



# ZULULAND DISTRICT MUNICIPALITY

## FINAL INTEGRATED DEVELOPMENT PLAN 2022-2026

**2022/2023 CYCLE**

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**MAY  
2022**



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ABBREVIATIONS AND ACRONYMS

ABBREVIATION	TERM
(CA/CL)	
AFS	Annual Financial Statement
AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
AR	
BBBEE	Broad Based Black Economic Empowerment
CAA	Civil Aviation Authority
CAAGR	Compound Average Annual Growth Rate
CBA	Critical Biodiversity Area
CBD	Central Business District
CBO	Community Based Organisations
CFO	Chief Financial Officer
CHC	Community Health Centre/Clinic
CIDB	Construction Industry Development Board
CIF	Capital Investment Framework
COGTA	Department of Cooperative Governance and Traditional Affairs
DAEA	Department of Agriculture and Environmental Affairs
DAFF	Department of Agriculture, Forestry and Fisheries
DDMAC	District Disaster Advisory Committee
DGDP	District Growth and Development Plan
DGDS	District Growth and Development Strategy
DIC	District Aids Council
DIF	District Intergovernmental Forum
DM	District Municipality
DMA	Disaster Management Act
DMC	Disaster Management Centre
DMF	Disaster Management Fund
DMP	Disaster Management Plan
DN	
DORA	Division of Revenue Act
DTT	District Task Team
DWA	Department of Water Affairs
EFR	Environmental Flow Requirement
EIA	Environmental Impact Assessment
EKZNW	Ezemvelo KZN Wildlife
EMF	Environmental Management Framework
EPWP	Expanded Public Works Programme
ERMS	Electronic Records Management System
ESA	Ecological Support Area
ESKOM	Electricity Supply Commission
EXCO	Executive Committee
FEPA	Freshwater Ecosystem Protection Area
FMG	
FOP	Field Operations Plan

FPL	Food Poverty Line
GDP	Gross Domestic Product
GDP-R	Gross Domestic Product in Rands
GGP	Gross Geographic Product
GIS	Geographic Information System
GVA	Gross Value Added
HDI	Human Development Index
HDPE	
HH	Household
HIV	Human Immunodeficiency Viruses
HOD	Head of Department
ICAO	International Civil Aviation Organization
ICT	Information and Communications Technology
IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IGR	Intergovernmental Relations
IMPI	Implementation Project Management Information
KPAs	Key Performance Areas
KZN	KwaZulu Natal
LBPL	Lower-Bound Poverty Line
LED	Local Economic Development
LM	Local Municipality
LPL	Lower Poverty Line
M&E	Monitoring and Evaluation
MANCO	
MDB	Municipal Demarcation Board
MDG	Millennium Development Goal
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPAC	
MSA	Municipal Systems Act
MSCOA	Municipal Standard Charts of Accounts
MSDF	Municipal Spatial Development Framework
MTAS	
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDMC	National Disaster Management Centre
NDMF	National Disaster Management Fund
NDP	National Development Plan
NEMBA	National Environmental Management Biodiversity Act
NGO	Non-Governmental Organisation
NSDA	Negotiated Service Delivery Agreement
O&M	Operations and Maintenance

OSS	Operation Sukuma Sakhe
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PMU	Programme Management Unit
PPE	Personal Protective Equipment
PPP	Private Public Partnership
PSDF	Provincial Spatial Development Framework
PSEDS	Provincial Spatial Economic Development Strategy
PVC	Polyvinyl chloride
PWC	Price Water House Coopers
RBIG	Regional Bulk Infrastructure Grant
RDP	Rural Development Plan
RWSS	Regional Water Supply Scheme
SA	South Africa
SACAA	South African Civil Aviation Authority
SA-CATS	South African Civil Aviation Technical Standards
SALGA	South Africa Local Government Association
SANBI	South African National Biodiversity Institute
SAWS	South African Weather Service
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEMP	Strategic Environmental Management Plan
SME	Small and Medium Enterprise
SMME	Small, Medium and Micro Enterprise
SMS	Short Message Service
SO	Strategic Objective
SOOG	Strategic Oriented Outcome Goal
TB	Tuberculosis
TSF	Technical Support Forum
UBPL	Upper-Bound Poverty Line
UN	United Nations
UPL	Upper Poverty Line
VIP	Ventilated Improved Pit-latrine
WAC	Ward Aids Committee
WMA	Waste Management Area
WSA	Water Service Authority
WSDP	Water Service Development Plan
WSIG	Water and Sanitation Infrastructure Grant
WSP	Workplace Skills Plan
WTTC	World Travel and Tourism Council
WTW	Water Treatment Works
WWTW	Wastewater Treatment Works
ZAC	Zululand Anthracite Colliery
ZDM	Zululand District Municipality
ZRR	Zululand Rhino Reserve



## EXECUTIVE SUMMARY



Map 1: KZN Province

The Zululand District Municipality (ZDM) is one of the ten district municipalities in the KwaZuluNatal. It is located to the north-west of the province approximately 250 kilometres north of the eThekweni Metropolitan Municipality along the border with the Kingdom of Eswatini (See map 1). The ZDM shares a border the Gert Sibande District Municipality (in the Mpumalanga Province) to the north-west; Amajuba and Umzinyathi District Municipalities to the west; King Cetshwayo District Municipality to the south and the uMkhanyakude District Municipality to the north, respectively.

Local municipalities located within the Zululand District Municipality are eDumbe, uPhongolo, Nongoma and Abaqulusi. The ZDM has a population of approximately 803 576 people in 2011 (Census 2011) and in 2016, the municipality had approximately 892 310 (Community Survey 2016). It covers approximately 1 479 900 hectares and has a population density of around 0.6 persons per hectare. The district is characterised by a largely rural population (77%) with high levels of unemployment (56%) and low levels of education (ZDM, 2017a; COGTA, n.d.).

The District has six major urban areas, with Vryheid and Ulundi being the largest, and approximately 866 rural settlements dispersed throughout the district. At least half of the district municipality is under the jurisdiction of the traditional authorities, within the remainder of the area divided between commercially owned farms and conservation areas.

Vryheid is a commercial and business centre, while Ulundi is an administrative centre with the seat of the District Municipality and a well-equipped airport. Emondlo, which is largely a residential area that has limited services and employment opportunities, is another important urban area within the district. Pongola and Paul Pietersburg are small towns that act as service centres, while Nongoma fulfils the same role but with far fewer and lower-order services.

With the main economic activity in the district concentrated in the municipal centres or towns, the resource split between the urban and rural areas is apparent, and the district reflects the disparity in access to resources that is synonymous with all areas in the province where poverty-stricken traditional authority areas border on well-established commercial farming areas.

Despite the above, numerous opportunities exist for the economic development of the area. Zululand District is home to a rich cultural diversity and numerous sites of historical significance, specifically relating to the Zulu nation. Furthermore, the high agricultural potential of the land is considered to be the key to the future development of the region.

## KEY CHALLENGES FACING THE ZDM

The ZDM is a predominantly rural district and faces numerous development challenges that are characteristic of similar districts in the KZN province and South Africa given a history of unequal development and apartheid. These are summarised as follows:

Access to water sanitation: **36,4%** of households (63 279) have no access to water. **19%** of households have no access to sanitation. The biggest concentration of backlogs for water and sanitation services is located in the Ulundi (36,8%), Nongoma (58,4%) and Uphongolo (30,2%) Local Municipalities. Sparsely populated and dispersed settlements, topography and poor quality of ground water increasing the cost of service delivery. Unsustainable and increasing demand on the existing water infrastructure network is also a major challenge in this regard.

More than **40%** of the population is indigent. Consumers in the rural areas are content with the 6KL/PPPD free basic water provided daily and barely exceeds this amount. Hence no revenue is collected in the rural areas. Spending less than 2% of property plant and equipment on operations maintenance. This results in inadequate resources for efficient operations and maintenance.

Electricity backlog. 15% of households in the district have no access to electricity. Abaqulusi and Ulundi have the highest backlog.

Limited capacity to respond timeously and effectively to the disasters. This manifests in the form of inadequate personnel to perform the disaster function; Lack of adequate and properly equipped vehicles to respond to disasters; lack of adequate funding for operational management of the disaster unit; and limited training of personnel due to budget constraints.

District Airport: The airport will not be self-sustainable in the near future. Maintenance costs are high, and infrastructure is deteriorating. This is due to the limited flights that operates from the Ulundi Airport and inability of the regional and district economy to sustain the airport.

Poor quality of local roads which renders some parts of the district inaccessible. 70% of the road surface network in Zululand has a 0 years remaining life.

Relatively high unemployment rate with about 19% of the Zululand district economically active population being employed. 16% of the population forms part of the labour force in the Zululand district, and the labour force participation rate is 32.9%. Unemployment rate is

31.4% which is above the provincial average of 26%. Abaqulusi, uPhongolo, Nongoma and Ulundi have the highest unemployment rates.

The district lacks sound economic base. The district's economy is mostly dominated by government services, wholesale retail and trade which are generally non-tradable and poor manufacturing. Agricultural sector performance is in decline in terms of production, imports, and exports. Out of 11 districts, Zululand is number 7 in terms of its contribution to the provincial GVA

Municipality is grant dependent [government transfers for capital and operating expenses]. The current ratio comparing the value of a municipality's short-term assets (cash, bank deposits, etc) to short-term liabilities (creditors, loans due and so on) is 0.8. Norm is 1.5-2. The liquidity ratio showing the level of cash the municipality has and / or the ability it has to turn other assets into cash to pay off liabilities and other current obligations is 0.39. Norm is more than 1. The percentage of new revenue collected stands at 60.87%. The norm is 95% or more.

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## Municipal Development Vision

The ZDM long term Vision is as follows:

*We are the Zululand region and proud of our heritage. Because we are accountable communities are informed, content, their needs and aspirations are met. There is tolerance and racial harmony, the environment is protected and preserved, women and youth are playing a strong role in all facets. Infrastructure is sustainable, the package of municipal services are reliable, economic development is accomplished and communities are capacitated to be self-sustainable.*

**'WE SERVE THE PEOPLE'**

## Performance Management

The tables and the graphs below illustrate the summary of overall performance of the Municipality for the financial year ending on 30 June 2021. Despite the odds, the municipality managed to improve its performance between the 2019/2020 and 2020/2021 financial year by

30.33%. The municipality achieved 53% (2020) and (81.25%) in 2021.

The key performance areas for the new term of office 2022-2026 remain the same as follows:

Basic Service Delivery & Infrastructure  
Local Economic & Social Development  
Municipal Financial Viability & Management  
Good governance and Public Participation  
Municipal Transformation & Organizational Development  
Spatial Planning & Environmental Management

Performance Measures (key performance indicators and targets) for the 2022/2023 period have been set. The performance measures will be reviewed quarterly (x4) through the Internal Audits and Performance Audit Committee.

The performance of the municipality has been cascaded to the level of Middle Managers.

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## Prior Year Financial Performance

### Income Summary

Financial Year	2020-21	2019-20	2018-19
Amount	R1 088 983 634	R1 023 327 749	R920 131 740

**Table 1: Income Summary**

Zululand District Municipality's (ZDM) operating revenues grew from R1 023 327 749 in 2019/2020 to R1 088 983 634 in 2020/21. The increase was mainly resulting from increase in our revenue from exchange transaction (service charges).

Revenue from service charges (water and sewer services) has increased by from R39.6 million in 2020 to R 52.7 million in 2021.

Revenue from investments has decreased from R4.76 million in 2020 to R3.2 million in 2020. Total operating revenue indicates that the Municipality is more dependent on grant funding from National and Provincial Government.

### Expenditure Summary

Financial Year	2020-21	2019-20	2018-19
Amount	R 802 960 724	R 704 703 830	R 635 493 191

**Table 2: Expenditure Summary**

The increase is attributable to a combination of the salary increases year on year and the filling of vacancies during the current financial year. This type of expenditure contributes 29.20% to the current total expenditure. Employees and councillors remuneration costs has increased by 11.12% during the current financial year whilst the increase was 10.88% in 2020.



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# 1 INTRODUCTION

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## 1.1 Purpose

This document presents the Integrated Development Plan (IDP) for Zululand District Municipality (ZDM) 2022/2023 cycle.

The Municipal Finance Management Act recommends that the strategic objectives for service delivery and development including backlogs for the next 3 year budget including reviews of other municipal, provincial and national government sector and strategic plans be determined. The same act also recommends that initial consultation and review, establishment of direction and policy, confirmation of priorities, identification of other financial and non-financial budget parameters including government allocations to determine revenue envelope and financial outlook to identify need to review fiscal strategies be concluded.

To this effect, The Council had its Strategic Planning Session from 03-05 February 2022 to outline its priorities for the 5 year term.

## 1.2 Structure Of The Zululand District Municipality IDP

In line with Section 26 of the Municipal Systems Act which prescribes the key components of an IDP, and the IDP Guidelines including the IDP Assessment Criteria of the KwaZulu-Natal (KZN) Department of Local Government and Traditional Affairs (COGTA), Zululand Municipality IDP is structured as follows:

An introduction which doubles as an executive summary introducing the municipality; outlining key development challenges facing the municipality; presenting the long-term development vision linked to the Spatial Development Framework; and indicating the development strategy and the associated intended outcomes.

Planning and development principles including alignment with the government policies and development imperatives.

Current situation analysis structured substantially along the local government key performance areas (KPA's).

Municipal development strategy which includes vision statement, long terms goals and the strategic objectives.

Strategic mapping which is essentially a spatial depiction of the municipal development strategy outlined in detail in the form of a Spatial Development Framework (SDF).

Financial plan indicating project both operational and capital budget.

Annual Operational Plan indicating in detail the actions and activities for the financial year.

Organisational Performance Management System indicating how the municipality will monitor the implementation of the IDP.

Mandatory annexures to the IDP such as the SDF and the Disaster Management Strategy.

The IDP will inform the Medium-Term Expenditure Framework (MTEF) and guide the annual budget process. Chapter 4 Section 21 (1) of the Municipal Finance Management Act (MFMA) requires a municipality to align and sustain a close functional link between its IDP and the budget.

### 1.3 Approach

#### Box 1: 12 NATIONAL OUTCOMES

##### Box 2: 12 National Outcomes

An improved quality of basic education.

A long and healthy life for all South Africans.

All South Africans should be safe and feel safe.

Decent employment through inclusive growth.

A skilled and capable workforce to support an inclusive growth path. 6) An efficient, competitive, and responsive economic infrastructure network; 7) Vibrant, equitable, sustainable rural communities with food security for all.

Sustainable human settlements and an improved quality of household life;

A responsive, accountable, effective, and efficient local government system;

Environmental assets and natural resources that are well protected and enhanced;

A better Africa and a better world as a result of South Africa's contributions to global relations; and

An efficient and development-oriented public service and an empowered, fair, and inclusive citizenship.

The IDP adopts an outcome-based approach in line with the national government priorities and the associated 12 outcomes (refer to Box 2 below). The National Cabinet adopted Medium Term Strategic Framework (2014 – 2019). The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial, and local government.

The strategic objective of the outcome-based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

High level Negotiated Service Delivery Agreements (NSDA) based on these outcomes has been concluded between the President and national ministers. The Government outcome nine commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive, and accountable. In line with Outcome 9 (refer to Box 3), Zululand Municipality IDP responds directly to issues facing the area and its communities, render local government services efficiently and effectively.

#### Box 2: OUTCOME 9 OUTPUTS

Output 1: Implement a differentiated approach to municipal financing, planning and support

Output 2: Improving access to basic services

Output 3: Implementation of the Community Work Programme

Output 4: Actions supportive of the human settlement outcome

Output 5: Deepen democracy through a refined Ward Committee Model

Output 6: Administrative and financial capability

Output 7: Single window of coordination

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development, and environmental management. Therefore, alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

In addition, the ZDM IDP aligns with the national and provincial long-term strategic plans as encapsulated in the National Development Plan and the Provincial Growth and Development Strategy. Given its strategic location in the northern part of KwaZulu-Natal, the ZDM will make a significant contribution towards the implantation and attainment of the strategic objectives of each of these strategic plans.

## 1.4 The Process Followed Towards The Draft 2022/2023 IDP

### 1.4.1 Framework Plan

Sec. 27(1) of the Municipal Systems Act No 32 of 2000 states that each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole.

The Framework was prepared by the District Municipality (DM), consulted with its Local Municipalities (LMs) and adopted by in September 2022.

The Framework Plan identifies areas for alignment as follows:

Phases	Alignment Activity	District/Local Municipality	Local Government/ Provincial/ National
Phase 1: Analysis	Key Development Priorities	X	X
Phase 2: Strategies	District Strategic Workshop	X	X
Phase 3: Projects	Project Planning Co-ordination	X	X
Phase 4: Integration	Integration of Sector Programmes	X	X
Phase 5: Approval	Submission of draft IDP	X	
	Comments on draft IDP	X	
	Compilation of District Summary of LM IDPs	X	

**Table 3: The Framework Plan**

#### 1.4.2 PROCESS PLAN

Sec. 28(1) of the Municipal Systems Act No 32 of 2000 states that each district municipality, within a prescribed period after the start of its elected term must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.

The Process Plan was prepared by the District and adopted in September 2021.

The Process Plan timeframes are depicted in the table below:

Phase/Activity	Proposed Completion Timeframe
Situational Analysis	30 Sept 2021
Development Strategies	30 Sept 2021
Projects & Integration	01 Dec 2021
Draft Submission	31 Mar 2022
Final Approval	29 May 2022

**Table 4: IDP Process Plan TimeFrames**

## 2 PLANNING AND DEVELOPMENT LEGISLATION AND POLICY

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Planning and development in the Zululand Municipality occurs within the national and provincial policy framework and provides for the implementation of the priorities as outlined in these documents. The ZDM has also developed various sector plans to facilitate development and guide decision making on its co-mandates. These inform the IDP as much as they elucidate on its programmes.

### 2.1 Legislative Framework

#### 2.1.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

Chapter 7 of the Constitution of the Republic of South Africa, Act 108 Of 1996 establishes local government as a distinct sphere of government with full authority to govern, on its own initiative, the local government affairs of its own community subject to national and provincial legislation. It provides for the establishment of three categories of municipalities, that is Categories A (metropolitan municipalities); Category B (District municipalities); and Category C (local municipalities). Zululand District Municipality is a Category B Municipality.

Section 152 of the Constitution defines the core business and basis for the existence of local government as:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organizations in the matters of local government.

Therefore, the Constitution requires a municipality, the ZDM in this context, to structure and manage its administration, budgeting, and planning processes to give priority to the objects of local government and to participate in the national and provincial development programmes hence developmental local government.

### *2.1.2 LOCAL GOVERNMENT: MUNICIPAL DEMARCATION ACT, ACT NO. 27 OF 1998*

The Municipal Demarcation Act, (Act No. 27 of 1998) establishes the Municipal Demarcation Board and outlines a process for the redetermination of municipal boundaries in South Africa. Chapter 2 of the Act outlines the demarcation process, and requires determination of a municipal boundary to enable the Constitutional role of a municipality and attainment of demarcation objectives, that being to: - enable the municipality for that area to fulfil its constitutional obligations, including-

the provision of democratic and accountable government for the local communities; the provision of services to the communities in an equitable and sustainable manner; the promotion of social and economic development; and the promotion of a safe and healthy environment;

enable effective local governance;

enable integrated development; and

have a tax base as inclusive as possible of users of municipal services in the municipality.

These objectives are similar to the objects of local government as outlined in the Constitution and represent the broader outcomes that a boundary redetermination process should seek to achieve. Section 25 identifies 12 factors that the Board must take into account when determining a municipal boundary. These factors are intended to enable developmental local government.

### *2.1.3 LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT, 117 OF 1998*

Part B of Schedules 4 and 5 of the Constitution provides an indication of the exclusive competencies of local government. However, the Local Government: Municipal Structures Act, Act No. 117 of 1998 provides details on the establishment, structure and allocation of powers and functions between district and local municipalities. Section 12 (1) bestows the responsibility for the establishment of a municipality by government gazette notice to the MEC for local government in the Province. It provides for the establishment and operation of municipal structures including municipal council, executive committees, ward committees, municipal administration and any other committees that are necessary for an efficient and affective performance of powers and functions. The Systems Act further requires a district municipality, including the ZDM, to seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:-

- ensuring integrated development planning for the district as a whole;

- promoting bulk infrastructural development and services for the district as a whole;
  - building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

Section 84 of the Act provides a more detailed list of powers and functions that a district municipality must perform.

#### *2.1.4 LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000*

The Local Government: Municipal Systems Act, Act 32 of 2000 regulates the process of assigning powers and functions to local government. It entrenches the principle of cooperative government within this sphere of government, and introduces, among others, the following systems for an efficient and effective operation of municipalities:

Community participation which is essentially the involvement and participation of local communities in local government affairs that impacts on them directly and indirectly. Integrated development planning (IDP) which coordinates the work of different spheres of government within the district; provides for integrated and sustainable development; and sets a framework for the desired land use pattern. ○ Performance management system (PMS) used to measures if the organization meets its targets; achieves its goals; and makes the desired impact.

Delegation system which optimizes administrative and operational efficiency; and creates a responsive organization.

Mechanisms for an efficient and effective provision of services including outsourcing. Establishment and operation of municipal entities.

Establishment and operation of service utilities:

#### *2.1.5 LOCAL GOVERNMENT: MUNICIPAL FINANCIAL MANAGEMENT ACT*

The MFMA provides a sound financial governance framework at a local government level. It separates and clarifies the roles and responsibilities of the mayor, executive and nonexecutive councillors, and officials. It maximises the capacity of municipalities to deliver services to all its residents, customers, and users. It is based on the following five principles:

- promoting sound financial governance by clarifying roles;
- a more strategic approach to budgeting and financial management;

modernisation of financial management;  
promoting co-operative government; and  
promoting sustainability.

In addition, the MFMA gives effect to the constitutional principle that recognises local government as a “distinctive” and “independent” sphere, with the power to determine its own budget and policies.

## 2.2 Policy Framework

### 2.2.1 WHITE PAPER ON LOCAL GOVERNMENT IN SOUTH AFRICA

The White Paper on Local Government in South Africa introduces the notion of “developmental local government”, which it defined as “local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.” The White Paper identifies and outlines four characteristics of developmental local government, namely: exercising municipal powers and functions in a manner which maximises their impact on social development and economic growth;

- playing an integrating and coordinating role to ensure alignment between public (including all spheres of government) and private investment within the municipal area;
- democratising development; and
- building social capital through providing community leadership and vision and seeking to empower marginalised and excluded groups within the community.

As the South African democracy matures and an ideal of a democratic South Africa unfolds, it is critically important to enhance the capacity of local government to deliver services, respond to the needs of the local communities and promote involvement of local communities in local government matters. Transformation for developmental local government thus requires a continuous process of strategy formulation to gear the municipality to meet the considerable challenges of social, economic, and material development in all communities.

### 2.2.2 NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) presents a medium to long term development vision for South Africa, and outlines government programme towards the attainment of the 2030 vision. It commits the government to building a capable and developmental state, a thriving economy and strong civil society institutions with shared and complementary responsibilities. It identifies decent work, education, and the capacity of the state as particularly important priorities. It also highlights the need to improve the quality of administration of many government activities. It identifies the following priorities:

Radical economic transformation, rapid economic growth, and job creation.

Rural development, land and agrarian reform and food security.

Ensuring access to adequate human settlements and quality basic services.

Improving the quality of and expanding access to education and training.

Ensuring quality health care and social security for all citizens.

Fighting corruption and crime.

Contributing to a better Africa and a better world.

Social cohesion and nation building.

The NDP proposes that by 2030 the proportion of people with access to the electricity grid should rise to at least 90%, with non-grid options available for the remainder of households. Full access to affordable and reliable water and sanitation is envisaged before 2030.

### 2.2.3 MEDIUM TERM STRATEGIC FRAMEWORK

This Medium-Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial, and local government. The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF.

#### BOX 3: KEY MTSF TARGETS

Key targets for the MTSF include:

Increase in the percentage of households with access to a functional water service from 85% in 2013 to 90% by 2019.

Increase in the percentage of households with access to a functional sanitation service from 84% in 2013 to by 2019, including elimination of bucket sanitation in the formal areas.

1.4 million additional households to be connected to the grid between 2014 and 2019, and 105 000 additional non-grid connections. ○ Income support to the unemployed through expansion of the Community Work Programme to reach 1 million participants in 2019.

An increase in the level of public trust and confidence in local government from 51% in 2012 to 65% in 2019, measured by the IPSOS survey.

An improvement in overall municipal audit outcomes, with at least 75% of municipalities receiving qualified audits by 2019.

In its focus on these priorities, and their elaboration into fourteen key outcomes and associated activities and targets, the MTSF has two over-arching strategic themes – radical economic transformation and improving service delivery. Outcome 9 deals with responsive, accountable, effective, and efficient local government.

#### *2.2.4 LOCAL GOVERNMENT BACK TO BASICS STRATEGY*

The Local Government Back to Basics Strategy introduces a differentiated approach to local government noting differences in the performance of municipalities since their establishment in 2000. It advocates for an improved level of local government performance which means that municipalities, including the ZDM must:

Put people and their concerns first and ensure constant contact with communities through effective public participation platforms.

Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance, and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency.

Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.

Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.

Build and maintain sound institutional and administrative capabilities, administered, and managed by dedicated and skilled personnel at all levels.

## 2.3 KwaZulu-Natal Provincial Sector Plans

### 2.3.1 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development Strategy (PGDS) analyses the provincial development trends

facing the province. It identifies the ZDM as one of the rural districts characterised by relatively high service Development backlogs, poverty, and underdevelopment. It a long-term development vision and a short-medium term development strategy. The latter seven strategic goals and 31 strategic

#### PGDS STRATEGIC GOALS

1. Inclusive Economic Growth and patterns and identifies development challenges
2. Human Resource Development
3. Human And Community
4. Strategic Infrastructure presents
5. Environmental Sustainability to-
6. Governance And Policy includes
7. Spatial Equity objectives.

### 2.3.2 PROVINCIAL GROWTH AND DEVELOPMENT PLAN

The main purpose of the PGDP is to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation. In this transition from strategy to plan, the focus is on driving implementation in a co-ordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability. The PGDP indicates, among others, the desired 2035 outcomes in the 7 goals and 31 objectives, with a focus on 2020; a set of indicators that will be applied to measure the progress being made to achieve the desired outcomes; the targets and the KZN growth path for 2020, 2025, 2030 and 2035 in respect of each of the indicators; the institutional framework for the implementation of the PGDP; and monitoring, evaluation, reporting and review framework of the plan. It is a strategic management tool to ensure that there is a concerted and measured effort to achieve the 2035 Vision.

### 2.3.3 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

The KwaZulu-Natal Provincial Spatial Development Framework (PSDF) is a core component of the PGDP. It presents the spatial dimension required to achieve the goals and objectives of the PGDS in a spatially targeted and coordinated manner. It provides logic and services as a framework for the location and implementation of interventions and catalytic projects outlined in the Provincial Growth and Development Plan (PGDP).

It facilitates the alignment between national, provincial, and municipal spatial imperatives. The KZN PSDF thus aims to strengthen the linkages between the three spheres of government towards optimising the returns on public investment to the benefit of affected communities and industries. This in turn should provide greater certainty to communities and the private sector towards the sectoral and geographical focus areas of spatial growth.

It identifies the southern part of the district as one of the areas with a high social need in the province while the northern areas are included within the priority agricultural zone. The ZDM has a poor urban accessibility rate given its rural character. It is surrounded by critical biodiversity areas. It classifies Ulundi, Pongola and Vryheid as tertiary provincial nodes serving vast rural hinterland.

## 2.4 Zululand District Sector Plans

### 2.4.1 ENVIRONMENTAL MANAGEMENT FRAMEWORK

The main purpose of an EMF is to identify areas of potential conflict between development proposals and critical or sensitive environments proactively. The Zululand EMF is a framework of spatially represented information connected to parameters, such as ecology, hydrology, infrastructure, and services. The main purpose of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments. An EMF is essentially a strategic decision support instrument that assists in environmental planning by:

Determining the current status of the environment and developing a desired state of the environment based on prevailing opportunities and constraints as well as public input;

Providing detailed environmental information to all stakeholders;

Indicating strategic environmental management priorities and targets; and

Facilitating co-operative governance.

It commits the ZDM to the conservation of biodiversity in a manner that enhances the wellbeing of the people in Zululand”.

### 2.4.2 SPATIAL DEVELOPMENT FRAMEWORK

The Zululand District Municipal Spatial Development Framework (MSDF) is a core component of the IDP. It identifies spatial development challenges facing the district and presents a spatial translation of the development strategy outlined in the IDP. It adopts a

service centre approach and accordingly identifies Ulundi, Phongola and Vryheid as primary development nodes. Secondary nodes are Nongoma and Edumbe. This recognises the role each of these areas play in the delivery of services and governance, as well as their contribution to the district economy. Tertiary nodes spread uneven throughout the district serve as major connectors between settlement areas and major economic/administrative hubs. It aligns with the SDFs of the neighbouring district municipalities and provides a framework for the preparation of local municipality SDFs and land use schemes. It presents a Capital Investment Framework (CIF) linked to the budget and the Medium-Term Expenditure Framework (MTEF).

#### *2.4.3 DISTRICT GROWTH AND DEVELOPMENT STRATEGY*

The Zululand DGDP is not an 'inventory' development plan for the district, but rather focuses on a limited but strategic, high impact, fast-track interventions that can act as catalysts for accelerated and shared growth. It integrates the 5-Year Strategic Programme outlined in the Integrated Development Plan and the associated sector plans, with the NDP and the PGDP. As such, it serves as a district translation and an implementation framework for the PDGP. It identifies key economic intervention areas and outlined a shared vision and strategy for increased levels of sustainable investment, co-operation, and innovation. It presents an implementation plan for the PGDP identifying district strategic interventions in relation to each provincial development strategy and sets specific targets in this regard.

#### *2.4.4 RURAL DEVELOPMENT PLAN*

The Zululand District Municipality Rural Development Plan seeks to promote rural social and economic development, and to enhance linkages between the rural and urban components of the district. It divides the district into functional areas based on commodities and identifies food security, commodity development, agricultural value chains, sustainable livelihoods, urban rural linkages, disaster management, strategic rural infrastructure and rural land management as strategic intervention areas. It identifies rural clusters for development focus, economic functional regions, key regional centres, emerging rural hubs, settlement containing lines and key access and distribution routes.

#### *2.4.5 WATER SERVICES DEVELOPMENT PLAN*

The ZDM WSDP supports the KZN PGDS Strategic Framework. WSDP goals, objectives, interventions, and projects are aligned to place ZDM in a position to fulfil its role as WSA in achieving the provincial PGDS for 2035.

It provides for the implementation of ten back-to-back regional water schemes. The WSDP further allows for intermediate stand-alone schemes for areas falling within the regional scheme context which will take a long time to be implemented due to costly bulks. These intermediate stand-alone schemes are designed with a sustainable intermediate source which will all be integrated into the regional scheme once the regional bulk scheme reaches the area.

For remote communities where no bulk services are feasible or possible, a rudimentary water level of service is implemented in the form of boreholes with handpumps, or spring protections. In some areas a small reticulation scheme with RDP level of services will be constructed where possible.

It states that sanitation is being rolled out progressively based on prioritised zones or clusters to make implementation more cost-effective and practical. There is also a future sanitation rollout planned to replace the old Arch Loo, Zinc and block-type VIP's.

## 2.5 Development Principles

Spatial Justice	<p>Past spatial and other development imbalances are redressed through improved access to and use of land;</p> <p>Spatial Development Frameworks and policies at all spheres of government address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;</p> <p>Spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons;</p> <p>Land use management systems are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;</p> <p>Land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and</p> <p>Where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application;</p>
Spatial Sustainability	<p>Promote land development that is within the fiscal, institutional and administrative means of the country;</p> <p>Ensure protection of the prime and unique agricultural land, the environment and other protected lands and the safe utilisation of land;</p> <p>Promote and stimulate the effective and equitable functioning of land markets;</p> <p>Consider all the current and future costs to all parties for the provision of infrastructure and social services in land developments;</p>
Spatial Efficiency	<p>Promote land development in locations that are sustainable and limit urban sprawl;</p> <p>Result in communities that are viable;</p>

Spatial Resilience	<p>Land development optimises the use of existing resources and infrastructure; Decision-making procedures are designed with a view to minimising negative financial, social, economic or environmental impacts; and Development application procedures are efficient and streamlined and time frames are adhered to by all parties;</p> <ul style="list-style-type: none"> <li>• Flexibility in spatial plans, policies and land use management systems is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks;</li> </ul>
Good Administration	<p>All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act; No government department may withhold their sector input or fail to comply with any other prescribed requirements during the preparation or amendment of Spatial Development Frameworks; The requirements of any law relating to land development and land use are met timeously; The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to include transparent processes of citizen participation and all parties to have the opportunity to provide inputs on matters affecting them; and Policies, legislation, and procedures must be clearly set out and inform and empower citizens.</p>

**Table 5: Development Principles**

### 3 CURRENT SITUATION ANALYSIS

This section of the IDP provides an analysis of the current situation within the ZDM. It opens with an overview of the socio-economic conditions including demographic trends and patterns as well as the spatial structure of the district. It focusses mainly on the review of the state of the district in relation to the five local government key performance areas (KPAs).



#### 3.1 Demographic Profile

##### 3.1.1 POPULATION SIZE

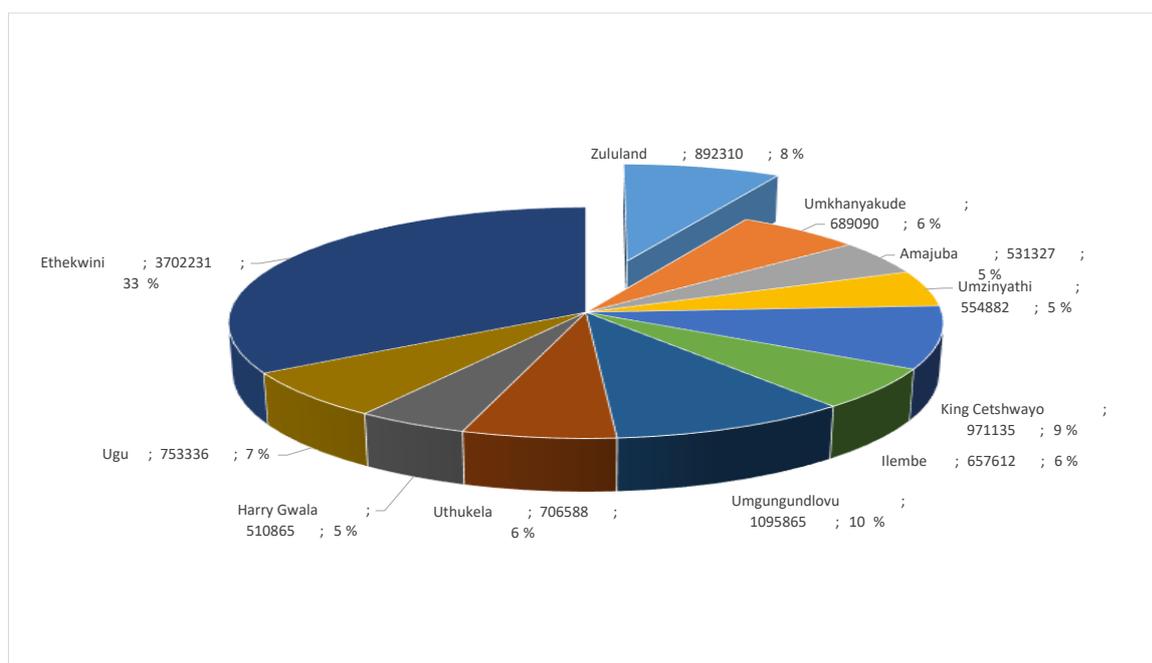


Figure 1: Zululand District Within KZN Province

The Zululand District has the third largest population in the KwaZulu Natal Province, with 892 310 people. It accounts for 8% of the total KZN population (11 065 240). According to the 2016 Community Survey (Stats SA), the Ethekekwini Metropolitan Municipality is the most populated municipality in the province (33%), followed by uMgungundlovu District (10%)

and King Cetshwayo District (9%). More than 50% of the provincial population resides in municipalities that has the largest urban centres, that is Ethekewini, uMgungundlovu and King Cetshwayo Municipalities (refer to figure 1).

### 3.1.2 POPULATION DISTRIBUTION BY LOCAL MUNICIPALITIES

The total population of the ZDM was 803 576 in 2011. It increased by 2,38% per annum to 892 310 in 2016. However, this growth was spread unevenly among the five local municipalities with the uPhongolo Municipality having the highest growth rate at 3,04% followed closely by Abaqulusi at 2,89%. Despite the rural character of the district, none of the local municipalities experienced net population decline during this period.

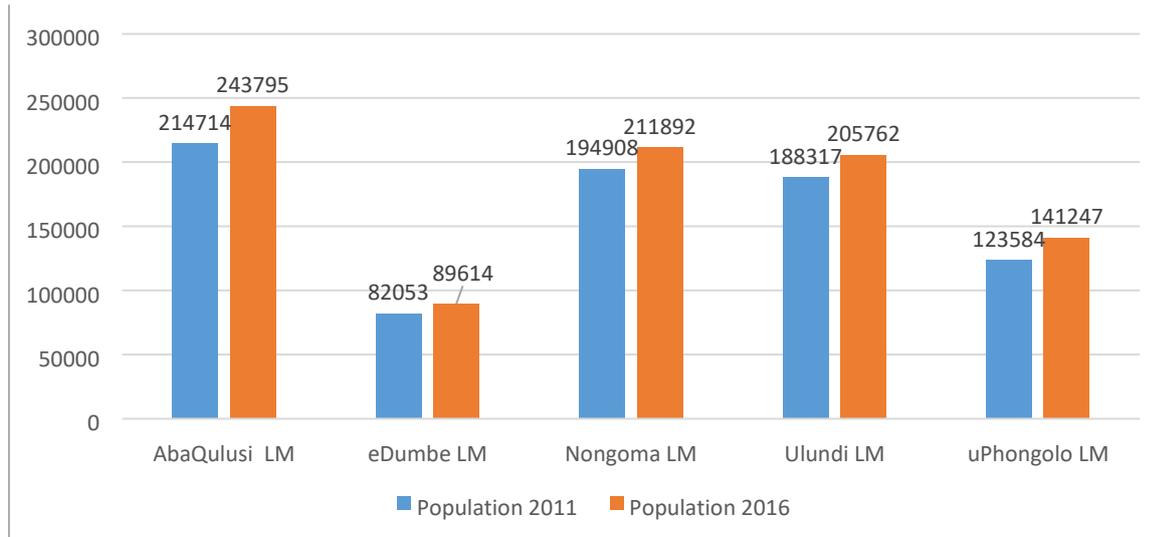
MUNICIPALITY	POPULATION 2011	POPULATION 2016	POPULATION GROWTH (% P.A.) 2011-2016
Abaqulusi LM	214,714	243,795	2.89%
eDumbe LM	82,053	89,614	2.00%
Nongoma LM	194,908	211,892	1.90%
Ulundi LM	188,317	205,762	2.01%
uPhongolo LM	123,584	141,247	3.04%
<b>Zululand District</b>	<b>803,576</b>	<b>892,310</b>	<b>2.38%</b>

Table 6: ZDM Local Municipalities

Source: 2011 Census and 2016 Community Survey

Population distribution by local municipality reveals a high population concentration in the Abaqulusi Municipality with 243 795 people (27% of the ZDM population) and the Nongoma Municipality with 211 892 people (24%). The eDumbe Municipality has the smallest population in the district, with 89 614 people, which is 10% of the total district population (refer to figure 2 below).

**FIGURE 2: DISTRICT POPULATION DISTRIBUTION BY LOCAL MUNICIPALITIES**

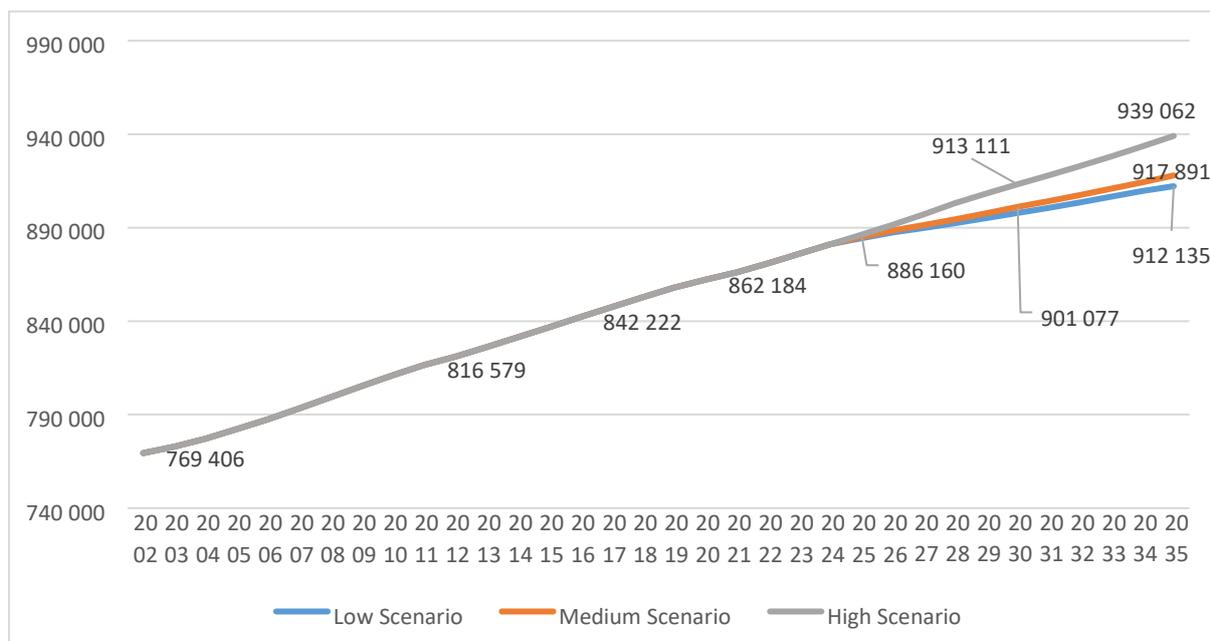


**Figure 2: District Population Distribution by Local Municipality**

Source: Community Survey 2016

**3.1.3 POPULATION GROWTH PROJECTIONS**

According to the 2016 Community Survey (StatSA, 2016), the ZDM has a population of 892 310 people with an average growth of 2.37% between 2011 and 2016. This is above the provincial average of 1,7% per annum and suggests that the Zululand District experienced the highest population growth rate in the province during this period.



**Figure 3: ZULULAND DISTRICT POPULATION GROWTH PROJECTION (2002 – 2035)**

The figure 3 indicates population growth rate projections based on low, medium and high growth scenarios. It is expected that by 2025 the total municipal population will be in the region of 886 160 people. Assuming high growth rate, the population will reach 913 111 by 2030 and 939 062 by 2035. Assuming low growth rate, the population will be about 901 077 by 2030 and 912 135 by 2035. It is expected that the highest rate of growth will be in Abaqulusi and eDumbe Local municipalities.

### 3.1.4 HOUSEHOLD STRUCTURE

The district has 178 515 households with an average household size of five, higher than the provincial average household size of 3,8 people per household. Table 4 below shows that the local municipalities with highest number of households are Abaqulusi, Ulundi and Nongoma. In relation to household size, Nongoma, Ulundi, and eDumbe local municipalities have the highest household size. 2 034 of these households are Child Headed Households, as heads of these households are children below 18 years of age.

LOCAL MUNICIPALITIES	2006	2009	2011	2013	2016	2016	ANNUAL HOUSEHOLD GROWTH	AVERAGE HOUSEHOLD SIZE	TOTAL ZDM POPULATION
AbaQulusi	36 069	40 302		45 918	51 910	47 119	0.9%	4.90	230 883
eDumbe	15 011	16 880		16 671	17 415	17 641	1.9%	5.10	89 969
Nongoma	34 056	38 171		45 670	36 409	44 376	-0.9%	4.40	195 254
Ulundi	35 309	37 365		46 450	38 553	44 987	-1.1%	5.70	256 426
uPongolo	22 098	25 136		28 468	34 228	29 519	1.2%	5.40	159 403
<b>Total</b>	<b>142 543</b>	<b>157 854</b>	<b>157 748</b>	<b>183 177</b>	<b>178 515</b>	<b>183 642</b>	<b>0.41%</b>	<b>5.10</b>	<b>931 935</b>

Table 7: POPULATION DISTRIBUTION BY HOUSEHOLDS AND LOCAL MUNICIPALITIES

Source: ZDM WSDP, 2022

To summarise the above outcomes, the current household count for ZDM taken from the 2016 household count, is 183 642, with a total population count of 931 935 when STATSSA population per household is applied.

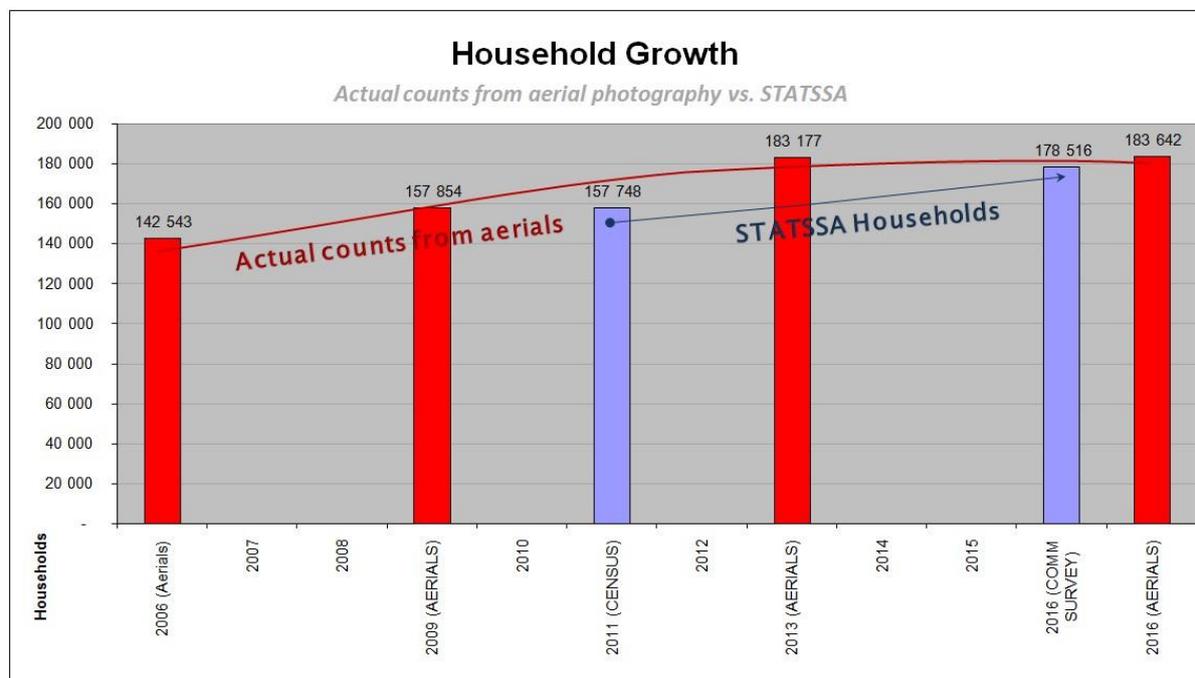


Figure 4: : HOUSEHOLD GROWTH 2013 – 2016

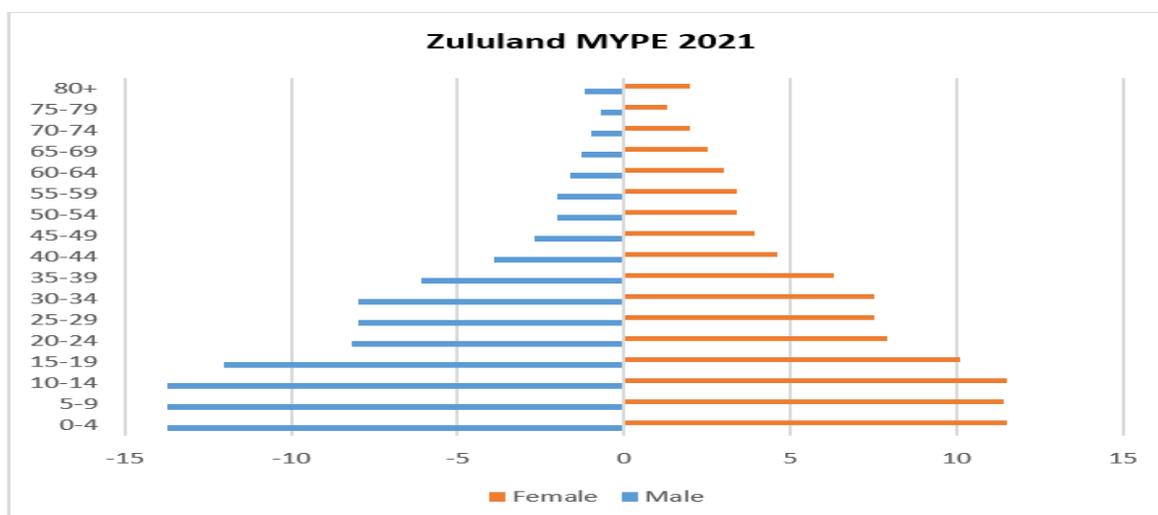
Source: ZDM WSDP, 2022

According to Census 2011, the population growth rate for ZDM from 2001 to 2011 is only 0.3% (refer to figure 4). This may either be contributed to the negative influence that illnesses such as HIV/AIDS has, or it may be the result of migration where younger persons are leaving rural homes and living on their own in cities where they study, or in more urbanised areas away from their rural homes where job opportunities are more readily available. The migration factor can be seen in the STATSSA's statistical release document, where a strong tendency exist specifically towards migrating from KZN to Gauteng.

### 3.1.5 POPULATION DISTRIBUTION BY GENDER AGE AND GENDER

Figure 5 below indicates the percentage distribution of the population by age and gender in 2018. As is evident, females at 456 759 (53.3 per cent) outnumber males by 6.6 per cent (400 743 or 46.7 per cent males). A substantial portion of the district's population (approximately 50.1 per cent or 429 227 persons) fall between the age cohorts of 0-19, with 11.8 per cent of the populous being between the 0 - 4 age cohorts. The diagram further illustrates that the district experienced a sharp decline between the 25-49 age cohorts in

respect of both genders. The decline may be due to migration emanating from exogenous factors, such as job opportunities in bigger cities.



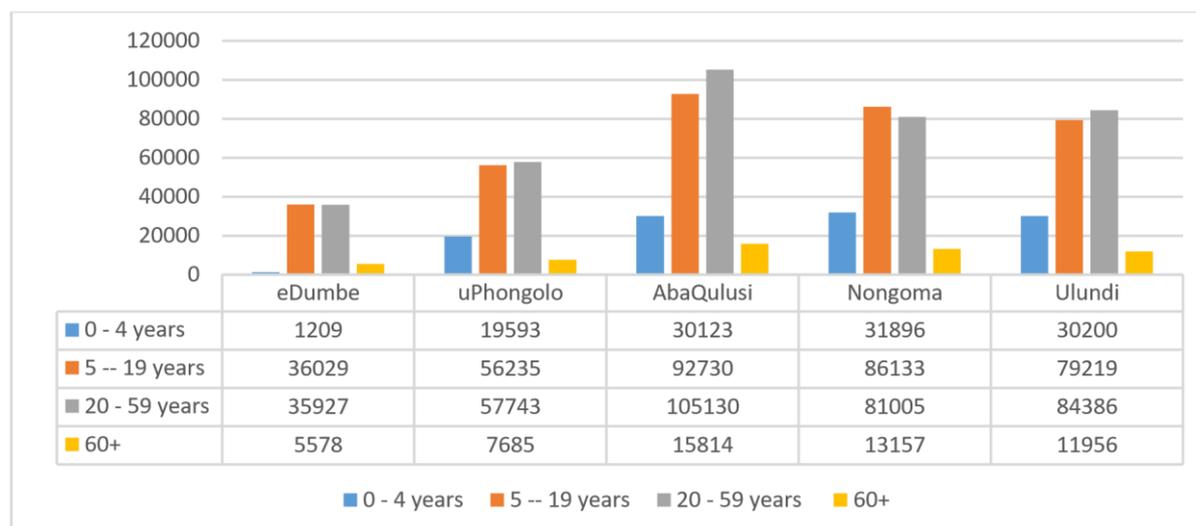
Source: STATS SA, midyear population estimates MYPE 2021

Figure 5: POPULATION DISTRIBUTION BY AGE AND GENDER

The above population pyramid for Zululand district represent a very young population, i.e high population of children, such representation provides a high picture of dependency. Having highlighted this, the district should invest more on children such include provision of Healthcare services, ECDs, Education and welfare of children. On the other hand, retaining economic active age cohorts is also significant, this therefore means the district should also invest in youth and ensure that opportunities are created that cater for youth so that this youth can positively contribute to the economic growth of the district. Economic/job opportunities, education including tertiary education, health services incorporating sexual reproductive health and right are important in order to make informed choices on their reproductive life. Aging population is also observed in Zululand, the population pyramid depicts aging population and therefore elderly people should also be part of beneficiaries on the plans/programmes. A planning that promotes gender equality is also encouraged.

The lower percentage of males than females in older age groups means that there is higher mortality rate of male in older age groups than females. The aged bring along pressures of their own in terms of public healthcare and social welfare responsibilities of government. In addition, in the medium to long term, the youthful population will contribute to population growth, increased need for social facilities and demand for jobs.

FIGURE 6: AGE DISTRIBUTION BY LOCAL MUNICIPALITY



Source: Census 2011 and Community Survey 2016 (Adapted)

Figure 6: Age Distribution by Local Municipality

The population structure in the five local municipalities is similar to that of the District where more than half of the population falls within the bracket of 15 – 64 years of age cohort, followed by under 15 years and small percentage is in the bracket of 65 years and above.

### 3.1.6 POPULATION DISTRIBUTION BY RACE

The total population of South Africa is divided into four different racial groups; namely African, Indians or Asians, Whites and Coloureds. In this regard it is important to provide a comprehensive analysis reflecting the distribution of the population according to racial groups within the province, the district and its local municipalities. Table 5 provides an analysis of the distribution by race in KZN, Zululand and its five local municipalities in the years 2008 and 2018.

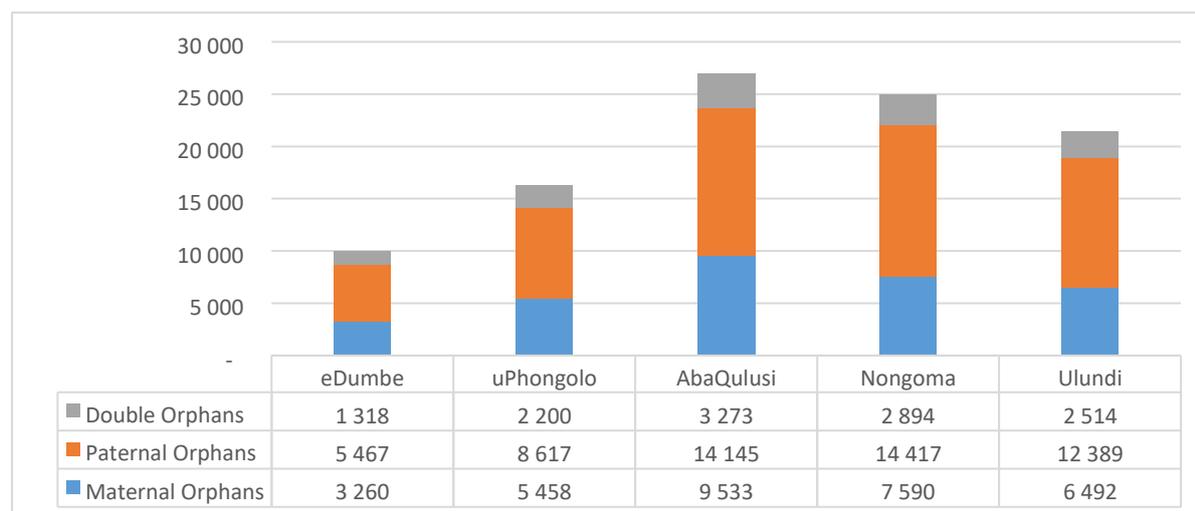
	Total population	2008				Total population	2018			
		African	White	Coloured	Indian		African	White	Coloured	Indian
<b>KwaZulu-Natal</b>	100.0	85.9	4.8	1.4	7.9	100.0	87.8	4.0	1.4	6.9
<b>Zululand</b>	7.9	98.0	1.6	0.2	0.2	7.6	98.9	1.3	0.2	0.3
<b>eDumbe</b>	0.8	97.9	1.9	0.1	0.2	0.8	97.8	1.8	0.2	0.3
<b>uPhongolo</b>	1.2	97.9	1.9	0.1	0.1	1.2	98.3	1.4	0.1	0.2
<b>Abaqulusi</b>	2.1	95.1	4.1	0.5	0.4	2.1	96.0	3.1	0.5	0.5
<b>Nongoma</b>	1.9	99.7	0.1	0.1	0.1	1.8	99.5	0.1	0.2	0.2
<b>Ulundi</b>	1.9	99.6	0.2	0.1	0.1	1.7	99.5	0.2	0.1	0.2

Table 8: DISTRIBUTION OF THE POPULATION BY RACE 2008 - 2018

Source: IHS Markit, 2019

The African population constitutes the largest in the province of KZN at 85.9 per cent and 87.8 per cent in 2008 and 2018 respectively. A similar trend is realised in Zululand where the African population far outweighs that of the other racial groups at 98 and 98.9 per cent in 2008 and 2018, respectively. This trend continues into all of the districts local municipalities which is widely skewed towards Africans.

### 3.1.7 ORPHANED CHILDREN IN ZULULAND DISTRICT



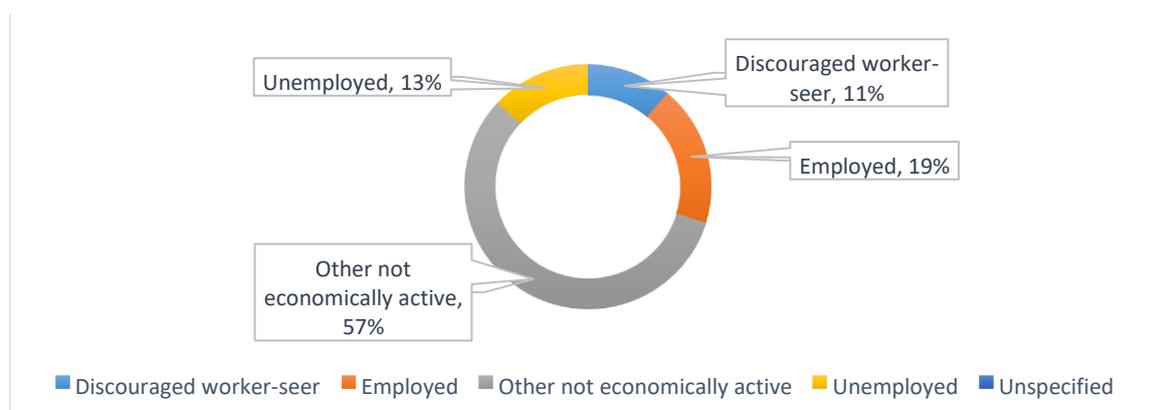
Source: Community Survey 2016

**Figure 7: Orphaned Children In Zululand District**

The total number of orphaned children in the Zululand District is just below 100 000, as indicated in figure 8 below. Most children who are orphans in the district have lost their fathers (55%), followed by maternal orphans (32%) and double orphans at (12%). Figure 7 shows that the majority of orphaned children are in the Abaqulusi, Nongoma and Ulundi Local Municipalities, with the total number of 26 951; 24 901 and 21 395 (respectively), that is children who have lost either a single or both parents. Similarly, to the district trends, most orphaned children are paternal orphans, followed by maternal and double orphans.

## 3.2 Socio-Economic Profile

### 3.2.1 ECONOMIC ACTIVITY



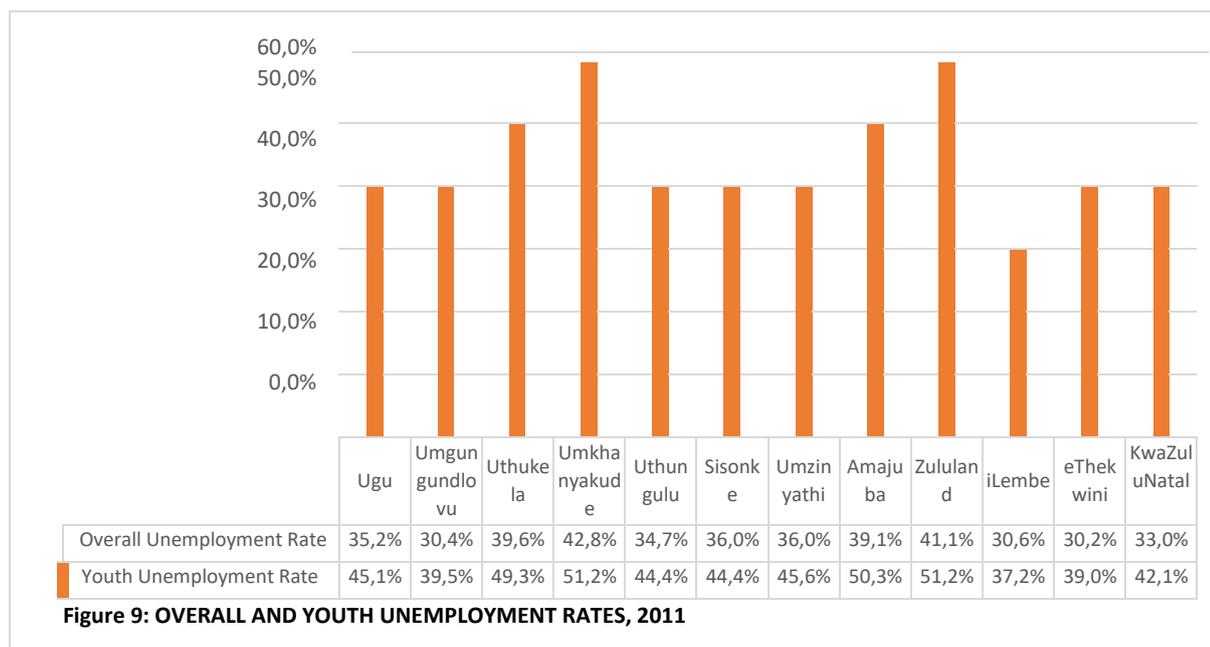
Source: Community Survey 2016

**Figure 8: : POPULATION OF ZULULAND DISTRICT BY EMPLOYMENT STATUS, 2011**

The 2016 Community Survey results indicates that a total population of 448 330 in Zululand is considered economically active (ages of 15-64). 57% of the working age group was not economically active in 2011, with only 19 % of this group employed. The representation of the not economically active population is higher compared to the provincial average of 45% and the national average of 39%. This implies a relatively low labour participation rate at 23,7%.

### 3.2.2 UNEMPLOYMENT RATE

The 41% overall unemployment rate in the Zululand District is higher than the provincial average of 33%. It is the second highest in the province, after uMkhanyakude District. Similarly, youth unemployment rate of 51,2% in the district is higher than the provincial average of 42.1% (refer to figure 9).



Source: Census 2011

Abaqulusi has the largest economically active population at 165 020. Ulundi and Nongoma follow with economically active populations of 138 977 and 136 603, respectively. On the same scale Abaqulusi has the largest unemployment rate at 30.5% followed by eDumbe (25.7%); Ulundi (22.7%). The lowest unemployment rate is recorded by Nongoma at 17.6%. The labour force participation rate in Zululand is 31.6% compared to a provincial average of 48.4%

GENERAL LABOUR INDICATORS	EDUMBE	UPHONGOLO	ABAQULUSI	NONGOMA	ULUNDI	ZULULAND
Employment	10 679	11 756	38 473	14 087	19 723	94 717
Unemployment	4 770	7 910	11 938	10 012	11 848	46 477
Economically Active Population (EAP)	60 184	95 896	165 020	136 603	138 977	596 680
Labour Force Participation	25.7%	20.5%	30.5%	17.6%	22.7%	23.7%
Unemployment Rate	29.9%	26.4%	25.9%	38.5%	38.3%	31.2%

**Table 9: GENERAL LABOUR INDICATORS**

Source: ZDM DGDS, 2017

Table 7 shows that the total number of unemployed people in the district increased from 68 945 to 95 575 from 1998 to 2018, translating to 28% increase. Over the years, most employment opportunities in the district have been in Abaqulusi and Ulundi LMs. The trends illustrated in the table above shows that these opportunities have slightly decreased

between 1998 and 2018 in all LMs with the exception of the Nongoma LM. The employment trends in the Nongoma LM has increased from 10,5% to 14,7%, from 1998 – 2018.

TABLE 5: POPULATION UNEMPLOYED IN ZULULAND (1998, 2008 AND 2018)

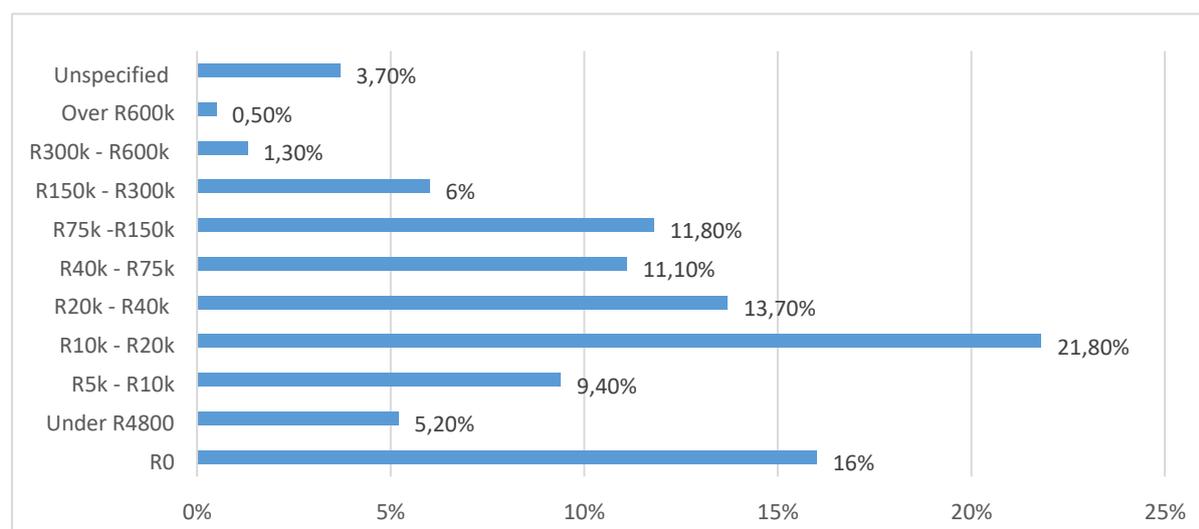
MUNICIPALITY	TOTAL NUMBER OF PEOPLE UNEMPLOYED			PERCENTAGE SHARE OF ZULULAND UNEMPLOYED		
	1998	2008	2018	1998	2008	2018
eDumbe	8 546	11 737	10 842	12.4%	12.0%	11.3%
uPhongolo	8 538	12 126	11 807	12.4%	12.4%	12.4%
Abaqulusi	30 189	39 395	39 336	43.8%	40.2%	41.2%
Nongoma	7 267	13 714	14 055	10.5%	14.0%	14.7%
Ulundi	14 405	21 046	19 537	20.9%	21.5%	20.4%
Zululand	68 945	98 020	95 575	100.0%	100.0%	100.0%

Table 10: POPULATION UNEMPLOYED IN ZULULAND (1998, 2008 AND 2018)

Source: IHS Markit, 2019

### 3.2.3 ANNUAL HOUSEHOLD INCOME

FIGURE 10: ZULULAND ANNUAL HOUSEHOLD INCOME



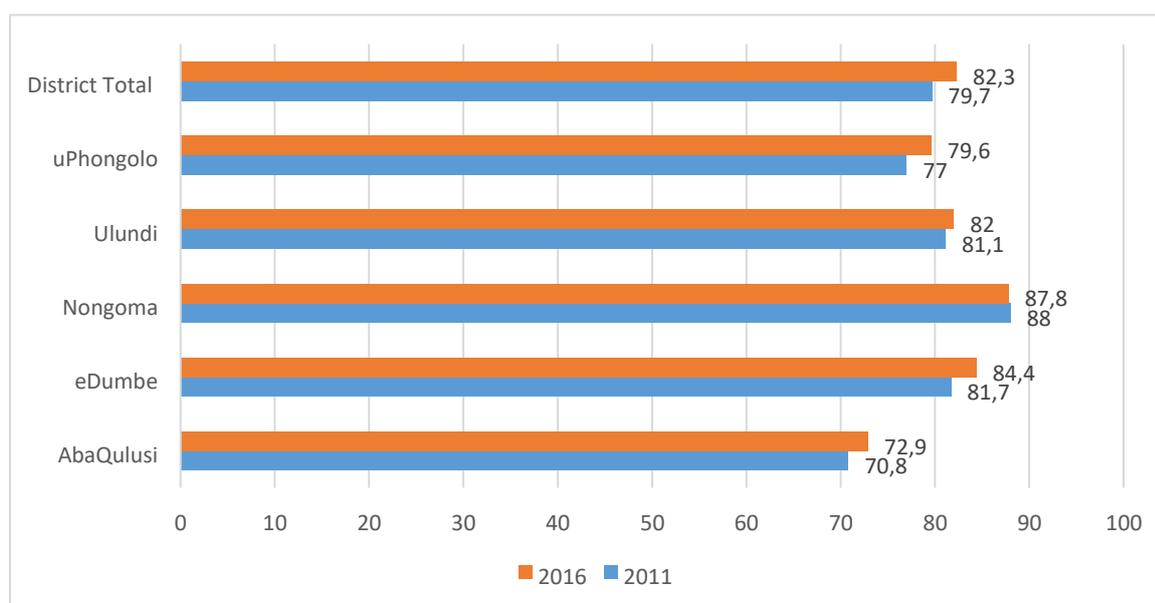
Source: Census 2011

Figure 10: ZDM Annual Household Income

The average annual income for the Zululand households is very low. Figure 10 illustrates that half about 52% of households in the ZDM earn less than R20 000 per annum or R1 600 per month. 16% of households has zero income. 13,7% earn between R20 000 and R40 000 per annum. This takes the figure of households that earn less than R40 000 per annum or R3 333 per month up to 66,1%. This implies relatively low affordability levels for goods and services.

### 3.2.4 DEPENDENCY RATIO

The Zululand dependency ratio is and has historically been high from 2001 to 2016 as it is 79,7% and 82,3% respectively, as shown on figure 11. The high dependency ratio of more than 70% means that there is a high dependency burden in Zululand district, which is consistently the case for the five local municipalities. This means that one person in the working age group looks after two individuals in the non-working age population.



Source: Census 2011 and Community Survey 2016 (Adapted)

**Figure 11:DEPENDENCY RATIO PER LOCAL MUNICIPALITY 2011 AND 2016**

Nongoma had the highest dependency ratio followed by eDumbe and Ulundi. A worrying trend for all the municipalities in Zululand is the increase in the dependency burden between 2011 and 2016 especially in light of the adverse socio-economic conditions.

### 3.2.5 INDIGENT PROFILE

In terms of section 74 (1) of the Local Government: Municipal Systems Act, 2000, the Council of the Municipality is required to adopt and implement a tariffs policy on the levying of fees for municipal services. In terms of section 74 (2) (c) of the aforementioned act, the tariff policy must reflect, inter alia, the principle that poor households must have access to at least basic services through (i) tariffs that cover only operating and maintenance costs, or (ii) special tariffs or life line tariffs for low levels of use or consumption of services or fore basic levels of service, or (iii) any other direct or indirect method of subsidization of tariffs for poor households.

Because of the level of unemployment and consequent poverty in the municipal area, there are households which are unable to pay for normal municipal services. The Municipality

therefore adopted an indigency management policy to ensure that these households have access to at least basic municipal services, and is guided in the formulation of this policy by the national government's policy in this regard.

Basic Municipal Services provided under the policy include:

Access to a minimum safe water supply as determined by Council

Adequate sanitation as determined by Council.

Once off credit equivalent to the outstanding balance on the dwelling at the date of approval.

Where there are leaks in the meter or in the property, they may be attended to in terms of the bylaws and the cost may be recovered from the Indigent Support allocation.

Cost of restriction shall be recovered from the Indigent Support allocation.

Excess usage in the event of death shall be recovered from the Indigent Support allocation.

The table below is an assessment of indigent households per local municipality:

<b>Local Municipality</b>	<b>Total Households</b>	<b>Indigent Households</b>	<b>% Indigent Households</b>
<b>AbaQulusi</b>	46413	24058	52
<b>eDumbe</b>	17234	9351	54
<b>Nongoma</b>	44373	23841	54
<b>Ulundi</b>	44825	23227	52
<b>uPhongolo</b>	26644	15371	58

**Table 11: indigent households**

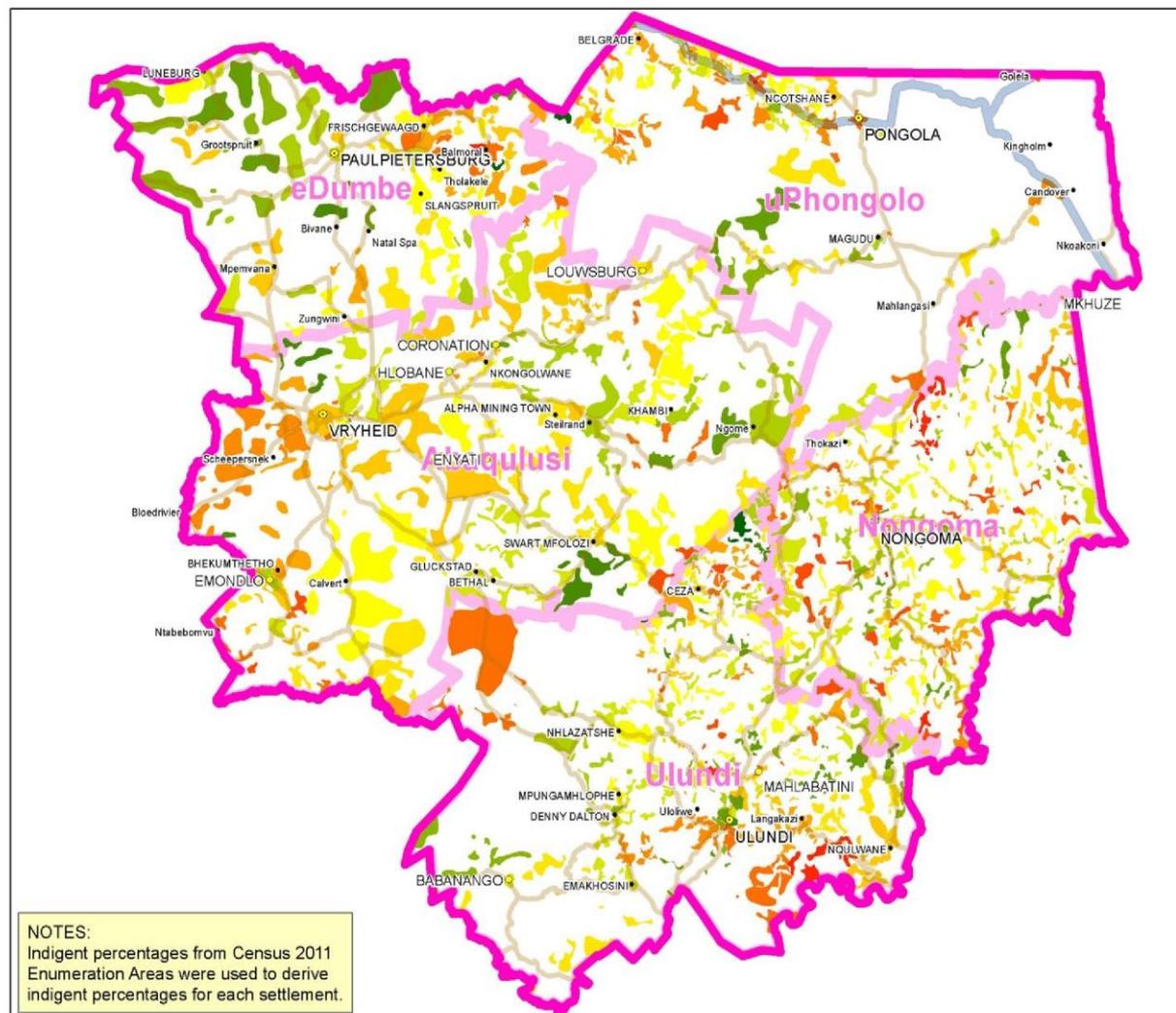
From the table above it can be observed that uPhongolo Local Municipality has the most indigents followed by eDumbe and Nongoma. The percentage figures are pretty much even across the municipalities with an average of 54%.

Out of the total households in the district, 95,848 (52%) households in the district are indigent.

All indigent households are receiving free basic services of 6KL per person per day. In terms of the free basic services policy consumption that exceeds the quota is billed. However

though close monitoring it has been concluded over the years that indigent households rarely exceed their quota of free basic water.

The map below demonstrates the geographic spread of indigents with the district.



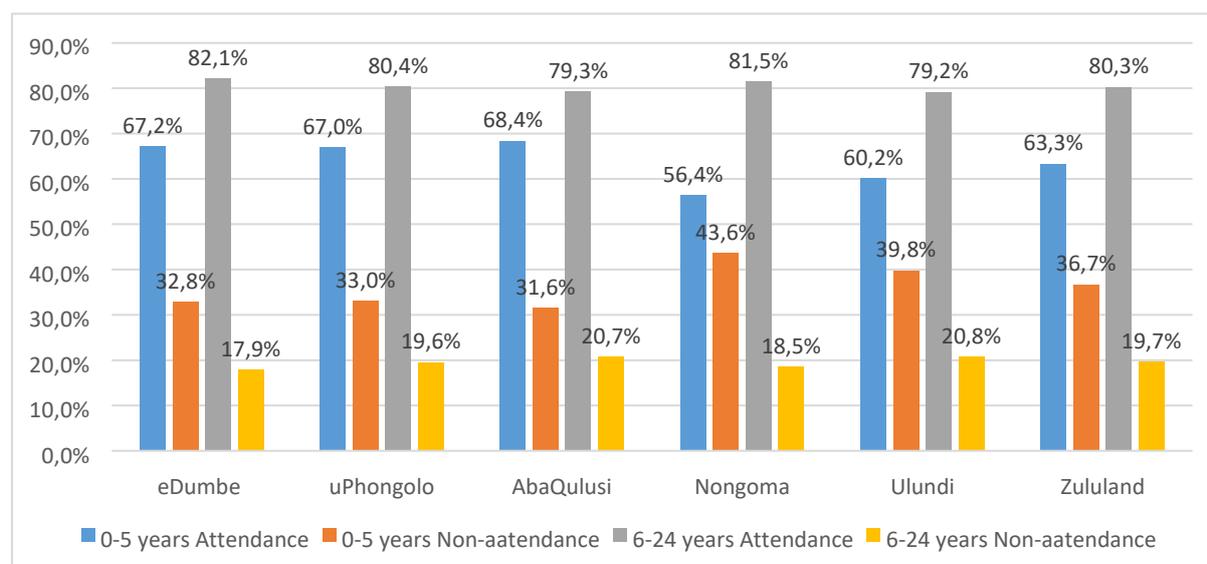
Map 2: Spread of indigents with the district

### 3.2.6 EDUCATION PROFILE

#### 3.2.6.1 SCHOOL ATTENDANCE

Figure 12 above indicates that there are more children attending educational institutions than those not attending in the Zululand District. It also shows that the figures for children not in school are higher in children between the ages of 6 and 24 years, compared to 0 – 5-year olds.

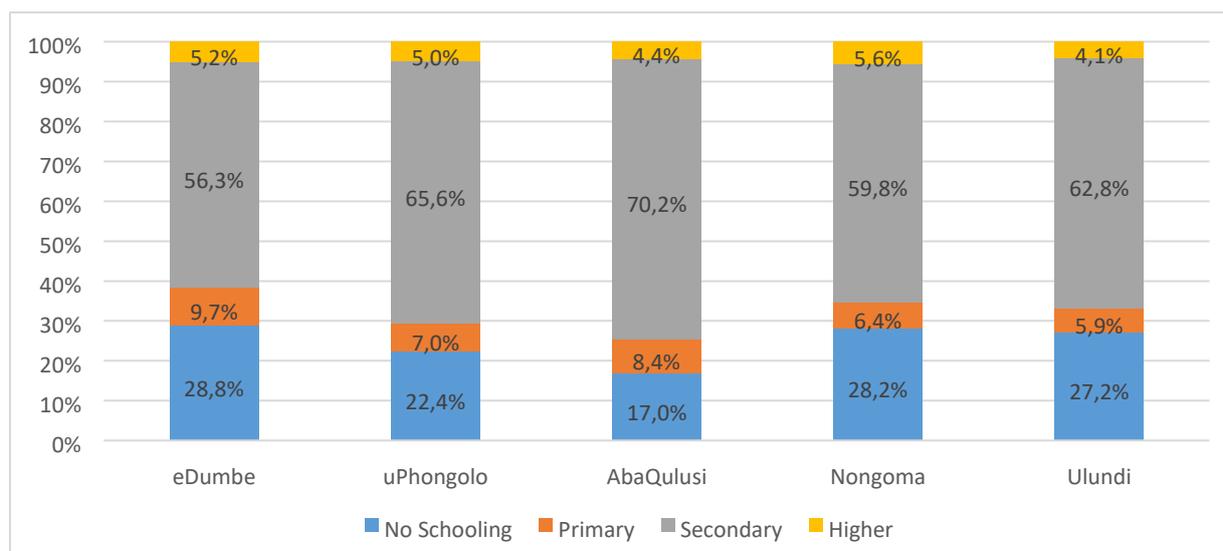
Further, the district trends are similar to the trends found in all local municipalities.



Source: Community Survey 2016

**Table 12: POPULATION ATTENDING EDUCATIONAL INSTITUTION, 2016**

#### 3.2.6.2 HIGHEST LEVELS OF EDUCATION



Source: Census 2011

**Table 13: HIGHEST LEVELS OF EDUCATION FOR POPULATION 20 YEARS AND OLDER, 2016**

people in Zululand District have no formal schooling. In eDumbe, Nongoma and Ulundi

LMs reported highest number of people with no schooling in the district, with 28,8%; 28,2% and 27,7% respectively. This calls for intervention by the education authorities in the district.

These figures are in line with those of children who are not in school, as discussed above. Figure 13 indicates that the highest level of education for the majority of the population in all local municipalities in Zululand is secondary level. LMs with majority of population who have studied up to secondary level are found in the Abaqulusi (70,2%), uPhongolo (65,6%) and Ulundi (62,8%). The figure further shows that the two local municipalities with the least number of people with secondary education, have the highest number of people who have higher education, viz Nongoma (5,6%) and eDumbe (5,2%).

### 3.3 Spatial Analysis

#### 3.3.1 SPATIAL STRUCTURE

The ZDM is structured around five towns, each serving as an anchor within its local municipality and having a service threshold that covers the whole municipal area and beyond. These towns are Vryheid in Abaqulusi Municipality Paul Pietersburg in Edumbe Municipality, Phongola in uPhongolo Municipality, Ulundi in Ulundi Municipality and Nongoma in Nongoma Municipality. Nongoma and Ulundi are surrounded mainly by expansive rural settlements while Vryheid, Phongola and Paul Pietersburg (to a limited extent) developed as service centres for the surrounding commercial farmlands. Functional linkages among these towns is weak despite being connected via a network of provincial and regional roads.

Physically, the ZDM could be divided into three zones, that is northern, central, and southern areas. The northern areas refer mainly to the vast rural and peri-urban settlements that form part of Edumbe and Phongola Municipalities. These settlements include Frischgewaagd, Bilanyoni and Ncotshane. These areas have a restricted agricultural potential, are poorly developed with infrastructure, and presents very limited economic development opportunities. They were designed to provide labour to the neighbouring farms and the associated towns.

The central area occurs largely along R66 linking Vryheid to the west with Phongola to the east. This area is dominated by vast commercial agricultural farms and has good to moderate agricultural potential. A few dislocated settlements developed to accommodate farm workers and labour tenants are found in this area. Hlahlindlela is a large settlement located along the boundary with Nquthu Municipality. The southern area consists of the

whole of Nongoma and Ulundi Local Municipalities. It is generally characterized by low agricultural potential and expansive and underdeveloped rural settlements.

### 3.3.2 SETTLEMENT PATTERN

Settlement pattern in the ZDM resembles the situation in many parts of the KZN Province. It is characterised by uneven and dualistic development arising from the apartheid past; and reflects the impact of natural features, road network and development initiatives of the postapartheid democratic government. Settlements in the district take different forms including urban centres, peri-urban settlements, dense rural settlements, low density rural settlements and farm dweller settlements in the commercial farmlands. Existing settlement types are summarized in the table 8 below.

Vryheid, Ulundi and Phongola are the main economic centres within the ZDM. The economy of Pongola is based on large scale sugarcane production, but also has potential for ecotourism near the Pongolapoort Dam. Vryheid has a much larger commercial and services sector although the economy is also dependant on agriculture and coal mining. Ulundi is the current seat of the Zululand District Municipality, and the former seat of KZN Government. It has a strong administrative, commercial, and service oriented economy. Each of these towns have a substantial residential component. Other urban settlements include Emondlo, Bilanyoni, Paulpieterburg, Nongoma and Louwsburg.

CLASS	SETTLEMENT TYPE	NUMBER OF SETTLEMENTS	TOTAL HOUSEHOLDS
URBAN	Urban - Formal Town	4	6 425
	Urban - Former Township	5	14 675
	Urban - Ex Homeland Town	13	10 233
	Urban - Working Town	6	1 335
	Urban - Service Centre	8	1 549
	Urban - Squatter Camp	1	115
RURAL	Urban Fringe - Informal Settlement	19	8 906
	Peri-Urban - Squatter Camp	1	284
	Rural - Formal Dense >5000	2	3 046
	Rural - Formal Dense <5000	35	10 310
	Rural - Scattered Dense	5	2 612
	Rural - Scattered Medium Density	5	223
	Rural - Scattered Low Density	59	10 732
	Rural - Scattered Very Low Density	1 106	107 422
	Rural - Scattered households	N/A	5 775
<b>TOTAL</b>		<b>1 269</b>	<b>183 642</b>

Table 14:SETTLEMENT TYPES

Source: ZDM WSDP, 2020

Dense rural and peri-urban settlements occur close to and around the urban settlements including the former R293 townships. These include Hlahlindlela near Emondlo Township, Mangosuthu Village and Freshgewaagd near Bilanyoni, settlements around Ulundi and Nongoma Towns, etc. Low density settlements are scattered unevenly in different parts of the district with a higher concentration in Nongoma and Ulundi Local Municipalities. Low density rural settlements are also common in Edumbe, Vryheid and Uphongolo Local Municipalities. There are also settlements that emerged as a result of the land reform programme such as KwaGumbi in uPhongolo Municipality and coal mining such as Emnyathi in Abaqulusi Municipality.

### 3.3.3 SETTLEMENT DENSITIES

TABLE 7: POPULATION DENSITY BY LOCAL MUNICIPALITIES - 2018

	Population size	% Share of KZN Population	% Share of Zululand Population	Area Square KM	% Share of KZN area	% Share of Zululand Area	Population Density
KZN	11 288 892	100.0		94 361	100.0		119.6
Zululand	857 502	7.6	100.0	14 799	15.7	100.0	57.9
eDumbe	86 012	0.8	10.0	1 943	2.1	13.1	44.3
UPhongolo	133 850	1.2	15.6	3 110	3.3	21.0	43.0
Abaqulusi	238 928	2.1	27.9	4 314	4.6	29.2	55.4
Nongoma	201 992	1.8	23.6	2 182	2.3	14.7	92.6
Ulundi	196 720	1.7	22.9	3 250	3.4	22.0	60.5

In respect of population density, Nongoma is the highest, at 92.6 persons per square kilometre, while uPhongolo has the lowest at 43 persons per square kilometre. These demographics are tabulated in Table 9. Settlement density is high within major towns and lower in traditional council areas. The sparsely distributed population and human settlement pattern can make it difficult to service many of the settlements. However, the node and corridor system that is evident within the District needs to be enhanced so that maximum value can be achieved through these. This may mean, for example, encouraging appropriate development and density levels within nodes, by prioritising the servicing of the nodes accordingly.

