

UPHONGOLO LOCAL MUNICIPALITY



FINAL INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW 2024/2025

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SECTION A.1

EXECUTIVE SUMMARY

THE STRUCTURE OF UPHONGOLO MUNICIPALITY

Political Governance

uPhongolo Municipality Council is constituted by 5 political parties in a form of public representation, which is as follows:

Table 1: Representation of Political Parties

POLITICAL PARTY	NUMBER OF REPRESENTATIVES/COUNCILLORS
Inkatha Freedom Party (IFP)	15
African National Congress (ANC)	10
Democratic Alliance	1
Economic Freedom Fighters	1
National Freedom Party (NFP)	2
TOTAL NUMBER OF COUNCILLORS	29

uPhongolo Municipality has 15 wards and 29 Councillors who were elected to serve the Council on 01 November 2021. The Councillors are presented below:

UPHONGOLO MUNICIPALITY PR COUNCILLORS 2021-2026



CLLR BJ THWALA:
Hon Acting Mayor



CLLR BJ THWALA:
Hon Deputy Mayor



CLLR KE NXUMALO
Hon Speaker



CLLR M MTHEMBU:
Ward 1



CLLR VR BUTHELEZI:
Ward 2



CLLR CN MAVUNDLA:
Ward 3



CLLR BJ THWALA:
Ward 4



CLLR NP MAVUSO
Ward 5



CLLR XH DHLAMINI:
Ward 6



CLLR TA NTSANGASE:
Ward 7



CLLR SA XULU:
Ward 8



CLLR BES NTSANGASE:
Ward 9



CLLR KE NXUMALO:
Ward 10



CLLR ZZ BUTHELEZI:

CLLR MG

CLLR FS MASANGO

CLLR MP MAFULEKA

Ward 11

Ndlangamandla: Ward 12 Ward 13

Ward 14

Ward 15 (VACANT)

UPHONGOLO MUNICIPALITY PR COUNCILLORS 2021-2026



CLLR BR SHONGWE

CLLR SR MHLONGO

CLLR CM NXUMALO

CLLR JW BUTHELEZI

CLLR NT GUMBI



CLLR NL Van Zuydam

CLLR NA NKOSI

CLLR ZB MOTH A

CLLR ZS KHUMALO

CLLR NG NCUBE



CLLR JB NGEMA

CLLR MT MSIBI

CLLR SV DLAMINI

CLLR GL SIBIYA

The Council meets monthly while the EXCO meets twice a month. It plays an oversight role through established committees, which meet monthly for the purpose of checking whether departments are able to implement resolutions which have been taken by Council. To ensure transparency and accountability, there are 6 administrative departments comprising five Portfolio Committees established in terms of section 80, of the Municipal Structures Act 117 of 1998. In its endeavour to fulfil legislated functions, the uPhongolo Municipality has arranged the Council committees as per delegations, roles and responsibilities as follows:

Table 2: Council Committees, Roles and Responsibilities

Council	The Municipality Councillors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated. This reflects 100% functionality.
Exco	Executive Committee meetings are held monthly for the purposes of considering reports submitted by the respective portfolio committees prior their being presented to Council.
Portfolio Committees	Members of municipal departments hold meetings monthly wherein they deliberate on issues and make recommendations to EXCO and to Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings. The arrangement of the portfolio committees is as follows:
Municipal Oversight Committee	The oversight committee is in place and meets regularly as per their scheduling. These are MPAC, Manco, Risk Committee and Audit Committee.
Audit /Performance Committee	The Audit/Performance Committee was appointed to assist Council in strengthening its role. The Committee comprises four (4) members who are highly qualified and are all external. The Committee met in the last financial year and is set to meet on a quarterly basis as-and-when required to attend to matters at hand. The Audit Committee is chaired by one chairperson who is responsible for all regulated matters to be considered by the committee.

Administrative Governance

The Municipal Manager heads the administration of uPhongolo Municipality and is assisted by four Directors. The municipality has six departments namely:

Table 2: Management

No.	Department	Position
1.	Office of the Municipal Manager	Filled
2.	Corporate Services	Filled
3.	Budget and Treasury	Filled
4.	Community Services	Filled
5.	Technical Services	Filled
6.	Planning Development and LED Services	Vacant

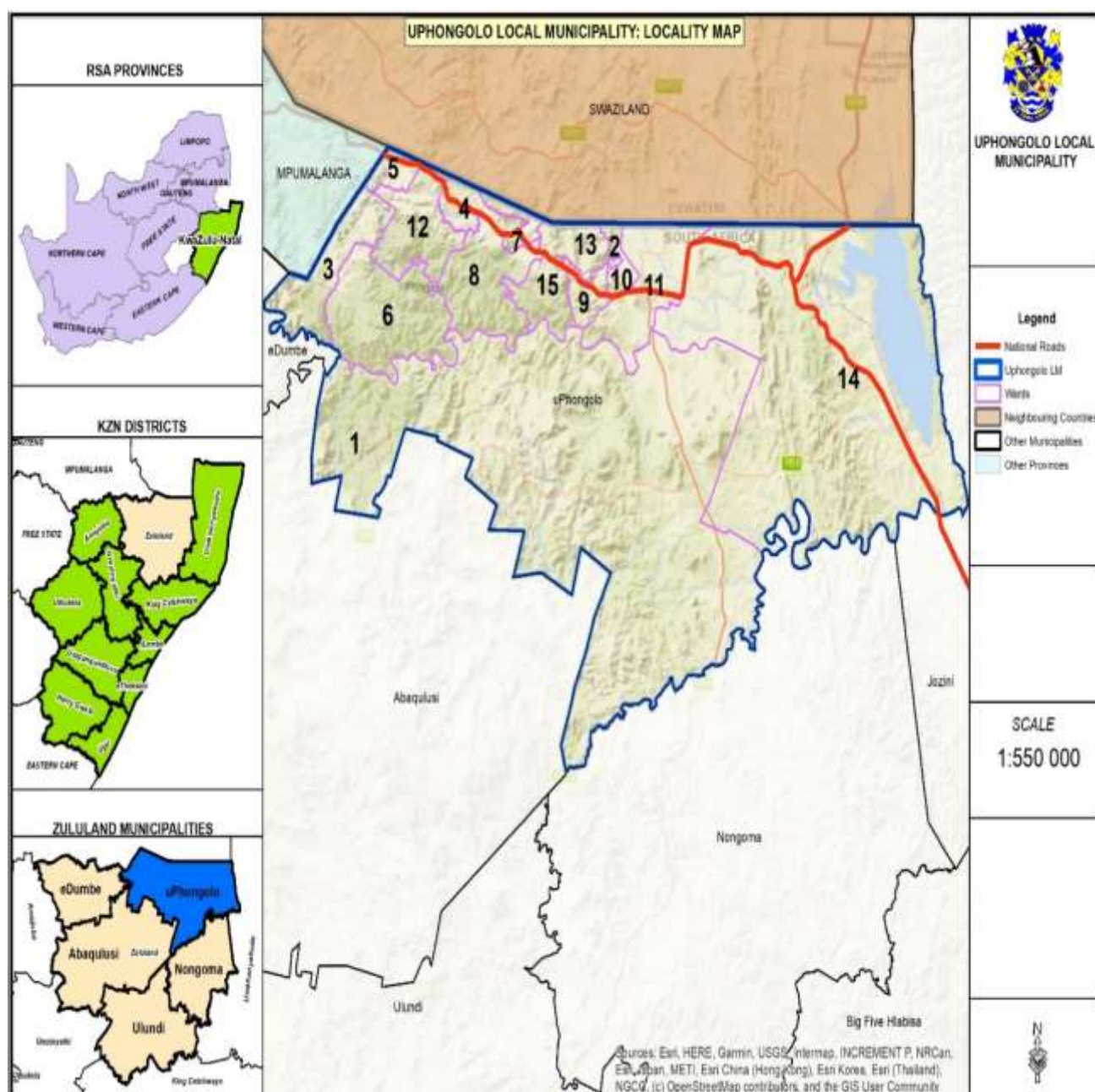
Each department is structured into different sections, which are run by Section Managers.

EXECUTIVE SUMMARY

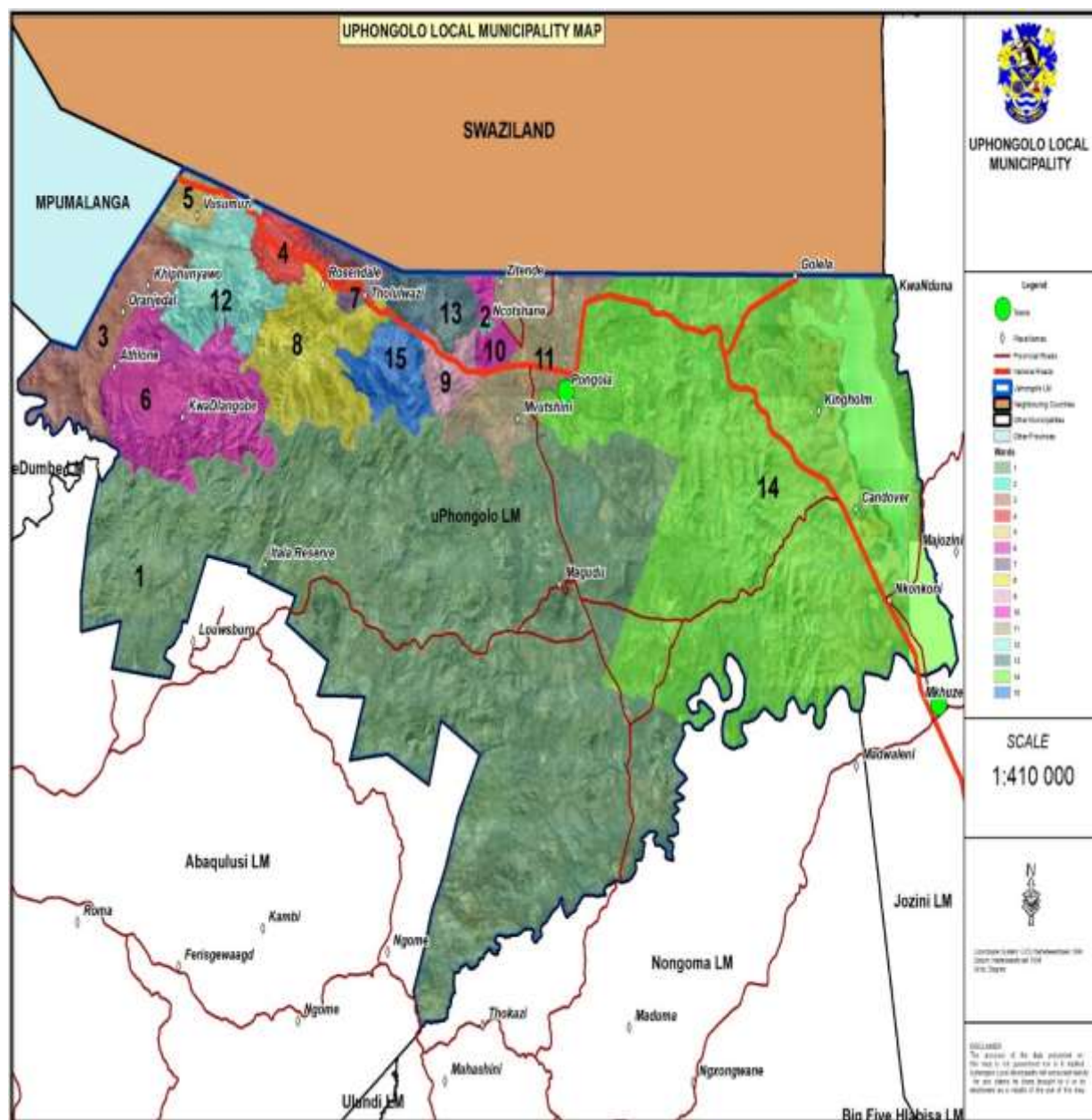
1.1 Who We Are?

The uPhongolo Municipality is one of five local municipalities located within Zululand District Municipality (DC26) in KwaZulu Natal Province, South Africa. It is strategically located along the N2, adjacent to the Swaziland Border and the Mpumalanga Province. It forms part of LEBOMBO SDI Corridor as a gateway to Swaziland and Mozambique using its Golela and Onverwacht border gates respectively.

Map 1: uPhongolo Municipality Locality Map



Map 2: Orientation Map



The municipality has a relatively diverse economy, with a particularly strong primary and secondary sector, in the form of Agriculture, retail, and game farming, which together contribute over 30% of the Municipality's GVA. General Government has a comparatively small economic role in the municipality as compared to the rest of the region, although it remains the biggest sectorial contributor (18%). Surrounded by a unique natural scenic beauty, with endless water resources uPhongolo Municipality is the only place in South Africa where you can do tiger fishing in a competitive environment when we host the tiger-fishing tournament. UPhongolo boasts of vast tracts of untapped natural resources coupled with original natural creations of magnificent landscape and green scenery, which manifests itself

as a paradise and a jewel that creates more opportunities with a huge potential to elevate tourism in our area to higher level.

Amongst other key offerings, the area of uPhongolo has the following key attributes:

- Gold mining at Klipvaal;
- Sugar cane farming;
- Untapped Rural tribal land;
- Two significant dams – Pongolapoort dam and Bivane Dam;
- Sugarcane processing factory (TSB) which is due for expansion to include biofuel from the cane residue;
- Ithala Game reserve and many other tourist attractions like game farms including the big five experience;
- Gateway to Swaziland and Maputo through the Golela border post;
- Proximity to King Shaka Airport, the Dube Trade Port and Richards Bay Industrial Development Zone (RBIDZ);
- Unrestricted height freight route for abnormal trucking from Durban to Johannesburg on the N2 passes through uPhongolo; and Rich Zulu Kingdom heritage.

Spatial Location within KwaZulu-Natal

uPhongolo Municipality is situated within the northern area of Zululand, in northern KwaZulu- Natal. As such, it is highly influenced by provincial and district development trends and development within the Zululand Municipality has significant implications for both the province and the district. As such, spatial planning for the future development of uPhongola Municipality takes into account development trends and patterns that are taking place at both provincial and district level.

Regional Context

The N2 national road corridor passes through the uPhongolo area as a national link between Gauteng and the Richards Bay corridor and on to Durban in the south. It also connects with Swaziland just to the north of the uPhongolo Municipal area as N2 is the primary development corridor. The major challenge is to capitalise on the opportunities this presents and optimise benefits for the local people.

1.2 How was this Plan Developed?

Section 28 of the Municipal Systems Act No 32 of 2000 states that the municipality must adopt a process plan that will guide the review of the IDP. Therefore, uPhongolo Municipality developed 2024/2025 IDP, PMS and Budget Process Plan which was approved by the Council in August 2023. In terms of the Section 21(b) of the Municipal Financial Management Act No 56 of 2003, the Mayor of a municipality must, at least 10 months before the start of the budget year, table in the Municipal Council a time schedule outlining key deadlines. uPhongolo Municipality's IDP, PMS and Budget

Process Plan for 2024/2025 financial year was therefore advertised to allow interested parties to make representations. The adopted process plan for the uPhongolo Municipality is as detailed in the table below. The methodology to be followed in developing the IDP Process 2024/2025:

Table 3: IDP, Budget Preparation and PMS Action Plan

NUMBER	ACTIVITY	PROPOSED DATES
1.	Preparation of Draft Process Plan for the IDP 2024/2025 and submission to CoGTA for assessment	July 2024
2.	Adoption of Process Plan by Council (with or without recommendations from CoGTA)	July- August 2024
3.	Advertising of Process Plan and commencement of IDP 2024/2025	July -September 2024
4.	Submission of adopted Process Plan to KZN CoGTA	August 2024
5.	First IDP Steering Committee Meeting (uPhongolo Municipality MANCO): to discuss shortfalls of IDP/ Review Status quo/ Needs analysis/ inclusions of certain plans/ reviews/ requirements and way forward for each municipal department/ each department to give an overview of their relevant plans required for inclusion or review in the IDP.	September 2024
6.	uPhongolo Municipality Extended MANCO to work on requirements as per the 1st IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by end September 2023	September 2024
7.	Second IDP Steering Committee Meeting (uPhongolo Municipality Ext. Manco): to discuss IDP progress and continuation measures/ Review objectives and strategies/ etc.	September 2024
8.	uPhongolo Municipality Ext. MANCO to work on requirements as per the 2nd IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by October 2023 Project Identification and prioritisation	October 2024
9.	1st IDP REP-Forum Meeting	October 2024
10.	Third IDP Steering Committee Meeting (uPhongolo Municipality Ext. MANCO): to discuss IDP progress/ feedback from government Departments and Council Workshop/ any additional inputs from Municipal internal Departments/ Progress on relevant Plans and Chapters in the IDP/ etc.	November 2024
11.	uPhongolo Municipality Ext. MANCO to work on requirements as per the 3rd IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by end November 2023	November -30 November 2024
12.	2nd IDP REP Forum - PUBLIC PARTICIPATION meeting with Local Stakeholders (i.e., to present IDP progress and obtain inputs from ratepayers/ resident's associations/ business sectors/ local organisations/ Amakhosi/ LED groups/ etc.)	November – December 2024

NUMBER	ACTIVITY	PROPOSED DATES
13.	Fourth IDP Steering Committee Meeting (uPhongolo Municipality Ext. MANCO): to discuss IDP progress and intervention measures to be put in place to ensure all plans and programmes are completed before finalisation of the IDP	December 2024
14.	uPhongolo Municipality Ext. MANCO to work on requirements as per the 4th IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by January 2024	December 2024 -January 2025
15.	3rd IDP REP Forum meeting: To align Sector Department projects/ programmes prior to IDP public participation meetings.	April 2024
16.	PUBLIC PARTICIPATION MEETINGS IN WARDS	November 2024 - February 2025
17.	Fifth IDP Steering Committee Meeting (uPhongolo Municipality Ext. MANCO): to discuss IDP progress, public meetings inputs or problems and gear IDP towards finalization	March 2025
18.	Submit draft 2024/2025 IDP/SDBP/Departmental Scorecards to COGTA	31 March 2025
19.	Sixth IDP Steering Committee Meeting (uPhongolo Municipality Ext. MANCO): to discuss Draft IDP 2024/2025 and any further changes/ inputs before the draft tabled at EXCO	March 2025
20.	EXCO and Council approval of Draft IDP	30 March 2025
21.	Submission of draft IDP to KZN CoGTA for Provincial Assessments	31 March 2025
22.	Seventh IDP Steering Committee Meeting (uPhongolo Municipality Ext. MANCO): to discuss Provincial Assessments on IDP and any further amendments prior to final adoption	April 2025
23.	ADVERTISEMENT of Draft IDP for public comments/ objections/ inputs (minimum 21 DAY PERIOD)	April 2025
24.	4th REP-FORUM Meetings/ Workshops (Govt. Departments/ Ratepayers/ Amakhosi/ Businesses/ Organizations/ etc.	May 2025
25.	Mayoral budget/IDP Izimbizo	April 2025
26.	Draft IDP and Budget tabled at EXCO	May 2025
27.	Full Council meeting to approve the IDP and Budget	May 2025
28.	Newspaper Notice of Approved IDP and Budget	June 2025
29.	Submission of final IDP to KZN CoGTA	May 2025
30.	Implementation of IDP 2024-2025	1 July 2025

1.3 IDP Public Participation Process

1.3.1 Public Participation Context

It appears in Chapter 4 of the Municipal Systems Act (Act 32 of 2000) that a Municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its Integrated Development Plan. In this context, the municipality is committed to a participatory process of IDP review whereby the community will play a meaningful role. Four major functions can be aligned with the public participation process namely:

- Needs identification;
- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.

1.3.2 Mechanisms for Participation

The following mechanisms for participation were utilised:

IDP Steering Committee

The Steering Committee is a technical working team consisting of Departmental Heads within the Municipality. The Municipal Manager chairs this committee and the IDP Unit is responsible for co-ordinating meetings. The invitation to attend the working sessions is usually extended to middle managers. These are all the representatives who are involved in the preparation of technical reports and information, formulation of recommendations as well as to prepare any other documents during the compilation of the IDP process. IDP Steering Committee meets monthly in the form of MANCO and Extended MANCO where all issues related to the IDP are attended.

IDP Representative Forum (IDPRF)

This forum represents all stakeholders and is as inclusive as possible. Efforts were made to bring additional organizations into the IDPRF and ensure their continued participation throughout the process. The IDP Representative Forum was consulted in the drafting of 2024/2025 IDP review.

Ward Committees

Ward Committees are formal structures established in terms of the Municipal Structures Act, the Ward Committees and Ward Councillors are used as a link between the Municipality and Communities, to obtain information in relation to the progress of the implementation of IDP. The Ward Committees are fully functioning and meet on monthly basis. They were consulted in the drafting of 2024/2025 IDP review.

Newspapers

Local and national newspapers were used to publish the IDP/PMS/Budget 2024/2025 related activities and to inform the local community of the progress on the IDP/PMS/Budget.

Municipal Website

The uPhongolo Website was utilized for uploading public information about the IDP/PMS/Budget and general municipal information which includes, *inter alia*, IDP and budget adverts. The 2024/2025 IDP, SDBIP, Departmental Scorecards, PMS documents and approved budget were uploaded on the municipal website.

Municipal Notice Board

The Municipal Notice Boards are placed at various municipal buildings. The municipal notice boards were used to inform stakeholders of critical IDP/PMS/Budget meetings and other important notices.

Community Road Shows

The uPhongolo Municipality hosted its community road shows to publicize the draft IDP and Budget for the approval of the final IDP and Budget. The venues for these meetings are publicized at the IDPRF as well as through the media.

Information Sheet/ Brochures/ Pamphlets

At the completion of each of the Sector Plans, as well as the IDP/PMS/Budget Review, an information sheets are prepared in the two dominant languages, namely isiZulu and English. The members of the Representative Forum, Officials and Councillors will be given copies of these information booklets and will assist in the distribution of same. Ward Committees will also be used to explain and to distribute information that needs to reach the public.

1.3.3 MEC Comments

uPhongolo Municipality acknowledges the comments that the MEC made in respect of the 2023/2024 IDP review, IDP assessments conducted by COGTA. The comments will be instrumental in enriching the process towards the compilation and content of this IDP review.

1.3.4 Back to Basics Plan for uPhongolo Municipality

The municipality has developed a Performance Management Unit, which is housed in the Municipal Manager's Office. The Unit is fully functioning, with the Manager PMS. One of the Unit's responsibilities is to provide assistance and guarantee that excellent monthly and quarterly performance reports are developed, analyzed, and prepared on time. These reports are further reviewed during MANCO meetings, when managers are required to report on the departmental scorecards, and if any discoveries are made, the responsible Head of Department ensures that corrective actions are taken to resolve such concerns.

Meeting the transformation agenda, according to the National Development Plan, requires functional municipalities and effective local machinery capable of generating safe, healthy, and economically viable settings for citizens and people to work, live, and socialize. As defined in the NDP and through the B2B Programme, the purpose is to improve municipal operations in order to better serve communities. As a result, understanding where we are, where we could be, and what has to be done to improve performance is crucial.

The Municipality's Back to Basics plan is critical in addressing the issues that are lacking and affecting the service delivery as required within the local government. A detailed report containing a summary of B2B performance information from quarter 1 to quarter 4 is presented in the PMS Section. A comprehensive monitoring and evaluation tool (CMET) that was developed serves as a basic yardstick to measure uPhongolo Municipal performance. The tool assesses high level progress and functional requirements of municipalities so as to track if municipalities are getting the basics right (B2B). This B2B assessment is done on a quarterly basis.

The purpose of the CMET is to monitor performance of municipalities on a quarterly basis against Key Performance Indicators linked to the core mandates of municipalities and serves as a early warning signal to identify areas of under-performance. The areas of underperformance are highlighted to garner support to improve functionality in the identified areas. These areas are then escalated to the Departmental Nerve Centre Committee for support and further escalated to the Provincial Service Delivery War-Room. The categorisation of municipalities according to the B2B programme is used to determine the level of support to be provided by different stakeholders including COGTA.

1.3.5 KwaZulu-Natal Provincial Growth and Development Plan

The IDP process provides an opportunity for the municipality to debate and agree on a long-term vision and strategy that sets the context for objectives and strategies. The intention of the IDP is not to repeat the general information in the previous revised document, but to focus on the relevance of already identified key strategic development priorities that need attention within the municipality. The IDP has been drafted along the seven Provincial Growth and Development Strategy (PGDS) goals. Lastly, the IDP will also link the goals listed below with the Key Performance Areas. The seven PGDS goals are:

- Job creation;
- Human resource development;
- Human and community development;
- Strategic infrastructure;
- Environmental sustainability;
- Governance and policy; and
- Spatial equity.

1.3.6 Auditor General Findings

uPhongolo Municipality acknowledges the findings and recommendations of the Auditor General that will be made in respect of the 2022/2023 financial year. The comments will be helpful to enrich the process towards the compilation and content of this IDP. An AG action plan has been developed to address all issues raised in the Audit Outcomes Report.

1.3.7 Council Approved Budget/Financial Plan 2024/2025

A Council approved Budget/Financial Plan for 2024/2025 financial year will be attached as an annexure. uPhongolo Municipality IDP, PMS and Budget process has ensured the incorporation of the MSCOA Requirements including the Scorecard and SDBIP Templates.

1.3.8 Zululand District Development Model Vision 2052

The Draft Zululand DDM Report and Implementation Plan with 'Catalytic Projects' is in place and adopted by all municipalities in the district. The Zululand 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 centre of joint planning, coordination, monitoring, and evaluation of service delivery initiatives by all 3 spheres of government.

Table 4: Zululand IGR Structure Functionality (DDM and Others)

IGR Structure	Activity
DDM Clusters	Conveners Appointment
DDM Convener/ Cluster Conveners	DDM Conveners Workshop
DDM Cluster Conveners	One On One Engagement
ZDM, LM Planners , Sector Departments/	Finalisation of The Draft One Plan
IGR Structure	Activity
Technical Hub	Technical Hub Meeting To Consider The One Plan
Political Hub	Political Hub Meeting – To Consider One Plan
ZDM-Abaqulusi Protocol Bilateral Meeting	Shared Services Meetings
ZDM-Abaqulusi Protocol Bilateral Meeting	Shared Services Meeting
ZDM-Abaqulusi Section78 Assesment	Shared Services Meeting

ZDM -Abaqulusi Section 78 Assesment	Shared Services Meeting
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Table 5 above reflects on the various IGR Structures established to improve communications and deliberate on common issues between the district and local municipalities. The ZDM-Abaqulusi Protocol Structure was established to deliberate on common issues affecting ZDM and Abaqulusi including common debt and shared services. The Section 78 Assessment Structure deliberates on the evaluation of capacity of both municipalities to provide water in the urban and rural areas of Abaqulusi Local Municipality.

Although the DDM structures are not fully functional at the moment, however the technical reports from the Section 78 Assessment and Abaqulusi Protocol have been tabled to Council on a quarterly basis to monitor implementation of resolutions as mandated by the Council.

The LED Forum is a collective of the LED Practitioners in the Zululand Family of Municipalities to co-ordinate the affairs of LED. Additional members are invited to attend including Planners and Sector Departments. The functionality is as follows:

- 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.
- There are Sector Specific DDM Committees that are fully functioning including the Development Planning Shared Services (DPSS) that was developed as an intervention to address skills gap in municipal planning and ensure implementation of Planning and

Development Act. COGTA transfers grant to municipalities to facilitate implementation and functionality of Development Planning Shared Services (DPSS). DPSS plays a critical role in enabling adherence to establishment and functionality of Municipal Planning Tribunals (MPTs).

There are 2 critical issues affecting the Zululand Family of Municipalities namely, the concerns raised at Cabinet level about the functionality of the ZDM DDM as well as the Zululand Development Agency. As a result, the ZDM has resolved to resuscitate both instruments. These will feature prominently in the strategic agenda and decision matrix of the DDM structures moving forward. The municipality has also heeded the call by Cabinet for District Municipalities to review and adopt the One Budget One Plans in line with the DCOG guidelines. The Plan has so far been approved by the Technical Hub in early March 2023. The adoption by the Political Hub will follow.

1.3.9 Cross Broader Municipal Planning Engagements

On March 8, 2023, CoGTA coordinated a cross-border municipal planning engagement meeting amongst municipalities and the purpose of the meeting was to:

- Encourage municipalities to engage on matters of aligning regional vision for the region's infrastructure development, allowing governments to capitalize on comparative advantages offered within an area. This also includes cross-border difficulties, the provision of civic and social services, and economic opportunities. To avoid clashing activities and land uses on opposing sides of a boundary. uPhongolo Municipality is surrounded by Umkhondo Municipality in Mpumalanga Province, Swaziland, uMhlabuyalingana and Big-5 Hlabisa.

1.3.10 Key Development Challenges and Interventional Measures

The key challenges facing uPhongolo municipality were determined through the strategic planning session and community engagement meetings. The challenges and interventions are summarised below.

1.4 Key Development Challenges and Strategic Interventional Measures

Table 5: Key Development Challenges and Strategic Interventional Measures

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT KEY DEVELOPMENT CHALLENGES ▪ Inadequate office space ▪ Non-compliance to EEP & Targets set for Directors and Managers	STRATEGIC INTERVENTIONS: ▪ Prepare an item on Circular 51 (extension of office building); ▪ To provide budget for planning and designs and re-submit to Treasury. ▪ To be included in the adjustment budget.
FINANCIAL VIABILITY AND MANAGEMENT KEY DEVELOPMENT CHALLENGES ▪ Increasing consumer debts	STRATEGIC INTERVENTIONS: ▪ Intensify the methods or ways to collect monies that are due and payable to municipality. ▪ Review, implement and monitor the revenue enhancement strategy.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY DEVELOPMENT CHALLENGES: ▪ Shortage of personnel to monitor the operation and functioning of ward committees ▪ Lack of skills/training to capture ward community minutes and reporting ▪ Chamber has no public gallery ▪ Lack of commitment of Ward Champions ▪ IGR Meetings not convened (as per IGR sectors between ZDM and LMs) ▪ Lack of stakeholder participation at IDP/Budget Meetings	STRATEGIC INTERVENTIONS: ▪ Prioritise appointment of Personnel ▪ To provide training workshops for ward community meetings ▪ The Municipal champion to encourage ward room champions to attend ward room meetings. ▪ ZDM to review the TORs for the IGR Sectors ▪ Develop an annual schedule of meetings. ▪ Submission of an annual schedule to LMs ▪ Strengthen a working relationship with stakeholders/sector departments

LED KEY DEVELOPMENT CHALLENGES: ▪ Inadequate support for SMMEs and Co-Ops ▪ No Tourism Information Centre ▪ Lack of job opportunities ▪ Tourism products not well marketed ▪ Lack of green economy initiatives ▪ Lack of strategies for tuck/spaza shops South ▪ African owners and potential investors ▪ Unsuitable merchandise traded in under marketed areas. ▪ Inadequate provision of bulk infrastructure (Water, electricity and roads) hamper investors ▪ Slow processes/delays in obtaining zoning certificate, EIAs, building plans and other specialists reports and approvals. ▪ Unfavourable/lack of policies, bylaws and lease agreements between the municipality and tenants	STRATEGIC INTERVENTIONS: ▪ Identify and support sustainable concepts to be funded, ▪ Conduct workshops on project development and concepts for small businesses, SMMEs and Co-ops ▪ To draft Information Centre Business Plan and source funding and land for its development ▪ To create job opportunities through EPWP, CWP, ▪ Capital projects and other municipal programmes. ▪ To engage stakeholders in the hospitality industry, ▪ Support local events. ▪ Develop/link tourism website and brochures. ▪ Identification and implementation of green economy initiatives ▪ Engage the tuck/spaza shop owners and assist where possible. ▪ Identify all small businesses and type of business operating illegal. ▪ Conduct a meeting with all businesses about illegal trading business. ▪ Issue notices ▪ Law Enforcement ▪ Engage DWA and ZDM, Application for License, ▪ Engage DME, Eskom and DOT ▪ Appointment a panel for planning consultants
BASIC SERVICE DELIVERY KEY DEVELOPMENT CHALLENGES: ▪ Budget for repairs and maintenance is below 8% norm and affects the service delivery. ▪ Shortage of staff ▪ No depot for Technical Services staff and equipment ▪ Insufficient yellow machine ▪ Electricity distribution losses ▪ No weigh bridge ▪ No traffic related by-laws	STRATEGIC INTERVENTIONS: ▪ More budget is needed to clear the backlog and compliance to National Treasury guidelines. ▪ Prioritise filling of critical positions in the technical services department ▪ Budget needed. ▪ Lease/buy yellow machine. ▪ Phase out old analog meters with digital prepaid meters provided. ▪ To engage provincial DOT regarding weigh bridge ▪ To identify land and build a truck stop. Development and/or formulation and passing of applicable traffic by-laws
CROSS CUTTING ISSUES KEY DEVELOPMENT CHALLENGES: ▪ Land Claims	STRATEGIC INTERVENTIONS: ▪ Undertake Land Audit (Participation of Sector Departments in the process)

▪ Land invasion, Illegal development/encroachments ▪ Illegal dumping ▪ No emergency centre / fire station ▪ Staff shortage in fire and disaster ▪ Shortage of burial space at current cemetery ▪ No spatial long-term vision for the SDF ▪ No SEA	▪ Implementation of land audits outcomes including prosecution/eviction ▪ Conduct community awareness campaigns pertaining to illegal dumping. ▪ Land has been secured, in the process of securing funding for development. ▪ To ensure that the posts are included in the organogram. ▪ To engage with traditional leaders and talk to nearby farmers. ▪ To develop a spatial long-term vision for the SDF ▪ To develop and align Comprehensive Rural Development programme ▪ To conduct Spatial Referencing of all existing and planned projects ▪ To consider IUDF on the SDF review ▪ To develop SEA
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As mentioned above the process followed in determining the key challenges facing uPhongolo municipality through the strategic planning session and community engagement meetings.

The analysing of the municipal status quo can be summarised as follows:

- A large rural population that depends on the nearby urban areas such as the Pongola town for Commercial and public services (e.g. health, home affairs, etc.), places pressure on the primary node because of the lack of services and facilities within the rural areas. Service delivery in the rural areas will need to be attended to.
- The uPhongolo population is characterized by significantly more women than men. 47% households are headed by women in the absence of partners seeking employment in other urban centres. It is accepted that these women are more disadvantaged in terms of resources. Strategies need to be developed in order to create security for women and their dependent children.
- Close to half of the population are children, placing pressure on the need for educational and social facilities. Many of these children will be orphaned as a result of HIV/AIDS. At least 11.7% of the population is already infected with HIV. The severe impact on the need for health, social and welfare services over the next 20 years will have to be accommodated in the Municipalities strategy for service delivery.
- Income levels are low with 66% of households receiving no income or less than R2 400 per month. The traditional and rural areas are the most poverty stricken.

- Unemployment levels are relatively high and with only 13.43% of the population being formally employed. Dependency levels are also high with every employed person having to support 6.5 persons of which 3 are over 15 years of age. The farming sector employs a significant number of people, indicating the importance of the agricultural sector in the economy of the area. The local economic development strategy needs to build on this strength.
- The majority of the population relies on public transport facilities. This is primarily taxi based. The quality and efficiency of the public transport sector needs attention.
- Most of the urban communities have access to clean water with severe shortcomings in this respect as far as rural communities are concerned and have access to less than 5 litres of water per day. People rely on natural resources for water and are considered to live at survival levels.
- The larger urban areas have sanitation systems, but the rural areas rely on septic tanks, pit latrines or no system at all. This places tremendous strain on the environment.
- The population in the urban areas has access to household electricity, but few or the rural settlements have this service. Electricity provision at schools and health facilities are especially critical. In the wake of the looming energy crises faced by this country it is vital that the Municipality adopts policy embracing the use of alternative energy sources for new residential and commercial development.
- Retention of municipal employees with the necessary qualifications and experience to preserve the institutional memory and ensure service delivery according to the Council's vision and core values.

1.5 SWOT Analysis

During the 2023 Strategic Planning Session conducted for the municipality, a SWOT analysis exercise was conducted by all participants/attendees according to six (6) Key Performance Areas. The Municipality's SWOT Analysis is presented below.

Table 6: Municipal Transformation and Institutional Development SWOT Analysis:

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Municipal Corporate Policies are in place and approved by the Council: ▪ -Human Resources Strategy and Plan, ▪ -Employment Equity Policy and Plan ▪ -Employment Equity and Training Committee established ▪ -Batho Pele Policy and Service Delivery Improvement Plan ▪ -Performance Management Framework and Employee Performance Policy ▪ Fraud and Risk Prevention Plan ▪ -Council approved organogram ▪ Good working relations between administration and political leadership; as well as senior management and staff ▪ Available resources for capacity building (staff and councillors) ▪ Regularly update of the Municipal Website	▪ New job evaluation process on going by SALGA
OPPORTUNITIES	THREATS
▪ Support from sector departments (COGTA, LG-SETA, SALGA and Public Works)	▪ Illegal / unprotected protests

Table 7: Disaster Management SWOT Analysis

DISASTER MANAGEMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Good management ▪ All role players in the disaster management arena (including Government, None-Governmental Organizations, Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters ▪ All our staff is trained with firefighting and disaster management. ▪ Dedicated emergency number ▪ Fire Prevention activities eg Code Application etc.	▪ Insufficient human resource (Staff) ▪ Vehicles shortage, especial off the road vehicles (grass fire) ▪ Disaster Management Plan not in place with all identified risks ▪ No Fire Station ▪ Equipment shortage ▪ Lack of capacity to adequately handle all kinds of Disaster related incidents. ▪ Insufficient funds allocated to the section. ▪ Disaster Management Advisory Forum not in place

OPPORTUNITIES ▪ Employment of more staff. ▪ Site has been identified to build a Disaster Centre... ▪ Nodal point identified to build satellite station ▪ More investors coming since their properties will be safe. ▪ More revenue to our Municipality. ▪ More specialize training needed to the staff.	THREATS ▪ Prone to airborne due to close proximity with the neighbouring countries (boarder line) ▪ Human and life stock fatalities are prone to lightning. ▪ High rate of fatalities since on Motor vehicles since we not enough equipment and vehicle. ▪ No safety of the employees ▪ Respond is not efficient
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Table 8: Disaster Management SWOT Analysis

AGRICULTURE SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Agriculture contributes significantly to the LED, household income and food security ▪ Existence of developmental strategies and plans (LED Strategy, Tourism strategy, Golela ▪ Tourism Strategy and Crops Agricultural plan), ▪ Investment promotion and facilitation strategy ▪ Communal land available to undertake economic activities within the economic sectors; ▪ LED support programmes for SMMEs and Co-Ops	▪ Lack of Developed Rural Service Centres. ▪ Lack of co-ordination between the private and public sector; ▪ Delay on funds/projects by supporting departments (national & provincial)
OPPORTUNITIES	THREATS
▪ Support from sector departments ▪ Development of new value-chains in the agricultural sector (incl. medicinal lab, agripark, abattoirs, etc) and Diversification of the manufacturing sector (e.g. clothing & textile) ▪ Linkages between agriculture and business sector.	▪ Drought (Pongolapoort dam levels, irrigation & tourism) ▪ Lack of investment due to lack of bulk infrastructure ▪ Lack of irrigation and fencing ▪ Threat of mechanization in both industrial and agricultural development;

Table 9: Spatial Planning and Development SWOT Analysis

SPATIAL PLANNING AND DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Availability of DPSS staff for additional support and capacity to help eradicate backlogs; ▪ Availability of GIS Unit ▪ Council approved urban component of scheme; ▪ Appointment of an environmental officer; ▪ Good climate conditions; ▪ SPLUMA By-laws in place and gazetted.	▪ Lack of capacity to adequately handle all kinds of disaster related incidents
Opportunities	Threats
▪ Strategic, Spatial & Geographical location of the Municipality (South Africa and Swaziland and Mozambique ▪ Formalization and upgrading of rural areas ▪ Municipal Planning Tribunal not in place	▪ Unavailability of land for cemeteries ▪ Illegal developments ▪ Informal and illegal dumping ▪ Strategic environmental assessment not in place ▪ Municipal Planning Tribunal not in place

Table 10: Good Governance and Public Participation SWOT Analysis

GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Approved scheduled Council meetings and functioning effectively ▪ Section 79 and 80 committees established and functioning effectively ▪ Established and effective ward committees ▪ Community meetings sit per ward (as required by B2B) ▪ War room established in all wards and functioning effectively ▪ Local Task team (OSS) sitting monthly ▪ Established Audit Committee and fully fledged Internal Audit Unit ▪ Risk Management Unit and Risk Committee fully functional ▪ PMS Unit established and functioning effectively ▪ Sitting of Bid Committees as per annual schedules ▪ Customer service delivery charter is in place ▪ Participation of aMakhosi at council meetings and public participations.	▪ Shortage of personnel to monitor the functioning of ward committee meetings ▪ Skills shortage in capturing of minutes of Ward Committee meetings

OPPORTUNITIES	THREATS
▪ Capacitation of ward committee members Provision of assistance to needy communities through OSS ▪ Stakeholder engagement participation is good	▪ Non-involvement of community members/stakeholders (buy-in) ▪ Lack of community buy-in by stakeholders Participation of aMakhosi in municipal programmes ▪ Lack of municipal plans and by-laws

Table 11: Basic Service Delivery SWOT Analysis

BASIC SERVICE DELIVERY SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Comprehensive Infrastructure Plan ▪ Electricity by-laws in place ▪ Energy sector plan in place ▪ Building by-laws in place	▪ Poor maintenance of infrastructure ▪ Ageing infrastructure` ▪ Budgetary constraints
OPPORTUNITIES	THREATS
▪ Support from sector departments ▪ Strategic location of uPhongolo along the N2 ▪ Corridor (gateway to Swaziland and Mpumalanga Province)	▪ Insufficient funds to address backlogs

Table 12: LED SWOT Analysis

LED SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Location of Pongola town on the East 3 route, N2 and R66 ▪ Agriculture contributes significantly to the LED, household income and food security ▪ Existence of developmental strategies and plans ▪ (LED Strategy, Tourism strategy, Golela Tourism Strategy and Crops Agricultural plan), ▪ Investment promotion and facilitation strategy ▪ A diverse and rich cultural heritage; ▪ Quality of natural endowments and tourism products; ▪ Communal land available to undertake economic activities within the economic sectors; ▪ Town beautification for investors and tourist attraction ▪ Creation of job opportunities ▪ LED support programmes for SMMEs and Co-Ops	▪ Insufficient funding for business plans and implementation of LED programmes and projects; ▪ Capacity constraints and staff shortages ▪ The backlog on bulk services hinders investment ▪ ▪ Lack of Developed Rural Service Centres. ▪ Lack of value-adding facilities in the Municipality; ▪ Lack of co-ordination between the private and public sector; ▪ Delay on funds/projects by supporting departments (national & provincial) ▪ Non- Existence of developmental strategies and plans - (LED Strategy, Tourism strategy, Golela Tourism Strategy and Crops Agricultural plan), - Investment promotion and facilitation strategy
OPPORTUNITIES	THREATS
▪ Support from sister departments ▪ Programmes linking graduates to private sector; ▪ Community development through trainings and workshops ▪ Establish and strengthen PPP's ▪ Development of new value-chains in the agricultural sector (incl. medicinal lab, agripark, abattoirs, etc.) and Diversification of the manufacturing sector (e.g. clothing & textile) Linkages between agriculture and business sector; ▪ Infrastructure development & Logistic expansion ▪ uPhongolo shows great potential for development through land reform	▪ Drought (Pongolapoort dam levels, irrigation & tourism) ▪ Lack of investment due to lack of bulk infrastructure ▪ Lack of irrigation and fencing ▪ Threat of mechanization in both industrial and agricultural development; ▪ Decline in formal employment within economic sectors; ▪ Increasing input costs (electricity, transport, capital, storage and equipment). ▪ Illegal immigrants

Table 13: Financial Viability and Management SWOT Analysis

FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
- Seasoned and experienced CFO - Budget related policies approved - The municipality have a revenue base - Unqualified Audit Opinion	Grants dependence municipality
OPPORTUNITIES	THREATS
- Various Business and Farmers for revenue generation and collection. - mSCOA improving business efficiency - Availability of land under AMAKHOSI for future development - On convention electricity can be used as leverage for other services - Training of finance staff by KZN Provincial Treasury and COGTA	High unemployment rate resulting in high indigent

1.6 The Municipal Long Term Vision, Goals, Objectives, Strategic and Programmes

The municipality confirmed its Vision, Missions, Goals, Strategic Objectives, Programmes and Projects for implementation in the year 2024/2025 these are presented in detail in Chapter-4 and below:

Table 14: uPhongolo Municipality Goals

KPA	PGDS Goals	B2B	uPhongolo Goals	uPhongolo Objectives
Good Governance and Public Participation	Governance & Policy	Public participation: Putting people First	Promote Good Governance and Policy Compliance Placing the primary focus on addressing the needs of communities within the municipality Report regularly on the dealings of the Municipality To ensure effective and efficient administration	Promote good governance, accountability, and transparency

			complying with its Legal Mandates	
Basic Service Delivery	Strategic infrastructure	Basic Services: creating decent living conditions	Provide Access to Comprehensive Basic Services and Infrastructure	Ensure provision of electricity/alternative energy in a sustainable manner To control waste management including water contamination To provide safe, adequate and habitable housing that is closer to amenities. Ensure the optimal use, maintenance and equitable development of communal and Public Facilities
Cross Cutting Interventions	Environmental sustainability	Basic Services: creating decent living conditions	Adapt to Climate Change Promote Environmental Sustainability and Spatial Equity	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate. Provide disaster management and emergency services. To plan areas for future development and formalization
Municipal Transformation and Institutional Development	Human Resource Development	Basic Services: creating decent living conditions	Human Resource Development and Ensure Compliant HR System	Create a balance between employee productivity, welfare and capacity building. Promote quality service delivery through inclusive Performance Management System To provide an effective and efficient IT and Communication service to all Municipal units To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.

				To improve Citizens Skills levels and Education Ensure Institutional of Batho Pele Culture and Principles Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases
Local Economic Development			Inclusive Economic Growth, Development and Support Eradicate Poverty and Improve Social Welfare	Create a conducive environment for investing and SMME growth in uPhongolo Increase the number of visitors to uPhongolo through integrated and targeted marketing Creation of sustainable jobs Mitigate the HIV epidemic and promote positive living. Ensure needs of Special groups are addressed. Reduce crime rate within uPhongolo jurisdiction . To ensure Safer, effective and efficient system for al
Municipal Financial Viability & Management			To apply good financial management in dealings with municipal finances	

1.7 Long- Term Vision

Vision Statement

“uPhongolo Municipality will ensure sustainable development through trusted leadership in providing quality services by 2030”.

Mission Statement

- To develop our Municipal institution and facilitate its transformation with integrity.
- To ensure sound leadership and inclusivity through partnering with traditional leadership.
- To provide infrastructure and other services to all, with emphasis on rural communities, in a sustainable manner through trustworthy leadership.
- To improve economic activities through self-help and self-reliance programs.
 - To promote sound and transparent financial management.
 - To ensure that we build the next generation.

Core Values

The Batho-Pele Principles inform the operations of the uPhongolo Municipality, to guide relations and interaction between uPhongolo and its customers, community and other stakeholders. The following are the values upon which the municipality operates:

Table 15: Core Values

Transparency	Innovation	Co-operation	Accountability
Commitment	Integrity	Respect	Trust and Honesty

1.8 Community Broad Based Projects/ Development Needs 2024/2025

uPhongolo Municipality will conduct ward consultation meetings. The purpose of the meetings was to consult with all 15 wards to review and prioritise ward projects wherein communities were given an opportunity to list their community needs, challenges, interventions and priorities. These needs were addressed through the IDP processes and budget allocations sessions and well presented in the Ward Operational Plans 2024/2025.

1.9 What to Do to Unlock and Address the Key Development Challenges Over the Next 5-Years?

Table 6: Unlock and Address Challenges

KEY PERFORMANCE AREAS	ISSUES TO BE ADDRESSED (GOALS)
Municipal Transformation & Institutional Development	▪ Human Resource Development and ensure compliant HR System
Basic Service Delivery and Infrastructure Development	▪ Provide access to comprehensive basic services and infrastructure
Social and Economic Development	▪ Promote inclusive economic growth, development, and support
Good Governance and Public Participation	▪ Promote good governance and policy compliance
Municipal Financial Viability and Management	▪ Achieve financial sustainability and viability
Cross-Cutting Interventions	▪ Promote environmental sustainability and spatial equity

1.10 How Will Progress be Measured?

The municipality programmes and projects have been geared towards delivering of basic services, economic infrastructure development, reducing unemployment and poverty developing thriving communities able to sustain itself and the municipality. The municipality in partnership with other stakeholders has been working hard to deliver on the following outcomes. The community should expect the following outcomes and deliverables emanating from the implementation of this Integrated Development Plan.

The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System and the contracts and the way in which they are designed and implemented.

The IDP has been compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives; the requirements applicable to the municipality in the IDP. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP.

These strategies will be used to annually formulate the service delivery budget implementation plan (SDBIP) and performance indicators for the uPhongolo Municipality, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The performance of the municipality will then be assessed and reported on quarterly as well as annually in the municipality's annual report. The process of managing performance:

- Performance Planning
- Performance Monitoring
- Performance Measurement
- Performance Analysis
- Performance Reporting
- Performance Review

The annual process of managing performance at organisational level in the Municipality involves the steps as set out below:

Organisational and Department Scorecard

Performance management can be applied to various levels within any organisation. The legislative framework provides for performance management at various levels in a municipality including organisational (sometime also referred to as municipal, corporate or strategic) level, departmental (also referred to as services, operational or section/team level) and lastly, individual level.

At organisational level the five-year IDP of a municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a municipality is achieving its IDP objectives. A SDBIP (both for the municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and

achieving annual service delivery targets. The measures set for the Municipality at organisational level is captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality. The measures at departmental level are captured in the SDBIPs of the various Departments of the Municipality.

By cascading performance measures from organisational to departmental level, both the IDP and the SDBIP, forms the link to individual performance management. This ensures that performance management at the various levels related to one another, which is a requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

Monitoring and Evaluation

To measure and monitor our progress, Performance Management Framework and Policy was developed and is in place and it is reviewed annually. Key performance indicators have been refined in support of the Municipality's development priorities and objectives aligned with the organizational structure in line with the Integrated Development Plan Framework to ensure consistency in measuring and reporting on long terms strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the Organizational Performance Management Scorecard attached to the Integrated Development Plan and it is reviewed annually together with the Integrated Development Plan review process to ensure regular reporting is in place and gets reported quarterly to the Council via Performance Audit Committee.

Individual performance agreements and performance plans for the Municipal Manager and Heads of Departments are prepared annually in line with provisions prescribed in the performance Regulations, these agreements are fully implemented and aligned with the service delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003. Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance assessment is taking place on a quarterly basis to ensure that annual department targets will be achieved.

SECTION B.1

PLANNING & DEVELOPMENT

PRINCIPLES &

GOVERNMENT POLICIES

& IMPERATIVES

2. PLANNING AND DEVELOPMENT PRINCIPLES

2.1 Introduction

The Integrated Development Plan (IDP) can be defined as a product of integrated development planning process. Integrated development planning as an instrument lies at the centre of the new system of developmental local government in South Africa and represents the driving force for making municipalities strategic, inclusive, and responsive and performance driven in character. The IDP is therefore the principal strategic planning instrument, which guides and informs all planning, budgeting, decision-making, management processes and all development within the municipal area. Once developed, it is regarded as a plan that supersedes all others within a municipality because it is a direct reflection of a municipality.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the uPhongolo municipal area without compromising the institutional capacity required to implement and coordinate the efforts needed across sectors and relevant spheres of government. The IDP is also the strategic planning tool of the municipality and is prepared within the first year after the newly elected Council has been appointed and will be reviewed annually during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all-financial planning and budgeting as well as performance reporting by the municipality. Municipalities function within the realm of an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programs to be implemented and aligned with municipal functions.

2.2 Background

2.2.1 Legislative Framework towards Achieving IDP Objectives

Municipalities function within the realm of an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programmes to be implemented and aligned with municipal functions. UPhongolo Municipality realises that in order to achieve growth and development the budget, programmes and projects must be aligned to development and institutional policy directives.

The Constitution of the Republic of South Africa outlines the type of local government needed. Section 152 and 153 of the constitution prescribes local government being in charge of the development process and municipal planning and describes the following objectives of local government:

- To ensure a sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organisations in matter of local government.

The Municipal Systems Act (MSA) Act 32 Of 2000 requires municipalities to develop Integrated Development Plans which should be single, inclusive and strategic in nature. The IDP of a municipality will guide development within the council's area of jurisdiction once adopted and IDP should also be reviewed annually. In addition the Act also stipulates the IDP process and the components to be included.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan:

Regulation 2 (1) states that the municipality's IDP must at least identify:

- The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- Any investment initiatives in the municipality;
- Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- All known projects, plans and programmes to be implemented within the municipality by any organ of the state; and
- The key performance indicators set by the municipality.

Regulation 2 (2) states that an IDP may:

- Have attached to it maps, statistics and other appropriate documents;
- Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.
- Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan. Regulation 2 (4) states that a spatial development framework reflected in the municipality 's integrated development plan must:
 - Give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
 - Set out objectives that reflect the desired spatial form of the municipality;
 - Contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
 - Indicate desired pattern of land use within the municipality;
 - Address the spatial reconstruction of the municipality; and
 - Provide strategic guidance in respect of the location and nature of development within the municipality.
 - Set out basic guidelines for a land use management system;
 - Set out a capital investment framework for the development program within a municipality;
 - Contain a strategic assessment of the environmental impact of the spatial development framework;
 - Identify programs and projects for the development of land within the municipality;
 - Be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
 - Must indicate where public and private land development and infrastructure investment should take place;
 - May delineate the urban edge; and
 - Must identify areas where strategic intervention is required and must indicate areas where priority spending is required.

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the mayor of a municipality must:

- Take into account the Municipality 's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;
- Consult the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- The relevant provincial treasury, and when requested, the National Treasury; and
- Any national or provincial organs of state, as may be prescribed; and
- Provide, on request, any information relating to the budget to the National Treasury; and subject to any limitations that may be prescribed, to the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- Any other national and provincial organ of states, as may be prescribed; and
- Another municipality affected by the budget.

This section will identify the relationship between the uPhongolo Integrated Development Plan and the other key planning and policy instruments from the national, provincial and the district government levels. The instruments aligned to the IDP are those perceived to be key, they also have a cross cutting effect at the other levels of government.

They currently occupy the centre stage at their respective spheres of government and they have an overarching role. One of the key objectives of IDPs is to ensure alignment between national and provincial priorities, policies and strategies (as listed below):

- Sustainable Development Goals
- National Development Plan (Vision 2030)
- National Spatial Development Perspective

- National Key Performance Areas
- National Outcomes
- Provincial Growth and Development Strategy
- District Growth and Development Plan

uPhongolo Municipality employs a number of principles in implementing its IDP. Below are some of the principles used by the Municipality:

- Development/investment must only happen in locations that are sustainable (NSDP).
- Balance between urban and rural land development in support of each other (DFA Principles).
- Discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification.
- Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles).
- Direction of new development towards logical infill areas (DFA Principles).
- Compact urban form is desirable (DFA Principles).
- Development should be within limited resources (financial, institutional and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner (DFA Principles, CRDP, and National Strategy on Sustainable Development).
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP).
- Development/investment should be focused on localities of economic growth and/or economic potential (NSDP).
- Localities with low demonstrated economic potential, development/investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP).
- Land development procedures must include provisions that accommodate access to secure tenure (CRDP).

- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised.
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectorial and local levels is central to achieving coherent and effective planning and development.
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (“Breaking New Ground”: from Housing to Sustainable Human Settlements).
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development).

2.3 The International Policy Directives

The 2024/2025 Draft IDP for uPhongolo Municipality has been informed by the following policies;

2.3.1 Sustainable Development Goals

The proposed Sustainable Development Goals (SDGs) offer major improvements on the Millennium Development Goals (MDGs). Not only do they address some of the systemic barriers to sustainable development but they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, oceans).

The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDG process has been a huge step forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an interconnected world. The Sustainable Development Goals (SDG) initiative is aimed at

attaining the following goals and each goal has specific target/s: Figure 1: Sustainable Development Goals



Table 16: SDG Goals

GOAL	Sustainable Development Goal	uPhongolo Municipality's Response
1	No poverty	▪ Develop a stronger working relationship with Zululand DM and make sure SMMEs are supported and take part in programs. ▪ Expand the range of economic opportunities available to women and other marginalized groups. ▪ Create LED revenue-generating techniques. ▪ Encourage more people to take part in War Rooms and Sukuma Sakhe to identify the households who are experiencing hunger and poverty. ▪ Establish networks of collaboration with the relevant NGOs and other parties.
2	No hunger	Facilitate collaborations between the business sector and the relevant government agencies on the aforementioned programs: ▪ Create food security programs. ▪ Increase interaction with combining farmers. ▪ One home supports one garden.
3	Good health	▪ To enhance cooperation on the following programs with the Department of Health, other pertinent government departments, and the private sector. ▪ Increase the use of OSS to health-related problems. ▪ Increase health awareness campaigns
4	Quality education	▪ Facilitate SETA programs and learnerships, as well as community skills audit and support initiatives. ▪ Offer accessible mobile libraries for all pupils. ▪ Facilitate funding support for people/scholars in need and for tertiary studies.
5	Gender equality	▪ Support special groups and LGBT, women, youth and people living with disabilities. ▪ Establishment of gender forum ▪ Facilitate youth desk, campaigns, and women parliament
6	Clean water and sanitation	▪ Develop a stronger working connection with the district municipality to guarantee that people have access to sanitary facilities and affordable water. ▪ Enhance Programs for improving access to water and sanitation
7	Clean energy	▪ Intensify collaboration with Eskom and other energy service providers to provide access to reasonably priced and dependable energy. ▪ Analysis of clean energy programs ▪ Develop programs and initiatives. ▪ Run educational campaigns
8	Good jobs and economic growth	▪ Create an environment that will result in more employment opportunities. ▪ Create collaborations between the public and private sectors. ▪ Establish land ownership and make it accessible for construction. ▪ Organize programs and support for the unorganized sector. ▪ Attract both domestic and foreign investment
9	Innovation and infrastructure	▪ Organize and execute EPWP projects. ▪ zoning a parcel of land to permit construction. ▪ Promote business incentives and industrial growth. ▪ Establish public-private collaborations. ▪ the development and implementation of a thorough infrastructure strategy. ▪ creating and implementing investment strategies ▪ Make the atmosphere inviting for investment.

		▪ Draw potential industries to important locations the Council has designated for industrial development.
10	Reduce inequalities	▪ Implement EEP ▪ Indigent support program ▪ SMME's and Co-operatives support
11	Sustainable cities and communities	▪ Creation of the land use management scheme ▪ Reduce service backlogs
12	Responsible consumption	▪ Assure sustainable production and consumption habits. ▪ Implementation of effective supply chain management system by employing companies in a close radius. ▪ Raise awareness of sustainable development
13	Protect Planet	▪ Implementation of Integrated Waste Management Plan ▪ Implementing Buy-Back infrastructure and related programs in accordance with the feasibility study's findings. ▪ Strengthen communication with the district regarding the selected climate change strategy, its effects, and response plan. ▪ Carry out the uPhongolo Municipality's climate change activities and interventions. ▪ Create mitigation and adaptation plans. ▪ Create initiatives to raise public awareness and prevent disasters.
14	Life below water	▪ To effectively conserve marine resources (rivers, streams, and dams), an Integrated Waste Management Plan must be implemented. ▪ Develop sustainable awareness efforts for rivers and streams, as littering threatens marine life by polluting the water.
15	Life on land	▪ Effective implementation of Integrated Waste Management Plan ▪ Develop Strategic Environmental Assessment (SEA) ▪ Develop Environmental Impact Assessment (EIA)
16	Peace and justice	▪ Implementation of anti- fraud and corruption policy ▪ Effective and proportional risk management and external audit committees. ▪ Put crime prevention measures into action. ▪ Involve stakeholders in Operation Sukuma Sakhe, including Amakhosi, the South African Police, and the local community. ▪ Facilitate access to social and economic services
17	Partnerships for goals	▪ Improve IGRs

2.3.2 Paris Agreement

On 12 December 2015, 196 Parties to the UN Framework Convention on Climate Change (UNFCCC) adopted the Paris Agreement, a new legally binding framework for an internationally co-ordinated effort to tackle climate change. The Agreement represents the culmination of six years of international climate change negotiations under the auspices of the UNFCCC and was reached under intense international pressure to avoid a repeat failure of the Copenhagen Conference that was held in 2009.

The Paris Agreement entails the following:

- An ambitious collective goal to hold warming well below 2 degrees with efforts to limit warming to 1.5 degrees;
- An aim for greenhouse gas emissions to peak as soon as possible, and to achieve net-zero emissions in the second half of this century;
- A requirement for mitigation measures of individual countries to be expressed in nationally determined contributions (NDCs);
- A process that demands a revision of NDCs at least every 5 years representing progression beyond the last NDCs;
- A mechanism for countries to achieve NDCs jointly, sharing mitigation targets, and a mechanism for countries to cooperate in achieving NDCs. Countries can meet their NDC targets by transferring 'mitigation outcomes' internationally – either in the context of emission trading, or to allow results-based payments;
- A mechanism for private and public entities to support sustainable development projects that generate transferrable emission reductions;
- A framework for enhanced transparency and an expert review of NDCs;
- A Global Stock-take from 2023 and every 5 years thereafter to review progress;
- Encouragement for Parties to implement existing frameworks for REDD+ including through the provision of results-based payments;
- A global goal of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, and commitment to providing enhanced support for adaptation;
- A decision to adopt the Warsaw International Mechanism for Loss and Damage, noting that the agreement does not involve or provide a basis for any liability or compensation;
- A commitment to a collective goal of providing USD 100 billion per year to 2025, and beyond 2025 with USD 100 billion as a floor. Developing countries are encouraged to provide voluntary support. Public funds will play a 'significant role' in finance, and developed countries must report twice a year on levels of support provided;

- An enhanced transparency framework for action and support with built-in flexibility which takes into account Parties' different capacities with the goal to understand climate change action in the light of the objective of the UNFCCC and the Paris Agreements; and
- A non-punitive compliance mechanism that is expert based and facilitative in nature.

2.3.3 Agenda 2063 (African Aspirations for 2063)

Africans of diverse social formations and in the Diaspora affirmed the AU Vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena” as the overarching guide for the future of the African continent. Further, they reaffirmed the relevance and validity of the OAU/AU 50th Anniversary Solemn Declaration. The converging voices of Africans of different backgrounds, including those in the Diaspora have painted a clear picture of what they desire for themselves and the continent in the future. From these converging voices, a common and a shared set of aspirations has emerged:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
- An Africa of good governance, respect for human rights, justice and the rule of law;
- A peaceful and secure Africa; and
- An Africa with a strong cultural identity, common heritage, values and ethics.

2.3.4 National Outcome Delivery Agreements

Government has agreed on 12 outcomes as a key focus of work from 2014 to 2019. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement, which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

Table 17: Discussion of the 12 National Outcome Delivery Agreements:

NO.	NATIONAL PLAN PRIORITIES	ALIGNMENT THEREOF
1	Improve Quality of basic education	Improving Citizens skills level and education
2	A long and healthy life for all South Africans	Improve quality of citizens Health
3	All South African must feel safe	Creation of secure and friendly city through fighting crime
4	Decent employment through inclusive economic growth	Job creation through economic development
5	Skilled and capable workforce to support an inclusive growth path	Municipal resourced and committed to attaining the vision and mission of the organization
6	An efficient, competitive and responsive infrastructure network	Efficient and Integrated Infrastructure and services
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	Viable economic growth and development
8	Sustainable human settlements and improved quality of household life	To promote the achievement of a non-racial integrated society through the development of sustainable human settlements and quality housing
9	Responsive, accountable, effective and efficient local government system	Democratic, responsible, transparent, objective and equitable Municipal Governance
10	Protect and enhance our environmental assets and natural resources	To promote environmental and conservation promotion
11	Create a better South Africa, better Africa and a better world	Promoting social cohesion
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Democratic, responsible, transparent, objective and equitable Municipal Governance

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery.

- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation,
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance
- Through the service delivery agreement; COGTA and municipalities commit to the following:
 - The extension of basic services which include water, sanitation, electricity and waste
 - Systems for improved service Management;
 - Creation of job opportunities through the Community Works Programme;
 - Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;
 - The filling of critical positions
 - That all municipalities in the province will achieve clean audits by 2014;
 - Building municipal capacity to enable municipalities to collect 90% of their revenues;
 - Strengthening the organizational performance management delivery and accountability to the communities;
 - Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist.

These talk to the five (5) National Key performance Areas (KPA's) and should form basis for every municipality's strategic objective. Through the service delivery agreement, the Honourable Mayor of all municipalities commit themselves of the following:

- That they will play their role as outlined in the Municipal Finance Management Act by monitoring the prudent management and utilization of their municipal finances;
- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;

- That they will ensure every rand spent in their municipalities does what it is earmarked for;
- That they will advocate and actively work towards corrupt-free municipalities;
- That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement is unprotected
- That, working with our esteemed traditional leaders, they will work tirelessly in restoring the confidence of the people in the system of local government as we move towards the 2011 local elections.

2.4 The National, Provincial and local Government Development Planning Policy Directives

2.4.1 The Constitution of South Africa

According to Section 40(1) of the Constitution, government is divided into national, provincial, and local sectors that are distinct from one another but interconnected and interrelated. The Constitution also requires the other spheres of government, as well as all organs of state within each sphere, to respect the constitutional status, institutions, powers, and functions of government in the other spheres, and "not assume any power or function except those conferred on them in terms of the Constitution." Courts have recently played an essential role in clarifying municipal government authorities in a number of situations. Overall, these decisions confirmed that the municipal planning process serves as the foundation for all land development and land-use planning in South Africa. As a result, the formation and implementation of IDPs becomes critical in putting the constitutional principle of cooperative government into action.

Section 153 of the Constitution, outlines that a municipality must: (a) structure and manage its administration, budgeting, and planning processes to prioritize the community's basic requirements and to promote the community's social and economic growth. According to Section 155(6) of the Constitution, each provincial government must establish municipalities in its province in a manner consistent with legislation enacted in terms of subsections (2) and (3), and must: (a) Provide for the monitoring and support of local government in the province; and (b) Promote the development of local government capacity to enable municipalities to perform their functions and manage their own affairs through legislative or other measures.

Policy and Legislative Context: Significant policy and legislative developments have guided South African development. The following are the key policy developments:

2.4.2 The National Development Plan

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

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

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

Table 18: National Plan Priorities

NO.	National Plan Priorities	Alignment Thereof
1	Create jobs	Job creation through Economic Development Viable Economic Growth and Development
2	Expand infrastructure	Efficient and Integrated Infrastructure services
3	Use resources properly	Allocation of resources where needed
4	Inclusive Planning	Integrated Urban and Rural Development
5	Quality Education	Improving Citizens Skills Level and Education
6	Quality Healthcare	Improve quality of citizen health
7	Build a capable State	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
8	Fight corruption	Public Safety and living Environment
9	Unite the nation	Promoting Social Cohesion

The National Development Plan is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The National Planning Commission (NPC) has been established and tasked *inter alia* with the formulation of a long-term strategic plan for the South Africa. The plan articulates a long-term vision and a plan for its implementation. It will shape government's service delivery and development programmes and guide spatial transformation. In the interim, the national government has adopted various sector-based policy frameworks. The majority of these have serious implications for strategic planning at a local level. In view of the rural nature and underdevelopment of uPhongolo Municipality, the following are considered:

- The New Growth Path.
- The 2004 Comprehensive Plan for the Development of Sustainable Human Settlements: Breaking New Grounds.
- Comprehensive Rural Development Strategy (CRDP) and the associated programme.

2.4.3 The New Growth Path

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by:

- Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
- Developing a policy package to facilitate employment creation in these areas, above all through:
 - A comprehensive drive to enhance both social equity and competitiveness;
 - Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
 - Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

Job Drivers Identified Are:

- Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
- Taking advantage of new opportunities in the knowledge and green economies.
- Leveraging social capital in the social economy and the public services; and
- Fostering rural development and regional integration.

The New Growth Path describes 10 required Policies for growth, decent work and equity, namely:

- Active industrial policy;
- Rural development policy;
- Competition policy;
- Stepping up education and skills development;
- Enterprise development: promoting small business and entrepreneurship; eliminating unnecessary red-tape;
- Broad-based Black Economic Empowerment (BBBEE);
- Labour policies;
- Technology policy;
- Developmental trade policies; and
- Policies for African development.

In the context of the UPhongolo Municipality as well as its municipal area, the following two Policies are considered important:

- Rural development policy;
- Stepping up education and skills development policy;
- Engineers;
- Artisans;
- Workplace skills;
- Further education and training;
- Information and Communications technology (ICT) skills; and
- Policy framework.

2.4.4 The 2004 Comprehensive Plan for Sustainable Human Settlements

The Comprehensive Housing Plan or the Breaking New Ground in Housing Delivery (the BNG) is a forward-looking document approved by National Cabinet in September 2004 to provide a framework for sustainable housing settlements over the next decade. The 10-year housing programme is intended to address the housing needs of the people within the context of broader socio-economic needs resulting in sustainable human settlements.

The BNG's key focus is the creation of sustainable settlements — a departure from the first ten years of South Africa when the focus was on the quantity of houses delivered. Issues around the quality of houses delivered in the first ten years of the advent of democracy are well documented; and the BNG focuses on the quality dimension of both size and durability of houses delivered. The BNG not only focuses on the improving quality of houses delivered, but also on the creation of sustainable human settlements where people live. In this context, the location of housing especially in relation to economic opportunities is important. This needs-oriented strategy is supplemented by seven business plans intended to ensure that full development integration is achieved. These plans which are strategic thrusts in themselves are as follows: -

- Stimulating the residential property market;
- Spatial restructuring and sustainable human settlements;
- Social (medium density) housing programme;
- Informal settlements upgrading programmes;
- Institutional reform and capacity building;
- Housing subsidy funding systems reform, and
- Housing and job creation.

Put simply, this new housing plan will ensure that housing in itself is an economic sector in the sense that it can be used as an instrument for poverty alleviation, job creation, leveraging growth, supporting a residential property market and assisting in spatial-economic restructuring. Furthermore, the BNG recognises the role of private sector in housing delivery rather than relying only on the government focus to address housing backlog in the country. Poverty is understood to involve three critical dimensions: *income*, *human capital* (services and opportunity) and *assets*. Housing primarily contributes towards the alleviation of asset poverty.

“Sustainable human settlements” refer to: *“well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”*.

In line with the NSDP and the Draft National Urban Strategy, the Department will enhance its contribution to spatial restructuring by:

- Progressive Informal Settlement Eradication;
- Promoting Densification and Integration;
- Densification policy;
- Residential development permits;
- Fiscal incentives;
- Enhancing Spatial Planning;
- Enhancing the location of new housing projects;
- Supporting Urban Renewal and Inner-City Regeneration;
- Developing social and economic infrastructure;
- Enhancing the Housing Product;
- Enhancing settlement design;
- Enhancing housing design; and
 - Addressing housing quality.

2.4.5 Comprehensive Rural Development Plan (CRDP)

The National Department of Rural Development and Land Reform (DRDLR) have been given the mandate by the President of South Africa to develop a Comprehensive Rural Development Programme (CRDP) throughout the country.

To achieve this mandate the DRDLR embarked on developing a fresh approach to rural development. The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a coordinated and integrated broad-based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities. The programme will be successful when it becomes apparent that “sustainable and vibrant rural communities” are succeeding throughout South Africa. Below is a three pronged strategy to ensure that the Department achieves its objective (Agrarian Transformation, Rural Development and Land Reform):

The Agrarian transformation Increased production and the optimal and sustainable use of natural resources including land, grass, trees, water, natural gases, mineral resources etc; Livestock farming (cattle, sheep, goats, pigs, chickens, turkey, game, bees, fish, etc), including the related value chain processes; Cropping (grain, vegetables, fruit, spices, medicines, etc), including the related value chain processes; The establishment and strengthening of rural livelihoods for vibrant local economic development; The use of appropriate technology, modern approaches and indigenous knowledge systems; and Food security, dignity and an improved quality of life for each rural household.

Rural Development

- Improved economic infrastructure;
- Improved social infrastructure;
- Land reform;
- Increasing the pace of land redistribution;
- Increasing the pace of land tenure reform;
- Speeding up the settlement of outstanding land restitution claims; and
- Effective support to all land reform programmes through land planning and information.

2.4.6 Medium-Term Strategic Framework

The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments in have to develop their five-year strategic plans and budget requirements taking into account the medium-term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to. Critically, account has to be taken of the strategic focus of the framework as a whole. This relates in particular to the understanding that economic growth and

development, including the creation of decent work on a large scale, investment in quality education and skills development are at the centre of the government's approach.

2.4.7 National Spatial Development Perspective (NSDP)

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet. Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. For instance, in cases where human settlements are scattered and fragmented over vast distances, servicing becomes expensive, both in terms of initial capital investment and subsequent maintenance. On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial targeting of investment in nodes along such routes to facilitate the creation of jobs that are accessible to all.

THE NSDP PUTS FORWARD A SET OF FIVE NORMATIVE PRINCIPLES:

Principle 1: Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.

Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3: Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

Principle 4: Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing Labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate if they choose localities that are more likely to provide sustainable employment and economic opportunities.

Principle 5: In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should

primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

In areas of low or no economic potential, the path of development and poverty reduction should be through a focus on investment in human capital development (education, training, social welfare, sound rural development planning, aggressive land and agrarian reform and the expansion of agricultural extension services, etc.). From a spatial point of view, studies have shown that the impact on poverty depends crucially on the proximity of poor households to centres of economic activity and the extent to which these households are connected to such economic activities.

The approach adopted by the NSDP is in part informed by international case studies that show that:

- Unfocused infrastructure spending does not necessarily result in improved GDP growth;
- Unfocused human resource development does not improve GDP growth;
- Regions that already have some economic success are more likely to grow than other regions, because successful regions have individuals, firms and industries with the ability to learn;
- Successful learning occurs when institutions and incentives work and when institutions are locally specific;
- Success is often achieved through focused and polarized investment; and
- Redirecting public investment from economically dominant regions to lagging regions has not automatically spurred economic activity in lagging regions.

A key finding of the NSDP is that localities of higher growth also include a large number of the poor and therefore both policy objectives of promoting economic growth and of poverty alleviation operate largely in the same spaces. This trend will continue to be reinforced by the lure of work opportunities to areas with economic potential. The NSDP is unequivocal about suggesting that economic growth and poverty alleviation should be focused on people (that is, follow the trends) and not on places that have become poverty traps for many of the poor (that is, we cannot expect to bring about social equality through spatial equality).

In terms of poverty eradication, the NSDP is underpinned by the following assumptions:

- Location is critical for the poor to exploit opportunities for growth;
- The poor, who are concentrated around vibrant and active junction points or activity corridors, have greater opportunity to gain from higher rates of economic growth and to improve their welfare;

- Areas of demonstrated economic potential give greater protection to the poor against adverse effects of economic shock because of greater opportunities to diversify income sources;
- Areas with demonstrated economic potential are the most favourable for overcoming poverty;
- Migration studies conclusively prove that the poor are making rational choices about locating to areas of employment and economic opportunities;
- However, government must ensure that policies and programmes are in place to ensure that the poor are able to benefit fully from growth and development opportunities in such areas.

In opting for sustainable development, spatial interventions and impacts have to be designed and monitored for the broader economy and human settlements, for specific sectors in the economy (e.g., water and energy consumption, air pollution and waste management, brick making, etc) and at household level (e.g., exploring renewable energy alternatives, reducing and re-using waste, and efficient public transport use).

2.4.8 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has the purpose for the provision of strategic direction for development and planning in the Province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS:

- Strengthening governance and service delivery;
- Integrating investments in community infrastructure;
- Sustainable economic development and job creation; developing human capability;
- Developing a comprehensive response to HIV/Aids; and
- Fighting poverty and protecting vulnerable groups in society

The Provincial Administration of the KwaZulu-Natal has developed a strategic plan with overarching objectives and clear outcomes to be achieved in the medium term. The vision in the strategic plan is *“By 2030, the Province of KwaZulu-Natal should have maximised its position as a gateway to South and Southern Africa, as well as its human and natural resources, so creating a healthy, safe and sustainable living environment”*. The strategic plan sets out seven (7) strategic goals that determine policy direction and key interventions required to achieve the objectives and these are:

Table 19: KZN 7 Strategic Goals

NO.	PGDS Strategies Goal	Alignment thereof
1	Inclusive economic growth	Job Creation through Economic Development, Viable Economic Growth and Development
2	Human Resources Development	Municipality Resourced and committed to attaining the vision and mission of the organization
3	Human and Community Development	Municipality Resourced and committed to attaining the vision and mission of the organization
4	Strategic Infrastructure	Efficient and Integrated Infrastructure and services
5	Responses to Climate Change	To promote environmental conservation
6	Governance and policy	Democratic, responsible, transparent, objective and equitable Municipal Governance
7	Spatial Equity	Integrated Urban and Rural Development

The objectives reflect the needs and priorities of the provincial government and will be used to drive integrated and improved performance of the public sector in the KwaZulu-Natal. The strategic plan takes into account the powers and functions of the provincial government but a critical theme that links all objectives is the inclusive approach to address the challenges. Strengthened intergovernmental relations and strategic partnerships with all spheres of government, non-governmental organisations and the private sector are critical for the successful implementation of the plan.

The Provincial Growth & Development Strategy (PGDS) is based on the following programmes:

Programme 1: Governance and Administration: A People-focused, responsive, accountable and efficient governance delivering timely and quality sustainable services.

Programme 2: Economic Development: Improve economic growth and development; increase formal jobs and enhance skills development.

Programme 3: Community and Social Infrastructure: Maintain and increase the provision of sustainable, integrated basic service infrastructure development.

Programme 4: Human Capacity Development: Improve and invest in skills and education to develop provincial Human Capacity.

Programme 5: Health & Social Support: Improve the livelihoods of the poor, reduce vulnerability to infectious diseases (especially HIV & AIDS), healthcare services, provide social safety nets and build unified, safe communities.

Programme 6: Crosscutting Priorities: HIV/AIDS and SMME development; Sustainable Environment, Human Rights, Integration, Capacity Building; Innovation and Technology; Poverty Alleviation, and Risk Management.

2.4.9 Spatial Development Frameworks (Provincial and Municipal)

Through the Provincial Spatial Economic Development Strategy (PSEDS), the Provincial Government hopes to strike a sound balance between progressive community growth and the environmental preservation of the communities. The uPhongolo Spatial Development Framework (SDF) which is an overarching document in the municipal IDP must be a mirrored expression of the development intentions of the municipality as expressed in the IDP. The SDF must be aligned with the PSEDS.

The Provincial Spatial & Economic Development Strategy aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities; and ✦ Influence investment decisions of the private sector;

The principles of development and growth underpinning the PSEDS:

- Government has a constitutional obligation to provide basic services to all citizens with Basic services include health, education, housing, transport.
- All areas of the province require development.
- Certain areas of the province will drive economic growth.
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth.
- Four key sectors have been identified as drivers of economic growth in the province, namely:
 - The Agricultural sector (including agri-processing and land reform);
 - The Industrial sector (Including Manufacturing);
 - The Tourism sector;
 - The Service sector (including government services);

- The logistics and transport sector (including rail) underpin growth in all four sectors and.
- Sustainable and affordable water and energy provision is crucial to Economic Growth and Development.

2.4.10 Zululand District Growth and Development Plan (2015) and Integrated Development Plan

Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;
- Align its integrated development plan with the framework adopted; and
- Draft its Integrated Development Plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

Horizontal alignment is pursued through Inter-governmental planning and consultation, coordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region.

2. 4.11 Municipal Finance Management Act 56 of 2003

According to the MFMA of 2003, Section 24:

1) The municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.

(2) An annual budget:

- Must be approved before the start of the budget year;
- Is approved by the adoption by the council of a resolution referred to in section 17(3)(a)(i); and
- Must be approved together with the adoption of resolutions as may be necessary-
- Imposing any municipal tax for the budget year;

- Setting any municipal tariffs for the budget year;
- Approving measurable performance objectives for revenue from each source and for each vote in the budget;
- Approving any changes to the municipality's integrated development plan; and
- Approving any changes to the municipality's budget related policies.

(3) The accounting officer of a municipality must submit the approved annual budget to the National Treasury and the relevant provincial treasury.

2.4.12 Municipal Systems Act, Act No.32 of 2000 (MSA)

The Municipal Systems Act (MSA) lays the groundwork for crucial local government functions like planning, performance management, resource mobilization, and organizational change. In order to achieve the goals of local government specified in Section 152 of the Constitution, this act mandates that all types of municipalities engage in developmentally oriented planning. An integrated development plan issued by a municipal council in accordance with paragraph (1) may be revised in accordance with section 34 and continue to be in effect until an integrated development plan is adopted by the subsequent elected council. (Read in conjunction with Section 24 (1) of the MFMA 56 of 2003)

MSA Adoption and Review of Integrated Development Plans Section 25(1) of the MSA requires a municipal council to create a single, inclusive, and strategic plan for the development of the municipality within a stipulated period after the start of the electoral term. Furthermore, the Act mandates IDPs to "link, integrate, and coordinate plans," as well as "take into account proposals for the municipality's development." (Read with Section 24 (1) of the MFMA 56 of 2003).

2.4.13 The Cabinet Lekgotla

The key objectives of the Cabinet Lekgotla were to assess progress on the various targets which government undertook to realize and achieve. The key thrust of the Lekgotla focused on:

- ensuring that government remains accountable to the service delivery needs of our people;
- Receive progress report on the key infrastructure projects.
- Cabinet also received the strategic implementation plan from the National Planning

- Commission and the report from the Presidential Review Committee on State Entities.

The uPhongolo Municipality in reviewing its Integrated Development Plan has taken into account issues discussed at Cabinet Lekgotla where the following were resolved:

- To add a new strategic integrated project on water and sanitation aimed at addressing the country's immediate and long-term water and sanitation needs;
- That all spheres of government strengthen implementation and enhance the localization programme for components and supplies of infrastructure inputs.
- Projects that support regional integration will receive special attention.

The Lekgotla welcomed the work done on cost-containment and measures to address and combat corruption in the infrastructure plan, which will now go through the Cabinet process in the next few months. Cabinet noted progress on the implementation of government's priorities in health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development. Cabinet agreed that all the relevant departments should develop concrete actions to accelerate progress in those areas where, based on current trends, it appears that the targets may not be met. Cabinet Lekgotla welcomed the National Development Plan (NDP) prepared by the National Planning Commission (NPC) and endorsed the objectives and the (18) key targets of attaining these. The Lekgotla also acknowledged the NDP as a strategic framework to form the basis of future government detailed planning. The Lekgotla concluded that a Cabinet Committee will be set up to develop targets and integrated implementation plans with the Forum for South African Directors-General (FOSAD). The NPC will assess implementation and refine the plan. Cabinet Lekgotla received the report from the Presidential Review Committee on SOE's. Cabinet welcomed the report and resolved to discuss the recommendations put forward by the Review Committee.

Uphongolo Municipality's Role in Cabinet Lekgotla

uPhongolo Municipality will continue to foster relations with other sector departments including State Owned Enterprises (SOE's). In addition, the municipality has also taken into account all key national development plans such as the National Development Plan (NDP), which the Cabinet Lekgotla has also endorsed including its objectives and targets. Lastly the municipality will ensure that government priorities including health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development are achieved within uPhongolo Municipality through the Integrated Development Plan. In this regard the municipality in most cases will play a

facilitation role and, in some instances, implement programmes that are in keeping with the allocated powers and functions.

2.4.14 The District Lekgotla

The District Lekgotla has not yet taken place. As and when it is held, uPhongolo Municipality will perform its functions and implement resolutions that would be taken in the to-be held District Lekgotla.

