, efficient accountable and responsive local government system and the national LED framework. In addition local policies and plans were referred to. In process, at the time of the development of the plan, was the development of the district SDF, the development of district wide water and electricity plans as well as an investment strategy, which by and large informed the plan.

The policy context is to a large extent driven by regional circumstances beyond alignment with national, provincial and local policies and plans, but also the realities on the ground. Among other issues, in addition to these realities, is the critical area of “poverty and place connections” experience at physical, community, economy and public service levels. Firstly, at a physical level, there is continuous broader constraint to access opportunities, vulnerability to disasters, stressed ecosystem and poor liveability. Secondly, at community level, there is visible concentrated disadvantaged, constrained social networks, hardship and stresses, peer group pressure and vulnerability to exploitation. Thirdly, at an economic level, there is perpetual poorly functioning economic nodes, housing and land markets, low productivity, limited private services and facilities and lastly, at a public services level, there is lack of quality and availability of optimal functioning schooling system, health, transport, social welfare, recreation, police, with all these services operating under strain and pressure.

2.1 Millennium Development Goals

The Millennium Development Goals (MDGs) have been cited as the most successful global anti-poverty push in history. The MDGs focus on three main areas of human development i.e. increasing social, economic and political rights, bolstering human capital and the improvement of infrastructure. The deadline for the MDG targets was set at 2015 but with some of the targets having been met, the overarching aim of the MDGs, it can be argued, is still relevant to inform policy going forward. The eight MDGs which have been identified are as follows:

- Combat HIV/AIDS and other diseases
- Reduce child mortality
- Develop a Global Partnership for Development
- Achieve universal primary education
- Improve maternal health
- Ensure environmental sustainability
- Eradicate extreme poverty and hunger
- Promote gender equality and empower women

It is evident that South Africa still needs to achieve some of these broad goals and there are already policies in place towards achievement of the same.

2.2 National Development Plan

In 2012/13 the South African Government adopted the National Development Plan (NDP) as a launch pad for the future economic and socio-economic development strategy of the country. The plan was prepared by the National Planning Commission and has critical implications for the various regional and

economic communities of South Africa. The NDP seeks to eliminate poverty and reduce inequality by 2030. The NDP's priorities inform the strategic direction of provinces and are listed below:

- Fighting corruption and enhancing accountability
- Transforming society and uniting the country
- Building safer communities
- Social protection
- Health care for all
- Education, training and innovation
- Economy and employment
- Economic infrastructure
- Transition to a low carbon economy
- Inclusive rural economy

In addition to these there are specifically identified structural challenges that the NDP seeks to address which ultimately leads to the attainment of the above goals. The challenges are cited as follows:

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

The DGDPR recognises these priorities and builds in appropriate interventions at the local level.

2.3 National Framework for Local Economic Development

The 2013 – 2018 National Framework for Local Economic Development submitted for consideration by COGTA, dated 25 October 2013 has potential to shape LED in the country for the foreseeable future.

The framework was developed with the recognition that LED would be very crucial in contributing towards raising domestic output, anchoring the diversification of sectors, taking the youth out of unemployment, contribution towards urban economic development and strengthening urban-rural linkages by anchoring inclusive rural economic development.

The LED Definition

Whilst the definitions of Local Economic Development abound, there is a general consensus that LED is a process of developing local economies. "Local Economic Development is process-oriented. That is, it is a process involving the formation of new institutions, the development of alternative industries, the improvement of the capacity of existing employers to produce better products, the transfer of knowledge, the identification of new markets and the nurturing of new firms and enterprises".

Given the largely participatory, consultative, collective and consensus nature of the planning process in South Africa, the World Bank adaptation of LED has been adopted, which states that:

“Local Economic Development (LED) is the process by which public, business and non- governmental sector partners work collectively to create better conditions for economic growth and employment generation with the objective of building up an economic capacity of a local area to improve its economic future and the quality of life for all”

Generally, the intended outcomes from LED are employment of more people in quality jobs; the building of economic sectors and vibrant economic institutions; leveraging on comparative advantages to build local competitive advantages and using knowledge as an economic generator in the local economy.

The LED Policy Pillars/Thrusts

Of note are the national LED framework pillars as illustrated. The implementation of the National Framework would be government four Core Pillars:

Table 1: LED Policy Pillars

Building a diverse economic base	Developing learning and skilful local economies	Developing inclusive economies	Economic governance
Sectoral Development - Manufacturing, Agriculture, Tourism, Green Economy, etc.	Tackling Basic Skills Gap	Informal Economy Support	Improving Economic Leadership and Management Capacity
Metropolitan Economic Development	Developing Workforce Skills	Inner City Economic Revitalisation	Administrative Economic Development Capacity
Regional Economic Development	Developing an Enterprise and Entrepreneurship Culture	Township Economic Development	Access to Development Funding/ Finance
Regional Industrial Development Programme	Developing Leadership & Management Skills	Inclusive Rural Economy	Developing Local Economies as Distinct Brands
Industrial Cluster Development Programme		Youth Economic Development	
		Broad Based Economic Empowerment Support	

The LED pillars illustrate the inclusive nature of growth planning and indicate the range of concerns that were picked up in the DGDP.

2.4 Provincial Growth and Development Strategy

The PGDS is a provincial strategy aimed at achieving national goals through addressing province relevant development objectives. The PGDS 2030 set a long term vision and direction for the development of the KZN Province. It has been reviewed in order for municipalities to align with it. The PGDS serves as an overarching strategic framework for the province applying the 80/20 principle. It is not a summary of all that we should do but gives priority development areas. The strategy set clear targets and indicators and established the institutional arrangement to secure ownership through a structured consultation process with all development partners. The PGDS consists of seven broad strategic goals with thirty strategic objectives that will set the growth and development agenda to 2030. The DGDP framework will closely follow the framework of the KZN Provincial growth and Development Plan, the distinguishing components being that the provincial plan is structured around 7 goal areas and 30 strategic objectives, illustrated below.

Figure 1: The Provincial Growth and Development Plan Framework

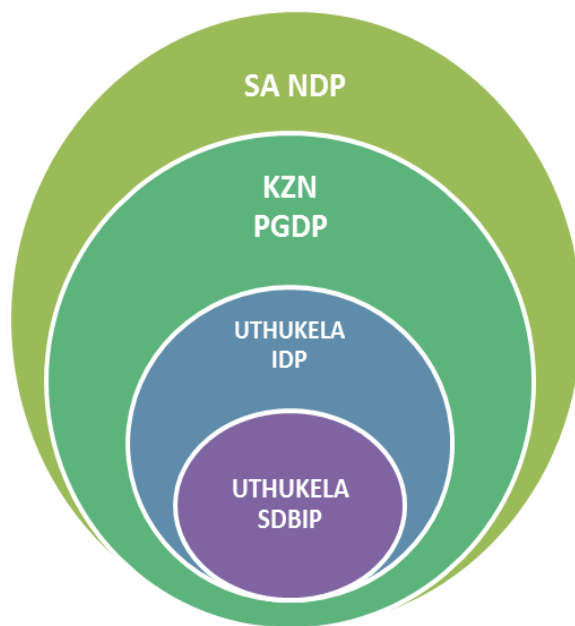


The main components of the Provincial Plan are:

- Strategic interventions within each strategic objective
- Indicators and targets at a cumulative level (apex indicators) and at the level of the strategic objective (primary indicators).

District Growth and Development Plans are expected to be aligned with provincial priorities and demonstrate how (quantify how much) districts will contribute to the achievement of provincial and national targets.

Figure 2: The National, Provincial and District Planning Alignment



The UThukela IDP, with its 5 year cycle, is interpreted as a business plan with clear targets in the district service delivery and budget implementation plan (SDBIP), an annual iteration compilation. Because of its 16 year planning time horizon, the DGDP is lodged between the IDP and the Provincial Growth and development Plan (PGDP).

3 CONCEPTUAL APPROACH AND METHODOLOGY

3.1 Objectives of the DGDP

The Cabinet Lekgotla of February 2012 resolved amongst many other issues that the Provincial Planning Commission of KwaZulu-Natal together with KZN Department of Cooperative Governance and Traditional Affairs support the District Municipalities with the development of the District Growth and Development Plans (DGDPs) as part of the 2012/17 Integrated Development Plan (IDP) process. As part of this process the Districts had to host District Growth and Development Summits which will be entrenched as key milestones in the DGDPs.

The purpose of this assignment was to develop a District Growth and Development Plan for the UThukela District Municipality.

The objectives of the District Growth and Development Plan are rooted in the objectives of the KZN Growth and Development Plan which are:

- Set a **long term vision** (15 year+) and direction for development in the District;
- Serve as the **overarching strategic framework** for development in the district and its family of local municipalities applying the 80/20 principle (it is not an inventory of all that we will do);
- Provide a **spatial context and prioritisation** (not just what, also where and when);
- Guide the **strategic interventions 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;
- Establish clear **institutional arrangements** to secure buy-in and ownership, through a structured consultation process with all development partners;
- One plan for all: **ownership and leadership**. The district is tasked with the implementation of the District Growth and Development Plan and as such is a "lead stakeholder". The district and its family of municipalities are the custodians of the District Growth and Development Plan;
- **Align and integrate**: departmental strategic plans, municipal government IDP's and sector strategies and plans should cohere around the key goals and objectives of the DGDP;
- Put in place a **monitoring and evaluation framework** which responds to district priorities and provincial priorities across identified economic, social and spatial parameters.
- Set up **structured consultation** within the existing institutional framework. Achieving alignment and integration across the range of government and social partners is necessary and the DGDP recognizes the need for an institutional framework which makes this possible. The existing institutional framework may need to be strengthened and / or expanded to include the range of goals and social partners; and
- Ensure **resource commitments and budget alignment**: With the agreed set of objectives and targets providing a common platform, the resource commitments of departments and municipal entities will be better leveraged for impact in the district.

The deliverable of the DGDP exercise is a document containing key sections as described above.

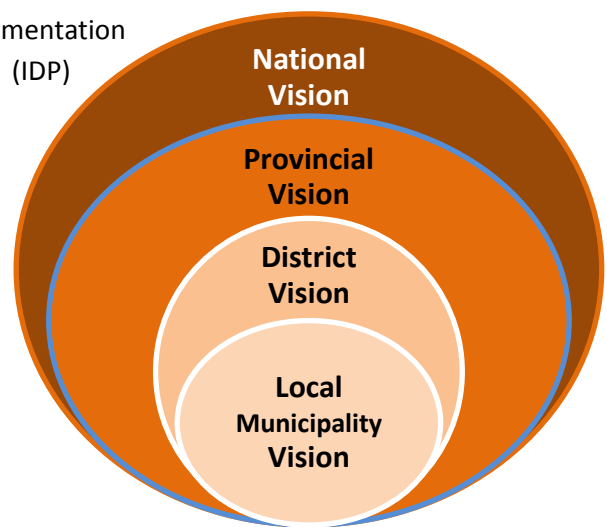
The aim of the DGDP is therefore to translate the Provincial Growth and Development Strategy and Plan into a detailed implementation plan at a district level, inclusive of a detailed activity level framework with targets and responsibilities assigned to the appropriate local municipality and government

departments. In turn, across all districts, this will enable the province to measure its progress in achieving the accepted growth and development goals.

In alignment with the provincial-level focus on the interventions identified in the PGDS-PGDP, the DGDP proposes specific milestones that will have to be achieved in priority sectors in the municipal space. This will be refined in a collaborative approach with the relevant stakeholders – provincial sector departments and state-owned enterprises 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 provincial departments to develop these detailed trajectories to ensure that the roadmap is absolutely clear on what is required to achieve the 2030 Vision for KwaZulu-Natal.

The DGDP should inform all local planning and implementation through the municipal Integrated Development Planning (IDP) processes. DCOGTA's illustration is pertinent:

In line with the 80/20 principle, the DGDP will incorporate high-level strategic and catalytic interventions. Service delivery and operations & maintenance matters will be specified and monitored through the IDP and Service Delivery and Budget Implementation Plans at municipal level.



4 REGULATORY FRAMEWORK FOR DISTRICT PLANNING

District planning processes are informed by and required to articulate with a range of national and provincial plans as discussed above. The current package / hierarchy of plans that inform and interrelate with each other are listed below. As the DGDP was developed, its focus areas had to align with the focus areas of the national and provincial planning frameworks in order to motivate for resources.

- **National Plans**

The national plans that talk to the DGDP are set out as follows:

- The National Development Plan with vision 2030 for South Africa published in 2012 seeks to chart a new path wherein there is elimination of poverty and reducing inequality as the main thrusts.
- The New Growth Path – strategic government programme on economic policy 2010 -2020. The New Growth Path (NGP) of 23 November 2010 has the aim of increasing economic growth to sustainable rates of between 6% and 7% per year in order to create five million jobs by 2020, thereby reducing the unemployment rate to 15%.

- The Industrial Policy Action Plan 2014 – 2017 (Department of Trade & Industry) is a rolling three year formulation – responding to global and regional challenges with industrial policy solutions. It is a pillar of the New Growth Path and informed by the National Development Plan.

Other vital national plans are the National Infrastructure Plan from which the Strategic Integrated Projects (SIPs) were formulated, in 2012, the Medium- Term Strategic Framework (MTSF 2009-14) and the Special Economic Zones Bill.

Transnet Long term Planning Framework – a 30-year projection of the capacity-creating infrastructure requirements is also key, informing and informed by the NDP, most of Transnet's strategic capacity development initiatives have been included in the SIPs.

- **Provincial Plans**

The provincial plans are informative and these are:

- The KZN Provincial Growth and Development Strategy and Plan as outlined above, the Provincial Spatial Economic Development Strategy (PSEDS) which includes strategies for industrial development, the KZN Maritime Strategy , the KZN Investment Strategy, KZN Tourism Master Plan, KZN Rural Development Strategy, KZN Youth Economic Empowerment Strategy (YEES) , Integrated Aerotropolis Strategy (IAS), Human Settlement Strategy and the Green Economy Strategy.

- **Municipal Plans**

The Integrated Development Plans of the UThukela District and its family of local municipalities including the District and Local Municipality Spatial Development Frameworks, sector plans, Local Area Plans and Zoning Schemes.

- **Provincial sector plans**

Some of the critical plans are as below:

- Infrastructure Plans for water and electricity – Department of Water Affairs, ESKOM and DCOGTA
- Transport Plans – Department of Transport
- Housing and settlement plans – Department of Human Settlements
- Department of Education
- Department of Health

In addition, plans from economic sector departments are necessary to establish the parameters of the economic infrastructure planned (and required) to support the productive base of the regional and local economy:

- Department of Agriculture, Environment and Rural Development
- Department of Economic Development and its' ancillary units. E.g. TIKZN.

5 SYNTHESIS OF KEY ISSUES – CONTEXTUAL ANALYSIS

5.1 An Economic overview

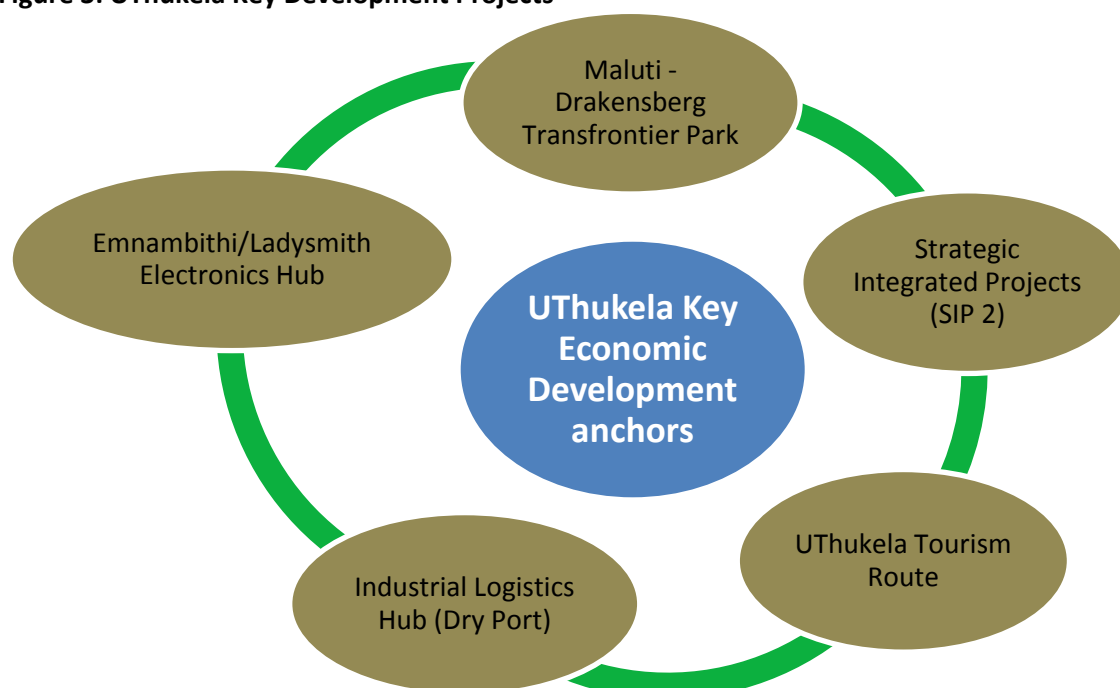
A profile of the UThukela District in terms of population characteristics reveals that the average annual population growth of uThukela District between the period 2001 to 2011 was only 2%. A further investigation shows that among the family of local municipalities in the district, it is only the Indaka local municipality that recorded a total average decline in population growth within the same period with an average annual population growth of -0.1%. The highest average annual population growth was recorded in UMTshezi growing at 4% while Imbabazane, Emnambithi and Okhahlamba had average growth rates of 2%. Statistics show that 75% of the uThukela district population lives in rural areas.

With the total population of the district as at 2011 census standing at 668 848, the afore-mentioned average annual population growth in the district would thus give a rough indication of the current population in the district and the population growth in the near future to inform economic development planning issues such as human settlements, social needs and spatial referencing of priority infrastructure.

Key major issues exist that will drive the district economic development into the future and are illustrated in the diagram below. The issues impact on job creation, poverty reduction and foster inclusivity in the economy. These are:

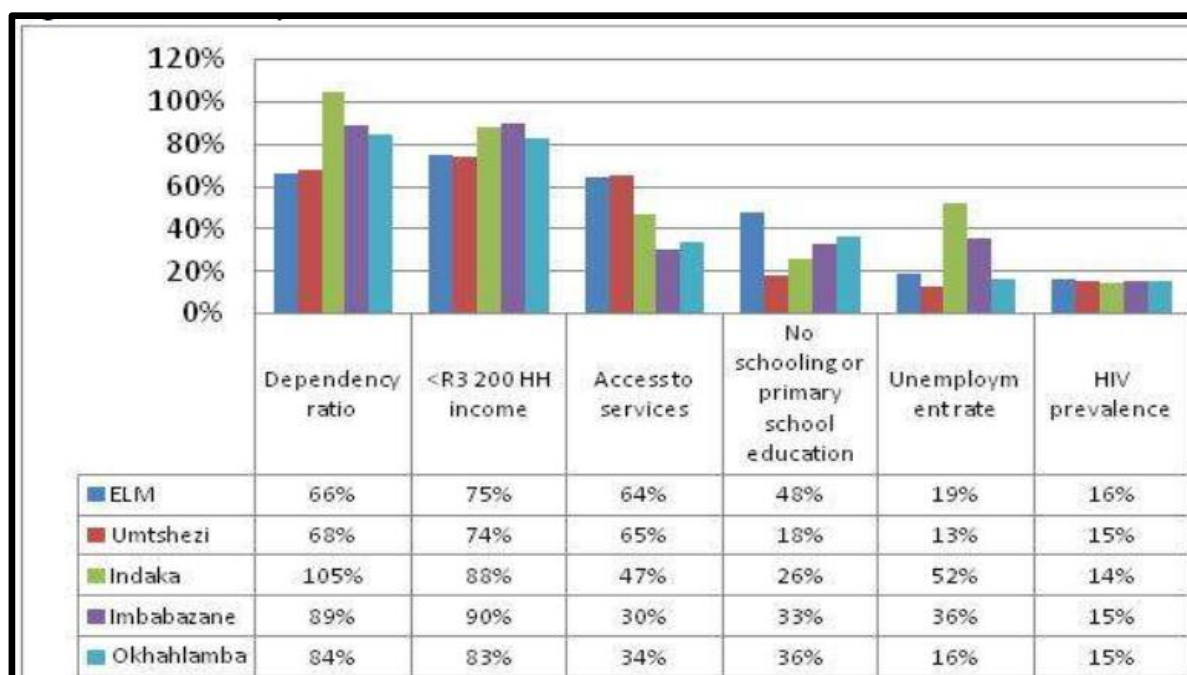
- (SIP 2) Durban - Free State – Gauteng Logistics and Industrial Corridor
- The Maluti Drakensberg Transfrontier Park
- The UThukela Tourism Route which will be a key anchor considering that tourism is key in driving the UThukela District Municipality
- The industrial logistics hub (Dry port) in Emnambithi/Ladysmith and
- The Electronics Hub which will play a key role within the district for the future.

Figure 3: UThukela Key Development Projects



As the table below indicates, the unemployment rate is highest in Indaka (52%) and lowest in UMTshezi (13%). Functional literacy is lowest in Emnambithi-Ladysmith (ELM) and highest in UMTshezi.