### 3.3.4 LAND USE PATTERN

Land use within the district could broadly be categorised as follows:

Urban settlements.

Rural settlements.

Commercial agriculture and forestry

Conservation

#### *3.3.4.1 URBAN SETTLEMENTS AND LAND USE*

Urban settlements in the ZDM are Vryheid, Ulundi, Pongola, Nongoma, Paul Pietersburg (Edumbe), Louwsburg, Emondlo and Bilanyoni. These areas differ significantly in character reflecting the impact of the apartheid past with Pongola, Vryheid, Louwsburg and Edumbe having a defined spatial structure and a history of orderly development. These towns have Central Business Districts developed around a civic centre and having a structured mix of commercial, business, service industrial and high density residential. They are surrounded by residential properties with industrial land located in designated areas.

Bilanyoni and Emondlo are the former R293 townships. They developed mainly as residential areas for black people working in the neighbouring towns and farms. Although they are developed with some commercial and public facilities, they remain poorly developed dormitory areas. Relatively dense peri-urban settlements have developed around these townships as more people move closer to access some urban opportunities.

Ulundi is similar to these two areas but became a much bigger settlement due to its role as the administrative centre of the erstwhile KwaZulu Government. It has since attracted shopping centres, service industry and other commercial facilities. Nongoma developed organically along R66. As such, it occurs in a linear format with a row of shopping and public facilities occurring on both sides of the road. The town lacks orderly and harmonious development.

#### *3.3.4.2 RURAL SETTLEMENTS AND LAND USE*

Expansive rural settlement characterises the landscape and settlement pattern in the ZDM. The location of these settlements in space is highly influenced by the livelihood strategies, such as access to arable land, reliable sources of water, grazing land, terrain, etc. Factors such as access to public facilities (schools, clinics, etc), public transport routes and bulk services are fast emerging as critical factors in the growth and expansion of some of the rural settlements.

There are approximately 1269 rural settlements in the ZDM with the majority being in Nongoma and Ulundi Local Municipalities. Rural settlements under traditional leadership developed as a result of traditional land allocation system which is implemented by izinduna

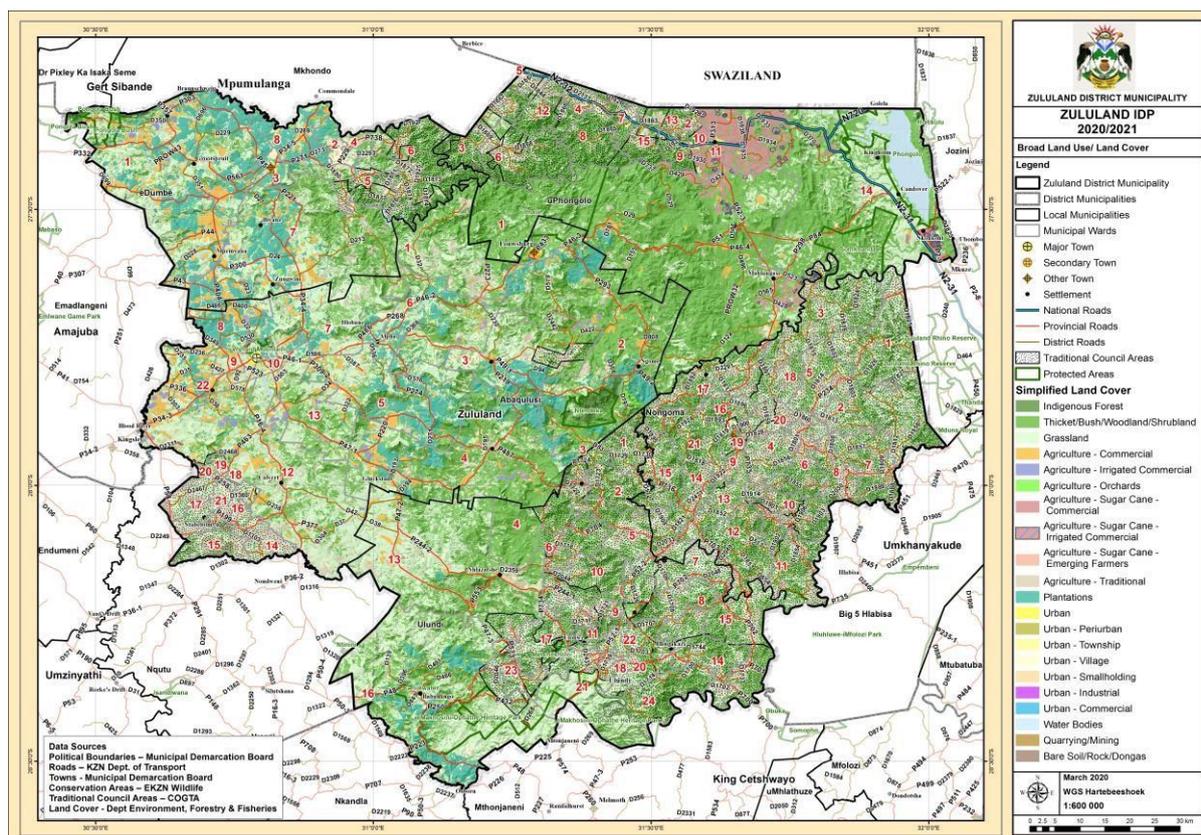
without any pre-determined spatial structure or specific spatial planning standards. Settlements are scattered in space in an unsystematic manner with some occurring in areas that are not suitable for human habitation. These include wetlands, steep slopes, and other environmentally sensitive areas. Site sizes for different land uses vary significantly within and among settlements. Land use management is based on collective memory where members of the community collectively agree that a piece of land is earmarked for a particular use or belongs to someone.

Settlements also differ in size and density depending on location in relation road transport network; access to water and electricity; and access to social facilities such as schools and clinics. Relatively high-density settlements are found in along the major transport routes. In some areas, there is a clear separation between residential, crop production and grazing land.

This spatial structure or lack thereof results in very expensive service delivery costs.

#### *3.3.4.3 COMMERCIAL AGRICULTURE*

Commercial agriculture is one of the key economic activities in the ZDM and consumes large tracks of the district land mass. It tends to concentrate in the old farming districts of Paulpietersburg (Edumbe Municipality); Vryheid and Louwsburg in Abaqulusi Municipality; uPhongolo Municipality and Babanango in Ulundi Local Municipality. It occurs in the form of livestock farming, irrigated crop production, sugar cane production (in the uPhongolo Municipality), crop production (in Edumbe and Abaqulusi Local Municipalities), orchards and forestry plantations. Crop production coincides with areas that have relatively moderate to high agricultural production potential while livestock farming is spread throughout the district. Commercial agriculture is under threat from land degradation, invasive species, and land reform programme.



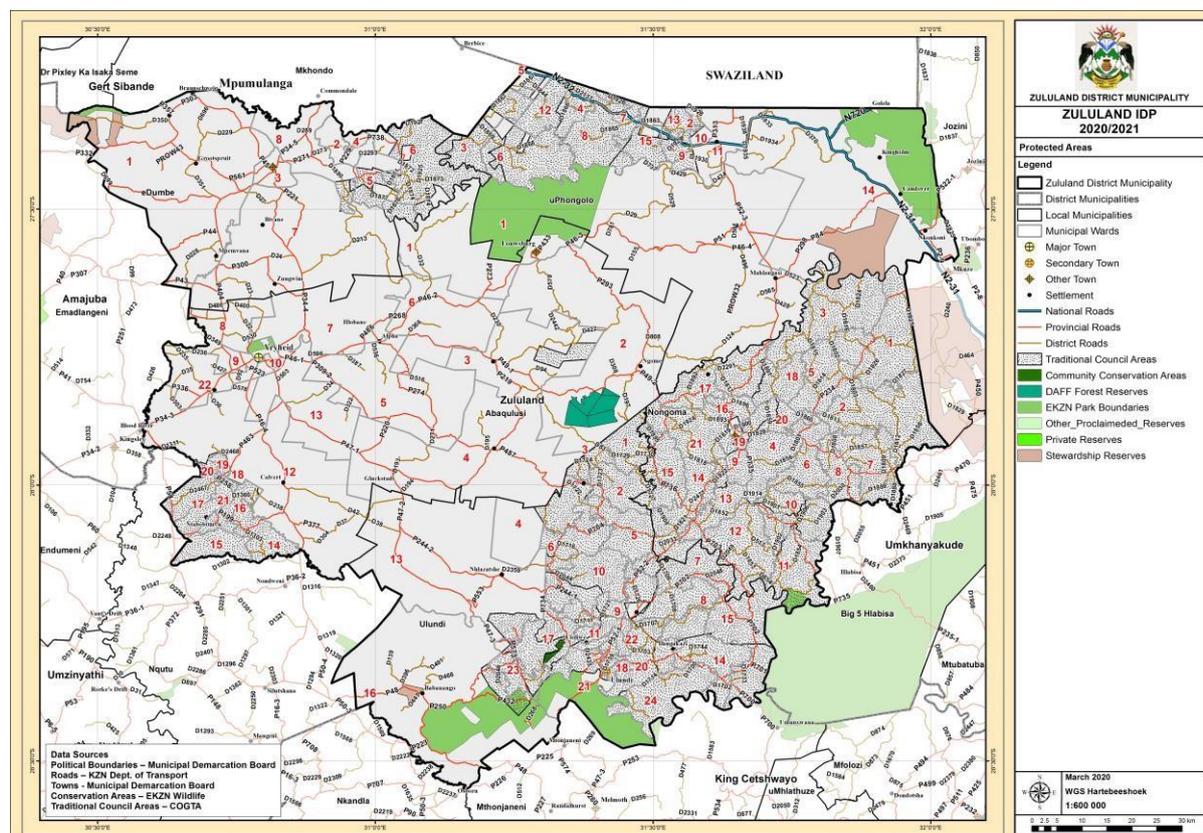
**Map 3: Land Cover**

### 3.3.4.4 CONSERVATION AND PROTECTED AREAS

The Zululand District Municipality contains 11 proclaimed protected areas, 2 areas still awaiting proclamation and 3 community run nature reserves. In addition, the National Protected Areas Expansion Strategy identify areas that can be considered for land-based expansion of protected areas. These areas are “large, intact and unfragmented areas of high importance for biodiversity representation and ecological persistence, suitable for the creation or expansion of large protected areas” (SANBI, 2010).

Some of the most notable conservation and protected areas within the district include the Pongola Game Reserve, which contains four of the big five, with the exception of lion. The game reserve boasts more than 70 elephants, as well as rhino, buffalo, leopard, cheetah, hyena, giraffe, zebra, and numerous species of antelope. The Ithala Game Reserve is considered to contain significant habitat diversity with numerous habitats running from high Highveld to low Lowveld at the Pongola River. Other nature reserves of significant importance include the Vryheid Hill Nature Reserve which contains grey duiker, mountain reedbuck, oribi, eland, Burchell's zebra and blesbok as well as a pair of crowned eagles who nest in a Cape ash tree in the forest overlooking the town; and the Klipfontein Bird Sanctuary which includes a large wetland and provides a refuge for many rare wild water-

birds species such as African Rail, Red-chested Flufftail, and Black and Baillon's Crakes (ZDM, 2017a).



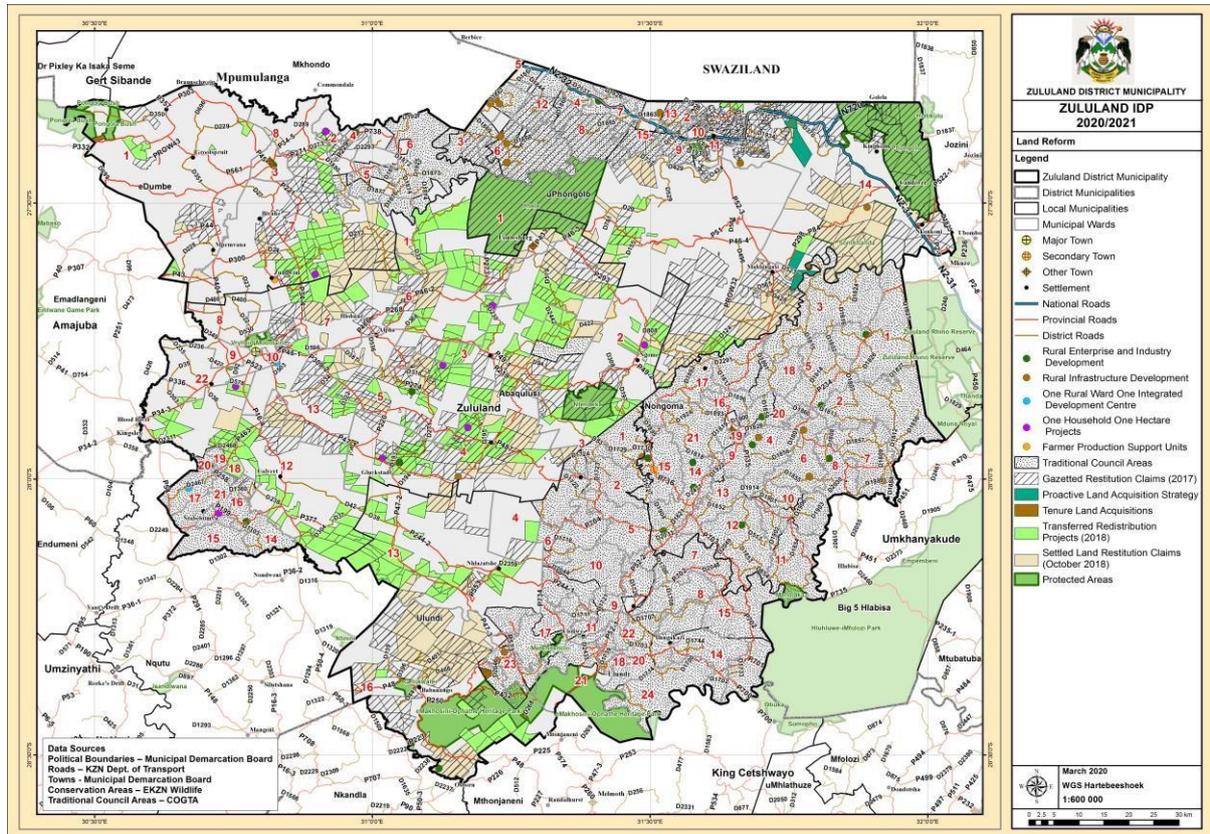
**Map 4: Protected Areas**

### 3.3.5 LAND REFORM AND OWNERSHIP

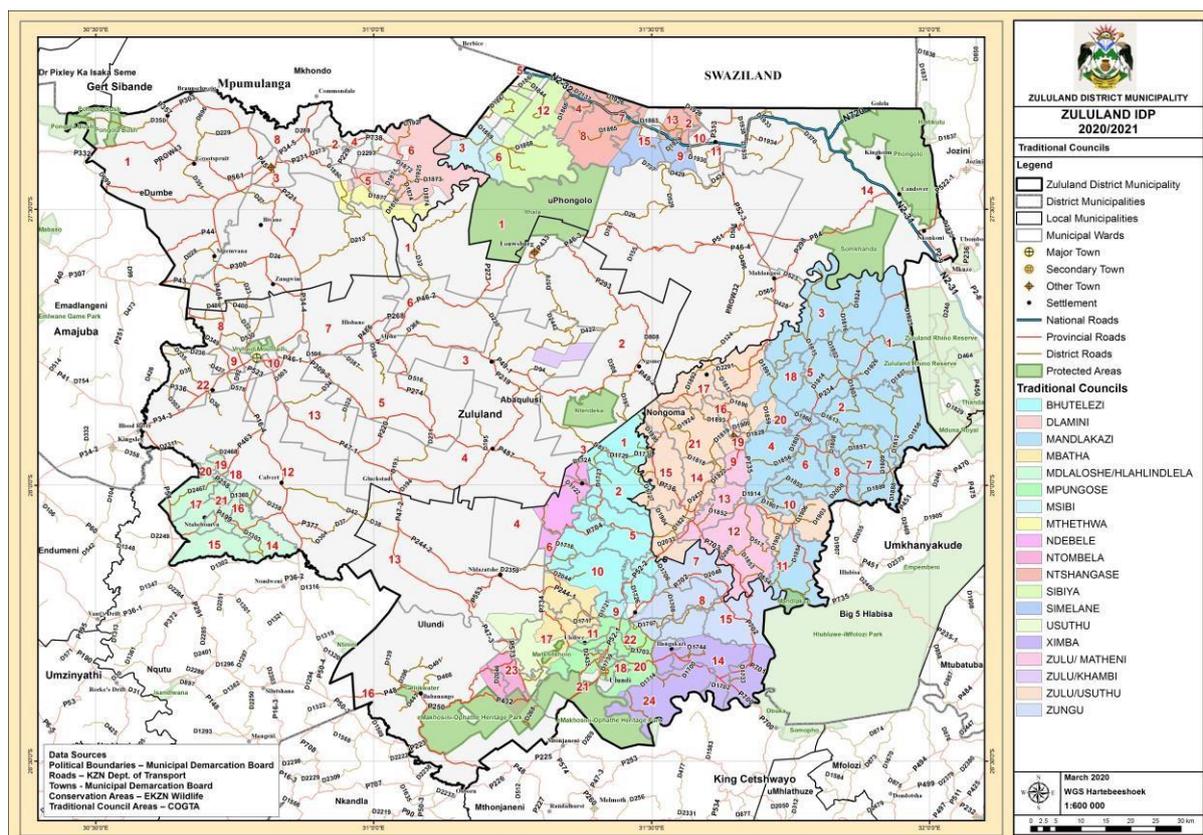
#### 3.3.5.1 LAND REFORM PROGRAMME

The ZDM is characterised by complex and intricate land rights related challenges. These include upgrading of land tenure rights for both labour tenants and farm dwellers; finalization of land restitution cases; decongestion of the rural settlements; and settlement of the emerging farmers. While some land restitution and labour tenant cases have been settled, a lot more is yet to be finalised. The majority of these are large community claims, and often overlap with labour tenant cases. Some land reform projects have resulted in the establishment of isolated rural settlements. Some of the challenges affecting the finalization of the land restitution claims in the overlap with land redistribution and labour tenant cases; costs associated with the acquisition of large tracks of agricultural land; and complexity of rural land restitution claims. Reckless implementation of the land reform programme has potential to reduce the amount land used for commercial agriculture which will also reduce the contribution of this sector to the district economy. It also results in the establishment of small isolated settlements scattered throughout commercial agricultural

land. These areas are difficult and expensive to provide with basic services due to the lack of bulk infrastructure and public facilities.



Map 5: Land Reform



**Map 6: Traditional Councils**

Ingonyama Trust land covers about 90% of the ZDM land mass the whole area under each of the 19 traditional councils that undertakes day-to-day administration of the land including the allocation of land rights. ITB land generally coincides with the traditional rural settlements (refer to the map below).

### 3.4 Environmental Considerations

The Zululand District Municipality comprises significant diversity of relief that is determined by altitude, slope position, aspect, climate, topography, and geology, which translates into exceptional terrestrial and aquatic biodiversity, species richness and endemism. Geological formations in the District have given rise to predominantly rugged terrain with high habitat heterogeneity across altitudinal gradients. A digital elevation model illustrates this structural diversity within the District. Development planning must incorporate the range of biophysical factors to retain this high biodiversity.

### *3.4.1 LANDSCAPE OVERVIEW (TERRAIN)*

The biophysical gradient is relatively pronounced in the Zululand District Municipality, particularly as compared to coastal and southern municipalities in KwaZulu-Natal. The highest areas comprise the western boundary of the District, with height generally increasing from south to north along this boundary, the highest point comprising the extreme north-west corner of the District (2068m). The lowest areas comprise the eastern of the District, with height generally decreasing northwards and southwards from the centre of the eastern boundary. The lowest point comprises the Jozini Dam and areas below the dam (approximately 480m a.s.l.), followed by a point on the Black Mfolozi where it exits the District.

The landscape varies from very flat extensive plains, undulating and rolling landscapes, broad valleys, wide and flat valley basins, rocky lowlands, low mountain ranges, steep to gentle slopes, mountainous areas much incised by river gorges, ridges, scarps, and plateaus. Topographical variation includes diversity of aspect associated with the valleys and ridgelines crossing the District, in places providing localised climate variability in cooler sheltered areas, offering fire refugia and suitable habitat for forests (subridge scarps and moist sheltered kloofs). The central highland area extending from the west has resulted in aspect and altitudinal variations across an exceptional diversity of landforms (as described above).

The terrain therefore plays an integral part in determining settlement patterns or the line of roads which needs to be built cost-effectively. Apart from infrastructure provision and housing, the slope of the land will be a determining factor in potential economic activity especially agricultural product potential. With the above mentioned in mind it is notable how the agricultural activities coincide with the more evenly sloped areas.

### *3.4.2 VEGETATION, PLANT AND ANIMAL SPECIES*

The District has exceptional heterogeneity in habitat, which translates into rich vegetation diversity, as described in Mucina & Rutherford (2006), comprising lower altitude dense bushveld, savanna, and grasslands, extending up to higher altitude mist belt grasslands, including significant areas of mistbelt and forests. Landscape heterogeneity and reasonably intact vegetation across the municipality, offers a high diversity of habitats which support a large proportion of important faunal and floral species.

Approximately half of the vegetation types in the District are classified as Critically Endangered, Endangered or Vulnerable, respectively comprising 8%, 10% and 39% of the

municipality's land surface area; a total of 58% of the remaining natural asset in the District classified Critically Endangered, Endangered or Vulnerable. Most of these vegetation types falls outside of protected areas, private nature reserves and game farms. The demarcation and appropriate management of the best remaining parcels of land within the Zululand District Municipality is therefore critically important for the conservation of these vegetation types in KZN.

Fragmented moist upland grasslands in the District form part of the Ekangala Grasslands Project, specifically high-lying areas in the vicinity of Vryheid and Ngome. The area provides habitat for a significant number of priority Red Data and Endemic faunal species. Several plant species protected in terms of the KwaZulu-Natal Conservation Ordinance and other Red Data species occur within the District, including at minimum 11 Endangered, 28 Vulnerable, and 95 Lower Risk and Data Deficient species. Most of these species are grassland and open savanna species, which are vegetation types at most risk of degradation.

### *3.4.3 PROTECTED AREAS*

The District includes several Protected Areas and areas of conservation value and sensitivity, including the recently proclaimed Zululand Rhino Reserve (totalling approximately 20 000ha):

Ithala Game Reserve

Ngome State Forest

Pongolapoort Nature Reserve

Klipfontein Nature Reserve

Vryheid Nature Reserve

Pongola Bush Nature Reserve

Emakhosini Ophathe Heritage Park

Zululand Rhino Reserve

Amatshitsholo Community Conservation Area

The District includes the Ntendeka Wilderness Area within the indigenous Ngome Forest System, comprising 5 250ha of grasslands and forests, which although small includes significant rare and endemic plants and animals, with high genetic diversity.

In the Zululand district municipality, the topography of the areas is more complex in the central and northern interior, which generally have a gradient of 12 – 40%, while the other areas range between 0 – 20%. Owing to the nature of the soils, the majority of which have between 50% (Sandy loams) – 80% (Loamy Sands) sand, the complex topography, especially

in the western areas, high intensity rainfall events and, in many instances, poor land management practices the potential for soil erosion in this area is high. The first figure below highlights that the areas that are most susceptible to water erosion are those areas of complex topography, i.e. the northern and central areas. The other areas are far less susceptible to this form of degradation.

Regarding wind erosion a significant area of this DM can be classified as being moderately susceptible to wind erosion, while there are small areas in the northern and western areas that are susceptible to wind erosion. However, a full soil assessment should be undertaken to establish the actual potential for soil erosion in this area, as well as what can be done mitigate against this erosion.

#### *3.4.4 TERRESTRIAL ECOSYSTEMS AND BIODIVERSITY PRIORITY AREAS*

Ezemvelo KZN Wildlife has, through a process of systematic conservation planning, selected areas that are critical for meeting regional biodiversity targets and thresholds. These are known as Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs). Within this District municipality there are areas categorised as no go / limited development area. This is due to these areas being of some significance from a biodiversity perspective. In the case of CBAs, they are either unique habitats or they contain unique species of flora and fauna. In the case of ESAs these areas, as indicated in the figure, may form corridors for the migration of species, or perform a supporting role to the CBAs. As indicated in the figure, there are two corridors in the central interior that form ESA corridors. The north-western interior regions of this municipality are comprised more of Optimal Critical Biodiversity Areas, while irreplaceable CBAs are found in the north-eastern area. Furthermore, it should be noted that there is little correlation between the two biodiversity areas, and slope. This may be positive from an agriculture / development perspective, as the flatter areas are, in most instances, better for development.

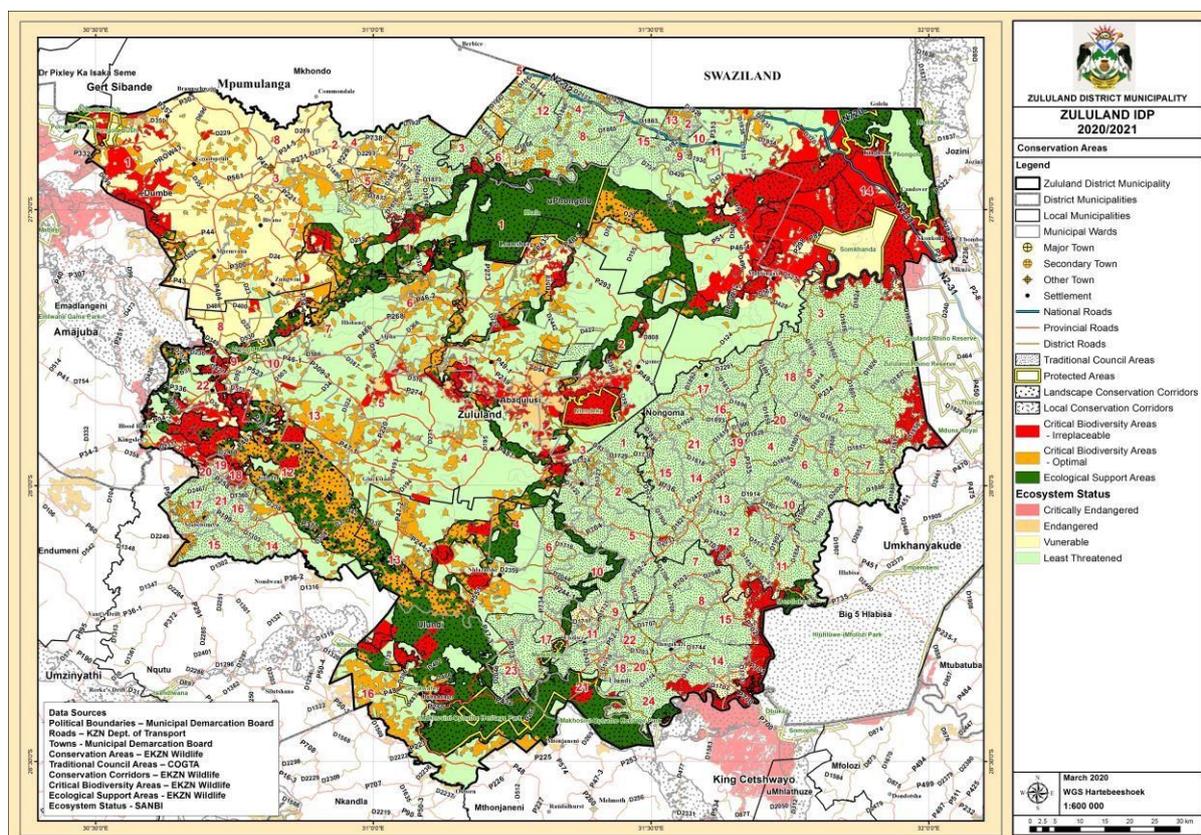
#### **MAP 5: CONSERVATION AREAS**

#### *3.4.5 CRITICAL BIODIVERSITY AREAS*

The terrestrial CBAs in Map 6 are a combination of several datasets, national, provincial, and local, which have been combined to identify priority biodiversity areas. These priority biodiversity areas, with the Protected Areas, form the biodiversity network that is required for the province to ensure the persistence and maintenance of habitats, ecosystems, and their associated species. The following guidance applies:

All the *CBA Irreplaceable* identified areas must be protected to ensure the persistence of the species and habitat, as there are no alternative sites.

*CBA Optimal* uses the least amount of land; loss of these areas would result in a configuration that is more land hungry. Thus, planning should try and avoid modification in these areas.



**Map 7: Conservative Areas**

### 3.4.6 ECOLOGICAL SUPPORT AREAS

Ecological Support Areas (ESAs) are defined as functional but not necessarily entirely natural areas that are required to ensure the persistence and maintenance of biodiversity patterns and ecological processes within the critical biodiversity areas. ESAs include the landscape and local corridors and the buffer areas around the CBAs. Ecosystems which have been listed as threatened terrestrial ecosystems in terms of the National Environmental Management Biodiversity Act (NEMBA), 2004 have statutory implications for spatial planning and development activities. These implications and additional guidelines are provided in table below.

### STATUTORY IMPLICATIONS OF LISTED THREATENED TERRESTRIAL ECOSYSTEMS FOR DEVELOPMENT ACTIVITIES

In KwaZulu-Natal, the presence of indigenous vegetation may trigger the need for environmental authorisation (refer to the various EIA Listing Notices).

Any development that proposes to clear an area of 1 hectare or more of natural habitat in a listed ecosystem is therefore likely to require at least a basic assessment in terms of the EIA Regulations (2017) and will require environmental authorisation before development can commence.

Key requirement	Guidelines
Development that may impact on a threatened ecosystem.	If the development site falls within a listed ecosystem, it is important to ground truth the presence of indigenous vegetation of the ecosystem in question, preferably with an ecologist who knows the area. Impacts should be avoided, minimised, mitigated and/or offset as appropriate.
Determining significance of impact on biodiversity.	<ul style="list-style-type: none"> <li>In determining the significance of impact on biodiversity in an EJA process, loss of natural habitat in a critically endangered or endangered ecosystem should be ranked as highly significant.</li> </ul>

Table 15: TERRESTRIAL ECOSYSTEMS AND THE POTENTIAL IMPLICATIONS ON PROPOSED DEVELOPMENT PROJECTS

#### 3.4.7 WETLANDS

The wetland systems in the District are distributed in a complex mosaic, occupying a variety of positions in the landscape across altitudinal gradients, ranging from open water bodies, vleis and marshes, down to extensive wetlands associated with stream and river courses. They are critical for ensuring sustained water quality and quantity from the major water catchments. Upper catchment wetlands significant for the maintenance of regular streamflow patterns, and acceptable water quality levels.

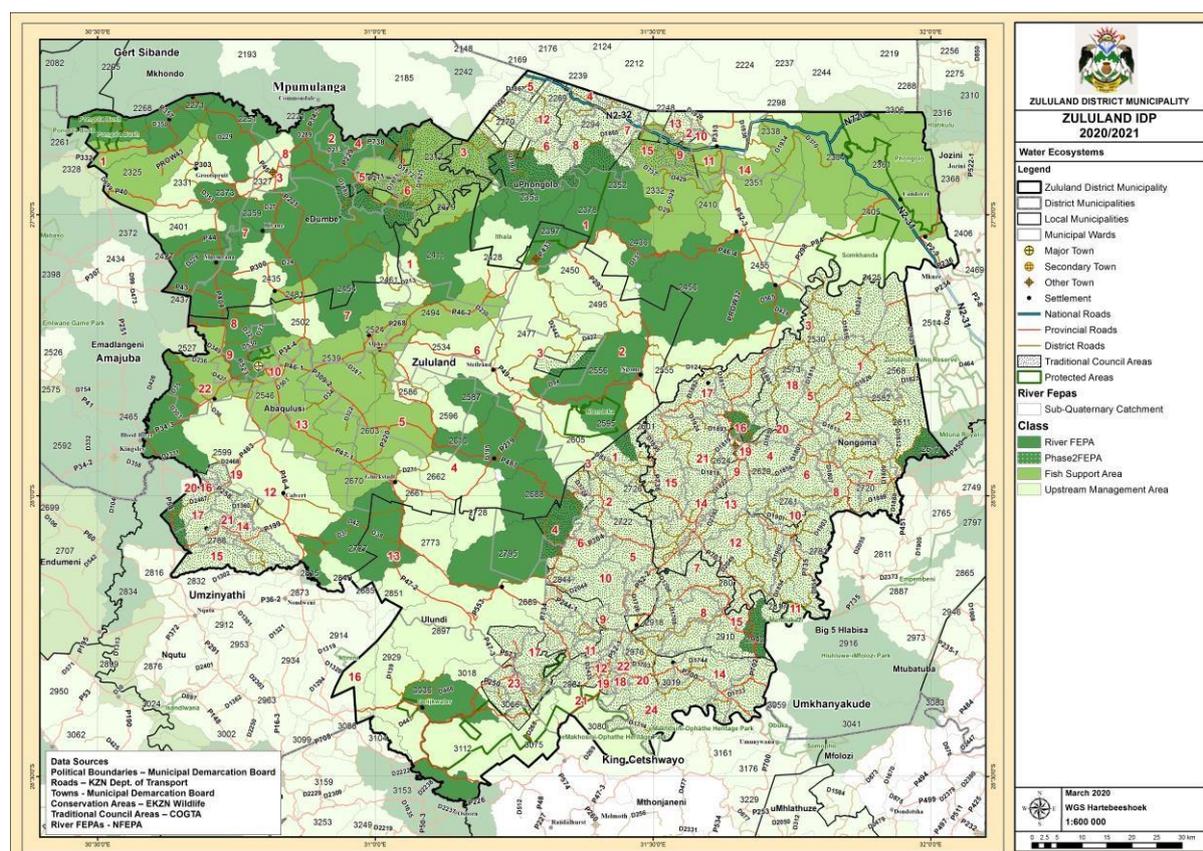
The rivers and associated wetlands within this District, particularly upper catchment wetlands, are of international, national, and provincial importance, in providing water to Mozambique, Swaziland, KwaZulu-Natal and other provinces. Apart from providing critical ecosystem goods and services, wetlands are also of major importance for biodiversity, because of the variety of natural communities associated with them.

The ZDM includes special wetlands, including the Blood River Vlei Wetland and Lenjane Wetland System; the former is a recommended RAMSAR Site which is nationally listed as an Important Birding Area, recognized as a unique birding area with all three Crane species recorded.

In certain circumstances unplanned scattered settlement and poorly managed land use have impacted upon the natural functions of such systems. These wetland systems need to be rehabilitated as they perform a vital service to both local and downstream users.

### 3.4.8 RIVER CATCHMENTS

More than 60% of river-flow in South Africa arises from only 20% of the land area. The Zululand District Municipality forms part of this 20% and has a wealth of surface water resources as a result of the high rainfall over the area.



Map 8: Water Eco-system

The main rivers in the District are the Pongola, Mkuze and the Black and White Mfolozi. The Pongola River flows from the Zululand District Municipality (some catchments lie in Swaziland) through Umkhanyakude District Municipality and into Mozambique, where it becomes the Maputo River. At the boundary between Zululand and Umkhanyakude, where the Pongola River passes through the Lebombo Mountains, it has been dammed to form the Pongolapoort or Jozini Dam. The Mkuze River flows into the St Lucia wetlands, whilst the Black and White Mfolozi confluence in King Cetshwayo District Municipality and flow southeast into the Indian Ocean just north of Richards Bay. Most rivers in the District are still intact, but are classified as vulnerable (NSBA, 2004). Importantly, the Phongola River,

White Imfolozi, Black Imfolozi, and Mkuze Rivers have been nationally designated as important rivers for representation of biodiversity.

The White Mfolozi catchment consists mostly of commercial farming in the northwest and Traditional Council land in the southeast, with the main activity being cattle farming. Approximately 120 km<sup>2</sup> of commercial forestry (or 2.5% of the land cover) and 30km<sup>2</sup> of alien vegetation (less than 1% of the land cover) are situated in the upper reaches of the catchment. Only a small portion of the catchment area is irrigated, estimated at about 8km<sup>2</sup>, downstream of Klipfontein Dam. Some farmers have reduced their irrigation requirements because of the high cost of water. The Hluhluwe-iMfolozi Park lies at the outlet of the catchments from the Zululand District Municipality. Significant towns include Vryheid, Ulundi and Emondlo.

The Black Mfolozi catchments consist mostly of Traditional Authority land, with the main activity being cattle farming. There is approximately 100km<sup>2</sup> of commercial forestry (or 3% the land cover) and 20km<sup>2</sup> of alien vegetation (or less than 1% of the land cover) situated in the upper reaches of the catchment. Only a small portion of the catchment area is irrigated, estimated at about 15 km<sup>2</sup>. The Hluhluwe-iMfolozi Park lies at the outlet of the catchment from the Zululand District Municipality. The only significant town is Nongoma. The water resources of the Black Mfolozi catchments are mostly undeveloped and underutilized. The major water users in these catchments are irrigation and domestic rural water supply. Nongoma receives water from the Vuna River (W22G).

The Mkuze catchments consist mostly of commercial cattle or game farming, with a small area of Traditional Council land located in the southeast. There is a significant amount of afforestation, estimated to be nearly 114km<sup>2</sup> (or 4% of the land cover), and an estimated 49km<sup>2</sup> of alien vegetation (or 2% of the land cover). Irrigation of sugarcane is another significant land use covering area of approximately 68km<sup>2</sup> (2.6% of the land cover). The only significant town in the area is Hlobane that is situated river's headwaters. This system is impacted on by the rain shadow of the Lebombo Mountains.

The water resources are mostly undeveloped, with only a few farm dams for irrigation purposes. The major water users in these catchments are irrigation and commercial forestry. Irrigators abstract water from run-of-river flows or from farm dams, apart from Senekal Estates who receive water from the Pongolapoort Dam. The town of Hlobane obtains its water from the Hlobane and Boulder Dams. There is a deficit in the Mkuze River during both the winter and summer months owing to irrigation utilizing the entire available yield without maintaining water for the Mkhuze Game Reserve.

The Pongola catchments form part of an International River Basin shared with both Swaziland and Mozambique. Although neither of these countries currently have high demands on these water resources, it may be easier to supply Maputo's future requirements from the Pongola River where there is a surplus (sourced from the Pongolapoort Dam) than from the Inkomati River that is stressed. The Pongola catchments are characterised by large-scale afforestation estimated at 480km<sup>2</sup> (or 6% of the land cover) in the upper Pongola and Bivane tributaries, and largescale irrigation of approximately 200km<sup>2</sup> (or 2,5% of the land cover) in the W44 catchments upstream of the Pongolapoort Dam. The main irrigated crop is sugarcane. There is approximately 150km<sup>2</sup> of alien vegetation (or 2% of the land cover). The significant towns in the area include, Pongola, Paul Pietersburg, Louwsburg, and Frischgewaagd.

#### *3.4.9 CLIMATE*

The mean summer temperatures of this area ranges from <25 - >30°C. The higher temperatures occur in the eastern areas, with the western and interior regions being cooler. During the summer period the humidity as well as the higher temperatures results in the convection rainfall that supplies water to this area. Furthermore, because of higher humidity the evaporation during this period could be lower due to the high percentage humidity of this area. This may have some impacts on agricultural activities as many crops are sensitive to temperature and this could affect the viability of many proposed developments in this area. Therefore, it is imperative that prior to significant investment in future development that a thorough study be undertaken to determine the suitability of crops and associated activities for this current temperature range during the summer period.

The mean winter night-time temperature of this area ranges from 0 - 2°C in the higher altitude western regions, while rising to > 12°C in the lower altitude eastern regions. During the winter period there is a marked decrease in the humidity, which results in a decrease in the occurrence of rainfall during this period. Hence winters are cool and dry. This decrease in water vapour promotes an increase in evaporation as there is an increase in the atmospheric water deficit, which reduces that availability of water for plant growth and irrigation. Hence, agriculture and developments within this region must be able to accommodate these nighttime temperature extremes to allow for an improvement in the local economy (Schulze and Kunz, 2011a).

Veld fires, storms and strong winds are common hazards in the district and will likely be exacerbated by climate change. Climate change is also predicted to shift biomes in South Africa, which will result in changes to the ecosystems and vegetation found in the ZDM. It is predicted that under a medium-risk climate scenario, a nearly complete loss of the Grassland Biome will occur with it being replaced by the Savanna Biome and a small patch of Coastal Belt Biome in the south-east of the ZDM (DEA, 2017a). Under a high-risk climate scenario, it is forecasted that the Grassland Biome will be completely replaced by the Savanna Biome (DEA, 2017a). These predictions are based on an intermediate case scenario looking at temperature increases and changes in rainfall. This change in biome will have a considerable effect on biodiversity, as habitats for species are lost. This, in turn, affects larger ecosystems through disruptions in food chains etc. The subsequent loss of habitats also results in the loss of the associated ecosystem services, such as energy dissipation of water run-off during storm events. These losses in ecosystem services have cascading negative effects on the surrounding ecosystem services-dependent local communities.

#### *3.4.10 AGRICULTURAL POTENTIAL*

The potential of the land to produce food is largely determined by physical factors such as the terrain, soils, and climate. The KZN Agricultural Land Zoning System (DAFF & DAEA, 2012) is a new initiative by the agricultural authorities that combines available data to classify a region into Agricultural Land Categories, which indicate the ability of an area to produce food under recommended management practices on a sustainable basis.

The agricultural authorities regard land with a high agricultural potential as a scarce nonrenewable resource and accordingly applies a risk averse and cautious approach when development of such land for purposes other than agricultural production is proposed. To support this risk-averse approach as the basis for decision-making, land with high potential for agriculture is deemed irreplaceable and must thus be legally protected (DAFF & DAEA, 2012).

Irreplaceable land exists in the western highlands of the district, eDumbe Municipality and Abaqulusi Municipality. Irreplaceable land in the Phongola valley is because of irrigation opportunities that have been developed in this area. Current land cover reflects these potentials.

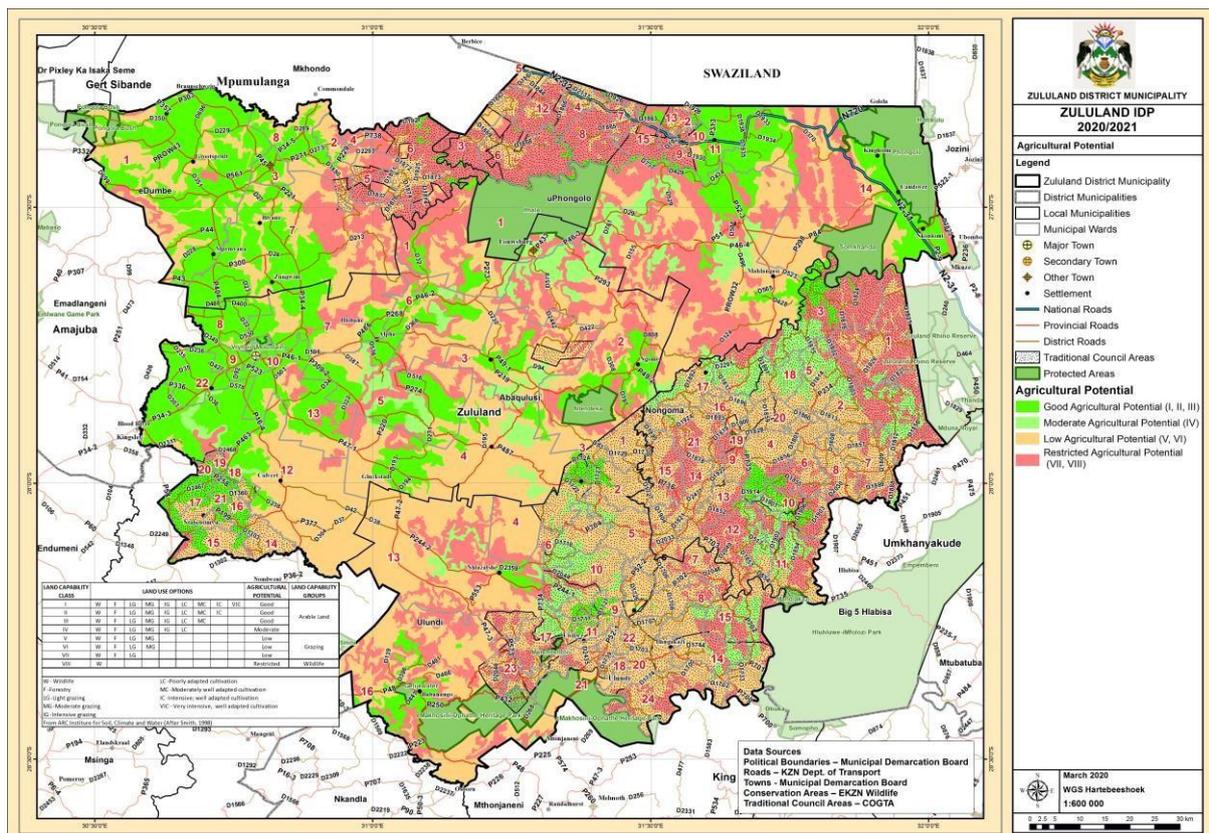
The communal areas of Ulundi and Nongoma are however not as fortunate and irreplaceable land is marginal to poor except for the high lying plateaus in each district. Secondary and mixed agricultural land is found in around these municipalities. However,

these make up a small portion of the total area. Valley bushveld of the two Mfolozi Rivers does provide considerable irreplaceable land for the development of irrigation.

Given the high temperatures in these valleys and the moderate winters, these areas are perfectly suited to produce vegetables in the winter or off-season. The deep low altitude river valleys of Pongola and Mfolozi Rivers provide an excellent opportunity for intensive agricultural production.

Where irrigation is available, sugar cane, out of season vegetables and sub-tropical fruits can be planted. Agricultural potential outside these valleys is limited to stock and game farming.

Map 8 depicts agricultural land categories found within the Zululand District Municipality. Irreplaceable land accounts for 49 409Ha; threatened land accounts for 359 421Ha; primary agricultural land accounts for 326 817Ha; secondary agricultural land accounts for 504 926Ha; mixed agricultural land accounts for 165 635ha; permanently transformed land accounts for 13 318Ha; Proclaimed reserves land accounts for 46 571Ha; and water bodies about 11 238Ha.



Map 9: Agricultural Potential

## 3.5 Disaster Management

### 3.5.1 DISASTER MANAGEMENT PLAN

The ZDM Council approved the Zululand District Disaster Risk Management Plan on 30 August 2018 is under review and is at Draft stage and is envisioned to be finalized by 30 June 2022. The plan is being prepared in accordance with the Disaster Management Act, 2002 (Act No. 57 of 2002) (DMA) which places a legal obligation on all organs of state and other institutional role-players involved in disaster management to develop, regularly review, update, coordinate, share and implement disaster management plans (DMP). The Draft Zululand District Disaster Management Plan is attached herewith as **Annexure 2**.

### 3.5.2 INSTITUTIONAL CAPACITY

#### 3.5.2.1 MUNICIPAL DISASTER MANAGEMENT CENTRE

The disaster risk management function and Disaster Management Centre (DMC) in the municipality fall under the Corporate Services Department of the Zululand District Municipality. Zululand District Municipality Disaster Management Centre was established in 2006 and is fully operational. It is located at the Prince Mangosuthu Buthelezi Airport in Ulundi. It operates for 24 hours seven days a week.

#### 3.5.2.2 OPERATIONAL FUNCTION

The Zululand Disaster Management is placed under the Committee of Health and Safety Portfolio Committee that is where the committee takes decision and makes recommendations to the Council. The Chairperson for the said committee is the councillor responsible for Disaster Management and the other councillors from other Local Municipalities who are responsible for Disaster Management who also participate in the District Disaster Management Advisory Forum.

#### 3.5.2.3 MUNICIPAL INSTITUTIONAL CAPACITY

The disaster risk management function and Disaster Management Centre (DMC) in the ZDM are under the Corporate Services Department. The Municipal Disaster Offices form part of the Protection Services Departments under Corporate Services. The Disaster Management Centre has a District Disaster Manager and Disaster Management Officers per Local Municipality.

#### *3.5.2.4 ZULULAND DISTRICT DISASTER ADVISORY COMMITTEE (DDMAC)*

Zululand District Disaster Advisory Committee is fully functionally and was formed in terms of the Disaster Management Act No. 57 of 2002, Section 51 coupled to section 42, which requires the Municipality to establish a multi – disciplined structure consisting of representatives from the District Municipality, all category B Municipalities within the District, Provincial Departments who have a role play in the Disaster Management and have District offices within the area, Senior Representatives of the National Departments within the area and all role players i.e. All NGO'S in the district.

#### *3.5.2.5 MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE*

The Zululand District Municipality has established a municipal Disaster Management InterDepartmental Committee comprising of the following departments:

Disaster Management Unit

Mayor's Office

Technical Services Department

Corporate Services Department

#### *3.5.2.6 DISASTER MANAGEMENT ADVISORY FORUM*

The Zululand District Disaster Risk Management Advisory Forum was established in 2009. According to subsection (1) a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their jurisdiction. The Zululand District municipality advisory forum is made up of all relevant stakeholders within the district who may be involved in issues related to disaster management. One of the challenges faced by the forum is nonattendance of key stakeholders at the meetings, the forum meets quarterly. In addition:

Local Municipal Disaster Management Committees: Local Municipalities have established local offices to manage and or discuss disasters and response to local disasters.

District Technical Advisory Committee: This committee was established at the District level and comprises of local and district political and administrative officials and identified sector departments. ○ Municipal Inter-Departmental Disaster Risk Management Committee: This committee is to be established.

Ward Structures: Ward Structures are a key community awareness and important communication and information link between the municipality and the communities on the ground. Ward structures are operational in all the municipalities.

### 3.5.3 RESOURCES AND EQUIPMENT

Table 11 below indicates the resources and equipment available within the ZDM to deal with disasters.

MUNICIPALITY	VEHICLES	PERSONNEL	EQUIPMENT
<b>Zululand District</b>	3X Land Cruiser 4X4 with fitted rescue equipment; 2X S/Cab Bakkies; 2X Disaster utility Trucks (3 in 1) and 1X fire engine.	9 which comprises of:- • 1X Head of Disaster; 1X Centre Manager; 1X Admin Officer; 6X Fire Fighters.	3X Sets of Jaws of life; 2X Prisma Lights and Fire Rescue.
<b>Abaqulusi</b>	1X Bakkie; 2X Fire Engine 1X Rescue and 1X Tanker.	1X Acting Disaster Management Assistant Manager and 1X Acting Disaster Officer	1X Jaws of Life and Fire Equipment
<b>Edumbe</b>	1X Truck; 1X Bakkie Sakkie; 1X Tanker.	1X Head of Disaster; 1X Centre Manager; 2X Fire Fighters.	1X Jaws of Life and Fire 15X Fire Beaters
<b>uPhongolo</b>	1X Utility vehicle 1X Skid Unit	1X Head of Department; 1X Unit Head of Fire; Disaster; 3X Disaster Officer; • 1X Utility Driver and • 7X Fire Fighters.	None
<b>Nongoma</b>	1X Truck; 1X Bakkie; 1X Skid unit	• X1 Head of Department; • 1X Disaster Officer and • 6X Fire Fighters.	15X Fire Beaters and 6X Back pumps.
<b>Ulundi</b>	1X Bakkie; 2X Skud unit	X1 Head of Department; X1 Disaster Officer X1 Admin Officer and • 09 Fire Fighters.	23X Fire Beaters

Table 16: DISASTER MANAGEMENT CAPACITY

### 3.5.4 RISK ASSESSMENT

The Zululand District municipality is exposed to a wide range of natural and human-induced hazards that can cause widespread hardship and devastation. The Zululand Disaster Management Centre (UDMC) has observed that seasonal incidents occur in their extreme and this may be attributed to the effects of climate change. Over the past few seasons, the district has experienced:

Heavy rainfall which caused flooding in several areas. Higher rainfall occurring during November to January summer season period causes floods in low lying areas and erosion of land has become a regular feature in the district. The district has in the past witnessed worst form of disasters caused by floods and landslides rendering normal life paralyzed by way of disruption of means of communications caused due to damage of roads and bridges and blockage of roads.

Severe drought that causes serious shortage of water for both domestic and livestock use. According to recent data received from the SA Weather Service, most of these areas have been constantly receiving less than average rain fall in the past five years. As a result of the reduction in rainfall, there has been a constant reduction in crops yielded by farmers as well as a steady decline in water reserve sources.

Runaway veld fires that have ravaged the district and destroyed a lot of property, livestock, grazing lands and even claimed innocent people's lives. Veld fires have been a persistent problem in Zululand District Municipality area and this situation has worsened over the past several years, the district experienced devastating veld and structural fires across. Those veld fires that resulted from strong winds and extremely dry winter conditions, damaged to land. Plant and animal communities in particular are at greater risk of extinction because their traditional habitats are irreversibly being modified by severe fires. Other notable adverse effects have been loss of livestock, agricultural crops and power outages.

Fatal lightning strike incidents during the summer seasons.

### *3.5.5 RISK REDUCTION AND PREVENTION*

#### *3.5.5.1 ASSISTANCE*

It is the responsibility of a municipal disaster management centre to assist both the national- and provincial disaster management centres with:

The identification and establishment of communication links with disaster management role-players in the municipal area;

Development and maintenance of the disaster management electronic database; and ○  
Develop guidelines for the preparation and regular review of disaster management plans and strategies, including contingency plans and emergency procedures, and the integration of the concept and principles of disaster management and particularly the prevention and mitigation strategies, with development plans and programmes.

### 3.5.5.2 PREVENTION AND MITIGATION

The District Municipality's Disaster Management Centre must give guidance to assess and prevent or reduce the risk of disasters, including ways and means of:

Determining levels of risk; ○ Assessing the vulnerability of communities and households to disasters that may occur; ○ Increasing the capacity of communities and households to minimise the risk and impact of disasters that may occur; and

Monitoring the likelihood of, and the state of alertness to disasters that may occur.

The district municipality is also responsible for the following in terms of prevention and mitigation:

The development and implementation of appropriate prevention and mitigation methodologies;

The integration of prevention and mitigation methodologies with development plans, programmes, and initiatives; and

The management of high-risk developments.

Lastly, it is the responsibility of the disaster management centre of a district municipality in terms of prevention and mitigation to promote formal and informal initiatives that encourage risk avoidance behaviour by organs of state, the private sector, non-governmental organisations, communities, households, and individuals in the municipal area.

### 3.5.6 RESPONSE AND RECOVERY

The Council of a District Municipality is primarily responsible for the co-ordination and management of local disasters. This is the first sphere of government from where a local state of disaster may be declared by way of a notice in the Provincial Gazette.

When a disastrous event occurs or is threatening to occur in the municipality, the disaster management centre of the municipality concerned must determine whether the event should be regarded as a disaster in terms of the Act and if it is regarded as a disaster, the municipality must immediately:

initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster;

inform the National Centre and the relevant provincial disaster management centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster;

alert disaster management role-players in the municipal area that may be of assistance in the circumstances; and

initiate the implementation of any contingency plans and emergency procedures that may be applicable in the said circumstance.

When reporting the disaster to the National Centre and the relevant provincial disaster management centre, the municipal disaster management centre may make a recommendation regarding the classification of the disaster.

### *3.5.7 INFORMATION MANAGEMENT AND COMMUNICATION*

The district Disaster Management Centre operates a bulk SMS system to disseminate early warnings of severe weather which are received from the South African Weather Services (SAWS). Once a severe weather warning is received this is passed to relevant stakeholders using the bulk SMS system. Stakeholders include all the local municipalities and members of the advisory forum. The intention is for the local municipalities to ensure that these warnings are disseminated to the communities through ward councillors and ward committees.

### *3.5.8 PUBLIC AWARENESS*

The District Disaster Management Centre has developed this Community Awareness, Educational Programme, Capacity Building and Workshops to create resilient communities on disaster management. One of the fundamental aims of this campaign is to ensure the visibility of District Disaster Management Centre (DDMC) at local level. The DDMC collaborates with other stakeholders in the rolling out the campaign. All messages are based on the district risk profiles for those areas. The target audience are community members, community leaders, Operation Sukumasakhe, school children and stakeholders. These programmes commenced last financial year, but other phase of the programme will be commencing in the 2018/19 financial year.

## 3.6 Municipal Transformation & Institutional Development

### 3.6.1 GAZETTED POWERS AND FUNCTIONS

The ZDM performs the functions reflected in Table 12 below as gazette by the MEC for Local Government in the KwaZulu-Natal Province.

RESPONSIBLE DEPARTMENT	FUNCTION
<b>Budget and Treasury</b>	Grants distribute
	Collection of levies
<b>Community Development Services</b>	Municipal Health ( <b>National Fx</b> )
	District Tourism
<b>Corporate Services</b>	Fire Fighting Services
	Other: Disaster Management
	Municipal Airports (District)
<b>Planning</b>	Municipal Roads (District)
	IDP
	Regulation of passenger transport services
	Fresh Produce Markets, Abattoirs
	District Cemeteries
<b>Technical Services</b>	Water Supply ( <b>National Fx</b> )
	Electricity ( <b>National Fx</b> )
	Sewerage Systems ( <b>National Fx</b> )
	Solid Waste
	Public Works

Table 17: ZDM POWERS AND FUNCTIONS

### 3.6.2 ADMINISTRATIVE CAPACITY (APPROVED ORGANOGRAM)

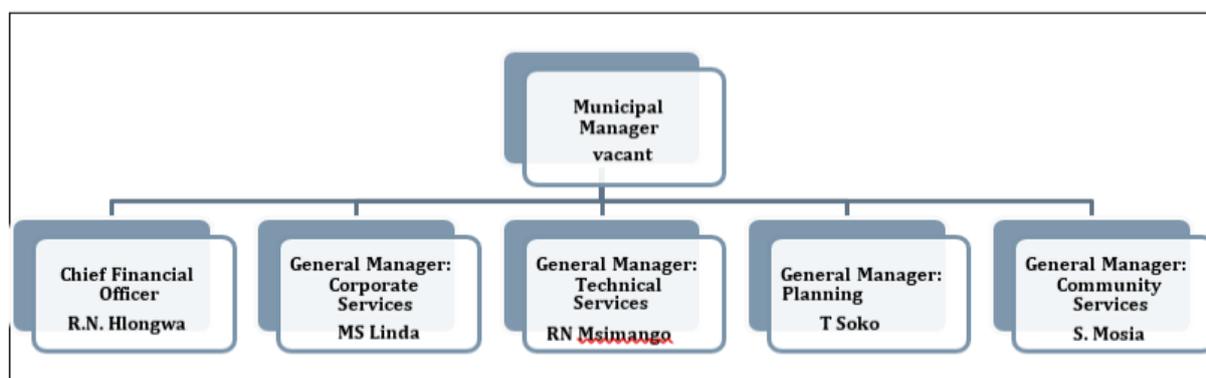


Figure 12: Top Management

The draft organizational structure was approved by Council in March 2022 in line with the IDP. Section 153 of the Constitution requires a municipality to structure and manage administration, budgeting, and planning processes in such a manner that it prioritises the basic needs of the community; promote social and economic development; and participate in national and provincial development programmes. Accordingly, the ZDM has developed and adopted an organogram that creates capacity and enables the municipality to perform its function efficiently effectively. The municipality consists of five (5) departments as follows:

**Planning Department:** Provides strategic support to the Council towards ensuring integrated development planning. The Department also houses the Water Services Authority. It has 3 divisions including Planning Administration, Water Services Authority and Project Management Unit.

**Budget and Treasury Office:** Responsible for Municipal financial management such as Planning and budgeting, revenue, cash and expenditure management, procurement, asset management, reporting and oversight. Each component contributes to ensuring that expenditure is effective and efficient and that municipalities can be held accountable. The department has 2 divisions including Income and Expenditure where Expenditure includes Supply Chain Management.

**Corporate Services Department:** Provides an integrated administrative support service to the municipality focusing on institutional development, administration, management, and governance. The Department has 4 divisions including Auxiliary Services, Human Resources, District Airport Management and Disaster Management.

**Community Services Department:** Promotes the district economic and social development as well as developing the people's quality of life in an inclusive and sustainable manner. The Department has 6 divisions including social development, Youth, Gender & Disabled, HIV/AIDS, Arts and Craft, Local Economic Development and Municipal Health Services.

**Technical Services:** Serves as a Water Services Provider for the ZDM through the implementation of Regional Water Supply Schemes Programme (RWSS), Rudimentary Water Supply Schemes (Interim) and Sanitation (VIP Toilet) Programme and Emergency Relief. The Department has 3 divisions including the Project Management Unit (PMU), Bulk Management as well as Operations and Maintenance.

### 3.6.3 STAFF COMPLEMENT AND VACANCY RATE

The following summary indicates the number of posts on the establishment, the number of employees and the vacancy rate.

DEPARTMENT	2018/19		2019/2020		2020/2021	
	No. of Posts	No. Vacancies	No. of posts	No. of vacancies	No. of posts	No. of vacancies
Finance	62	3	63	6	60	8
Technical	405	24	484	42	449	54
Planning	29	2	33	4	29	4
Community	71	3	92	10	91	14
Corporate	54	11	59	8	75	8
MM's Office	38	2	37	1	25	5
Total	659	45	768	71	729	93

Table 18: Number of posts & vacancies per department

Over the past three years the number of posts increased from 659 in 2018/19 and as at 30 June 2021 the number of posts were 729 this largely due to a new organogram being adopted in March 2019 to align organizational capacity to the Municipality's service delivery model.

### 3.6.4 EMPLOYMENT EQUITY

OCCUPATIONAL LEVELS	MALES				FEMALES				FOREIGN NATIONALS		TOTAL	TOTAL DISABILITY
	A	C	I	W	A	C	I	W	M	F		
Top Management	5			1							6	
Senior Management	11				6		1		2		20	
Professionally qualified and experienced specialists and midmanagement	52			1	40	1		1			95	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	6				23						29	

Semi-skilled and discretionary decision making	125	2			30						157	
Unskilled and defined decision making	170				72						242	2
<b>TOTAL PERMANENT</b>	<b>369</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>171</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>549</b>	
Temporary employees												
<b>GRAND TOTAL</b>	<b>369</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>171</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>549</b>	

Table 19: EMPLOYMENT EQUITY

Source: ZDM Employment Equity Plan Report January 2022

TABLE 13: OCCUPATIONAL LEVELS (NUMBER AND CATEGORIES OF EMPLOYEES BY GENDER AND NATIONALITY)

Occupational Levels (Number for all employees, including people with disabilities)												
TYPE	MALE				FEMALE				FOREIGN NATIONALS		TOTAL	
	A	C	I	W	A	C	I	W	Male	Female		
Top management	4				2							6
Senior management	11				7							18
Professionally qualified and experienced specialists and mid-management	48			1	31	1		1				82

### 3.6.5 SKILLS DEVELOPMENT AND CAPACITY BUILDING

Department	2016/17		2017/18		2018/19	
	No. Trained	Total Expenditure	No. Trained	Total Expenditure	No. Trained	Total Expenditure
<b>Councillors</b>	33		34		34	R 1 085 562.65
<b>OMM</b>					4	
<b>Finance</b>	25		20		0	
<b>Technical</b>	4		61		7	
<b>Planning</b>	3		7		3	
<b>Corporate</b>	11		35		9	
<b>Community</b>	4		32		4	

Table 20: NUMBER OF EMPLOYEES WHO WERE TRAINED AS WELL AS EXPENDITURE

In 2017/18 management implemented cost cutting measures which therefore impacted investment in skills development and capacity building. In the following two financial years 2019/20 and 2020/21 respectively expenditure investment on skills development has increased considerably due to the continued management of cashflows. Overall cost of training has also influenced the increase in expenditure.

. A skills development plan is attached herewith as an **Annexure**.

### 3.6.6 HUMAN RESOURCE MANAGEMENT

Council reviewed 15 policies and developed a further 08 new policies, rules of order and delegation's framework and 3 bylaws as reflected hereunder.

NO.	POLICY	DATE OFF APPROVAL
<b>Communications</b>		
1	Social Media	24 <sup>th</sup> Jan 2020
2	Communications	24 <sup>th</sup> Jan 2020
3	Language	24 <sup>th</sup> Jan 2020
4	Public Participation	24 <sup>th</sup> Jan 2020
5	Monitoring and Evaluation	24 <sup>th</sup> Jan 2020
<b>Human Resource Management</b>		
1	Delegations Framework	24 <sup>th</sup> Jan 2020
2	Standing Rules and Orders	24 <sup>th</sup> Jan 2020
3	Placement	24 <sup>th</sup> Jan 2020
4	Recruitment & Selection	24 <sup>th</sup> Jan 2020
5	Travelling and Car allowance	24 <sup>th</sup> Jan 2020
6	Relocation	24 <sup>th</sup> Jan 2020
7	Probation	24 <sup>th</sup> Jan 2020
8	Medical examinations	24 <sup>th</sup> Jan 2020
9	Hours of work	24 <sup>th</sup> Jan 2020
10	Termination of service	24 <sup>th</sup> Jan 2020
11	Overtime	24 <sup>th</sup> Jan 2020
12	Leave	24 <sup>th</sup> Jan 2020
13	Acting allowance	24 <sup>th</sup> Jan 2020
14	Housing/Rental allowance	24 <sup>th</sup> Jan 2020
15	Long service bonus	24 <sup>th</sup> Jan 2020
16	Cellphone/Data bundle allowance	24 <sup>th</sup> Jan 2020
17	Substance abuse	24 <sup>th</sup> Jan 2020
18	Employment Equity	24 <sup>th</sup> Jan 2020
19	Education, training and development	24 <sup>th</sup> Jan 2020

20	Medical aid	24 <sup>th</sup> Jan 2020
21	Recording of work attendance	24 <sup>th</sup> Jan 2020
22	Private work for remuneration	24 <sup>th</sup> Jan 2020
23	Salary deductions	24 <sup>th</sup> Jan 2020
24	Bursary schemes	24 <sup>th</sup> Jan 2020
25	Confidential matters	24 <sup>th</sup> Jan 2020
26	Disciplinary processes	24 <sup>th</sup> Jan 2020
27	Risk Management	24 <sup>th</sup> Jan 2020
28	Insurance	24 <sup>th</sup> Jan 2020
29	Banking and cash management	24 <sup>th</sup> Jan 2020
30	Debt collection	24 <sup>th</sup> Jan 2020
31	Tariffs	24 <sup>th</sup> Jan 2020
32	Fixed asset management	24 <sup>th</sup> Jan 2020
33	Supply Chain Management	24 <sup>th</sup> Jan 2020
34	Credit control	24 <sup>th</sup> Jan 2020
35	Indigent Management	24 <sup>th</sup> Jan 2020
36	Virements	24 <sup>th</sup> Jan 2020
37	Fleet Management	24 <sup>th</sup> Jan 2020
38	Subsistence and Travelling (Cllrs)	24 <sup>th</sup> Jan 2020
39	Subsistence and Travelling (Officials)	24 <sup>th</sup> Jan 2020
<b>Community Services and stakeholder relations</b>		
1	Honoraria and Special payments	24 <sup>th</sup> Jan 2020
<b>Bylaws</b>		
1	Municipal Health Services	24 <sup>th</sup> Jan 2020
2	Water bylaws and services	24 <sup>th</sup> Jan 2020

Table 21: ZDM POLICIES

### 3.6.7 INFORMATION TECHNOLOGY

Information Technology (IT) has become an important component of ZDM in the quest to improve and transform lives of communities, and to assist and enable other departments within the Municipality to render a quality service to stakeholders and the public at large. The ZDM has developed an ICT governance Framework. The purpose of an ICT Strategy is to give a focus and framework for future ICT investments and projects, linking these into the priorities of the IDP. The ICT Strategy aims to raise the profile and awareness on the importance of ICT investments and the governance. It is also to provide an effective technology tool and an enabler and catalyst for service delivery both within the municipality and across different strategic partners.

An internal ICT unit has been established with 2 personnel. Tools of the trade are a key item in the ICT strategy. Hardware that has reached the end of its life has been identified and is being replaced. A comprehensive evaluation of ICT needs has been conducted and places emphasis on the new way of doing business due to the pandemic, data integrity, compatibility of systems, communication with stakeholders and the public. Key activities have been prioritized and are implemented based on budget availability. The ICT strategy implementation is also monitored by the ICT Steering Committee. The ICT Steering Committee is function and has convened as follows:

ICT Steering Committee Meeting Dates	
2020	2021
22 June 2020	02 Mar 2021
25 June 2020	22 Mar 2021
29 June 2020	28 Apr 2021
14 Jul 2020	
Nov 2020	
Dec 2020	

Table 22: ICT STEERING COMMITTEE MEETINGS

### 3.6.7.1 IMPLEMENTATION PROJECT MANAGEMENT SYSTEM (IMPI)

Due to the large number of projects implemented by the ZDM a need was identified to develop a management system which would assist with tracking progress on projects. Implementation and Management of Project Information (IMPI) was the result. It provides a methodology for project progress monitoring and cash flow management. It provides control over expenditure and budgets to ensure that projects are not overspent. The system employs a secure logon which prevents the data being corrupted and also allows for the restriction of access to certain areas of the system. An example is the approval of budgets which is only allocated to Departmental General Managers.

The system consists of a central core with which various other systems may be integrated. The system provides planning and visibility of milestones and cash flows, manages, and maintains all payment and retention information and provides comprehensive reporting on progress and financials at any level. Integration with other systems is catered for (in particular

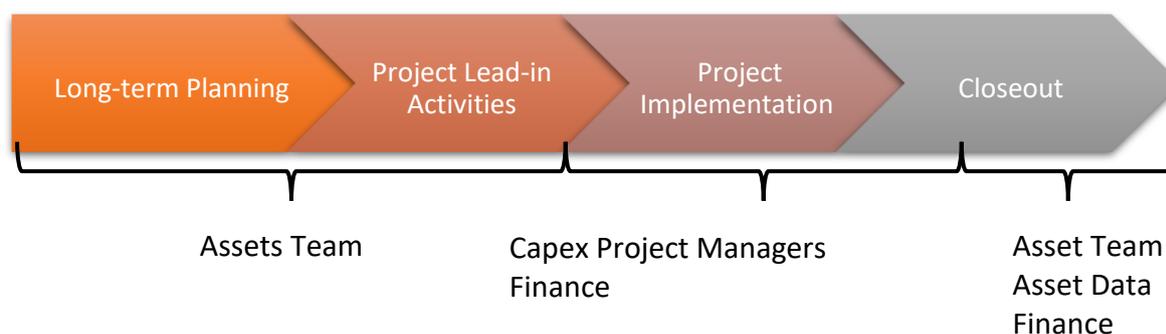


Figure 13: WORKFLOW AND USER ROLES

systems. In addition, an integrated GIS viewer allows the provision of spatial progress reports and visualisation of asset location. The tight integration of other systems is key to the implementation of the project management system. This ensures that a single source of reliable data is available for all users and stakeholders for reporting purposes, eliminates duplication of data across systems and assists with maintaining data integrity.

The system is workflow based, guiding the various users through each stage as appropriate. In addition, the workflow has built in approval loops which allow the project to move from one stage to the next in a logical and auditable manner.

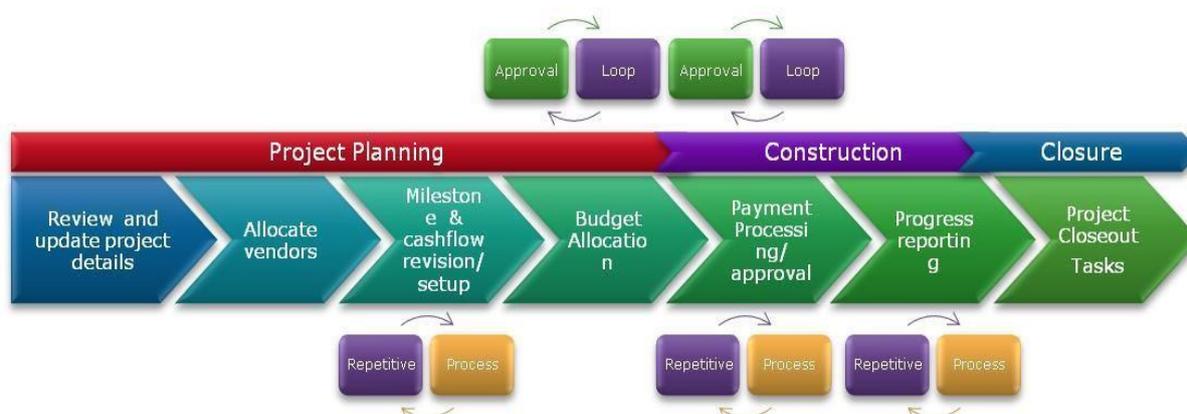


Figure 14: CONTROLS WORKFLOW THROUGH APPROVALS

### 3.6.7.2 ISSUE MANAGEMENT SYSTEM (SIZA)

The management of water and service-related issues was identified as an area of the ZDM's business which required attention. The ability to trace an issue from its identification to its closeout, led to the development of a web-based issue management system (SIZA). SIZA allows for the capture of water and other ZDM business related issues, into a data base.

These issues are then traced through the various responsible people to conclusion. It allows for the upload of documents and photographs, to add value to the information being managed.

The process begins with either an internal or external (customer) issue being raised. This is captured into Manzi and depending on the nature of the issue is allocated to the appropriate official. The Official is provided with a few options for responding to the issue, these may include:

- a field visit and subsequent report and or photographs uploaded into the system.
- A response required from the official

The issue may be referred to another official or back to the originating official, who may conclude the process or re-assign for further investigation.

### *3.6.7.3 SUPPLIERS DATABASE*

The maintenance of supplier information within government organisations has become critical for several reasons. These include the statutory requirements relating to documentation that needs to be obtained from a supplier prior to engagement. The maintenance of current versions of certain documents e.g. Tax Clearance, BBBEE certification etc. The continued checking of supplier ownership information as well as registration with regulatory bodies including CIDB. The management of the Tender, Quotation and Deviation process. The management of contracts. The assessment of supplier performance. These requirements all place a heavy administrative burden on institutions and can lead to audit queries, poor performance and the awarding of work to potentially unsuitable service providers.

The supplier database system has been designed to assist in the mitigation of all of these potential problems and support organisations in the efficient and effective management of vendors providing services.

### *3.6.7.4 ELECTRONIC PERFORMANCE MANAGEMENT SYSTEM*

The objective of institutionalising a Performance Management System (PMS) is to serve as a primary mechanism to monitor, review and improve the implementation of the Municipality's IDP. In doing so it:

Promotes accountability; ○ Facilitates decision-making and resource allocation; ○ Guides development of municipal capacity-building programmes; ○ Creates a culture of best

practice and shared learning among Municipalities; ○ Provides early warning signals and facilitates the development of intervention mechanisms;

Creates pressure for change at various levels; and

Contributes to the overall development of a Local Government System

The Application is a windows-based application that uses the internet (through web-services) to transfer data. This method was preferred due to the increased speed of access of information when compared with a traditional web-based system. Since the user interface is already available through the desktop application, only the actual data is transferred over the internet.

Access to the system is role based and organogram based, so specific users only have access to their performance indicators or departments. Users within the performance department can also be assigned roles to be able to access and edit all indicators. As the system is also restricted around the organogram, it can be setup to allow HOD secretaries access to that HOD's performance tree.

The system can also be integrated into the municipalities existing windows active directory, so that their access is dictated so that their login into the corporate network. The application can be divided into 4 (four) main components:

User and system administration

- Performance management setup and capture
- Performance measurement and capture
- Reporting

## 3.7 Basic Service Delivery

### 3.7.1 INSTITUTIONAL CAPACITY

#### 3.7.1.1 WATER SERVICES AUTHORITY

From 2003, the Zululand District Municipality is a designated Water Service Authority.

#### 3.7.1.2 WATER SERVICES PROVIDERS

All Water Services Provider functions were taken over by ZDM in 2003 from the Local Municipalities, except for the urban reticulation services within the Abaqulusi Local Municipality. Abaqulusi Local Municipality is the sole service provider in the district. A protocol agreement is in place to regulate this working arrangement between the Zululand District Municipality and Abaqulusi Local Municipality until 30 June 2022.

### 3.7.1.3 WATER SERVICES AUTHORITY ASSESSMENT

The WSA has a number of functions and outputs that are mainly associated with governance and regulation. The situation within the ZDM is given in the table 18 below.

<b>WSA FUNCTIONS / OUTPUTS</b>	<b>IN PLACE? (YES/ NO)</b>	<b>IF NO, WHEN WILL IT BE IN PLACE?</b>	<b>SUPPORT REQUIRED (YES/NO)</b>
<b>Policy development</b>			
<b>Indigent policy</b>	Yes	N/A	No
<b>Free basic water policy (including equitable share)</b>	Yes	N/A	No
<b>Free basic sanitation policy (including equitable share)</b>	Yes	N/A	No
<b>Procurement policy</b>	Yes	N/A	No
<b>Regulation and tariffs</b>			
<b>Water services bylaws with conditions as required by the Water Services Act</b>	Yes	N/A	No
<b>Mechanisms to ensure compliance with bylaws</b>	Yes	N/A	No
<b>Tariff structure</b>	Yes	N/A	No
<b>Tariffs promulgated</b>	Yes	N/A	No
<b>Infrastructure development (projects)</b>			
<b>Mechanisms to undertake project feasibility studies</b>	Yes	N/A	No
<b>Criteria for prioritising projects</b>	Yes	N/A	No
<b>Mechanisms to assess and approve project business plans</b>	Yes	N/A	No
<b>Mechanisms for selecting, contracting, managing, and monitoring implementing agents</b>	Yes	N/A	No
<b>Mechanisms to monitor project implementation</b>	Yes	N/A	No
<b>Water conservation and demand management</b>			
<b>Water conservation and demand management strategy</b>	In progress	TBA	No
<b>Performance management and monitoring</b>			
<b>Performance management system</b>	Yes	N/A	No
<b>Water service monitoring and evaluation (M&amp;E) system</b>	Yes	N/A	No
<b>WSDP</b>			
<b>WSDP information system</b>	Yes	N/A	No
<b>Mechanisms for stakeholder participation</b>	Yes	N/A	No
<b>Mechanisms to monitor and report on WSDP implementation</b>	Yes	N/A	No
<b>WSA FUNCTIONS / OUTPUTS</b>	<b>IN PLACE? (YES/ NO)</b>	<b>IF NO, WHEN WILL IT BE IN PLACE?</b>	<b>SUPPORT REQUIRED (YES/NO)</b>

<b>WSP institutional arrangements</b>			
<b>Criteria to select appropriate WSPs</b>	Yes	N/A	No
<b>Mechanisms to contract, manage and monitor WSPs</b>	Yes	N/A	No
<b>Mechanisms to approve WSP business plans</b>	Yes	N/A	No
<b>WSA overall capacity</b>			
<b>Sufficient staff and systems to fulfil all WSA functions</b>	Yes	N/A	No
<b>Other (state)</b>			

Figure 15: WSA FUNCTIONS AND OUTPUTS WITHIN THE ZDM

### 3.7.1.4 WATER BACKLOG

The table 18 below indicates the status in ZDM with regards to water services backlogs and progress with the provision of water to at least RDP standards. Approximately 22 538 households either do not have access to water or have inadequate access to water while another 25 881 have access to water below RDP standards.

TABLE 18: WATER BACKLOG

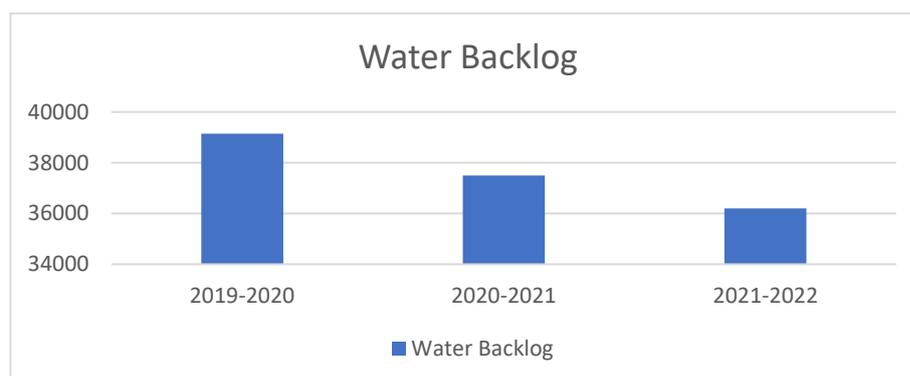
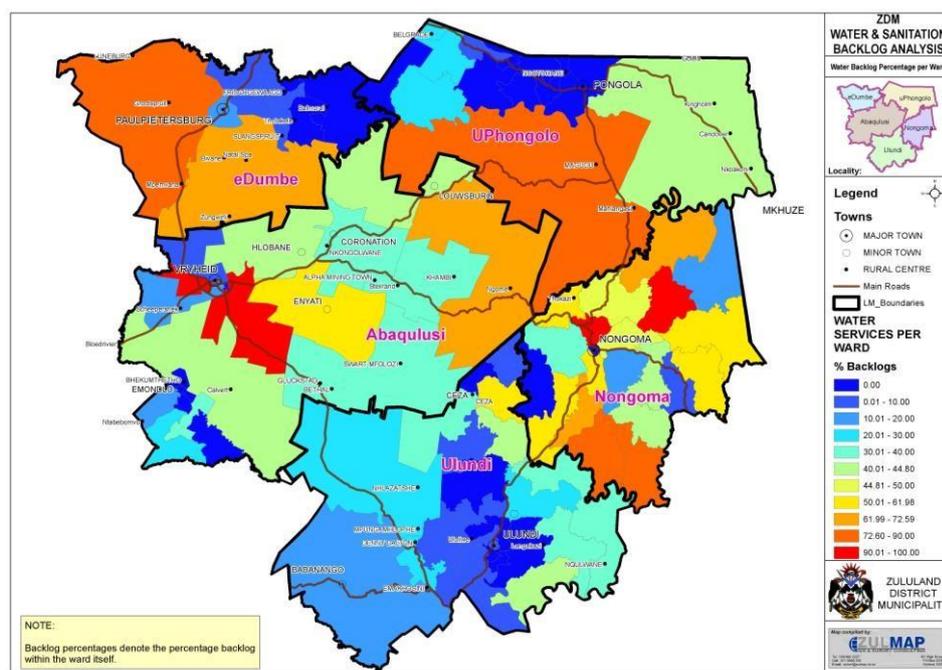


Figure 16: Water Backlogs

Source: WSDP, 2022



Map 10: Water Backlog

Source: WSDP, 2021

Map 8 demonstrates the spatial representation of water backlogs spread across the 5 local municipalities. From the map it can be concluded that the worst percentage backlogs can be found in pockets between Nongoma and Abaqulusi Local Municipality.

### 3.7.1.5 WATER CAPITAL REQUIREMENTS

WATER	Regional Schemes	Rudimentary	Urban Infrastructure Refurbishment	Plant Refurbishment	Total
<b>Abaqulusi</b>	R413.29	R152.34	TBA	R55.56	R621.19
<b>eDumbe</b>	R172.15	R65.52	TBA	R6.91	R244.58
<b>Nongoma</b>	R2,557.00	R154.24	TBA	R102.41	R2,813.65
<b>Ulundi</b>	R282.87	R91.91	TBA	R24.95	R399.73
<b>uPhongolo</b>	R134.61	R32.13	TBA	R43.13	R209.87
<b>Total</b>	<b>R3,559.92</b>	<b>R496.14</b>		<b>R295.123</b>	<b>R4,289.02</b>

Table 23: TOTAL WATER INVESTMENT NEEDS (R MILL)

The total estimated budgets to address reticulation, bulk, treatment and refurbishment are indicated in the table above. The total investment required is R4,29 billion. The bulk costs are the largest portion of the total budget.

Urban infrastructure refurbishment costs were not available at the time of this report and should therefore be addressed in future revisions of this document.

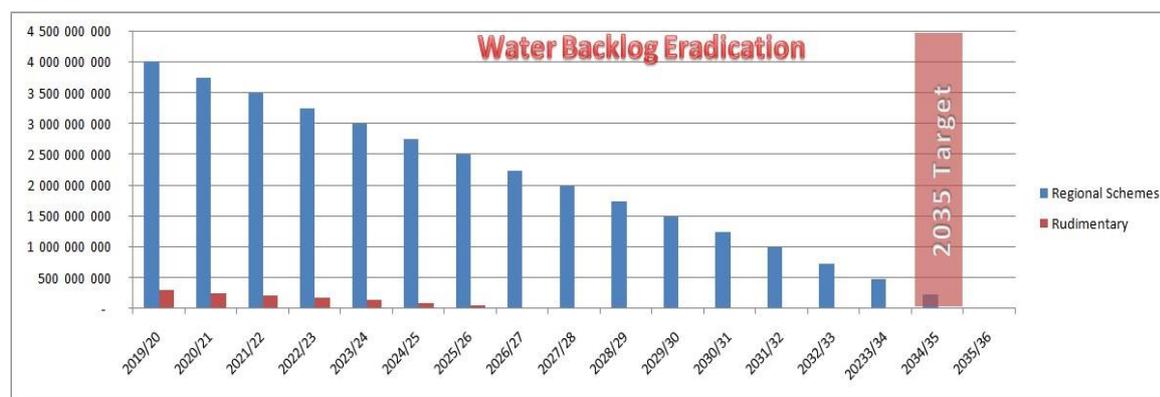


Figure 17: Water Backlog eradication (2035 goals)

The figure 17 depicts the estimated time it will take to eradicate all water backlogs below RDP standard at the current rate of funding. Regional Bulk Infrastructure Grant (RBIG) and Water Services Infrastructure Grant (WSIG) funding allocations fluctuate based on approved funding applications, and future projections have not been included in this review. These funding allocations will however be added as funding is confirmed.

### 3.7.1.6 DISTRICT WATER SUPPLY SOURCES

All water that the ZDM supplies to the community is from sources within her area of jurisdiction, except for the Mandlakazi Regional Water Scheme which obtains water from the Pongolapoort Dam via a private farmer. With a population count of approximately 892 310, ZDM requires at least 2 108 Mℓ of water per month or 25 295 Mℓ per year to supply the population with basic water services. This does not account for commercial or industrial requirements.

The ZDM falls within the Mfolozi (W2), Mkuze (W3) and Pongola (W4) secondary catchments of the Usuthu/Mhlathuze Water Management Area (WMA)<sup>1</sup>. The ZDM occupies.

<sup>1</sup> The Usuthu/Mhlathuze WMA is one of 19 areas defined across South Africa in terms of the National Water Act, 1998 (Act 36 of 1998) to improve water resource management within South Africa.

approximately 22% of this WMA. The total available water and requirements as at year 2000, based on a 98% assurance of supply within these sub-areas, is summarised in Table 20 below. It is evident that apart from the Pongola catchments, water from these sub-areas is currently over-utilised and a deficit is created. However, this deficit is a result of the provision made for future implementation of the Reserve<sup>2</sup> (ZDM, WSDP, 2020/21 Review).

			Mfolozi	Mkuze	Pongola	Total	
Available water	Natural resource	surface water	36	15	616	667	
		groundwater	5	12	8	25	
	Usable return flow	Irrigation	5	6	21	32	
		Urban	4	0	0	4	
		Mining & bulk	1	0	0	1	
	Total local yield*			<b>51</b>	<b>33</b>	<b>645</b>	<b>729</b>
	Transfers in			0	30	0	30
<b>Total available</b>			<b>51</b>	<b>63</b>	<b>645</b>	<b>759</b>	
Water requirements	Consumer groups	Irrigation	51	61	213	325	
		Urban**	12	1	1	14	
		Rural**	11	10	6	27	
		Mining & bulk industrial***	4	0	1	5	
		Afforestation****	2	6	34	42	
	Total local requirements			<b>80</b>	<b>78</b>	<b>255</b>	<b>413</b>
	Transfers out			18	0	30	48
<b>Total used</b>			<b>98</b>	<b>78</b>	<b>285</b>	<b>461</b>	
<b>Balance</b>			<b>-</b>	<b>-</b>	<b>360</b>	<b>298</b>	
			<b>47</b>	<b>15</b>			

Figure 18: TABLE 19: WATER BALANCE - SUMMARY OF THE WATER AVAILABLE AND REQUIRED WITHIN ZULULAND DISTRICT MUNICIPALITY FOR THE YEAR 2000 (MILLION M3 (Kℓ) PER ANNUM).