2.4.15 The State of the Nation Address For 2024

The State of the Nation Address describes initiatives to open development interventions for the upcoming fiscal year, acknowledges achievements, flags obstacles, and outlines the government's key policy objectives and deliverables for the year ahead. On February 8, 2024, Mr. Matamela Cyril Ramaphosa, President of the Republic of South Africa, gave the State of the Nation Address 2024 (SoNA). The following are the key areas where the National Development Plan provides direction:

- Growing the economy and jobs
- Building better lives
- Fighting corruption
- Making communities safer
- Making government work

2.4.16 The State of The KZN Province Address 2024

On 28 February 2024, the Premier of KwaZulu-Natal, Mrs N Dube-Ncube delivered the State of the Province Address (SOPA). The priority areas are as follows:

- Provision of basic services-immediate challenge being water,
- Job creation
- Growing the economy
- Growing small businesses and co-operatives
- Education and skills development

.4.17 Provincial Spatial Economic Development Strategy

The Provincial Spatial Economic Development Strategy (PSEDS) recognizes that social and economic development is never evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture between where people

live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth. The sectors of the provincial economy identified as the drivers of growth of the province to address unemployment and poverty are the following sectors:

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

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

2.4.18 Spatial Planning and Land Use Management Act No.16 of 2013 (SPLUMA)

The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

SPLUMA PRINCIPLES

The following principles are relevant to uPhongolo Municipality as contained in the SPLUMA (Spatial Planning and Land Use Management Act):

- 1) The principle of **spatial justice**, whereby –
 - past spatial and other development imbalances must be redressed through improved access to and use of land;

- spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
- spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- land use management systems must include 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;
- land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.

2) The principle of **spatial sustainability** whereby spatial planning and land use management systems must –

- Promote land development that is within the fiscal, institutional and administrative means of the Republic;
- Ensure that special consideration is given to the protection of prime and unique agricultural land;
- Uphold consistency of land use measures in accordance with environmental management instruments;
- Promote and stimulate the effective and equitable functioning of land markets;
- Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
- Promote land development in locations that are sustainable and limit urban sprawl; and
- Result in communities that are viable.

3) The principle of **efficiency**, whereby –

- Land development optimizes the use of existing resources and infrastructure;
 - Decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and
 - Development application procedures are efficient and streamlined and timeframes are adhered to by all parties.
- 4) The principle of **spatial resilience**, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.
- 5) The principle of **good administration**, whereby –
- 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;
 - All government departments must provide their sector inputs and 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, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
 - Policies, legislation, and procedures must be clearly set in order to inform and empower members of the public.

2.4.1.9 Inter-Governmental Relations

uPhongolo Municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, the municipality has taken upon itself to improve intergovernmental engagements to ensure that proper intergovernmental planning guide's public, private and donor investment in the district.

The Municipality is part of the District Manager's Forum, a key forum for strategic alignment, coordination and integration" that serves as an inter-governmental structure where the Sector Departmental Managers in the district meet with their municipal counterparts. The relationship between the municipality and sector departments is improving. There are also inter-municipal structures (i.e. District Planning Forum; Municipal Managers' Forum) that discuss and resolve on issues cutting across all municipalities. There are, however, grey areas on how the hierarchical inter-municipal and intergovernmental structures should cross feed into each other's programmes and be measured in terms of performance. For example, the municipality cannot hold any sector department accountable for the non-implementation of projects which are submitted for inclusion in the IDP document.

2.4.20 Integrated Development Planning in uPhongolo Municipality

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality, and that the plan be reviewed annually. Accordingly, uPhongolo Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five-year strategic plan to guide service delivery and investment (both private and public sector) within the area.

uPhongolo Municipality IDP will serve as a strategic guide during the term of office of the current councillors. It is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

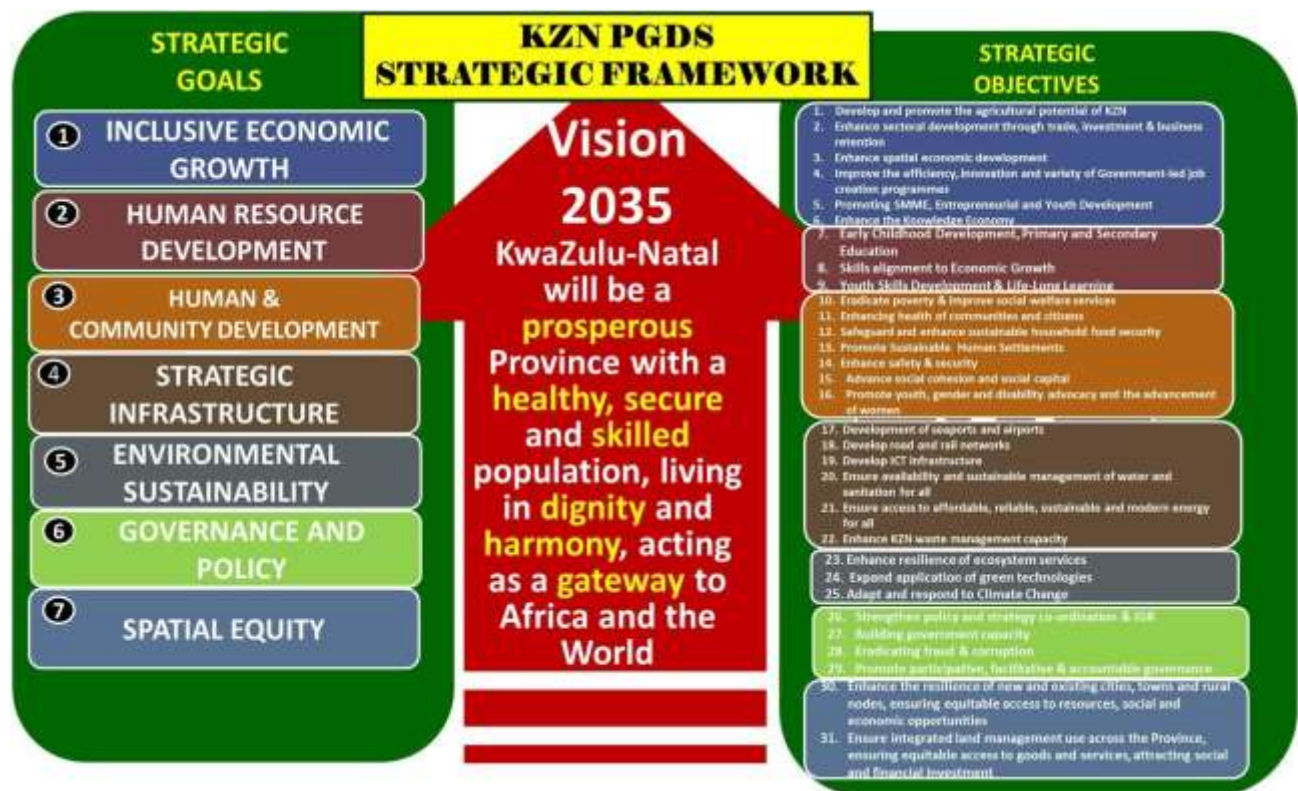
- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within uPhongolo Municipality area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.

- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

2.4.21 Integrated Alignment with Government Priorities

uPhongolo Municipality strategic focus is influenced by the Sustainable Development Goals, National Development Plan, PGDS, DGDP, uPhongolo Municipal Development Goals and municipal vision which is aimed at optimum utilisation of available resources and potentials to create an enabling environment and sustainable development which promote quality of life for all while capitalizing on our competitive advantages. The following image shows the KZN PGDS Strategic Framework.

Figure 2: Diagrammatic representation of KZN PGDS Strategic Framework



2.4.22 Zululand DGDP

The KwaZulu-Natal Department of Co-operative Government and Traditional Affairs (KZN COGTA) has initiated a process towards the preparation of a Growth and Development Plan for Zululand District Municipality (Zululand DGDP). The purpose of this chapter is to provide a sound and credible basis for the development of the Zululand DGDP.

The objectives of the Zululand DGDP are:

- To establish and outline long term vision and direction for development in the district (vision 2030);
- To provide an overarching and coordinating framework for planning and development initiatives within each of the local municipalities and across municipal boundaries;
- To provide a spatial context and justification for priority interventions;
- To guide resource allocation of various spheres of government, service delivery agencies and private sector working within the district;
- To develop institutional arrangement for an effective implementation of the Zululand DGDP and the PGDS;
- To align and integrate departmental strategic plans at a district level; and
- To facilitate commitment of resources (human, financial, etc) towards the implementation of strategic objectives, catalytic initiatives and other district priorities.

Table 20: Zululand DGDP

NO.	DGDP	ALIGNMENT
1	Job creation	Job creation through economic Development
		Viable Economic Growth and Development
2	Human Resource Development	Municipal resource and committed to attaining the vision and mission of the Municipality
3	Human and Community Development	Municipality resourced and committed to attaining vision and mission of the Municipality
4	Strategic Infrastructure	Efficient and Integrated Infrastructure and Services
5	Response to Climate Change	To promote environmental conservation
6	Governance and policy	Democratic, responsible, transparent, objective and equitable Municipal Governance
7	Spatial Equity	Integrated Urban and Rural Development

2.4.22 Back to Basics

The core services that local government provides - clean drinking water, sanitation, electricity, shelter, waste removal and roads - are basic human rights, essential components of the right to dignity enshrined in our Constitution and Bill of Rights. Local government (municipalities) has been a primary site for the delivery of services in South Africa since 1994.

Yet despite our delivery achievements, it is clear that much needs to be done to support, educate and where needed, enforce implementation of local government's mandate for

delivery. The transformation of the local government sector remains a priority for the current administration.

Our National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise.

Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right. The Department of Cooperative Governance is tasked to build and strengthen the capability and accountability of municipalities.

The Government has enforced a back-to-basics approach for the country's 278 municipalities.

“We want every municipality in South Africa to ensure that it undertakes core basic functions as efficiently, as effectively, and as religiously as is humanly possible,” said Minister of Corporate Governance and Traditional Affairs.

The Government, through the Back-to-Basics approach, wants to ensure that robots work, ensuring that potholes are filled, water is delivered, refuse is collected, electricity is supplied, refuse and waste management takes place in the right kind of way. Systems to allow national and provincial governments to monitor the performance of municipalities and ensure they respond to crises quicker have been put in place and will continuously be improved.

The focus is not on the fancy and the frills, but it is on the basic tasks that local government is actually there to perform within the context of this inter-governmental system. This includes making sure municipal councils meet regularly, that oversight structures are in place, and that transparency and accountability become part of everyday operations and would form part of the approach.

KEY PERFORMANCE AREAS (5 PILLARS) FOR THE BACK-TO-BASICS APPROACH:

- Basic Services: Creating decent living conditions Efficient and Integrated Infrastructure and Services
- Good Governance: Democratic, Responsible, transparent and objective and equitable municipal governance
- Public Participation: Putting People First Democratic, Responsible, transparent and objective and equitable municipal governance
- Sound Financial Management: Sound Financial and Supply Chain Management
- Building Capable Institutions and Administrations: Municipality resources and
- Committed to attaining the vision and mission of the organisation

Table 21: Back-to-Basics Alignment

	Back to Basics	Alignment
1	Basic Services: creating decent living conditions	Efficient and Integrated, infrastructure and services
2	Good Governance	Democratic, responsible, transparent, objective and equitable Municipal Governance
3	Public participation: Putting people First	Democratic, responsible, transparent, objective and equitable Municipal Governance
4	Sound Financial Management	Sound Financial and Supply Chain Management
5	Building capable institutions and administration	Municipality resources and committed to attaining the vision and mission of the organization

The municipality will further integrate these into the municipal strategic framework, municipal Scorecard and into the SDBIP. The work plans of the relevant senior managers will reflect indicators and targets that respond to the Back to basic approach.

SECTION C

Situational Analysis

3. DEMOGRAPHIC CHARACTERISTICS

As part of profiling, the demographic characteristics of the municipality, such as population geographical distribution, estimates of economic activity, and employment trends and locations, are visually depicted through graphs and maps. The census 2011 and 2016 Community Survey, Mid-Year Population Estimates, and Stats SA statistics are the most recent official data sources used in the situational analysis. The municipality acknowledges and appreciates the Department of Social Development-Population Development's assistance in this section.

Map 3: uPhongolo Municipality Locality in relation to the Zululand District Municipalities

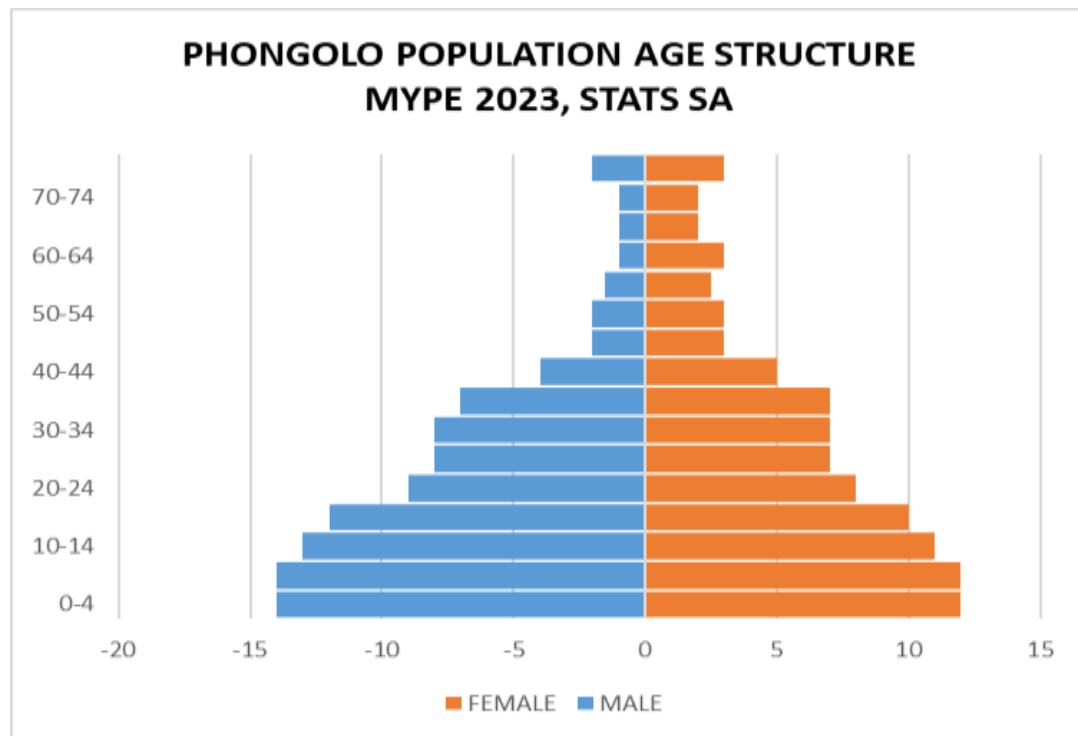


The uPhongolo Municipality is one of five local municipalities located within Zululand District Municipality (DC26) in KwaZulu-Natal Province, South Africa. It is strategically located along the N2, adjacent to the Swaziland Border and the Mpumalanga Province. It forms part of LEBOMBO SDI Corridor as a gateway to Swaziland and Mozambique using its Golela and Onverwacht border gates respectively.

3.1 Demographic statistics for uPhongolo Municipality

The population is estimated 151 541 (2022 Census).

3.2 Population Age Structure of uPhongolo Municipality



Source: Mid-Year Population Estimates 2022, STATS SA

3.3 Demographic Dividend Concept

As the country and the province of KwaZulu-Natal embracing the phenomenon of Demographic Dividend. This is a concept referring to the accelerated economic growth that can result from a rapid decline in a country's fertility and the subsequent change in the population age structure.

Demographic dividend is governed by 5 phases Pre-Dividend, Early-Dividend, Late-Dividend and post-dividend. uPhongolo LM as shown in the above population pyramid is at the Pre-Dividend stage whereby the fertility rate remains high. However, utilising the current status quo of the population age structure means to prioritize investment in children, while creating a balance in

ensuring that youth and other age cohort are also of high priority. Such investment incorporates high quality education, ECDs, healthcare programmes, nutrition programmes.

It is imperative that the LM also cater for youth ensuring to retain them, this is an economic active group and their needs encompass; education, economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services. The potential for economic gains can be enormous, provided the right policies are in place and investments in human capital, particularly among young people, are substantial and strategic. Therefore, Demographic Dividend will be realised at Phongolo LM as mortality and fertility rates decline, the working-age population increases substantially in relation to the non-working-age population, indicating that more people have potential to contribute to growth of the economy for a limited period of time. Demographic dividend is not automatic and this Local municipality need to take cognizance of the challenges posed by not taking advantage of this phenomenon.

3.3.1 Pillars of Demographic Dividend

The table below provides critical multisector pillars of the demographic dividend that are crucial for integration in all programmes/projects implemented at uPhongolo LM by all stakeholders.

Demographic variables	Health and wellbeing	Education and skills development	Employment and entrepreneurship, and youth empowerment
Situation analysis			
1. Disaggregation of the population by age and sex 2. Is the dependency ratio/working age ratio presented? 3. Are population projections presented? - are they disaggregated by age and sex? 4. Youth population analysed? 5. Is DD mentioned in the IDP? -outline how the DD is mentioned 6. Is fertility analysis part of the plan? - teenage childbearing 7. Analysis of disability	1. Poverty levels -are these disaggregated by demographic characteristics? - are these disaggregated by small geographic location? 2. Mortality analysis - by age and sex - infant mortality - causes of death 3. Which health measures were used? 4. Youth health - extent of analysis - were health gaps identified 5. Health access in the district - sexual and reproductive health 6. Provision of basic services: water and sanitation Gap analysis	1. Inclusion of educational information 2. The extent of inclusion of educational assessment: - by age-groups - by sex/gender - by level of education - extent of school drop-outs - by geography 3. Inclusion of skills assessment - extent of the analysis Gap analysis Were gaps assessed for each indicator? - List gaps indicated	1. Inclusion of unemployment analysis 2. Extent of employment analysis - by sex/gender - by sector (formal/informal) 3. Assessment of entrepreneurship activities in the district 4. Are youth involved in entrepreneurship activities? - which activities are listed? 5. Is youth empowerment mentioned in the IDP? - how is it operationalized? Gap analysis Were gaps assessed for each indicator? - List gaps indicated

Gap analysis Were gaps assessed for each indicator? - List gaps indicated	Were gaps assessed for each indicator? - List gaps indicated		
Identified programs			
1. Do programs align with the age-structure? 2. list programs according to the indicators identified in the situation analysis 3. Which indicators/gaps identified don not have programs/plans?	1. Extent of engagement with the department of Health 2. Extent of engagement with the department of Social Development 3. list programs according to the (alignment with) indicators identified in the situation analysis 4. Which indicators/gaps identified in the situation analysis do not have programs/plans?	1. Engagement with the department of education and other relevant sector dpts 2. list programs according to the indicators identified in the situation analysis 3. Which indicators/gaps identified don not have programs/plans?	1. Extent of engagement with other sector departments 2. Economic generation programs/activities? 3. Programs that engage unemployed youth 4. Youth training activities through workshops, etc 5. list programs according to the indicators identified in the situation analysis 6. Which indicators/gaps identified don not have programs/plans?
Budget			
Does the budget align with demographic indicators/gaps and programs ?	Assessment of budget alignment with programs and gaps identified	Assessment of budget alignment with programs and gaps identified	Assessment of budget alignment with programs and gaps identified

Source: STATS SA 2022

3.5 Disability Status

Incorporation of disability into the IDP is crucial so that all kinds of economic empowerment interventions do not leave behind anyone but are inclusive. The inclusiveness cannot be a “by the way” kind of an approach but sustainable programmes must be clearly outlined with budget.

3.4 Health Profile

3.1 HIV/AIDS Prevalence

Figure 3: HIV/AIDS Prevalence

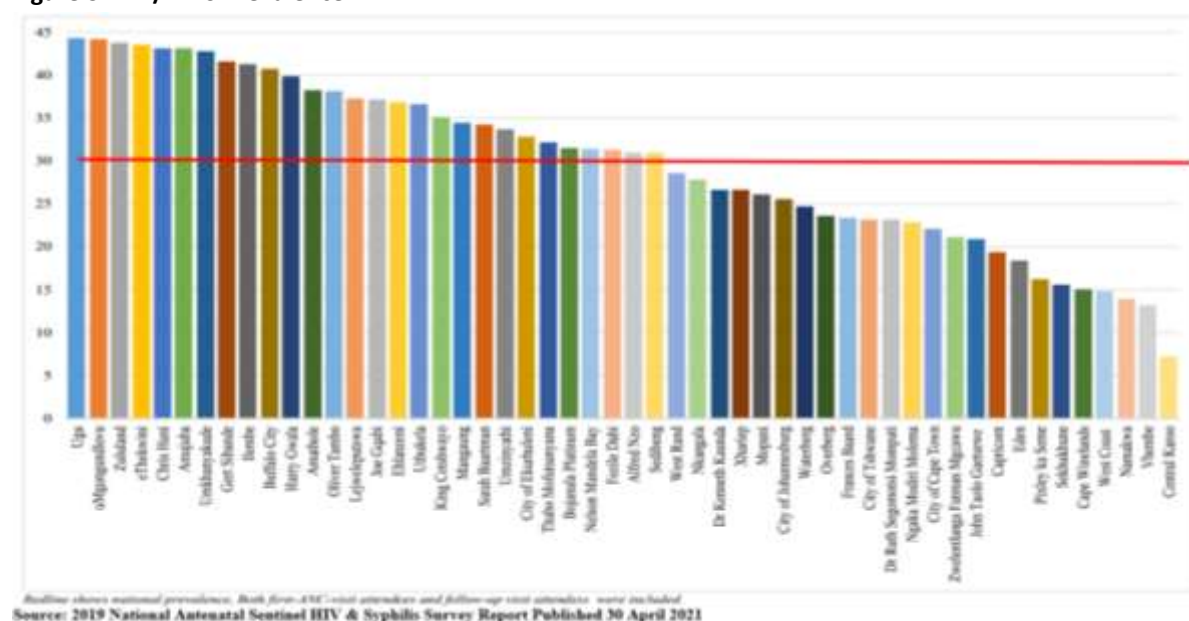


Table 22: Disability: Sight

Disability: Sight				
	Yes	No	Do not know	Not applicable - Unspecified
KwaZulu-Natal	1,7	86,1	0,0	12,2
DC26: Zululand	3,7	82,4	0,0	13,9
KZN261 : eDumbe	0,9	85,7	-	13,5
KZN262 : uPhongolo	7,4	78,7	-	13,9
KZN263 : Abaqulusi	2,7	84,9	-	12,4
KZN265 : Nongoma	6,0	79,1	0,0	15,0
KZN266 : Ulundi	1,2	84,0	0,0	14,8

Source: 2022 STATS SA

Table 23: Assistive Device: Eye Glasses, Spectacles, Contact Lenses

Assistive Device: Eye Glasses, Spectacles, Contact Lenses		
	Yes	%
KwaZulu-Natal	690 372	6,2
DC26: Zululand	23 320	2,6
KZN261 : eDumbe	1 665	1,9
KZN262 : uPhongolo	2 377	1,7
KZN263 : Abaqulusi	10 298	4,2
KZN265 : Nongoma	3 596	1,7
KZN266 : Ulundi	5 385	2,6

Source: 2022, STATS SA

Table 24: Disability: Hearing

Disability: Hearing				
	Yes	No	Do not know	Unspecified - Not applicable
KwaZulu-Natal	0,9	87,0	0,0	12,2
DC26: Zululand	2,8	83,3	0,0	13,9
KZN261 : eDumbe	0,4	86,1	0,0	13,5
KZN262 : uPhongolo	6,7	79,4	-	13,9
KZN263 : Abaqulusi	0,8	86,7	0,0	12,4
KZN265 : Nongoma	5,3	79,7	0,0	15,0
KZN266 : Ulundi	0,8	84,4	0,0	14,8

Source: Community Survey, STATS SA

Table 25: Assistive Device: Hearing Aid

Assistive Device: Hearing Aid		
	Yes	%
KwaZulu-Natal	52 250	0,5
DC26: Zululand	1 978	0,2
KZN261 : eDumbe	217	0,2
KZN262 : uPhongolo	305	0,2

KZN263 : Abaqulusi	555	0,2
KZN265 : Nongoma	491	0,2
KZN266 : Ulundi	409	0,2

Source: Community Survey, STATS SA

Table 26: Disability: Communicating

Disability: Communicating				
	Yes	No	Do not know	Unspecified - Not applicable
KwaZulu-Natal	0,8	87,0	0,0	12,2
DC26: Zululand	2,4	83,7	0,0	13,9
KZN261 : eDumbe	0,4	86,1	-	13,5
KZN262 : uPhongolo	6,2	79,9	0,0	13,9
KZN263 : Abaqulusi	0,3	87,3	0,0	12,4
KZN265 : Nongoma	5,0	80,0	0,0	15,0
KZN266 : Ulundi	0,4	84,9	0,0	14,8

Source: Community Survey, STATS SA

Table 27: Assistive Device

Assistive Device	Walking stick, frame, crutches		Wheelchair	
	Yes	%	Yes	%
KwaZulu-Natal	165 441	1,5	36 102	2,7
DC26: Zululand	11 543	1,3	2 187	1,8
KZN261 : eDumbe	1 105	1,2	173	1,4
KZN262 : uPhongolo	1 867	1,3	383	2,0
KZN263 : Abaqulusi	3 428	1,4	565	1,9
KZN265 : Nongoma	2 420	1,1	501	1,6
KZN266 : Ulundi	2 724	1,3	565	1,9

Source: Community Survey, STATS SA

Table 28: Disability: Walking

Disability: Walking				
	Yes	No	Do not know	Unspecified - Not applicable
KwaZulu-Natal	2,0	85,8	0,0	12,2
DC26: Zululand	3,0	83,1	0,0	13,9
KZN261 : eDumbe	1,5	85,0	0,0	13,5
KZN262 : uPhongolo	2,4	83,7	0,0	13,9
KZN263 : Abaqulusi	1,8	85,7	0,0	12,4
KZN265 : Nongoma	6,2	78,8	0,0	15,0
KZN266 : Ulundi	2,2	83,1	0,0	14,8

Source: Community Survey, STATS SA

Table 29: Disability: Remembering

Disability: Remembering				
	Yes	No	Do not know	Unspecified - Not applicable
KwaZulu-Natal	1,2	86,6	0,0	12,2
DC26: Zululand	2,4	83,7	0,0	13,9
KZN261 : eDumbe	1,5	85,0	-	13,5
KZN262 : uPhongolo	1,3	84,9	0,0	13,9
KZN263 : Abaqulusi	1,4	86,2	0,0	12,4
KZN265 : Nongoma	5,7	79,3	0,0	15,0
KZN266 : Ulundi	1,4	83,8	0,0	14,8

Source: Community Survey, STATS SA

Table 30: Disability: Self Care

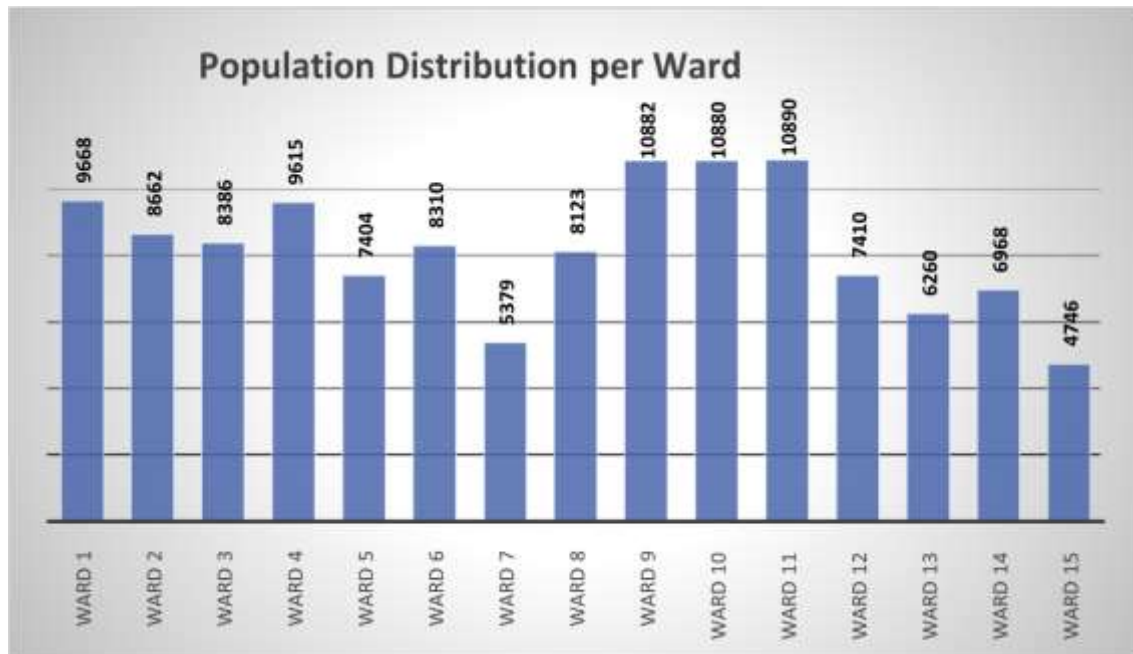
Disability: Self Care				
	Yes	No	Do not know	Unspecified - Not applicable
KwaZulu-Natal	1,0	86,8	0,0	12,2
DC26: Zululand	1,9	84,2	0,0	13,9
KZN261 : eDumbe	0,8	85,7	0,0	13,5
KZN262 : uPhongolo	0,8	85,3	0,0	13,9
KZN263 : Abaqulusi	0,7	86,9	0,0	12,4
KZN265 : Nongoma	5,4	79,6	0,0	15,0
KZN266 : Ulundi	1,0	84,3	0,0	14,8

Source: Community Survey, STATS SA

3.5 Ward Demographic Data

The population of UPhongolo LM is unevenly distributed across 15 wards. In 2022, Wards 11, 9 and 10 are the biggest in terms of population size. Ward 15 has the smallest population of 4 746, which accounts for 3.84% of the municipal population.

Figure 4: Population Distribution per Ward



Source: Census 2022

3.6 Income & Poverty Distribution

The graph below clearly depicts the very low levels of income of the municipality. A total of 42% of the population does not receive any income on a monthly basis, and only 4% of the population earns more than R9,000/month.

Graph 1: Levels of Income

Figure 5: uPhongolo LM -Levels of Income 2011-2022

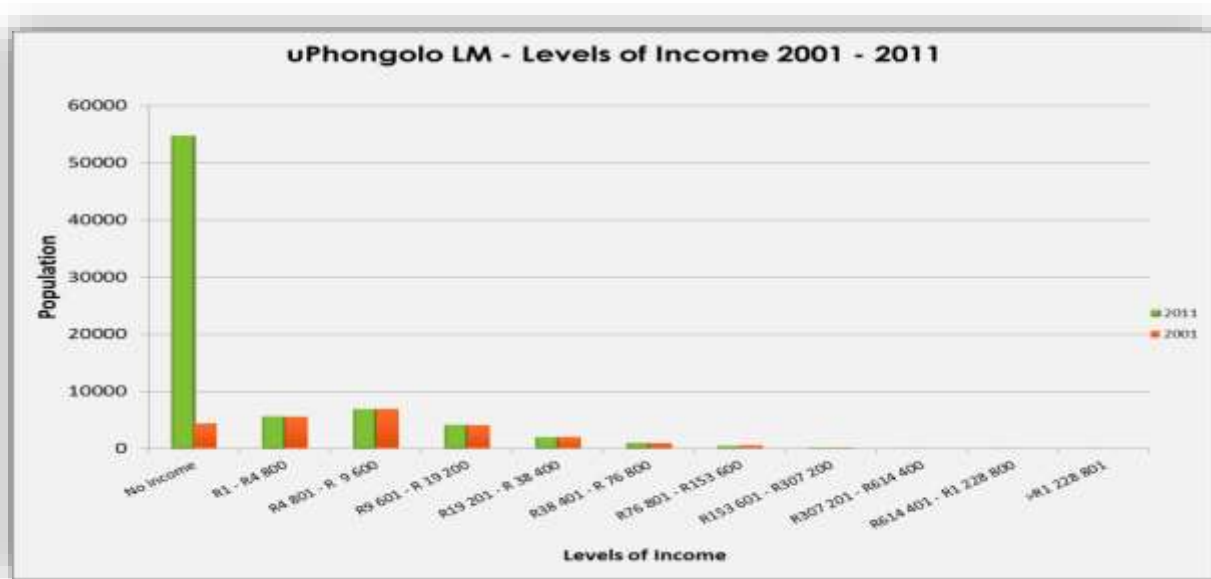
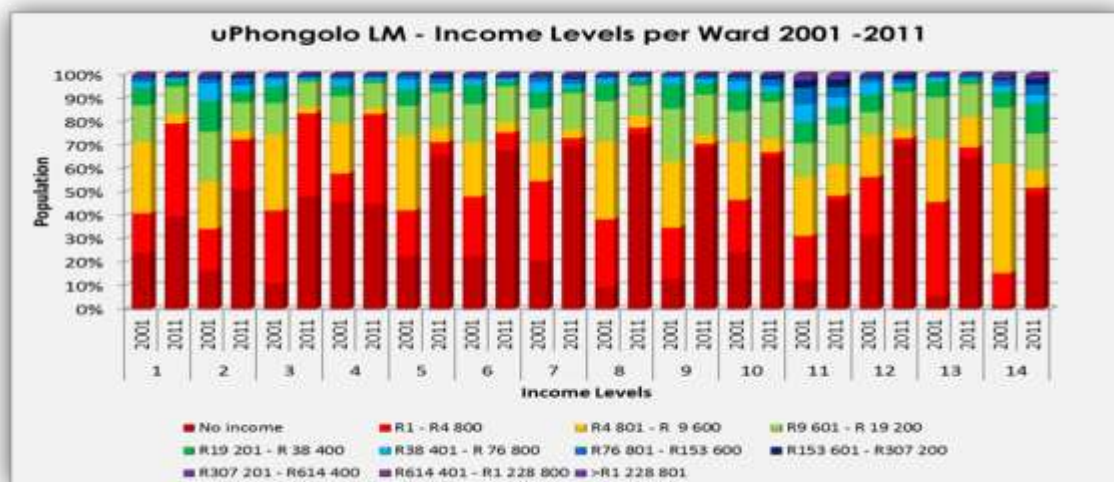


Figure 6: uPhongolo LM- Income Levels per Ward 2001-2011



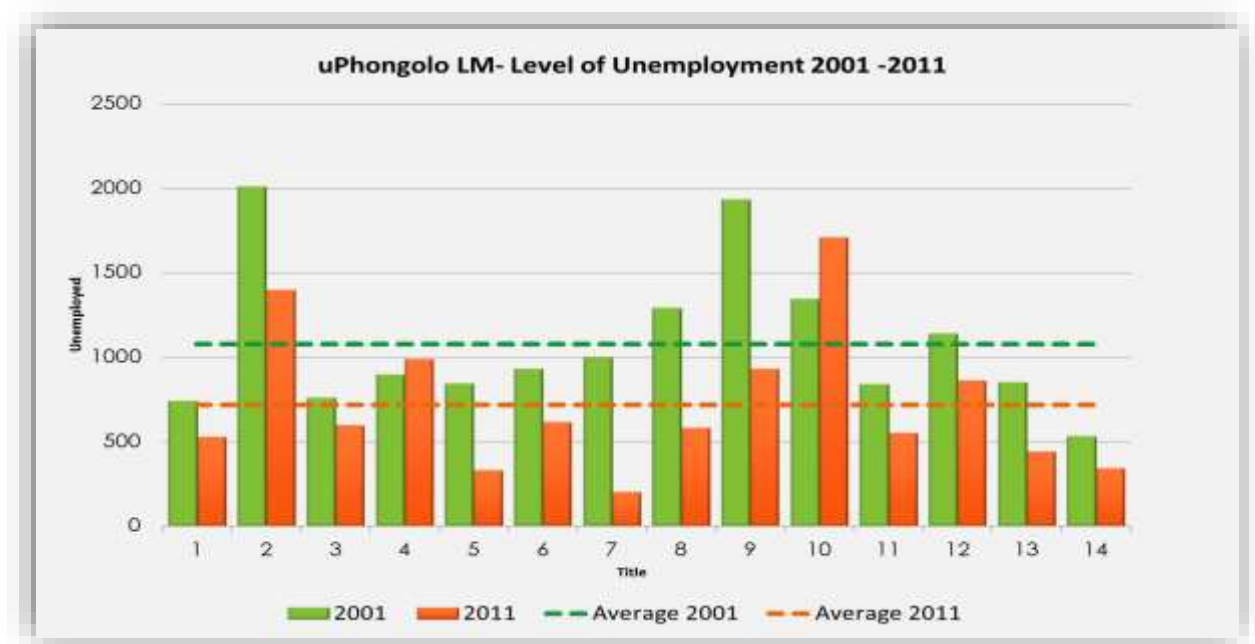
Source: Stats SA – Census 2022

3.7 Unemployment Distribution & Levels of Deprivation

The graph below clearly depicts the drop in average levels of unemployment, where the unemployment in 2001 averaged over 1,000 people per ward unemployed, it dropped to about 700 people per ward. The overall deprivation levels are still high, despite the decrease in levels of unemployment.

Map 5 Index of Multiple Deprivation attached overleaf depicts the spatial distribution of the levels of deprivation and clearly indicates the differences in deprivation between uPhongolo urban areas and the rural hinterland. It is clear that only a selected few benefit from the economic opportunities offered within uPhongolo. The green (Zitende, Ncotshane, Pongola and Mvutshini) depicts the least deprived, yellow (Kwdlangobe Magudu, Nkonkoni and Candover) the moderately deprived and orange (Vusumuzi, Khiphunyawo, Oranjedal and Athlone) the most deprived.

Figure 7: Level of Unemployment Per Ward

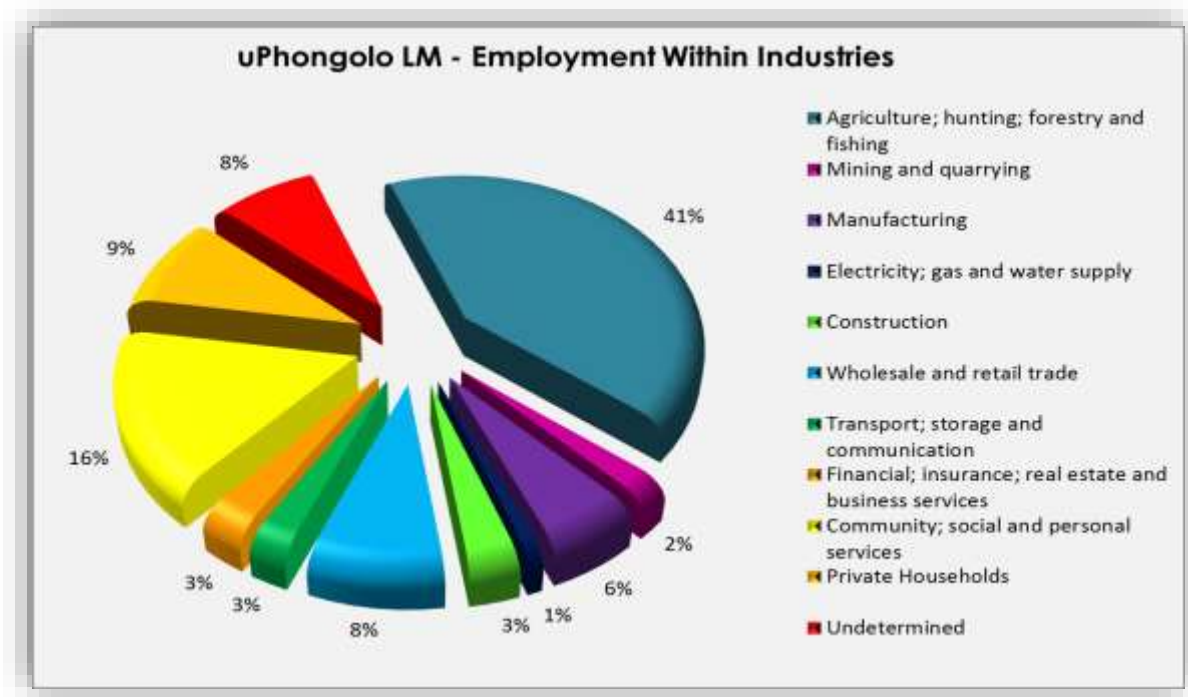


Source: Stats SA

3.8 Employment Trends

With the view on economic growth and the fight against poverty it is necessary to determine which of the economic sectors employs the largest number of people. This highlights the importance of certain economic sectors. Due to the rural nature of the municipality, the high unemployment rate and the subsequent high dependency on agriculture sector, it is noticeable that the highest sector of employment is the agriculture, hunting, forestry and fishing sector.

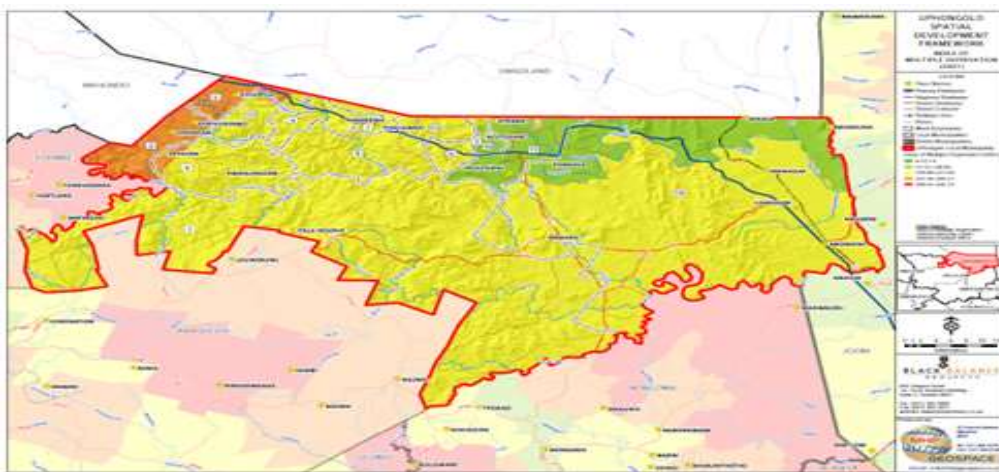
Figure 8: Employment distribution within industries



Source: Stats SA – Census 2022

Map 5: Index of Multiple Deprivation indicates that the areas with the highest unemployment percentage, is situated in the southeastern part of the municipality. The highest percentage of unemployment is in Ncotshane where the population density is between 531 to 1004 people per square kilometre.

Map 4: Index of Multiple Deprivations

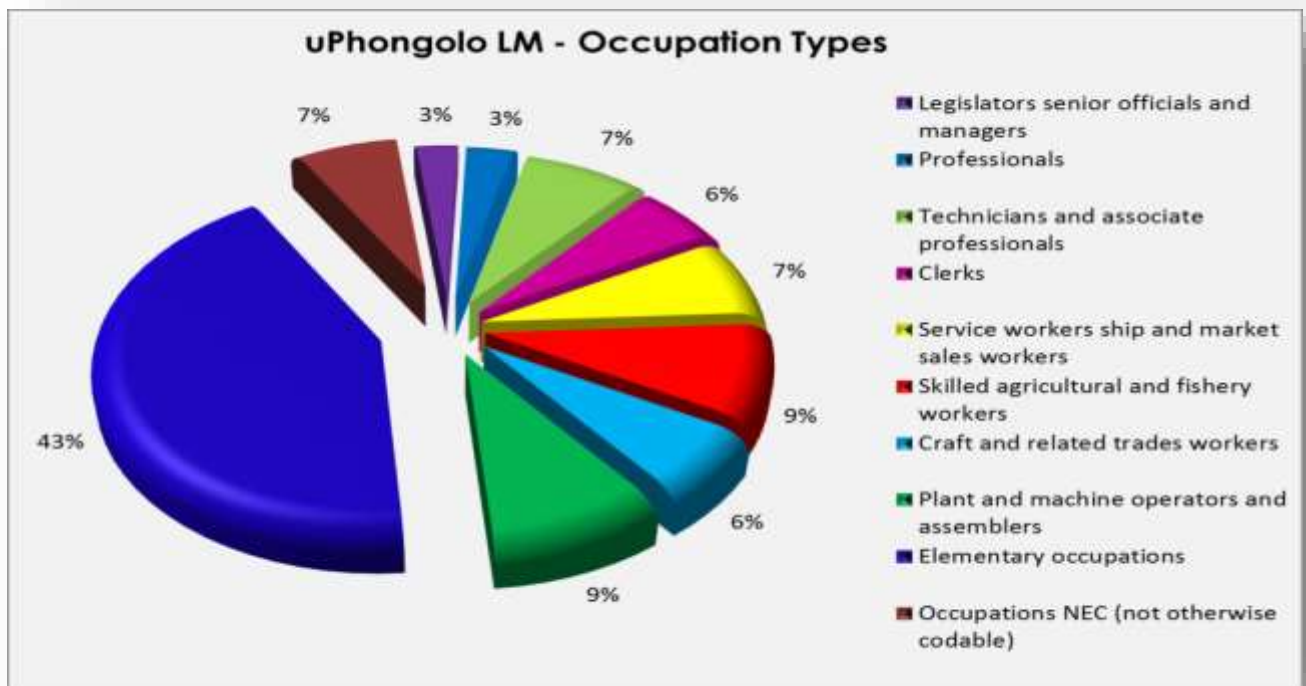


In support of the employed residents of uPhongolo, is the wholesale and retail trade sector. In similar fashion the Financial, insurance, real estate and business services sector can exist due to employment in the Community Services Sector which exist due to the rural nature of the

municipality. Employment is offered by the professionally employed population to the unskilled population within the “Private Household” Sector, which provides for 9% of the total employment. The graph below depicts the occupation types within the above sectors. The largest numbers of people are employed in the elementary occupation sector. Only 3 % of the employed population are staffed in professional posts or as legislators.

Graph 2: Occupation types

Figure 9: uPhongolo LM – Occupation Types



Source: Stats SA – Census 2022

The largest economic driver of the municipality is agriculture and the low percentage of employment within this sector depicts the seasonal employment characteristic of agricultural employment. These workers are most likely counted as part of the non-classified occupations (Occupations NEC).

4. CROSS CUTTING ISSUES (INCLUDING SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT)

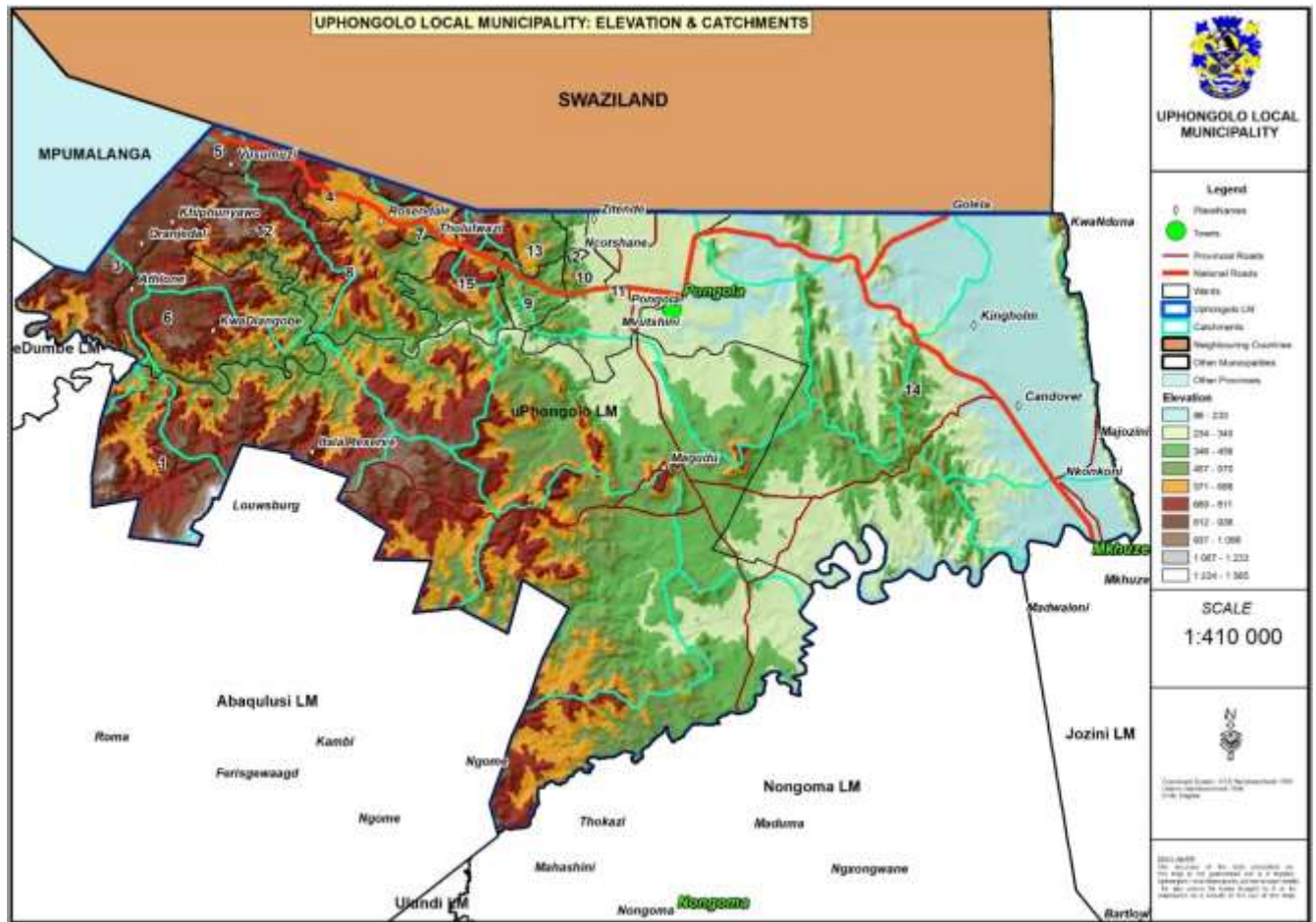
4.1 A Narrative and Association of Mapping in terms of the Natural Environment

4.1.2 Biophysical Analysis

Topography & Runoff

The mean elevation (m above sea level) ranges from 899m above sea level in the western parts of the municipality, 356m above sea level in the central parts of the municipality, to 85m above sea level on the eastern boundary. The significance of the topography and runoff is its impact on agricultural potential. The mountainous areas of Kwadlangobe are classified as areas with low agricultural potential and the majority of the municipal area is classified as restricted in terms of agricultural potential. Areas around the Ithala Reserve are classified as high agricultural land. The municipality has 10 quaternary catchments which drain water mainly to the Mkuze and Phongolo Rivers, which then flows to the Pongolapoort Dam.

Map 5: uPhongolo Local Municipality Elevation and Catchments



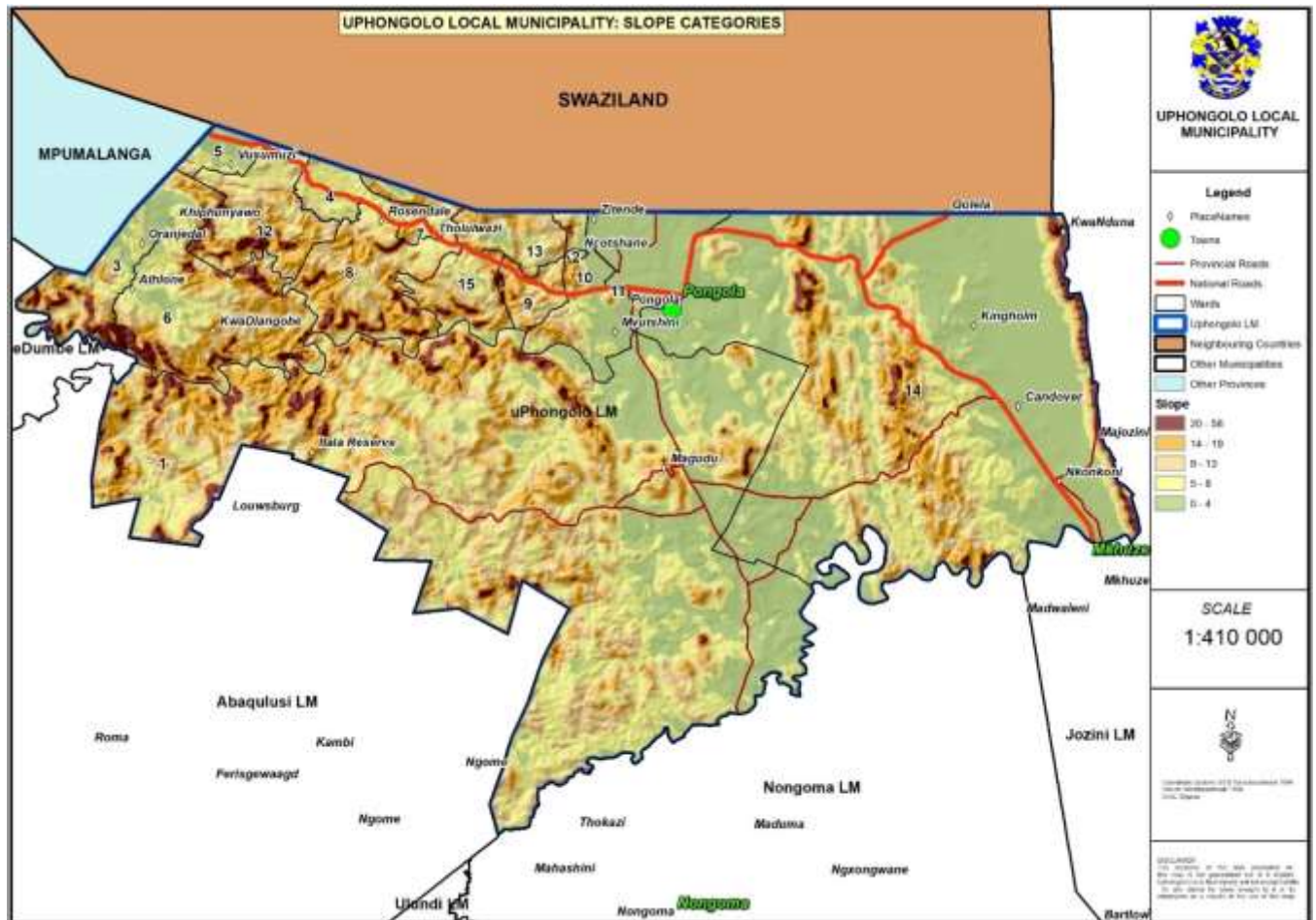
Map 32: Elevation & Catchments above depicts the elevation characteristics of the uPhongolo Local Municipality.

4.1.3 Slope Analysis

The slope analysis depicts the gradients of the land as it declines in height above sea level towards the east. The slope categories range from smaller than 1:10 (10% incline), 1:6 (17% incline) 1:3 (33% incline) and steeper. The greater the gradient (1:6 – 1:3), the more difficult and more expensive construction and provision of services become.

Slope is also affecting modes of transport, as a maximum gradient of 1:20 (5%) is recommended for bicycle tracks, and a maximum gradient of 1:12 (8%) is recommended for foot paths. The terrain therefore plays an integral part in determining settlement patterns or the line of roads which needs to be built cost-effectively.

Map 6: Slope Categories

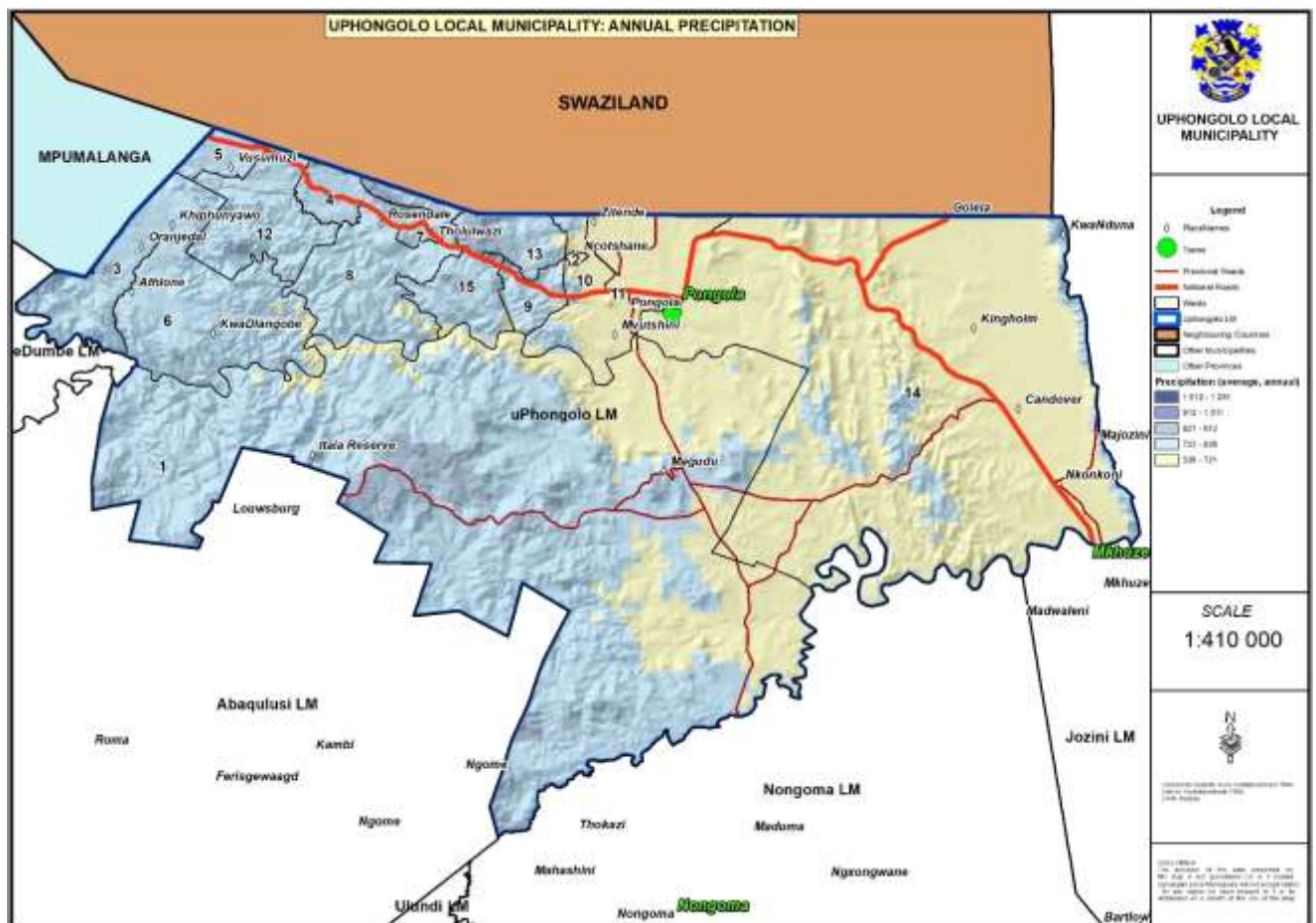


The Slope analysis plan, above as Map 33: Slope Categories clearly depicts the more mountainous areas to the west of the municipal area and the North West oriented mountain ranges on the eastern side of the municipality enveloping the Pongola Poort dam.

4.1.4 Precipitation

The uPhongolo Municipality has a mixture of two “precipitation sectors” which is linked to the varying topography within the Municipal area. On average the two sectors average between 722 to 826mm per annum and 538 to 721mm per annum. Selected pockets have a higher average precipitation of 913 to 1011mm per annum. Please refer to Map 34: Annual Precipitation. It is evident from the map that the mountainous areas situated to the west of the municipality have higher precipitation levels, thus play an important role in feeding Phongolo and Mkuze Rivers.

Map 7: Annual Precipitation



4.1.5 Water Bodies & Catchment Areas

Catchments are the areas of land where rainwater drains downhill into a body of water, such as a river, lake or dam. The drainage basin includes both the streams and rivers that convey the water as well as the land surfaces from which water drains into those channels, and is separated from adjacent basins by a catchment divide. Ecological aspects need to be taken into account when considering Catchment Areas/Drainage Basins. Water that is accumulated within the catchment areas, flows to water bodies namely rivers and dams which is ultimately utilised to provide potable water for household purposes.

Subsequently it is necessary to consider the possible impacts from specific land uses (settlements and agriculture) on the quality of water. This will further provide a clue as to where sanitation services are more desperately required to prevent contamination of water sources by cholera for example. In cases where large scale agricultural activity can have a negative impact on the quality of water it is necessary to limit the use of pesticides. The table below comprises of the rivers and dams that exist within the uPhongolo Local Municipality.

Map 8: Rivers in uPhongolo Local Municipality

Table 31: Rivers in uPhongolo Local Municipality

▪ Manzana ▪ Kwaceba ▪ Ithalu ▪ Bivane ▪ Ntutshe ▪ Manzimhlophe ▪ Mkuze	▪ Phongolo ▪ Mhulumbela ▪ Spekboom ▪ Mozana ▪ Mtokotshwala ▪ Mdlavenga ▪ Voyizana	▪ Mtiki ▪ Manzawakho ▪ Sitilo ▪ Mhlanganisi ▪ Libe
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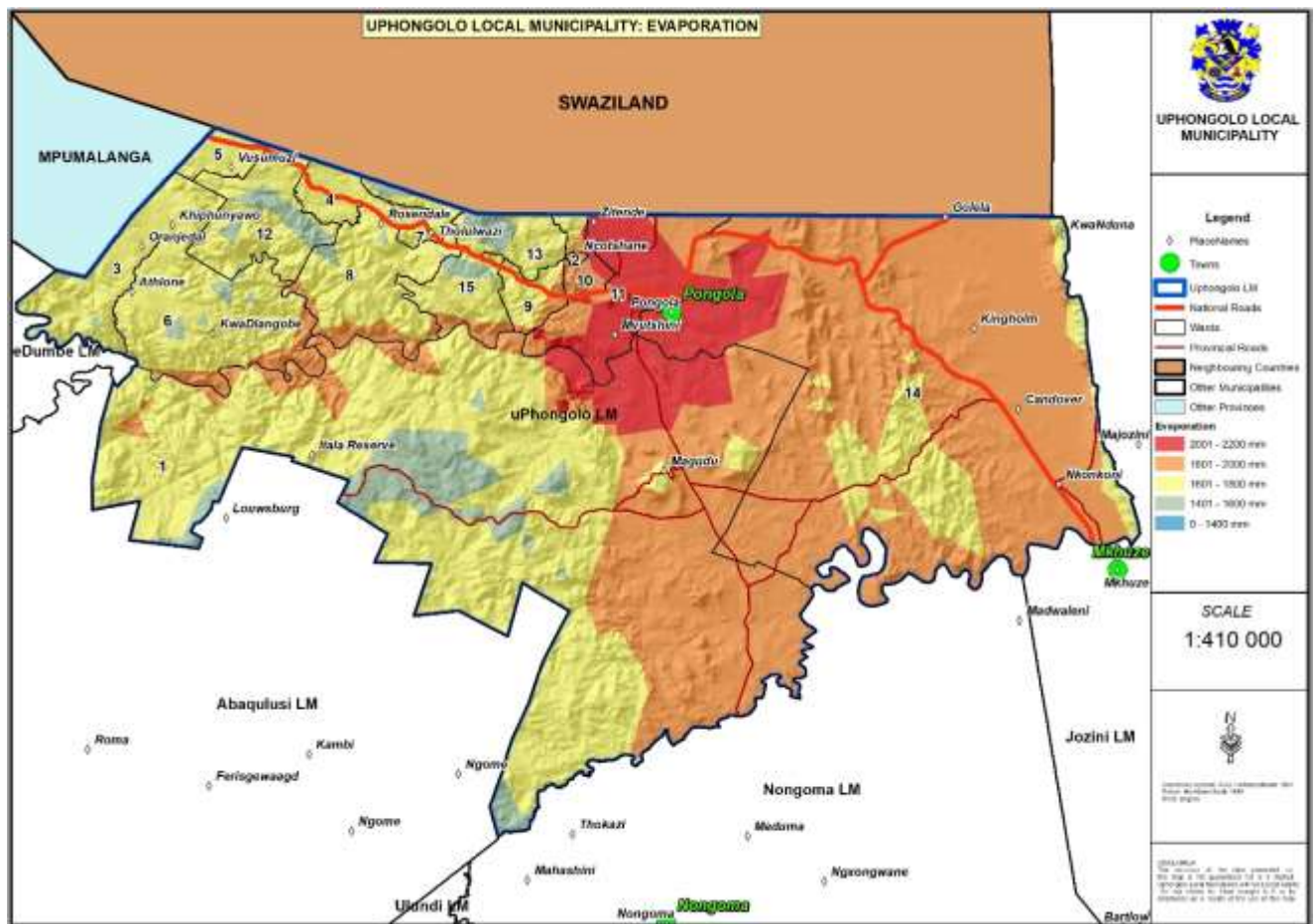
Source: Museum of Vertebrate Zoology University of California

The spatial development framework must therefore highlight the critical aspects which need to be addresses, and ensure that no land use is proposed in an area, where the specific land use can have detrimental effects on the environment, and the environmental services provided. The presence of a large number of rivers and high volumes of water implies that safety of communities also needs to be considered by locating them outside possible flood areas.

4.1.6 Evaporation

The evaporation rates of uPhongolo LM are depicted on the Map 36: Evaporation attached below. It is clear that average evaporation is linked to height above sea level which also affects other meteorological conditions such as wind occurrences. The low lying areas of the Municipality has an average of 1801 to 2000mm per annum evaporation rate, whilst the higher lying areas averages 1601 to 1800 mm per annum. The lower lying areas are also warmer, which is directly linked to the evaporation of water. This also relates to the limited agricultural potential of the area due to the dry nature of uPhongolo Municipal Area. Areas such as Mvutshini, Pongola and Zitende have an evaporation rate of 2001 to 2200mm per annum, whilst a limited number of smaller areas near Ithala Reserve have an evaporation rate of 1401 to 1600mm per annum.

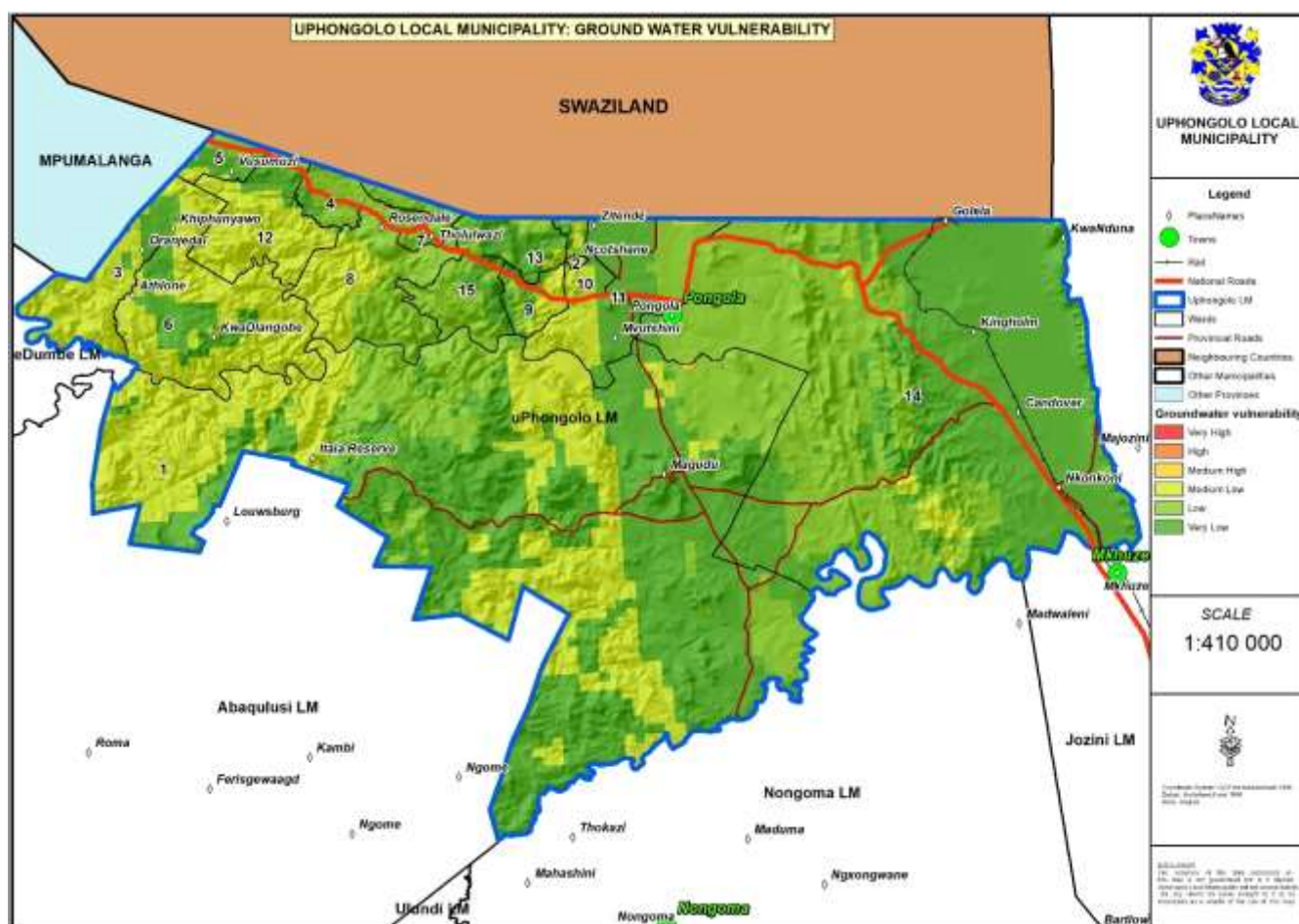
Map 9: Evaporation



4.1.7 Groundwater Vulnerability

Groundwater vulnerability refers to the potential pollution of groundwater by various factors including agricultural practises, industrial waste or influences that settlements have on the water, as well as the use of pit latrines in vicinity of a high groundwater table. Groundwater vulnerability in uPhongolo Local Municipality ranges largely from low to very low, with selected pockets with a vulnerability rating of Medium Low, especially in the vicinity of Kwadlangobe. The municipality has a fairly low level of groundwater vulnerability. The impact of the population of the groundwater is therefore limited. The areas are depicted below on Map 37: Ground Water Vulnerability.

Map 10: Ground Water Vulnerability



4.1.8 Land Cover

The broad land uses found in uPhongolo Local Municipality, as depicted on Map 38: Land Cover, attached overleaf consist of:

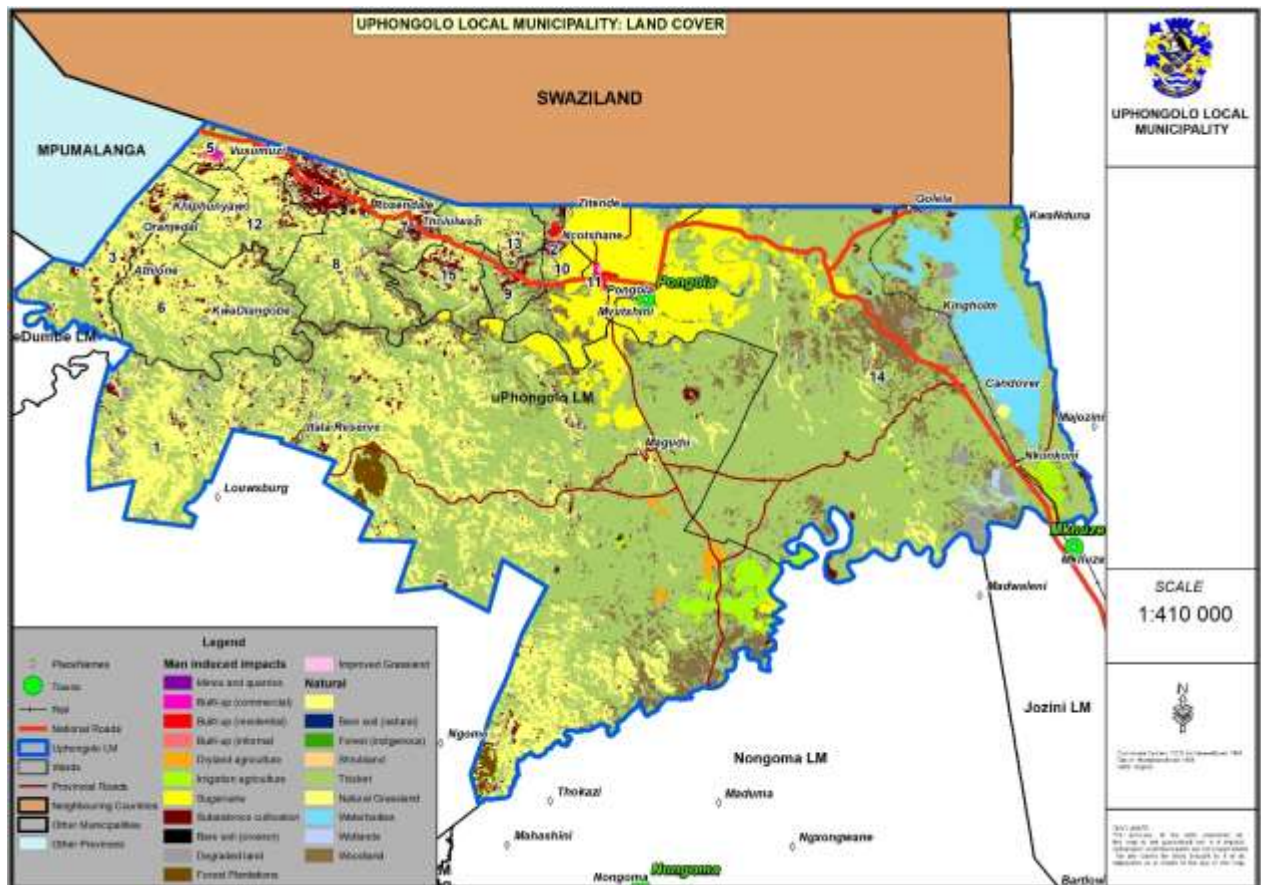
Table 32: Land Cover

- Commercial Crops Dry land - Commercial Crops Irrigated - Bushland - Degraded Bushland - Degraded Forest - Degraded Grassland - Old Cultivated fields (Bushland) - Old Cultivated fields (Grassland) - Degraded Grassland - Dense Bush - Grassland - Grassland/ Bush Clumps Mix	- Permanent Orchards Irrigated - Permanent Orchards Dryland - Plantation - Plantation Clear-felled - Rural Dwellings - Sugarcane – Commercial - Sugarcane – Emerging Farmer - Subsistence – Rural - Urban - Water (Natural) - Wetlands - Woodland
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From the above land cover six main elements are visible within the Municipal area, namely:-

- urban areas,
- rural settlements and subsistence farming,
- woodlands, grasslands and commercial sugarcane.

Map 11: Land Cover



The urban areas are situated around Pongola Town and stretches northwards along the N2. Smaller pockets of densely populated “urban areas” are situated along major transport routes, but is also scattered throughout the municipality at localities such as Ncotshane, Vusumuzi and Khiphunyawo. The remainder of the settlements are characterised by rural dwellings. These settlements include areas such as Athlone and Kwadlangobe in the western areas, Magudu and Candover south and south east of Pongola Town, and Kwandunai and Golela on the north eastern boundary of the municipality.

Large areas of woodlands are situated on the evenly sloped areas on the north eastern boundary of uPhongolo. This area stretches from the Majozi surroundings (east) to Magudu (South of N2).

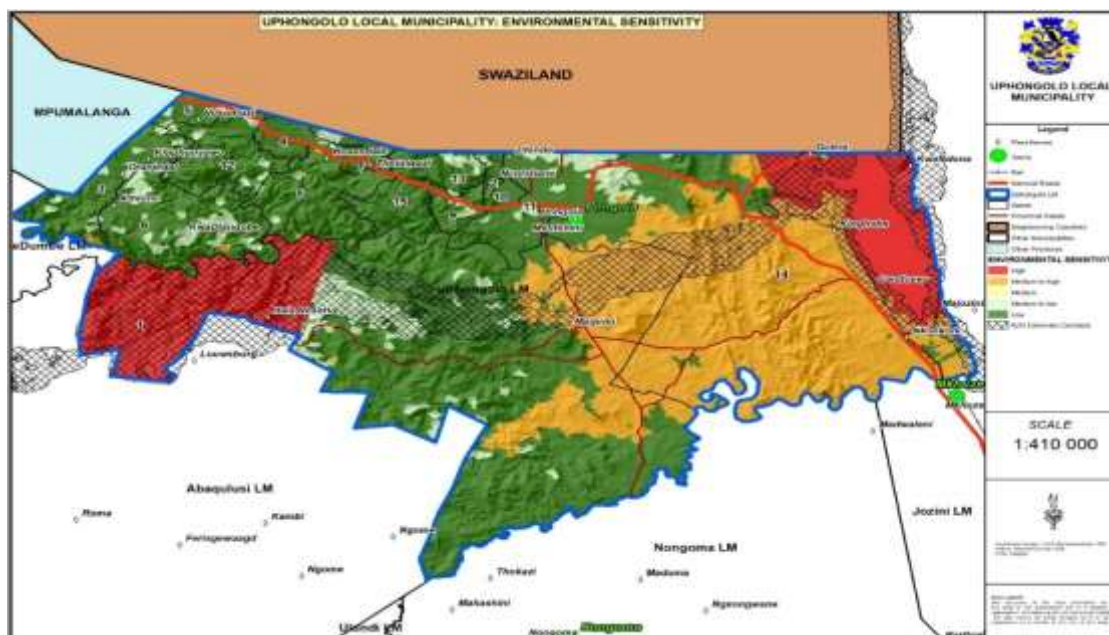
Subsistence farming is scattered throughout the municipal area, but more densely situated in close proximity to the rural settlement areas. The highest concentrations of subsistence farming are found near the settlements of Tholulwazi, Oranjedal and Athlone, with scattered subsistence farming activities around Rosendale. Grasslands are scattered throughout the municipal area, although the lack of other activities and vegetation types makes this the main land cover category in the south western areas around Itala Reserve and Waterloo.

Plantations are located in the south western parts of the municipality, and mainly grouped south of Itala Reserve. The area east of Magudu is characterised by bushlands, whilst the northern parts of the municipal area have a high concentration of commercial sugarcane groupings situated north from Zitende surroundings (north) to all around the Pongola Town.

4.1.9 Protected Areas - Nature Reserves & Conservancy's

uPhongolo municipality has a number of environmental sensitive areas, of which two are formally protected. Map 39: Environmental Sensitivity attached below depicts the Itala Reserve and the Pongola Poort Nature Reserve as the two formally protected areas in the Municipality. Itala Game Reserve is located on the south western boundary of the municipality directly south of the Phongolo River. Pongola Poort dam is situated on the eastern boundary of the Municipality.

Map 12: Environmental Sensitivity



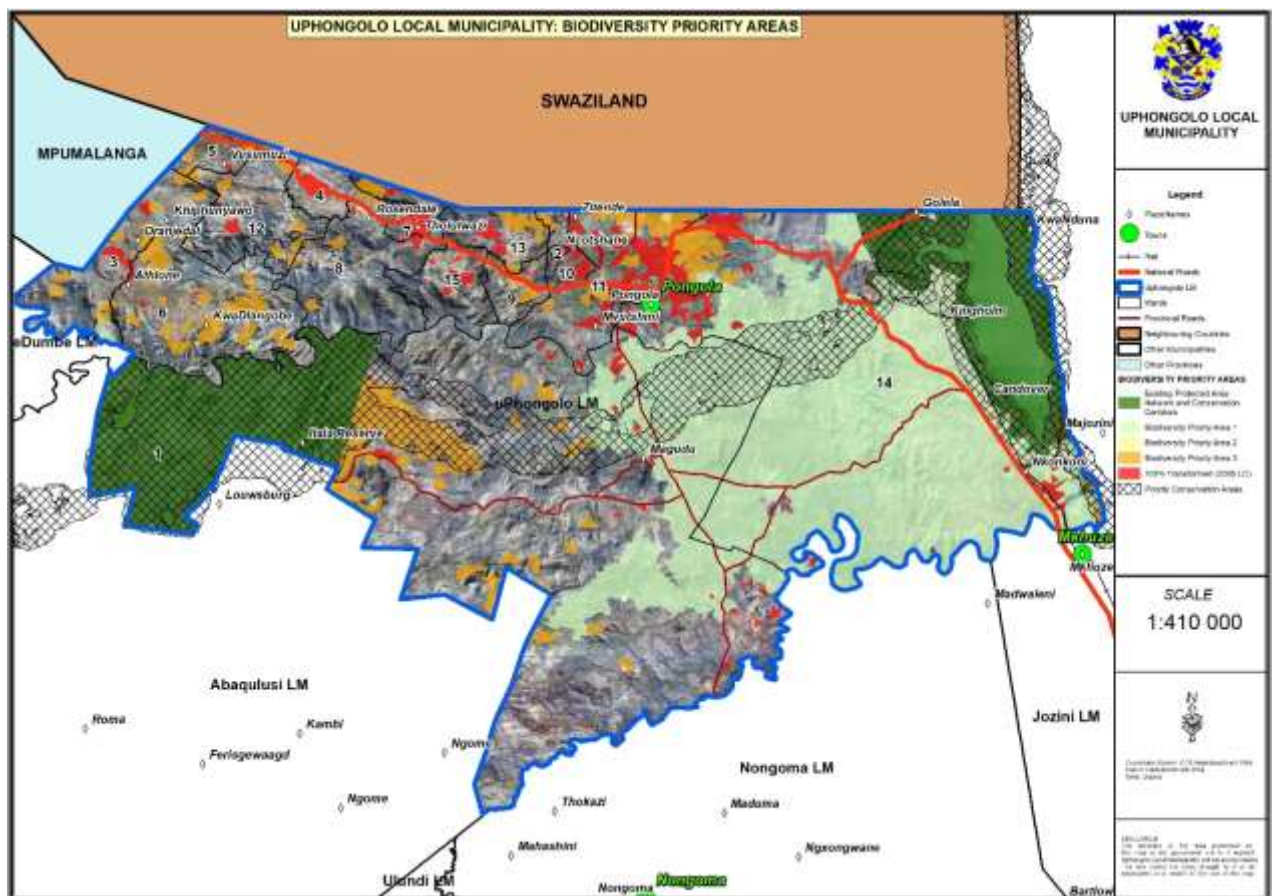
The environmental Conservation corridor as identified by the KwaZulu-Natal Spatial Development Framework is clearly visible and traversing the municipality in an east west direction.

The main areas where sugar cane production takes place is classified as 100% Transformed, or classified as areas with no sensitivity (Priority Area 3).

Biodiversity Priority 1 Areas are mainly concentrated in the eastern side of the municipality, between the R66 and the Pongola Poort Dam. A very limited number of small Priority 1 Biodiversity Area pockets are situated adjacent the Ithala Game Reserve and the Edumbe LM Boundary.

Biodiversity Priority Area 3 is scattered throughout the municipality area, and is situated mainly on the western boundary the Itala Reserve and surrounding the areas of Kwadlangobe, and Oranjeldal. Areas to the north west of Pongola, where sugarcane farming is taking place, has also a large concentration of Priority Biodiversity 3 areas. No Biodiversity Priority 2 areas are observed.