Table 2: Development Indicators for UThukela



Source: UThukela District Growth & Development Summit 2013

Dependency ratio is highest in Indaka (105%) followed by Imbabazane (89%) and Okhahlamba 84%). Dependency ratios affect the district environment where social policy operates and the type of needs that the District will be called to meet. Their evolution is a function of mortality, fertility rates and of net migration. HIV prevalence is more or less the same in all the family of local municipalities whilst access to services is higher in UMTshezi and ELM compared to the other three local municipalities that have lower access of less than 50%. These indicators have direct relevance for the planning of health and welfare services and related infrastructure.

The regional accessibility has implications for economic activity and transit of cargo into and out of the district. The access points are shown in the map below.

Map 2: UThukela Regional Accessibility



5.2 ECONOMIC STRUCTURE AND TRENDS FOR JOB CREATION

5.2.1 District Economic Structure

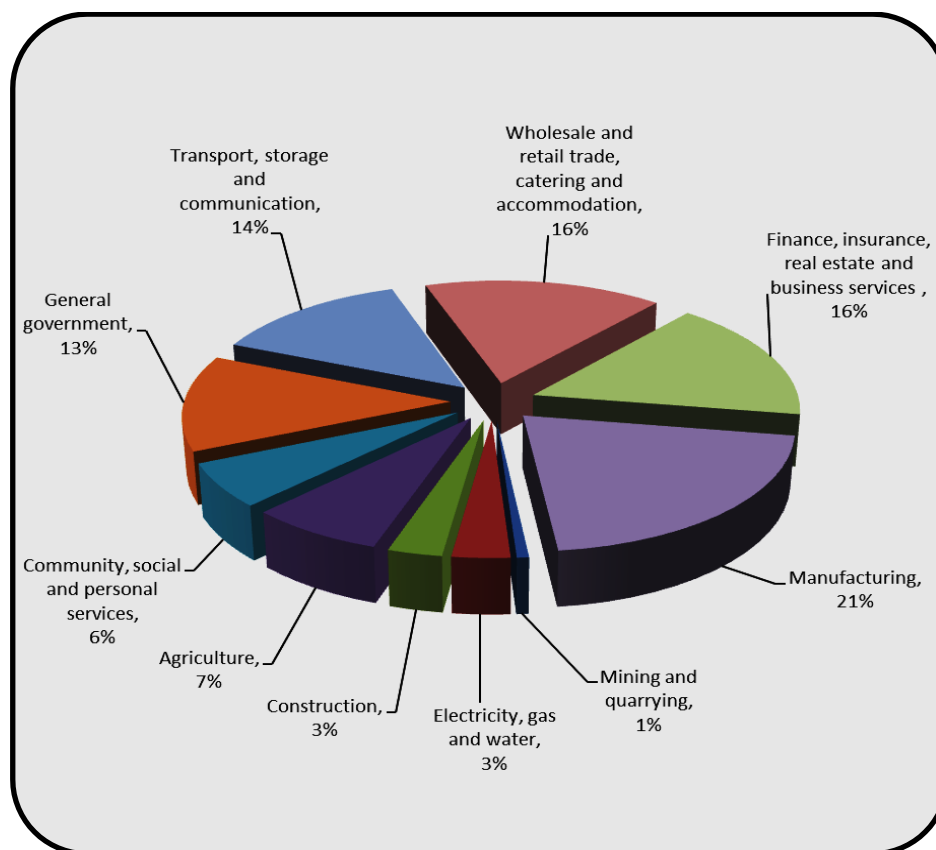
The district economic growth trends depend in particular on how towns/nodes are managed planned and regulated and these are key for its economic performance. It must also be appreciated that keeping economies expanding and reducing environmental impacts, whilst increasing social benefits at both macro and micro level is exceedingly difficult at this level of the district. This is pertinent to point out because the notion of sustainable urban and rural development is made possible with robust economic performance and productivity and also poverty reduction in the region is not feasible without spatial economic development.

Another critical point that must be made is that the economic inter-connections need to be explored here and to other future growth plans of the region. The remarkable cemented interconnection between formal, informal and social economy has been left on its own, the capturing of interaction and actual integration of these three economic fronts is critical in shaping the productivity and growth trends of the region. Issues of local competitiveness and economic determinants are key at this stage as they reflect the regional factors of production, infrastructure dynamics, location and economic

structure. At the centre of competitiveness of the regional economy is a strategic determinant such as government effectiveness, territorial urban-rural strategy, private-public co-operation and also issues around institutional flexibility. These issues are at the core of economic contextual analysis in directing the future growth trends and job creation efforts in the region.

The economic structure of the district based on 2010 (Gross Value Add) GVA figures is depicted in the diagram below where manufacturing, finance and trade sectors dominate in terms of contribution. General government, transport and communication, community, social and personal services make a huge contribution to the district economy. There is an opportunity in agriculture and tourism (in particular the berg and cultural tours) that make relatively limited contribution to the district GVA in spite of the great opportunities in the region. Agriculture, Tourism and Manufacturing are the major economic sector drivers and these will be unpacked further in this section.

Figure 4: 2010 Gross Value Add contribution in UThukela District



Source: Quantec 2010

The total value of goods and services produced in uThukela increased from a 2010 figure of R12.6billion to R13.4 billion in 2011 which translates to 5% of the provincial economy. The district's GVA grew at an annual average of 6% between 2001 and 2011 and gives a rough guide of the future growth trends. This figure is above the provincial average of 4%. Implicit in the GVA breakdown of the district per sector is the desire to ascertain employment and employment prospects. It should however be borne in mind that a weak relationship prevails between GVA and employment creation in many sectors. Evidence at the national level has shown that of the ten years between 2001 and 2011 there was negative

employment growth in five of those years yet only one negative economic growth year highlighting the importance of other factors in determining employment creation.

5.2.2 Main Economic Contributors

Shown below are tables for the economic contribution of each of the local municipalities to the district GVA and the contribution of each of the sectors to the GVA of the district as well. The table below shows the contribution to district GVA by the local municipalities and the contribution of UThukela to the provincial GVA. Emnambithi (R5.6bn) contributes more than any other municipality to the district economy of UThukela followed by UMTshezi (R2.8bn).

Table 3: Contribution to GVA in UThukela.

GVA contribution (in constant prices) Rm				
	2001	2006	2011	Average annual growth 2001-2011
KZN	194 419	239 894	277 530	4%
uThukela	7 294	10 110	13 472	6%
Emnambithi	3 993	4 892	5 624	4%
Indaka	244	378	580	9%
Umtshezi	1 206	1 888	2 779	9%
Okhahlamba	1 170	1 982	3 141	10%
Imbabazane	653	938	1 318	7%

Source: Quantec

The diagram below shows the progression of sector contributions through the years 2001-2011. The major contributor to GVA was manufacturing with 21 % contribution in 2011. The contribution to GVA of this sector thus did not change from 2010. Wholesale, retail trade, catering and accommodation sector at 17 % GVA contribution, increased by 1% from the 2010 figure of 16%. Construction recorded the highest average growth per annum in the district between 2001 and 2011 while manufacturing, the largest sector, only grew by 4% in the same period while mining and quarrying actually declined in terms of growth.

Table 4: GVA Contribution per sector

GVA contribution per sector in constant prices (Rm)				
	2001	2006	2011	Average annual growth 2001-2011
Agriculture, forestry and fishing	425	619	946	8%
Mining and quarrying	90	75	76	-2%
Manufacturing	1 917	2 389	2 857	4%
Electricity, gas and water	333	378	402	2%
Construction	184	249	394	11%
Wholesale and retail trade, catering and accommodation	1 116	1 688	2 342	8%
Transport, storage and communication	806	1 326	1 873	9%
Finance, insurance, real estate and business services	833	1 433	2 069	10%
Community, social and personal services	475	617	730	4%
General government	1 116	1 334	1 784	5%

Source: Quantec

5.2.3 Employment

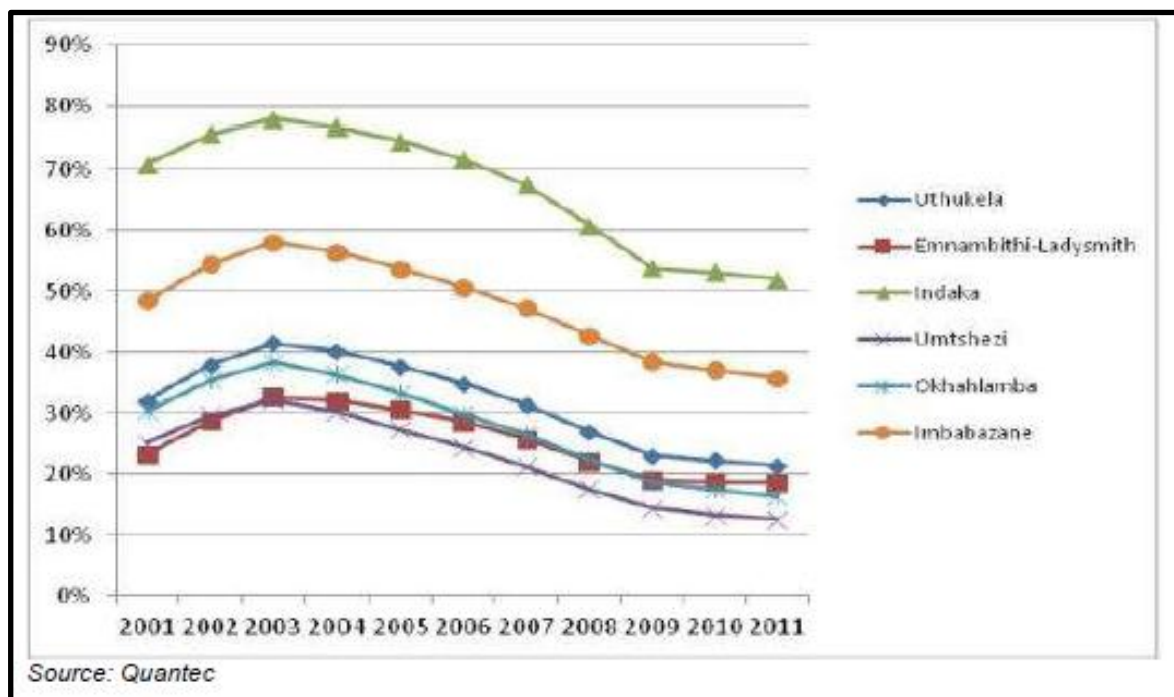
There was a notable decline in the unemployment rate in the district municipality falling from 32% in 2001 to 22% in 2011. This followed a similar trend to that of the provincial figures which declined by same amounts. Indaka still exhibits inferior economic indicators with the highest level of unemployment being 52% in 2011 whilst the lowest unemployment rate was in UMTshezi at 13%.

Wholesale and retail trade, catering and accommodation were the major source of employment within the district in 2011 accounting for 25% of total employment. This was followed by Government at 16%. The highest gains in employment were in mining and quarrying (6% growth). The labour force participation rate firstly grew from 41% in 2001 to 45% in 2006. This however declined to 36 % in 2011. This poses questions as to the adequacy of the existing pool of workforce that the sectors can tap into and engage in production of goods and services for the growth of the district. The future supply of labour, production planning and skills development can get informed by this indicator.

The working age population has, however, been on the increase since 2001 moving from 351 530 in 2001 to 384 081 in 2006 and stood at 418 990 in 2011. The figure below shows the employment levels in the District and its local municipalities. It is evident that Indaka and Imbabazane have the highest unemployment rates in the district whilst Emnambithi has the least, hovering between 30 and 20 %.

At a micro-level, there are tangible community efforts aimed at rebuilding place and economic inclusion such as care economy-home based support, greening programmes, cultural services for youth and children, protection and enhancement of public buildings and facilities.

Figure 5: Unemployment levels in UThukela District and its Local Municipalities



5.2.4 Annual Household Income

The income of a household can be used as a proxy for the economic well-being of the household and individuals since it determines the consumption and savings potential. A change in the indicator could be used to establish benefits from economic development and inform poverty analysis as well.

Income categorisation in UThukela district shows that the R1- R4800 and R4801-R9600 categories of income have significantly increased over the years which could be an indication of the improvement in the socio-economic well-being of the households in the district and is largely attributable to the receipt of government grants.

5.2.5 Development of SMMEs

Since the economy of South Africa is highly centralised and dominated by a set of monopoly industries, the capital intensive industries tend to exclude SMMEs participation making employment creation expensive. The uThukela District Municipality (UDM) finalised an SMME strategy that deals with issues such as reducing unemployment, addressing poverty, inequality and economic marginalisation. The UDM is currently engaged in a partnership with SEDA that started in 2006 to assist all emerging business entrepreneurs within the jurisdiction of the district.

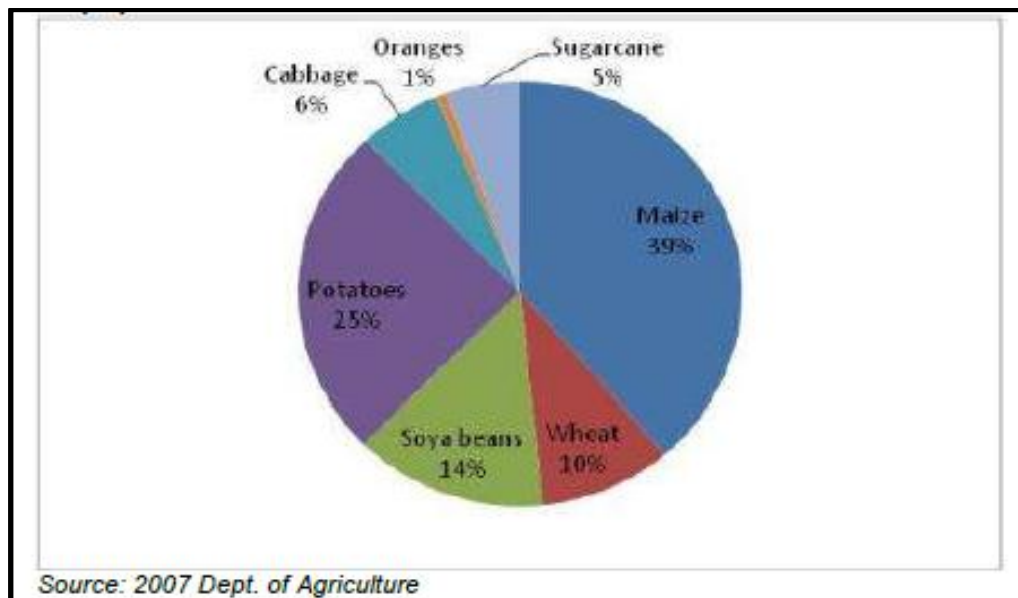
5.2.6 Agriculture

Agriculture makes an important contribution to the economy of the district in the form of production, provision of resources for up and downstream processing as well as manufacturing and job creation. This sector is known for the production of maize, soya, wheat and potatoes in the highland areas of the district while the low lying areas are mainly livestock and vegetables (under irrigation). The sector

contributed R946 million to the district economy in 2011 having one of the highest average annual growth rates in terms of GVA at 8% for 2001 to 2011 though employment was negative at -5% per annum. Even though commercial agriculture occupies a relatively large portion of the municipal land, subsistence agriculture is still the dominant activity in the municipality.

There is opportunity in the commercial agriculture space where commercial agricultural land has large areas set aside for land reform. The land claims are in different stages some having been gazetted while others are still being processed. There has thus been that resultant loss of agricultural land for production which can potentially be leased back to commercial farmers for production purposes. Spatial distribution of agricultural activity according to the 2007 Census of Agriculture indicates that the main areas for cropping were Estcourt and Bergville with the main crop planted being maize, followed by potatoes. Beef ranching is dominant in Emnambithi while, chicken, pigs and sheep are the dominant activity in uMtshezi. Below is an indication of the crops planted in uThukela district in 2007. Maize, potatoes and soya beans, in that order, were the mostly grown crops.

Figure 6: Crops planted in uThukela District 2007



A number of challenges impact on agriculture that can inform initiatives to be undertaken in the district including the following:

- Finance is desperately needed for emerging farmers and agriculture.
- There are difficulties relating to land reform, lack of Government support for the sector and the impact of globalisation on local markets.
- Widespread stock theft in the district
- Poor head quality in terms of cattle means that commercialisation of cattle farming is limited
- Need to identify agricultural activities that are labour intensive and develop these to address some of the employment issues that exist.

One such initiative is the Besters Farms Project which is a land reform initiative (land restitution) driven by the Agri-Business Development Agency (ADA). The Besters Project was initiated in Emnambithi with

the purchase of approximately 15 000 hectares of land over a period of time beginning 2004. The intention of the Department of Rural Development and Land Reform (DRDLR) was to rehabilitate infrastructure and develop beef production which will be linked to Ladysmith abattoir and through which the farmers can own equity hence integrating them into the value-chain.

This project is located in Ward 13 under Nkosi Khumalo in Emnambithi Local Municipality. It has 20 beneficiary groups in the form of Community Property Associations (CPAs) composed of 196 households and 959 direct beneficiaries. Importantly, the project has recommended that the land tenure status of all beneficiaries be clarified and that proper infrastructure planning is undertaken which is vital for the sustainability of the project into the future.

Agricultural Investment Potential

The soil from uThukela District is fertile for growing many crops and vegetables and subsequently there are therefore a number of opportunities for investment in planting crops and other related services including the following:

- Vegetables plantation,
- Water sport,
- Game farming,
- Venison production,
- Sugar production,
- Livestock farming especially pork,
- Abattoir,
- Hunting,
- Aquaculture,
- Mushroom production,
- Forestry,
- Hydroponics, and
- Fishing.

The challenge is, however, the development of appropriate scale production and processing methods.

5.2.7 Tourism

Tourism KwaZulu-Natal identifies regions or tourism destinations in the Province and the UThukela district has two regions falling within its jurisdiction namely the 'Battlefields' and 'Drakensberg'. The data available for these destinations is therefore used for the assessment of tourism in the district.

The tourism sector comprises three main parts namely the berg experience with hotels, chalets and camp sites located from Mount Aux Sources in the northern area to the Giants Castle in the south. The second major part is historical tourism involving the battlefields routes through the eastern part of the district. The third part involves game reserves and wildlife experience in the lower lying bushveld (as opposed to berg) areas of the district in proclaimed and private conservancies. This includes an expanding area devoted to game farming and professional hunting. Adventure tourism is closely linked to the berg and the bush experience.

The main source market of foreign tourists in the district are from USA, Germany, UK and the Netherlands with an estimated 162 967 foreign tourists having visited the district in 2010. The figure is based on 126 492 foreign tourists to the Drakensberg and 36 475 to the Battlefields.

The district received an estimated 349 860 domestic trips in 2010, based on 295 148 trips to Drakensberg and 54 713 to the Battlefields.

The total number of people employed by tourism in the uThukela district is estimated to be 2968 direct and 4544 indirect.

The following have been identified as the priority tourism projects in the UThukela tourism strategy for future investment and have relevance to the LED strategy:

- Expansion and consolidation of Weenen Game Reserve and potential to establish it as a Big Five reserve;
- Restore Umsuluzi Game Reserve near Colenso;
- Upgrade the Rock Art Centres in Okhahlamba and develop environmental interpretation centres;
- Expansion of the Bushman cave in Okhahlamba,
- Cableway in the Drakensberg;
- Invest in the Giant Castle,
- Develop township and rural tourism projects;
- Develop a themed heritage and cultural route along the R74;
- Develop a new conference venue in the district;
- Reconstruction of Royal Natal Hotel;
- Develop a themed tourism information node/hub and district craft hub along the N3 and N11;
- Establishment of uThukela tourism route; and
- Establish a hospitality and tourism training centre in the district

5.2.8 Manufacturing

Manufacturing was among the significant economic sectors to the economy of uThukela in 2011 and employed an estimated 16 082 people. It contributed 21% to total GVA and 14% to employment within the district municipality in 2011. The district's manufacturing sector contributed 5% to total manufacturing GVA of KZN in 2011, increasing from 4% in 2001. Employment growth was however negative at -2% per annum. Manufacturing sector's relative contribution to total GVA within the district has been on the decline since 2001 as the table indicates. This is also the case with its contribution to employment with the district in the same period. The diagram below indicates the contribution of uThukela's manufacturing sector.

Table 5: Contribution of uThukela's Manufacturing Sector

Contribution of uThukela's manufacturing sector			
	2001	2006	2011
uThukela's manufacturing GVA contribution (Rm)	1 917	2 389	2 857
Relative contribution to total GVA within uThukela	26%	24%	21%
Relative contribution to total GVA within KZN	4%	4%	5%
uThukela's manufacturing employment contribution	21 190	18 891	16 082
Relative contribution to total employment within uThukela	22%	17%	14%
Relative contribution to total employment within KZN	6%	6%	6%

Source: Quantec, 2012

The dominant manufacturing areas in the district are Emnambithi and UMTshezi local municipalities. Ezakheni Industrial Estate and Danskraal form the major industrial areas in Emnambithi. Large manufacturing enterprises are located in both these municipalities and these include Defy Appliances, Nestle and Clover.

There is good demand for manufactured products in uThukela such as clothing and textile, footwear, furniture, food, beverages and building material. UThukela local economy is dominated by primary sectors, which implies that there is availability of raw material to feed into the manufacturing sector to a certain extent. However, because the manufacturing sector is not developed and all its full potentials are not yet utilised, these raw materials are mostly transported to other centres outside the district for processing. The following investment opportunities are available in the manufacturing sector:

- Electronics
- Clothing and Textile
- Leather production;
- Agro-processing,
- Maize Mill,
- Coffee waste transformation into mushroom
- Charcoal plant,
- Traditional medicine,
- Transport and Machinery equipment.