Source: ZDM WSDP 2021

<sup>2</sup> The Reserve is a legislated requirement of the amount of water required to satisfy the ecological needs of a river system (provisionally estimated at 20%), as well as the basic human needs (that have been established as 25 litres per person per day)

### 3.7.1.7 BULK REGIONAL WATER SCHEMES

#### 3.7.1.7.1 HLAHLINDLELA REGIONAL WATER SUPPLY AND NKONJENI REGIONAL WATER SUPPLY AREA

ZDM undertook a Water Resource Modelling of the upper White uMfolozi River System during 2011/2012. Areas served by this System are Vryheid Town and surrounding suburbs, Bhekuzulu, Lakeside, eMondlo Town and surrounding areas (Hlahlindlela Regional Water Supply Scheme), Mpumamahlope, Ulundi, Babanango (Nkonjeni Regional Water supply Scheme) and Nondweni (Umzimyathi District Municipality).

The model indicates that the yield from Mvunyane dam is insufficient to meet the water requirements at the desired levels of assurance and should be augmented very soon, to avoid the risk of restrictions occurring. The operating rules for Mvunyane should be implemented to protect higher assurance users. For the low growth scenario, the yield from Klipfontein combined with the other existing dams is sufficient to meet the water requirements of Vryheid and Ulundi as well as the link to eMondlo until at least 2030.

For the median growth scenario, the yield from Klipfontein combined with the other existing dams is sufficient to meet the water requirements of Vryheid, Ulundi and eMondlo until 2024. After 2024, the existing water resource infrastructure of the White Mfolozi will need augmentation to meet the projected water requirements.

For the high growth scenario, the yield from Klipfontein combined with the other existing dams is sufficient to meet the water requirements of Vryheid, Ulundi and eMondlo until 2021. After 2021 the existing water resource infrastructure of the White Mfolozi will need augmentation to meet the projected water requirements.

It is therefore important that the required work to plan for the next water resource augmentation be undertaken, due to the long lead times required to implement a water resource development project. During 2016 ZDM was declared a drought-restricted region, which led to emergency interventions. The town of Vryheid was forced to rely on water tankers and water points at designated borehole and water tank points. Since then dam levels have normalised again but it is clear that the greater Vryheid region is in urgent need for major interventions in terms of sustainable water during dry winter months.

### 3.7.1.7.2 USUTHU REGIONAL WATER SUPPLY

ZDM investigated the available water resources in the upper Black Mfolozi River during 2011. The purpose of the investigation was twofold:

An assessment was undertaken to determine the available water resources of the upper Black Mfolozi River which involved quantifying the divertible flows at the existing weir on the river near Nongoma upstream of the Kwa Nkweme River confluence. This represents the situation prior to construction of the off-channel storage dam on the Kwa Nkweme River. Analyses were performed for 18.6 MI/day (2025 demand) and 25 MI/day (2035 demand).

Detailed yield analyses were undertaken to determine the water resources capability of a proposed system on the upper Black Mfolozi River, which consists of a new off-channel storage dam on the Kwa Nkweme River. Water for this off-channel storage dam will be supplied by diverting available flows from the existing weir on the Black Mfolozi River. The performance of the system was evaluated for a variety of possible configurations including a range of dam (storage) sizes, flow diversion capacities and downstream environmental flow requirements (EFR's).

Based on the results of the water resource assessment it was concluded that:

*Prior to the construction of the proposed off-channel storage dam on the Kwa Nkweme River, a run-of-river scheme on the upper Black Mfolozi River could supply a target abstraction of 18.6MI/day (or 6.8 million m<sup>3</sup>/a, the projected water requirement for the proposed scheme in 2025) with an annual risk of failure of 64% (recurrence interval of 1:1.6 years). This risk is well above accepted levels for schemes of this increase the supply capability (assurance of supply) of the system.*

A storage capacity of 7.9 million m<sup>3</sup> (30% of the maximum capacity) is adequate to meet the target abstraction of 6.8 million m<sup>3</sup>/a. This, however, requires a large diversion works capacity of 0.6m<sup>3</sup>/s. For a larger dam of 10.6 million m<sup>3</sup> (40% of the maximum capacity) diversion works with a capacity of only 0.4m<sup>3</sup>/s would be adequate to meet the target abstraction.

The option recommended was the construction of a 75m high earth fill dam at estimated construction cost of R370m, but due to the limited geotechnical information available, the level of the dam options investigation (layouts and design) and related cost estimates can be classified as pre-feasibility.

### 3.7.1.7.3 MANDLAKAZI, MKUZE AND SIMDLANGENTSHA REGIONAL WATER SUPPLY AREA

The Pongola catchment is currently under-utilised and the only catchment area not under stress. This catchment area supplies the Mandlakazi Regional Water Supply Scheme from Senekal Boerdery via the Jozini Dam.

Due to the high cost involved for the construction of an off-storage Facility for the Usuthu Regional Scheme, the augmentation of the Mandlakazi and Usuthu Regional Water Supply Schemes is currently being investigated. The following items should be considered:

Alternative sites for the off-channel storage facility should be investigated.

The possibility to reduce the capacity of the off-channel storage dam on the Kwa Nkweme River should be investigated. The associated risk should be considered.

The Operational cost should also be considered (including levies payable to Mr Senekal.) ○ ZDM will have to assess their agreement with Senekal and negotiate upgrading and extensions of the existing agreement if necessary, for the Usuthu supply. ○ Additional and future DWA water allocations and licences from Jozini Dam. ○ The existing abstraction works at Jozini Dam needs to be investigated.

### 3.7.1.8 GROUND WATER

In general, the overall groundwater quality in the ZDM is good in the northern parts with the water quality in eDumbe, uPhongola and Abaqulusi LMs falling within Class 0 and 1 (Kempster Classification). In the southern parts the water quality is generally poor however, with most boreholes falling in Class 3. It is pertinent to note that many the Traditional Authority areas are situated within these areas of poorer groundwater quality. The deterioration of groundwater quality from west to east, can be ascribed to:

Declining rainfall from west to east.

Concentration of dissolved solids from through flow below the Dwyka Formation and coal seams in the Vryheid Formation in the central and eastern regions of the catchments.

The sedimentary rocks that underlie the study area represent a secondary or fractured rock aquifer with negligible primary porosity or permeability. Groundwater storage and movement is therefore mainly confined to fractures and joints that occur within the rock mass and is therefore structurally controlled. The groundwater development potential within each of the quaternary catchments is adequate to meet the basic water demand of rural communities either through:

Stand-alone basic levels of water supply by boreholes equipped with hand pumps; or ○ Limited reticulation schemes through production boreholes that target structural features offering high groundwater development potential.

#### *3.7.1.9 WATER QUALITY*

ZDM has developed a water quality reporting system where all water quality test results are captured, and management reports drawn for immediate interventions where needed. ZDM also reports monthly to DWA on water quality results, as part of the DWA regulation process. Schemes that indicate inferior water quality results are then immediately acted upon to resolve such issues. The actual report for each month is available from the ZDM MANZI system on request.

The Blue Drop Assessment also serves to evaluate different aspects of water provision and quality within ZDM. The latest results can be reviewed further-on in this report.

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#### *3.7.1.10 WATER SCHEMES TO BE REHABILITATED*

There are currently several investigations underway to determine the refurbishment requirements of water services infrastructure in the district. The refurbishment requirements at bulk plants are receiving priority since it is perceived that the most urgent interventions are required at these assets. Investigations are also being commissioned to determine the condition of urban infrastructure and the refurbishment needs in the towns. Whilst new infrastructure has been rolled out in the rural areas to previously neglected communities, the infrastructure in towns have received very little attention and funding since 1994 and it can be expected that most of the refurbishment requirements will be in these areas. The abovementioned investigations have not yet been fully completed and the results will be included once available.

### 3.7.2 SANITATION

Sanitation reticulation, bulk, treatment works and refurbishment are addressed in this section

The status quo for sanitation is presented in the table below, which shows that a total of 26 848 households currently have below RDP levels of service.

SANITATION	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS in LM	% OF TOTAL BACKLOGS
AbaQulusi LM	47 119	5750	12.20%	25.51%
eDumbe LM	17 641	967	5.48%	4.29%
Nongoma LM	44 376	8 621	19.43%	38.25%
Ulundi LM	44 987	650	1.42%	2,84%
uPhongolo LM	29 519	6560	22.22%	29.11%
<b>Total</b>	<b>183 642</b>	<b>26 848</b>	<b>14.62%</b>	<b>100.00%</b>

**Table 24: Sanitation Provision**

The total estimated budgets for sanitation needs, refurbishment, bulk, and bulk infrastructure are indicated in the table below.

SANITATION	Rural HH Backlogs	Urban Infrastructure Refurbishment	Plant Refurbishment	Total (R mill)
Abaqulusi	R95.7	TBA	R26.745	R122.45
eDumbe	R41.22	TBA	R42.650	R83.87
uPhongolo	R57.5	TBA	R2.637	R60.14
Nongoma	R105.32	TBA	R6.030	R111.35
Ulundi	R32.49	TBA	R10.075	R42.38
<b>Total</b>	<b>R332.24</b>		<b>R88.136</b>	<b>R420.38</b>

**Table 25: Total Sanitation Budget (R mill)**

The total investment requirement is R420.38 million. The total sanitation needs for new RDP level sanitation services is 79% of the total budget, namely R332.24 million. Urban infrastructure refurbishment costs have not been available at the time of this report, and should therefore be addressed in future revisions.

### 3.7.2.1 EXTENT OF WATER INFRASTRUCTURE

Table 26 below provides a brief overview of the schemes in the district that have been captured on the MANZI system and a summary of the infrastructure under consideration, as well as a rough estimate of the value of assets. These figures will be refined over time once the asset management system has been rolled out.

Summary Data	LOS	Total
Number of Schemes	Above RDP-Urban	13
	Above RDP-Rural	25
	RDP	105
	Rudimentary	173
	<b>Total Schemes</b>	<b>316</b>

Table 26:SUMMARY OF SCHEMES IN THE DISTRICT

Table 27 shows examples of infrastructure data that is currently available on the GIS system and MANZI. Some gaps still exist in the infrastructure information, ZDM has been systematically updating its infrastructure details and eliminating data gaps where possible within its capability and resources. This process involves both feature as well as attribute data and will support the asset management system initiative of ZDM which is currently in development.

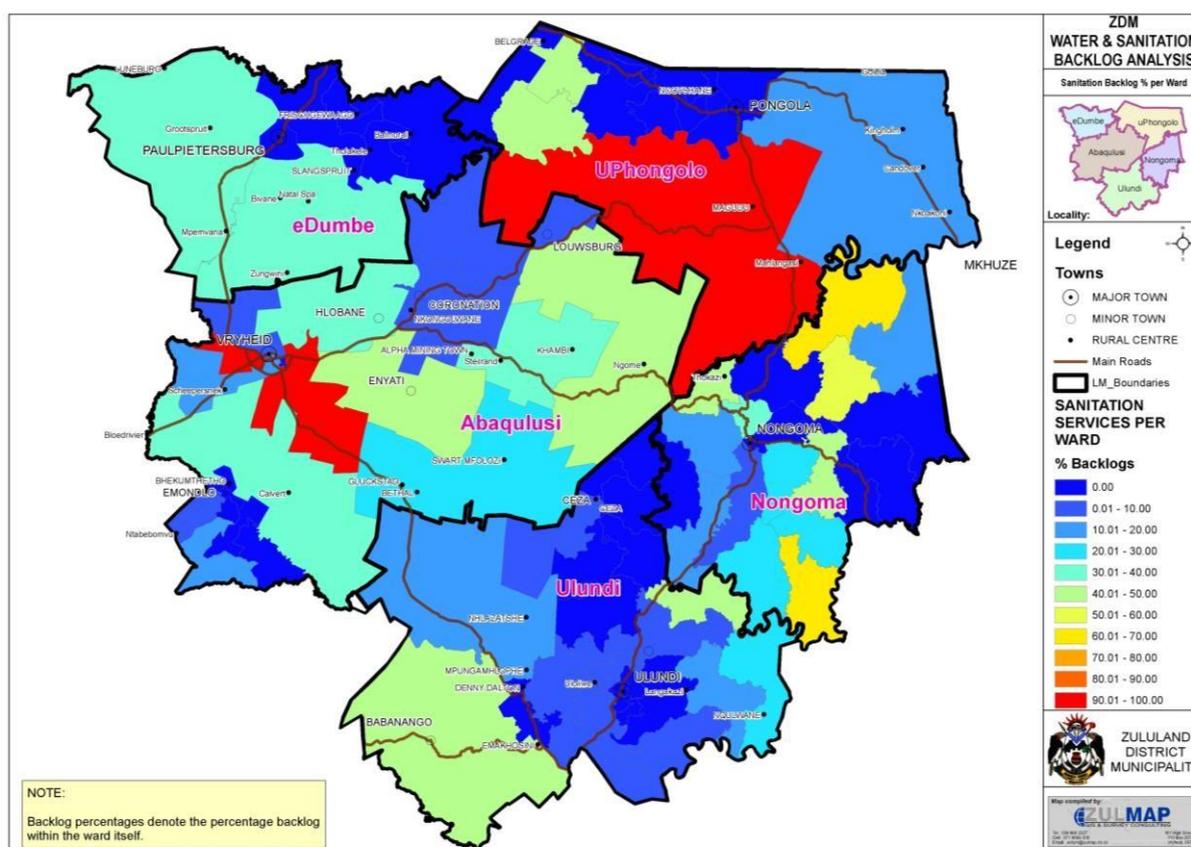
Summary Data	Description	Total
Pipelines	Bulk	1264 km
	Reticulation	5745 km
Installations	Yard Connection	27381
	Standpipe-Barrel	302
	Standpipe-Communal	5681
	Electrical Point	72
	Valve	14820
	Meter	1274
	Bulk Metering Points	253
	Handpumps	486
	Pump	25
	Pump Station	119
	Source/Abstraction	520
	Break-pressure Tank	499
	Storage- Jojo	228
	Storage- Reservoir	744
Treatment (Sand Filters etc)	12	

	Water Treatment Works	39
<b>Replacement Value</b>	Civil	R 2 187 465 532,77
	Mechanical	R 638 857 590,23
	Electrical Point	R 252 906 251,28
	Telemetry	R 13 480 747,91

**Table 27: SUMMARY OF INFRASTRUCTURE COMPONENTS AVAILABLE THE ZDM GIS**

The schemes in the district that have been captured on the MANZI system and a summary of the infrastructure under consideration, as well as a rough estimate of the value of assets. These figures will be refined over time once the asset management system has been rolled out.

The system currently comprises mostly asset data and work is being done to develop operational and maintenance procedures for the assets, which will guide the activities for the ongoing upkeep of asset conditions. Assessments have already been done on certain issues related to asset management. Additional refinement on issues such as human resources; materials, tools, equipment, and transport; budget; asset information; risk management; and reporting.



**Map 11: Sanitation Backlog**

Source: ZDM WSDP, 2020

The figure 24 below depicts the estimated time it will take to eradicate all sanitation backlogs below RDP standard if current Municipal Infrastructure Grant (MIG) funding allocations remains constant. With the 2035 goals in mind, the backlogs in rural sanitation should be eradicated by 2026. However, settlements are continuously expanding, and household growth will maintain an increase in the future.

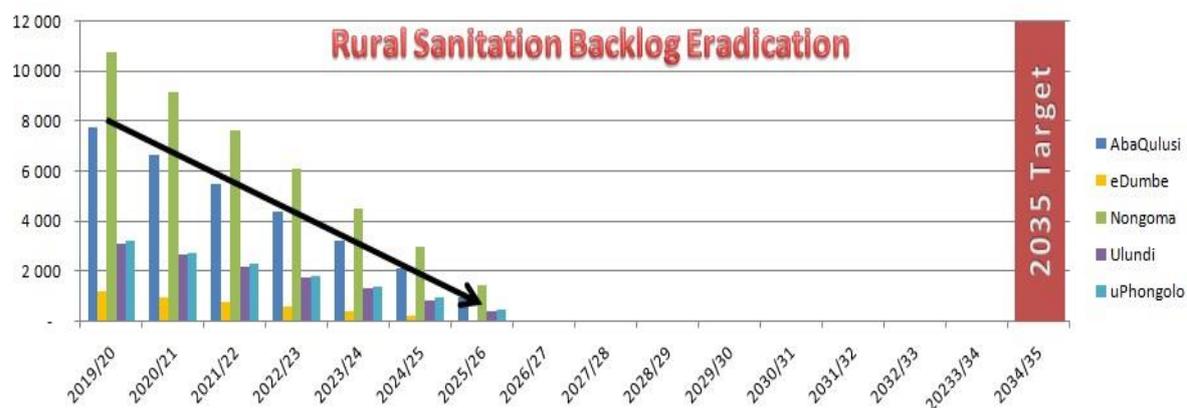


Figure 19: Rural Sanitation Backlog Eradication

Source: ZDM WSDP, 2022

### 3.7.3 ELECTRICITY

ENERGY PROVISION FOCUSES ON RURAL BACKLOGS AS URBAN ELECTRICITY IS PROVIDED AS PART OF MUNICIPAL SERVICES. ELECTRICITY PROVISION AND BACKLOGS FROM THE STATSSA 2016 COMMUNITY SURVEY FIGURES WERE REVIEWED. HOWEVER, THESE ARE OUTDATED AND ONLY PROVIDED PER LM AND NOT PER WARD. CURRENT ELECTRICITY RETICULATION NETWORKS WERE OBTAINED FROM ESKOM AND OVERLAYED ON THE EXISTING SETTLEMENTS.

THE ESKOM NETWORK DOES NOT INDICATE HOUSEHOLD CONNECTIONS, AND SPATIAL ANALYSIS WAS THEREFORE DONE BASED ON SETTLEMENTS HAVING ELECTRICITY RETICULATION. A HOUSEHOLD IS REGARDED AS NOT SERVED IF FURTHER AWAY THAN 1KM FROM THE ESKOM NETWORK. THESE FIGURES HAVE BEEN USED TO ANALYSE WHERE ELECTRICITY BACKLOGS STILL EXIST, BUT MAY VARY DUE TO THE FACT THAT FIGURES WERE DERIVED FROM SPATIAL ANALYSIS.

ELECTRICITY	Total Households	No of H/H electrified	No of H/H Backlog	% Backlog per LM	% Backlog within ZDM
KZN263: Abaqulusi	47 119	44 280	3 386	7.2%	53.8%
KZN261: eDumbe	17 641	15 852	1 122	6.4%	17.8%
KZN262: uPhongolo	29 519	28 201	307	1.0%	4.9%
KZN265: Nongoma	44 376	42 284	429	1.0%	6.8%
KZN266: Ulundi	44 987	43 179	1 054	2.3%	16.7%
<b>Total</b>	<b>183 642</b>	<b>173 796</b>	<b>6 298</b>		<b>17.9%</b>

Table 28: ENERGY BACKLOGS PER MUNICIPALITY

According to ESKOM, the current average cost to provide electricity to a rural household is approximately R22,000. The table below provides a breakdown per LM on the total estimated cost for eradicating all backlogs.

ELECTRICITY	HH Backlog	Budget (Rmil) @ R22,000 per HH
Abaqulusi	3 386	R62.46
eDumbe	1 122	R39.36
uPhongolo	307	R39.78
Nongoma	429	R46.02
Ulundi	1 054	R39.78
<b>Total</b>	<b>6 298</b>	<b>R433.22</b>

Table 29: the total estimated cost for eradicating all backlogs

The highest backlog is in the area of Abaqulusi, eDumbe Ulundi. Collectively, the district requires an investment of R433M to eradicate the energy backlog through electrification.

#### 3.7.4 REFUSE REMOVAL AND DISPOSAL

Section 84(e) mandates the municipality to manage solid waste disposal sites, in so far as it relates to-

the determination of a waste disposal strategy;

the regulation of waste disposal;

the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district..

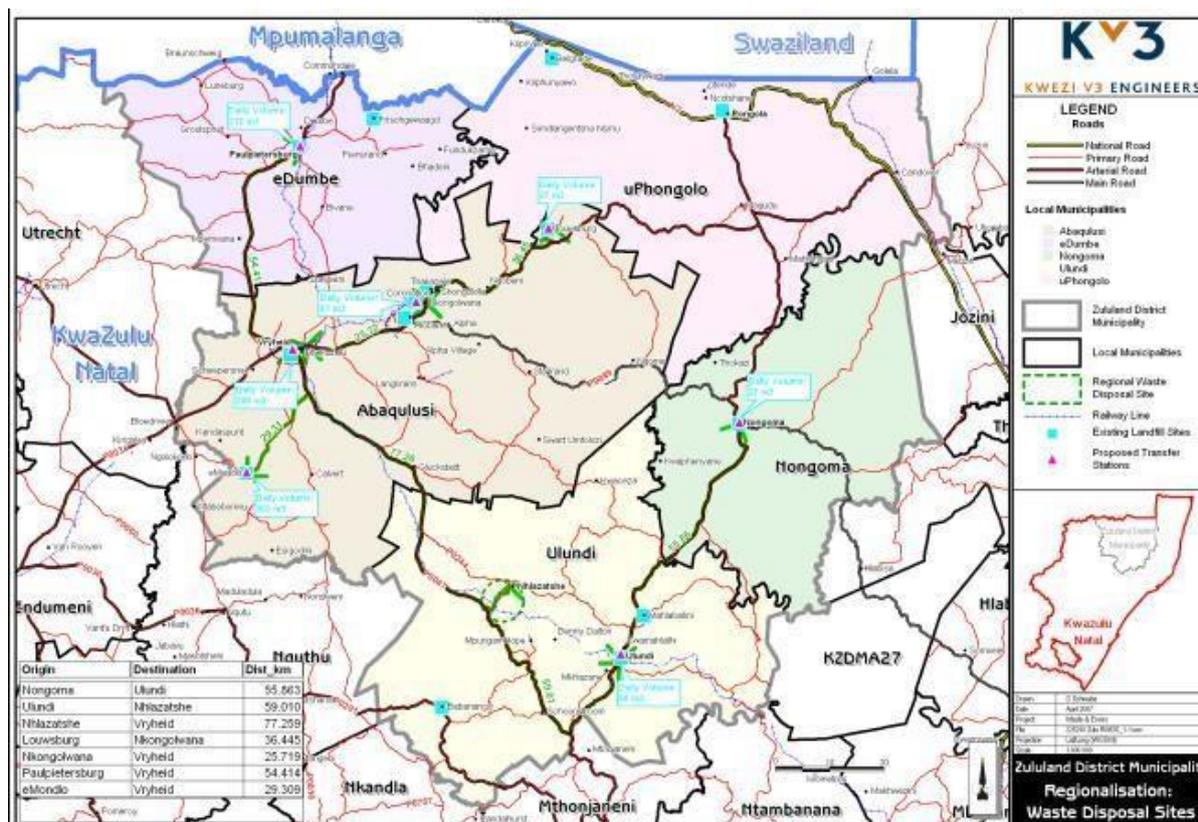
Although there is no regional solid waste site, the Municipality is in the process of seeking funds for the development of an Integrated Waste Management Plan/Strategy.

The total backlog figures are indicated in Table 10; however, the majority of these backlogs comprise of rural scattered households. The costing for such refuse removal have not been assessed yet in any local municipality, and only costing for upgrading of existing landfill sites could be obtained. Recommendations are however made under Section C.

REFUSE	Total Households	No of H/H with refuse removal	No of H/H Backlog	% Backlog per LM
KZN263: Abaqulusi	47 119	25 688	21 431	45.48%
KZN261: eDumbe	17 641	12 738	4 903	27.79%
KZN262: uPhongolo	29 519	22 245	7 274	24.64%
KZN265: Nongoma	44 376	32 769	11 607	26.16%
KZN266: Ulundi	44 987	28 309	16 678	37.07%
<b>Total</b>	<b>183 642</b>	<b>121 749</b>	<b>61 893</b>	<b>33.70%</b>

Table 30: REFUSE REMOVAL BACKLOGS PER MUNICIPALITY

Several waste disposal sites are not suitable for waste disposal and require closure licenses. A Waste Disposal Regionalisation Study was done by ZDM in 2007 to investigate various options for resolving the issue of these illegal sites. Recommendations include regionalisation of waste disposal, which include regional waste disposal sites in Vryheid and Ulundi, with some sites being used for transfer station. The map below indicates the positions of the regional sites as well as the transfer stations:



Map 12: Waste Disposal Sites

Source: Solid Waste Facility Backlog Study

A further Solid Waste Facility Backlog Study was conducted in 2010 by ZDM, which provided updated details on the status quo and recommendations for each LM. A summary of the most recent info obtained is listed below, as well as extracts from the latest IDP's from each LM on the status quo:

### ABAQULUSI

The municipality currently collects refuse in urban areas only, namely; Vryheid, eMondlo, Coronation, Hlobane, Vaalbank, Bhokuzulu, Nkongolwane, Louwsburg, Lakeside, Thuthukani, Sasko. Hlobane Hostel, Ithala, Bhokwe, Gadlaza and Cliffdale.

The function of refuse removal is currently being outsourced due to capacity and financial constraints within the municipality. All the existing dump sites are deemed to be illegal as the Vryheid dumpsite is the only legally recognised one within the municipality. Other

dumpsites underwent an assessment in the past and licenses for closure of in Louwsburg, Coronation and KwaMnyathi were obtained.

In rural areas individuals tend to dispose of waste in pits in their yard and in some areas communal dumping areas are utilized. This can however lead to associated health problems for individuals living in these areas. The development of an Integrated Waste Management plan, which is currently in a Draft phase and awaiting comments from the Department of Environmental Affairs, explores the need to extend the refuse removal services to the rural areas as well as identifying potential drop-off or buy-back centres sites in other areas around Abaqulusi. Moreover, Abaqulusi has a designated Waste management officer which co-ordinates waste management activities in the manner set out in the national waste management strategy established in terms of Section 6 of NEMA.

### **eDUMBE**

The external service providers have been contracted by the Municipality to collect refuse on a daily basis from the Paulpietersburg CBD, taxi rank, Dumbe Township and Bilanyoni twice a week respectively. The Municipality has two new refuse trucks to undertake its refuse removal responsibility; these trucks have been financed in terms of a full maintenance lease and suitably qualified drivers for the vehicles appointed.

All refuse collected is transported to a Dump Site since the municipality does not have a Land Fill Site. Refuse removal is currently limited to the urban areas of the Municipality; this service is not available to the existing rural areas, the majority of the population disposes of their own refuse in informal dump sites, probably by burning it which impacts negatively on the sustainability of the environment..

The Municipality was awarded funding by the Department of Environmental Affairs, for the establishment of landfill site. The implementing agent was appointed in 2014, unfortunately they later felt the scope was too much and they had difficulties and failed to comply with the conditions of the contract over a period of time and the department ended up terminating their contract on mutual agreement.

The National Department had started the process of appointing another implementing agent and they have assured the municipality that this project will definitely be implemented in the 2019-2020 financial year. During the process, the Auditor started auditing the Department. However, there has been a slow progress on this issue. The Municipality wrote a letter to the Department requesting the Department to prioritize their case once an audit is done. However, the department remains committed to fund the initiatives that respond to the protection of environmental quality, environmental assets and natural resources.

### **uPHONGOLO**

uPhongolo Municipality currently collects waste in Ncotshane Township, Belgrade, Golela and Magudu residential areas (semi-urban areas) as well as the uPhongolo Town and industrial areas. Waste disposed on a monthly basis consists of garden refuse, domestic

waste, builders' rubble and sawdust. The following tons of waste are produced in the following areas per day/week.

Area	Tons per Week
Belgrade	6 tons/week
uPhongolo	25 tons/day
Townships & Sugar Mill	4 tons/week

**Table 31: tons of waste are produced in the following areas per day/week**

*Source: uPhongolo Final IDP (2020/2021)*

uPhongolo Municipality has a registered waste disposal facility which complies with the standards of the Department of Water and Environmental Affairs. There are 2 waste disposal/ landfill sites in the uPhongolo Municipality. uPhongolo Municipality's status and database of existing facilities is shown in the following table:

uPhongolo Disposal site/ Landfill	DWAF Permit status	Monthly waste disposed	Description of wastes disposed	Expected Lifespan	Prioritised in the IDP
uPhongolo Landfill	Permitted (GSB)	1058.8 tons	Domestic refuse	15 years	No
Belgrade Illegal Disposal Site	Not Permitted	2 tons	Domestic and garden refuse and builder's rubble	Unknown	

**Table 32: Database of Landfill Sites**

*Source: uPhongolo Final IDP (2020/2021)*

There is an urgent need for infrastructural support such as a good road network and waste transport system. The municipality has a Draft Integrated Waste Management Plan in place. Currently, public participation process has started and will be tabled to Council when the public participation process has been concluded.

## **NONGOMA**

Nongoma Local municipality has an Integrated Waste Management Plan in place. Most households in the NLM, use own communal dumps for waste disposal.

Currently the municipality has the waste brigades (EPWP initiative) who are assisting with the waste management within the municipality. There is an independent company doing recycling, but without a meaningful intervention by the municipality, it is unlikely that any significant recycling will occur.

The municipality does not have any transfer stations, Buy Back Center and Material Recovery Facilities, but owns a waste disposal site. The site is located adjacent to Nongoma town, about 4 KM (estimated distance) from the Nongoma town. The site was licenced for

closure, however the municipality has not been complying with the conditions of the waste disposal site licence. There are currently inadequate controls in place to prevent the disposal of hazardous waste at this site and this is known to be a problem.

The municipality has recently been issued with a pre-compliance notice for its failure to properly manage the waste disposal site, but several measures have been put in place to comply.

The municipality has a Integrated Waste Management Plan (IWMP), and the following have been achieved towards the implementation of the IWMP:

Establishment of a sub-unit (Waste Management) under Social Services Unit;

The landfill site audit has been conducted to determine the state and compliance of the site

The process of identifying a suitable land for the establishment of a new landfill site has commenced.

## **ULUNDI**

The Municipality purchased three new refuse trucks in 2019 to undertake its refuse removal responsibility; these trucks have been financed in terms of a full maintenance lease and suitably qualified drivers for the vehicles appointed. Five teams have been established within the municipal staff to undertake refuse removal in its designated area of responsibility.

All refuse collected is transported to a transfer station located on a site owned by the Zululand District Municipality and managed by the Ulundi Municipality. It is then transported to Richards Bay for disposal in terms of a service level agreement entered into with an external service provider. The cost of transporting refuse from the transfer station to the Richards Bay escalated significantly when the service fee of the current contract with the service provider was reviewed in March 2011 – the refuse removal from Ulundi Transfer Station to Uthungulu contract budget cost the Municipality about R4 980 000.00 in the 2019 / 2020 financial year alone. The Municipality owns a small Landfill site in Babanango to cater for the Babanango community and this landfill only accepts general/domestic waste and the building rubble.

The municipality is collecting waste in all formal settlements around Ulundi, CBD and in all three hospitals (Nkonjeni, Ceza and Thulasizwe). These formal settlements are in ward 12, 18, 19, 8, 21 (Mandleni), 22 and ward 16. The remaining 17 wards do not have access to waste removal service.

All the residents of low income housing projects are not charged for refuse collection. These include houses located in Babanango, Ulundi Unit K, and Ulundi Unit L.

Three big refuse skips have been provided for communal disposal. These are located in the following areas:

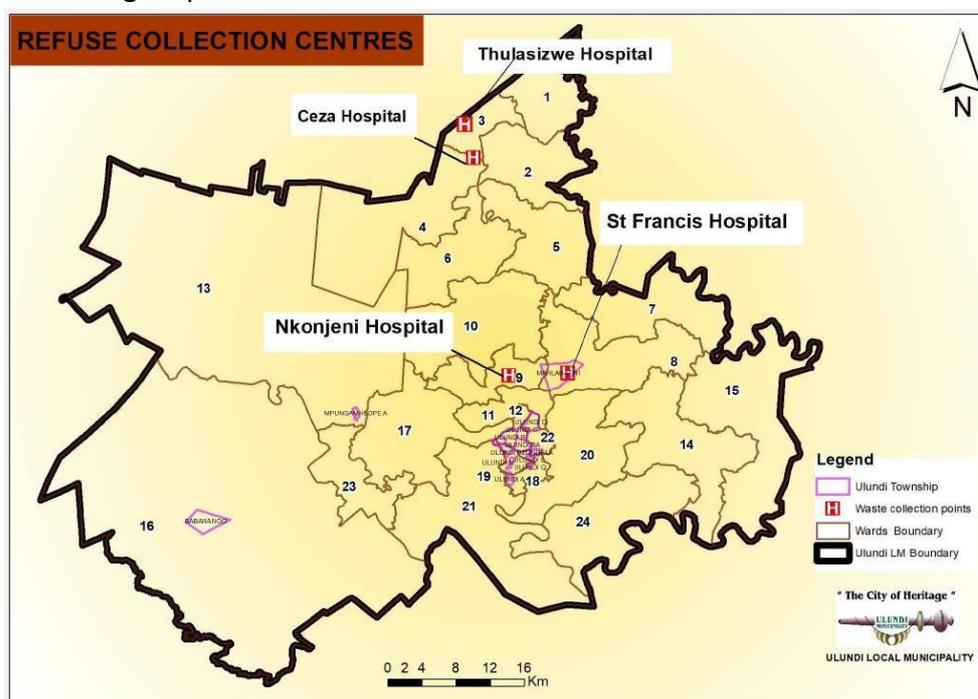
Sishwili area along R66

Next to the Airport along P700

Mboshongweni area

Furthermore, the community of Mkhazane constructed a small cage for the disposal of nappies and that cage is emptied once a week.

The following map indicates the Refuse Collection Centres:



**Map 13: Ulundi Refuse Collection Centres**

Source: Ulundi LM IDP 2021/2022 Review

The Babanango landfill site is owned by the Municipality and licenced. The Department of Environmental Affairs conducted an audit in 2020. The audit outcome indicated that it will be impossible for the site to comply with all the conditions attached to the licence and the department intended to issue a notice in addressing its findings. The municipality decided to resume a closure process and consultants have been appointed to conduct an EIA process and apply for the closure licence of the Babanango landfill site.

Ulundi Municipality developed the IWMP which is mandatory as stipulated in Section 11 of the Waste Act. The IWMP was adopted by Council in 2017 and the municipality is still waiting for the MEC endorsement. The Integrated waste management plan is due for a review in 2022.

Table 11 indicates estimated costing for closure and operational licensing according to the ZDM Solid Waste Facility Backlog Study, as well as implementation costs for the Ulundi Integrated Waste Management Plan.

LM	Site	Description	Cost
AbaQulusi	Enyathi Landfill Site	Closure License	R 6 996 905
	eMondlo	Closure License	R 1 712 812
	Coronation	Closure License	R 1 475 858
	Louwsburg	Operational License	R 3 412 278
	Vryheid	Operational License	R 5 500 000
eDumbe	Paupietersburg	Closure License	R 6 464 724
	Bilanyoni	Operational License	R 4 137 925
Nongoma	Nongoma	Closure License	R 1 281 333
Ulundi	Ulundi	Closure License	R 3 892 943
	Mahlabathini	Closure License	R 1 282 695
	Integrated Waste Management Plan	Implementation Plan Cost	R 4 180 000
uPhongolo	uPhongolo	Operational License	R 9 849 549
	Belgrade	Closure License	R 1 015 196

Table 33: Total Budget for Landfill Site Upgrading

#### 4.1.1 HOUSING (HUMAN SETTLEMENT)

While the district is not mandated to provide housing to its communities, it is nonetheless responsible for co-ordination in so far as it relates to integrated development planning.

HOUSING	NO OF HOUSES COMM SURVEY 2016	HOUSING BACKLOG (BELOW RDP)	% BACKLOGS	TOTAL (R MILLION)
<b>Abaqulusi</b>	51,472	13,908	27.02%	R2,642
<b>eDumbe</b>	17,415	4,761	27.34%	R904
<b>Nongoma</b>	36,409	9,231	25.35%	R1,754
<b>Ulundi</b>	38,553	25,559	66.30%	R4,856
<b>uPhongolo</b>	34,667	14,151	40.82%	R2,689
<b>Total</b>	<b>178,516</b>	<b>37,133</b>	<b>20.80%</b>	<b>R7,055</b>

Table 34: TOTAL HOUSING NEEDS AND BUDGETS REQUIRED TO ADDRESS HOUSING NEEDS

Source: ZDM Comprehensive Infrastructure Plan

The total number of houses per municipality and budgets per municipality is indicated in Table 25. The status quo for housing is presented in the table below, which shows that a

total of 37,133 households currently do not have sufficient housing. At present the total inclusive cost to provide an RDP level house for a household earning less than R3500 is approximately R190,000 per household (including a contribution towards land purchase costs, services installation, and the construction of the top structure). The expected cash flow required to meet this backlog is dependent on external funding.

#### *4.1.2 TRANSPORT INFRASTRUCTURE*

The Zululand district is well provided for in terms of national road, rail, and air infrastructure. An important route in the national road and rail network is the coal- line corridor, which runs from Richards Bay, through Ulundi, Vryheid, and Paul Pietersburg and on to the mining areas of Mpumalanga.

##### *4.1.2.1 RAIL INFRASTRUCTURE*

The “coal line” railway line passes through Zululand carrying coal from the Mpumalanga mines to Richards Bay. This is a highly specialized line and rail system, which carries 200 trucks, dedicated coal trains (23/day in 1999), which do not stop at stations within Zululand except to change crew. Also, on this line are freight trains transporting goods through Richards Bay. Most of their cargo is loaded in the Northern province and Mpumalanga, but a considerable amount of timber is loaded from stations in the northern parts of the Zululand district around Paul Pietersburg and Vryheid. The ROVOS rail, on its “African Rail Tour” Travels into Zululand. Its route extends from the Dolphin Coast, up to Richards Bay, along the KwaZulu-Natal north coast and inland into Zululand, including the towns of Vryheid and Ulundi.

##### *4.1.2.2 ROAD NETWORK*

In terms of Section 84 (f) the municipality is responsible for Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole.

Although the mechanism for the allocation and gazetting of district municipal roads has not been finalised by the National Department of Transport, the municipality is collecting data and condition of the district road network. The collection is done in accordance with the RISFSA classification.

#### 4.1.2.2.1 ROAD NETWORK CONDITION

ZDM currently has a road network totalling 5773.509km for both paved roads and unpaved roads. The total is inclusive of national, provincial and district/local roads.

The table below outlines the road network classification by municipality.

Municipality	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Total
Abaqulusi	0,00	275,10	89,20	152,70	83,20	0,00	600,20
Ulundi	0,00	289,30	0,00	44,80	59,00	0,00	393,10
Nongoma	0,00	213,50	0,00	7,50	10,50	0,00	231,50
uPhongolo	110,30	155,10	3,00	35,90	5,30	0,00	309,60
eDumbe	0,00	180,80	16,40	23,90	12,80	0,00	233,90
<b>Zululand</b>	<b>110,30</b>	<b>1113,80</b>	<b>108,60</b>	<b>264,80</b>	<b>170,80</b>	<b>0,00</b>	<b>1768,30</b>

Table 35: DISTRICT PAVED ROAD NETWORK CLASSIFICATION BY MUNICIPALITY

SOURCE: DC 26 RURAL ROAD ASSET MANAGEMENT PLAN

Abaqulusi Local Municipality has the largest paved network in the district dominated by class 2 and 4 roads. Ulundi has the second largest paved network dominated by class 2 and 5 roads. uPhongolo has the third largest paved network dominated by class 1 and 2 roads. Overall, it can be observed that municipalities are dominated by class 2, 4 and 5 paved roads.

There are no class 6 roads.

Municipality	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Total
Abaqulusi	0,00	0,00	527,80	308,10	459,70	92,40	1388,00
Ulundi	0,00	0,00	107,00	197,20	313,90	47,60	665,70
Nongoma	0,00	0,00	19,90	48,00	467,30	5,70	540,90
uPhongolo	0,00	0,00	176,20	116,60	96,20	621,00	1010,00
eDumbe	0,00	0,00	116,80	104,00	118,40	61,40	400,60
<b>Zululand</b>	<b>0,00</b>	<b>0,00</b>	<b>947,70</b>	<b>773,90</b>	<b>1455,50</b>	<b>828,10</b>	<b>4005,20</b>

Table 36: DISTRICT UNPAVED NETWORK CLASSIFICATION BY MUNICIPALITY

SOURCE: DC 26 RURAL ROADS ASSET MANAGEMENT SYSTEM

Coming to the unpaved network, it can be observed that Abaqulusi has the largest unpaved network dominated by class 3, 4 and 5. uPhongolo has the second largest unpaved network dominated by class 3, 4 and 6. Ulundi has the third largest unpaved network dominated by class 3, 4 and 5.

Overall, the district is dominated by classes 3, 5 and 6 unpaved road network.

The table below demonstrates the district paved road network condition.

Municipality	Very good (%)	Good (%)	Fair (%)	Poor (%)	Very poor (%)
Abaqulusi	0,02	0,06	0,13	0,28	0,51
Ulundi	0,09	0,10	0,16	0,16	0,42
Nongoma	0,07	0,02	0,22	0,22	0,42
uPhongolo	0,06	0,08	0,23	0,23	0,24
eDumbe	0,00	0,07	0,30	0,30	0,29
<b>Zululand</b>	<b>0,24</b>	<b>0,33</b>	<b>1,04</b>	<b>1,19</b>	<b>1,87</b>

Table 37: DISTRICT PAVED NETWORK CONDITION BY MUNICIPALITY

SOURCE: DC 26 RURAL ROAD ASSET MANAGEMENT PLAN

From the table above it is clear that the majority of the paved road network is poor in all the municipalities. Abaqulusi, Ulundi and Nongoma are leading the district in this regard. The table below outlines the unpaved road network condition by Municipality.

Municipality	Very good (%)	Good (%)	Fair (%)	Poor (%)	Very poor (%)
Abaqulusi	4,29	5,20	20,05	34,07	36,40
Ulundi	5,00	7,90	23,22	16,13	47,68
Nongoma	0,03	4,03	8,17	9,18	78,59
uPhongolo	38,15	10,70	15,23	8,66	27,26
eDumbe	31,12	1,97	14,05	23,74	29,12
<b>Zululand</b>	<b>78,59</b>	<b>29,80</b>	<b>80,72</b>	<b>91,78</b>	<b>219,05</b>

Table 38: DISTRICT UNPAVED NETWORK CONDITION BY MUNICIPALITY

SOURCE: DC 26 RURAL ROAD ASSET MANAGEMENT PLAN

As with the paved network, the majority of the unpaved network is in a dire state in all the municipalities. Leading this trend is Nongoma, Ulundi and Abaqulusi respectively.

#### 4.1.2.2.2 ROAD NETWORK CAPITAL INVESTMENT NEEDS

The table below outlines the capital investment required to bring the paved roads to the best possible condition. The different methods of treating the roads are categorized as rehabilitation, special and periodic maintenance.

Municipality	Rehabilitation	Special Maintenance	Periodic Maintenance	Total
Abaqulusi	R 1 203 349,75	R 541 507,39	R 180 502,46	R 1 925 359,60
Ulundi	R 3 067 813,36	R 1 380 516,01	R 460 172,00	R 4 908 501,37
Nongoma	R -	R -	R -	R -
uPhongolo	R 4 261 194,27	R 1 917 537,42	R 639 179,14	R 6 817 910,83
eDumbe	R 691 119,02	R 311 003,56	R 103 667,85	R 1 105 790,43
<b>Zululand</b>	<b>R 9 223 476,40</b>	<b>R 4 150 564,38</b>	<b>R 1 383 521,45</b>	<b>R 14 757 562,23</b>

Table 39: DISTRICT ROAD PAVED NETWORK CAPITAL INVESTMENT NEEDS BY MUNICIPALITY

SOURCE: DC 26 ROAD ASSET MANAGEMENT PLAN

Observing the table above, it can be concluded that uPhongolo and Ulundi need the largest capital injection considering the state of their paved road network. The biggest priority in both municipalities is to rehabilitate their road network.

The entire district needs a capital investment of R14,8 Million to bring its unpaved road condition to a 'very good' status.

The table below outlines the district unpaved road network capital investment requirements. The methods of improving unpaved roads has been categorized as construction, re-gravelling and reshaping.

Municipality	Construction	Re-gravelling	Reshaping	Total
Abaqulusi	R 3 864 500,09	R 2 219 610,31	R -	R 6 084 110,40
Ulundi	R 9 760 703,26	R 5 606 147,51	R 1 170 757,88	R 16 537 608,65
Nongoma	R 182 258,72	R 104 681,93	R 4 672,29	R 291 612,94
uPhongolo	R 898 211,18	R 515 895,65	R -	R 1 414 106,83
eDumbe	R 1 758 130,32	R 1 009 797,92	R 327 742,03	R 3 095 670,27
<b>Zululand</b>	<b>R 16 463 803,57</b>	<b>R 9 456 133,32</b>	<b>R 1 503 172,20</b>	<b>R 27 423 109,09</b>

Table 40: DISTRICT UNPAVED ROAD NETWORK CAPITAL INVESTMENT NEEDS BY MUNICIPALITY

SOURCE: DC 26 ROAD ASSET MANAGEMENT PLAN

Ulundi, Abaqulusi and eDumbe are the municipalities that have the biggest capital investment needs. The entire district needs R27,5 Million to bring its unpaved road network to a 'very good' condition.

#### 4.1.2.3 AIRPORT AND LANDING STRIPS

In terms of Section 84 (h) the municipality is responsible for Municipal airports serving the area of the district municipality as a whole.

The District has two aerodromes, that is the Ulundi Airport and the Vryheid Airport. However, due to a discontinuation of scheduled flights to Vryheid in the mid-1980s, the Vryheid airport is no longer licensed, and the municipal parks department maintains the airport. This facility constantly assists this part of the Province with efficient emergency services when patients need to be flown to institutions that are equipped for advanced medical interventions, as well as ferrying relief doctors in the morning to assist in nearby hospitals each day and flown out in the afternoon.

The newly built Tourism Hub building at the airport houses the ZDM Tourism offices, Car Rental offices, a training facility, and a coffee/restaurant facility.

The ownership of the Ulundi airport was transferred from the Office of the Premier to the Zululand District Municipality in April 2007.

A Strategy document outlining strategies and objectives that need to be implemented to ensure viability of the airport was produced and it is the yardstick according to which progress and achievements made are measured. In the past the district-run airport operated commercial flights daily between Virginia Airport in Durban to Ulundi, and flights to Oribi Airport in Pietermaritzburg, with a view to stimulating both business and tourism growth in the district. The operations were fully funded by the municipality. However these were discontinued in 2015/16 due to financial viability.

The District has managed to maintain the Airport Operations compliant to all relevant SACAA Regulations including pertinent ICAO and SA-CATS requirements with airport infrastructure that is required to operate the facility in its designated category of operation, in a safe and legal manner as per ICAO Annex 14, SA CAA Regulations / CATS including Refuelling Services and flight operations by Federal Air.

The airport lies next to tribal authority administered land. Several houses have been built all around the airport which has raised a safety and security concern for the safe operation of all incoming and outgoing flights.

#### *4.1.2.4 PUBLIC TRANSPORT*

Vehicle ownership is very low in the rural areas of Zululand with the result that most people rely on public transport for most of their transport needs. The three main public transport modes within the District are bus, taxi, and bakkie-taxi. Currently, bus services are generally run by private operators, and largely provide a long-distance service between towns or urban centres.

The dominant mode of public transport in the District is minibus taxi. Taxis generally provide a service from the rural or peri-urban settlement areas towards the urban shopping and employment centres, but also feed the ranks in these centres with passengers bound for longer distance destinations. Based on this, the current status quo is that there are ranks at the major urban centres, from each of which several routes originate. Also developing in smaller centres are several smaller (generally informal) ranks which act as collector/feeder ranks for the larger ranks.

Surveys conducted during the development of the Public Transport Plan found that facilities ranged from formal ranks to informal bus/taxi bays/stops along each route. A total of 1 155 facilities were logged, with only 35 being formal facilities, the majority of which are in the

Abaqulusi Local Municipality (21). Most of the facilities were in poor condition, with only 49 paved, 24 having access to electricity, and 4 with ablution facilities<sup>34</sup>.

#### *4.1.4.1 WATER AND SANITATION*

Section 63(1) states that the accounting officer must for the purposes of subsection (1) take all reasonable steps to ensure—

that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality;

that the municipality's assets and liabilities are valued in accordance with standards of generally recognised accounting practice; and

that the municipality has and maintains a system of internal control of assets and liabilities, including an asset and liabilities register, as may be prescribed.

ZDM has done extensive work on the development of a database that will serve as an asset register, but also to be used as the basis for the development of an asset management system and to capture asset related information electronically for ongoing use. The system has been named 'MANZI' and access can be gained on the ZDM website at [www.zululand.org.za](http://www.zululand.org.za) once the user has been issued with a username and password.

Commissioned in 2008, the system is designed to cater for all categories of infrastructure.

The Water and Sanitation Asset Management Plan was developed in the 2019/20 financial year and is updated frequently as infrastructure is rolled out, refurbished or replaced.

#### *4.1.4.2 ELECTRICITY & ENERGY PROVISION*

Section 84(c) mandates the District Municipality to provide bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity.

However although the function is not performed due to the national structuring for the roll out of electricity, the Municipality has secured funds to develop an Energy Masterplan in the next financial year, which will incorporate an Electricity Infrastructure Asset Management Plan.

#### *4.1.4.3 REFUSE REMOVAL*

Section 84(e) mandates the municipality to manage solid waste disposal sites, in so far as it relates to-

the determination of a waste disposal strategy;

the regulation of waste disposal;

the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district..

Although there is no regional solid waste site, the Municipality is in the has secured funds for the development of an Integrated Waste Management Plan/Strategy, which will incorporate a Solid Waste Asset Management Plan.

#### *4.1.4.4 HOUSING/HUMAN SETTLEMENT*

While the district is not mandated to provide housing to its communities, it is nonetheless responsible for co-ordination in so far as it relates to integrated development planning.

Therefore there is no Housing Asset Management Plan.

#### *4.1.4.5 TRANSPORT INFRASTRUCTURE*

In terms of Section 84 (f) the municipality is responsible for Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole.

Although the mechanism for the allocation and gazetting of district municipal roads has not been finalised by the National Department of Transport, the municipality is collecting data and condition of the district road network. The collection is done in accordance with the RISFSA classification.

The collected data is analysed and stored in a cloud based asset management system which includes a register of all road links.

The Rural Roads Asset Management System was commissioned in 2012.

#### *4.1.4.6 AIRPORTS*

In terms of Section 84 (h ) the municipality is responsible for Municipal airports serving the area of the district municipality as a whole.

The airport has an Asset Management Plan with all its infrastructure components including its Disaster Management wing in place.

#### 4.1.4.7 OTHER ASSET MANAGEMENT PLANS

The municipality has other Infrastructure Asset Management Plans in place including of its buildings and vehicle plant & fleet.

## 4.2 Economic Analysis

### 4.2.1 LED FUNCTION

The ZDM established and located the Local Economic Development Unit within Community Services Department. The LED unit is responsible for creating an enabling framework for district economic development. This includes strategic economic development planning; identification of economic development opportunities; packaging of economic development proposals; coordinating economic development initiatives within the district; and mobilizing funds for local economic development.

#### 4.2.1.1 ZULULAND DEVELOPMENT AGENCY

In 2014 Zululand District Municipality (ZDM) established and registered its District Development Agency (Zululand Development Agency – ZDA) in terms of Companies Act 71 of 2008 and Companies Bill 40 of 2010. (*ZDMC 14/264 Establishment of District Development Agency for ZDM*).

Due to the Municipality being unable to sustain the continued operation of the Agency due to financial constraints, ZDM Council at its sitting held on 14 May 2020 resolved per ZDMC 20/459 as follows:

*“The item on the Temporary suspension of Zululand District Development Agency (ZDA) activities be noted and accepted.*

*The Executive Committee after considering the item to recommend to Council that the activities and operations of Zululand Development Agency (ZDA) for the 2020/21 financial year, temporary suspended.”*

For the period covering 2020/21 financial year the Zululand Development Agency was temporary suspended.

On the 24<sup>th</sup> of February 2021 however, ZDM Council at its sitting resolved per ZDMC: 20/554 as follows:

- i. Zululand Development Agency be resuscitated in order to source funding for Zululand District Municipality in purpose for the economic recovery in Zululand.*

As things stand, the municipal administration is looking into regularizing the agency as follows:

The Zululand Development Agency be ratified and establishment processes be finalised in terms of Sec 76(b)(ii) of the Municipal System Act and the MFMA.

The ZDM and ZDA enter into a Service Level Agreement in terms of Sec 76(b)(ii) outlining a clear mandate as what to be achieved by the ZDA.

That a list of high impact projects be developed and prioritised for planning, packaging and resourcing.

An establishment plan has been developed identifying the human resource, tools of trade and operational costs needed to sustain the agency. Budget has been allocated to finalise the establishment of the Zululand Development Agency.

#### *4.2.2 SIZE AND STRUCTURE OF THE ZDM ECONOMY*

##### *4.2.2.1 GROSS VALUE ADDED (GVA)*

The Zululand district contributes 2.7 per cent of KZN's GDP making it the seventh largest provincial contributor out of the 11 districts. Figure 28 shows the contribution to Zululand's GDP by its respective local municipalities. The largest contributor to Zululand's GDP is Abaqulusi at 42.2%, followed by Ulundi at 21.5%, Nongoma at 15.6%, uPhongolo at 11.2% and eDumbe at 19.5%, respectively. As stated previously, Vryheid is the major economic hub of the region and is based within the Abaqulusi local municipality, hence this municipality constitute the largest portion of the district's GDP. In contrast, eDumbe is mainly a rural municipality, hence it contributes the lowest portion of GDP to the Zululand District.

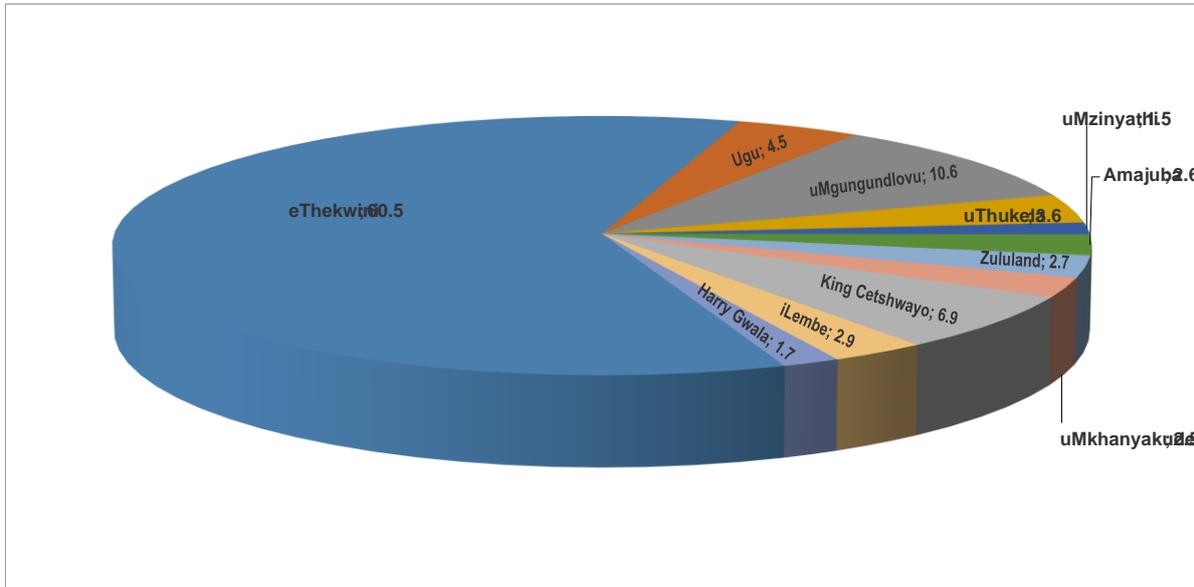
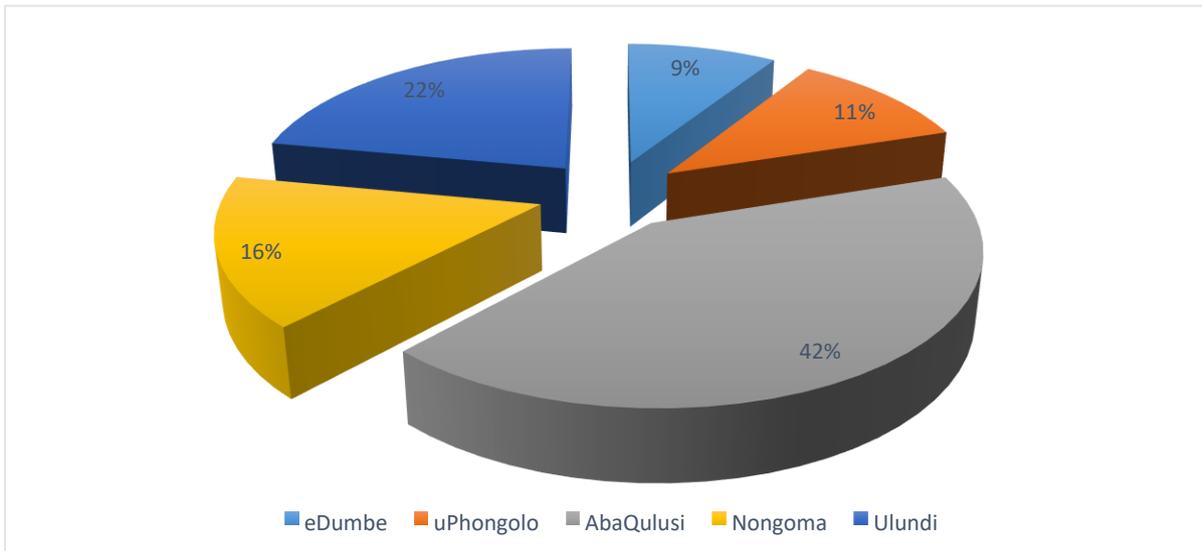


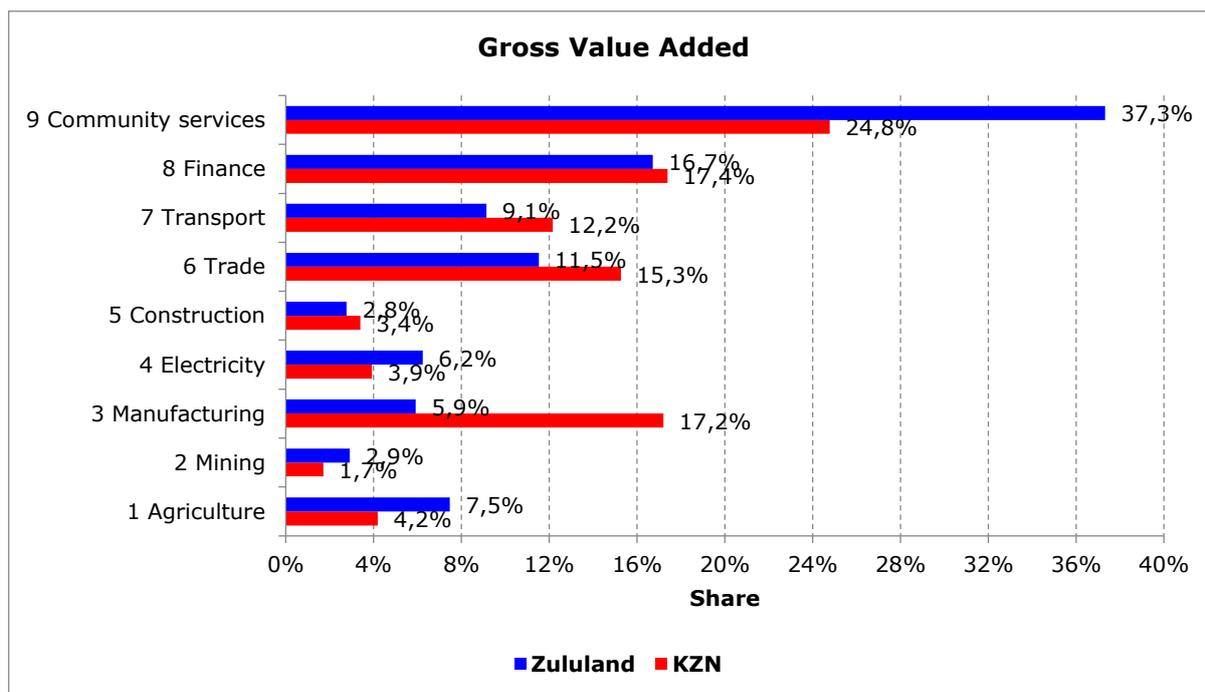
Figure 20: CONTRIBUTION TO KZN PROVINCIAL GDP BY DISTRICT MUNICIPALITIES,



Source: IHS Markit, 2019

Figure 21: CONTRIBUTION TO ZULULAND GDP BY LOCAL MUNICIPALITIES, 2018

equally distributed amongst its local municipalities. Abaqulusi is the economic hub of the Zululand District and has the highest contributing economy, at 42% of total district GVA (refer to figure 29).



**Figure 22: GVA**

Source: IHS Markit, 2021

The main contributor towards the Zululand local economy is the Community/ government services (37.3%) which demonstrates public sector dependency. The primary sector and basic service-related tertiary sector are predominately leading sectors in Zululand. Mining and quarrying (2.9%) is a vital sector to the district compared to the entire province (1.7%). The district manufacturing sector (5.9%) contribution to the region's economy compared to that of the entire province (17.2%) is somewhat modest an indication of an underdeveloped industrial economy.

#### 4.2.3 SECTOR PERFORMANCE AND CONTRIBUTION TO GDP

The structure of an economy is inherently divided into primary, secondary, and tertiary sectors. Ideally, economic performance should be driven mainly by the primary and the secondary sectors as these are the main catalysts for export and employment opportunities. However, like the country and the province, the economy of the district is driven by the services sector. The tertiary sector constituted 67.6% of the total district GDP-R in real terms in 2008. Table 33 provides a sector performance analysis for Zululand over the period 2009 through 2018.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Primary Sector</b>	<b>19</b>	<b>19.3</b>	<b>18.7</b>	<b>17.9</b>	<b>18.2</b>	<b>18.3</b>	<b>16.2</b>	<b>16.5</b>	<b>16.8</b>	<b>16.2</b>
Agriculture	10.3	9.4	8.8	7.7	7.5	7.3	7.1	7.4	7.7	7
Mining	8.7	9.9	9.9	10.2	10.7	11	9.1	9.1	9.1	9.2
<b>Secondary Sector</b>	<b>10.3</b>	<b>9.9</b>	<b>9.5</b>	<b>9.1</b>	<b>9.2</b>	<b>9.5</b>	<b>9.6</b>	<b>9.4</b>	<b>9.3</b>	<b>9.1</b>
Manufacturing	6.2	6	5.5	5.5	5.5	5.7	5.8	5.9	5.8	5.7
Construction	4.1	3.9	4	3.6	3.7	3.8	3.8	3.5	3.5	3.4
<b>Tertiary Sector</b>	<b>66.7</b>	<b>66.1</b>	<b>66</b>	<b>66.4</b>	<b>65.9</b>	<b>65.8</b>	<b>67.3</b>	<b>67.4</b>	<b>67</b>	<b>67.6</b>
Trade	12	11.8	12.1	12	11.5	11.2	11.5	11.7	11.6	11.5
Transport	9.3	8.7	9.1	9.7	10.2	10.3	10.3	9.9	9.7	9.6
Finance	14.4	13.9	13.5	13.8	13.5	13.3	13.6	13.4	13.4	13.3
Community Service	31	31.7	31.3	30.9	30.7	31	31.9	32.4	32.3	33.2

**Figure 23:SECTOR PERFORMANCE ANALYSIS, 2009 TO 2018**

Source: IHS Markit, 2019

In respect of the Zululand District, the Tertiary Sector, which constitutes Trade, Transport, Finance and Community services, is the primary driver of growth. During the period 2009 through 2018 this Sectors' contribution to the GDP-R recorded an average of 66.6 per cent. The major contributors to the GDP-R within this sector, over the respective period, were Trade and Government services, with the former sector's contribution being mainly due to a mix of retail and tourism attractions. Over a ten-year period, the annual contribution to the GDP-R from the Primary sector, comprising Agriculture and Mining, equated to an averaged 17.7 per cent.

#### 4.2.4 ECONOMIC SECTORS

##### 4.2.4.1 TOURISM

Tourism is made up of three different sectors mainly direct, and indirect contributions as well as induced expenditure. The direct contribute to GDP includes accommodation, transportation and travel, entertainment, visitor attractions, food and beverage, cultural activities and sport and recreation, and government "individual" spending for posterity on cultural and recreational sites – i.e. museums and national parks. The indirect contribution extends to the multiplier effect of the purchase of goods and services external to the sector, such as, printing and publishing, marketing and promotion, construction, fuel sales, maintenance, cleaning, security services, investment spending i.e. – the purchase of an aircraft or the construction of a new hotel, and government "collective" spending. The induced contribution "measures the GDP and jobs supported by the spending of those who are directly or indirectly employed by the Travel and tourism industry" (World Travel and Tourism Council (WTTC), 2018). The area faces major

challenges in growing the tourism industry and some of the key challenges include the distance of Zululand from major centres, the quality of infrastructure in the District, the lack of coordination in tourism marketing and others.

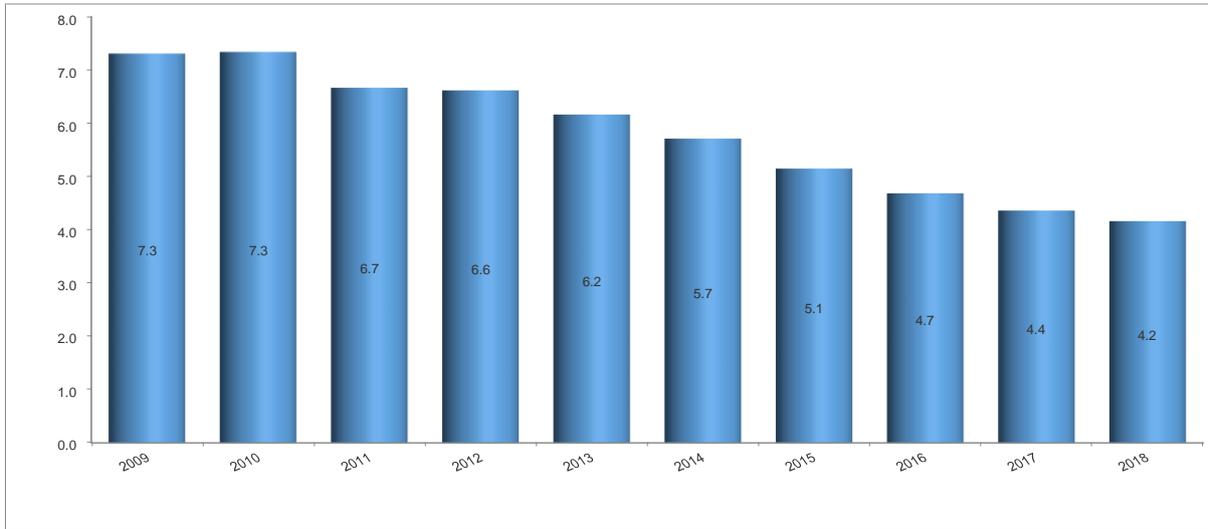
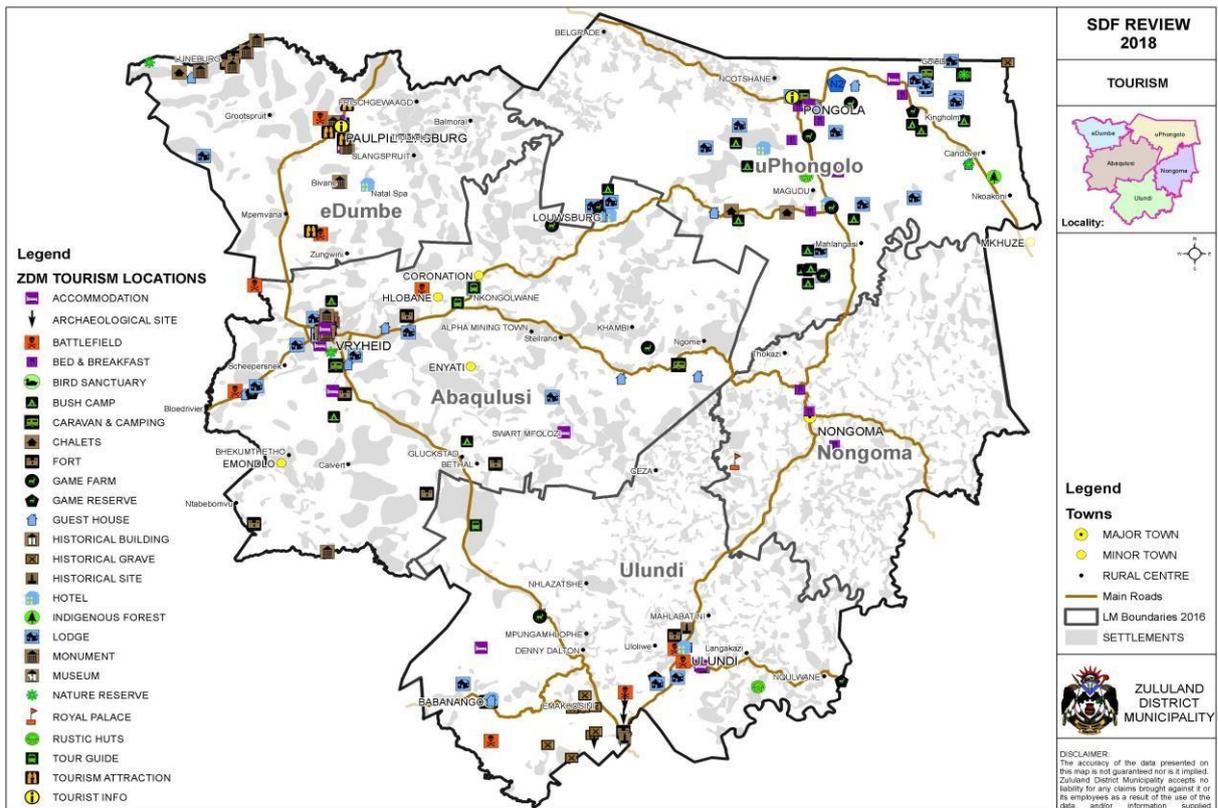


Figure 24: TOTAL TOURISM SPEND AS A PERCENTAGE OF GDP IN ZULULAND, 2009 TO 2018



Map 14: Tourism Sites

In line with the promotion of tourism, King Goodwill Zwelithini has revived cultural functions such as the colourful and symbolic reed dance ceremony and the first fruit's festival (a traditional function). Zululand has a wide variety of wildlife reserves, most notably the Hluhluwe-Umfolozi Park, which is the largest reserve in KwaZulu-Natal, and is known for 'spotting the Big Five'. It is also home to the rhino conservation programme. The Ithala Game Reserve offers an extraordinary experience of geological diversity as the rock formations date back 3 000 million years. Zululand is also home to the second oldest reserve in the world, the Pongola Game Reserve. Zululand houses the Zululand Rhino Reserve (ZRR). The ZRR is a 20 000-hectare reserve consisting of 15 individually owned farms that have lowered their fences to further conservation. Further, there several battlefields that can be visited, birdlife is rife, and visits to national monuments, museums etc. are a must. Figure 30 shows the total tourism spend as a percentage of GDP in Zululand over the period 2009 to 2018.

The spending on tourism in Zululand showed a decreasing trend over the ten-year period under review from 7.3 per cent in 2009 to 6.2 per cent in 2013, dropping substantially to 4.2 per cent in 2017. The reason for this is that GDP is increasing at a much faster pace than the corresponding increase in tourism.

#### 4.2.4.2 MINING

The mining industry in Zululand is the main sector within the primary sector category and constitutes the Zululand Anthracite Colliery (ZAC) in Emakhalathini. ZAC is the sole anthracite colliery in South Africa and prides itself on "the superior quality attributed to each product, which places it in a unique and favoured position as a supplier of reductant<sup>3</sup> to the metallurgical industry" (Zululand Anthracite Colliery, 2019). In addition, ZAC's location, being close to Richards Bay, positions it well for exports and service to the local South African market. ZAC has not only created a few job opportunities, but it also has a few social projects, and delivers 3.5 million tons of potable water to the community each month.

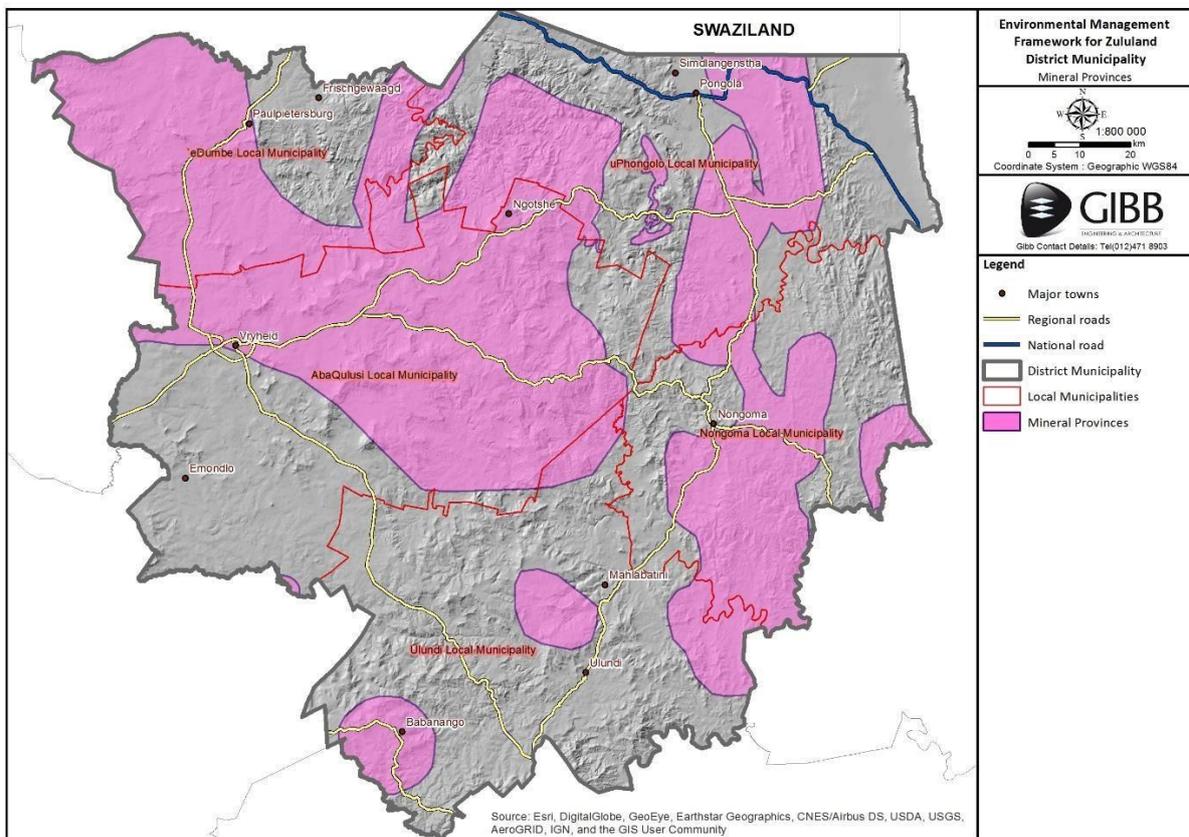
The mining sector has traditionally been a key driver of the districts' economy. However, mining activities in the district decreased in the mid 1990's mainly due to closure of mines because of the open market in coal mining and agriculture. The mines had significant forward and backward linkages to all the economic sectors, particularly those located in Vryheid and surrounding areas. Nonetheless, the sector GVA analysis reflects that, even

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<sup>3</sup> A [reducing agent](#) which as it is [oxidized](#) is capable of bringing about the [reduction](#) of another substance.

with the decline, mining still plays an important role for the district’s economy. The CAAGR reflects this decline as -4.2% for the period 2012 to 2017. Mining and quarrying contributed 10.18% of total GVA in 2017. The major mining activity is coal extraction, which makes use of the Coal Line corridor that runs across the district from Mpumalanga to Richards Bay.

Mining in the Pongola Mtamvuna Water Management Area consists of predominantly coal mining. Even though many of these mines are no longer active, water quality is impacted due to discharge from these mines. Rehabilitation of mines have not been done for a number of mines in the area, which has the potential to cause leaching, as well as create conditions for standing water accumulation which, if used by humans, would result in health impacts



Map 15: Areas with Mineral Deposits in ZDM

Source: EMF, 2017

Map 13 illustrates the mineral provinces in the ZDM. Mineral provinces are mineralised zones which contain related characteristics of the host rock geology and minerals. Mineral provinces are found in the central and eastern parts of the eDumbe Local Municipality, the eastern and western parts of the eDumbe Local Municipality and across the eastern parts of the uPhongolo Local Municipality. The Nongoma Local Municipality contains mineral

provinces in central parts of the municipality. The Ulundi Local Municipality contains smaller scattered provinces

#### *4.2.4.3 MANUFACTURING*

In 2017, manufacturing accounted for 6% of the district's total GVA and 7% of total employment. The only agri-processing of note in the district is the Illovo sugar mill in the uPhongola Municipality. There is opportunity to expand agri-processing, bioprocessing and business support services to help develop the manufacturing sector. Growth activities in this sector include focusing on arts and crafts production and marketing, taxidermy, mineral water, and charcoal manufacturing for export, as well as, establishing new industries such as clothing and textiles and building materials.

#### *4.2.4.4 AGRICULTURE*

Agriculture has seen a decreasing trend over the period 2009 through 2018 from 10.3 per cent in 2009 to 7 per cent in 2018. The decrease is more than likely due the drought conditions which prevailed over KZN in 2016. Despite the overall decrease in this sector, Agriculture saw a slight increase from 2016 to 2017 of 0.3 per cent, this possibly being due to a relief in the drought. It is essential that this sector be revived, and agri-processing and beneficiation encouraged to improve food security in the district and consequently the province and the country at large.

The Department of Rural Development and Land Reform working together with numerous government departments, their respective agencies and the private sector have embarked on rolling-out Agri-parks to all 44 Districts in South Africa, including the Zululand district. The project will kick-start the Rural Economic Transformation for identified rural regions creating jobs in production, farmer support, and processing.

#### *4.2.4.5 COMMERCIAL SECTOR (INCLUDES RETAIL AND SERVICES)*

Economic activities tend to concentrate in the major towns. Abaqulusi Municipality, particularly Vryheid has the largest commercial and services sectors (49%) in the district. It functions as a service centre for the surrounding rural population (refer to figure 31 below). Agriculture and mining contribute to its economy, and Vryheid act as a service centre for these activities, followed by uPhongolo and Ulundi with 18% and 17% respectively. The economy of Pongola is based on large-scale commercial production of sugarcane. A major employer in the centre is the Illovo sugar mill. The area has eco-tourism due to its natural resources such as the highly sensitive areas adjacent to the Pongola Poort Dam and the

areas between the R69 and the N2. Pongola's retail sector also services the passing N2 traffic.

Ulundi, as the current seat of the Zululand District Municipality, and the former seat of KZN, has a strong public service-oriented economy. Commercial and light industrial activities have developed in support of the administrative function and the surrounding vast rural settlements. In the town of Ulundi there is substantial formal and informal retail sector.

Nongoma and Edumbe have the least concentration of economic activities. Nongoma is the only urban centre within the Nongoma municipality. It is principally a large rural market town with both formal and informal economies. There is no industry in the town. Paul Pietersburg in Edumbe Municipality, on the other hand, developed as a service centre for the agriculture sector and the surrounding rural population.

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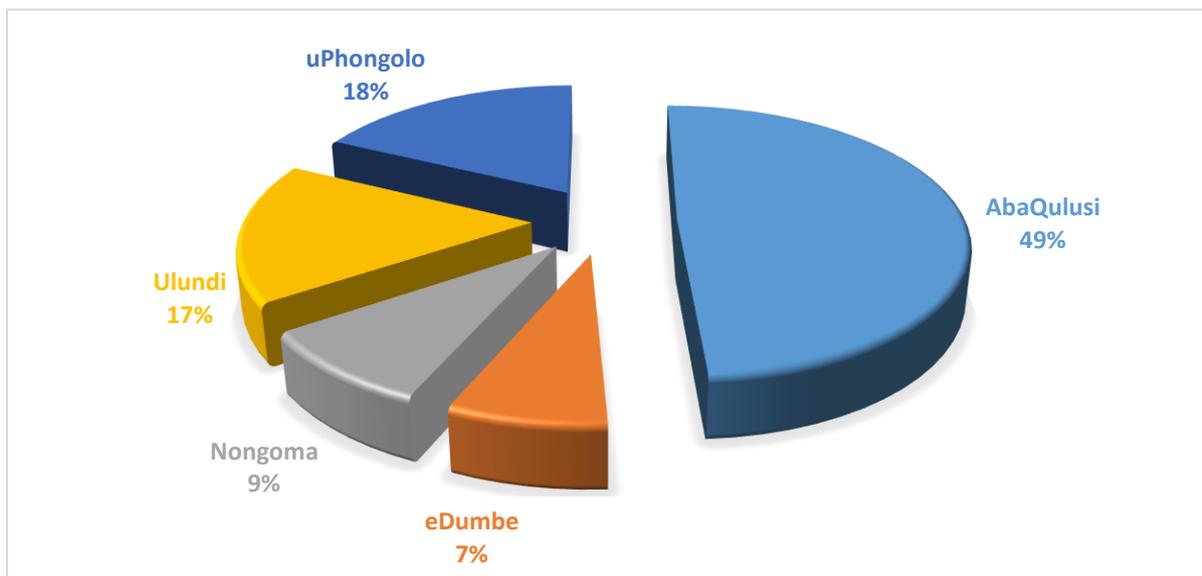


Figure 25: ONCENTRATION OF BUSINESS ACROSS THE DISTRICT

However, only part of the population can access these services. These nodes are not easily accessible for the majority of the rural population that currently account for 75% of the district population. In the rural services centres, retail and services are limited. The map reflecting the business and commercial buildings shows the concentration of these in the nodes of Vryheid, Phongola, Ulundi, Paulpietersburg and Nongoma followed by secondary nodes more as service centres.

#### 4.2.4.6 GOVERNMENT SECTOR

The government sector has a strong presence in the district and makes a major contribution to the Gross Value Added (GVA). This sector is best represented in the Ulundi and Nongoma Municipalities where various regional offices and facilities of provincial government are

located. However, Ulundi losing its status as Provincial Capital in the last decade negatively impacts on the contribution of this sector.

#### *4.2.4.7 CONSTRUCTION SECTOR*

The construction sector has experienced negative growth in recent years. Some of the major recent and current construction activities in the District include:

The general residential market.

Major infrastructure construction, e.g. the Paris Dam, major roads such as the P700 and other strategic linkages.

The building of lodges and tourism facilities, e.g. lodges to be built at Emakhosini, in areas surrounding the Pongolapoort Dam and on private game farms.

The provision of basic services to the previously disadvantaged urban and rural communities within the District municipality.

The provision of low-income housing to the urban and rural communities of the District.

Building of municipal and public sector buildings, e.g. the offices of the District Municipality.

#### *4.2.4.8 TRANSPORT SECTOR*

The distinction in the transport industry in the Zululand District Municipality can be made between various sub-sectors, viz. road freight transport, public road transport (dominated by the taxi industry), air transport and rail freight transport. In terms of the “informal” sector, stakeholders also identify the so-called “bakkie” industry responsible for the transport of goods from distributors/wholesalers to a range of retailers located in the rural areas. Some of the opportunities that are presented in this sector include rural road maintenance and upgrading of rural roads which will continue to establish better linkages between settlements, rural nodes, and municipal centres, thus increasing access to economic opportunities whilst increasing access to job opportunities. The need for establishing a stopover point for trucks in the Vryheid area has been identified in various planning studies.

#### *4.2.5 EMPLOYMENT BY SECTORS*

The Quarterly Employment Statistics (QES) shows that all four sectors in the first quarter of 2019 witnessed a decrease, with the Formal sector recording the largest employment losses of 126 000, followed by the Informal sector at 68 000. The number of discouraged workseekers and the number of people who were not economically active for some reason other than discouragement increased by 156 000 and 169 000, respectively, between the

fourth quarter of 2018 and the first quarter of 2019, resulting in a net increase of 325 000 in the not economically active population (Stats SA, 2019).

**Figure 26:EMPLOYMENT BY INDUSTRY**

	KZN	Zululand	eDumbe	uPhongolo	Abaqulusi	Nongoma	Ulundi
<b>Primary Sector</b>	<b>6.5</b>	<b>9.3</b>	<b>24.5</b>	<b>25.8</b>	<b>5.1</b>	<b>5.3</b>	<b>4.1</b>
Agriculture	6.0	8.4	22.9	25.4	4.6	4.3	2.8
Mining	0.5	0.9	1.6	0.4	0.5	1.0	1.3
<b>Secondary Sector</b>	<b>19.2</b>	<b>13.8</b>	<b>13.5</b>	<b>11.0</b>	<b>18.0</b>	<b>12.0</b>	<b>8.7</b>
Manufacturing	13.1	7.5	8.5	4.1	11.5	4.1	3.8
Electricity	0.4	0.5	0.1	0.9	0.4	0.8	0.3
Construction	5.7	5.8	4.9	6.0	6.1	7.1	4.6
<b>Tertiary Sector</b>	<b>74.4</b>	<b>77.0</b>	<b>61.9</b>	<b>63.3</b>	<b>76.8</b>	<b>82.6</b>	<b>87.1</b>
Trade	17.5	15.9	10.5	13.7	17.9	17.2	14.7
Transport	5.2	4.0	3.7	3.0	4.7	3.5	3.4
Finance	16.0	14.9	10.2	8.2	18.4	12.6	15.5
Community services	25.0	32.5	21.8	23.7	26.4	43.7	45.7
Households	10.7	9.7	15.7	14.7	9.4	5.6	7.8

Source: IHS Markit, 2019

Table 34 shows that employment in the province is concentrated predominantly in the community services sector at 25 per cent in 2018. This is closely followed by Trade and Finance at 17.5 and 16 per cent, respectively. Hence, the tertiary sector is the largest employer in the province with approximately 74.4 per cent of jobs emanating from the sector. This trend is undesirable in a developing country like South Africa which strives to create jobs for the growing labour force. Rather, the secondary sector should be the largest employer as it involves more labour intensive industries such as manufacturing and construction.

### 4.3 Social Development

Social Development of the community sectors, namely women, senior citizens, men, people with disabilities, and children is the core priorities of Zululand District Municipality. One of the community development objectives in the District's IDP states that Zululand District Municipality is to initiate and implement social upliftment programmes/projects. Over and above the municipal projects and services rendered to ensure that communities of Zululand have an enabling and safe environment to live in, there are currently four major social programmes that the Department of Community Development is implementing to ensure that the quality of life in Zululand is improved.

#### 4.3.1 COMMUNITY FACILITIES AND SERVICES

Urban areas in municipalities such as Abaqulusi Local Municipality and uPhongolo Local Municipality are reasonably well developed with social facilities and services. However, there is a need to extend access to these facilities to accommodate increasing population and demand arising from urbanisation. An even bigger challenge is to address improve access to a range of public facilities in rural areas where backlogs are huge due to the history of apartheid past and the associated neglect.