Map 13: Biodiversity Priority Areas



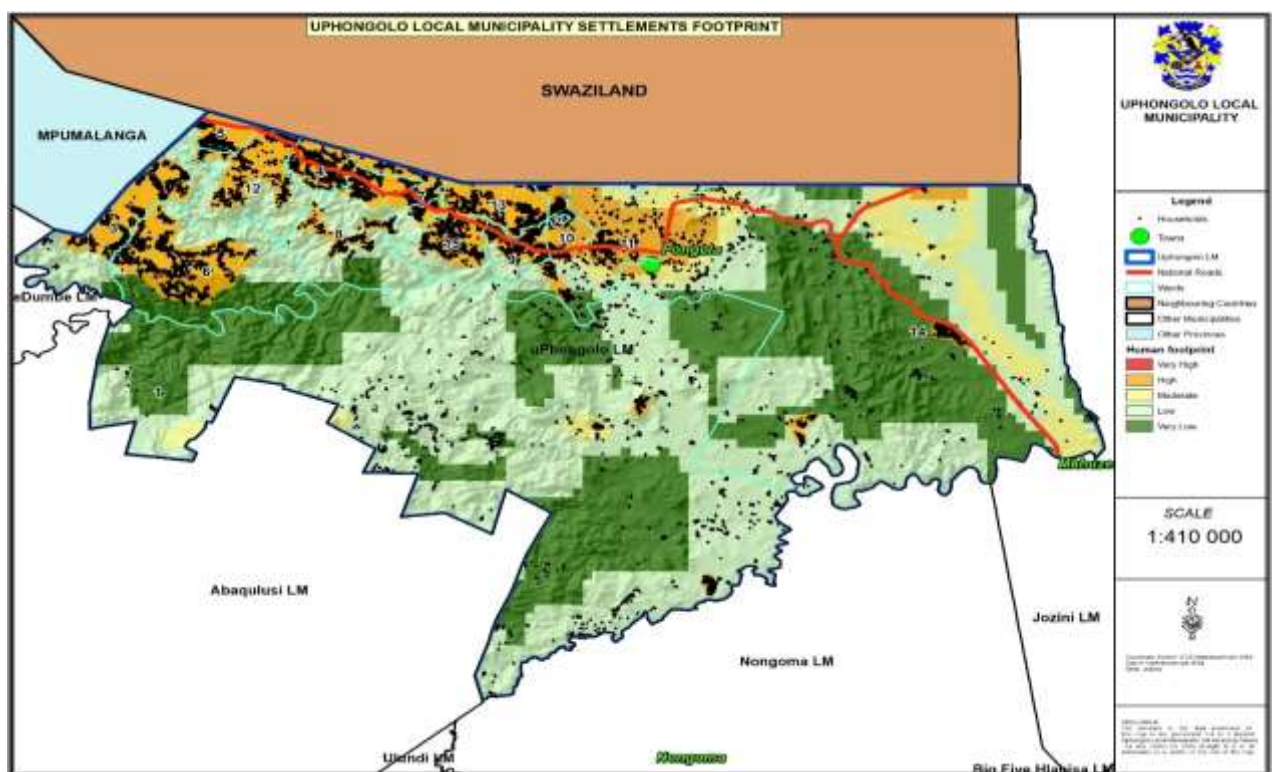
In order to more clearly define and illustrate the significance of the above-mentioned environmental corridor, the KZN SDF defines it as follows:

Proposed regional critical conservation areas which are linked in a continuous system of ecosystems and bioregions traversing the province between the Drakensberg and the

Indian Ocean. These areas were identified combining existing environmentally protected areas as well as conservation corridors proposed by Ezemvelo KZN Wildlife, through combining extensive environmental research into bio-resources throughout the province as part of the formulation of a Critical Biodiversity Plan for the province. These Conservation Corridors are not suggested as absolute “no-go” areas, but rather highlighted as areas of environmental significance to the sustainable development of the entire province. Where economic opportunity (such as tourism development) and high social need exist within these Conservation Corridors, it implies both that the rich natural environment should contribute to the address such needs and potential, and further that any interventions in these areas need to consider the impact on such important regional ecological corridors. These corridors are however perceived as areas where extensive densification would be discouraged and sensitive development promoted.

4.1.20 Human Footprint

Map 14: Human Settlement Footprint



Human Footprint Mapping is a tool to show how large our human influence on the natural environment is. The Human footprint Index (HF) expresses as a percentage the relative human influence in each terrestrial biome. Human Footprint values range from 0 to 100. A value of Zero represents the least influenced – the “most wild” part of the biome with value of 100 representing the most influenced (least Wild) part of the Biome.

The more development takes place, which includes the establishment of farms, constructing roads and buildings, the more we influence the natural environment. This leads to reduction in the quality of ecological services provided by the environment. Such ecological services include clean water, fertile ground, storm water management by wetlands etc. Where the human footprint is high, management processes are required to ensure that further impacts on the environment is kept to a minimum.

No area within the uPhongolo Municipality has no “Human Footprint” although large areas are classified as low and very low impact. The human footprint is the highest in the area surrounding Pongola Town with high levels of impact. The railway line further impacts on the environment and a corridor of moderate human impact on the environment follows the course of railway line as it traverses the municipality. Selected areas near Golela have a high human footprint.

Areas such as Kingholm, and the areas on the western part of Ncotshane, are also classified as moderate. The majority of the municipal area is classified as low impact areas and with a few areas around Kwadlangobe, south of mvutshini and parts of ward 14 are classified as areas with very low impact. Some of these areas are in close proximity to highly vulnerable environmental areas and measures needs to be put in place to ensure that the human footprint do not expand into these vulnerable areas. Please refer to Map 41: Human Footprint.

4.2 Agricultural and Environmental Analysis

The agricultural resources are depicted in a map of **the Existing Agriculture** as well as **Agricultural Potential Maps** both attached. The uPhongolo Municipality has a limited number of cultivated areas, which is mainly concentrated on the northern boundary of the municipality around Pongola, Mvutshini, Ncotshane and Zitende and is classified as commercial sugarcane. Smaller groupings of cultivated land are distributed to the south east of the municipal area. The rest of the municipality is dominated by subsistence farming which is scattered throughout the municipal area. Commercial agricultural activities, although few and limited, are scattered around the municipal area. These activities are located in the following areas:

Table 33: Commercial agricultural activities

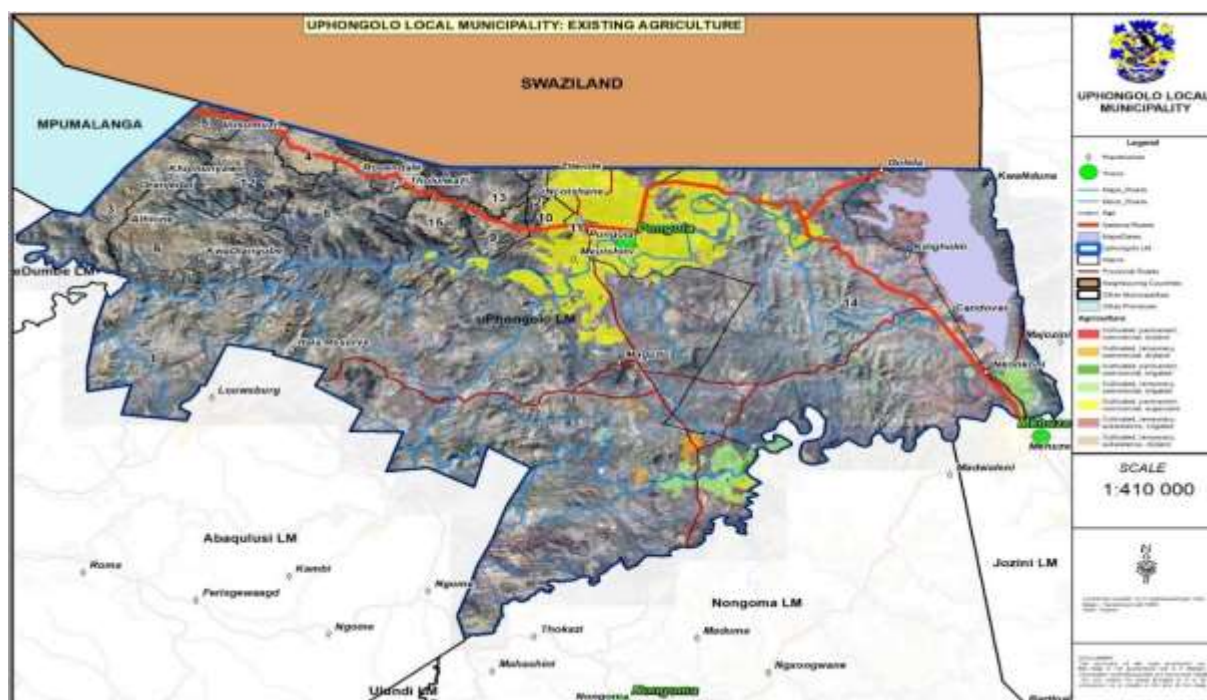
▪ Pongola (To the North) ▪ Mvutshini (To the North) ▪ Ncotshane (To the North) ▪ Zitende (To the North)	▪ Nkonkoni (To the East) ▪ Belgrade (To the north west)
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The municipality further has two conservation areas. These areas are situated in the following locations:

Table 34: Conservation areas.

▪ Itala Reserve (South west)	▪ Pongolapoort Nature Reserve
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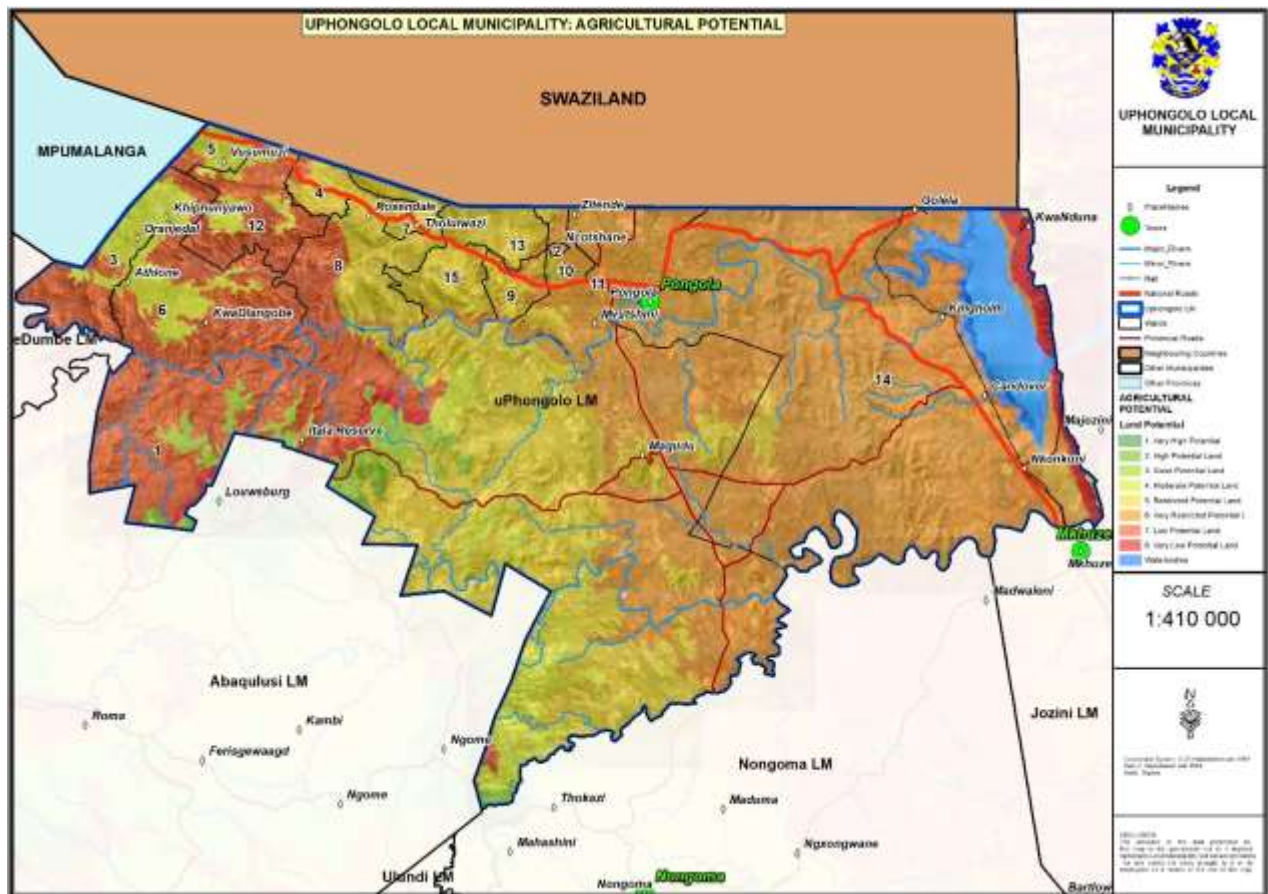
Map 15: Existing Agriculture



4.2.1 Agricultural Potential

The agricultural sector employs more people than any other sector in uPhongolo Municipality. The most predominant activities are sugarcane farming and gaming. Currently, Agricultural products being exported are sugar cane, vegetables, citrus fruit and game. Only value adding for sugar cane is undertaken locally as through the mill. Potential for production of bio-fuel in the area exist. Above moderate agricultural potential land is very limited. Agricultural potential for Pongola Valley is high due to the presence of the irrigation scheme. Agricultural production outside the irrigation scheme area is limited to livestock and game farming.

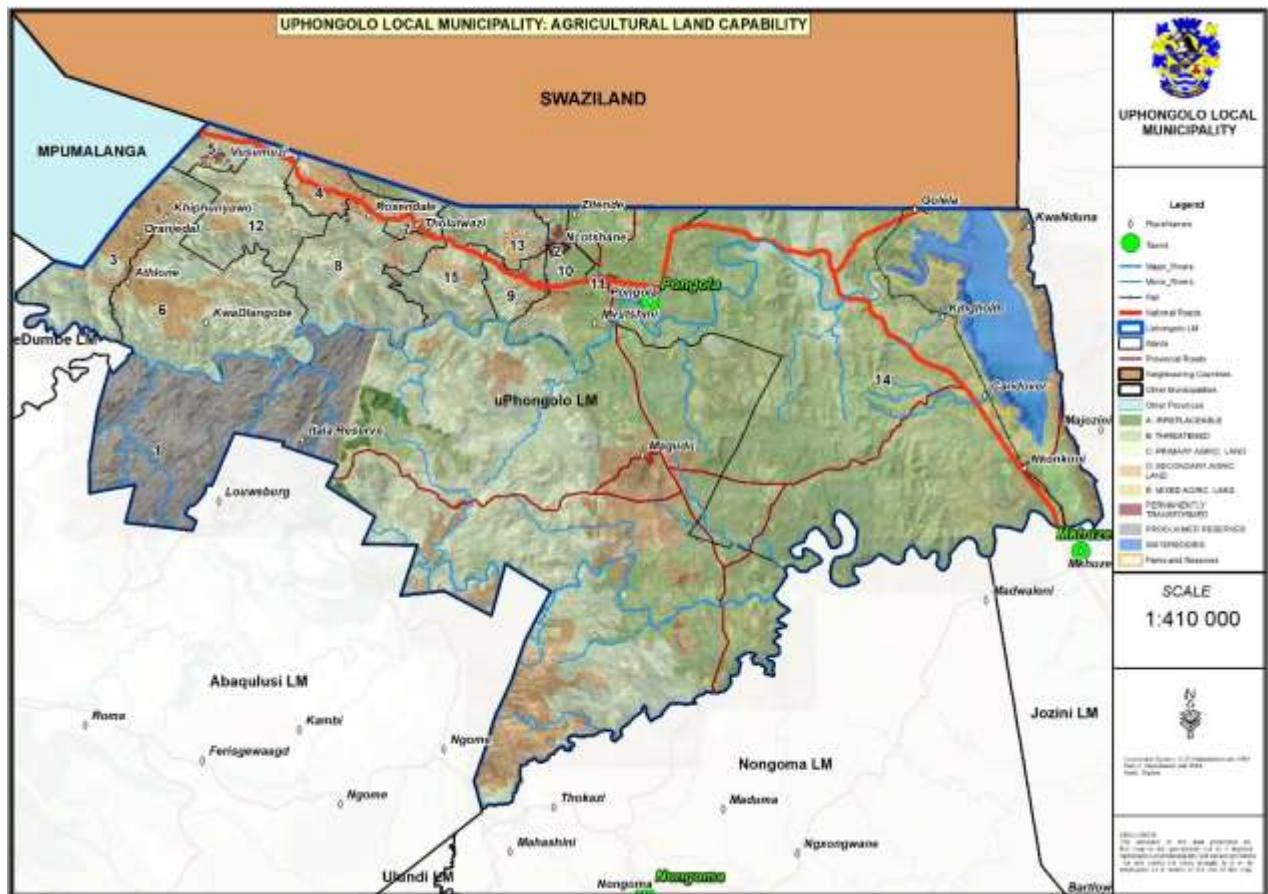
Map 16: Agricultural Potential



Map 17: Agricultural Potential depicts the land capability classes as categorised by the Department of Agriculture, Forestry and Fisheries. The land capability classes is translated into the five different land categories for the PGDS which range from high potential agricultural land that is capable to support any agricultural activity especially intense cultivation of crops, to land that can only support very low densities of agricultural activity. Before studying the map, it is necessary to understand the land capability classes.

The attached map depicts that a large portion of the municipality falls under the restricted agricultural potential category, followed by low potential towards the western areas of the municipality. A small portion along the north western and southern boundary is comprised of moderate land potential and the area around Ithala is depicted as an area of high agricultural potential. As is clear from the above summary of the land categories, aspects such as slope have a huge impact on the arability of the land. It is therefore necessary to read the agricultural map, in conjunction with the slope analysis map.

Map 17: Agricultural Land Capability



The land classes are distributed within the uPhongolo Municipality as follow:

Table 35: Land Potential Distribution in uPhongolo LM

LAND CLASS	AREAS PRESENT
High	Ithala Reserve
Moderate	- Belgrade - Khiphunyawo - Oranjedal - Athlone
Restricted	- Rosendale - Tholulwazi - Ncotshane - Mvutshini - Pongola - Magudu - Golela

	■ Candover ■ Nkonkoni
--	--

When considering the development of an area, it is also necessary to consider the Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970). Development proposals will have to be in line with the provisions and regulations of this Act as Managed by the Department of Agriculture, Forestry and Fisheries (DAFF). Almost 60% of the uPhongolo Local municipality is regulated by Act 70 of 1970, and DAFF will have to be consulted on all proposals made on this land. Please refer to Map 45: Act 70 of 70 Demarcations (draft), attached overleaf for a depiction of the above.

Map 18: Act 70 of 70 Demarcations

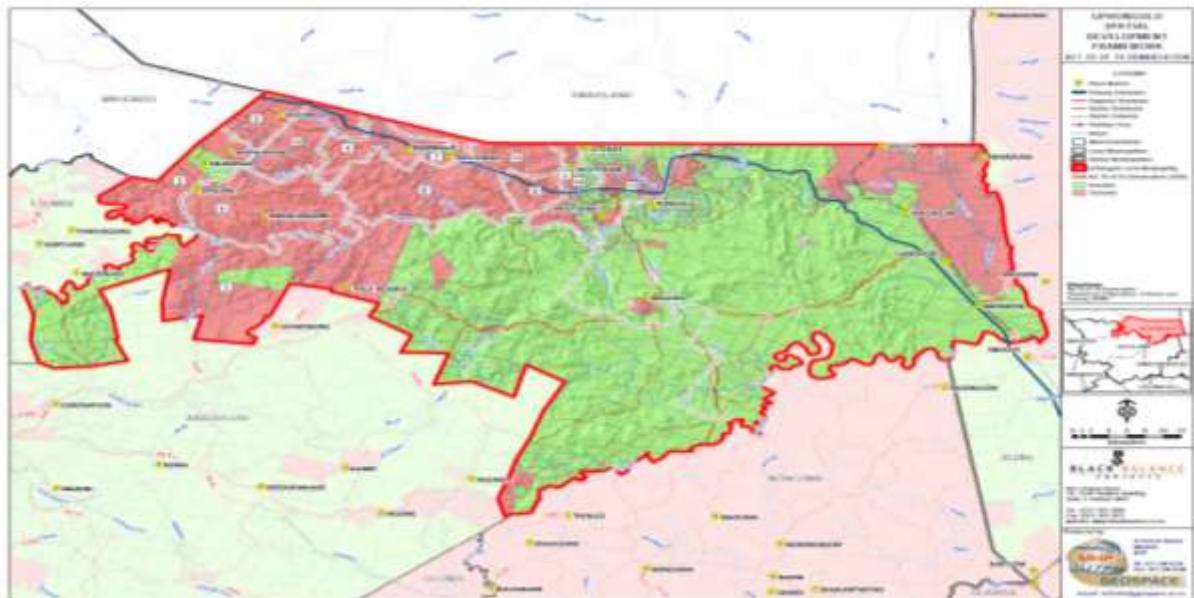


Table 36: Agriculture and Environmental SWOT Analysis

Strengths	Weaknesses
▪ Availability of DPSS staff for additional support and capacity to help eradicate backlogs; ▪ Availability of GIS Unit ▪ Council approved urban component of scheme; ▪ Appointment of an environmental officer; ▪ Good climate conditions; ▪ SPLUMA By-laws in place and gazetted.	▪ LUMS that cover Township is still in draft. ▪ Unavailability of wall-to-wall scheme ▪ The condition of a Land fill site is not in compliance with the license conditions ▪ Lack of capacity to adequately handle all kinds of disaster related incidents
Opportunities	Threats
▪ Strategic, Spatial & Geographical location of the ▪ Municipality (South Africa and Swaziland and Mozambique ▪ Formalization and upgrading of rural areas	▪ Unavailability of land for cemeteries ▪ Illegal developments ▪ Informal and illegal dumping ▪ Strategic environmental assessment not in place ▪ Municipal Planning Tribunal not in place

Table 37: Key Development Challenges and Interventional Measures

Challenges	Interventions
Land Claims	Undertake Land Audit (Participation of Sector Departments in the process)
Land invasion, Illegal development/encroachments	Implementation of land audits outcomes including prosecution/eviction
Illegal dumping	Conduct community awareness campaigns pertaining to illegal dumping
No emergency centre / fire station	Land has been secured, in the process of securing funding for development
Staff shortage in fire and disaster	To ensure that the posts are included in the organogram
Shortage of burial space at current cemetery	To engage with traditional leaders and talk to nearby farmers
No spatial long-term vision for the SDF	To develop a spatial long-term vision for the SDF
	To develop and align Comprehensive Rural Development programme
	To conduct Spatial Referencing of all existing and planned projects

	To consider IUDF on the SDF review
No SEA	To develop SEA

4.3 DISASTER MANAGEMENT

The municipal Integrated Development Plans (IDPs) are reviewed and updated annually to ensure relevance. Each unit, sector or municipal entity is required to give its input to a broader IDP to be implemented during a particular financial year in terms of planned programmes, targets and the budget thereof. Hence this document outlines the input from the uPhongolo Disaster Management Section, mainly focusing on Disaster Risk Reduction (DRR) programmes and strategies planned for the financial year 2023/2024, as well as the response and recovery mechanisms.

4.3.1 Submission of Disaster Management Plan and Disaster Management Sector Plan

Section 53 of Disaster Management Act No. 57 of 2002 “DM Act” requires each municipality to prepare a Disaster Management Plan according to the circumstances prevailing in its area. Besides requirements of the DM Act, Section 26 (g) of the Municipal System Act No. 32 of 2000 also requires Municipal Disaster Management Plans to form an integral part of the municipality’s Integrated Development Plan (IDP). The Disaster Management Act No. 57 of 2002 requires the uPhongolo Disaster Management Section to take the following actions:

- To prepare a Municipal Disaster Management Plan for its area according to the circumstances prevailing in the area and incorporating all municipal entities as well as external role-players;
- To co-ordinate and align the implementation of its Municipal Disaster Risk Management Plan with those of other organs of state, institutional and any other relevant role-players; and
- To regularly review and update its Municipal Disaster Management Plan (refer to Disaster Management Act No. 57 of 2002 - Section 48).

“Disaster Management is Everybody’s Business”



The Municipal Disaster Risk Management Sector Plan should:

- Form an integral part of the municipal IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives,
- Anticipate the likely types of incidents or disasters that might occur in the municipal area and their possible effects,
- Identify the communities at risk,
- Provide for appropriate prevention, risk reduction and mitigation strategies,
- Identify and address weaknesses in capacity to deal with possible disasters,
- Facilitate maximum emergency preparedness,
- Establish the operational concepts and procedures associated with day-to-day operational response to emergencies by municipal Departments and other entities. These Standard Operation Procedures (SOPs) will also form the basis for a comprehensive disaster response.
- Incorporate all special Hazard / Risk-specific and Departmental Plans and any related emergency procedures that are to be used in the event of an incident or disaster. These will provide for:
 - The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
 - Prompt disaster response and relief;
 - Disaster recovery and rehabilitation focused on risk elimination or mitigation;
 - The procurement of essential goods and services;
 - The establishment of strategic communication links;
 - The dissemination of information.

The Municipal Disaster Management Sector Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act No. 57 of 2002 and Disaster Risk Management Policy Framework of 2005, as well as the related provisions of the Municipal Systems Act No. 32 of 2000. The identified disaster risk reduction activities must be integrated and aligned with the main activities contained in the municipal IDP. Hence the purpose of this Disaster Management Sector Plan is to outline approach and procedures for an integrated and co-ordinated disaster risk management that focuses on:

- Preventing or reducing the risk of disasters;
- Mitigating the severity of disasters;
- Emergency preparedness;
- Rapid and effective response to disasters; and
- ▪ Post-disaster recovery.

This Disaster Risk Management Sector Plan is intended to facilitate multi-departmental, multiagency and multi-jurisdictional co-ordination in both disaster and disaster risk management interventions.

New Approach to Disaster Management

Until recently, the approach to Disaster Management has been reactive and relief centric. A paradigm shift has now taken place from the relief centric pattern to holistic and integrated approach with emphasis on prevention, mitigation and preparedness. Since 1994 the South African government's approach to dealing with disasters has changed significantly (NDMC, 2008). The change in legislation governing disasters prior 1994 was driven by several factors. One of the main reasons was the need to bring the law into the modern era so that it would be in line with international best practice in the field of disaster risk management. In addition, the government intended to systematically mainstream disaster risk reduction into developmental initiatives at national, provincial and municipal levels.

The uPhongolo Local Municipality approach to disaster and disaster risk management activities is primarily based on ethos of the Disaster Management Act No. 57 of 2002 and relevant policy frameworks. The uPhongolo Local Municipality Risk Management Centre is the custodian of the Municipal Disaster Risk Management Plan. Individual Services / Directorates, Departments and other role-players / entities will be responsible for the compilation and maintenance of their own Service's / Entity's Disaster Management plans. Along with the various specific Hazard DRM Plans, the Service / Entity Disaster Risk Management Plans will be considered as integral parts of the Municipal Disaster Risk Management Plan.

Key Performance Area 1

Status of Municipal Institutional Capacity - Municipal Disaster Management Section

uPhongolo Local Municipality has a functional Municipality Disaster Management Unit which is established in terms of the Disaster Management Amendment Act No. 16 of 2016.

Figure 10: Disaster Management Building



4.3.2 Critical Municipal Legislative Mandate for Disaster Management & Fire Services

Municipal Disaster Management Policy Framework

As required by the Disaster Management Act No.57 of 2002, the uPhongolo Local Municipality Risk Management Policy Framework has been drafted in line with the requirements of the disaster management legislation and policies.

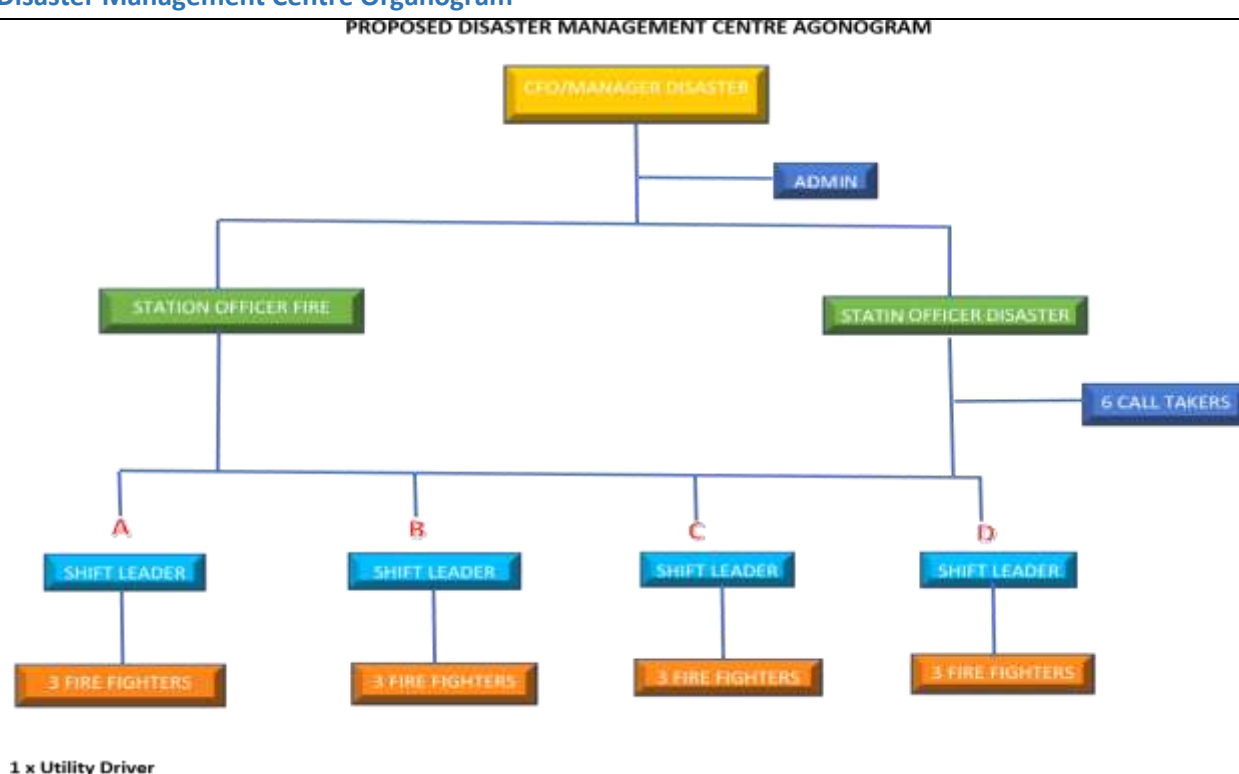
Municipal Disaster Management Plan

In compliance with the Disaster Management Act No.57 of 2002, the uPhongolo Local Municipality has a Council approved Municipal Disaster Management Plan. The consultation process was undertaken with relevant structures.

Municipal Disaster Management Advisory Forum

The uPhongolo Disaster Management Advisory Forum has been established and the forum meets quarterly, as and when required as recommended by the Disaster Management Act No.57 of 2002. A forum envisaged by Act is a body in which a municipality and relevant disaster management role-players in the municipality consult one another and co-ordinate their roles and responsibilities.

Disaster Management Centre Organogram



Key Performance Area 2

4.3.3 Comprehensive and Updated Disaster Risk Profile with Maps

List of Priority Risks (Hazards)

The uPhongolo Local Municipality just like any other municipality in the province is prone to a number of natural and man-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a particular household or community to a

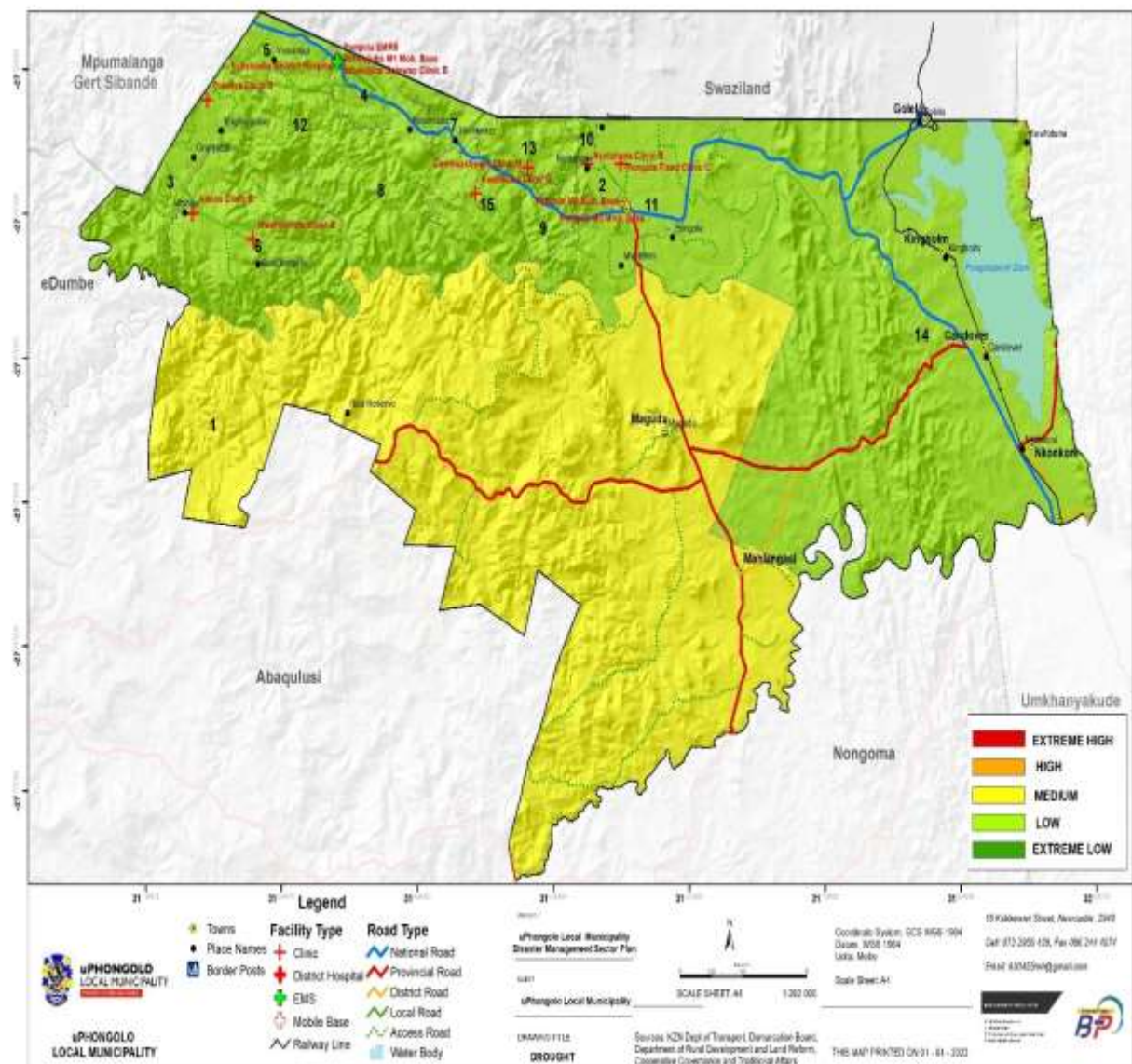
specific hazard. The spatiotemporal characteristics of these hazards are well known since they have been observed and recorded continuously.

Figure 11: List of Priority Hazards Affecting uPhongolo Municipality.

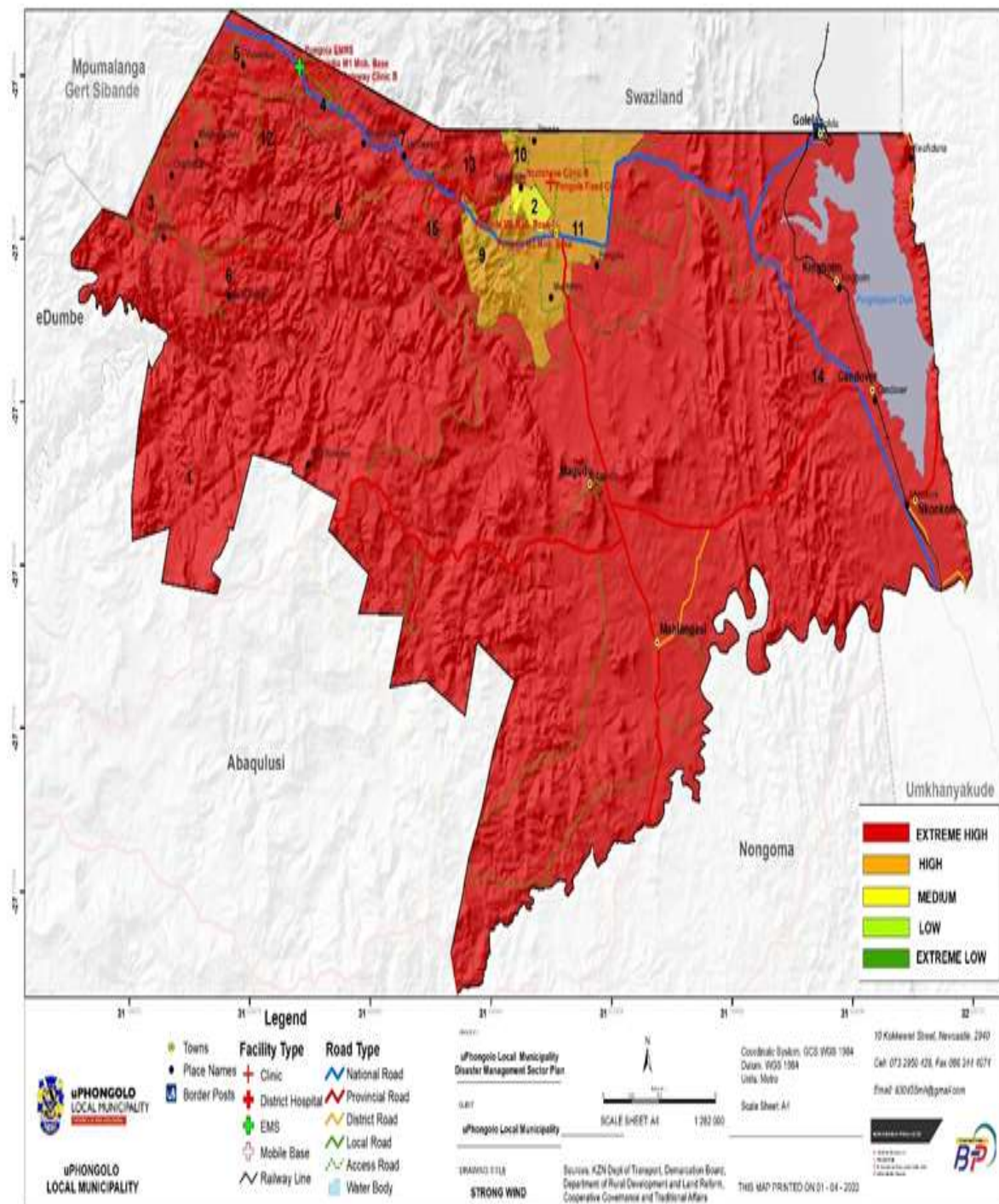
Municipality	Ward	Veld forest fires	Structural fire	Lightning	Strong wind	Hailstorm	Heavy rain	Snow	Floods	Drowning	Drought	Animal disease	Waterborne disease	Hazmat	MVA	Airborne disease
uPhongolo	1	Extreme High	Extreme High	Extreme High	Extreme High	Extreme High	Extreme High	Low	High	Low	Medium	Low	Low	Low	Low	Low
uPhongolo	2	Low	Extreme High	Low	High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Low	Low	Low
uPhongolo	3	Extreme High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Low	Low	Low
uPhongolo	4	High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Extreme High	Low	Low
uPhongolo	5	Extreme High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Extreme High	Low	Low
uPhongolo	6	Extreme High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Low	Low	Low
uPhongolo	7	High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Extreme High	Low	Low
uPhongolo	8	High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Extreme High	Low	Low
uPhongolo	9	High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Extreme High	Low	Low
uPhongolo	10	Low	Extreme High	Low	High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Low	Low	Low
uPhongolo	11	Low	Extreme High	High	High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Low	Low	Low
uPhongolo	12	Extreme High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Extreme High	Low	Low
uPhongolo	13	High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Low	Low	Low
uPhongolo	14	Extreme High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	High	Low	Low	Low	Extreme High	Low	Low
uPhongolo	15	High	Extreme High	Low	Extreme High	Extreme High	Extreme High	Low	High	Low	Low	Low	Low	Low	Low	Low

Extreme High	
High	
Medium	
Low	
Extreme low	

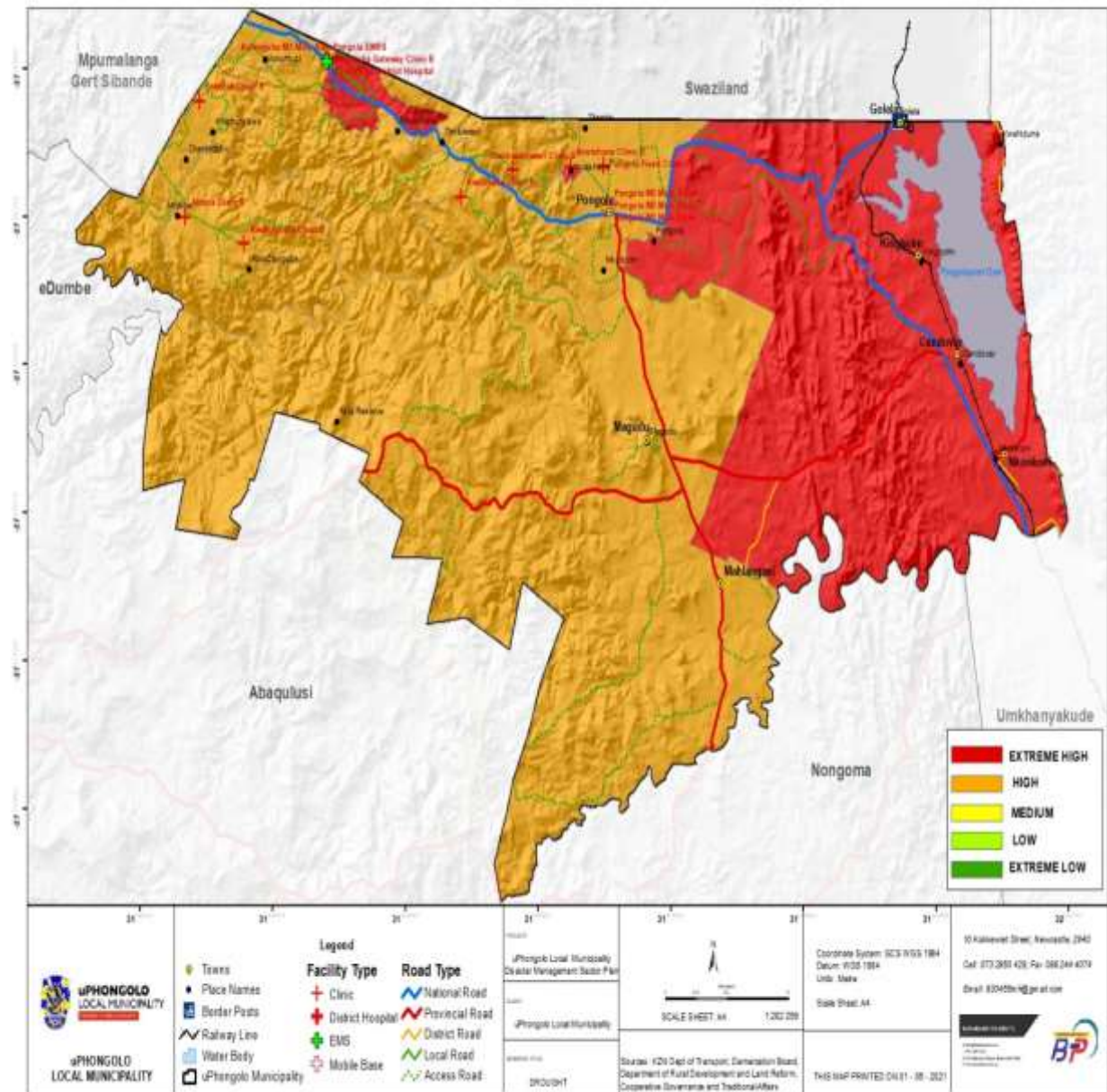
Map 19: uPhongolo Municipality Drought Hazard Analysis



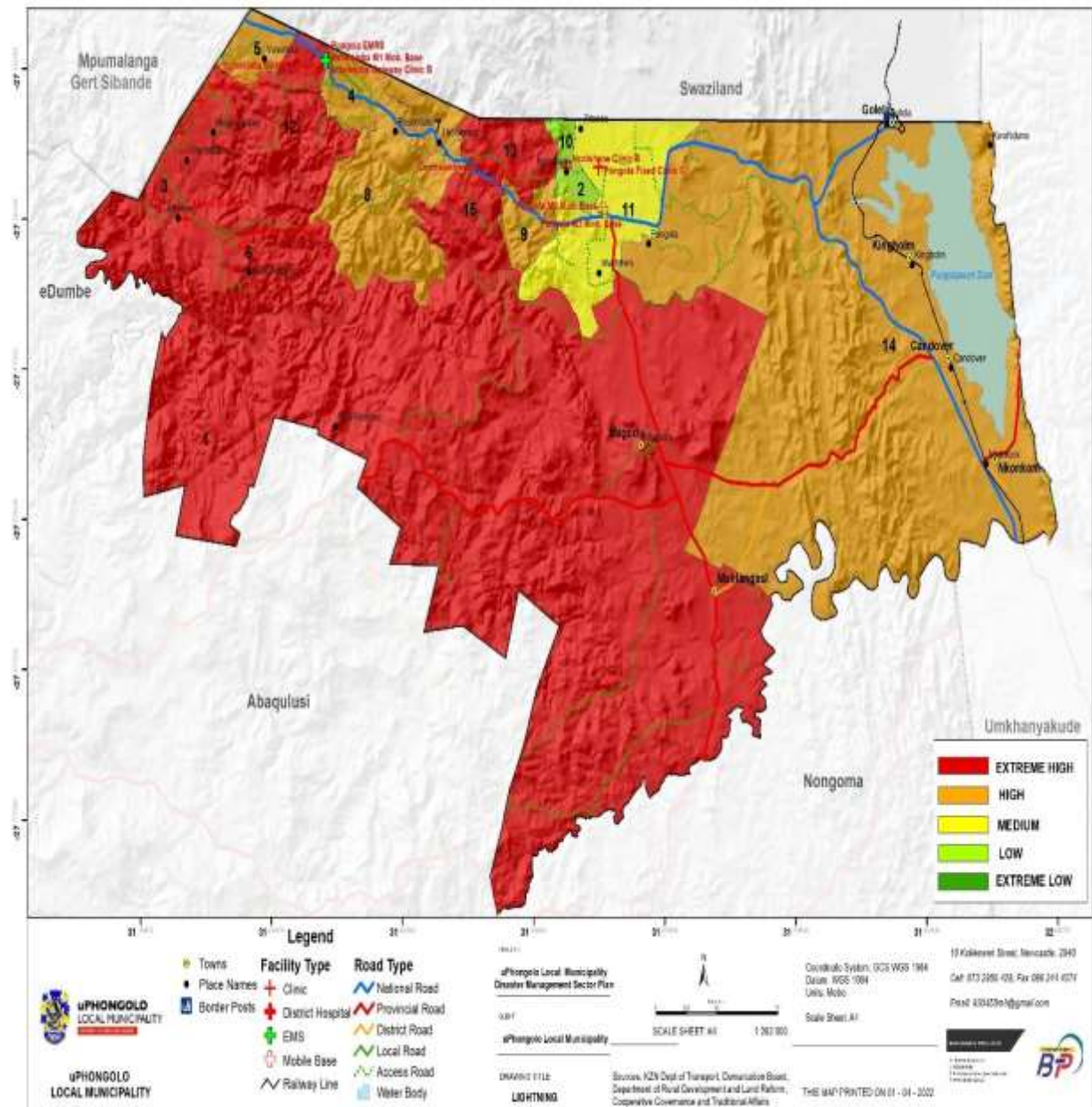
20:uPhongolo Municipality Strong Winds Hazard Analysis



Map 21: uPhongolo Municipality Drought Hazard Analysis



Map 22: uPhongolo Municipality Lightning Hazard Analysis



4.3.4 Identification Climate Change Risks and Adaption Programmes

Alignment/Integration Between the IDP and DMP

In terms of Section 26 (g) of the Municipal Systems Act, 200, Act 32 of 2000, a Municipality's IDP must contain a disaster management plan. A development project in the Municipality, as contained in the Municipality's IDP, is thus interlinked with disaster management planning and activities. Risk reduction projects identified as part of disaster risk management planning, such as those identified in this plan and the contingency plans to be developed and risk assessments should be included into the Municipal IDPs.

Activities to Be Implemented to Reduce the Vulnerability:

- Use disaster risk assessment findings to focus planning efforts.
- Implement urgent measures to maintain existing infrastructure, and invest in service delivery, especially related to provision of water and sanitation services;
- Increase access to adequate housing;
- Increase access to quality healthcare services;
- Develop local institutions, education, training and appropriate skill development opportunities while focussing on skills development and capacity building at community level;
- Manage urbanisation, and implement and enforce the appropriate urban planning processes;
- Strengthen livelihoods and increase low-income levels;
- Increase economic and employment opportunities by developing of the tourism and agriculture sectors in the municipality.

Table 38: Disaster Management Programmers

Installation of lightning conductors (climate change)	all homestead previously attacked by lightning strikes/bolts
Roll out of awareness campaigns	All wards
Fire Beaters	All the households that will be affected by fire incidents
Blankets	All the households that will be affected by incidents
Plastic sheets	All the households that will be affected by incidents
Food parcels	All the households that will be affected by incidents
Protective clothing/ uniform	For the Disaster Management and Fire Services staff

Training	For the Disaster Management and Fire Services staff
Review Disaster Management Plan	To assist the municipality to deal with disasters

Table 39: Disaster Management Programmes/ Projects by Stakeholders

NAME OF THE PROJECT	DEPARTMENT	TARGET AREAS
Installation of Emergency Shelters	NDHS	Ward 1,3,4,6,9,11,12,13,15 2 and 14
Drought Relief (climate change)	Technical Department (ZDM)	Throughout the local municipality to the vulnerable communities
Storm water	Technical Department	Ward 10
Disaster Awareness	Communications (Mayoral slots)	Throughout the local municipality to the vulnerable communities

The objective is to ensure effective and appropriate disaster response and recovery by:

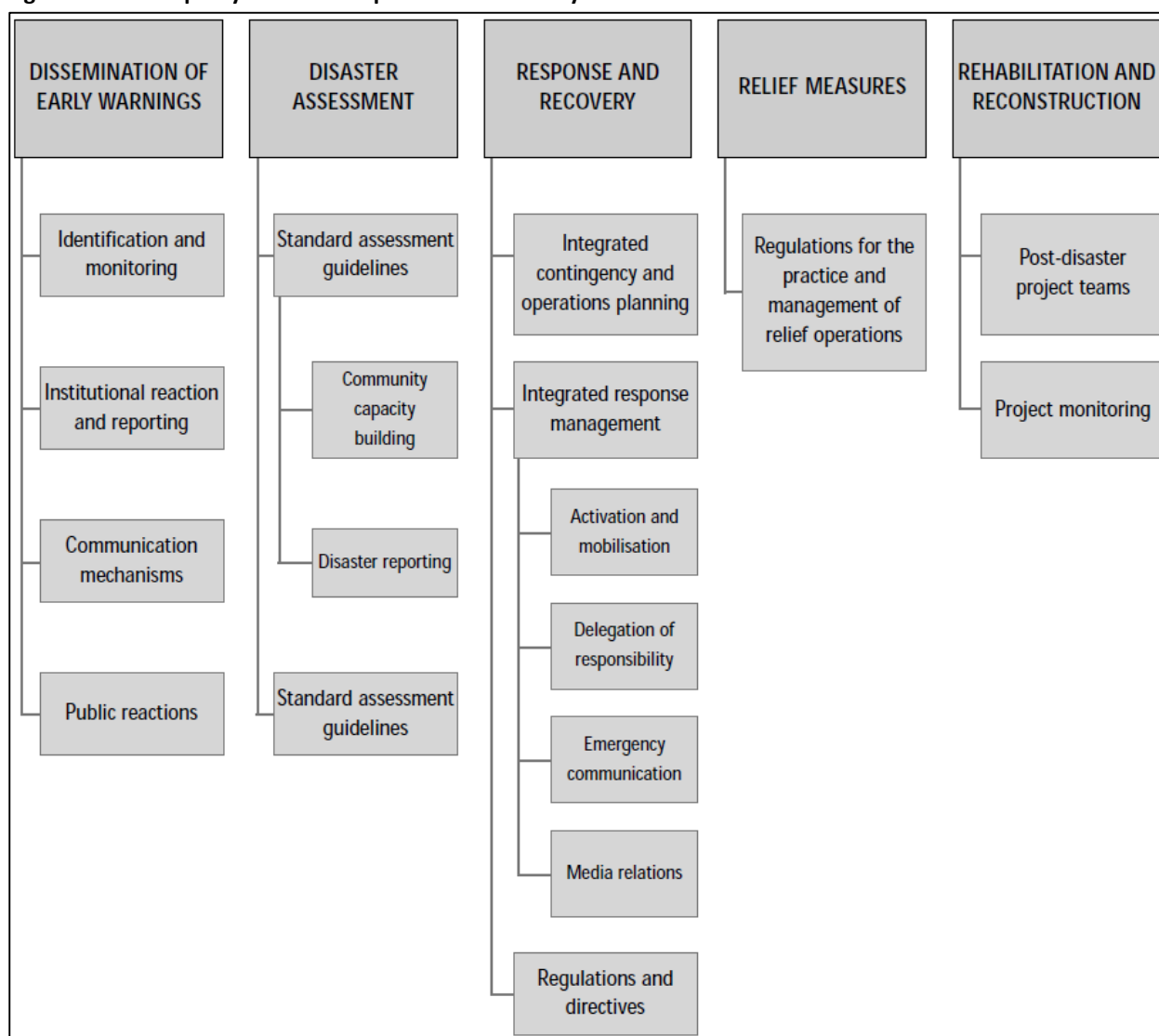
- implementing a uniform approach to the dissemination of early warnings in the municipality;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur; and
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

4.3.5 Disaster Response and Recovery

Municipal Capacity in terms of Response and Recovery

Whenever there is a threatening or imminent hazard an early warning shall be disseminated accordingly to the relevant communities or sectors. Preparedness levels shall be kept high all the times through various means e.g. physical engagement with the public particularly during capacity building and awareness campaign programmes as well as through the media and other methods. Ward Councillors, Ward Committees, Traditional Leadership and Volunteers will be utilized to carryout response and recovery activities.

Figure 12: Municipality Disaster Response and Recovery Framework



Information Management and Communication

Information Management and Communication System Model: The Municipality established a control centre which has a responsibility of information management and communication. The control centre has the following responsibilities:

Receive and convert all emergency calls, by:

- Receive emergency calls (fire, accidents, special services, after hour call for other departments, medical incidents) using telephonically
- Update occurrence book
- Respond relevant emergency services officer to scene, telephonically or by radio
- Inform role-players of emergency, telephonically or by radio
- Monitor incidents by radio
- Monitor activities after hours for other departments in the municipality using radio, telephone, complaint logbook
- Maintains communication with fire brigade personnel, vehicles, other municipal personnel as well as external emergency service providers, e.g. SAPS, ambulance, port control, etc.

Record all relevant information in incident book, by:

- Receive call, complaints telephonically
- send relevant emergency services and SAPS to scene telephonically or by radio
- Monitor incidents continuously by radio
- Communicate continuous with services, telephonically or by radio
- Administration – statistics, keeping statistics, incident forms using computer
- Deliver a support service
- Notify relevant authorities

Education, Training and Public Awareness

An integrated capacity building and public awareness strategy for uPhongolo Municipality has been developed and continuously implemented to encourage risk-avoidance behaviour by all role players, including all departments, and especially in schools and in communities known to be at risk. Such a strategy seeks to promote an informed, alert and self-reliant society capable of playing its part in supporting and co-operating with the Municipality in all aspects of disaster risk and vulnerability reduction.

Table 40: FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

ACTIVITY	FUNDING SOURCE	FUNDING MECHANISM
Disaster risk reduction	All spheres of government	- Own budgets - Own budgets but can be augmented by application for funding to the NDMC for special national priority risk reduction projects
Response, recovery and rehabilitation and reconstruction efforts	All spheres of government	- Own budget, particularly for those departments frequently affected by disasters. - Access to central contingency fund once threshold is exceeded on a matching basis. - Reprioritise within capital budget for infrastructure reconstruction. - Access to central contingency fund once threshold is exceeded. - Conditional infrastructure grant, i.e. Municipal Infrastructure Grant (MIG)
Education, training and capacity-building programmes (Enabler 2)	All spheres of government	- Own budgets and reimbursement through SETAs - Public awareness programmes and research activities can also be funded through the private sector, research foundations, NGOs and donor funding

Table 41: Stakeholders and Contact Details

Stakeholders	Contact Person	Contact Details
1. SAPS	Col Mbongwa	083 590 2901/034 413 4100
2. Department of Social Development	Ms. H Mthembu	034 413 1161/081 572 0537
3. South African weather services	Mr S Mthethwa	032 436 3816/084 508 7266
4. Department of Agriculture	Mrs N Khuluse	076 941 7322
5. Department of Health	Mrs T Vilakazi	034 413 4000/060 991 6555
6. EMRS	Mr Nkosi	034 413 4000/ 0782206507
7. Road Traffic Inspectorate	KE Simelane	082 873 2404
8. Red Cross	Mr Biyela	035 772 1320
9. Environmental Health	Mr Sandile Zulu	076 923 5781
10. Telkom	Mr M Mwelase	081 575 2426
11. SASSA	Mr Shoyisa	065 544 1900
12. Department of Education	Mr EM Nxumalo	083 654 5154
13. AI – Imdaad Foundation	Abed Karrim	0363521557
14. Water Affairs/ZDM District	MR Ngobese	072 915 3746
15. PDMC	S. Ngema	0664752308
16. ESKOM	Duncan Mbokazi	0785693746
17. SANDF	Lt Col Malatjie	063 253 8786
18. KRCC (NGO)	M Nyuswa	035 474 1058
19. Department of Home Affairs	Mr Ndlovu	034 413 3998/079 307 2958
20. Department of transport	Mrs Mhlongo	083 647 1398

Funding Arrangements for Disaster Risk Management

Table 42: Funding Mobilization Strategy

Installation of lightning conductors (climate change)	All homestead previously attacked by lightning strikes/bolts
Roll out of awareness campaigns	All wards
Fire Beaters	All the households that will be affected by fire incidents
Blankets	All the households that will be affected by incidents
Plastic sheets	All the households that will be affected by incidents
Food parcels	All the households that will be affected by incidents
Protective clothing/ uniform	For the Disaster Management and Fire Services staff
Training	For the Disaster Management and Fire Services staff
Review Disaster Management Plan	To assist the municipality to deal with disasters

Table 43: Disaster Management and Fire Services SWOT Analysis

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	<i>Strengths</i> ▪ Good management ▪ All role players in the disaster management arena (including Government, None-Governmental Organizations, Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters ▪ Disaster Management Advisory Forum is in place ▪ We are having a Fire engine that is full equipped, with rescue tools. ▪ All our staff is trained with firefighting and disaster management. ▪ Dedicated emergency number ▪ Fire Prevention activities eg Code Application etc.	<i>Weaknesses</i> ▪ Vehicles shortage, especial off the road vehicles (grass fire) ▪ No Fire Station ▪ Equipment shortage ▪ Lack of capacity to adequately handle all kinds of Disaster related incidents. ▪ Insufficient funds allocated to the section.
• External origin (attributes of the environment)	<i>Opportunities</i> ▪ Employment of more staff. ▪ Site has been identified to build a Disaster Centre. ▪ Nodal point identified to build satellite station ▪ More investors coming since their properties will be safe. ▪ More revenue to our Municipality. ▪ More specialize training needed to the staff.	<i>Threats</i> ▪ We are prone to airborne, since we are the board line. ▪ Human and life stock fatalities are prone to lightning. ▪ High rate of fatalities since on Motor vehicles since we not enough equipment and vehicle. ▪ No safety of the employees ▪ Respond is not efficient

5: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The purpose of conducting an institutional analysis is to ensure that municipal development strategies consider existing institutional capacities for addressing institutional shortcomings. Since the inception of democracy in South Africa the primary point of service delivery has always been local government. Local government provides core services to meet basic human needs that are essential towards the fulfilment of the right to dignity enshrined in the Constitution and the Bill of Rights. Basic services include clean drinking water, sanitation, electricity, shelter, waste removal and roads infrastructure. There is still much work that needs to be done to support, educate and where needed, enforce implementation of local government's mandate for delivery. Transformation of the local government sector remains a priority for the current government administration.

The National Development Plan states that meeting the country's transformation agenda requires functional municipalities and capable machinery at a local level that can create safe, healthy and economically sustainable areas where citizens and people can work, live and socialise. The Department of Cooperative Governance is tasked to build and strengthen the capability and accountability of municipalities. To this end focus is set on performing the basic tasks that local government is mandated to carry out within the context of the intergovernmental system. This includes ensuring that municipal councils meet on a regular basis, that oversight structures are in place, and that transparency and accountability become part of everyday operations at municipal level.

Key Performance Areas for the Back-to-Basics Approach:

- Basic Services: Creating decent living conditions, Efficient and Integrated Infrastructure and Services;
- Good Governance: Democratic, Responsible, transparent, objective and equitable municipal governance;
- Public Participation: Putting People First, Democratic, Responsible, transparent and objective and equitable municipal governance;
- Sound Financial Management: Sound Financial and Supply Chain Management; and
- Building Capable Institutions and Administrations: Municipality resources and Committed to attaining the vision and mission of the organisation.

5.1 Human Resource Management, Human Resource Development Strategy and Implementation Plan

uPhongolo Municipality has a Council-approved Human Resource Management and Development Strategy and 5-Year Human Resource Implementation Plan has been revised for 2023/2024 to 2027/2028. The strategy is reviewed on an annual basis. Human Resources is the most important and expensive resource that the Municipality has. Therefore, it is vital that the optimum use of this resource is monitored. The Municipality needs to have the right number, the right competencies and the most appropriate organisational and functional spread of human resources as well as functioning systems and structures that allow it to operate efficiently and cost-effectively. The need for these resources will change over time as priorities and budgetary constraints change, and hence the Municipality needs to update its Human Resource Management, Human Resource Development Strategy and Implementation Plan every year to ensure its constant relevance. The Human Resource Management, Human Resource Development Strategy and Implementation Plan outline the intentions of the Municipality in relation to how it should manage its human capital, focusing in the following:

- Planning the municipal workforce in totality;
- Developing a capable and skilled workforce that strives to achieve service excellence; and
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the Municipality.

In line with the above, the Human Resource Management Strategy and Implementation Plan are aimed at:

- Ensuring that the Municipality has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- Ensuring that the municipality makes optimum use of human resources, envisages and manages surpluses and/or shortages of staff;
- Ensuring that the Municipality's employees are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advice and capacity building to the municipality.

In an endeavour to ensure that the Municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, SDBIPs, the Backto-Basics Strategy and Strategic Plan, the Municipality needs to have in place a wellstructured HRM & HRD

Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues vis-a-vis:

- current supply of human resources;
- human resources demand, as well as
- Prioritised and strategic HR actions to be taken.

uPhongolo Municipality believes that the creativity, diversity and energy that its employees bring is key to its success and that there should be human resource management systems that will fit organizational strategies, respond to a broader range of external environmental influences and help the Municipality to attract and retain employees with the skills and motivation required for high level performance.

The main objectives of these strategies are to assist the Municipality in the career development of its existing staff, reduction of labour turnovers and optimal utilization of the existing personnel including the implementation of both the Affirmative Action Policy as well as the Employment Equity Policy. Such strategies need to be developmental and not punitive and aim at developing staff members in order to retain them within an enabling environment. At this juncture, the Human Resource Management, Human Resource Development Strategy and 5-Year Human Resource Implementation Plan are being implemented having since received approval by Council. The Human Resource Strategy and Implementation Plan is annexed hereto for ease of reference.

5.2 Council Approved Organisational Structure

The 2023/2024 IDP contains a Council approved organogram, indicating the vacancy rate, structure, powers and functions of the Municipality (2023/2024 Organogram and a council resolution are attached hereto for ease of reference). The 2023/20234 Organogram aligns to the long-term development plans of the Municipality as envisaged by the IDP and it is presented immediately herein-below.

Figure 13: A Council approved Organisational Structure/Organogram (Executive Department 1)

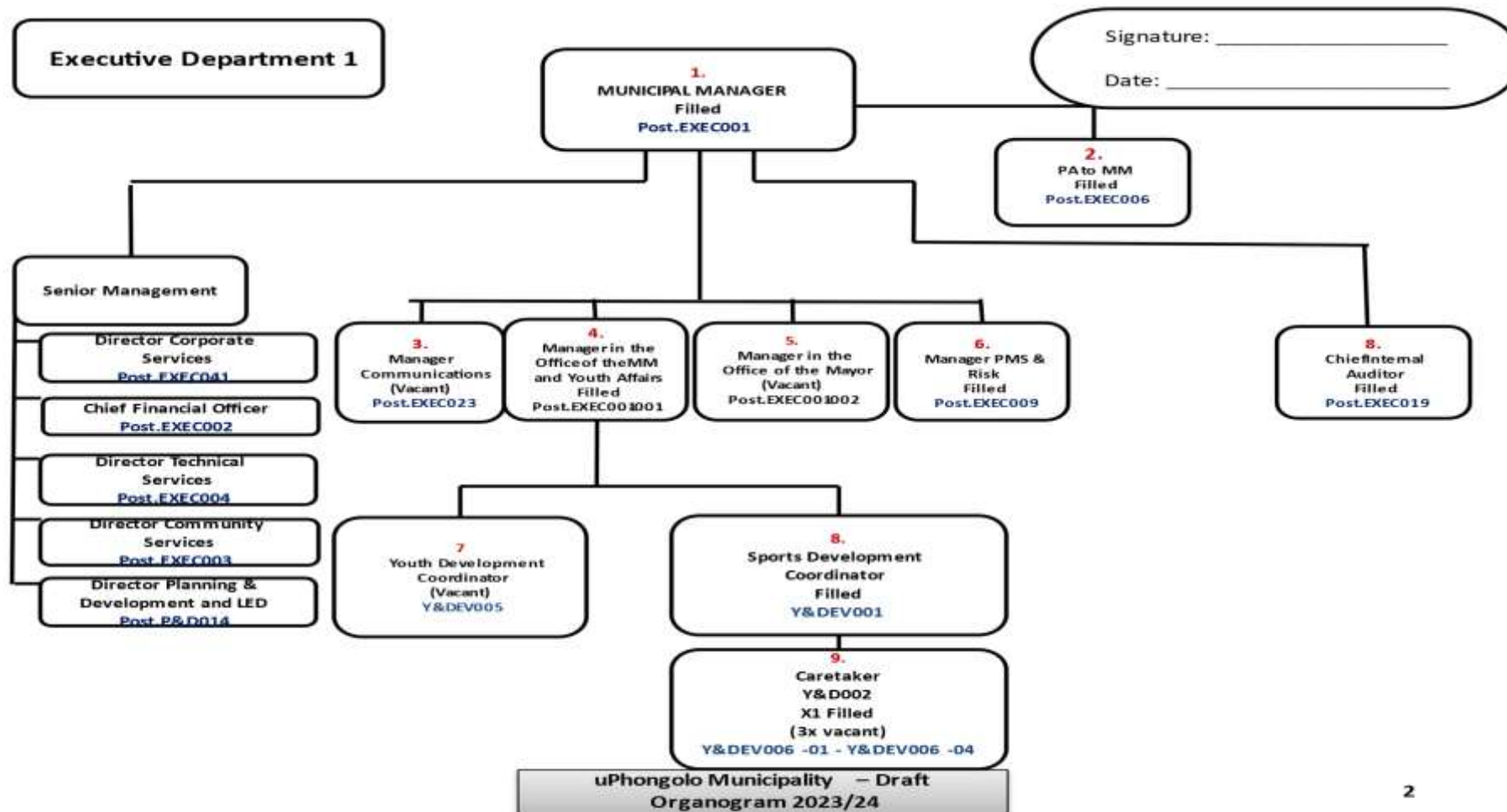


Figure 14: A Council approved Organisational Structure/Organogram (Executive and Council Department 2)

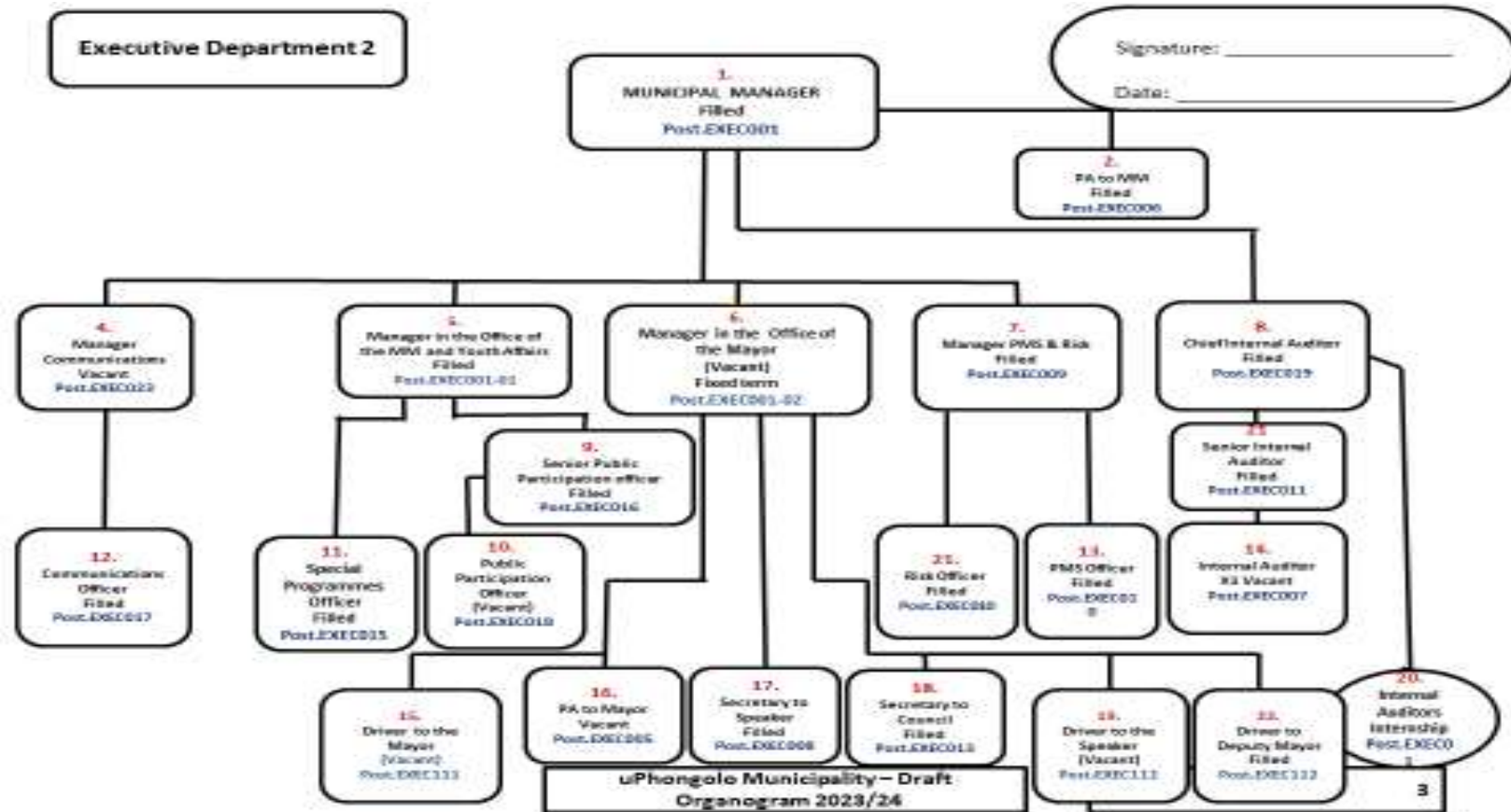


Figure 15: A Council approved Organisational Structure/Organogram (Corporate Services 1)

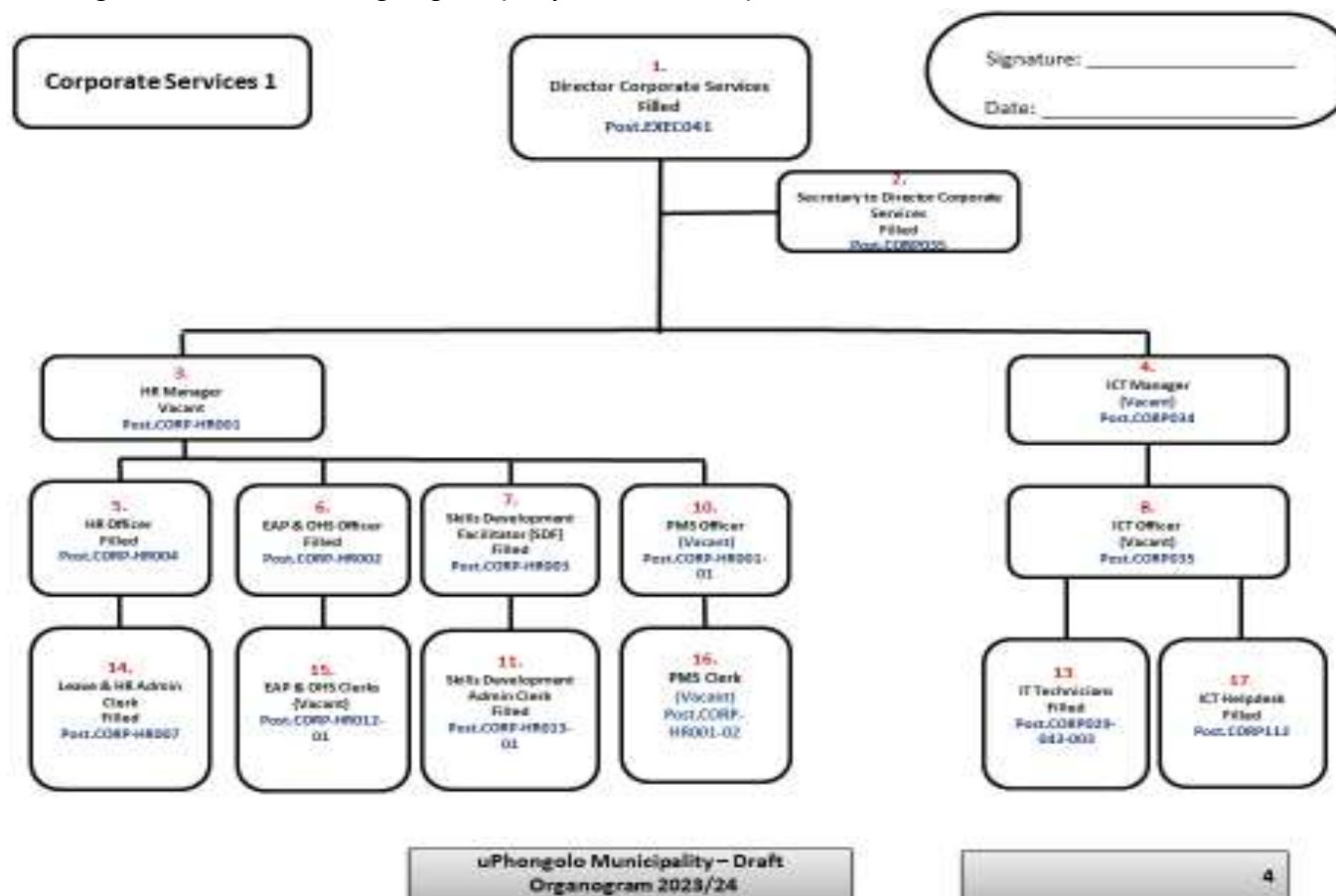


Figure 16: A Council approved Organisational Structure/Organogram (Corporate Services 1)

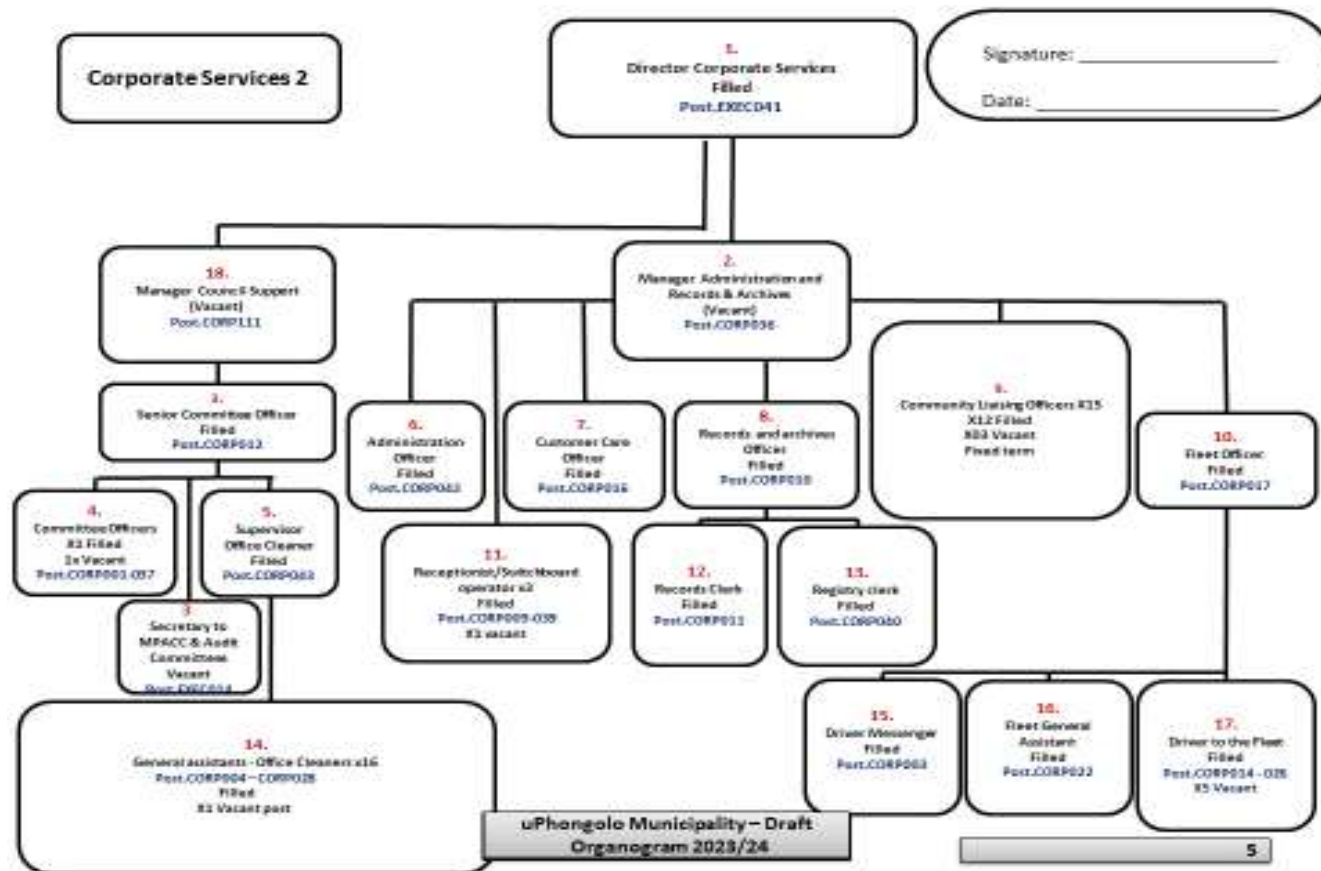


Figure 17: A Council approved Organisational Structure/Organogram (Finance Budget and Treasury 1)

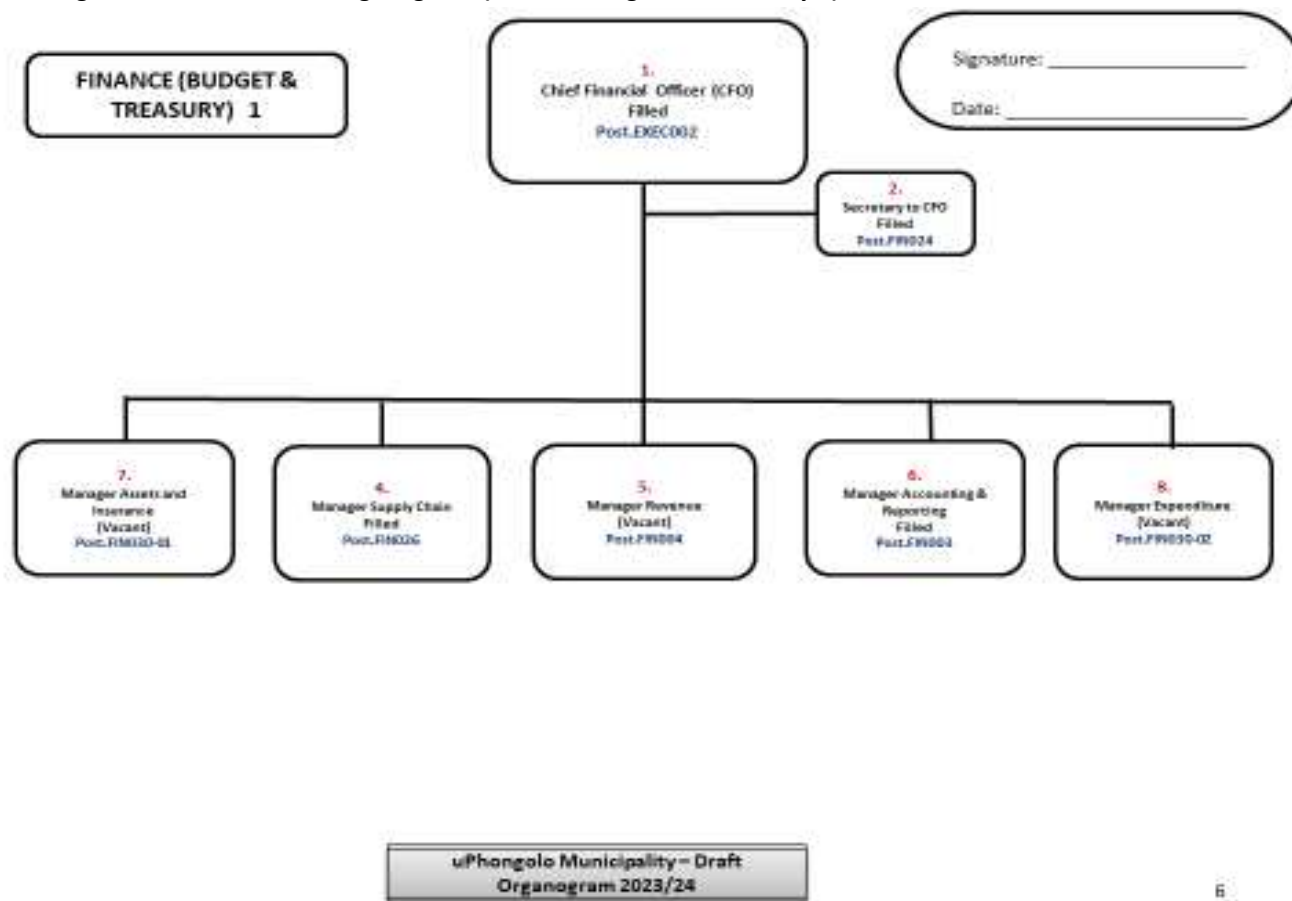


Figure 18: A Council approved Organisational Structure/Organogram (Finance Budget and Treasury 2)