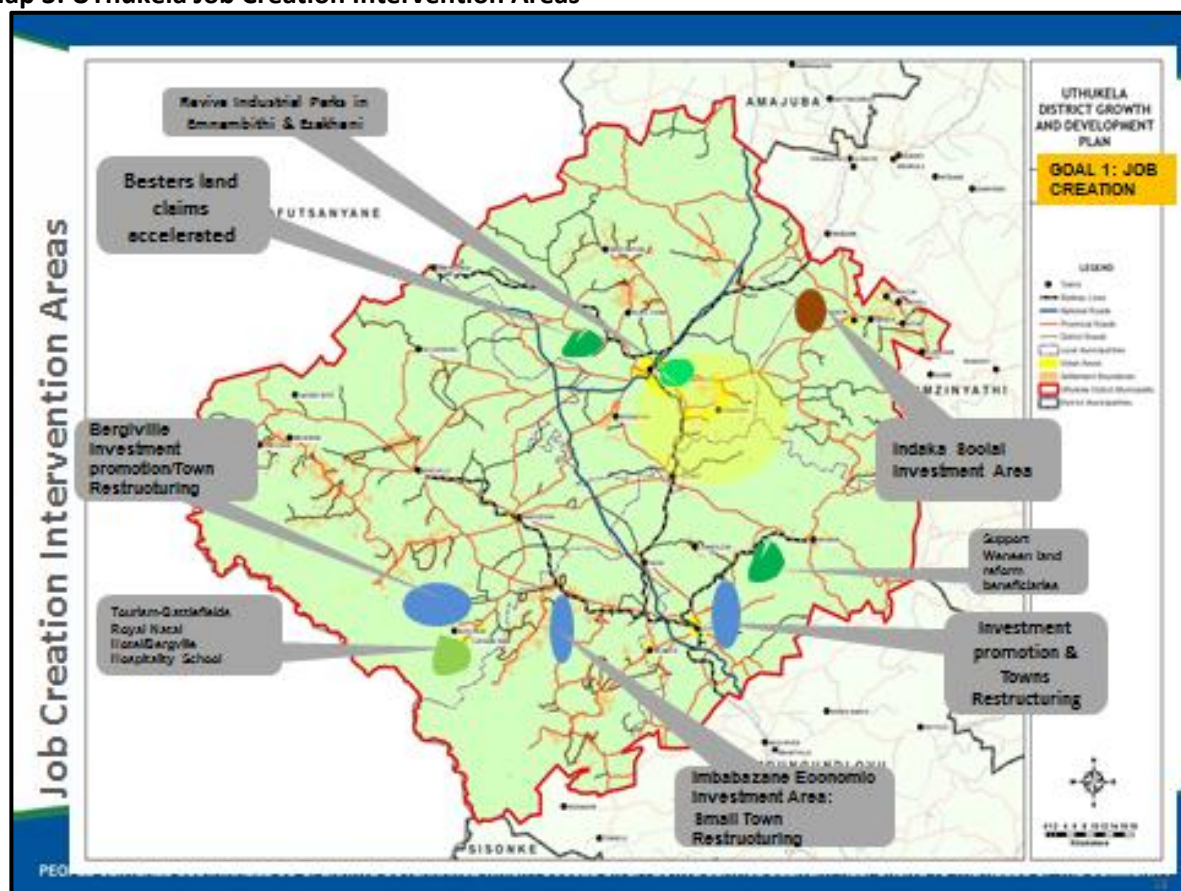
The development of UThukela in the near future will be underpinned by the establishment of an industrial Park that aims to concentrate in one area, high technology industrial firms that will provide jobs and skills eventually generating income and demand to sustain economic growth. A feasibility study for the establishment of an electronics hub was initiated but was not completed due to some pending issues such as location of the hub.

5.2.9 Services, Retail and Trade

Even though the major companies that are driving the district economy are in manufacturing, tourism and agriculture, there has been a notable trend of newer smaller dynamic services companies creating a 'churn' effect in the district (i.e. having an impact). These are located in the services and trade sectors specifically medical services, social services, IT, wholesale and retail and tourism and hospitality. These companies are still testing the economic waters and could potentially be important for the future economic growth of the uThukela District. These companies are recent entrants into the market outside the 'traditional box' and their presence could signal a structural change in the future since the district is still dependent on industries and businesses established over 60 years ago related to agriculture, tools, tyres, trade and tourism.

Below is a map indicating the priority intervention areas for the purposes of job creation.

Map 3: UThukela Job Creation Intervention Areas



5.2.10 SWOT Analysis

A summary of the district's strengths, weaknesses, opportunities and threats is as in the table below. This is not an exhaustive list but an indication of the main in the status quo.

Table 6: UThukela District SWOT Analysis

<p>○ <u>STRENGTHS</u></p> <ul style="list-style-type: none"> -Strategic Location -Drakensberg World Heritage Site -Environmental and Cultural Sites -Good Agricultural Land -High Development Indicators for Ladysmith -Emnambithi/Ladysmith unemployment rate remains low -UMtshezi development indicators -Strong Manufacturing base -Key Industrial Areas -Significance Index for Agriculture increase for Emnambithi/Ladysmith and Imbabazane -Okhahlamba's highest GVA growth rate -Key sectors include logistics and transport 	<p>○ <u>WEAKNESSES</u></p> <ul style="list-style-type: none"> - Imbabazane and Indaka have no economic base - Indaka's land owned by Ingonyama Trust - Indaka 's poor soil potential - Inadequate basic Infrastructure provision - Unstable water supply - Imbabazane has failed to optimise the tourism opportunities - Dependency ratio higher than the province - HIV prevalence is high - Lack of support skills in Tourism Industry - Decline in formal employment - Increase in informal employment but no policy to support it - LED strategies lack implementation plan - Municipalities have failed to create an enabling environment for LED
<p>○ <u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> - Location on the N3 development corridor -Optimum utilisation of natural, cultural and historical district assets for further economic growth -Vast space of Agricultural Land to be used for primary and secondary production -Explore growth of transport, storage and communication sectors -Need to improve recreational, medical, housing and schooling facilities -Specific interventions to stimulate economic growth -Potential to develop retail facilities -Opportunity for further growth of the tourism, and manufacturing sectors To formulate a unified vision 	<p>○ <u>THREATS</u></p> <ul style="list-style-type: none"> - Unsustainable development practices - Development along the N3 corridor could threaten CBD - HIV prevalence - No employment opportunities and skills development opportunities created, social challenges can escalate to further marginalisation - Failed Land Reform Programme - Relocation of Industries - Decline in manufacturing and agricultural sectors - Lack of sound business incentives - High tariffs - Political instability - Disjointed planning - Lack of resources - Lack of communication and partnerships

5.2.11 Investment Promotion, Attraction and Facilitation

The KZN PGDP seeks to enhance sectorial development through trade and investment in the province in order to prevent job losses as witnessed between 2007 and 2010 and to create new employment opportunities and enhance industrial development. The importance of expanding industrial capacity cannot therefore be overemphasised.

The KZN Provincial Investment Strategy acknowledges that research is fundamental in identifying ways to fully utilise the competitive and comparative advantages of the various districts. Creation of District Municipality Investment Promotion and Facilitation Strategies for the different districts is recognition of the importance of investment at local level, and will in this instance be used to identify and promote priority sectors within the UThukela District. One of the major aims of DMIPFS which is underway in uThukela is to identify the strengths and weaknesses, and develop a strategy based on the competitive and comparative advantages of the district.

Once spatial and sectorial areas where investment should be aimed at are identified based on comparative advantages in the district, this will constitute the investment demand side while the supply side will aim at identifying and targeting the right investors to the right investor opportunities. The investment strategy will thus constitute a vital tool to unlock the potential in UThukela district.

5.3 HUMAN RESOURCE DEVELOPMENT

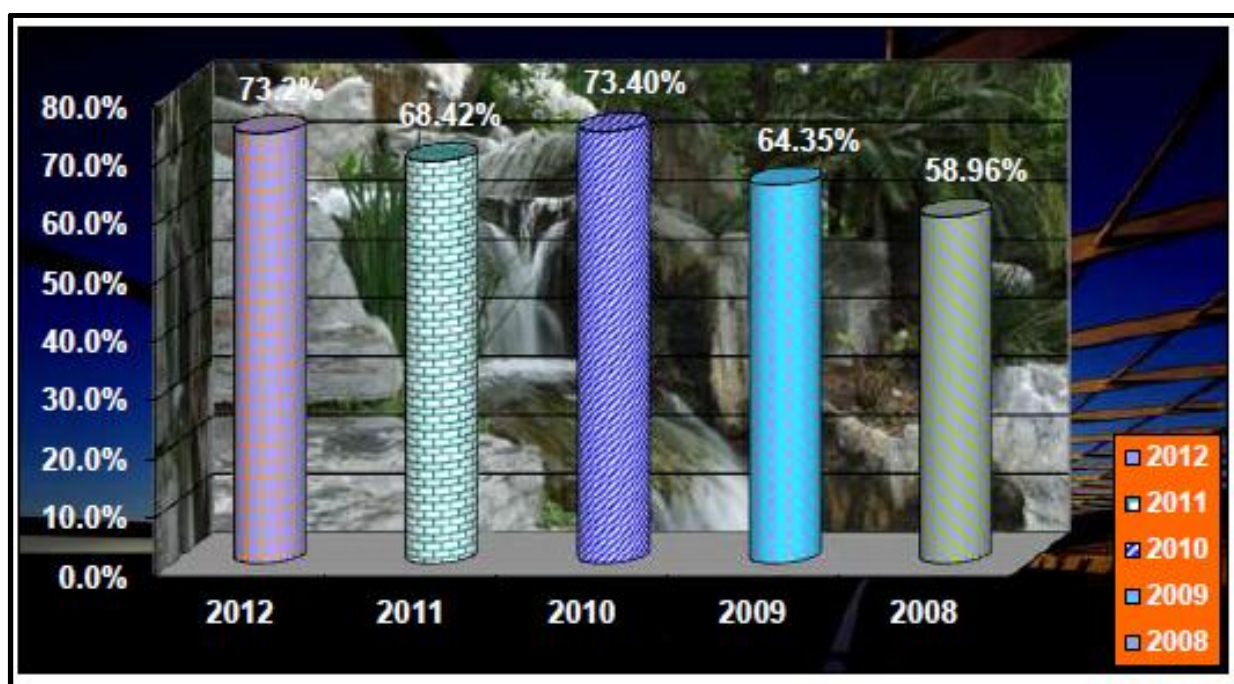
5.3.1 Introduction

The development of the human resource base of the province is vital for anchoring sustainable economic growth in the future. The PGDP seeks to ensure that the human resource capacity of KZN is relevant and responsive to the growth and development needs of the province. The human resource development objectives of the district speak directly to the human resource vision of the province.

5.3.2 Education

The Department of Education in uThukela plays a significant role in ensuring that education is given priority. The goal of education should be that of giving every child equal opportunity to develop the knowledge, skills and attitude to make positive contribution in society. The matric results for the district improved from 68.42% in 2011 to 73.2 % in 2012. The diagram below shows that there is an underlying trend improvement in the matric results even though there was a decline in the matric pass rate from 2010 to 2011.

Figure 7: District Matric Performance in Five years



Source: UThukela IDP 2013-14

An analysis of the education trends in the district has shown that the number of people with no schooling dropped between 2005 and 2011.

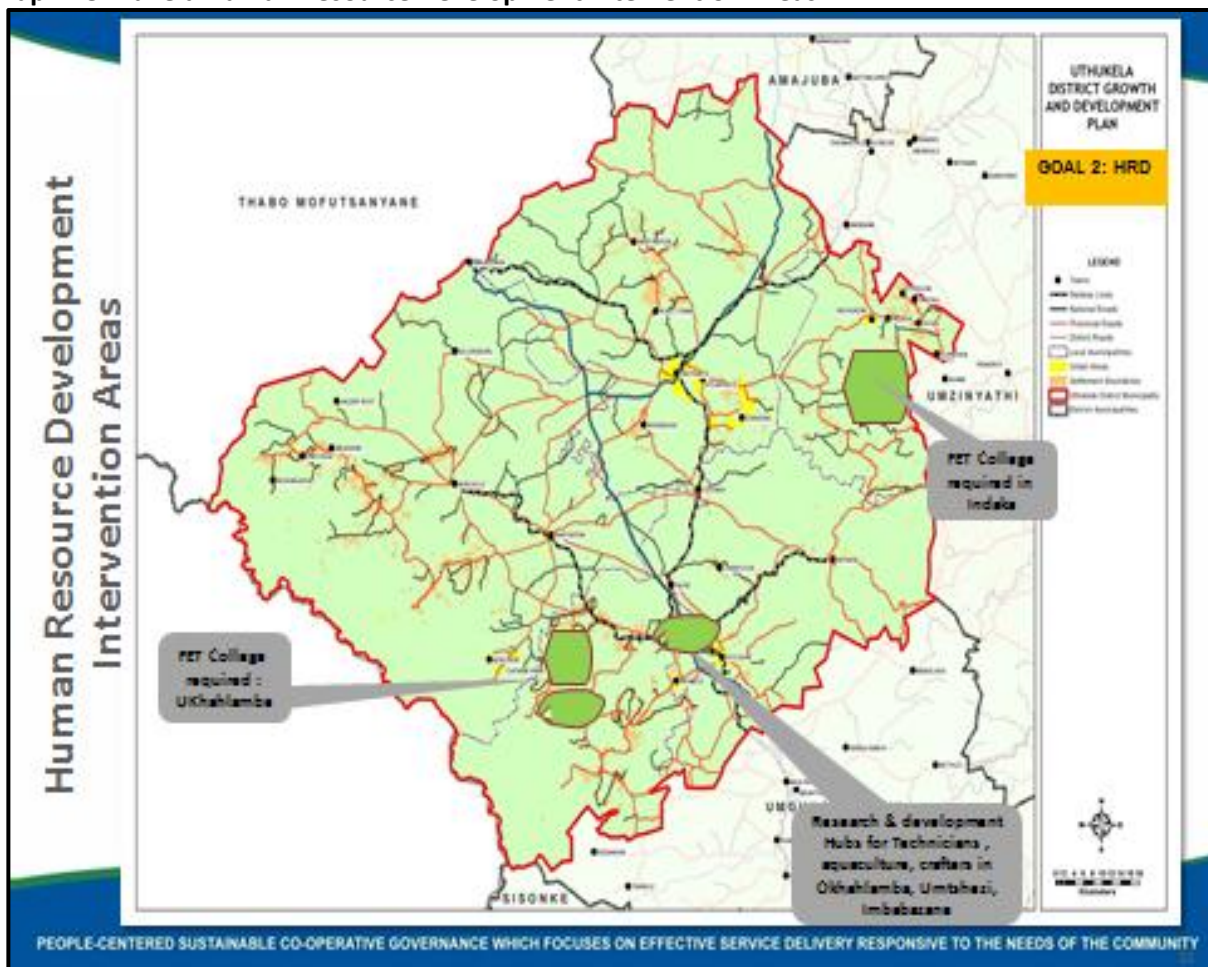
The UThukela IDP 2012/13 notes that the average education attainment for the period 2001-2010 shows that a very low number of people further their studies (Only 3828 with Matric and Bachelor's Degree). This could be attributed to lack of access to any higher education facility in the district e.g. University of Technology or a satellite campus. The provision of a good education and educational resources remains a high priority of the province and the country highlighting the importance of availing such resources in the district.

5.3.3 Skills Development

The PGDP requires that each district within the province must be aware of its economic potential and identify short, medium and long term actions to overcome human resource limitations and advance economic performance. Skills development should be aligned to economic growth priorities. The uThukela workplace skills plan outlines the training and development for the municipality. It also addresses the gaps and shortfalls in skills requirements and finds positive ways of addressing them. The municipality is currently engaged in the following skills development programmes which can potentially be rolled to the entire district: Graduate Training Program in partnership with the National Treasury; the internship program with the Provincial Economic Development and Tourism. Nine (9) water and waste water process controllers are currently engaged in an NQF 2/ NQF 3 Process Control Learnership that was facilitated by Water Academy which was completed by end of April 2012. In view of the personnel shortages and the vacancies which affect municipal functions, these initiatives would be usefully implemented in other local municipalities. There are clear indications for the development of technical, technological and managerial skills in agriculture, tourism and manufacturing fields. There is, however, a

problem of the absence of an institution of higher learning. The human resource development intervention areas are highlighted below.

Map 4: UThukela Human Resource Development intervention Areas



5.4 HUMAN AND COMMUNITY DEVELOPMENT

5.4.1 Introduction

The human and community development goal in the provincial plan seeks to reduce poverty and inequality in the whole province. The human and community development aspect involves issues such as adult literacy, life expectancy, GDP per capita and social welfare of communities.

5.4.2 Enhancing health of communities and Citizens

The District municipality has developed the HIV/AIDS strategy for both the community and for the workplace. The strategy identifies for 2012/2016 projects to mitigate the impact of HIV/AIDS like awareness programmes. UThukela has 35 fixed PHC clinics and some 14 mobile clinics with Emnambithi having the highest number of clinics at 13 with 5 mobiles. The least number of clinics are in Imbabazane which also has only 2 mobiles although it is the most densely populated and smallest sub-district at 178/km². The health facilities in uThukela district are shown in the table below.

Table 7: Health Facilities in UThukela

Facilities	Emnambithi / Ladysmith	Imbabazane	Indaka	Okhahlamba	Umtshezi	uThukela District
PHC Facilities						
Health Posts	0	0	0	0	0	0
Mobiles	5	2	2	3	2	14
Satellites	1	0	0	0	0	1
Clinics	13	4	6	6	6	35
Community Health Centres	0	0	0	0	0	0
MOU's	0	0	0	0	2	2
Hospitals						
District Hospitals	0	0	0	1	1	2
Regional Hospitals	1	0	0	0	0	1

Source: Dept. of Health

Emnambithi clearly has the better in terms of facilities mostly because of the urban nature of the sub-district and the existence of a main town in this sub-district. The quality of services and skilling of professionals will become important issues in planning for health care to 2030.

5.4.3 Community Development on Vulnerable Groups

The uThukela District Municipality has a dedicated person to deal with issues of the physically challenged in the entire district municipality. There is also a Disability Forum in the district where all physically challenged people in the district raise their concerns. There are challenges, however, being experienced in some of the local municipalities where there are issues of lack of access, unsuitable transportation and recreational facilities for the disabled as well as general unemployment of physically challenged persons. In the same vein a dedicated person has also been appointed to deal with gender development issues in the entire district with a Men's Sector Forum already in place where gender issues are discussed. The municipality will facilitate the following among others in this regard:

- Food security
- Awareness on rape, abuse
- Protection and safety and
- Know your right and
- Women's voice

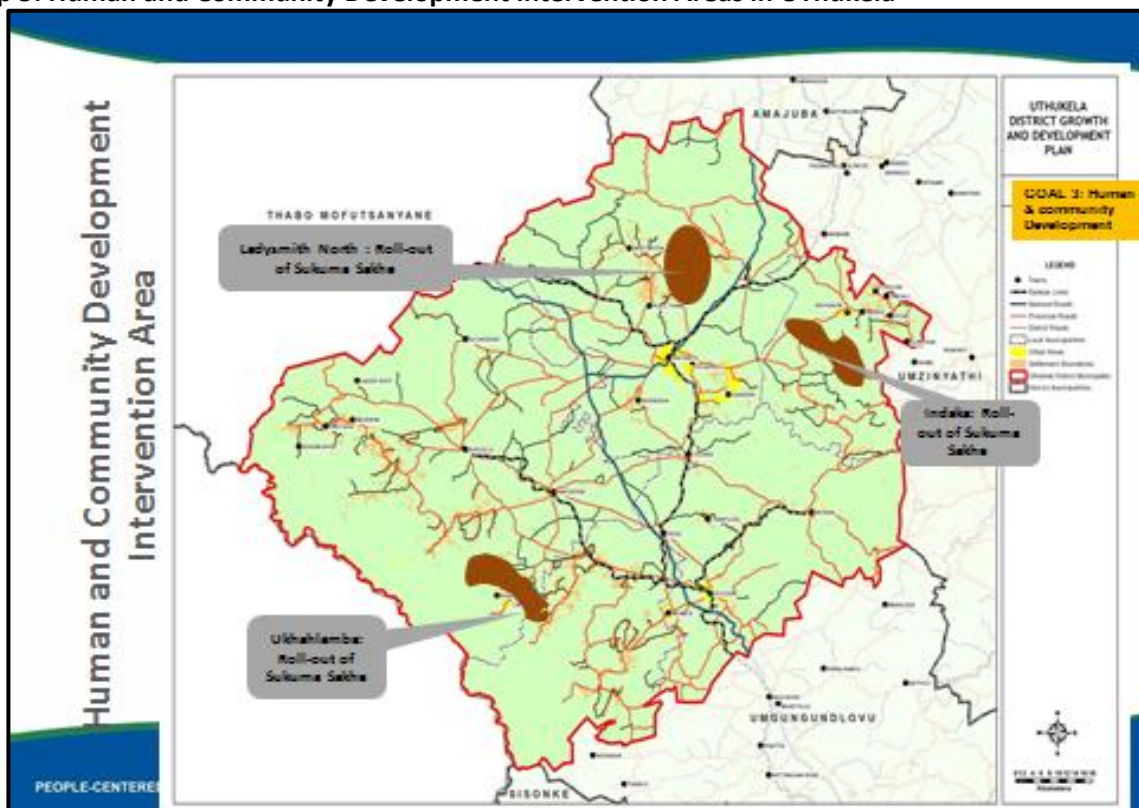
There are currently efforts whereby the community are encouraged to take care and support the older people in the community at large. The municipality also coordinates with other departments continuous programmes for the aged including participation in the Provincial Golden games. The roll-out of Operation Sukuma Sakhe (OSS) should be expedited in the district. This provincial government initiative seeks to inculcate a spirit of self-reliance in the communities with the realisation that the Government cannot do all. Five important areas of the OSS should be recognised in the district which are community

partnerships (thus becoming part of the solution), integration of government services, behaviour change (both health and social behaviour), caring for the environment and economic activities.