##### 4.3.1.1 COMMUNITY HALLS

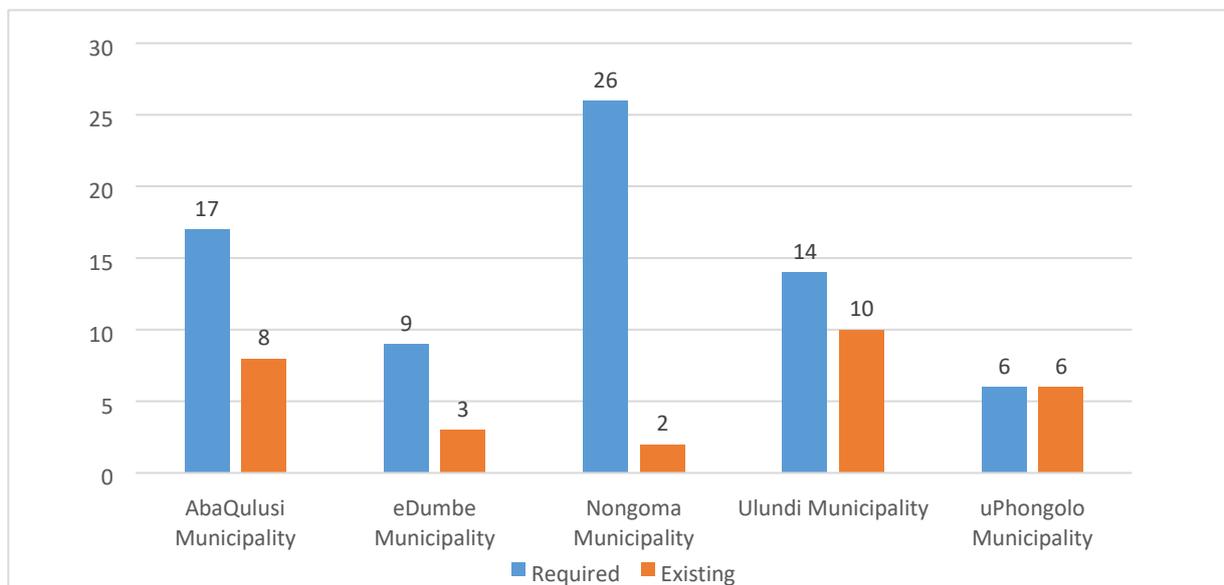


Figure 27: TATUS OF COMMUNITY HALLS PER LOCAL MUNICIPALITY

Community halls are public buildings accessible to the community for public gatherings. They perform many functions in the community. They may house gatherings such as weddings, funerals, public meetings, local clubs, social functions etc. They play an important role in the functional and social cohesion of a community and are very important in promoting social development. Figure 23 above indicates existing and required (backlog) community halls per local municipality within the ZDM.

LOCAL MUNICIPALITY	0 - 10KM			10KM - 20KM		
	HOUSEHOLDS	POPULATION	PERCENTAGE	HOUSEHOLDS	POPULATION	PERCENTAGE
<b>Abaqulusi Municipality</b>	15122	102270	45%	6408	43337	19%
<b>eDumbe Municipality</b>	4307	29128	30%	7547	51040	53%
<b>Nongoma Municipality</b>	4381	29629	13%	11534	78004	35%
<b>Ulundi Municipality</b>	19033	128720	56%	9840	66548	29%
<b>uPhongolo Municipality</b>	13873	93823	67%			

Figure 28: ACCESS TO COMMUNITY HALLS/CENTRES

It is evident from the figure above that the number of community halls in the district is far below what is required. In fact, only 28% of the required number of community halls have been built. However, the state in which these buildings are, and therefore their functionality is not documented on a district level. Accessibility to community halls/centres regarding travelling distance is shown in the table below.

#### 4.3.1.2 MUNICIPAL HEALTH SERVICES

In the district, there is a total of nine (9) hospitals; 60 clinics; and numerous mobile clinics. There are forensic services available in a major node in each local municipality. Table 36 below indicates the distribution of health facilities within the ZDM per local municipality.

FA CILITY	<u>ABAQULUSI</u>	EDUMBE	ULUNDI	NONGOMA	UPHONGOLO
<b>Ho spi tal</b>	1) Vryheid 2) Mt View 3) Siloah Lutheran		1) Thulasizwe 2) Ceza 3) St Francis 4) Nkonjeni	Benedictine	Itshelejuba

<b>Clinic</b>	1) Mondlo x 2 2) Bhekumthetho 3) Thembumusa 4) Siyakhathala 5) Ntababomvu 6) BhekuZulu 7) Gluckstadt 8) Hlobane 9) Khambi 10) Lousburg	1) Edumbe 2) CHC 2) 3) Frisgewaath 4) P. Mhlosheni 5) Hartlands 6) Lunerberg 7) Ophuzane 8) Paul 9) Pietersburg	1) Ezimfabeni 2) Stedham 3) Sizane 4) Esidakeni 5) Idlebe 6) Magagadolo 7) Ombimbini 8) Mdomezulu 9) Unit A 10) Mabelana 11) Lomo	Nqeku Nkunzana 3) Buxedene Dungeni Ekubungazele ni Hlengimpilo 7) Mophopho m a 8) Njoko	Altona Emkhawkhweni KwaNkundla KwaShoba Ncotshane Pongola Fixed Belgrade Qalukubheka Tobolsk
	Makhwela Mason Street Swart Mfolozi		Wela Ncemaneni Zilulwane Nhlungwane Nomdiya Makhosini Mpungamhlophe KwaMame	Queen Nolonolo Sovane Usuthu Mahhashini	
<b>Mobile</b>	3 mobile clinics	2 Mobile clinics	Nkonjeni Mobile (x2) St Francis Mobile (x2) Mobile Clinic (1)	Benedictine Mobiles (x3)	Pongola Mobiles (x3)
<b>Health post</b>	Vryheid	Dumbe	Ulundi	Nongoma	Pongola

Table 41: health facilities

Abaqulusi Local Municipality experienced an increase in the population to clinics (15) from 14 929 (2015) to 15 137.90 (1.4% increase) and is the highest within the district as compared to other sub districts with the highest population to mobiles (03) from of 74647 (2015) increasing to 75 689.30; and the second highest head count total of 486403 after Ulundi Municipality. This indicates the strain that this sub district is experiencing in the provision of services as compared to other sub districts.

Ulundi Local Municipality has the lowest number of population to clinics and is due to the highest number of clinics (26) with the highest number of mobiles (06) as compared to all other sub districts with the highest headcount total of 513201 and is only +-27 000 higher than that of Abaqulusi sub district with almost half (15 clinics vs 26 Ulundi and 3 mobiles vs 06 Ulundi the number of PHC facilities compared to Ulundi.

Nongoma Local Municipality has the 2<sup>nd</sup> highest population to mobiles of 67 544 (2015) increasing to 68 253.00 (1% increase) for 14 clinics and only 03 mobiles and one Health post with a headcount total of 405 736 including that of the Health post. Mobiles in this sub-district are experiencing a strain in case of service delivery and they have a challenge of regular breakdowns of mobile vehicles due to age.

UPhongolo Local Municipality has a total of 10 clinics and 03 mobiles. The current number of clinics may change to 12 once the issue of Fuduka and Qalukubheka clinics has been finalized as the district map show them to be falling off Abaqulusi to uPhongolo local municipality.

#### 4.3.1.3 EDUCATION FACILITIES

The ZDM is generally well provided with primary and secondary schools. However, level of access differs markedly depending on type (level) of school and location. Primary schools are the most accessible (refer to table 37 below). More than 88% of households in in all local municipalities have a primary school within a 2,5km radius except Nongoma Municipality where 80% of households access a school within a 2,5km radius.

Access to Primary Schools					
Distance	eDumbe LM	uPhongolo LM	Abaqulusi LM	Nongoma LM	Ulundi LM
< 5 km	13957	18517	38106	25088	28698
5 - 10 km	2853	3448	7647	7153	5943
10 - 15 km	234	1067	1506	520	1182
15 - 20 km	34	322	393	57	329
20 - 25 km	10	13	142	15	125
> 25 km	10	16	86	17	42

Table 42: ACCESS TO PRIMARY SCHOOL

Access to Secondary Schools					
Distance	eDumbe LMs	uPhongolo LMs	Abaqulusi LMs	Nongoma LMs	Ulundi LMs
< 5 km	7387	16462	29873	15674	23038
5 - 10 km	3422	3370	6900	12791	8973
10 - 15 km	2924	1024	4988	3500	2908
15 - 20 km	2607	915	3156	715	1030
20 - 25 km	542	1218	2194	139	300
> 25 km	216	394	769	31	70

Table 43: ACCESS TO SECONDARY SCHOOL

Secondary schools are fewer than primary schools hence the number of households who travels more than 5km to access a secondary school is higher (refer to table 38). A backlog analysis (households at a distance further than 5km from a primary school were considered to be a backlog and every 3500 people constituting the need for another primary school) was undertaken that indicates the backlog as per the following table and the mapping at

overleaf indicates the distribution of primary schools as well as the backlog mapping with regard to **access** to primary schools.

LOCAL MUNICIPALITY	PRIMARY SCHOOLS		SECONDARY SCHOOLS	
	Required	Existing	Required	Existing
<b>Abaqulusi Municipality</b>	25	104	7	45
<b>eDumbe Municipality</b>	10	71	3	27
<b>Nongoma Municipality</b>	33	98	12	49
<b>Ulundi Municipality</b>	27	158	7	66
<b>uPhongolo Municipality</b>	15	101	5	42

**Table 44: PRIMARY SCHOOLS IN THE DISTRICT**

A backlog analysis (households at a distance further than 5km from a secondary school were a backlog and every 8000 people constituting the need for another secondary school) was undertaken that indicate the backlog as per the table 38 above. Table 38 hereunder indicates the distribution of secondary schools as well as the backlog mapping of access to secondary schools:

#### **4.3.1.4 SAFETY, SECURITY AND JUSTICE**

The distribution of police stations is provided in the following map. A backlog analysis map indicating the accessibility of households to police stations is also shown. The standards that were applied were each household further than a distance of 20km from a police station was considered not to be accessible to such a facility with every 25000 cumulative people not accessible to a police station indicating the need for a facility as shown in the table 40 below.

LOCAL MUNICIPALITY	REQUIRED	EXISTING
<b>Abaqulusi Municipality</b>	14	6
<b>eDumbe Municipality</b>	13	1
<b>Nongoma Municipality</b>	49	1
<b>Ulundi Municipality</b>	41	4
<b>uPhongolo Municipality</b>	32	2

**Table 45: POLICE STATIONS IN THE ZDM**

Source: Census 2011

### 4.3.2 VULNERABLE GROUPS

One of the social developments IDP Objectives of the ZDM is the social upliftment of communities in the ZDM. It entails to reduce poverty by implementing community development projects. One of the indicators of this objective is the number of people participating in Capacity Building Programmes. Community Development is further embedded in many ways in the Community Services Department.

Zululand District Municipality has gone extra mile to ensure that widows, orphans, and people living with disabilities are in the map and are fully recognized and involved in all social and economic development programmes by providing them with a platform and a budget to cater for their projects and moreover, have their special celebration day known as widows, orphans, and disability day. Typical activities include:

Women's Summit and Women's Day ○ Youth Summit

Quality of Life Forum

#### 4.3.2.1 DEVELOPMENT OF WOMEN

The aim of the Women's summit is to empower women citizens through developmental information dissemination by ZDM and other development external organs. This is a platform where women share information and enter dialogues on issues pertaining to their development. The topics for discussion cover business opportunities, self-help programmes/projects, and education on gender-based violence, women's health, HIV/AIDS and Local Economic Development (LED) initiatives, etc.

These summits have great effect in improving the quality of the lives of women of Zululand District Municipality. Women also do seize business opportunities availed through the municipal LED programmes to alleviate poverty.

#### 4.3.2.2 CHILDREN'S PROGRAMMES

Zululand district is rural and poor with high HIV/AIDS infection rate therefore most of the children in the district come from indigent homes some of which are child headed. The Honourable Mayor therefore initiated a Play and Party programme for children of Zululand whereby she brings together over 5 000 children from the 5 ZDM local municipalities and brings various playing equipment and set them in a sports field for children to truly experience being children and play. Each child is then given a year end (Christmas) gift in the form of toys.

Thereafter children are treated to a party with entertainment and a feast with the Mayor.

#### *4.3.2.3 SENIOR CITIZENS*

There are programs for the Senior citizens whereby 6 000 of them together to meet with the council annually at an event to be addressed by the Mayor on issues pertaining to their general welfare and they are afforded an opportunity to also discussed their social issues as well. This meeting takes place in December. The mayor gives them gifts and has lunch with them.

There are also community LED ward projects which assist the communities to start self-help projects which may be blocks making, poultry farming, vegetable gardens, sewing, etc. This programme has proven to have a great impact on the lives of people of Zululand.

#### *4.3.2.4 WIDOWS AND ORPHANS*

The Council's concern about the welfare of widows and orphans prompted it to start a programme to assist widows to improve their lives through self-help projects. Zululand district municipality implements programmes which were designed and are targeting widows, orphans and people living with disabilities to ensure that their welfare and health is equal to that of their fellow citizens. These citizens are equally recognized and are involved in all social and economic development programmes by providing them with a platform and a budget to cater for their projects, and moreover, have their annual special days where they come together to share with the municipality and with themselves their experiences of life and ideas. A Quality-of-Life Forum has been formed with representation from local Municipal forums of Gender, Disability, Elderly and Children.

#### *4.3.2.5 DISABILITY PROGRAMMES*

Working with organizations such as CREATE has been beneficial to the Municipality; workshop programmes for Disability Forums of the Local Municipalities are periodically arranged for people living with disabilities to get exposed to their rights and opportunities relating to projects that they may start and opportunities for employment. On their special day, the municipality stages an event where the Council meets with them and assist with handing out wheelchairs and other equipment as to make their lives easy.

#### *4.3.2.6 SOCIAL SUPPORT AND INDIGENT*

Like many other Districts, most of the population in the Zululand District Municipality is indigent (approximately 80%) and that means a small revenue base. Therefore, a significant portion of the budget goes towards infrastructure development with very little revenue generated.

National Government Policy derives its standard for free basic water supply from that of the World Health Organisation (25l/p/p/day) which is regarded as sufficient to promote healthy living. The ZDM has an average household rate of 8 persons, meaning that the standard is equal to 6 kilolitres per household per month.

#### *4.3.3 NATION BUILDING AND SOCIAL COHESION*

Sports Development is one of the community's activities that cut across racial, gender and culture. It promotes development, personal discipline, leadership, teamwork skills and entertainment through sporting activities. It also contributes to the development and empowerment of local communities and encourages interests of learning and gaining more skills. The Zululand District Municipality held a very successful and developmental Mayoral Cup Games. The Zululand District Municipality 56 km Marathon competition races from Nongoma (KwaGqikazi) to Ulundi (Ulundi Regional Stadium). Hundreds of runners from all over the country of South Africa as well as other African Countries took part in this event.

##### *4.3.3.1 SPORT PROGRAMMES*

Sport programmes in ZDM are vibrant; there are annual games for the aged called Golden Games, an ultra-marathon, Mayoral Cup, Indigenous Games, and ZDM participates in SALGA Games every year. These games have seen our people being selected to represent the Province and national level and some proceeding to represent the country at the world games. The Mayor of ZDM initiated this race in 2005 for the communities of Zululand to be exposed to professional running to be able to run even in big international races. This Comrades Marathon qualifying marathon is organized in conjunction with KwaZulu-Natal athletics and runs between the towns of Nongoma and Ulundi. The 2015 race was in March this year celebrating 10 years of existence and running without fail since its inception. Male and female runners who came first won cars that were donated by local business. The marathon is instrumental in the social and economic development of the community of this district because people win money prizes which they use to improve their lives and it boosts local business and provides local vendors with the opportunity to sell their goods and service.

#### *4.3.4 CARE AND SUPPORT PROGRAMMES*

##### *4.3.4.1 LOVELIFE PROGRAMME*

The partnership between ZDM and the Love Life Trust keeps growing. This partnership was lobbied by the Hon. Mayor with an intention of improving the quality of healthy lifestyle for young people in Zululand.

Youth is employed at the centre to implement the 'Make Your Move' campaign at schools which is the concept of educating young people to assist them to make informed decisions and to eradicate teenage pregnancy.

#### *4.3.4.2 AIDS COUNCIL*

Zululand District Aids Council (DAC) was officially launched on the 14 December 2007. All Local Municipalities have been assisted to launch their functional Local AIDS Councils. ZDM HIV and AIDS Unit has also successfully established Ward Aids Committees (WAC), all 89 ZDM wards have their WAC established.

#### *4.3.4.3 YOUTH SKILLS DEVELOPMENT PROGRAMMES*

Indonsa Arts & Craft Centre is based in Ulundi and it is one of best community art centres in the KZN province. It has grown from strength to strength helping young people to acquire skills in fashion design, music (instruments) and visual arts. The courses are of duration of six months. Admission is free. The courses are aimed to assist young people that complete matric but lack funds to further their studies at tertiary institutions and assist those that have academic qualifications but are unemployed so that their opportunities to get for employed are improved.

Graduates are encouraged by being given starter packs on graduation day to start their own businesses; they are however encouraged to form cooperatives in order improve their chances of accessing better funding.

Through the Centre an annual Art Festival/Competition called 'Umbele Wethu' is held in all the five municipalities under the Zululand District Municipalities and a big District final event in which the youth compete in all genres of music, dances, drama, and painting. They win money prizes to encourage them to advance their talents into careers. The music winners are assisted with free recording their music at the Indonsa Art Centre studio. Several the musician that were trained at Indonsa and those that were picked from Umbele Wethu have grown to become professional musicians.

Over the past year, the following was achieved:

168 have been trained in Visual Arts and graphic designing of which 13 are self-employed.

School educators also register for training as well as those who run their own companies.

198 in Fashion Designing graduates,

63 in Music and instruments,

22 in Drama, 16 have been afforded a chance to perform overseas.

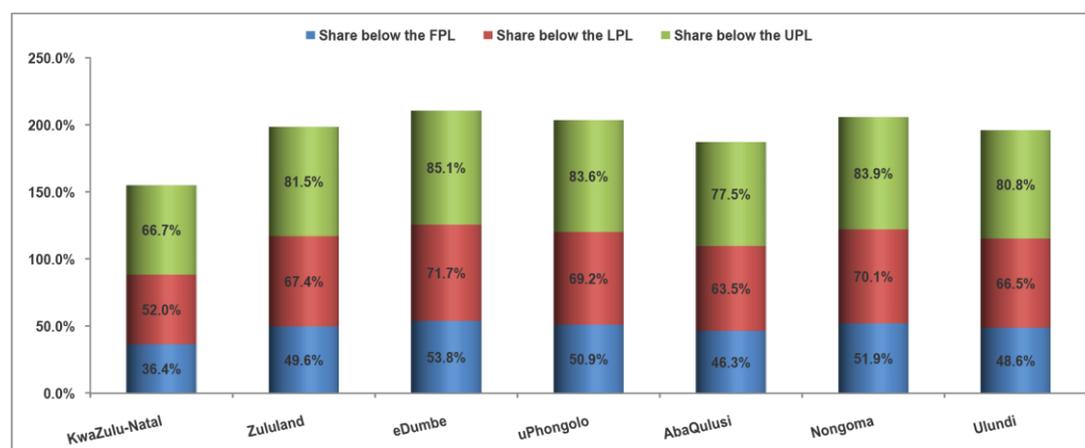
+/-4550 school learners in one day training programme in visual arts.

#### 4.3.5 SOCIAL DEVELOPMENT INDICATORS

The United National (UN) member countries adopted the United Nations Sustainable Development Goals in 2015, which are building on the successes of the UN Millennium Development Goals (MDGs). This sub-section focuses on the development indicators which KZN and Zululand district municipality use to track progress and identify areas which still need attention. The four main development indicators traditionally used are poverty, the Gini coefficient, the Human Development Index (HDI) and functional literacy rates. Indicators such as health, crime, and access to basic services (electricity, water, and sanitation), and housing statistics are discussed under socio-economic profile above.

##### 4.3.5.1 POVERTY

A poverty line establishes a minimum socially acceptable standard for a predetermined welfare indicator to separate the poor from the non-poor (Stats SA, 2015). Currently, three poverty lines are being used: the food poverty line<sup>4</sup> (FPL), lower-bound poverty line (LBPL) and the upper-bound poverty line (UBPL).



**Table 46: POVERTY LEVELS IN KZN AND ZULULAND 2018**

<sup>4</sup> The FPL's are defined by Stats SA as follows: the "FPL refers to the amount of money that an individual will need to afford the minimum required daily energy intake, the LBPL refers to the food poverty line plus the average amount derived from non-food items of households whose total expenditure is equal to the food poverty line, and the UBPL refers to the food poverty line plus the average amount derived from non-food items of households whose food expenditure is equal to the FPL" (Stats SA: National Poverty Lines, 2018).

Source: IHS Markit, 2019

Figure 46 illustrates the poverty rate as separated according to its respective poverty lines (FPL, LBPL, and UBPL). The province had a lower proportion of people living under the food poverty line (36.4 per cent) in 2018 compared to those living under the lower bound poverty line (52 per cent) and the upper bound poverty line (66.7 per cent). The district has a similar trend with 49.6 per cent of the populous living below the FPL, compared to a higher rate of persons living under the LPL (67.4 per cent) and the UBPL (81.5 per cent). The rate of the district is higher than that of the province in respect of all poverty lines. This is mainly because Zululand is largely rural and as such access to basic services, as well as job opportunities are somewhat lacking.

Regarding the local municipalities, eDumbe has the highest rate of people living under all three poverty lines (53.8 per cent under the FPL, 71.7 per cent under the LPL, and 85.1 per cent under the UPL). This can mainly be ascribed to the fact that the bulk of the population within this local municipality live in rural areas and lack basic services. Abaqulusi has the lowest number of persons living below the FPL (46.3 per cent), LPL (63.5 per cent) and UPL (77.5 per cent), mainly since the main economic hub (Vryheid) of Zululand is based within this local municipality.

#### 4.3.5.2 INCOME INEQUALITY

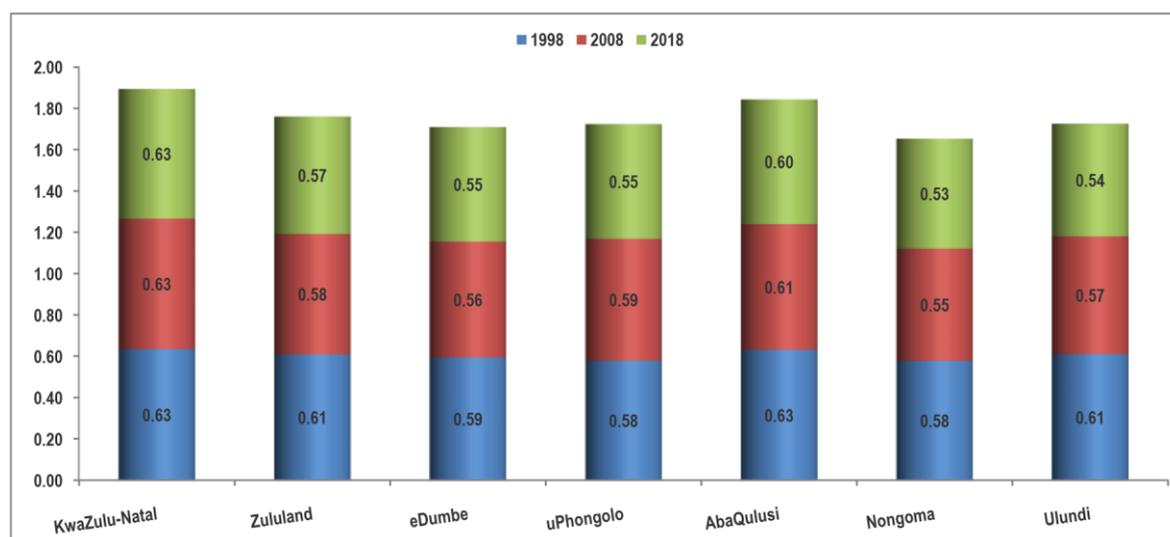


Table 47: GINI COEFFICIENT, 1998, 2008 AND 2018

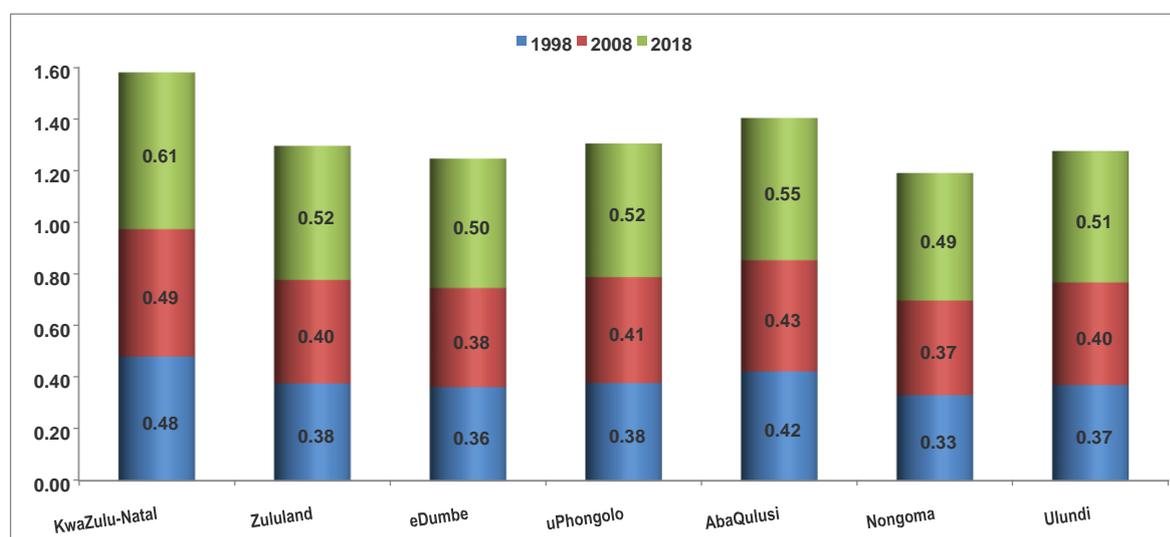
Source: IHS Markit, 2019

Income inequality is one of the triple challenges currently facing South Africa; these being high poverty, high inequality, and high unemployment. A conventional statistical measure

used worldwide to explore the status quo in terms of income inequality is the Gini coefficient<sup>5</sup> which ranges from zero to one. Figure 34 illustrates the Gini coefficients of KZN, Zululand and its local municipalities for the periods 1998, 2008 and 2018. The income inequality of the province remained stable 0.63 per cent over all three years. Although income inequality decreased in Zululand from 0.61 in 1998 to 0.57 in 2018 it remains high. All the local municipalities showed a decline in inequality from 2008 to 2018, however, all hovered around the 0.55 per cent mark, with Abaqulusi at 0.6 per cent. This is disturbing, as it implies extremely high inequality, and is an indication that policies need to be put in place to reduce this challenge.

#### 4.3.5.3 HUMAN DEVELOPMENT

In 2018, with an average Human Development Index<sup>6</sup> (HDI) of 0.52 (at local municipality level), it is apparent from Figure 35 that the Zululand district inclines towards the medium. It stands at 0.54 below the provincial average of 0.61, indicating that the rate of human development in Zululand is progressing at a slower pace relative to KZN. At a local municipality level, Abaqulusi had the highest HDI at 0.55, whilst Nongoma had the lowest at 0.49.



Source: HDI Module 2018  
**Table 48: SHOWS THE HDI FOR THE PROVINCE, THE DISTRICT, AND ITS MUNICIPALITIES IN 1998, 2008 AND 2018**

<sup>5</sup> The Gini coefficient measures the degree of inequality in the distribution of income among people living in a society. Given the interval of this statistic, a coefficient closer to zero indicates low inequality, and a coefficient closer to one indicates high inequality.

<sup>6</sup> The Human Development Index (HDI) focuses on assessing and ranking the development of countries in achieving long and healthy lives, improving knowledge of its citizens and ensuring a better standard of living.

#### 4.3.5.4 LITERACY RATE

Literacy is defined as the ability to read and write with understanding, a short simple sentence about one's daily life. The literacy rate in KZN has increased substantially between the periods 1998 to 2018, from 64.3 per cent in the former year to 82.2 per cent in the latter. This reflects the outcomes of all strategic measures aimed at ensuring that people are able to read and write; this includes the elderly and the provision of support to disadvantaged communities in terms of school needs for children. The district and all local municipalities show a similar achievement. Figure 36 shows the literacy rate in KZN, Zululand and its local municipalities in 1998, 2008, and 2018.

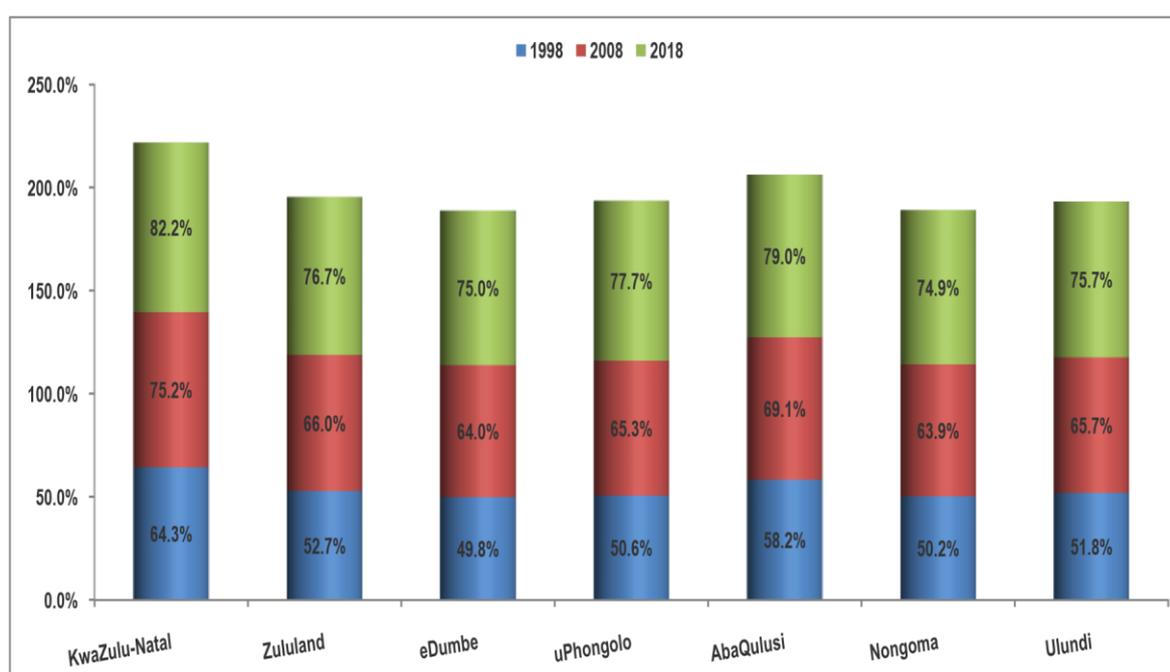
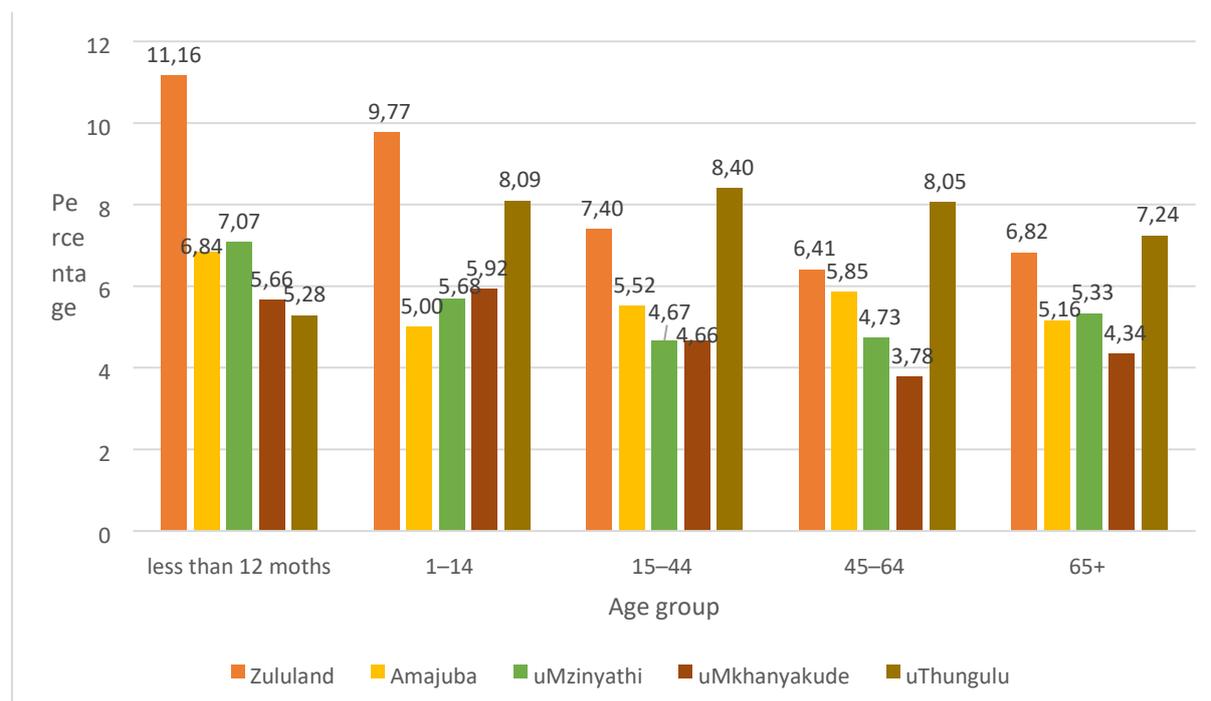


Figure 29: LITERACY RATE IN KZN AND ZULULAND, 1998, 2008 AND 2018

#### 4.3.5.5 MORTALITY RATE

TABLE 40: NUMBER OF DEATHS BY AGE AND DISTRICT

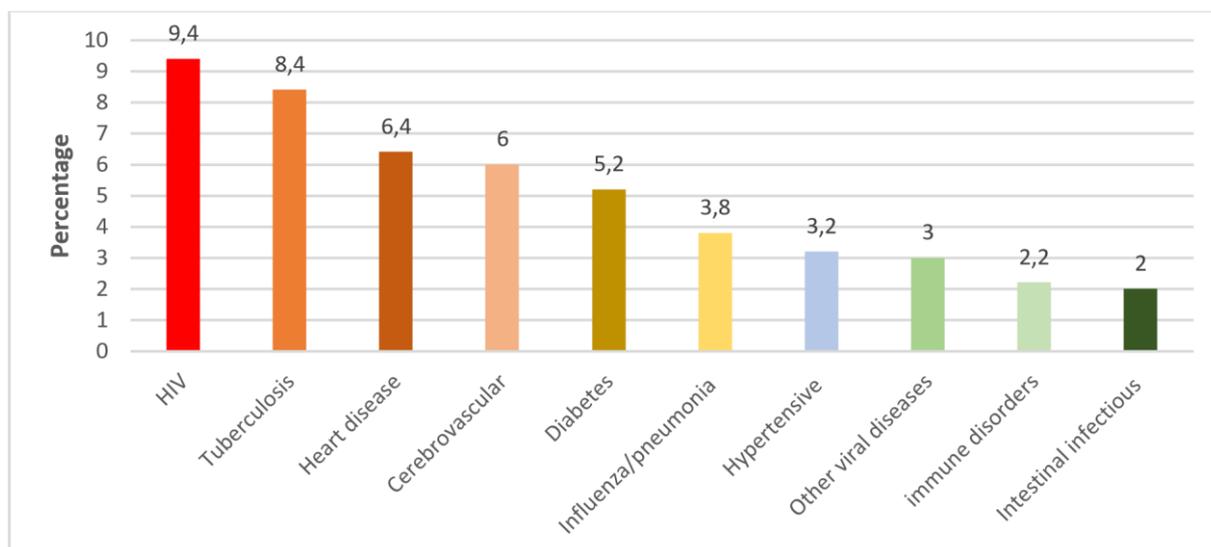


Source: StatSa, 2016

Figure 30: No. of Deaths by Age & District

A presentation of deaths by age is depicted graphically on figure 36 Zululand district has high levels of infant mortality (11,16 %) for those less than 12 months old compared with its neighbouring districts in the province. It also has a death rate in age group 1 to 14 years and fares second to uThungulu in the age groups 15 to 44 years 45 to 64 years and those above 65 years of age. These statistics are of great concern as they reflect a situation where the health of the population is under threat and this tends to cut across other sectors with adverse impacts on the population in the district.

The Human immunodeficiency virus (HIV) was the leading cause of death in Zululand in 2016 making up 9,4 % of deaths in the district as shown on figure 37. Tuberculosis and heart disease followed HIV with 8,4 % and 6,4 % respectively. The scourge of HIV is a complex one which ARVs have proved effective in lowering mortality but have not been effective in lowering infection, transmission and spread of the pandemic.



Source: Stats SA, 2016

**Figure 31: TEN UNDERLYING CAUSES OF DEATH IN THE ZULULAND DISTRICT**

## 4.4 Municipal Financial Viability & Management Analysis

### 4.4.1 INCOME AND EXPENDITURE

#### 4.4.1.1 INCOME

Zululand District Municipality's (ZDM) operating revenues grew from R1 023 327 749 in 2019/2020 to R1 088 983 634 in 2020/21. The increase was mainly resulting from increase in our revenue from exchange transaction (service charges). Revenue from service charges (water and sewer services) has increased by from R39.6 million in 2020 to R52.7 million in 2021. Revenue from investments has decreased from R4.76 million in 2020 to R3.2 million in 2021. Total operating revenue indicates that the Municipality is more dependent on grant funding from National and Provincial Government.

Figure below illustrates operating revenue over a period of three (3) years.

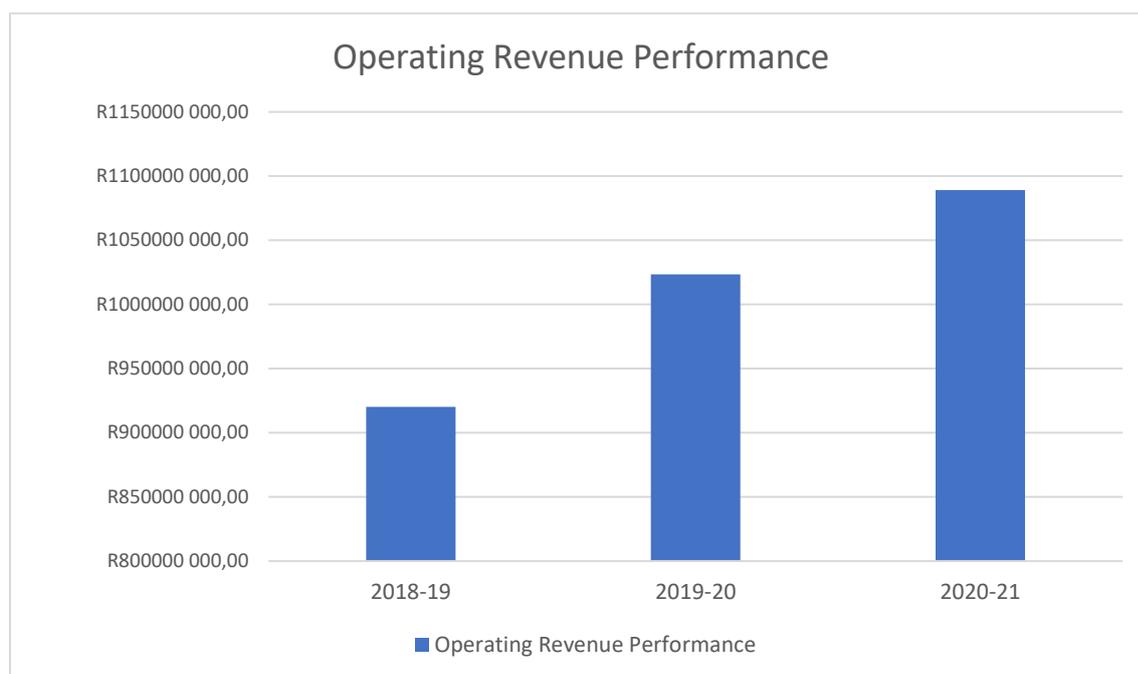


Figure 32: operating revenue over a period of three (3) years

The table 41 below indicates conditional grants the ZDM received over the last three years.

TABLE 41: CONDITIONAL GRANTS RECEIVED OVER A THREE-YEAR PERIOD

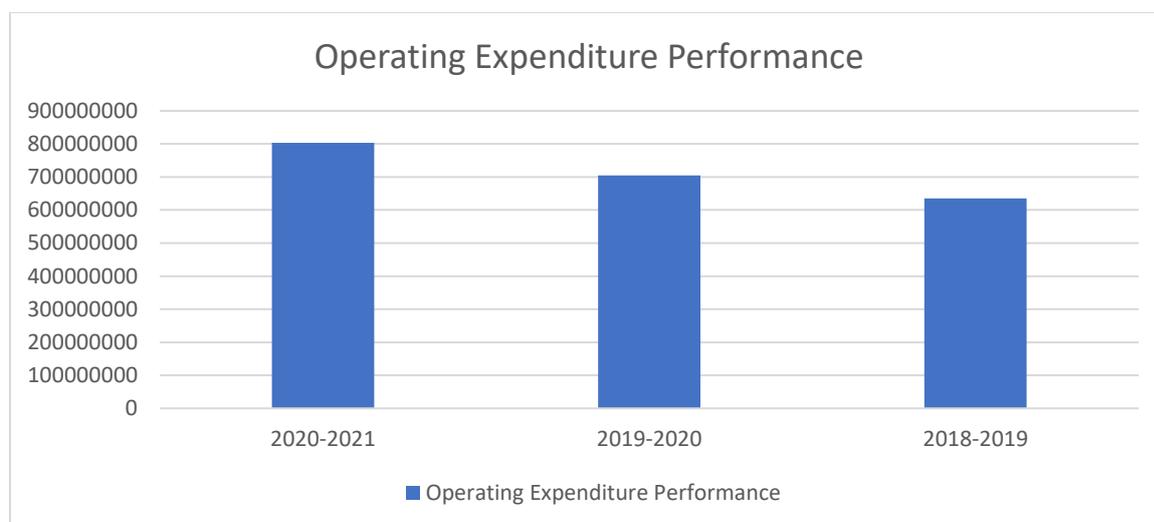
GRANT	2018/2019	2019/20	2020/21
Equitable Share	424 766 000	464 560 000	564 272 000
FMG	1 000 000	1 465 000	1 200 000
EPWP	5 908 000	8 818 000	9 261 000
KZN Town Planning Grant	300 000	550 000	0
KZN Grant Capacity Building Spatial	758 230	0	758 230
Energy & Demand Management	0	6 000 000	0
Royal Household Water	0	1 900 000	0
Disaster Management	0	596 000	0
KZN KwaMajomela Project	0	0	3 820 680
Operating Costs of Art Centres	1 911 000	1 911 000	1 911 000
MIG	220 762 000	225 574 000	221 235 000
RBIG	131 498 000	163 774 000	113 798 000
WSIG	87 828 000	100 000 000	105 500 000
RRAMS	2 364 000	2 504 000	2 383 000

<b>TOTAL</b>	876 889 951	977 652 000	1 074 114 910
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**Table 49: Conditional Grants over 3 Years**

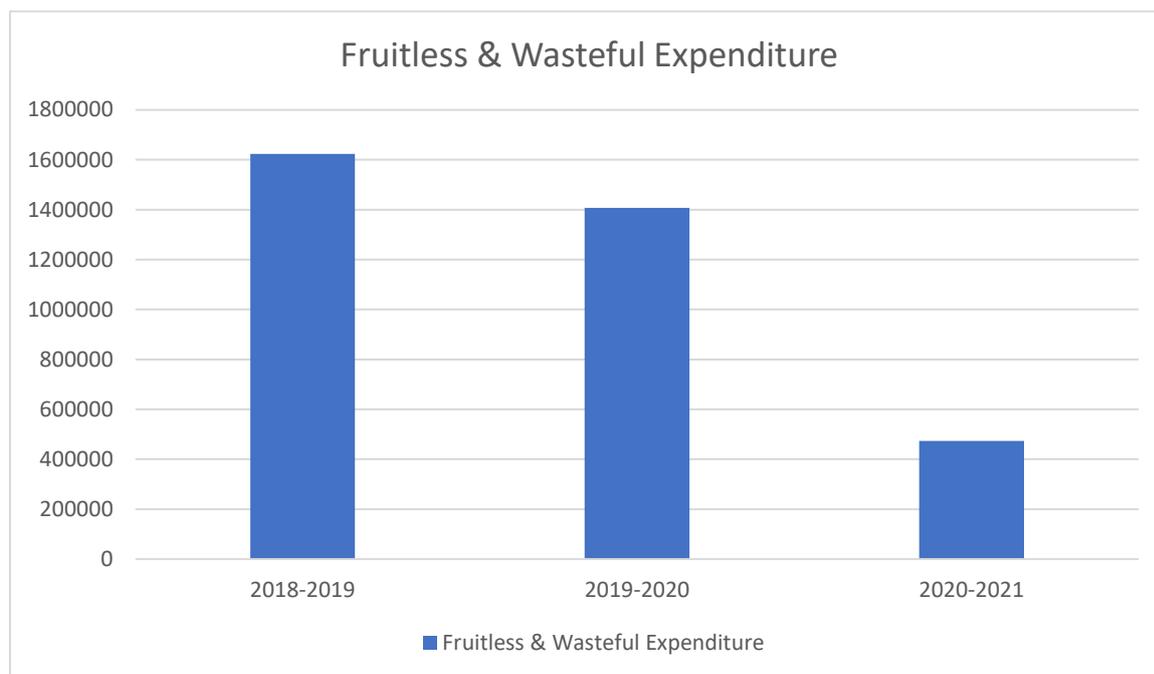
#### 4.4.1.2 EXPENDITURE

The increase is attributable to a combination of the salary increases year on year and the filling of vacancies during the current financial year. This type of expenditure contributes 29.20% to the current total expenditure. Employees and councillors remuneration costs has increased by 11.12% during the current financial year whilst the increase was 10.88% in 2020. Figure below illustrates operating expenditure over a period of three (3) years.



**Figure 33: operating expenditure over a period of three (3) years**

Included in contracted services costs are repairs and maintenance of property, plant and equipment items. This expenditure costs contribute 9.97% to the current total expenditure. The expenditure costs attributed to repairs and maintenance was R80 million (2021) and R77.4 million (2020-restated) respectively.



**Figure 34: fruitless and wasteful expenditure over the years**

However, the municipality incurred fruitless and wasteful expenditure over the years. This type of expenditure is resultant from penalties and interest charged accounts due to late payment of a particular invoice or statements. According to note 53 (page 66) of the Audited Financial Statements Fruitless and wasteful expenditure for the 2020/2021 period amounts to R437,053,00 a decrease of R970,866.00 in the 2019/20.

#### *4.4.2 FINANCIAL VIABILITY/SUSTAINABILITY*

The municipality has made self-assessment on liquidity management. The municipality uses current ratio and cash/cost coverage ratio to assess its ability to settle current obligations and meet its monthly fixed operating commitments.

##### *4.4.2.1 CURRENT RATIO*

The municipality used current ratio to assess its ability to pay its short-term liabilities within its short-term assets. The determination of this ratio takes into account the possibility that the council can cede its receivables and inventories to settle its short-term liabilities. The norm of this ratio ranges from 1.5 to 2: 1. The current ratio (CA/CL) is 0,37:1. However included in this calculation is retention of R 44 167 770 which is dependent on the future grant receipts and R 114 670 787 creditors at year-end. This retention does not have to be cash backed. The table below depicts current ratios over the period of three years (restated):

Financial Year	2020-21	2019-20	2018-19
Current ratio	0.37:1	0.3:1	0.27:1

**Table 50: current ratios**

The above assessment indicates current ratios are below the norm for the period over three years. Our current liabilities exceed current assets. Furthermore, the trend is depleting over the period as from 2019 to 2021. This suggests that the municipality would be unable to pay current and short-term obligations should they become due. The municipality is facing a serious financial challenge of liquidity problem.

#### *4.4.2.2 DEBTORS IMPAIRMENT PERCENTAGE*

The municipality had maintained debtor's impairment provision of 82% for 2019/2020 and as compared to 75% in 2020/2021 respectively. The gross debtor's balances were R115 million (2021) and R107 million (2020).

#### *4.4.2.3 CURRENT DEBTORS COLLECTION RATE*

The municipality had a debt collection period of 261 days in 2021 as compared to 220 (restated) days in 2020. The result of this assessment is concerning. This is an indication that revenue collection requires urgent attention. Debt impairment for the period under review is R8 179 390. This is a decrease from the debt impairment of R11 754 429 from the previous

### *4.4.3 FINANCIAL MANAGEMENT*

#### *4.4.3.1 ASSET MANAGEMENT*

The assets management system was effectively implemented during the year. Council approved the Asset Management Policy for implementation. Assets Register is in place and is balanced monthly. Despite the inadequate funding to maintain assets, the assets are in a functional condition.

#### *4.4.3.2 SUPPLY CHAIN MANAGEMENT*

The Council had developed and approved its Supply Chain Management (SCM) Policy that is in line with Municipal Supply Chain Management (SCM) Regulations as issued by national Treasury. In an endeavour to ensure compliance and standardisation of the SCM Policy all amendments are submitted to Council for approval. The SCM Unit is centralised and reporting to the office of the Chief Financial Officer as required by regulation 7(1) of

Municipal Supply Chain Management Regulations. Section 115 of the MFMA that deals with segregation of duties is complied With.

#### *4.4.3.3 CASHFLOW MANAGEMENT AND INVESTMENTS*

The cash flow position has improved as compared to the previous year. The municipality had a positive cash flow balances for both 2020 and 2019 financial years. Cash flow is being monitored on a regular basis to ensure budget savings. Budget and Finance Committee comprising all General Managers is in place to meet every week to monitor the projected cash-flow against actual cash flows.

#### *4.4.3.4 FINANCIAL RECOVERY PLAN*

During the financial year under review, it was evident that the Zululand district municipality was facing significant fiscal and service delivery difficulties, which undermined the effective and efficient performance of its function and mandate. Cash flow reports were presented to Council that were showing the situation where the municipality may fail to finish that financial year with a positive position. Management engaged the cash flow position and agreed on a financial recovery plan.

The principal strategic objective of this financial recovery plan is to identify key priority areas as an immediate intervention and to set out specific intervention projects which will address the financial problems identified for a new financial year. The plan would and continues to set parameters which bind the municipality in the preparation of future budgets until the long-term financial plan is sustainable.

Several historic financial challenges were identified including lack of restraint in cashflow management, limited oversight, limited application of budgeting controls, unsustainable adjustment budget, lack of policy review and implementation, appointments without following established processes, ailed debt collection and credit control, litigations, residential and government consumers owing large debts to the municipality, small rates base, high dependency on outsourcing, impractical tariff structure and others.

A report on the review of the financial plan will be tabled in various structures and will also feature in the Annual Report for the next financial year.

#### *4.4.3.5 MUNICIPAL STANDARD CHART OF ACCOUNTS(MSCOA)*

The overall objective of the project was to ensure that Zululand District Municipality complies with the National Treasury regulation through implementing a Municipal Standard

Chart of Accounts (MSCOA) which aims at achieving an acceptable level of uniformity and quality on financial and non-financial data, incorporating all transaction types, appropriation of funds, spending on service delivery, capital and operating spending, policy outcome and legislative reporting. In the 18/19 financial year, the financial system for the municipality was upgraded to Solar which is more MSCOA compliant.

## 4.4.3.6 Financial Performance

DC26 Zululand - Table A1 Budget Summary

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	33 737	37 712	52 765	54 000	54 491	54 491	48 164	155 500	163 275	171 439
Investment revenue	7 803	4 760	3 226	6 000	6 000	6 000	2 704	6 000	6 000	6 000
Transfers recognised - operational	434 438	485 800	577 833	541 399	542 010	542 010	536 661	601 306	635 818	687 623
Other own revenue	13 467	1 236	28 599	1 443	952	952	1 083	1 129	1 134	1 139
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>489 444</b>	<b>529 507</b>	<b>662 422</b>	<b>602 842</b>	<b>603 453</b>	<b>603 453</b>	<b>588 612</b>	<b>763 935</b>	<b>806 227</b>	<b>866 201</b>
Employee costs	201 677	219 973	241 953	255 269	255 269	255 269	233 404	294 950	309 697	325 182
Remuneration of councillors	8 089	8 372	8 489	8 537	9 037	9 037	7 814	8 771	9 209	9 670
Depreciation & asset impairment	63 780	77 826	84 156	71 620	71 620	71 620	73 662	80 000	84 000	88 200
Finance charges	-	-	-	-	-	-	-	-	-	-
Inventory consumed and bulk purchases	1 692	2 372	3 332	24 194	21 285	21 285	309	33 370	35 032	36 776
Transfers and grants	962	6 292	12 891	11 950	11 396	11 396	11 295	3 070	3 224	3 385
Other expenditure	310 603	356 630	423 709	225 053	226 954	226 954	302 211	238 798	244 115	260 474
<b>Total Expenditure</b>	<b>586 803</b>	<b>671 465</b>	<b>774 531</b>	<b>596 623</b>	<b>595 561</b>	<b>595 561</b>	<b>628 696</b>	<b>658 958</b>	<b>685 277</b>	<b>723 687</b>
<b>Surplus/(Deficit)</b>	<b>(97 359)</b>	<b>(141 958)</b>	<b>(112 109)</b>	<b>6 219</b>	<b>7 893</b>	<b>7 893</b>	<b>(40 084)</b>	<b>104 977</b>	<b>120 950</b>	<b>142 514</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	442 452	491 852	446 737	574 058	583 658	583 658	458 999	372 306	405 137	438 209
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	8 360	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>345 093</b>	<b>358 254</b>	<b>-</b>	<b>580 277</b>	<b>591 551</b>	<b>591 551</b>	<b>418 915</b>	<b>477 283</b>	<b>526 087</b>	<b>580 723</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>345 093</b>	<b>358 254</b>	<b>-</b>	<b>580 277</b>	<b>591 551</b>	<b>591 551</b>	<b>418 915</b>	<b>477 283</b>	<b>526 087</b>	<b>580 723</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>380 942</b>	<b>418 865</b>	<b>341 658</b>	<b>580 277</b>	<b>516 668</b>	<b>516 668</b>	<b>414 012</b>	<b>332 162</b>	<b>357 021</b>	<b>386 015</b>
Transfers recognised - capital	374 313	415 596	337 040	574 892	509 383	509 383	406 652	323 770	352 319	381 077
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	6 629	3 269	4 617	5 385	7 285	7 285	7 361	8 391	4 702	4 937
<b>Total sources of capital funds</b>	<b>380 942</b>	<b>418 865</b>	<b>341 658</b>	<b>580 277</b>	<b>516 668</b>	<b>516 668</b>	<b>414 012</b>	<b>332 162</b>	<b>357 021</b>	<b>386 015</b>
<b>Financial position</b>										
Total current assets	(8 478)	88 332	110 882	212 072	237 099	237 099	194 209	400 340	630 077	884 439
Total non current assets	3 596 203	3 937 998	4 189 098	5 150 898	4 792 116	4 792 116	4 529 448	5 099 500	5 319 831	5 646 639
Total current liabilities	155 912	245 841	320 750	185 415	237 584	237 584	293 773	229 269	229 841	229 697
Total non current liabilities	39 503	65 053	33 042	47 047	34 153	34 153	33 904	33 904	33 904	33 904
Community wealth/Equity	3 433 376	3 744 825	4 039 005	5 132 359	4 759 103	4 759 103	4 426 389	4 904 506	5 329 142	5 881 463
<b>Cash flows</b>										
Net cash from (used) operating	-	-	801 255	639 282	658 430	658 430	399 325	566 597	628 572	697 880
Net cash from (used) investing	-	-	(395 419)	(580 277)	(591 777)	(591 777)	(409 035)	(332 162)	(357 021)	(386 015)
Net cash from (used) financing	(3 617)	5	(21)	13	(13)	(13)	13	-	-	-
<b>Cash/cash equivalents at the year end</b>	<b>9 584</b>	<b>12 484</b>	<b>418 105</b>	<b>134 221</b>	<b>86 703</b>	<b>86 703</b>	<b>(9 698)</b>	<b>321 393</b>	<b>592 944</b>	<b>904 810</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	12 478	12 290	20 058	134 211	86 957	86 957	59 448	271 574	489 572	743 535
Application of cash and investments	219 486	224 884	(1 279 124)	134 072	91 287	91 287	(2 250 606)	101 245	78 945	69 623
<b>Balance - surplus (shortfall)</b>	<b>(207 007)</b>	<b>(212 594)</b>	<b>1 299 182</b>	<b>139</b>	<b>(4 329)</b>	<b>(4 329)</b>	<b>2 310 053</b>	<b>170 329</b>	<b>410 627</b>	<b>673 912</b>
<b>Asset management</b>										
Asset register summary (WDV)	2 253 566	2 888 144	2 969 993	4 228 870	3 917 345	3 917 345	3 917 345	4 272 908	4 690 946	5 156 703
Depreciation	63 780	77 826	84 156	71 620	71 620	71 620	71 620	80 000	84 000	88 200
Renewal and Upgrading of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	76 696	80 516	79 770	69 150	60 728	60 728	60 728	77 146	80 998	85 043
<b>Free services</b>										
Cost of Free Basic Services provided	3 522	4 140	2 313	3 000	3 000	3 000	3 000	3 000	3 150	3 308
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
<b>Households below minimum service level</b>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	6	6	7	-	-	-	7	7	6	6
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Table 51: FINANCIAL PERFORMANCE 2018 TO 2022

#### 4.4.3.6.1 Budget Summary

The 2022/2023 final budget is **R1.136 billion**, which represent a decrease of **R50.7 million** from the 2021/2022 adjusted budget of **R1.18 billion**. This represents a decrease of **4%**. This decrease is a result of a negative change on Capital Grants as per Division of Revenue Bill (DORA). Based on the above background, it is important to highlight components of the annual budget, operating revenue, operating expenditure, capital expenditure and financing, financial position, cashflow and Cash backed reserves/accumulated surplus reconciliation.

**Operating Revenue Framework** -The 2022/2023 final Operating Revenue budget is R763 million. This represents an increase of R160 million or 27% from 2021/2022 adjustment budget of R603 million. This increase is due to a positive change in Equitable share of R61.7 million, Service charges of R101 million, and Fines of R100 thousand. The Operating Revenue amount largely comprises of equitable share and operating conditional grants in terms of Division of revenue Act. Operating revenue is explained by source in Section

**Operating Expenditure Framework** - The 2022/2023 final Operating Expenditure budget is R658 million. This represents an increase of R63 million or 11% from 2021/2022 adjustment budget of R595 million.

**Capital Expenditure and Financing Framework** - The 2022/2023 final Capital Expenditure and Financing budget is R381.9 million Vat exclusive. This represents a decrease of R209 million or 35% from 2021/2022 adjustment budget of R591.7 million. This drastic decrease is a result of a negative change on Capital Grants as per Division of Revenue Bill (DORA).

**Budgeted Financial Position** - The budgeted financial position indicates current ratio that has improved compared to 2020/2021 Audited AFS, the municipality has budgeted for cash at year end of R271.5 million. The municipality has budgeted to reduce liabilities to improve going concern and liquidity position, additions to assets will amount to R381.9 million VAT Inclusive which is funded mostly by grants. Budgeted financial position is explained per component type in the Annual Budget Tables MBRR Table A6.

**Budgeted Cashflow** - The municipality has budgeted to generate total cash of R1.2 billion, this receipt is comprised of capital and operating grants, service charges collection, interest on investment and other revenue. The municipality has budgeted to pay R986 thousand,

operating expenditure payments is R604 Inclusive of VAT million, and capital asset payments is R381.9 million.

#### 4.4.4 FREE BASIC SERVICES AND INDIGENT REGISTER

FIGURE 32: FREE BASIC SERVICES AND INDIGENT REGISTER

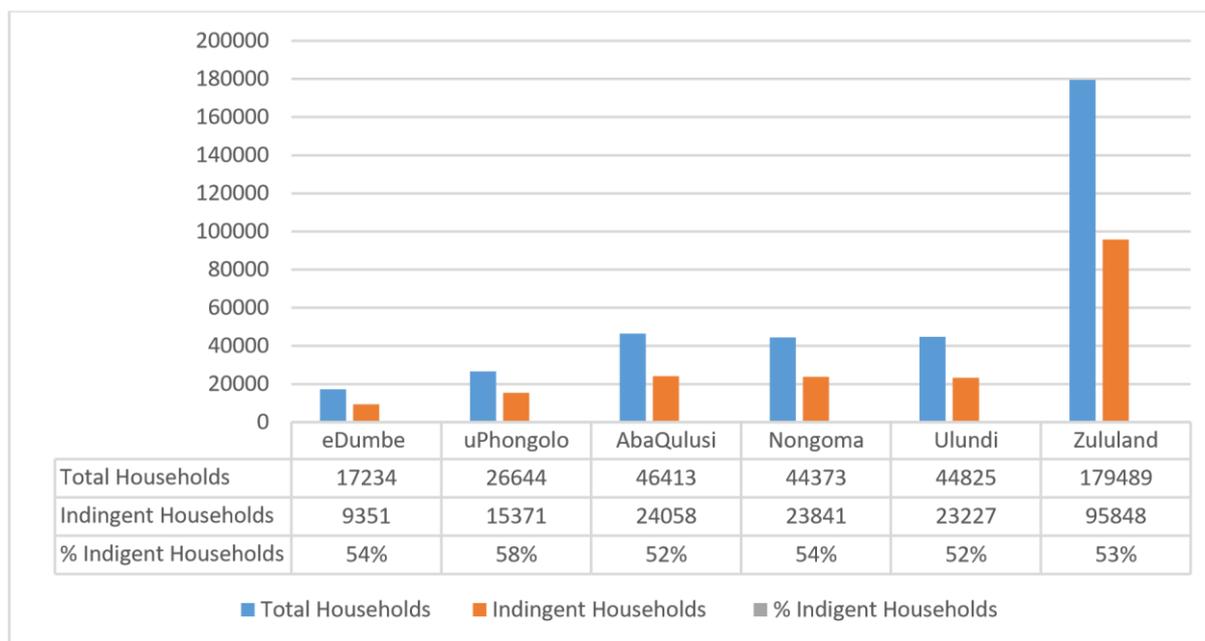


Figure 35: Indigent Register

The majority of the population in the Zululand District Municipality is indigent (approximately 53%) and that means a small revenue base. The situation is generally the in all local municipalities with uPhongolo LM having about 58% of indigent households. Therefore a significant portion of the budget goes towards infrastructure development with very little to no revenue generated. This cannot be sustained if the municipality is to ensure a consistent high quality basic level of service. The municipality must seek ways of improving increasing revenue as well as enhancement.

National Government Policy derives its standard for free basic water supply from that of the World Health Organisation (25l/p/p/day) which is regarded as sufficient to promote healthy living. The ZDM has an average household rate of 8 persons, meaning that the standard is equal to 6 kilolitres per household per month. All households in ZDM receive the 6 kilolitres free water.

## 4.5 Good Governance

### 4.5.1 POLITICAL GOVERNANCE

Political governance in the ZDM comprises of the following:

ZDM Council.

The Executive Committee.

Portfolio Committees.

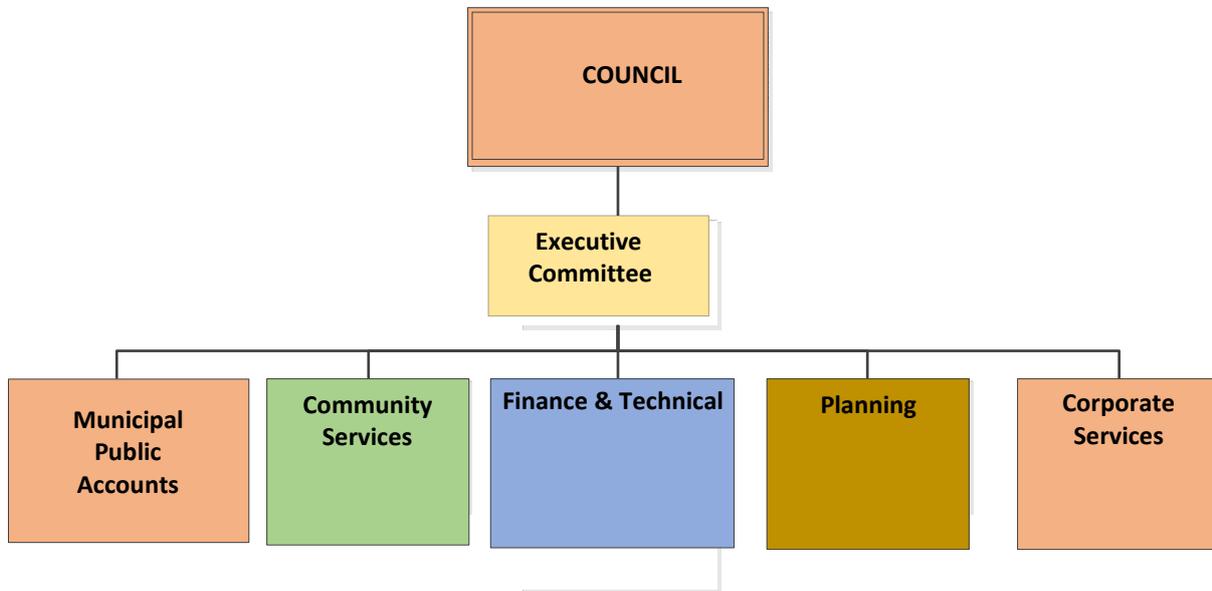


Figure 36: Council & Sub-committees

#### 4.5.1.1 THE COUNCIL

The Council of the Zululand District Municipality consists of 36 Councillors, 40% of which are proportionally elected and 60% elected to the district municipality from respective local municipalities. The Mayor, Deputy Mayor, Speaker, and other members of the Executive Committee are elected among these councillors. The Council is chaired by the Honourable Speaker. Amakhosi are invited and attend all Council Meetings as ex-officio members.

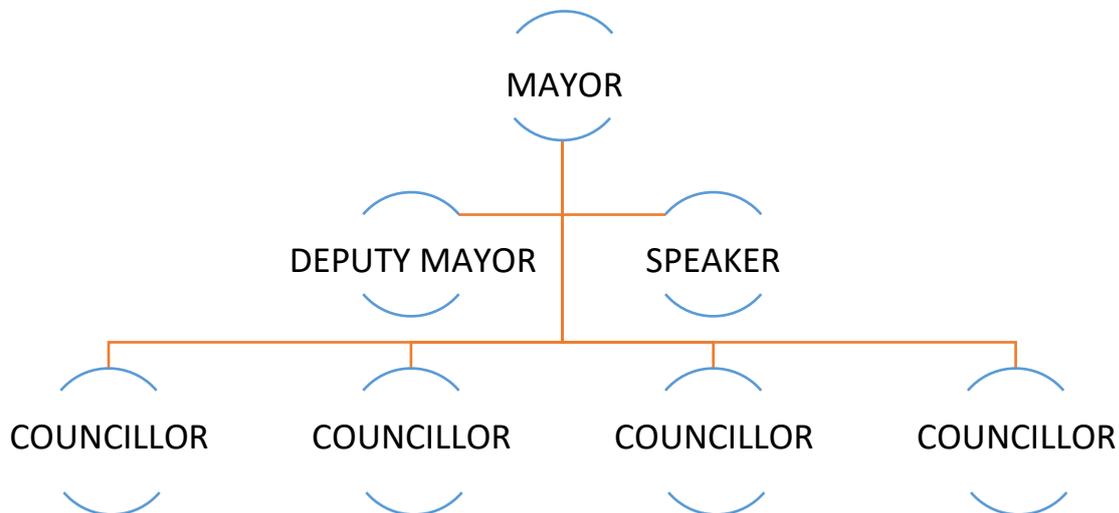
The Constitution vests the legislative and executive authority of a municipality in its municipal council, that is the ZDM Council. The council performs the fiduciary duties the national government outlined in Section 4(2) of the Local Government: Municipal Systems Act. In addition, the ZDM Council reviews annually the following in terms of Section 19(2) of the Local Government: Municipal Structures Act:

the needs of the community;

its priorities to meet those needs;

its processes for involving the community;  
 its organisational and delivery mechanisms for meetings those needs; and  
 its overall performance in achieving the objects of local government set out in the Constitution.

#### 4.5.1.2 THE EXECUTIVE COMMITTEE



**Figure 37:STRUCTURE OF EXECUTIVE COMMITTEE**

Source: Human Resources Organogram 2022

The ZDM functions under a Collective Executive System which allows for the exercise of executive authority through an Executive Committee (EXCO) in which executive leadership is collectively vested. The ZDM Executive Committee consists of seven members and operates in terms of Sections 42-53 of the Local Government: Municipal Structures Act, as elected by council. The Mayor is elected from the Executive Committee.

The Executive Committee is the principal committee of the council. It receives reports from the other committees of the council. It considers these reports and disposes of those which the committee is authorised to do in terms of its delegated powers and forwards the remainder of the reports together with its recommendations to the municipal council for decision.

#### 4.5.1.3 PORTFOLIO COMMITTEES

The Council has five Portfolio Standing Committees that meet at least quarterly to consider issues the council assigned to them. The committees can be seen in figure 42.

Section 80 committees are usually permanent committees that specialise in one area of work and sometimes are given the right to make decisions over small issues. Section 80 committees advise executive committees on policy related matters. All committees are functional during the current financial year.

Committees deliberate and make recommendations to the executive committee. The executive may vary or revoke such decisions and recommend to council. This may save council from having to deal with all matters in excessive and unnecessary detail. Committees also do not make final decisions since most decisions need approval by council.

#### 4.5.2 SERVICE DELIVERY CHARTER

Section 73 (1) [c] requires municipalities to ensure that all members of the local community have access to at least the minimum level of basic municipal services.

To this effect, the municipality has developed the following service standards:

<b>Directorate: Corporate Services</b>		
	<b>Service Description</b>	<b>Service days level</b>
Corporate Services	General Correspondence.	5
Human Resources	Job Applications: Notification of unsuccessful candidates.	10
Disaster Management	Complaints related to disasters.	1
Records Management	Misplaced & Lost Documents.	5
<b>Directorate: Budget &amp; Treasury</b>		
Account Enquiries	Account Accuracy General Enquiries Water Accounts	1
Credit Control	Indigent Applications Payment Arrangements Rebates	5 3 30
Financial Services	General - Correspondence	5
Trade Services	Meter Readings Suspended Services Water: New Connections Water: Reconnections	5 1 1 1
<b>Directorate: Technical Services</b>		

Technical Services	General - Correspondence	5
	Burst Pipe: Minor Leakage	1
	Faulty Meters	3
Water	Meter Testing	1
	Water: Quality Check	1
	Water: Tanker Delivery	3
	Burst Pipe: Major Leakage	1
<b>Directorate: Community Services</b>		
	General Correspondence	5
	Illegal dumping	3
	Sewer spillage	1
	Complaints: agricultural activities	3

Figure 38: SERVICE LEVELS

The charter offers a redress mechanism should the municipality fail to meet its service delivery standards.

#### 4.5.3 OPERATION SUKUMA SAKHE

Sukuma Sakhe is an initiative of the Provincial Government of KwaZulu-Natal introduced to overcome issues that beset local communities and threaten to undermine progress the government has made in improving the lives of communities and promoting development in the province. These issues include poverty, unemployment, crime, substance abuse, food security, women and youth empowerment, HIV & AIDS, and TB.

The programme is based on developing ward profiles which identifies, inter alia, households facing the above-mentioned issues and mobilise coordinated response from government departments. The ZDM supports and participates actively in the implementation of this programme. The following are some of the achievements in the ZDM:

District Task Team (DTT) has been established and is fully operational.

The DTT annual programmes are being implemented in all wards.

War Rooms have been established in most electoral wards.

Councillors have been trained on OSS and understand is their roles and responsibilities in the implementation of the programme.

Local municipalities have embraced OSS and participate actively in its implementation.

Sector Departments are represented at the District Task Team of the OSS.

Civil Society programmes have been aligned to OSS

Ward profiles have been undertaken and completed.

Although this program enjoys support from a wide range of stakeholders and is implemented with a degree of success in the ZDM, there are still challenges in its effective implementation.

These include:

Dysfunctional war rooms.

There are wards where no permanent physical structure for OSS programs is available.

Response from government departments takes very long in some instances.

The vastness and topography of wards does not allow the ward committee members to visit War Rooms in certain instances.

Poor or No attendance by sector departments and municipality officials

Lack of political and traditional leadership support ○ Lack of commitment from war room conveners as they are community members volunteering without getting stipends.

Shortage of furniture and equipment at war rooms and Philamntwana Centres ○ Political interferences.

No attendance by community members

Attended and unattended cases not been closed according to the register by sector departments.

#### *4.5.4 INTERGOVERNMENTAL RELATIONS (I.G.R.)*

##### *4.5.4.1 ZULULAND DISTRICT DEVELOPMENT MODEL*

The District Development Model (DDM) is an **OPERATIONAL MODEL** for improving Cooperative Governance aimed at building a capable, ethical Developmental State.

The key overarching objective is to narrow the distance between people and government by focusing on the District Municipality as a center of joint planning, coordination, monitoring and evaluation of service delivery initiatives by all 3 spheres of government.

##### *4.5.4.1.1 DISTRICT POLITICAL HUB*

The District Political Hub is chaired by the District Mayor, Ministerial Champion and MEC Champion. It comprises of Local Mayors, Speakers, Chair of District House of Traditional Leaders, Support Teams of the Ministerial Champion, District Mayor and MEC Champion.

The purpose of the Political Hub is to oversee the approval, monitoring of the ONE PLAN & ONE BUDGET, promote greater accountability of government, ensure inclusion of community needs and account to province for the DDM functionality and impact.

#### 4.5.4.1.2 DISTRICT TECHNICAL HUB

Chaired by the District Municipal Manager and the Provincial HOD Champion, the structure sees representation from Local Municipalities and the Senior Managers, National/Provincial Sector Departments, District Cluster Chairs and other support structures.

The purpose of the Technical Hub is to oversee the development and recommendation of the ONE PLAN and ONE BUDGET, ensure all 3 spheres of government are accountable & participating, ensure streamlined IGR structures, co-ordinate shared services and report to the Political Hub.

For the 2020/21 period the Technical Hub has sat as follows:

29/07/2020

19/08/2020

16/09/2021

#### 4.5.4.1.3 DISTRICT CLUSTER HUBS

The Cluster Hubs are chaired by each of the Zululand DM General Managers. Representation includes Local House of Traditional Leader Portfolio Convenors, Sector Departments Representatives, OSS Chairs, Municipal and Departmental Entities.

The purpose of the Cluster Hubs is to provide a platform for sector specific co-ordinated joint planning & oversight of approved DDM plans and sector advisory role to the DDM technical hub.

For the 2020/21 period the Cluster Hubs sat as follows:

<b>Name of Forum</b>	<b>No of Meetings</b>
<b>Political Hub</b>	05
<b>Technical Hub</b>	09
<b>Social Cluster</b>	07
<b>Governance Cluster</b>	06

<b>Economic Cluster</b>	06
<b>Security Cluster</b>	07

**Table 52: District Cluster Functionality**

*Source: Office of the Municipal Manager*

#### 4.5.5 PUBLIC PARTICIPATION

##### 4.5.5.1 PUBLIC PARTICIPATION MECHANISMS

Public participation is important to determine development needs that exist in the communities in relation to the developmental priorities during the planning processes in a municipality. The Zululand District Municipality has established the following mechanisms for public participation when developing its IDP.

**IDP Representative Forum (IDP RF):** This forum represents all stakeholders and key interested and affected parties. This includes the local municipalities, AmaKhosi, NonGovernmental Organizations (NGOs), Community Based Organisations (CBOs), Organized Business, Faith Organizations, and organized agriculture.

**Media:** Newspapers that circulate within the district are used to inform the community about various aspects of development within the district including progress with the preparation or review of the IDP and further due meetings' including the IDPRF and community road shows.

**Radio Slots:** The radio station slots are used to make public announcements when necessary.

**The ZDM Website:** The ZDM's website is utilized to communicate and inform the community. Copies of the IDP, Budget, Annual Report and sector plans are placed on the website for communities, general stakeholders, and service providers to download.

**IDP/ Budget Road Shows:** The ZDM conducts izimbizo in all seven clusters to obtain input into the IDP and budget and report back on the implementation of the IDP and expenditure of public funds. The first set of izimbizo happens in November and the second set in April/May in preparation for the adoption of the IDP and the budget.

**Water Roadshows:** Water is an important resource to the sustainability of human nature as well as environment thus communities need to take care and protect water resources. The campaign is aimed at promoting Zululand District Municipality communities to use water efficiently and understanding the importance of water conservation.

Annual Report Back: To report back to its communities, the municipality hosts the communities around Zululand to reflect on key achievements made during the course of the year. The event is also aimed at encouraging communities and civil servants to take care of themselves and to limit situations whereby they put their lives in danger so that they can continue to play an important role in the economy of Zululand.

#### *4.5.6 IDP AND BUDGET PREPARATION*

##### *4.5.6.1 STEERING COMMITTEE*

The Management Committee is a technical working team of Section 57 Managers who give guidance and monitor the planning review process. Chaired by the Municipal Manager the responsibilities of the committee include:

Provide Terms of Reference for various sub-committees.

Commission research studies.

Consider and comment on input from sub-committees.

Consider and comment on input from Provincial and National Sector Departments e.g. IDP Hearing Assessments, MEC Letter on the IDP Process and summaries and draft outputs  
Make recommendations.

Prepare and or facilitate meetings.

Management Committee meetings take place every Monday.

##### *4.5.6.2 PLANNING AND DEVELOPMENT TECHNICAL FORUM*

The Planning and Development Technical Forum is chaired by the district. It is the key alignment structure between municipalities and other relevant stakeholders. The forum enables the district to play a co-ordinatory role in the planning and implementation processes between the district stakeholders to limit duplication, conflict and promote sharing of resources and best practices.

The terms of reference of the District Planners Forum are as follows:

support the IDP Manager in preparing for the IDP review and throughout its process;

provide terms of reference for specific planning activities;

commission research studies;

consider and comment on inputs from any sub-committees, study teams, consultants, provincial sector departments, or service providers;

make content recommendations;  
 process, summarize and document outputs;  
 prepare, facilitate, and document meetings;  
 consider Development Planning Shared Services matters;  
 consider Planning and Development Act ramifications; and  
 configure spatial information and strategies on Geographical Information Systems

#### *4.5.6.3 IDP REPRESENTATIVE FORUM*

The IDP Representative Forum (RF) is the main institutional mechanism for consultation in the IDP process. It establishes a strategic direction, provides guidance and enables public participation in the IDP process. It is a platform for dialog between the ZDM and stakeholders including government departments and local communities. It enables public participation in the ZDM municipal affairs, particularly integrated development planning. It also provides for horizontal and vertical alignment of government programmes with those of the ZDM and the local municipalities. The composition of the ZDM IDP RF is as follows:

Executive Councils of the District and Local Municipalities

Municipal Section 57 and 56 Managers

Provincial and National Sector Department Managers

Traditional Councils

Resource Persons

Community Representatives

Other stakeholders as identified, and which responded to advertisements.

#### *4.5.7 AUDIT FUNCTION*

##### *4.5.7.1 AUDIT OUTCOME*

There are 3 categories of audit outcomes. These include clean audit, Unqualified Audit, Disclaimer.

In the 2019/20 financial year the municipality received a Qualified Audit Opinion.

In 2020/21 the municipality's Audit outcome improved and received Unqualified Audit Opinion.

The formal audit outcome for the 2020/21 is an Unqualified Audit Opinion. According to the Zululand District Municipality Audit for the year ending 30 June 2021 these were matters of emphasis:

#### Restatement Of Corresponding Figures

As disclosed in note 60 to the financial statements, the corresponding figures for 30 June 2020 were restated as a result of errors in the financial statements of the municipality at, and for the year ended, 30 June 2021.

#### Receivables From Exchange Transactions

As disclosed in note 4 to the financial statements, the municipality recognised a provision for impairment of R115,67 million (2019-20: R107,42 million) on receivables from exchange transactions as the recoverability of these debts was doubtful.

#### Water Losses

As disclosed in note 32 to the financial statements, material water losses of R299,84 million (2019-20: R258,48 million) was incurred, which represents 72% (2019-2020: 71%) of total water purified.

These outcomes are detailed fully in the Auditor General's Audit Report for the year ended 30 June 2021 (Page 1 & 2) which is attached as annexure B..

In so far as the Annual Performance Report is concerned, (Page 3) other matters that were material but not qualifying were as follows:

#### INFRASTRUCTURE AND SERVICES

AG states that they did not identify any material findings on the usefulness and reliability of the reported performance information for the Basic service delivery and infrastructure objective.

#### AUDITED FINANCIAL STATEMENTS

Although they were submitted to AG, paragraph 25(page 4) of the AG opinion states that the Audited AFS were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of contracted services and commitments identified by the auditors in the submitted financial statements were

subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

In its report on audit of compliance with legislation, the AG cited the following issues:

Annual Financial Statements (paragraph 27; page 4)

Procurement and contract management (paragraph 28-31; page 4)

Expenditure management (paragraph 32; page 5)

Other Information (paragraph 33-26; page 5)

Internal control deficiencies and (paragraph 37-39; page 6)

Other reports (paragraph 40-41; page 6)

*These issues are detailed fully in the Report on the Audit Opinion of the AG(Annexure B)*

The municipality takes these findings seriously and hence they will be addresses within the provisions of the Constitution and the Municipal Systems Act Section 4(2)(d) which makes provision for the council of the municipality, within the municipality's financial and administrative capacity with having regard to practical considerations to strive to ensure that municipal services (including its mechanisms) are provided to the local community in a financially sustainable manner.

#### *4.5.7.2 INTERNAL AUDIT*

Internal Audit was outsourced to Bonakude Consulting for the period under review. A Chief Audit Executive was also appointed by the municipality. The audit commences every quarter to produce a report which is tabled to the Audit and Performance Management Committee. The Internal Audit is guided by the Internal Audit Charter and Audit Plan which are tabled to the Audit and Performance Management Committee.

The Audit Plan (which is risk based) and Audit Charter for the 2020/2021 financial year was tabled to the Audit Committee in June 2020.

The Internal Audit conducted internal audits as per the Audit Charter as follows:

21/10/ 2020

04/12/ 2020

31/03/2021

18/06/2021

**4.5.7.3 AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE**

The Zululand District Municipality has an established Audit and Audit Performance Management Committee in accordance with section 166 of the Municipal Finance Management Act, Act no 56 of 2003 (MFMA) and section 14(2)(c) of the Local Government Municipal Planning and Performance Regulations, 2001 (Regulations). Consideration has also been given to section 14(2)(c) of the Regulations and MFMA Circular No. 65 issued by the National Treasury in November 2012 as well as the recommendations contained in the King Report on Governance for South Africa 2016 (King IV).

The Audit and Performance Management Committee, consisting of independent, external members listed below, is required to meet at least 4 times per annum as per the Audit Committee Charter, although additional meetings may be called as the need arises. The Audit Committee meets at least 4 times for the financial year under review.

<b>Member</b>	<b>Designation</b>	<b>Attended</b>
Ms. Z Dlamini(Chairperson)	External	5/5
Mr R. Nhleko	External	4/4
Mr. EN Sithole	External	4/4
Ms. N Thungo	External	4/4
Mr MA Ngcobo	External	4/4

**Table 53: AUDIT AND PERFORMANCE COMMITTEE MEMBERS**

The Audit Committee has met 4 times for the financial year under review as displayed in the table below.

<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
24/08/2018	08/08/2019	29/09/2020
08/11/2018	17/07/2020	04/12/2020
07/05/2019	13/11/2020	31/03/2021
14/06/2019	-	10/06/2021
-	-	18/06/2021

**Table 54: MEETINGS OF THE AUDIT COMMITTEE**

#### 4.5.7.4 OVERSIGHT COMMITTEE

The section 79 oversight committee was established as per schedule 5 of the Local Government: Municipal Structures Act 1998 (Act 117 of 1998). The oversight committee comprises of a chairperson elected by the municipal council, members of the committee as well as a committee secretary.

#### 4.5.8 MANAGEMENT SYSTEMS

##### 4.5.8.1 Performance Management

The Municipal Systems Act requires municipalities to develop a performance management system that is suitable for their own circumstances. Performance-based management is a systematic approach to improving performance, via an ongoing process of establishing strategic performance objectives; measuring performance; collecting, analysing, reviewing, and reporting performance data; and using that data to drive performance improvement.

The performance management system or framework must describe how the municipality's cycle and processes of performance planning, monitoring, measurement, review, and reporting will happen and be organised and managed, while determining the roles of different role-players. The PMS Framework 2022-2027 was adopted by Council on the 27 May 2022.

Performance Review and monitoring takes place in October, January, April, and August every financial year. Legislation makes provision for performance reporting to be tabled to Council at least twice in a financial year. As of 30 June 2021, performance evaluation applies to section 54, 56 and middle managers.

##### 4.5.8.2 RISK MANAGEMENT

The Local Government: Municipal Finance Management Act, No. 56 of 2003 (Section 62) states that the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient, and transparent systems of financial and risk management and internal control.

The risk assessment exercise for the 2020/2021 was facilitated by Bonakude Consulting during the 3<sup>rd</sup> quarter of 2021. Senior Management and Middle Management were part of the process to provide inputs. Risk management becomes an important part in any business because of an increase in probability of occurring of events that could have positive or

negative impact in the business. The municipality has risk management committee in place and effective.

The Management Committee monitors management of risks on the register in their Management Meetings held every Monday. No significant identified risks could not be mitigated for the period under review.

#### *4.5.8.3 ANTI-CORRUPTION AND FRAUD*

According to Section 155 (1) of The Local Government: Municipal Finance Management Act, No. 56 of 2003 The accounting officer of a municipality or municipal entity must take all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favouritism, and unfair and irregular practices.

It must be noted that a Fraud Prevention Strategy is in place and a Code of Conduct for Municipal staff and its Councillors in terms of the Municipal Systems Act was applied by the Municipality. No fraud and corruption were detected for the period under review.

#### *4.5.8.4 CODE OF CONDUCT*

Section 112 of The Local Government: Municipal Finance Management Act, No. 56 of 2003 requires that a supply chain management policy must make provision for compulsory disclosure of any conflicts of interest prospective contractors may have in specific tenders and the exclusion of such prospective contractors from those tenders or bids. Supply Chain Management.

The Council had developed and approved its Supply Chain Management (SCM) Policy that is in line with Municipal Supply Chain Management (SCM) Regulations as issued by national Treasury. In an endeavour to ensure compliance and standardisation of the SCM Policy all amendments are submitted to Council for approval.

#### *4.5.9 SUPPLY CHAIN MANAGEMENT*

##### *4.5.9.1 SUPPLY CHAIN MANAGEMENT UNIT*

The SCM Unit is centralised and reporting to the office of the Chief Financial Officer as required by regulation 7(1) of Municipal Supply Chain Management Regulations. Section 115 of the MFMA that deals with segregation of duties is complied with.

An SCM Manager has been appointed to streamline and refine systems and processes of the

SCM unit in line with the MFMA, Municipal Supply Chain Management Regulations, SCM Policy and other laws and help reduce instances of irregular, fruitless and wasteful expenditure.

#### *4.5.9.2 SCM POLICY*

The SCM policy is developed in accordance with the Preferential Procurement Framework. It makes provision for South Africans from all walks of life to compete for tenders. It was last reviewed and adopted in January 2020.

#### *4.5.9.3 SCM COMMITTEE STRUCTURES*

The following SCM structures have also been established and are operational:

**Bid Specifications Committee:** This Committee is established in terms of Section 27 of the SCM Policy. There is no standing Committee, but members are appointed to the Committee by the Accounting Officer as and when there is project that must be processed. The membership is chosen based on the required expertise depending on the nature of the project.