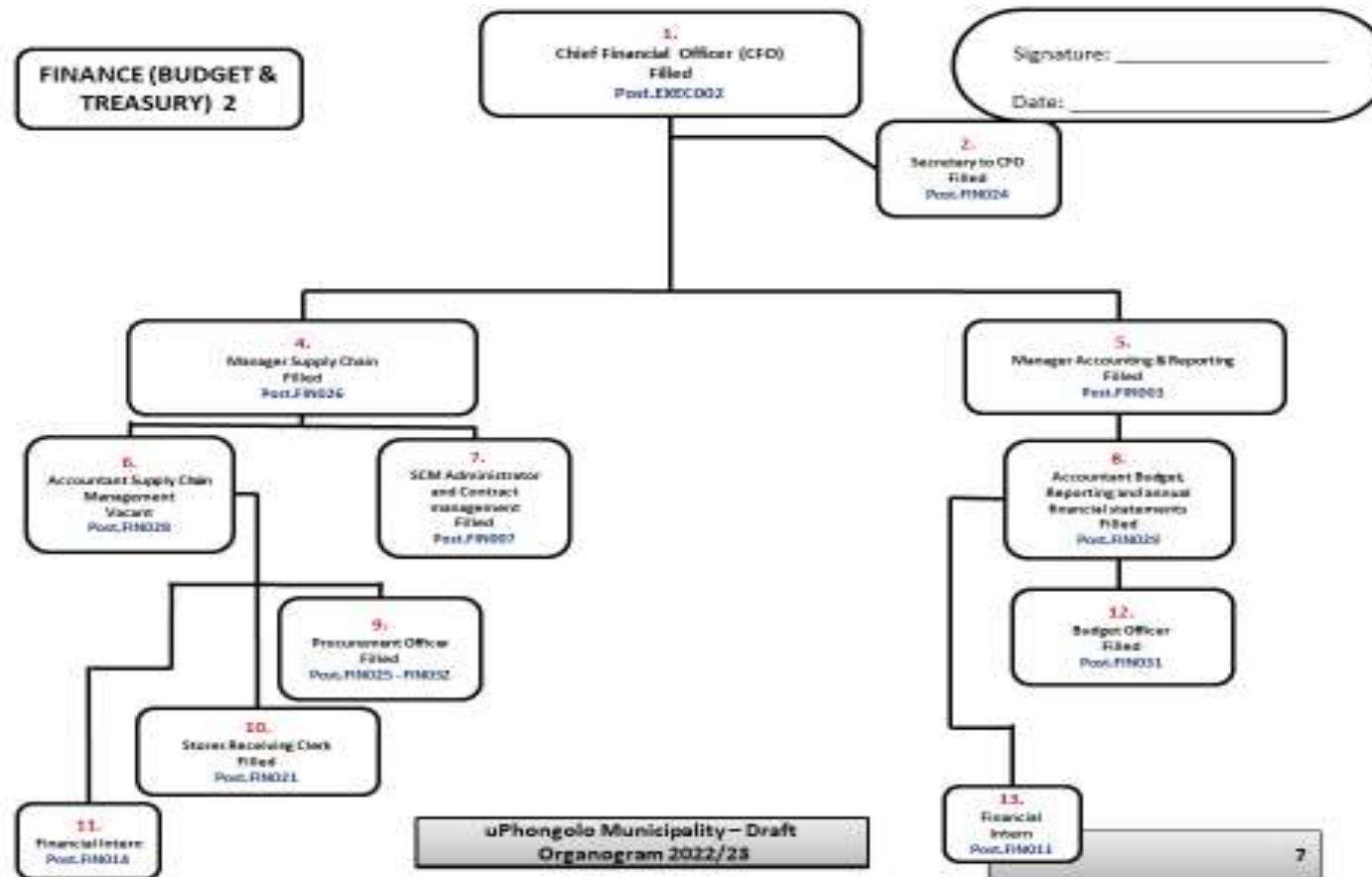


Figure 19: A Council approved Organisational Structure/Organogram (Finance Budget and Treasury 3)

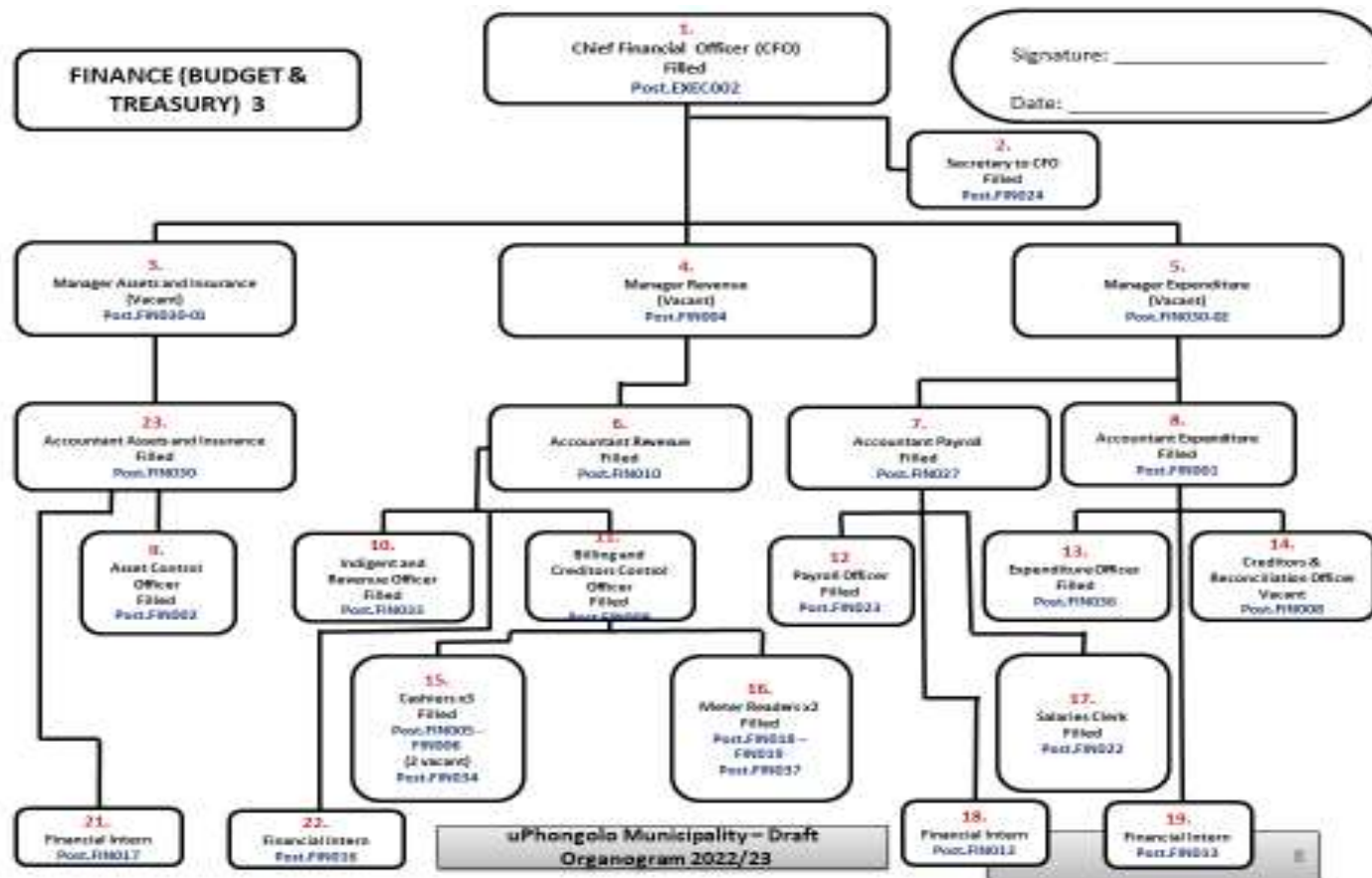


Figure 20: A Council approved Organisational Structure/Organogram (Community Services 1)

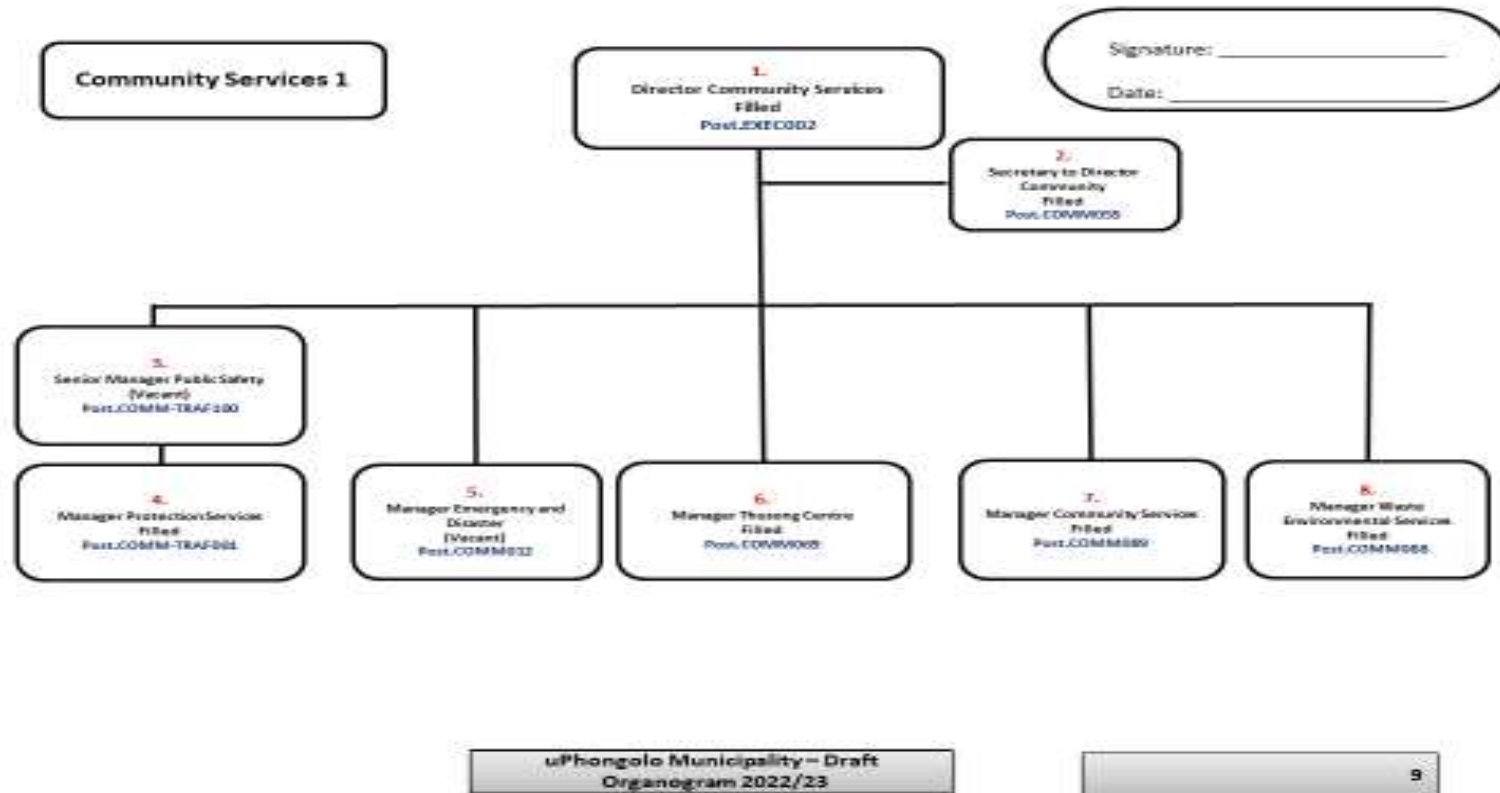


Figure 21: A Council approved Organisational Structure/Organogram (Community Services 2)

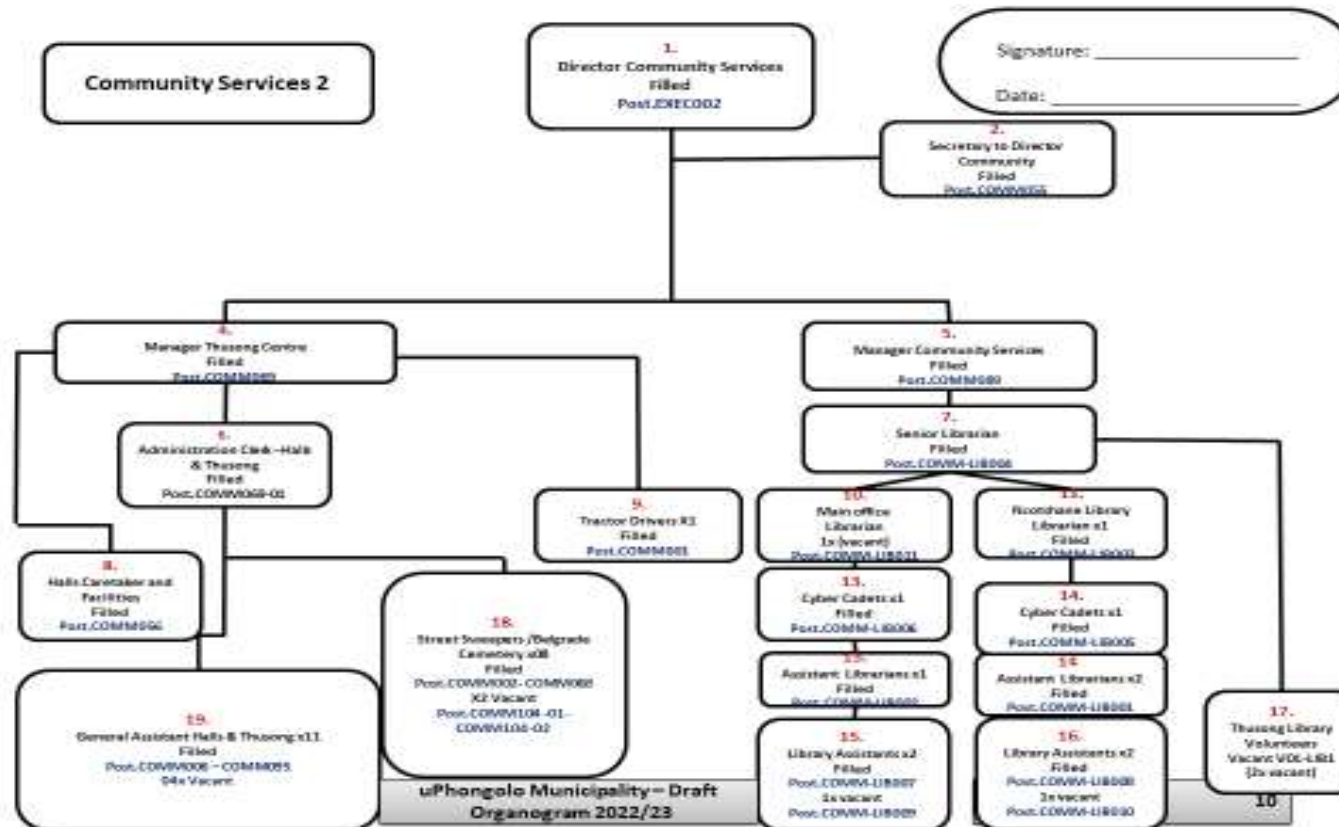


Figure 22: A Council approved Organisational Structure/Organogram (Community Services 3)

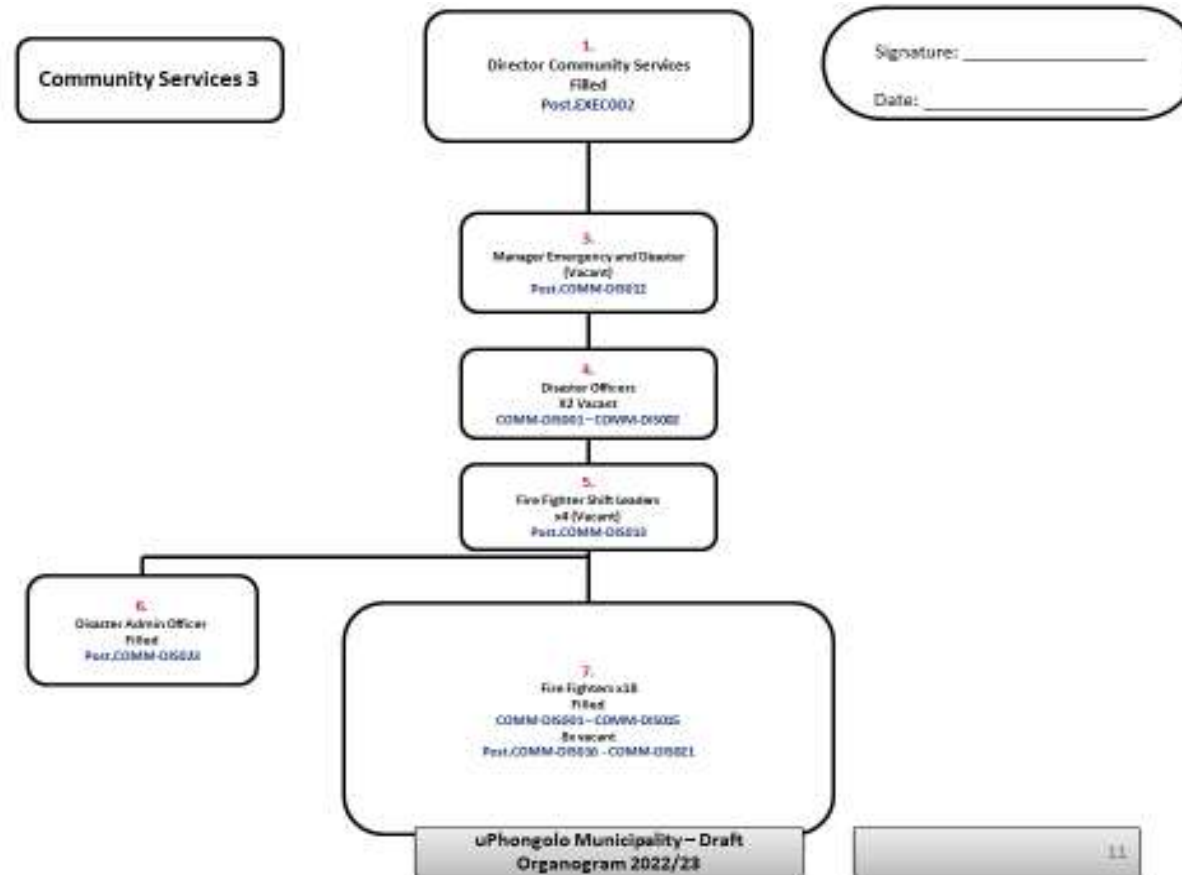


Figure 23: A Council approved Organisational Structure/Organogram (Community Services 4)

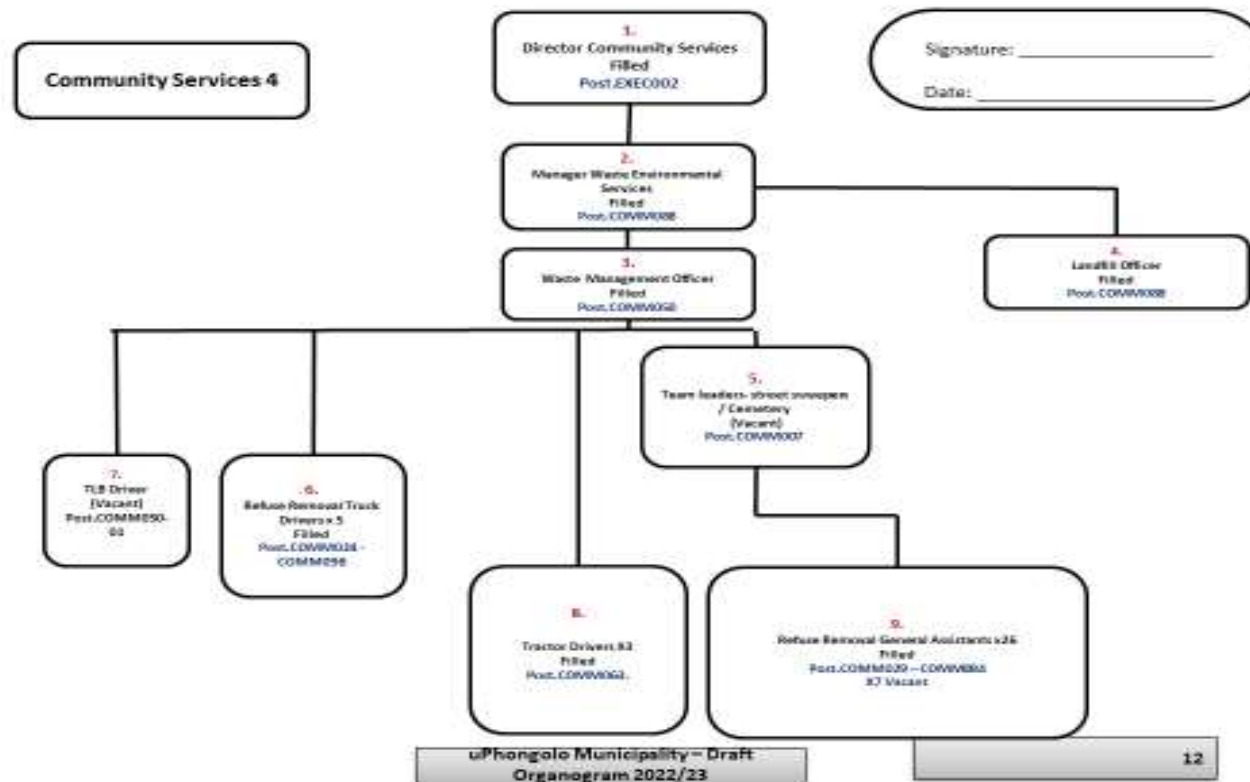


Figure 24: A Council approved Organisational Structure/Organogram (Community Services 5)

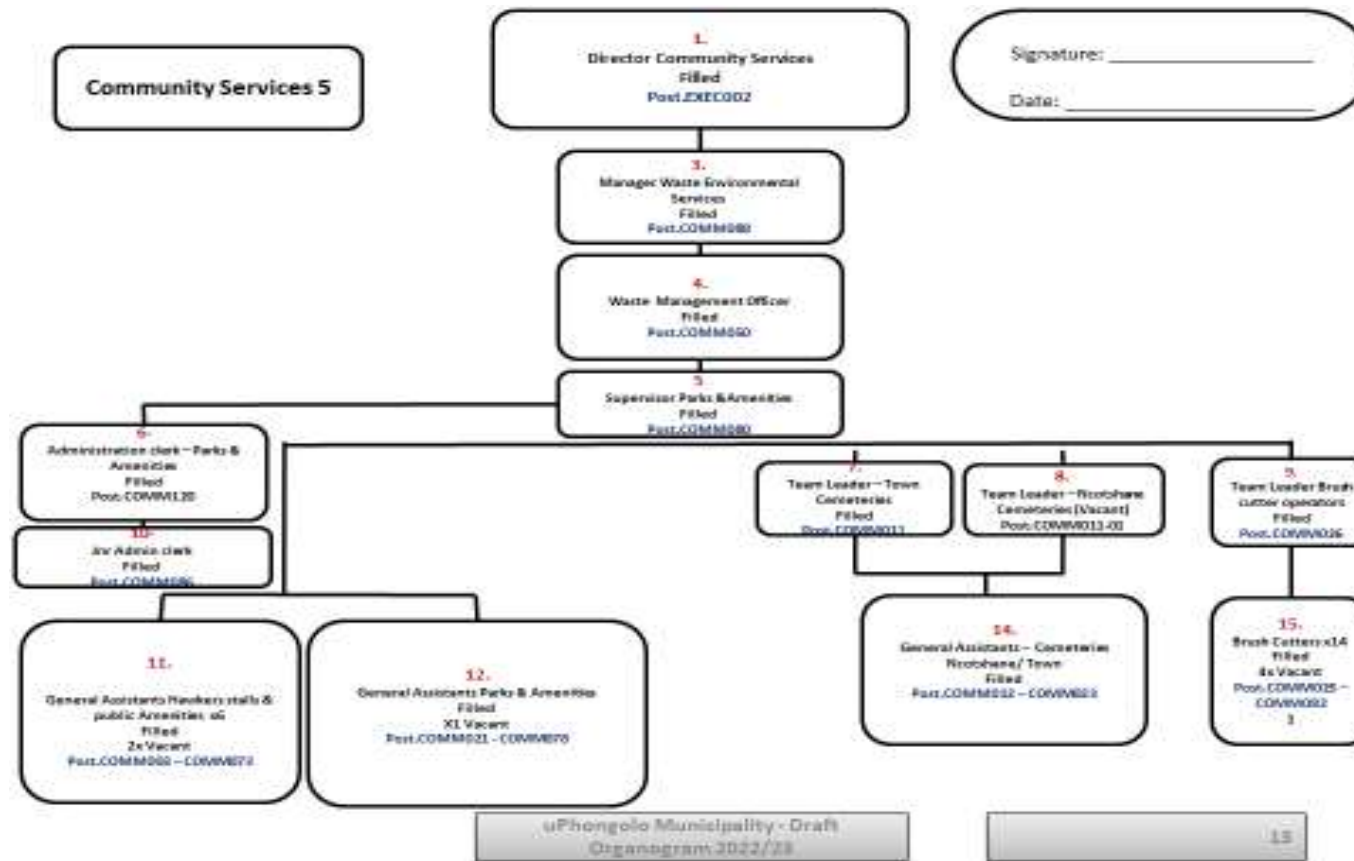


Figure 25: A Council approved Organisational Structure/Organogram (Community Services 6)

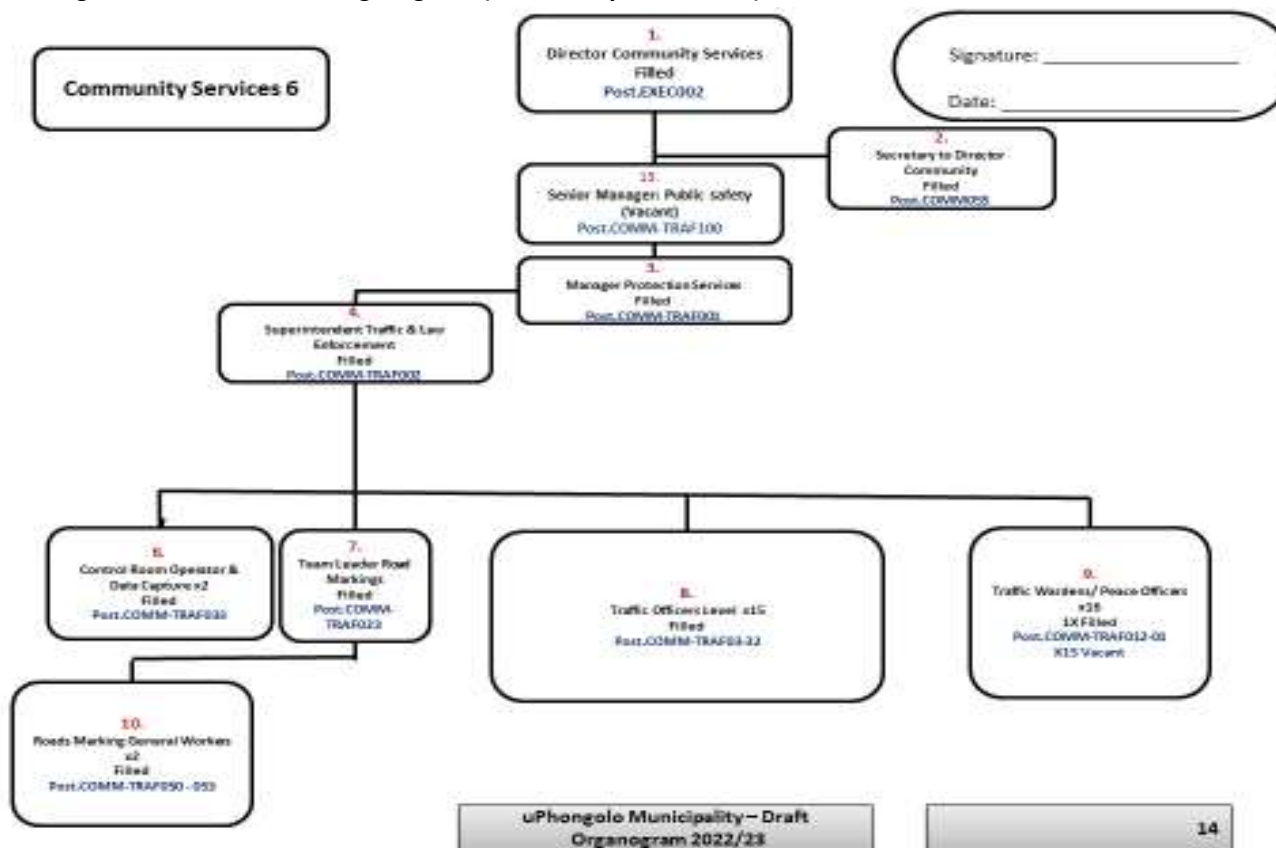


Figure 26: A Council approved Organisational Structure/Organogram (Community Services 7)

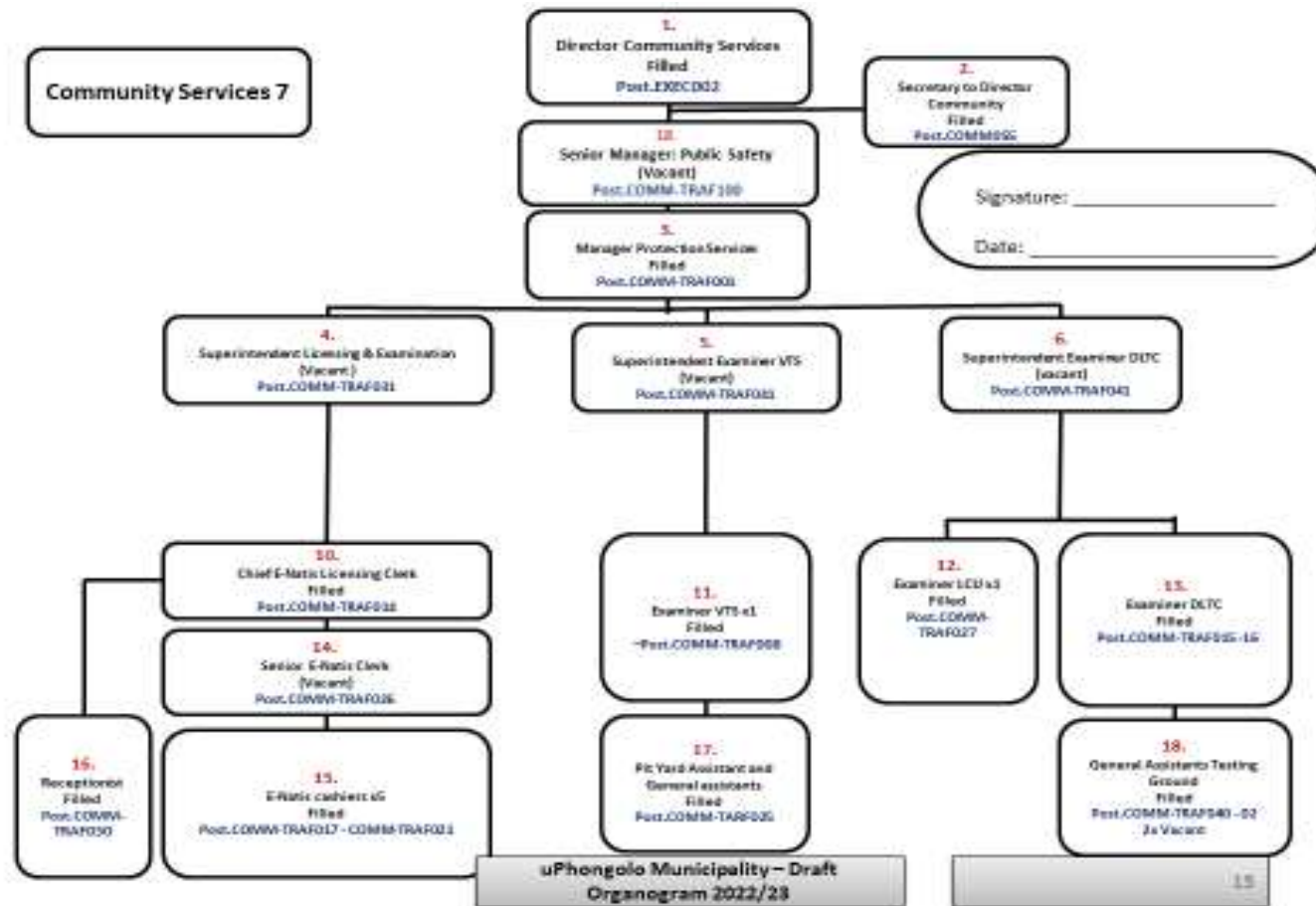


Figure 27: A Council approved Organisational Structure/Organogram (Technical Services 1)

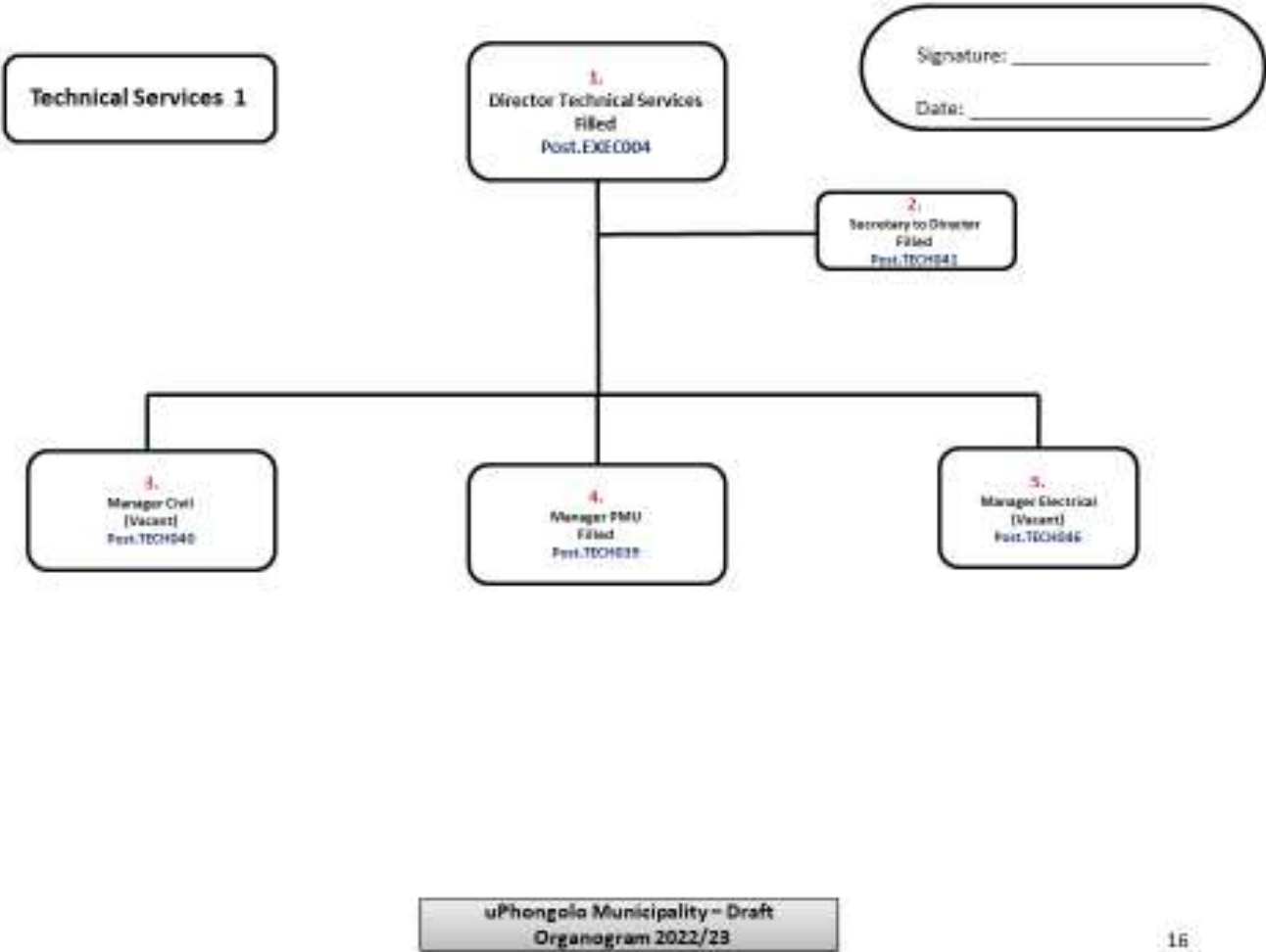


Figure 28: A Council approved Organisational Structure/Organogram (Technical Services 2)

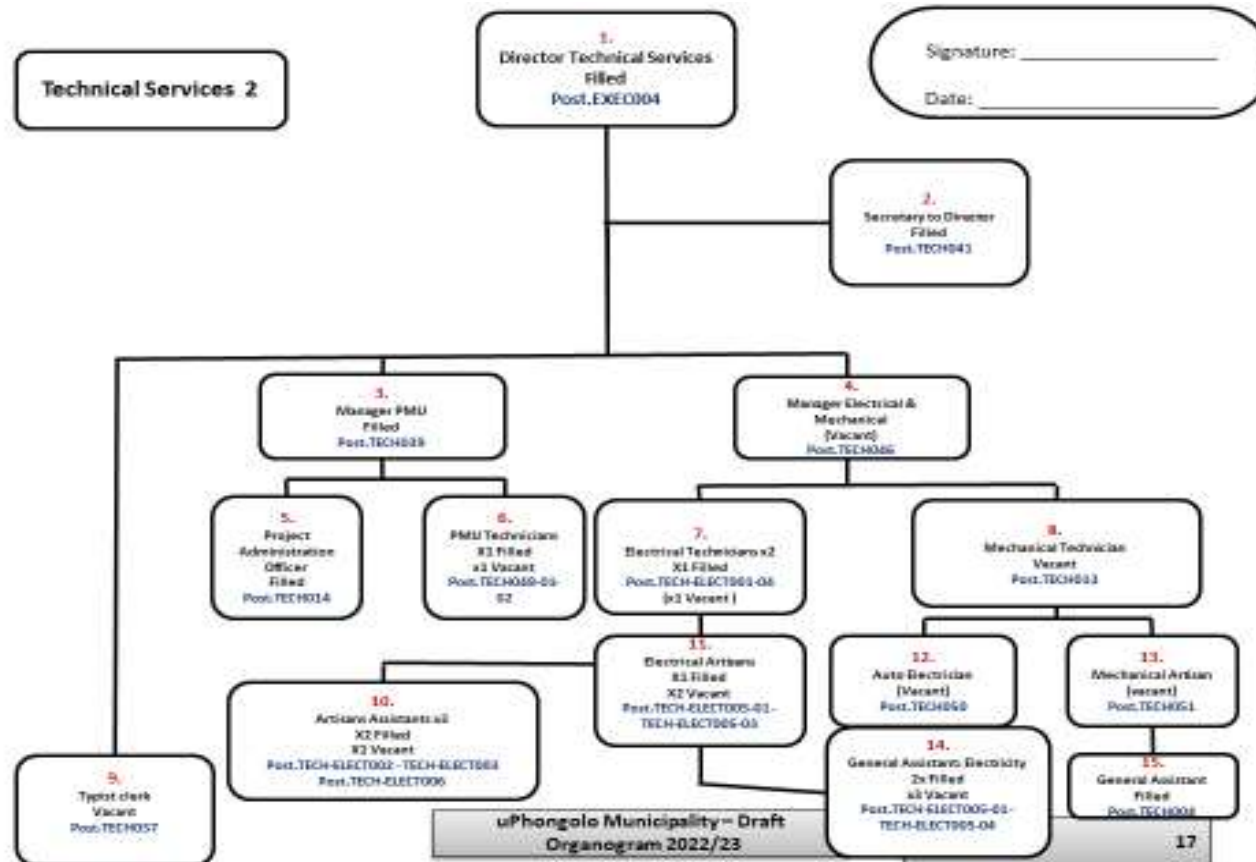


Figure 29: A Council approved Organisational Structure/Organogram (Technical Services 3)

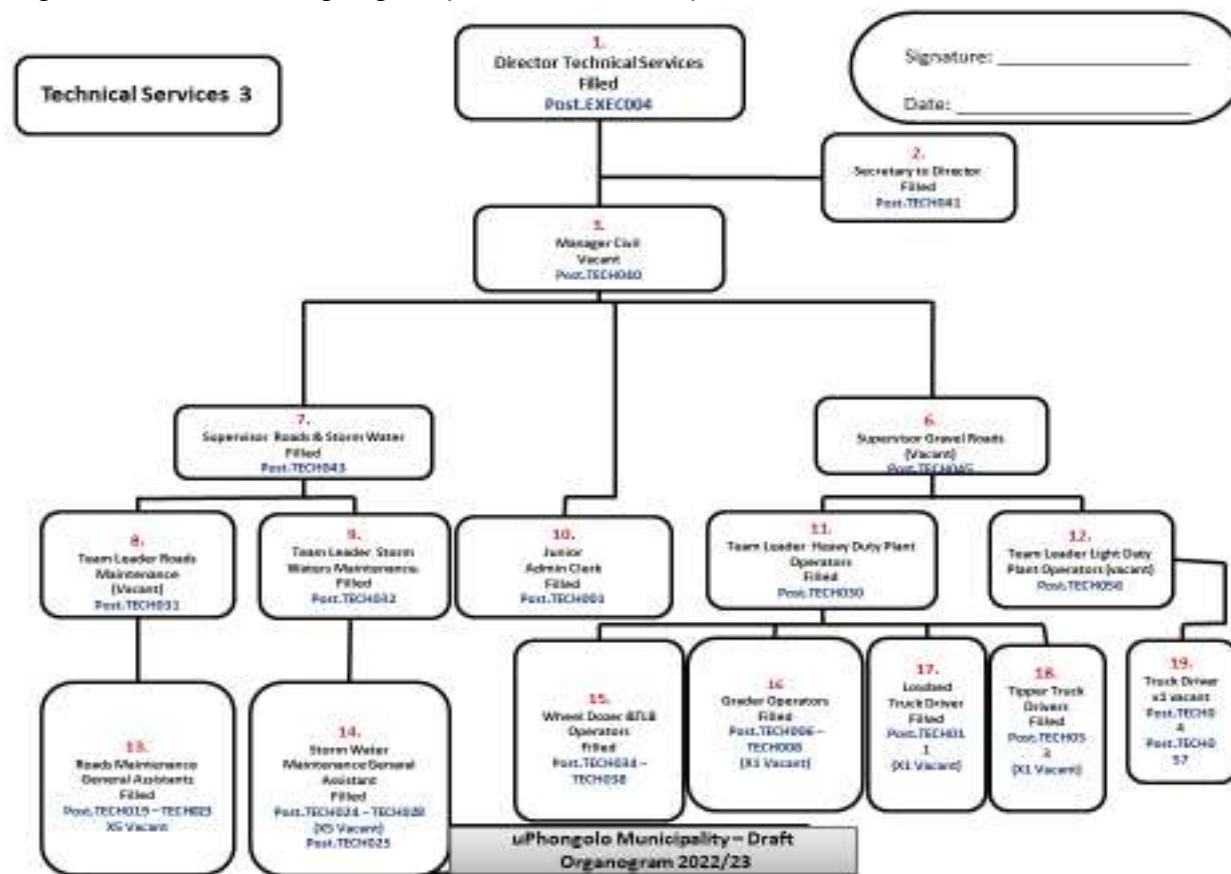


Figure 30: A Council approved Organisational Structure/Organogram (Technical Services 3)

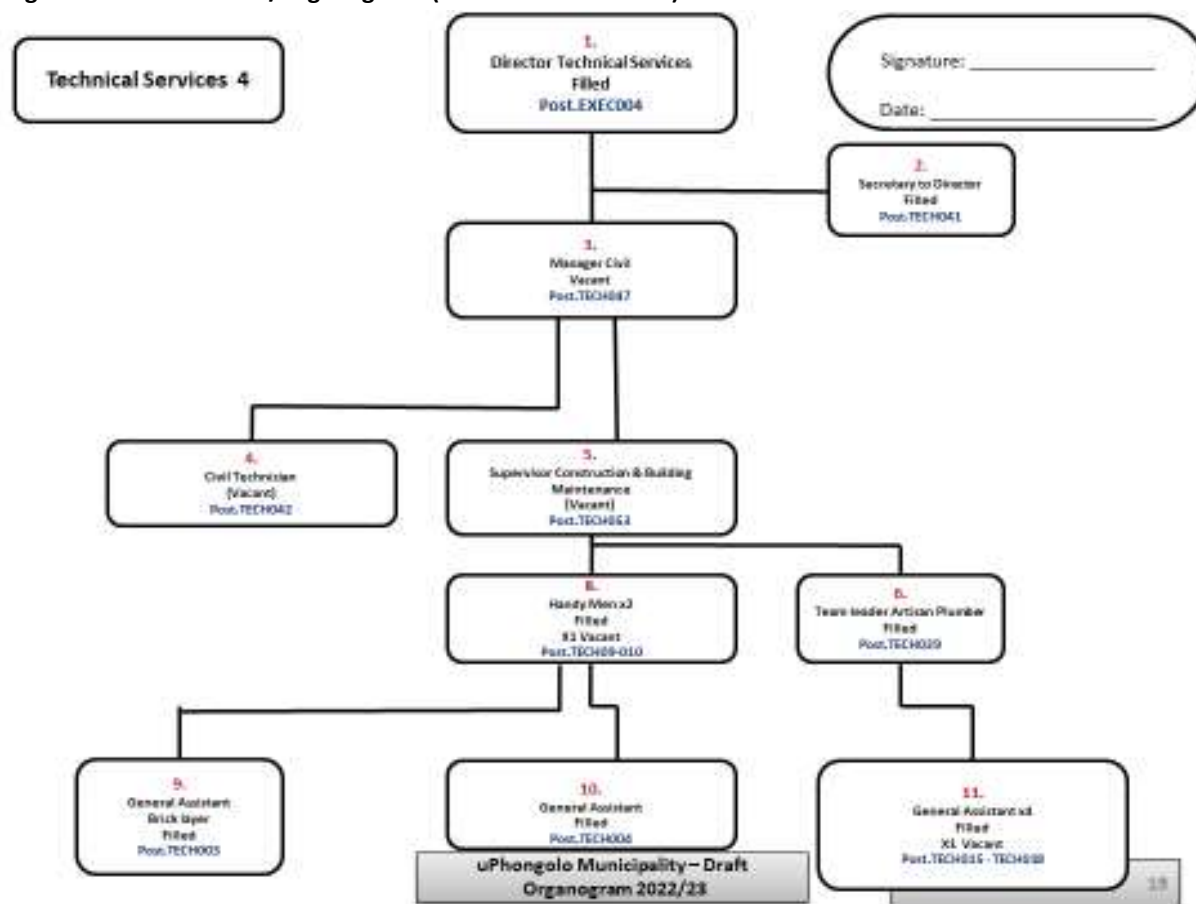


Figure 31: A Council approved Organisational Structure/Organogram (Planning and Development 1)

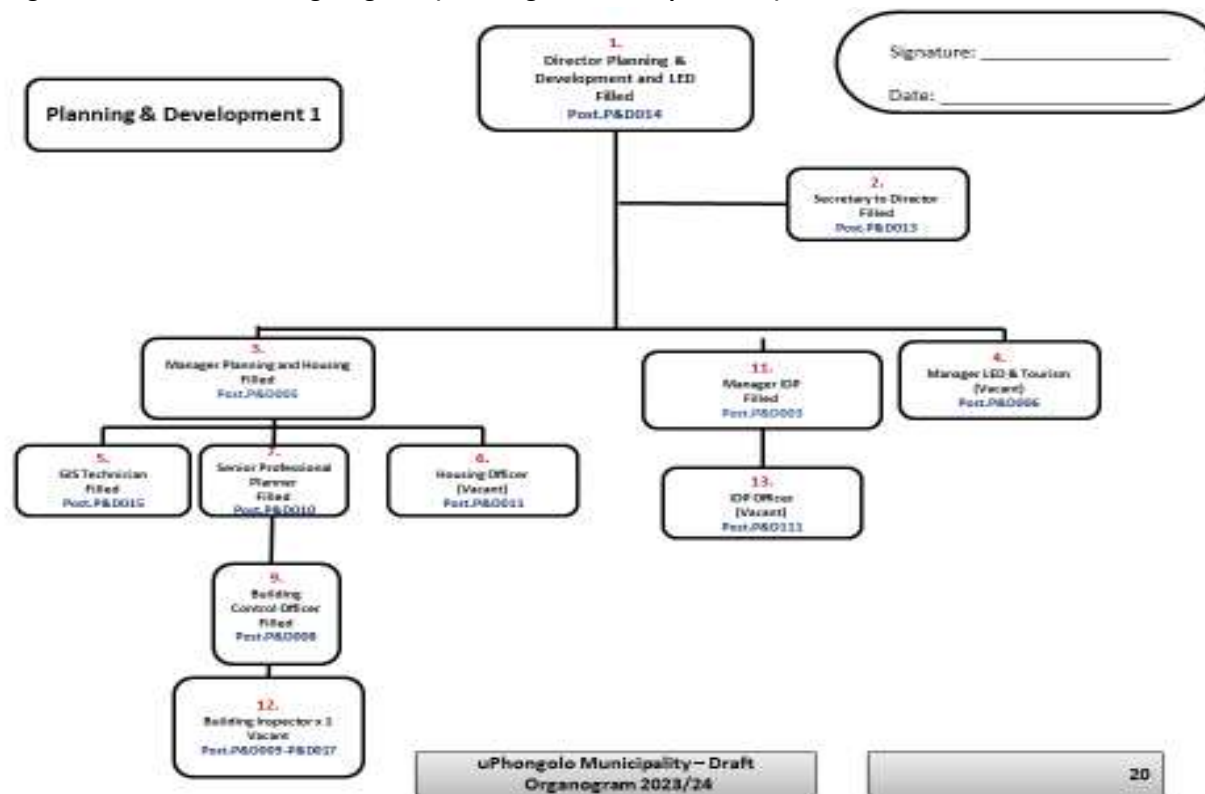
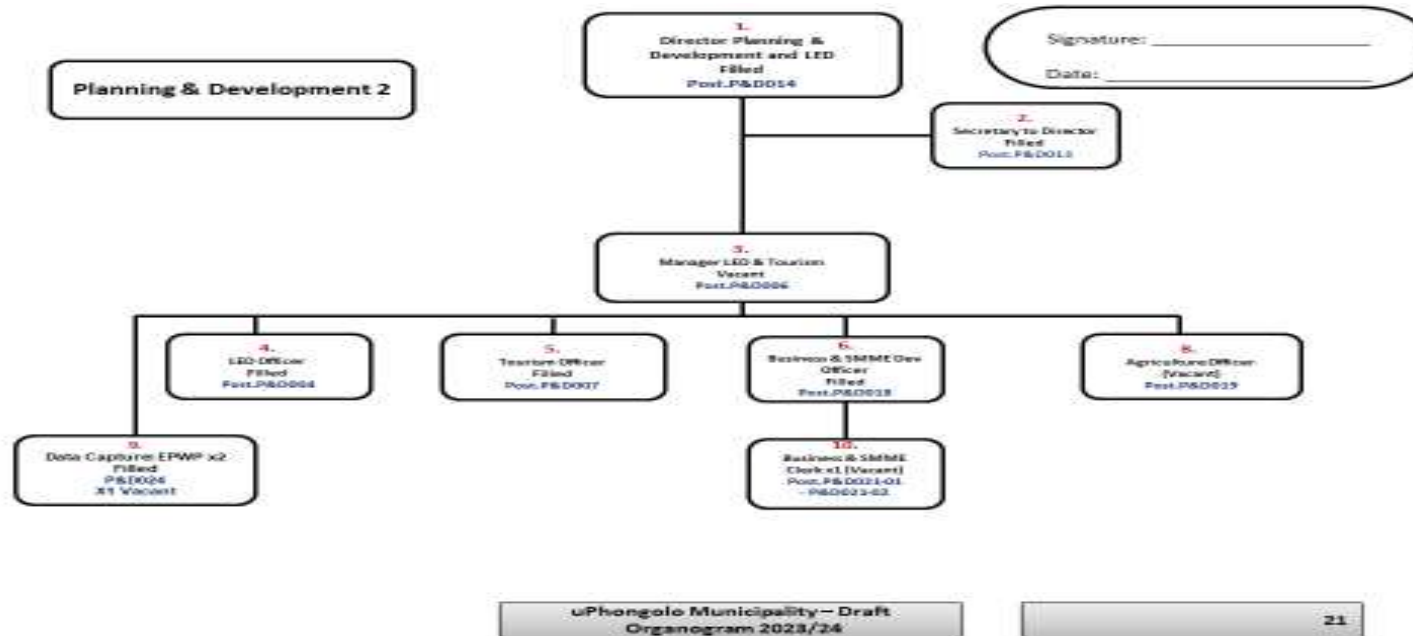


Figure 32: A Council approved Organisational Structure/Organogram (Planning and Development 2)



5.3 Municipal Powers and Functions

The Constitution of the Republic of South Africa Act 108 of 1996, Schedule 4, Part B, read together with Section 152 thereof, and containing the objects of local government vests the powers and functions in a local municipality. Municipal transformation and institutional development relate to a fundamental and significant change pertaining to the way that municipalities perform their functions, allocation of resources and institutional strategies which are implemented to ensure optimum results in service delivery to the communities. It is envisaged that transformation and institutional development shall be seen to take place when the following is addressed as part of the Municipality's strategic planning and direction.

The Municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution (Act 108 of 1996). Chapter 5 of the Local Government Municipal Structures Act, Act 117 of 1998 clearly defines these functions and powers vested in a local community;

- To provide democratic and accountable government for local communities;
- To ensure 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 organisations in the matters of local government.

The table below indicates which functions are performed by the uPhongolo Municipality in respect of its relationship with the Zululand District Municipality under which the Municipality falls.

Table 44: Showing uPhongolo Municipality's Functions in Relation to those of the Zululand District Municipality.

Zululand District Municipality and Local Municipalities		
District Municipal Functions	Shared Functions District and Local	Local Municipal Functions
Potable Water Supply	Fire Fighting services	Air Pollution

Sanitation Services	Local Tourism	Building regulations (National Building Regulations)
Electricity Reticulation	Municipal Airports	Child Care Facilities
Municipal Health Services	Municipal Planning	Pontoons, Ferries, Jetties, Piers and Harbours
Regional Airport	Municipal Public Transport	Storm Water Management System in Built up areas
	Cemeteries, Funeral Parlours and Crematoria	Trading regulations
	Markets	Beaches and Amusement Facilities
	Municipal Abattoirs	Billboards and the Display of advertisement in Public places
	Municipal Roads	Cleansing
	Refuse Removal, Refuse Dumps and Solid Waste	Control of Public Nuisances
	Cemeteries, Funeral Parlours and Crematoria	Facilities for the Accommodation, Care and Burial of Animals
		Fencing and Fences
		Licensing of Dogs
		Local amenities
		Local Sport Facilities
		Municipal Parks and Recreation
		Noise Pollution
		Pounds
		Public Places
		Street Trading
		Street Lighting
		Traffic and Parking

5.4 Filling of Critical Posts and Progress with Appointments

The organogram shows an overview of the municipal administrative structure which has been approved by Council for 2024/2025. The Municipality consists of six main departments vis-à-vis the Office of the Municipal Manager, Corporate Services, Budget and Treasury, Community Services, Technical Services as well as Development Planning and Local Economic Development (LED).

Table 45: Positions Filled

No.	Department	Position
1.	Office of the Municipal Manager	Filled
2.	Corporate Services	Filled
3.	Financial Services (Budget and Treasury)	Filled
4.	Community Services	Filled
5.	Technical Services	Filled
6.	Planning Development and LED Services	Filled

The filling of critical vacancies has been prioritised to enhance the vacancy rate while the staff cost effect on the overall OPEX (Operating Expenditure) is being monitored to ensure that it does not exceed the ratio of 40% of OPEX.

5.5 Vacancy Rate

During 2022/2023 financial year the staff cost to the overall OPEX ratio was 38.24%.

Table 46: The six municipal departments perform the functions as depicted in the table below:

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	▪ Council /Political Support ▪ Communications ▪ Internal Audit ▪ PMS and Risk Management & Back to Basics Programme ▪ Corporate Governance and Administration ▪ IDP and PMS ▪ Special Programmes ▪ Public Participation & OSS ▪ Youth Development Services

Corporate Services	▪ Human Resource Management, Human Resource Development Strategy and Implementation Plan ▪ Employee Wellness Programme & Occupational Health and Safety ▪ Administration, records and archives ▪ Legal and Labour Relations Services ▪ ICT Management ▪ Fleet Management ▪ Auxiliary Services
Community Services	▪ Protection Services and Law Enforcement ▪ Disaster Management ▪ Parks, Sports and Recreation ▪ Waste Management ▪ Library Services ▪ Arts and Culture (Social Cohesion)
Technical Services	▪ Roads & Storm Water ▪ Electrification ▪ Infrastructure/Capital Projects ▪ Operations & Maintenance ▪ Human Settlements Projects ▪ Project Management
Budget and Treasury	▪ Revenue Management ▪ Expenditure Management ▪ Supply chain Management ▪ Asset Management ▪ Budget and Treasury Office ▪ Financial Reporting
Planning and LED Department	▪ Spatial Planning ▪ Development Applications ▪ Local Economic Development & Tourism ▪ Building Regulation/s ▪ Environmental Management

5.6 Council Adopted Plans

5.6.1 Council Adopted Employment Equity Policy and Plan

uPhongolo Municipality currently has a Council approved Employment Equity Policy and Plan. An online Employment Equity Report was submitted to the Department of Labour in January 2023 and an acknowledgement letter from the Department of Labour is attached for ease of reference. The purpose of this policy is to continuously create an environment that permits equal opportunity for advancement, in order to redress past imbalances and to improve the conditions of individuals and groups who have been previously disadvantaged on the grounds of race, gender and disability.

Application of EEP in uPhongolo

The policy is applicable to all officials of uPhongolo Municipality who are appointed in terms of the Municipal Systems Act and who fall within the scope of Local Government Bargaining Council including those that are appointed on the fixed term contract (Section 54 & 56 employees).

Implementation of EEP

The Employment Equity Policy and Plan are primarily seen as a Human Resources Development Action and not merely as an employment measure.

- Special attempts have been made to promote internal staff from identified groups in vacant posts, keeping the merit principle in mind. For this purpose, career planning is essential.
- Development and training of personnel from designated groups are being done in terms of present and future vacant posts in line with the guidance by the individual's direct supervisor.
- Departmental and Section Heads are held directly responsible for the training and development of their subordinates, those who come from designated groups.
- Active participation of top management (i.e. Municipal Manager, Heads of Departments and Human Resources) is vital for the success of this program.
- Personnel recognise their role and responsibility in respect of their own respective development.
- All formal and informal discrimination based on race, colour, gender, ethnic or social origin, religious or political conviction, age, sexual orientation, disability or disadvantaged background and so forth are being eradicated.
- Organisational Policy, structures and procedures must be adapted where necessary to facilitate Employment Equity.

Objectives, Action Plans and Timetables

The main principle of Employment Equity should be seen as an endeavour to promote representation of the relevant labour market in our employment. The nature of the relevant labour market (this is the availability of people who possess the necessary qualifications and experience and/or who are willing and able to obtain the relevant experience and qualifications), as well as the specific circumstances of the organisation (e.g. the nature of the client for whom services are rendered), are taken into cognisance with monitoring and evaluation of the extent to which integrated service rendering has been affected. Realistic and acceptable objectives require the following:

- (a) research in respect of the size, composition and nature of the relevant labour market;
- (b) analysis of the composition of the internal labour market, e.g.:
 - to what extent does integrated employment exist, relative to the various functions and levels in the organisation; and
 - what is the attitude of personnel in respect of Employment Equity and to what extent do discriminatory attitudes, practices and procedures and barriers exist?
- (c) analysis of the organisation in respect of sections where Affirmative Action enjoy priority and/or where Affirmative Action can be implemented readily, e.g. which posts can or must be identified for Affirmative Action and in which area is the staff turnover the highest?
- (d) Affirmative Action objectives are determined in consultation with Departmental and Section Heads;
- (e) Broad numerical objectives in respect of various groups who are subject to Affirmative Action are determined for the various categories of posts; levels and sections in the organisation for specific periods of time are also determined.

The uPhongolo Municipality Employment Equity Policy and Plan are annexed hereto for ease of reference.

Workplace Skills Plan (WSP)

uPhongolo Municipality has developed its Workplace Skills Plan for 2023/2024 financial year and the plan describes the Municipality's training and skills development strategy that aids the Municipality to meet its overall objectives and targets. The uPhongolo Municipality Workplace Skills Plan was developed to provide the Municipality with a structured plan which helps the Municipality in ensuring that skills development is encouraged and is affected as planned. The Workplace Skills Plan provides the uPhongolo Municipality with critical quantitative and qualitative information that enables it to:

- understand the profile and composition of the departments;
- determine skills requirements and priorities across the departments;
- develop a clear picture of areas where there is a high demand for skills development – pinpointing areas where Learnerships and Skills Programmes should be developed.

uPhongolo Municipality consults with its six departments and the Local Labour Forum (LLF) when compiling its Workplace Skills Plan. The Workplace Skills Plan for 2024/2025 financial year will be tabled to Council and LGSETA in April 2023. Upon the submission of the WSP for 2024 to LGSETA, a copy of an acknowledgement letter from the LGSETA will be submitted to COGTA with the final IDP.

A training report for 2023/2024 financial year with a list of beneficiaries and expenditure report will be included in the Final IDP. The quality of employees and their development through training and further education are major factors in determining long-term organisational goals and objectives. Investing in employee skills and development increases productivity levels to achieve the mission and vision of the Municipality as envisioned in the IDP.

The purpose of training and development is to emphasize growth and development of personnel, thereby creating a pool of readily available and adequate replacement for personnel who may leave or are promoted within the organisation. Further, this enhances the Municipality's ability to adopt and use technology optimally because of sufficiently knowledgeable staff.

The benefits of capacitated municipal staff within the uPhongolo Municipality are, *inter alia*:

- Boosting the morale of staff;
- An efficient and effective, highly motivated team;
- Increased productivity;
- Decreased need for supervision; and
- Reduced absenteeism in the workplace.

A training committee is established and comprised of representatives from the municipal departments. The training committee meets on a quarterly basis to re-evaluate the training needs and report on the implementation plan. A comprehensive Workplace Skills Plan report encompassing the expenditure report detailing the staff trained is annexed hereto for ease of reference.

Recruitment and Selection Policy

The Council of uPhongolo Municipality approved a Recruitment and Selection Policy (a copy of which are attached herewith for ease of reference). This policy is being implemented and reviewed on an annual basis.

Retention Policy

The Council of uPhongolo Municipality approved a Retention Policy (copies of the Retention Policy and Council Resolution are herewith attached). This policy is being implemented and shall be annually.

5.7 Implementation of EEP and WSP (Training, Recruitment and Staff Retention)

In as far as the implementation of EEP and WSP uPhongolo Municipality has established an Employment Equity Committee and the Training Committee. The terms of reference meant to guide the operation of these committees are in place. The functions of the committees are as follows:

- Develop and ensure implementation of an Employment Equity and Affirmative Action Policy;
- Undertake a statistical profile analysis of the Municipality;
- Review/audit all Employment Policies, Practices and Procedures;
- Monitor the implementation of the Employment Equity Plan;
- Review and monitor departmental targets established for Employment Equity purposes and make recommendations should the targets be deemed to be inadequate or over ambitious;
- Monitor the applicability of the Employment Equity Policy and make amendments should this be deemed essential;
- Monitor recruitment and placement decisions, both internal and external, and debate these decisions should they be unfair, biased or improperly managed;
- Monitor the training of the Committees in the following areas:
 - Recruitment/Selection;
 - Assessment Criteria;
 - Personal Development Planning;
 - Teamwork;
 - Problem Solving;
 - Negotiation skills; and
 - Mentor development.
- The Committee may suggest additional areas of training should they be required;
- Monitor the application of personal development programmes within the Municipality;
- Monitor the extent and application of the training and development budget and make recommendations in this regard;
- Monitor the establishment of a mentoring process throughout the Municipality and the implementation of career path and succession planning; and
- Monitor the implementation of the agreed actions as set out in the Employment Equity Plan.

5.8 ICT Policy Framework

The Municipality has the following Information Communication Technology Policies namely: -

- ICT Master System Plan;
- Information Systems Security and ICT Usage Policy;
- Disaster Recovery Plan;
- ICT Governance Framework;
- Business Continuity Plan;
- ICT Risk Management Framework; and
- ICT Patch Management Policy.

These policies were approved by the Council on 31 May 2023 and will be reviewed in 2023/2024 financial year. The Municipality has since established an ICT Steering Committee with the following appointed members who oversee the implementation of the ICT policies.

Table 47: Members of the ICT Steering Committee

MEMBER AND DESIGNATION
Municipal Manager (Chairperson)
Manager: Administration
Director Community Services
Director Technical Services
Chief Financial Officer
Risk and Performance Manager
IT Technician
Systems Controller
Desktop Technician

Information Communication Technology is a function of the corporate services department tasked with ensuring that the Municipality utilizes information and technology efficiently and cost-effectively to assist decision making in working pertaining to service delivery. This committee meets quarterly.

5.9 Municipal Transformation and Organisational Development SWOT Analysis

Table 48: SWOT Analysis: Institutional Development and Transformation

STRENGTHS	WEAKNESSES
▪ Municipal Corporate Policies are in place and approved by the Council: ▪ Human Resources Strategy and Plan, ▪ Employment Equity Policy and Plan ▪ Employment Equity and Training Committee established ▪ Batho Pele Policy and Service Delivery Improvement Plan ▪ Performance Management Framework and Employee ▪ Performance Policy ▪ Fraud and Risk Prevention Plan ▪ Council approved organogram ▪ Good working relations between administration and political leadership; as well as senior management and staff ▪ Available resources for capacity building (staff and Councillors) ▪ Regularly update of the Municipal Website	▪ New job evaluation process on going by SALGA
OPPORTUNITIES	THREATS
▪ Support from sector departments (COGTA, LG-SETA, SALGA and Public Works)	

5.10 Municipal Transformation and Institutional Key Development Challenges and Interventions

Table 49: Municipal Challenges and Interventional Measures

CHALLENGES	INTERVENTIONS
▪ Inadequate office space	▪ Budget and identify site for back-up purposes ▪ To budget for planning and designs and re-submit to Treasury. ▪ It is budgeted for in the 2023/2024 financial year

6. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

6.1 Batho Pele Policy and Procedure Manual

uPhongolo Municipality has a Batho Pele Policy and Procedure Manual, Service Delivery Charter and Standards Service Delivery Improvement Plan in place and is being implemented. Copies thereof are annexed hereto for ease of reference. The summary of uPhongolo Municipality Batho Pele Principles in carrying out their duties, public servants are guided by the following Batho Pele Principles:

Consultation: Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice regarding the services offered.

Service Standards: Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect.

Access: All citizens have equal access to the services to which they are entitled.

Courtesy: Citizens should be treated with courtesy and consideration.

Information: Citizens should be given full, accurate information about the public services to which they are entitled.

Openness and transparency: Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.

Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response; and

Value for money: Public services should be provided economically and efficiently to give citizens the best possible value for money.

Encouraging Innovation and Rewarding Excellence: Rewarding the staff who go an extra mile to make things happen and encourage partnership to with different sectors to improve service delivery. Embrace new innovative ways of doing things.

Service Delivery Impact: The Municipality shall measure and report regularly, using the sum total of all Batho Pele initiatives, the impact of the Batho Pele service delivery on the lives of the inhabitants of uPhongolo Municipality.

Leadership and Strategic Direction: It is envisaged that Municipal leaders shall create an atmosphere that conducive for creativity by staff within the Municipality.

6.1.1 Objectives of the Service Delivery Charter

The Municipality has a service delivery charter which seeks to:

- Improve service delivery programmes.
- Reinforce the partners' commitment to service delivery improvement for the benefit of all citizens.
- Clarify the rights and obligations of each of the parties.
- Acknowledge and reward excellent performance.

- Professionalize and encourage excellence in the public service.
- Enhance performance.
- Facilitate a process to define service standards in various sectors.
- Strengthen processes and initiatives that prevent and combat corruption.
- Facilitate social dialogue among the partners.
- Help government departments rise to the challenge of treating citizens with dignity and meeting expectations their demands equitably and fairly
- Facilitate social dialogue among the partners.
- Ensure an effective, efficient and responsive public service.

6.1.2 Service Delivery Improvement Plan

The Municipality has a service delivery improvement plan. The municipality has identified a maximum of 3 services to be improved namely:

- Water and Sanitation;
- Housing; and
- Electricity.

The Municipality has developed a service delivery improvement plan template that comprise the following 5 steps in selecting key services and these are:

Table 50: uPhongolo Municipality Service Standards

SERVICE	STANDARD/S
OFFICE OF THE MUNICIPAL MANAGER	
Communicate with public	Weekly
Access to information (PAIA)	48 hours
Community satisfaction survey	Once in every two years
Mobilization of communities for meetings	48 hours
Mayoral Izimbizo/ Councilor's report back meetings	Quarterly
Regular sitting of ward committee	Monthly
Complaints received	Acknowledged within 48 hours
Proof of residence	Same time
Approval and advertisement of the annual performance agreements for senior managers (MM and Directors)	Within 28 days of the approval of the SDBIP (Service Delivery Budget Implementation Plan)
CORPORATE SERVICES	
SMS rate payers about the planned interruption of service	24 hours
SMS ratepayers about unplanned interruption of service	Within an hour
Telephones	Within 3 ringtones
Enquiries	Acknowledge within 48 hours

	90 days
	30 days after interviews
	Once a week
	Once week
Hold council meetings	At least once a quarter
Hold the employer and organized labour meetings	At least monthly
Maintenance / repairs to old age homes/ municipal buildings	Within 72 hours
FINANCE	
Enquiries	Acknowledge within 48 hours
Meter reading	Once in every two months
Reconnection of services	Within 24 hours
Activation of new service	Within 24 hours
Rates transfers/registrations	Acknowledge within 48 hours
General valuation roll	Every four years
Supplementary valuation roll	Twice a year
Registrations/renew of indigents	Monthly
Issuing of statements of accounts	Monthly
Payments of service providers/suppliers accounts	Weekly/Monthly
Submission and capturing of uPhongolo Municipality database forms (SCM)	Acknowledge within 48 hours
Notification of the successful and unsuccessful bidder/s including appeals	14 days
Debt acknowledgement arrangements	Acknowledge the request same time
COMMUNITY SERVICES AND PUBLIC AMENITIES	
Removal of waste	Twice a week
Clean of illegal dumping	Clean within a week after reporting
Street cleaning	Daily
Removal of dead stray animals	Within 24 hours (after systemic processes are in place)
Traffic response time to accidents	10- 15 minutes
Traffic/Crime /Fire / library/ Youth outreach programmes to communities	Quarterly
Verge maintenance	Monthly
Garden refuse tree falling removal	Once a week
Sports field maintenance	Once a month
Maintenance of public halls/ ablution facilities	Daily
Issuing of burial permit	Same day
Application renewal of membership for access to libraries	Same day
Access to library internet (free)	1 hour per person
Hall bookings	Same day
Collection of hall refunds	7 working days
COMMUNITY SAFETY	
Registration of vehicles (with all supporting documentation)	Within 30 minutes
Registration of vehicles (without all necessary document)	2-3 weeks
Handling of licenses	15 – 20 minutes per case
Testing of vehicles/ trucks	30 – 60 minutes per case
ECONOMIC DEVELOPMENT AND PLANNING	
Plans applications and approval	30 days
Finalization of SPLUMA processes (rezoning, subdivisions etc)	3-6 months
Applications for outdoor advertising	Acknowledge within 24 hours

GIS printout maps	Same time
Removal of illegal buildings	Acknowledge within 48 hours
Facilitate the registration of informal traders	Acknowledge within 48 hours
Plans applications and approval	30 days
TECHNICAL SERVICES	
Maintenance of potholes/storm water	Monthly
Maintenance of reported pathless/storm water	Within a week
Grading of gravel roads	Quarterly
ELECTRICITY	
Attending to outages	Within 24 hours
Testing of a meter	Within a week
Reporting illegal connection	Within 24 hours
Scheduled maintenance	Inform public 5 days before
Maintenance of reported streetlights	Within a week
Applications and terminations of services in general	In line with NRA

6.2 Operation Sukuma-Sakhe Programme (OSS)

Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders and government. Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way. Government has structured programs which need to get as deep as to the level of the people we are serving.

Departments Participating in the uPhongolo Sukuma Sakhe Programme

Table 51: Departments Participating in the uPhongolo Sukuma Sakhe Programme

Stakeholders	Contact Person	Contact Details
21. SAPS	Col Mbongwa	083 590 2901/034 413 4100
22. Department of Social Development	Ms. H Mthembu	034 413 1161/081 572 0537
23. South African weather services	Mr S Mthethwa	032 436 3816/084 508 7266
24. Department of Agriculture	Mrs N Khuluse	076 941 7322
25. Department of Health	Mrs T Vilakazi	034 413 4000/060 991 6555
26. EMRS	Mr Nkosi	034 413 4000/ 0782206507
27. Road Traffic Inspectorate	KE Simelane	082 873 2404
28. Red Cross	Mr Biyela	035 772 1320
29. Environmental Health	Mr Sandile Zulu	076 923 5781

30. Telkom	Mr M Mwelase	081 575 2426
31. SASSA	Mr Shoyisa	065 544 1900
32. Department of Education	Mr EM Nxumalo	083 654 5154
33. Al – Imdaad Foundation	Abed Karrim	0363521557
34. Water Affairs/ZDM District	MR Ngobese	072 915 3746
35. PDMC	S. Ngema	0664752308
36. ESKOM	Duncan Mbokazi	0785693746
37. SANDF	Lt Col Malatjie	063 253 8786
38. KRCC (NGO)	M Nyuswa	035 474 1058
39. Department of Home Affairs	Mr Ndlovu	034 413 3998/079 307 2958
40. Department of transport	Mrs Mhlongo	083 647 1398

Partners Within uPhongolo Municipality

Table 52: Partners within uPhongolo Municipality

SECTOR	MANAGER	CONTACTS
Life line Foundation	Mr N Dube	063 5329 330
NYDA	Mr K Shange	076 496 8552
Moses Kotana	Mr T Mbonambi	065 8528 068
HST	Mrs P Sangweni	081 0337 919
TSB	Mr R Mathebula	079 5083 758
Farmers Association	Mr Stock	082 8720 586

There are eight (9) Amakhosi that have been participating in OSS and they are listed below:

- Inkosi S Msibi
- Inkosi T K Sbiya
- Inkosi Q Ndlangamandla
- Inkosi LD Ntshangase
- Inkosi M Simelane
- Inkosi Z Gumbi
- Inkosi M E Buthelezi
- Inkosi Ntshangase (Magudu)
- Inkosi NG Mavuso

Introduction to uPhongolo Municipality OSS

The uPhongolo Sukuma Sakhe Programme was established in 2010. Monthly meetings are held for the programme to discuss challenges facing communities in each ward and are dealt with so as to devise multi-sectoral responses to assist members of the community. The programme assists in aligning government projects and efforts in reducing wastage of resources.

In order to improve the way services are delivered in partnership with communities, the Province of KwaZulu-Natal developed and continues to use the OSS integrated model of service delivery. Integral to OSS model are War Rooms, which are supported by Task Teams at each governance level. To support OSS implementation, the province initially developed an Implementation Model (for ease of reference, the full English and isiZulu manual can be found on <http://www.kznonline.gov.za>). It provides an introduction to OSS governance structures and guide stakeholders in the basic principles of OSS, it also provided a road map to establishing War Rooms and co-ordinating service delivery using the OSS model.

The above notwithstanding, the Implementation Model does not focus on the day-to-day operations of the War Room. The OSS Operations Handbook serves to fill the gap, using the lessons learned since 2008. It further identifies the roles and responsibilities of various stakeholders within OSS. The OSS Operations Handbook is therefore a continuation of the initial Implementation Model. The underlying principles and practices remain unchanged and intact. The Operations Handbook assists and guides existing and new stakeholders with knowledge of all OSS processes to co-ordinate and deliver integrated services. It offers the perspectives of all levels of implementation, including province, district, local municipality and ward with the focus being at ward level. The OSS Operations Handbook has been compiled with information from interviews with key stakeholders at each level of government departments, social partners, War Room stakeholders and community members themselves.

Operation Sukuma Sakhe Organogram

Table 53: Showing Functionality of War-Rooms In uPhongolo Municipality.

Municipality Functionality		
Total No. of wards	Fully Functional	Functional
UPhongolo	6	7, 2
Actual wards	1,2,5,6,7,11	4,8,9,10,12, 13,15, 14

Table 54: Showing Households and Field Worker Distribution by Local Municipality

Local Municipality	No. of HHs per LM	No. HHs per ward (Average)	No. HHs per VD	CDWs	CCGs	Extension Officers	Social Crime Prevention Volunteers	Child and Youth Care Workers	Total No. of FWs
uPhongolo	28773	2055		5	156	12	15	15	205

Source: uPhongolo Municipality OSS Report

Table 55: Showing Field Worker Distribution

Local Municipality	No of Wards	No of Households	No of Field Workers	Ratio of Field Workers: HHS
uPhongolo	15	28773	205	140

uPhongolo Municipality OSS Report

Poverty Alleviation Programmes: Education

Table 56: uPhongolo Municipality OSS Education Poverty Alleviation Programmes

Total number of Schools	118
Total number of schools between quintile 1 and quintile 2	83
Total number of No Fee-paying schools	114
Total number of learners benefiting from No Fee-paying schools	42637
Total number of schools with School Nutrition Programme	114
Total number of learners benefiting from the School Nutrition Programme	42637
Total number of Adult Literacy Classes (ALT):	19 Centres
Total number of adult learners benefiting from Literacy Classes Learners	4615

uPhongolo Municipality OSS Report

Plans to Address the Deficit

CDWs: The municipality wishes to increase the number of CDW's and be spread in all 15 wards but there are financial constraints. This is due to a fact that war rooms with CDW's are more effective and functional.

Community Care Giver Programme: CCG policy framework is being developed and it is recommended that CCG's be transferred to COGTA. Extension Officers: There are 12 Extension Officers.

Table 57: Awareness Campaigns

Name of Campaign	Purpose
uPHONGOLO MUNICIPALITY	
Operation Mbo	Bringing services to people
16 Days Activism	Sensitizing community about GBV
Local Aids Day Commemoration	Celebrating this day with SANDF
District Aids day	Distributing pamphlets within the town and passing the message to the community
Isibaya Samadoda	To remind men about their responsibilities to raise boys and not to abuse women
Sports Tournament	To keep youth busy to avoid them being vulnerable on alcohol

uPhongolo Municipality OSS Report

Local Task Team Organogram

The progress reports pertaining to the functionality of war room in uPhongolo are based on monthly meetings sessions and reports. The War Room convenors and partners meet twice a month and deliberate on cases reported by CCGs:

- SASSA Food Program;
- Household Profiling;
- Operation MBO (monthly planning);
- Mandela Day Activities;
- LAC-LTT Reports (HIV & MDR hotspots);
- Non-Adherence to chronic medication prescriptions (Defaulters)
- Crime Prevention

Table 58: LTT Interventions Report Quarter

Data Element	Department Responsible	Needed this quarter	Provided this quarter
PCR positive	DOH	<1%	0.0 %
Male Condom distribution	DOH	35000	45100
Female Condom distribution	DOH	8000	4720

Table 59: uPHONGOLO LTT MEETINGS

WARD	VENUE
11	Ntshiyangibone Hall
3	kwaMsibi Traditional Court
13	Princess Ladlula Hall
6	Mavuso Trad. Court
8	Godlwayo DSD Offices
12	Ndlangamandla Trad. Court
4	Waterbus Comm. Hall
14	kwaGumbi Trad. Court
15	kwaSimelane Trad. Court

Table 60: Sub-District Health Profile: Health

PROGRAMME	TARGETS	Q 3 PERFORMANCE
1. Total no. of patients on ARVs	17742	20265
2. HCT	9302	19 617
3. MMC	150	21

Phila Mtwana Roll Out

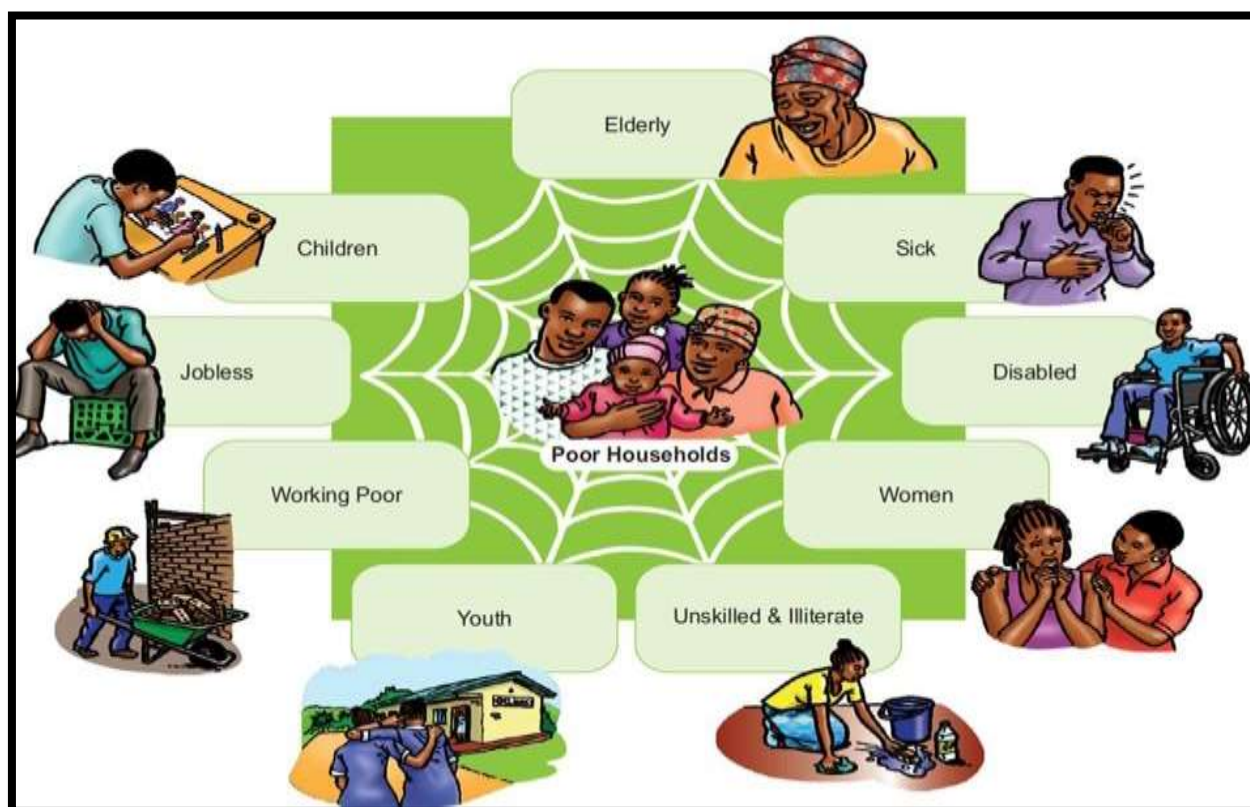
- The municipality has 27 Phila Mtwana in uPhongolo and 25 are fully functional.
- The Phila Mtwana Programmes are situated in war rooms.

- The war rooms require office furniture/s.
- CCG's conduct home visits to encourage attendance and they make use of their MUAC tapes when visiting the homesteads.
- More education is given to the community on what to expect when visiting the Phila Mntwana Centre/s.
- Children due for deworming are being referred to a health facility after visiting a Phila Mntwana Centre for Vitamin A.
- Children due for their immunization are either referred to the nearest clinic or an arrangement is made for the children to be immunised at the Phila Mntwana Centre.

Social Development Programme

- Early Childhood Development and Massification
- Safe Parks
- Women Empowerment
- Child and Women Abuse
- Foster Care Grants

Figure 33: Beneficiaries Of uPhongolo OSS



Achievements of uPhongolo Municipality Oss

- Recruitment of 100 youth EPWP under Human Settlement in ward 3 and 7
- Hosted a community dialogue regarding loss to follow led by HST
- School functionality programme – visited Vulamehlo and Myekeni – Interventions in progress
- Profiling of farms i.e. Intonga, Nkunuzana
- Public health facilities have shelters for visitors
- Mobile CCMD pick up points in areas like Magudu, Ntshiyangibone , Deckville etc
- Ward 1 visited by OTP preparing Human Rights Day – Most issues are resolved and outstanding on progress

Interventions On Elious Cyclone

The most affected wards were

- Ward 9
- Ward 1
- Ward 14
- Ward 10

The Municipality is waiting for assistance from Human settlement for immediate interventions.