5.4.4 Safety and Security

The District municipality has both reactive and proactive strategies for addressing crime i.e. responding to incidents of crime and stopping crime before it occurs. The municipality's approach is to work closely with communities, community policing forum and other spheres of Government (national and provincial). Safety and security is an issue of multiple elements and expertise and includes issues like decreasing vulnerability to natural disasters and residents' physical safety. The strategy of uThukela covers aspects such as Environmental safety, effective policing and community safety initiatives. According to the district IDP 2014/15 a fraud and corruption strategy has been completed but is yet to be adopted.

Map 5: Human and Community Development intervention Areas in UThukela



5.5 STRATEGIC INFRASTRUCTURE AND SPATIAL STATUS QUO

In this brief status quo commentary, it makes sense to inter-relate spatial development and transport infrastructure as the two affect each other closely.

5.5.1 Spatial dynamics

Two national roads, the N3 and N11 transect the District, which offer potential for economic development. The re-routing of the N3 unfortunately means that the main mobility corridor between Durban and Johannesburg passes by Ladysmith by some 20km – which is potentially a threat to the

development of the Ladysmith as a node. However there is sufficient historical and location potential to develop Ladysmith in terms of economic infrastructure and administrative capacity to overcome this disadvantage. The spatial consensus on land, location and access to employment, economic opportunity zones is critical to the success of the District growth.

Ladysmith and Estcourt are the two major towns and economic hubs within the uThukela District Municipality. Both Ladysmith and Estcourt are commercial centres for surrounding farming areas and serve as shopping centres for towns such as Bergville, which lacks a strong commercial presence. As Ladysmith is the economic and regional hub, the banking sector service industry is prevalent. The town is also the industrial hub, with the majority of industries being located around Ladysmith. The only industrial estate in the District is also located a short distance from Ladysmith.

Currently Ladysmith does not have sufficient administrative and economic development capacity to serve current needs and promote development. The town is poorly laid out with spatially fragmented commercial, industrial, administrative and recreational spaces. This does not serve the needs of business people or investors for developing Ladysmith as the primary industrial hub of the district.

Ladysmith-Ezakheni (greater Ladysmith), Estcourt, Bergville and Winterton are the core urban economic development nodes in the district with greater Ladysmith as the key primary economic development node. Estcourt is earmarked as the agricultural development hub.

The majority of the formal urban settlement in the district is located in and around greater Ladysmith and to a lesser extent the smaller rural towns listed above.

There are large areas of the district which are owned by the Ingonyama Trust Board which are under rural settlement and limited subsistence agriculture. The remainder of the land area in the district is under land reform (mainly subsistence) and commercial agriculture.

There are large areas of displaced urban/rural settlement in the district including Limehill, Loskop, Mazizini, Dukuza, Emaus etc. Each of these areas has access to local retail outlets which provide for local needs of the community.

Because of the undeveloped nature of the areas to the east of Emnambithi/Ladysmith, the trade and commercial dynamics tend to be cross-border to the west with the Free State.

The primary, secondary and tertiary hierarchy of nodes and their corridors has been spelt out in the various SDFs since 2008, however not much progress has been made in establishing the bulk services and town layouts to give effect to these plans.

Poor and ageing infrastructure especially water and sanitation infrastructure – the unreliability of bulk services is a big deterrent to well-functioning commerce and industry and attraction of new investment.

Under-developed or the lack of plans for land and settlement patterns make it difficult to plan for effective service delivery.

The municipality is experiencing challenges of poor infrastructure, high indigent rate, tariffs not covering water cost.

5.5.2 Connectivity: Road and rail networks

UThukela District as a whole is actually a highly accessible area and is linked to both the provincial and national economic centres by well-established provincial and national road networks. However the internal connectivity and functionality means the district cannot take advantage of its position. The availability of adequate physical infrastructure and specifically affordable transport is an advantage to the spatial connection of the District to the proximity consolidated nodes and robust regions.

The transportation network (road and rail infrastructure) is weak with insufficient linkages between the different areas: between the various nodes which support economic development like manufacturing and tourism and insufficient linkages to the human settlements. Thus the level of access to economic and social opportunities is severely limited. The lack of connectivity severely limits the potential for tourism development.

The N3 and N11 make uThukela an important entry point to KwaZulu-Natal. The R74 is an alternative route from the Free State, and is an important tourist route linking the Drakensberg with the north coast of the province but is virtually non-existent at the moment.

The N3 traverses uThukela and forms the connection between Durban and Gauteng. The N3 passes the centre of the district slightly to the west of Estcourt and to the east of Ladysmith. This route carries a vast amount of goods and passengers, with only a few filling stations along the route gaining economic benefit. The N11 is an alternative route from Ladysmith to Gauteng and Limpopo and forms an important route between Ladysmith and Newcastle located in the neighbouring Amajuba district municipality. Currently this route is under construction. The functional national rail route connects Gauteng, Newcastle and Ladysmith to EThekweni.

The EDTEA Comparative Advantages Survey (2012) reports findings on the business community's perceptions of transport challenges: The transport challenges mentioned related to: the negative impact of strikes, road maintenance problems causing delays and additional costs in delivery, fuel / transport costs. The Operations and Maintenance Planning for strategic infrastructure is a vital part of UThukela's economic advantage. Location halfway between Johannesburg and Durban would be attractive to many businesses who need access to those markets, with location off-setting the fuel price cost. However uncertainty about utility services and infrastructure development create a negative perception of the district.

Community access roads are in poor condition and this limits the level of health and social services which can be delivered to rural communities.

5.5.3 Urban-rural dynamics

Indaka and Imbabazane have by far the largest share in traditional land, with areas as high as 83% being traditional land. In addition there are large amounts of land under land reform settlement claims or pending settlement. Very little of the municipality's land has been transferred through the land reform process. By comparison, the municipalities with the smallest percentage of traditional land, being Emnambithi and UMTshezi have also experienced the highest level of land reform. In terms of overall ownership, tribal lands and land reform areas account for about 40% of all land in uThukela. This points to a serious need for holistic enterprise development strategies and the creation of infrastructure to

support local economic development with particular focus on agriculture and agri-business value added products.

5.5.4 Airports

The aerodrome is located on the outskirts of Ladysmith. It has one asphalt runway designated and is listed as “open for use”. It has been mentioned by municipal officials as needing to be upgraded – the status of these planning procedures is to be clarified. The Municipality owns the airport, which requires upgrading to maximize the tourism and investment potential in this region. Ladysmith is ideally located for ease of access, as alternative locations for business and tourism being halfway between Johannesburg / Pretoria and Durban and being the gateway to the UKhahlamba Drakensberg World Heritage Site.

The KZN Regional Aviation Strategy (February 2014) does not name Ladysmith airport directly, but does refer to the need to have functioning airstrips to provide safe facilities for emergency services, doctor outreach programmes and law enforcement agencies, and to assist rural municipalities in meeting their disaster management mandates. The regional aviation strategy notes that compliance, with even minimum safety standards, will require financial support from outside sources such as the Department of Health; and that nevertheless, the actual cost of getting the airstrips up to registration standard (R5 million), and maintaining that standard, is relatively minor when compared to the goodwill, and political advantage, it will create among the benefiting communities. KZN Treasury has shown commitment in facilitating the launch activities of the airfield and this must be leveraged in future planning.

5.5.5 Water resource management and supply

Water quality measures are intended to achieve optimum compliance, operating and process controls. The overall microbiological compliance rate for uThukela district municipality was 99.9% compliance with SANS-241 drinking water quality standard during the 2011/2012 financial year.

Blue Drop/Green Drop Status

Blue Drop System and Green Drop System scores for uThukela district municipality are low: the Blue Drop System (BDS) score is currently 74 sitting at 57.39% and the Green Drop System (GDS) score is currently sitting at 33.9%.

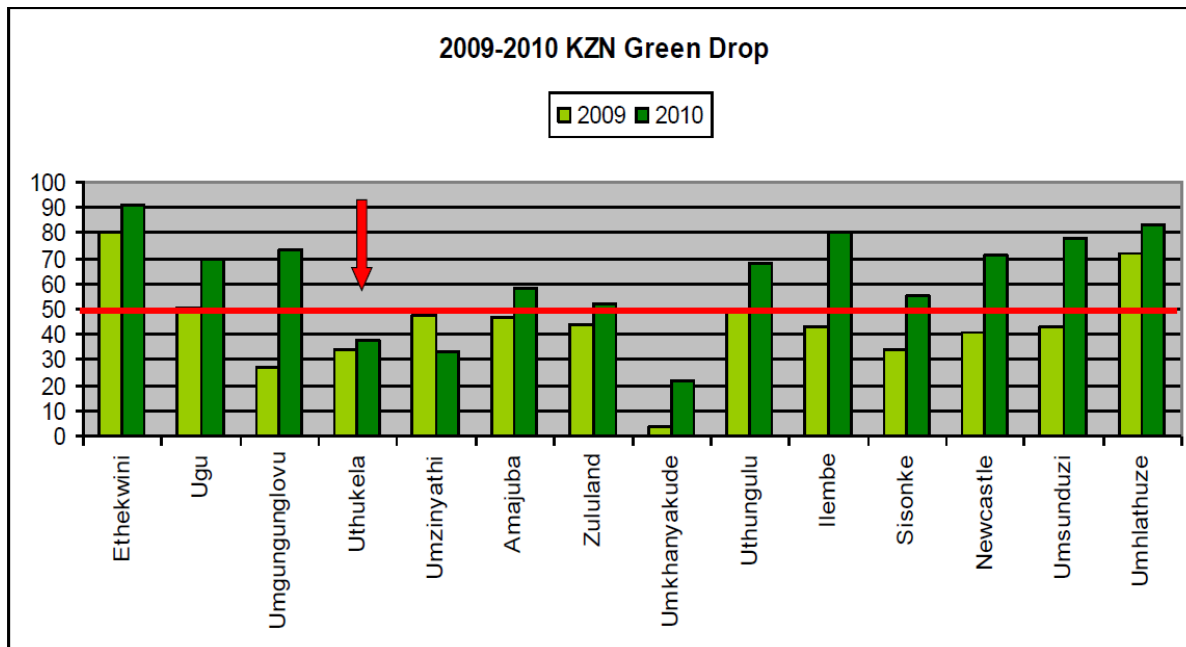
Table 8: KwaZulu-Natal Blue Drop status – (2010-2012)

Source: DWA March 2014

Water Services Authority	Provincial Blue Drop Log Position	Blue Drop Score 2012	Blue Drop Score 2011	Blue Drop Score 2010
eThekweni Metro (+Umngeni Water)	1	98.77	95.71	96.10
Newcastle LM(+UThukela Water)	2	96.50	75.61	74.80
iLembe DM (+Umngeni Water)	3	95.38	85.54	50.80
Msunduzi LM(+umngeni water)	4	95.38	95.60	73.20
uMzinyathi DM (+ Umngeni water)	5	93.45	70.01	66.00
City of UMhlatuze(+Umngeni water)	6	92.42	89.26	80.40
Ugu DM (+ UMngeni 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

The table above shows that UThukela district is the least ranked in terms of drinking water quality which should be a cause for concern and requires immediate intervention. Access to safe drinking water and adequate sanitation is a powerful environmental determinant of health and well-being of the community.

Figure 8: KwaZulu-Natal Green Drop status – (2009, 2010)



Source: DWA March 2014

The green drop status demonstrates the municipality's standards in the management and delivery of an efficient waste water service. It covers management of wastewater in its journey from source, conveyance in sewer networks, treatment at wastewater works and its final discharge to the receiving environment. The UThukela district is again found way below the average mark of the quality standards highlighting the need for infrastructure towards serving this purpose.

The Blue Drop and Green drop status of water has implications for investment in the district as investors do consider the quality of water in their investment decisions. This status quo therefore has implications for investment in the district and has to be addressed as a matter of priority. The 2012 green drop accumulative risk rating assessment presents a risk rating score of 76.7% for UThukela DM and places it as the second most critical WSA in KwaZulu-Natal. Two of UThukela's Waste Water Treatment Works (WWTWs) are regarded as critical risk plants; four are regarded as high risk plants and two as medium risk plants. Staff constraints are also negatively impacting on the regulation of industrial wastewater discharged to the plants at Ladysmith, Estcourt and Ezakheni. This scenario has resulted in recommendation that UThukela DM establish a focused programme that seeks to improve the operation and performance of all the WWTWs. The DM has to ensure that a risk abatement plan is put in place and the implementation prioritized to improve compliance.

Water supply

The water supply backlog as at the end of June 2011 was 28.75% in the district. This translates into the figure of 40146 households without access to safe water supply and 99 492 households have access to water supply in uThukela district municipality. The situation varies across the different local municipalities, ranging from 15.59% in Emnambithi LM to 44% and 45% in Okhahlamba and Imbabazane LMs.

Overall, there is large variation in the level of services to different municipalities. The lowest levels of access to basic services are in Imbabazane local municipality at 30%, followed by Indaka local municipality at 34%. The municipalities with the highest levels of access to basic services are uMtshezi at 65% and Emnambithi/Ladysmith at 64% in 2011 although parts of Ezakheni are continuously without water. The cost of water supply by means of water tankers is estimated at R40 million per annum. Illegal water connections are pervasive - due to under design of schemes which do not take growth into account.

UThukela Water Pty Ltd was originally set up to be the water services authority in Amajuba, UMzinyathi and UThukela Districts. However the relationship has been plagued with problems and seems to exacerbate the water delivery problems e.g. in Indaka only 10% of schemes are reported to be working, with most either damaged and unfixed (UThukela Municipal Turn-around Strategy MTAS, 2012). It is clear that the institutional arrangements to facilitate water supply and plan for future growth are not in place: no service level agreements are in place, integration & institutional arrangements between water planning & service delivery are not functioning properly. The IDP cites lack of capacity & skilled people.

The MTAS 2012 cites insufficient future bulk water supply, various water schemes are non-functioning and water Losses are estimated at 40 – 60 %. Old asbestos pipes are still in use and need to be replaced, pointing to the need for an operations and maintenance plan.

The district Water Services Delivery Plan has been completed and adopted and will be reviewed in the current financial year. Exemplified by these descriptions, is that there is acknowledgement in the district of a serious need for planning and delivery of water services on a district-wide, long term basis.

Below is Table 9 showing the issues and priority interventions required as regards water resources in the district of UThukela. The colour coding explanations are as below:

Colour Coding

Intervention required in less than 5 years
Intervention required between 5- 10 years
Intervention required after 10 years



Table 9: Issues and Priorities relating to Water Resources in UThukela

Local Municipality	Towns/Clusters/schemes	Current Source of supply	Water Resource status	Registration of water use	Bulk Water Infrastructure Status	Priority (Resource Perspective)
Emnambithi/Ladysmith	Ladysmith supply area	Klip River, Spienkop Dam, Tugela River				Bulk Water supply infrastructure upgrade
	Driefontein supply area	Borehole Supply, Proposal is to supplement from Ladysmith				Augmenting of additional supplies (Potentially from Ladysmith WW)
	Ezakheni supply area	Tugela River, Spienkop Dam				Implement water loss control programme. Increase bulk infrastructure capacity
	Colenso Supply area	Tugela River, Spienkop Dam				Bulk Water supply infrastructure upgrade
Indaka	Ekuvukeni Lime Hill supply area	Sundays River, oliphantskop Dam				Augmenting of additional supplies
	Ngedlengedleni	Ground water				Bulk Water supply infrastructure upgrade
	Tugela Estates Supply area	Tugela River Groundwater				Bulk Water supply infrastructure upgrade
UMtshezi	Estcourt	Bushmans River(Wagensdrift Dam)				Bulk Water supply infrastructure upgrade
	Weenen	Bushmans River (Wagensdrift)				Improve performance of the bulk water infrastructure
	Cornfields	Groundwater				Bulk infrastructure upgrade WC/WDM
Okhahlamba	Zwelisha Moyeni Supply Area	Groundwater, Tugela River				Additional water from Tugela. Upgrade bulk water
	Langloof supply area	Tugela River, Package Plant				Augmentation of supplies required. Bulk supplies need upgrading.
	Bergville	Tugela River, Woodstock				Groundwater Management Plan
	Hambrock	Borehole supply , proposal is to supplement from Bergville in the long term				Improve condition of the existing bulk infrastructure
	Winterton	Little UThukela				Water loss control and consumer use reduction programme
	Loskop	Injasuthi River				

5.5.6 Sanitation

The backlog in delivery of sanitation services averages 22.85% for the district as a whole with variations across the different LMs. This implies that a quarter of the households do not have access to sanitation services.

The sanitation systems consist mainly of rural VIP systems. Schools often have no Sanitation.

Access to refuse removal remains a problem in the district, particularly in Imbabazane and UMTshezi. There is however a decrease of households utilising community and own dumps, as well as households receiving a service from the municipality, other than on a weekly basis. Refuse collection therefore remains a serious environmental and human health issue. The District municipality has finalized the Integrated Waste Management Plan and is providing strategies in addressing the backlogs in refuse collection, both at district and local level. Less capacitated local municipalities should however start to initiate a community based refuse collection service in order to address this challenge. The municipality is also implementing the free basic solid waste for the indigent.

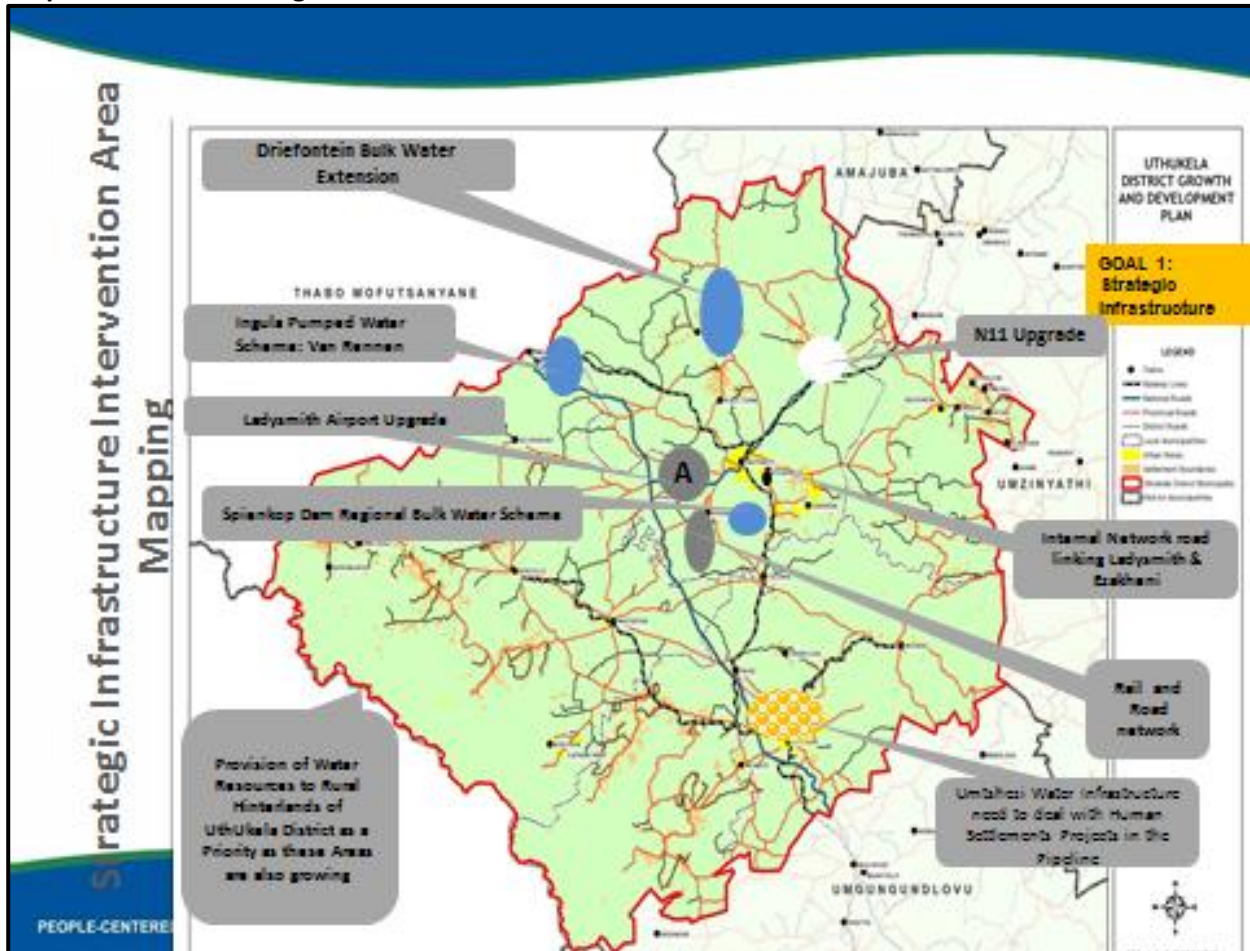
5.5.7 Electric energy production and supply

According to 2011 Census, the number of households with electricity in uThukela district municipality was sitting at 74.5%. The trend is that the number of households with electricity is increasing in the municipality. In 2001 the percentage with access to electricity was 64.2%. There are plans to re-open the decommissioned power station at Colenso. The re-opening of the mine could be dedicated to electricity generation using methods that reduce gas emissions. The backlog together with population and economic expansion needs, make it imperative for this districts long term electricity planning.