**Bid Evaluation Committee:** This Committee is established in terms of Section 28 of the SCM Policy.

**Bid Adjudication Committee:** This Committee is established in terms of Section 29 of the SCM Policy. The Committee comprises of Senior Managers (Directors). The CFO is the Chairperson of this Committee.

The BAC submits reports to the Accounting Officer to approve the awarding of bids.

#### *4.5.9.4 PROCUREMENT PLAN*

In order to manage the processes of demand and acquisition, Section 42 of the Municipal Supply Chain Management Regulations makes provision for the monitoring and evaluation.

The 2022/2023 procurement plan has been developed and to be implemented in 2022/23.

#### *4.5.9.5 SCM PERFORMANCE AGAINST TARGETS*

The SCM Policy and the Procurement Plan are the mechanisms used to achieve the goals and targets of the municipality. The latter ensures that grant expenditure can take place in accordance with grant conditions.

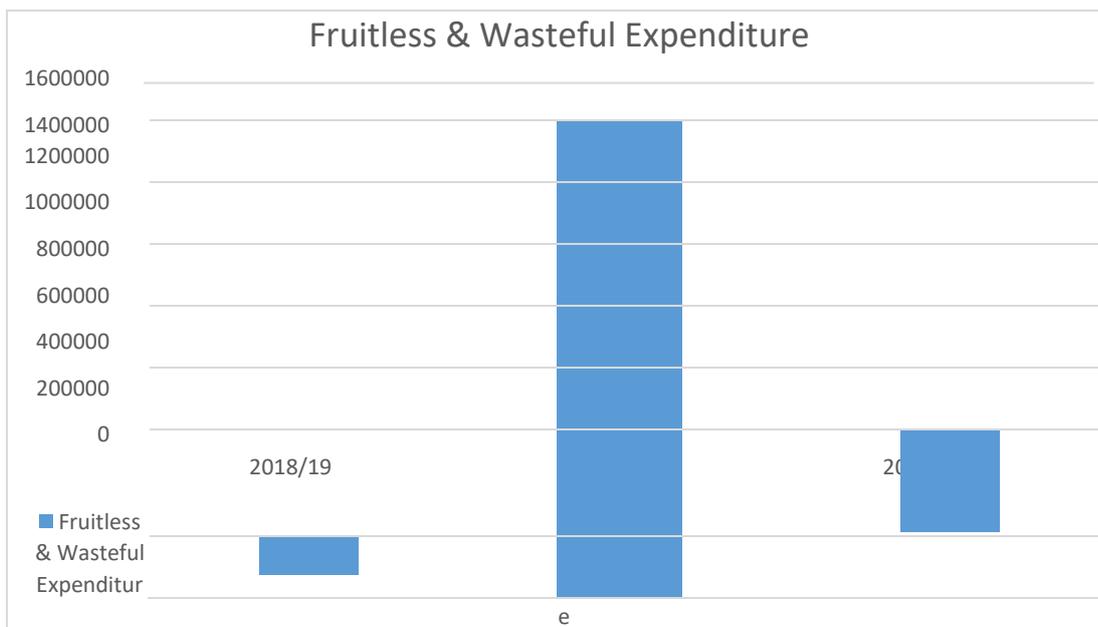
The following are some of the indicators pointing to the functionality of SCM in the financial year ended:

Description	Total Value (2018/19)	Total Value (2019/20)	Total Value (2020/21)
<b>Deviations</b>	R21 835 177.78	R30 010 744.00	R21 956 880

**Table 55: Deviations**

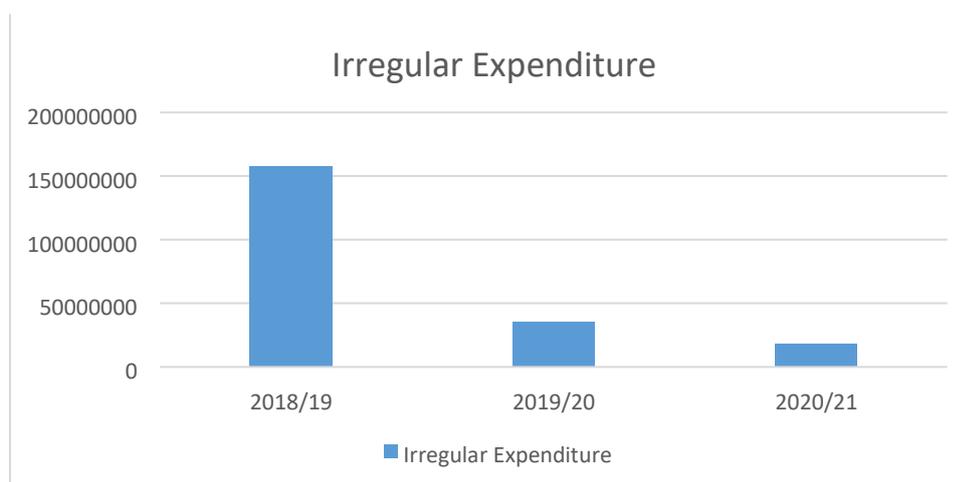
During the period (2020/21) the municipality saw a decrease of R8, 053,864.00 (R21, 956,880) in Section 36 deviations compared to the 2019/20 financial year. The value of quotations awarded decrease significantly when compared to other financial years marking a decrease of 55.2% this can be attributed to certain programmes/activities not being implemented due to the Covid pandemic.

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised.



**Figure 39: Fruitless & Wasteful Expenditure**

According to note 53 (page 66) of the Audited Financial Statements Fruitless and wasteful expenditure for the period under review amounts to R437,053,00 a decrease of R970,866.00 in the 2019/20. The reasons have been listed in the Auditor General's Report.



**Figure 40: IRREGULAR EXPENDITURE**

According to note 54(page 66) of the Audited Financial Statements Irregular expenditure for the same period amounts to R17 918 070 a considerable decrease of R17 793 379 from the 2019/20 financial year.

From these indicators above it is evident that UIFW is being brought under control meaning that organizational and SCM controls are being implemented effectively.

#### *4.5.10 LAND USE MANAGEMENT AND DEVELOPMENT PLANNING*

Land Use Management is an exclusive function of local municipalities. However, the SPLUMA provides for the establishment of a Joint Municipal Planning Tribunal which provides an opportunity for the district to play a coordinating role. Four municipalities in Zululand elected to form a Joint Municipal Planning Tribunal. These include Ulundi, Nongoma, uPhongolo, eDumbe. Abaqulusi formed their own tribunal. An agreement was signed by all participating municipalities and gazetted. A panel of professionals has been appointed from the private sector and the participating municipalities to serve on the joint tribunal.

##### *4.5.10.1 DEVELOPMENT PLANNING SHARED SERVICES*

The District is the champion for shared services. This includes human resource administration as well as management of payroll on behalf of the participating municipalities. The District also co-ordinates and monitors support activities to its local municipalities. The participating local municipalities are responsible for funding contributions in respect of salaries. These are paid by the district which later recovers these

costs through invoicing. COGTA KZN assists with funding as well as monitoring and evaluation of shared services impact in relation to funding support.

The principle of the Development Planning Shared Services is to render statutory and strategic town and regional planning support to local municipalities in the Zululand District Municipal area. The unit provides strategic, development administration, information management, building control and performance management support to local municipalities.

The DPSS Steering Committee was established and is functional. Its role is to co-ordinate the administration of the Shared Services Unit and the Zululand JMPT.

As at 30 March 2022, the shared services posts have been advertised.

#### *4.5.10.2 JOINT MUNICIPAL PLANNING TRIBUNAL*

Four municipalities in Zululand elected to form a joint municipal planning tribunal. These are Ulundi, Nongoma, oPhongolo, and eDumbe. Abaqulusi formed their own tribunal. An agreement was signed by all participating municipalities and gazetted. A panel of professionals to serve on the joint tribunal according to SPLUMA is co-ordinated by the District. The JMPT comprises of 12 external and seven members from the participating municipalities.

The external members are selected on a rotational basis. The District plays the secretariat role and also financial administration which involves remuneration of external members. The LMs Town Planners form part of the JMPT Panel.

During the 2021/2022 financial year, the JMPT tribunal has sat at least 4 times, (30/09/2021 10/12/2021), (04/05/2022) & (11/05/2022) to consider 43 development applications.

#### *4.5.10.3 STATUS OF SECTOR PLANS*

The ZDM has prepared and adopted numerous sector plans to elucidate on sector specific issues and facilitate an effective implementation of the IDP (refer to Table 47 below). The sector plans provide for structured engagement with stakeholders during both planning and implementation stages. They also provide detailed information for the refinement of the IDP.

SECTOR PLAN	COMPLETED	ADOPTED	DATE
Agriculture Development Plan	Y	Y	2008
Biodiversity Sector Plan	Y	Y	2020
Disaster Management Plan	Y	Y	2021
Employment Equity Plan	Y	Y	2021
Environmental Management Framework	Y	Y	2020
Gender Equity Plan	Y	Y	2020
Local Economic Development Plan	Y	Y	2015
Spatial Development Framework	Y	Y	2018
Water Services Development Plan	Y	Y	2022

Figure 41: SECTOR PLANS IMPLEMENTATION STATUS

## 4.6 Strategic Analysis

Since establishment in 2000, the ZDM has made significant progress in improving the living conditions of all communities within her area of jurisdiction and constitutional competencies. Access to water and sanitation in the district has improved while efforts have been made to stabilize regional economy, create employment opportunities, and reduce poverty. However, a myriad of challenges remains. There are households who still do not have adequate access to basic services. Unemployment, particularly among the youth segment of the population, continue to plague the district. The district economy is stagnant and shows signs of contraction. Settlement pattern still reflect the spatial impact of the apartheid past with the poor residing far from opportunities in area with low agricultural production potential.

### 4.6.1 TRENDS AND PATTERNS

#### 4.6.1.1 SOCIO-ECONOMIC TRENDS AND PATTERNS

Within Zululand District there are several social issues, which if left unchecked, will impede growth and development within the Municipality. The critical social issues facing the District include:

High levels of poverty

Low education levels and unskilled people entering the job market.

Unemployment and job creation

HIV AIDS and Health

### Planning for population growth

Poverty within the District is a critical issue. General employment levels have stagnated and are affected by the following issues:

Low skilled working age population

Weak domestic consumer markets

Limited infrastructure

Limited opportunities in key sectors

A decline in agriculture within the District

Furthermore, in terms of pure income levels, approximately 66% of households receive no income or less than R2 400 per month. The traditional and rural areas are the most poverty stricken. There are also high levels of Dependency. Those people in poverty are also affected by issues such as backlogs, poor education levels and so forth. Education is also a major issue within the District. Not only does a large proportion of the population have no matric, but those who have a matric still do not have the skills necessary to obtain work within the District.

A large portion of the population within Zululand is unemployed, especially in the youth demographic, largely due to education levels and a limited job opportunity base. This is especially relevant in the face of an Agricultural sector that has experienced a decline in output and therefore employment, in recent years. For the District to grow, an increase in the number of jobs is essential backed by skills training.

#### *4.6.1.2 SPATIAL TRENDS AND PATTERNS*

The vast majority of Zululand is rural and agricultural in nature and approximately half of the area is under the jurisdiction of traditional councils while the remainder is divided between commercially owned farms and conservation areas. As such, large tracts of the District reflect a sparse settlement typology typical of such an area. However, there are concentrations of development and intensified densities along transportation routes, and primarily at key intersections. These concentrations of development have over the years, developed into nodes of varying levels of intensity and servicing. It is also at these nodes that pockets of the population now dwell.

The District Municipality does not have notable National Level access. However, access to the uPhongolo in the north east is via the N2. This access allows the District to tie into the Kingdom of Zululand, as well as to the important nodes of Richards Bay, and further away,

eThekwini. Key main provincial roads through the Municipality are critical in providing access at a local level within the District and to the surrounding areas. Finally, there are also several District level roads which provides further access within the municipality. Through the various routes, access to Mpumalanga Province and Port Shepstone is possible.

Zululand District has, for the large part, a very hilly topography. Whilst this makes for a very scenic (which increases tourist opportunities) Municipality, this makes servicing areas outside of the nodes difficult to realistically achieve.

#### *4.6.1.3 ENVIRONMENTAL TRENDS AND PATTERNS*

Zululand District Municipality contains some of the key environmental assets in the Province, and these have a direct impact on the District's rural areas. The following are key points that are worthy of noting:

Irreplaceable land is particularly evident in the north-western parts of the municipal area (Vryheid, eDumbe, and uPhongolo). The key economic opportunities in this largely rural district (viz. tourism and agriculture) are thus directly linked to the environment. Water, climate, soil, biodiversity, and scenic beauty are especially relevant.

Water as a key environmental resource that needs to be more effectively harnessed, but in a sustainable manner. For agriculture to continue to benefit from good natural catchments, requires proper catchment management strategies.

Climate change is an issue and effects are already evident in unpredictable weather patterns, extreme climate events (and associated disasters). This affects both agriculture and tourism – the key economic sectors. Climate change needs to be addressed through local mitigation and adaptation strategies. Maintaining natural biodiversity is key to environmental resilience, as well as a tourism asset.

#### *4.6.1.4 ECONOMIC DEVELOPMENT TRENDS AND PATTERNS*

The following key findings based on the economic assessment of the district are as follows:

Although rural settlements are scattered throughout the District, it is found that several settlements have conglomerated around transport linkages, which provide some level of connectivity and accessibility to rural nodes and urban centres and areas of economic opportunities.

Several rural settlements are already located on high/good to moderate potential agriculture land. This provides opportunities for rural communities to participate in agricultural activities.

The success of the development of the District is dependent on the strength and its linkages between nodes within its jurisdiction, as well as between rural settlements and nodes. The above-mentioned corridors, especially the secondary corridors, provide opportunities for rural settlements to be linked to business nodal areas. Therefore, it is essential to support the creation of linkages between rural settlements and urban nodes, through development of infrastructure corridors, that will in turn allow the strengthening and development of rural nodes.

It is evident that rural activity is largely driven from urban nodes and rural settlements have important linkages to developed nodes such as Ulundi, Vryheid, and Pongola.

The natural environment of the Zululand District Municipality has both a high ecotourism and adventure tourism potential.

#### *4.6.1.5 AGRICULTURAL DEVELOPMENT TRENDS AND PATTERNS*

The District is well known for high agro-ecological potential due to an abundance of high quality soils, high altitude, and abundant water. Commercial farms and to large extent commercial forestry plantations form the basis of its economy. The District is also a suitable area to produce a variety of agricultural products including maize, beef, and timber and sugar production. From the agricultural assessment, the following key issues are highlighted:

The Zululand DGDS Vision 2035 notes that the Agricultural sector is critical to the economy of the district.

The Agricultural sector is not playing enough of a role in the economy of the District due to a lack of beneficiation of products within the District and lack of skills base among land reform beneficiaries.

A large portion of the District's rural population who have direct access to agricultural land appears not to be making use of agricultural land resources and an opportunity, therefore, exists to free up un-utilised areas for agricultural production where potential allows.

The agricultural sector can be harnessed in efforts to diversify the economy of the district and enable the absorption of the local populace in sector opportunities call for semi and unskilled, as well as informal employment categories.

If the development of agri-processing activities in Zululand was to be considered as a possible major driver of economic and rural development it may make sense to develop

these facilities within Vryheid, which is a strategic town to enable the development. ○ Forestry is also an important part of the economy for the Zululand. Opportunities exist in increasing the forestry resource base in Ingwe through the establishment of new forestry and increase participation of previously disadvantaged small farmers in the forestry sector.

#### *4.6.1.6 INFRASTRUCTURE SERVICES TRENDS AND PATTERNS*

Water, electricity, and sanitation are key services, which relate to growth of the rural areas and these need improvements if the rural areas are to develop to its potential.

Water is the most critical servicing issue facing the District, which is reflected in the fact that most rural areas do not have access to potable water. The IDP for Zululand acknowledges this need.

The need for adequate sanitation within the nodes in the Municipality is also highlighted as a concern. This is important, not only for economic development, but also for basic health and safety.

Large parts of the District still do not have access to electricity despite electricity being a driver of the economy. The sprawling nature of rural settlements contributes partly to this problem.

Many of the district roads are poorly maintained, which impacts on the locational advantages of some of the rural service nodes.

## 4.6.2 Key Development Challenges

The ZDM is a predominantly rural in character and faces numerous development challenges that are characteristic of rural districts in the KZN Province and South Africa generally given the history of unequal development and apartheid. These are summarised as follows:

CHALLENGE	DESCRIPTION	IMPLICATIONS
Growing Population	The Zululand District has the third largest population in the KwaZulu Natal Province, with 892 310 people. The district population increases by 2,37% from 803 576 in 2011 to 892 310 in 2016. The population is projected to increase to 1 395 093 by 2035. Abaqulusi has the highest population growth rate.	<ul style="list-style-type: none"> <li>Plan for increasing population where densities are high and where there is remarkable population growth.</li> </ul>
Poverty	Poverty in the ZDM manifests itself in different forms including income poverty indicated by a large number of households who live below poverty datum line and have no or limited income. Poor access to basic services is also another indicator of poverty.	<ul style="list-style-type: none"> <li>Make provision for the indigent households.</li> <li>Facilitate access to social welfare grants.</li> <li>Create employment opportunities.</li> </ul>
High unemployment rate	Unemployment rate in the ZDM is 41%	<ul style="list-style-type: none"> <li>Implement programmes to promote economic development.</li> <li>Implement job creation programmes.</li> </ul>
Service backlogs	Although the ZDM has made substantial progress in improving the living conditions, service backlogs are still relatively high. This includes lack of refuse removal service in rural settlements, water backlog, sanitation backlog and poor access to reliable sources of energy. 25% obtain water from the river, 14.8% does not have access to electricity, 8.2% does not have access to sanitation, and 65.8% use own dump to deal with refuse.	<ul style="list-style-type: none"> <li>Relative poverty defined in terms of access to basic services.</li> <li>Poor living conditions.</li> </ul>

Large number of indigent households	About 53% of the population in the Zululand District Municipality is indigent. The situation is generally the same in all local municipalities with uPhongolo LM having about 58% of indigent households.	<ul style="list-style-type: none"> <li>• Large number of households that qualify for free basic services.</li> <li>• Small revenue base.</li> </ul>
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**Table 56: Key Development Challenges**

Dense unplanned rural settlements	Dense rural settlements occur in different parts of the municipality. They include Hlahlindlela in Abaqulusi; Frischgewaagt, Bilanyoni and Mangosuthu Village in eDumbe; Nongoma; and Ulundi.	<ul style="list-style-type: none"> <li>• Poor living standards and conditions.</li> <li>• Emerge of peri-urban settlement which may degenerate into urban slums.</li> </ul>
Scattered low density unplanned rural settlements	The ZDM is predominantly rural and is characterised by scattered and isolated low-density rural settlements. This settlement pattern creates a number of challenges for an effective and efficient delivery of services. Population is decreasing in some of these settlements as people move to areas where there is better access to public facilities, basic services, and public transport.	<ul style="list-style-type: none"> <li>• Low levels of services.</li> </ul>
		<ul style="list-style-type: none"> <li>•</li> </ul>
Impact of land reform on agricultural sector	.....% of agricultural land in the ZDM is subject to land restitution and land tenure reform. Most of the farms acquired through the land reform programme are no longer farmed commercially, lying fallow and/use for settlement purposes. Most of the farming infrastructure has been removed.	<ul style="list-style-type: none"> <li>• Reduction of high value agricultural land.</li> <li>• Decline in the quality of farms.</li> <li>• Decline in the contribution of the agricultural sector to the district economy.</li> </ul>
Unplanned growth of Nongoma Town	Nongoma Town has grown organically without the benefit of any spatial plan. This has resulted in heavy traffic, informal trading happening haphazardly and serious encroachment onto the road reserve.	<ul style="list-style-type: none"> <li>• Nongoma Town urgently needs a spatial plan and a land use management scheme.</li> </ul>

Lack of land use management in rural settlements	There is no land use management system in the rural settlements. This is despite local municipalities having developed and adopted land use schemes. Some households have located on wetlands, flood lines and other areas that are not suitable for human settlements. Growth of settlements is also fast reducing agricultural land.	<ul style="list-style-type: none"> <li>Facilitate the incorporation of traditional land management system into the land use scheme.</li> <li>Provide traditional councils with mapped information indicating areas that are not suitable for human habitation.</li> </ul>
Natural disasters	The district is prone to natural disasters such as drought, flooding, lightning, and veld fires. The ZDM does not have adequate capacity to respond to natural disasters. The Disaster Management Plan is also outdated, and the coordinating structures should be strengthened.	<ul style="list-style-type: none"> <li>Create additional capacity for disaster management. Renew and strengthen disaster management coordinating structures in the district.</li> </ul>
Management of natural water resources	The ZDM is endowed with a number of natural water resources where some of the major rivers than runs through the district rise. Some of these are under pressure from settlement, agriculture and mining which impacts negatively on the flow and quality of water.	<ul style="list-style-type: none"> <li>Water catchment management.</li> <li>Integration of environmental management into the Land Use Schemes.</li> </ul>
Relatively high vacancy rate	In 2018/2019 financial year 45 posts were vacant. While all senior management level posts have been filled, vacant posts may slow delivery of services affect the moral of employees.	<ul style="list-style-type: none"> <li>Continuous training of staff and councillors.</li> </ul>
Skill development and training	Local government environment is continuously evolving through the introduction of new legislation, regulations, and approaches to the delivery of services and governance.	
Effective implementation of policies	The ZDM has developed and is implementing policies in various aspects of its core business as a means to strengthen management, delivery of services and governance.	<ul style="list-style-type: none"> <li>Effective implementation of policies.</li> </ul>

Embracing constantly improving technology	Information technology is constantly evolving. The ZDM should take advantage of this to improve planning and delivery of services. New technologies should be adopted for the generation and management of spatial data, water infrastructure management, etc.	<ul style="list-style-type: none"> <li>Embrace technology and keep pace with it or risk poor access to information and inability to communicate effectively.</li> </ul>
Implementation of an organisational Performance Management System	The municipality has developed and is implementing an OPMS. This system needs to be refined and perhaps be automated as well.	<ul style="list-style-type: none"> <li>Introduce automated PMS.</li> </ul>
Water and sanitation backlogs	21 540 households either do not have access to water or have inadequate access to water while another 21 171 have access to water below RDP standards. 30 586 rural households have inadequate access to sanitation. The majority of these are in Nongoma, Abaqulusi and uPhongolo Local Municipalities.	<ul style="list-style-type: none"> <li>Fast-track the implementation of water schemes.</li> <li>Maintain existing water infrastructure.</li> <li>Improve sanitation levels in dense rural settlements.</li> </ul>
Lack of refuse management system in rural communities	Rural settlements do not have access to a waste removal service. They use own dump to dispose refuse. As a result, refuse is not collected and disposed appropriately.	<ul style="list-style-type: none"> <li>Initiate refuse recycling programmes in rural areas.</li> <li>Educate the community about waste management.</li> </ul>
Quality of access roads	48 919 households do not have adequate road access. The situation is more pronounced in Abaqulusi Municipality where this affects 16 428 households. The condition of many gravel roads is also very poor.	<ul style="list-style-type: none"> <li>Support road upgrading programme.</li> <li>Identify settlements where it is not economic or beneficial to upgrade access roads and informal residents accordingly.</li> </ul>
Electricity backlog	25,915 households do not have access to electricity. The electricity network in the southern portions of the have very limited capacity, which contributes to figures of areas with no electricity and the district's backlogs.	<ul style="list-style-type: none"> <li>Support local municipalities in improving bulk electricity supply.</li> <li>Explore alternative sources of energy.</li> </ul>

Economic stagnation	The district economy is not growing. Instead, it shows signs of decline. Contribution of agricultural sector to the economy has declined over the last few years. The same applies to mining. There is overreliance on community services.	<ul style="list-style-type: none"> <li>Identify catalytic projects for stimulating the economy.</li> <li>Adopt regulations and systems that promotes investment.</li> </ul>
Tourism development and marketing	The district has huge potential for heritage and nature-based tourism. However, this sector remains poorly developed and the district poorly integrated into the provincial tourism market.	<ul style="list-style-type: none"> <li>Facilitate development of catalytic tourism products.</li> </ul>
Concentration of business in existing towns	Business and commercial activities tend to concentrate in the existing towns far away from the majority of the population. These towns include Vryheid when the majority of the population is near eMondlo Township, Phongola, Ulundi and Nongoma.	<ul style="list-style-type: none"> <li>Facilitate development of smart growth centres in strategic areas in rural settlements.</li> </ul>
Inadequate access to public facilities	A large number of households walk more than 5km to access schools, clinics, and other social facilities. This is beyond the recommended range for these facilities. The situation is more serious in sparsely populated settlements.	
Dependence on grant funding	The District is predominantly rural in character. It generates limited revenue which results in dependence on grant funding. Water and Sanitation which are the major functions are funded by the National Department of Human Settlement, Water and Sanitation.	<ul style="list-style-type: none"> <li>Identify other funding streams.</li> <li>Improve revenue collection.</li> </ul>
Effective vertical and horizontal coordination of development activities	IGR structures within the district are not operating optimally. The frequency of meetings should be improved and agenda with annual targets clearly defined.	

### 4.6.3 SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
DEMOGRAPHIC AND SOCIO-ECONOMIC			
<ul style="list-style-type: none"> <li>○ Third largest population in the KZN Province.</li> <li>○ Above provincial average annual population growth rate.</li> </ul>	<ul style="list-style-type: none"> <li>○ Above provincial average unemployment rate including youth unemployment.</li> <li>○ Functional illiteracy.</li> <li>○ Large number of low-income households (living below poverty datum line).</li> <li>○ Relatively high number of orphaned children. High dependency ratio.</li> <li>○ Large number of people between 6 and 24 years of age that are not attending school.</li> <li>○ More than 25% of households that source water from the rivers</li> <li>○ 14,8% of households without electricity.</li> <li>○ 8% of households who do not have access to adequate sanitation.</li> <li>○ 65,8% of households who use own dump to dispose of refuse.</li> </ul>	<ul style="list-style-type: none"> <li>○ Youthful population. large potential labour force age cohort.</li> <li>○ Positive population growth rate throughout the district.</li> <li>○ Dominance of small and nuclear households.</li> <li>○ Introduction of alternative sources of energy.</li> <li>○ Recycling of refuse in rural areas.</li> </ul>	<ul style="list-style-type: none"> <li>○ Relatively large potential labour force age cohort.</li> <li>○ Positive population growth rate throughout the district.</li> <li>○ Dominance of small and nuclear households.</li> <li>○ Introduction of alternative sources of energy.</li> <li>○ Recycling of refuse in rural areas.</li> <li>○ Communicable diseases.</li> <li>○ Migration of skilled potential labour force to major cities.</li> <li>○ Contamination of water resources including rivers.</li> </ul>

Table 57: SWOT ANALYSIS

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	<ul style="list-style-type: none"><li>○ Poor access to telecommunication technology including internet.</li></ul>		
SPATIAL, ENVIRONMENTAL, AND DISASTER MANAGEMENT			

<ul style="list-style-type: none"> <li>○ Connectivity to the provincial spatial system. The towns within the ZDM area are considered as Provincial Tertiary Nodes, namely Ulundi, Vryheid, and Pongola.</li> <li>○ Relatively good land use management system in Vryheid, eDumbe, and Phongola Towns. The southern, south-western, and northern corridors along the ZDM boundaries, have been demarcated as provincial “Priority Conservation Areas”.</li> <li>○ Conservation/ protected areas of provincial significance. Wetlands of national significance in eDumbe, Abaqulusi and uPhongolo.</li> <li>○ Three major provincial rivers that runs through the district.</li> </ul>	<ul style="list-style-type: none"> <li>○ Low density rural settlement. Unplanned relatively highdensity rural settlements. Lack of spatial planning and land use management in rural areas.</li> <li>○ Population density below provincial average.</li> <li>○ Underutilised commercial agricultural land transferred to the land reform beneficiaries. Encroachment of settlements onto commercial agricultural land.</li> <li>○ Poor access to land management information by Izinduna which results in poorly located settlements.</li> <li>○ Underdevelopment in rural settlements.</li> <li>○ Undulating topography. Underutilised agricultural land. Inadequate capacity to prevent and respond to natural disasters.</li> <li>○ Settlements located in environmentally sensitive areas.</li> <li>○ Mining areas not that ae not rehabilitated.</li> </ul>	<p>Established economic centres. Provincial roads (corridors) that runs through the district.</p> <ul style="list-style-type: none"> <li>○ Good agricultural land with high production potential.</li> </ul> <p>Existing towns.</p> <p>Good to High Potential Agricultural land exists in the north-western parts of the Municipal Area.</p> <p>58% of remaining vegetation in the district is classified as endangered.</p> <ul style="list-style-type: none"> <li>○ Imfolozi Catchment does not have a dam.</li> </ul> <p>There are numerous protected areas in the ZDM that offer tourism and economic opportunities.</p>	<ul style="list-style-type: none"> <li>○ Spatial separation between towns and huge rural settlements.</li> <li>○ Further concentration of economic opportunities in major cities and secondary towns.</li> <li>○ Unresolved land issues. Deterioration of dense rural settlements into peri urban. Land degradation due to unmanaged growth of settlement and untoward agricultural practises. Poor catchment management Climate change. Alien and invasive species.</li> </ul>
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MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

<ul style="list-style-type: none"> <li>○ Political stability.</li> <li>○ Well-functioning Executive Committee, Portfolio committees and other EXCO and Council structures.</li> <li>○ All top-management posts are filled.</li> <li>○ MTAS in place.</li> <li>○ Electronic Records Management System (EDMS) since 2006.</li> <li>○ Approved organogram.</li> <li>○ Functional GIS section.</li> <li>○ Planning Shared Services in place.</li> <li>○ Stable workforce particularly management</li> <li>○ Low staff vacancy and turnover rate.</li> <li>○ All management policies are in place and are implemented effectively.</li> <li>○ Information technology systems.</li> </ul>	<p>Vacant posts.</p> <p>Unautomated Performance Management System.</p>	<ul style="list-style-type: none"> <li>○ Local government support programmes.</li> <li>○ District Based approach to the delivery of basic services.</li> <li>○ Local government training programmes. Advancer information technology.</li> </ul>	<ul style="list-style-type: none"> <li>○ Political instability (poor cooperation among and within political parties).</li> <li>○ Movement of skilled personnel to urban municipalities.</li> <li>○ Lack of support from national and provincial government.</li> </ul>
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SERVICE DELIVERY

<ul style="list-style-type: none"> <li>○ Well-developed Water Services Development Plan.</li> <li>○ Established Water Services Authority function.</li> <li>○ Bulk Regional Water Schemes.</li> <li>○ Waste disposal sites in major towns.</li> </ul>	<p>Relatively high-water services backlog, especially in rural areas.</p> <p>Poor quality of ground and surface water in certain areas.</p> <p>Inadequate maintenance the existing infrastructure.</p>	<ul style="list-style-type: none"> <li>○ Grant funding from the national government.</li> <li>○ Eskom as a generator and supplier of electricity.</li> <li>○ Regional roads that runs through the district.</li> </ul>	<ul style="list-style-type: none"> <li>○ Withdrawal of funding for bulk infrastructure.</li> <li>○ Deterioration in the condition of gravel roads.</li> </ul>
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<ul style="list-style-type: none"> <li>○ Relatively good road network with good gravel and paved roads.</li> </ul>	<ul style="list-style-type: none"> <li>○ Relatively high sanitation backlog.</li> <li>○ Relatively high electricity backlog.</li> <li>○ Poor road access in deep isolated rural settlements.</li> </ul>	<ul style="list-style-type: none"> <li>○ Good road linkages between and within different municipalities.</li> <li>○ Ulundi airport.</li> </ul>	
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ECONOMIC AND SOCIAL DEVELOPMENT

<ul style="list-style-type: none"> <li>○ Established commercial centres in each local municipality.</li> <li>○ Established agricultural sector.</li> <li>○ Tourist destinations of national significance.</li> <li>○ Extensive timber plantations.</li> <li>○ Maize and sugar cane processing.</li> <li>○ Good access to schools.</li> <li>○ Existing social facilities such as hospitals.</li> </ul>	<ul style="list-style-type: none"> <li>○ Low contribution to the provincial economy.</li> <li>○ Concentration of the district economy in Ulundi and Vryheid.</li> <li>○ Lack of investment and job opportunities in rural areas.</li> <li>○ Dependence on community services.</li> <li>○ Communities that access schools and clinics beyond a 5km radius.</li> <li>○ Relatively high poverty level.</li> <li>○ Income inequality.</li> <li>○ Low human development index.</li> <li>○ High mortality (child) rate.</li> </ul>	<ul style="list-style-type: none"> <li>○ High agricultural potential.</li> <li>○ Coal mining</li> <li>○ Heritage and eco-tourism.</li> <li>○ Processing of various agricultural products.</li> <li>○ Large growing Population.</li> <li>○ Coal mining.</li> <li>○ Existing TVET Colleges.</li> <li>○ Satellite campus of one of the universities in the province.</li> </ul>	<ul style="list-style-type: none"> <li>○ Technological advancement.</li> <li>○ Mechanisation of the agricultural sector.</li> <li>○ Exposure to international markets and trade.</li> <li>○ Diseases.</li> </ul>
<b>FINANCIAL SUSTAINABILITY AND MANAGEMENT</b>			
<ul style="list-style-type: none"> <li>○ Established financial management system.</li> <li>○ Ability to spend grant funding.</li> <li>○ Ability to account for expenditure.</li> <li>○ Going concern.</li> <li>○ Financial management systems and policies.</li> </ul>	<ul style="list-style-type: none"> <li>○ Reliance on grant funding.</li> <li>○ Low revenue</li> <li>○ generation capacity.</li> <li>○ Audit results.</li> </ul>	<ul style="list-style-type: none"> <li>○ Grant funding.</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>○ Withdrawal of conditional grant funding.</li> </ul>
<b>GOOD GOVERNANCE</b>			

<ul style="list-style-type: none"> <li>○ ○ Functional council and its structures.</li> <li>Functional Audit and Risk Management Committee</li> <li>○ Comprehensive IT security policy in place to minimize the risk of errors, fraud and the loss of data confidentiality, integrity, and availability.</li> <li>○ Numerous organizational arrangements are in place for the IDP preparation process.</li> <li>Functional shared services centre and JMPT.</li> <li>IDP and budget are approved on time each year.</li> <li>Performance Management System.</li> <li>Governance policies are in place.</li> <li>Well established supply chain system.</li> </ul>	<ul style="list-style-type: none"> <li>○ District intergovernmental relations structures requires revival.</li> <li>○ ○ Some dysfunctional war rooms.</li> <li>Public participation structures require re-establishment.</li> </ul>	<ul style="list-style-type: none"> <li>○ Support from provincial and national government.</li> <li>○ Operation Sukuma Sakhe.</li> </ul>	<ul style="list-style-type: none"> <li>○ Poor cooperation among and within political parties.</li> </ul>
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## 5 STRATEGIC OBJECTIVES AND DEVELOPMENT STRATEGIES

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The ZDM has formulated her long-term development strategy within the context of a suite of local government legislation; national development agenda; and the provincial development programme. The strategy responds directly to the development issues facing the ZDM and seeks to reposition the district to seize opportunities the outside environment presents, defend the gains of the recent years, and withstand challenges that may arise at any given time.

### 5.1 Municipal Priorities

Chapter 2 Section 6 of the Local Government Municipal Performance Management Regulations of 2001 state that a municipality's integrated development plan must:

inform the municipality's annual budget that must be based on the development priorities and objectives referred to in section 26(c) of the Municipal System Act and the performance targets set by the municipality in terms of regulation 12; and  
be used to prepare action plans for the implementation of strategies identified by the municipality.

Section 34 (a) of The Municipal Systems Act no 32 of 200 states that a municipal council must review its integrated development plan:

Annually in accordance with an assessment of its performance measurements in terms of section 4 i; and  
to the extent that changing circumstances so demand.

MFMA recommends that the strategic objectives for service delivery and development including backlogs for the next 3 year budget including reviews of other municipal, provincial and national government sector and strategic plans be determined by 31 August.

MFMA also recommends that initial consultation and review, establishment of direction and policy, confirmation of priorities, identification of other financial and non-financial budget parameters including government allocations to determine revenue envelope and financial outlook to identify need to review fiscal strategies be concluded.

In its Strategic Planning Session held from 03-05 April 2022 Council convened to outline its priorities for the 5 year term.

Key challenges identified are as follows:

Poor revenue generation

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Municipal Service Infrastructure backlogs  
State of finances  
Non functioning institutions (Airport, Development Agency)  
Legislative Compliance

These challenges would be achieved using the following strategic framework:

Basic Service Delivery & Infrastructure  
Economic & Social Development  
Municipal Financial Viability & Management  
Institutional & Organizational Development  
Good governance & Public Participation  
Spatial Planning & Environmental Management

## 5.2 Policy & Strategic Informants

The policy and strategic informants are instrumental in guiding the strategic inputs per priority area. They include plans, frameworks, strategies and policies of the Zululand District Municipality.

### 5.2.1 BASIC SERVICE DELIVERY & INFRASTRUCTURE

#### 5.2.1.1 WATER SERVICES DEVELOPMENT PLAN

Sections 11 of the Water Services Act of 1997, entrusts the ZDM as the Water Service Authority (WSA) with a responsibility to progressively ensure efficient, affordable, economical and sustainable access to water services to all customers or potential customers within her area of jurisdiction. Section 12 of the Act further requires the district to prepare a Water Services Development Plan (WSDP) for her area of jurisdiction. As such, planning work related to various aspects of water services are being dealt with on a continuous basis and the results of such work are then systematically used to update and review the WSDP.

The latest 2021/2012 WSDP was adopted in May 2021. The 2022/2023 review is currently underway and is due for completion by May 2022.

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### *5.2.1.2 BY-LAWS AFFECTING WATER SERVICES*

By-laws are laws passed by the Executive Council of a municipality (Zululand District Municipality) to regulate the affairs and the services it provides within its area of jurisdiction. A municipality derives the powers to pass a by-law from the Constitution of the Republic of South Africa, which gives certain specified powers and competencies to local government as set out in Part B of Schedules 4 and Part B of 5 to the Constitution

These Water Services by-laws were adopted by resolution of the Zululand District Municipality (ZDM) Council on the 24<sup>th</sup> January 2022 and are promulgated in terms of section 156(2) of the Constitution of the Republic of South Africa, act 108, 1996 and in accordance with section 13(a) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). The documents are available on the ZDM website at [www.zululand.org.za](http://www.zululand.org.za) for information.

### *5.2.2 ECONOMIC & SOCIAL DEVELOPMENT*

#### *5.2.2.1 DISTRICT ECONOMIC DEVELOPMENT PLAN*

The ZDM prepared a Local Economic Development Plan and the associated agriculture and tourism development plans during the early 2000s. Most of these plans are outdated and due for comprehensive review. However, the strategy section of the LED Plan was reviewed in 2015. This included identification of new catalytic projects and preparation of conceptual business plans for priority projects. The LED plan (2015) identifies stakeholders and clarifies their roles and responsibilities; identifies tourism, agriculture, and business as key economic activities in the district; and outlines a strategy for economic development.

In addition, it noted that the capacity of the ZDM to plan and manage the implementation of a diverse range of LED initiatives is severely constrained and that it lacks skills in areas such as agriculture, capacity building, informal economy etc. It therefore, supports the establishment of the District Development Agency as a municipal entity entrusted with the practical implementation of catalytic LED projects as part of the Sethembe programme.

The Plan was identified for review in the 2021/22 financial year. Due to limited capacity and funding in this financial year the review will continue into the 2022/23 financial year.

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#### 5.2.2.2 DISTRICT GROWTH AND DEVELOPMENT STRATEGY

The ZDM has also developed a District Growth and Development Strategy (DGDS). It localises and provides for an effective implementation of the PGDS within the ZDM. The DGDS promotes, *inter alia*, inclusive economic growth with a particular focus on agriculture; trade and commerce; tourism; and structured support to Small Medium Enterprises (SMMEs).

#### 5.2.2.3 ONE BUDGET ONE PLAN

The One Plan provides a strategic long-range framework including short, medium and long-term objectives/interventions to guide all state and private investment in relation to the Zululand District.

The One Plan expresses the alignment across government as an outcome of joint planning and takes the form of an Intergovernmental and Social Compact covering the elements of a Protocol described above and outlining:

- Shared understanding of the district/metro space
- Agreement on priorities, joint resourcing and implementation
- Common vision and measurable outcomes
- Targets and Commitments

As at 30 March 2022, the municipality has presented the One Budget One Plan to the DDM Clusters as well as the Technical Hub.

#### 5.2.2.4 INDIGENT POLICY

All indigent households are receiving free basic services of 6KL per person per day. In terms of the free basic services policy consumption that exceeds the quota is billed. However though close monitoring it has been concluded over the years that indigent households rarely exceed their quota of free basic water. **ANNEXURE 9: INDIGENT POLICY**

### 5.2.3 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

#### 5.2.3.1 FINANCIAL RECOVERY PLAN

The principal strategic objective of this financial recovery plan is to identify key priority areas as an immediate intervention and to set out specific intervention projects which will address the financial problems identified for a new financial year. The plan would and continues to set parameters which bind the municipality in the preparation of future budgets until the long-term financial plan is sustainable.

#### 5.2.4.1 PERFORMANCE MANAGEMENT SYSTEM

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The Municipal Systems Act requires municipalities to develop a performance management system that is suitable for their own circumstances. Performance-based management is a systematic approach to improving performance, via an ongoing process of establishing strategic performance objectives; measuring performance; collecting, analysing, reviewing, and reporting performance data; and using that data to drive performance improvement.

The performance management system or framework must describe how the municipality's cycle and processes of performance planning, monitoring, measurement, review, and reporting will happen and be organised and managed, while determining the roles of different role-players. The PMS Framework 2022-2027 was adopted by Council on the 27 May 2022.

Performance Review and monitoring takes place in October, January, April, and August every financial year. Legislation makes provision for performance reporting to be tabled to Council at least twice in a financial year. As of 30 June 2021, performance evaluation applies to section 54, 56 and middle managers. **ANNEXURE 16: PMS FRAMEWORK**

#### 5.2.4.2 Back To Basics

Indicator	Application @ District Level	District Performance
<b>Implement community engagement plans targeting hotspots and potential hotspots areas.</b>	To promote good governance, accountability & transparency	A communication plan is in place and regular consultation between counsellors and the community is monitored according to the plan. Furthermore hotspot areas are minimized through accelerated service delivery within council priority programmes. The customer care system is also utilized to effect to identify area specific trends and respond to those areas politically and administratively.
<b>Municipalities to implement responsive and accountable processes to communities.</b>	To promote good governance, accountability & transparency	Communities are engaged through IDP roadshows and other community engagements at least quarterly
<b>Ward committees must be functional and Councilors must meet and report back to their constituencies quarterly.</b>		NA
<b>Utilise the CDWs, Ward Committees and Ward Councilors to communicate projects earmarked for implementation.</b>		Communities are engaged through IDP roadshows and other community engagements at least quarterly
<b>Municipalities must communicate their plans to deal with backlogs.</b>	To promote good governance, accountability & transparency	The IDP through its sector plans comprehensively quantifies backlogs and costs to eradicate backlogs where applicable.
<b>Municipalities to monitor and act on complaints, petitions and other feedback.</b>	To promote good governance, accountability & transparency	The customer care system is utilized to effect to identify area specific trends and respond to those areas politically and administratively.

Table 58: nAlignment of ZDM IDP to the Back to Basics Programme

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#### *5.2.4.3 AUDIT IMPROVEMENT PLAN*

An audit plan has been developed consisting of audit findings raised in the audit report, management report and the information systems audit findings. Management will monitor the implementation of the proposed interventions. **ANNEXURE 15: AUDIT ACTION PLAN**

#### *5.2.5 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT*

##### *5.2.5.2 SKILLS DEVELOPMENT PLAN*

A Skills Plan has been developed to address the training and development needs in the workplace based on the skills needed within the municipality, describing the range of skills interventions that an organisation will address and implement. **ANNEXURE 8: WOKPLACE SKILLS PLAN**

#### *5.2.6 SPATIAL PLANNING & ENVIRONMENTAL MANAGEMENT*

##### *5.2.6.1 SPATIAL DEVELOPMENT FRAMEWORK*

The Zululand District Municipal Spatial Development Framework (MSDF) is a core component of the IDP. It identifies spatial development challenges facing the district and presents a spatial translation of the development strategy outlined in the IDP. **ANNEXURE 3: SPATIAL DEVELOPMENT FRAMEWORK**

##### *5.2.6.2 ENVIRONMENTAL MANAGEMENT FRAMEWORK*

The main purpose of an EMF is to identify areas of potential conflict between development proposals and critical or sensitive environments proactively. The Zululand EMF is a framework of spatially represented information connected to parameters, such as ecology, hydrology, infrastructure, and services. **ANNEXURE 10: ENVIRNOMENTAL MANAGEMENT FRAMEWORK**

##### *5.2.6.3 INTEGRATED WASTE MANAGEMENT PLAN*

Chapter 3, section 11 of the Waste Act requires that all government spheres must develop Integrated Waste Management Plans (IWMPs), Integrated Waste Management (IWM) plans are required as they ensure that all waste generators are compliant, aware and informed about the municipalities' waste management regulations. The purpose of the Integrated Waste Management

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Plan is to ensure an efficient and cost-effective way to reduce open dumping, effectively manage solid waste, and protect human health and the environment. Funding for the Integrated Waste Management Plan has been secured, the plan will be developed during the 2022/23 financial year.

#### *5.2.7 THE VISION*

“We are the Zululand region and proud of our heritage. Communities are content, their needs and aspirations are met. There is tolerance and racial harmony, the environment is protected and preserved, women and youth are playing a strong role in all facets. Infrastructure is sustainable, the package of municipal services are reliable, economic development is accomplished and communities are capacitated to be self-sustainable.”

#### *5.2.8 THE MISSION*

To create an affluent district by:

promoting bulk infrastructural development and services for the district as a whole;

establishing and maintaining a culture of active and effective public participation in the development of services and infrastructure in communities through traditional leadership and councillors

promoting a culture of self sustainability in communities through participation in a receptive local economy

promoting awareness of the package of services and standards communities available to communities

#### *5.2.9 CORE VALUES*

- Transparency, Commitment, Innovation, Integrity, Co-operation

### **5.3 The Strategy Definitions**

The Zululand District Municipality Council adopted the following strategic framework structure and definitions:

#### *5.3.1 KEY PERFORMANCE AREA*

The key performance areas as depicted in the IDP guidelines. They include Basic Services & Infrastructure, Economic & Social Development, Municipal Financial Viability & Management, Municipal Institutional Transformation & Organizational Development, Good governance & Public Participation.

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### *5.3.2 STRATEGIC ORIENTED OUTCOME GOAL*

Strategic outcomes oriented goals identify areas of municipal performance that are critical to the achievement of the mission. They stretch and challenge the municipality, but are realistic and achievable. Strategic outcomes oriented goals focus on impacts and outcomes, but in exceptional circumstances may deal with other aspects of performance. A strategic outcome oriented goal is written as a statement of intent that is specific, measurable, achievable, relevant and time-bound (SMART). The municipality gives priority to planning the delivery of services. Strategic outcomes oriented goals normally span at least five years.

### *5.3.3 INFRASTRUCTURE & SERVICE COMPONENT*

Refers to the infrastructure/service provided in terms of the Municipal Systems and Municipal Structures Act.

### *5.3.4 STRATEGIC OBJECTIVE*

Strategic objectives state clearly what the institution intends doing (or producing) to achieve its strategic outcomes oriented goals. The objectives generally are stated in the form of an output statement, although in exceptional circumstances might be specified in relation to inputs and activities or outcomes. Each objective is written as a performance statement that is SMART and outlines a set a performance target the municipality can achieve by the end of the period of the Strategic Plan.

### *5.3.5 PROGRAMME*

A budget programme is a main division within a department's budget that funds a clearly defined set of objectives based on the services or functions within the department's legislative and other mandates.

### *5.3.6 SUB-PROGRAMME*

A subprogramme is a constituent part of a programme, that defines the services or activities which contribute to the achievement of the objective(s) of the programme of which it forms a part.

## 5.4 The Strategy

The 5 year Zululand District Municipal strategy is summarised below:

Key Performance Area	SOOG Ref.	Strategic Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
Basic Service Delivery & Infrastructure	SOOG 1.1	All categories of Municipal Infrastructure and resources are stable and maintained	Water, sanitation, municipal district airports, municipal district roads, disaster management, firefighting, municipal health services, solid waste management, district municipal community facilities	SO 1.1.1	Continuously managing all existing infrastructure capital assets to minimize the total cost of owning and operating these assets <i>(Effective Asset Management, internal&amp;community capacity</i>	Trading Services (Water Treatment; Water Distribution; Water Storage); Community & Public Safety (Community halls &facilities) ; Other (Air Transport)	Rural Roads Asset Management System

Table 59: The 5 year Zululand District Municipal strategy

Key Performance Area	SOOG Ref.	Strategic Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
					<i>building, collecting revenue, tariffs, monitoring &amp; evaluation, environmental management)</i>		
							Operations and maintenance (Internal)
							Municipal Buildings Management
							Building maintenance
							Civil Aviations Authority Compliance
							Municipal Rates and Services

Key Performance Area	SOOG Ref.	Strategic Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
	SOOG 1.2	Access to full package municipal services offered the comm to is efficient, affordable, acceptable, sustainable and economic	Water, sanitation, municipal district airports, municipal district roads, disaster management, firefighting, municipal health services, solid waste management, district municipal community facilities	SO 1.2.1	Establishing and maintaining partnerships with government and private sector to accelerate provision of universal, equitable & consistent level of access to the municipal services that local communities are entitled to.	Trading Services (Water Treatment; Water Distribution; Water Storage); Community & Public Safety (Community halls & facilities) ; Other (Air Transport)	RBIG, MWIG, MIG
							Water tankering

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							Disaster Management
							Water purification

Key Performance Area	SOOG Ref.	Strategic Oriented Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
							Total Basic Services and Infrastructure

Local Economic&Social Development	SOOG 2.1	The environment in which future economic development will be achieved is transformed.	Agriculture, tourism, manufacturing, construction, mining, commercial, transport and government, municipal health, environmental health, community safety, vulnerable groups, youth, gender, emerging farmers, poverty reduction, food security	SO 2.1.1	Transforming the spatial economy	Community & Public Safety (Agricultural, Tourism, Markets; Economic Development/Planning, Population Development, Aged Care; Casinos, Racing, Gambling, Wagering; Theatres; Zoo's; Community Parks (including Nurseries; Recreational Facilities; Sports Grounds and Stadiums, Cultural Matters; Indigenous and Customary Law, Industrial Promotion)	Reviewing the LED Strategy
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Key Performance Area	SOOG Ref.	Strategic Oriented Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
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				SO 2.1.2	Building the capacity of the people to engage in the economy		Civil society sectors
				SO 2.1.3	Establishing strategic linkages		On-going process
	SOOG 2.2	The Zululand economy is built.		SO 2.2.1	Consolidating and expanding tourism		Developing a Tourism Strategy
				SO 2.2.2	Growing agriculture		On-going process
				SO 2.2.3	Developing business		LED projects to support co-operatives
							Business Recovery Support
				SO 2.2.4	Exploring mining		On-going process

Key Performance Area	SOOG Ref.	Strategic Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
		Promoting and maximising social and economic development		SO 2.2.5	Supporting the well-being of vulnerable groups through short and long term initiatives		Reduction of poverty
							Mayoral Youth Programme
	SOOG 2.3	The health of Zululand communities and citizens is improved		SO 2.3.1	Regulating, monitoring and evaluating compliance of service providers to municipal health standards		Municipal Health Operations

	SOOG 2.4	Arts culture and heritage is preserved		SO 2.4.1	Promoting arts, culture and heritage		Indonsa Operations
							Indonsa exhibitions

Key Performance Area	SOOG Ref.	Strategic Oriented Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
							Indonsa Marketing
							Monument of His Majesty the King Goodwill Zwelithini
							Total Local Economic & Social Development

Municipal Financial Viability & Management	SOOG 3.1	The Municipality is financially viable with sound financial management	revenue, expenditure, assets and liabilities, budgetary and financial planning processes, supply chain management/procurement, financial reporting	SO 3.1.1	Establishing and maintaining a sound and sustainable management of the fiscal and financial affairs of the municipality and its entities.	Municipal Governance & Administration (Finance, Supply Chain Management, Asset Management)	Financial Operations
				SO 3.1.2	Apply sound financial management practises to keep a positive cash		Financial Administration

Key Performance Area	SOOG Ref.	Strategic Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
					balance, coverage and liquidity ratios		

				SO 3.1.3	Manage, monitor and review existing financial systems to support accurate and credible reporting, budget monitoring and compliance		On going process
				SO 3.1.4	Refine procurement systems and processes to respond to the demand for services		Revision of the SCM policy

Key Performance Area	SOOG Ref.	Strategic Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
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							Total Municipal Financial Viability & Management
Good Governance&Public Participation	SOOG 4.1	The municipality is a well-governed institution, transparent, accountable and responsive to the needs of the community. A sound customer/client relationship,transparency, improved accountability and responsiveness to the community is achieved and sustained	Customers, public participation, awareness, performance management, risk management, integrated development planning, auditing, co-operative governance, safety&security, process management	SO 4.1.1	Effectively handling community enquiries and responding through an effective customer care service	Municipal Governance & Administration; Economic&Environmental Services (Marketing, Customer Relations, Publicity and Media; Language Policy, Media Services, Education; Literacy Programmes; Consumer Protection, Risk Management, Corporate Wide Strategic Planning (IDPs, LEDs), Governance Function, Administrative and	On going process

Key Performance Area	SOOG Ref.	Strategic Oriented Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
						Corporate Support; Mayor and Council; Municipal Manager, Town Secretary and Chief Executive, Security Services, Legal Services	
				SO 4.1.2	Promoting transparent and accountable governance through regular community engagements and effective administration		Legal Services
							Communications
							Community Participation



				SO 4.1.5	To discourage fraud and corruption through effective enforcement of		Enforce fraud and corruption policy
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Key Performance Area	SOOG Ref.	Strategic Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
					fraud and corruption policy as well as monitoring and implementation of consequence management		
							Total Good governance & Public Participation

Municipal Transformation & Organizational Development	SOOG 5.1	The municipality is adequately resourced with a skilled workforce capable of carrying out its developmental mandate. Strong career pathing is achieved	Employee management, capacity & skills building, administration, employment equity & diversity	SO 5.1.1	Investing in a workforce to meet service delivery demand through implementing a culture of continuous learning and improvement	Human Resources, Administrative and Corporate Support, Information Technology; Fleet Management, Marketing, Customer Relations, Publicity and Media; Language Policy, Media Service,	Employee Management
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Key Performance Area	SOOG Ref.	Strategic Oriented Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
				SO 5.1.2	Promoting sound labour relations through promoting effective human resource practises		Council Management

				SO 5.1.3	Optimise workforce productivity by enforcing a sound organizational culture		On-going process
				SO 5.1.4	Monitoring, review and progressively improve service delivery performance through improvement of		Auditing

Key Performance Area	SOOG Reff.	Strategic Outcome Goal(SOOG)	Infrastructure & Service Components	SO Reff.	Strategic Objective(SO)	Programme	Sub-Programme
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				SO 5.1.7	Monitor and enhance compliance with health and safety standards to		Security Services
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Key Performance Area	SOOG Ref.	Strategic Outcome Goal(SOOG)	Infrastructure & Service Components	SO Ref.	Strategic Objective(SO)	Programme	Sub-Programme
					improve employee working conditions the public and		
							Cleaning Services
							Total Municipal Institutional Transformation and Organizational Development

Spatial Planning & Environmental Management	SOOG 6.1	The system of spatial planning and land use management promotes social and economic development in an environmentally sustainable manner. Compact human	Spatial Planning, environmental management, geographic information systems	SO 6.1.1	Promoting integrated human settlements using spatial development strategies, frameworks and policies	Regional Planning and Development, Population Development, Biodiversity and Landscape; Nature Conservation	Reviewing the Municipal Spatial Development Framework
<b>Key Performance Area</b>	<b>SOOG Ref.</b>	<b>Strategic Oriented Outcome Goal(SOOG)</b>	<b>Infrastructure &amp; Service Components</b>	<b>SO Ref.</b>	<b>Strategic Objective(SO)</b>	<b>Programme</b>	<b>Sub-Programme</b>
		settlements that are socially cohesive					
				SO 6.1.2	Promoting and conserving the natural environment through land use management policies, plans and frameworks		Co-ordinating and monitoring environmental conservation through the Environmental Management Framework

							Total Spatial Planning & Environmental Management
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## 5.5 Alignment With The NDP & PGDS

NO.	NATIONAL OUTCOME	PGDS STRATEGIC GOAL	ZULULAND OUTCOME
1	Decent employment through inclusive growth.	Inclusive economic growth	<ul style="list-style-type: none"> <li>The environment in which future economic development will be achieved is transformed.</li> </ul>

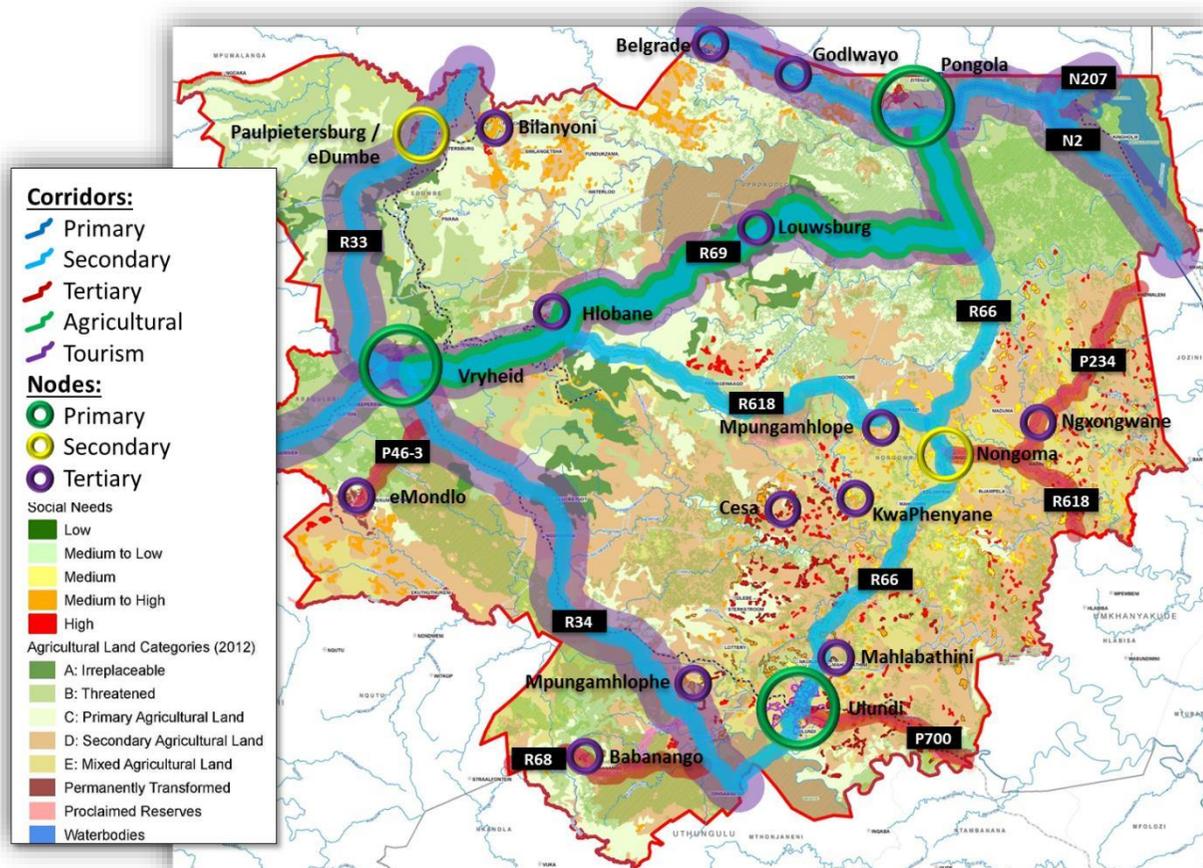
2	A skilled capable workforce to support an inclusive growth path.	Human Resource Development	<ul style="list-style-type: none"> <li>The environment in which future economic development will be achieved is transformed.</li> </ul>
3	Quality basic education. A long and healthy life for all South Africans. All people in South Africa are and feel safe. Vibrant, equitable, sustainable rural communities contributing towards food security for all.	Human and Community Development	<ul style="list-style-type: none"> <li>The health of Zululand communities and citizens is improved</li> </ul>
4	An efficient, competitive & responsive economic infrastructure network.	Strategic Infrastructure	<ul style="list-style-type: none"> <li>The Zululand economy is built.</li> </ul>

5	Protect and enhance our environmental assets and natural resources.	Environmental Sustainability	<ul style="list-style-type: none"> <li>The system of spatial planning and land use management promotes social and economic development in an environmentally sustainable manner.</li> </ul>
6	Responsive, accountable, effective & efficient local government. An efficient and development oriented public service.	Governance and Policy	<ul style="list-style-type: none"> <li>The municipality is a well-governed institution, transparent, accountable and responsive to the needs of the community.</li> <li>A sound customer/client relationship, transparency, improved accountability and responsiveness to the community is achieved and sustained</li> </ul>
7	Sustainable human settlement and improved quality of household life.	Spatial Equity	<ul style="list-style-type: none"> <li>Compact human settlements that are socially cohesive</li> </ul>

**Table 60: Alignment With The NDP & PGDS**

## 5.6 Spatial Perspective

### 5.6.1 SPATIAL VISION OF THE ZDM



The Image below depicts the conceptual spatial framework and the relation of the various proposed land uses, nodes, and corridors in relation to each other. These will be discussed in more detail in following sections. The combination of the elements discussed in the sections below results in the draft Spatial Development Framework Plan, as well as the proposed overlays relating to Biodiversity, Land Capability and Settlement Clusters.

Map 16: ZDM Spatial Vision

### 5.6.2 DEVELOPMENT NODES

The relative importance of development nodes reflects an area’s economic development potential and the range of service that should be provided. The nodal hierarchy in the District SDF should therefore be interpreted in a district context. Notwithstanding the broad level of indication of nodes at a district level, it is of the utmost importance at the local level that any identified nodes be clearly demarcated on a cadastral basis. Such demarcation is important to:

Optimise the use of existing bulk infrastructure and social facilities.

Discourage urban sprawl.

Ensure compact and efficient urban areas.

Protect agricultural land with high production potential. ○ Provide guidance to both public and private sectors investors.

Promote economic, social, and environmental sustainability.

Accommodate reasonable future demand for development.

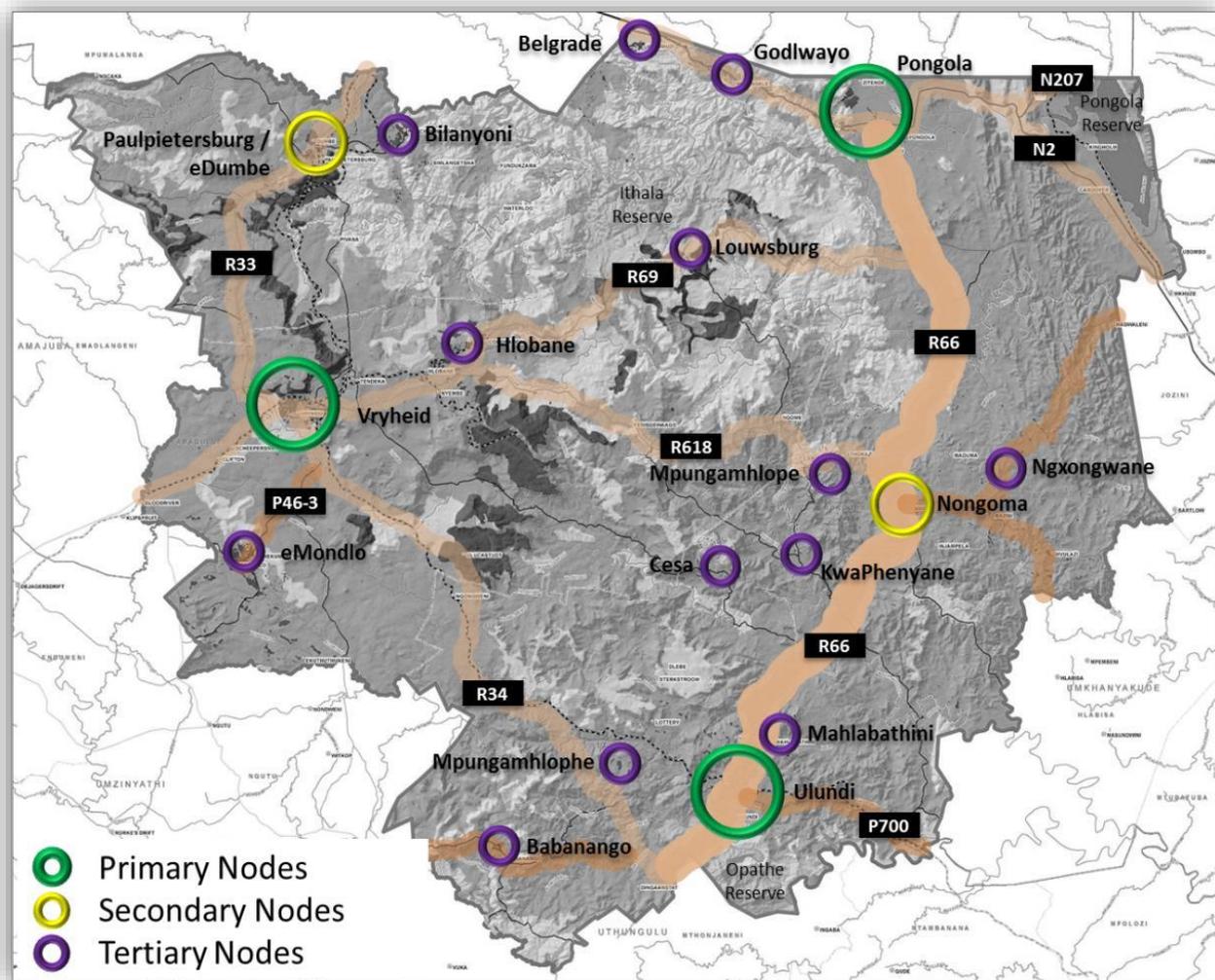
Name of Municipality	Primary Development Nodes	Secondary Development Node	Tertiary Development Nodes	
Abaqulusi Local Municipality	• Vryheid		eMondlo Hlobane	• Louwsburg
Ulundi Local Municipality	• Ulundi		Babanango Ceza	Mpungamhlophe Nqulwane
uPhongolo Local Municipality	• Pongola		Belgrade Godlwayo	

Nongoma Local Municipality		• Nongoma	Kwaphenyane Maphophoma	Mahashini Ngxongwane
eDumbe Local Municipality		• Paul Pietersburg/ eDumbe	• Bilanyoni / Mangosothu	

Table 61: DEVELOPMENT NODES

**5.6.2.1 PRIMARY NODES** ○ **Pongola** – the economy of Pongola is based on large scale commercial production of Sugarcane. The uPhongolo natural features further allow for eco-tourism opportunities in the highly sensitive areas adjacent the Pongola Poort Dam, and the areas between the R69 and the N2.

**Ulundi** – Ulundi, as the current seat of the Zululand District Municipality and has a strong public service-oriented economy. It is a service centre for a vast rural hinterland.



Map 17: Development Nodes

**Vryheid** – In comparison to Pongola and Ulundi, Vryheid has a much larger commercial and services sector, although the economy is also dependant on agriculture, and mining.

These nodes are mainly centres which should provide service to the sub-regional economy and community needs. These centres were identified as Third Order Development nodes within the PGDS. The following functions are envisaged for these centres.

Secondary Economic Growth Areas ○ Promote as Secondary Node in support of Corridor

Development ○ Promote Compact Urban Development & Combat Urban Sprawl ○ Promote Focused Investment & Managed Growth ○ Promote Densification (Brown Agenda) & Infill Development ○ Provide Economies of Scale for Effective & Affordable Service

Delivery ○ Infill where High Levels of Services are Available (Restructuring

Nodes) ○ Increased Residential Density (number of dwellings) ○ Promote Socio-Economic Upliftment ○ Promote provision of sufficient Bulk Infrastructure Services

(Demand & Supply) ○ Priority spending on Infrastructural Upgrading Needs (New &

Maintain) ○ Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities

#### *5.6.2.2 SECONDARY DEVELOPMENT NODES*

The following 2<sup>nd</sup> order nodes have been identified in the District Area.

Paul Pietersburg ○ Nongoma

These nodal areas do not provide services or economic advantages significant on Provincial Level but fulfil very important service delivery functions within the local economies of the municipalities and are the only areas providing commercial choice to the residents of the respective municipalities.

These nodes were identified as fourth order nodes within the KZN PSDF. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:

Focused investment in areas of Poverty Concentrations ○ Promote Integration (Green Agenda) ○ Integration in terms of

Mixed Densities & Uses ○ Improve Transportation linkages to Nodes ○ Promote Social-economic Integration ○ Eradicate Backlogs & Promote Basic Service Infrastructure &

Delivery ○ Promote Socio-Economic Upliftment ○ Promote provision of sufficient Bulk Infrastructure Services

(Demand & Supply) ○ Priority spending on Infrastructural Upgrading Needs (New &

Maintain) ○ Rural Service Delivery Point

○ Promote & Establish PPP's ○ Promote Cultural & Community Based Tourism

### 5.6.2.3 TERTIARY DEVELOPMENT NODES

A total of 14 third order nodes have been identified throughout the district. The functions of these nodes consist of basic government service delivery to the surrounding communities with very limited

commercial opportunities. The services sector within these areas is basically non-existent.

### 5.6.3 DEVELOPMENT CORRIDORS

One of the major structuring elements determining the existing and future concentration of development, activity and investment in a municipality are the corridors. A mixture and a hierarchy of the mentioned corridors should be provided to facilitate different levels of developmental and movement functions.

Table 50 below and image below identify the proposed Hierarchy of movement routes within the District.

Municipality	Primary Corridor	Secondary Corridor	
Nongoma	R66	P234 & R618	P735
aBaqulusi	P34-3 & P46 (R69) P47 (R34) P404 (R33)	P463 P258 P253 P34-4 D1303 D1309 P199	P523 P274 P220 P49-1 P49-2 P293

uPhongolo	N2 & N720	P52-3 (R66)	P46-4 (R69)
	R34 & R66	R68	P700

Ulundi eDumbe	P34-5 (R33) P404 (R33)	P271 P229	P34-4 P221

**Table 62: DESCRIPTION OF CORRIDOR DEVELOPMENTS**

Source: Individual SDF documents of Municipalities

The combination of the above corridors ensures connectivity between all Municipalities within the District. Public interventions envisaged in this area relate to:

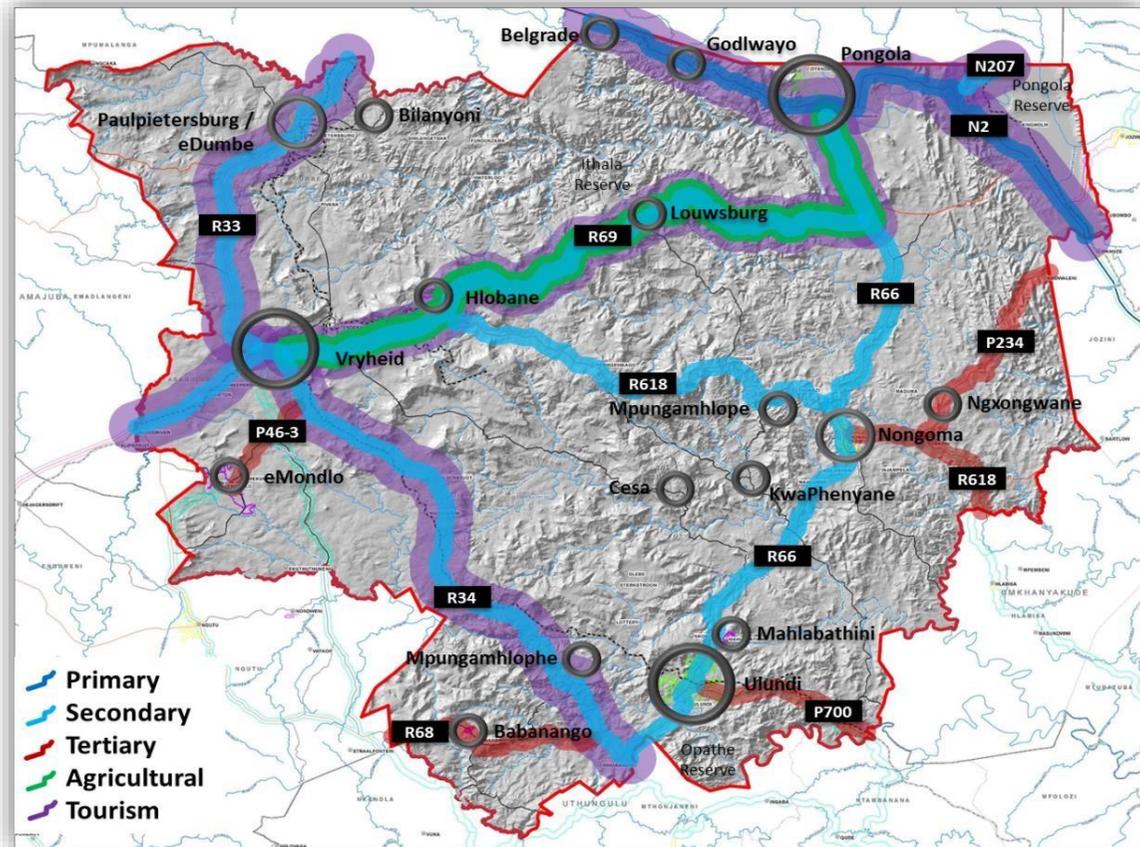
Constant Inter Governmental communication and co-ordination relating to the development of the Major Economic Corridors and its impact on the Zululand District Municipality.

Tarring of roads which will provide transport services access to the remote regions and open up additional economic opportunity in opening the areas. Accessibility is of key importance. ○

Developing a localized Corridor Development Strategies, this will focus on spatial structure, infrastructure provision and attracting both public and private sector investment. ○

Ensure multimodal transport integration occur along these roads at key points.

Map 18: Development Corridors



The KZN PSDF identifies an agricultural corridor traversing the District in a North South Direction along the R66 from Pongola through Nongoma, to Ulundi and further south, and might refer to a corridor for distribution of agricultural produce. Agricultural activities are actually

intensifying along the R69 towards Vryheid, where high potential agricultural land is situated. It is therefore proposed that this route be earmarked as an agricultural corridor to allow for economies of scale to develop in the agricultural sector. This area consists of high potential agricultural land.

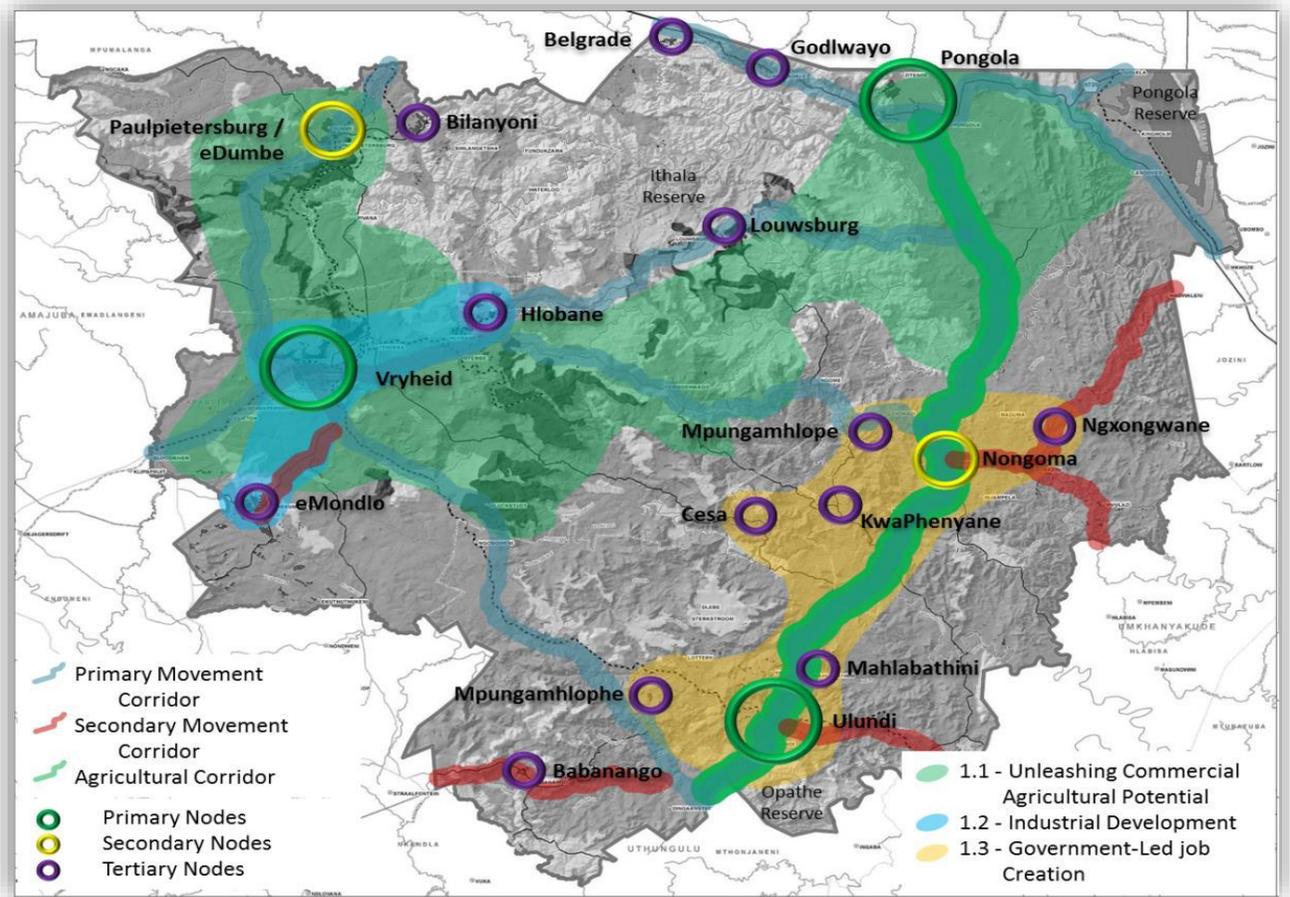
#### *5.6.4 SPATIAL STRATEGIC INTERVENTION AREAS*

##### *5.6.4.1 PGDS STRATEGIC GOAL 1 - JOB CREATION*

The Map overleaf depicts the areas where the strategic objectives from the KwaZulu-Natal Provincial Growth and Development Strategy need to be addressed urgently to allow for overall economic growth of the District.

The above strategic goals have the collective aim of investing in areas with the potential of obtaining a high “rate of return”. Resources are therefore identified which has not yet reached its full potential and can be developed in order to do so.

Agricultural potential that can be developed is situated within the municipalities of uPhongolo, Abaqulusi and eDumbe LM, where conditions are favourable for agricultural production. Industrial Expansion is proposed within the Abaqulusi Local municipality where the best developed infrastructure for Industrial Development exists.

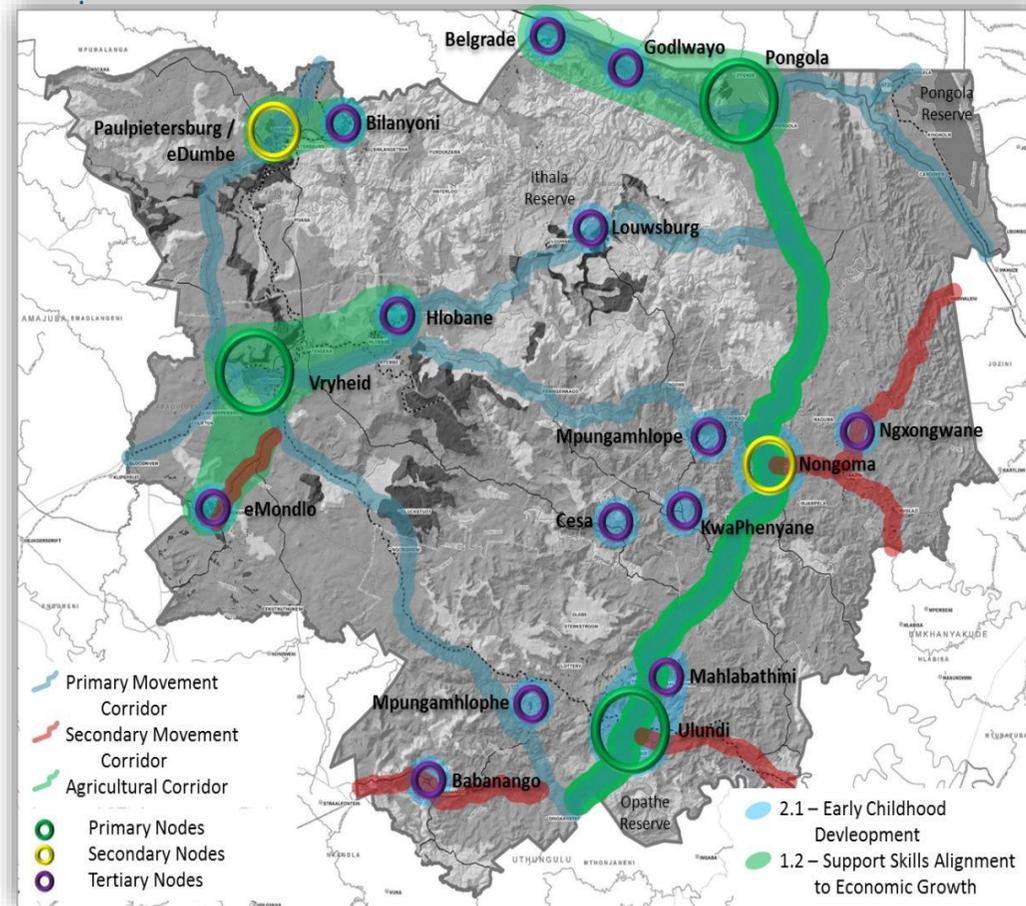


Map 19: Job Creation

5.6.4.2 GDS STRATEGIC GOAL 2 – HUMAN RESOURCE DEVELOPMENT

The Map overlaid depicts the areas of intervention for early Childhood Development, and skills development which should be improved to assist with economic growth within areas. Basically, the nodal areas are targeted for early childhood development. And skills development.

Areas within the Abaqulusi LM (Vryheid Hlobane and Emondlo), eDumbe LM (Paul Pietersburg, eDumbe & Bilanyoni) and uPhongolo LM (Pongola, Godlwayo & Belgrade) has economic potential that can only be tapped if the skills of the communities are developed to allow for them to participate in the economy. The economic base within these municipalities is largely private sector driven, and therefore skills development to allow for active participation in this economy is required and could be achieved through tertiary training facilities.

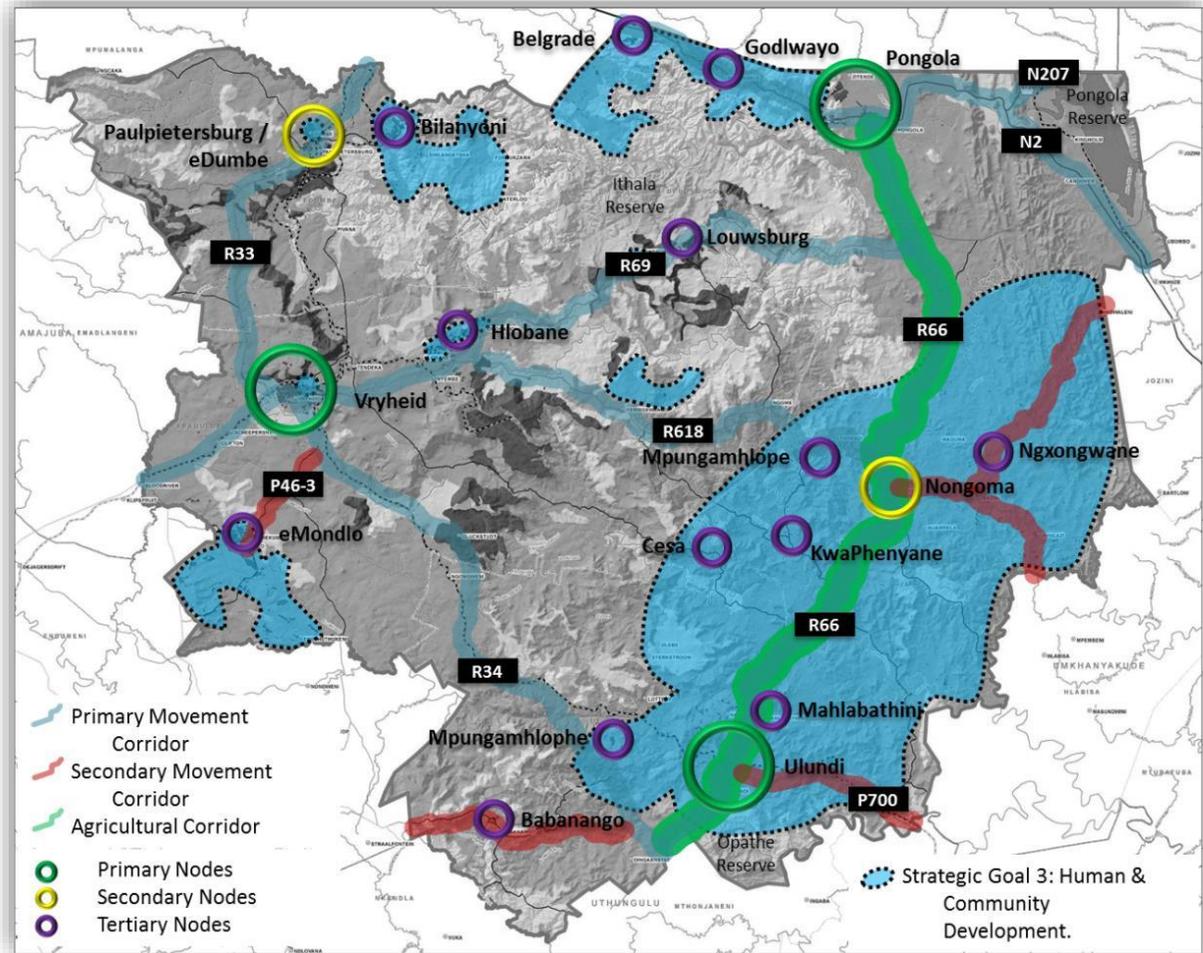


Map 20: Human Resource Development

**5.6.4.3 PGDS STRATEGIC GOAL 3 – HUMAN AND COMMUNITY DEVELOPMENT**

The above strategic goals are to a large extent applicable to the same geographic area, as these are aimed at developing and improving the lives of communities with the highest levels of deprivation. The areas in need of these interventions are largely situated on Ingonyama Trust Land. Subsequently Large portions of the Ulundi and Nongoma Local Municipalities are earmarked for interventions under this Strategic Goal.

In addition to the identified areas hatched in blue, the nodal areas as well as all new housing projects should be targeted for initiatives related to Human and Community Development. Within achieving this goal, economic development is not possible as the population who participates in the economy needs to be healthy to do so.