Vodacom network has donated with blankets and food for 15 families within uPhongolo.

Table 61: COVID 19 UPDATE

Confirmed Cases:	Death	Recovered Cases
1334	50	1280

Vaccination Progress

The Municipality has identified the vaccination sites listed below:

- Pongola Christian Centre
- Belgrade Community Hall
- Ncotshane Community Hall
- Manyandeni Community Hall
- Itshelejuba Hospital

The total number of people that have vaccinated is 1216

OSS Challenges

Table 62: Challenges identified in respect of OSS:

Challenge (describe the challenge)	Recommended Solutions	Explain how the challenge was resolved?
Lack of commitment and non-participation by officials at all OSS	Formation of Local Forum for Local Office Manager	As much we communicated with local office managers but not yet in order
Some war room conveners are not employed	To be recruited on EPWP	Discussed with political leadership and mention the importance of their presence
Undocumented citizens especially in schools	OSS is doing audit in all schools and the community then home affairs to advise	The problem is still on and intervention has started
Natural Disaster	Installation of lightning conductors on known area	The District and LM are doing well although it will be enough
Farm dwellers with no joy from their managers	Labour to visit farm dwellers and attend there to their concerns and gave them feedback	The challenge is still outstanding
Learner pregnancy	The team keep on visiting schools and discourage the unsafe sex	Motivating learners in school is ongoing
Finishing of 1867 road	Political leadership to intervene	Engagement are on
Absence of Animal Pound	LM to fast track the establishment of the pound	The LM to budget for and land is available
Shortage of bridges at Mpalaza	Public works visited the sites	

Table 63: Challenges that require Escalation and Name of Responsible Department

Challenge (describe the challenge)	Recommended Solutions	Explain how the challenge can be resolved	Challenges that require Escalation and Name of Responsible Department
Unemployment (Recruitment of EPWP)	The ward committee and war room to prioritize poverty-stricken families	Prioritize the families	Council
Fencing of Cemeteries	LM to make provision of fencing cemeteries	Each Cllr to bring places in their ward that are used as cemeteries	Advert of fencing in place
Non-existence of Clinic in ward 1 and 14	Political leadership and Administration to assist on pushing the Agenda as it was promised	Mayor to engage MEC and MM to engage HOD	

Table 64: PLANNED PROGRAMMES

ACTIVITY	PURPOSE	VENUE	TARGET
Municipal Projects Handover	Handing to community for ownership	Ward 5,6,10,11,13 and 15	Community members
Child Protection Week	Awareness to the community about children's rights	Ward 1 - 15	Community members
Vaccination for Corona virus	To vaccinate senior citizens as priority	War 1 - 15	Senior Citizens
Launch of CNDC	To feed those who are deprived	Ward 14	250

6.3 Establishment of IGR Structures

6.3.1 IGR Structures

Establishment of IGR Structures: Inter-governmental structures have been established by the Zululand District Municipality. uPhongolo Municipality has been given a mandate to run the advisory forum which must be convened quarterly where section 56 and 57 managers must participate in the IGRs.

The Operation of the IGR Structures: The ZDM IGR Forums are fully functional. There was significant improvement from the first quarter of 2022/2023. All HOD's attend IGR meetings specific to their departmental functions at ZDM IGR Forum as per the approved annual calendar. The Municipal Manager for uPhongolo Municipality chairs the District General and Social IGR Forum within the district and meet quarterly. The ZDM Planners, Finance and Technical IGR Forums are operational, meet quarterly to discuss strategic agendas, pronouncements from national and provincial structures, monitor progress and implementation.

uPhongolo Municipality has dedicated IGR officials: All HOD's attend IGR meetings specific to their departmental functions at ZDM IGR Forum. The Municipal Manager for uPhongolo Municipality chairs the District General and Social IGR Forum within the district and meet quarterly.

Participation by Sector Departments: The Municipality maintains healthy relations with all government entities. It is acknowledged that COGTA provides the most valuable support through regular meetings. The Municipality also engages and liaises with the Zululand District Municipality especially in respect of sanitation and water services. uPhongolo Municipality also works with different departments in co-ordinating izimbizo and service delivery. The Municipality is looking forward to strengthening a good working relationship with the Department of Sports and Recreation in its endeavours to build sport facilities so as the Department of Rural Development and Land Reform to unlock the land potential for growth in the near future.

Discussion of Strategic Pronouncements: The Municipality is dedicated in guaranteeing constant communications and exchanges of information and deliberations from the national and provincial IGR structure. Monitoring of progress, challenges and interventional areas is considered. An example can be made of the Premiers co-ordinating forum, Munimec and Technical Munimec whereby Mayors and Municipal Managers respond and discuss issues and progress.

Tabling of IGR Reports at Council Meetings: The Municipality confirms the IGR reports tabling of the IGR report to the Council for approval, adoption and implementation.

6.3.2 District Delivery Model (DDM):

Zululand District Development Model Implementation (DDM)

The implementation of the Zululand District Development Model has beneficial impact. The Draft DDM Report and Draft Implementation Plan with 'Catalytic Projects' is in place and adopted by all municipalities in the district. The operation of the DDM Structure is as follows:

The Zululand 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 centre of joint planning, coordination, monitoring, and evaluation of service delivery initiatives by all 3 spheres of government.

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.

The District Technical Hub is 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. There were two Political Hub meetings that were facilitated in 2023 as follows:

13th of April 2023 (was well attended by the Political leadership and other participants).

22nd of June 2023 (not well attended). Key items on the agenda in both meetings were as follows:

Table 65: Resolutions taken on DDM Functionality

Item	Resolution Taken	Progress to date
The lack of a dedicated IGR champion within the District	Appoint a dedicated IGR official within the District.	District IGR Practitioner has been appointed
Poor participation by local municipalities in the DDM structures.	Strengthening Political oversight and encourage the participation of local municipalities in DDM structures.	On-Going
Chairmanship of the DDM clusters residing at the district municipality	Review the allocation of Chairpersons for DDM Clusters	Re-allocation in progress
The adoption of the One Budget One Plan	Review and adopt One Budget One Plan	One Budget One Plan approved by the Technical Hub in March 2023

Table 66: Zululand IGR Structure Functionality (DDM and Others)

IGR Structure	Activity	Date
DDM Clusters	Conveners Appointment	06/02/23
DDM Convener/ Cluster Conveners	DDM Conveners Workshop	15/02/23
DDM Cluster Conveners	One On One Engagement	07/03/23 And Ongoing
ZDM, LM Planners , Sector Departments/	Finalisation of The Draft One Plan	07/12/23
IGR Structure	Activity	Date
Technical Hub	Technical Hub Meeting To Consider The One Plan	16/03/23
Political Hub	Political Hub Meeting – To Consider One Plan	Date To Be Confirmed
ZDM-Abaqulusi Protocol Bilateral Meeting	Shared Services Meetings	22 October 2023
ZDM-Abaqulusi Protocol Bilateral Meeting	Shared Services Meeting	23 November 2023
ZDM-Abaqulusi Section78 Assesment	Shared Services Meeting	16 February 2023
ZDM -Abaqulusi Section 78 Assesment	Shared Services Meeting	14 March 2023

Table 63 above reflects on the various IGR Structures established to improve communications and deliberate on common issues between the district and local municipalities. The ZDM-Abaqulusi Protocol Structure was established to deliberate on common issues affecting ZDM and Abaqulusi including common debt and shared services. The Section 78 Assessment Structure deliberates on the evaluation of capacity of both municipalities to provide water in the urban and rural areas of Abaqulusi Local Municipality.

Although the DDM structures are not fully functional at the moment, however the technical reports from the Section 78 Assessment and Abaqulusi Protocol have been tabled to Council on a quarterly basis to monitor implementation of resolutions as mandated by the Council. The District Cluster Hubs did not convene in 2023/2024 financial year until the new Cluster Chairpersons were elected.

The LED Forum is a collective of the LED Practitioners in the Zululand Family of Municipalities to co-ordinate the affairs of LED. Additional members are invited to attend including Planners and Sector Departments. The functionality is as follows:

- 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.

- There are Sector Specific DDM Committees that are fully functioning including the Development Planning Shared Services (DPSS) that was developed as an intervention to address skills gap in municipal planning and ensure implementation of Planning and Development Act. COGTA transfers grant to municipalities to facilitate implementation and functionality of Development Planning Shared Services (DPSS). DPSS plays a critical role in enabling adherence to establishment and functionality of Municipal Planning Tribunals (MPTs).

Figure 34: Implementation of the DDM in Zululand Municipality



Table 67: DDM Implementation Plan through Shared Services

TASK	RESPONSIBILITY	DEADLINE	ENVISAGED OUTCOME
Engagements on DDM Implementation Plan through Shared Services	Zululand District Municipality: IDP Unit and Spatial Planning	20 February 2023	Convened Workshop on Shared Services District Wide Establishment of DDM Structure Operation of the DDM Structure
Engage all Municipal Managers & Mayors about the reengineering of Shared Services to enable DDM Implementation	Local Government Specialists (assisted by): IDP IGR Spatial Planning Synergistic Partnership	24 February 2023	All municipalities informed about the Shared Services approach.
Convene a Workshop with all Municipalities and OSS Chairperson per District on reengineered Shared Services to implement DDM	Local Government Specialists (assisted by): IDP Spatial Planning IGR Synergistic Partnership Finance Municipal Infrastructure OSS: District Task Team	27 February 2023	Workshop convened on Shared Services district-wide Customised Shared Services per District agreed upon for presentation to District IGR Forums Present the District Development Profiles
Convene Inaugural meetings on re-engineered Shared Services with proposals on draft Terms of References	Municipal Manager	27 February 2023	DDM implemented per District through Shared Services
Presentation of District Shared Services as conduit for DDM implementation to Municipalities	Local Government Specialists IDP	27 February 2023	Minutes adopting District Shared Services

The are 2 critical issues affecting the Zululand Family of Municipalities namely, the concerns raised at Cabinet level about the functionality of the ZDM DDM as well as the Zululand Development Agency. As a result, the ZDM has resolved to resuscitate both instruments. These will feature prominently in the strategic agenda and decision matrix of the DDM structures moving forward. The municipality has also heeded the call by Cabinet for District Municipalities to review and adopt the One Budget One

Plans in line with the DCOG guidelines. The Plan has so far been approved by the Technical Hub in early March 2023. The adoption by the Political Hub will follow.

6.4 The Status and Functionality of Ward Committees

uPhongolo Municipality has embraced and enrolled the government initiative in respect the establishment of Ward Committees to ensure that service delivery is effective in all wards. The Municipality aims to increase capacity of Ward Committees to ensure functionality. To this end, therefore, the Municipality has established Ward Committees in all its wards which are already fully operational. Herein-below is an indication of an effective structure of the Ward Committee and its functions described accordingly:

Composition of Ward Committees

A ward committee consists of the Councillor representing a particular ward in the council who is also the chairperson of the committee, and not more than ten other persons. In the process of election of Ward Committee, we also take into account the need for women to be equitably represented in a ward committee and for a diversity of interests in the ward to be represented. Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

Functions of Ward Committees

The following are the Functions and powers of uPhongolo Local Municipal Ward Committees through the Municipal Policy in Line with the Provisions of Section 59 of the Municipal Systems Act;

- To serve as an official specialized participatory structure in the municipality;
- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
- Advise and make recommendations to the ward councillor on matters and policy affecting the ward;
- Assist the ward Councillor in identifying challenges and needs of residents;
- Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties;
- Receive queries and complaints from residents concerning municipal service delivery, communicate same to Council and provide feedback to the community on council's response;
- Ensure constructive and harmonious interaction between the municipality and community through the use and co-ordination of ward residents meetings and other community

development forums; and Interact with other forums and organizations on matters affecting the ward.

- To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:
 - Attending to all matters that affect and benefit the community;
 - Acting in the best interest of the community;
 - Ensure the active participation of the community in:
 - Service payment campaigns;
 - The integrated development planning process;
 - The municipality's budgetary process;
 - Decisions about the provision of municipal services; and
 - Decisions about by-laws;
 - Decisions relating to implementation of Municipal Property Rates Act (MPRA)
 - Delimitate and chair zonal meetings.

6.5 Ward Based Planning

uPhongolo Municipality has developed 15 ward-based plans in consultation with the communities and all affected stakeholders. This is done in order to confirm the needs of the community and budget. In preparation of the fifth generation IDP, several meetings were held in various ward for consultation and their vision, challenges, needs and priorities. All the 15 ward-based plans were considered in the IDP process. uPhongolo Municipality has reviewed the following plans for 2023/2024 financial year:

- Ward Based Planning;
- Ward Operational Plans;
- Ward Level Improvement Plans; and
- Ward Committee Intervention and Maintenance Plans.

In line with the aforesaid, the Ward Based Plans, for which each has one, have been prioritised and cater for the IDP projects. It is therefore safe to submit that the Ward Based Plans are aligned with the IDP and budget. The above-mentioned plans are annexed hereto for ease of reference.

6.5.1 IDP Ward Needs and Priorities for the 2024/2025 Financial Year

Table 68: IDP Ward Needs and Priorities for the 2024/2025 Financial Year

WARD	WARD	PRIORTIY
Housing	All Wards	1
Employment	All Wards	2
Waste removal	All Wards	3
Efficient service delivery	All Wards	4
Library	All Wards	5
Water	All Wards	6
Sanitation	All Wards	7
Sewage	All Wards	8

6.6 Participation of Amakhosi in Council Meetings

AmaKhosi do participate in the Council meeting and in development programmes in line with Section 81 of Municipal Structures Act. In terms of this Act there are five Amakhosi that are designated to participate at Council structures and also attend Municipal Strategic Planning Sessions.

6.7 Establishment and Operation of the IDP/Budget Steering Committee

The MANCO meetings are made up of the Municipal Managers and HOD's/ Directors. The Extended MANCO members also participate in the IDP Steering Committee meetings. These structures hold their meetings on a monthly basis with the IDP forming part the agenda always to ensure both ownership of the IDP by Management and to ensure that the implementation of resolutions is constantly monitored. The IDP Steering Committee is assigned the following responsibilities:

- Ensuring the gathering and collating of information while the IDP implementation is proceeding;
- Support the IDP Manager in the management and co-ordination of the IDP,
- Discussion of input and information for the IDP review,
- Ensuring the monitoring and evaluation of the gathered information,
- Attending to MEC's comments

6.8 Management Structures

The management structures are in place such as MANCO and Extended MANCO. The structures are all functional as they meet once a month.

6.9 Communication Plan/Strategy

uPhongolo Municipality has an obligation to maintain effective communication with the communities to enable active involvement and participation in municipal affairs. Accordingly, the Municipality has a communication strategy and plan in place that gets reviewed annually with the IDP/Budget/PMS Process Plan. It assists the municipality to consult with communities in its locality through the following structures and mechanisms:

- IDP and budget road shows;
- Council meetings where it intends to start including traditional leaders' participation;
- Mayoral Izimbizo;
- Print media newsletters, letters and notices for tendering and appointments;
- Electronic media, notably the website and the municipal video system;
- Open door policy which allows communities that are disgruntled to walk in and lodge their complaints with the relevant officials.
- Annual reports which are tabled before Council with copies thereof found on the website and distributed to communities.
- Public meetings
- Annual report

6.10. Internal Audit Unit, Performance and Audit Committee

6.10.1 Functionality of Internal Audit Unit

Section 165 of the Municipal Finance Management Act No 56 of 2003 states that each municipality must have an internal audit unit. In compliance with this legislative requirement, uPhongolo Municipality has its own Internal Audit unit which reports to the Audit Committee and performs the following functions:

- a) Prepare a risk-based audit plan and an internal audit program for each financial year;
- b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
 - Internal audit
 - Internal controls
 - Accounting procedures and practices
 - Risk and risk management
 - Performance management and

- Loss control
- Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and

(c) Perform such other duties as may be assigned to it by the accounting officer: The Municipality has established a fully-fledged Internal Audit Unit in house. A risk based internal audit plan is prepared and approved by the Audit Committee Each financial year. The Internal Audit Unit reports functionally to the Performance and Audit Committee on the implementation of the risk based internal audit plan and matters relating to, internal audit, internal controls, accounting procedures and practices, risk and risk management, performance management, loss control and compliance with the relevant legislations. The Internal Audit Unit administratively reports to the municipal manager.

Internal Control: The matters reported in the internal audit of the previous financial year were limited to significant internal control deficiencies that resulted in the basis of a Unqualified opinion, the findings on the performance report and the findings on compliance with legislation included in this report are as follows:

Table 69: the findings on the performance report and on compliance with legislation

Leadership	Oversight processes were not adequate to ensure compliance with action plans, addressing implementation of corrective measures for prior year findings. This resulted in numerous repeat findings as well as a matter being qualified. Financial and performance management: The accounting officer did not implement adequate monitoring and evaluation processes to ensure that all requirements of laws and regulations were complied with. Furthermore, due to inadequate monitoring, performance and financial related non-compliances were not identified timeously to implement corrective measures, as was evidenced by the material corrections to the financial statements and weaknesses identified in the reported performance information.
Governance	The effectiveness of the municipality's risk management strategy, internal audit function and the audit committee were compromised as management did not implement the recommendations timeously as well as to take action to mitigate the risks identified in the risk assessment process.

In line with legislative prescripts, the Municipality has a functional Internal Audit Unit which reports to the Audit Committee. The core function of the internal audit unit is to monitor the internal controls put in place by the Municipal Management and, having made recommendations to improve and tighten the internal controls, monitor the implementation of the recommendations. The Chief Internal Auditor and Internal Auditor positions are filled. The Unit functions in accordance with the Internal Audit Charter – it reports administratively directly to the Municipal Manager and functionally to the Audit Committee.

6.10.2 Establishment and Operation of the Audit Committee / Performance Audit Committee

The Municipality has a combined performance and the normal audit committee into a single structure. All audit committee members are independent and non-executive consisting of members all appointed from outside of the political and administrative structure of the Municipality. The Chairperson and the other members of the External Audit Committee are all suitably qualified and function in accordance with the Audit Committee Charter. The Committees are combined. Audit committee meets quarterly.

Table 70: Current Audit Committee/Performance Committee Members

MEMBERS OF THE AUDIT/PERFORMANCE COMMITTEE	DESIGNATION
Mr B Mdletshe	Chairperson
Mr P Buthelezi	Member
Mr V Sibiya	Member
Mrs L Mkhwanazi	Member

6.11 Enterprise Risk Management

The Municipality is exposed to various risks which could hinder the achievement of its objectives of service delivery and those include theft, damage, and destruction of assets, errors and omissions, injuries to employees, employee health, natural disasters and so forth. The Municipality manages the risk by applying mitigation strategies to ensure that risk exposure is at a minimal level. Some risks are transferred to other stakeholder through insurance policies to limit the financial losses. The risk assessment has been conducted by the Municipality-Risk Management Unit. A Risk Register with a Risk Mitigation Plan has been developed and presented to the Audit Committee and Council. Regular risk monitoring is conducted by the Risk Management Unit to ensure that planned mitigation action is implemented.

6.11.1 Risk Register

The Risk Register covers, inter alia, fraud risk, IT and operational risks, a copy of the risk registers is attached as an annexure for ease of reference. The Municipal Management utilizes the risk register and mitigation plan in order to comprehend the risks that exist and threaten the Municipality's being. It is essential for the Municipality to understand the fraud risk that it faces so as to enable it to

develop the necessary plans for the alleviate such risks by ensuring that there are controls and procedures in place and assign individuals to monitor the plan.

6.11.2 Anti-Corruption and Fraud Prevention Strategy

The Municipality has an Anti-Corruption Policy and Fraud Prevention Strategy already approved by Council a copy of which is hereto annexed for ease of reference. The Municipality's Anti-Corruption Policy and Fraud Prevention Strategy has been developed in accordance with the expressed commitment of Government to fight corruption. Accordingly, the risk register includes fraud risk. Fraud and corruption represent grave potential risks to the uPhongolo Municipality's assets and reputation. The Municipality is committed to protecting its funds and other assets from the effects of fraud, corruption and any other irregularity. uPhongolo Local Municipality (the Municipality) has adopted a zero-tolerance attitude with regard to fraud, corruption or any other irregularities, whether perpetrated by internal or external parties, and will vigorously pursue and prosecute any parties, which engage in such practices or attempt to do so, in accordance with applicable legislative provisions.

6.11.3 Establishment and Functionality of the Risk Management Committee /Combined Committee

The Municipality has established a functional Risk Management Unit with the Risk Manager in place. The Risk Management Committee is in place and fully functional. The MANCO Risk Committee will, in terms of its authority delegated by Council, facilitate the development of a formal Risk Management Framework and Strategy. The results of the risk assessments should be used to direct internal audit efforts and priorities, and to determine the skills required of managers and staff to improve controls and to manage these risks. This risk management committee is made up of MANCO members whose names are listed herein-below:

Table 71: MANCO Risk Committee Members

MANCO RISK COMMITTEE	MEMBER
Chief Financial officer	Chairperson
Municipal Manager	Member
Director Corporate Services	Member
Manager PMS and Risk Management	Risk Management Support

6.11.4 A Comprehensive List of Council Adopted Municipal Policies

The HR Policies list together with recently approved HR Policies are shown immediately herein-below for ease of reference.

Table 72: Table Showing List of HR Policies Coupled with Recently Approved HR Policies

POLICY	STATUS
1.Attendance Register Procedure	Reviewed and adopted by Council for 2023/2024
2.Banking investment	Reviewed and adopted by Council for 2023/2024
3.Budget	Reviewed and adopted by Council for 2023/2024
3.Credit Control	Reviewed and adopted by Council for 2023/2024
4.Chronic	Reviewed and adopted by Council for 2023/2024
5.Customer Care	Reviewed and adopted by Council for 2023/2024
6.Exit interview	Reviewed and adopted by Council for 2023/2024
7.Fleet Management	Reviewed and adopted by Council for 2023/2024
8.Occupational Health and Safety	Reviewed and adopted by Council for 2023/2024
9.Housing allowance	Reviewed and adopted by Council for 2023/2024
10.Induction	Reviewed and adopted by Council for 2023/2024
11.Inservice training	Reviewed and adopted by Council for 2023/2024
12.Internet and email	Reviewed and adopted by Council for 2023/2024
13.Protective Clothing	Reviewed and adopted by Council for 2023/2024
14.Records	Reviewed and adopted by Council for 2023/2024

15.Recruitment and Selection	Reviewed and adopted by Council for 2023/2024
16.Staff statement to media	Reviewed and adopted by Council for 2023/2024
17.Student assistance	Reviewed and adopted by Council for 2023/2024
18.Subsistance and Travelling	Reviewed and adopted by Council for 2023/2024
19.Supply Chain Management	Reviewed and adopted by Council for 2023/2024
20.Telecommunication	Reviewed and adopted by Council for 2023/2024
21.Training and Development	Reviewed and adopted by Council for 2023/2024
22.Transfer of Staff	Reviewed and adopted by Council for 2023/2024
23.Fixed Assets	Reviewed and adopted by Council for 2023/2024
24.Leave	Reviewed and adopted by Council for 2023/2024
25.Overtime	Reviewed and adopted by Council for 2023/2024
26.Petty Cash	Reviewed and adopted by Council for 2023/2024
27.Property Rates	Reviewed and adopted by Council for 2023/2024
28.Virement	Reviewed and adopted by Council for 2023/2024
29.Disaster Recovery Plan and Risk Management	Reviewed and adopted by Council for 2023/2024
30.ICT Security	Reviewed and adopted by Council for 2023/2024
31.ICT Steering Committee Charter	Reviewed and adopted by Council for 2023/2024
32.ICT Strategy	Reviewed and adopted by Council for 2023/2024
33.ICT Systems Standards	Reviewed and adopted by Council for 2023/2024
34.ICT Systems Standards & Procedures	Reviewed and adopted by Council for 2023/2024

35.Tariffs	Reviewed and adopted by Council for 2023/2024
36. Batho Pele Policy and Procedure Manual	Reviewed and adopted by Council for 2023/2024
37. Human Resources Strategy and Plan	Reviewed and adopted by Council for 2023/2024
38. Employment Equity Policy and Plan	Reviewed and adopted by Council for 2023/2024
39. OPMS Framework and IPMS Policy	Reviewed and adopted by Council for 2023/2024
LOCAL ECONOMIC DEVELOPMENT	
40. EPWP Phase 3 Policy	Reviewed and adopted by Council for 2023/2024
41. Informal Economy	Reviewed and adopted by Council for 2023/2024
TECHNICAL SERVICES	
42. Comprehensive Infrastructure Plan	Reviewed and adopted by Council for 2023/2024
43. 5-Year Electrification Plan	Reviewed and adopted by Council for 2023/2024
FINANCIAL POLICIES	
Tariffs	Reviewed and adopted by Council for 2023/2024
Asset Disposal	Reviewed and adopted by Council for 2023/2024
Asset Management	Reviewed and adopted by Council for 2023/2024
Credit Control and Debt	Reviewed and adopted by Council for 2023/2024
Petty Cash	Reviewed and adopted by Council for 2023/2024
Municipal Property Rates	Reviewed and adopted by Council for 2023/2024
Budget	Reviewed and adopted by Council for 2023/2024
Supply Chain Management	Reviewed and adopted by Council for 2023/2024
Virement	Reviewed and adopted by Council for 2023/2024
Indigent	Reviewed and adopted by Council for 2023/2024
Bank and Investment	Reviewed and adopted by Council for 2023/2024

Risk Management	Reviewed and adopted by Council for 2023/2024
Fraud Prevention	Reviewed and adopted by Council for 2023/2024

6.11.5 Council Adopted and Promulgated By-Laws

uPhongolo Municipality has developed and adopted several relevant Municipal By-Laws, but most were never gazetted due to lack of funds to affect this requirement.

- SPLUMA By-laws (Adopted by Council and Gazetted)
 - Building Regulations By-Laws (Adopted by Council and Gazetted)
 - Emergency By-Laws (Approved by Council to be Gazetted)
 - Traffic and Waste Management By-Laws
-

Table 73: Council Adopted Sector Plans

Sector Plan	Completed Y/N	Adopted Y/N	Date of Next Review
Review Spatial Development Framework	Yes	Yes	2024/2025
Disaster Management Plan	Yes	Yes	2024/2025
LED Strategy	Yes	Yes	2024/2025
Agricultural Plan	No	No	2024/2025
Housing Sector Plan Review	No	No	2024/2025
Financial Plan	Yes	Yes	2024/2025

6.12 Municipal Bid Committees, Functionality and Membership

The municipality has established fully functional Bid Committees and are fully functional. The committees meet as per the annual calendar schedule of the approved procurement plans. The committees are as follows:

Table 74: Current Members of the Bid Specification Committee

BID SPECIFICATION COMMITTEE	MEMBERS
Mr MVM Mbatha	Chairperson
Mr ML Hlatshwayo	Secretary
Mr S Zungu	Member
Mr S Mntungwa	Member
Mrs A Maree	Member

Table 75: Current Members of the Bid Evaluation Committee

BID EVALUATION COMMITTEE	MEMBERS
Mr KWG Ngcobo	Chairperson
Ms SV Mndaweni	Secretary
Mr MS Mtshali	Member
Ms SSP Xaba	Member

Table 76: Current Members of the Bid Adjudication Committee

BID ADJUDICATION COMMITTEE	MEMBERS
Mr KWG Ngcobo	Chairperson
Ms MS Mtshali	Secretary
Mr SSP Xaba	Member
Mr X Dladla	Member

The Bid Committees have a standing schedule of meetings and they meet according to that particular schedule.

6.12.1 Municipal Public Accounts Committee (MPAC)

The MPAC is a committee of the municipal Council, comprised of councillors, appointed in accordance with section 79 of the Municipal Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of Council and to ensure good governance within municipality. This also includes oversight over municipal entities (if any). This committee is functional and meets quarterly as per approved municipal calendar.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting Officer of a Municipality or Municipal entity. The primary functions of the Municipal Public Accounts Committees are as follows:

- To consider and evaluate the content of the Annual Report and to make recommendations to Council when adopting an oversight report on the Annual Report;
- In order to assist with the conclusion of matters that may not be finalized, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current in-year reports, including the quarterly, mid-year and Annual Reports;
- To examine the financial statements and audit reports of the municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- To promote good governance, transparency and accountability on the use of municipal resources;

- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the municipality or the Audit Committee; and
- To perform any other functions assigned to it through a resolution of Council within its area of responsibility.

The MPAC reports to Council, at least on a quarterly basis, on the activities of the Committee which include a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report.

Table 77: Members of the MPAC

MEMBERS OF THE MPAC
Cllr J B Ngema – Chairperson
Cllr B E S Ntshangase
Cllr M G Ndlangamandla
Cllr N P Mavuso
Cllr C N Mavundla
Cllr V R Buthelezi
Cllr N T Gumbi

The Internal Audit Committee is an independent advisory body that advises Council and the Executive on financial and risk matters and can act as an advisory body to the MPAC. The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management. The primary function of the MPAC is to aid Council to hold the Executive and the municipal administration accountable and to ensure the efficient and effective use of municipal resources. It does this by reviewing public accounts and exercising oversight on behalf of Council.

The committee performs the following functions:

- Examine financial statements of all executive organs of council and any audit reports issued on those statements;
- Examine reports issued by the AG on the affairs of the municipal entities;
- Any other financial statements or reports referred to the committee by council;
- The Annual report on behalf of council and must make recommendations to council thereafter;
- Initiate and develop the annual oversight report based on the annual report;
- Initiate any investigation in its area of competence; and
- Perform any other function assigned by resolution of Council.

When the Committee examines the financial statements and audit reports of a municipality or municipal entity, it must take into account the previous statements and reports of the entity and report on the degree to which shortcomings have been rectified. The outcomes and deliberations of the Committee must be reported to Council and the public to allow for public participation.

6.12.2 Portfolio Committees (Representatives and Functionalities)

The Portfolio Committees report matters to the Executive Committee for consideration. The matter may then be referred back to the relevant portfolio committee for further consideration, amend or adopt the recommendations if it has delegated authority to do so, or submit its (Executive Committee) recommendations to Council. The Municipality has established 5 Portfolio Committees that meet monthly these being:

Table 78: Portfolio Committees, Members, Gender and Political Affiliation

Portfolio Committee	Member
Finance Portfolio Committee,	
	CLlr B J Thwala
	CLlr G L Sibiya
	CLlr N A Nkosi
	CLlr B E S Ntshangase
	CLlr Z Z Buthelezi
	CLlr C N Mavundla
	CLlr N P van Zuydam
Corporate Services Portfolio Committee	
	CLlr B J Thwala
	CLlr Z S Khumalo
	CLlr B E S Ntshangase
	CLlr X H Dhlamini
	CLlr J B Ngema

	CLlr B R Shongwe
Community Services Portfolio Committee	CLlr B R Shongwe CLlr C N Mavundla CLlr M Mthembu CLlr N P van Zuydam CLlr M P Mafuleka CLlr S V Dlamini-Nkambule CLlr N T Gumbi
Technical Services Portfolio Committee	CLlr S R Mhlongo CLlr B J Thwala CLlr N P Mavuso CLlr F S Masango CLlr P Masuku CLlr N G Ncube CLlr S A Xulu
Planning Development and LED	CLlr B J Thwala CLlr N P Mavuso CLlr M G Ndlangamandla CLlr Z B Motha CLlr J W Buthelezi CLlr T A Ntshangase

The roles and responsibilities of the Portfolio Committees, in respect of their functional areas, are:

- To develop and recommend strategy;
- To develop and recommend by-laws;
- To consider and make recommendations in respect of the draft budget and IDP;
- To ensure public participation in the development of policy, legislation, IDP and budget;

- To monitor the implementation of Council policies and plans;
- To exercise oversight on all functional areas; ▪
- A line of accountability and reporting.

Functions of the Portfolio Committees

Table 79: Functions of the Portfolio Committees

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
HR/STAFF COMMITTEE	The responsibilities of the Human Resources/Staff Portfolio Committee, in respect of its functional areas, are:
	(a) to develop and recommend strategy;
	(b) to develop and recommend by-laws;
	(c) to consider and make recommendations in respect of the draft budget and IDP;
	(d) to ensure public participation in the development of policy, legislation, IDP and budget;
	(e) to monitor the implementation of Council policies; and
FINANCE COMMITTEE	(f) to exercise oversight on all functional areas.
	The responsibilities of the Finance Portfolio Committee, in respect of its functional areas, are:
	(a) to develop and recommend strategy;
	(b) to develop and recommend by-laws;
	(c) to consider and make recommendations in respect of the draft budget and IDP;
	(d) to ensure public participation in the development of policy, legislation, IDP and budget;
SOCIAL COMMUNITY & LED COMMITTEE	(e) to monitor the implementation of Council policies; and
	(f) to exercise oversight on all functional areas.
	The responsibilities of the Social, Community and Local Economic Development Portfolio Committee, in respect of its functional areas, are:
	(a) to develop and recommend strategy on all functional areas;
	(b) to develop and recommend by-laws on all functional areas ;
	(c) to consider and make recommendations in respect of the draft budget and IDP;
MPAC	(d) to ensure public participation in the development of policy, legislation, IDP and budget;
	(e) to monitor the implementation of Council policies on all functional areas; and
	(f) to exercise oversight on all functional areas.
	MPAC performs an oversight function on behalf of the Council it is not a duplication of, and must not be confused with either the Internal Audit Committee or the Finance Committee. MPAC is to help Council to hold the executive and municipal administration to account and to ensure the efficient and effective use of municipal resources and it will do this by reviewing public accounts and exercising oversight on behalf of Council.

Municipal Committees	Purpose of Committee
TECHNICAL INFRASTRUCTURE & PLANNING	The Technical Infrastructure & Planning Portfolio Committee will formulate recommendations for consideration by the Executive Committee in relation to: - Issues delegated to it by the Executive Committee or referred to it by the Municipal Manager; - Consideration of the Capital and Operating Expenditure as provided for in the budget for the current financial year and the right to authorize expenditure where such budgeted expenditure has been provisionally approved but excluding the right to reallocate expenditure from one vote to another or to the provisional status of funds where applicable; - Dealing with issues pertaining to the Council's Technical Infrastructure and Planning Services; - Implementing all policies and projects approved by the Council falling within the Terms of Reference of this Committee; Advising on the provision of appropriate facilities for the benefit of the inhabitants of the municipal area of jurisdiction; - annual business plans falling within the functional area of the portfolio; - the implementation of the business plans of the functional areas of the portfolio; - the review of financial performance against approved budgets relating to prior and current years including dealing with reports from the Auditor-General; - the draft budget in respect of the functional areas of the portfolio, including tariffs of charges after consultation with the relevant Head of Department; - reports and recommendations submitted in respect of the functional areas of the portfolio including comment arising from its consideration of or amendments to by-laws pertaining to the function of the portfolio; - prioritising projects falling within the functional areas of the portfolio; The Portfolio Committee may consult with the Municipal Manager and the relevant Head of Department on Council's policies and programmes.

6.13 Land Use Management

The Zululand District Municipality established a Joint Municipal Planning Tribunal which is fully functional and meets quarterly. The Joint Committee comprises all local municipalities that are under the jurisdiction of the Zululand District Municipality.

Currently, uPhongolo Municipality has appointed Mr T Dubazane as a Municipal Planning Authorised Officer. In line with the above, uPhongolo Municipality complies with Regulation 14 of SPLUMA (2013). The Municipality's Executive Committee has been designated as an Appeal Authority and delegations have been amended from KZNPDPA to SPLUMA by-laws and applications are categorised as per SPLUMA.

COGTA gazetted the SPLUMA By-law for uPhongolo Municipality are being implemented. The Zululand District Municipality forms a district-wide Planning and Development Technical Forum for the purpose of aligned, integrated and coordinated development of all the local municipalities under its jurisdiction.

6.14 Good Governance and Public Participation SWOT Analysis

The table below presents a detailed Good Governance and Public Participation SWOT Analysis for the Municipality.

Table 80: Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Approved scheduled Council meetings and functioning effectively ▪ Section 79 and 80 committees established and functioning effectively ▪ Established and effective ward committees ▪ Community meetings sit per ward (as required by B2B) ▪ War room established in all wards and functioning effectively ▪ Local Task team (OSS) sitting monthly ▪ Established Audit Committee and fully fledged Internal Audit Unit ▪ Risk Management Unit and Risk Committee fully functional ▪ PMS Unit established and functioning effectively ▪ Sitting of Bid Committees as per annual schedules ▪ Customer service delivery charter is in place ▪ Participation of aMakhosi at council meetings and public participations.	▪ Shortage of personnel to monitor the functioning of ward committee meetings ▪ Skills shortage in capturing of minutes of Ward Committee meetings
OPPORTUNITIES	THREATS
▪ Capacitation of ward committee members Provision of assistance to needy communities through OSS ▪ Stakeholder engagement participation is good	▪ Non-involvement of community members/stakeholders (buy-in) ▪ Lack of community buy-in by stakeholders ▪ Participation of aMakhosi in municipal programmes ▪ Lack of municipal plans and by-laws

	▪ Non-availability of customer service delivery plans in terms of Batho Pele principles ▪ Non-establishment and non-functional of relevant municipal structures ▪ Inadequate training of Councillors may result in poor decision making
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Table 81: Good Governance and Public Participation Key Development Challenges and Interventional Measures

CHALLENGES	INTERVENTION
Shortage of personnel to monitor the operation and functioning of ward committees	Prioritise appointment of Personnel
Lack of skills/training to capture ward community minutes and reporting	To provide training workshops for ward community meetings
Chamber has no public gallery	To be budgeted for extension
Lack of commitment of Ward Champions	The Municipal champion to encourage war room champions to attend war room meetings
IGR Meetings not convened (as per IGR sectors between ZDM and LMs)	ZDM to review the TORs for the IGR Sectors
	Develop an annual schedule of meetings
	Submission of an annual schedule to LMs
Lack of stakeholder participation at IDP/Budget Meetings	Strengthen a working relationship with stakeholders/sector departments

7. Basic Service Delivery

Water Services Authority (WSA) : uPhongolo Municipality is a local municipality forming part of the Zululand District and **it is, therefore, not a Water Services Authority**. Instead, the Zululand District Municipality is the one mandated by the Water Services Act to be the Water Services Authority in respect of all areas under its jurisdiction. All Water Services Provider functions were taken over by the ZDM in 2003 from the Local Municipalities, except for the urban reticulation services within the Abaqulusi Local Municipality. ZDM provides the service in the rural area of Abaqulusi.

Water Services Authority Assessment

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

Table 82: WSA Functions and Outputs Within The ZDM

WSA Functions / Outputs	In Place? (Yes/ No)	If No, When Will it be in Place?	Support Required (Yes/No)
Policy development	Yes	N/A	No
Indigent policy	Yes	N/A	No
Free basic water policy (including equitable share)	Yes	N/A	No
Free basic sanitation policy (including equitable share)	Yes	N/A	No
Procurement policy	Yes	N/A	No
Regulation and tariffs	Yes	N/A	No
Water services bylaws with conditions as required by the Water Services Act	Yes	N/A	No
Mechanisms to ensure compliance with bylaws	Yes	N/A	No
Tariff structure	Yes	N/A	No
Tariffs promulgated	Yes	N/A	No

Infrastructure development (projects)			
Mechanisms to undertake project feasibility studies	Yes	N/A	No
Criteria for prioritising projects	Yes	N/A	No
Mechanisms to assess and approve project business plans	Yes	N/A	No
Mechanisms for selecting, contracting, managing, and monitoring implementing agents	Yes	N/A	No
Mechanisms to monitor project implementation	Yes	N/A	No
Water conservation and demand management			
Water conservation and demand management strategy	In progress	TBA	No
Performance management and monitoring			
Performance management system	Yes	N/A	No
Water service monitoring and evaluation (M&E) system	Yes	N/A	No
WSDP	Yes	N/A	No
WSDP information system	Yes	N/A	No
Mechanisms for stakeholder participation	Yes	N/A	No
Mechanisms to monitor and report on WSDP implementation	Yes	N/A	No
WSP institutional arrangements			
Criteria to select appropriate WSPs	Yes	N/A	No
Mechanisms to contract, manage and monitor WSPs	Yes	N/A	No
Mechanisms to approve WSP business plans	Yes	N/A	No
WSA overall capacity			
Sufficient staff and systems to fulfil all WSA functions	Yes	N/A	No
Other (state)			

7.1.1 The Status and Adoption Date of Water Services Development Plan

- Water Services Development Plan (WSDP);
- The Infrastructure Asset Management Plan for Water and Sanitation.
- Infrastructure Procurement Strategy for Water and Sanitation.
- Infrastructure Programme Management Plan.
- End of Year Report for Water and Sanitation.
- Updated Asset Register for Water and Sanitation
- Operations and Maintenance Plan for Water and Sanitation

Based on the information presented above in table 82, the Zululand District Municipality has the plans, reports and policies in place and are being implemented.

7.1.2 Last Review of Zululand DM 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 ZDM approved the review of the Water Services Development Plan in 2023. A copy of the current WSDP is attached herewith as annexure.

The RDP standard for water supply (and the ultimate goal for water provision) is 25l/person/day within 200m walking distance. Notwithstanding the above, a rudimentary water supply process is currently underway to expedite the supply of water to all by ensuring that each settlement shall have access to a minimum of 5L/person per day within 800m radius of the home.

Free Basic Water

In line with the provisions of the Local Government: Municipal Systems Act, 2000, Section 74(1) a the Council of the Municipality is required to adopt and implement a tariffs policy in respect of the levying of fees for municipal services. In terms of section 74(2)(c) of the Act, the tariff policy has to reflect, inter alia, the principle to the effect 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 of 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.

Owing to the level of unemployment and resultant poverty in the municipal area, there are households which just cannot afford to pay for normal services. Consequently, the Zululand District Municipality has adopted a **Free Basic Water Services Policy**, as part of the WSDP, as follows:

- All households will receive six kilolitres of portable water free of charge for domestic use.
- Industrial, commercial and institutional consumers do not qualify for free basic services.
- All water supplied from standpipes and rudimentary systems will be free.
- Households where verified total gross monthly income of all occupants over 18 years of age does not exceed the amount determined by Council per month i.e. two current monthly social assistance.
- grant payable per person by the Department of Social Development will qualify for a subsidy on service charges for water as set out.

The following table elucidates the policy further:

Table 83: Water Services Policy as Part of the WSDP

Service Level Number	Level of Water Services	Definition	Free Basic Water Policy
DW1	Full pressure conventional house connection	Direct unrestricted full pressure (24m) connection to the reticulation system, metred and billed.	Stepped block tariff (with first block at zero charge free to all households)
DW2	Yard tank (RDP standard)	Restricted (to 200l per day) individual erf connection with tank in yard	All water at no charge
DW3	Communal street tap (RDP standard)	Unrestricted full pressure standpipe not further than 200m from dwellings (shared by a number of consumers)	All water at no charge
DW4	Rudimentary system	Formalised supply: -Boreholes equipped with hand pump Protected spring Communal standpipe further than 200m from dwellings	All water at no charge

Source: WSDP

Table 84: Table Showing the Free Basic Sanitation Policy as Part of the WSDP:

Service Level Number	Level of Sanitation Service	Definition	Free Basic Sanitation Policy
DS1	Water borne sewage	Unrestricted connection to municipal sewerage system	Included in free basic water allocation
DS2	Septic tank or similar Facility	On-site disposal (self-treatment)	No charge
DS3	Conservancy tank	Localized sewage temporary storage facility	No charge to selected households in specific areas as determined by the municipality, aligned to free basic water policy for service level DW4
DS4	Ventilated improved pit (VIP) latrine	Dry pit with sufficient capacity on-site disposal based on set standards	No charge

Source: WSDP 2015

The developmental approach and motivation for the various levels of service offered by the Zululand District Municipality is explained in the policy. The free basic services policy is based on the same approach and is also subject to affordability and economic viability, so the Municipality may review the policy based on practical realities with regard to consumption and financial viability of metering and billing from time to time.

The municipality is aware that consumption in rural areas is steadily increasing. To measure consumption in unmetered zones, the municipality uses the water balance to determine consumption. Although the free basic water policy is implemented and no metering is intended in these zones immediately, the financial viability threshold (based on consumption and costs) will determine whether and when metering and/or billing may be introduced.

The Zululand District Water Services Plan gives a clear indication as to where and when water infrastructure will be provided in the District. It provides a clear indication of what amount of water capital infrastructure will be provided when and at what cost and during which year.

There are two main programmes that are utilized for the implementation of water and sanitation services. The Department of Water Affairs and Forestry provides funding for specifically water and sanitation infrastructure development. The Municipal Infrastructural Grant funds various infrastructure projects, not only limited to water and sanitation, but will exclusively be utilized by the ZDM for water and sanitation infrastructure provision during the next 5 years.

Sanitation in the rural areas is being provided in the form of dry-pit VIP toilets and the strategy is to implement these simultaneously with the roll-out of water services. This ensures a more effective impact with health and hygiene awareness training. The following should be noted:

- Rudimentary water supply provides 5l per capita per day within a distance of 800m.
- RDP water supply roll-out (Regional Water Supply). Provides for 25l per capita per day within a distance of 200m.
- Rural Sanitation to the RDP standard of 1 dry-pit VIP per household.

7.1.2 All Water and Sanitation Institutions and Service Providers

The municipality has a Technical and Infrastructure Development Committee that looks at various infrastructure development issues such as water and sanitation, housing, proposed and new developments as well as local economic development. The Zululand District Municipality and service providers form part of the committee. Other role players are listed in the table below.

Table 85: All Water and Sanitation Institutions

Entity	Roles and Responsibilities
National Department of Human Settlements	The national Department of Human Settlements is responsible for establishing and maintaining a sustainable national housing development process. It does this by developing policy and strategy, facilitation of all housing programmes, establishing a national funding framework for housing development, determining delivery goals, allocating the conditional grant funds for housing to provincial governments, and monitoring and evaluating the housing sector's performance. The following are priority focus areas that the Department has prioritized as per Outcome 8 (2014-2019 MTSF): Accelerated delivery of housing opportunities; Access to basic services; Efficient utilization of land for Human Settlements Development; An improved property market.
KwaZulu-Natal Department of Human Settlements	The provincial Department of Human Settlements is responsible for promoting, co-ordinating and implementing housing programmes within the framework of the national housing policy. Provinces are also responsible for approving housing subsidies and projects and for providing support to municipalities for housing development.
uPhongolo Local Municipality	The primary role of the UPhongolo municipality is to take all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing. This includes planning, coordinating and facilitating appropriate housing development, in line with the priorities in the IDP. It should be noted that municipalities are able to be accredited and empowered to undertake housing functions similar to provincial government. The extent thereof is based on the level of accreditation.
Zululand District Municipality	The Zululand District Municipality does not have any legislated housing related powers but performs some functions, which have serious implications for the development of human settlements. This includes the provision of bulk infrastructure which is critical in housing projects. The district also assists by providing planning support.
ESKOM uPhongolo Local Municipality Housing (Human Settlements) Sector Plan	Eskom is responsible for the generation, distribution and provision of electricity. The norms and standards for the development of sustainable human settlement includes the provision of electricity. This establishes Eskom as a key role-player in the development of sustainable human settlement.

Department of Economic Development, Tourism And Environmental Affairs Edtea	is the provincial lead agent for environmental management and shares its powers with national government. All housing projects take place on land and in a particular environment, thus one of the mandates of EDTEA is to facilitate environmental impact mitigation and promote sustainable environmental management development. Environmental Impact Assessments (EIAs) are a tool used by government to assist in deciding whether projects, including housing projects, should go ahead or not. The EIA process involves making submissions and applications to the EDTEA. The applications can be for environmental exemption, basic assessment, scoping, full EIA applications, depending on the nature and context of the project. This process is one of the key milestones in housing projects.
Support Institutions in the Housing Delivery	
Entity	Roles and Responsibilities
Housing Development Agency	The Housing Development Agency is a national special-purpose established in terms of the Housing Development Agency Act, No. 23 of 2008. It has two primary objectives that is to identify, acquire, hold, prepare, develop and release well-located land for human settlement; and to provide project delivery services in the form of planning, capacity support and capability, and project management. The HDA works on projects in particular areas at the specific request of provinces and local municipalities. Its strategic priorities include informal settlement upgrade, catalytic projects and housing delivery in mining towns.
National Home Builders Registration Council	The National Home Builders Registration Council (NHBRC) is a regulator body of the home building industry. Its goal is to assist and protect housing consumers who have been exposed to contractors who deliver housing units of substandard design, workmanship and poor-quality material. The NHBRC was established in 1998, in accordance with the provisions of The Housing Consumers Protection Measures Act (Act No. 95 of 1998). Its mandate is to protect the interests of housing consumers and to ensure compliance to regulated building industry standards. All home builders, regardless of the size
	or cost of the homes they build, must be registered with the NHBRC in terms of the law (Housing Consumers Protection Measures Act no 95 of 1998). Similarly, housing projects should be enrolled with the NHBRC for quality assurance purposes.
Social Housing Regulatory Authority	The Social Housing Regulatory Authority (SHRA) was established in terms of the Social Housing Act, No. 16 of 2008. The SHRA's mandate is to capacitate, invest in and regulate the social housing sector. The intention of social housing is to deliver affordable rental housing for low to moderate income groups and to achieve spatial, economic and social integration of the urban environments. The Social Housing Investment Programme may invest in social housing projects or social housing institutions (SHIs) in accordance with the investment criteria set out in the social housing Regulations.

Ingonyama Trust Board	Ingonyama Trust Land is subject to the policies and legislation that governs all land administered by Ingonyama Trust Board. The trust holds the land on behalf of the members of communities that occupy and use the land and for the benefit, material welfare and social well-being of those communities. Section 2(5) provides that the trust may not 'encumber, pledge, lease, alienate or otherwise dispose of' any of its land or any real right to such land, without the prior written consent of the traditional or community authority concerned. Thus, the traditional authority can control the use to which their land is put. The effect of this is that, as landowner, the Trust enters into land use agreements, e.g., leases and the like, but it cannot do so unless and until it has the written consent of the relevant traditional authority. In some cases, the Ingonyama Trust leases the land, or makes it available, under an appropriate agreement to a traditional authority, who, in turn, sub-leases it to a third party (ibid). Effectively, this means that the Trust administers the land in UPhongolo for the benefit of the community, and the land may not be encumbered without the consent of the relevant traditional council. UPhongolo Municipality has extensive pieces of land under the ownership of the Ingonyama Trust, thus the Trust is a critical stakeholder in housing development.
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7.1.3 Summary on How Portable Water is Provided in the Municipality

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.

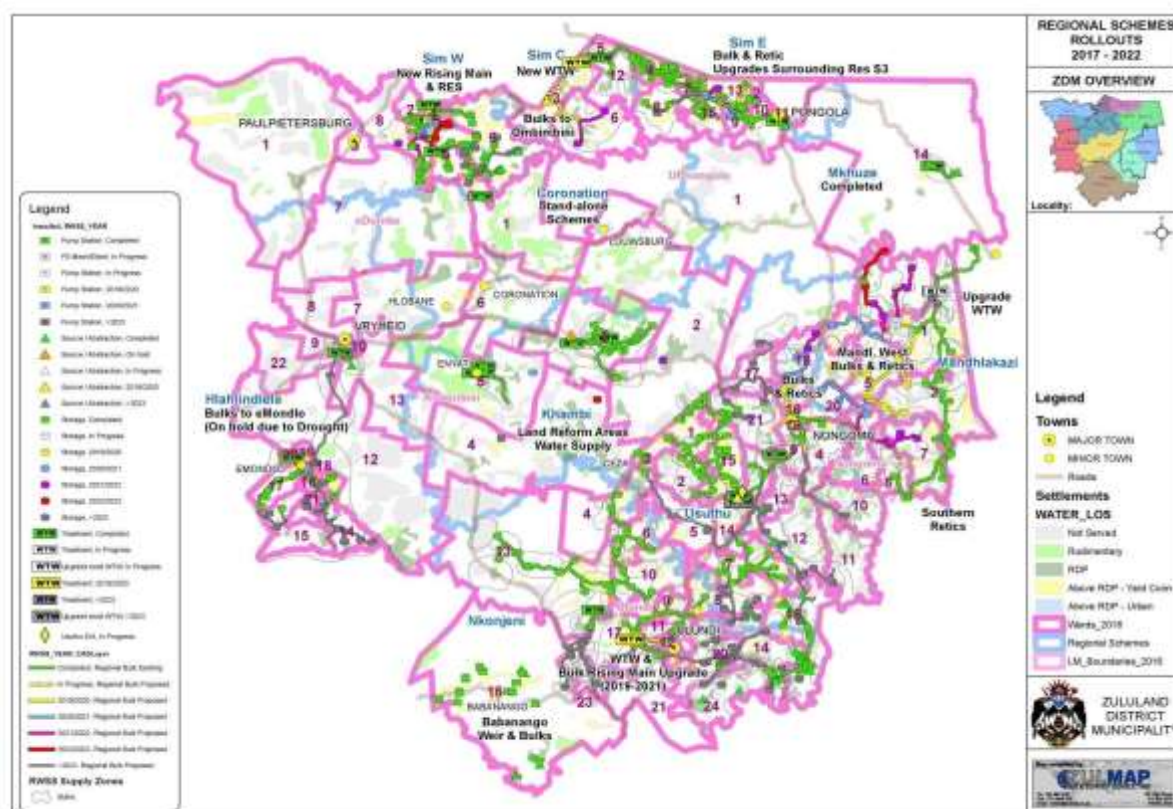
These water sources will supply several settlements in the surrounding area and will become part of the Regional Scheme infrastructure in future. Implementation will be done according to the ZDM Prioritisation Model for water services within each Regional Scheme. In areas where settlements cannot be 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.

Table 96: Status of Water Schemes

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

Map 23: Regional ZDM SWater Schemes Rollout



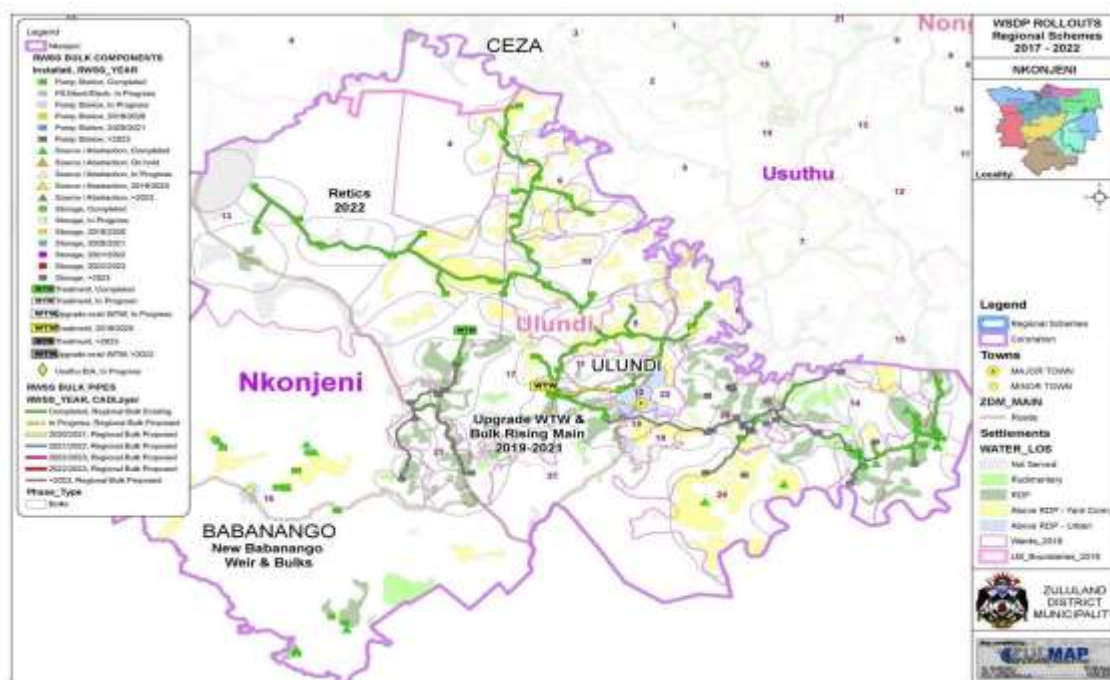
The Nkonjeni regional scheme is in the privileged position of having a well-developed and sustainable water source. Therefore, the bulk of the available funding can be applied towards the progressive rollout of water services to the respective communities. The sustainability of the scheme is threatened 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 water-loss management programme where these water losses have 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 24: WSDP Nkonjeni Regional Water Schemes



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.

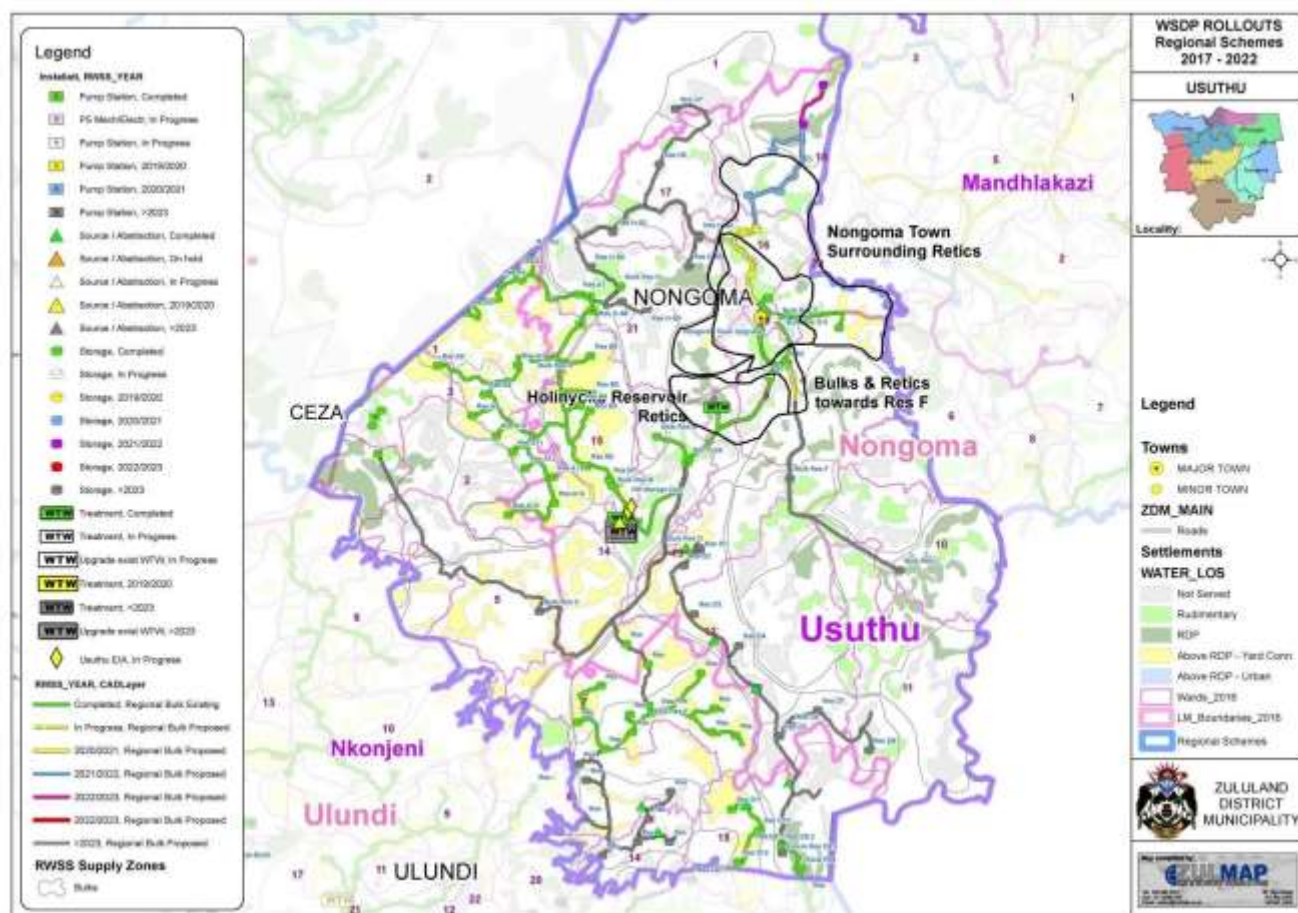
The sustainability of the main water source of Nongoma town is under severe strain and no longer sustainable during drought periods. The installation of a bulk pipeline from the Black Mfolozi river to Nongoma is currently in progress to address this issue. The internal bulks for Nongoma town will also 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).

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.

Map 25: WSDP Rollouts Usuthu Regional Scheme



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.

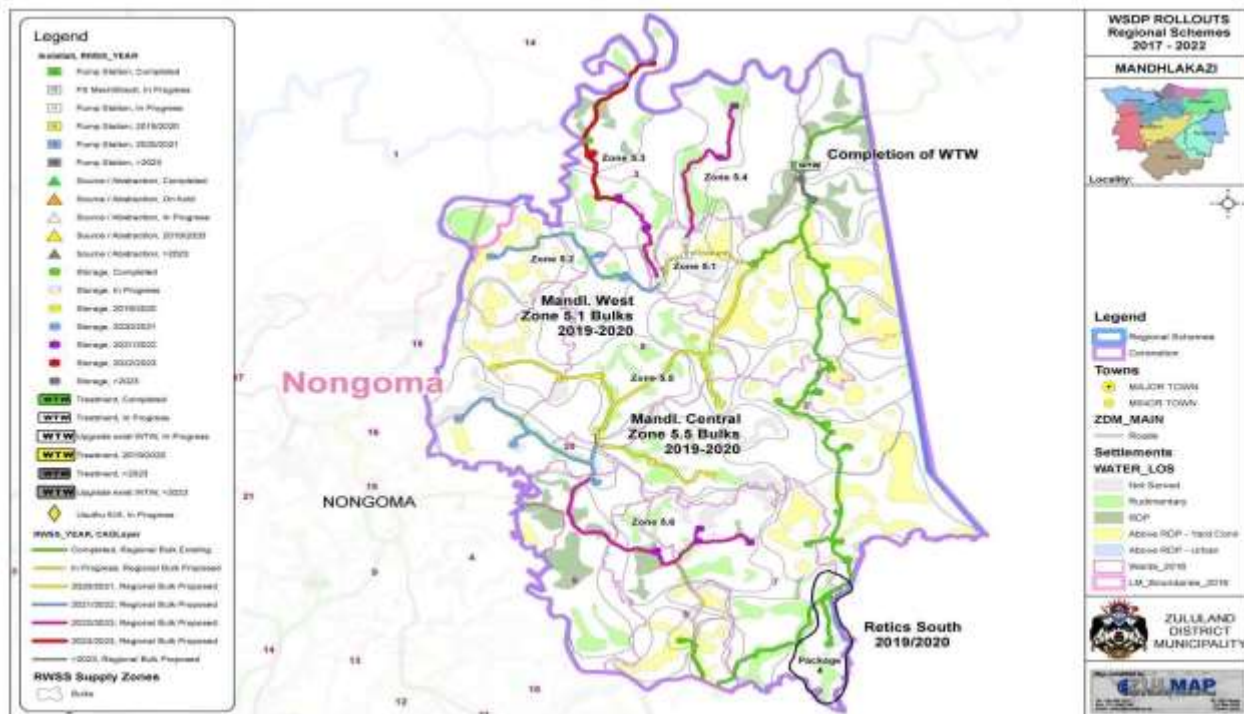
Water supply problems in the neighbouring Hlabisa area has resulted in a change of priorities and the construction of a bulk supply pipeline to supply the eastern side of Mandlakhazi and eventually reach the Hlabisa communities. The ZDM is however, investigating the possibilities for an individual allocation and raw water abstraction permit from DWA for abstraction from the Pongolapoort Dam for long-term sustainability.

The Mandlakhazi 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 26: WSDP Rollout Mandhlakazi Regional Scheme



The Mkhuze 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 27: WSDP Mkhuze Rollout Regional Scheme



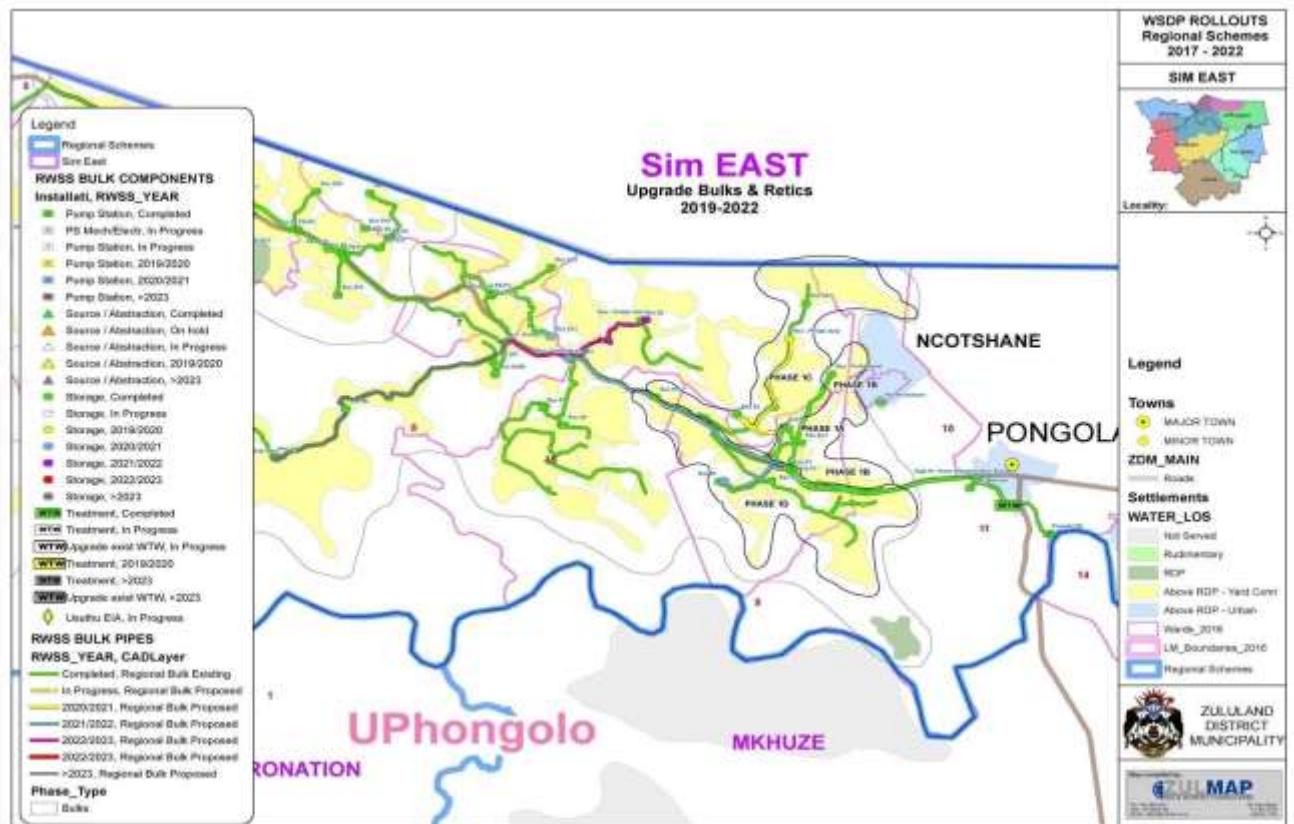
The Simdlangentsha East Regional Scheme is a well-served area and consist of the lowest backlogs in the district. The scheme supplies Pongola town as well as a vast rural area. Water is abstracted from irrigation channels next to the Pongola River and with an emergency supply that is available further 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 water losses 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 water loss 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 28: WSDP SIM EAST Rollout Regional Scheme



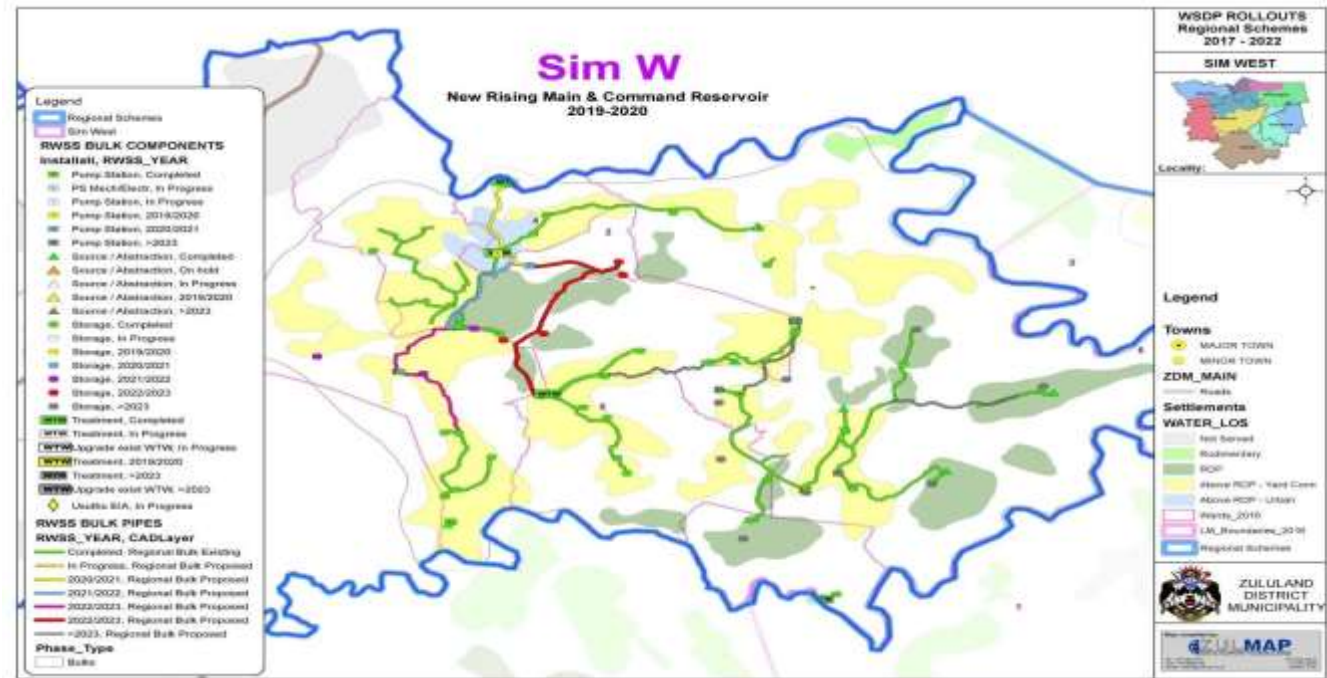
Simdlangentsha West : Simdlangentsha West Regional Scheme mainly consists of rural areas to the east of Paulpietersburg town. The area is generally well-served although existing networks are old and infills and water loss management is required.

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 water losses 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. Soon 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 29: WSDP SIM WEST Rollout Regional Scheme



The map displays the Louwsburg area, showing various water supply schemes and infrastructure. Key features include:

- Coronation:** A large area in the north-central part of the map, labeled "CORONATION".
- Khambi:** A central area labeled "Khambi", with a note "Remaining Land Reform Areas to be served".
- Usuthu:** A large area in the south-eastern part of the map, labeled "Usuthu".
- Project 1:** Located in the central part of the map, labeled "Project 1 R7.7m".
- Project 2:** Two locations, labeled "Project 2 R2.1m" and "Project 2 R1.4m".
- Project 3:** Located in the south-central part of the map, labeled "Project 3 R1.1m".
- Legend:** Multiple legends are present, detailing symbols for water supply zones, roads, settlements, and water loss.
- Map Title:** "LOUWSBURG" is prominently displayed at the top center.
- Other Labels:** "ENYATI", "aqulusi", "CEZA", and "Bul 2" are also visible on the map.

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 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.

Figure 35: uPhongolo BWSS

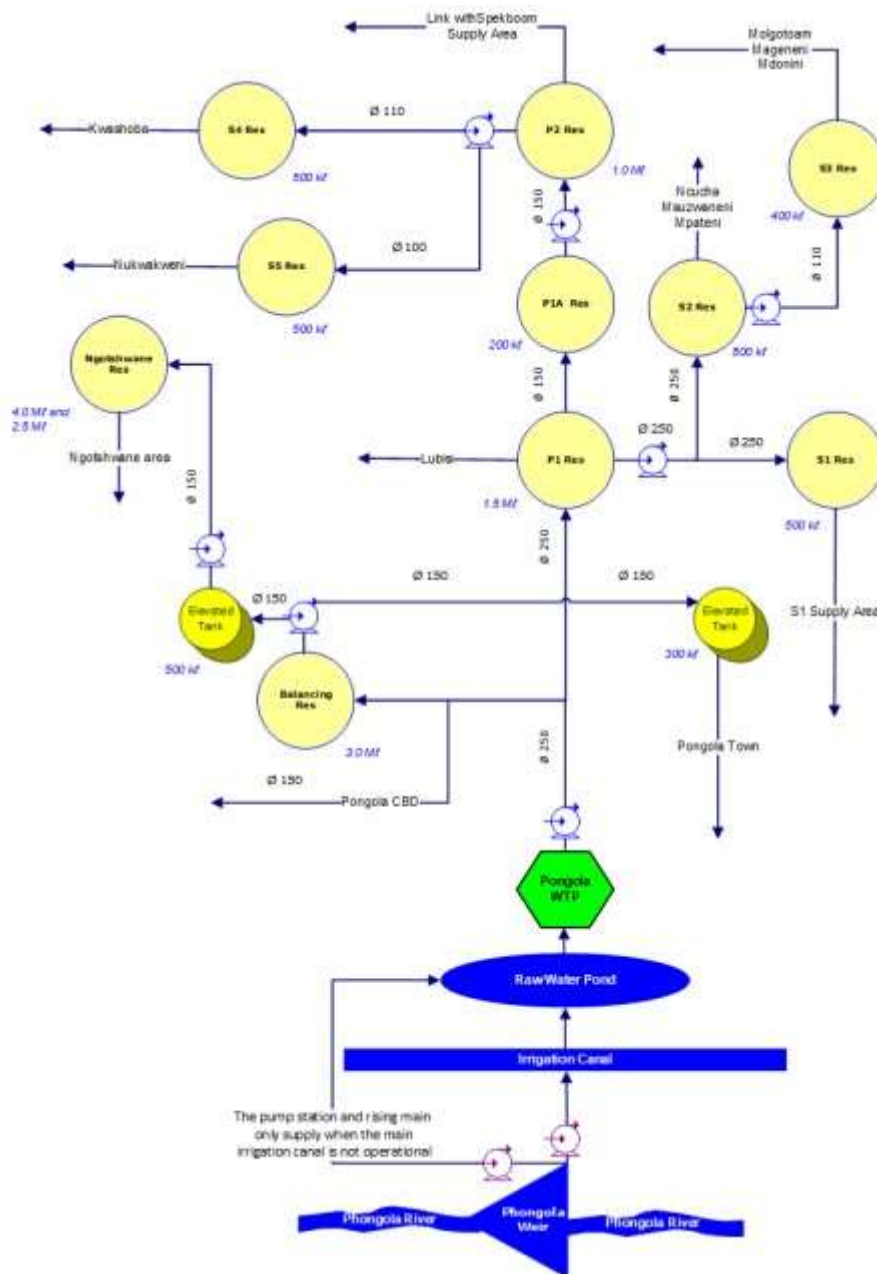
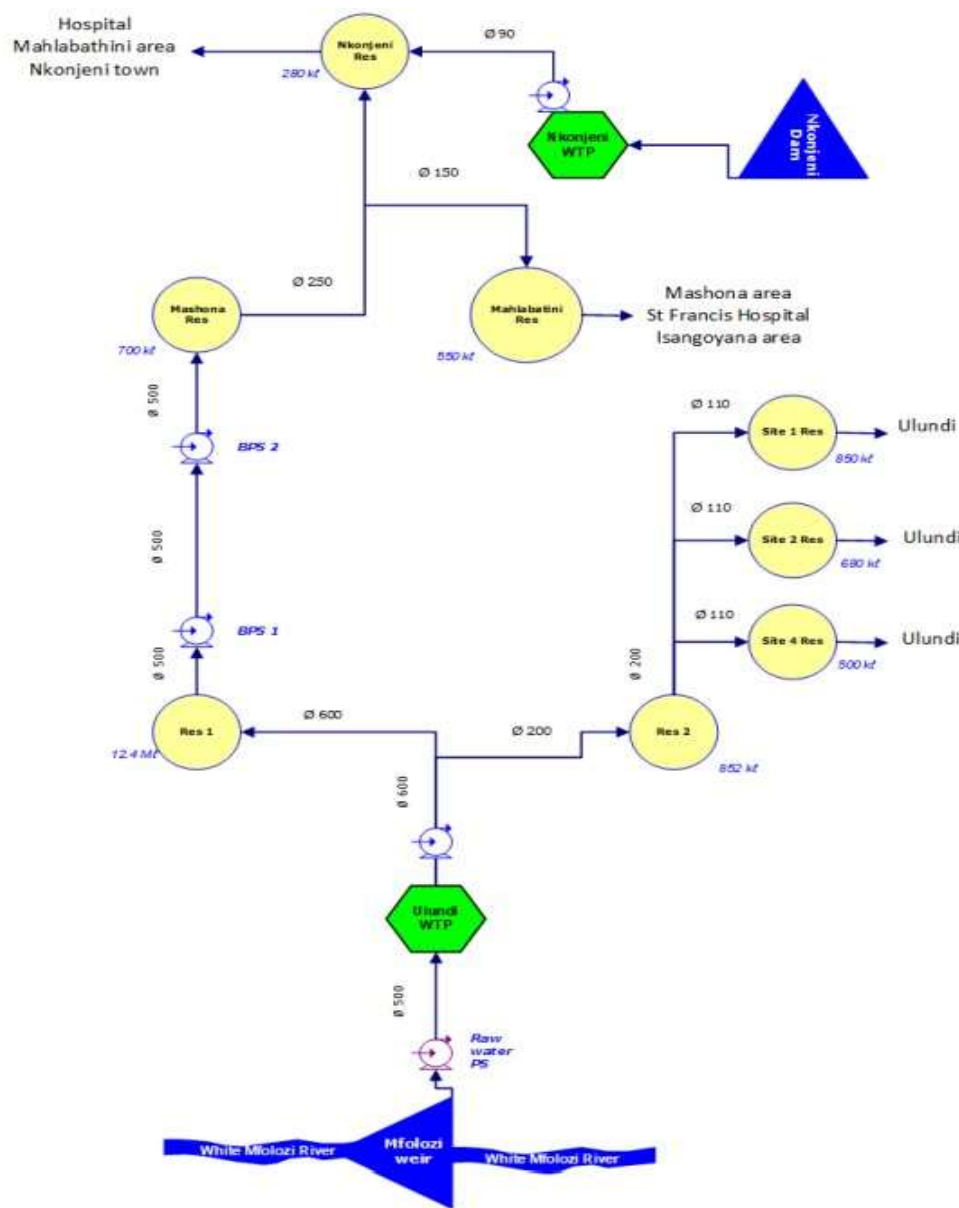


Figure 36: Water Supply Scheme



uPhongolo-Belgrade Water Supply Scheme

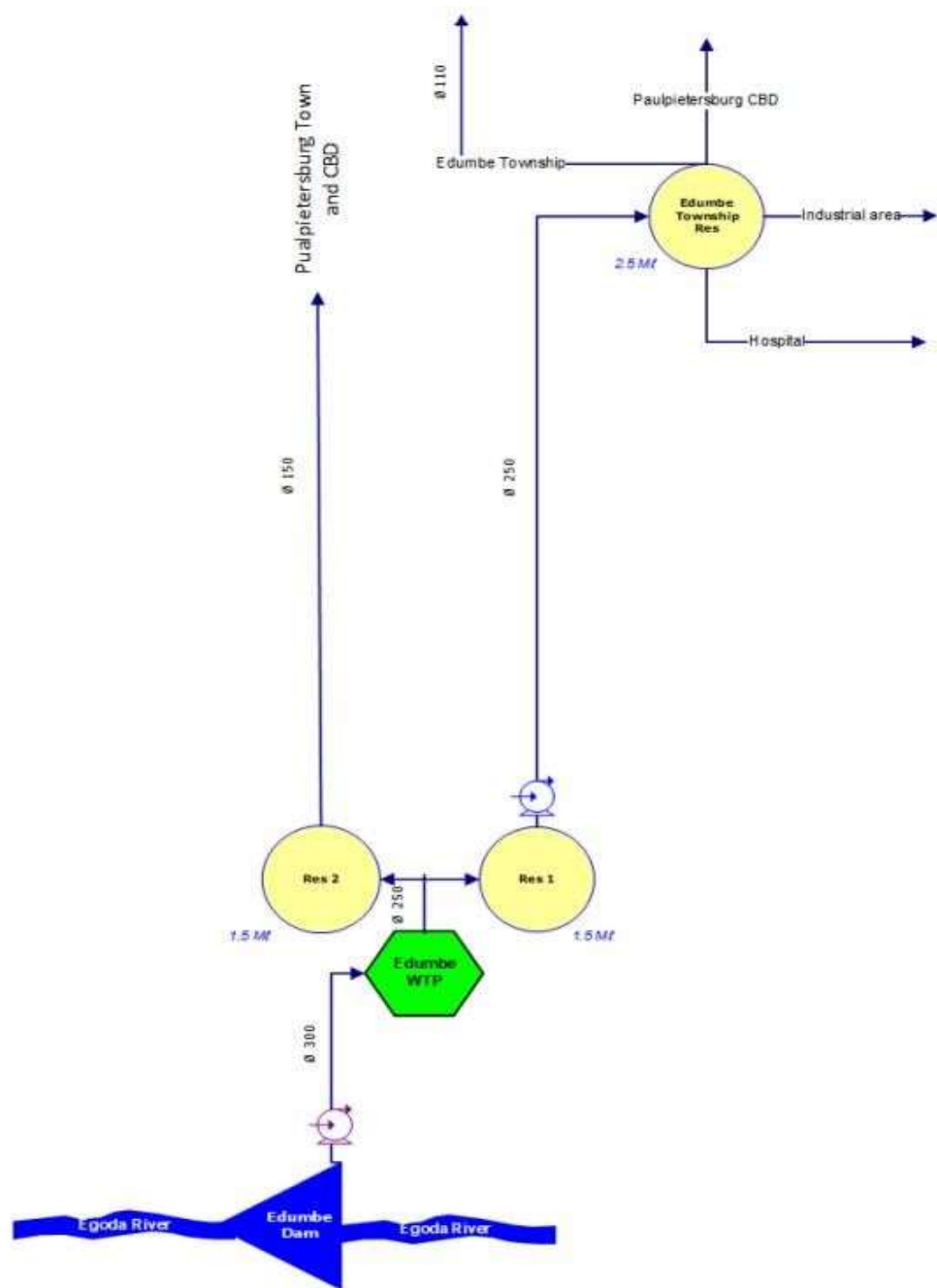


Figure 39: Mondlo WTP

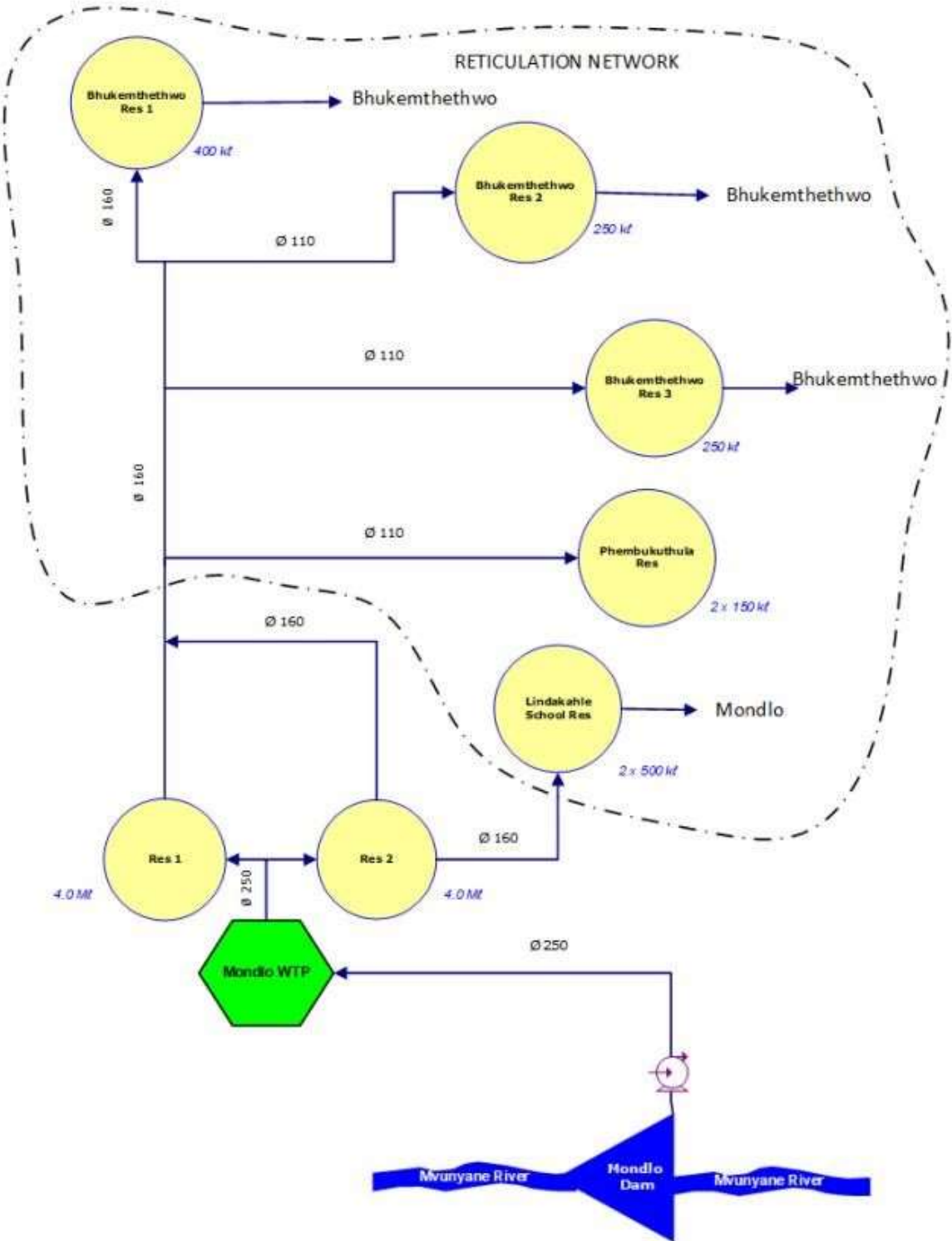
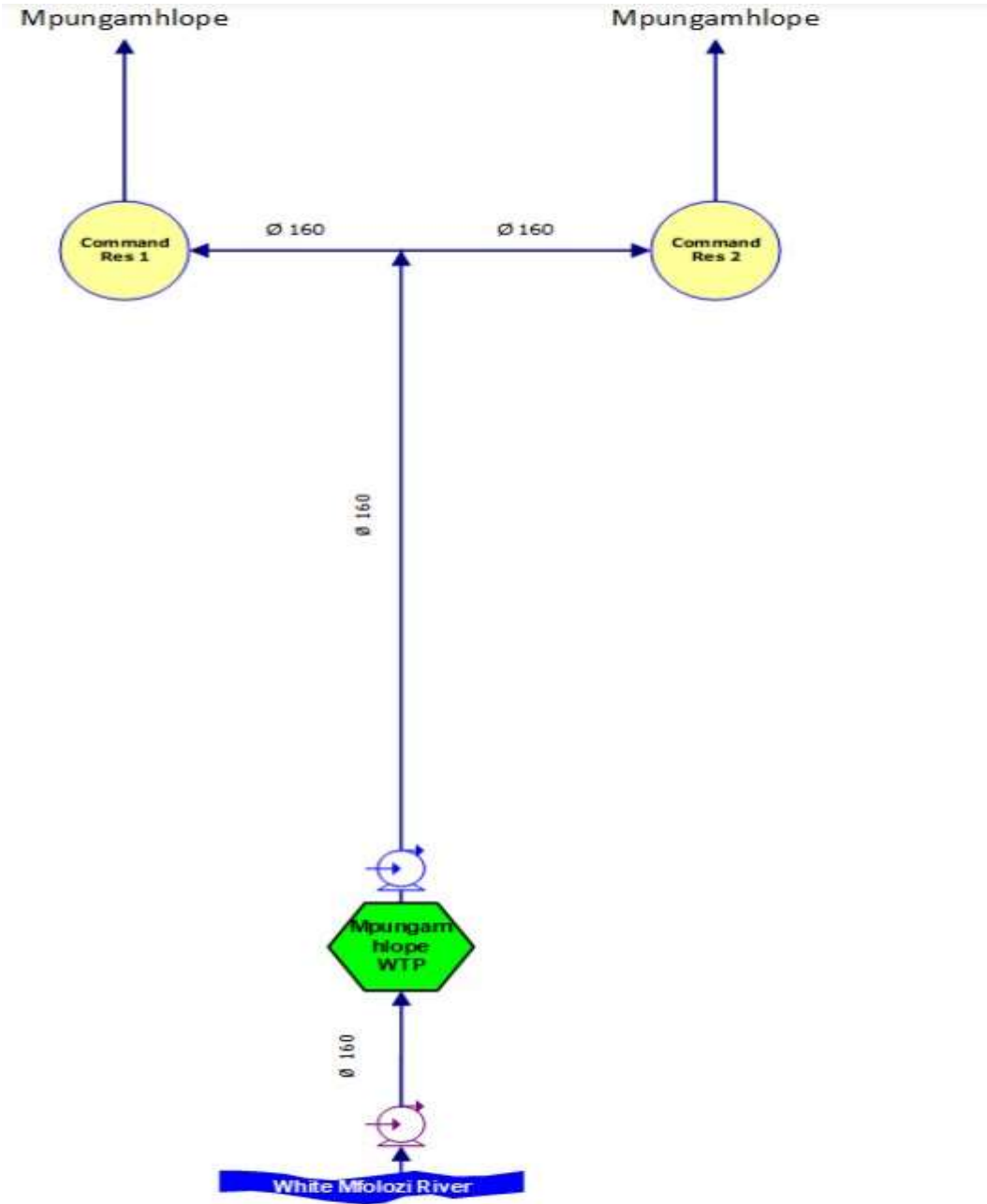


Figure 40: Mpungamhlope Water Supply Scheme



[illegible]

Table 86: Operations & Maintenance Costs in relation to revenue

		Actual			Projected				
Operating costs and income	Total projected	Syr	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Operational costs	R 2 135 402 037	R 344 986 742	R 317 975 886	R 349 773 474	R 384 750 822	R 423 225 904	R 465 548 494	R 512 103 344	
Personnel costs	R 903 187 212	R 134 235 055	R 134 490 718	R 147 939 790	R 162 733 769	R 179 007 146	R 196 907 860	R 216 598 647	
Total O&M costs	R 3 038 589 249	R 479 221 796	R 452 466 604	R 497 713 264	R 547 484 591	R 602 233 050	R 662 456 355	R 728 701 990	
Equitable share: FBS	R 2 892 813 490	R 564 272 000	R 524 645 000	R 559 056 000	R 566 225 000	R 577 549 500	R 589 100 490	R 600 882 500	
Income: sales (actual payment)	R 290 114 352	R 25 410 596	R 43 200 000	R 47 520 000	R 52 272 000	R 57 499 200	R 63 249 120	R 69 574 032	
Total income	R 3 182 927 842	R 589 682 596	R 567 845 000	R 606 576 000	R 618 497 000	R 635 048 700	R 652 349 610	R 670 456 532	
Deficit/surplus	R 144 338 593	R 110 460 800	R 115 378 396	R 108 862 736	R 71 012 409	R 32 815 650	R -10 106 745	R -58 245 458	

		Actual			Projected				
Operating costs and income	Total 5yr projected	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	
Operational costs	R 2 135 402 037	R 344 986 742	R 317 975 886	R 349 773 474	R 384 750 822	R 423 225 904	R 465 548 494	R 512 103 344	
Personnel costs	R 903 187 212	R 134 235 055	R 134 490 718	R 147 939 790	R 162 733 769	R 179 007 146	R 196 907 860	R 216 598 647	
Total O&M costs	R 3 038 589 249	R 479 221 796	R 452 466 604	R 497 713 264	R 547 484 591	R 602 233 050	R 662 456 355	R 728 701 990	
Equitable share: FBS	R 2 892 813 490	R 564 272 000	R 524 645 000	R 559 056 000	R 566 225 000	R 577 549 500	R 589 100 490	R 600 882 500	
Income: sales (actual payment)	R 290 114 352	R 25 410 596	R 43 200 000	R 47 520 000	R 52 272 000	R 57 499 200	R 63 249 120	R 69 574 032	
Total income	R 3 182 927 842	R 589 682 596	R 567 845 000	R 606 576 000	R 618 497 000	R 635 048 700	R 652 349 610	R 670 456 532	
Deficit/surplus	R 144 338 593	R 110 460 800	R 115 378 396	R 108 862 736	R 71 012 409	R 32 815 650	R -10 106 745	R -58 245 458	

7.1.4 Operations and Maintenance Plan for Water and Sanitation:

This section looks at existing infrastructure which has reached its end of lifespan, and whether refurbishment, O&M or replacement is necessary for sustainable service delivery. This is applicable for water and sanitation components such as WTW's or Pump Stations, but also for scheme networks where infrastructure has deteriorated or reached the end of its lifespan. It furthermore entails O&M for all borehole and spring protection services where O&M plays a significant role. The figures below display the operations and maintenance system from the source to the community.