5.5.8 Solid waste disposal

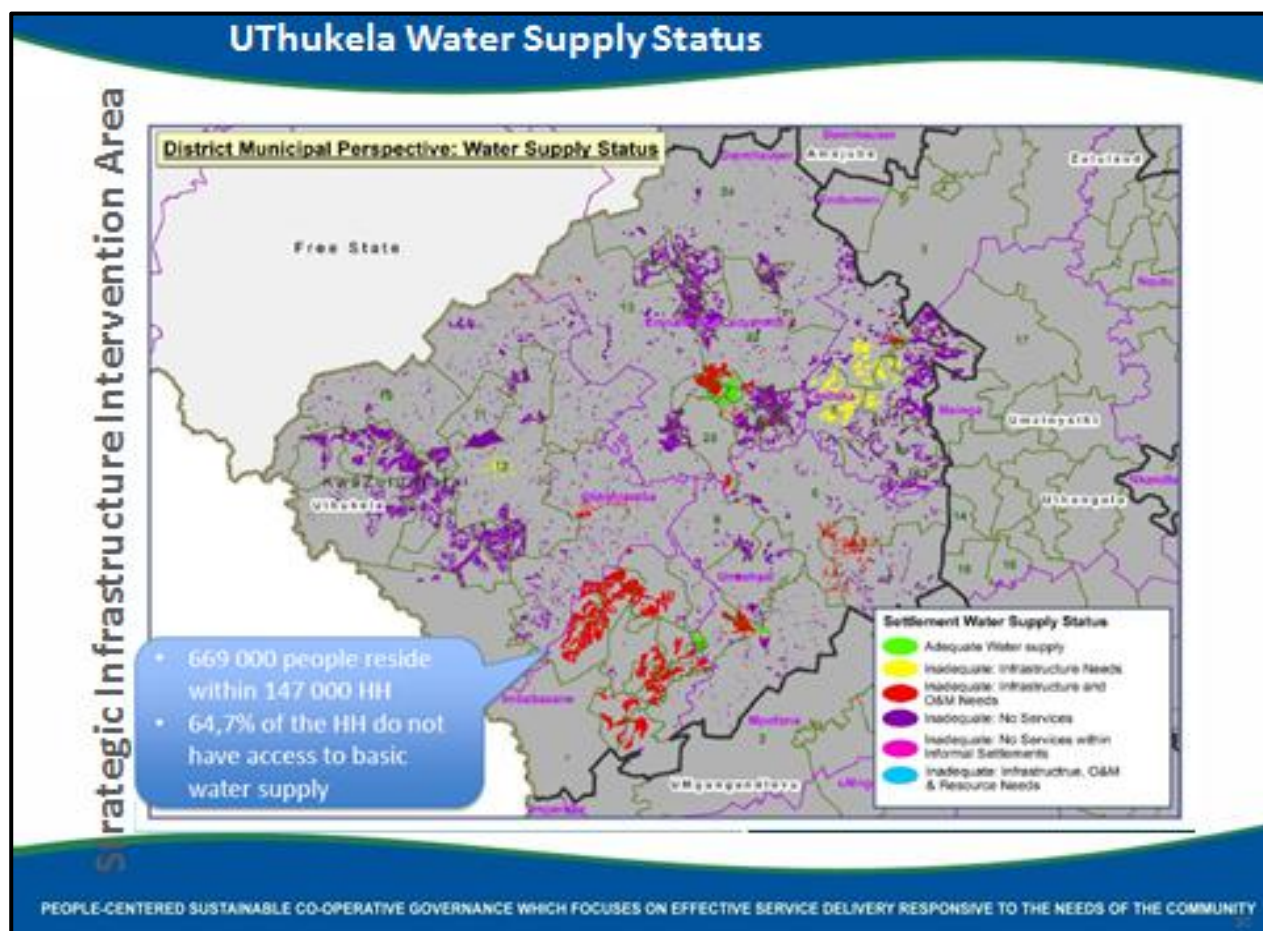
The IDP recounts a worrisome situation with regard to waste management systems and practice, waste treatment facilities and waste disposal site with half the areas of the district not reaching compliance on the various components. The IDP reports that the district has finalised its Integrated Waste Management Plan and is providing strategies in addressing the backlogs. There currently exists a Biogas Project at Dunlop site and Greensea Energy has undertaken a district waste analysis and is ready to invest in this area.

Map 6: UThukela strategic Infrastructure Intervention Areas



The strategic intervention areas for UThukela are as indicated in the map above while the map 6 below shows the UThukela water supply status which calls for accelerated intervention to avert the current shortages.

Map 6: UThukela Water Supply Status



5.6 ENVIRONMENTAL SUSTAINABILITY

The range of environmental attractions in the area is impressive and therein lies much potential for tourism and agriculture development. The area is extremely sensitive however, and due to historic dynamics of re-settlement, settlement without services and neglected planning, the sensitive areas have taken strain and are under threat. The natural resources include important species sites, sites of intrinsic biodiversity value, watercourses and pristine, beauty of mountains and steep slopes. The greater central plateau and river valleys, such as the Sundays and Tugela River are some of the natural resources that should be protected. The most important environmental value associated with these valleys, are their value as catchment areas. The prevalence of dongas and soil erosion are also an indication of poor environmental management and there is therefore a need to implement an environmental management approach. All wetlands are essential for maintaining hydrological services, including flow regulation, water purification and preventing sedimentation.

Natural resources act as primary investment drivers. The key development issues that face uThukela include environmental degradation and the underutilisation of natural and physical resources. This is due to the growth of dispersed settlements with limited infrastructural services. The result is that individuals depend on the environment for energy and water which places the environment at risk and

result in human energy being utilised toward non-productive ends. Areas such as Imbabazane have huge agricultural potential, but lack agricultural infrastructure, such as an irrigation scheme, to gain full benefit of this resource. Without proper control and management, the natural resources that rural people depend on to survive, may be over utilised which would place such communities at a serious risk.

Large areas of traditional land are located within uThukela, with about 35% of land classified as either “tribal” or peri-urban. A spatial analysis revealed that a large portion of degraded land is located in traditional areas. This is especially true in the Emnambithi, Indaka and UMTshezi local municipalities. The high propensity for soil erosion in these areas, coupled with land mismanagement, has contributed to the status quo.

UThukela district municipality has recognised the continuing threats to the economy and human well-being posed by natural disasters such as veldfires, floods, strong winds and hailstorm – exacerbated by poor climate change / disaster mitigation and response strategies. With support from COGTA, the municipality has embarked on the full range of compliance measures including risk assessments, risk reduction measures, an advisory forum and standard operating procedures in line with the national disaster management framework.

Prospecting permits for fracking were granted to Anglo Coal and to a three-company consortium consisting of Sasol and two foreign energy giants in 2008, covering an 88 000km² tract of land round Lesotho – including the central and southern Drakensberg regions of KwaZulu-Natal despite the Drakensberg being one of the country’s top tourist attractions and a proclaimed World Heritage Site.(Daily News 13 Sept 2011) .Pollution in this area has potential to impact on large parts of the district which calls for the situation to be closely monitored.

The lack of environmental management frameworks is has been a strategy pitfall in the district. Ezemvelo KZN Wildlife has prepared a Critical Biodiversity Areas Map for the district – which is merely a start to the management of the environment. According to the IDP 2014/15 an Environmental Management Framework has been completed for the district but is yet to be adopted by Council.

5.7 GOVERNANCE AND POLICY

5.7.1 Human resource capacity

The IDP 2013-2014 indicated that key positions in the management structures are vacant. This must compromise the strategic planning and operations of the municipal units concerned: manager of corporate services, manager of water services and manager for social and economic services.

The lack of engineers and technicians to deal with infrastructure development results in incapacity to develop the Water Services Development Plan and the lack of alignment between the procurement process and engineering principles.

Similar shortfalls in personnel and financial resources lead to challenges in implementing local economic development and social development.

The development of spatial frameworks and environmental frameworks also suffers from lack of capacity.

Expected human resource from the department of health has not been transferred to the district.

5.7.2 Intergovernmental Relations

The IDP reports that the mandatory IGR structures: the Mayors Forum supported by the Municipal Managers Forum has been formed with applicable terms of reference. In addition, three sub-committee have been formed to facilitate integration of issues: Finance - Infrastructure - Planning & Development Forum; Corporate Services & Communication Forum and General & Social Services Forum.

There are 22 Traditional authorities in the uThukela district. Traditional Leaders are represented at the District Aids Council Structure and they attend the IDP/Budget road shows as well as the IDP Representative Forums meeting. The UThukela local house of Amakhosi has been established and meets on regular basis with uThukela local house to deal with issues of IDP, budget etc. There is planned implementation of securing 20% representation of Amakhosi in the Council meetings.

The structures exist for IGR and they are acknowledged to be in need of strengthening. Key activities for these are to be sought during the development of the DGDP.

The IDP also makes reference to lack in the IGR functions with insufficient public participation in the various municipal processes. The MTAS (July 2012) acknowledged that the district has no community communication strategy, nor equipment for facilitation of public gatherings and no customer satisfaction survey undertaken or planned. To that end, a communication strategy has been developed and presented to MANCO.

Municipal Structures

UThukela district municipality has established relevant committees or portfolio committees and these committees are: Finance and Budget; Cooperate, Disaster, Health and Environment; Water, Sanitation infrastructure and technical services; Strategic Planning, Economic Development and Tourism; Youth, Gender, Sport and recreation.

All the portfolio committees are chaired by the members of EXCO with reporting lines from portfolio committee through to ExCo through to Council.

The need for Ward Committees is acknowledged, however the logistics of travel present a challenge.

The Municipal Public Accounts Committee and the Audit Committee are reported as being in place. The requisite Council and ExCo meeting are reportedly functioning.

5.7.3 Financial Management

The results of the district audit proceeded from a qualified audit opinion in 2010-2011 to a disclaimer of audit opinion in 2011-2012. This is not necessarily an improvement in the opinion and a scan of the gross outcomes reveal a deterioration in the management of district finances with a large increase in the category of unauthorised, irregular, fruitless, wasteful expenditure.

The debt collection rate is cited in the IDP as being 32.6% per month. This represents a challenge to the municipality in terms of administrative systems, service delivery to the areas eligible for taxes and rates

and importantly the necessity to increase the economic infrastructure in order to support the business potential which will in turn enable increased revenue from rates.

5.7.4 Policy and strategy co-ordination

Policies guide planning and implementation and are the starting point for service delivery and investment promotion. The IDP presents a summary of the status of policy tools in the district – summarised below. The aim of presenting this here is to get an update from the Project Steering Committee.

A number of policies (originally developed in 2006 / 2008) have lately been reviewed or developed and were to be submitted to council for adoption in March 2013:

- Supply Chain Management
- Credit control and indigent policy
- Asset management policy
- Contract management policy
- Performance management framework
- Fleet management policy
- Fixed asset policy
- Financial regulations
- Virement policy

The following gaps exist in that no policy documents are indicated as being in preparation:

- Financial control process
- GIS policy
- IT policy.
- Indigent Policy

6 STRATEGIC FOCUS AREAS

Summary of Key Points - Status Quo Analysis

- UThukela district municipality is one of the ten KZN district municipalities and borders three KZN district municipalities namely Amajuba, UMzinyathi and UMgungundlovu with about 75% of the district being rural.
- Land use of the district in the higher western areas of the district is extensive crop production of mainly maize, wheat, soya bean and livestock production.
- The lower lying areas are hotter and drier with limited cultivation due to limited water availability and access to good soils.
- Generally UThukela is characterised by a stable economy driven by agriculture, wholesale and retail sectors with the key economic drivers being agriculture, manufacturing(clothing and textiles, tyres, tools and processing of agricultural products),tourism(established large scale tourism facilities),trade and services(medical, social and IT)
- Agriculture and tourism make a relatively limited contribution to the district GVA despite the opportunities in the sub-region.

- Tourism in the region comprises three parts; the Berg experience, historical tourism involving the battlefields routes through eastern part of the district and the game reserves and wildlife experience in the lower lying bushveld.
- Ezakheni was established as an industrial decentralisation point by the nationalist government in the 1960s with industries locating in the area relying on government subsidies. With the change of government in the 1990s there was removal of government subsidy and closure of the more marginal companies in the industrial area. The number of companies operational at Ezakheni has since increased owing to the benefits associated with land, rail and utility services accessibility.
- Higher order commercial services are provided in Ladysmith, Estcourt, Bergville and the Central business districts at Bergville and Winterton.

STRATEGIC PRIORITIES

There are a number of issues that require prioritisation in the planning scenario of the district. These can be regarded as the foremost strategic moves that the district planning cannot afford to overlook in moving forward and are outlined hereunder. These strategic objectives are overriding and thus separately discussed.

1) Support current market trends

Information and training gained from ICT hubs will not be helpful if growth in ICT businesses and clustering is stagnant and therefore no opportunities for SMMEs are created. It is therefore important **that current market trends must be supported**. Through striking a balance in market regulations, providing strategic infrastructure, and strong leadership; the markets will be better armed to protect themselves against national and global threats. Supporting current market trends includes both agriculture and manufacturing sectors.

Current market trends indicate **a need for diversification**. Agriculture needs to be “re-invented”. Diversifying the range of crops and establishment of appropriate scale processing facilities supported by land-legal arrangements, irrigation and appropriate energy infrastructure – are key ingredients for diversification and extending the agricultural practices in uThukela. The need for diversification is not limited to the agricultural sector; innovative projects catering to future growth markets are necessary to expand the manufacturing industry which is vulnerable to global market conditions. Projects such as bioethanol production, biofuels and the range of plastics, metal, cement, textiles and furniture which rely on input products from within uThukela, but produce products for sale outside of the province or even the country are essential for expansion.

In terms of current market trends, it is key to note that the Department of Economic Development and Tourism of KwaZulu-Natal (EDTEA) embarked on an economic development initiative that heralds the establishment of Industrial Economic Hubs (IEHs) across all its municipal districts. These are envisaged to complement the Special Economic Zones sponsored by the Department of Trade and Industry (DTI). The development of the IEH initiative followed five phases that are interconnected namely inception, planning, feasibility studies, business plan and implementation.

A Comparative Advantage Study formed a critical element of the inception phase of the initiative after which followed recommendation of focus economic activities that would improve the development

prospects in the individual districts. This then informed the IEHs that would be established in each district. The IEH option for UThukela District was identified as an electronics hub. Draft feasibility studies have been conducted to evaluate and analyse the impact and potential success of each hub with extensive research having been undertaken to support the process of decision –making. Key outcomes from the IEHs feasibility studies indicate that the UThukela electronics hub was identified as potentially feasible with the anchor tenant, however, still to be identified. There was still lack of a compelling incentive package to convince investors and business to invest and locate in the hub. Also key is a global competitiveness assessment which has not yet been done. The feasibility study will be reviewed further to ensure that identified critical issues are taken into account. In addition, the concept of agri-hubs which includes production, processing, logistics and retail components holds promise for the development of the agriculture sector in the district.

2) Consolidate and develop the intergovernmental relations and relations with social partners

Besides plans, best practice in development shows that the **institutional mechanisms** to drive development are most important. Intergovernmental Relations (IGR) forums have potential to be developed for internal coherence and to be expanded to draw in social partners, namely, the private sector and relevant civil society participation.

A local economic development agency responsible for driving economic development could be formed in the district. Such an agency should be focusing on identified key economic sectors within the district namely agriculture, manufacturing, tourism and the services industry. The agency will also be responsible for trade and investments promotion. The investment opportunities are identified by way of private sector engagements, public sector and gap analysis while the philosophy of the agency will be built on the global best practise in local economic development.

There is scope for nurturing new ideas that have commercial potential and impact on poverty, jobs and empowerment. Opportunity exists to build a strong project management unit within the agency that will be able to sustain efforts to bridge the 1st and 2nd economies within the district. The other departmental objectives vital for economic growth are building effective partnerships between the public sector support institutions and the private sector and effectively facilitating finance for projects.

As this DGDP is developed with further details captured in an implementation plan and targets, the Departments of Social Welfare, Education and Health will be drawn in to provide (and develop) concrete plans which respond to the growth scenarios envisaged by the spatial and infrastructure frameworks.

3) Strategic planning priorities

The following district-wide strategic planning mechanisms are required:

- Develop district-wide electricity supply plans for future city and town building
 - Develop a district-wide ICT plan inclusive of the entire hierarchy of settlements
 - Develop a robust inter-modal transportation model
 - Health sector plan to cater for population growth and new nodal developments
 - Human resource planning to cater for the future skills needs of the district.
- Ensure that the Department of education implements its current service delivery plans; establish the high-skills needs and negotiate for satellite campus facilities with the large tertiary institutions in the

province – in the short term. For the medium to long term the district needs to clarify with the Department of Higher Education and Training what type of campus could best serve the district.

4) Support Catalytic Projects

There are a few catalytic projects in UThukela. These should be supported and they include:

- The airport upgrade
- Internal road link between Ezakheni and Ladysmith
- N11 road upgrade
- Bulk water and electricity provision
- The Electronics Hub

5) Plan for long-term growth

Planning for the long term growth of the economy of the area should be supported by Government. The long term planning should include:

- Promotion of tourism expansion in the Drakensberg, battlefields and cultural-adventure tourism
- Establishment of retail hubs at strategic locations such as the airport, Ezakheni and Mtshezi
- Diversification of and expanding agriculture sector in the district and
- In the context of constraints, identify and package opportunities for future industrial development.
- Noting that ITB land is excluded from land restitution, investigate possibility that this should be allocated to entities that can /will be responsible for productive use of the land. ITB land could be subdivided into small units with individuals having a stake that they can actually see and be accountable for in order to be productive.
- Investigate the possibility of applying a developer's contribution for new investments going forward. This has been successfully implemented in some districts.
- A strong Water Board must be in charge after the experience of UThukela Water.

POINTS AND COMMENTS TO NOTE ON THE STRATEGIC FOCUS AREAS

There are a range of issues to note in UThukela that have a bearing on the development of the district in the medium to long term.

Agricultural Sustainability

Too little of the potential agriculture land is being utilised. Many existing commercial farmers had felt threatened and converted their commercial farming into game farming. The district should not lose farming to conservation. It is important to note that Government and Province need policy on land

utilisation. Land claims and redistribution should not jeopardize utilisation of agricultural potential. Since we need to produce food, we should be turning subsistence into commercial farming and not the other way round.

Rural Nodal Development

Increased unemployment because of a lack of investments and skills in rural areas is leading to increased poverty and socio-economic problems. This also causes migration to cities in search of jobs, which has a huge impact on the resources in city areas. The provincial rural nodal development initiative seeks to create an environment for business growth in rural areas, and the development of selected rural nodes to facilitate their socio-economic growth towards a sustainable future.

Nodes in UThukela

Ladysmith has been identified as a District node. The primary nodes in the District have been identified as Bergville, Winterton and Estcourt. The secondary nodes are Ekuvhukeni, Colenso, Ezakheni and Wembezi. There has also been interest on the Government's side to develop social facilities and administrative services at tertiary nodes i.e. Weenen, Mathiwanoskop, Geluksberg and Driefontein. Lastly there are rural service centres such as Lusitania, Roosbom and Thembelihle. In the same vein, it has been noted that there is need to re-activate Ezakheni in a township regeneration strategy.

Conservation of Resources

Areas where development is not allowed have also been identified such as buffer areas and the feet of the Drakensberg. The most threatened type of vegetation in UThukela is the grassland and any development has to consider EIAs. The conservation of pristine areas ensures continued income for tourism purposes.

The Water Master Plan

The Water Master Plan currently being developed in Ladysmith covers 85 % of the space in UThukela. Okhahlamba, Indaka, Ladysmith and small parts of Imbabazane are covered and only UMTshezi is not served by the Master Plan. Driefontein has about 70 000 – 80 000 people and must be linked to Ladysmith through the Driefontein Bulk Water Extension. This project has had problems of funding. It was due for completion in 2016 but that is not going to be possible. Infrastructure is now expected to be in place by 2018.

The Incorporation of Traditional Leadership in Planning

The Amakhosi in the District have got a perspective on how regional and local economic development should work and some of their concerns are highlighted here. At the regional and local economic development summit 2013, a call was made for the halting of exploitative development in rural areas. (For example it was noted that servitude and quarry/sand are not paid for and policy should be made in that regard). Planning should be done concurrently with traditional leaders as opposed to consultation. Institutions should be working directly with ubukhosi. The Local House of Traditional Leaders emphasised the need for re-thinking the model for financing rural areas and commercialisation of agriculture.