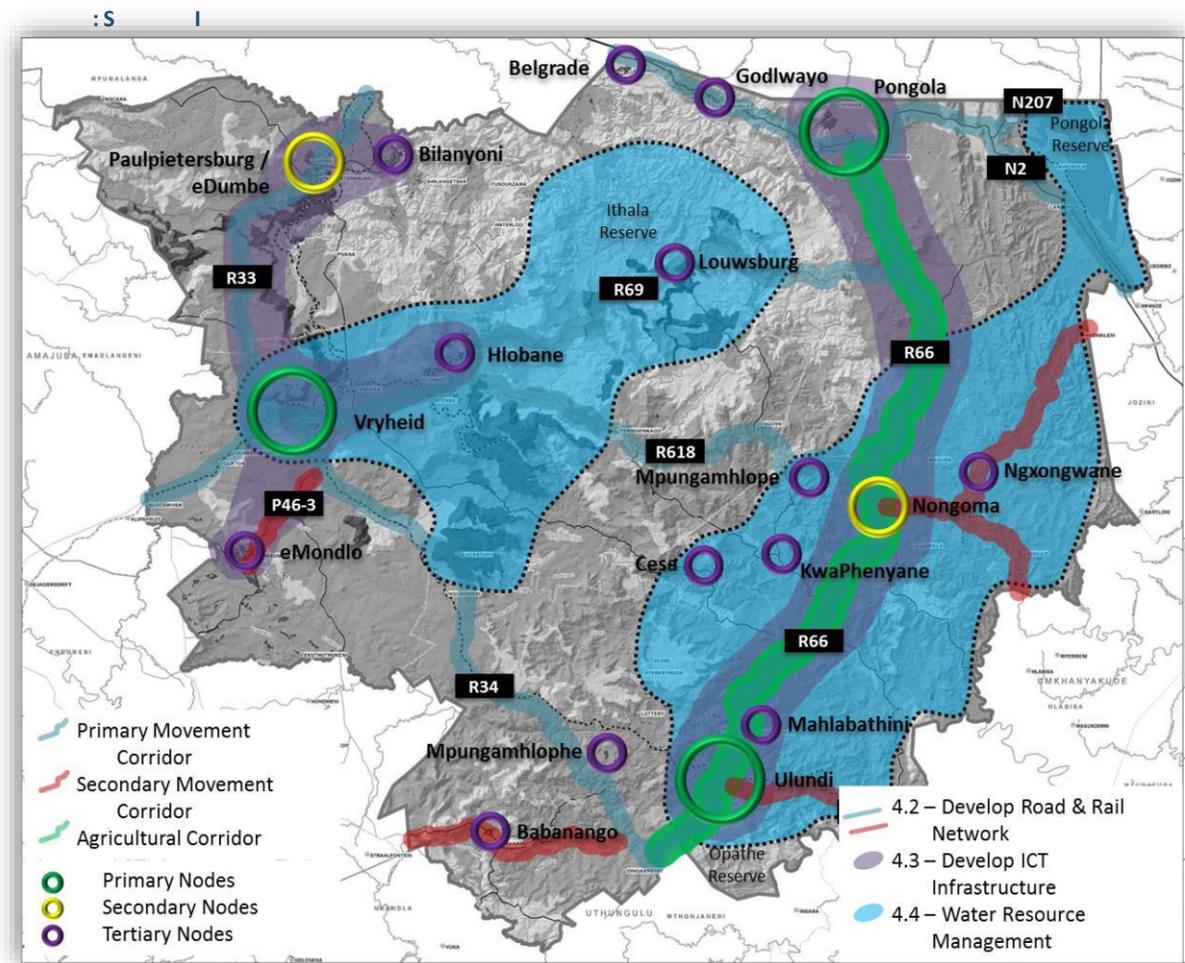


**Map 21: Human & Community Development**

#### 5.6.4.4 PGDS STRATEGIC GOAL 4 – STRATEGIC INFRASTRUCTURE

The transportation network is the only manner for transporting economic goods and subsequently an integrated system is required to allow for a fully functional district.

The map above depicts the most important connections within the Municipality which is critical for accessibility to economic areas, and movement of economic goods. Information & Communications Technology is critical to ensure competitiveness with economic competitors and ensuring accessibility to the global markets. It is therefore important that ICT is highly accessible within the Nodal Areas. Strategic Infrastructure is further aimed at addressing the most pressing needs within the district. Subsequently, water resource management is earmarked within area where the highest need exists.

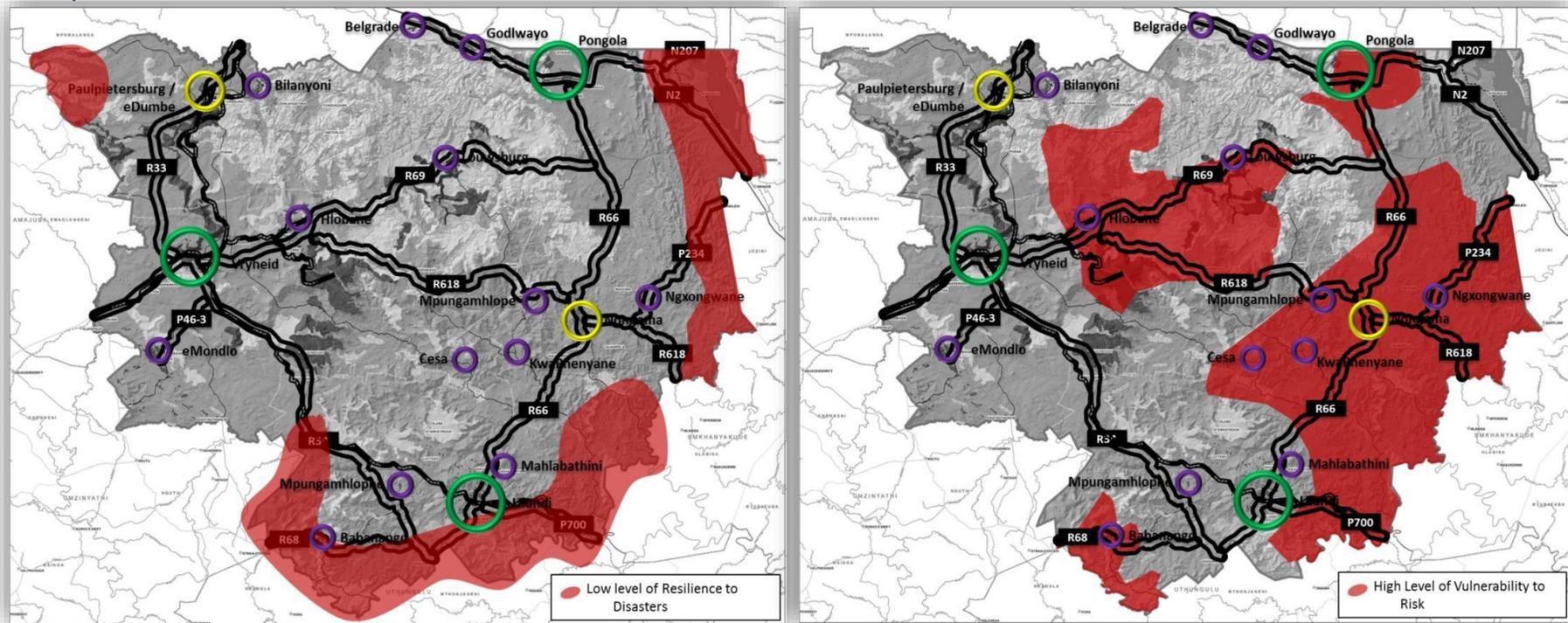


Map 22: Strategic Infrastructure

## 5.6.4.5

## L 5 – RESPONSE TO CLIMATE CHANGE

The Map below depicts the areas identified earlier as environmentally sensitive, and which is important for maintenance of ecological and biodiversity integrity. These areas consist of the environmentally sensitive areas identified on the informant maps as well as the environmental corridors identified by the KZN PGDS and Spatial Development Framework.



Map 23: Response to climate change

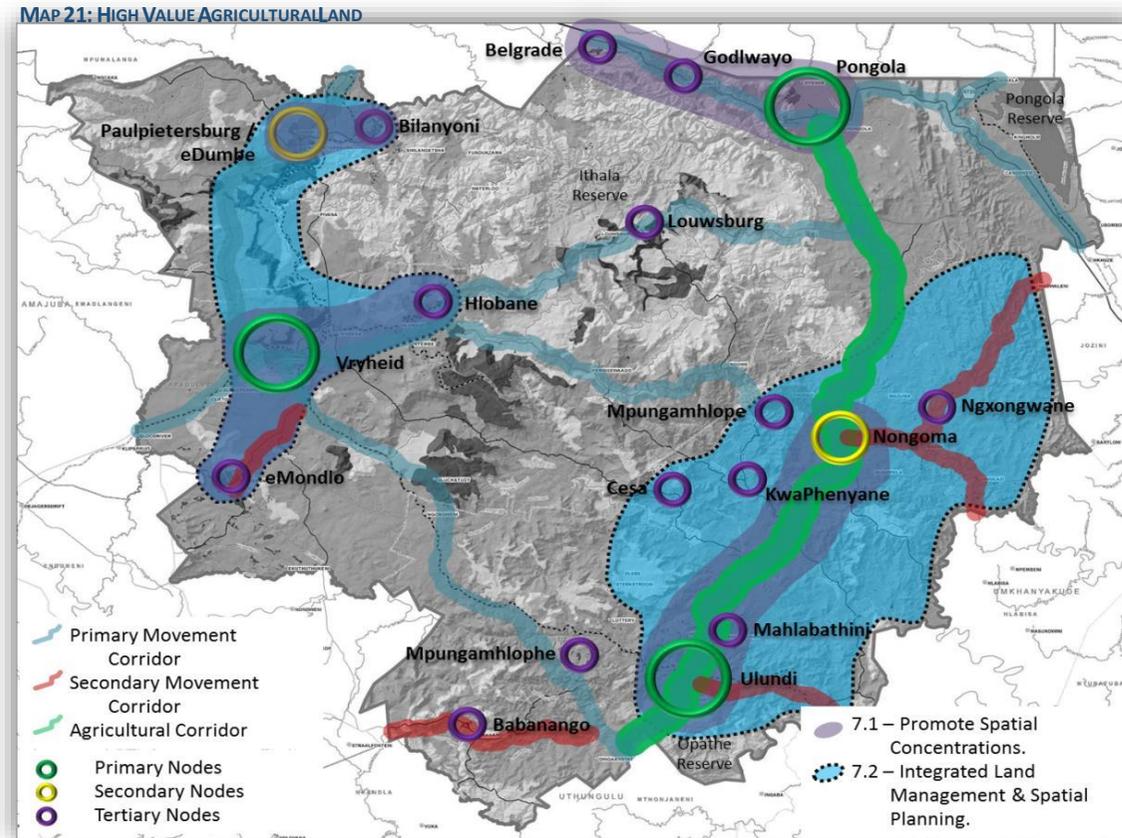
#### 5.6.4.6 7 – SPATIAL EQUITY

Spatial Equity promotes spatial transformation and provides a framework for effective land use management and spatial planning

#### 5.6.5 HIGH VALUE AGRICULTURAL LAND

The intension is to identify areas with agricultural potential in order to expand the agricultural Sector. This will also address the protection of vulnerable agricultural land. The locality of the different levels of agricultural potential is depicted on the image below.

The agricultural activities within the Zululand District can be grouped into four distinct areas which deal with arable agriculture, Forestry, Grazing Activities, and Subsistence Agriculture. The highest potential agricultural land is situated in the northern half of the district and more specifically in the more evenly sloped areas of uPhongolo, Abaqulusi, and eDumbe Local Municipalities.



Map 24: High Value Agricultural Land

In general, the subdivision of prime agricultural land will be discouraged. The development of this land for non-agricultural purposes should only be allowed if:

The land has already been subdivided to such an extent that it is no longer agriculturally viable;

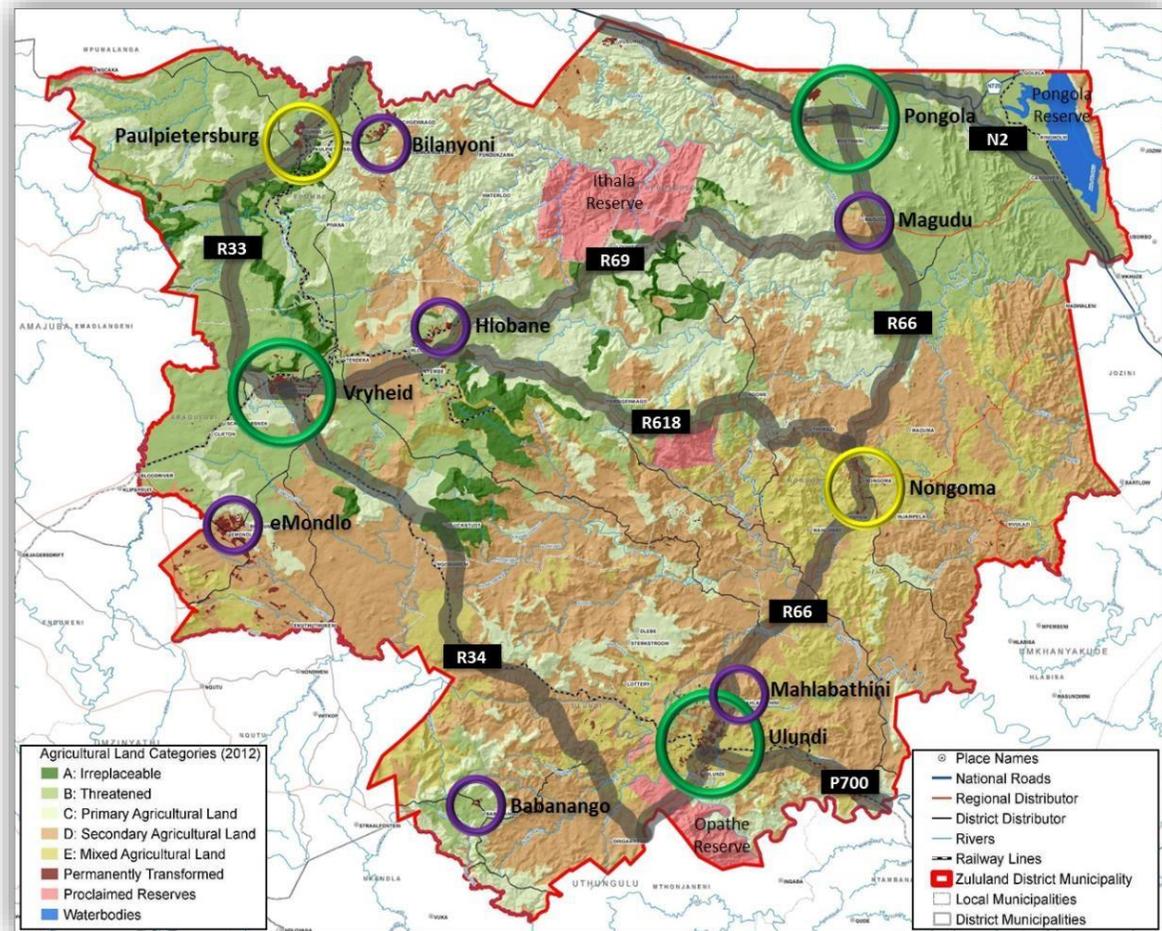
The land has already been developed for non-agricultural purposes;

The proposed development does not compromise the primary agricultural activity of the property;

The proposed development comprises a secondary activity to supplement a landowner's income;

It will facilitate the implementation of the Land Reform Programme and Labour

Tenant Projects.



Map 25: Preservation of Agricultural Land

The Department of Agriculture Forestry and Fisheries does not consider anything less than 20ha as a viable unit, and subsequently subdivision of less than 20ha will not be allowed. The arable land identified is under severe

pressure from settlement expansion and land uses such as mining. Mining activities specifically threatens the areas south of the

Hlobane Coronation area where the highest agricultural potential for the district is situated.

As agriculture is one of the main employment sectors in the District and forms a large part of the economic base of three of the five municipalities, it is essential that sound land management approaches be developed and implemented. The southern parts of the Municipality are characterised by secondary Agricultural Land which coincides with the subsistence agricultural activities. There is still a lot of potential to develop the agricultural sector within these areas, although projects need to be implemented to ensure expansion of the large-scale agricultural activities.

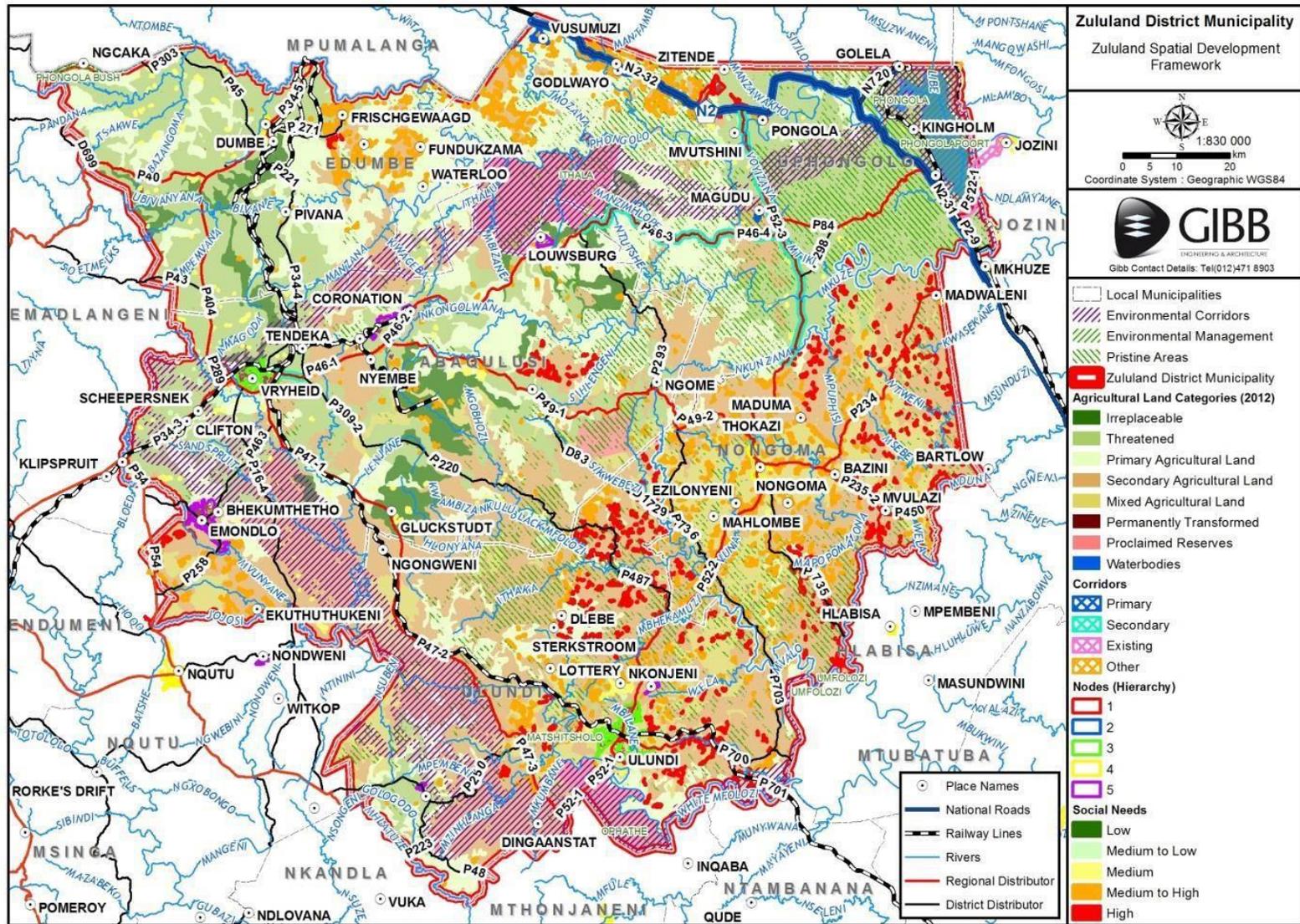
It will be necessary to, through a participatory process with traditional authorities and communities undertake a detailed assessment of arable land within the district and more specifically the rural municipalities of Ulundi and Nongoma. It will be necessary to agree on measures to be implemented to on the one hand protect/reserve land, but also on the other, to make it available for intensive agricultural production activities.

Such an investigation should also identify opportunities for irrigation, the development of farming infrastructure (e.g. dams, pipelines, fences, and the like). The development of these should be prioritised. With regards to cropping there is a range of options to be considered, which is beyond the scope of this spatial framework to identify. The Bio-Resource Unit information of the National Department of Agriculture Forestry and Fisheries provides guidelines in this regard. Important opportunities relating to agricultural development to be pursued in the arable areas and areas in close proximity include:

Implementation of the massification programme of the

Department of Agriculture; ○ ensuring easy access to relevant extension services; ○ input supply opportunities; ○ specialist agricultural support opportunities, e.g. ploughing, harvesting etc; and

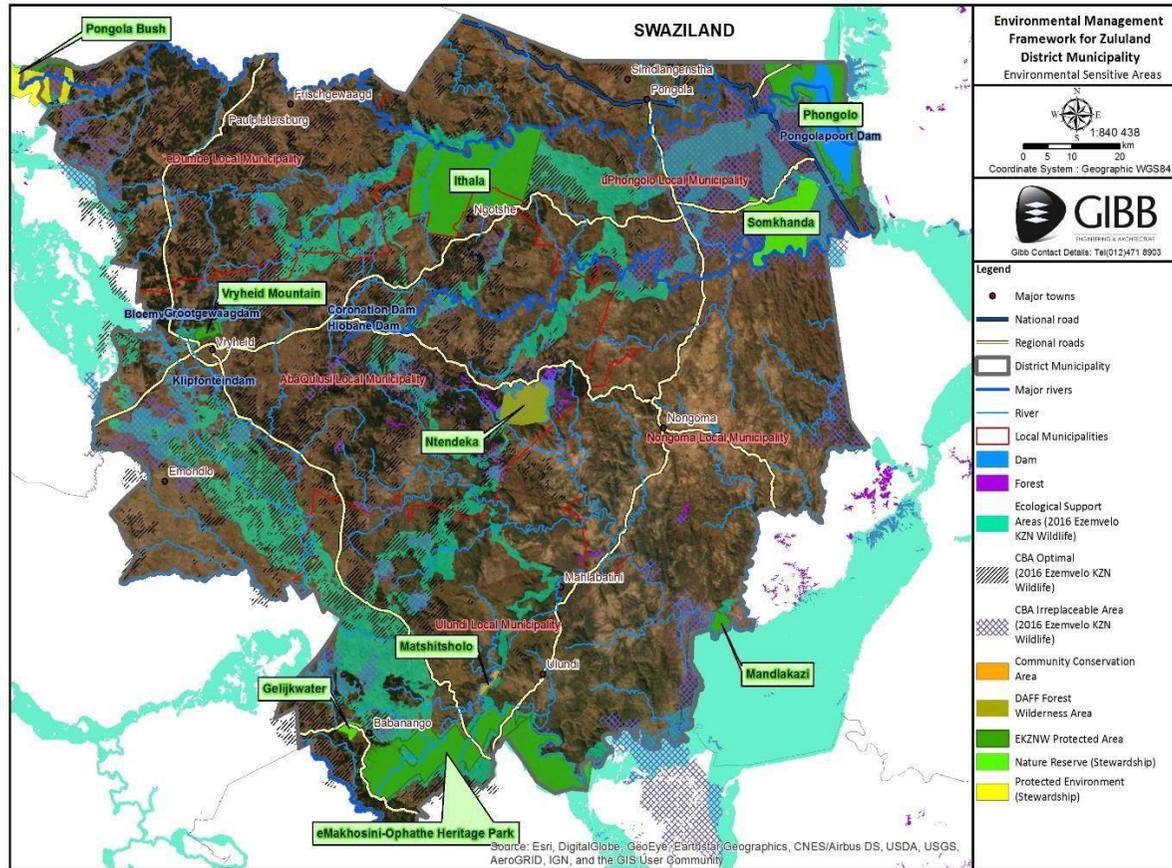
Agri-processing opportunities.



Map 26: ZDM Spatial Development Framework

## 5.7 Strategic Environmental Management Plan

### 5.7.1 ENVIRONMENTAL SENSITIVITIES



Map 27: Environmental Sensitivity

The environmental sensitivity analysis entailed the identification of environmental features; these are predominantly areas that have already been identified as being sensitive (refer to Map 25). Once environmental features were determined, sensitivity weightings were assigned to each feature. Aquatic features and EKZNW Protected Areas are defined as 'No-go areas', on which no development should take place. High to low rating for other environmental features is shown in table 51. Once the weightings for each sensitive feature were established, the features were given a cumulative sensitivity rating. For example, if an area consisted of a CBA irreplaceable area as well as a Forest Wilderness Area, the total sensitivity rating for this area would be higher than another area on which only one sensitive environmental feature is present.

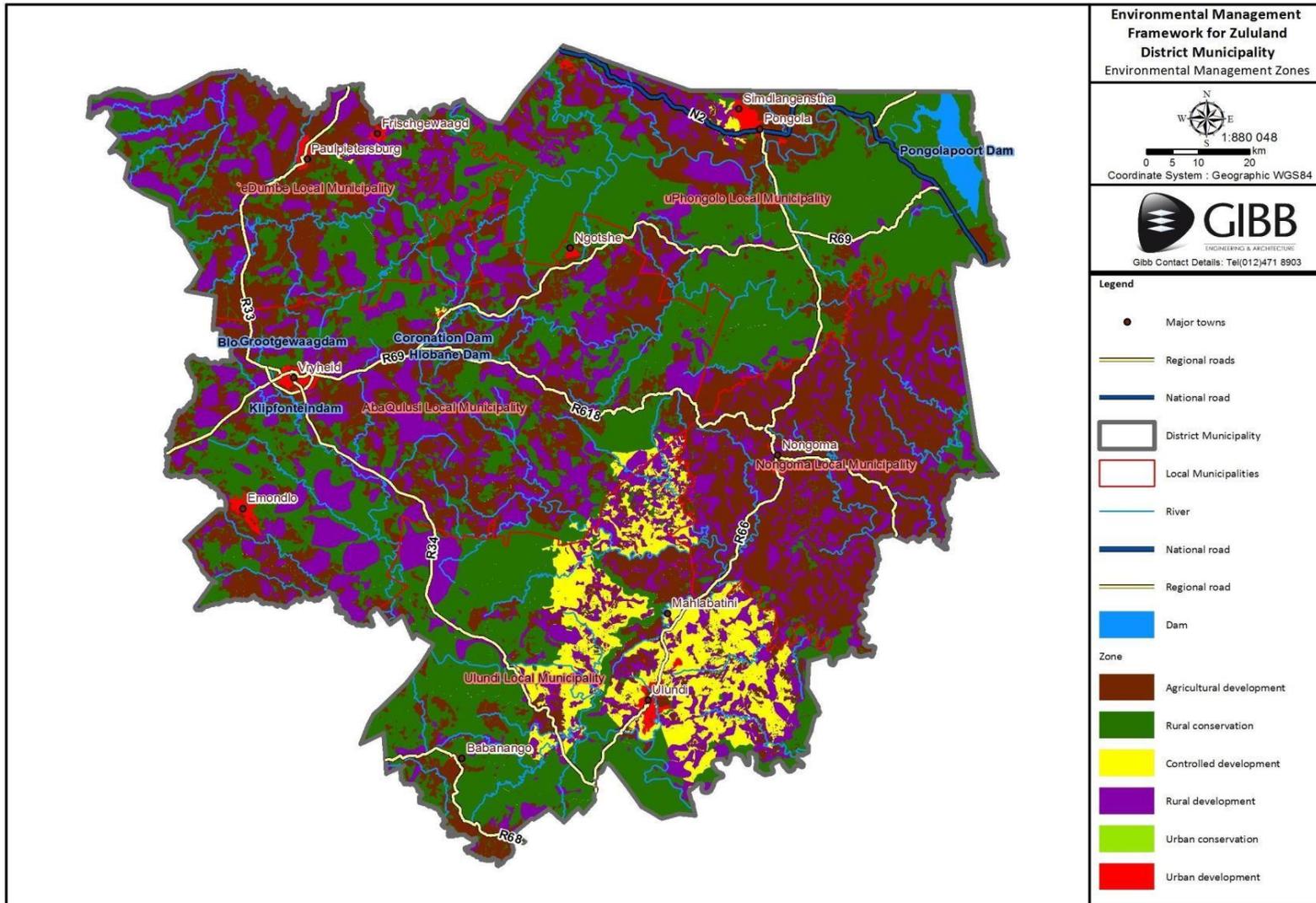
### 5.7.2 ENVIRONMENTAL MANAGEMENT ZONES

Environmental management Zones in the ZDM are as follows:

**Table 63: Environmental management Zones in the ZDM**

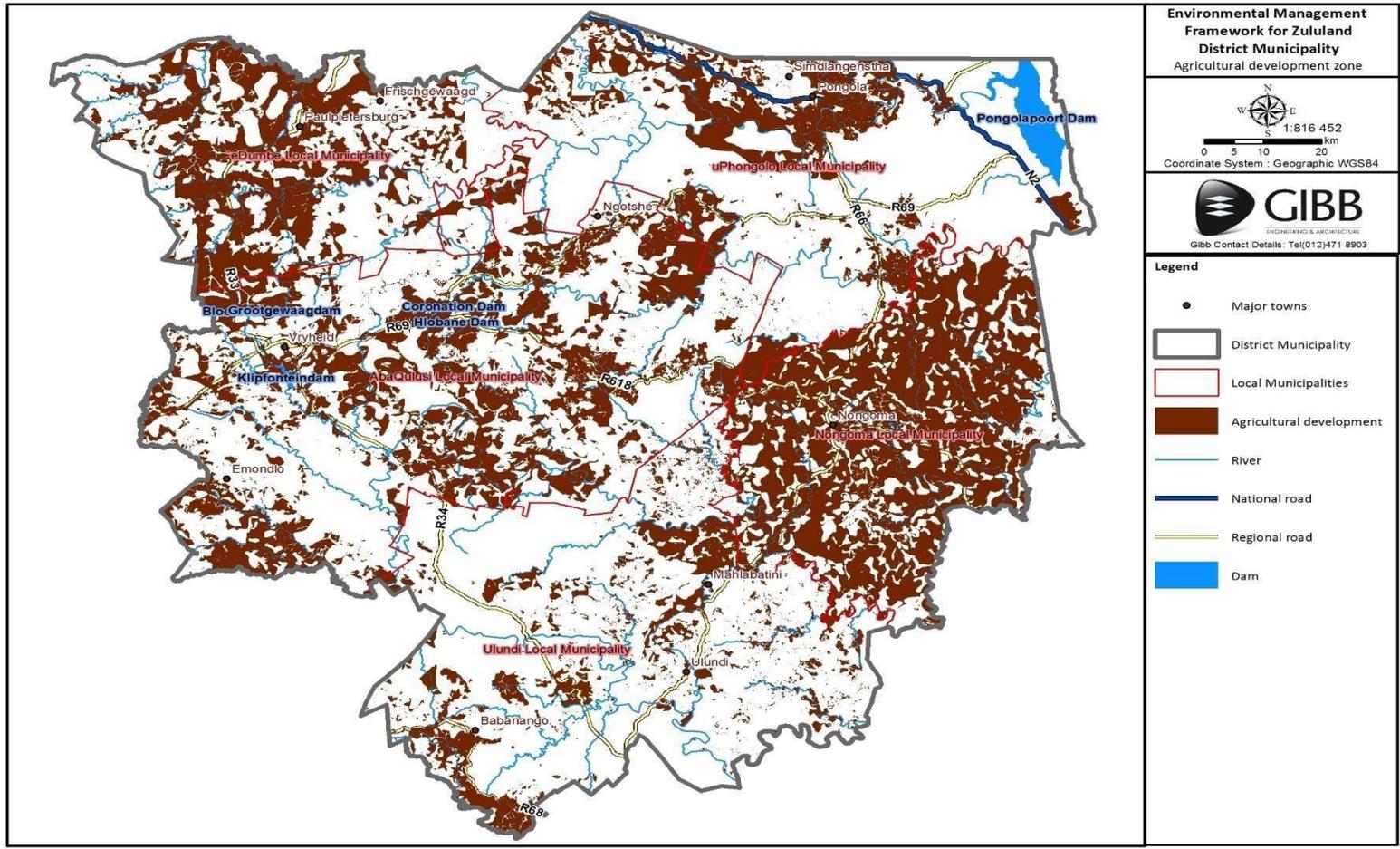
Zone	Conflicts resolved
Agricultural development zone	Farm boundaries that conflicted with the Urban edge Farm boundaries that conflicted with conservation zone
Rural conservation zone	Medium to high sensitivity that conflicted with good or high potential agriculture Medium to high sensitivity that conflicted with the Urban development zone (but not the urban edge) and agricultural zone but not farm boundaries
Controlled development	<ul style="list-style-type: none"> <li>Low environmental sensitivity that conflicted with urban development zone (but not the urban edge)</li> </ul>
Rural development zone	<ul style="list-style-type: none"> <li>Rural settlements that conflicted with all zones remained as rural development</li> </ul>
Urban development zone	Urban development zone that conflicted with the agricultural zone (but not farm boundaries) The urban edge that conflicted with low environmental sensitivity

Policies, plans, and programmes of spatial and environmental planning are devised to facilitate sustainable development of an area, which includes spatial location of developments that would inform location of settlements, built up areas, and infrastructure, that would allow for service delivery, in the most cost-effective way; and to allow for the preservation of environmental attributes in the area on which fauna and flora and humans depend. Achieving the spatial and environmental vision of an area requires buy-in and support of all relevant stakeholders and landowners, especially that of traditional authorities, who own large tracts of land, and who should be made aware of the developmental principles followed when spatial and environmental planning is done.



Map 28: Environmental Management Zones

5.7.2.1.1 ZONE 1: AGRICULTURAL DEVELOPMENT ZONE



Map 29: Agricultural Development Zone

<b>Intention</b>			
<p>The agricultural sector is important to the local economy and job creation in the area. Therefore, sustainable agricultural development is critical for resources that are important for food security, livelihoods, economic activity and job creation. This zone was established to promote sustainable agricultural development with the intention of boosting the agricultural sector’s contribution to the economy; to protect uncultivated areas with agricultural potential from being lost to other development types or degradation, and to conserve natural resources.</p>			
<b>Attributes included</b>	<b>Rationale (why attributes are included)</b>	<b>Attributes excluded</b>	<b>Rationale (why attributes are excluded)</b>
<p>Good and high agricultural potential areas.</p> <p>Cultivated land (subsistence farming, and existing farm boundaries).</p> <p>Agricultural investment areas.</p> <p>Farm boundaries.</p>	<p>Agriculture is an important economic activity within this area and are earmarked by various developmental plans and strategies as the sector with economic growth opportunities.</p> <p>Therefore, areas suitable for agricultural activity should be conserved for agricultural practices only to prevent loss of agricultural output and job creation, if such land was occupied by other activities. This allows preservation of the relevant land for future agricultural practices and could contribute to reducing future food security challenges and resultantly reduce vulnerability to food security.</p> <p>Existing cultivated areas were found to have overlapped with areas previously identified as areas with different attributes, such as high sensitive areas, or urban areas. Since these areas are already altered to farming practices, these areas were included in this zone.</p>	<p>Areas of low agricultural potential.</p> <p>Areas with environmental sensitivity ratings of low-medium and higher.</p>	<p>Natural environments need to be conserved to promote and protect ecosystem functioning as farmers also benefit from a wellfunctioning ecosystem.</p> <p>Areas with low agricultural potential may be better used for alternative activities.</p> <p>Built-up areas cannot be converted to agricultural land.</p>

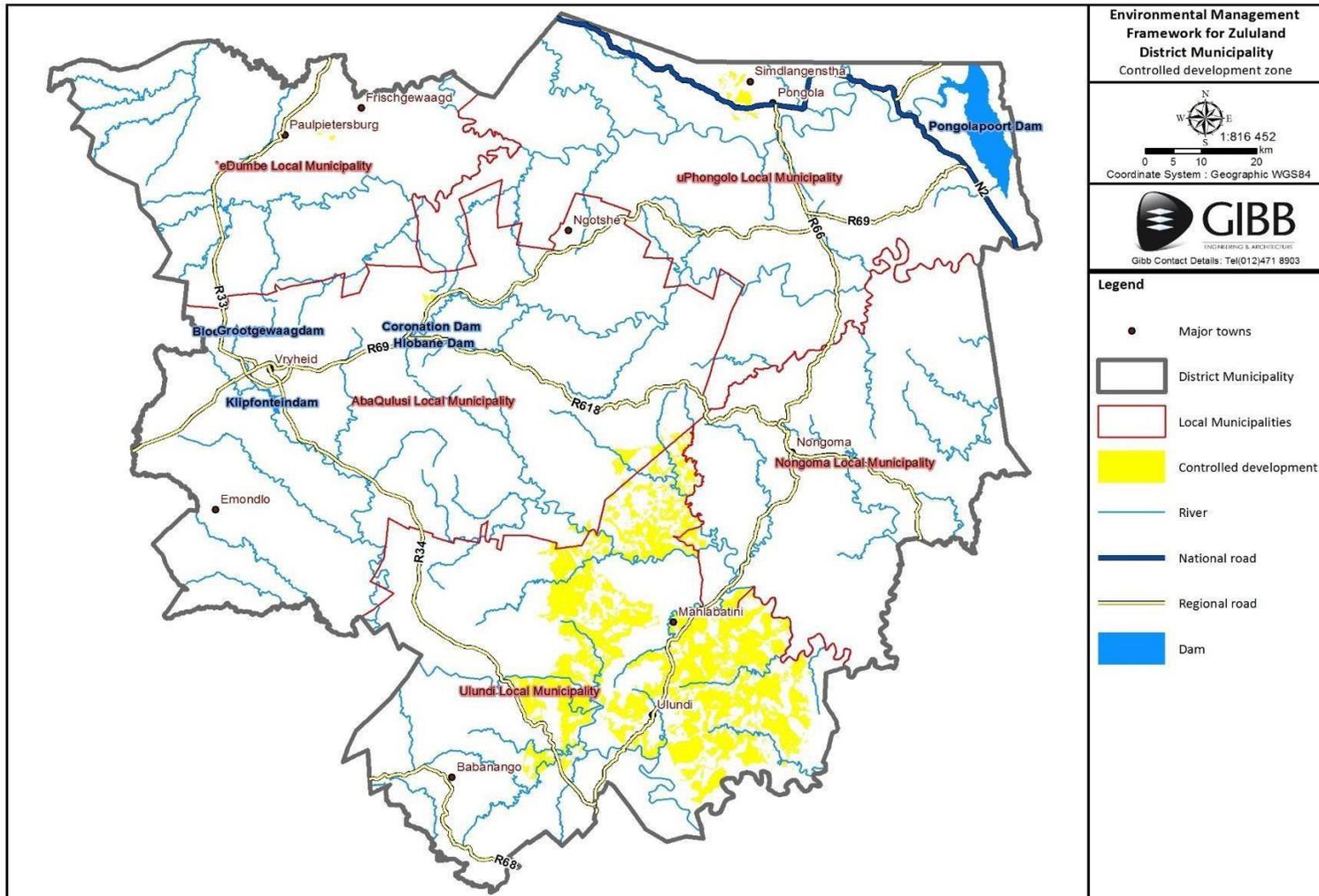
**Table 64: AGRICULTURAL DEVELOPMENT ZONE INTENTION AND ZONE ATTRIBUTES**



<b>Intention</b>			
The rural conservation zone is developed with the intention to protect sensitive environments, ecosystem components, and ecosystem services within areas that do not fall within urban areas.			
<b>Attributes included</b>	<b>Rationale (why attributes are included)</b>	<b>Attributes excluded</b>	<b>Rationale (why attributes are excluded)</b>
<p>All sensitive environments including:</p> <ul style="list-style-type: none"> <li>○ Dams</li> <li>Rivers ○ Wetlands ○ Forest</li> <li>DAFF Forest wilderness areas ○</li> <li>○ EKZN Wildlife protected areas</li> <li>○ Nature reserves (stewardship reserves)</li> <li>Protected environment (stewardship) ○ CBA optimal</li> <li>○ CBA irreplaceable ○</li> <li>Ecological support areas ○</li> <li>Ecological corridors ○</li> <li>Community conservation area.</li> <li>Medium to very high sensitive environment areas that overlapped with data sets for good to high agricultural potential land, and investment agriculture, but was not yet cultivated.</li> </ul>	<p>The environmental features within the district have to be protected to ensure a functioning ecosystem, which would continue to deliver quality ecosystem goods and services upon which current and future livelihoods depend.</p> <p>Areas of good and high agricultural potential which also has medium to high sensitivity ratings were included in this zone since the conservation of the natural state of the environment would also conserve the agricultural potential of the land, which may be required for agricultural development in future (where if this land was zoned to agriculture, it would require rehabilitation to convert back to its natural state).</p>	<p>Areas within environmental sensitivity that were inside the urban boundary.</p> <p>Cultivated land data sets that overlapped with environmental sensitivity areas datasets.</p>	<ul style="list-style-type: none"> <li>• The attributes not included relate to land upon which various land uses area already practiced and therefore cannot be included as areas that should be conserved.</li> </ul>

Table 65: RURAL CONSERVATION ZONE INTENTION AND ZONE ATTRIBUTES

5.7.2.1.3 ZONE 3: CONTROLLED DEVELOPMENT ZONE

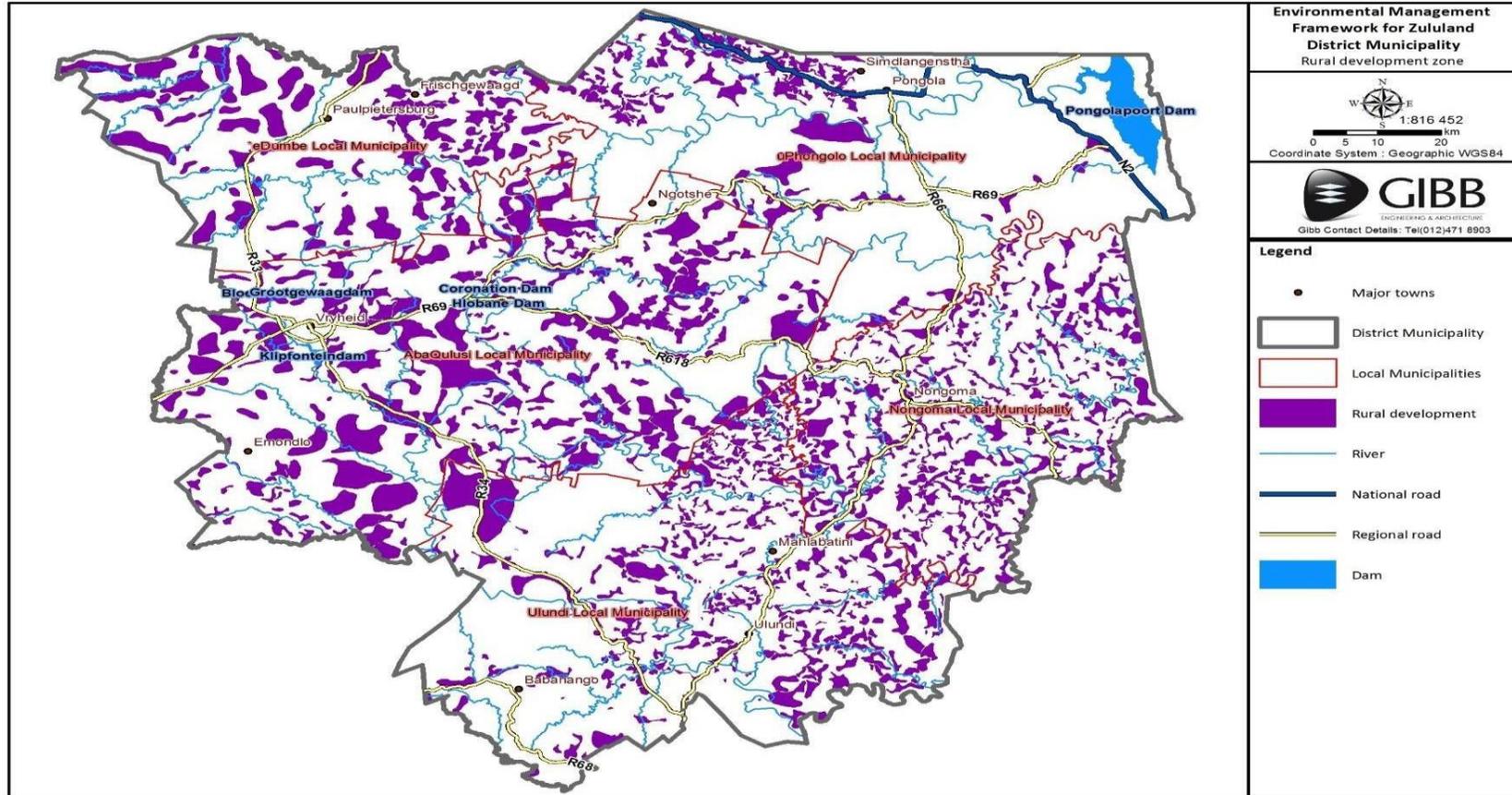


Map 31: Controlled Development Zone

<b>Intention</b>			
The controlled development zone was established with the intention of ensuring sustainable development on landscapes with low environmental sensitivity, that should also be able to withstand lower developmental impacts. Development activity is allowed if it is controlled and monitored to ensure such is done in a sustainable manner and to prevent degradation of surrounding environments.			
<b>Attributes included</b>	<b>Rationale (why attributes are included)</b>	<b>Attributes excluded</b>	<b>Rationale (why attributes are excluded)</b>
<ul style="list-style-type: none"> <li>Environmental features that have a low environmental sensitivity rating, inside and outside urban boundaries.</li> </ul>	<ul style="list-style-type: none"> <li>Areas for development expansion may be required in urban areas, as well as in rural areas. This zone allows for expansion onto environments with low sensitivity rating but should occur with adherence to the guidelines provided to prevent high- risk impacts of developments on natural environments.</li> </ul>	<ul style="list-style-type: none"> <li>Areas with no environmental sensitivity, and with low-medium to very high environmental sensitivity.</li> <li>Built-up areas.</li> <li>Rural settlements.</li> <li>Areas with attributes included in the agricultural zone, and the conservation zones.</li> </ul>	<ul style="list-style-type: none"> <li>The attributes excluded include attributes that form base data for other zones in this EMF for which other management guidelines apply.</li> </ul>

**Table 66: CONTROLLED DEVELOPMENT ZONE INTENTION AND ZONE ATTRIBUTES**

5.7.2.1.4 ZONE 4: RURAL DEVELOPMENT ZONE

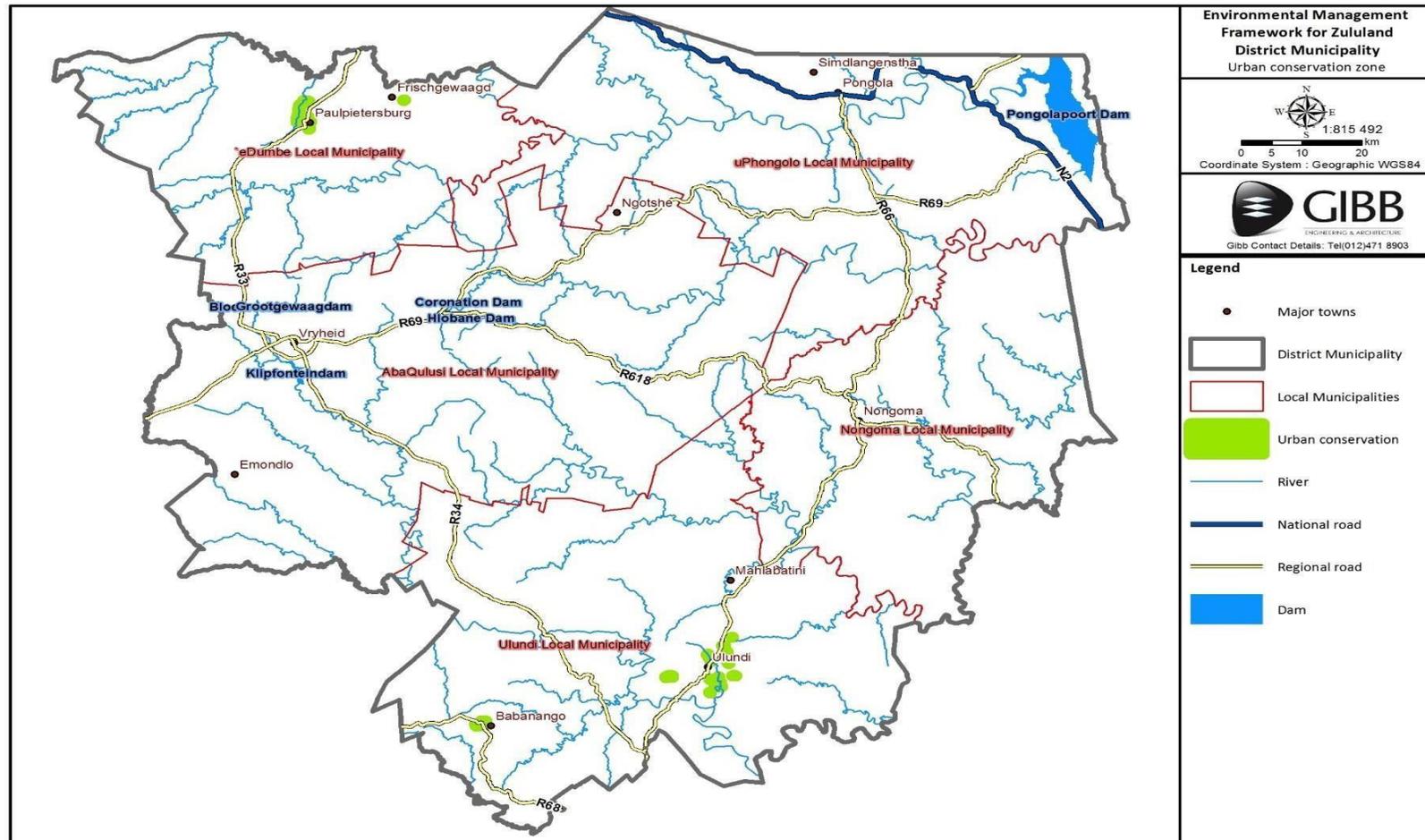


Map 32: Rural Development Zone

<b>Intention</b>			
The purpose of the rural development zone is to allow for rural settlement and related activities to be developed within areas of low environmental sensitivity; to encourage development on non-marginal land to reduce risks that would be faced by settlements that develop in flood risk areas and in areas that would result in increased service delivery costs.			
<b>Attributes included</b>	<b>Rationale (why attributes are included)</b>	<b>Attributes excluded</b>	<b>Rationale (why attributes are excluded)</b>
<ul style="list-style-type: none"> <li>Attributes included in this zone are rural settlements, which includes settlements and the related land uses practiced by owners and occupiers of the land.</li> </ul>	<ul style="list-style-type: none"> <li>Rural settlements are existing settlements that may include space or areas around built homes which may be utilised for various activities by the occupiers of the land.</li> </ul>	<ul style="list-style-type: none"> <li>All features that are not included in rural settlement data are excluded from this zone.</li> </ul>	<ul style="list-style-type: none"> <li>The occupiers of the land in rural settlements may have already utilised the land for various practices. Large parts of rural settlements are on land that is under Traditional Authority ownership.</li> </ul>

Table 67: RURAL DEVELOPMENT ZONE INTENTION AND ZONE ATTRIBUTES

5.7.2.1.5 ZONE 5: URBAN CONSERVATION ZONE

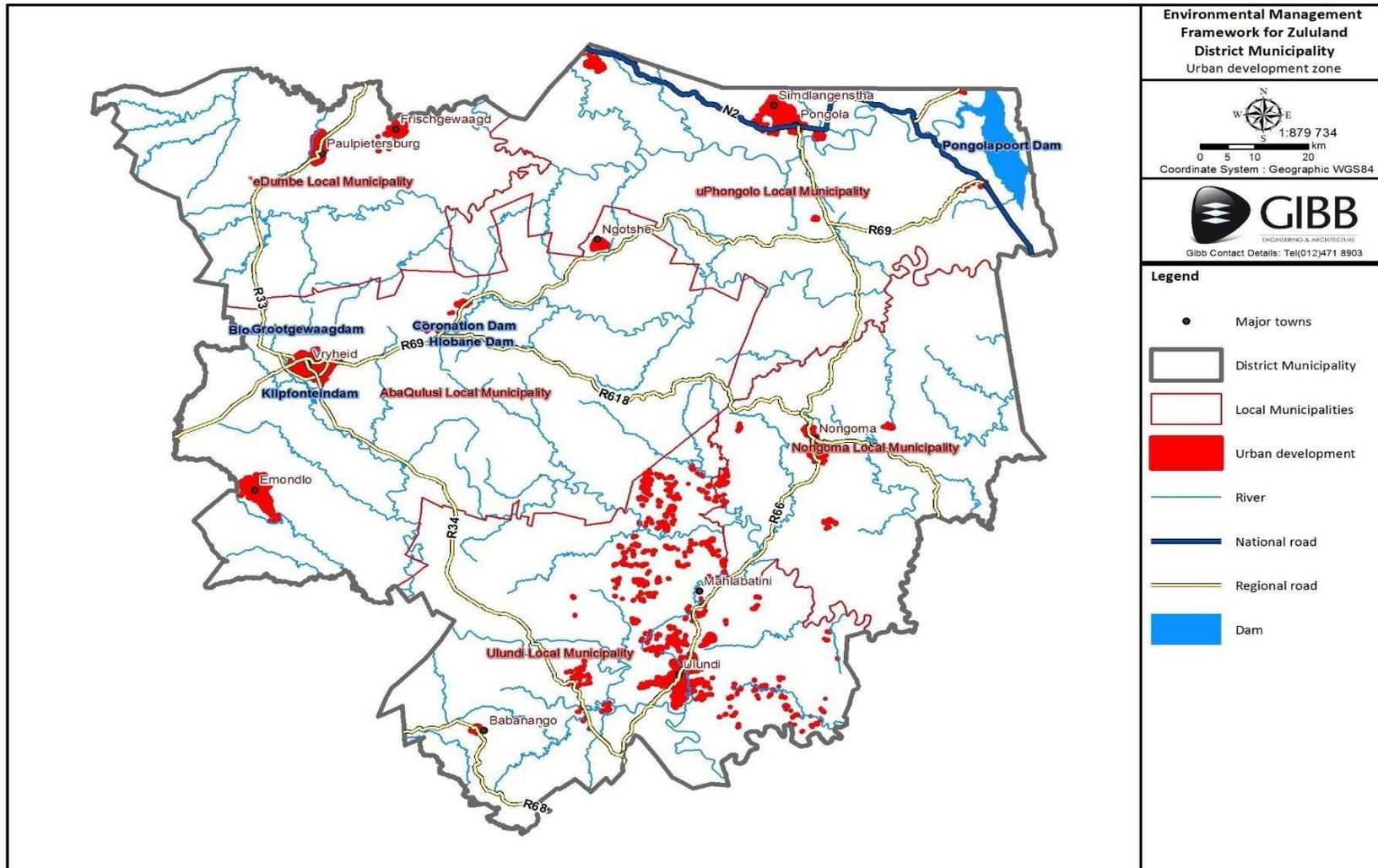


Map 33: Urban Conservation Zone

<b>Intention</b>			
<p>The urban conservation zone is intended to map sensitive environments, ecosystem components, and ecosystem services within urban areas. These environments may be exposed to development pressures and could be lost if not protected. The aim of the zone is to promote the protection and conservation of irreplaceable and valuable resources. The urban conservation zone also intends to encourage sustainable resource use.</p>			
<b>Attributes included</b>	<b>Rationale (why attributes are included)</b>	<b>Attributes excluded</b>	<b>Rationale (why attributes are excluded)</b>
<ul style="list-style-type: none"> <li>Open space and environmental features within the urban boundary that had a low-medium to very high cumulative environmental sensitivity rating.</li> </ul>	<ul style="list-style-type: none"> <li>Due to the sensitivity of the environment, and the potential pressures placed thereon by urban development, these attributes were included to encourage protection of the environment by steering urban development away from sensitive environments, and to encourage development expansion on areas with less environmental sensitivity within the urban boundaries.</li> </ul>	<ul style="list-style-type: none"> <li>All environmental sensitive features with a low sensitivity rating, within the urban boundary.</li> </ul>	<ul style="list-style-type: none"> <li>The reason for excluding these features was to allow for development to expand within the urban boundary where the environmental sensitivity was low. This allows space for development expansion, but to encourage such from not occurring on areas with cumulative environmental sensitivity ratings of low-medium to very high.</li> </ul>

**Table 68: URBAN CONSERVATION ZONE INTENTION AND ZONE ATTRIBUTES**

5.7.2.2 ZONE 6: URBAN DEVELOPMENT ZONE



Map 34: Urban Development Zone

<b>Intention</b>			
The purpose of establishing an urban development zone was to promote sustainable development within urban areas and discourage urban sprawl into areas outside of the urban edge.			
<b>Attributes included</b>	<b>Rationale (why attributes are included)</b>	<b>Attributes excluded</b>	<b>Rationale (why attributes are excluded)</b>
Urban boundaries. Urban fringe. Urban Edge. Urban expansion or densification areas. Open space and environmental features with no sensitivity ratings.	<ul style="list-style-type: none"> <li>These are areas that have been built up, are earmarked for expansion, or densification, and are areas which were not identified as environmentally sensitive and hence do not need to be conserved.</li> </ul>	Features with a cumulative environmental sensitivity rating of low-medium to very high, within the urban boundary. Already cultivated fields within the urban boundary.	The identified sensitive environmental features are valuable ecosystem components within and outside the urban boundary, which delivers valuable ecosystem services upon which people, and fauna and flora, within and outside the urban areas depend.  Cultivated land may already be used by the landowner for such desired practices and hence may not be available for urban development.

Table 69: URBAN DEVELOPMENT ZONE INTENTION AND ZONE ATTRIBUTES

## 6 IMPLEMENTATION PLAN

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### 6.1 Five Year Implementation Plan

To be in the final IDP.

#### *6.1.1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE*

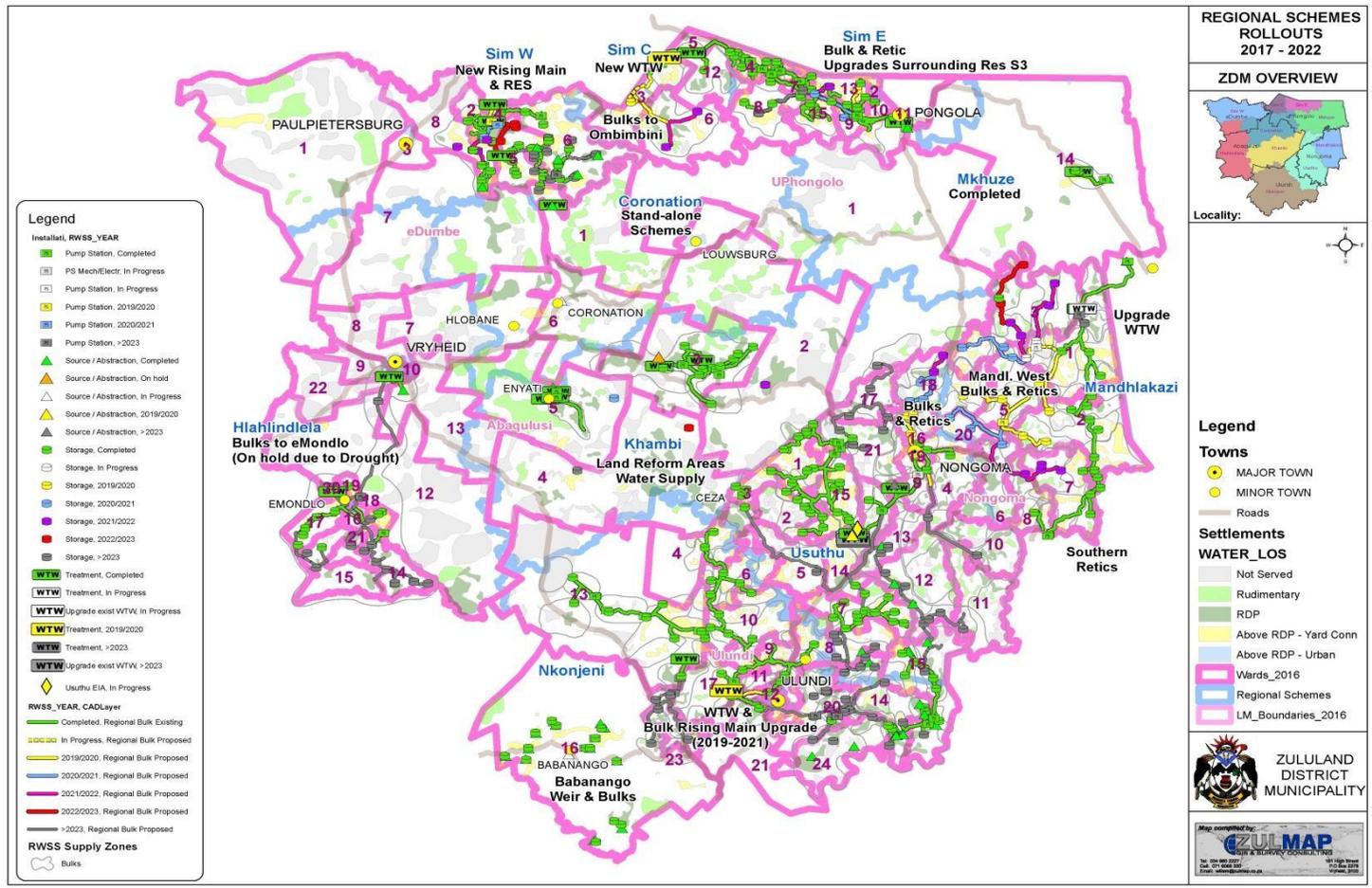
##### *6.1.1.1 WATER*

There were originally 10 back to back Regional Water Supply Schemes. Coronation is however currently under review to rather implement stand-alone schemes. Each regional scheme footprint has a sustainable water source from where infrastructure is progressively being rolled out to all households within the supply area. The supply footprints have been identified in such a way that water can be provided to all households within the area in a sustainable manner and at the lowest possible cost (R/kl). Due to time and budget constraints with implementation of costly bulk infrastructure, ZDM has initiated an intervention (Intermediate Stand-alone Schemes) to alleviate the severe water shortage in areas where a sustainable local source can be developed.

These water sources will supply several settlements in the surrounding area and will become part of the Regional Scheme infrastructure in future. Implementation will be done according to the ZDM Prioritisation Model for water services within each Regional Scheme. In areas where settlements cannot be served in the near future by the Regional Schemes or Intermediate Schemes, local water sources will be used to provide a survival level of water on a rudimentary level. Implementation is done according to the ZDM Prioritisation Model for water services.

NAME	STATUS QUO
Coronation	Masterplan under review to implement stand-alone schemes instead of regional scheme
Khambi	Completed
Hlahlindlela	On hold due to water shortage
Mandhlakazi	In progress
Mkhuze	Completed
Nkonjeni	In progress
Simdlangentsha East	Upgrades to cater for increased water demands
Simdlangentsha Central	In progress
Simdlangentsha West	In progress
Usuthu	In progress

**Table 70: STATUS OF WATER SCHEMES**



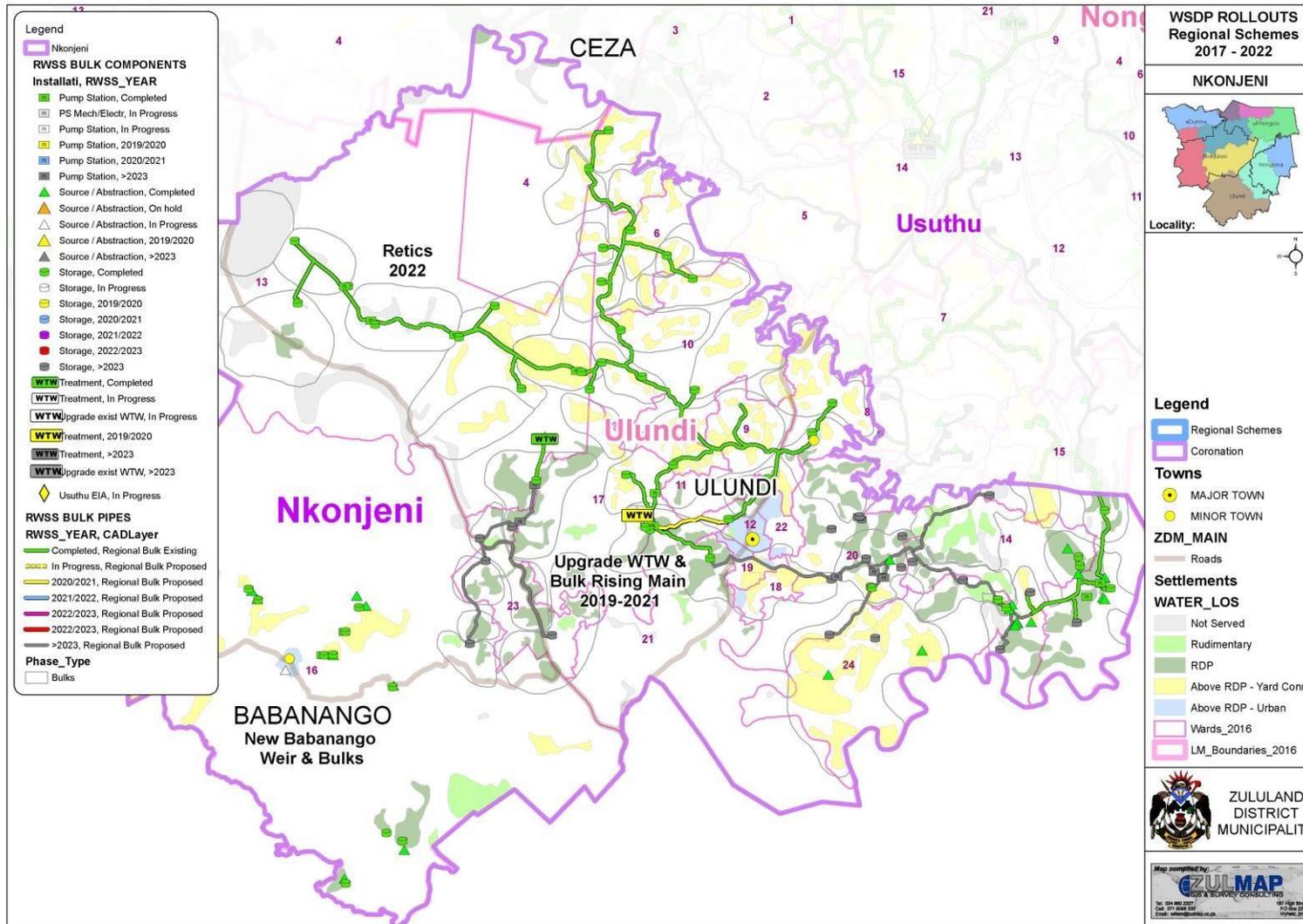
Map 35: Regional Water Schemes

#### 6.1.1.1.1 Nkonjeni

The Nkonjeni regional scheme is in the privileged position of having a well-developed and sustainable water source. Therefore the bulk of the available funding can be applied towards the progressive rollout of water services to the respective communities. The sustainability of the scheme is threatened by water losses in existing networks and excessive water usage from unmetered consumers.

A water audit was done in 2006 (Ulundi Water Audit – October 2006) that indicated the inefficiency of water usage in Ulundi town to be 68% of the volume of water put into the system. ZDM has initiated a waterloss management programme where these waterlosses are systematically been addressed.

Due to limited spatial information that was available for planning purposes at the start of the Regional Schemes, the area around Babanango was not covered initially under Nkonjeni Regional Scheme. During 2008 a demographic verification process was done which allowed ZDM to identify existing settlements footprints in the Babanango area. A business plan was submitted to DWA and MIG in 2009 which included these settlements is complete.



Map 36: Nkonjeni Water Scheme

#### 6.1.1.1.2 USUTHU

The Usuthu Regional Scheme is the largest water supply scheme in the district and also represents the biggest portion of the total backlogs. The scheme required the development of a new water source from the Black Mfolozi river and expensive bulk infrastructure to be rolled out over vast distances to scattered rural communities.

The biggest challenge with this scheme is the funding of the enormous capital investment of more than R500m that is required to provide the required infrastructure. ZDM has acquired additional DWA funding to fast-track the implementation of bulk services for this scheme.

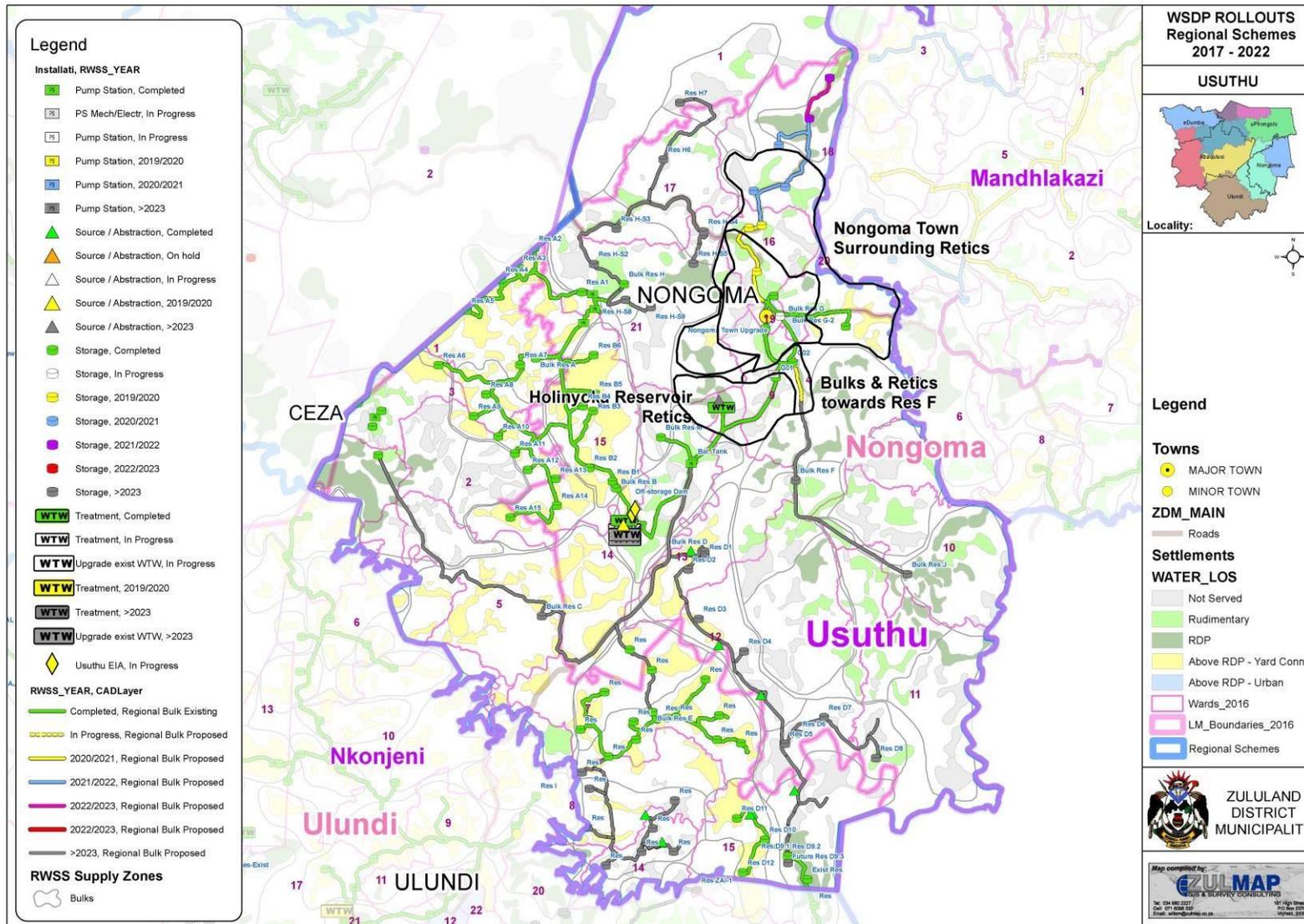
The huge capital investment required eradicating the backlogs through the regional scheme infrastructure and the resulting slow progress with the roll-out of services requires an intermediate solution to be developed to alleviate immediate water supply needs. The existing rudimentary supply programme, whereby local groundwater sources are developed within 800m walking distance from households, was hampered in Usuthu area due to difficulty in finding reliable and good quality water sources close to

communities. ZDM has initiated intermediate, stand-alone water schemes to address the delay in providing reticulation to communities. These intermediate schemes are developed from production boreholes where available, and are designed in such a way that they can easily be integrated into the bulk services network in future.

The sustainability of the main water source of Nongoma town is under severe strain and no longer sustainable during drought periods. The installation of a bulk pipeline from the Black Mfolozi river to Nongoma is currently in progress to address this issue. The internal bulks for Nongoma town will also be upgraded to augment the existing water supply.

Nongoma town frequently experiences intermittent water supply to consumers and businesses, even outside of drought periods. Excessive water usage by unmetered consumers and high water losses contribute to the problem. A water loss study conducted in 2003 indicated that unaccounted water supply in Nongoma was in excess of 41%. A water loss and water demand strategy is in progress as part of the Usuthu Regional Scheme planning.

Funding is provided by MIG as well as RBIG (Bulks).



Map 37: Usuthu Water Scheme

#### 6.1.1.1.3 MANDHLAKAZI

The Mandlakhazi Regional Scheme represents the second largest supply area in the district and also the second biggest portion of the total backlogs of the municipality. There are no towns in the supply area and the communities are sparsely scattered and vast distances apart. The provision of water services to all communities are therefore extremely expensive and will take a long time to conclude.

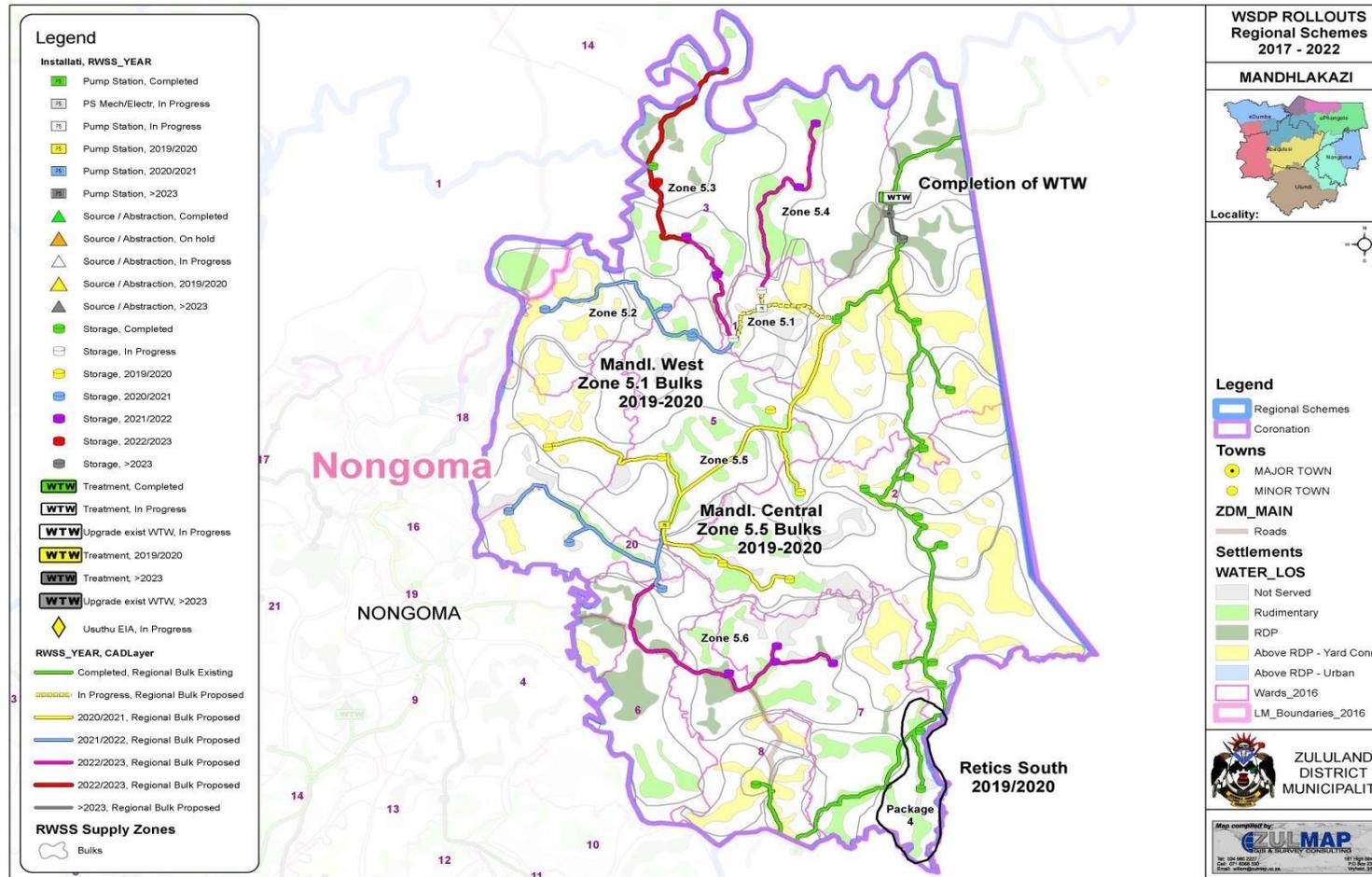
Water supply problems in the neighbouring Hlabisa area has resulted in a change of priorities and the construction of a bulk supply pipeline to supply the eastern side of Mandlakazi and eventually reach the Hlabisa communities.

The scheme is supplied with raw water from a privately-owned dam outside of the Zululand municipal area. The dam is supplied by the owner from the Pongolapoort Dam, which is a very reliable water

source. Bulk water supply agreements are in place with the owner and the supply is secured. ZDM is however investigating the possibilities for an individual allocation and raw water abstraction permit from DWA for abstraction from the Pongolapoort Dam for long-term sustainability.

The Mandlakazi area is also in need of an intermediate solution to accelerate the provision of services to households until the regional scheme bulk infrastructure can eventually reach all the communities. Drought problems are frequent in the area and the rudimentary programme has limited success in finding sustainable and potable local sources. However, success has been achieved in some areas for good production boreholes and this will be developed as intermediate stand-alone schemes which will be integrated into the regional scheme in future.

The regional scheme is funded by MIG as well as an allocation from RBIG to accelerate the implementation of the bulk services.



Map 38: Mandlakazi Water Scheme

#### 6.1.1.1.4 MKHUZE

The Mkhuzi Regional Scheme area comprises of mostly formal farm areas and a small number of sparsely scattered rural communities. The construction of a single regional scheme to supply the entire footprint is not feasible, but rather individual schemes from local sources.

An existing land reform project at the Gumbi settlement has resulted in a dramatic influx of families that settled without any water or sanitation infrastructure being in place. This resulted in the construction of an emergency supply from the neighbouring

Pongolapoort Dam. This project is completed. The abstraction point at the dam is however not ideal and in future a second abstraction point from a more ideal position should be investigated.

There is huge potential for economic development on the western side of the Pongolapoort Dam but abstraction on that side of the dam is unfortunately very difficult. Groundwater sources in the area are also of poor quality and insufficient yield to sustain large scale development.

Funding is provided by MIG.



Map 39: Mkhuze Water Scheme

#### 6.1.1.1.5 SIMDLANGENTSHA EAST

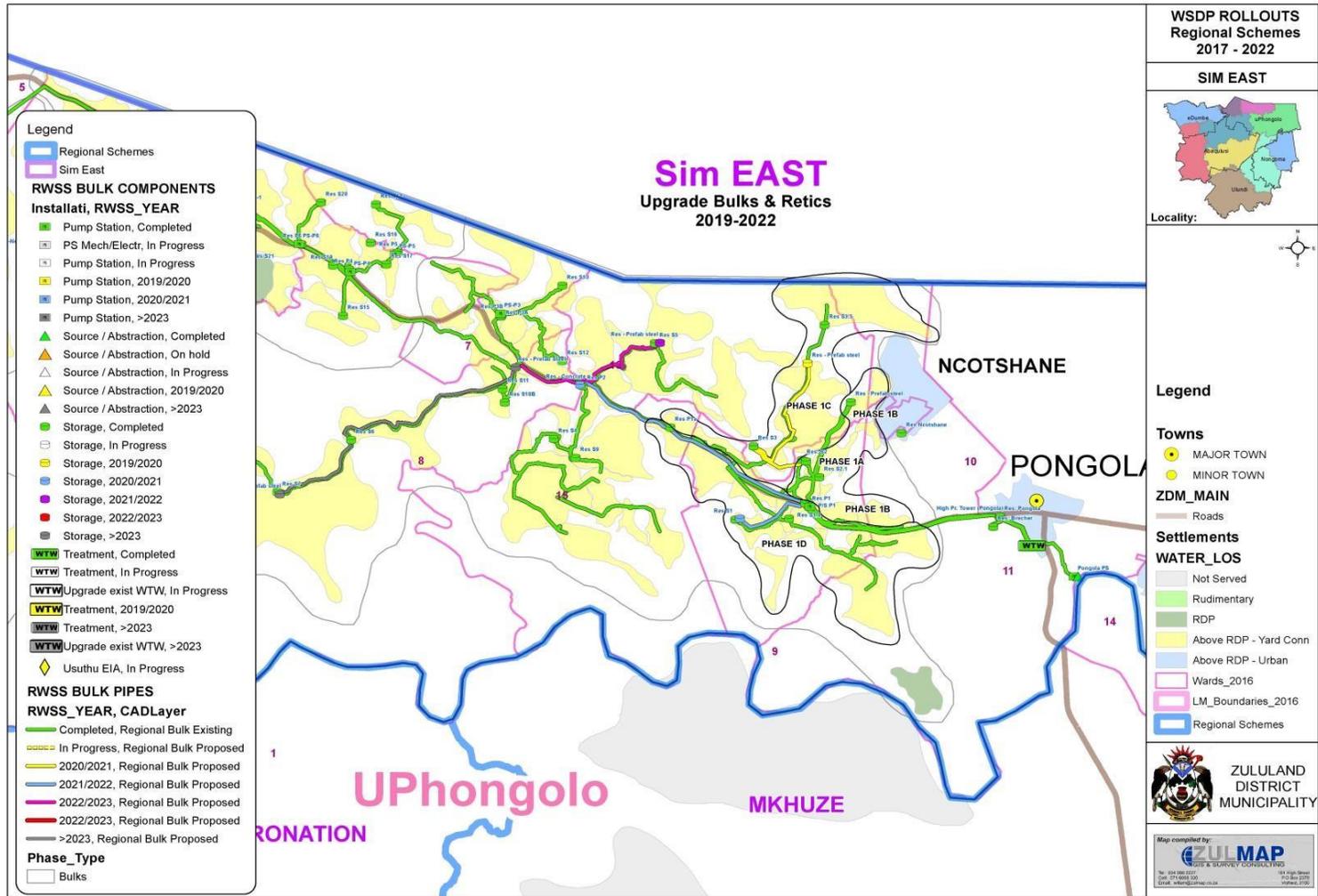
The Simdlangentsha East Regional Scheme is a well-served area and consist of the lowest backlogs in the district. The scheme supplies Pongola town as well as a vast rural area. Water is abstracted from irrigation channels next to the Pongola river and with an emergency supply that is available further down at the Pongola river. The irrigation channels are managed by DWA and the supply is mostly reliable, except when the channels are closed for maintenance. ZDM also pays DWA a raw water charge for water abstracted from the channels.

Water supply in the rural areas is under severe pressure with frequent interruptions to the supply. Excessive water usage and high waterlosses due to illegal and unmetered connections are the main contributors to the problem. Apart from the above problems the bulk infrastructure is also in need of upgrade as a result of

population growth since the inception of the scheme. The challenges on the scheme therefore require a combination of water demand management interventions and the upgrade of bulk infrastructure to address the long-term sustainability of the scheme. The waterloss management programme initiated by ZDM is addressing this at present, and the upgrading of the existing bulk infrastructure for the southern part of the scheme is in progress.

Pongola town has experienced significant development over the recent years and this was hampered by especially the absence of waterborne sanitation throughout the town. There is a need to compile a sewerage master plan for the area and plan upgrade requirements systematically.

Funding is provided by MIG.



Map 40: Sim East Water Scheme

#### 6.1.1.1.6 CENTRAL

The planning of the Simdlangentsha Central scheme is complete and the first phases of the bulk infrastructure have been completed. The project also requires a substantial investment in bulk infrastructure before communities will be reached with water supply. The area is however quite well served with localised schemes from local sources. The challenge is to keep these schemes operational until the bulk scheme can reach all the areas.

The Simdhlantscha East Regional Scheme experienced water pressure problems, and the Simdhlantscha Central Regional Scheme is used to augment water supply to these settlements.

The Simdlangentsha Central scheme contributes a small portion to the total backlogs of the ZDM and therefore also receives a small portion of the available capital funds, although a substantial capital investment is still required to provide the necessary infrastructure.

Although the area is generally well-served, all schemes are old and the regional scheme planning will include infills to provide water to additional households.

Funding is provided by MIG.



#### 6.1.1.1.7 SIMDLANGENTSHA WEST

Simdhlagentsha West Regional Scheme mainly consists of rural areas to the east of Paulpietersburg town. The area is generally well-served although existing networks are old and infills and waterloss management is required.

The current capacity of the rising main line from the existing weir in the Pongola River to the existing Water Treatment Works at Frischgewaagd Township is 2ML/day (Supplies Frischgewaagd and Mangosuthu with raw water), and the current capacity of the existing Water Treatment Works at Frischgewaagd town is 3ML/day. New networks were installed at Frischgewaagd during 2007/2008. and the water demand was reduced from the maximum possible supply of 2ML/day to 0.7ML/day. The balance of the water (1.3ML/day) is consumed by Mangosuthu (with only 20% of the population of Frischgewaagd). A new rising main line from the Pongola weir to Frischgewaagd will be constructed. The Frischgewaagd Water Treatment Works will be relocated to the

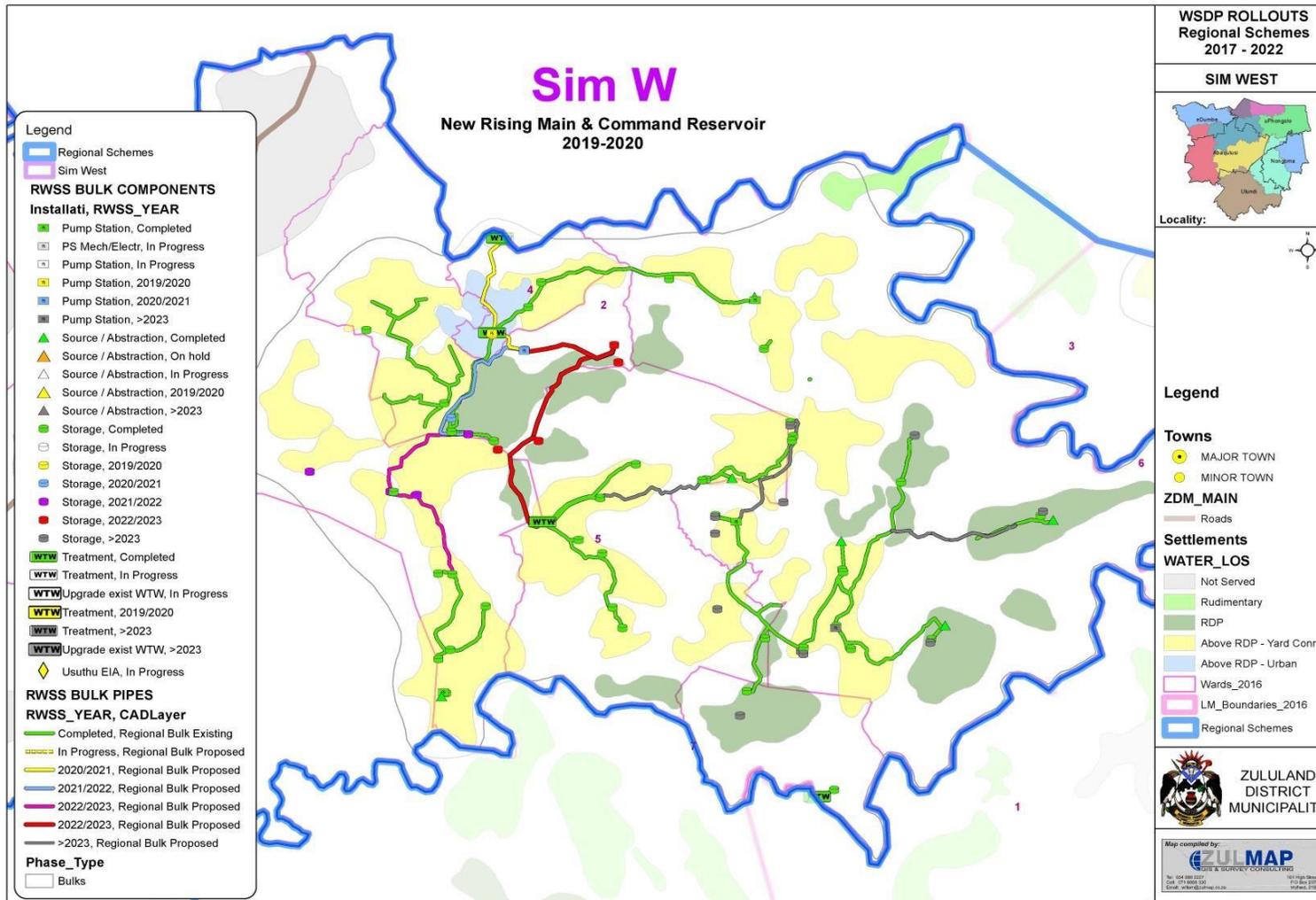
Pongola River Weir, and will provide treated water to Ezimbomvu, Tholakela, Mangosuthu and Opuzane.