7.1.5 The Status of WSA's Infrastructure Asset Management Plan

uPhongolo Municipality is not a Water Services Authority. uPhongolo Municipality has indicated the status of the WSAs infrastructure asset management plan. An assessment of Water Services Authority was conducted and a number of functions and outputs that are mainly associated with governance and regulation. The status of WSA within the ZDM is detailed in the table below.

Table 87: The status of WSA within the ZDM

WSA FUNCTIONS / OUTPUTS	IN PLACE? (YES/ NO)	IF NO, WHEN WILL IT BE IN PLACE?	SUPPORT REQUIRED (YES/NO)
Policy development			
Indigent policy	Yes	N/A	No
Free basic water policy (including equitable share)	Yes	N/A	No
Free basic sanitation policy (including equitable share)	Yes	N/A	No
Procurement policy	Yes	N/A	No
Regulation and tariffs			
Water services bylaws with conditions as required by the Water Services Act	Yes	N/A	No
Mechanisms to ensure compliance with bylaws	Yes	N/A	No
Tariff structure	Yes	N/A	No
Tariffs promulgated	Yes	N/A	No
Infrastructure development (projects)			
Mechanisms to undertake project feasibility studies	Yes	N/A	No
Criteria for prioritising projects	Yes	N/A	No
Mechanisms to assess and approve project business plans	Yes	N/A	No

Mechanisms for selecting, contracting, managing, and monitoring implementing agents	Yes	N/A	No
Mechanisms to monitor project implementation	Yes	N/A	No
Water conservation and demand management			
Water conservation and demand management strategy	In progress	TBA	No
Performance management and monitoring			
Performance management system	Yes	N/A	No
Water service monitoring and evaluation (M&E) system	Yes	N/A	No
WSDP			
WSDP information system	Yes	N/A	No
Mechanisms for stakeholder participation	Yes	N/A	No
Mechanisms to monitor and report on WSDP implementation	Yes	N/A	No
WSA FUNCTIONS / OUTPUTS	IN PLACE? (YES/ NO)	IF NO, WHEN WILL IT BE IN PLACE?	SUPPORT REQUIRED (YES/NO)
WSP institutional arrangements			
Criteria to select appropriate WSPs	Yes	N/A	No
Mechanisms to contract, manage and monitor WSPs	Yes	N/A	No
Mechanisms to approve WSP business plans	Yes	N/A	No
WSA overall capacity			
Sufficient staff and systems to fulfil all WSA functions	Yes	N/A	No
Other (state)			

7.1.6 The Status of Water Infrastructure and Asset Management Plan

According to the ZDM IDP 2023/2024, the 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 once the user has been issued with a username and password. Table 21 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.

Table 88: Summary of Schemes in the District

Summary Data	LOS	Total
Number of Schemes	Above RDP – Urban	13
	Above RDP – Rural	25
	RDP	105
	Rudimentary	173
	TOTAL SCHEMES	316

The table below 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.

Table 89: Summary of Infrastructure Components to ZDM -GIS

Summary Data	Description	Total
Pipelines	Bulk	1264 km
	Reticulation	5745 km
Installations	Yard Connection	27 831
	StandPipe – Barrel	302
	StandPipe – Communal	5 681
	Electrical Point	72
	Valve	14 820
	Meter	1 274
	Bulk Metering Points	253
	Handpump	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
Replacement Value	Civil	R 2 187 465 532.77
	Mechanical	R 638 857 590.23
	Electrical	R 252 906 251.28
	Telemetry	R 13 480 747.91

The table 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.

Table 90: Summary of Schemes in The District

Summary Data	LOS	Total
Number of Schemes	Above RDP – Urban	13
	Above RDP – Rural	25
	RDP	105
	Rudimentary	173
	TOTAL SCHEMES	316

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.

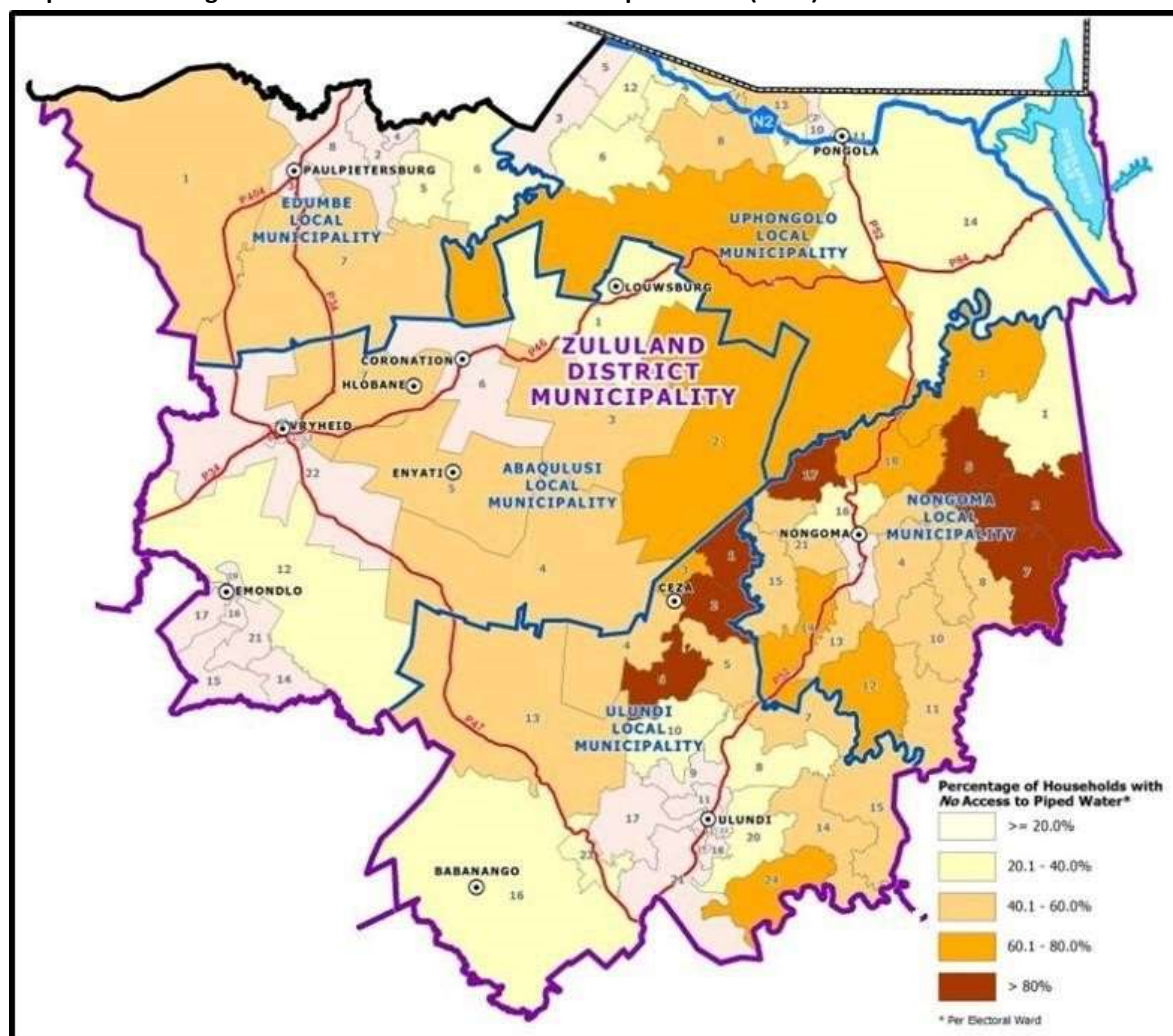
7.1.7 Summary of the Water Infrastructure

Portable Water Backlog

Table 91: WATER BACKLOGS (WSDP 2017)

WATER	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
AbaQulusi LM	45 918	11 712	25.51%	20.42%
eDumbe LM	16 671	3 420	20.51%	5.96%
Nongoma LM	45 670	25 717	56.31%	44.84%
Ulundi LM	46 450	10 786	23.22%	18.80%
uPhongolo LM	28 468	5 723	20.10%	9.98%
Total	183 177	57 358	31.31%	100.00%

Map 31: Percentage of Households with No Access to Piped Water (2011)



It is particularly the central-eastern parts of the Municipal Area where more than 60.1% of households indicated, in 2011, that they did not have access to piped water. The affected areas are: the northern and eastern parts of Nongoma LM; the north-eastern parts of Ulundi LM, the eastern parts of Abaqulusi LM; and the southern parts of uPhongolo LM.

The Zululand District Municipality Water Services Development Plan (WSDP) categorises the types of water services provided as follows:

- All households receive six kilolitres of portable water free of charge for domestic use;
- Industrial, commercial and institutional consumers do not qualify for free basic services; and
- All water supplied from standpipes and rudimentary systems is free.

The Water Network depicts the locality of informal water extraction points such as boreholes and other abstraction points as well as the formal reticulation networks in local municipalities under the ZDM jurisdiction. The areas of Pongola, Ncotshane and Belgrade have the highest level of services, with a fairly high standard of provision all along the N2.

between Belgrade and Pongola. A large number of households are situated in excess of 1km from the nearest water source, or abstraction point. These areas should be earmarked for focused infrastructure investment to ensure accessibility to water.

The Zululand District Municipality Ravaged by Drought

The drought-stricken Zululand District Municipality has been declared a provincial disaster area. Yet, the very District Municipality carries the responsibility to provide water to local municipalities under its jurisdiction. Obviously, the drought has placed tremendous strain on the both the District Municipality and its local municipalities including uPhongolo Municipality.

The provision of adequate water supply across the entire district is crucial. The district relies on both surface and ground water in achieving water delivery goals. Unfortunately, drought has impacted negatively in water provision and four out of five towns in the Zululand District Municipality are in dire need of water provision. Both Black and White Mfolozi Rivers have run dry and all water supply schemes extracting water from the two water sources mentioned lack of production and consequently, the provision of water services has been impaired.

Figure 42: Pictures below show the extent of the drought within the Zululand District Municipality



As part of the endeavour to arrest the impact of the drought within the Zululand District Municipality a Business Plan was developed in order to source funding. All Local Municipalities were requested for inputs on the draft Business Plan by February 2015. The Business Plan received approval after it had been tabled before the respective Municipal Managers Forum and the Mayors Forum in the Zululand District.

An amount of R37, 5m was allocated as a drought grant to the Zululand District Municipality by the Department of Water and Sanitation and was split among all the Local Municipalities to benefit. The

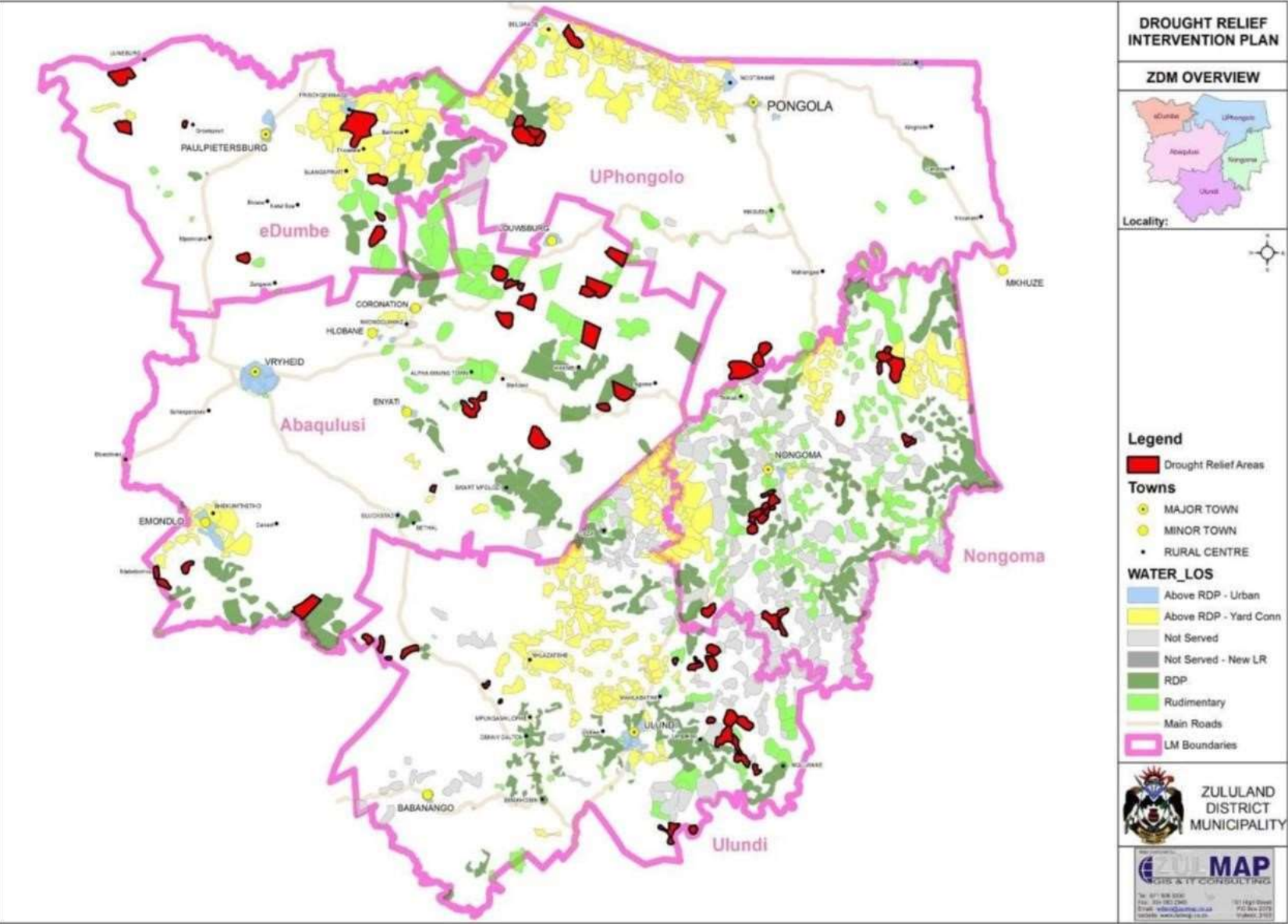
funding was spent on, *inter alia*, spring protection, drilling of boreholes as well as the refurbishment of the existing water schemes as the main deliverables under the drought grant. Much has been achieved even though the crisis suggests that more funding is required to overcome the water shortages. A second Business Plan requesting additional funding has since been submitted to the Department of Water and Sanitation and is awaiting approval.

Drought Interventions: The following interventions have been initiated to address the drought:

- Potential springs in all five municipalities have been identified and planning for their protection is ongoing.
- Even though boreholes are drilled with the aim of supplementing supply in various rural water supply schemes, finding adequate yields remains a challenge due to a dropped water table.
- A drought grant amounting to R37, 5m was provided by the Department of Water and Sanitation but only a few springs and boreholes were allocated per municipality due to funding constraints.
- A second Business Plan to source additional funding has been submitted to the Department of Water and Sanitation and is awaiting approval.
- Other measures include desilting and dredging of dams (which paradoxically requires water to implement).
- A Task Team including Sector Departments to monitor the impact of interventions.

The map below indicates the identified drought relief hotspots where the interventions will be focused

Map 32: Drought Relief Intervention Plan



Zululand District Municipality Regional Scheme Rollout: Water and Sanitation Projects over the 5 year planning horizon from the current f/y

Table 92: Water and Sanitation Projects Over The 5year Planning Horizon from The Current F/Y

REGIONAL SCHEME ROLLOUTS BY ZULULAND DISTRICT MUNICIPALITY										
LM	Reg. Scheme	FIN. YEAR	Ward 2021	Infrastructure Type	Size or Number of Households	Length or Size	Z-Nr	Description or Settlement Name	Cost (Bulks)	Cost (Retics)
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	32		ZNew41	Kwamshikashika		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	30		ZNew42	Kwaphatha		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	41		ZNew37	Kwaslevu		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	37		ZNew38	Mthaniya		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	25		ZNew39	Emthunzini		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	101		ZTAS51	Manzamhlophe		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	111		ZHR3	Dwarsrand		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	44		ZTAS58	Sithole		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	62		ZBUK62b	Ongane		TBA
uPhongolo	Sim East	Completed	8	Bulks		5 470		Upgrade rising main from Reservoir P1 to new reservoir at Elangeni	2 471 538	
uPhongolo	Sim East	Completed	8	Storage	1.25ML			New reservoir for retics	3 142 040	

uPhongolo	Sim East	Completed	13	Bulks		3 488		Upgrade pipeline from new reservoir at Elangeni to new reservoir at Dumakungweni	1 576 034	
uPhongolo	Sim East	Completed	13	Storage	0.75ML			New reservoir for retics	2 732 726	
uPhongolo	Sim East	Completed	7	Storage	0.8ML			New reservoir for retics	2 742 916	

uPhongolo	Sim East	2023/2024	11	Abstraction	TBA			Planned upgrading of abstraction works at river	TBA	
uPhongolo	Sim East	2023/2024	13	Settlement Reticulation	120		Z508	Nhlidliza		-
uPhongolo	Sim East	2023/2024	13	Settlement Reticulation	78		Z512	Dumagkunweni 2		-
uPhongolo	Sim East	2023/2024	13	Settlement Reticulation	242		Z513	Dumagkunweni 1		-
uPhongolo	Sim East	2023/2024	13	Settlement Reticulation	140		Z514	Dumagkunweni 3		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	103		Z509	Elangeni		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	57		Z548	Okhahlamba		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	286		ZMC14	Endabeni		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	176		Z510	Ezinketheni 2		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	155		Z536	Hhohho		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	68		Z538	Ezibomvu 3		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	91		Z539	Embangweni 2		-

uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	76		Z534	Engwabi		-
uPhongolo	Sim East	2023/2024	8	Bulks		2 097		Upgrade rising main from new reservoir at Elangeni to new reservoir at Magombe	947 332	
uPhongolo	Sim East	2023/2024	8	Bulks		9 646		Upgrade pipeline from new reservoir at Mahlombe to new reservoir at Phondwane	4 358 296	
uPhongolo	Sim East	2023/2024	8	Storage	0.2ML			New reservoir for retics	1 188 880	
uPhongolo	Sim East	2023/2024	13	Storage	0.55ML			New reservoir for retics	2 432 109	
uPhongolo	Sim East	2022/2023	4	Settlement Reticulation	49		ZMAP46	Kwanximfi		-
uPhongolo	Sim East	2022/2023	4	Settlement Reticulation	111		Z505	Manzana		-

uPhongolo	Sim East	2022/2023	4	Settlement Reticulation	244		ZMAP47	Masombe		-
uPhongolo	Sim East	2022/2023	7	Settlement Reticulation	149		Z503	Sidakeni 1		-
uPhongolo	Sim East	2022/2023	7	Settlement Reticulation	159		ZMAP49	Lubisi North		-
uPhongolo	Sim East	2022/2023	7	Settlement Reticulation	138		Z504	Lubisi South		-
uPhongolo	Sim East	2022/2023	7	Settlement Reticulation	249		ZMAP48	Thandukukhama		-
uPhongolo	Sim East	2022/2023	8	Settlement Reticulation	421		Z507	Mvelazitha		-
uPhongolo	Sim East	>2023	8	Settlement Reticulation	90		Z524	Mafela		-

uPhongolo	Sim East	>2023	8	Settlement Reticulation	221		Z502	Phondwane		-
uPhongolo	Sim East	>2023	8	Settlement Reticulation	152		Z755	Mzinsangu		-
uPhongolo	Sim East	>2023	8	Settlement Reticulation	311		Z506	Bhembe		-
uPhongolo	Sim Central	Completed	3	Bulks	250			Regional bulk pipeline from Luphiso reservoir to new regional bulk reservoir at Ombimbini1	12 000 000	
uPhongolo	Sim Central	2020/2022	3	Bulks	TBA			New WTW at Weir	TBA	
uPhongolo	Sim Central	2022/2023	3	Storage	2.29ml			New bulk regional reservoir at Ombimbini	6 682 524	
uPhongolo	Sim Central	2022/2023	6	BPT				BPT at Bongaspoort	84 920	
uPhongolo	Sim Central	2022/2023	6	Bulks	110	1 427		Regional bulk pipelines from Ombimbini to BPT at Bongaspoort	405 844	
uPhongolo	Sim Central	2022/2023	6	Bulks	110	7		Regional bulk pipelines from Ombimbini to BPT at Bongaspoort	6 993	
uPhongolo	Sim Central	2022/2023	6	Bulks	110	169		Regional bulk pipelines from Ombimbini to BPT at Bongaspoort	166 525	
uPhongolo	Sim Central	2022/2023	6	Bulks	110	37		Regional bulk pipelines from Ombimbini to BPT at Bongaspoort	35 976	

uPhongolo	Sim Central	>2023	6	Bulks	90	4 864		Regional bulk pipeline from Bongaspoort to Klipwal	2 546 763	
uPhongolo	Sim Central	>2023	6	Bulks	110	5 820		Regional bulk pipeline from Bongaspoort to Emabomvu	5 733 140	

uPhongolo	Sim Central	>2023	6	Bulks	110	25		Regional bulk pipeline from Bongaspoort to Emabomvu	24 814	
uPhongolo	Sim Central	>2023	6	Bulks	110	5		Regional bulk pipeline from Bongaspoort to Emabomvu	5 158	
uPhongolo	Sim Central	>2023	6	Storage	160kl			New regional bulk reservoir at Klipwal	1 035 803	
uPhongolo	Sim Central	>2023	6	Storage	180kl			New regional bulk reservoir at Emabomvu	1 103 960	
uPhongolo	Sim Central	>2023	3	Retic infills	125		Z421	Dungamanzi 2		
uPhongolo	Sim Central	>2023	3	Retic infills	153		Z423	Gesi		
uPhongolo	Sim Central	>2023	3	Retic infills	143		Z427	Mdiyane		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	108		Z753	Newstand		
uPhongolo	Sim Central	>2023	3	Retic infills	196		Z428	Ncithini		
uPhongolo	Sim Central	>2023	6	Retic infills	182		Z424	Ntabakayishi		
uPhongolo	Sim Central	>2023	6	Retic infills	198		Z429	Altona		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	182		Z526	Manzabomvu 1		
uPhongolo	Sim Central	>2023	3	Retic infills	130		Z426	Ombimbini 1		
uPhongolo	Sim Central	>2023	3	Retic infills	147		Z759	Vimbemshini		
uPhongolo	Sim Central	>2023	6	Retic infills	52		Z381	Mgwadlu		
uPhongolo	Sim Central	>2023	6	Retic infills	32		Z380	Kortnek		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	58		Z376	Emabomvu		
uPhongolo	Sim Central	>2023	6	Retic infills	92		Z379	Maqanda		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	63		Z377	Ezibayeni 3		
uPhongolo	Sim Central	>2023	6	Retic infills	42		ZTAS57	Thusazane		

uPhongolo	Sim Central	>2023	6	Retic infills	71		Z527	Mfaluvalo		
uPhongolo	Sim Central	>2023	6	Retic infills	130		Z378	Nkosentsha		
uPhongolo	Sim Central	>2023	6	Retic infills	89		Z762	Ezinketheni 1		
uPhongolo	Sim Central	>2023	6	Retic infills	60		Z761	Bongaspoort		
uPhongolo	Sim Central	>2023	6	Retic infills	100		Z722	Kwambhucu		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	53		Z760	Magiqweni		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	47		Z769	Mafindose		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	65		Z767	Mfenyane		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	180		Z768	Klipwal		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	106		ZBUK63	Dlomodlomo		
uPhongolo	Usuthu	>2023	1	Reticulation	49	-	ZMAP33	Kwamhlanga	-	TBA
uPhongolo	Usuthu	>2023	1	Reticulation	61	-	ZMAP32	Kwampondo	-	TBA
uPhongolo	Usuthu	>2023	1	Reticulation	93	-	ZHC25	Mpalaza	-	TBA

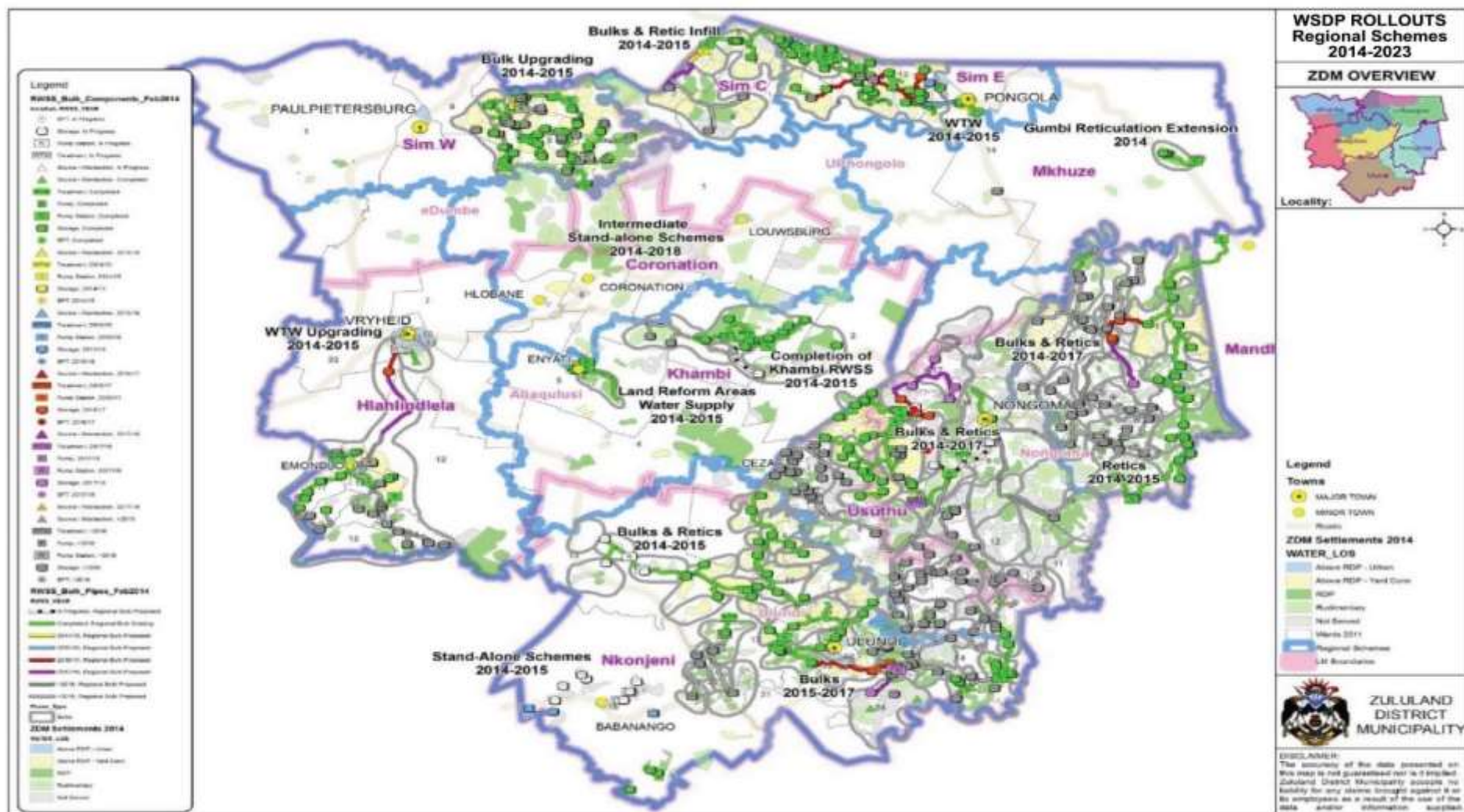
Summary of How Portable Water is Provided in the Municipality:

uPhongolo Municipality IDP has included a summary on how potable drinking water is provided. According to ZDM-IDP 2023/2024, the sources of raw water in the ZDM falls within the Mfolozi (W2), Mkuze (W3) and Pongola (W4) secondary catchments of the Usuthu/Mhlathuze Water Management Area (WMA). The ZDM occupies 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 (ZDM, WSDP, 2019/2010 Review).

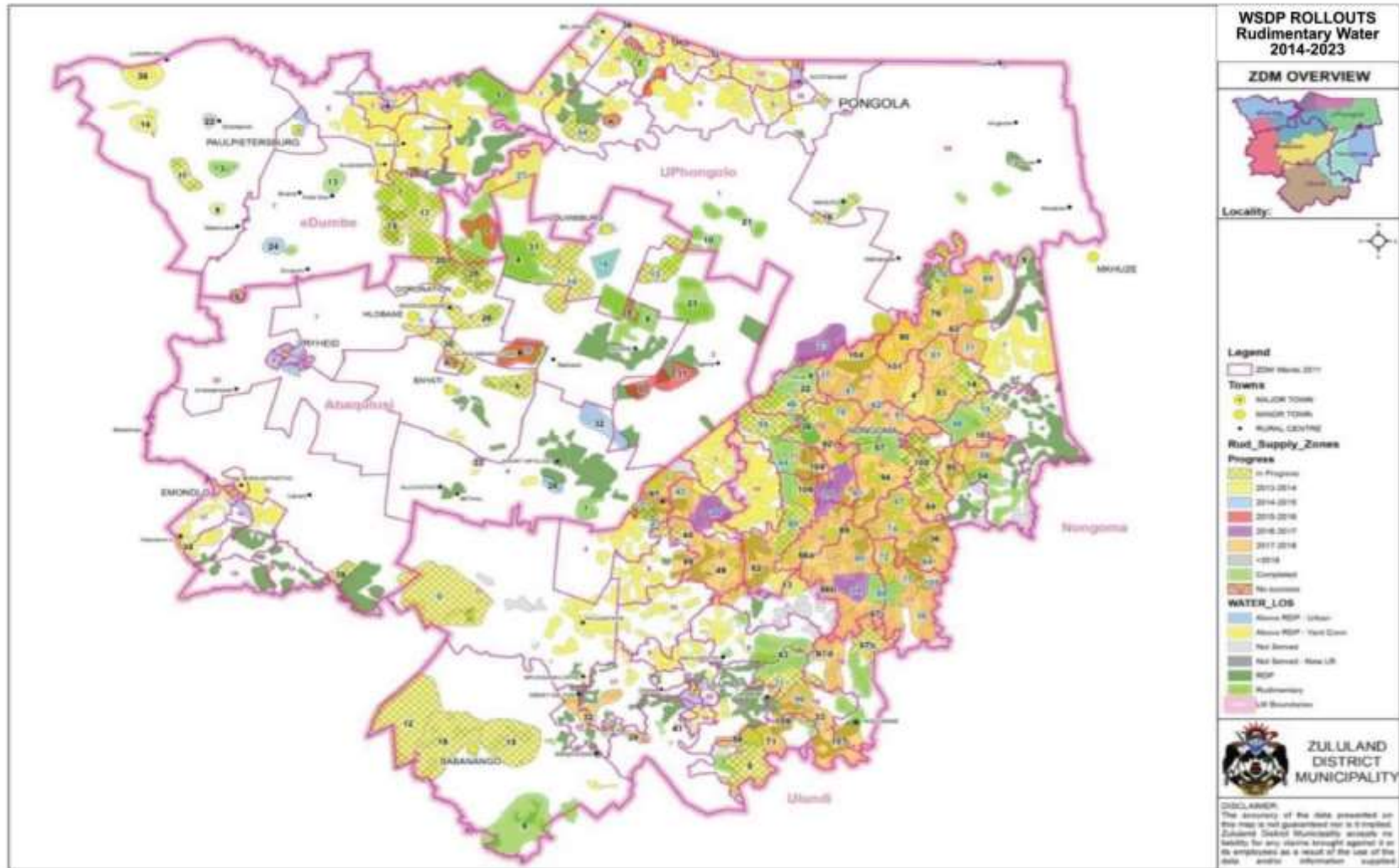
Table 93: Water Balance - Summary of the Water Available and Required within Zululand District Municipality for the Year 2000 (Million M3 (Kℓ) Per Annum).

			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*		51		33		645		729	
	Transfers in		0		30		0		30	
		Total available	51		63		645		759	
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		80		78		255		413	
	Transfers out		18		0		30		48	
		Total used	98		78		285		461	
Balance			-47		-15		360		298	

Map 33: Map Showing Raw Water Abstraction Points, Water Treatments Plants, Pipelines, Reservoirs and Pumpstations



Map 34: Rudimentary Rollout (2014 – 2023)



7.2 Sanitation Services

7.2.1 Summary on How Sanitation Services are Provided

The status of the infrastructural backlogs, needs and priorities for water and sanitation can be summarised as follows:

Table 94: Showing Sanitation Backlogs (WSDP 2017)

SANITATION	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
AbaQulusi LM	46 529	11 718	25.18%	30.83%
eDumbe LM	16 405	4 584	27.94%	12.06%
Nongoma LM	45 713	11 086	24.25%	29.17%
Ulundi LM	46 398	3 420	7.37%	47.51%
uPhongolo LM	28 132	7 199	25.59%	18.94%
Total	183 177	38 007	20.75%	100.00%

The table below sets out a comparison of community's access to sanitation facilities in 1996, 2001 and 2011 (as derived from STATSSA):

Table 95: Community Access to Sanitation Facilities (STATSSA)

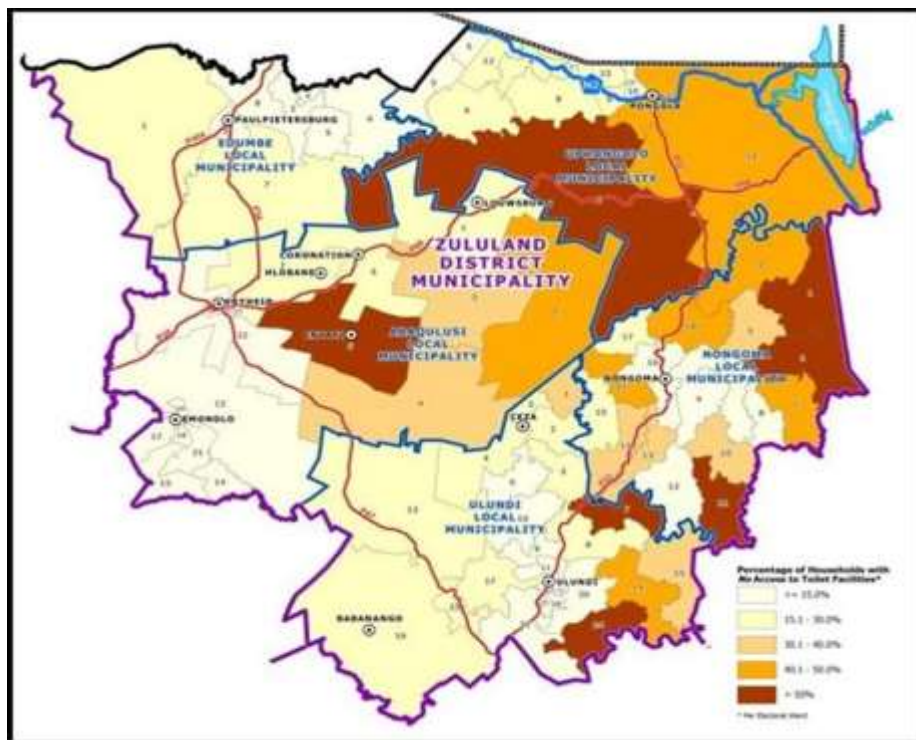
Sanitation Facilities	Year		
	1996	2001	2011
Flush or chemical toilet	18 297	34 984	50 405
Pit latrine	48 412	50 488	68 287
Bucket latrine	1 523	1 002	1 572
None	35 023	54 718	31 272

There has been a dramatic increase between 1996 and 2001 and again between 2001 and 2011 in the number of households who had access to flush or chemical toilets or pit latrines. However, there were still some 31,272 households who indicated that it had no access to toilet facilities. This constituted some 19.8% of the total number of households within the District in 2011.

Source: Census 1 Municipal Report

The larger urban areas do have sanitation systems whereas the rural areas rely on septic tanks or pit latrines or no system at all. This places tremendous strain on the environment. Meanwhile there has been an increase in the number of households with access to ablution facilities.

Map 35: Percentage of Households with No Access to Toilets (2011)



The table below shows the level of access by residential consumers to basic sanitation services. uPhongolo Municipality makes up 15.9% of households within the district that have access to sanitation services (WSDP 2016).

Table 96: Level of Access by Residential Consumers to Basic Sanitation Services

	None or Inadequate (Excl. Infills/Replacements)	VIP	Septic tank	Waterborne	TOTALS
		RDP	RDP	>RDP	
AbaQulusi LM	0	0	0	15 283	15 283
eDumbe LM	0	0	498	4 659	5 157
Nongoma LM	0	0	0	1 239	1 239
Ulundi LM	0	0	0	5 520	5 520
uPhongolo LM	0	0	0	3 557	3 557
Total (urban)	-	-	498	30 258	30 756
AbaQulusi LM	8 838	15 914	267	0	25 019
eDumbe LM	0	11 272	199	0	11 723
Nongoma LM	8 547	28 385	0	0	36 932
Ulundi LM	8 311	23 492	42	0	31 845
uPhongolo LM	5 375	15 846	358	0	21 579
Total (rural)	31 071	94 909	866	0	127 098
Total (households)	31 071	94 909	1 364	30 258	157 854

Source: Draft WSDP 2016/2017

7.2.1 Existing and Planned Infrastructure Capacity and Functional Evaluation

As a tertiary node within the province, uPhongolo Municipality functions as a centre providing for community needs at a sub-regional level. Key strategies targeted at the Pongola node and surrounding communities are:

- Promoting provision of sufficient bulk infrastructure services (demand and supply)
- Priority spending on infrastructural Upgrading Needs (new and maintain)

Pongola Poort bulk water scheme - Bulk Water Supply of new bulk water scheme under construction, at a cost of 1,100,000 as part of the long-term infrastructure plan (DWA, Revised Strategic Plan)

Table 97: Summary of the status of service delivery to ZDM and its LMs (2016 Census Stats)

Municipalities	No. of Households	Water		Sanitation		Refuse removal		Electricity	
		Households Serviced	%	Households Serviced	%	Households Serviced	%	Households Serviced	%
Zululand	157748	83978	53%	82569	52%	32274	20%	110055	70%
eDumbe	16138	10400	64%	11570	72%	3344	21%	10127	63%
uPhongolo	28772	15026	52%	12334	43%	5563	19%	21004	73%
Abaqulusi	43299	30604	71%	25590	59%	17985	42%	31223	72%
Nongoma	34341	9435	27%	12088	35%	1461	4%	21851	64%
uLundi	35198	18513	53%	20988	60%	6922	20%	25850	73%

Regional Water Schemes

There are 10 regional water schemes that have been developed to roll-out water supply to the entire Zululand District Municipality). The schemes are listed hereunder and depicted in the map immediately below:

- Coronation
- Hlahlindlela
- Khambi
- Mandlakazi
- Nkonjeni
- Simdlagentsha East (uPhongolo)
- Simdlagentsha Central
- Simdlagentsha West
- Usuthu
- Candover

Each regional scheme footprint has a sustainable water source from where infrastructure is being rolled out progressively to all households within the supply area. The supply footprints have been identified such that water can be provided to all households within the area in a sustainable manner and at the lowest possible cost (R/kl).

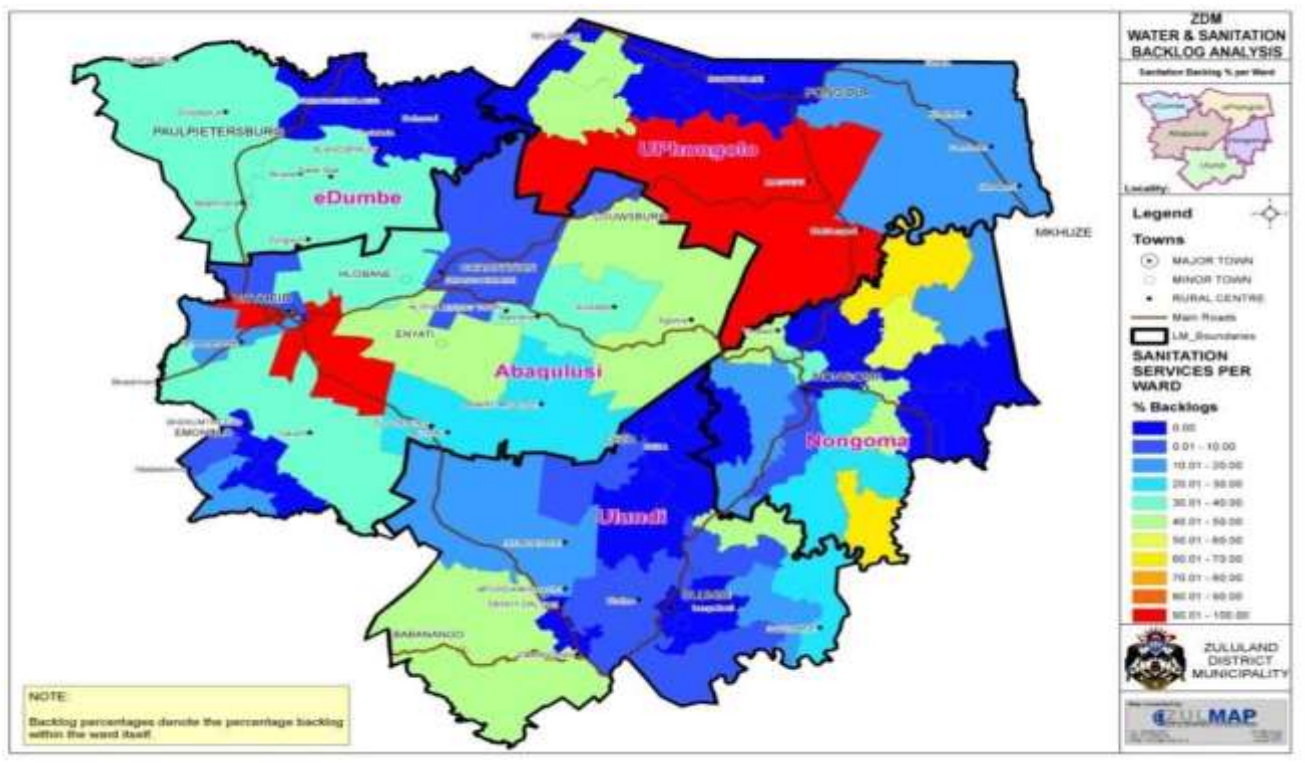
Table 98: Sanitation Backlogs

	Inadequate (Excl. Infills/Replacements)	VIP	Septic tank	Waterborne	TOTALS
		RDP	RDP	>RDP	
AbaQulusi LM	0	0	1035	14 965	16 000
eDumbe LM	0	2981	498	1 979	5 458
Nongoma LM	0	283	0	349	632
Ulundi LM	0	635	0	5 277	5 912
uPhongolo LM	0	698	0	3 311	4 009
Total (urban)	-	4	1	25	32
		597	533	881	011
AbaQulusi LM	8 098	22 597	424	0	31 119
eDumbe LM	1 288	10 629	266	0	12 183
Nongoma LM	10 755	32 989	0	0	43 744
Ulundi LM	3 222	35 801	52	0	39 075
uPhongolo LM	7 223	17 951	336	0	25 510
Total (rural)	30 586	119 967	1 078	0	151 631
Total (households)	30 586	124 564	2 611	25 881	183 642

Source: ZDM WSDP, 2020

Table: 99 above indicates sanitation backlog within the ZDM and in each of the local municipalities. While none of the urban settlements has inadequate access to sanitation, the situation in the rural areas is completely different. 30 586 rural households have inadequate access to sanitation. The majority of these are in Nongoma, Abaqulusi and uPhongolo Local Municipalities.

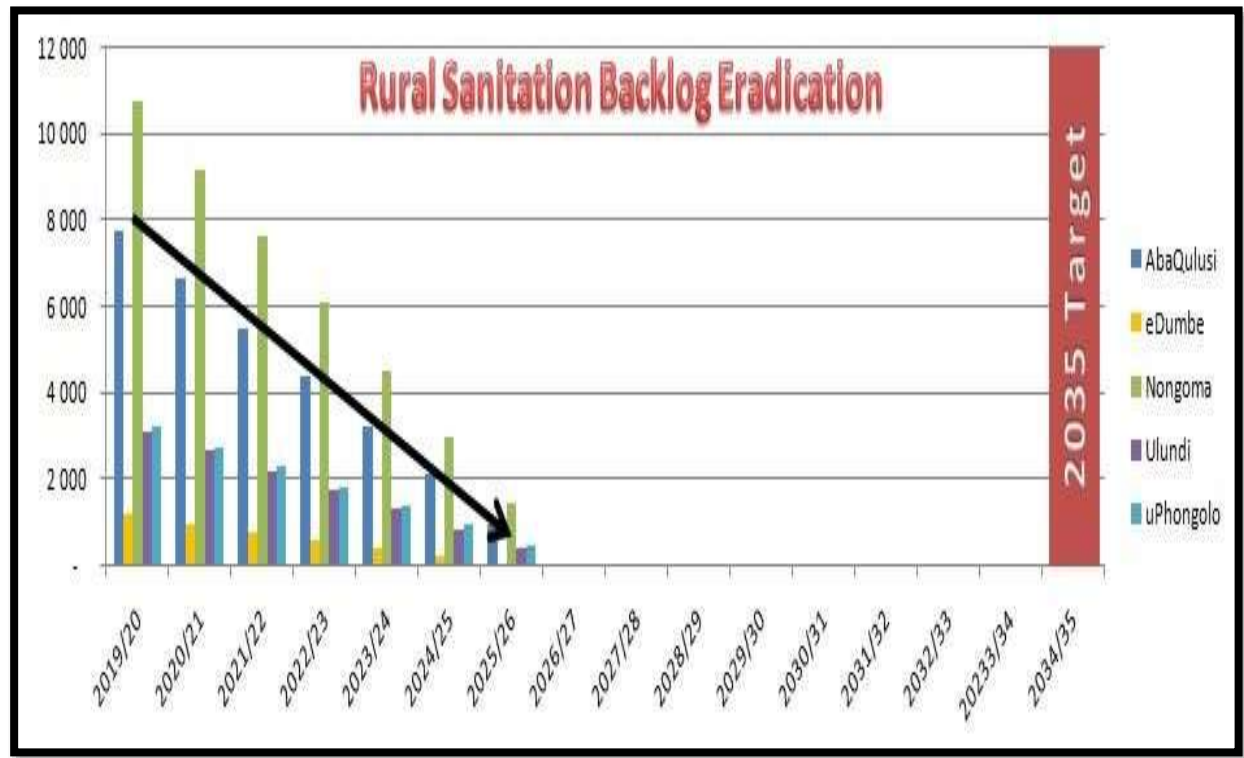
Map 36: Map Sanitation Backlog



Source: ZDM WSDP, 2020

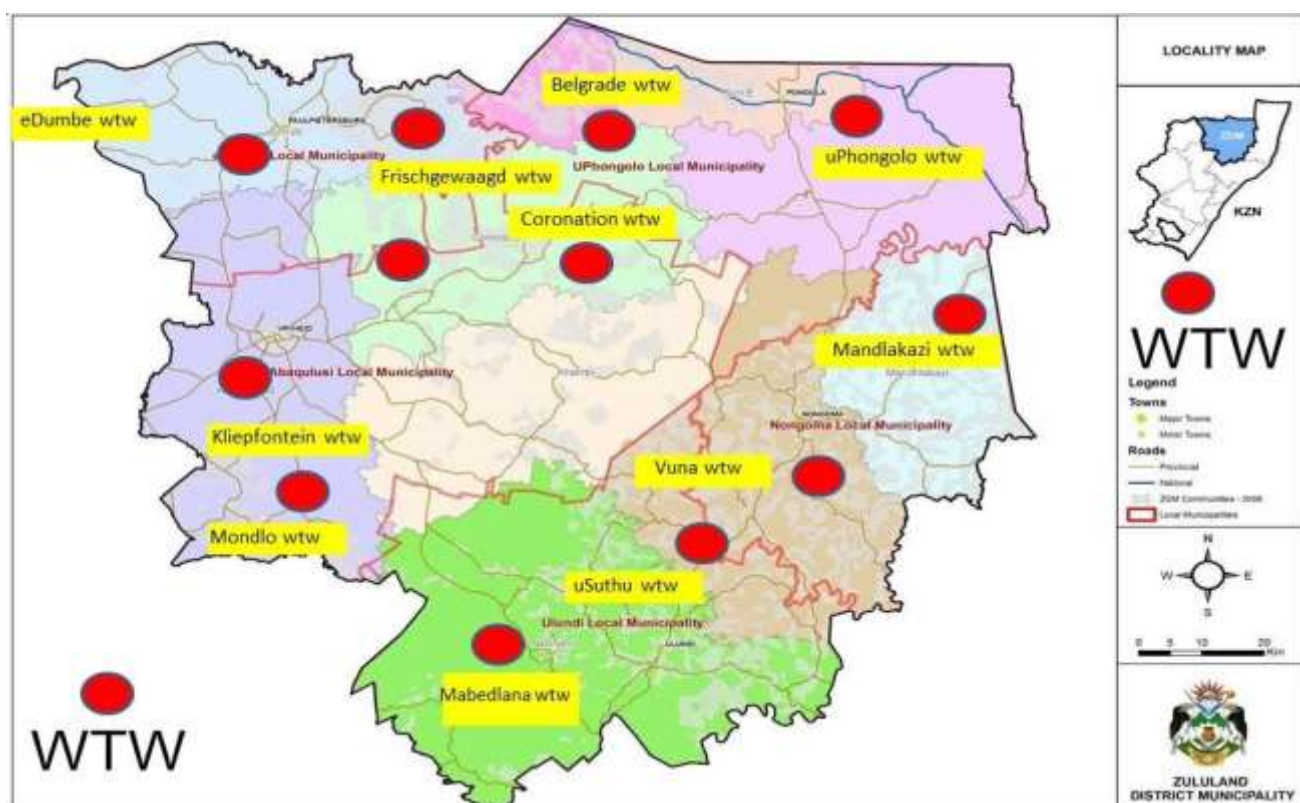
The figure below depicts the estimated time it will take to eradicate all sanitation backlogs below RDP standard if current Municipal Infrastructure Grant (MIG) funding allocations remains constant. With the 2035 goals in mind, the backlogs in rural sanitation should be eradicated by 2026. However, settlements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

Figure 43: Rural Sanitation Backlog Eradication



7.2.2 Map Showing Wastewater Treatment Plants, Sewer Pipelines, Areas with VIP's and Conservancy Tanks.

Refer to Map 37: Water and Sanitation Backlogs Analysis in Zululand above.



The map above and the table below demonstrate the functional capacity of the water treatment works as a result of the protracted drought. It must be emphasised that these figures are as of November 2015.

Table 99: The Functional Capacity of The Water Treatment Works

LOCAL MUNICIPALITY	WATER TREATMENT FACILITY NAME	WATER SOURCE
eDumbe	eDumbe	eDumbe Dam
eDumbe	Frischgewaagd	uPhongolo River
Abaqulusi	Klipfontien	Klipfontein Dam
Abaqulusi	Mondlo	Mvunyana Dam
uPhongolo	Belgrade	Monzana Weir
Ulundi	Mabedlana	White Mfolozi
Nongoma (Usuthu)	Vuna/Vukwana	Vuna Dam
Nongoma (Mandlakazi)	Mandlakazi	Jozini
Nongoma	Usuthu	Black Mfolozi

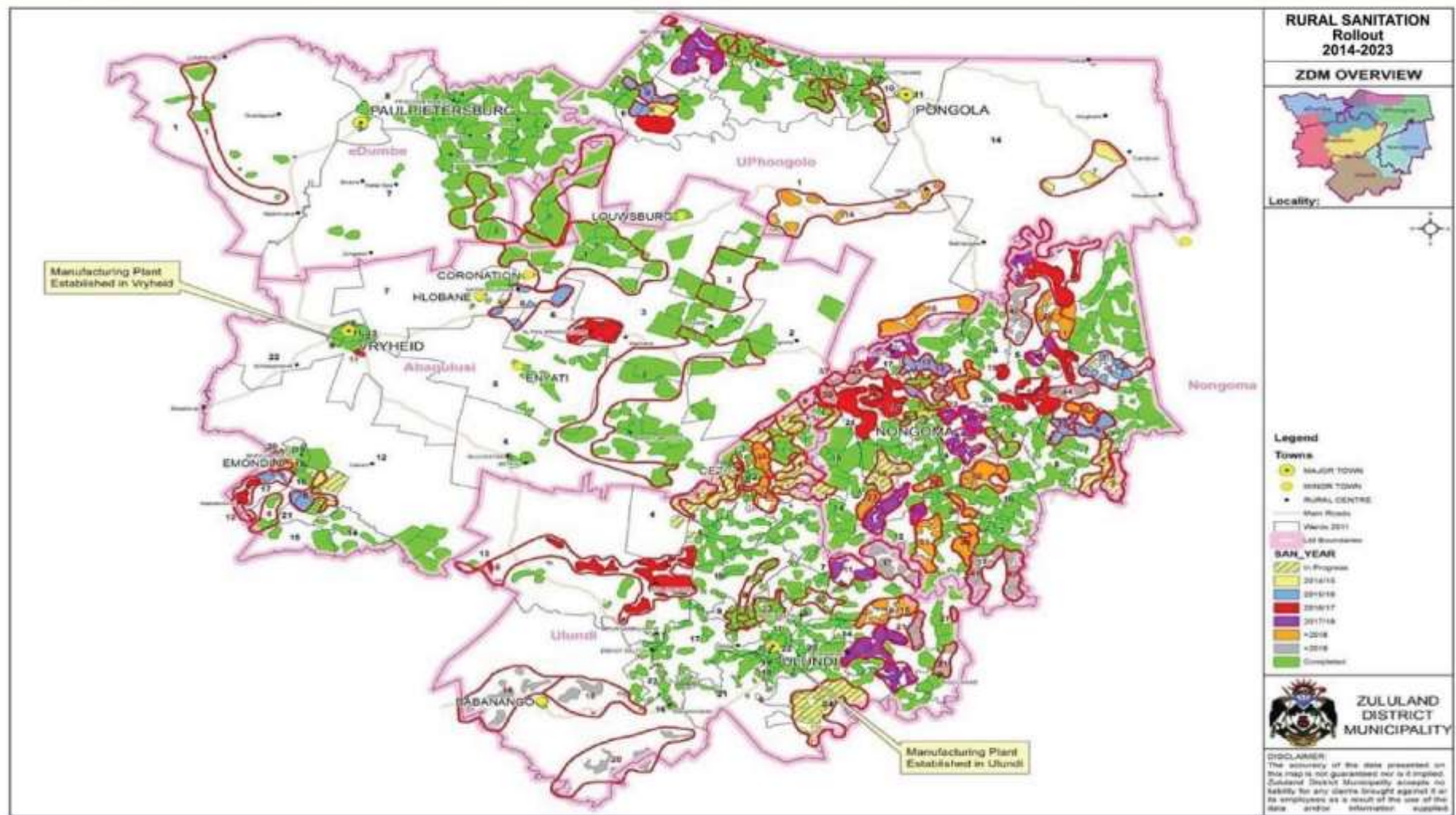
uPhongolo	uPhongolo	uPhongolo River	
Ulundi	Mabedlana	White Mfolozi	
Abaqulusi	Khambi	Khambi	
Abaqulusi	Coronation	Coronation Dam	
Abaqulusi	eNyathi	Spring	
RISK CATEGORY	HIGH (0 -25%)	MODERATE (25 – 50%)	LOW (>50%)

5.1.30 Map Showing Sanitation Infrastructure Operated by different Sanitation Institutions and Service Providers

Refer to Map 38: Water and Sanitation Backlogs Analysis in Zululand above.

5.1.30 Map Showing Sanitation Infrastructure Operated by different Sanitation Institutions and Service Providers

Map 39: Showing Sanitation Infrastructure Operated by different Sanitation Institutions and Service Providers



Map 64 above covers the following points namely:

Map Overlaying the Sanitation Infrastructure with Application Lodged In Terms of SPLUMA Bylaws and Human Settlement Projects.

Categorization of the Municipal Areas as Per 2017 Norms and Standards for Domestic Water Supply

Map Showing Areas Supplied per the Different Categories Identified in the 2017 Norms and Standards for Sanitation Services

Categorization of Municipal Areas as Per the 2017 Norms and Standards for Sanitation Services

Map Showing Areas Supplied per the Different Categories Identified in the 2017 Norms and Standards for Sanitation Services (e.g Full Level of Service, basic level etc.)

Map Showing Water Infrastructure that need to be decommissioned, replaced, repaired and to be upgraded.

Map Showing a summary of Sanitation Infrastructure that need to be decommissioned, replaced, repaired and to be upgraded.

Map Showing Sanitation Infrastructure that need to be decommissioned, replaced, repaired and to be upgraded.

Map showing all the Water Projects over the Five Planning Horizon from the Current Financial Year and Table

7.3 Solid Waste Management

7.3.1 Waste Collection Services

The Integrated Waste Management Planning forms a critical part of the framework for local government and needs to be undertaken in accordance with the roles and responsibilities as prescribed for local government in the Constitution of the Republic of South Africa. The National Environmental Management: Waste Act 2008 (as amended by Act 26 of 2014) further describes the legal requirements for local government authorities to put in place Integrated Waste Management Plans with a view to inform planning and budgeting in respect of waste management within a particular Municipality. The over-arching purpose hereof is to ensure that Waste Management Planning within the local municipalities is aligned with National Policy and Standards. Furthermore, it must be sustainable, practical, implementable and acceptable to all key role players and parties expected to implement the plan and that appropriate management frameworks and capacity are in place for the local municipality to discharge its responsibilities for delivery of waste management services. It follows, therefore, that uPhongolo Municipality is thus responsible for solid waste management within the municipality.

7.3.2 The Status Backlogs, Needs and Priorities For Solid Waste Collection, Removal And Disposal

Landfill sites are developed and managed by means of the Landfill Permit System, instituted in terms of the provisions of Section 20 of the Environment Conservation Act (ECA) (Act No. 73 of 1989), which requires that Minimum Requirements are implemented and enforced. The Act states that no person shall establish, provide or operate any disposal site without a permit issued by the Minister of Water and Environmental Affairs and subject to the conditions contained in such a permit. This applies to all new and operating sites. Un-permitted closed sites may be controlled in terms of Section 31A of the ECA.

The permit holder/land owner in the case of non-permitted sites is ultimately responsible and accountable for the landfill and any effect it may have on the receiving environment. He/she may appoint a Responsible Person to operate the site in accordance with the Minimum Requirements. The Responsible Person must be qualified to the satisfaction of the Department of Water and Environmental Affairs and must be capable of understanding and correctly applying the Minimum Requirements. The Minimum Requirements for Waste Disposal by Landfill, second edition published by the Department of Water and Environmental Affairs in 1998, allows for different classes of landfill sites based on size, type and potential threat to the environment. 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:

Table 100: Status and Database of Existing Facilities in uPhongolo Municipality

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	

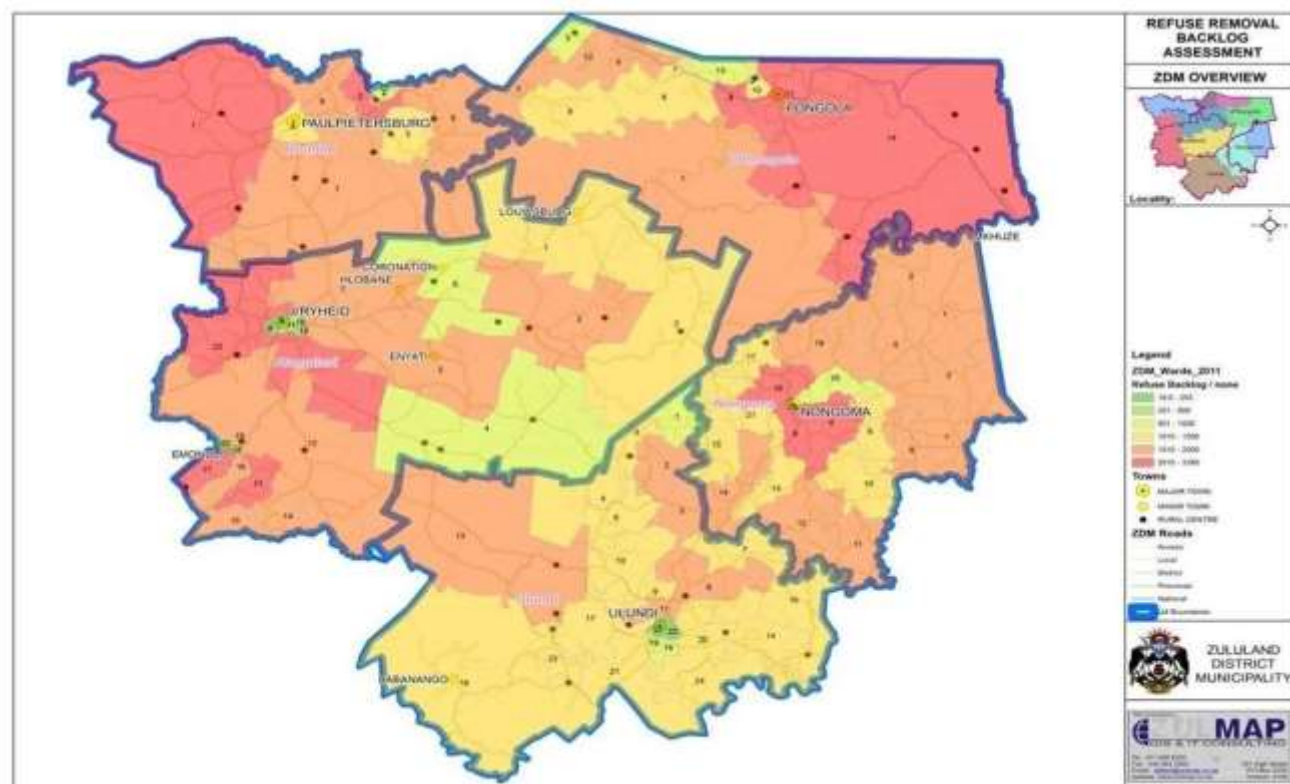
Table 101: Refuse Removal Backlogs Per Municipality

REFUSE	Total Households	No of H/H with refuse removal	No of H/H with Backlog	% per LM	Backlog
KZN263: Abaqulusi	43,299	25,688	8,255	59.33%	
KZN261: eDumbe	16,138	12,738	3,640	78.93%	
KZN262: uPhongolo	28,772	22,245	3,868	77.31%	
KZN265: Nongoma	34,341	32,769	4,021	95.42%	
KZN266: Ulundi	35,198	28,309	8,367	80.43%	
Total	157,748	121,749	28,151	77.18%	

Refuse Removal Backlog Assessment

The Zululand District Municipality conducted a Waste Disposal Regionalisation Study in 2007 to investigate various options for resolving the issue illegal waste disposal sites that require closure owing to their illegality. Recommendations that emanate from the study include the regionalisation of waste disposal, which include regional waste disposal sites in Vryheid and Ulundi, with some sites being used as transfer stations. The map below indicates the solid waste refuse removal backlog spatially:

Map 40: Refuse Removal Backlog Assessment



7.3.3 Ownership of Waste Disposal Sites

uPhongolo Municipality owns two (2) waste disposal facilities namely: Mkhuze Disposal Site and uPhongolo Landfill Site. The former is utilised by Jozini Municipality whilst uPhongolo Municipality utilises the latter. There are discussions underway between Jozini and uPhongolo Municipalities with regard to the operation and lease agreement). In the circumstances, both landfill sites are operational and licensed accordingly.

7.3.4 The State of Waste Disposal Site

There are four important factors in this regard that have a direct impact on the state of waste disposal sites namely Engineering, Auditing, Lifespan and Licensing. Together these factors assist the Municipality to determine whether or not the state of the waste disposal site is conducive for and in compliant with the applicable legislation. It is worth noting that currently only the uPhongolo and Jozini Sites are operational and licensed to operate. However, uPhongolo Municipality only uses one of the two sites since the other one is used by Jozini Municipality, having leased same to the latter Municipality.

Collection of Solid Waste Management

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 table below indicated the tons of waste are produced in the following areas per day/week.

Table 102: Waste Produced and Collected

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

Solid Waste Challenges

- A need for infrastructural support such as a good road network and waste transport system

7.3.5 Integrated Waste Management Plan

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.

7.3.6 Progress of Implementation: Integrated Waste Management Plan

The Draft Integrated Waste Management Plan has an implementation plan in place with projects such as (i.e. operation of landfill site/s, waste collection, provision of waste bins and skips at strategic locations, compactor trucks and tractors, waste recycling, refuse bags, illegal dumping, etc.) are being implemented. The Municipality has intentions to ensure that by-laws applicable to waste management shall be passed during 2023/2024 financial year.

7.3.7 Waste Diversion

uPhongolo Municipality has considered and recognised the immense potential value that can be derived from waste diversion. The Municipality has then decided to explore this potential by, amongst others, entering into agreement with Hlanganisani Izibi Waste Recycling. The essence of the agreement is to oversee the waste diversion program within uPhongolo and create employment opportunities for members of the local communities. It is envisaged that in line with the spirit of waste diversion, the following shall form part of the processes: waste recycling, waste reduction, waste reuse and separation of waste products. Waste diversion shall ensure a longer life term for the landfill site.

7.4 Transportation Infrastructure

7.4.1 Road Network

Although Section 84 mandates the municipality to take care of district roads, no such district roads have been allocated officially and published by the Minister/MEC for transport. Be that as it may, the municipality is developing a district roads asset management system which focuses on the collection of data on the condition and usage of rural roads in line with the Road Infrastructure Strategic Framework for South Africa. This information guides investments to maintain and improve these roads. District municipalities collect data on all the municipal roads in their area, ensuring that infrastructure spending (from the *municipal infrastructure grant* and elsewhere) can be properly planned to maximise impact.

Table 103: Road Network Condition

Municipality	National Road Network (KM)	Provincial Road Network (KM)	Local Road Network (KM)	Totals (KM)
Abaqulusi	0	344,7	1643,5	1988,2
eDumbe	0	184,3	450,1	634,4
Nongoma	0	221,3	558,8	780,1
Ulundi	0	316,4	742,4	1058,8
uPhongolo	110	155	1054	1319
TOTAL	110	1221,7	4448,8	5780,5

Table 104 above shows the entire road network including other spheres of government, within the Zululand District Municipality. From the table above it can be observed that Abaqulusi Local Municipality has the largest extent of road network 1,988.2km comprising of provincial and local municipal roads. uPhongolo Local Municipality follows with 1,319km comprising of national, provincial and local roads. Ulundi local municipality has 1058km comprising of provincial and local roads. The municipal road network is approximately 4444.8km. So far 3093.1km has been captured according to the following categories:

- Paved= 389.77 km (includes flexible, block and pavement)
- Unpaved= 2703.3 km

Table 105 below illustrates the RISFSA classification of all the roads separated by different road surfaces.

Table 104: RISFSA Road Classification by Local Municipality

Municipality	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Totals
Abaqulusi	0	275,1	89,2	152,7	83,2	0	600,2
eDumbe	0	180,8	16,4	23,9	12,8	0	233,9
Nongoma	0	213,5	0	7,5	10,5	0	231,5
Ulundi	0	289,3	0	44,8	59	0	393,1
uPhongolo	110,3	155,1	3	35,9	5,3	0	309,6
TOTAL	110,3	1113,8	108,6	264,8	170,8	0	1768,3

From the table above it can be observed that all local municipalities have no class 1 (primary distributor) nor class 6 roads (Non-Motorised accessways) with the exception of uPhongolo Local Municipality with class 1.

Class 2 Roads (Regional Distributor): Mare by far the most category of road network found in all of the municipalities(1113km). These roads cut through large towns and municipal administrative centres.

Class 4 Roads (District Collector): are the second largest type of road found in the district(264.8km). **Class 4 Roads:** cut through farming areas, villages and scattered rural settlements which provide access to social services and markets. The map below displays the road network on the Zululand District Municipal area.

Map 41: Zululand Road Network

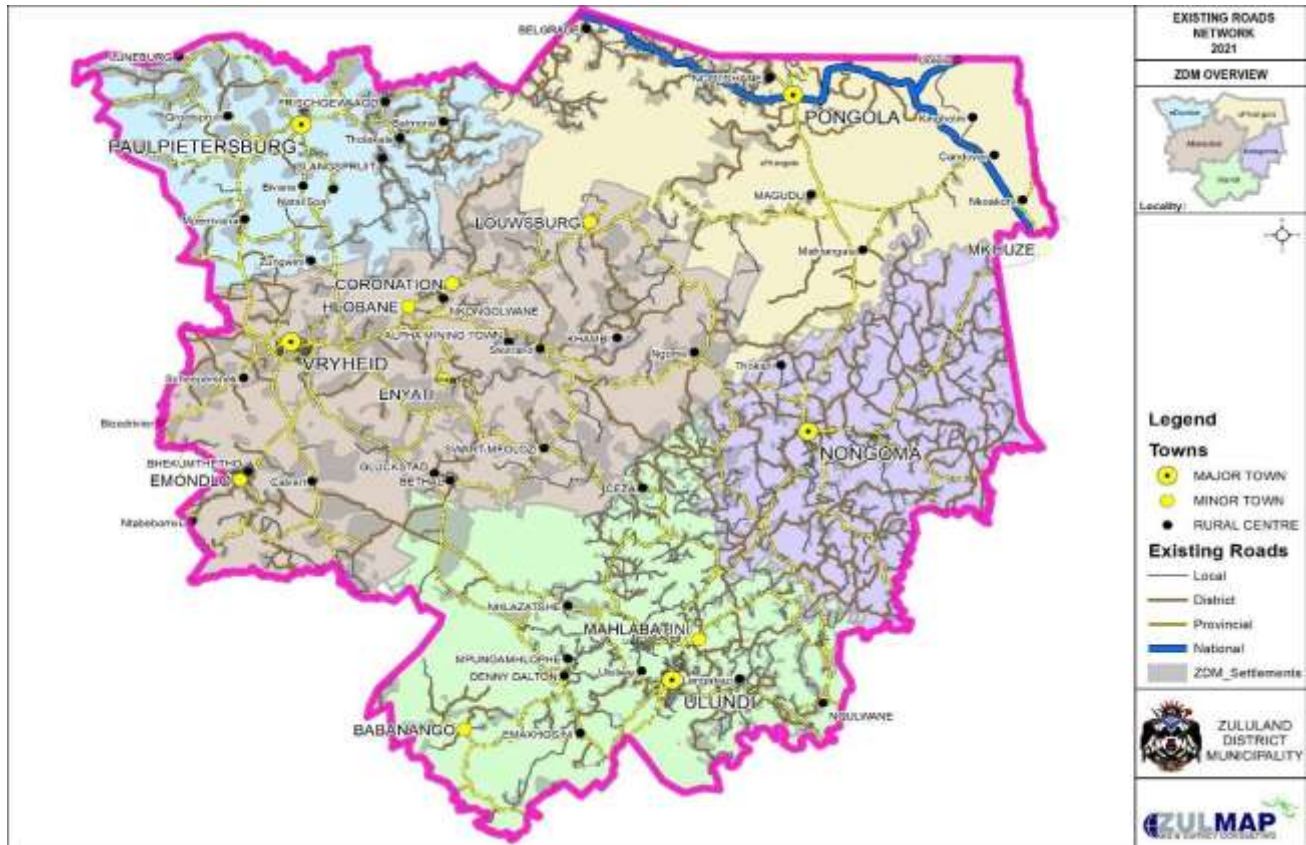


Table 105: District Paved Network Condition By Municipality

Local Municipality	Paved Road Condition (%)					Length (km)
	Very Good	Good	Fair	Poor	Very Poor	
Abaqulusi	1,93	6,09	13,32	27,96	50,70	139,62
eDumbe	0,00	6,98	29,75	34,69	28,57	33,07
Nongoma	6,53	1,58	22,46	27,34	42,08	8,55
Ulundi	8,94	10,27	16,26	22,82	41,72	81,33
uPhongolo	6,23	7,64	22,53	39,71	23,89	37,05

Source: DC 26 Rural Roads Asset Management Plan

Table 105 above, illustrates that most 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.

Table 45: District Unpaved Network Condition By Municipality

Local Municipality	UnPaved Road Condition (%)					
	Very Good	Good	Fair	Poor	Very Poor	Length (km)
Abaqulusi	4,29	5,2	20,05	34,07	36,4	633,97
eDumbe	31,12	1,97	14,05	23,74	29,12	157,66
Nongoma	0,03	4,03	8,17	9,18	78,59	417,29
Ulundi	5	7,9	23,22	16,13	47,68	452,88
uPhongolo	38,15	10,7	15,23	8,66	27,26	199,37

Source: DC 26 Rural Roads Asset Management Plan

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

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.

Table 106: District Road Paved Network Capital Investment Needs By Municipality

Local Municipality	Rehabilitation	Special Maintenance	Periodic Maintenance	Total by Municipality
Abaqulusi	R 1 203 349,75	R 541 507,39	R 180 502,46	R 1 925 359,60
eDumbe	R 691 119,02	R 311 003,56	R 103 667,85	R 1 105 790,43
Nongoma	R 583 917,38	R 300 839,28	R 918 372,81	R 1 803 129,47
Ulundi	R 3 067 813,36	R 1 380 516,01	R 460 172,00	R 4 908 501,37
uPhongolo	R 4 261 194,27	R 1 917 537,42	R 639 179,14	R 6 817 910,83
Total by District	R 9 807 393,78	R 4 451 403,66	R 2 301 894,26	R 16 560 691,70

Source: DC 26 Rural Roads Asset Management Plan

Observing the table 106 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 have been categorized as construction, regravelling, and reshaping.

Table 107: District Unpaved Road Network Capital Investment Needs by Municipality

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

Source: DC 26 Rural Roads 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.

7.4.2 Public Transport Infrastructure

The ZDM is the planning authority responsible for preparing the PTP for its entire area with the participation of the Local Authorities. The KwaZulu Natal Department of Transport is, however, the financier as well as the provincial co-ordinator of the PTP preparation process. Each district municipality that is a planning authority is responsible in terms of the National Land Transport Transition Act (Act 20 of 2000) for preparing a Current Public Transport Record (CPTR) for its entire area. The table below is an indication of taxi facilities in the area of Zululand District Municipality.