District Strategic Objectives

The strategic approach to setting out the framework of strategic goals and objectives is shown in the diagram below illustrating the PGDP rationale of selecting only the high level, priority areas. The section that follows indicates the apex indicators under a specific goal, the district strategic objectives and their related indicators. In the final analysis the district interventions and projects will be time-framed with an indication of where these will be located. The lead responsibility partners will spearhead implementation and the process will be aptly illustrated within the institutional model to drive such process.

Table 10: District Strategic Objectives

PGDP Goal	District Strategic Objective
1. Job Creation	1.1. Promote Agriculture & Rural development
	1.2. Promote Strategic Sectoral Development, Trade, Investment Promotion and Marketing
	1.3. Increase job creation in key sectors
	1.4. Create a developed and expanded business sector comprising of the full spectrum of large, medium, small, micro and informal businesses
	1.5. Spearhead Knowledge Development in the District
2. Human Resource Development	2.1. Strengthen Human Resource Capacity
	2.2. Create an enabling Environment for Economic Development
	2.3. Strengthen Youth Skills Development
3. Human and Community Development	3.1. Increase Access and provision of basic services
	3.2. Enhancing Health of Communities and Citizens
	3.3. Enhance sustainable Household Food Security
	3.4. Sustainable Human Settlements
	3.5. Safety and Security
	3.6. Social Capital
4. Strategic Infrastructure	4.1. Development of Airports
	4.2. Development of Road and Rail Networks
	4.3. Development of ICT Infrastructure
	4.4. Improve Water Resource Management & Supply

	4.5 Improve Energy Production and Supply
5. Environmental Sustainability	5.1. Increase in productive use of land
	5.2. Advance alternative energy generation & reduce reliance on Fossil fuels
6. Governance and Policy	6.1. Strengthen Policy, Strategy Co-ordination & IGR
	6.2. Building Government Capacity
	6.3. Eradicate fraud and corruption
	6.4 Promote participative, facilitative and Accountable Governance
7. Spatial equity	7.1 Actively promote spatial concentration and co-ordination of Development interventions
	7.2 Effective spatial Planning & Land management systems

IMPLEMENTATION PLAN

6.1 Goal 1: Job Creation

Indicator	Target 2015 - 2020
Contribution to District GDP by each sector:	
Agriculture	7.2 %
Manufacturing	21.6 %
Business, Real Estate , Insurance & Finance Services	16.5 %
Tourism	5 %
Unemployment rate	18.2 %

Strategic Objective 1.1 Promote Agriculture and Rural development

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Expediting resolution of land claims	<ul style="list-style-type: none"> Umtshezi (143 245 ha) Emnambithi (33 016) Indaka (29 311 ha) 	2015-2020	Local Municipality LED Managers, Emnambithi TVET, SEDA, EDTEA, DARD DRDLR, DARD, COGTA and Ingonyama Trust Board (ITB), Traditional Authorities, UThukela Planning Dept.	Hectares of land released in terms of Land claims
2. Specific agricultural technical capacity building	<ul style="list-style-type: none"> Emnambithi, Ezakheni area, Besters. Imbabazane and 	2015-2020	Local Municipality LED Managers,	Number of agriculture related capacity building

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
for production systems.	uMtshezi.		Emnambithi TVET, SEDA, EDTEA, DARD	and supporting farmers by way of agricultural training initiatives incorporating technical and business skills
3. Investigation of the feasibility and locality of an abattoir	Initially in the District Municipality but eventually in each local municipality.	2021-2025	<u>Local Municipality LED Managers,</u> COGTA	A functional abattoir
4. District Agri-processing Hub	TBD	2026-2030	<u>Local Municipality LED Managers,</u>	Agri-processing Hub and open farms in place Quantity of locally processed agricultural products
5. Revive the Farmers Association relationship with District and Local Municipalities who will also investigate alternative production methods e.g no-till agriculture. Institute training programmes.	Imbabazane- Mtshezi. Okhahlamba All	2015 - 2020	<u>Local Municipality LED Managers,</u> Local farmers Association, Ladysmith Chamber of Commerce	Functioning Association between farmers and Municipalities
6. Support livestock farming, Establish grazing camps, fence & protect them	UMtshezi, Mbabazane, Okhahlamba	2015-2020	<u>LED Managers</u> DARD, Mbabazane LM, Okhahlamba LM, UMtshezi	Number of Grazing Camps established

Strategic Objective 1.2: Promote Strategic Sectoral Development, Trade, Investment Promotion and Marketing

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Development of an Electronics Hub	Ezakheni IThala Industrial Park	2015-2025	<u>UThukela DM</u> Emnambithi LM, EDTEA, IThala, TIKZN	Electronics Hub & tenants in place
2. Revive the old plant at Colenso	Colenso	2021-2025	<u>Emnambithi LM</u> , UThukela Planning, ESKOM, EDTEA, Dept. of Energy	Quantity of energy produced at Colenso
3. Revive the Royal Natal Hotel and facilities.	Royal National Park	2026-2030	<u>KZN Ezemvelo</u> UThukela Planning, Okhahlamba LM, EDTEA,	Ownership and management structure in place. Well-functioning Hotel
4. Consolidate UThukela Tourism Route	Drakensberg world heritage site, KZN Ezemvelo wildlife areas(Giants Castle & Garden Castle),Maloti-Drakensberg Transfrontier Park , the Battlefields & AMAFA sites	2015-2020	<u>UThukela District Planning</u> (Co-ordinate) EDTEA, UThukela Planning, & the LMs	Number of foreign visitors into the District
5. Establish Bergville Hospitality School	Bergville	2021-2025	<u>Okhahlamba LM</u> EDTEA, UThukela Planning,	Hospitality school in place

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
6.Upgrading roads to tourist establishments specified in Goal 4.2	Road sites indicated in Strategic Infrastructure Goal 4 .	2015-2020	-	-
7. Identify services sector priority areas for investment	Okhahlamba, Imbabazane, Indaka (as per Investment promotion and facilitation strategy- IPFS)	2015-2020	<u>Okhahlamba LM,</u> <u>Imbabazane LM</u> EDTEA, UThukela Planning	Investment level in the services sector
8. Establishment of a Development agency within the District Municipality	Emnambithi /Ladysmith	2015-2020	<u>UThukela District Planning,</u> EDTEA	District agency in place
9. Business Retention & Expansion programme (BR &E) for the entire district	This should be spread across all LMS	2015-2020	<u>EDTEA (Lead),</u> TIKZN, UThukela Planning, SEDA	An integrated BR & E programme
10.Drakensberg Cable Car Development	Busingatha Valley to Mount Amery peak in Drakensberg	2015-2020	<u>Okhahlamba LM</u> EDTEA, UThukela DM , TKZN	Completed Cableway
11.Develop the UThukela Logistics Hub	Emnambithi	2015-2020	<u>Emnambithi LM</u> EDTEA, UThukela DM, TIKZN	UThukela Logistics Hub
12. Develop the Commercial Development along Helpmekaar Road	Emnambithi	2015-2020	<u>Emnambithi LM,</u> UThukela DM,EDTEA, TIKZN	Commercial Development on Helpmekaar Road
13.Consolidate the Maluti - Drakensberg Transfrontier Park	Okhahlamba	2020-2025	<u>Okhahlamba LM</u> EDTEA, UThukela DM, Sehlabathebe National Park(Lesotho)	Developed well-functioning Drakensberg–Maluti-Transfrontier Park

Strategic Objective 1.3: Increase Job Creation in key sectors

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. EPWP	EPWP(Sectors are implementing and determine location)	2015-2020	<u>UThukela Economic & Social Services Department</u> UThukela Planning, Public Works Dept, EDTEA	Number of jobs created by EPWP

Strategic Objective 1.4: Create a developed and expanded business sector comprising of the full spectrum of large, medium, small, micro and informal businesses

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Implementation and enforcement of B-BBEE	All the local municipalities	2015-2020	<u>District CFO Office</u> UThukela Planning EDTEA	Quantum of goods purchased by Government from BBBEE suppliers

Strategic Objective 1.5: Spearhead Knowledge Development in the District

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Emnambithi TVET partnering with higher education institutions to conduct research	Emnambithi / Ladysmith	2015-2020	<u>Emnambithi TVET</u> HRD Council, UThukela Planning, EDTEA,	Research capacity established at Emnambithi TVET
2. Improve knowledge management on economic sectors and investment opportunities in the district by partnering with EDTEA and TIKZN	District & at Local Municipalities	2015-2020	<u>Emnambithi TVET</u> TIKZN, EDTEA, UThukela Planning, HRD Council, Ladysmith Chamber of Commerce	Overall Production in the economic sectors

6.2 Goal 2: Human Resource Development

Indicator	Target 2015 - 2020
Percentage of Grade 1 learners who attended a Grade R class.	35%
Gross enrolment rate at primary school	96%
Gross enrolment rate at secondary school	89%
FET NC(V) graduation rate	70%
Numbers participating in AET.	TBD

Strategic Objective 2.1: Strengthen Human Resource capacity

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Form a District-wide HRD Forum that includes Municipality, TVET, private sector and other stakeholders to establish satellite campuses and artisan opportunities in needed skills areas (education and training) as well as the necessity for new institutions of learning.	District wide HRD to be actioned	2015-2020	<u>UThukela Planning,</u> HRD Council, TVET	District wide HRD Forum

Strategic Objective 2.2: Create an enabling environment for Economic Development

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Training and awareness campaigns on alternative energy use	Emnambithi	2015-2020	<u>Emnambithi TVET</u> UThukela Planning, EDTEA, Dept. of Energy	Alternative energy awareness campaigns
2. Compute skills list & identify skills gaps	Emnambithi TVET (Already initiated process)	2015-2020	<u>Emnambithi TVET</u> , Ladysmith Chamber of Commerce	Skills list in place emanating from identified skills gap
3. Increase enrolment into post school training institutions	Emnambithi Okhahlamba Indaka	2021-2025	<u>Emnambithi TVET</u> UThukela Planning	Youth enrolled in FET College programmes & other post school training institutions. Database of graduates.
4. Electronics training	Emnambithi/Ladysmith	2015-2020	<u>TVET Emnambithi</u> , EDTEA(As custodians of electronics Hub Initiative), , UThukela Planning	Number of successful completions of electronics training

Strategic Objective 2.3: To strengthen Youth Skills Development

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Participate in the plan rolling out an entrepreneur Development Programme targeting the youth, based on a pilot which the KBCC ran in four local areas of the Province.	Estcourt, Bergville, Winterton, Emnambithi	2015-2020	<u>LED Managers in the Local Municipalities</u> , UThukela Economic & Social Services Department UThukela Planning, EDTEA,TVET	Entrepreneur Programs initiated in District

6.3 Goal 3: Human and Community Development

Indicator	Target 2015-2020
Longevity, life expectancy	M: 58.4 F: 62.7
Decrease in absolute poverty: % below food poverty line (Baseline: NIDS, 2008, PL = half R418 proposed by NPC)	10.79
Decrease in social inequality: share of income earned by poorest 60% (source data: NIDS)	22.1
Total number of crimes measured as the number of crimes reported per 100 000 /population)	2500

Strategic Objective 3.1: Increase access to and provision of basic services

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Expedition of OSS	Okhahlamba, Indaka and northern Ladysmith priority areas	Short-term and on-going	<u>Economic Services & Social Development</u> OTP, UThukela District Planning, EDTEA, DSD	Poverty levels (HDI Index)

Strategic Objective 3.2: Enhancing health of communities and citizens

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Review of health facilities in light of population projections and nodal developments	Estcourt, Bergville, Winterton, Ezakheni, Colenso, Wembezi, Ekuvukeni, Sobabili	2021-2025	UThukela Planning, Dept. of Health	Number of reviewed health facilities
2. Increase ARV uptake for HIV/TB co-infected	District health facilities offering service	2021-2025	UThukela Planning, Dept. of Health	Uptake of ATR for HIV/TB co-infected
3. Increase Emergency Medical Response Services	Western Imbabazane, North east Okhahlamba.	2021-2025	UThukela Planning, Dept. of Health	Emergency Medical Response services in district (Ambulances)
2. Establishment of the UThukela District Health Council	Ladysmith	2015-2020	UThukela Planning, Dept. of Health	Formation of an UThukela District Health Council
3. Aggressive screening for TB in pregnant mothers, lactating moms and children under 5.	All district health facilities	2015-2020	UThukela Planning, Dept. of Health	TB outcomes in pregnant and lactating mothers, children under 5.
4. Address the high occurrence of teenage pregnancies in the district – proactive and preventative measures.	Bergville, Ezakheni, Winterton, Estcourt	2015-2020	UThukela Planning, Department of Health	Database of teenage pregnancies
5. Development of the Bergville Indoor Sports Complex	On the outskirts of Bergville	2015-2020	OKhahlamba LM UThukela DM, DSD, EDTEA	Bergville Indoor Sports Complex in place

Strategic Objective 3.3: Enhance sustainable household food security

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Promote the schools nutrition programme by addressing its current challenges with school acting as a nucleus for up scaled food production.	Winterton, Bergville, area around Frere and Geluksburg, Elandsgate (These are areas with good agricultural potential)	2015-2020	<u>LM LED Managers</u> , UThukela Planning, DARD	Number of schools participating in the schools Nutrition program in the district
2. Roll-out of community gardens	Imbabazane villages with high agricultural potential(Area around Hlubi and northeast of Mhlungwini.)	2015-2020	<u>LED Office in UTDM</u> , DARD, Imbabazane LM	Number of Community gardens rolled out

Strategic Objective 3.4: Sustainable Human Settlements

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Establishment of a joint district forum addressing integrated development planning	To be actioned by District municipality	2015-2020	<u>UThukela District planning</u> , Dept. Human settlement,	A Joint District forum addressing integrated development planning
2. Densify or decentralise appropriately to meet service delivery needs in order to obtain a balance	District-wide (To identify specific areas)	Short - medium term plans in Housing Sector Plans of the Local Municipalities in UThukela	<u>District planning</u> , Dept. Human settlement,	Number of densified settlements
			District planning, Dept. Human settlement,	Number of informal settlements transformed.
3. Increasing of Housing capacity within the	All the Local Municipalities (Prioritise Imbabazane and	2021-2025	<u>District planning</u> , Dept. Human settlement, Local	Number of new houses

municipality	Emnambithi whose Housing backlogs are highest)		Municipalities	
4. Identify informal settlements requiring infrastructural interventions	UMthezi has as identified Cornfields, Thembalihle and Mimosadale(Identified by StatsSA 2011)	2015-2020	District planning, Dept. of Human Settlements, Local Municipalities.	Number of informal settlements identified with interventions planned

Strategic Objective 3.5: Safety and Security

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Livestock protection: Tagging, branding and improved visibility. Grazing camps.	OKhahlamba , Imbabazane	2015-2020	UThukela Planning, SAPS, DARD and private security	Levels of livestock theft.

Strategic Objective 3.6: Social Capital

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Improve early childhood development efforts in the district	In all the local municipalities	2015-2020	District Social services Forum	Early childhood development (ECD)sites registered

6.4 Goal 4: Strategic Infrastructure

Indicator	Target 2015 - 2020
Spatial accessibility index As per methodology set out in the KZN PGDP goal area for spatial equity.	TBD
% of households with access to minimum water standard.	58%
% of households with yard water connections	55%
% of households with sanitation to MIG standards	26%

Strategic Objective 4.1: Development of Airports

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Investigate the feasibility of improving the scale of services offered through Ladysmith Airstrip/ Aerodrome	Emnambithi/ Ladysmith	2015-2020	UThukela Planning, EDTEA, <u>Emnambithi LM</u>	Scale of services offered at the Ladysmith Airstrip

Strategic Objective 4.2: Development of Road & Rail Networks

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Internal Road Link from Ezakheni to Ladysmith	<ul style="list-style-type: none"> Emnambithi 	2015-2020	<u>Emnambithi LM</u> , DOT, UThukela Planning & the relevant LMs	Functional roadlink between Ezakheni and Ladysmith
2. N11 road upgrade	<ul style="list-style-type: none"> Along the N11 	2015-2020	<u>UThukela DM Planning</u> , DOT, Local Municipalities	Completed upgrade of the N11

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
3. Upgrade access road R600	<ul style="list-style-type: none"> Along the R74 	2015-2020	UThukela DM, Okhahlamba LM, DOT, Local Municipalities	Completed upgrade of R600
4. Upgrade access road P304 (Roads leading to central Berg)	<ul style="list-style-type: none"> Along the R74 	2015-2020	OKhahlamba LM, DOT, Local Municipalities, UThukela DM,	Completed upgrade of P304

Strategic Objective 4.3: Development of ICT Infrastructure

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Establish Back-bone and access point infrastructure	District priority areas in Emnambithi	2021-2025	UThukela Planning Dept; In conjunction with EDTEA and Telkom	Back-bone and access point infrastructure
2. Link ICT to other suggested interventions e.g. Customers Contact centre	Emnambithi/ Ladysmith	2021-2025	EDTEA, UThukela Planning, Telkom, Emnambithi LM, Ladysmith Chamber of Commerce	Local municipalities with established Access Networks
3. Develop a district-wide ICT plan inclusive of the entire hierarchy of settlements	ICT Plan for the district	2015-2020	EDTEA, UThukela Planning, Telkom	District wide ICT plan in place

Strategic Objective 4.4: Improve Water Resource Management & Supply

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
<p>1. Spienkop Dam Regional Bulk Water Scheme.</p> <p>1.1 Expedite the Driefontein Bulk Water Extension to link Driefontein to Ladysmith.</p> <p>1.2 Demand Management to free up 15ML of water in Ladysmith in order to make possible extension to Mathiwanoskop then to INkunzi.</p> <p>1.3 Completion of existing funded water schemes in order to access new funding.(RBIG)</p> <p>1.4 Registration of all RBIG schemes & Guidance of DWA on where funds should be directed.</p>	<p>Ladysmith/ Emnambithi</p> <p>(This may require augmenting of water from Wagendrift and Woodstock Dams in the later stages as it extends to other LMs)</p>	<p>Short-medium term (Expected to be complete in 2018)</p> <p>2020-2025</p>	<p>UThukela Technical Services, DWA</p>	<p>Percentage completion of Bulk water schemes</p> <ul style="list-style-type: none"> • Mega Litres of water freed up • Funded water schemes completed • RBIG schemes registered • MIG and MWIG funds accessed for sanitation

1.5 Investigate how MIG and MWIG can also be used for sanitation and access these funds.				purposes
2. Incorporate Okhahlamba, Umsthezi and Imbabazane in a WSDP	Entire district except UMTshezi will be covered by this project	2015-2020	<u>UThukela Planning</u> , DWA	Incorporated LMs into WSDP
3.Qedusizi Dam Construction	Besters	2015-2020	<u>UThukela Technical Services</u> , DWA, DARD	Constructed and altered Qedusizi Dam

Strategic Objective 4.5: Improve Energy Production & Supply

District Interventions / projects	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Develop Ingula Pumped Storage Scheme	Van Reenen's Pass, Okhahlamba	2015-2020	<u>UThukela Planning</u> , EDTEA, ESKOM, Department of Energy	Percentage Completion of Ingula Scheme
2. Develop district wide energy plan including alternative energy sources	Energy Plan to cover entire district	2015-2020	<u>UThukela Planning</u> , EDTEA, ESKOM, Department of Energy	District-wide plan with alternative energy sources
3. Explore programme Power Saving Energy in the district, for energy savings in medium size businesses	Emnambithi (As a pilot as this is a new initiative)	2021-2025	<u>UThukela Planning</u> , EDTEA, ESKOM, LCCI, Department of Energy	Programme of energy savings in place.