High waterlosses are evident, especially in the Mangosuthu area. ZDM has addressed this issue and the construction of new networks at Mangosuthu is completed. Construction includes metered yard connections and consumers will be restricted to 200 litres per household. Consumers will be able to register for a higher level of service, but will be billed for the balance.

In the near future Frischgewaagd will also be restricted to 200 litres per day, with the option to register and pay for a higher level of service.

The biggest challenge is to obtain funding for the proposed bulk infrastructure. Funding of more than R120M will be needed just to supply Frischgewaagd and Mangosuthu with treated water.

Existing funding is provided by MIG.



Map 42: Sim West Water Scheme

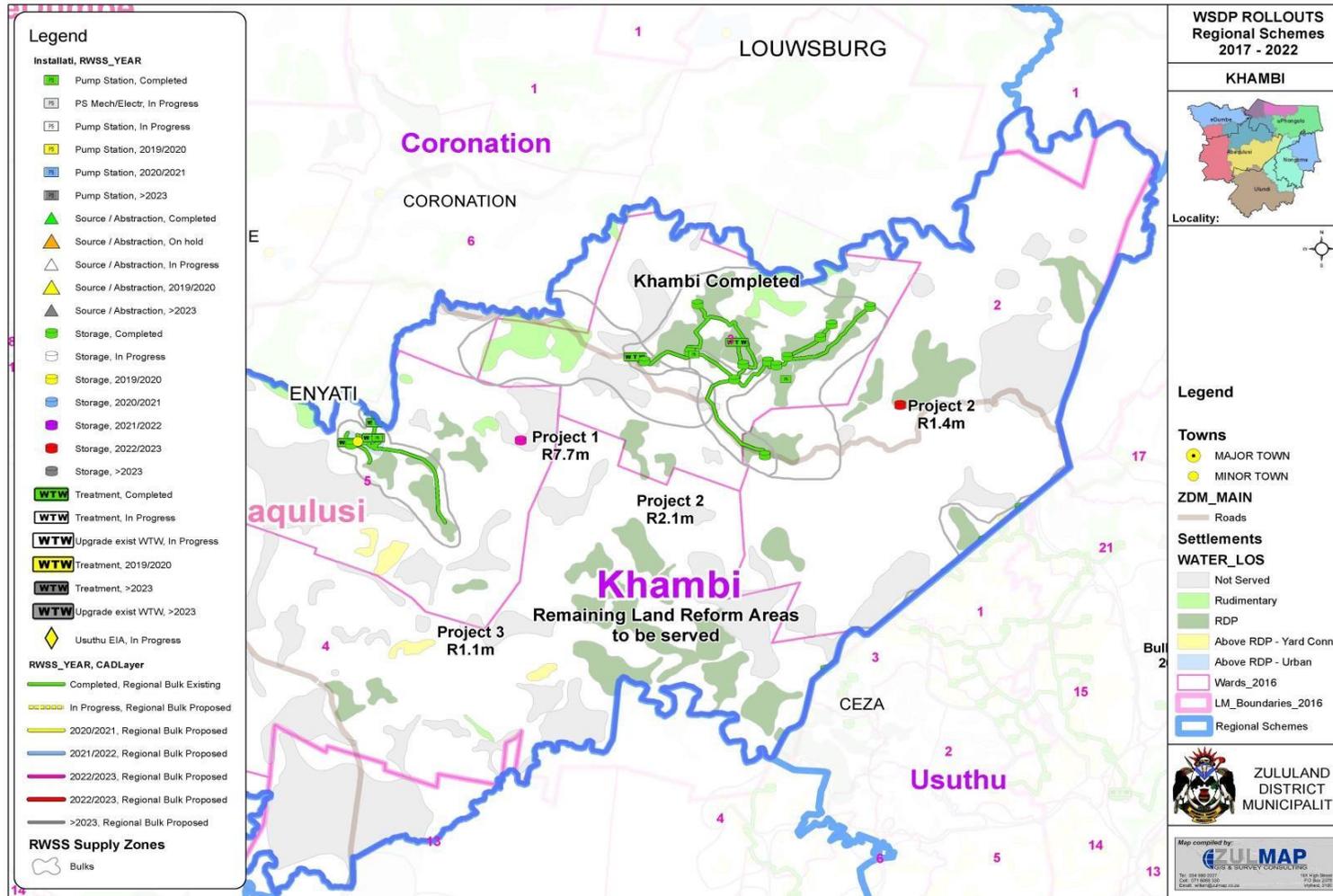
#### 6.1.1.1.8 KHAMBI

The Khambi Tribal Authority area is well-served with several small standalone schemes. (Esihlengeni, Kwamakweshe, Ngenetsheni, Cibilili and Ntumbane Community Water Supply schemes). Not all of these schemes however, have had a sustainable water source. The clinic at Ntumbane is often without water during the dry winter periods.

A weir was constructed in the KwaMthazi River and a new water treatment works was constructed. This supplies water to the Khambi Tribal Authority and the integration of all the stand-alone schemes to this bulk service is completed.

The long-term planning was to supply water from the Coronation Dam to the Khambi area, but an in-depth study by ZDM concluded that the Coronation Dam will not be a sustainable solution for the long-term additional demand, and the cost per capita would be too high. ZDM is currently equipping sustainable local sources closer to Khambi area, which will result in a substantial saving in bulk infrastructure.

Funding is provided by MIG.



Map 43: Khambi Water Scheme

#### 6.1.1.1.9 eMONDLO/HLAHLINDLELA

The eMondlo area is well-served with existing stand-alone schemes. eMondlo town receives water from the Mvunyane dam. These existing sources are however not sustainable for future use, and will receive water in future from the Klipfontein dam situated next to Vryheid town. Mvunyane dam is silted up to such an extent that it is no longer a sustainable source for eMondlo town.

During 2000 a new water reticulation network at eMondlo A and B was installed in order to lessen the water demand from 12 MI/day to 4 MI/day. The eMondlo water treatment works can supply 8 MI/day. This meant that 4 MI/day would have been available towards the settlements surrounding eMondlo A and B after the installation of the new networks. Networks were installed at these settlements and connected to eMondlo A and B. The old network at Emondlo A and B was never decommissioned and expected savings of 4MI/day never realised. The residents of eMondlo also connected the new network to the old network with pipes in their yards.

The eMondlo water treatment works has been refurbished and upgraded to supply 12MI/day, but the water demand has grown from 8MI/day in 2000 to 16 MI/day currently. With the

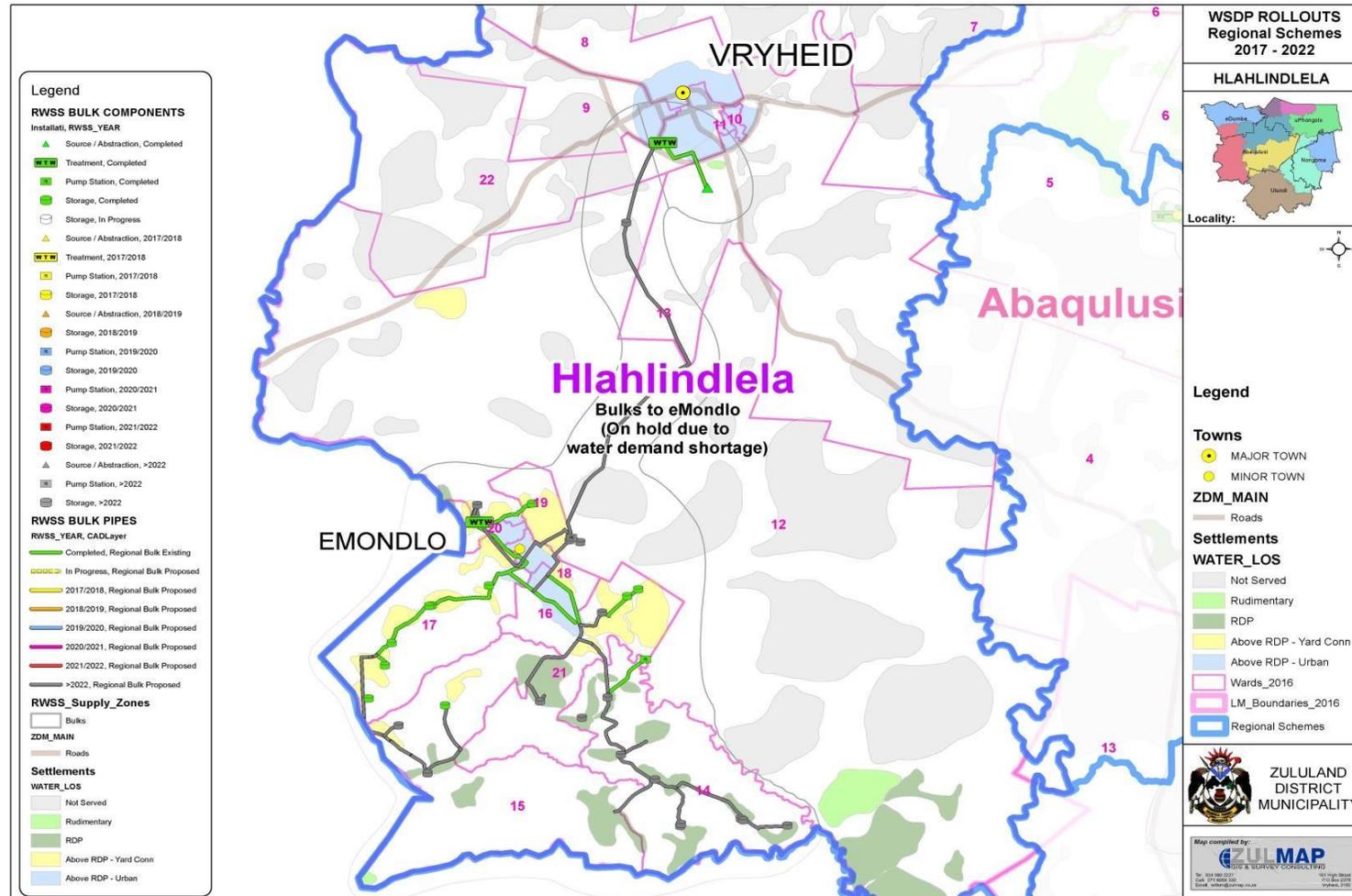
refurbishment completed there is still a shortfall of 4 MI/day. The existing rising main line from Mvunyane Dam to eMondlo Water Treatment works can furthermore only supply 12 MI/day.

The above issues will all be addressed with the bulk services implementation through the Hlahlindlela Regional Scheme. In future water will be supplied from Klipfontein Dam to Vryheid Water Treatment works. Water will then be pumped from the Vryheid Water Treatment works to Hlahlindlela (including eMondlo Township). A regional water supply assessment will however first be done during 2015 before water can be supplied to eMondlo area.

The funding available to implement the Hlahlindlela Regional water supply is not adequate, but ZDM is reviewing the annual budget allocation for this scheme to fast-track the implementation of bulk services. The estimated cost to implement the water supply from Klipfontein Dam to eMondlo is well over the R200M.

AbaQulusi as the WSP for urban areas has initiated a waterloss programme at eMondlo B. This is crucial towards the sustainability of water supply to the area. The ZDM has allocated funding for the remaining Emondlo B as well as eMondlo A to resolve the excessive

waterlosses experienced in these two areas. Funding is provided by MIG.



Map 44: Hlahlindlela-eMondlo Water Scheme

#### 6.1.1.1.10 CORONATION

The Coronation Regional Scheme consists of a few small and isolated towns and a number of scattered and very isolated rural settlements within

The towns have a high level of service but the infrastructure is very old and urgent refurbishment is required in most cases. The Coronation scheme however is a small contributor to the total backlogs of the district and receives a small portion of the total capital funds. Refurbishment needs are competing with new infrastructure requirements for limited available funds. There is a need for refurbishment funding over and above funding for the eradication of backlogs.

The original planned regional scheme is currently under revision. The Coronation dam is not sustainable to supply Khambi Regional Scheme with additional water, and bulk services to the rural scattered settlements of Coronation area will be too costly to

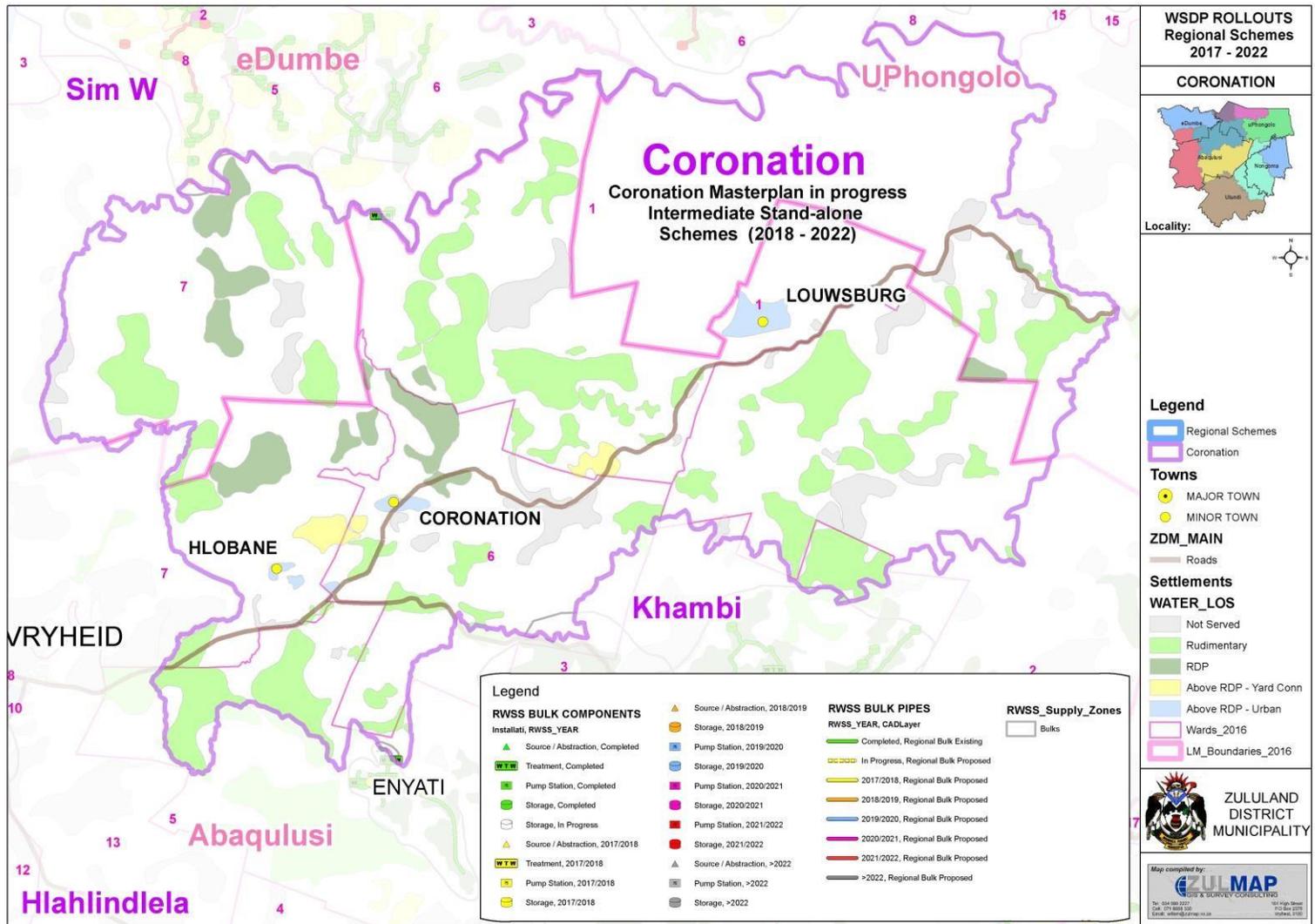
supply from a bulk infrastructure network. A revised Master Plan is currently in progress whereby stand-alone schemes from local sustainable sources will be developed to cover as many settlements as possible. Khambi Regional Scheme will also receive additional water needed from local sustainable sources.

The town of Louwsburg within the Coronation regional scheme area have a water resource challenge that will not be easy to solve. The existing dam has a limited catchment and groundwater is difficult to find due to the locality of the town. Any possible solutions will be very costly and there is insufficient funding at this stage to address the issue. The town is also in need of waterborne sewage, but the water problems receives a higher priority at present.

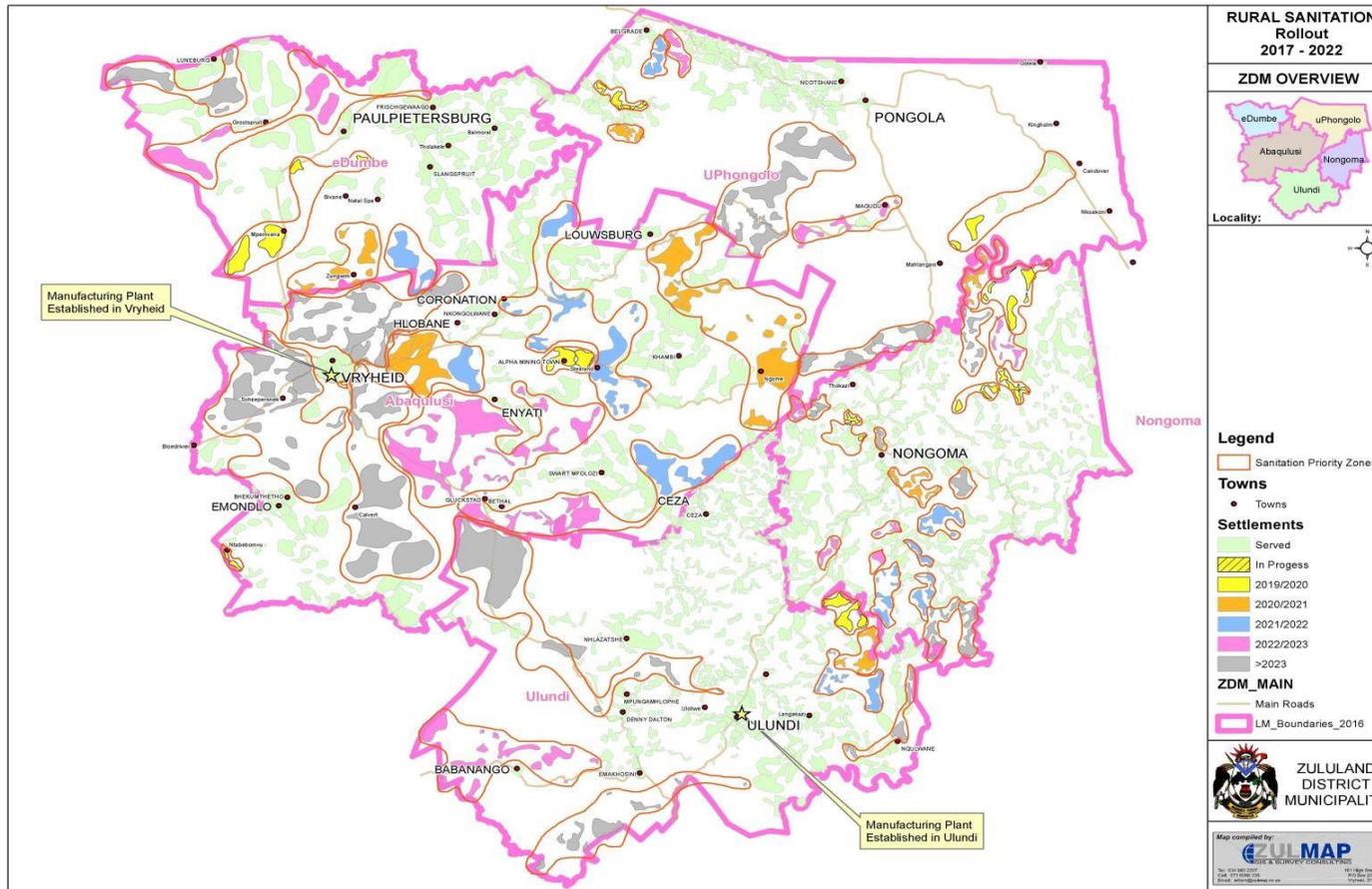
A revised Master Plan for Coronation is in progress to assess local water sources for stand-alone schemes in areas where no sustainable water is present.

Funding is provided by MIG.

- Establishment of stand-alone schemes  
(including new Land Reform areas)



Map 45: Coronation Water Scheme



### 6.1.1.2 RURAL SANITATION

Sanitation in the rural areas is being provided in the form of dry-pit VIP toilets. Implementation is done according to the ZDM Prioritisation Model for rural sanitation services. A Rural Sanitation Replacement Programme has also been initiated in 2013 to replace the old Archloo-, Block- and Zink-type VIP's. This programme's implementation will be included in the next 5 year review of the WSDP.

Map 46: ZDM Rural Sanitation

### 6.1.2 LOCAL ECONOMIC DEVELOPMENT

The overall objective of the 2014 Sethembe LED Strategy is to transform and build the Zululand Economy.

This objective firstly acknowledges the developmental history of Zululand and the need for fundamental transformation before economic growth, benefitting all the people of the region, can be achieved. Colonial and apartheid development approaches shaped the spatial and economic environment over the past 150 years. Undoing the impact of these policies will require focused effort (as opposed to a ‘scattering’ of projects).

Once such transformation has been achieved the building of the economy can be focused on. Zululand possesses a number of economic sectors offering significant opportunities to impact positively on the development trajectory. Through the building of the Zululand economy the “Zululand story”, featuring poverty, hopelessness, and underdevelopment, can be fundamentally changed.

Thus, the 2014 Sethembe LED Strategy only has two goals in mind for the next five years, viz. to transform and to build.

#### GOAL: TRANSFORM

The goal aimed at transforming the environment in which future economic development will be achieved through implementing three strategies.

- Strategy 1: Transform the SPATIAL ECONOMY
- Strategy 2: Build the CAPACITY OF THE PEOPLE
- Strategy 3: Establish STRATEGIC LINKAGES
- The goal aimed at building the economy will be achieved through implementing four strategies:
  - Strategy 4: Consolidate and expand TOURISM
  - Strategy 5: Grow AGRICULTURE
  - Strategy 6: Develop BUSINESS
  - Strategy 7: Explore MINING

These strategies are further discussed in the sections following.

### 6.1.2.1 GOAL 1: OVERVIEW OF STRATEGIES TO TRANSFORM

THE SITUATION	THE IMPACT	THE SOLUTION
STRATEGY 1: TRANSFORM THE SPATIAL ECONOMY		
<p>The Zululand District Municipality reflects a spatial economic structure inherited from colonial and apartheid planning systems. Key characteristics of this spatial structure are (1) the established formal towns historically located to service the commercial agricultural sector (Pongola, Vryheid, Paulpietersburg), (2) the limited number of service centres established for the majority of the population on Ingonyama Trust Land (Ulundi and Nongoma), (3) the settlement of the vast majority of the population on land with marginal or no agricultural potential (any economic development potential of note), and (4) the underdeveloped nature of infrastructure in areas outside of formal towns.</p>	<p>The spatial structure is not conducive to supporting economic development impacting positively on the lives of the majority of the people in the District. Rather, the spatial structure impacts negatively on economic development activities in a number of ways. Firstly, rural households spend excessive amounts of money and time on transport in order to access service centres (the apartheid structure of towns has a similar impact for people in urban areas). Secondly, the majority of the population has limited or no access to sustainable economic opportunities such as formal employment, business opportunities, education / training and related support.</p>	<p>A town and village development programme, guided by the District and Local Spatial Development Frameworks, are to be implemented. The town and village development programme will be aimed at establishing “nests of economic activity” or <i>Isidleke Sezomnotho</i>. Locations for the establishment of <i>Isidleke Sezomnotho</i> will be identified primarily based on three informants, viz.</p> <p>the current spatial structure, the planned spatial structure (SDFs) and + population catchments.</p> <p>The focus in each town and village node will be to offer access to at least retail services, social services and opportunities for production (as opposed to historic approaches focussing on providing access to services).</p>
STRATEGY 2: BUILD THE CAPACITY (OF PEOPLE TO ENGAGE IN THE ECONOMY)		
<p>As a result of poverty, inadequate education and the mind sets of people the ability of a large section of the population to participate in the formal and/or informal economy is limited. This is particularly evident when considering the 2011 Census employment figures confirming that only 19% of the workforce is employed, 13% is classified as unemployed (i.e. seeking work) and a significant 68% is not seeking employment.</p>	<p>The dependency of the Zululand population on income obtained through the government grant system, as well as the formal employment (public and private) sector often outside the District, continues to increase. At the same time the ability of people to successfully engage in self-employment, often in the informal sector, decreases.</p>	<p>In order for broad based economic development to be achieved the capacity of the population to engage in both the formal and informal economy must be built. In order to achieve this a focused social development programme, building on the existing activities of the Department of Education, Department of Social Development, the Department of Health, nongovernmental agencies and the private sector, must be initiated. This programme will be focused on building the capacity of people to engage in both the formal and</p>

**Table 71: Sethembe LED Strategy Goal**

THE SITUATION	THE IMPACT	THE SOLUTION
		informal sectors and could include 'poverty graduation programmes', entrepreneurship development programmes etc.
STRATEGY 3: ESTABLISH STRATEGIC LINKAGES		

<p>The Zululand District is generally viewed as an isolated region not having strong regional linkages. To a large extent this perception is brought about by a number of key transport linkages not established or not functioning optimally. This refers specifically to the following linkages:</p> <p>the Ulundi-Empangeni road link (P700/P701),  the Nongoma-Pongola link,  the Nongoma-Abaqulusi link,  the air link between Ulundi / Vryheid and other regional airports, and  the Coal Line (railway) passing through the area with limited local linkages.</p> <p>Positive developments that flowed out of the initial Sethembe planning process in 2004 are:</p> <p>The tarring of the P700 from the junction with the Ulundi Airport Precinct all the way to Cengeni Gate of the Hluhluwe-Imfolozi Park</p> <p>The multi-million upgrade of the Ulundi Airport which is now fully operational</p> <p>The creation of air linkages since the introduction of daily scheduled flights in 2012 and 2013 which now service routes between OR Tambo Airport (Johannesburg), Oribi Airport (Pietermaritzburg) and Virginia Airport (Durban).</p>	<p>The Zululand economy is isolated and does not benefit substantially from linkages with regional economic development opportunities in Swaziland, Umkhanyakude, the Isimangaliso Wetland Park, Richards Bay / Empangeni and elsewhere.</p> <p>Scheduled flights to key regional airports are providing quick and safe links for business people and government employees and connectivity to national and international markets. The impact of the operational airport at Ulundi goes far beyond the direct effect of the airport’s operations to the wider benefits that air accessibility brings to regional business interests, consumers and essential service delivery mandates.</p> <p>A functioning airport plays a vital role in almost every aspect of a developing population centre. They serve as gateways for economic activity and service deliver; enhance efficiency; and provide a stimulus for development of new business enterprises. Thus the introduction of scheduled flights coupled with the development of the surrounding airport precinct combines to lay the ground work for a far bigger socio – economic benefit package.</p> <p>The strategy to establish strategic linkages is closely linked to consolidating and expanding tourism (Strategy 4). The flight offerings and the road linkage via the P700 to the Hluhluwe-Imfolozi Park also present new opportunities for tourism flow through the region.</p>	<p>The establishment of strategic linkages / infrastructure must be placed high on the development agenda of the Zululand District Municipality. Although it is not the mandate of the District to establish these linkages it should use all the resources available to ensure that the necessary linkages are prioritized and provided by relevant line function departments or agencies. Most importantly here would be the Department of Transport.</p> <p>In terms of strategic linkages that can alter tourist traffic flow, the creation of new linkages will need to be backed up by strong marketing and awareness campaigns to influence itinerary planning by self-drive leisure travellers and in-bound tourism operators who currently bypass most of Zululand District (with the exception of Pongola) due to the lack of efficient road access from the N2 into the rest of the district.</p>
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THE SITUATION	THE IMPACT	THE SOLUTION
STRATEGY 4: CONSOLIDATE AND EXPAND TOURISM		

<p>While the Zululand District has a wealth of cultural, heritage and natural attractions that are authentic and different, these tourism products are underrepresented in the marketing of KwaZulu-Natal. The status quo assessment highlighted how the key obstacles to tourism growth lie in:</p> <p>lack of awareness and information,  lack of accessibility into the district from the N2, and  the failure to package these assets in an attractive way that distinguishes them from the other two districts forming the greater Zululand: uThungulu and uMkhanyakude.</p> <p>These two districts currently attract the overwhelming majority of tourists travelling north of the Tugela. Yet Zululand is the only district which can make the claim to being the birthplace of the Zulu nation.</p>	<p>Cultural and heritage products in particular have substantial potential to trigger the further development of the sector but in Zululand District these remain largely unrealised.</p> <p>The National Strategy on Heritage and Cultural Tourism (Department of Tourism 2012) provides strategic direction for the development and promotion of heritage and cultural tourism in the context of rural development. Internationally, the trend is towards forms of tourism that educate the tourist about history, the environment, and cultures. This trend provides opportunities for communities in rural areas to reevaluate their opportunities for tourism development and to bring wider sections of the community into profitable activities connected with tourism.</p> <p>In the past decade, business tourism to Zululand has flourished and new lodges have opened. There are also a handful of new entrants into the local tourism sector who have built ventures around weddings, events, royal heritage and game viewing. Yet Zululand District lags far beyond its neighbours in terms of the economic impact of tourism. Currently Zululand District has less than 15% of the total tourist overnight stays (domestic and international) in the Greater Zululand Region.</p>	<p>A renewed focus on marketing the tourism attractions of the District, together with actively facilitating development of authentic, focused and sophisticated tourism assets, is proposed. Future marketing must address the strategic themes for tourism development outlined in the National Rural Tourism Strategy:</p> <p><b>Access</b> – promoting transport linkages and actively setting out to change tourism flow into the district.  <b>Market intelligence</b> – a commitment to ongoing research in order to: monitor tourism volumes; segment markets effectively; and drive development of assets based on market demand.  <b>Anchor attractions</b> – Zululand District to facilitate development of major tourism assets, focusing on Hluhluwe / Imfolozi Game Reserve; the Pongolapoort Dam (Lake Jozini); the Ithala Game Reserve; and the eMakhosini Opathe Heritage Park.  <b>The Tourism Network</b> – addressing skills development and the level of service standards in the Zululand District.  <b>Tourism Marketing</b> - providing sophisticated and comprehensive information via mobile and internet technology; through tourism agencies and publications; and via physical information offices.</p>
<b>STRATEGY 5: GROW AGRICULTURE</b>		
<p>Owing to limitations on climate, soils and slope it appears as if there is limited arable land potential in the District. The more arable land is confined to the wetter high lying western areas of the municipality located at eDumbe, Abaqulusi and parts of Ulundi</p>	<p>From interviews with Councillors it was established that agriculture is viewed as a key sector for achieving local economic development. However, from the assessment of the agricultural potential of the sector, it was</p>	<p>The suggested approach is then to:</p> <ul style="list-style-type: none"> <li>✦ Facilitate agricultural development support: Local Government has limited impact on the</li> </ul>

THE SITUATION	THE IMPACT	THE SOLUTION
<p>municipalities where plantation crops such as sugar and commercial timber are produced.</p> <p>The remainder of the District includes lower rainfall areas resulting in production levels being marginal, perhaps sufficient for food security under dry land production. Livestock and game operations are successful in the drier areas, although stocking rates are lower due to sparser vegetation cover than in the higher rainfall areas.</p>	<p>established that great care will have to be taken in planning for the growth of the sector as opportunities for small scale agriculture is limited. This implies that providing small-scale growers with appropriate support will be essential if the sector is to be grown.</p>	<p>support provided by the Department of Agriculture, but can facilitate improved levels of communication between communities and the Department, as well as provide farmers with improved access to information, land, water and general support.</p> <p>Build the capacity of emerging farmers to market produce: Through spatial restructuring and the establishment of development nodes the potential exists for improved local marketing of agricultural produce. More specifically it is suggested that the District, with support of other stakeholders, promote the concept of collective marketing.</p>
<p><b>STRATEGY 6: DEVELOP BUSINESS</b></p>		
<p>The commercial sector is well established in the towns of the District, however, is not easily accessible for the majority of the rural population. A number of potential commercial markets exist. The lack of business support services will, however, limit entry of emerging entrepreneurs into these markets. Pre-requisites for the development of the sector include the development of planning frameworks focused on achieving spatial transformation, the provision of business support and informal sector support.</p>	<p>The high existing levels of income and education inequality in Zululand will continue to place emerging entrepreneurs at a disadvantage when trying to enter the formal business sector. Emerging entrepreneurs will thus continue to be relegated to the informal sector.</p>	<p>Government, and therefore the Zululand District, must focus its efforts for developing the business sector in areas where it is intimately involved in. Public sector spending on infrastructure, facilities and housing represents an ideal opportunity for creating new sustainable jobs and emerging enterprises (contractors) in the District. Despite 20 years of active investment in infrastructure, housing and facilities the number of businesses focused on the maintenance of infrastructure and facilities (e.g. plumber, electricians etc.) are limited and due to the distance of Zululand from major centres it is difficult to access these skills. It is thus proposed to establish a programme that will support the establishment of local businesses focusing on the maintenance and improvement of infrastructure.</p>
<p><b>STRATEGY 7: EXPLORE MINING</b></p>		

<p>From a relatively prominent coal mining area in the late 1980s the industry has all but ceased activity in major parts of the District. The so-called Vryheid and Zululand Coalfields are located in the Zululand</p>	<p>Because of the drastic decline of the mining sector in the District over the past two decades relatively limited attention has been afforded the future potential of the</p>	<p>The Zululand District Municipality, with the support of the National Department of Minerals, should conduct an assessment of the further development of the sector in</p>
THE SITUATION	THE IMPACT	THE SOLUTION
<p>District Municipality area. The Vryheid Coalfield stretches from west of Vryheid in a broad band to the east of Louwsburg and is further divided by into the Zuinguin Mountain area, the Hlobane/Matshongololo area, the Thabankulu/Enyati Mountain area and the Ngwibi Mountain area. The Zululand Coalfield starts to the north of Nongoma town and stretches in a broad band to the south. Portions of the eDumbe Municipality is further included into the Utrecht Coalfield (Whyte 2003). Whyte's 2003 assessment concluded on the future potential of coal mining in the area that <i>"...there are still mining opportunities available for small to medium sized operators in the coalfield, in areas which large companies discarded as being uneconomical. The profitability will be dependent on the cost of mining and rehabilitation, coal quality, marketability and export opportunities. A large pool of skills still exists"</i></p>	<p>sector. Private sector companies have generally driven mining activities and there is no integrated approach to realizing opportunities in the sector.</p>	<p>the Zululand District Municipality. Should it be established that opportunities in the sector exist the assessment must further provide guidance to government as to what it can do to support the reestablishment of the sector in Zululand.</p>

### 6.1.3 SOCIAL DEVELOPMENT

#### 6.1.3.1 STRATEGIC OBJECTIVES

Based on the current of the Vision as well as the capacity that has been built in the Social Programmes Section the following strategic objectives for the Plan of the Section have been formulated:

Achieving better District Coordination in terms of social development

Fulfilling functions that can be better managed by the District

- Fulfilling functions in areas where there may be a general lack of capacity in local municipalities

- Organising and implementing events of a District nature
  - Managing facilities serving the District as a whole

#### 6.1.3.2 STRATEGIC FOCUS AREAS

A number of strategic focus areas have been identified through participatory planning processes. However, important to be noted, the Social Programmes Section is implementation focused. The field of Social Development covers a range of sub-sectors. The focus of the ZDM Social Programmes Section will in future be on five

functions. This coordination function will see the establishment of capacity in the District to ensure effective district level coordination in the following focus areas:

**Youth and Children:** The Focus is on mobilising the youth and children bodies to participate in developmental opportunities and platforms at all aspects of life.

**Sport and Recreation:** The focus is on a wide range of sport and recreation related activities, ranging from the hosting of sport events to ensuring effective participation of Zululand people in sport activities.

**Quality of Life:** The focus will be on empowering and improving the quality of life working through the various social sectors active in the District, viz. women, men, disabled and senior citizens.

**Arts and Culture:** Arts and culture encompasses a wide field of involvement in the District that will potentially be from supporting skills development to the coordination and hosting of related events.

**HAST (HIV, AIDS, STIs, TB):** This function will focus on the coordination of all HIV / AIDS related functions (from prevention

through to care and treatment) throughout the District. ○ Other: Health, Education, Social Welfare, Safety and Security

### 6.1.3.3 CORE OBJECTIVES

It is important that activities within each of the above sectors are focused and relevant. For this reason a 'core objective' was identified for each of the focus areas. The core objective for each focus area is reflected on below.

FOCUS AREA	CORE OBJECTIVE
Youth and Children	To promote active participation of youth and children in developmental programmes.
Sport and Recreation	To actively grow participation in sport through awareness and capacity building.
Quality of Life	To impact positively on the quality of life of vulnerable groups in the District
Arts and Culture	To promote arts and culture by encourage active participation
HAST (HIV, AIDS, STI's, TB)	To coordinate HIV / AIDS programmes in the District (through implementation of the District Plan)

**Table 72: CORE OBJECTIVES**

## 6.2 Annual Operational Plan

### 6.2.1 Basic Service Delivery & Infrastructure

Strategic Objective(SO )	KPI No .	Key Performance Indicator	Unit of Measure	Formula	IDP Strategic Objective Ref No.	Baseline	QUARTERLY TARGETS				Annual Target 01 July 2022 - 30 June 2023	target date / reporting frequency	Responsible Department	Portfolio of Evidence
							Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 June 2023				
Continuously managing all existing infrastructure capital assets to minimize the total cost of owning and operating these assets. (Effective Asset Management , internal & community capacity building, collecting revenue, tariffs, monitoring & evaluation, environmental management )	1	Number of lightning conductors installed in identified rural households within ZDM per quarter	Number	N/A	SO 1.1.1	TBT	25 lightning conductors installed in identified rural households per quarter within ZDM	25 lightning conductors installed in identified rural households per quarter within ZDM	25 lightning conductors installed in identified rural households per quarter within ZDM	25 lightning conductors installed in identified rural households per quarter within ZDM	100 lightning conductors installed in identified rural households within ZDM by 30 June 2023	Quarterly	Corporate Services	Certificate of completion
	2	Date verification on ZDM infrastructure assets performed	Date	N/A			N/A	N/A	N/A	Verification on ZDM infrastructure assets performed by 30 June 2023	Verification on ZDM infrastructure assets performed by 30 June 2023	30-Jun-23	Budget & Treasury	Engineers certificate
	3	Number of ZDM water contracts under construction per quarter	Number	N/A				24 ZDM water contracts under construction per quarter	22 ZDM water contracts under construction per quarter	26 ZDM water contracts under construction per quarter	23 ZDM water contracts under construction per quarter	18 ZDM water contracts under construction by 30 June 2023	Quarterly	Planning services

4	Number of ZDM sanitation contracts under construction per quarter	Number	N/A
5	Number of ZDM water contracts completed per quarter	Number	N/A
6	Percentage of ZDM Water determinants that pass laboratory tests per quarter	Percentage	N/A
7	The average time taken to fix spillages per quarter	Hours	N/A
8	Number of domestic meters installed per quarter	Number	N/A

	2 ZDM sanitation contracts under construction per quarter	2 ZDM sanitation contracts under construction per quarter	2 ZDM sanitation contracts under construction per quarter	3 ZDM sanitation contracts under construction per quarter	2 ZDM sanitation contracts under construction by 30 June 2023	Quarterly	Planning services	Contracts list or Progress reports and Appointment letters for service providers
	4 ZDM water contracts completed per quarter	1 ZDM water contract completed per quarter	5 ZDM water contracts completed per quarter	5 ZDM water contracts completed per quarter	15 ZDM water contracts completed by 30 June 2023	Quarterly	Planning services	Certificate of completion
	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests by 30 June 2023	Quarterly	Technical Services	Lab results
	48Hrs average time taken to fix spillages per quarter	48Hrs average time taken to fix spillages per quarter	48Hrs average time taken to fix spillages per quarter	48Hrs average time taken to fix spillages per quarter	48Hrs average time taken to fix spillages by 30 June 2023	Quarterly	Technical Services	Job card summary report
New KPI	250 domestic meters installed per quarter	1000 domestic meters installed by 30 June 2023	Quarterly	Budget & Treasury	Certificate of completion			

Establishing and maintaining partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipal services that local communities are entitled to.	9	Number of households within ZDM to be provided with access to water within RDP standard	Number	N/A	SO 1.2.1		N/A	N/A	600 households within ZDM to be provided with access to water within RDP standard	300 households within ZDM to be provided with access to water within RDP standard	900 households within ZDM to be provided with access to water within RDP standard by 30 June 2023	30 Jun 23	Planning Services	List of beneficiaries and GPS co-ordinates
	10	Number of households within ZDM to be provided with sanitation facilities within RDP standard per quarter	Number	N/A		538 households within ZDM to be provided with sanitation facilities within RDP standard per quarter	900 households within ZDM to be provided with sanitation facilities within RDP standard per quarter	346 households within ZDM to be provided with sanitation facilities within RDP standard per quarter	485 households within ZDM to be provided with sanitation facilities within RDP standard per quarter	1537 households within ZDM to be provided with sanitation facilities within RDP standard by 30 June 2023	Quarterly	Planning Services	List of beneficiaries and GPS co-ordinates	
	11	Number of report on evaluation of ZDM water service provider (consultants) performed per quarter	Number	N/A		1 report on evaluation of ZDM water service provider (consultants) performed per quarter	1 report on evaluation of ZDM water service provider (consultants) performed per quarter	1 report on evaluation of ZDM water service provider (consultants) performed per quarter	1 report on evaluation of ZDM water service provider (consultants) performed per quarter	4 reports on evaluation of ZDM water service provider (consultants) performed by 30 Jun 2023	Quarterly	Planning	Evaluation reports and Proof of submission	

## 6.2.2 Local Economic &amp; Social Development

Strategic Objective(S O)	KPI No.	Key Performance Indicator	Unit of Measure	Formula	IDP Strategic Objective Ref No.	Baseline	Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 JUNE 2023	Annual Target 01 July 2022 - 30 June 2023	target date / reporting frequency	Responsible Department	Portfolio of Evidence
Building the capacity of the people to engage in the economy	12	Number of reports submitted to community services portfolio committee on the approved support plan of Emerging farmers and SMME's within ZDM per quarter	Date	N/A	SO 2.1.2		1 report submitted to community services portfolio committee on the approved support plan of Emerging farmers and SMME's within ZDM per quarter	1 report submitted to community services portfolio committee on the approved support plan of Emerging farmers and SMME's within ZDM per quarter	1 report submitted to community services portfolio committee on the approved support plan of Emerging farmers and SMME's within ZDM per quarter	1 report submitted to community services portfolio committee on the approved support plan of Emerging farmers and SMME's within ZDM per quarter	4 reports submitted to community services portfolio committee on the approved support plan of Emerging farmers and SMME's within ZDM by 30 June 2023	Quarterly	Community services	Report
	13	Number of students trained in music within ZDM annually	Number	N/A			N/A	N/A	N/A	8 Students trained in music within ZDM by 30 June 2023	8 Students trained in music within ZDM by 30 June 2023	30-Jun-23	Community Services	Graduation ceremony list
	14	Number of students within ZDM trained in visual art annually	Number	N/A			N/A	N/A	N/A	10 students within ZDM trained in visual art by 30 June 2023	10 students within ZDM trained in visual art by 30 June 2023	30 Jun 23	Community Services	Graduation ceremony list

	15	Number of students within ZDM trained in fashion design annually	Number	N/A			N/A	N/A	N/A	15 students within ZDM trained in fashion design by 30 June 2023	15 students within ZDM trained in fashion design by 30 June 2023	30-Jun-23	Community Services	Graduation ceremony list
Consolidating and expanding tourism	16	Number of implementation reports on Tourism & Marketing Strategy submitted to Community Portfolio Committee	Number	N/A	SO 2.2.1		1 implementation report on Tourism & Marketing Strategy submitted to Community Portfolio Committee per quarter	1 implementation report on Tourism & Marketing Strategy submitted to Community Portfolio Committee per quarter	1 implementation report on Tourism & Marketing Strategy submitted to Community Portfolio Committee per quarter	1 implementation report on Tourism & Marketing Strategy submitted to Community Portfolio Committee per quarter	4 implementation reports on Tourism & Marketing Strategy submitted to Community Portfolio Committee by 30 June 2023	Quarterly	Community Services	Copy of implementation reports on Tourism & Marketing Strategy and proof of submission
Growing agriculture	17	Number of ZDM Co-operatives trained per quarter	Number	N/A	SO 2.2.2		25 ZDM Co-operatives trained per quarter	100 ZDM Co-operatives trained by 30 June 2023	Quarterly	Community Services	List of trained Co-operatives and attendance			
Supporting the well-being of vulnerable groups through short and long term initiatives	18	Number of jobs created through the ZDM municipal EPWP initiatives including capital projects	Number	N/A	SO 2.2.5		N/A	N/A	N/A	1370 jobs created through the ZDM municipal EPWP initiatives including capital projects by 30 June 2023	1370 jobs created through the ZDM municipal EPWP initiatives including capital projects by 30 June 2023	30-Jun-23	Community Services	Report retrieved from the EPWP system

19	Number of Reports on implementation of Indigent Policy submitted to finance portfolio committee per quarter	Number	N/A			3 Reports on implementation of Indigent Policy submitted to finance portfolio committee per quarter	3 Reports on implementation of Indigent Policy submitted to finance portfolio committee per quarter	3 Reports on implementation of Indigent Policy submitted to finance portfolio committee per quarter	3 Reports on implementation of Indigent Policy submitted to finance portfolio committee per quarter	12 Reports on implementation of Indigent Policy submitted to finance portfolio committee by 30 June 2023	Quarterly	Budget & Treasury	Copy of Indigent Policy Implementation report and proof of submission
20	Number of jobs maintained through ZDM EPWP integrated grant projects	Number	N/A			N/A	N/A	N/A	300 jobs maintained through ZDM EPWP integrated grant projects by 30 June 2023	300 jobs maintained through ZDM EPWP integrated grant projects by 30 June 2023	30-Jun-23	Community Services	List of participants retrieved from HR system

## 6.2.3 Municipal Financial Viability &amp; Management

Strategic Objective(S O)	KPI No.	Key Performance Indicator	Unit of Measure	Formula	Strategic Objective	Baseline	Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 June 2023	Annual Target 01 July 2022 - 30 June 2023	target date / reporting frequency	Responsible Department	Portfolio of Evidence	
Establishing and maintaining a sound and sustainable management of the fiscal and financial affairs of the municipality and its entities	21	Date Submission of Sec 54 (f) Mid Year Budget & Performance Assessment to the Council	Date	N/A	SO 3.1.1		N/A	N/A	Submission of Sec 54(f) Mid Year Budget & Performance Assessment to the Council by 31 January 2023	N/A	Submission of Sec 54(f) Mid Year Budget & Performance Assessment to the Council by 31 January 2023	31-Jan-23	Budget & Treasury	Council resolution and Copy of Sec 54 Mid Year Budget & Performance Assessment	
	22	Percentage of disconnections implemented to identified non-paying ZDM customers per quarter	Percentage	N/A			100% disconnections implemented to identified non-paying ZDM customers per quarter	100% disconnections implemented to identified non-paying ZDM customers per quarter	100% disconnections implemented to identified non-paying ZDM customers per quarter	100% disconnections implemented to identified non-paying ZDM customers per quarter	100% disconnections implemented to identified non-paying ZDM customers per quarter	100% disconnections implemented to identified non-paying ZDM customers by 30 June 2023	Quarterly	Budget & Treasury	Disconnection report and debtors age analysis report
	23	Number of reports on Irregular Expenditure submitted to Finance Portfolio Committee	Number	N/A			1 report on Irregular Expenditure submitted to Finance Portfolio Committee per quarter	1 report on Irregular Expenditure submitted to Finance Portfolio per quarter	1 report on Irregular Expenditure submitted to Finance Portfolio per quarter	1 report on Irregular Expenditure submitted to Finance Portfolio per quarter	1 report on Irregular Expenditure submitted to Finance Portfolio per quarter	4 reports on Irregular Expenditure submitted to Finance Portfolio Committee by 30 June 2023	Quarterly	Budget & Treasury	Proof of submission and Copy of Irregular Expenditure Report

		per quarter												
	24	Date consolidated procurement plan submitted to MANCO	Date	N/A		Consolidated procurement plan submitted to MANCO by 31 Aug 2022	N/A	N/A	N/A	Consolidated procurement plan submitted to MANCO by 31 Aug 2022	31-Aug-22	Budget & Treasury	Copy of consolidated procurement plan and proof of submission	
Apply sound financial management practises to keep a positive cash balance, coverage and liquidity ratios	25	Date reports on Sec 13 of the MFMA submitted to AG	Date	N/A	SO 3.1.2	Reports on Sec 13 of the MFMA submitted to AG by 31 July 2022	N/A	N/A	N/A	Reports on Sec 13 of the MFMA submitted to AG by 31 July 2022	31 July 2022	Budget & Treasury	Proof of submission and copy of Sec 13 reports	
Manage, monitor and review existing financial systems to support accurate and credible reporting,	26	Date verification report on ZDM movable assets submitted to Finance Portfolio committee			SO 3.1.3	N/A	N/A	N/A	Verification reports on ZDM movable assets conducted by 30 June 2023	Verification reports on ZDM movable assets conducted by 30 June 2023	30 Jun 2023	Budget & Treasury	Copy of Verification report on ZDM movable assets	

budget monitoring and compliance	27	Date adjustment Budget submitted to council	Date	N/A		N/A	N/A	Adjustment Budget submitted to council by 28 Feb 2023	N/A	Adjustment Budget submitted to council by 28 February 2023	28-Feb-2023	Budget & Treasury	Council Resolution and copy of adjustment Budget
	28	Number of updates performed on the ZDM municipal fixed assets register per quarter	Number	N/A		1 Update performed on the ZDM municipal fixed assets register per quarter	1 Update performed on the ZDM municipal fixed assets register per quarter	1 Update performed on the ZDM municipal fixed assets register per quarter	1 Update performed on the ZDM municipal fixed assets register per quarter	4 Updates performed on the ZDM municipal fixed assets register by 30 June 2023	30 Jun 2023	Budget & Treasury	Updated FAR
	29	Percentage of expenditure on conditional grants per quarter	Percentage	N/A		25% expenditure on conditional grants per quarter	25% expenditure on conditional grants per quarter	25% expenditure on conditional grants per quarter	25% expenditure on conditional grants per quarter	100% expenditure on conditional grants by 30 June 2023	Quarterly	Budget & Treasury	Copy of Expenditure report and copy of grant register
	30	Percentage of Collection Rate achieved per quarter	Percentage	N/A		90% Collection Rate achieved per quarter	90% Collection Rate achieved per quarter	90% Collection Rate achieved per quarter	90% Collection Rate achieved per quarter	90% Collection Rate achieved by 30 June 2023	Quarterly	Budget & Treasury	Copy of Collection Report
	31	Date 2022/2023 IDP Process Plan including Budget time table submitted to Council	Date	N/A		2022/2023 IDP Process Plan including Budget time table submitted Council by 31-Aug-22	N/A	N/A	N/A	2022/2023 IDP Process Plan including Budget time table submitted Council by 31-Aug-22	31-Aug-22	Budget & Treasury and Planning Services	Council Resolution and copy of IDP Process Plan including Budget time table

32	Date draft Budget submitted to Council	Date	N/A		N/A	N/A	Draft Budget submitted to Council by 31 March 2023	N/A	Draft Budget submitted to Council by 31 March 2023	31 March 2023	Budget & Treasury	Council Resolution and copy of the draft budget
33	Date Final Budget approved by Council	Date	N/A		N/A	N/A	N/A	Final Budget approved by Council by 31 May 2023	Final Budget approved by Council by 31 May 2023	31-May-23	Budget & Treasury	Council Resolution and copy of approved budget
34	Date draft budget related policies submitted to Council	Date	N/A		N/A	N/A	Draft budget related policies submitted to Council by 31 March 2023	N/A	Draft budget related policies submitted to Council by 31 March 2023	31-Mar-23	Budget & Treasury	Council Resolution and copy of draft budget related policies
35	Date final budget related policies submitted to Council	Date	N/A		N/A	N/A	N/A	Final budget related policies submitted to Council by 30 June 2023	Final budget related policies submitted to Council by 30 June 2023	30-Jun-23	Budget & Treasury	Council Resolution and copy final budget related policies
36	Number of MSCOA data strings uploaded to Local Government portal per quarter	Number	N/A		3 MSCOA data strings uploaded to Local Government portal per quarter	3 MSCOA data strings uploaded to Local Government portal per quarter	3 MSCOA data strings uploaded to Local Government portal per quarter	3 MSCOA data strings uploaded to Local Government portal per quarter	12 MSCOA data strings uploaded to Local Government portal by 30 June 2023	Quarterly	Budget & Treasury	Print screen of system upload and copy of data strings

37	Date of Submission of Sec 72 Mid - Year Budget & Performance Assessment to the Mayor & Provincial Treasury	Date	N/A		N/A	N/A	Submission of Sec 72 Mid - Year Budget & Performance Assessment to the Mayor & Provincial Treasury by 25 January 2023	N/A	Submission of Sec 72 Mid - Year Budget & Performance Assessment to the Mayor & Provincial Treasury by 25 January 2023	25-Jan-23	Budget & Treasury	Proof of submission and copy of Sec72 Mid - Year Budget & Performance Assessment
38	Number of Sec 52 reports submitted to Council per quarter	Number	N/A		1 Sec 52 report submitted to Council per quarter (previous quarter)	1 Sec 52 report submitted to Council per quarter (previous quarter)	1 Sec 52 report submitted to Council per quarter (previous quarter)	1 Sec 52 report submitted to Council per quarter (previous quarter)	4 Sec 52 reports submitted to Council by 30 June 2023	Quarterly	Budget & Treasury	Proof of submission and copy of Sec 52 report
39	Number of Sec 66 reports submitted to Council per quarter	Number	N/A		3 Sec 66 reports submitted to Council per quarter (previous quarter)	3 Sec 66 reports submitted to Council per quarter (previous quarter)	3 Sec 66 reports submitted to Council per quarter (previous quarter)	3 Sec 66 reports submitted to Council per quarter (previous quarter)	12 Sec 66 reports submitted to Council by 30 June 2023	Quarterly	Budget & Treasury	Proof of submission and copy of Sec 66 report
40	Number of Sec 11 reports submitted to Council, Provincial Treasury and Auditor General per quarter	Number	N/A		1 Sec 11 report submitted to Council, Provincial Treasury and Auditor General per quarter (previous quarter)	1 Sec 11 report submitted to Council, Provincial Treasury and Auditor General per quarter (previous quarter)	1 Sec 11 report submitted to Council, Provincial Treasury and Auditor General per quarter (previous quarter)	1 Sec 11 report submitted to Council, Provincial Treasury and Auditor General per quarter (previous quarter)	4 Sec 11 reports submitted to Council, Provincial Treasury and Auditor General per quarter (previous quarter)	Quarterly	Budget & Treasury	Council Resolution; Proof of submission and copy of Sec 11 reports

	41	Number of reports based on updated Grants Register submitted to Finance Portfolio committee per quarter	Number	N/A			3 reports based on updated Grants Register submitted to Finance Portfolio committee per quarter	3 reports based on updated Grants Register submitted to Finance Portfolio committee per quarter	3 reports based on updated Grants Register submitted to Finance Portfolio committee per quarter	3 reports based on updated Grants Register submitted to Finance Portfolio committee per quarter	12 reports based on updated Grants Register submitted to Finance Portfolio committee by 30 June 2023	Quarterly	Budget & Treasury	Updated grant register
	42	Number of monthly budget statements (Sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	Number	N/A			3 monthly budget statements (Sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	3 monthly budget statements (Sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	3 monthly budget statements (Sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	3 monthly budget statements (Sec 71 reports) submitted to Mayor and Provincial Treasury per quarter	12 monthly budget statements (Sec 71 reports) submitted to Mayor and Provincial Treasury by 30 June 2023	Quarterly	Budget & Treasury	Proof of submission and soft copy of Sec 71 report
Refine procurement systems and processes to respond to the demand for services	43	Percentage of tenders finalised within 3 months after date of advertisement per quarter	Percentage	N/A	SO 3.1.4		100% of tenders finalised within 3 months after date of advertisement per quarter	100% of tenders finalised within 3 months after date of advertisement per quarter	100% of tenders finalised within 3 months after date of advertisement per quarter	100% of tenders finalised within 3 months after date of advertisement per quarter	100% of tenders finalised within 3 months after date of advertisement by 30 June 2023	Quarterly	Budget & Treasury	Adverts and appointment letters
	44	Number of stock taking reports submitted to finance portfolio committee	Number	N/A			N/A	N/A	N/A	1 stock taking report submitted to finance portfolio committee by 30 June 2023	1 stock taking report submitted to finance portfolio committee by 30 June 2023	Quarterly	Budget & Treasury	Copy of Stock taking report and proof of submission

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45	Number of SCM quarterly reports submitted to EXCO per quarter	Number	N/A			1 SCM quarterly report submitted to EXCO per quarter	1 SCM quarterly report submitted to EXCO per quarter	1 SCM quarterly report submitted to EXCO per quarter	1 SCM quarterly report submitted to EXCO per quarter	4 SCM quarterly reports submitted to EXCO by 30 June 2023	Quarterly	Budget & Treasury	Proof of submission and Copy of SCM Quarterly reports
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## 6.2.4 Good Governance &amp; Public Participation

Strategic Objective(SO )	KPI No .	Key Performance Indicator	Unit of Measure	Formula	Responsible Department	Baseline	Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 June 2023	Annual Target 01 July 2022 - 30 June 2023	target date / reporting frequency	Responsible Department	Portfolio of Evidence
Promoting transparent and accountable governance through regular community engagements and effective administration.	46	Number of LED awareness events held per quarter	Number	N/A	SO 4.1.2		1 LED awareness event held per quarter	4 LED awareness events held by 30 June 2023	Quarterly	Community Services	OOP and Attendance Register			
	47	Number of ZDM Municipal Health awareness campaigns held per quarter	Number	N/A			1 ZDM Municipal Health awareness campaign held per quarter	1 ZDM Municipal Health awareness campaign held per quarter	1 ZDM Municipal Health awareness campaign held per quarter	1 ZDM Municipal Health awareness campaign held per quarter	4 ZDM Municipal Health awareness campaigns by 30 June 2023	Quarterly	Community Services	OOP and Attendance Register
	48	Number of ZDM disaster awareness campaigns held per quarter	Number	N/A			1 ZDM disaster awareness campaign held per quarter	1 ZDM disaster awareness campaign held per quarter	1 ZDM disaster awareness campaign held per quarter	1 ZDM disaster awareness campaign held per quarter	4 ZDM disaster awareness campaigns held by 30 June 2023	Quarterly	Corporate Services	OOP and Attendance Register
	49	Number of ZDM District Civil Society Forum held per quarter	Number	N/A		new KPI	1 ZDM District Civil Society Forum held per quarter	1 ZDM District Civil Society Forum held per quarter	1 ZDM District Civil Society Forum held per quarter	1 ZDM District Civil Society Forum held per quarter	4 ZDM District Civil Society Forums held by 30 June 2023	Quarterly	Community Services	Notice, Agenda, Minutes and attendance register

Systematic development and or review and monitoring implementation of all municipal policies, bylaws, strategies, plans and frameworks in line with any applicable legislation	50	Number of implementation reports on the ZDM LED strategy submitted to community services portfolio committee per quarter	Date	N/A	SO 4.1.4		1 implementation report on the ZDM LED strategy submitted to community services portfolio committee per quarter	1 implementation report on the ZDM LED strategy submitted to community services portfolio committee per quarter	1 implementation report on the ZDM LED strategy submitted to community services portfolio committee per quarter	1 implementation report on the ZDM LED strategy submitted to community services portfolio committee per quarter	4 implementation reports on the ZDM LED strategy submitted to community services portfolio committee by 30 June 2023	30-Jun-23	Community Services	Proof of submission and copy of LED strategy implementation reports
	51	Number of Indonsa Arts & Craft Centre business strategy implementation reports submitted to community services portfolio committee per quarter	Date	N/A			1 Indonsa Arts & Craft Centre business strategy implementation report submitted to community services portfolio committee per quarter	1 Indonsa Arts & Craft Centre business strategy implementation report submitted to community services portfolio committee per quarter	1 Indonsa Arts & Craft Centre business strategy implementation report submitted to community services portfolio committee per quarter	1 Indonsa Arts & Craft Centre business strategy implementation report submitted to community services portfolio committee per quarter	4 Indonsa Arts & Craft Centre business strategy implementation reports submitted to community services portfolio committee by 30 June 2023	30-Jun-23	Community Services	Council Resolution and Indonsa Arts and craft centre business strategy
	52	Date revised ZDM internal audit charter adopted by Audit committee	Date	N/A			N/A	N/A	N/A	Revised ZDM internal audit charter adopted by Audit committee by 30 June 2023	Revised ZDM internal audit charter adopted by Audit committee by 30 June 2023	30 Jun 23	OMM	Copy of Internal Audit Charter and Audit Committee minutes
	53	Date ZDM Service Delivery Charter adopted by council	Date	N/A			To be confirmed	N/A	N/A	N/A	ZDM Service Delivery Charter adopted council by 30 June 2023	ZDM Service Delivery Charter adopted council by 30 June 2023	30-Jun-23	Corporate Service

54	Date WSIG and RBIG Annual Implementation Plan submitted to Department of Water and Sanitation	Date			N/A	N/A	N/A	WSIG and RBIG Annual Implementation Plan submitted to Department of Water and Sanitation by 15 Jun 2023	WSIG and RBIG Annual Implementation Plan submitted to Department of Water and Sanitation by 15 Jun 2023	15-Jun-23	Planning Services	Proof of Submission and copy of WSIG and RBIG Annual Implementation Plan report
55	Date PMU Business Plan submitted to KZN-COGTA	Date			N/A	N/A	N/A	PMU Business Plan submitted to KZN-COGTA by 30 April 2023	PMU Business Plan submitted to KZN-COGTA by 30 April 2023	30-Apr-23	Planning Services	Proof of Submission and copy of PMU Business Plan report
56	Date Three Year Proforma Implementation Plan submitted to KZN-COGTA	Date			N/A	N/A	Three Year Proforma Implementation Plan submitted to KZN-COGTA by 30 January 2023	N/A	Three Year Proforma Implementation Plan submitted to KZN-COGTA by 30 January 2023	30-Jan-23	Planning Services	Proof of Submission and copy of three year proforma Implementation plan
57	Date MSA Sec 11(3)(a) MFMA 16(1), 24(2), 53(1)(c)(i), 62(1)(f), 79(1)(c) Policies and bylaws submitted to the Council	Date	N/A		To be confirmed	N/A	N/A	MSA Sec 11(3)(a) MFMA 16(1), 24(2), 53(1)(c)(i), 62(1)(f), 79(1)(c) Policies and bylaws submitted to the Council by 30 June 2023	MSA Sec 11(3)(a) MFMA 16(1), 24(2), 53(1)(c)(i), 62(1)(f), 79(1)(c) Policies and bylaws submitted to the Council by 30 June 2023	30-Jun-23	Corporate Services	Council resolutions and copy of policies and bylaws

## 6.2.5 Municipal Transformation &amp; Organizational Development

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Formula	Responsible Department	Baseline	Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 June 2023	Annual Target 01 July 2022 - 30 June 2023	target date / reporting frequency	Responsible Department	Portfolio of Evidence
Investing in a workforce to meet service delivery demand through implementing a culture of continuous learning and improvement	58	Number of policy workshops conducted for ZDM employees per quarter	Number	N/A	SO 5.1.1		1 policy workshops conducted for ZDM employees per quarter	1 policy workshops conducted for ZDM employees per quarter	1 policy workshops conducted for ZDM employees per quarter	1 policy workshops conducted for ZDM employees per quarter	4 policy workshops conducted for ZDM employees by 30 June 2023	Quarterly	Corporate Services	Notice, Attendance Register and copy of presentations made
	59	Number of ZDM employees trained on Batho Pele principles per quarter	Number	N/A		To be confirmed	30 ZDM employees trained on Batho Pele principles per quarter	30 ZDM employees trained on Batho Pele principles per quarter	30 ZDM employees trained on Batho Pele principles per quarter	30 ZDM employees trained on Batho Pele principles per quarter	120 ZDM employees trained on Batho Pele principles by 30 June 2023	Quarterly	Corporate services	Notice, Attendance Register and copy of presentations made
	60	Number workshops conducted on labour relations matters to ZDM employees per quarter	Number	N/A			1 workshops conducted on labour relations matters to ZDM employees per quarter	1 workshops conducted on labour relations matters to ZDM employees per quarter	1 workshops conducted on labour relations matters to ZDM employees per quarter	1 workshops conducted on labour relations matters to ZDM employees per quarter	4 workshops conducted on labour relations matters to ZDM employees by 30 June 2023	Quarterly	Corporate Services	Notice, Attendance Register and copy of presentations made
	61	Date WSP report submitted to LGSETA	Date	N/A		new KPI	N/A	N/A	N/A	WSP report submitted to LGSETA by 30 June 2023	WSP report submitted to LGSETA by 30 June 2023	30-Jun-23	Corporate services	Copy of WSP Report and Proof of submission

Promoting sound labour relations through promoting effective human resource practises	62	Date employment equity plan reports submitted to Department of Labour	Date	N/A	SO 5.1.2		N/A	N/A	Employment equity plan reports submitted to Department of Labour by 15 Jan 2023	N/A	Employment equity plan reports submitted to Department of Labour by 15 Jan 2023	31-Mar-23	Corporate Services	Proof of submission and copy of employment equity plan report
	63	Date employment equity plan reports submitted to Council	Date	N/A			N/A	1 employment equity report submitted to council by 31 Dec 2022	N/A	N/A	1 employment equity report submitted to council by 31 Dec 2022	31-Dec-22	Corporate Services	Council resolution and Employment equity Plan
	64	Date 2023/2024 ZDM organogram approved by council	Date	N/A			N/A	N/A	N/A	2023/2024 ZDM organogram approved by council by 30 June 2023	2023/2024 ZDM organogram approved by council by 30 June 2023	30-Jun-23	Corporate Services	Council Resolution and organogram
Optimise workforce productivity by enforcing a sound organizational culture	65	Number of District monthly statistics report submission to Provincial Department of Health per quarter	Number	N/A	SO 5.1.3		3 District monthly statistics reports submitted to Provincial Department of Health per quarter	3 District monthly statistics reports submitted to Provincial Department of Health per quarter	3 District monthly statistics reports submitted to Provincial Department of Health per quarter	3 District monthly statistics reports submitted to Provincial Department of Health per quarter	12 District monthly statistics reports submitted to Provincial Department of Health by 30 June 2023	Quarterly	Community Services	Proof of Submission and soft copy of district monthly statistics report

66	Number of Quarterly evaluation reports on Integrated grant EPWP submitted to Department of Public Works per quarter	Number	N/A	new KPI	1 Quarterly evaluation report on Integrated grant EPWP submitted to Department of Public Works per quarter	1 Quarterly evaluation report on Integrated grant EPWP submitted to Department of Public Works per quarter	1 Quarterly evaluation report on Integrated grant EPWP submitted to Department of Public Works per quarter	1 Quarterly evaluation report on Integrated grant EPWP submitted to Department of Public Works per quarter	4 Quarterly evaluation reports on Integrated grant EPWP submitted to Department of Public Works by 30 June 2023	Quarterly	Community Services	Proof of submission and Quarterly evaluation reports
67	Number of integrated grant expenditure reports submitted to the Department of Public Works per quarter	Number	N/A		3 integrated grant expenditure reports submitted to the Department of Public Works per quarter	3 integrated grant expenditure reports submitted to the Department of Public Works per quarter	3 integrated grant expenditure reports submitted to the Department of Public Works per quarter	3 integrated grant expenditure reports submitted to the Department of Public Works per quarter	12 integrated grant expenditure reports submitted to the Department of Public Works by 30 June 2023	Quarterly	Community service	Acknowledgment of receipts and copies of expenditure reports
68	Date of submission of narrative 2021/2022 Annual Report on EPWP to Department of Public Works	Date	N/A		Submission on narrative 2020/2021 Annual Report on EPWP to Department of Public Works by 15 July 2022	N/A	N/A	N/A	Submission on narrative 2020/2021 Annual Report on EPWP to Department of Public Works by 15 July 2022	15-Jul-22	Community Services	Proof of submission and copy of report

69	Number of MIG Claims uploads onto MIG MIS and submission of the MIG Expenditure and Commitments Schedule [MECS] to KZN-COGTA per quarter	Number			3 MIG Claims uploads onto MIG MIS and submission of the MIG Expenditure and Commitments Schedule [MECS] to KZN-COGTA per quarter	3 MIG Claims uploads onto MIG MIS and submission of the MIG Expenditure and Commitments Schedule [MECS] to KZN-COGTA per quarter	3 MIG Claims uploads onto MIG MIS and submission of the MIG Expenditure and Commitments Schedule [MECS] to KZN-COGTA per quarter	3 MIG Claims uploads onto MIG MIS and submission of the MIG Expenditure and Commitments Schedule [MECS] to KZN-COGTA per quarter	12 MIG Claims uploads onto MIG MIS and submission of the MIG Expenditure and Commitments Schedule [MECS] to KZN-COGTA by 30 June 2023	Quarterly	Planning Services	Print screen of system upload
70	Number of WSIG and RBIG QPE Reports submitted to Department of Water & Sanitation per quarter	Number			1 WSIG and RBIG QPE Report submitted to Department of Water & Sanitation per quarter	1 WSIG and RBIG QPE Report submitted to Department of Water & Sanitation per quarter	1 WSIG and RBIG QPE Report submitted to Department of Water & Sanitation per quarter	1 WSIG and RBIG QPE Report submitted to Department of Water & Sanitation per quarter	4 WSIG and RBIG QPE Reports submitted to Department of Water & Sanitation by 30 June 2023	Quarterly	Planning Services	Proof of Submission and copy of report
71	Date MIG Annual Performance Evaluation Report submitted to KZN-COGTA	Date			MIG Annual Performance Evaluation Report submitted to KZN-COGTA by 25 Sept 2022	N/A	N/A	N/A	MIG Annual Performance Evaluation Report submitted to COGTA by 25 Sept 2022	25-Sep-22	Planning Services	Proof of Submission and copy of MIG Annual Performance Evaluation Report

72	Number of MIG Expenditure Proof of Payments to KZN-COGTA on MIG MIS per quarter	Number			3 MIG Expenditure Proof of Payments to KZN-COGTA on MIG MIS per quarter	3 MIG Expenditure Proof of Payments to KZN-COGTA on MIG MIS per quarter	3 MIG Expenditure Proof of Payments to KZN-COGTA on MIG MIS per quarter	3 MIG Expenditure Proof of Payments to KZN-COGTA on MIG MIS per quarter	12 MIG Expenditure Proof of Payments to KZN-COGTA on MIG MIS by 30 June 2023	Quarterly	Planning Services	Proof of Submission and proof of payments
73	Number of WSIG and RBIG Monthly Reports (5B) submitted to Department of Water & Sanitation per quarter	Number			3 WSIG and RBIG Monthly Reports (5B) submitted to Department of Water & Sanitation per quarter	3 WSIG and RBIG Monthly Reports (5B) submitted to Department of Water & Sanitation per quarter	3 WSIG and RBIG Monthly Reports (5B) submitted to Department of Water & Sanitation per quarter	3 WSIG and RBIG Monthly Reports (5B) submitted to Department of Water & Sanitation per quarter	12 WSIG and RBIG Monthly Reports (5B) submitted to Department of Water & Sanitation by 30 June 2023	Quarterly	Planning Services	Proof of Submission and copy WSIG and RBIG monthly report
74	Date Final 2023/2024 IDP submitted to Council for adoption	Date	N/A		N/A	N/A	N/A	Final 2023/2024 IDP submitted to Council for adoption by 31 May 2023	Final 2023/2024 IDP submitted to Council for adoption by 31 May 2023	31-May-23	Planning Services	Council Resolution and copy of final IDP
75	Date final SDBIP 2023/2024 submitted to the Mayor	Date	N/A		N/A	N/A	N/A	Final SDBIP 2023/2024 submitted to the Mayor by 28 June 2023	Final SDBIP 2022/2023 submitted to the Mayor by 28 June 2023	28-Jun-2023	OMM	Proof of Submission and signed SDBIP

76	Date Annual Report adopted by Council	Date	N/A		N/A	N/A	Annual Report adopted by Council by 31 Jan 2023	N/A	Annual Report adopted by Council by 31 Jan 2023	31-Jan-23	Planning Services	Council Resolution and copy of annual report
77	Date AFS submitted to AG	Date	N/A		AFS submitted to AG by 31 Aug 2022	N/A	N/A	N/A	AFS submitted to AG by 31 Aug 2022	31-Aug-22	Budget & Treasury	Proof of submission and copy of AFS
78	Date AFS unqualified "clean" audit report achieved	Date	N/A		N/A	AFS unqualified "clean" audit report achieved by 31 December 2022	N/A	N/A	AFS unqualified "clean" audit report achieved by 31 December 2022	31-Dec-2022	Budget & Treasury	Audit Report
79	Date APR unqualified audit opinion 2021/2022 achieved	Date	N/A		N/A	APR unqualified audit opinion 2021/2022 achieved by 31 December 2022	N/A	N/A	APR unqualified audit opinion 2021/2022 achieved by 31 December 2022	31-Dec-2022	OMM	Audit Report
80	Date AG corrective action plan developed	Date	N/A		N/A	AG Corrective action plan developed by 31 December 2022	N/A	N/A	AG Corrective action plan developed by 31 December 2022	31-Dec-2022	OMM	Copy Action Plan

	81	Percentage of resolved issues as per corrective action plan targets	Percentage	N/A			N/A	N/A	50% resolved issues as per corrective action plan targets by 30 June 2023	50% resolved issues as per corrective action plan targets by 30 June 2023	100% resolved issues as per corrective action plan targets by 30 June 2023	30-Jun-23	Budget & Treasury	Updated action plan
Monitor, review and progressively improve service delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight	82	Number of PMS reports submitted to Internal Audit per quarter	Number	N/A	SO 5.1.4		1 PMS reports submitted to Internal Audit per quarter	1 PMS reports submitted to Internal Audit per quarter	1 PMS reports submitted to Internal Audit per quarter	1 PMS reports submitted to Internal Audit per quarter	4 PMS reports submitted to Internal Audit by 30 June 2023	Quarterly	OMM	Attendance Register; Assessment report and signed scoring sheets
	83	Date Performance Agreements for ZDM Senior Managers submitted to KZN-COGTA	Date	N/A		NEW KPI	Performance Agreements for ZDM Senior Managers submitted to KZN-COGTA by 14 Aug 2022	N/A	N/A	N/A	Performance Agreements for ZDM Senior Managers submitted to KZN-COGTA by 14 Aug 2022	14-Aug-22	OMM	Proof of submission and signed performance agreements
	84	Date Performance Agreements for ZDM Senior managers published in print and electronic platforms	Date	N/A			Performance Agreements for ZDM Senior managers published in print and electronic platforms by 30 August 2022	N/A	N/A	N/A	Performance Agreements for ZDM Senior managers published in print and electronic platforms by 30 August 2022	30-Aug-22	OMM	Copy of advert and print screen of ZDM website

85	Date Internal Audit Plan 2022/2023 submitted to Audit Committee for adoption	Date	N/A	NEW KPI	Internal Audit Plan 2022/2023 submitted to Council for adoption by 30 Sept 2022	N/A	N/A	N/A	N/A	Internal Audit Plan 2022/2023 submitted to Council for adoption by 30 Sept 2022	31-Dec-22	OMM	Internal Audit Plan and Audit Committee minutes
86	Number of Internal Audit reports submitted to the Audit committee per quarter	Number	N/A		1 Internal Audit report submitted to the Audit committee per quarter	1 Internal Audit report submitted to the Audit committee per quarter	1 Internal Audit report submitted to the Audit committee per quarter	1 Internal Audit report submitted to the Audit committee per quarter	1 Internal Audit report submitted to the Audit committee per quarter	4 Internal Audit reports submitted to the Audit committee by 30 June 2023	Quarterly	OMM	IA reports and Audit Committee minutes
87	Number of Audit Committee meetings coordinated per quarter	Number	N/A		1 Audit committee meeting coordinated per quarter	1 Audit committee meeting coordinated per quarter	1 Audit committee meeting coordinated per quarter	1 Audit committee meeting coordinated per quarter	1 Audit committee meeting coordinated per quarter	4 Audit committee meetings coordinated per quarter by 30 June 2023	Quarterly	OMM	Notice, Agenda, Minutes and attendance register
88	Date ZDM Annual Performance Report submitted to AG	Date	N/A		ZDM Annual Performance Report submitted to AG by 31 August 2022		N/A	N/A		ZDM Annual Performance Report submitted to AG by 31 August 2022	31-Aug-22	OMM	Proof of submission and copy of the APR

89	Number of MPMR Sec 14 (2)(g) meetings in relation to Audit Committee secretariat services provided per quarter	Number	N/A		1 MPMR Sec 14 (2)(g) meeting in relation to Audit Committee secretariat services provided held per quarter	1 MPMR Sec 14 (2)(g) meeting in relation to Audit Committee secretariat services provided held per quarter	1 MPMR Sec 14 (2)(g) meeting in relation to Audit Committee secretariat services provided held per quarter	1 MPMR Sec 14 (2)(g) meeting in relation to Audit Committee secretariat services provided held per quarter	4 MPMR Sec 14 (2)(g) meetings in relation to Audit Committee secretariat services provided held by 30 June 2023	Quarterly	Corporate Services	Notice, Agenda and attendance register
90	Number of EXCO Meetings coordinated per quarter	Number	N/A		1 EXCO Meeting coordinated per quarter	4 EXCO Meetings coordinated by 30 June 2023	Quarterly	Corporate Services	Notice, Agenda and attendance register			
91	Number of MSA Sec 79 (1) Number of portfolio committee meetings coordinated per quarter	Number	N/A	new KPI	4 MSA Sec 79 (1) portfolio committee meetings coordinated per quarter	4 MSA Sec 79 (1) portfolio committee meetings coordinated per quarter	4 MSA Sec 79 (1) portfolio committee meetings coordinated per quarter	4 MSA Sec 79 (1) portfolio committee meetings coordinated per quarter	16 MSA Sec 79 (1) portfolio committee meetings coordinated by 30 June 2023	Quarterly	Corporate Services	Notice, Agenda and attendance register
92	Number of MPAC meetings coordinated per quarter	Number	N/A		1 MPAC meeting coordinated per quarter	4 MPAC meetings coordinated by 30 June 2023	Quarterly	Corporate Services	Notice, Agenda and attendance register			
93	Number of Council Meetings coordinated per quarter	Number	N/A	To be confirmed	1 Council Meeting coordinated per quarter	4 Council Meetings coordinated by 30 June 2023	Quarterly	Corporate Services	Notice, Agenda and attendance register			

	94	Number of Revenue Steering Committee meetings conducted per quarter	Number	N/A			1 Revenue Steering Committee meeting conducted per quarter	1 Revenue Steering Committee meeting conducted per quarter	1 Revenue Steering Committee meeting conducted per quarter	1 Revenue Steering Committee meeting conducted per quarter	4 Revenue Steering Committee meetings conducted by 30 June 2023	Quarterly	Budget & Treasury	Notice, Agenda, Minutes and Attendance Register
	95	Number of ICT steering committee meetings held per quarter	Number	N/A			1 ICT steering committee meeting held per quarter	1 ICT steering committee meeting held per quarter	1 ICT steering committee meeting held per quarter	1 ICT steering committee meeting held per quarter	4 ICT steering committee meetings held by 30 June 2023	Quarterly	Corporate Services	Notice, Agenda and attendance register
Establishing consistency and alignment between the district and locals by regular co-ordination of Intergovernmental Relations	96	Number of Municipal Manager Technical IGR/DDM meetings coordinated per quarter	Number	N/A	SO 5.1.6	NEW KPI	1 Municipal Manager Technical IGR/DDM meetings coordinated per quarter	1 Municipal Manager Technical IGR/DDM meetings coordinated per quarter	1 Municipal Manager Technical IGR/DDM meetings coordinated per quarter	1 Municipal Manager Technical IGR/DDM meetings coordinated per quarter	4 Municipal Manager Technical IGR/DDM meetings coordinated by 30 June 2023	Quarterly	OMM	Notice, Agenda, Minutes and Attendance Register
	97	Number of Provincial Council for AIDS (PCA) presentations submitted to Office the Premier by ZDM per quarter	Number	N/A			1 Provincial Council for AIDS (PCA) presentation submitted to Office the Premier by ZDM per quarter	1 Provincial Council for AIDS (PCA) presentation submitted to Office the Premier by ZDM per quarter	1 Provincial Council for AIDS (PCA) presentation submitted to Office the Premier by ZDM per quarter	1 Provincial Council for AIDS (PCA) presentation submitted to Office the Premier by ZDM per quarter	4 Provincial Council for AIDS (PCA) presentations submitted to Office of Premier by ZDM by 30 June 2023	Quarterly	Community Services	Copy of PCA presentations and proof submission

	98	Number of reports submitted to Community Service Portfolio Committee on Civil Society Forum per quarter	Number	N/A		1 report submitted to Community Service Portfolio Committee on Civil Society Forum per quarter	1 report submitted to Community Service Portfolio Committee on Civil Society Forum per quarter	1 report submitted to Community Service Portfolio Committee on Civil Society Forum per quarter	1 report submitted to Community Service Portfolio Committee on Civil Society Forum per quarter	4 reports submitted to Community Service Portfolio Committee on Civil Society Forum by 30 June 2023	Quarterly	Community Services	Proof of submission and copy of the report
	99	Number of ZDM EPWP forums conducted per quarter	Number	N/A		1 ZDM EPWP forum conducted per quarter	4 ZDM EPWP forums conducted by 30 June 2023	Quarterly	Community Services	Notice, Agenda, Attendance register and minutes			
	100	Number of Tourism Forums held within ZDM per quarter	Number	N/A		1 Tourism Forum held within ZDM per quarter	1 Tourism Forum held within ZDM per quarter	1 Tourism Forum held within ZDM per quarter	1 Tourism Forum held within ZDM per quarter	4 Tourism Forums held within ZDM by 30 June 2023	Quarterly	Community Services	Notice, Agenda and Minutes
	101	Number of District Youth Committee Meetings held per quarter	Number	N/A		1 District Youth Committee Meetings held per quarter	1 District Youth Committee Meetings held per quarter	1 District Youth Committee Meetings held per quarter	1 District Youth Committee Meetings held per quarter	4 District Youth Committee Meetings held per quarter	Quarterly	OMM	Notice, Agenda and Attendance register
	102	Date Youth in Business Seminar held	Date	N/A	new KPI	Youth in Business Seminar held by 30 Sep 2022	N/A	N/A	N/A	Youth in Business Seminar held by 30 Sep 2022	30 Sep 2022	OMM	Attendance register and Programme

	10 3	Date Youth Camp held	Date	N/A		new KPI	Youth Camp held by 30 Sep 2022	N/A	N/A	N/A	Youth Camp held by 30 Sep 2022	30 Sep 2022	OMM	Attendance register and Programme
	10 4	Date Youth Skills Development Program	Date	N/A		new KPI	N/A	N/A	N/A	Youth Skills Development Program by 30 June 2023	Youth Skills Development Program by 30 June 2023	30 Jun 2023	OMM	Attendance register and Programme
Monitor and enhance compliance with health and safety standards to improve employee working conditions and the public	10 5	Number of funeral parlours inspected within ZDM per quarter	Number	N/A	SO 5.1.7		12 funeral parlours inspected within ZDM per quarter	12 funeral parlours inspected within ZDM per quarter	12 funeral parlours inspected within ZDM per quarter	12 funeral parlours inspected within ZDM per quarter	48 funeral parlours inspected within ZDM by 30 June 2023	Quarterly	Community Services	Summary of Inspection Register
	10 6	Number of water samples within ZDM collected for independent laboratory testing per quarter	Number	N/A			15 water samples within ZDM collected for independent laboratory testing per quarter	15 water samples within ZDM collected for independent laboratory testing per quarter	15 water samples within ZDM collected for independent laboratory testing per quarter	15 water samples within ZDM collected for independent laboratory testing per quarter	60 water samples within ZDM collected for independent laboratory testing by 30 June 2023	Quarterly	Community Service	Copy of Lab results
	10 7	Number of food premises inspected within ZDM per quarter	Number	N/A			45 food premises inspected within ZDM per quarter	45 food premises inspected within ZDM per quarter	45 food premises inspected within ZDM per quarter	45 food premises inspected within ZDM per quarter	180 food premises inspected within ZDM by 30 June 2023	Quarterly	Community Services	Summary of Inspection Register

	108	Number of food samples within ZDM collected for independent laboratory testing per quarter	Number				15 food samples within ZDM collected for independent laboratory testing per quarter	15 food samples within ZDM collected for independent laboratory testing per quarter	15 food samples within ZDM collected for independent laboratory testing per quarter	15 food samples within ZDM collected for independent laboratory testing per quarter	60 food samples within ZDM collected for independent laboratory testing by 30 June 2023	Quarterly	Community Services	Copy of Lab Results
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## 6.3 Capital Investment Framework

### 6.3.1 GENERAL PROJECTS

<b>LIST OF PROJECTS</b>	
<b>BUDGET/IDP ROADSHOWS</b>	2 300 000,00
<b>COMMUNITY PARTICIPATION</b>	1 000 000,00
<b>YOUTH PROGRAMS</b>	450 000,00
<b>LEGACY CUP</b>	5 000 000,00
<b>INTERGOVERNMENTAL RELATIONS</b>	35 000,00
<b>COMMUNICATION</b>	1 800 000,00
<b>AUDIT COST: EXTERNAL</b>	3 000 000,00
<b>OS: INTERNAL AUDITORS</b>	3 000 000,00
<b>C&amp;PS: B&amp;A AUDIT COMMITTEE</b>	300 000,00
<b>LEGAL COSTS</b>	1 028 695,00
<b>COVID -19 PROGRAM</b>	150 000,00
<b>CLEANING SERVICES</b>	1 050 000,00
<b>OS: SECURITY SERVICES</b>	24 467 000,00
<b>PHONE FAX TELEGRAPH &amp; TELEX</b>	2 345 000,00
<b>ICT</b>	7 416 000,00
<b>FLEET MANAGEMENT</b>	25 850 000,00

Table 73: ZDM GENERAL PROJECTS

<b>LEASE OF EQUIPMENT AND MACHINERY</b>	<b>1 495 000,00</b>
<b>OC: STORAGE OF FILES (ARCHIVING)</b>	200 000,00
<b>TRAINING</b>	1 351 589,57
<b>EMPLOYEE WELLNESS</b>	1 500 000,00

MEDICAL EXAMINATIONS	300 000,00
AVIATION STRATEGY	500 000,00
DISASTER PROGREMS	900 000,00
BARGAINING COUNCIL (SALGA)	2 000 000,00
INSUR UNDER - PREMIUMS	2 200 000,00
WORKMEN'S COMPENSATION FUND	2 000 000,00
WATER METERS	6 000 000,00
C&PS: B&A PROJECT MANAGEMENT(IDP PROJECT)	400 000,00
C&PS: B&A PROJECT MANAGEMENT(SHARED SERVICES)	400 000,00
C&PS: B&A PROJECT MANAGEMENT(FEASIBILITY STUDY)	400 000,00
C&PS: B&A PROJECT MANAGEMENT(JMPTF & ELECTRIFICATION)	380 000,00
C&PS: B&A PROJECT MANAGEMENT(SPATIAL PLANNING)	250 000,00
B&A PROJECT MANAGEMENT- IDP-WSDP	1 000 000,00

COMMUNITY & SOCIAL	<b>525 000,00</b>
UMKHOSI WOKWESHWAMA	200 000,00
UMKHOSI WASESANDLWANA	200 000,00
UMKHOSI WELEMBE	200 000,00
UMKHOSI WOMHLANGA	1 400 000,00
KING CORONATION	1 000 000,00
INDONSA UMBELE WETHU	917 500,00
EXHIBITION	160 000,00
LED PROJECTS	1 000 000,00
<b>Total</b>	<b>106 070 784,57</b>

## 6.3.3 CATALYTIC PROJECTS

NAME OF PROJECT	PROJECT SUSTAINABILITY	SECTOR	LOCATION	VALUE
Ulundi 19 Tourism Gateway Project	Local government will be responsible for providing access to infrastructure. A private sector developer will establish and sustain the node.	Economic, Infrastructure, Tourism, Human Capital	Ulundi (ward 9)	<b>R5 million</b>
Pongolapoort Development Node	This project will see various nodes, including tourism and commercial nodes, being established. That will attract private sector investment. Local government will ensure appropriate land use zoning and access to infrastructure, with private sector developing facilities.		uPhongola (ward 14)	<b>R 32 million</b>
Zululand Centre of Technology	Non-Profit Organization	Economic, Human Capital, Education	Ulundi (ward 12)	<b>R 15 million</b>

Tyre Recycling Centre

Private Sector and or Public Private Partnership. The municipality (thereafter the ZDA) will see the construction of the facility. A private partner will purchase equipment, administer

Economic,  
Infrastructure,  
Human Capital

Vryheid  
(Collection and  
storage  
stations in all  
LMs)

**R 12 million****Table 74: CATALYTIC PROJECTS**

NAME OF PROJECT	PROJECT SUSTAINABILITY	SECTOR	LOCATION	VALUE
	the facility including payment of rates.			
Regional Solid Waste / land fill site	Zululand DM	Infrastructure, Human Capital	Zululand DM	<b>Capital Exp- R8M, Operational Exp-R3M</b>
Municipal Solid Waste to energy facility	Zululand DM	Human Capital, Infrastructure	Ulundi	<b>R 5 million</b>
PPE Manufacturing Facility	Private Sector	Human Capital, Infrastructure, Economic	Nongoma	<b>R 3 million</b>
Expansion of Indonsa Arts and Crafts Centre	Zululand DM	Human Capital, Economic, Infrastructure	Ulundi	<b>R 4 million</b>

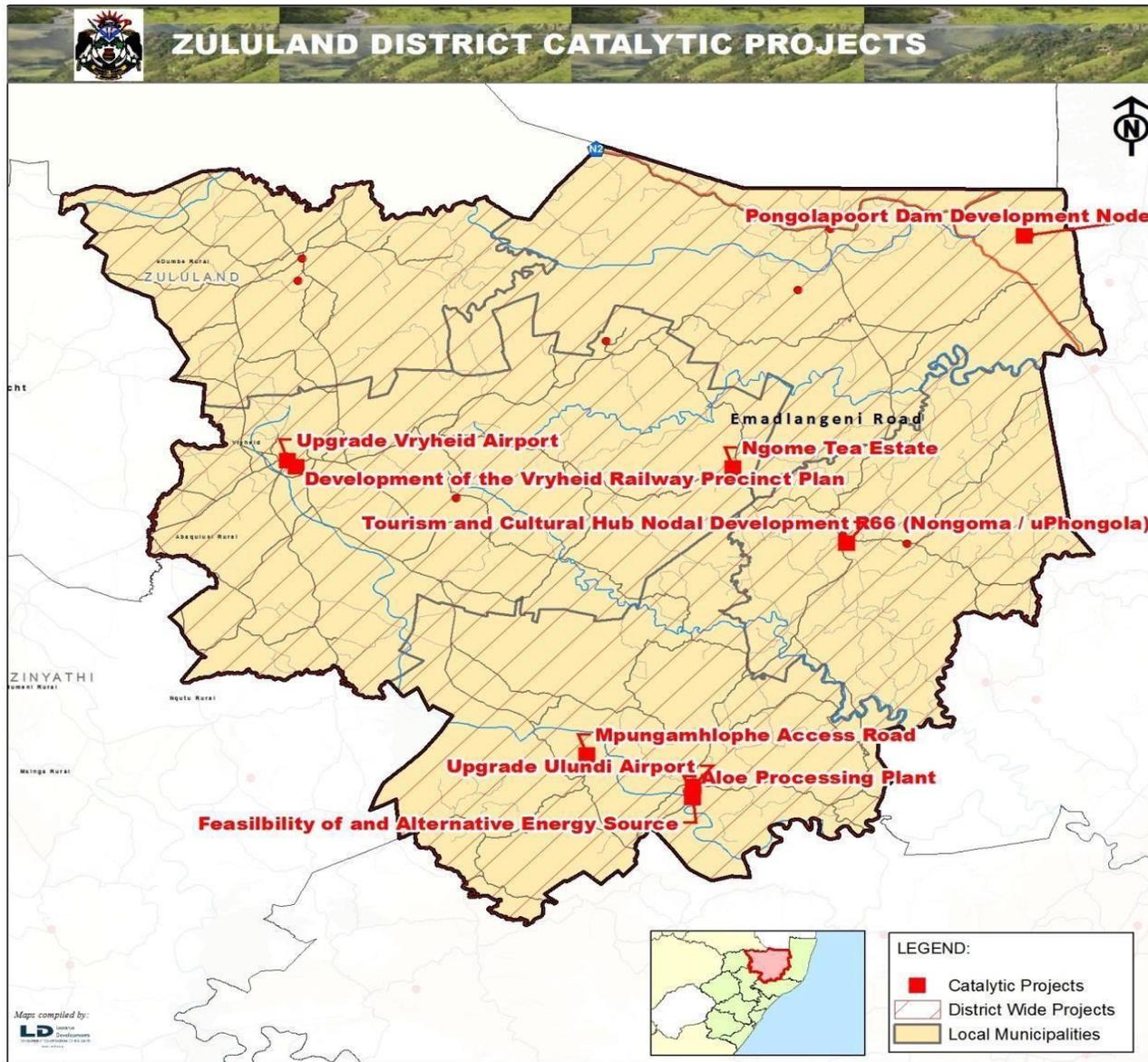
Zululand Youth Centre Hub	Zululand DM , All local municipalities		All municipalities	<b>R 10 million</b>
eDumbe Waterborne Sewerage	eDumbe/Paulpietersburg	Infrastructure, Human Capital, Economic	Zululand DM	<b>R 350 million</b>
Mona Market Development	Zululand DM	Economic, Human Capital, Infrastructure	Nongoma	<b>R 70 million</b>
NAME OF PROJECT	PROJECT SUSTAINABILITY	SECTOR	LOCATION	VALUE
Aloe Processing Facility	Zululand DM	Agriculture, Human Capital, Economic, Infrastructure	Ulundi/Nongoma	<b>R 25 million</b>
Usuthu Off-storage Dam	Zululand DM, Department of Water and Sanitation	Infrastructure, Human Capital,	Nongoma	<b>R 700 million</b>
KwaMajomela Manufacturing Facility	Zululand DM, Nongoma LM	Infrastructure, Human Capital, Economic	Nongoma	<b>R 13 million</b>
ZDM Digital Transformation Programme	Zululand DM, GCIS, Telecommunications Sector	Infrastructure, Human Capital, Economic	All	<b>R 30 million</b>
Kind Goodwill Zwelithini Monument	Zululand DM	Infrastructure, Human Capital, Tourism	Ulundi	<b>R 8 million</b>

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Zululand Disaster Management Centre	Zululand DM	Infrastructure, Human Capital	Abaqulusi	<b>R 10 million</b>
Prince Mangosuthu Airport	Zululand DM	Infrastructure, Economic, Human Capital, Tourism	Ulundi	<b>R 150 million</b>

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Source: ZDM Municipality



A catalytic project is an intervention that has a strong leverage and/or multiplier effect by addressing three or more strategic goals, or by creating a strong leverage factor toward the achievement of the overall objectives of the Zululand DGDP. A catalytic project addresses the root cause of obstacles to development in Zululand, rather than symptoms. It unlocks resources and opportunities that exist within government and private sector.