Table 108: Record of Taxi Facilities in Zululand

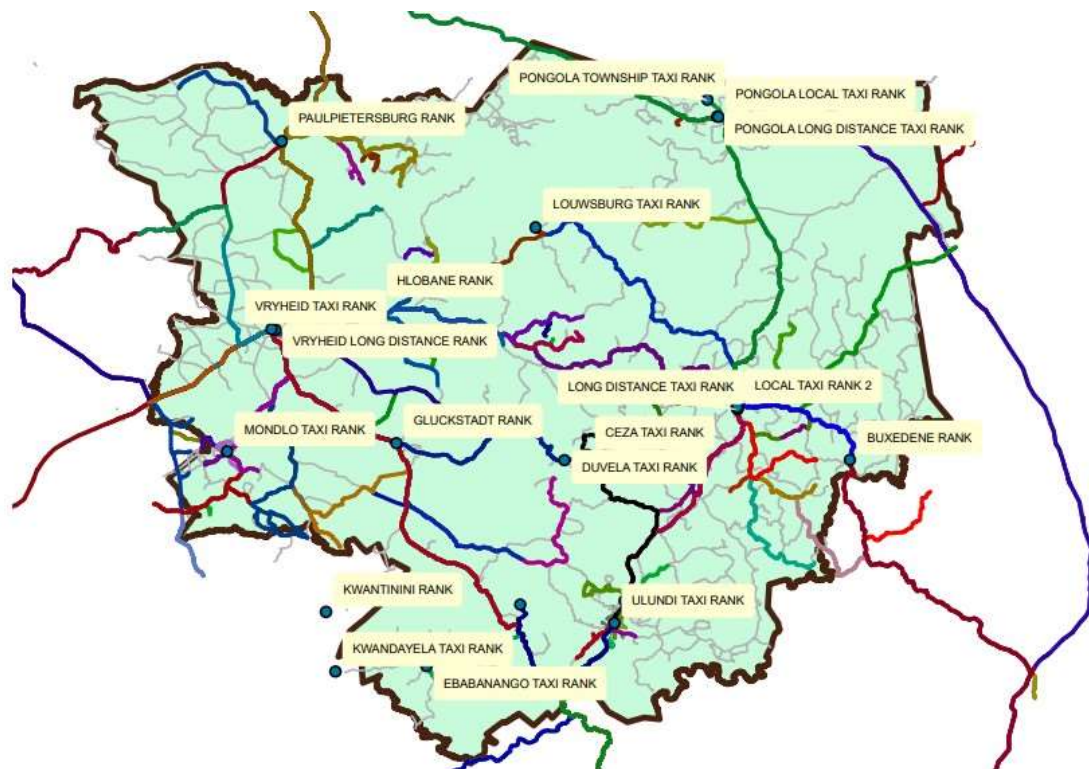
Local Authority	No. of Taxi Facilities	No. of Formal	% Formal	No. of Informal	% Informal	% district backlog
Abaqulusi	9	1	11,1	8	88,9	34,6
eDumbe	3	1	0	3	100	11,5
Nongoma	3	1	0	3	100	11,5
Ulundi	8	1	12,5	7	87,5	30,8
uPhongolo	3	1	0	3	100	11,5
Total	26	5	23,6	24	476,4	99,9

Abaqulusi and Ulundi carry the largest backlog of taxi ranks among the 5 local municipalities. The map below displays the spatial distribution of taxi ranks in Zululand.

Map 42: Distribution of taxi Ranks in Zululand



Map 43: Major Public Transport Corridors in Zululand



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.

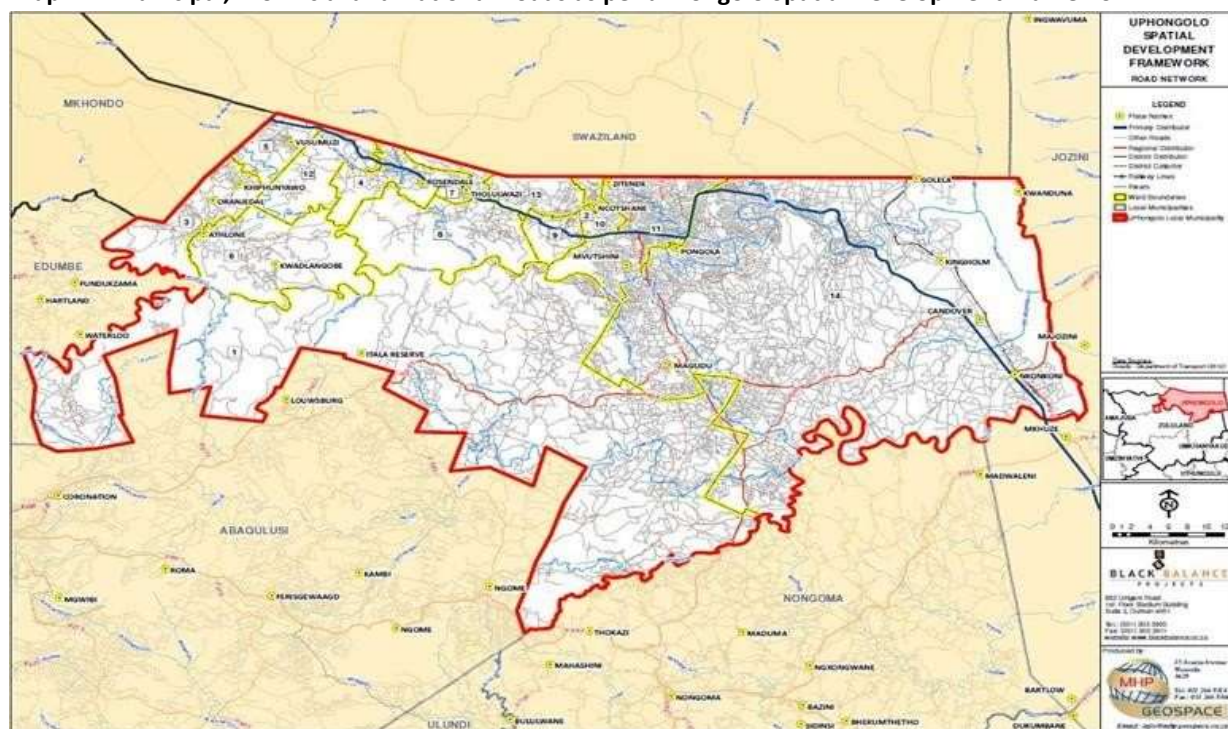
7.4.3 Existing and Future Transport Infrastructure

uPhongolo Municipality’s transport infrastructure relates to both existing and future road network. Currently the existing road infrastructure is under pressure particularly from heavy vehicles. The responsibility between Local and District Municipalities as well as the KZN Department of Transport (DOT) for the provision and maintenance of roads provision still needs to be finalized and it has been flagged as a key development issue. There are a number of roads in order of priority that are of strategic importance to the Municipality. The Municipality recognises that such roads should be prioritised for attention and has, to this end, earmarked the following road projects:

Phongola to Mpumalanga Border: Upgrading from single to dual carriageway road at a budgeted amount of R2,325,000.00 for design.

The South African National Roads Agency (SANRAL) together with the Department of Transport provides funding for roads infrastructure development. However, it is important to note that the actual funding does not get channelled through the Municipality as implementation of projects is done directly by the Agency and the Department themselves. The priorities from Municipalities that are identified in the IDP are however taken into cognisance in the Municipal funding process and implementation thereof.

Map 44: Municipal, Provincial and National Roads as per uPhongolo Spatial Development Framework



uPhongolo is traversed through three main movement routes namely the N2 which connects Pongola to Mkhondo (formerly Piet Retief) in the West and to Jozini in the South, the R66 which traverses the Ulundi Municipality from Mahlangasi in the South-East to Mvutshini in the North-East; the R69 stretching to South-West directly connecting Magudu to the Louwsburg in the South-West and the

P293 and Ngome in the South, whilst the remainder of the municipality is serviced by gravel roads. Most of the settlement areas are reached via gravel roads from the N2, R66 and R69. The Municipality has recognised the challenge of access to roads and the poor condition of some roads. There has been notable improvement to road conditions in ward 8 which will continue in the current IDP term. The tarring of roads in proximity to clinics and education facilities and extensive future business developments in ward 11 is envisioned to boost the economy and attract investors to uPhongolo Municipality.

National Roads

uPhongolo Municipality enjoys easy access to the N2 national road, which cuts through the Municipality adjacent to the established Pongola tertiary node. The N2 is a primary transportation corridor under the National Department of Transport that runs East-West through uPhongolo, linking the Municipality with other local municipalities and other regions within the province of KwaZuluNatal. Similarly, the N2 links uPhongolo with Richards Bay and Durban, which provides major gateways to export markets. The N2 within this particular area still lacks the convenience provided by freeways since it comprises a 2-way single carriageway. The Zululand District Municipality has initiated a Rural Roads Asset Management System (RRAMS) for all existing roads within its area of jurisdiction. This document presents herein a network level proposal for maintaining the roads in the Zululand district, through an assessment of the network based on methodical visual ratings of each road section. The document was submitted to each local municipality under the Zululand District Municipality's jurisdiction. The details furnished in the table below summarise the findings of this document in this regard.

Table 109: Estimated Roads Needs Per Municipality (ZDM Rural Roads Asset Management System [RRAMS])

Local Municipality	Type	Total length (km)	Estimated replacement value (Rmill)	Short-term intervention cost (Rmill)	Long-term intervention cost (Rmill)	General Condition
Abaqulusi	Paved poor	398.2	802.9	15.82	616.27	87% poor to very
	Unpaved	392		0.808	29.32	Fair to very poor
eDumbe	Paved	36.1	86.9	2.81	25.2	50% poor to very poor
	Unpaved	163.1		0.336	10.21	Fair to very poor
uPhongolo	Paved poor	43.79	112.4	5.65	32.65	44% poor to very
	Unpaved	236.6		0.495	17.11	Fair to very poor
Nongoma	Paved poor	14.7	33.2	1.46	7.78	50% Poor to very
	Unpaved	420.5		0.813	31.01	Fair to very poor
Ulundi	Paved poor	91.2	199.9	7.08	50.19	50% Poor to very
	Unpaved	461.5		1.02	30.64	Fair to very poor
Total	Paved	584	1,235.30	32.82	732.09	
	Unpaved	1,673.7		3.47	118.29	

Rural Roads Backlogs (ZDM Rural Roads Asset Management System [RRAMS])

Rural access roads may be defined as those roads which do not qualify as district or higher order roads, but provide access from a proclaimed road to public infrastructure such as schools and clinics, or provide access to a settlement of a minimum of 50 persons or at least ten homesteads, allowing household access of no less than 1km walking distance. The total household backlog based on this criterion is approximately 28,151. The backlogs and estimated costs for new / refurbishment road infrastructure are presented in following table.

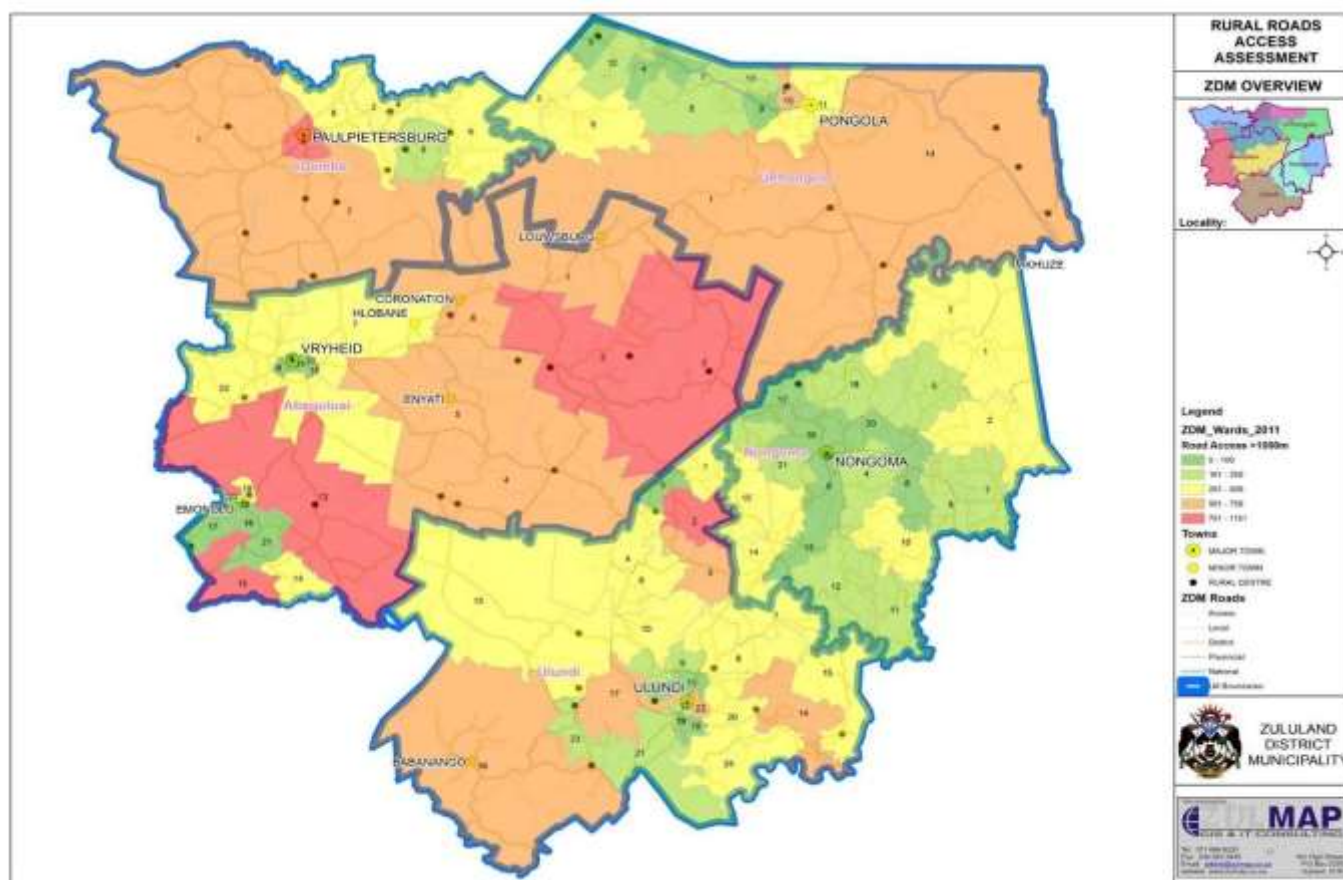
Table 110: Estimated Roads Needs Per Municipality

ROADS	Total Households	No of H/H with road access	No of H/H Backlog	% per LM	Backlog
KZN263: Abaqulusi	43,299	35,044	8,255	19.07%	
KZN261: eDumbe	16,138	12,498	3,640	22.56%	
KZN262: uPhongolo	28,772	24,904	3,868	13.44%	
KZN265: Nongoma	34,341	30,320	4,021	11.71%	
KZN266: Ulundi	35,198	26,831	8,367	23.77%	
Total	157,748	129,597	28,151	17.85%	

ZDM GIS 2015

The strategic goal of the development of a Rural Roads Asset Management System (RRAMS) for the Zululand District Municipal area is to ensure efficient and effective investment in rural roads through the very system and the collection of associated road and bridge inventory data condition assessments and traffic information. Improved data on rural roads will shall be instrumental in guiding infrastructure investment, improve accessibility to and mobility of rural communities.

Map 45: Rural Roads Access



7.4.4 Institutional Responsibility for Transport Infrastructure

The institutional responsibility for transport infrastructure is categorized as national, provincial and local on maps. The District Municipality is responsible for the provision and planning of public transport infrastructure. The responsibility between Local and District municipalities as well as the provincial Department of Transport (DOT) for road provision and maintenance still needs to be finalized and has been flagged as a key development issue.

7.4.5 Responsibility of the Provision of New Roads and Related Facilities

Indeed, uPhongolo Municipality does have plan in place for the provision of new roads and related facilities. In addition to the aforesaid plan, the Municipality has an Operational and Maintenance Plan for both existing and new roads and public transport facilities which include taxi ranks, bus stops and storm water drainage. The IDP indicates that there is a plan in place for the provision of new roads and facilities as well as an Operational and Maintenance Plan for existing and new roads and public transport facilities.

7.4.6 Plan for The Provision of New Roads, Operations and Maintenance for Existing and New Roads

uPhongolo Municipality has a Comprehensive Infrastructure Plan which is a 5-year Plan. The plan contains new roads and facilities, operations and maintenance plan for existing and new roads as well as public transport facilities. Fundamentally this is the plan that informs the Municipality with regards to which projects require implementation.

7.4.7 Integrated Transport Plan as uPhongolo Municipality's Responsibility

uPhongolo Municipality is responsible for the Integrated Transport Plan for its communities. The plan is in place, developed in 2023/2024 financial year and adopted by the Council in May 2023.

7.5 Transport Infrastructure

7.5.1 Mode of Transportation

According to the 2001 census data the largest part of the uPhongolo Municipality (i.e. 83% thereof) is pedestrianised. This is indicative of three possible scenarios, vis-à-vis the lack of funds to utilise public transport, the lack of a decent and operational public transport system within the Municipality and the lack of a need to utilise transport due to unemployment all of which lead to localised travel only, with no need to travel to Pongola town, except for seriously compelling reasons. The remoteness of most areas and the rural character of the Municipality play a pivotal role in this phenomenon as the roads infrastructure is under-developed, which renders access to the rural areas almost impossible. These aspects are further indicative of the lack of economic well-being of these rural areas.

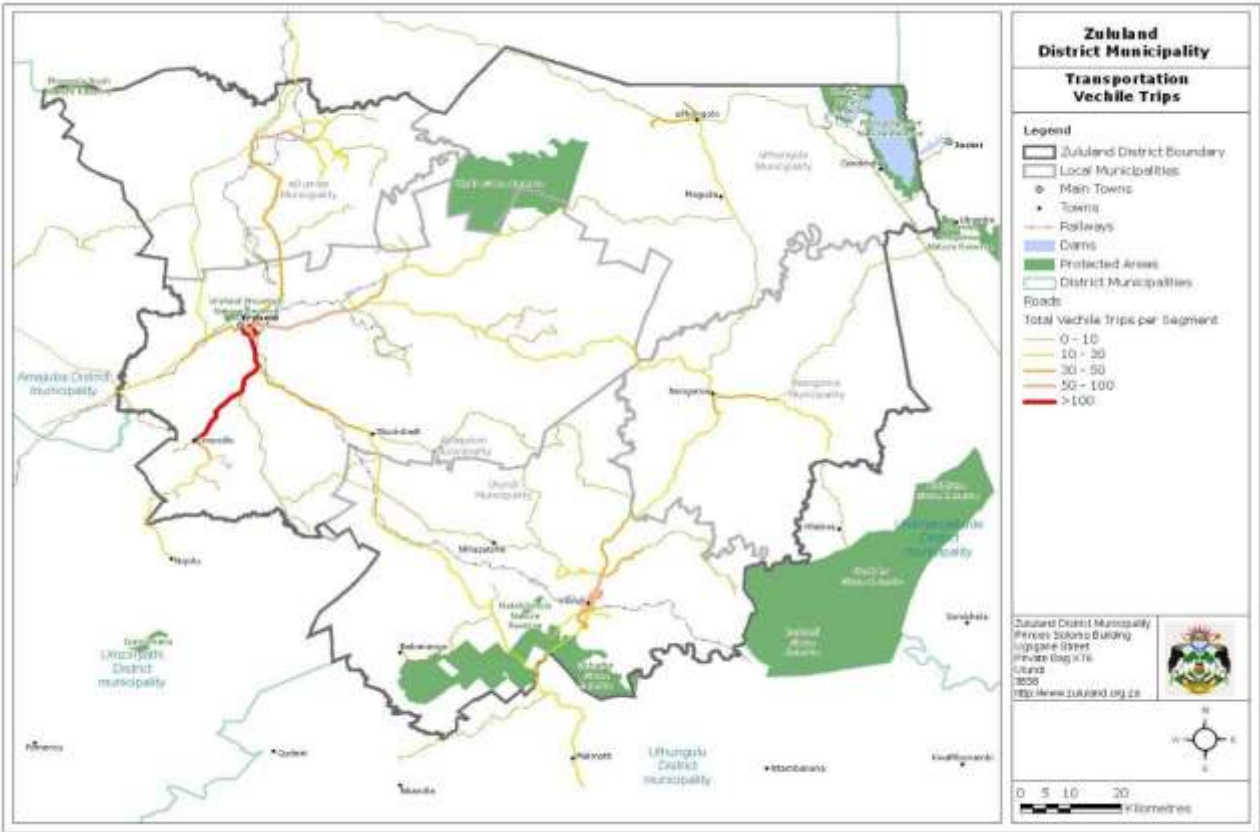
With the high dependency of the lower order nodes on the town of Pongola for economic opportunities and retail services, it is imperative that the rural areas be made more accessible through the provision of transportation infrastructure. Following the travel mode of "on-foot" being the most common means of travel (in order of occurrence) includes travelling by bus, by car as passenger, by minibus, by car as driver. A small number of people utilises motorcycles and bicycles. The main mode of public transport is minibus taxis which provide access from rural and peri-urban areas to shopping and employment centres and further destinations. Ranks exist at major urban development centres.

Table 111: Table Showing Taxi Operations in uPhongolo Municipal

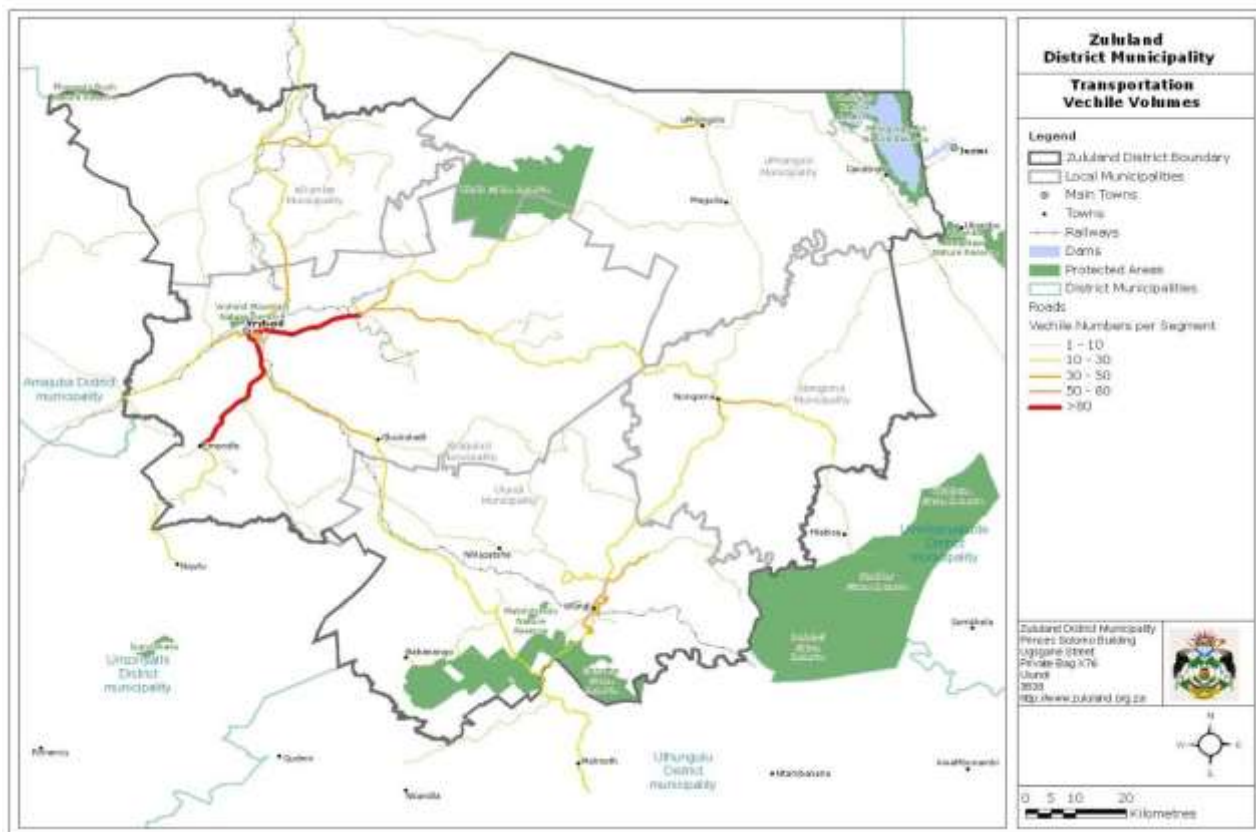
Taxi Association	Number of Routes	Number of Ranks	
		Formal	Informal
uPhongolo Taxi Association	3	2	1

Source ZDM CPTR

Map 46: Transportation Vehicle Trips



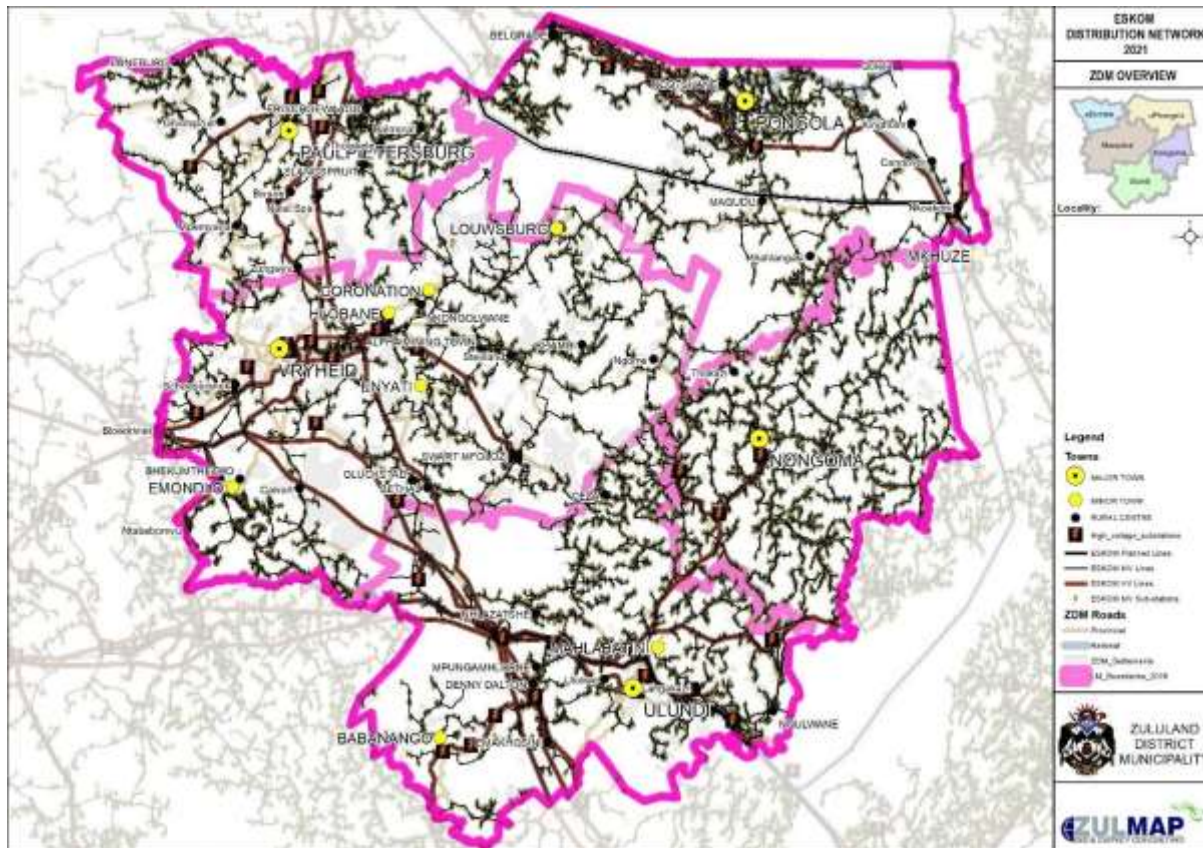
Map 47: Transportation Vehicle Volumes



7.6 Energy/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. Electricity is regulated by NERSA. In Zululand there are two service providers namely ESKOM and Zululand Municipalities. Current electricity reticulation networks were obtained from Eskom and overlaid on the existing Settlements.

Map 48: Current ESKOM electricity network



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.

Table 112: Energy Backlogs Per Municipality

ELECTRICITY	Total Households	No of H/H electrified	No of H/H Backlog	% Backlog LM	% Backlog ZDM	% Backlog within per
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%
Total	183 642	173 796	6 298			17.9%

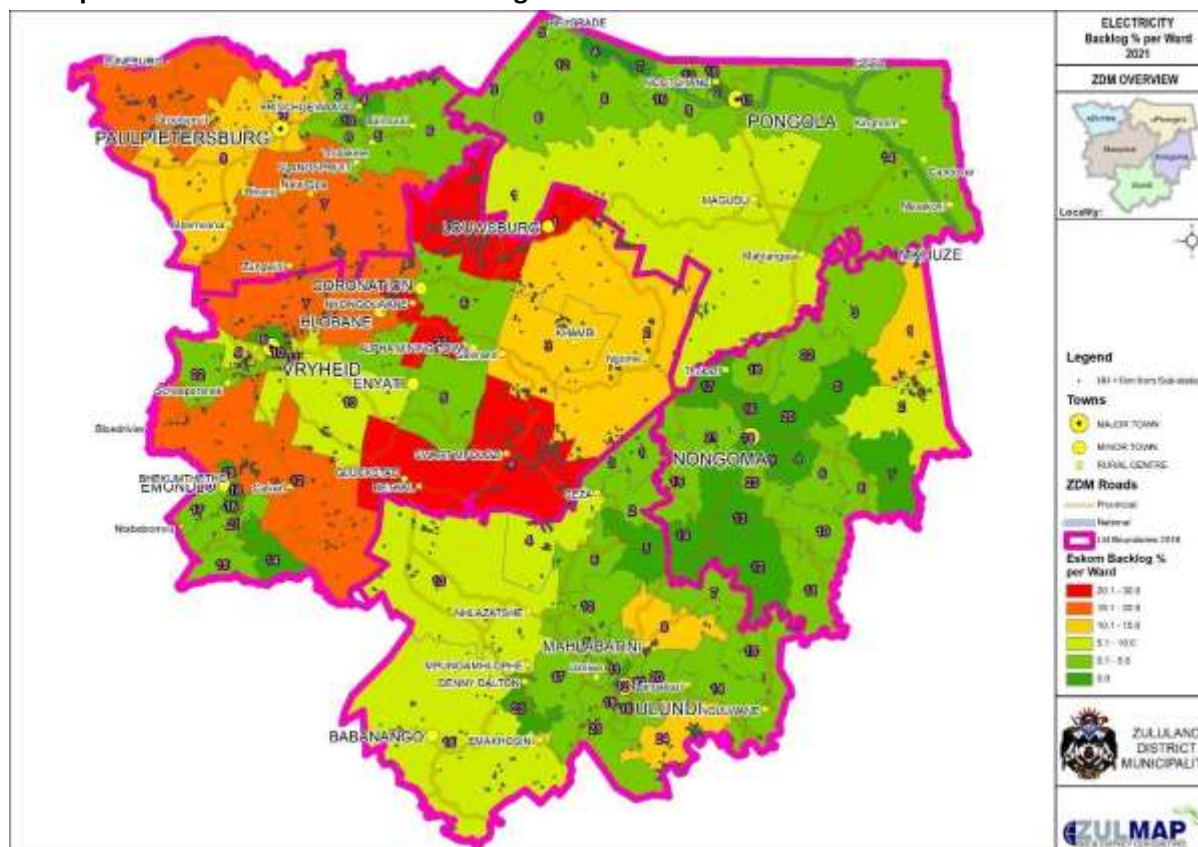
According to ESKOM, the current average cost to provide electricity to a rural household is approximately R22,000. The table below provides a breakdown per LM on the total estimated cost for eradicating all backlogs.

Table 113: 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
Total	6 298	R433.22

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

Map 49: Zululand Electrification Backlogs



There are two electricity distribution service providers within the area of jurisdiction of the Ulundi Municipality (the Municipality itself and Eskom), each having a distribution license issued by the National Electricity Regulator of South Africa (NERSA). Provision of electricity within the Ulundi municipal area is sourced from four substations.

7.6.1 Electricity Energy Provider

uPhongolo Municipality applies GRAP 109 for the INEP projects and therefore acts as an agent. There is not income and expenses that are recognised. The Municipality is an electricity/energy provider to its communities. However, electricity within the uPhongolo Municipality is sourced by connection to the Eskom grid or non- grid electricity.

7.6.2 Energy Sector Plan

The Municipality's Energy/Electricity Plan was adopted by Council in May 2023 financial year to include a project list for implementation in 2023/2024 financial year. The plan is attached as an annexure. The project list has been submitted to ESKOM in due course. The energy/electricity plan is being implemented in terms of the said plan taking into cognisance the approved budget.

7.6.3 Operations and Maintenance Plan for Electricity

An Operations and Maintenance Plan for electrification has been formulated for implementation in 2023/2024 financial year.

7.6. 4 Schedule 5.B Projects (DOE Funding)

In line with the Electricity/Energy Plan, the Municipality received funding for the implementation of electricity projects from the Department of Energy.

7.6.5 The Status, Backlogs, Needs and Priorities for Electricity/Energy Services

Whilst the rural areas within uPhongolo Municipality do not have adequate electricity, the urban areas enjoy abundant supply of electricity. This state of affairs has a negative bearing to the rural schools and healthcare facilities, for instance. However, new projects are being commissioned in uPhongolo. The projects are:

Table 114: Electricity Projects

Project Name		Status	Construction Start Date	Completion Dates
1 Pongola - Candover	132 kV line	EIAs expected in June 2018	2020	2021
2 Golela Border post	20 MVA 132 kV SS	Conceptual Stage	2023	2024
3 Tholulwazi	132/22 kV 20 MVA Est	Conceptual Stage	2023	2024

Table 115: INEP Projects

Electrification Projects (INEP)
Ntshiyangibone & Ereyini Ward 11 & 05
Esigungwini Electrification Ward 11
Madanyini, Mboloba, Sdakeni & Deckville Ward 09, 10, 02, 07 & 15
Klipwaal, emvunyaneni, Mavithi & Mdiyane Ward 04, 06, 11 & 03

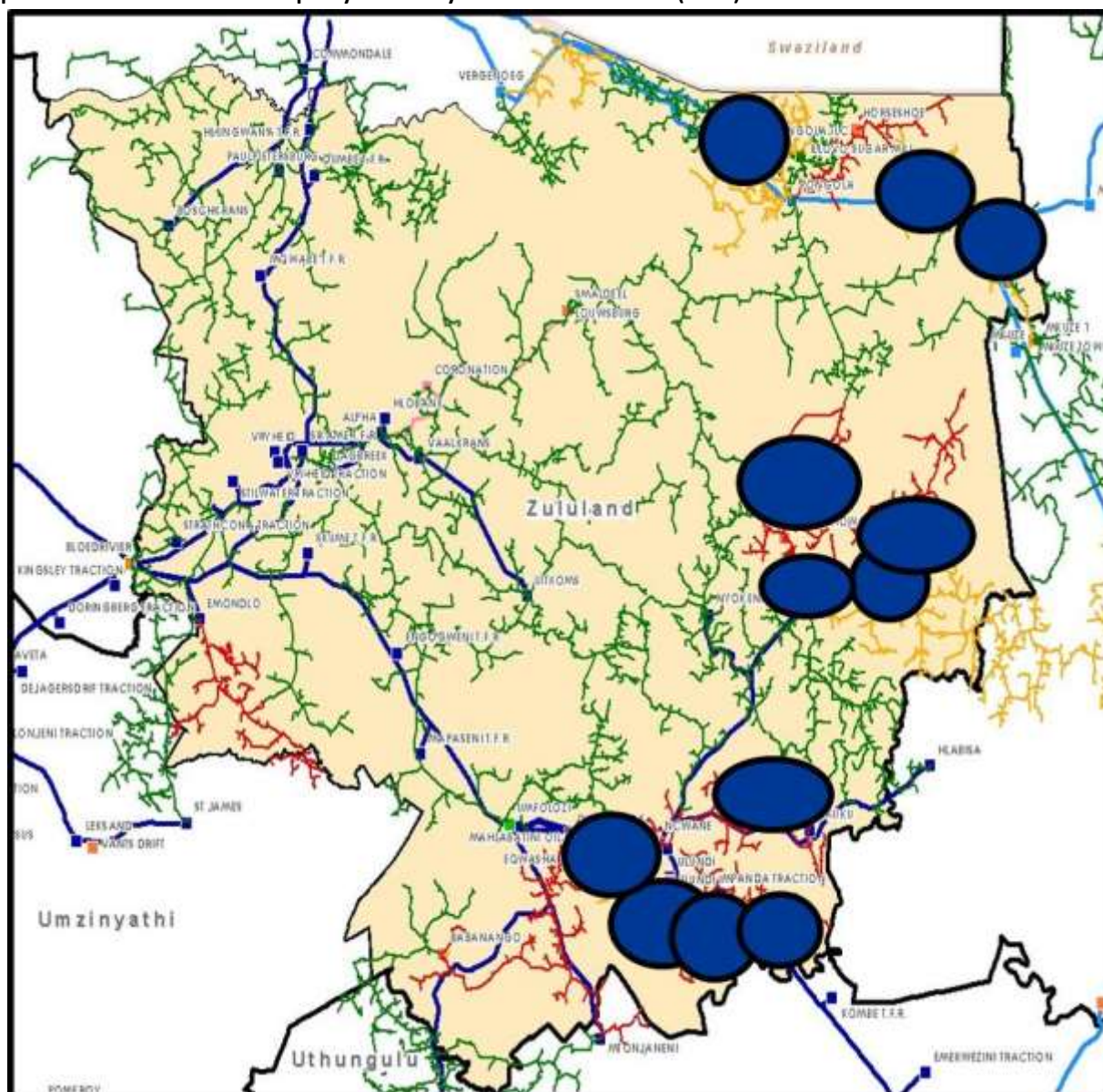
7.6.6 Electricity/Energy Backlogs

Energy provision focuses on rural backlogs as urban electricity is provided as part of municipal services. The details obtained for electricity provision and backlogs have been obtained from the Census 2011 figures, as can be seen in table below.

Table 116: Energy Backlogs Per Municipality

Total Electricity	No. of Households	No of Households Electrified	Percentage Backlog	Backlog Per LM
KZN263: Abaqulusi	43,299	31,223	12,076	28%
KZN261: eDumbe	16,138	10,127	6,011	37%
KZN262: uPhongolo	28,772	21,004	7,768	27%
KZN265: Nongoma	34,341	21,851	12,490	36%

Map 51: Zululand District Municipality Electricity Network Constraints (2018)



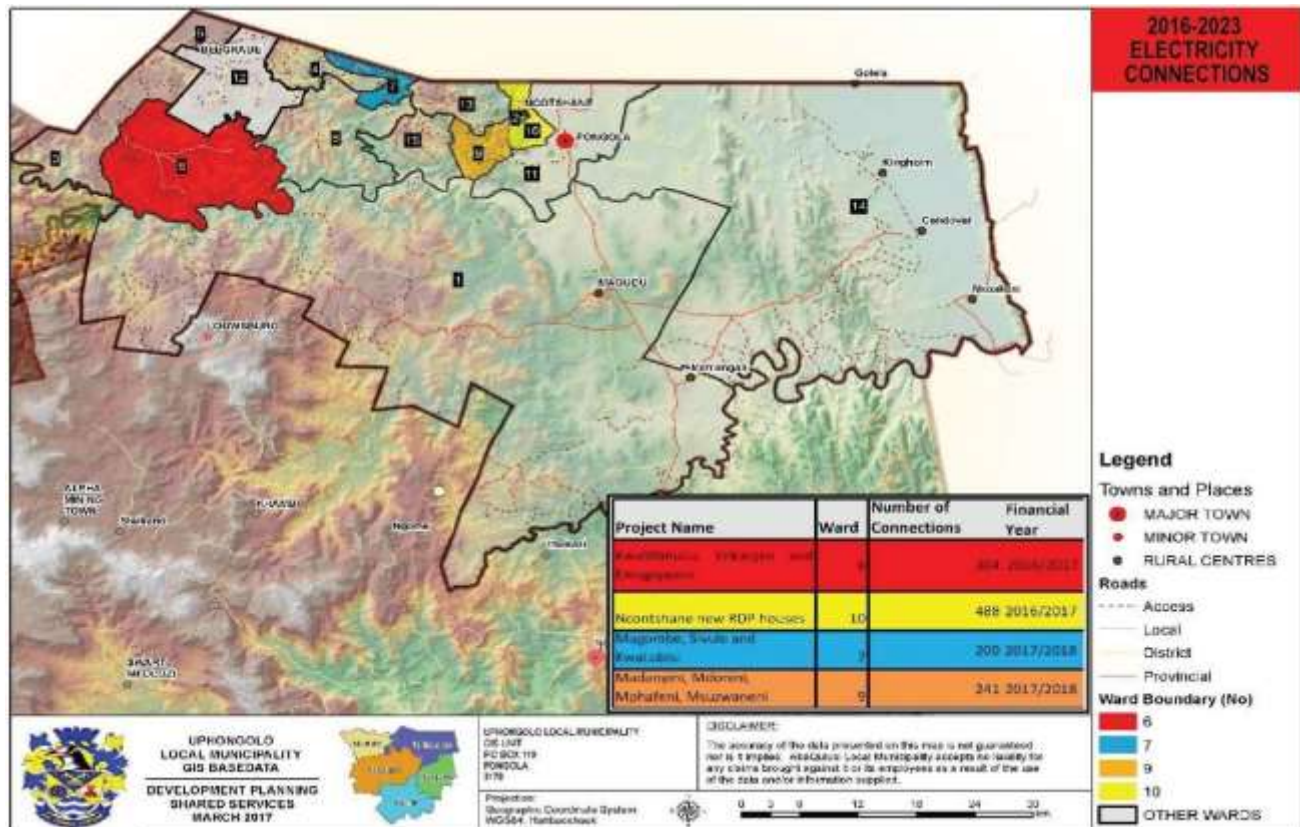
Source: Eskom

The projects set out by the Department of Energy have been implemented as follows:

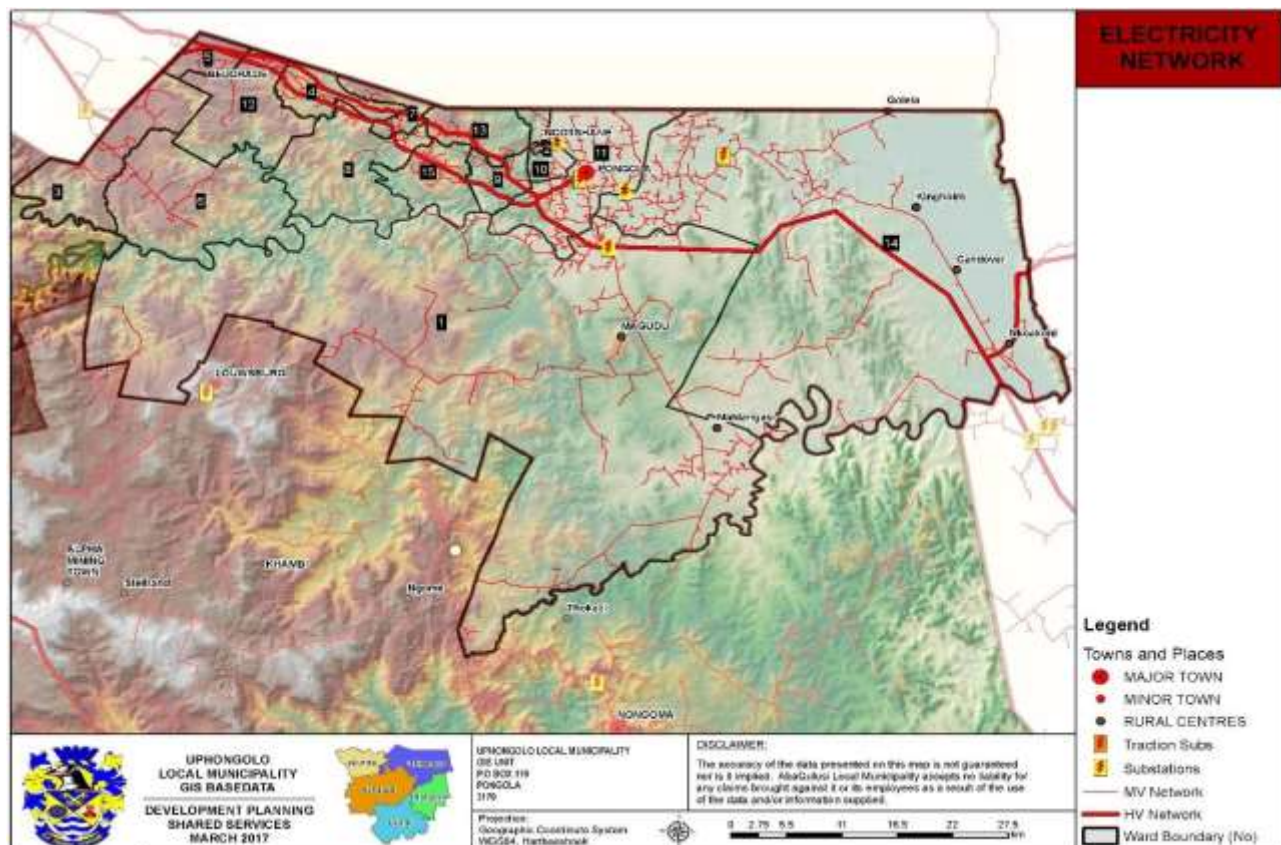
- KwaMbhucu, Enkanjini and Emagiqweni – 304 connections;
- Nontshane new RDP houses – 488 connections; and
- Ward 7 infills type 1 and 2 – 500 connections.

The municipality has endured monetary losses due to the poor distribution of electricity through ageing infrastructure and poor maintenance. In an endeavour to mitigate this, the Municipality appointed service providers in 2017 to assist with metre reading and metre sweeps will be conducted to determine metres that have been bypassed or bridged illegally.

Map 52: Electricity Connections in uPhongolo



Map 53: Electricity Network in uPhongolo



7.6.7 Municipal Co-ordination of Development Activities

The Municipality has been successful in its endeavour to co-ordinate its developmental activities with relevant sector departments and service providers. The primary role of the Municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the Municipality to understand the extent to which households in its area of jurisdiction have access to the various services that are essential for their livelihood including electricity.

7.7 Access to Community Facilities

7.7.1 Cemeteries

uPhongolo Municipality has existing cemetery sites situated at Phongola, Ncotshane, Belgrade and Magudu. Clearly the Municipality requires more burial sites to cater for its dead. It is common cause that burial arrangements are closely bound with cultural and religious traditions. In most cases burial sites are needed in relatively proximity to settlements. According to the Zululand Cemeteries Master Plan approximately 700ha of land will be required in the Zululand District Municipality by the year 2020 to accommodate an estimated 800 000 cumulative deaths for that time. uPhongolo Municipality intends to develop its own cemetery plan which shall be budgeted for during 2023/2024 financial year.

7.7.2 An Indication if the Municipality has Sufficient Authorised Cemetery Sites

The Status, Backlogs, Needs and Priorities

In line with the information provided above, the status of cemeteries in uPhongolo Municipality is currently dire and requires timeous intervention in terms of identifying suitable land to cater for cemetery requirements. The table below shows the breakdown of the land needs as per Zululand District cemetery requirements:

Table 117: Estimated Cemetery Land Requirements (2020)

Municipality	Projected Population	Cumulative Deaths up to 2020	Recommended Land Required (ha)
EDumbe	67 583	52 723	46
UPongolo	113 149	88 274	78
Abaqulusi	230 191	179 558	156
Nongoma	253 114	197 479	171
Ulundi	366 677	286 044	249

ZDM	1 030 714	804 078	700
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Source: Cemetery Master Plan

The Districts Cemetery Plan (2003) provides the following information

- In the urban centres, cemeteries are provided by the Municipalities, who provide gravesites at specified tariffs and keep records of burials.
- Cemeteries are provided and maintained by some religious congregations such as the Anglican Church, Catholic Church, Lutheran Church and others.
- Where land is set aside for cemeteries on tribal land the cost of burial sites is included in the general fees payable to the tribal authority.
- In selected rural areas with a low population density, burials are allowed near family homesteads.
- On some commercial farms burial sites are provided for staff, but these provisions are now resisted by farmers as a result of the promulgation of the Extension of Security of Tenure Act.

An alternative to traditional burials which does not require land is cremation. However, there has been very low demand for cremations amongst the inhabitants of uPhongolo Municipality as a consequence of which there are at present no crematoria situated within the Zululand District.

Health Facilities

uPhongolo Municipality is relatively well-serviced with 15 clinics although these are located mainly in the western part of the Municipality. The locality of facilities corresponds with the settlement pattern of the Municipality. A large number of people live 3 to 5 km away from clinics. Locational challenges presented by the topography also need to be considered when developing health facilities as very few people amongst the population have a direct route traveling to the clinics. The eastern areas of the municipality are not serviced by a clinic. When considering the settlement pattern, there is a high demand for a permanent clinic in the eastern area of the municipality, although the provision of a mobile clinic services in the western areas can also be considered.

uPhongolo Municipality is serviced by one hospital namely the Itshelejuba District Hospital which is accessible via tarred road from the N2. Areas of the municipality situated more than 30km away from the hospital include Pongola, Magudu and Golela. There are currently 15 clinics in uPhongolo and a requirement of 19. uPhongolo Municipality is determined to achieve strategic provincial goals set out in the Service Delivery Improvement Plan 2023/2024 (KZN Department of Health):

Table 118: KZN Department of Health Strategic Goals

Strategic Goal 1: Strengthen health system effectiveness
Goal Statement: Identifying and implementing changes in policy and/or practice to improve response to health and health system challenges and any array of initiatives and strategies that improves one or more of the functions of the health system that improves access, coverage, quality, or efficiency and strengthening performance and interconnect-edness of the WHO health system building blocks including service delivery, health workforce, strategic information, commodities, health financing, and leadership and governance.
Strategic Goal 2: Reduce the burden of disease
Goal statement: Reduce and manage the burden of disease to ensure better health outcomes and an increase in life expectancy at birth.
Strategic Goal 3: Universal health coverage
Goal Statement: All people receive the full spectrum of the essential health services package including health promo-tion, prevention, treatment and clinical care, rehabilitation and palliative care.
Strategic Goal 4: Strengthen human resources for health
Goal statement: Develop and maintain a capacitated workforce with the capacity to deliver the appropriate package of health services at all levels of the health care system.
Strategic Goal 5: Improved quality of health care
Goal Statement: Rendering services that are (1) Effective (adherent to an evidence base resulting in improved health outcomes); (2) Efficient (maximises resource utilisation and avoids waste); (3) Accessible (geographically reasonable, timely and provided in a setting where skills and resources are appropriate to medical need); (4) Acceptable and pa-tient-centred (takes into account need and demand and the aspirations of users); (5) Equitable (services that does not vary in quality because of personal characteristics such as gender, race, ethnicity, geographical location, or socioeco-nomic status); and (6) Safe (minimises risks and harm to service users).

The KZN Department of Health decided to focus on the Ideal Clinic Realisation and Maintenance (CRM) initiative which is integrated with primary healthcare re-engineering. The aim is to redirect service delivery to the needs of the community being served. Progress is monitored through Quarterly Progress reports and Annual Reports submitted to the provincial Office of the Premier and the Health Portfolio Committee, amongst others. The Strategic Goals are being achieved in line with the Batho Pele Principles.

Community Halls

Thirteen (13) out of a total of fifteen (15) wards have a community hall/centre each in uPhongolo. This means that only two (2) still need to be provided with community halls. The wards that already have community are as follows:

- Magudu Community Hall in Ward 1;
- Prince Bekayiphi Community Hall in Ward 3;
- Waterbaas Community Hall in Ward 4;
- Belgrade Community Hall in Ward 5;
- KwaNkundla Community Hall in Ward 6;
- Sthambi Community Hall in Ward 7;
- Madanyeni Community Hall in Ward 9;
- Ncotshane Community Hall in Ward 10;
- Phongolo Golf Club in Ward 11.
- Manyandeni Community Hall in Ward 12;
- Princess Ladlula Community Hall in Ward 13;
- KwaGumbi Community Hall in Ward 14; and
- KwaShoba Community Hall in Ward 15.

Taking the list above it follows that only wards 2 and 8 are still to be provided with community halls / centres.

Education Facilities

A backlog analysis in regard to education facilities in uPhongolo was carried out. The analysis established that a backlog exists whereby households are situated at a distance further than 5km from a primary school and every 3500 people constituting the need for another primary school. The education facilities backlog is shown as the following tables:

Table 119: Primary Schools

Local Municipality	Required	Existing
Abaqulusi Municipality	25	104
eDumbe Municipality	10	71
Nongoma Municipality	33	98
Ulundi Municipality	27	158
uPhongolo Municipality	15	101

Source: ZDM IDP 2012/2017

Table 120: Access to Primary Schools

	0 – 2.5km		
Local Municipality	Households	Population	Percentage
Abaqulusi Municipality	23231	157111	64%
eDumbe Municipality	9808	66332	65%
Nongoma Municipality	16908	114349	50%
Ulundi Municipality	12081	142571	60%
uPhongolo Municipality	15185	102696	66%
	2-5km – 5km		
Local Municipality	Households	Population	Percentage
Abaqulusi Municipality	9064	61300	25%
eDumbe Municipality	3493	23628	23%
Nongoma Municipality	10264	69415	30%
Ulundi Municipality	9792	66223	28%
uPhongolo Municipality	4965	33578	22@
	>5km		
Local Municipality	Households	Population	Percentage
Abaqulusi Municipality	3730	25226	10%
eDumbe Municipality	1896	12823	12%
Nongoma Municipality	6874	46489	20%
Ulundi Municipality	4439	30021	13%
uPhongolo Municipality	2797	18916	12%

Source: ZDM IDP 2012/2017

The uPhongolo Municipal Area is well-serviced by the 76 primary schools. Most households are located within a vicinity of 1 to 5km from schools. These areas are evenly distributed amongst the municipal area. The areas that are not serviced are Golela Kingholm and Nkonkoni. These areas consist mainly of game farming and therefore have lower population densities which renders the establishment of education facilities not feasible.

Table 121: Secondary Schools

Local Municipality	Required	Existing
Abaqulusi Municipality	7	45
eDumbe Municipality	3	27
Nongoma Municipality	12	49
Ulundi Municipality	7	66
uPhongolo Municipality	5	42

There 41 Secondary Schools servicing uPhongolo Municipality area. The eastern side of the Municipality is not as well serviced as the western parts, yet a comparison of the two sides which takes into cognisance the settlement distribution indicates that a fewer number of schools are actually required in this area.

Libraries

uPhongolo Municipality has 2 fully-fledged libraries. The first one is situated at Ncotshane: Yende Street, in uPhongola whilst the second one is at Pongola Town, No.61 Martin Street. The Belgrade Thusong Service Centre has a satellite library office.

Police Stations

uPhongolo Municipality is serviced by two police stations with a service radius of 20km and the police stations. These are situated near Magudu, and Pongola. Over and above the aforementioned police stations there are two (2) satellite police stations situated in Belgrade and Klipwaal respectively. Other police stations that work in close proximity and co-operation with the two in uPhongolo are situated in Louwsberg, Jozini, Mkhuze and Ngome. Together with the Department of Community Safety and Liaison, the Municipality has launched ward safety committees of 10 volunteers per voting station which are led by the mayor to monitor and report crime within the wards. A community safety forum has been established by the Municipality and it is operational. The forum comprises all municipal councillors, sector departments (including SAPS), crime prevention structures, etc.

7.7.3 Addressing the Animal Pound Function

Animal Pound uPhongolo Municipality is in the process of setting up the necessary systems in relation to the establishment of an animal pound. These would include the passing of pound bylaws, conducting of community workshops in relation thereto, identification of a suitable site for the establishment of a pound as well as the implementation of the applicable bylaw.

7.7.4 Municipal Co-Ordination of Development Activities

The Municipality has been successful in its endeavour to co-ordinate its developmental activities with relevant sector departments and service providers. The primary role of the Municipality is to facilitate

the delivery of services to its communities. It is therefore imperative for the Municipality to understand the extent to which households in its area of jurisdiction have access to the various services that are essential for their livelihood including access to community facilities.

7.8 Human Settlements

uPhongolo Municipality has completed its review for Housing Sector Plan dated March 2020. The Housing Sector Plan (HSP) is a policy framework that undertakes a strategic analysis of housing issues and introduces a number of objectives, strategies and programmes to facilitate the development of sustainable human settlements. It is meant to guide the municipality in performing its functions and implementing its role as articulated in the National Housing Act, No. 107 of 1998 and in Section. The purpose and objectives of the HSP are:

- To ensure that there is a definite focus on human settlements in the IDP and provide for a link between integrated development planning and the practical delivery of housing.
- To facilitate the reduction of the housing backlog in line with norms and standards in the human settlements sector.
- To facilitate the development of sustainable human settlements.
- To provide greater spatial linkages between the spatial development framework and the physical implementation of projects on the ground.
- To provide a formal and practical method of prioritizing housing projects.
- To ensure the effective allocation of limited resources (specifically financial and human) to a large pool of potential development interventions.
- To facilitate rapid and cost-effective release of land for human settlement development purposes.

The reviewed uPhongolo Housing Sector Plan dated March 2020 will be used by the Department of Human Settlements to assess projects and allocate funds in the short to medium term, as well as monitor progress against national housing targets. In addition, it will inform planning at a strategic level and facilitate alignment between bulk infrastructure development and housing delivery. The HSP will provide information on the programmes of the Department of Human Settlements available for delivery in the context of uPhongolo Municipality. The aim is to move beyond the provision of basic shelter towards achieving the broader vision of sustainable human settlements and efficient spatial systems. The plan will need to be reviewed periodically to identify emerging gaps, update information and take into account changes in the human settlements sector, emerging (new) human settlement needs in the uPhongolo Municipality, changes in development trends and progress made in the implementation of the plan.

7.8.1 UPhongolo Municipality as Housing Developer for Human Settlements

The constitutional responsibility for housing delivery lies with National and Provincial Government. However, section 9(2)(a) of the Housing Act provides for the participation by municipalities in national housing programmes by, amongst other things, acting as a developer in respect of the planning and execution of a housing development project, facilitating and supporting the participation of other role players in the housing development process, or administering any national housing programme in respect of its area of jurisdiction in accordance with section 10 of the Act. uPhongolo Municipality is thus

the developer for human settlements in its area of jurisdiction and is dependent on bulk infrastructure that is planned, co-ordinated and implemented at the district level. The uPhongolo Municipality intends to work towards capacitating itself to apply for Level 1 accreditation, to be able to inherit more functions with regards to housing and be provided with accreditation funding to administer those functions.

7.8.2 Housing Sector Plan

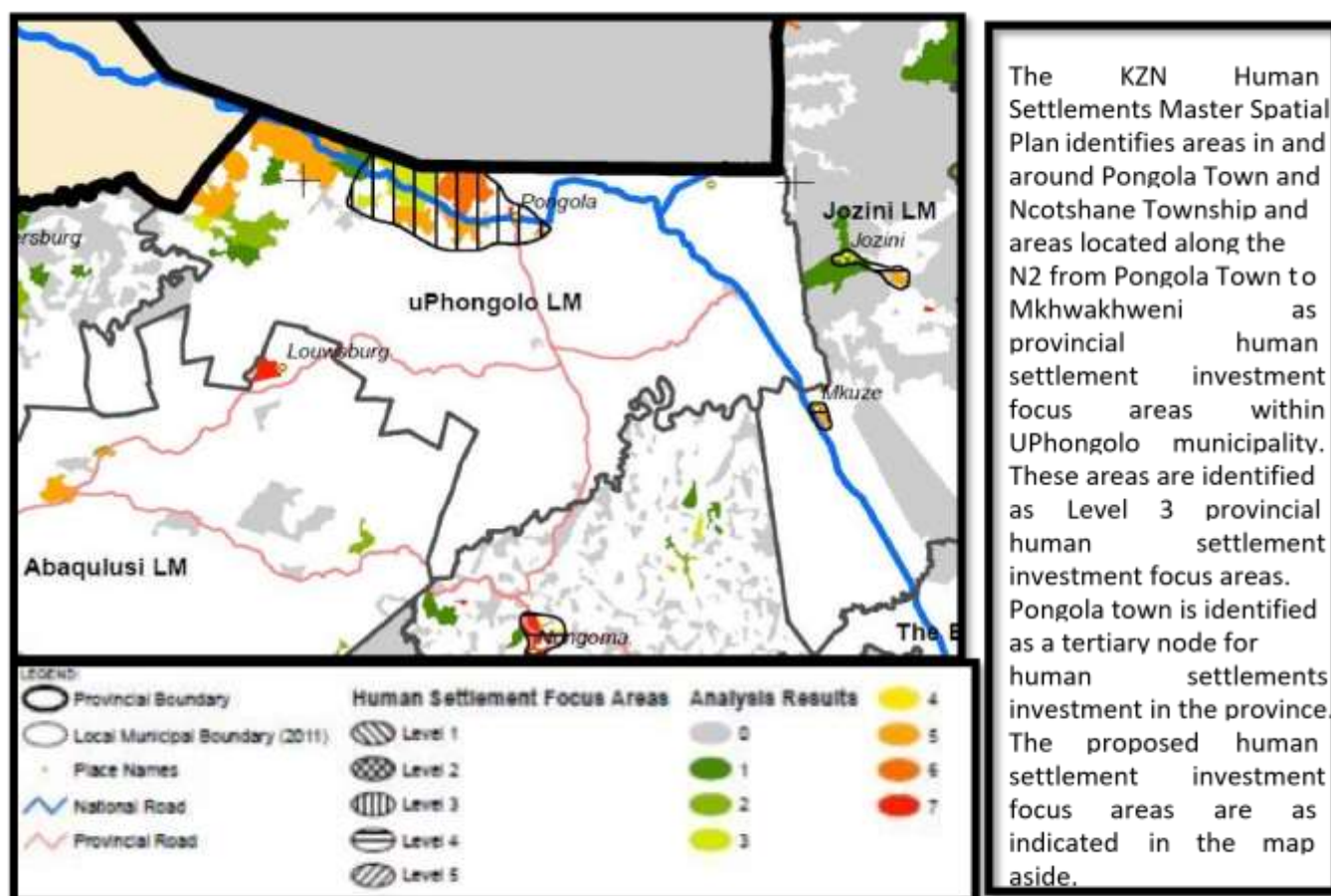
uPhongolo Municipality has completed its review for Housing Sector Plan dated March 2020.

7.8.3 Alignment of Housing Sector Plan to KZN Human Settlements Spatial Master Plan (2030)

The reviewed uPhongolo Municipality Housing Sector Plan, March 2020 is aligned with the KZN Human Settlements Spatial Master Plan. The KZN Provincial Master Spatial Plan aims to translate the Provincial Growth and Development Plan into a detailed implementation plan for assisting with the identification of suitable land for housing delivery in the province. It focuses on strategic goal 3 (Human and Community Development) and strategic objective 3.4 of the PGDP which talks to the promotion of sustainable human settlements. The plan broadly identifies focus areas for investment in human settlements in the province, in alignment with the Provincial Spatial Development Framework.

The plan identifies areas in and around Pongola Town and Ncotshane Township and areas located along the N2 from Pongola Town to Mkhwakhweni as provincial human settlement investment focus areas within UPhongolo municipality. These areas are identified as Level 3 provincial human settlement investment focus areas. Pongola town is identified as a tertiary node for human settlements investment in the province. It is noted that some areas within the municipality are not identified as provincial human settlement investment focus areas, but this does not mean that no human settlement development will be supported outside the identified focus areas. It is acknowledged that these areas also have communities in need of land for housing and that meet the norms and standards of the Department of Human Settlements.

Figure 130: KZN MSP HS Investment Focus Areas



Source: uPhongolo Municipality Housing Sector Plan, March 2020

7.8.4 Housing Chapter Highlighting Housing Needs and Planned Projects

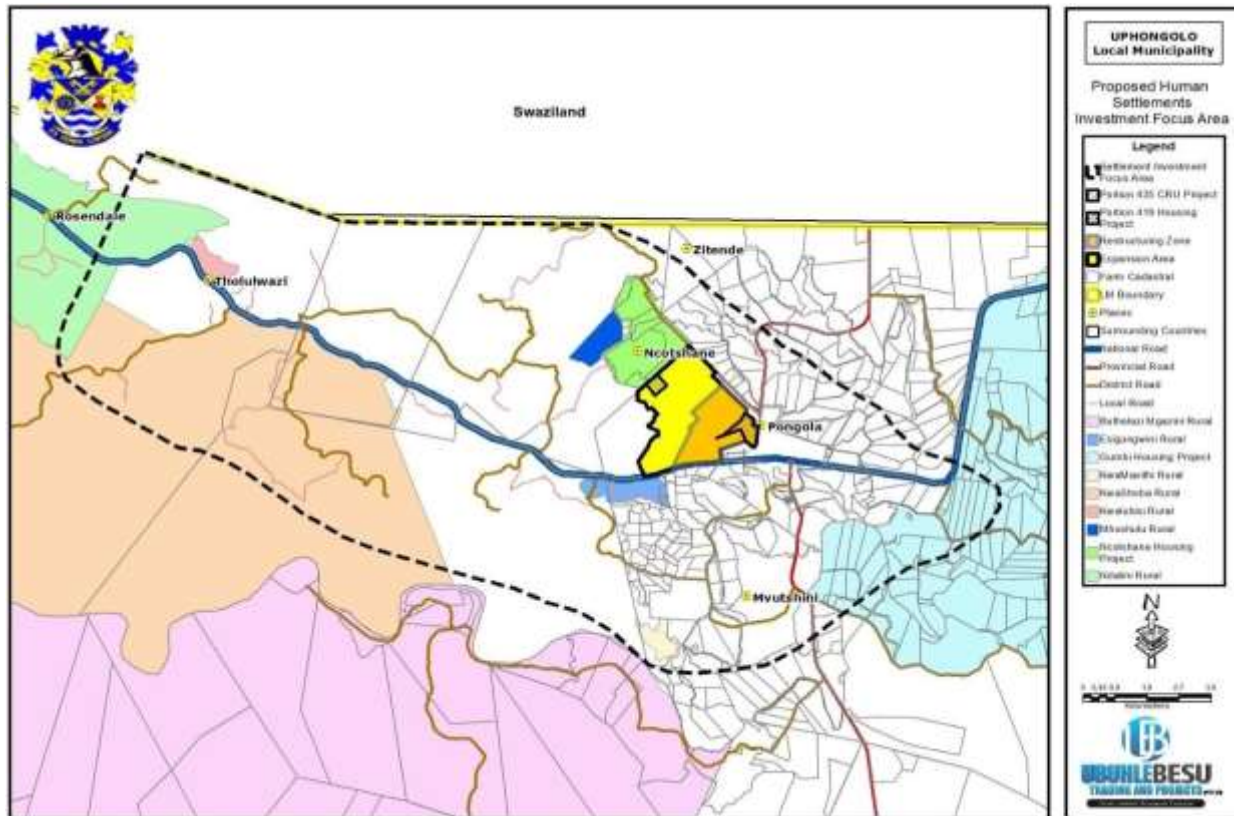
The uPhongolo HSP aims to serve as the “Housing Chapter” to be included in the municipality’s IDP. The preparation of such Housing chapter allows the UPhongolo LM to address the need for housing holistically in an integrated manner. The HSP aims to facilitate the creation of sustainable human settlements and provide a range of housing products in safe, accessible and affordable locations. Its objectives include:

- To respond to the housing need.
- To serve as a guiding framework for the planning and implementation of human settlement projects.
- To accelerate human settlement development in line with the national and provincial policy directives.
- To facilitate rapid and cost-effective release of land for human settlement development purposes.
- To build capacity for effective human settlement development.
- To embrace informality and work towards the eradication of slums

- To contribute towards spatial transformation and the creation of sustainable, integrated human settlements. The Housing Chapter provides guidelines that recommend the IDP processes and activities that form part of the analysis thereof. The guidelines include the following:
 - An analysis of service gaps and resource potentials;
 - A participatory-based community and stakeholder level analysis;
 - Cross-sectoral municipality-level analysis in respect of economic, environmental, institutional, spatial and socio-economic matters;
 - The prioritisation of issues; and
 - In-depth analysis of issues.

It is through this process that issues that affect development in the Municipality can be identified and explored. It is therefore safe to hold that the IDP has incorporated the Housing Chapter as recommended and envisaged by the Part 3 of the Housing Code.

Map 54: Existing Housing Projects



Source: uPhongolo Municipality Housing Sector Plan, March 2020

The table below provides the municipality’s human settlements development strategies. Development strategies provide a practical way of providing solutions to the identified priority or problem issues. The development strategies below are linked with the existing problems and the desired human settlements development objectives. To enable the best choice of solution, the development strategies have to be guided by the guiding principles enshrined in the housing policy and legislation and are congruent with the national and provincial human settlements strategies, projects, targets and priorities.

Table 122: Development Strategies

No.	PRIORITY ISSUE / FOCUS AREA	STRATEGIC GOAL / OBJECTIVE	DEVELOPMENT STRATEGIES / ACTIONS
1	Sustainable and integrated development	To facilitate spatial integration and the development of sustainable human settlements	✦ Prioritise projects located within development nodes and along development corridors identified in the Spatial Development Framework ✦ Ensure effective and efficient processes in planning for sustainable human settlements ✦ Ensure that housing development is economically, socially as well as financially affordable and sustainable ✦ Promote densification in human settlement projects ✦ Promote diversification in housing typologies and encourage the development of mixed income housing ✦ Promote inclusionary housing, whereby a proportion of market-related units within a new residential development is allocated to affordable units for low income households.
2	Land identification and release	To ensure efficient identification, acquisition and release of land for human settlements development	✦ Undertake a detailed land audit and create a database of all potential land based on the criteria defined in section 5.5 ✦ Identify suitable land for development of human settlements, in the short, medium or long term, with a particular focus on land around Pongola Town. ✦ Initiate and action any land acquisition and land release processes that may be required ✦ Undertake pro-active actions of making land ready for future housing development. ✦ Facilitate private public partnerships (PPPs) and negotiate with private landowners regarding land for strategic human settlement projects. ✦ Solicit the services of the Housing Development Agency for assistance with land acquisition
3	Infrastructure provision	To facilitate the provision of social, bulk and economic infrastructure as part of human settlements development	✦ Ensure adequate provision of infrastructure to meet current and future needs ✦ Timeously engage the relevant service authorities to provide infrastructure in human settlements, to benefit any future housing projects ✦ Facilitate programmatic service level agreements with Eskom and Zululand DM in respect of electricity and bulk services respectively.
			✦ Address current service backlogs

			✦	Develop internal expertise to operate and administer bulk engineering services
4	Partnerships and co-operation	To ensure the creation of effective synergistic partnerships and intergovernmental relations	✦ ✦ ✦	Create strategic public-private partnerships to promote human settlements development Facilitate a conducive environment to receive technical and financial support from stakeholders Maintain relations with all the stakeholders listed in section 6.3 and source their support, as and when needed
5	Land tenure upgrading	To use human settlement projects as an instrument for land tenure upgrading	✦ ✦ ✦	Support access to land and land tenure upgrading Prioritise projects where opportunities for the transfer of properties to beneficiaries exist Prioritise and accelerate the issuing of title deeds
			✦	Facilitate the implementation of EEDBS, which is aimed at facilitating the transfer of pre-1994 public housing stock to occupants
6	Housing provision and addressing housing backlog	To accelerate the delivery of housing in line with national and provincial norms and standards	✦ ✦	Implement the national housing needs register as per section 6.5 as a mechanism to quantify and monitor the housing need, as well as allocate housing opportunities. Undertake effective planning for the delivery of housing units in response to the housing backlog.
			✦	Implement human settlement projects across the various subsidy instruments provided for in the national housing policy, with greater focus on the subsidy instruments / programmes currently being prioritized by the funder (Department of Human Settlements)
			✦	Undertake rapid assessment, grading and prioritization of informal settlements as well as preparation of upgrading plans for each of the informal settlements
			✦	Review the UPhongolo Municipality HSSP annually.
			✦	Establish a project management system for human settlement projects.
			✦	Undertake strict monitoring of project plans / project programmes
7	Capacity building	To enhance the capacity of the municipality to enable more effective and efficient development of human settlements	✦ ✦ ✦	Review organogram and identify future needs in the housing unit. Fill all vacant posts and appoint suitably qualified and experienced personnel Identify lacking skills and facilitate continuous staff training and capacity building.

8	Local economic development	To use human settlement projects as a catalyst for local economic development.	✦ ✦	Enroll and implement human settlement projects through the Expanded Public Works Programme (EPWP) Establish and implement a contractor-training programme in coordination with institutions such as the NHBRC
			✦	Promote the use of local labour and companies in the implementation of human settlement projects
			✦	Promote the involvement of women and youth in human settlement projects

Addressing this housing need requires a tailor-made, focused approach, one that uses one or a combination of the following three broad categories of housing delivery:

- To provide integrated, functional residential development that is complemented necessary social and economic amenities.
- The provision of tenure: The provision of tenure basically involves a Township Establishment process, which includes designing the layout, drafting the application and submitting it to Council, an EIA process, and surveying the township.
- The supply of essential services: The supply of essential services is an engineering aspect and involves the design and implementation of engineering services (water, sanitation, electricity and roads).
- The construction of top structures: The third component of housing and tenure delivery is the construction of top structures.

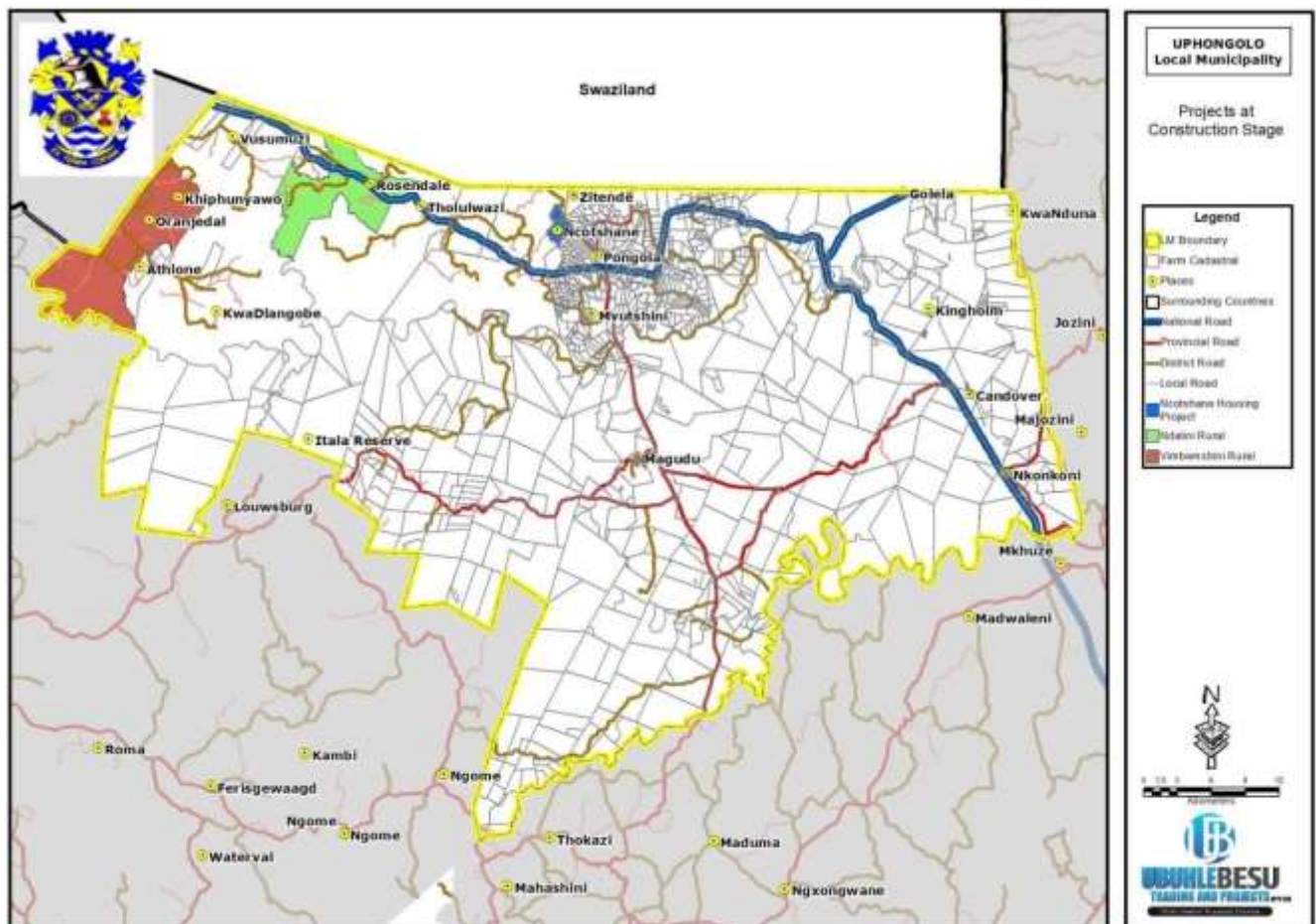
The Municipality's future housing projects go beyond the delivery of housing units and focus on the creation of sustainable communities and settlements. This includes improving access to basic services, social/public facilities and creating opportunities for economic development.

Table 123: Projects at Construction / Implementation Stage

PROJECT NAME	NO. OF UNITS	WARD	PROGRAMME	YEARS		
				2020/21	2021/22	2022/23
KwaLubisi Rural Housing Project	500	7	Rural Housing	24 637 069,33	12 318 534,67	✓
Ndalini Rural Housing Project	1000	4	Rural Housing	24 637 069,33	12 318 534,67	✓
Vimbhemshini Rural Housing Project	1000	3	Rural Housing	24 637 069,33	12 318 534,67	✓
Ncotshane Housing Project	400	10	IRDP		✓	✓

Source: uPhongolo Municipality Housing Sector Plan, March 2020

Map 55: Map Indicating Projects at Construction/Implementation Stage

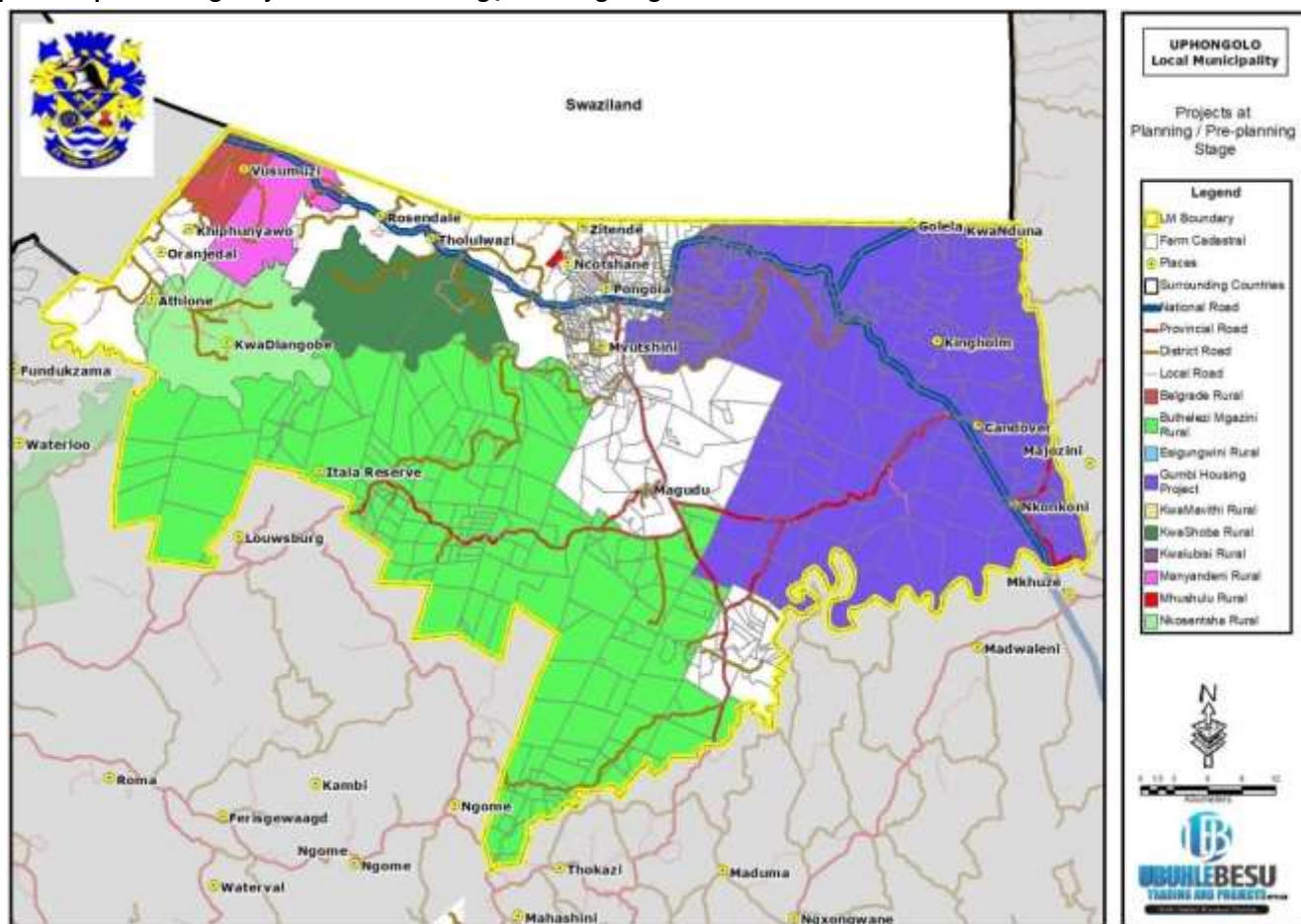


Source: uPhongolo Municipality Housing Sector Plan, March 2020

Table 124: Indicating Projects at Pre-Planning / Planning Stage

PROJECT NAME	NO. OF UNITS	WARD	PROGRAMME	ESTIMATED BUDGET			YEARS		
					2019/20	2020/21	2021/22	2022/23	2023/24
Belgrade Urban Housing Project	1000	5	IRDP	R162 852 260,00	✓	✓	✓	✓	✓
Belgrade Rural Housing Project	1000	5	Rural Housing	R110 947 000,00	✓	✓	✓	✓	✓
Sgungwini Urban Housing Project	500	11	IRDP	R81 426 130,00	✓	✓	✓	✓	✓
Msuzwaneni Rural Housing Project	250	9	Rural Housing	R27 736 750,00	✓	✓	✓	✓	✓
Mphafeni Rural Housing Project	250	9	Rural Housing	R27 736 750,00	✓	✓	✓	✓	✓
Pongola Portion 435 CRU	500	10	Community Residential Units	R150 000 000,00	✓	✓	✓	✓	✓
Magengeni Rural Housing Project	500	13	Rural Housing	R55 473 500,00	✓	✓	✓	✓	✓
Ntshiyangibone Rural Housing Project	500	11	Rural Housing	R55 473 500,00	✓	✓	✓	✓	✓
Mkhwakhweni Rural Housing Project	500	13	Rural Housing	R55 473 500,00	✓	✓	✓	✓	✓
Mhushulu Rural Housing Project	500	13	Rural Housing	R55 473 500,00	✓	✓	✓	✓	✓
Nkosentsha Rural Housing Project	1000	6	Rural Housing	R110 947 000,00	✓	✓	✓	✓	✓
KwaShoba Rural Housing Project	1000	8	Rural Housing	R110 947 000,00	✓	✓	✓	✓	✓
Buthelezi/Mgazini Rural Housing Project	1000	1	Rural Housing	R110 947 000,00	✓	✓	✓	✓	✓
Manyandeni Rural Housing Project	1000	12	Rural Housing	R110 947 000,00	✓	✓	✓	✓	✓
Ncotshane Section C Housing Project		10 & 2			✓	✓	✓	✓	✓
Mdonini Rural Housing Project	250	9	Rural Housing	R27 736 750,00	✓	✓	✓	✓	✓
Mahlangosi Rural Housing Project	686	14	Rural Housing	R76 109 642,00	✓	✓	✓	✓	✓
Pongola Portion 419		10	IRDP		✓	✓	✓	✓	✓
Mboloba Rural Housing Project	500	10	Rural Housing	R55 473 500,00	✓	✓	✓	✓	✓
Mavithi Rural Housing Project	500	11	Rural Housing	R55 473 500,00	✓	✓	✓	✓	✓
Mhushulu Rural Housing Project	500	13	Rural Housing	R55 473 500,00	✓	✓	✓	✓	✓

Map 56: Map Indicating Projects at Pre-Planning / Planning Stage



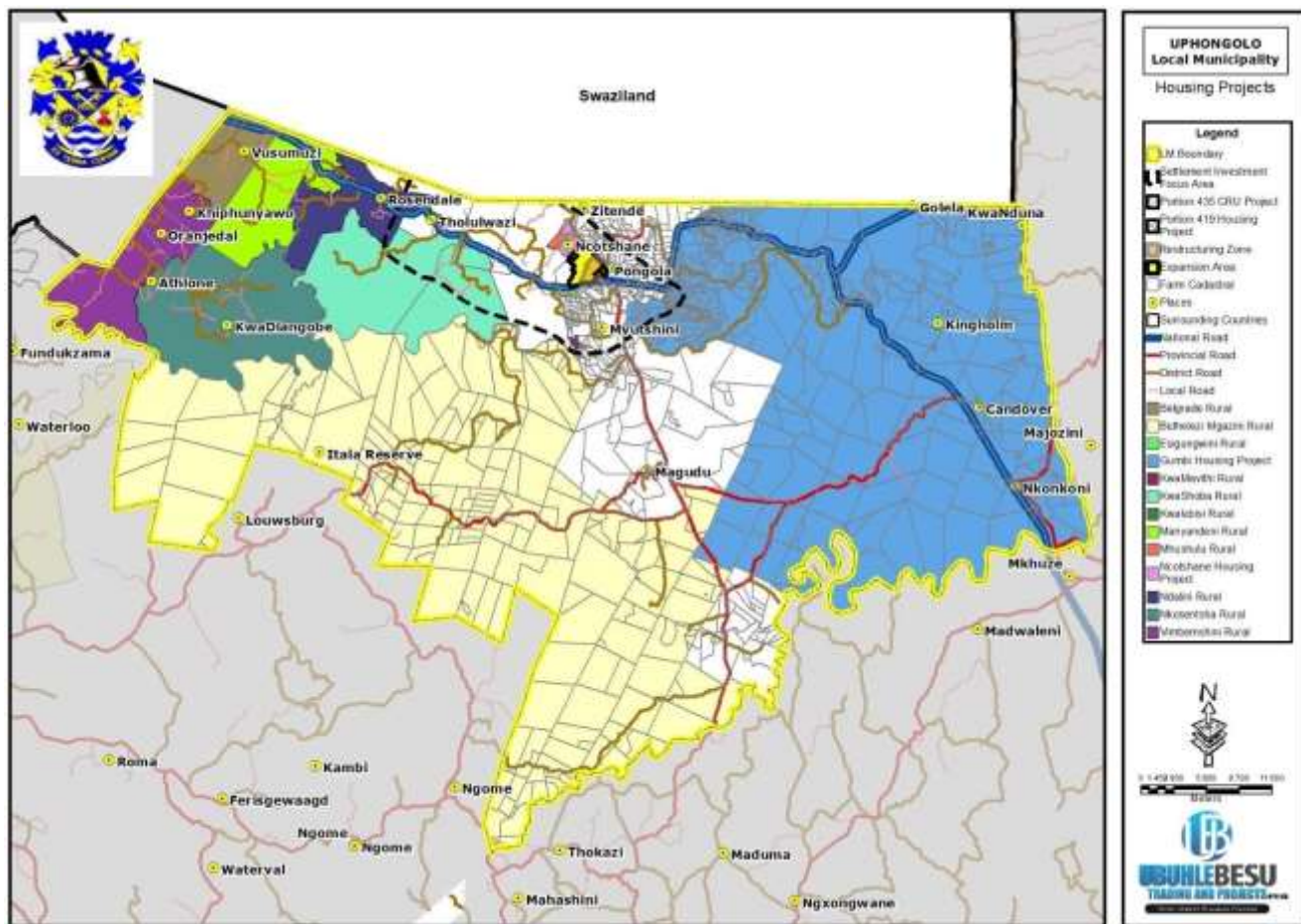
uPhongolo Municipality Housing Sector Plan, March 2020

Table 125: Figure 137: Pipeline Projects

PROJECT NAME	NO. OF UNITS	WARD	PROGRAMME	ESTIMATED BUDGET	YEARS				
					2019/20	2020/21	2021/22	2022/23	2023/24
Pongola Town IRDP Housing Project	500	10	IRDP	R81 426 130,00	✓	✓	✓	✓	✓
Pongola Town Social Housing Project	300	10	Social Housing	R120 000 000,00	✓	✓	✓	✓	✓

uPhongolo Municipality Housing Sector Plan, March 2020

Map 57: Indicating All Housing Projects



Source: uPhongolo Municipality Housing Sector Plan, March 2020

7.8.7 Level of Services and Backlogs

The uPhongolo Municipality Housing Vision:

“To have uPhongolo residents housed in sustainable settlements by improving quality of household life.”