6.5 Goal 5: Environmental Sustainability

Indicator	Target 2015 - 2020
Number of NPAES areas	TBD
Megawatts produced by means of renewable energy sources	TBD
No of disaster events responded to	TBD

Strategic Objective 5.1: Advance alternative energy generation and reduce reliance on fossil fuels

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Promote district alternative energy resource assessments, strategies and policy interventions	Rural nodes: Free, Stein coal spruit, Cornfields, Thembalihle, Lucitania, Chievely & Okhahlamba LM	2015-2020	UThukela Planning, LMs, EDTEA, <u>LM LED Managers</u>	Alternative energy resource assessments and strategies
2. Installation of solar water heaters to new settlements as well as to those on the indigent register.	Driefontein node, Matiwane Node, Limehill, Weenen, Zwelisha, Dukuza, Emmaus, Geluksburg, Emahlutshini, Ezitendeni	2015-2020	EDTEA, <u>UThukela Economic & Social Services</u> , Relevant Local Municipalities	Number of solar water heaters installed
3. Project using processed cow dung for biogas for cooking.	Farms in Loskop (Okhahlamba Munic) and Ntsonga Farm in Imbabazane	2015-2020	<u>Imbabazane & Okhahlamba</u> LMs, EDTEA	Project on processed cow dung
4. Waste collection – challenge of transport to	Okhahlamba	2015-2020	Okhahlamba Local Municipality	Number of trucks for waste transportation

Landfill site. Budget is available and preliminary studies are complete. Site must be identified and acquired.	Okhahlamba	2015-2020	Okhahlamba LM, UThukela DM, Private sector Landowner	Landfill site in place
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5. Develop Disaster management plan – uThukela DM reviewing the plan.	District auctioning	2015 - 2020	<u>UThukela District</u> and all LMs	Developed Disaster management Plan
6. Disaster Management Centre is being built. It needs to be staffed and operationalized.	TBC	2015 - 2020	UThukela District Municipality	Disaster management Centre

6.6 Goal 6: Governance and Policy

Indicator	Target 2015 - 2020
Clean audits achieved in District and Local Municipalities	90% Clean Audits
Creation of a single window of co-ordination between the Provincial Government, Municipalities and Non-Governmental forums	New Intervention
Functionality of IGR forums	TBD

Strategic Objective 6.1: Strengthen Policy, Strategy Co-ordination & IGR

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Create a single window of co-ordination between the Provincial Government, Municipalities and Non-Governmental forums	UThukela DM (DGDP Champion to be based in the District)	2015-2020	DGDP Champion in District UThukela DM, All LMs, COGTA	Single window of co-ordination in place between provincial government, NGOs and LMs
2. Resolution of disputes. (e.g. Ward Councillors & Community development Workers)	In all the district wards	The programmes of DSD are set out in their 5 year strategic plans and in their annual Performance Plans – as such they have short to medium term time frames.(2015-2020)	<u>DSD and its project officers in the Local Municipalities</u>	Number of disputes resolved between Ward Councillors and CDWs

Strategic Objective 6.2: Building Government Capacity

District interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
3). Embark on Leadership Development. Training must be accredited so it has to be based under a SETA. Holistic training on various skills for the support secretariat staff of councillors and ward committees.	In all the Local Municipalities	Within 5 months of new councillors and TL appointment. 2016	<u>Office of Municipal Manager</u> , LMs, UThukela Planning	Number of participants and courses undertaken.
2) Promote shared services amongst municipalities	In all the LMs	2015-2020	<u>UThukela DM Planning</u> , LMs	Shared services in place

Strategic Objective 6.3: Eradicating Fraud & Corruption

District interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1) District Operation Clean Audit	In all the LM & at the District as an institution	2015-2020	<u>Office of the CFO</u> , UThukela Planning, LMs	Achievement of clean audit
2) Implement proactive measures to prevent fraud through establishment of a business intelligence tool and fast track disciplinary processes and effective prosecution	UThukela District Municipality (Emnambithi)	2021-2025	<u>District Corporate Services</u> , UThukela Planning, Office of the CFO, LMs	Business intelligence Tool to curb fraud
3) Implement proactive Integrity Management Programmes	All Local Municipalities	2026-2030	<u>District Corporate Services</u> , UThukela Planning Dept, LMs	Integrity Management Programmes

Strategic Objective 6.4: Promote participative, facilitative and accountable governance

District interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1.Establishing effective institutional mechanisms to drive development	District-wide	2015-2020	Office of the MM, UThukela Planning, Local Municipalities	Institutional mechanisms established for driving development

6.7 Goal 7: Spatial Equity

Indicator		
Percentage Housing Backlog.	Baseline	Targets 2015-2020
	Emnambithi : 82%	TBD
	Indaka : 56%	TBD
	UMtshezi : 48%	TBD
	OKhahlamba: 64%	TBD
	Imbabazane : 85%	TBD
Percentage households with a registrable form of tenure.	52%	54%

Strategic Objective 7.1: Identify areas where infrastructure provision will unlock development of the district

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1.Implement Water Master Plan	Regional planning	2015-2020	District Planning	Defined nodal functions
2.Promote development of Ward Based Plans	Along district corridors	2015 - 2020	District Planning	Co-ordinated interventions
3.Consolidate ward based plans into a social development plan (linked to Provincial SDF identification of areas of social intervention).	Regional Planning	2015-2020	District Planning	Ward based plans

Strategic Objective 7.2: Effective spatial planning and land management systems are applied across the District

District Interventions	Location / where	Time frames / Priority level	Lead responsibility & partners	Indicator
1. Formulation of Land Reform Area Based Plans within the District	The ITB is to provide the list of land reform areas including those still unresolved.	2015-2020	Local Municipalities Planning Depts.	Land reform area based plans in district
2. In terms of the Planning and Development Act , address Act 70 of 1970 alignment within Land Use Management Schemes.	In applicable areas	2015-2020	Local Municipalities Planning Depts.	Alignment of Act with LUMS
3. Implementation of land use management schemes across the entire district landscape	In identified nodes and surrounding areas	2026-2030	Local Municipalities Planning Depts.	Implementation of LUMS
4. Alignment of District and Local Municipal Spatial Development Frameworks	District actioning	2021-2025	Local Municipalities Planning Depts.	Alignment of District and municipal SDFs
5. Formulation of District Planning Norms, Standards and Guidelines	District actioning	2015-2020	Local Municipalities Planning Depts.	Formulated district planning norms, standards and guidelines
6. Bilateral discussions between local municipalities and Traditional Councils regarding spatial planning	At local municipality and ward level	2015-2020	DRDLR, DARD, COGTA and Ingonyama Trust Board (ITB), Traditional Authorities, UThukela Planning Dept.	Memorandum of Understanding between the local municipalities and ITB to indicate progress

7 STRATEGIC FRAMEWORK – MONITORING & EVALUATION

The monitoring and evaluation system has two levels of indicators namely Apex and Primary indicators. Apex indicators are high level regional indicators of performance in each goal area contributed to by each strategic objective in that goal. They are the type that can be monitored every six months or annually depending on the availability of data.

Primary indicators on the other hand are monitored on a monthly basis and consist of the outcomes for the strategic projects which are being implemented in the district. These will be monitored on a monthly basis at the Municipal Managers Forum through the district's established forums.

The system will be such that:

- a) Implementation on strategic interventions is monitored on an on-going basis at high level forum (MM's forum) with report generated frequently, blockages identified and corrective action undertaken. These are strategic projects which contribute to the achievement of apex indicators.

In the tables following, the "verification" column refers to sources of data. These may be district, provincial or national sources.

The column "reporting" refers to an entity in the district whose responsibility it is to find the information and report to the MM Forum and the Council. This has to be the responsibility of a district entity.

- b) Overall performance on the high level Apex indicators is available to the leadership, updated every quarter/six months or annually.

The terminology used in this M&E framework is as follows:

TBD	To be determined. Used in cases where data is not available currently. This data will be built up by the responsible district officials as the DGDP becomes entrenched in the district.
District records	This denotes that information is to be sourced from the districts own project management records.
New Initiative	This term is used when an intervention or project is new or about to be implemented. As such the baseline data would not yet be available. Again, this data is to be built up as the DGDP becomes entrenched in the district.

Goal 1: Job Creation

GOAL 1 APEX INDICATORS						
Indicator	Baseline	Target 2015 - 2020	Target 2021-2025	Target 2026-2030	Verification	Reporting
Contribution to District GDP by each sector:						
Agriculture	7%	7.2%	7.4%	7.6%	EDTEA, StatsSA, DARD, DRDLR	District Economic Development Structure
Manufacturing	21%	21.6%	22.2%	22.8%	EDTEA, StatsSA, TIKZN	District Economic Development Structure
Finance ,Insurance, real estate & Business Services	16%	16.5%	17%	17.5%	EDTEA, StatsSA,	District Economic Development Structure
Tourism	2% ¹	5% ²	5.1%	5.2%	StatsSA, EDTEA, TKZN	District Economic Development Structure
Unemployment rate including formal and informal sector	22% (2011)	18.2%	8% ³	6.6%	EDTEA, StatsSA,	District Economic Development Structure

¹ From the district Tourism strategy 2012.

² Tourism contribution is expected to more than double due to cableway & UThukela Tourism Route Consolidation.

³ As per census 2011 unemployment rate fell by 33% in 10years 2001—2011 for UThukela, similar assumption is used for period to 2021

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
1.1	Promote Agriculture and Rural Development	1.1.1	Hectares of land released in terms of Land claims	75 158 ha	140 210 ha	130 103 ha	-	DRDLR	District Economic Development Forum
		1.1.2	Number of agriculture related capacity building initiatives incorporating technical, business skills and land management.	New initiative	5 capacity building programmes in each of the implementation areas <ul style="list-style-type: none"> • Emnambithi • Ezakheni • Besters • Imbabazane • UMTshezi 	Maintain capacity-building initiatives per LM and focus area	Maintain capacity-building initiatives per LM and focus area	District records, DARD records	District Economic Development Forum
		1.1.3	A functional abattoir	New Initiative	Feasibility study 2016 If feasible: business plan 2017. Funding arrangements 2018	Construction and operationalization	Maintain operations	District records	District Economic Development Forum
		1.1.4	Agri-processing Hub and open farms in place	New initiative	Business Plan- 2016 Funding arrangements- 2018 Build - 2019	Operations	Maintain operations	District records	District Economic Development Forum
		1.1.4	Quantity of locally processed agriculture products	New initiative	To be determined by scale of hub as determined by the feasibility study	TBD	TBD	District records	District Economic Development Forum
		1.1.5	Functioning Association between farmers and Municipalities	New initiative	Initialisation and functioning by 2016	Maintain operations	Maintain operations	District records	District Economic Development Forum
		1.1.6	Number of grazing camps established	New in initiative	One in each local municipality namely: Imbabazane, OKhahlamba and Umtshezi - (3)	2 in each of the LMs (6)	3 in each LM(9)	District records	District Economic Development Forum

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
1.2	Promote strategic sectoral Development, Trade, Investment promotion and marketing	1.2.1	Quantity of energy produced by Colenso	New initiative	Feasibility study is complete. Operations were scheduled to start in 2015/16.	700MW target set	Maintain operations	District records	District Economic Development Forum
		1.2.2	Ownership and management structure in place. Well-functioning Royal Natal Hotel	New initiative	Ownership and Management arrangements 2016 Revitalising Infrastructure 2016-2018	Royal Natal Hotel fully functional	Royal Natal Hotel fully functional	District records	District Economic Development Forum
		1.2.3	Number of foreign visitors into the District	162 967	TBD (This will depend to a large extent on the successful completion of the cableway in the Drakensberg)	201 101	239 235 (Based on forecasted tourism figures of KZN Province giving 46.8% increase by 2030)	District records	District Economic Development Forum
		1.2.4	Hospitality school in place	New initiative	Feasibility study -2016 Business Plan – 2017 Funding Partnerships - 2018-2019	Construction	Operationalise the institution by 2028	District records	District Economic Development Forum
		1.2.5	District agency in place	Nil	2015 – Board Constituted 2016 - Operations	Maintain Operations	Maintain Operations	District records	District Economic Development Forum
		1.2.6	Electronics Hub and tenants in place	Nil	Feasibility study Completed- 2015 Business Plan 2016 Implementation Plan 2016 Land –Legal Arrangements 2016 Funding Arrangements 2016 Construction 2017-2018	Construction	Maintain operations of Hub	District records	District Economic Development Forum
		1.2.7	An integrated Business Retention & Expansion (BR&E) programme	1 BR & E in Emnambithi	2016 – One BR& E per Local municipality	Maintain Business Retention and Expansion	Maintain Business Retention	District records	District Economic Development

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
						recommendations	and Expansion recommendations		Forum
		1.2.8	Completed Cableway	New Initiative	Feasibility study done Business Plan Funding Arrangements	Construction	Construction and operationalization	District records	District Infrastructure Development Forum
		1.2.9	UThukela Logistics Hub	New initiative	2015- Engagement of national and provincial government to lobby for support for the logistics Hub(Funds diverted to priority –widening Helpmekaar Rd) 2016- Feasibility Study 2017- Business Plan and Funding arrangements 2018-2020 Construction	Construction	Construction and operationalization	District records	District Infrastructure Development Forum
		1.2.10	Commercial development at Helpmekaar	New Initiative	Secure developer and investors	Construction	Construction and operationalization	District records	District Infrastructure Development Forum
		1.2.11	Developed Well-functioning Drakensberg –Maluti transfrontier park	Functioning , with need for optimisation	Business plan Bi-lateral Service level agreements	Implementing service level agreement	Maintain Operations	District records	District Infrastructure Development Forum
1.3	Increase job creation in key sectors	1.3.1	Number of jobs created by EPWP	New initiative	TBD	TBD	TBD	District records	
1.4	Create a developed and expanded business sector comprising of the full spectrum of large, medium, small, micro and informal	1.4.1	Quantum of goods purchased by Government from BBBEE suppliers	New initiative	Set up record-keeping and data capture system. Produce reports & set	Maintain database and reporting system	Maintain database and reporting system	District records	District Supply Chain Management Dept

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
	businesses				baseline.				
1.5	Spearhead knowledge Development in the district	1.4.1	Research capacity established at Emnambithi TVET	New initiative	TBD	TBD	TBD	District sources	District Structure: Economic Development
		1.4.2	Overall Production in the economic sectors	R13.5 billion	TBD	TBD	TBD	District sources	District Structure: Economic Development

Goal 2: Human Resources Development

GOAL 2 APEX INDICATORS						
Indicator	Baseline	Target 2015 - 2020	Target 2021-2025	Target 2026-2030	Verification	Reporting
Percentage of Grade 1 learners who attended a Grade R class.	33%	35%	40%	50%	Extracted from General Household Survey (GHS) of StatsSA StatsSA	Annual DoE Corporate services
Gross enrolment rate at primary school	95%	96%	98%	100%	DoE Annual EMIS Survey	Annual DOE Corporate Services
Gross enrolment rate at secondary school	88%	89%	90%	90%	DoE	Annual DOE

					Annual EMIS Survey	Corporate Services
FET NC(V) graduation rate	68%	70%	73%	75%	Released annually	Annual OTP (DHET)
Numbers participating in AET.	New initiative	TBD	TBD	TBD		

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
2.1	Strengthen Human Resource capacity	2.1.1	District wide HRD Forum	New initiative	2016 HRD Forum constituted with plan of action to attend to district projects	Maintain operations	Maintain operations	District records	District Social services Forum
2.2	Create an enabling environment for economic development	2.2.1	Alternative energy awareness campaigns	New initiative	TBD	TBD	TBD	District records	District Social services Forum
		2.2.2	Skills list in place emanating from identified skills gap	Emnambithi TVET already initiated program	To complete in 2016 Rework TVET curricula in line with skills gaps 2017	Implement curriculum change and course offerings	Maintain Operations	District records	District Social services Forum
		2.1.4	Database of graduates	New initiative	2016 Database in place on which district can tap into.	Maintain database	Maintain database	District records	District Social services Forum

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
		2.1.5	Number of successful completions of electronics training	New initiative	TBD	TBD	TBD	TBD	District Social services Forum
2.3	Strengthen Youth Skills Development	2.3.1	Entrepreneur Programs initiated in District	New initiative	In 2016, 5 per each area identified. Areas of Estcourt, Bergville, Winterton, Emnambithi have been identified	10	15	District records	District Social services Forum

Goal 3: Human and Community Development

GOAL 3 APEX INDICATORS						
Indicator	Baseline	Target 2015 - 2020	Target 2021-2025	Target 2026-2030	Verification	Reporting
Longevity, life expectancy	M: 56.4 F: 60.7	M: 58.4 F: 62.7	M: 61 F: 65	M: 63.7 F: 68	Stats SA DOH	DOH and Nerve Centre
Decrease in absolute poverty: % below food poverty line (Baseline: NIDS, 2008, PL = half R418 proposed by NPC)	17.99	10.79	5.40	0.00	DOSD LMs	DSD Nerve centre and LED unit
Decrease in social inequality: share of income earned by poorest 60% (source data: NIDS)	19.4	22.1	25.4	29.2	DOSD LMs	DSD and Nerve Centre
Total number of crimes measured as the number of crimes reported per 100 000 /population)	3,608 (2011/12)	2500	1800	600	Collated by National SAPS.	Dept of Com Safety & Liaison DSD and LED

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
3.1	Increase access to and provision of basic services	3.1.1	Poverty levels reduction – Human Development Index (Should increase. The index is made up of life expectancy, education and income indices)	0.43 (2011, EDTEA)	0.59	0.7	0.9	District records	District Social services Forum
3.2	Enhance health of communities and citizens	3.2.1	Number of reviewed health facilities	New initiative	10 Clinics 4 mobiles 1 Community Health Centre	20 clinics 10 mobiles 1 Community Health Centre	All the 36 clinics 14 mobiles and 1 Community Health Centres in the district	District records	District Social services Forum
		3.2.2	Uptake of ART for HIV/TB co-infected	TBD	TBD	TBD	TBD	District records	District Social services Forum
		3.2.3	Emergency Medical Response services in district (Ambulances per 10 000 population)	0.33/10 000	0.4/10000 – 2015 0.52/10 000-2016 0.66/10000-2017	0.8/10000	Norm of 1/10 000 population	District records	District Social services Forum
		3.2.4	Formation of an uThukela District Health Council	New initiative	By 2016 District Health Council Functioning with clear objectives and programme of action	Implement programme of action.		District records	District Social services Forum
		3.2.5	TB Outcomes in pregnant mothers, lactating mothers and children under 5.	TBD	TBD	TBD	TBD	District records	District Social services Forum
		3.2.6	Database on teenage pregnancies	New initiative	TBD	TBD	TBD	District records	District Social services Forum
		3.2.7	Bergville Sports Complex	New initiative	Feasibility study -2016	Construction	Operations	EDTEA, District records	District Social services Forum

					Business Plan -2017 Funding arrangements -2020	Operations			
3.3	Enhance sustainable household food security	3.3.1	Number of schools participating in Schools Nutrition program in the district	New initiative	TBD	TBD	TBD	District records	District Social services Forum
		3.3.2	Number of Community gardens rolled out	New initiative	TBD	TBD	TBD	District records	District Social services Forum
3.4	Sustainable human settlements	3.4.1	A Joint District forum addressing integrated development planning	New initiative	By 2016 Joint Forum in place and functioning	Joint forum maintained	Joint forum maintained	District records	District Social services Forum
		3.4.2	Number of densified settlements around main centres: Bergville, Ladysmith, Escort, Winterton, Colenso.	New initiative	One at each area identified (5)	Two at each of the identified areas(10)	Maintain status	District records	District Social services Forum
		3.4.3	Number of new houses built in the district. Raise at Council	TBD	TBD	TBD	TBD	District records	District Social services Forum
		3.4.4	Number of informal settlements identified with interventions planned	UMtshezi has as identified Cornfields, Thembalihle and Mimosadale	Identify informal settlements in other LMs and intervene	Maintain Operations	Maintain Operations	District records	District Social services Forum
3.5	Safety and security	3.5.1	Levels of livestock theft	New initiative	TBD	TBD	TBD	District records	District Social services Forum
3.6	Social Capital	3.6.1	Early Childhood Development sites registered	20 ⁴	30	50	60	District records	District Social services Forum

⁴ This figure is too low compared to neighbouring Free State with over 1400 registered Early Childhood Development sites might indicate need to initiate collaboration with other districts for learning purposes

Goal 4: Strategic Infrastructure

GOAL 4 APEX INDICATORS						
Indicator	Baseline	Target 2015 - 2020	Target 2021-2025	Target 2026-2030	Verification	Reporting
Spatial accessibility index As per methodology set out in the KZN PGDP goal area for spatial equity.	TBD	TBD	TBD	TBD	District Planning Department in collaboration with Provincial Nerve Centre	District Planning Department
Number of kilometres of declared road that provide access to communities (not relevant to district)	TBD	TBD	TBD	TBD	District Planning Department in collaboration with DOT	District Planning Department
Water: Cubic metres per capita per year available.	TBD	TBD	TBD	TBD	District Technical Services in collaboration with DWA	District Planning Department
% of households with access to minimum water standard.	58%	78%	90%	100%	District Technical Services in collaboration with DWA	District Technical Services
% of households with yard water connections	55%	70%	80%	100%	District Technical Services in collaboration with DWA	District Technical Services
% of households with sanitation to MIG standards	26%	35%	55%	70%	District Technical Services in collaboration with DWA	District Technical Services

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
4.1	Development of Airports	4.1.1	Scale of services offered at the Ladysmith Airstrip	New initiative	TBD	TBD	TBD	District Planning Department & EDTEA, KZN Treasury	District Planning Department
4.2	Development of Road and rail Networks	4.2.1	Functional road link between Ezakheni and Ladysmith	In process	Completed road link	Maintain Operations	Maintain Operations	District Technical Services	District Technical Services
		4.2.2	Completed upgrade of the N11	In process		Completed road upgrade	Maintain Operations	District Technical Services	District Technical Services
		4.2.3	Completed upgrade of P600	New initiative Total km	% km complete	% km complete	% km complete	District Technical Services	District Technical Services
		4.2.4	Completed upgrade of P304	New initiative Total km	% km complete	% km complete	% km complete	District Technical Services	District Technical Services
4.3	Development of ICT Infrastructure	4.3.1	Back-bone and access point infrastructure	New initiative	TBD	TBD	TBD	District Technical Services, & EDTEA	District Technical Services
		4.3.2	Local municipalities with established Access Networks	2 in Ladysmith	Establish in 3 other LMs	Maintain Operations	Maintain Operations	District Technical Services, & EDTEA	District Technical Services
		4.3.3	District wide ICT plan in place	New initiative	ICT Plan should be in place in 2016	Maintain operations	Maintain operations	District Technical Services, & EDTEA	District Technical Services
4.4	Improve Water Resource Management and Supply	4.4.1	Percentage completion of Bulk water scheme	TBD	Subject to availability of funds should be completed by 2018	Maintain Operations	Maintain Operations	District Technical Services in collaboration with DWA	District Technical Services
		4.4.2	Mega Litres of water freed up in Emnambithi	Nil	5 ML	10ML	15 Mega Litres	District Technical Services in collaboration with DWA	District Technical Services
		4.4.3	Funded water schemes completed	TBD	TBD	TBD	TBD	District Technical Services in collaboration	District Technical Services

								with DWA	
		4.4.4	RBIG schemes registered	TBD	TBD	TBD	TBD	District Technical Services in collaboration with DWA	District Technical Services
		4.4.5	MIG and MWIG funds accessed for sanitation purposes	TBD	TBD	TBD	TBD	District Technical Services in collaboration with DWA	District Technical Services
		4.4.6	Incorporated LMs into WSDP	Emnambithi, Okhahlamba, Indaka & Okhahlamba currently in plan	Incorporate Umtshezi into the plan	Maintain status	Maintain status	District Technical Services in collaboration with DWA	District Technical Services
4.5	Improve Energy Production and supply	4.5.1	Percentage Completion of Ingula Scheme.	35%	TBD	TBD	TBD	District Technical Services in collaboration with DoEnergy & ESKOM	District Technical Services
		4.5.2	District-wide alternative energy resource plan	New initiative	TBD	TBD	TBD	District Technical Services in collaboration with DoEnergy & ESKOM	District Technical Services
		4.5.3	Programme of energy savings in place	New initiative	TBD	TBD	TBD	District Technical Services in collaboration with DoEnergy & ESKOM	District Technical Services