## 6.3.5 Local Municipal Projects

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025
Delini Road Phase 1	Construction of a 5 metre wide 1,4 tar road and 5 metre wide 2KM gravel road, 500m concrete	MIG/Nongoma	Ward 16 & 19	2 Years	R991 574.80	R0.00	R0.00
Delini Road Phase 2		MIG/Nongoma	Ward 16 & 19	2 Years	R8 634 406.65	R0.00	R0.00
Emanzimakulu Hall	Construction of a community hall, including ablution facilities,	MIG/Nongoma	Ward 20	2 Years	R1 379 864.70		
White City Road	Rehabilitation of 2KM x 6m of black top road, 1.8km x 5m new access gravel road with 400m x 0.15n x 5m concrete on road 1 and 6	MIG/Nongoma	Ward 09	2 Years	R7 432 640.25		
Nongoma Street Lights Phase2	Construction and installation of 5 (22 metres long) High masts at Redhill,	MIG/Nongoma	Ward 19		R4 042 659.92		

	Bus Rank, White City, Police Station and oPhalule areas						
Nongoma Town streetlights Phase 1	Installation of solar street light along Nongoma town streets (11 km)	MIG/Nongoma	Ward 19		R13 600 000.00		
Nongoma Black Top and Drainage in Town	Betterment of and taring of parking in from of the shops along the main road and construction of drainage in Nongoma town	MIG/Nongoma	Ward 19		R8 640 899.40		
Red Hill Phase 1 & 2	Rehab of tar road from main road...600, gravel roads 4km	MIG/Nongoma	Ward 09		R1 384 777.63		
Ezimpakaneni Hall	Construction of a community hall, including ablution facilities	MIG/Nongoma	Ward 14		R301 478.69		
Gobamagagu Road	Upgrading of 3.8 KM Gobamagagu	MIG/Nongoma	Ward 13		R467 653.03		

	Grave Road						
Magedlane Hall	Construction of a community hall and a Crèche, including ablution facilities	MIG/Nongoma	Ward 18		R932 594.93		
Mandlakazi Electrification Extension 1	Pre- engineering and connecting of households.	INEP	Ward 11		R890 000.00		
Mandlakazi Electrification extension 2	Pre- engineering and connecting of households	INEP	Ward 11		R558 200.00		
Usuthu Ext Electrification	Pre- engineering and connecting of households. Installation of 50 connections	INEP	Ward 17		R751 800.00		
Matheni Ext	Pre- engineering and connecting of	INEP	Ward 11		R800 000.00		

Electrification	households						
Nongoma Testing Ground	Construction of a testing ground	Nongoma	Ward 19		R2 000 000.00		
Waste Compactor Truck	Purchasing of a Diesel-powered Refuse Compactor Vehicle With Bin Lifter (15M3).	Nongoma	Ward 19		R1 200 000.00		
Emaye Community Hall	Construction of a community hall, including ablution facilities	MIG/Nongoma	Ward 11		R1 199 999.00		

Table 75: Local Municipal Projects Nongoma

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2021/2022	2022/2023	2023/2024
Ulundi High Masts Lights	Lights	MIG/Ulundi			R1 606 849,00	R 0,00	R 3 300 817,15
Madaka Community Hall in	Community Halls	MIG/Ulundi			R624 609,04	R 0,00	

Ward 10						
Bayeni Community Hall in Ward 6	Community Halls	MIG/Ulundi			R1 797 539,10	R 2 478 708,77
KwaDindi Community Hall in Ward 24	Community Halls	MIG/Ulundi			R1 797 717,11	R 2 359 060,39
Kweyezulu Community Hall in Ward 16	Community Halls	MIG/Ulundi			R1 797 717,16	R 2 301 243,88
Imbilane Community Hall in Ward 12	Community Halls	MIG/Ulundi			R1 797 382,19	R 2 140 924,31
Jikazi Community Hall in Ward 8	Community Halls	MIG/Ulundi			R1 797 717,13	R 2 188 781,92
Nhlazatshe Community Hall in Ward 13	Community Halls	MIG/Ulundi			R1 797 717,13	R 2 259 190,76
Njomelwane Community Hall in Ward 14	Community Halls	MIG/Ulundi			R1 797 717,14	R 2 352 753,54
Nomdiya Community Hall in Ward 10	Community Halls	MIG/Ulundi			R1 797 717,10	R 2 153 907,99
Nomkhangala Community Hall in Ward 15	Community Halls	MIG/Ulundi			R1 797 717,10	R 2 335 826,20
Ntambonde Community Hall in Ward 5	Community Halls	MIG/Ulundi			R1 797 717,11	R 2 425 225,87
Thokoza Community Hall in Ward 19	Community Halls	MIG/Ulundi			R1 797 717,12	R 2 133 212,69
Ezihlabeni Sportfield in Ward 18	Sportsfield	MIG/Ulundi			R6 454 460,19	R 9 500 000,00
Mkhazane Sportfield	Sportsfield	MIG/Ulundi			R205 728,61	R335 470,21

Ezakhiweni SportField Ward 20	Sportsfield	MIG/Ulundi			R309 350,01	R336 942,74	
Dikana Sportfield Ward 9	Sportsfield	MIG/Ulundi			R2 300 000,00	R1 477 961,47	
KwaGoje Sportfield Ward 23	Sportsfield	MIG/Ulundi			R1 066 433,33	R409 668,51	
Qwasha Sportfield Ward 17	Sportsfield	MIG/Ulundi			R3 468 121,62	R640 455,76	
Upgrade of Ulundi CBD Roads and Sidewalks	Roads	MIG/Ulundi			R4 376 909,00	R0,00	
Maganda Gravel Road in ward 16	Roads	MIG/Ulundi			R5 259 957,61	R0,00	
Ezimfeneni Gravel Road in ward 24	Roads	MIG/Ulundi			R5 417 756,33	R0,00	
Renovation of Unit A Community Hall Phase 2- Ward 18	Community Halls	MIG/Ulundi				R0,00	R1 800 000,00
Renvation of Unit B Community Hall Phase 2 - Ward 19	Community Halls	MIG/Ulundi				R0,00	R2 911 448,13
Manekwane Community Hall In ward 20	Community Halls	MIG/Ulundi				R1 203 328,75	R3 499 673,84
Ezibindini Community Hall in Ward 17	Community Halls	MIG/Ulundi				R1 203 328,75	R3 582 743,30
Ekushumayeleni Community Hall in Ward 2	Community Halls	MIG/Ulundi				R1 203 328,74	R3 573 514,07
Mbudle Community Hall in Ward 17	Community Halls	MIG/Ulundi				R1 203 328,75	R3 579 910,43

Table 76: Local Municipal Projects Ulundi

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025
Tarring of Kwabalele to next Police Station Ward 19,20 Phase 3	Upgrading of gravel road to tar	Abaqulusi	12	July 2022 to June2023	R10 489 425,00		
Tarring of Kwabalele to next Police station Ward 19,20 Phase 4	Upgrading of gravel road to tar	Abaqulusi	12	July 2022 to June2024		R3 882 514,00	
Tarring of Road from Zama to Kwabalele Bhukumthetho Ward 19 Phase 4	Upgrading of gravel road to tar	Abaqulusi	19	July 2022 to June2023	R7 000 000,00		
Upgrading of Extension 16 (SASKO)Roads -Wrad 8 (Phase 2)	Upgrading of gravel road to tar	Abaqulusi	8	July 2022 to June2023	R10 489 425,00		
Upgrading of Extension 16 (SASKO)Roads -Ward 8(Phase 3)	Upgrading of gravel road to tar	Abaqulusi	8	July 2022 to June2023	R800 000,00	R11 060 399,00	
Bhekuzulu Road Paving -Ward 11 & 13(Phase 2)	Upgrading of gravel road to paving	Abaqulusi	13	July 2022 to June2023	R3 500 000,00		
Upgrading of Mhlanga Gravel Road -Ward	Construction of a gravel road	Abaqulusi	15	July 2022 to June2023	R2 300 000,00		

15(Phase3)							
AbaQulusi SDF and SEA	Review of the Spatial Development Framework and Preparation of a Strategic Environmental Assessment	Development Planning – Town Planning	All 23 wards	July 2022 – June 2023		R 750 000	
Shoba Township Formalisation	Township Establishment and Formalisation of the Shoba Area	Development Planning – Town Planning	Ward 7	Started in 2017, however needs to be re-advertised – to be completed by June 2023		R 1 500 000	
Upgrading of Mezzelfontein Road - Ward 12	Construction of a gravel road	Abaqulusi	12	July 2022 to June 2023	R2 750 000,00		

**Table 77: Local Municipal Projects Abaqulusi**

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025
Phase 5 Community Hall	To ensure provision of basic services in a fair, equitable and sustainable manner	MIG/eDumbe	Ward 2		R3 000 000	R0.00	R0.00
KwaNkomo Bridge	Improvement of Access to Roads	MIG/eDumbe	Ward 10		<b>R3 000 000</b>	R0.00	R0.00
Bilanyoni SMME Centre	To ensure provision of basic services in a fair, equitable and sustainable manner	MIG/eDumbe	Ward 4		<b>R4 000 000</b>	R0.00	R0.00
Regravelling of KwaNyosi Road	Improvement of Access to Roads	MIG/eDumbe	Ward 6		<b>R3 000 000</b>	R0.00	R0.00
Mbhedleni Bridge	Improvement of Access to Roads	MIG/eDumbe	Ward 7		<b>R3 500 000</b>	R0.00	R0.00

Ezixeni Sportfield	To ensure provision of basic services in a fair, equitable and sustainable manner	MIG/eDumbe	Ward 1		R2 255 250	R0.00	R0.00

Table 78: Local Municipal Projects eDumbe

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025
Multi-Purpose Sports Centre	Multi-Purpose Sports Centre in Ward 11		11		•		
Multi-Purpose Centre	Ward 8 Multi-Purpose Centre		8		•		
Sportsfield	Ward 8 Sportsfield		8		•	•	
Belgrade Bus Route	Belgrade Bus Route Phase 1&2 in ward 5 ( <b>Phase 2</b> )		5		•		
Sportsfield	Ward 4 Sportsfield		4		•		
Belgrade Sports Complex	Belgrade Sports Complex (Funded by Department of Sports and Recreation)		5		•	•	

Table 79: Local Municipal Projects uPhongolo

### 6.3.5 Sector Department Projects

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025
Training of Tourist Guides	Training of tourism guides that are not accredited	EDTEA	Zululand	12 months	R0.00	R0.00	R0.00
Tourism Graduate Development Programme	To upskill tourism graduates through on the job-training	EDTEA	Zululand	24 months	R4,995,128.48	R0.00	R0.00
Database Businesses owned by entrepreneurs living with a disability	Creation of a database of businesses owned by entrepreneurs living with a disability	EDTEA	Zululand	12 months	R0.00	R0.00	R0.00
Economic Empowerment Strategy for entrepreneurs with disabilities	Development of a strategy to support businesses owned by entrepreneurs living with a disability	EDTEA	Zululand	12 months	R0.00	R0.00	R0.00
MEC Dialogue with Disabled entrepreneurs	Provide a platform for the disabled to interact with MEC	EDTEA	Zululand	12 months	R0.00	R0.00	R0.00

	and other key stakeholders						
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**Table 80: Sector Department Projects EDTEA**

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2023/2024
Our Harvest Beef Project	To develop a commercial beef enterprise	EDTEA	Zululand	12 months	R0.00	R0.00	R0.00
Grain Hills Animal Feeds	To establish a competitive animal feeding milling company	EDTEA	Abaqulusi ward 9	24 months	R2,000,000.00	R0.00	R0.00
Amandla Power Piggery	Establishment of a smallholder piggery project at eDumbe	EDTEA	eDumbe ward 7	12 months	R0.00	R0.00	R0.00
Sizisizwe primary co operative	Establishment of a commercial beef feedlot	EDTEA	Ulundi ward 13	12 months	R0.00	R0.00	R0.00
Makhosini Valley beef	To develop a commercial beef enterprise	EDTEA	Ulundi ward 16	24 months	R3,157,000.00	R0.00	R0.00
MGSM solutions Pty LTD	Establishment of a commercial beef feedlot	EDTEA	Abaqulusi ward 09	12 months	R0.00	R0.00	R0.00
Sesifikile Maphondwane	To establish a commercial broiler enterprise in Nongoma	EDTEA	Nongoma ward 2	12 months	R0.00	R0.00	R0.00
Thangos Trading and Projects	To develop a commercial beef enterprise	EDTEA	Abaqulusi ward 5	24 months	R4,200,000.00	R0.00	R0.00

Project Name	Project Description	Lead Department	Locality	Duration	Budget
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					2022/2023	2023/2024	2024/2025
Blackhorses Farm Holdings Pty Ltd	Establishment of a commercial greenhouse	EDTEA	Abaqulusi ward 7	12 months	R0.00	R0.00	R0.00
Ukukhanyakwasemvuzini primary co op	Development of a commercial broiler production enterprizes	EDTEA	Abaqulusi ward 22	12 months	R0.00	R0.00	R0.00
Zuwande umnotho agricultural and farming activities PTY LTD	Establishment of a commercial beef enterprise	EDTEA	Ulundi ward 16	24 months	R1,800,000.00	R0.00	R0.00
Isiqalokuhle holdings PTY LTD	Establishment of a commercial goat enterprise	EDTEA	Ulundi ward 10	12 months	R0.00	R0.00	R0.00
Mbangweni logistics	Establishment of a commercial beef enterprise	EDTEA	Ulundi ward 13	24 months	R2,000,000.00	R0.00	R0.00
Mampontshi piggery	Establishment of a female owned commercial piggery enterprise	EDTEA	Abaqulusi ward 22	12 months	R0.00	R0.00	R0.00
Koppie Guest House	To upgrade the Guesthouse	EDTEA	UPhongolo LM	12 months	R0.00	0.00	0.00
Mkuze Falls Lodge and Game Reserve	To upgrade and refurbish the lodge	EDTEA	UPhongolo LM	12 months	R0.00	R0.00	R0.00

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025
Nseka/Tholithemba/Esilweni	Electrification of households	Eskom	13	July 2022 to June2023	R3 381 890 No.92		
Driefontein	Electrification of households	Eskom	5	July 2022 to June2023	R1 631 066.14		

Nseka/Tholithemba/Esilweni/ (link line)	Electrification of households	Eskom	13	July 2022 to June2023	R8 043 980.19		
Trador farm	Planning of electrification of households	Eskom	21	July 2022 to June2023	R300 000.00		

Table 81: Sector Department Projects ESKOM

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025
Baqulusini Secondary School	Replacing Roof Structures , Broken Windows And Doors , Plastering And Paint Works , Stormwater Drainige Improvement	DBSA	7		R 218,453	R	R
Bhadeni Primary School	Construction Of Boys And Girls Toilet Block,	DBSA	6		R 1 000 000	R 102 000	R
Emagovini Primary School	Construction Of 2 Boys, 2 Urinals, 4 Girls, 1 Disabled, Staff 1m, 2 Urinals, 2 Female Toilet Block	DBSA	1		R151 477	R	R
Isikhalisethu Primary School	Storm Damage To School	DBSA	5		R -	R 137 100	R 208 986
Jikane Primary School	Storm Damages To School	DBSA	6		R 187,831	R -	R -
Zicabangele Primary School	Storm Damages To School	DBSA	8		R 145,205	R -	R -

Table 82: Sector Department Projects DBSA

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025

Ekhombela Primary School	Replacement Of Asbestos Roof System To Existing 4, 2 And 3 Classroom Blocks, Admin Block & Kitchen. Replacement Of Broken Glazing And Doors. Redesigning Of Surface Drainage, Desludging Existing Ablutions Rainwater Goods & Water Harvesting.	DOPW	1		R 1 371 000	R	R 1 551 380
Ekhombela Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	1		R 602 500	R 102 000	R
Emadulwini Primary School	Storm Damage Repairs	DOPW	6		R 667 000	R 1 200 000	R 971 030
Emaphayini Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	7		R 507 000	R	R 1 116 838
Enkembeni Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	6		R 507 000	R -	R 1 306 390
Esifisweni Secondary School (Mangosuthu Area)	Construction Of New School	DOPW	8			R 532 200	R 723 833
Freiburg Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	1		R 594 000	R 102 000	R -
Imbuthuma Primary School	Storm Damaged Phase 14	DOPW	8		R -	R 1 254 000	R 784 929
Indondokazulu Intermediate School	Construction Of Boys And Girls Toilet Block,	DOPW	5		R 443 000	R -	R 1 601 211
Isikhalisethu Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	5		R 637 000	R 102 000	R -
Khambula Combined School	Refurbishment And Rehabilitation	DOPW	7		R -	R 520 273	R 323 410
Khambula Combined School	Construction Of Boys And Girls Toilet Block,	DOPW	7		R 515 000 --	R -	R 2 209 704
Khanyiseluzulu Secondary School	Construction Of Boys And Girls Toilet Block,	DOPW	5		R 515 000	R -	R 2 161 022

Knooppaan Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	1		R 443 000	R -	R 1 577 152
Koto Primary School	Demolish Six (6) Existing Pit Toilet Blocks And Make Good. Clear The Site And Construct: One (1) Grade R, Grade R Staff, Learners, And Paraplegic Pit Toilet Block-A, Incl All Necessary Plumbing & Drainage, Four (4) Rainwater Tanks, Walkways And Stormwater Channels. Incl Berm, Hoarding Of The Site, And Clean The Site After Completion Of All The Construction Works.	DOPW	1		R 198 250	R -	R -
Kwagamakazi Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	7		R 443 000	R -	R1 656 663
Kwalamlela Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	6		R 443 000	R -	R1 538 027
Kwamnyayiza High School	Construction Of Boys And Girls Toilet Block,	DOPW	8		R 443 000	R -	R1 485 756
Kwampunzi Combined School	Construction Of Boys And Girls Toilet Block,	DOPW	5		R 839 000	R 102 000	R 2 529 748
Lujojwana Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	6		R 443 000	R -	R 1 623 377
Magubulundu Secondary School	Replacement Of Asbestos Roof System To Existing 4 & 6 Class Room Blocks. Demolition Of Abandon Ablutions. Replacement Of Broken Glazing And Doors. Redesigning Of Surface Drainage, Desludging Existing Ablutions, Rainwater Goods & Water Harvesting.	DOPW	5		R 2 083 093	R 1 777 505	R 667 577
Magubulundu Secondary School	Construction Of Boys And Girls Toilet Block,	DOPW	5		R 455 000	R -	R 1 738 293
Makateeskop Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	1		R 602 500	R 102 000	R -
Malamba Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	1		R 443 000	R	R 1 418 614

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Mananjalo Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	1		R 443 000	R -	R 1 375 871
Mandlana Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	2		R 839 000	R 102 000	R 3 405 064
Mfeni Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	6		R443 000	R -	R 1 430 560
Mkhuphane Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	1		R 443 000	R -	R 1 261 212
Mpemvaan Intermediate School	Replacement Of Asbestos Roof System To 5 Class Room Block & Store Room. Replacement Of Storm Damaged Glazing And Doors. Redesigning Of Surface Drainage, Desludging Existing Ablutions, Rainwater Goods & Water Harvesting.	DOPW	1		R 1 108 832	R -	R 1 354 384
Mqwabe Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	7		R 839 000	R 102 000	R 1 972 996
Mthingana Secondary School	Construction Of Boys And Girls Toilet Block,	DOPW	7		R 604 000	R 102 000	R -
Ndabezitha Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	7		R 495 000	R -	R 525 000
Ngebhuzana High School	Construction Of Boys And Girls Toilet Block,	DOPW	6		R 637,000	R102 000	R -
Obivane Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	7		R 495 000	R -	R 475 000
Ophuzane Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	8		R 495 000	R -	R 150 000
Paulpietersburg Primary School (Dumbe)	Repairs And Renovations	DOPW	3		R -	R 3 392 174	R 1 301 118
Paulpietersburg Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	3		R 495 000	R	R 525 000

(Maarschalk St)						-	
Pivaan Intermediate School	Construction Of Boys And Girls Toilet Block,	DOPW	7		R 703 000	R 102 000	R 2 827 339
Protes Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	1		R 467 000	R -	R 775 000
Qambokuhle Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	6		R 467 000	R -	R 867 036
Sikhanyiseleni Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	6		R 467 000	R -	R 1 375 901
Sizuzulu Primary School	Replacement Of Broken Glazing And Doors. Redesigning Of Surface Drainage, Desludging Existing Ablutions, Rainwater Goods & Water Harvesting.	DOPW	6		R 576 936	R -	R 150 000
Sizuzulu Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	6		R 467 000	R -	R 1 637 532
Sogaduzela Secondary School	Construction Of Boys And Girls Toilet Block,	DOPW			R 197 875	R -	R -
Tholakele Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	5		R 467 000	R -	R 1 429 268
Uzwano Secondary School	Construction Of Boys And Girls Toilet Block,	DOPW	6		R 655 000	R102 000	R -
Vukuzame Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	7		R 467 000	R -	R1 975 000
Zungwini Primary School	Demolish One (1) Existing Pit Toilet Block And Make Good. Clear The Site And Construct: One (1) Grade R, Grade R Staff, Learners And Paraplegic Pit Toilet Block-A, Incl All Necessary Plumbing & Drainage, Four (4) Rainwater Tanks, Walkways And Stormwater Channels. Incl Berm, Hoarding Of The Site, And Clean The Site After Completion Of All The Construction Works.	DOPW	7		R 703 000	R 102 000	R1 259 622

Hlongomiya Primary School	Construction Of Boys And Girls Toilet Block,	DOPW	1		R 443 000	R -	R 1 747,881
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**Table 83: Sector Department Projects DOPW**

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025
Siphalaza Primary School	Construction Of Boys And Girls Toilet Block,	IDT	5		R 275 250	R -	R -
Paulpietersburg Primary School (Dumbe)	Construction Of Boys And Girls Toilet Block,	IDT	3		R 272 500	R -	R -
Paddafontein Intermediate School	Construction Of Boys And Girls Toilet Block,	IDT	8		R 989 000	R -	R -
Nhlakanipho Intermediate School	Construction Of Boys And Girls Toilet Block,	IDT	8		R 231 500	R -	R -
Muziwesizwe Secondary School	Construction Of New Ablution Block 8 Male Learners. <ul style="list-style-type: none"> <li>• Construction Of New Ablution Block 16 Female Learners</li> <li>• Construct New Block Toilets With 3 Seats With 1 For Male Educators, 1 For Female Educators And 1 Seat For Physically Challenged Learners.</li> <li>• Refurbish Existing Block</li> <li>• Demolition Of 5 Existing Ablution Facility Block.</li> </ul>	IDT	2		R 989 000	R -	R -
Ekhukhanyisweni Primary School (Misty Ridge Ps)	Sanitation Programme Phase 2 The School Currently Has No Sanitation Blocks; Chemical Toilets Are Being Used For The Provision Of Sanitation And Utility And Drinking Water Is Sourced From A Borehole.	IDT	7		R 989 000	R	R
Bawelise Lsen School (Thembaletu) (New)	Construction Of Boys And Girls Toilet Block,	IDT	3		R 8 584 000	R1 311,000	R 2 283 112

Mthingana Secondary School	Repairs And Renovations	IDT	7		R -	R 714 269	R 326 533
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**Table 84: Sector Department Projects IDT**

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025
BILANYONI PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	KZNDoe	4		R	R 584 250	R 237 964
BROODSPRUIT PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	KZNDoe	8		R -	R 564 750	R 240 750
ENTUNGWINI PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	KZNDoe	6			R 531 150	R 209 836
KALENI PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	KZNDoe	7		R -	R 801 150	R 299 836
KANYEKANYE HIGH SCHOOL	UPGRADE AND ADDITIONS	KZNDoe	4		R -	R 834 900	R 295 014
MBIZENI INTERMEDIATE SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	KZNDoe	4		R -	R -	R 328 571
MPEMVAAN PRIMARY SCHOOL	WATER AND SANITATION	KZNDoe	1		R -	R 220 000	R 293 714
NGWANYA SECONDARY SCHOOL	UPGRADE AND ADDITIONS	KZNDoe	2		R -	R 451 200	R 206 971
MTHONJENI INTERMEDIATE SCHOOL	WATER AND SANITATION	KZNDoe	2		R -	R 473 887	R 203 730

**Table 85: Sector Department Projects KZN DOE**

Project Name	Project Description	Lead Department	Locality	Duration	Budget		
					2022/2023	2023/2024	2024/2025

Thubelisha IRDP	Provision of 1000 residential units	Human Settlement	eDumbe ward 3	36 months	R1 000 000.00	R4 000 000.00	R4 000 000.00
eDumbe Phase 3	Provision of 600 residential units	Human Settlement	eDumbe ward 3	0	R0.00	R0.00	R0.00
Mpundu	Provision of 1000 residential units	Human Settlement	eDumbe	36 months	R1 000 000.00	R1 000 000.00	R1 000 000.00
Ndebele	Provision of 1000 residential units	Human Settlement	Ulundi ward 2,3,4&6	36 months	R1 500 000.00	R2 000 000.00	R2 000 000.00
Mbatha	Provision of 1000 residential units	Human Settlement	Ulundi ward 9,10,11&17	36 months	R43 000.00	R1 000 000.00	R1 000 000.00
KwaNobamba	Provision of 1000 residential units	Human Settlement	Ulundi ward 13,16,17&23	12 months	R1 000 000.00	R0.00	R0.00
Vumani	Provision of 1000 residential units	Human Settlement	Abaqulusi ward 5	36 months	R1 400 000.00	R1 000 000.00	R1 000 000.00
Enyathi	Provision of 600 residential units	Human Settlement	Abaqulusi ward 5	36 months	R1 000 000.00	R1 000 000.00	R1 000 000.00
KwaShoba	Provision of 1000 residential units	Human Settlement	uPhongolo ward 8	36 months	R98 000.00	R2 000 000.00	R1 000 000.00
Manyandeni	Provision of 1000 residential units	Human Settlement	uPhongolo ward 12	36 months	R470,000.00	R3 244 000.00	R1 000 000.00
Nkosentsha	Provision of 1000 residential units	Human Settlement	uPhongolo ward 6	36 months	R1 070 000.00	R4 000 000.00	R1 144 000.00
Gumbi	Provision of 1000 residential units	Human Settlement	uPhongolo ward 14	36 months	R560 000.00	R1 000 000.00	R1 000 000.00
Belgrade	Provision of 1000 residential units	Human Settlement	uPhongolo ward 5	36 months	R1 500 000.00	R1 500 000.00	R1 000 000.00

Table 86: Sector Department Projects Human Settlements

NO.	FUNCTIONAL REGION	PROJECT NAME	TIMEFRAME	BUDGET ESTIMATE	FUNDING STATUS	PROJECT CUSTODIAN	DRDLR UNIT (S)	IMPLEMENTATION NOTES
14	Ulundi	Relocation of Virginia Airport Training School		Unknown		DEDTEA	RID	
15	Pongola, Edumbe	Pongola Bush Nature Reserve Development	Medium (3-5 Years)	Unknown	Process to source funding has begun	Planning/Development Department, eDumbe Municipality	RID	Business Plan and Feasibility study is complete. Process to source funding has begun
16	Edumbe	Expansion of Ithala Game Reserve	Medium (3-5 Years)	Unknown	UNKNOWN	Planning/Development Department, eDumbe Municipality	SPLUM	Negotiation is ongoing between Ithala and Department of Transport.
17	Abaqulusi	Battle of Nambula 1879		Unknown			REID	
18	Abaqulusi	Battle of Scheepersnek 1900		Unknown			REID	
19	Uphongolo	Develop and revive tourism hubs and zones		Unknown			SPLUM	
20	Ulundi	Development of a tourism hub adjacent to airport		Unknown		DEDTEA	SPLUM	
21	eDumbe	Expansion of Ithala Game Reserve		Unknown			RID	
22	Abaqulusi	Mason Park Upgrade		Unknown			RID	
23	eDumbe	Pongola Bush Nature Reserve		Unknown			RID	
24	Ulundi	The Battle of Ulundi 1879		Unknown			REID	
25	Nongoma	Tourism and Cultural Hub Nodal Development		Unknown			SPLUM	
26	Phongolo	Imbube Cultural Village	Short Term	R15 000 000	YES	COGTA	REID	
27	Nongoma	Surfacing of R66 road	Medium (3-5 Years)	Unknown	UNKNOWN	Department of Transport	RID	
28	Uphongolo	DNURS: Pongola Pedestrian Facilities	Low (2-3 Years)	R6 000 000	YES	SANRAL	RID	
29	Uphongolo	DNURT: Kangela to Pongola	Low (1 Year)	R27 397 789	YES	SANRAL	RID	

30	Uphongolo	DNURT: Pongola - Mpumalanga Border	Low (1 Year)	R2 325 000	YES	SANRAL	RID	
31	Edumbe, ward 6	Mpelandaba Pedestrian Bridge	Low (1 Year)	R3 500 000	UNKNOWN	MIG Funded	RID	
32	Edumbe, Ward 8	Construction of Nhlakanipho Pedestrian Crossing	Low (1-2 Years)	R2 673 900	UNKNOWN	Edumbe Local Municipality	RID	
33	Buxdene, Nongoma	Buxedene poultry project	Low (1 Year)	R2 000 000	UNKNOWN	Private cooperatives, funded by EDTEA	RID	
34	Abaqulusi	Demonia Lane Upgrade		Unknown			RID	

NO.	FUNCTIONAL REGION	PROJECT NAME	TIMEFRAME	BUDGET ESTIMATE	FUNDING STATUS	PROJECT CUSTODIAN	DRDLR UNIT (S)	IMPLEMENTATION NOTES
35	Abaqulusi	High Street Bridge		Unknown			RID	
36	Ulundi	P700: Tarring and completion		Unknown			RID	
37	Nongoma	R66 Development		Unknown			RID	
38	Abaqulusi	Traditional Centre (Enyathi)		Unknown			RID	
39	Abaqulusi	Vryheid Railway Precinct Plan		Unknown			SPLUM	
40	Edumbe	Rural Electrification	Medium (3-5 Years)	Unknown	NO	Planning/Development Department, eDumbe Municipality	RID	
41	Nongoma	Nongoma Town Regeneration		Unknown		DEDTEA	SPLUM	
42	Paulpietersburg, Edumbe	Ophuzane	Low (1 Year)	R250 000	UNKNOWN	Department of Economic Development, Tourism & Environmental Affairs	LRD	
43	Paulpietersburg, Edumbe	Lunnerburg	Low (1 Year)	R250 000	UNKNOWN	Department of Economic Development, Tourism & Environmental Affairs	LRD	

44	Nongoma (Matheni, Ngolotshe, Mahhashini, Usuthu)	Alien Control	Low (1 Year)	R250 000	UNKNOWN	Department of Environmental Affairs	LRD	
45	eDumbe	Local Chamber of Commerce		Unknown			REID	
46	Edumbe, ward 3	Infrastructure Upgrade - Industrial	Low (1 Year)	R4 300 000	UNKNOWN	INEP	RID	
47	Edumbe	eDumbe Waste Management Project	Short Term	R3 000 000	YES	COGTA	RID	
48	Abaqulusi, ward 11	Ward 11 Library	Low (1 Year)	R3 000 000	UNKNOWN	MIG Funded	RID	
49	Abaqulusi	Thusong Centre and Intermodal Taxi Facilities		Unknown			RID	
50	Abaqulusi, ward 1	Louwsburg Taxi Rank	Low (2-3 Years)	R4 000 000	UNKNOWN	MIG Funded	RID	
51	Abaqulusi	uKhanyakwasemvuzini	Low (1-2 Years)	R1 500 000	YES	DARD	LRD	
52	Ulundi	Diphi	Low (1-2 Years)	R2 000 000	YES	DARD	LRD	
53	Abaqulusi	Mkoloni	Low (1-2 Years)	R1 000 000	YES	DARD	LRD	
NO.	FUNCTIONAL REGION	PROJECT NAME	TIMEFRAME	BUDGET ESTIMATE	FUNDING STATUS	PROJECT CUSTODIAN	DRDLR UNIT (S)	IMPLEMENTATION NOTES
54	oPhongolo	Nkuzana Veggies	Low (1-2 Years)	R4 000 000	YES	DARD	LRD	
55	Abaqulusi	Empangisweni	Low (1-2 Years)	R5 000 000	YES	DARD	LRD	
56	Abaqulusi	Vaalkop	Low (1-2 Years)	R2 000 000	YES	DARD	LRD	
57	Abaqulusi	Jubilee	Low (1-2 Years)	R1 500 000	YES	DARD	LRD	
58	Abaqulusi	Khulakancane	Low (1-2 Years)	R4 000 000	YES	DARD	LRD	
59	Abaqulusi	Retreat Farm	Low (1-2 Years)	R5 000 000	YES	DARD	LRD	
60	Abaqulusi	Mbangweni Beef Project	Medium (3-5 Years)	R2 766 000	YES	DARD	LRD	
61	Abaqulusi	Nozinkanyiso	Medium (3-5 Years)	R2 765 000	YES	DARD	LRD	
62	Ulundi	Diphi Layers Project	Medium (3-5 Years)	R1 000 000	YES	DARD	LRD	

63	Abaqulusi	Ndisinduna/Vaalkop	Medium (3-5 Years)	R1 500 000	YES	DARD	LRD	
64	All locals	Zululand Maize Cluster	Medium (3-5 Years)	R4 385 000	YES	DARD	LRD	
65	All locals	Zululand Dry Beans Cluster	Medium (3-5 Years)	R2 000 000	YES	DARD	LRD	
66	eDumbe	Ubuhlebengwe	Medium (3-5 Years)	R1 070 000	YES	DARD	LRD	
67	Abaqulusi	Ukukhanyakwasemvuzini	Medium (3-5 Years)	R2 000 000	YES	DARD	LRD	
68	Nongoma	Sesifikile Maphondwana	Medium (3-5 Years)	R300 000	YES	DARD	LRD	
69	Nongoma	All-inclusive livestock processing facility		Unknown		DEDTEA	LRD	
70	Ulundi	All-inclusive livestock processing facility		Unknown		DEDTEA	LRD	
71	Ulundi	Ulundi Airport		Unknown		DEDTEA	LRD	
72	Abaqulusi	Upgrade of Vryheid Airport		Unknown		DEDTEA	LRD	
73	Ulundi	Goat Farming Project		Unknown		DEDTEA	LRD	
74	UPhongolo	Jozini Dam Development		Unknown			RID	

### 6.3.5 DEPARTMENT OF HUMAN SETTLEMENT

#### 6.3.5.1 UPHONGOLO LOCAL MUNICIPALITY

(PLANNING)					STATUS
Belgrade Urban	Ward 5	R3 326 590.00	IRDP	1000	Stage one 60% complete
Kwa Gumbi	Ward 14	R1 984 577.00	Rural	500	Stage one 40% complete
Manyandeni	Ward 12	R2 928 590.00	Rural	1000	Stage one 50% complete

KwaShoba	Ward 15	R2 928 590.00	Rural	1000	Stage one 70% complete
Nkosentsha	Ward 6	R2 928 590.00	Rural	1000	Stage one 70% complete
<b>IMPLEMENTATION</b>					<b>STATUS</b>
KwaLubisi (30 weeks)	Ward 7	R39 970 676.00	Rural	300	45 slabs ,9 wall plates
Ndalini (30 weeks)	Ward 4	R40 150 809.00	Rural	300	40 platforms cut
Vimbemshini (30 weeks)	Ward 3	R40 150 809.00	Rural	300	9 Slabs
<b>TOTAL BUDGET</b>		<b>R134 369 231.00</b>			

Table 87: UPHONGOLO MUNICIPALITY HUMAN SETTLEMENT PROJECTS

<b>PROJECT PIPELINE</b>						
Mahlangosi (Farmworkers project)	Housing Project	Planning	14	Feasibility	Rural	1,000

Mavithi Housing Project	Planning	11	Feasibility	Rural	500
Msuzwaneni Housing Project	Planning	9	Feasibility	Rural	250
Mdonini Housing Project	Planning	9	Feasibility	Rural	250
Mphafeni Housing Project	Planning	9	Feasibility	Rural	250
Mkhwamkhweni Housing Project	Planning	13	Feasibility	Rural	500
Pongolo Portion 435	Planning	10	Feasibility	IRDP/CRU	500
Mboloba Housing Project	Planning	10	Feasibility	Rural	500
Sgungwini Housing Project	Planning	11	Stage one recommended at TEC July 2018. Awaiting final approval	IRDP	500
Magengeni Housing Project	Planning	13	Feasibility	Rural	500
Mhhushulu Housing Project	Planning	13	Feasibility	Rural	500
Intshiyangibone Housing Project	Planning	11	Stage one application pack submitted.	Rural	500
Belgrade Rural	Planning	5	Feasibility	Rural	1000

Table 88: UPHONGOLO MUNICIPALITY PIPELINE PROJECTS



TITLE DEEDS RESTORATION					STATUS
NCOTSHANE	Ward 2 & 10	R40 326 590.00	IRDP	480	None transferred at the moment. Township establishment and bulks services (sewer)
PROPOSED LAND PURCHASES (WARD 10 & 11)					STATUS
Portion 146 on the Farm Pongola No. 61 Portion 242 on the Farm Pongola No. 61 Portion 243 on the Farm Pongola No. 61 Portion 381 on the Farm Pongola No. 61 Portion 388 on the Farm Pongola No. 61					Appointment of service provider to undertake valuations

**Table 89: UPHONGOLO MUNICIPALITY TITLE DEED RESTORATION**

## 6.3.5.2 EDUMBE LOCAL MUNICIPALITY

<b>(PLANNING)</b>					<b>STATUS</b>
Thubelisha	Ward 3	R3 326 590.00	IRDP	1000	Stage one 60% complete
Tholakele	Ward 5&8	R2 835 511.00	Rural	500	Stage one 90% complete
eDumbe Phase 3	Ward 3	R 2,103,738.00	ISU	600	Funding approved in Nov 19. currently drafting contract.
Mpundu	Ward 5&6	R3 086 740.00	Rural	1000	Stage one 60% complete
Mangosuthu Village	Ward 2	R11 897 552.65	ISU	2535	Stage one 99% complete. Contractor currently undertaking site pegging and site servicing.
<b>IMPLEMENTATION</b>					<b>STATUS</b>
Ophuzane	Ward 8	R40 370 046.00	Rural	300	95 slabs ,7 wall plates
Tholakele	Ward 5	R40 119 452.00	Rural	300	0

TOTAL BUDGET		<b>R103 739 599.00.00</b>			
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**Table 90: EDUMBE MUNICIPALITY HUMAN SETTLEMENT PROJECTS**

<b>PROJECT PIPELINE EDUMBE</b>					
Nkembeni/Madulini	Planning	6	Feasibility	Rural	1,000
Obivane (The IA for Luneberg withdrew from the project and Luneberg is now part of this project)	Planning	1	Feasibility	Rural	500
Mbizeni	Planning	6	Feasibility	Rural	1000
eDumbe Phase 4	Planning	3	Feasibility	IRDP	2000
Ngwanya/ Mahloni	Planning	2&7	Feasibility	Rural	1500

**Table 91: EDUMBE MUNICIPALITY PIPELINE HUMAN SETTLEMENT**

## 6.3.6 ULUNDI LOCAL MUNICIPALITY

<b>(PLANNING)</b>					<b>STATUS</b>
Mbatha	Wards 9, 10, 11 AND 17	R3 086 740.00	Rural	1000	Stage one 30% complete
Nobamba	Ward 13, 16, 17 and 23	R3 086 740.00	Rural	1000	Stage one 30% complete
Ndebele	Ward 2, 3, 4 AND 6	R3 086 740.00	Rural	1000	Stage one 30% complete
<b>IMPLEMENTATION</b>					<b>STATUS</b>
Zungu	Wards 7, 8, 14, 15 & 20	R40 896 899.00	Rural	300	17 slabs ,0 wall plates
<b>TOTAL</b>		<b>R50 157 199.00</b>			

**Table 92: ULUNDI MUNICIPALITY HUMAN SETTLEMENT PROJECTS**

<b>PROJECT PIPELINE ULUNDI</b>					
Babanango Phase 3	Planning	6	Feasibility	Rural	1,000
Lukhwazi	Planning	13, 16 and 14	Feasibility	Rural	500

KwaNsimbi	Planning	10, 13 and 17	Feasibility	Rural	1000
Emphithimphithi	Planning	4	Feasibility	IRDP	2000
Mpungose	Planning	8, 11, 12, 17, 18, 19, 20, 21 and 24	Feasibility	Rural	1500
KwaXimba	Planning	14, 15 and 20	Feasibility	Rural	1000
Buthlezi	Planning	1, 2, 3,6, 9 and 10	Feasibility	Rural	1500

**Table 93: ULUNDI MUNICIPALITY HUMAN SETTLEMENT PIPELINE**

### 6.3.6.1 NONGOMA LOCAL MUNICIPALITY

IMPLEMENTATION					STATUS
Khokhwaneni	Wards 4, 6 & 20	R39 106 464.00	Rural	300	139 Slabs, 87 wallplates, 25 roofs 21 completions
Zidwadweni	Ward 5	R72 856 032.00	Rural	600	376 Slabs, 307 wallplates, 277 roofs 235 completions
Nkukhwini	Ward 1	R85 354 809.00	Rural	600	600 Slabs, 525 wallplates, 450 roofs 401 completions
Vuna	Wards 14	R82 437 862.00	Rural	600	600 slabs ,535 wall plates, 535 roofs, 535 completions

Mpuzana	Wards 21	R40 699 821.00	Rural	300	25 slabs ,6 wall plates, 0 roofs, 0 completions
Siyazama	Wards 15	R40 365 255.00	Rural	500	70 slabs ,35 wall plates, 0 roofs, 0 completions
<b>TOTAL</b>		<b>R360 820 243.00</b>			

**Table 94: NONGOMA MUNICIPALITY HUMAN SETTLEMENT PROJECTS**

*6.3.6.2 ABAQULUSI LOCAL MUNICIPALITY*

<b>(PLANNING)</b>					<b>STATUS</b>
Enyathi	Wards 5	R 2,117,762.92	IRDP	604	Stage one 30% complete
Vumani	Ward 5	R3 326 590.00	IRDP	1000	Stage one 50% complete
<b>TOTAL</b>		<b>R5 444 352.00</b>			

**Table 95: ABAQULUSI MUNICIPALITY HUMAN SETTLEMENT PROJECTS**

### 6.3.7 ZDM Water & Sanitation

#### 6.3.7.1 ZDM 2022/2023 CAPITAL PROJECTS/INFRASTRUCTURE PROCUREMENT STRATEGY

Programme	Project Discription				
Rural Sanitation Programme	Rural Sanitation Services (North): Professional Fees	Tender Processes	MIG	R 9 000 000,00	Q1
Zululand Rudimentary Programme	Spring protection, pipelines, plastic tanks tap stands - North	Tender Processes	MIG	R 5 603 987,75	Q1
Zululand Rudimentary Programme	Spring protection, pipelines, plastic tanks tap stands - South	Tender Processes	MIG	R 4 150 581,88	Q1
Water Service Infrastructure Grant (WSIG)	Nkonjeni Water Demand	Tender Processes	MIG	R10 000 000	Q1
	Simdlangentsha East Internal Water Reticulation - Phase 3B	Tender Processes	MIG	R 8 400 000,00	Q1
Usuthu Regional Water Supply Scheme	Construction of Usuthu Reticulation network Phase 3B	Tender Processes	MIG	R 30 569 888,00	Q1
	Augmentation of eMakhosini Water Supply	Tender Processes	MIG	R 22 810 881,94	Q1
	Njomelwane Water Supply Scheme	Tender Processes	MIG	R 25 575 666,61	Q1
Water Service Infrastructure Grant (WSIG)	Mandlakazi RWSS Phase 5.1 - Zone H1 / H2	Tender Processes	WSIG	R 21 431 024,71	Q1

**Table 96: ZDM 2022/23 CAPITAL PROJECTS/INFRASTRUCTURE PROCUREMENT STRATEGY**

## 6.3.7.2 CURRENT PROJECTS: WATER AND SANITATION PROJECTS

	PROJECT NAME	PROJECT DESCRIPTION	2022/2023 BUDGET ALLOCATION
<b>Ulundi LM</b>	Nkonjeni Augmentation of Production Borehole Water Supply	Equipping of boreholes (Eskom connections, pumps, motors, protective housing and fittings). Earthworks for pipelines (pipe trenches), Medium pressure pipeline. Installation of air – isolating and – scour valves. Construction of new valve chambers, Float valve and fittings for existing reservoirs (where applicable). Installation of booster pump stations (where applicable). Construction of a new 100KL reservoir. Refurbishment and repairs to existing pipelines and networks and Leak detection. Installation of telemetry and replacing of water saving stand taps with normal stand taps in KwaNkulu	<b>5 520 508,88</b>
	Upgrading of existing Nkonjeni WTW power supply to 22KVA	Upgrading existing WTW power supply	<b>8 500 000,00</b>
	Construction of Rising Main from Ulundi WTW to Mabelane Reservoir	Installation of 750m long 800mm dia Steel Pipe, 1.2km long 800mmØ oPVC Pipe and associated chambers Installation of surge protection vessels and the refurbishment of the existing 500mm dia outlet pipe in the clean water pumpstation	<b>17 916 419,58</b>
	Upgrade of Ulundi Water Treatment Works: Mechanical & Electrical - Stage1A	Installation of Transformers at Raw Water Pump Station, MCC, High Lift Pump Station. Upgrade Chlorination Room and Telemetry and SCADA. Refurbishment of Old high lift pumps and blowers. Replacement of Filter Gallery Piping and existing High lift Manifold.	<b>387 435,05</b>
	Upgrade of Ulundi Water Treatment Works & refurbishment/ upgrade of the Nkonjeni RWSS - Stage1A - Civil Works	Construction of Raw Water pump station Slab, Concrete Road and new Office Block	<b>3 735 101,02</b>

	Simdlangentsha Central RWSS - Phase 3 : The Construction of A 2.5 MI Reinforced Concrete Reservoir At Ombimbini Village	Construction of a 2.5ML reinforced concrete Reservoir Construction and assembly of an Inlet- and - Outlet Chambers and associated pipework	<b>14 336 445,94</b>
	Augmentation of eMakhosini Water Supply	Borehole pump station, Bulk pipeline, retic 250kl Res.	<b>22 810 881,94</b>
	Njomelwane Water Supply Scheme	Borehole pump station, Bulk pipeline, retic 600kl and 150kl Res.	<b>25 575 666,61</b>
<b>Phongolo LM</b>	Simdlangentsha East RWWS : Internal Water Reticulation - Phase 1B (3A)	Installation of various diameter reticulation pipework from 20mm to 110mm; - Installation of 445 water house connections (Ngedele and Mshushulu) - Various valve chamber (i.e. scour, isolation and pressure reducing)	<b>9 693 452,49</b>
	Simdlangentsha East Internal Water Reticulation - Phase 3B	The construction of a new 1ML Steel Reservoir at Ntsibila Village (S1) and Mechanical pipework and connection to the existing infrastructure	<b>8 400 000,00</b>
<b>Edumbe LM</b>	Simdlangentsha West RWSS: Construction of Rising Main From Frischgewaagd Abstraction Works To Bilanyoni Terminal Reservoir	The installation of 128m of 500mm dia oPVC, 3.5km of 630mm and 150m of 315mm oPVC PN20 pipeline and associated valves.	<b>5 268 925,08</b>
	Simdlangentsha West RWSS: Construction Frischgewaagd, Abstraction Works, Staff Accomodation and Bilanyoni Booster Pumpstation.	The construction of Frishgewaagd raw water abstraction works with a demand of 26MI/day. The abstraction works consist of inlet canal works, sedimentation tanks, pump sump, generator room, pipework electrical works and mechanical works in the pump house and Staff accommodation. 1ML reservoir with associated valves and gravel access road.	<b>6 711 068,98</b>
<b>Abaqulusi LM</b>	Ndulinde Rudimentary Water Scheme	The construction of 12km 110-20 mm diameter HDPE pipe, Borehole equipping, 50kl Elevated tank, Pipe jacking, valve chambers and associated fitting	<b>2 727 651,02</b>
<b>Nongoma LM</b>	Usuthu RWSS: Ward 14 Nongoma Ph 1	The project comprises of the installation approximately 18500m of HDPE piping ranging from 50-90mm including the installation of 346 yard connections with associated valves	<b>2 223 973,62</b>

	Usuthu RWSS : Ward 14 Nongoma Ph 2	The installation of approximately 32 050 m of HDPE pipes ranging from 50 mm to 90 mm. In addition, the installation of 514 No yard stand connections as well as all associated valves.	<b>9 659 881,00</b>
<b>ALL</b>	The Installation of ± 1000 pre-cast concrete VIP toilet units at Zululand District Municipality South	The scope consists of manufacturing and Installation of ± 1000 Pre-Cast Concrete VIP toilet units around Ulundi and Nongoma	<b>10 987 048,00</b>
	The Installation of ± 1000 pre-cast concrete VIP toilet units at Zululand District Municipality (North)	The scope consists of manufacturing and Installation of ± 1000 Pre-Cast Concrete VIP toilet units around Abaqulusi, Edumbe and oPhongola	<b>10 347 152,00</b>
	Completion of Ophalule Phase 1 : Bulk Line Reticulation		<b>2 737 670,00</b>
	Zululand Rudimentary Programme	Sitting, Drilling, Testing and Equipping of Boreholes North	<b>10 388 800,25</b>
	Zululand Rudimentary Programme	Sitting, Drilling, Testing and Equipping of Boreholes South	<b>6 287 430,12</b>
	Zululand Rudimentary Programme	Spring protection , pipelines, plastic tanks tap tands - North	<b>5 603 987,75</b>
	Zululand Rudimentary Programme	Spring protection , pipelines, plastic tanks tap tands - South	<b>4 150 581,88</b>
<b>Nongoma LM</b>	Construction of Usuthu Reticulation network Phase 3B	Construction of Usuthu Water Reticulation network (Ezilonyeni)- Nongoma Gomondo, Ezilonyeni and Matshempunzi Water Reticulation Network	<b>30 569 888,00</b>
<b>All</b>	Top Slice	PMU Support	<b>12 976 500,00</b>
	MIG Project allocation of Civil Engineering Professional Fees	Professional Consultant fees capped @ max 14% of the total project costs allocation	<b>31 435 595,69</b>
<b>Nongoma LM</b>	Mandlakazi Bulk Water Supply Scheme: Upstream Bulk Section 1A	The construction of 4km of 1m diameter PVC-O pipe, including valve chambers and associated fittings.	<b>15 247 000,00</b>
<b>Ulundi LM</b>	Ceza SAWSS Phase 4: Nhlonga Bulk	The construction of 7,6km 200mmØ PVC-O pipeline with associated valves and chambers. 500kl Concrete Reservoir with associated valves and chambers and fittings. 1.9km access road and fencing.	<b>2 567 050,00</b>
	Ceza SAWSS Phase 4: Nhlonga Reticulation and Weir	The construction of 1.44km of 160PVC-O, 30.15 km of 110 - 50mm diameter HDPE Reticulation pipelines, 365-yard connections and Concrete Weir with associated valve chambers and fittings.	<b>2 097 404,92</b>

	Ceza SAWSS Phase 4: Bulk Water Supply Pipeline	Construction of new 120m 250mmØ Steel pipe, 4100m 250mmØ o-PVC pipeline, 4000m 50 & 90mmØ HDPE pipeline with associated chambers. Construction of a living area for the operator at the WTW. Enclosure of the existing steel structure at the Ceza WTW. Borehole installation and fencing.	<b>12 440 661,84</b>
	Nkonjeni Water Demand	WCDM	<b>10 000 000,00</b>
<b>Abaqulusi LM</b>	eMondlo Bulk Phase1	Refurbishments and additions	<b>1 644 213,60</b>
	Mhlangeni Stand Alone Water Supply Scheme	Construction of water reticulation network of approximately 53 000m of various pipe diameters ranging from 25mm to 75mm for HDPE and 75mm to 250mm for oPVC pipes. Including 570 yard tap connections, boreholes equipping and construction of 500kl reservoir including associated ancillaries fitting including all related valves within eMhlangeni and eMadwaleni.	<b>18 932 556,88</b>
<b>Nongoma LM</b>	Mandlakazi RWSS Phase 5.1 - Zone B / B1	Construction of approximately 33.380km reticulation network with pipe diameters between 25mm to 160mm on 277 yard taps. Along with are air scour and isolating valves, valve chambers and break pressure tanks.	<b>18 154 351,98</b>
	Mandlakazi RWSS Phase 5.1 - Zone C1 / D1	Construction of approximately 29.730km reticulation network with pipe diameters between 125mm to 160mm on 165 yard taps. Along with are air scour and isolating valves, valve chambers and break pressure tanks.	<b>16 115 353,59</b>
	Mandlakazi RWSS Phase 5.1 - Zone H1 / H2		<b>21 431 024,71</b>
	Professional Fees	Civil Engineering Services	<b>1 617 382,48</b>
<b>TOTAL</b>			<b>R389 199 064,90</b>

Table 97: BUDGET REQUIREMENTS FOR WATER AND SANITATION PROJECTS



## 7 FINANCIAL MANAGEMENT PLAN

### 7.1 Zululand District MTEF Allocation 2020/21 To 2022/23

GRANTS	ORIGINAL BUDGET 2021/2022	ADJUSTED BUDGET 2021/2022	FINAL BUDGET 2022/2023	BUDGET YEAR 2023/2024	BUDGET YEAR 2024/2025
EQUITABLE SHARE		564 272 000.00	586 391 000.00	630 327 000.00	677 132 000.00
FINANCE MANAGEMENT GRANT	1 200 000.00	1 200 000.00	1 200 000.00	1 200 000.00	1 200 000.00
MUNICIPAL SYSTEMS IMPROVEMENT GRANT	4 031 000.00	4 031 000.00	2 787 000.00	2 380 000.00	2 380 000.00
AVIATION STRATEGY			500 000.00	-	-
MUNICIPAL DISASTER RELIEF			-	-	5 000 000.00
ART & CULTURE INDONSA GRANT		1 911 000.00	1 911 000.00	1 911 000.00	1 911 000.00
EXPANDED PUBLIC WORKS PROGRAMME	- 9 612 000.00	9 261 000.00	8 517 000.00	-	-
RURAL ROAD ASSET MANAGEMENT GRANT	2 416 000.00	2 416 000.00	2 529 000.00	2 539 000.00	2 631 000.00
MUNICIPAL INFRASTRUCTURE GRANT	239 111 000.00	239 111 000.00	259 530 000.00	271 718 000.00	284 684 000.00
REGIONAL BULK INFRASTRUCTURE GRANT	222 531 000.00	222 531 000.00	15 247 000.00	30 000 000.00	50 000 000.00
WATER SERVICES INFRASTRUCTURE GRANT	110 000 000.00	110 000 000.00	95 000 000.00	100 880 000.00	100 894 000.00
<b>TOTAL GRANTS</b>		<b>1 154 733 000.00</b>	<b>973 612 000.00</b>	<b>1 040 955 000.00</b>	<b>1 125 832 000.00</b>

Table 98: ZULULAND DISTRICT MTEF ALLOCATION 2021/22 TO 2024/25

## 7.2 Medium Term Expenditure Framework

	ORIGINAL BUDGET 2021/2022	ADJUSTED BUDGET 2021/2022	DRAFT BUDGET 2022/2023	DRAFT BUDGET 2022/2023 - Changes	DRAFT BUDGET 2022/2023 - Final	BUDGET YEAR 2023/2024	BUDGET YEAR 2024/2025
Grants - Capital	574 892 001.00	584 492 321.00	372 336 000.00	- 30 000.00	372 306 000.00	405 167 000.00	438 239 000.00
Internally Generated Funds	5 385 000.00	7 285 000.00	8 150 000.00	1 530 000.00	9 680 000.00	8 557 500.00	8 985 375.00
<b>Total Capital Budget</b>	<b>580 277 001.00</b>	<b>591 777 321.00</b>	<b>380 486 000.00</b>	<b>1 500 000.00</b>	<b>381 956 000.00</b>	<b>413 724 500.00</b>	<b>447 224 375.00</b>

Table 99: MEDIUM TERM EXPENDITURE FRAMEWORK

Vote Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		669	1 241	4 482	3 885	7 245	7 245	7 361	3 652	3 835	4 027
Executive and council		–	–	–	3 500	6 700	6 700	6 692	–	–	–
Finance and administration		669	1 241	4 482	385	545	545	668	3 652	3 835	4 027
Internal audit											
<b>Community and public safety</b>		–	–	547	834	834	834	357	70	72	74
Community and social services		–	–	547	834	834	834	357	70	72	74
Sport and recreation											
Public safety											
Housing											
Health											
<b>Economic and environmental services</b>		5 960	–	3 322	2 416	11 469	11 469	7 542	6 112	2 208	2 288
Planning and development		5 960	–	3 322	2 416	11 469	11 469	7 542	6 112	2 208	2 288
Road transport											
Environmental protection											
<b>Trading services</b>		374 313	417 624	333 171	573 142	497 120	497 120	398 753	322 284	350 861	379 578
Energy sources											
Water management		374 313	417 624	333 171	573 142	497 120	497 120	398 753	322 284	350 861	379 578
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management											
<b>Other</b>		–	–	135	–	–	–	–	43	46	48
<b>Total Capital Expenditure - Functional</b>	3	380 942	418 865	341 658	580 277	516 668	516 668	414 012	332 162	357 021	386 015
<b>Funded by:</b>											
National Government		374 313	407 237	333 171	574 058	499 181	499 181	400 179	323 744	352 293	381 051
Provincial Government		–	8 360	3 869	834	10 202	10 202	6 472	26	26	26
District Municipality											
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)											
<b>Transfers recognised - capital</b>	4	374 313	415 596	337 040	574 892	509 383	509 383	406 652	323 770	352 319	381 077
<b>Borrowing</b>	6										
<b>Internally generated funds</b>		6 629	3 269	4 617	5 385	7 285	7 285	7 361	8 391	4 702	4 937
<b>Total Capital Funding</b>	7	380 942	418 865	341 658	580 277	516 668	516 668	414 012	332 162	357 021	386 015

Table 100: Capital Budget

Capital budget is funded 98% by grants as per DORA, the above recon will clearly indicate what is happening in capital budget, the high percentage of expenditure is for water infrastructure.

Capital budget is funded 98% by grants as per DORA, a certain portion is funded by internally generated funds. 98% of capital budget is used for water infrastructure, internally generated funds will be used for the acquisition of ICT Infrastructure, Furniture ect.

The municipality has budgeted the capital expenditure exclusive of VAT as guided by mSCOA circular 13.

### 7.3 Grant Funding

The table below indicates the national government's allocation of grant funding to the ZDM over the next four financial years in accordance with the Division of Revenue Act.

GRANT CAPITAL FINANCING	ORIGINAL BUDGET 2021/2022	ADJUSTMENT BUDGET 2021/2022	DRAFT BUDGET 2022/2023	BUDGET YEAR 2023/2024	BUDGET YEAR 2024/2025
RRAMS	2 416 000.00	2 416 000.00	2 529 000.00	2 539 000.00	2 631 000.00
MIG	239 111 001.00	239 111 001.00	259 530 000.00	271 718 000.00	284 684 000.00
RBIG	222 531 000.00	222 531 000.00	15 247 000.00	30 000 000.00	50 000 000.00
WSIG	110 000 000.00	110 000 000.00	95 000 000.00	100 880 000.00	100 894 000.00
<b>TOTAL CAPITAL FINANCING</b>			<b>372 306 000.00</b>	<b>405 137 000.00</b>	<b>438 209 000.00</b>

Table 101: GRANT FUNDING 2020/2021 TO 2024/2025

## 7.4 2022/2023 Budget Summary

	ORIGINAL BUDGET 2021/2022	ADJUSTMENT BUDGET 2021/2022	DRAFT BUDGET Tabled 2022/2023	DRAFT BUDGET Tabled Changes 2022/2023	BUDGET FINAL 2022/2023	BUDGET YEAR 2023/2024	BUDGET YEAR 2024/2025
OPERATING REVENUE	602 842 000	603 353 124	739 434 986	24 500 000	763 934 986	806 226 986	866 200 986
CAPITAL GRANTS AND TRANSFERS	574 058 000	583 658 320	372 306 000	-	372 306 000	405 137 000	438 209 000
<b>TOTAL BUDGET REVENUE</b>	<b>1 176 900 000</b>	<b>1 187 011 444</b>	<b>1 111 740 986</b>	<b>24 500 000</b>	<b>1 136 240 986</b>	<b>1 211 363 986</b>	<b>1 304 409 986</b>
OPERATING EXPENDITURE	596 623 000	595 234 124	635 958 407	23 000 000	658 958 407	685 277 278	723 687 092
CONTRIBUTION TO CAPITAL	580 277 000	591 777 320	380 486 000	1 500 000	381 986 000	410 574 500	443 916 875
<b>TOTAL BUDGET EXPENDITURE</b>	<b>1 176 900 000</b>	<b>1 187 011 444</b>	<b>1 016 444 407</b>	<b>24 500 000</b>	<b>1 040 944 407</b>	<b>1 095 851 778</b>	<b>1 167 603 967</b>
CAPITAL EXPENDITURE - GRANTS AND TRANSFERS	574 058 000	583 658 320	372 336 000	-	372 336 000	405 137 000	438 209 000
CAPITAL EXPENDITURE - INTERNALLY FUNDED ASSETS	6 219 000	8 119 000	8 150 000	1 500 000	9 650 000	5 437 500	5 707 875
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>580 277 000</b>	<b>591 777 320</b>	<b>380 486 000</b>	<b>1 500 000</b>	<b>381 986 000</b>	<b>410 574 500</b>	<b>443 916 875</b>
<b>TOTAL BUDGET REVENUE</b>	<b>1 176 900 000</b>	<b>1 187 011 444</b>	<b>1 111 740 986</b>	<b>24 500 000</b>	<b>1 136 240 986</b>	<b>1 211 363 986</b>	<b>1 304 409 986</b>
<b>TOTAL BUDGET EXPENDITURE</b>	<b>1 176 900 000</b>	<b>1 187 011 444</b>	<b>1 016 444 407</b>	<b>24 500 000</b>	<b>1 040 944 407</b>	<b>1 095 851 778</b>	<b>1 167 603 967</b>
<b>SURPLUS/DEFICIT</b>	<b>-</b>	<b>-</b>	<b>95 296 579</b>	<b>-</b>	<b>95 296 579</b>	<b>115 512 208</b>	<b>136 806 019</b>

Table 102: 2022/23 BUDGET SUMMARY

The 2022/2023 final budget is **R1.136 billion**, which represent a decrease of **R50.7 million** from the 2021/2022 adjusted budget of **R1.18 billion**. This represents a decrease of **4%**.

This decrease is a result of a negative change on Capital Grants as per Division of Revenue Bill (DORA).

Based on the above background, it is important to highlight components of the annual budget, operating revenue, operating expenditure, capital expenditure and financing, financial position, cashflow and Cash backed reserves/accumulated surplus reconciliation.

## 7.5 Revenue By Source

The sources of funding are important to ensure that the budget is actually funded, and cash backed. The following items warrant specific mention:

**DC26 Zululand - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Revenue By Source</b>											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	23 258	27 255	41 251	43 000	42 186	42 186	37 655	126 000	132 300	138 915
Service charges - sanitation revenue	2	10 479	10 457	11 514	11 000	12 305	12 305	10 509	29 500	30 975	32 524
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		156	159	179	210	183	183	162	183	183	183
Interest earned - external investments		7 803	4 760	3 226	6 000	6 000	6 000	2 704	6 000	6 000	6 000
Interest earned - outstanding debtors		40	27	29	85	85	85	262	85	85	85
Dividends received											
Fines, penalties and forfeits		18	4	7 543	638	48	48	123	150	155	160
Licences and permits		-	-	10	10	10	10	-	-	-	-
Agency services											
Transfers and subsidies		434 438	485 800	577 833	541 399	542 010	542 010	536 661	601 306	635 818	687 623
Other revenue	2	1 488	1 045	662	500	625	625	496	711	711	711
Gains		11 765	-	20 175	-	-	-	40	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>489 444</b>	<b>529 507</b>	<b>662 422</b>	<b>602 842</b>	<b>603 453</b>	<b>603 453</b>	<b>588 612</b>	<b>763 935</b>	<b>806 227</b>	<b>866 201</b>

**Table 103: REVENUE BY SOURCE**

### 7.5.1.1 Service charges water revenue

Zululand District Municipality as a water service authority had an agreement with Abaqulusi Municipality that Abaqulusi will provide water and sanitation services to Abaqulusi Urban Areas, and Zululand District Municipality will service the Abaqulusi Rural Area. The agreement has reached its endpoint and the Municipality is considering taking over the operations as encouraged by COGTA. Therefore, the Municipality has taken a resolution to takeover Abaqulusi as of 1<sup>st</sup> of July 2022.

Service charges is the amount billed to consumers for water consumed. The Municipality budgeted an amount of **R126 million** under Service charges - water revenue, this represents an increase of **R84 million** or **200%** from an amount of **R42 million** in the **2021/22** Adjusted Budget. This amount excludes **R3 million** from free basic services. From the **2022/2023** Tabled budget, service charges have increased by **R24.4 million**.

Service charges water revenue increased by **200%** instead of **6%** as per increase in tariffs schedule. This increase is due to the recent consideration regarding Abaqulusi Municipality water and sanitation department. An amount of **R58 million**

In the council seating, it was resolved that Rural households who have unmetered tap water inside dwelling should pay a flat rate of **R50** for water usage per month while the municipality is trying to source funding to install meters. During the budget community participation, the Zululand community agreed to the flat rate fee of **R50** per month. According to WSDP, Zululand has about 75 thousand household with unmetered taps. Some are receiving water on interval basis, and some receive water throughout the month. The Municipality will start billing R50 on households that receive water throughout the month.

The Municipality increased tariffs by 6% which is above 4.8 percent guideline as per MFMA circular No. 112, this was done to gradually achieve cost reflective tariffs, whilst maintaining customer affordability. This increase will not clearly be identified as the municipality has just considered Abaqulusi water and sanitation department and will take some time to balance tariffs.

The Municipality budgeted a provision of **R3 million** for free basic water to those declared as indigent households. The Municipality is in progress with compiling the indigent register.

An amount of **R14 million** has been set aside as a provision for bad debt (provision for non-collection). The municipality is predominantly rural and there are no industries, the level of employment is very low, as a result the municipality is working on updating the indigent

register. At the moment the cost of production is higher than the revenue recovered since only urban areas are billed.

#### **7.5.1.2 Service charges sanitation revenue**

Sanitation revenue is amounts billed on a fraction of customers that are connected to the sewer system since our municipality is comprised by most rural areas, Sewer charge is fixed, but businesses and government are charged an additional sewer excess if they use more than 40kl of water per month. The Municipality budgeted an amount of **R29.5 million** under Service charges - sanitation revenue, this represents an increase of **R17 million** or **140%** from an amount of **R12.3 million** in the **2021/22** Adjusted Budget. The Service charges sanitation revenue increased by 58% due to the decision by the Municipality to take over Abaqulusi municipality water and sanitation operations from the 2022/23 financial year.

The Municipality does not provide free basic service for sewer charges since sewer charge is fixed thus no revenue forgone is recognized under sanitation revenue.

The Municipality increased tariffs by 6% which is above 4,8% guideline as per MFMA circular No. 112, this was done to gradually achieve cost reflective tariffs, whilst maintaining customer affordability. This increase will not clearly be identified as the municipality has just considered Abaqulusi water and sanitation department and will take some time to balance tariffs.

#### **7.5.1.3 Rental of facilities and equipment**

The income is expected from renting of park homes and tourism hub that are used by WSSA, AVIS and Waphatha group as offices. The Municipality budgeted an amount of **R183 thousand**, excluding vat, under rental of facilities and equipment. Increase is not equivalent to 4.8% because rentals are determined by the rental agreement. The 2022/23 total amount of **R210 thousand** Vat inclusive.

#### **7.5.1.4 Interest earned - external investments**

Interest on investment is interest generated from both current and investment accounts, the municipality makes cash investment deposits which are call and 32 days investment deposits. The Municipality budgeted an amount of **R6 million** under Interest on investment with no changes compared to the 2021/22 Adjusted budget. The municipality is considering engaging in 3 or 6 months investment to increase earnings.

The municipality invest funds available from grants not immediately due for payment. The municipality does not expect to have investments at the end of the financial year since the

municipality is planning to make short term investments that does not exceed 12 months thus table SA15 does not reflect any balance.

#### 7.5.1.5 Interest earned – outstanding debtors

Interest earned on outstanding debtors is an interest charged solely on businesses at a percentage of **5.25%** as per the municipality's Credit Control Policy, to business that owe more than **60 days**. The Municipality budgeted an amount of **R85 thousand** on interest earned on outstanding debtors for the year 2022/23, which reflects no changes compared to the 2021/22 adjusted budget. The Municipality budgeted this amount based on current year trend.

#### 7.5.1.6 Fines, penalties, and forfeits

Fines, penalties, and forfeits is amounts charged on illegal connections, deposit forfeits, health fines based on health inspections and reconnection fees on nonpaying disconnected customers. The Municipality budgeted an amount of **R150 thousand** under fines, penalties, and forfeits. This represents an increase of **R102 thousand** or **213%** from an amount of **R48 thousand** in the 2021/22 Adjusted Budget. The Municipality will train the environmental health practitioners so they can be able to fine stores that are not complying with health regulations. **R100 thousand** increase is due to the environmental health and safety fines expected. This increase is above 4.8% guideline as per MFMA circular No. 115.

#### 7.5.1.7 Licences and permits

Licences and permits are mainly based on the licences issued by municipal health. The Municipality provides no budget for licenses and permits for the 2022/2023 financial year.

#### 7.5.1.8 Transfer and subsidies

Transfers and subsidies budgeted amount is **R601 million** for the 2022/23 financial year. An increase of **R59 million** or **11%** is observed from the 2021/22 adjusted budget. It is assumed that the National and Provincial grants as per Division of Revenue Act (DORA) and Provincial gazette which have been included in the budget will be received during the 2022/2023 financial year. An amount of **R1.9 million** has been gazette to be received from the department of arts and culture, this grant will be used to facilitate projects in district art center (Indonsa art center). An amount of **R500 thousand** has been allocated to aviation relief as the grant.

#### 7.5.1.9 Other revenue

Other revenue in the budget consists of the amount that will be collected during the year such as tender fees, skills development levy refunds etc. The Municipality budgeted an

amount of **R711 thousands** in 2022/23 financial year. This represents an increase of **R86 thousand** or **14%** from the amount of **R625 thousand** amount on the 2021/2022 Adjustment Budget.

DC26 Zululand - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Expenditure By Type</b>											
Employee related costs	2	201 677	219 973	241 953	255 269	255 269	255 269	233 404	294 950	309 697	325 182
Remuneration of councillors		8 089	8 372	8 489	8 537	9 037	9 037	7 814	8 771	9 209	9 670
Debt impairment	3	14 807	15 905	13 689	9 000	9 000	9 000	-	14 000	14 000	14 000
Depreciation & asset impairment	2	63 780	77 826	84 156	71 620	71 620	71 620	73 662	80 000	84 000	88 200
Finance charges		-	-	-	-	-	-	-	-	-	-
Bulk purchases - electricity	2	72	(655)	-	-	-	-	-	-	-	-
Inventory consumed	8	1 620	3 027	3 332	24 194	21 285	21 285	309	33 370	35 032	36 776
Contracted services		203 115	241 433	294 507	139 336	146 237	146 237	197 160	112 423	117 418	128 188
Transfers and subsidies		962	6 292	12 891	11 950	11 396	11 396	11 295	3 070	3 224	3 385
Other expenditure	4, 5	92 680	99 255	113 097	76 716	71 717	71 717	105 050	112 375	112 697	118 286
Losses		-	37	2 416	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>586 803</b>	<b>671 465</b>	<b>774 531</b>	<b>596 623</b>	<b>595 561</b>	<b>595 561</b>	<b>628 696</b>	<b>658 958</b>	<b>685 277</b>	<b>723 687</b>

Table 104: Budgeted Financial Performance



### Employee Related Costs

Employee related cost are amounts budgeted for employee benefits and company contribution. The Municipality budgeted an amount of **R294.95 million** under employee related costs, this represents an increase of **R39.68 million** or **15.3%** from an amount of **R255.2 million** in the 2021/22 Adjusted Budget. This drastic increase is since the Municipality will inherit Abaqulusi water and sanitation staff complement. The municipality has budgeted for a **4.8%** increase on salaries for each employee, the **4.8%** increase is based on CPI as per existing bargaining agreement and has taken into consideration the financial stability of the municipality.

Employee related costs is **46%** of the total operating budget inclusive of councilor's remuneration. The primary reason for the increase is an annual increment of **4.8%** and Abaqulusi water and sanitation employees, notch increases as per TASK grade implementation, as well as changes in other staff benefits that are percentage based to salary. This is above the norm of **25-40%** as per MFMA circular no. 71 guideline.

The implementation of Expanded public works programme has also contributed to the high level of expenditure on employee related cost. The Municipality budgeted an amount of **R8.5 million** for EPWP employees. This amount is included under employee related cost since the municipality pay this cost directly to EPWP employees. The EPWP grant funding is not sufficient to cover employees under the programme and supplemented by the municipality's own funds.

The municipality has budgeted an amount of **R12.7 million** for 13<sup>th</sup> cheque bonuses.

### Remuneration of Councilor's

Remuneration of Councilors are amounts budgeted for Councilors allowances and company contribution. The Municipality budgeted an amount of **R8.77 million** which reflect a **2.7%** increase under Remuneration of Councilor's from an amount of **R8.5 million** in the 2021/22 Adjusted Budget.

A **4.8%** increment for Councilor's remuneration is provided and is equal to inflation target of **4.8%**, the budget provided is expected to cater for councilors upper limits. Remuneration of Councilor's budget is based on actual amounts paid in the current year plus **4.8%** increase.

Replacement of 100 percent serving Councilors with 40/60 percent serving Councilors has also deterred the increment.

### Debt impairment

This is the provision for doubtful debts because of a non-collection level. It is based on the non-collection estimates. The Municipality budgeted an amount of **R14 million** under Debt impairment, this represents an increase of **R5 million** or **55.6%** from an amount of **R9 million** in the 2021/22 Adjusted Budget.

The municipality has increased the provision based on 2021-2022 budget collection level of **65%**. Assessment and provision for bad debts is done at year end, the municipality does not expect to impair the whole remaining 35% of billed consumers since some consumers do not meet the municipalities impairment criteria. For example, the municipality does not impair businesses and government institutions. Secondly, some consumers at least make the minimum number of payments per annum to disqualify them from being impaired.

### **Depreciation**

This is a non-cash item budgeted for as per the stipulation of the general recognized accounting standards. The Municipality budgeted an amount of **R80 million** under Depreciation, this represents an increase of **R8.38 million** or **12%** from an amount of **R71.6 million** in the 2021/22 Adjusted Budget.

The depreciation is estimated based on the municipalities accounting policy and the new assets the municipality is expecting to acquire in 2021-2022. The depreciation calculation considers assets that are still in progress but will be completed in the following financial years (2021-2022).

The Municipality is also considering creating an asset replacement reserve to refurbish these assets and ensure continuous services delivery.

### **Inventory consumed**

Inventory consumed includes the issues of bulk water, consumable stores, and materials and supplies. The Municipality budgeted an amount of **R33.3 million** under inventory consumed. This represents an increase of **R12.1 million** or **57%** from an amount of **R21.2 million** in the 2021/2022 Adjusted budget. The budget for water purchases has considered drought levy charge, and based on the trend, the municipality bulk purchases are only water, municipality purchases water from the likes of DWS and others raw water sources. Previously, the Municipality incorrectly budgeted meters under current assets. The increase of **R7 million** is for meters that are now correctly budgeted under inventory.

In the previous financial years, a bigger portion of the municipality's bulk water purchases budget was catered for Abaqulusi. Since the municipality is taking over the water and sanitation department from Abaqulusi, there will be a decrease in purchase of water. The

Municipality considered the budget for Abaqulusi bulk water purchase for financial year 2022/23.

### **Contracted services**

Contracted services consist of outsourced services, consultants and professional services and contractors.

The anticipated contracted services expenditure budgeted amount is **R112.43 million**, which is a decrease of **R33.77 million** or **23%** from the amount of **R146.2 million** in the 2021/2022 Adjustment Budget. It is highlighted that the Municipalities has decided to insource some contracted services. The Municipality reviewed existing Service Level Agreements and managed to reduce their costs for the 2022/2023 financial, the municipality has also engaged in some payment plan on contracted services.

Contracted services have decreased due to financial constraints, below are the highlights on the on contracted services.

### **Outsourced Services**

This includes security, internal audit, professional fees, water tankers and others. The decrease is because the municipality did not budget for water tankers and is decreasing the use of security services.

### **Consultants and Professional Services`**

This is provision of professional services like audit committee, project management, facilitators etc. this has increased due to the Municipal systems improvement grant allocated, municipality will need specialised experts in identified projects.

### **Contractors**

This includes operations and maintenance contracts such contract with WSSA, maintenance and repairs of infrastructure and movable asset and municipality buildings.

### **Transfers and subsidies paid**

Transfers and subsidies consist of Disaster relief material, and LED initiatives.

Transfers and subsidies amount is **R3.07 million**. The municipality has reduced the anticipated expenditure under this item by **R8.32 million** or **73%** when compared to an amount of **R11.39 million** reflected in the 2021/22 Adjustments Budget. This reduction is due to the Municipality not budgeting for the (COVID) economic recovery funds and poverty relief. This depends on the needs and request from the community and municipality provide budget for those needs.

The Transfers and subsidies budget is mainly for LED initiative and Disaster management initiatives.

**Other expenditure**

The municipality other expenditure includes all other expenditures that do not have line space in A4. This includes Operating cost, e.g., municipal services, Eskom(electricity), wet fuel, external audit fees, insurance premium, uniform and protective clothing, chemicals. etc. It is assumed that costs for services will increase in line with the CPI but others have remained the same due to municipal financial limitations. The increase in the price of electricity also have effect on the budget increase.



ANNEXURE 1: MUNICIPAL BUDGET 2022/2023

## ANNEXURE 2: DISASTER MANAGEMENT PLAN

## ANNEXURE 3: SPATIAL DEVELOPMENT FRAMEWORK

ANNEXURE 4: WSDP

## ANNEXURE 5: EMPLOYMENT EQUITY

## ANNEXURE 6: RECRUITMENT POLICY

ANNEXURE 7: SERVICE DELIVERY CHARTER

## ANNEXURE 8: WOKPLACE SKILLS PLAN

## ANNEXURE 9: INDIGENT POLICY

## ANNEXURE 10: ENVIRONMENTAL MANAGEMENT FRAMEWORK

ANNEXURE 11: HEALTH PLAN

ANNEXURE 12: HOUSING SECTOR

ANNEXURE 13: EMERGING FARMER SMME PLAN

ANNEXURE 14: LED STRATEGY (DRAFT)

## ANNEXURE 15: AUDIT ACTION PLAN

ANNEXURE 16: MUNICIPAL SUPPORT AND INTERVENTION PLAN