Goal 5: Environmental Sustainability

GOAL 5 APEX INDICATORS						
Indicator	Baseline	Target 2015 - 2020	Target 2021-2025	Target 2026-2030	Verification	Reporting
Number of NPAES areas	New initiative	TBD	TBD	TBD	District sources	District structure: Corporate Governance
Megawatts produced by means of renewable energy sources	10	TBD	TBD	TBD	District sources	District structure: Corporate Governance
Number of disaster events responded to.	New initiative	TBD	TBD	TBD	District sources	District structure: Corporate Governance

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
5.1	Advance alternative energy generation and reduce reliance on fossil fuels	5.1.1	Alternative energy resource assessments and strategies	New initiative	TBD	TBD	TBD	District Sources, EDTEA	District Structure: Economic Development
		5.1.2	Number trained in Disaster Management	New initiative	15	20	30	District sources	District structure: Corporate Governance
		5.1.3	Number of solar water heaters installed	New initiative	TBD	TBD	TBD	District sources	District Technical Services
		5.1.4	Biogas Project in place	New initiative	TBD	TBD	TBD	District sources	District Structure: Economic Development

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
		5.1.5	Project on processed cow dung	New initiative	TBD	TBD	TBD	District sources	District Structure: Economic Development
		5.1.6	Number of trucks for transportation of waste	New initiative	TBD	Consolidation	Consolidation	District sources	District Structure: Economic Development
		5.1.7	Landfill site	New initiative	TBD	Maintain Operations	Maintain Operations	District sources	District Technical Services
		5.1.8	Disaster Management Plan	New initiative	TBD	Maintain status	Maintain status	District sources	District structure: Corporate Governance
		5.1.9	Disaster Management Centre	New initiative	TBD	Maintain Operations	Maintain Operations	District sources	District structure: Corporate Governance

Goal 6: Governance and Policy

GOAL 6 APEX INDICATORS						
Indicator	Baseline	Target 2015 - 2020	Target 2021-2025	Target 2026-2030	Verification	Reporting
Clean audits achieved in District and Local Municipalities	75% Clean Audits Audit outcomes of Indaka and Okhahlamba remain poor.	90%	100%	100%	Auditor-General's office	UThukela CFO
Creation of a single window of co-ordination between the Provincial Government, Municipalities and Non-Governmental forums	COGTA KZN and CMRA undertook a benchmarking assessment of Local Economic Development (LED) maturity during 2012.	TBD	Maintain status	Maintain status	UThukela DM IDP Mayors and MMs' Forum	ILembe DM Director: Corporate Governance Technical Support Forum

Functionality of IGR forums	There are communication challenges between the DM and LM due to lack of implementation of IGR framework	TBD	TBD	TBD	UThukela DM IDP Mayors and MMs' Forum	Lembe DM Director: Corporate Governance Technical Support Forum
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No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
6.1	Strengthen policy, strategy co-ordination and IGR	6.1.1	Integrated funding and implementation management framework in place.	Nil	To be put in place by 2016	Maintain status	Maintain status	UThukela DM IDP Mayors and MMs' Forum	UThukela DM Director: Corporate Governance Technical Support Forum
		6.1.2	Single window of co-ordination in place between provincial government, NGOs and LMs	Processes for feedback from these forums to all municipalities	TBD	Maintain status	Maintain status	UThukela DM IDP Mayors and MMs' Forum	uThukela DM Director: Corporate Governance Technical Support Forum
6.2	Building Government Capacity	6.2.1	Integrated public sector HRD and professional support programme	NIL	TBD	Maintain status	Maintain status	UThukela DM IDP	Uthukela DM Director: Corporate Governance
		6.2.2	Implement the creation of Shared Services for Planning & Environmental Management (COGTA Model)	New intervention	To be put in place by 2016	Maintain status	Maintain status	District sources	uThukela District Municipality in collaboration with COGTA
6.3	Eradicating fraud and corruption	6.3.1	Achievement of clean audit	90%	100%	100%	100%	Auditor-General's office	UThukela CFO

		6.3.2	Integrity Management Programmes	NIL	TBD	Consolidation	Consolidation	Auditor-General's office	UThukela CFO
6.4	Promote participative, facilitative and accountable governance.	6.4.1	Institutional mechanisms established for driving development	NIL	TBD	Consolidation	Consolidation	UThukela DM IDP	Uthukela DM Director: Corporate Governance

Goal 7: Spatial Equity

GOAL 7 APEX INDICATORS						
Indicator	Baseline	Target 2015 - 2020	Target 2021-2025	Target 2026-2030	Verification	Reporting
Percentage Housing Backlog.	Emnambithi : 82%	TBD	TBD	TBD	District sources Local Municipalities Planning Depts	Local Municipalities Planning Depts
	Indaka : 56%	TBD	TBD	TBD		
	UMtshezi : 48%	TBD	TBD	TBD		
	OKhahlamba: 64%	TBD	TBD	TBD		
	Imbabazane : 85%	TBD	TBD	TBD		
Percentage households with a registrable form of tenure.	52%	54%	56%	60%	uThukela District Municipality Department of Human Settlement	uThukela District Municipality

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
7.1	Actively promote spatial concentration and coordination of	7.1.1	Defined nodal functions	Identified in the SDF	TBD	TBD	TBD	Local Municipality Planning Departments with UThukela District	Local Municipality Planning

No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
	development interventions							Planning Department	Departments with UThukela District Planning Department
		7.1.2	Coordinated interventions	New initiative	TBD	TBD	TBD	Local Municipality Planning Departments with UThukela District Planning Department	Local Municipality Planning Departments with UThukela District Planning Department
7.2	Effective spatial planning and land management systems are applied across the district	7.2.1	Ward based plans	New initiative	TBD	TBD	TBD	Local Municipality Planning Departments with UThukela District Planning Department	Local Municipality Planning Departments with UThukela District Planning Department
		7.2.2	Land reform area based plans in district	New initiative	TBD	TBD	TBD	Local Municipality Planning Departments with UThukela District Planning Department	Local Municipality Planning Departments with UThukela District Planning Department
		7.2.3	Alignment of LUMS with Act 70 of 1970	New initiative	TBD	TBD	TBD	Local Municipality Planning Departments with UThukela District Planning Department	Local Municipality Planning Departments with UThukela District Planning Department
		7.2.4	Implementation of LUMS	New initiative	TBD	TBD	TBD	Local Municipality Planning Departments	Local Municipality Planning

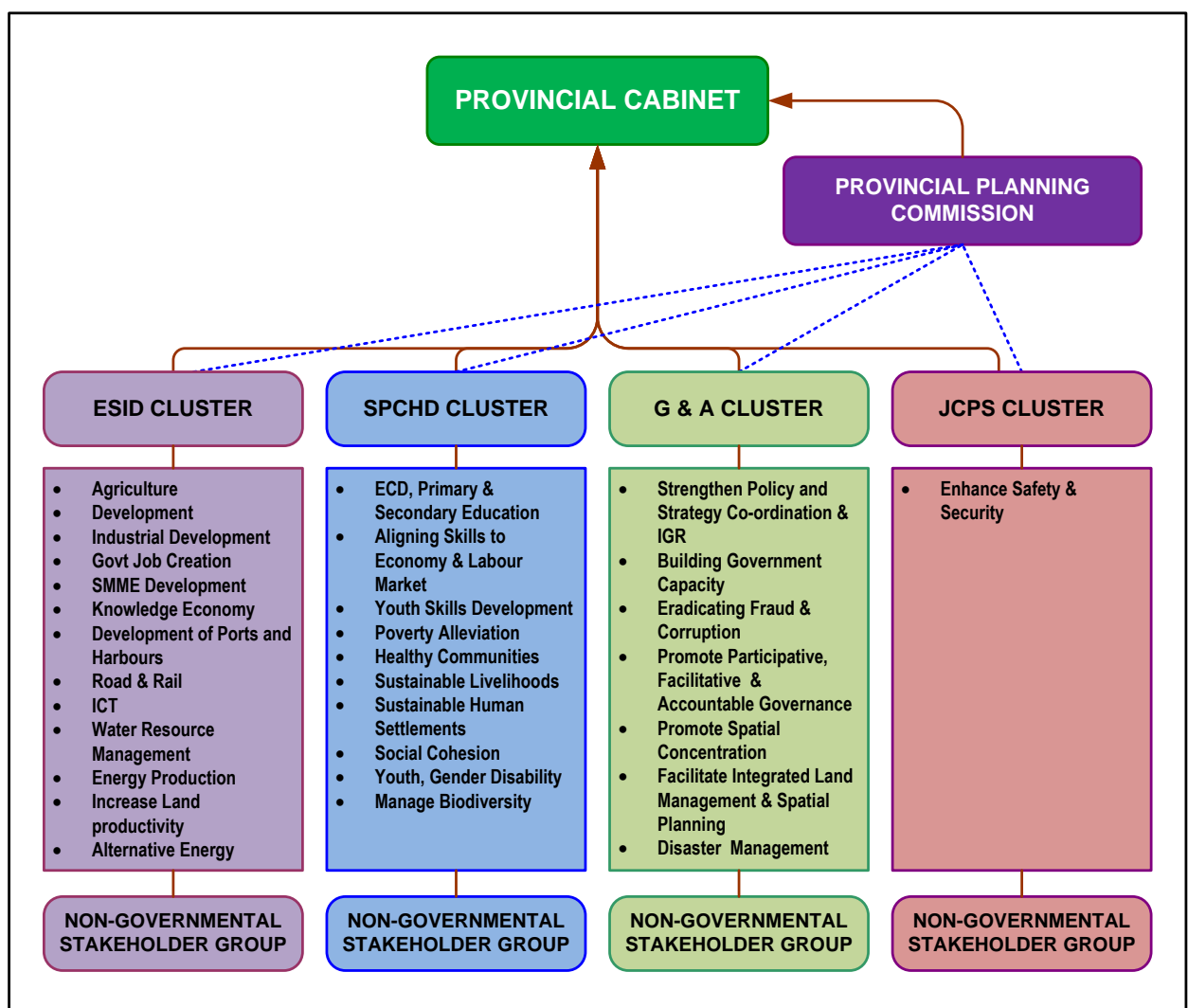
No	STRATEGIC OBJECTIVE	No	Primary Indicators	Baseline	TARGETS			Verification	Reporting
					2015-2020	2021-2025	2026-2030		
								with UThukela District Planning Department	Departments with UThukela District Planning Department
		7.2.5	Alignment of District and municipal SDFs	New initiative	TBD	TBD	TBD	Local Municipality Planning Departments with UThukela District Planning Department	Local Municipality Planning Departments with UThukela District Planning Department
		7.2.6	Formulated district planning norms, standards and guidelines	New initiative	TBD	TBD	TBD	Local Municipality Planning Departments with UThukela District Planning Department	Local Municipality Planning Departments with UThukela District Planning Department

8 INSTITUTIONAL FRAMEWORK

8.1 Provincial structure for PGDP implementation

The following institutional structure is used in implementing and monitoring the Provincial Growth and Development Plan.

Figure 9: 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

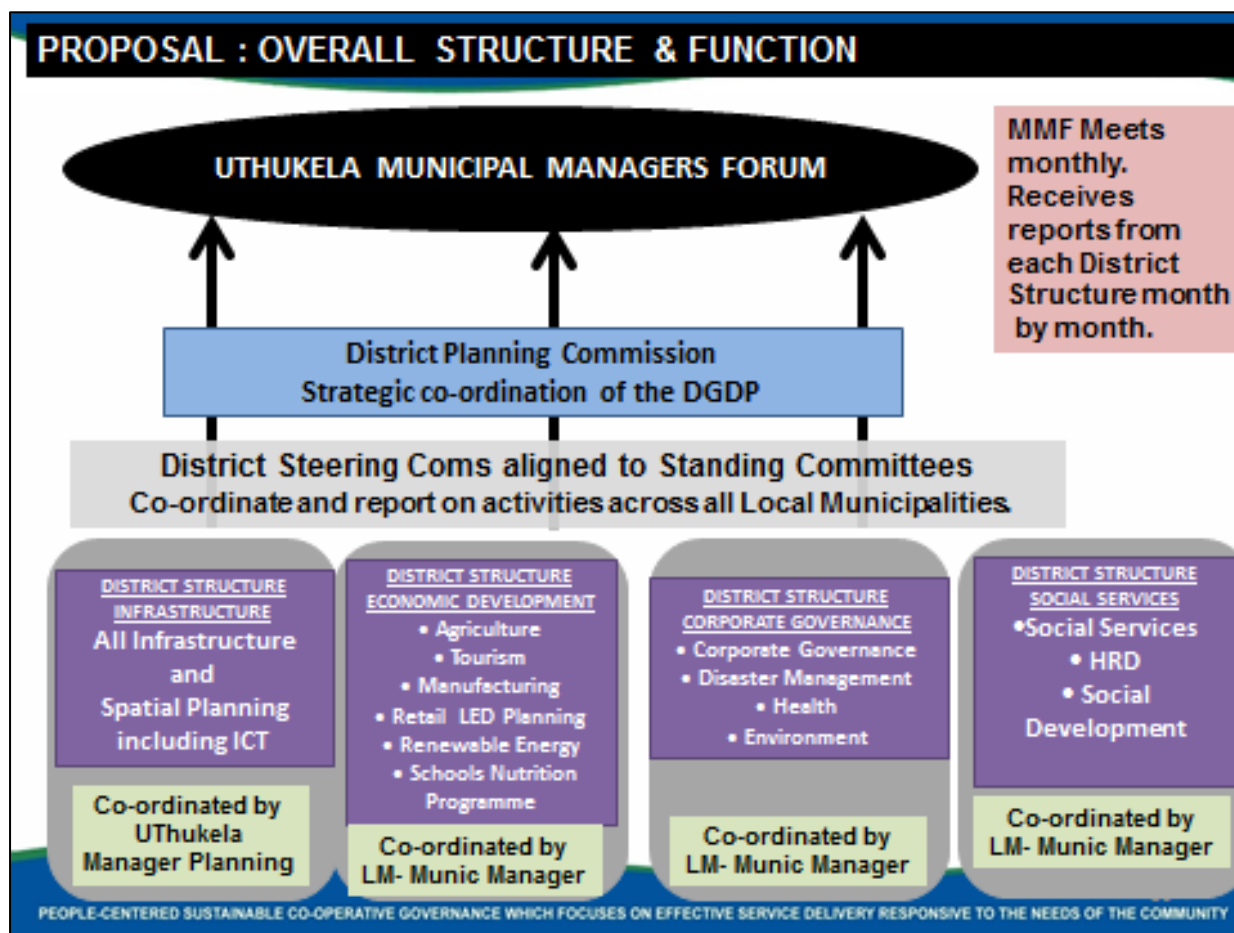
G & A – Governance and Administration Cluster

8.2 District Institutional Arrangements for Implementation and Monitoring of Projects.

The basic points of departure for the proposed institutional arrangements for implementing the DGDGP 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 DGDGP
- Implementation of the DGDGP will require two distinct activities from the DGDGP 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 DGDGP

Figure 10: Proposed Institutional Model



9 CATALYTIC PROJECTS

(Excerpt from KZN PGDP September 2013)

“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.” The list of the major catalytic projects for UThukela is listed in the table below.

PROJECT	PROJECT DETAIL	Value
UThukela Electronics Hub	The upgrading of existing IThala Industrial Park and developing of an existing greensite to house the Electronics Hub manufacturing, Test Laboratory, Research & Development and Skills Development Centres together with support facilities. Phase 1 will be on an 11 750 square metre area. Detailed feasibility was completed and currently detailed planning and hub facilitation in progress.	R180 million
Aerodrome in Emnambithi	<p>It is required to upgrade the existing aerodrome to a regional airport and construct associated facilities. The aerodrome is located just outside the town of Ladysmith on the west, heading towards N3. It is a small aerodrome located at the intersection of the N11 and R103. The aerodrome is poorly developed, and the area does not generate sufficient air traffic. The feasibility study has been done and the next steps are :</p> <ul style="list-style-type: none"> • EIA • Noise Impact Study • Land preparation and • Services <p>A private investor is interested in developing services around the airstrip and this provides an opportunity for a public – private partnership.</p>	TBD
N11 road up-grade	Upgrading of major alternate route to Gauteng through uThukela, Link from uThukela to Amajuba DM.	TBD
Internal Road link from Ezakheni to Ladysmith	Construct an internal road linking Ezakheni which is a highly concentrated settlement with Ladysmith for economic and social purposes.	TBD
Cableway Development	Development of a cableway which will take tourists to the top of the Northern Berg Escarpment. The project will serve as catalytic project to attract more domestic and international visitors to the Drakensberg region. The project will extend across the tourism value chain and the other economic sectors	TBD

	that supply services to the tourism industry to the economic benefit of the province.	
Besters Agricultural Project -	The Qedusizi/Besters initiative has established a bottom-up area-based land reform and enterprise development program in an area primarily engaged in beef production. Project was the result of collective negotiations between land owners and farm workers in the UThukela district in Kwa-Zulu Natal. It appears that most of the principal agricultural labourers have opted to continue with wage labour on neighbouring white farms rather than deciding to work on the new resettled farms. There is thus need for post settlement support and training for such farmers from DARD as limited labour is available to farm acquired land.	TBD
Qedusizi Dam	Construction and alteration of the Qedusizi Dam from a flood continuation facility to a storage dam.	TBD
UThukela Tourism Route	Develop a tourism route incorporating both the Western Drakensberg attractions and the eastern inland battlefield attractions. Integrate with other tourism destinations eg. San paintings (AMAFA)	TBD
Bergville Hospitality School	Build a hospitality school run by an FET College.	TBD
Ingula Pumped Water Scheme	Completion of Ingula Pumped Storage Scheme (Ingula PSS) which is located 23km north-east of Van Reenen's Pass on the border of Free State and KwaZulu Natal. The facility will generate power for the national grid. Van Reenen's Pass was selected out of three sites that were shortlisted from 90 locations.	TBD
Logistics Hub (Dry Port) Ladysmith	To develop an Inland Cargo Terminal Container Handling Facility, Intermodal Exchange Point, Refuelling Depot, Warehousing, Storage, Clearing and Forwarding.	R100 million
Commercial development on Helpmekaar Road	Development of the following on this ±400ha of Municipal Land; <ul style="list-style-type: none"> • 30 000 Spectator Sport Stadium • Residential Development • Hotel • Regional Shopping Centre • Health Centre • Swimming Pools • Tennis Courts 	TBD

	<ul style="list-style-type: none"> • Athletics track • Call centre for ± 1000 people <p>It is located opposite Lasher Tool, Zorbatex and Dunlop</p>	
Maluti Drakensberg Transfrontier Park	Consolidate the Maluti Drakensberg Trans-frontier Park linking OKhahlamba Drakensberg Park World Heritage Site and Sehlabathebe National Park in Lesotho.	TBD
Indoor Sport Complex	Bergville Sports Complex construction on the outskirts of the Bergville Town which includes indoor arenas, fields, retail, pool etc.	Approximately R60 million

10 STAKEHOLDER ENGAGEMENTS

	Stakeholder Organisation	Date
1	WRK - Ladysmith & Ezakheni Water & Sanitation Master Plan	12 August 2014
2	M. Ndlovu – UThukela Spatial Development Framework	12 August 2014
3	Ingonyama Trust Board – Tashveer Bothath	10 October 2014
4	KZN HRD Council – Mlekeleli Masondo	17 October 2014
5	COGTA DGDP Standardisation	25 June 2014
6	COGTA DGDP Standardisation	30 October 2014
7	Sector Departments	19 August 2014
8	Inception Meeting	24 February 2014
9	Project Steering Committee Meetings	04 April 2014 15 May 2014 26 June 2014 24 November 2014 14 January 2015
	Special Task Team Meetings	15 October 2014 28 October 2014
10	Stakeholder Engagements	
	Director Technical Services – Okhahlamba	16 February 2015
	Okhahlamba & Emnambithi LED Officials	16 February 2015
	UThukela District Infrastructure	17 February 2015
	Emnambithi, Imbabazane, UMTshezi, Okhahlamba Officials	17 February 2015
	Indaka IDP Manager	18 February 2015

11 CONCLUSION

This is the first iteration of the UThukela DGDG and is meant to be a living document which is refined with data collected as it becomes entrenched in the district. It is set for review on an annual basis (as with the Provincial Growth and Development Plan). This will occur under the guidance of COGTA.