The vision, objectives and strategic interventions of uPhongolo Municipal Housing Plan respond to the housing needs within the Municipality. The Municipality has undertaken the development of sustainable human settlements with a broader spatial restructuring framework, incorporating the principles of the National Spatial Development Plan, and the National Urban Strategy. The Municipality has a Housing Sector Plan which is a working document that guides all other roleplayers to set in motion the process of housing delivery that will be able to:

- Quantify the housing needs.
- Identify the structures that need to be created to effectively address the housing need.
- Identify housing projects, linked to actual needs, available resources and responsibilities of relevant role-players.

The Municipality will take into cognisance of the objectives of the Comprehensive Plan for the

Development of Sustainable Human Settlements and the Guidelines for the Implementation of LabourIntensive Infrastructure Projects under the Expanded Public Works Programme (EPWP) in all its Human Settlements projects. The Provincial Departments of Human Settlements must ensure that all municipalities align their human settlements projects in accordance with national targets that seek to achieve national priorities.

Figure 44: Potential Housing Demand per Market Category
 Figure 139: Potential Housing Demand per Market Category



Source: Statistics SA, Census 2011

Figure 45 above provides an indication of the extent of housing need, based on the income eligibility criteria for subsidized housing as provided for in the National Housing Policy. It also goes further to indicate where such need exists, within the broad programmes available for housing delivery.

The graph shows that the households in the municipality generate extremely low annual incomes. A negative correlation exists between the number of households and the income levels; as the income levels increase, the number of households within those high-income regions plummets substantially. It is anticipated that some of these would be incomes generated from social grants administered by government. This would signify the existence of welfare reliant communities. Approximately 23 250 households (80,13%) of households in uPhongolo Municipality are eligible for low-cost housing subsidies based on income criteria. This includes about 4 063 (14%) of households who do not have access to disposable income at all.

5 170 (17.82%) qualifies for social housing, gap housing and the Finance Linked Individual Subsidy Programme (FLISP). While social housing caters for those in need of rental accommodation, FLISP requires an individual beneficiary to access mortgage bond from a financial institution or pay the balance of the value of the house themselves. It targets first time homebuyers earning R3 501 to R22 000 per month. It is noted however that the demand for the gap-housing product is difficult to estimate as it fluctuates with interest rate changes and employment levels and depends on the

number of families who voluntarily choose to make longer-term financial commitments. The open housing market, which is provided for by the private sector, accounts for 2.03% of households.

From the above, It is apparent that there is a high proportion of households/individuals within the low-income categories that can qualify for fully subsidised housing (less than R3 500/month).

Housing Typology Based Demand Analysis

An analysis of the housing need in light of the existing housing typologies is provided below. The dwellings have been classified as follows:

- Formal dwellings - formal dwelling/house or brick/concrete block structure on a separate stand or yard or on a farm, Flat or apartment in a block of flats, Cluster house in complex, Townhouse (semi-detached house in a complex), Semi-detached house, Formal dwelling/house/flat/room in backyard, Room/flatlet on a property or larger dwelling/servants quarters/granny flat/cottage)
- Informal dwellings - Informal dwelling/shack in backyard, Informal dwelling/shack not in backyard (e.g. in an informal/squatter settlement or on a farm)
- Traditional dwellings - Traditional dwelling/hut/ structure made of traditional materials ✦
Other dwelling /Caravan/tent and other

2011 Census data, based on the 2016 municipal boundaries indicates that there are approximately 29 014 households in UPhongolo Municipality. Approximately 84% reside in formal housing, 13% reside in traditional dwellings, 1% reside in informal dwellings and 2% reside in other forms of dwellings.

uPhongolo Municipality Housing Backlog

During the 2020 review process of uPhongolo Municipality Housing Sector Plan, the determination of housing need was undertaken using various methodologies, indicated in the HSP. The 2011 Census data and the 2016 Community Survey data have served as a primary basis in this regard, due to the unavailability of a housing needs register. Calculations and inferences made on the basis of this data suggest that the number of households that require housing within the UPhongolo Municipality is approximately 23 250, based on the income eligibility criteria and approximately 4689 based on dwelling type. The latter is based on households who occupy dwelling units described as informal dwellings, traditional dwelling units and rooms/flatlets located on backyards/larger dwellings and other.

It is apparent that a significant share of the population in uPhongolo currently resides in housing that is conventionally substandard and thus inadequate. Other factors such as income, dependencies, extended households also further accentuate the need for housing within the municipality. The current backlog will be subject to change based on the number of housing projects within the municipality that are in the construction phase. This, coupled with all the projects that are currently in the planning / preliminary planning phase, would appear to eradicate the backlog in future if all the envisaged housing units are constructed in all projects. However, it is also noted that the demand for housing is not static, thus there needs to be continuous planning and delivery of housing. The table below shows uPhongolo Municipality housing backlog for all wards.

Table 126: Indicating Housing Backlog

WARD	TOTAL NUMBER OF HOUSEHOLDS	FORMAL	DWELLING CATEGORY		CARAVA/TENT & OTHER	ESTIMATED BACKLOG (BASED ON DWELLING TYPE)	SUBSIDY ELIGIBILITY – INCOME < R 3 500.00 (LOW INCOME HOUSING & CRU)	SUBSIDY ELIGIBILITY – INCOME > R3 500 BUT < R22 000 (FLISP & SOCIAL HOUSING)
			TRADITIONAL	INFORMAL				
Ward 1	2424	1705	637	37	38	712	1937	453
Ward 2	2266	2209	22	8	25	55	1662	555
Ward 3	1607	1161	421	4	19	444	1368	229
Ward 4	1728	1581	84	7	51	143	1416	288
Ward 5	1558	1382	134	22	18	174	1206	319
Ward 6	1529	1121	379	7	12	397	1290	214
Ward 7	933	859	50	6	14	70	761	155
Ward 8	1537	1207	292	7	30	329	1330	189
Ward 9	2176	1809	252	8	95	354	1781	379
Ward 10	2772	2466	218	28	22	267	2132	596
Ward 11	4741	3898	254	158	94	507	3865	693
Ward 12	1277	1074	159	11	30	200	979	270
Ward 13	1091	808	208	9	58	275	918	161
Ward 14	2604	1962	539	28	37	604	1974	535
Ward 15	774	614	139	2	17	159	631	137
Total	29014	23857	3788	342	559	4689	23250	5170

Source: uPhongolo Municipality Housing Sector Plan, March 2020

7.8.8 Mechanism for Coordination of Housing Developments with the Service Providers/Authorities

The Municipality has a mechanism in place to co-ordinate the housing developments with service providers in the entire Pongola area of jurisdiction. The table below lists the main role players and support institutions as well as their roles and responsibilities in ensuring effective housing delivery in uPhongolo Municipality.

Table 127: Main Role Players in uPhongolo Municipality Housing Delivery

Entity	Roles and Responsibilities
National Department of Human Settlements	The national Department of Human Settlements is responsible for establishing and maintaining a sustainable national housing development process. It does this by developing policy and strategy, facilitation of all housing programmes, establishing a national funding framework for housing development, determining delivery goals, allocating the conditional grant funds for housing to provincial governments, and monitoring and evaluating the housing sector's performance. The following are priority focus areas that the Department has prioritized as per Outcome 8 (2014-2019 MTSF): Accelerated delivery of housing opportunities; Access to basic services; Efficient utilization of land for Human Settlements Development; An improved property market.
KwaZulu-Natal Department of Human Settlements	The provincial Department of Human Settlements is responsible for promoting, co-ordinating and implementing housing programmes within the framework of the national housing policy. Provinces are also responsible for approving housing subsidies and projects and for providing support to municipalities for housing development.
uPhongolo Local Municipality	The primary role of the UPhongolo municipality is to take all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing. This includes planning, coordinating and facilitating appropriate housing development, in line with the priorities in the IDP. It should be noted that municipalities are able to be accredited and empowered to undertake housing functions similar to provincial government. The extent thereof is based on the level of accreditation.
Zululand District Municipality	The Zululand District Municipality does not have any legislated housing related powers but performs some functions, which have serious implications for the development of human settlements. This includes the provision of bulk infrastructure which is critical in housing projects. The district also assists by providing planning support.
ESKOM uPhongolo Local Municipality Housing (Human Settlements) Sector Plan	Eskom is responsible for the generation, distribution and provision of electricity. The norms and standards for the development of sustainable human settlement includes the provision of electricity. This establishes Eskom as a key role-player in the development of sustainable human settlement.

Department Of Economic Development, Tourism And Environmental Affairs Edtea	is the provincial lead agent for environmental management and shares its powers with national government. All housing projects take place on land and in a particular environment, thus one of the mandates of EDTEA is to facilitate environmental impact mitigation and promote sustainable environmental management development. Environmental Impact Assessments (EIAs) are a tool used by government to assist in deciding whether projects, including housing projects, should go ahead or not. The EIA process involves making submissions and applications to the EDTEA. The applications can be for environmental exemption, basic assessment, scoping, full EIA applications, depending on the nature and context of the project. This process is one of the key milestones in housing projects.
Support Institutions in the Housing Delivery	
Entity	Roles and Responsibilities
Housing Development Agency	The Housing Development Agency is a national special-purpose established in terms of the Housing Development Agency Act, No. 23 of 2008. It has two primary objectives that is to identify, acquire, hold, prepare, develop and release well-located land for human settlement; and to provide project delivery services in the form of planning, capacity support and capability, and project management. The HDA works on projects in particular areas at the specific request of provinces and local municipalities. Its strategic priorities include informal settlement upgrade, catalytic projects and housing delivery in mining towns.
National Home Builders Registration Council	The National Home Builders Registration Council (NHBRC) is a regulator body of the home building industry. Its goal is to assist and protect housing consumers who have been exposed to contractors who deliver housing units of substandard design, workmanship and poor-quality material. The NHBRC was established in 1998, in accordance with the provisions of The Housing Consumers Protection Measures Act (Act No. 95 of 1998). Its mandate is to protect the interests of housing consumers and to ensure compliance to regulated building industry standards. All home builders, regardless of the size or cost of the homes they build, must be registered with the NHBRC in terms of
	the law (Housing Consumers Protection Measures Act no 95 of 1998). Similarly, housing projects should be enrolled with the NHBRC for quality assurance purposes.

Social Housing Regulatory Authority	The Social Housing Regulatory Authority (SHRA) was established in terms of the Social Housing Act, No. 16 of 2008. The SHRA's mandate is to capacitate, invest in and regulate the social housing sector. The intention of social housing is to deliver affordable rental housing for low to moderate income groups and to achieve spatial, economic and social integration of the urban environments. The Social Housing Investment Programme may invest in social housing projects or social housing institutions (SHIs) in accordance with the investment criteria set out in the social housing Regulations.
Ingonyama Trust Board	Ingonyama Trust Land is subject to the policies and legislation that governs all land administered by Ingonyama Trust Board. The trust holds the land on behalf of the members of communities that occupy and use the land and for the benefit, material welfare and social well-being of those communities. Section 2(5) provides that the trust may not 'encumber, pledge, lease, alienate or otherwise dispose of' any of its land or any real right to such land, without the prior written consent of the traditional or community authority concerned. Thus, the traditional authority can control the use to which their land is put. The effect of this is that, as landowner, the Trust enters into land use agreements, e.g., leases and the like, but it cannot do so unless and until it has the written consent of the relevant traditional authority. In some cases, the Ingonyama Trust leases the land, or makes it available, under an appropriate agreement to a traditional authority, who, in turn, sub-leases it to a third party (ibid). Effectively, this means that the Trust administers the land in UPhongolo for the benefit of the community, and the land may not be encumbered without the consent of the relevant traditional council. UPhongolo Municipality has extensive pieces of land under the ownership of the Ingonyama Trust, thus the Trust is a critical stakeholder in housing development.

Table 128: uPhongolo Municipality Housing Forums Meetings to be held

Month	uPhongolo LM
FEBRUARY	14 February 2024
MARCH	16 May 2024
APRIL	15 August 2024
MAY	14 November 2024

7.8.9 Committed Funding for The Services in Support of Housing Projects

The Human Settlements projects have since been approved and budgeted for by the Department of Human Settlements while the District Municipality is also committing funds for the provision of bulk infrastructure.

7.9 Telecommunications

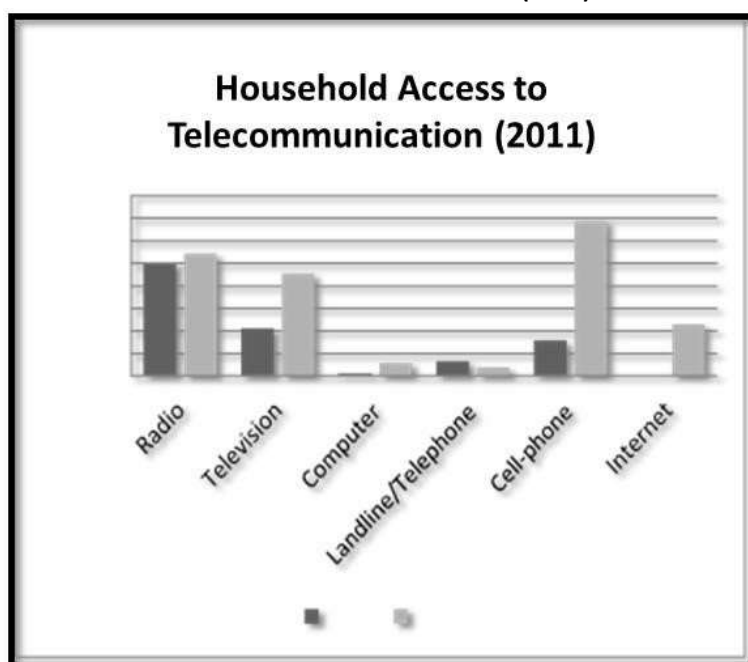
7.9.1 The Status, Backlogs, Needs, Priorities and Challenges

Table 129: Household Access to Telecommunications

Telecommunication	No of Households		% of Households	
	2016	2021	2016	2021
Radio	99744	108615	70.64	68.85
Television	42363	91323	30.00	57.89
Computer	2554	11344	1.81	7.19
Landline/Telephone	12954	7240	9.17	4.59
Cell-phone	31848	138124	22.56	87.56
Internet	0	45688	0.00	28.96

Source: Census Municipal Report

Figure 45: Household Access to Telecommunication (2011)



Between 2001 and 2011, there has been a dramatic increase in the number of households that had access to televisions, cell phones and the internet. In 2011, some 58% of all households had access to television; some 88% had access to a cell phone; and some 29% had access to internet. This is important to note, since it could, in the future, become a means to directly communicate with households

The South African Post Office provides postal services in the urban areas of the uPhongolo Municipality with satellite post boxes in the rural areas. However, the post boxes in the rural areas are not currently operational. In the previous financial year, it was recommended that the communities at large be

engaged in identifying secured areas where post boxes can be installed. However, a backlog was identified because post boxes in the rural area are limited and not widely distributed. Consequently, this has led to a scenario whereby some densely populated rural settlements have no access to postal services. Having seen this situation, the Post Office has embarked on a programme of delivering mail to individual households in all rural areas of eDumbe. This process is also of great importance as it allocates a number to each household for identification purposes which will further assist in obtaining the accurate number of households in rural areas. The following service providers, Telkom, Vodacom, MTN and Cell C provide telecommunication services within the uPhongolo Municipality. Communication access is very limited in rural areas. Some rural areas are covered in terms of network coverage whilst the large rural population does not enjoy coverage, hence there is a need for intervention. Consequently, the Municipality is currently engaged in negotiations with Vodacom and MTN regarding the improvement of telecommunication infrastructure such as network towers that can provide adequate network in rural areas.

7.10 Basic Service Delivery and Infrastructure Development SWOT Analysis

Table 130: SWOT Analysis on Basic Service Delivery and Infrastructure Development

STRENGTHS	WEAKNESSES
- Comprehensive Infrastructure Plan - Electricity by-laws in place - Energy sector plan in place - Building by-laws in place	- Poor maintenance of infrastructure - Ageing infrastructure` - Outsourced solid waste removal services and lack a monitoring tool - Budgetary constraints
OPPORTUNITIES	THREATS
- Support from sector departments - Strategic location of uPhongolo along the N2 - Corridor (gateway to Swaziland and Mpumalanga Province)	Insufficient funds to address backlogs

7.11 Basic Service Delivery and Infrastructure Key Development Challenges

Table 131: Municipal Challenges and Interventional Measures

CHALLENGES	INTERVENTIONS
Budget for repairs and maintenance is below 8% norm and affects the service delivery	More budget is needed to clear the backlog and compliance to National Treasury guidelines
Shortage of staff	Prioritise filling of critical positions in the technical services department
No depot for Technical Services staff and equipment	Budget needed
No Integrated Local Transport plan (ILTP) in place	To develop and adopt ILTP

Insufficient yellow machine	Lease/buy yellow machine
Electricity distribution losses	Phase out old analog meters with digital prepaid meters provided
No Truck Stop and weigh bridge	To engage provincial DOT regarding weigh bridge
	To identify land and build a truck stop
No traffic related by-laws	Development and/or formulation and passing of applicable traffic by-laws

8. Local Economic Development (LED) Situational Analysis

LED is an adaptive and responsive process by which the public, business and non-governmental sector partners work collectively to create better conditions for innovation-driven inclusive development that is characterised by skills development and knowledge transfer, employment generation, capacity building, investment attraction and retention, image enhancement and revenue generation in a local area in order to improve its economic future and the quality of life for all (National Framework on LED, 2018).

8.1 Local Economic Development

8.1.1 LED Functionality and Capacity

The Municipality has a designated LED Unit with three (3) staff complement who are employed permanently namely LED Manager, LED Officer and Tourism officer. Three (3) temporary employees are employed on temporary basis namely: two being data capturers and tourism clerk intern. The Municipality has set aside a budget for the employment of a business-licensing officer. The performance of the LED Unit is monitored through individual work plans, which emanate from the municipal Performance Management System.

Adoption of uPhongolo Municipality LED Strategy & Implementation Plan

uPhongolo Municipality has a Council approved LED Strategy and its Implementation Plan in place. The LED Strategy was last adopted by the Council in 2017. The strategy is outdated and the municipality has prioritised it for the review in 2023/2024 financial year. However, the LED Implementation Plan is reviewed annually.

LED Strategy under Review If Older Than 5- Years

uPhongolo Municipality has an outdated LED strategy which was last adopted by the council in 2017. The strategy is older than 5 years. The LED Strategy and its implementation plan will be reviewed internally.

Annual Review of the LED Implementation Plan

The LED implementation plan is an annual project action plan that is in accordance with the IDP, budget, and SDBIP. The plan outlines goals, key performance indicators, objectives, and targets for both short-term and long-term efforts. The Implementation Plan was examined and approved by the Council on May 31, 2023.

Revision of the LED Strategy to Address the MEC Comments

The Municipality has acknowledged the MEC's observations on the 2022–2023 IDP review and COGTA's IDP assessments. The comments had an important function in enhancing the process of IDP compilation. The feedback was crucial in improving the process of developing the IDP.

Table 132: MEC Comments for LED and Action Plan and Progress

MEC Findings/ Comments	Action	Timeframe	Responsibility
The municipality to establish a functional LED Forum and/ Sector Development Forums to manage and monitor the implementation of the LED Strategy amongst all the relevant public and private's sector stakeholders.	The municipality has revived and established the LED Forum and Sector Development Forums to manage and monitor the implementation of the LED Strategy. The government departments, Amakhosi, councillors and private sectors form part of the forum.	March 2024	LED
Consider the allocation of Budget for Research and the Development of Business Plans for identified economic development projects and initiatives in partnership with all relevant public and privates sector stakeholders.	In the 2023/2024 IDP, the municipality has set aside allocation of Budget for Research and the Development of Business Plans for identified economic development projects and initiatives.	March 2024	LED
The municipality is requested to strengthen the strategic programme responses related to Economic empowerment for vulnerable groups as well as rural and township economic development.	In the 2023/2024 IDP, the municipality has prioritised the economic empowerment for vulnerable groups with the implementation of special programmes, which is budgeted for. The strategic programmes and plans for the rural and township economic development have been prioritised.	March 2024	LED
The municipality must prioritize participating in all District LED Forums, which is aligned to DDM.	In the development and review, process of 2023/2024 IDP, the municipality has improved its public participation processes by engaging the IDP structures. The municipality has been participating in the District IGR structures and DDM.	March 2024	LED
The municipality is advised to establish partnership with the private investors for the implementation of LED projects and programmes.	The partnership of the municipality with the private investors for the implementation of LED projects and programmes is in progress.	March 2024	LED

LED Strategy Stakeholders Participation/Input

Furthermore, it is submitted that the strategy development process factored in all key stakeholder's participation including inputs from members of the public through the following platforms: stakeholder's engagement; surveys, LED Forum, business forum, co-operatives and SMME seminars to gain input. The LED strategy has taken into account the MEC recommendations for LED Key Performance Area, based from the 2022/2023 IDP

Functionality of the LED Forums/ Sector Specific Forums

The Municipality has put appropriate and functional institutional arrangements in place in line with the LED Forum that was established and meets quarterly. A strong working relationship between the

municipality and LED Forum has been formed and these include the business forum/s, traditional Council, developers, agricultural association, informal traders, SMME'S, co-ops, banking and funding institutions and other forums in the area to ensure smooth operation and inclusive economy.

Alignment of the Sector Specific Forums with the LED Forum

The municipality has established several sector specific forums, which are fully operational. The sector specific forums meet quarterly with the LED Forum for information sharing and to align their programmes. There is alignment of sector specific economic fora within uPhongolo Municipality where resolutions of the forums are shared in the District IGR through the Development Planning and LED forum.

Participation of uPhongolo Municipality in the Zululand District LED Forum & Command Council

The LED Forum is a collective of the LED Practitioners in the Zululand Family of Municipalities to co-ordinate the affairs of LED. Additional members are invited to attend including Planners and Sector Departments. One of the municipalities that make up the Zululand District LED and Tourism Forum is uPhongolo Municipality. The main purpose of the Zululand District LED Forum is to discuss LED issues, provide guidance and ensure that LED Plans are in compliance with the National LED Plan, the Provincial Plan and all other relevant plans and strategies.

The forum is very efficient and is coordinated at the District level. uPhongolo Municipality thus takes part in both the District Command Council and the Zululand District LED Forum. The HOD and the LED Manager attend all LED meetings held by the district. The Municipal Manager and the Mayor represent the municipality in the district-organized LED and other business forums. To establish uniformity between the district and Municipality, the alignment of information is also taken into account in all matters local economic. The District LED Forum and Command Council are groups of representatives from all municipalities within the district who collaborate to discuss problems, exchange information, offer solutions, and decide on sector-specific interventions, programs, projects, initiatives, priorities, and budgets as well as to provide ongoing monitoring and feedback.

LED Capacity Constraints

The main capacity challenges that have been identified as follows:

- Inadequate funding to support the implementation of LED programmes/projects. The municipality's budget is not enough to support the LED programmes and/or high impact projects that could change community's lives. The municipality is doing its best to source funding from potential funders and to collaborate with relevant stakeholders.
- Shortage of funds to undertake research and development for the improvement of potential in agriculture, tourism and other economic indicators.
- Emphasis on inclusivity and job creation across all skills levels within the economy.
- Need for the identification of key sectors of influence.

- Creation of jobs through investment in key sectors.
- Inward and outward strategies to enhance inter-regional trade and investment.
- Multi-faceted and multi-dimensional LED Focus
- More aggressive focus to infrastructure development and basic service delivery
- Importance of the informal / second economy in development
- Inclusive rural economies
- Skills development and training programmes
- Diversification while building upon existing competitive advantages
- Marketing of uPhongolo as an investment friendly region
- Building stronger partnerships with the private sector
- Pongola Town and its surroundings does not have a strong manufacturing base and as such, the municipality has engaged several stakeholders to assist in purchasing old industries and revamp them in support of black industrialist programme. LED Strategy Review will therefore ensure that the following key focus areas are addressed and incorporated:
 - Financing is made available for the expansion of real economic sectors;
 - Leveraging of both public and private procurement; and
 - Alignment of skills towards sectoral priorities and industry demand.

8.1.2 Policy/Regulatory Environment and Alignment

Alignment to the NDP, PGDP and DGDP

The current LED Strategy does align to the PDGP and DGDP priorities. The approved LED strategy and its implementation plan were developed in terms of the 4th Generation IDP and in line with the goals and objectives as set out in the latest reviewed KZN Provincial Growth and Development Plan (Vision 2035), the National Development Plan and District Growth and Development Plan.

LED KPA's Response to the NDP, PGDP & DGDP Priorities

National Development Plan: The National Development Plan (developed by the National Planning Commission in 2011) seeks to eliminate poverty and to sharply reduce inequality by 2030, while at the same time create 11 million new jobs by providing a supporting environment for growth and development, while promoting a more labour-absorptive economy. Strategic Objectives of the NDP include the elimination of poverty, the encouragement of economic growth and opportunities, as well as an increase in the living standards of South Africans. Apart from this, a strong focus is also placed on a more inclusive, dynamic

economy, skills development, increased investment, and acceleration of the growth of the economy. The National Development Plan proposes to create these jobs by:

- Realising an environment for sustainable employment and inclusive economic growth
- Promoting employment in labour-absorbing industries
- Raising exports and competitiveness
- Strengthening government's capacity to give leadership to economic development
- Mobilising all sectors of society around a national vision

Transforming the economy and creating sustainable expansion for job creation means that the rate of economic growth needs to exceed 5% a year on average. To bring this about the NDP proposes to increase exports through mining, construction, mid-skill manufacturing, agriculture and agro-processing, higher education, tourism and business services. In this regard the NDP also highlights the need for infrastructure development, reducing the cost of regulatory compliance, a more effective innovation system, and support for SMMEs, skills development, better access to finance and higher rates of investment.

Implications for Uphongolo LED:

- Emphasis on inclusivity and job creation across all skills levels within the economy
- Need for the identification of key sectors of influence
- The creation of jobs through investment in key sectors
- Inward and outward strategies to enhance inter-regional trade and investment
- Beneficiation and agro-processing (developing on existing strengths)
- Transformation of rural and urban areas through LED interventions
- Building the capacity of Municipalities to *implement* LED plans and programmes

New Growth Path: The New Growth Path's focus areas are to create decent work opportunities, reducing inequality and to end poverty in South Africa. Government aims to achieve this through a New Growth Path founded on a restructuring of the South African economy to achieve labour absorption and a steady economic growth rate. Government is committed to forging such a consensus and leading the way by:

- Identifying areas where employment creation is possible on a large scale because of substantial changes in conditions in South Africa and globally.
- Developing a policy package to facilitate employment creation in these areas, through:
- A comprehensive drive to enhance both social equity and competitiveness;
- Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and

- Strong social dialogue to focus all stakeholders on encouraging growth in employment creating activities.

The New National Growth Path incorporates the Industrial Policy Action Plan and various other policies, programmes and strategies. The aim of the New Growth Path is to ultimately create a more developed, democratic, cohesive and equitable economy and society in South Africa.

Achieving the New Growth Path requires that certain key trade-offs be addressed. This will put emphasis on government's prioritisation to support employment creation, equity and the directions business must move to facilitate a growing economy. Some key trade-offs include:

- Between present consumption and future growth, since that requires higher investment and saving in the present;
- Between the needs of different industries for infrastructure, skills and other interventions;
- Between policies that promise high benefits but also entail substantial risks, and policies that are less transformative and dynamic but are also less likely to have unintended consequences;
- Between a competitive currency that supports growth in production, employment and exports and a stronger Rand that makes imports of capital and consumer goods cheaper; and ✦ Between the present costs and future benefits of a green economy.

Implications For uPhongolo LED:

- Creation of decent work opportunities
- Reducing inequality and poverty eradication
- Transformation and equity combined with enhanced competitiveness
- Importance of tourism and high-level services in job creation and economic growth
- Importance of agricultural value chain – increasing agri-processing

Regional Industrial Development Strategy: The Regional Industrial Development Strategy (RIDS) presents a comprehensive framework for industrial development in South Africa and builds on the outcomes of the National Spatial Development Perspective (NSDP). The NSDP acknowledges the fact that the landscape of economic development is not equal across all regions in the country and emphasises the need for focused growth based on proven economic development potential. The main intentions of RIDS are to:

- Help to achieve the national industrial development objectives as set out in the National Spatial Development Plan.
- Further the goals of the Accelerated and Shared Growth Initiative of South Africa.
- Conform to the principles of the Integrated Manufacturing Strategy, the Micro-economic Reform Strategy and the current draft National Industrial Policy Framework.

- Enhance the capacities and potentials identified in the Urban Spatial Competitive Framework and the Local Economic Development framework. These seek to address spatial constraints and opportunities related to industrial development in municipalities.
- Conform to principles of enterprise development and Black Economic Empowerment.
- Conform to the government's environmental and other relevant policies.

Implications for uPhongolo LED:

- Cognisance of spatial economy
- Equity in spatial development
- Area-specific LED programmes and policies tackling spatial challenges and concerns

Industrial Policy Action Plan (IPAP): In January 2007 Cabinet adopted the National Industrial Policy Framework (NIPF) which sets out Government's broad approach to industrialisation. Implementation of industrial policy was set out in the Industrial Policy Action Plan (IPAP), which was later revised to incorporate a longer-term 10-year view of industrial development, to form the IPAP 2. The analysis indicated that seven sets of policies are critical to achieve a scale-up of industrial policy and a shift towards strengthening the productive side of the economy in general. These policies are:

- Stronger articulation between macro and micro economic policies;
- Industrial financing channelled to real economy sectors;
- Leveraging public and private procurement to raise domestic production and employment in a range of sectors, including alignment of BBBEE and industrial development objectives, and influence over private procurement;
- Developmental trade policies which deploy trade measures in a selected and strategic manner, including tariffs, enforcement and SQAM (standards, quality assurance and metrology) measures;
- Competition and regulation policies that lower costs for productive investments and poor and working-class households;
- Skills and innovation policies that are aligned to sectoral priorities; and
- Deploying these policies in general and in relation to more ambitious sector strategies, building on work already done.

Implications for uPhongolo LED:

- uPhongolo does not have a strong manufacturing base and as such, the municipality has engaged several stakeholders to assist in purchasing old industries and revamp them in support of black industrialist programme.

LED Strategy Review will therefore ensure that the following key focus areas are addressed and incorporated:

- Financing is made available for the expansion of real economic sectors;
- Leveraging of both public and private procurement; and
- Alignment of skills towards sectoral priorities and industry demand.

Micro-Economic Reform Strategy: The Microeconomic Reform Strategy (MRS) represents the integrated action plan of the economic, investment and employment cluster and seeks to improve the business environment for firms *at the microeconomic level*. The MRS suggests specific measures for improvement in the areas of:

- Crosscutting issues: Technology, human resource development, access to finance and infrastructure
- Competitive input sectors: Transport, telecommunications and energy
- Prioritised growth sectors: Export sectors, investment, agriculture
- Equity and growth: BEE, small business development, employment and geographic spread

In order to implement microeconomic reform certain sectors are prioritised at national and regional levels. At the national level the sectors prioritised at present are as follows.

- Clothing and textiles
- Automotive, components and transport equipment
- Agro-processing
- Mining, metals and minerals beneficiation
- Chemicals and biotechnology
- Crafts
- Information and Communication Technologies

Implications for uPhongolo LED:

- Micro-economic focus
- Importance of agriculture and agro-processing
- Small-scale, bottom-up development
- Self-sustainability at the micro-level

Provincial Growth and Development Strategy and Plan (PGDS and PGDP)

This PGDS and PGDP provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. Attention is given to the

provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the interconnectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive. The PGDS aligns itself to the Millennium Development Goals (MDGs), the New Growth Path (NGP), the National Development Plan (NDP), as well as various other national policies and strategies. It identifies seven strategic goals, all of which have a direct bearing on economic development. The LED goals alignment with the National and provincial goals is outlined below:

Figure 46: LED GOALS ALIGNED WITH THE NATIONAL & PROVINCIAL GOALS



Strategic Goal 1: Job Creation, deals directly with local economic development, and is of particular importance to the purposes of the current analysis. The key strategic objectives within this goal are:

- Unleashing the agricultural sector;
- Enhancing sectoral development through trade and investment;
- Improving the efficiency of government-led job creation programmes;
- Promoting SMME and entrepreneurial development; and
- Developing the knowledge base to enhance the knowledge economy.

In addition, other cross cutting goals and objectives relate to the development of strategic infrastructure such as roads and rail, ensuring demand-driven skills development and training, ensuring efficient coordination between all developmental stakeholders, and promoting spatial equity through spatial concentration. uPhongolo LED Key Performance Area responds comprehensively to

the Provincial Growth and Development Plan and Zululand District Municipality Growth and Development Plan priorities. The LED Strategy aligns with National, Provincial and District Policy Frameworks. LED goals, strategies and initiatives from the strategy are responsive and feasible to the key challenges identified. All the projects are budgeted for by the Municipality and relevant sector departments.

Implications for uPhongolo LED:

To this end, the uPhongolo LED needs to ensure:

- A focus on development of key economic sectors (agriculture, manufacturing, tourism, SMME & informal sector and services);
- Advancement of investment promotion and facilitation as a means to stimulate economic development;
- Development of SMMEs and promotion of entrepreneurship;
- Industry-driven skills development and training;
- Development of spatial concentration through use of nodal and corridor development;
- Enhanced coordination between all stakeholders.

Table 133: Alignment of the Zululand District Municipality Growth and Development Plan Goals

Goals	Vision	uPhongolo Municipality Goals
Job Creation	Zululand District Growth and Development Vision 2035	Inclusive economic growth, development and support
Human Resource Development		Human Resource Development and Ensure Compliant HR System
Human and Community Development		Eradicate Poverty and Improve Social Welfare
Strategic Infrastructure		Provide Access to Comprehensive Basic Services and Infrastructure
Environmental Sustainability		Adapt and respond to climate change
Governance and Policy		Promote good governance and policy compliance
Spatial Equity		Promote Environmental Sustainability and Spatial Equity

The Provincial Growth and Development Plan and Zululand District Municipality Growth and Development Plan goals, objectives, strategies and projects of the Strategy are responsive to the issues identified in the situational analysis. The economic drivers in the uPhongolo Municipality are clearly indicated with their current performances showing that farming as in sugarcane and citrus fruits are the highest performing drivers. These are closely followed by tourism.

KwaZulu-Natal Industrial Development Strategy (IDS): The IDS aims at developing KZN’s manufacturing industry and related services. In doing so it sets out the short to medium term programmes that have been identified by the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) to address these issues. Through the Strategy, it was identified that the Province needs to:

- Pursue policies designed to ensure macroeconomic stability, growth, low inflation and high employment to the extent possible;
- Increase emphasis on investment;
- Increase effective delivery of - skills, infrastructure, research and development, and innovation - especially vocational and scientific/technical education;
- Continue with its active industrial policy to protect and enhance modern manufacturing capacity but should also focus heavily now on re-organisation of agencies and resources in partnership with business and labour, for significant improvements in the speed and quality of implementation;
- Ensure that funds be made available and administered appropriately, to fund the training and retraining of workers who have been made redundant or whose skills need updating.

The strategy seeks to increase the level of development diversity in the provincial economy. The strategy identifies two critical issues which must form the overall focus of the Province in achieving industrial development, namely, productive growth and job creation. In order to achieve this, the human capital potential of the provincial economy will need to be further enhanced, thus sustainable sector development in less developed and rural areas is a priority.

Implications for uPhongolo LED:

In order for the uPhongolo LED to ensure alignment with the IDS, a number of strategies presented within the four key clusters, relevant to this LED Strategy, must be adhered to. These clusters and the strategies relevant to LED in uPhongolo are detailed below:

Cluster 1 - Infrastructure development:

- Road infrastructure (particularly development of connecting rural roads);
- Broadband roll-out;
- Spatial planning and identification and zoning of industrial land; ✦ Development of specific industrial parks and hubs;

Cluster 2 - Skills Development:

- Development of agribusiness incubators;
- The development, with the private sector, of a vocational lifelong training and education;
- Development of a re-skilling programme in the Clothing and Textiles sector;
- The implementation of technical centres and hubs to improve local R&D and entrepreneur development in R&D (i.e.: textile technology);
- The development of highly focussed and targeted SMME training in partnership with the private and public sector procurement programmes;
- With Transnet, Eskom and Water Utilities, re-instate artisanal training centres.

Cluster 3 - Sustainable Jobs and Entrepreneurial Development:

- Focus attention on community and small grower schemes;
- Recycled paper and waste paper recovery;

- Implement a hawkers cooperative for those who collect waste paper and formalise supply arrangement to large firms;
- Develop linkages between agro process activities in rural areas and larger wholesalers

Cluster 4 - Productive Growth:

- Develop and implement investment plan for alternative energy;
- Upgrading of the KwaZulu-Natal white-goods industry to increase production and grow exports;
- Investment and production roll out plan for solar water heater manufacturing;
- Development of small-scale maize milling plants at rural hubs;
- Investigate the production of specific high value niches for textile and clothing production.

KZN Investment Strategy : The KZN Investment Strategy was developed as a tool to all stakeholders to assist in attracting and facilitating foreign and domestic investment in KwaZulu-Natal. The objective of the Strategy is to enable all stakeholders in the province to work together in promoting, attracting and facilitating foreign and domestic investment, both of a public and private sector nature, into productive industries (income and asset creation), driven by the comparative advantages of the province in order to stimulate job creation and income generation. The key areas of focus of the strategy are:

- Improving structures and systems of investment promotion and facilitation, and working together;
- Attracting investment to meet job targets;
- Channelling resources to where they have the greatest impact (i.e.: foreign countries, geographic areas, economic sectors);
- Ensuring that competitive advantages are utilised to the fullest and building on these;
- Alignment and integration with national, provincial and local policies, strategies and programmes (including Richards Bay IDZ, DTP);
- Maximisation of job creation and retention through business retention & expansion;
- Gaining optimal benefit from incentives such as DTI sector-based incentives and service & utility incentives;
- Public sector investment into infrastructure to lead the private sector (including rural and small towns).

Implications for uPhongolo LED:

The LED strategy for uPhongolo has been developed with the above principles in mind, i.e.: ensuring that the municipality creates an environment, which is conducive to effective promotion and attraction of investment, as well as efficient facilitation of investment. To this end, the LED strategy must:

- Make suggestions towards improving the business environment in uPhongolo;
- Seek to improve co-ordination between key stakeholders who are required to work together to promote and facilitate investment;
- Identify key sectors and focus areas for inward investment (based on comparative advantages);
- Promote the sharing and development of research and information.

KZN Export Strategy: A Provincial Export Strategy was undertaken to identify the major challenges facing the province in terms export promotion and present implementable solutions to these challenges. The following are requirements identified by exporters as key to ensuring growth within the export market:

- Good communications;
- Cost-effective and reliable transport;
- Certainty that goods will be efficiently delivered across international borders to customers;
- Competitive pricing of the goods at destination through assistance with constraints;
- Efficient payments to exporters and access to finance for exports;
- Minimising of “red tape” associated with exports;
- Skilling for exports and training in reducing input costs;
- Smart export development, including spatial export development.

The strategy incorporates these elements into targeted programmes to provide exporters with assistance in the challenges they face. However, in order to successfully overcome these challenges and achieve the goals of the strategy, buy-in from all export stakeholders is required, along with a recognition of the vital role external bodies such as national government and export councils play in creating an enabling environment for trade.

In response to this, the Strategy presents five key programmes:

- Programme No. 1: Enhancing the Export Climate and Competitiveness;
- Programme No. 2: Improving Market Penetration;
- Programme No. 3: Exporter Development;
- Programme No. 4: Export Promotion;
- Programme No. 5: Export Strategy Performance Measurement, Management & Review.

Implications for uPhongolo LED:

In order to ensure the uPhongolo LED is aligned with the relevant strategic programmes identified in the export strategy, the following key areas are of importance:

- Ensuring there is a conducive business environment (minimise red-tape);
- Provision of the required bulk infrastructure;
- Efficient road and rail network;
- SMME and business development;
- Skills development and training;
- Promotion and facilitation of local exporters.

KZN Small Enterprise Development Strategy: The purpose of the Small Enterprise Development Strategy is to formulate a provincial wide framework that will assist in coordinating, orientating and guiding all small enterprise development programmes and related activities in the province of KwaZulu-Natal. Through this strategy, all stakeholders will be able to align their programmes and actions and therefore support and add value to the development of emerging small enterprises. The key objective of the strategy is the implementation of a comprehensive and integrated programme for the development and growth of small enterprises in the province. This will be achieved by:

- Developing entrepreneurship skills;
- Facilitating easy access to local and international markets;
- Facilitating access to finance;
- Providing relevant and effective training to small enterprise operators; and
- Facilitating a mentoring and incubation programme for all small enterprises in KZN.

Implications for uPhongolo LED:

In this regard, the uPhongolo LED shall ensure a focus on:

- Ensuring that entrepreneurial skills are developed;
- Providing assistance and support to SMMEs in terms of access to finance and markets; ✦ Training and skills development of small enterprises.

Provincial Tourism Master Plan: The Provincial Tourism Master Plan has recently been by Cabinet. Its focus is the promotion of the Province through experiences, which are classified along the Province's tourism geographical regions. The vision of the tourism master plan is that *"by 2030 KwaZulu-Natal will be globally renowned as Africa's top beach destination with a unique blend of wildlife, scenic & heritage experiences for all visitors"*. As part of its mission, the tourism master plan aims to ensure that tourism development is guided by the following principles;

- A geographic spread of the tourism benefits throughout the province
- A growth of visitor numbers and visitor yields
- Focused (prioritised) tourism development growing from the core of beach & Durban
- Superlative customer experiences – quality, authenticity and service excellence
- Public and private sector collaboration
- Demand-led development, meeting market potential and needs
- Responsible tourism ensuring sustainability & benefits for all

Implications for UPhongolo LED:

- Recognition of the importance of tourism within the context of LED
- Prioritised tourism development
- Tourism as a means of developing the most marginalised sectors of society
- Engagement with private sector for tourism development
- Sustainability and green tourism

Review of District and Local Planning Documents and Reports

Zululand IDP 2023/2024 : The Zululand Integrated Development Plan highlights that the area was defined as a 'homeland' area during apartheid and as such was deprived of infrastructure investment and other economic incentives. Zululand remains one of the poorest regions in the country. The government services sector has declined in both absolute and relative terms since 2004 when Ulundi lost its role as the administrative arm of provincial government. Government services also generated the largest share of formal sector employment in the district. Informal sector activity provides the majority of employment in the Zululand District. Despite this negative backdrop against which the Zululand economy has to perform, there are unique characteristics that present a range of economic development opportunities in the District. These are in relation to tourism, agriculture and the business sector. The Zululand IDP presented a number of key spatial economic features of the area that must be acknowledged including the following:

- The District offers at least two alternative road linkages between the Ports of Durban and Richards Bay on the one hand and Gauteng and Mpumalanga on the other. The future development and exploitation of the location in relation to the linkages should be investigated.
- On a provincial level it has been established that most major companies, specifically in the manufacturing sector, are located in proximity to a National Route. In the case of Zululand only the uPhongolo Municipality has access to a national route and this suggests limited potential for the region to attract major manufacturing companies.
- Three tourism anchors are located in the District, viz. Pongolapoort Dam, eMakhosini Heritage Park and the Ithala Game Reserve. At present the linkages between these tourism products are not well developed and this can only be partly addressed through the aviation industry. The development of these provincially significant tourism products, located strategically in the region, are not receiving the required support from provincial and national government.
- Agricultural activities in the Zululand District relating to timber, game farming, sugar cane and vegetable and fruit production have historically been driven by the commercial farming sector, but from a spatial perspective, opportunities also exist for promoting the involvement of emerging farmers in such agricultural enterprises. The establishment of irrigation initiative along the two uMfolozi Rivers should specifically be considered.

Implications for uPhongolo LED

Looking carefully at the strategic advantages identified for ZULULAND DISTRICT MUNICIPALITY, it is clear that the majority of the District's competitive advantages fall within uPhongolo District. Key advantages 1, 2, 3, 5, 6 and 7 all relate directly to uPhongolo Local Municipality and its strategic location within ZULULAND DISTRICT MUNICIPALITY:

- Building upon strategic border location
- Strengthening international relations with neighbouring countries
- Export focus
- Cultural and heritage tourism opportunities
- Importance of the Green Economy (sustainable energy production)

Zululand LED Strategy: Within the context of the broad vision the basic objectives of future economic development in the Zululand District Municipality as per the LED Strategy are the following:

- To reduce income leakage: The District has a population of in excess of one million people, however is dependent on "imported goods" or acquisition of goods outside the region to supply in the basic household requirements of its population. Examples of approaches to be adopted to reducing income leakage includes buy-local campaigns, encouraging local manufacturing (also for tourism market), providing appropriate housing and facilities in the District etc.
- To increase investment (both local and external): The District is relatively isolated and current capital investment in the area is limited. Capital investment generates job opportunities and income, as well as support district and local municipality levies, taxes and rates. Investment in tourism, agriculture and business is to be promoted. The focus should, however, not be only on investment from outside the region, but local investors should also be encouraged to invest locally.

- To promote local business development and business interaction: Commercial, agricultural and tourism businesses in the District functions independently within small groupings or geographical areas. Interaction between businesses will contribute to countering income leakage and establishing a new vibrancy in the economy.
- To increase entrepreneurial opportunities and employment: All of the above objectives needs to be supported by a strong focus on entrepreneurial development, micro and small business establishment, as well as related employment creation. This can be achieved through the establishment of appropriate support mechanisms.

Four categories of strategies, in line with approach adopted in the setting up of the Siyaphambili programme, have been identified, viz.

- overall district strategies: these strategies are general and the implementation thereof will, to a greater or lesser extent, impact on the development of all sectors of the economy;
- business strategies: considering the approaches to the development of the business sector which includes the following sectors: industry, commerce, construction, transport and mining; ✦ agriculture strategies: focusing on the development of the agricultural sector; and ✦ *Tourism strategies: focusing on the development of the tourism sector.*

Implications for uPhongolo LED;

- Alignment with other District Projects
- Partnership with DDA for implementation
- Long Term as well as Short Term focus for projects

Route 66 Tourism Strategy: The uThungulu District Municipality Tourism Development Plan identified the development of the R66 as one of the priority projects for the District. The Route is located along the R66 from the junction of the N2 and R102 at Gingindlovu to eMakhosini up to Pongola. The Route provides linkages between uThungulu District and Zululand District, incorporating numerous cultural, historical and wildlife attractions, which otherwise would have existed in **relative isolation**. The Route aims to benefit from economies of scale by integrating these attractions and accommodation establishments into one holistic tourism experience.

The strategic intent of the Route is to:

- Define and package a number of underutilized cultural tourism resources;
- Contribute significantly to the branding of uThungulu as a Zulu cultural and heritage destination;
- Increase Tourism Revenue Yield in a rural area lacking formal economic opportunities; and
- Provide the opportunity for PDI involvement in the ownership and operation of tourism plant.

Relevance to uPhongolo LED: The uPhongolo LED needs to be aligned to the goals of the R66 Tourism Route in order to promote its tourism potential.

Zululand Birding Route: In February 2010, The Northern Zululand Birding Route was reconstituted as a self-standing association to co-ordinate and manage the on-going development of birding tourism projects in KwaZulu-Natal. The Zululand Birding Route Mission is to promote and develop birding-based tourism in KwaZulu-Natal for the benefit of tourists, communities and birds. In order for the ZBR to work towards a level of relative self-sustainability by 2014, it is imperative that the route ensures higher returns on input costs, greater levels of private sector support and self-generated income activities. The following are proposed as key actions to work towards:

- Integrating with other routes and harness spin off benefits;
- Increase private sector support;
- Increased ownership and buy in from community bird guides;
- Partnerships with tour operators.

Relevance to uPhongolo LED: The uPhongolo LED needs to be aligned to the goals of the Zululand Birding Goals in order to promote its tourism potential.

Adopted Informal Economy Policy/Informal Trading Policy: The Municipality has adopted an Informal Economy Policy encompassing policy regulating permits and zoning for street vendors. The Informal Economy Policy endeavours to achieve the following goals:

- The fundamental creation of an economic environment which is conducive for sustainable economic growth wherein by-laws and/or regulations that are in conflict with the revised Provincial Growth and Development Strategy vision, Municipal and LED vision are duly amended.
- It is the intention of uPhongolo Municipality that through this policy it might pull the informal economy into the socio-economic mainstream. In this fashion, the vulnerability and marginalisation of those who find themselves working in this sector.
- The development of practicable guidelines for supporting and developing the informal economy; and
- Creation of support mechanisms for the informal economy.

Business Investment and Retention Policy: The municipality has an **Investment Promotion Strategy** in place and would be reviewed to be in line with the Industrial Development Strategy for the Municipality. The municipality has collaborated with several Departments such as KZN-DETEA, DTI, and others in order to promote industries as a turnaround strategy for job creation and economic growth. The vision for the uPhongolo Investment Strategy states: *“To create an enabling environment promoting and facilitating the flow of investments that create jobs and alleviate poverty in uPhongolo Municipality”*.

The Investment Strategy for uPhongolo Local Municipality has the following aims:

- To act as a mechanism of intervention to assist in addressing the economic development challenges within the municipality;

- To provide a plan to guide the Municipality in promoting the uPhongolo Municipality as an investment destination to potential investors;
- To take into consideration all the sectors that currently exist, including Tourism, Agriculture, Manufacturing, Fishing and Mining, and to examine potential opportunities within these sectors.

Furthermore, the objectives of the Investment Strategy include the following:

- To undertake a detailed economic analysis so as to enable identification of appropriate market interventions that will lead to investment attraction of the uPhongolo Municipality;
- To formulate an implementable investment framework to guide the promotion and support of sustainable investments within uPhongolo Municipality;
- To decide on incentives and other opportunities for investors in this Municipality;
- To create a database of capital investment projects within this Municipality including those which are being implemented, economic opportunities and future projects;
- To formulate a matrix to guide this municipality in terms of identification and prioritizing strategic projects for implementation.

The three strategies of the Investment Strategy include the following:

- Investment promotion and extension
- Infrastructure provision and development
- Creation of enabling environment for investment.

Implications for uPhongolo LED

- Alignment with other investment promotion and facilitation projects,
- Partnership with investment promotion and facilitation stakeholders,
- Creating an enabling environment for investment promotion, facilitation and aftercare services,
- Long Term as well as Short Term focus for projects

Investment Incentive Policy :uPhongolo Municipality developed an Investment Incentive Policy seeking to preserve and grow uPhongolo Municipality revenues to fund both Operating and Capital Expenditures while adhering to strict legal requirements. Thus, the purpose of this Policy was to develop an investment Incentive Policy for uPhongolo Municipality that will achieve the aforementioned aim.

By developing the Investment Incentive Policy, the Municipality envisaged that to broaden the economic base, stimulate economic development, promote the retention and expansion of local businesses and investments in the uPhongolo. This will be done through a provision of investment promotion and incentives package to facilitate and encourage investment. Further, the Policy brings a coherent approach to investment incentives by local government in uPhongolo, integrated with existing and planned national and provincial incentives programmes. The municipality has started

arrangements of rebates, discounts and other key strategies in order to attract investors and labour intensive projects particularly through infrastructure investments

Implications for uPhongolo LED

- Alignment with other investment promotion and facilitation projects,
- Partnership with investment promotion and facilitation stakeholders,
- Creating an enabling environment for investment promotion, facilitation and aftercare services, Long Term as well as Short Term focus for projects

Adoption of the Latest EPWP Policy: The Municipality has adopted the latest EPWP3 aligned policy and it is implementing its EPWP-Phase 4 requirements. It is the purpose of the policy to provide the Municipality with criteria to distinguish what work shall qualify for falling under the EPWP within the non-state sector EPWP. The policy shall also guide the Municipality in determining remuneration issues in this regard, seeing to it those workers shall be paid equitably for their labour. This includes capacity building and number of youth, women and people with disabilities programmes as a priority.

Alignment of the Municipality LED Strategy to the District One Plan

The DDM is anchored on the development of the “One Plan”. The One Plan is an intergovernmental plan setting out a long-term strategic framework to guide investment and delivery in the District space. The development of the first generation of One Plan is a collaborative process that requires inputs from national sector departments, provinces, municipalities, and the private sector.

The Objectives of the Zululand District Development Model are as follows:

- A coordinated District level approach to business by all 3 spheres
- Redirect and confirm Co-operative governance & integrated collaborative planning and implementation undertaken at a District level by all 3 spheres
- Institutionalized Long term co-planning in One Plan per District towards Sustainable Development and Spatial Transformation & Equity whilst addressing ‘burning’ short term issues.
- DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE’s to work jointly and to plan and act in unison.
- Ensure that we bring to life the aspirations of “The People Shall Govern” and bring government closer to the people. Developmental change is shaped and owned at District level in partnership with communities, citizens and social partners.
- vi. Manage rural/urban migration, as well as sustainable growth and development;
- Determine and/or support local economic drivers;
- Determine and manage spatial form, land release and land development;
- Determine infrastructure investment requirements and ensure long-term infrastructure adequacy to support integrated human settlements, economic activity and provision of basic services, community and social services;

The model seeks to programmatically address the persistent socio-economic challenges of poverty, inequality, under-development and unemployment. The DDM is an operational model that provides a comprehensive to coordinate efforts in responding to the perennial challenges facing South Africa.

The Zululand DDM Report is in place and was formulated and adopted for implementation by all municipalities in the district. The agreed vision for the Zululand DDM is as follows;

“By 2050, Zululand District will be a spatially and socio-economically transformed destination, Leading in tourism, agriculture and manufacturing”.

A Draft DDM Implementation Plan “Catalytic Projects” is in place and is informed by the Local Development Strategies of all local municipalities. Therefore, the uPhongolo LM LED Strategy aligns to the District One Plan.

Table 134: Draft ZDM DDM Implementation Plan “Catalytic Projects”

Identified Potential SEZ Or Corridors	Identified Catalytic	Catalytic Projects Identified in Provincial Plans	Catalytic Projects Identified in National Plan
NSDF PSDF District SDF Local SDF's	▪ eDumbe Waterborne ▪ Sewerage ▪ Usuthu Off-storage Dam ▪ Pongolapoort Development Node ▪ Regionalization of Vryheid Hospital ▪ Ulundi 19 Tourism ▪ Gateway Project ▪ Tyre Recycling Centre ▪ Mkuze Falls Lodge and Game Reserve (Gumbi TA) ▪ Expansion of Indonsa Arts and Crafts Centre (Ulundi Town) ▪ Aloe Processing Facility ▪ Meat and leather processing feasibility study ▪ Land identification and packaging for commercial projects ▪ University Development (old Legislature Building) ▪ Prince Mangosuthu Airport Catalytic Project	Provincial Water Master Plan; Provincial Electricity Master Plan; Integrated Transport Plan; Provincial Agriculture Master Plan; etc.	

Core and Enabling Pillars of the National Framework on LED

The National Framework for Local Economic Development in South Africa (2014 – 2019), provides a detailed understanding of Local Economic Development as a HOLISTIC SYSTEM comprising of a number of interdependent pillars. It is intended as a strategic coordination, planning and implementation guide that provides and enhances a commonly shared understanding of LED in South Africa. Key challenges for LED in South Africa are identified as:

- Lack of agreement on the *meaning of Local Economic Development*
- Poor *intergovernmental relations* in Local Economic Development
- Inabilities to develop *productive partnerships* to maximise local competitiveness
- A Lack of *clear communication and knowledge sharing*
- Local Governmental *capacity constraints*
- Differentiated approaches to *LED Support* between large cities and poorer and smaller municipalities
- *Funding* for Local Economic Development Projects, particularly in municipalities that struggle for resources
- Poor *Investment in Economic Information* and identifying the strategic competitiveness of regions
- Lack of a dedicated focus on *supporting the “Second Economy”*

LED is not one-dimensional and nor is it sector-specific. The National Framework presents the following five pillars for sustainable Local Economic Development. These pillars are as follows:

- Building a Diverse Economic Base
- Developing Learning and Skilful Local Economies
- Developing Inclusive Economies
- Enterprise Development and Support
- Economic Governance and Infrastructure

These pillars are deconstructed and explain in the figure below:

Figure 47: Pillars of Local Economic Development



Source: National Local Economic Development Framework (2014 – 2019)

Implications for uPhongolo LED

- Multi-faceted and multi-dimensional LED Focus
- A more aggressive focus to infrastructure development and basic service delivery
- Importance of the informal / second economy in development
- Inclusive rural economies
- Skills development and training programmes
- Diversification while building upon existing competitive advantages
- Marketing of uPhongolo as an investment friendly region
- Building stronger partnerships with the private sector

Adoption of informal economy policy or informal trading policy

An informal economy policy was reviewed and approved by council in May 2023 and is currently in effect for the municipality. The policy aids in managing and regulating the activity of street vendors under the purview of the local government. Poor people can earn a living through the informal sector, which also significantly affects the citizens of uPhongolo Municipality's economic and social environment. The informal economy in uPhongolo is extensive, encompassing everything from child labourers to domestic workers to street vendors and shebeen operators. It is frequently distinguished by its adaptability to changing external

surroundings, flexibility, ingenuity, and fortitude to take shocks. A common activity contributes significantly to the municipality's employment and income.

Review of the Informal Economy Policy If Older Than 5 Years

The Council has approved the Informal Trade Economy Policy on 31 May 2023 for implementation. A copy of the policy is attached as an annexure.

Integrated EPWP Phase 4 Policy

The municipality is implementing an Integrated EPWP Policy that the Council authorized in May 2023. The IDP displays uniform reporting with relation to the number of jobs created across all EPWP sectors. Attached is a copy of the policy..

8.1.3 Strategic Economic Analysis and Interventions

A Comprehensive Analysis of Local Economic Sectors Including Competitive and Comparative Advantages

uPhongolo Local Municipality is one of five municipalities located within the area of Zululand District. It is located in KwaZulu-Natal in the northern area of the district. It consists of 14 wards with geographic area to an extent of 3239 square kilometres. It's administrative and service centre is Pongola, Ncotshane where the Municipal Offices are located as well as offices of a number of government departments.

The Municipality has tailored a specific programme that seeks to transform the local tourism players in its locality to enhance their business space thus enable them to flourish as entrepreneurial establishments. The programme encompasses the Community Tourism Organisations. The Municipality's strategic geographical location renders it powerfully conducive to tourism ventures due to its natural beauty and abundant natural resources. Some challenges that hinder tourism development in uPhongolo Municipality were identified during the establishment of the LED Strategy which include: lack of appropriate tourism sites; minimal private investment; and inadequate road infrastructure; lack of coordinated tourism development efforts; and poor marketing of facilities and destinations. The specific programme that seeks to transform the local tourism players encompasses the following interventions, *inter alia*:

- Marketing the area as a tourism and investment destination;
- Creating an authentic cultural experience;
- Creating awareness and capacitating previously disadvantaged communities;
- Co-ordinating efforts of tourism development;
- Setting standards for accreditation and grading of tour operators;
- Interventional measures to ensure realization of the recommendations above were proposed such as under mentioned programmes;

- Working in conjunction with relevant stakeholders to encourage the further development and upgrading of game reserves, dams and nature reserves;
- Establishment and marketing of arts and craft centres;
- Development of tourism information support facilities such as brochures, information offices, signage etc.;
- Hosting of LED/Tourism events;
- Development of Pongola Poort Bio reserve; and
- Upgrading local access roads.

Map 58: Nodal Areas



Source: uPhongolo SDF 2020

From the preceding map, a part from Magudu which is at 25 km south-west of the N2, other economic nodes are almost alongside the N2 national road. The N2 national road is currently in good condition and can act as an investment attraction for the nearby economic nodes.

Ncotshane Node : Pongola-Ncotshane is the primary node of uPhongolo located at less than 10 km from the CBD. It accommodates the highest order nodal activities as it serves as service centre for its agricultural hinterland communities. In its current presentation or appearance, Ncotshane is unlikely to attract economic investors as the node despite being formally planned has a disorderly growth pattern and basic services such as water and electricity are poorly provided. Further infrastructure such as roads and parks are in inferior conditions and need urgent attention. Sewerage, waste removal and other cleaning services of the area are minimally provided. All this will work against the attraction of potential investors in the node.

Godlwayo : is the primary node of uPhongolo located outside Pongola CBD. As presented in the following photo, Godlwayo is just a township with squatter houses, with some minimal basic services provided to some households. The township has a large agglomeration of people who entirely depend on Pongola CBD in terms of their day to day shopping/trading activities. There is a one stop Thusong Centre under construction in the node, unfortunately there was no plan for a retail centre to be accommodated in the centre. This will result in, particularly pensioners being paid but still have to travel to Pongola CBD for shopping activities. Given its current appearance, there is a lot that still need to be done for Godlwayo node to attract economic investors.

Belgrade settlement is situated approximately 50km west from uPhongolo. Belgrade is one of uPhongolo nodes that provide some minimal services to a number of tribal areas which are located far from Pongola town. There are departments such as home affairs, transport, agriculture, with a Thusong Centre under construction, and a local clinic. Belgrade is situated close to the N2, which has been identified as the Primary Development Corridor; however, as per other nodes of uPhongolo, Belgrade is poorly serviced in terms of water, electricity, housing development, sewerage system, and the like. There is no proper economic planning done for the area and roads are in poor conditions as per the photo below. Therefore, the future planning for the development of the settlement is of the utmost importance in order to attract economic investments.

Magudu: is just a small village with a population dispersed in an unplanned large portion of area/land. Magudu lacks all primary and basic services including water, electricity, schools/education, houses, clinics, etc. Road and other basic infrastructures are still in the prehistoric and antiquated conditions or simply do not exist. A Thusong centre that supposed to assist the surrounding community members with minimum Municipal basic services is not in Magudu.

Golela: Situated at approximately 45km east of Pongola Town on the border with Swaziland, Golela is a node identified for future development based on its strategic position within the Municipality. It is the main border post on the KwaZulu-Natal; the border post consists of a road access point with a customs inspection shed and clearing facilities. Golela border post is has extensive customs and immigration facilities and a substantial on-site workforce, who are accommodated in a dedicated housing estate adjacent to the proposed development site. The border access is via boom-controlled entry points from the South African and Swaziland sides, is a spacious layout with adequate amenities for processing existing traffic.

The border crossing also includes the rail link between Swaziland and South Africa, with extensive shunting and marshalling facilities on the South African side. 700,000 persons on average cross at this border post annually in each direction. Road freight includes a considerable amount of fuel transported by road from South Africa, as well as Swaziland export traffic comprising of paper, fruit, sugar, and general cargo. The total volume of freight transported per annum is approximately 1.5 million tons to the north and 800,000 tons to the south. The Golela border post was recently upgraded to meet the increasing movement of people and goods between South Africa and Swaziland. Importantly, the Golela node in the process of being formally established as a township and a complete CBD layout plan in conjunction with support from provincial and national government is underway. At present, the Department of Public Works is undertaking a formal taxi rank development and planning for residential units (700 planned at present) is underway. Golela node is compared to an entry door into South Africa from Swaziland and needs to reflect the picture/image of the country. However, up to date Golela's access roads, parks and trading facilities are in poor conditions and do not portray a good image of the country, nor an attractive investment location.

Development Corridors: The primary development corridor for uPhongolo Local Municipality is N2 national road corridor that passes through the area which links Gauteng, Richards Bay and Durban. It also connects to Swaziland just to the north of uPhongolo Municipal area. The secondary development corridor provides access Pongola (P313) and Ncotshane to the outside area as well as connecting between Pongola and Magudu (P52) to Louwsburg (P46/51). Arterial roads through the area are in not in good condition. There are various district roads in the area together with small farm or agricultural roads, as well as small local access roads; but these roads are all in poor conditions. In many areas, road infrastructures play a major role in attracting and promoting investments. However, as presented above, road infrastructures in development corridors of uPhongolo are currently not in good conditions to attract investors. These road infrastructures need to be upgraded and regularly maintained should the Municipality wants to achieve its mandate of attracting economic investors.

Economic Sectors: There is an indication of the growth in the Gross Value Added (GVA) at constant 2005 prices for uPhongolo between 2003 and 2013. This figure shows that the GVA has over time steadily increased, even during periods of economic turbulence namely 2008-2009 experienced by the national economy. However, economic growth in uPhongolo has remained positive outside this period.

Employment Contribution by Sector: Formal employment of the population of uPhongolo is concentrated in the general government services as well as in community and social services which provided 23.6% and 21.9% of the jobs in 2014 respectively. Wholesale/retail trade and construction employ 16.9% and 11.1% respectively. This shows that the majority of economic sectors are not fully explored to create job opportunities to local people.

Table 135: Sectoral Contribution to Employment

Agriculture, forestry and fishing	8,70%
Mining and quarrying	1,80%
Manufacturing	6%
Electricity, gas and water	0,30%
Construction	11,10%
Wholesale and retail trade, catering and accommodation	16,90%
Transport, storage and communication	4,20%
Finance, insurance, real estate and business services	5,50%
Community, social and personal services	21,90%
General government	23,60%

Source: Quantec 2015

Unemployment is expressed as a percentage of the Economically Active Persons (EAPs). Officially the EAP refers to all people between the ages of 15 and 64 years of age that are able and willing to partake in economic activities (this excludes people that are not looking for work, students, pensioners, homemakers and so forth). The unemployment and employment levels within the local study area are important to investigate, as they are indicative of the ability of the local residents to earn household income (generated from economic activities and which are employed to purchase goods and services).

Key Issues/Challenges Emanating from the Situational Analysis

Some of the key challenges identified relate to the planning and implementation of LED projects in uPhongolo are listed below:

- Difficulty in sourcing funding for the implementation of LED projects;
- Unsustainability of current projects (Poverty Eradication Projects) with small budgets that leave the Municipality having to carry costs. The project implementation is therefore on a very small scale and makes little to no impact on job creation in the Municipality;
- Difficulty in coordinating between the private and public sector (especially provincial and national departments relevant to the project);
- Lack of funding for High Impact Projects is limited and therefore the Municipality is unable to implement long term sustainable and economically viable projects;
- Lack of funding for feasibility studies and business plans for major investment projects;
- Poor internal LED department project management;
- Shortage of skilled local government officials to act as facilitators of LED initiatives;
- Access to land;
- Correct appointment of contractors;
- Low levels of skills development and training in LED in the wider community;
- Stakeholder and community conflicts of interest; and
- Lack of supporting bulk infrastructure making investment activities difficult.

Table 136: SWOT Analysis Outlined in the LED Strategy

Strengths	Opportunities
▪ Existence of Policy Instruments – National, Provincial, District and Local Policies, Strategies and Frameworks provide an outline and plan for LED and development within uPhongolo. These provide helpful tools in developing LED Strategies and for identifying and prioritising key projects for the Local Municipality. ▪ Border location of Municipality – strategic in terms of tourism and economic development. Nodal development opportunities and international (regional) gateway opportunities. East3Route Investment Plans and Activities have been promoted (linking Swaziland, Mozambique and KwaZulu-Natal). This initiative further emphasizes the importance of the location of uPhongolo Local Municipality ▪ Transportation Linkages – Good road linkages connecting KwaZulu-Natal to neighbouring countries. Opportunities for more strategic infrastructure developments. The location of uPhongolo alongside the N2 is strategically important for the development of a number of sectors including tourism, manufacturing and agriculture. ▪ Climate – strategic for both tourism and agriculture production. Sub-tropical climate provides good conditions for economic growth in both sectors. ▪ Robust Informal Sector – Provides key employment opportunities and strengthens retail economy in uPhongolo. The informal sector is essential for promoting the well-being and livelihoods of households and communities within the Local Municipality. The informal economy in uPhongolo Local Municipality, as per other municipalities in the Zululand District, is heterogenic, ranging from street traders and shebeen owners to child minders and domestic workers. The street vendors in the central business districts offer a wide range of goods and services from selling fruits and vegetables to dressmaking ▪ Youthful Economy – uPhongolo has a youthful economy which means that there is potential for a high number of working-age persons within the Municipality in the future. This means that there will be more people able to actively contribute to the uPhongolo economy. Efforts must be made to reduce out-migration of skilled persons from the Municipality to enhance economic growth within uPhongolo.	▪ Untapped opportunities in the manufacturing sector – opportunities to diversify and develop new value chains (opportunities to grow the timber industry as well as renewable energy products) ▪ Development support for the informal economy (planning, location and market development) ▪ Community development through agri-processing and community agricultural projects ▪ Beneficiation of agricultural products ▪ Linkages between agriculture and the business sector (both the formal and the informal economy) ▪ Harnessing the potential of the Development Agency as a Special Purpose Vehicle for the Implementation of large scale, economically sustainable LED Projects within the Municipality ▪ Investment promotion and business retention and expansion programmes ▪ Establishment of industry driven training and skills development through internships and apprenticeships ▪ Review and update the investment promotion strategy for uPhongolo Municipality ▪ Review and update the SMME and Informal Sector Strategy for uPhongolo Municipality ▪ Integrated development – linkages between key nodes and surrounding rural areas.

▪ Environmental and Heritage Tourism – uPhongolo Municipality is rich in both cultural and heritage tourism opportunities and existing competitive advantages. Examples of such tourism advantages include the following: Pongolapoort Dam (commonly known as UPhongolo Dam); Pongolapoort Game Reserve; Imbube Cultural Village, a variety of tourism accommodations, etc. ▪ Growing Value of Economy – Steady growth in GVA over ten-year period sets a scene for promoting investment and growing development in the region. ▪ Growth in Wholesale and Retail Economy – Rapid growth in the wholesale and retail economy indicates opportunities for LED within this sector. Wholesale and Retail economic growth also provides key development opportunities for the informal economy. ▪ Growth in Transport and Storage Economy – Transport and Storage sector grew rapidly over a ten-year period and this highlights the potential of uPhongolo Local Municipality in developing as a gateway for regional trade and investment. Again, here it is emphasised that uPhongolo’s strategic location neighbouring Swaziland and housing a major transportation route between these countries is a key means for economic growth in the future.	
Weakness	Threats
▪ Limited Funding and Access to Funding – Funding, especially for SMMEs is a key problem as it hinders the development and growth of businesses within uPhongolo and limits investment in the area. Funding and investment is vital for the continued growth of the Local Municipality. Under-exploitation of Key Resources – Key resources, most notably tourism resources are under exploited and marketed. uPhongolo Dam and Game Reserve are key resources that need to be promoted and developed in order for greater benefits to arise from their exploitation. ▪ Dependency Ratio – The dependency ratio within uPhongolo Local Municipality is high and therefore there is a large number of not-economically active persons depending on a smaller number of economically active persons for economic support. A high dependency ratio limits the spending power of the economically active and in turn slows down the economy of the area. ▪ Lack of Linkages between Stakeholders in the Agricultural Value Chain – There is limited communication between informal traders, Co-operatives, commercial farmers and the Municipality in terms of Agricultural Development. Greater communication is needed in order to identify significant value-chain linkages.	▪ Impact of HIV / Aids on the workforce and the household living standards of uPhongolo Municipality. ▪ High levels of poverty ▪ Lack of funding / lack of information about funding initiatives ▪ Funding and lack of access to funds for the implementation of high impact and economically viable projects. ▪ Lack of identified projects and monitoring and evaluation plan ▪ Service delivery remains a critical obstacle – without adequate access to basic services, investment promotion remains a critical challenge for the Municipality ▪ Lack of investment into bulk infrastructure ▪ Lack of skills and training for new and emerging farmers ▪ Threat of mechanisation in both industrial and agricultural development ▪ Decline in formal employment within agriculture ▪ Political interference in project prioritisation

▪ Service Delivery in Key Nodes – uPhongolo Local Municipality has a number of identified nodes for development. Service Delivery within these nodes, however, varies and many nodes do not supply adequate services to the persons living within the area and the surrounding rural regions. ▪ Limited Training and Skills – The lack of skills to equip communities and other residents to become active participants in the economy (most notably the SMME sector) is one of the major challenges in the LM. If not well addressed, the lack of skills will perpetuate to future generations and then threaten the further / future growth of uPhongolo Municipality's economy ▪ Internal Structural Constraints for LED – There has been identification that the LED.	
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Key Development Challenges in the Implementation of the LED Strategy

Some of the key challenges identified in discussions with the LED department, relating to the planning and implementation of LED projects in uPhongolo are outlined below:

- Difficulty in sourcing funding for the implementation of LED projects;
- Unsustainability of current projects (Poverty Eradication Projects) with small budgets that leave the Municipality having to carry costs. The project implementation is therefore on a very small scale and makes little to no impact on job creation in the Municipality;
- Difficulty in coordinating between the private and public sector (especially provincial and national departments relevant to the project);
- Lack of funding for High Impact Projects is limited and therefore the Municipality is unable to implement long term sustainable and economically viable projects;
- Lack of funding for feasibility studies and business plans for major investment projects;
- Poor internal LED department project management;
- Shortage of skilled local government officials to act as facilitators of LED initiatives;
- Access to land;
- Correct appointment of contractors;
- Low levels of skills development and training in LED in the wider community;
- Stakeholder and community conflicts of interest; and
- Lack of supporting bulk infrastructure making investment activities difficult.

Analysis of the Base Economic Resources and Economic Infrastructure

The base economic resources and economic infrastructure of the municipality has been identified and analysed in the sections for situational analysis namely: Basic Service Delivery and Infrastructure Development; Cross Cutting Interventions as well as the Local Economic Development.

1.Manufacturing Sector

The manufacturing sector is currently among the major contributors to GVA in the UPhongolo Municipality. Despite the growth, the sector however still faces a large number of challenges, the most significant of which are a lack of diversification within the sector; a lack of support for industry by local government (in terms of lobbying with provincial and national government and SOEs); a need for investment into new technology and renewable energy products and a need for SMME participation within the manufacturing sector.

In order to address these challenges the following programmes were identified:

Manufacturing Sector Policy and Planning

The manufacturing sector within UPhongolo lacks a clear vision and direction. Currently

investment into manufacturing occurs on an ad hoc basis with little guidance in terms of specific priority industries, which will build on comparative advantages, create linkages in the value chain to promote SMMEs, and build on the strengths of the existing manufacturing base. In addition, various industrial policies have been developed at a national and provincial level that seeks to guide the development of the manufacturing sector, and is aligned to national incentives offered to enhance strategic industries, stimulate beneficiation industries, and improve energy efficiency. This programme identifies projects that are aimed at the development of a clear manufacturing vision and expansion plan, the identification and promotion of specific incentives, and the identification of potential future industrial nodes in order to clearly guide the future direction of manufacturing within UPhongolo.

SMME Participation within the Manufacturing Sector

SMMEs comprise a crucial component of the manufacturing sector within UPhongolo, and the importance of increasing the participation of SMMEs is of paramount importance. The national and provincial government have both emphasised the need to develop small business as the backbone of the economy, and to this end, this programmes suggests projects that will assist in enhancing the SMME contribution to manufacturing sector output. However, in order to achieve such growth in SMMEs within the sector, there are a number of specific and cross- cutting interventions required. Cross-cutting issues dealt with within strategy 7 (support for small enterprises) identify the provision of support, the development of entrepreneurship as well as enhancing the involvement of SMME's in the value-chain and local procurement. This programme however deals with identification and packaging of funding and apprenticeship and internship opportunities within the manufacturing sector.

2. Development and Support for the Tourism Sector

Although UPhongolo is not perceived to be a major tourism destination within KwaZulu-Natal, the tourism sector does present opportunities for local economic development and growth. The challenges within the tourism sector include the lack of a Municipal clear tourism vision that paves the way on how to address all tourism needs and challenges: e.g. the need for a one-stop information Centre, the need for diversification of the tourism sector, the need for marketing of the region and the need for tourism infrastructure upgrades.

The following programmes have been developed to address the challenges within the sector:

Information, Marketing and Promotion

The provision of information and dissemination of this information to potential tourism markets through advertising is a critical component of tourism. A one-stop information Centre and craft hub should be developed. This programme provides solutions specifically identified in order to address the

challenges surrounding information and marketing of tourism products, destinations, and attractions.

Tourism Specific Infrastructure Upgrades

A number of tourism attractions within UPhongolo are in serious need of infrastructure upgrade. This programme focusses on these attractions. Additionally, signage plays a large part in ensuring that tourism corridors and attractions are easy to navigate to.

3.Improving the Institutional and Policy Environment for Effective

UPhongolo has a functional LED unit; however, for some reasons it struggles to implement its mandate. The institutional challenges facing the LED unit include efficient project and financial management for LED initiatives, limited intergovernmental relations and coordination, limited public-private partnerships, the need for a business retention and expansion programme, and red tape and collective administrative burden.To address these challenges and to meet the overarching goal, the following programmes have been developed.In order to improve the coordination and communication between LED stakeholders a formal

platform for frequent engagement between government officials and the local business bodies should be developed. Additionally, the improvement of intergovernmental relations should be encouraged so that the municipality’s LED capacity can be strengthened through strategic partnerships with Zululand District, EDTEA and COGTA.

Funding for LED Implementation

Funding of LED implementation is a major challenge not just provincially, but also nationally. It will be important to consolidate all LED funding sources into a single database, and make deliberate efforts to engage these sources, rather than rely fully on government funding. Previous examples of funding applications should also be included. The packaging of LED projects needs to be done on an on-going process by officials.

Business Retention and Expansion

According to the uPhongolo Municipality LED Strategy, it suggests that the municipality must make sure that all the needs of the city's existing businesses are met and that they are content with the environment in which they operate. This entails making sure that the government hears the concerns and issues that businesses are facing as well as that they are resolved. A program for business expansion and retention must put a strong emphasis on identifying important problems and obstacles as well as tracking shifts in public perception based on frequently asked questions by businesses. To exchange knowledge and discuss problems regarding various economic areas that might be improved, workshops and quarterly meetings with the LED-specific forums are organized.

Improving the Capacity of the UPhongolo LED Unit

UPhongolo LED unit is under capacitated and it struggles to implement its mandate. The institutional challenges facing the LED unit include efficient project and financial management for LED initiatives, lack of capacity to deal with agriculture and other related LED special assignment in the Municipality. Therefore, there is a need to capacitate the LED portfolio if the Municipality wants to adhere to its constitutional mandate of efficiently providing services to its citizens.

4.Ensuring Effective Education, Skills and Capacity Development

Overall, inadequate capacity and low skills level are major gaps in uPhongolo Municipality's economy. The key economic sector of the municipality (finance, insurance, real estate and business services), as well as the size of the informal economy suggest that UPhongolo's future economic performance will depend on skill levels of the populace. Formal (small) enterprises also do not have sufficient skills. To cover the foregoing skill gaps, three programmes are recommended, as follows.

Skills Training and Development

The role of on-going skills programmes cannot be overemphasised. Programmes should focus on basic business skills and should focus on SMMEs as well as informal traders. These programmes should be run in conjunction with either the Small Enterprise Development Agency (SEDA) or EDTEA. Furthermore, trades (like hairdressers, carpenters, electricians, plumbers, etc.) should be promoted through linkages with the Further Education Training (FET) College.

Development of Relationships between Industry and Tertiary and Training Institutions

The development of business capacity and skills will only be effectively achieved through stakeholder engagement. Stakeholders such as SEDA, SETA's as well as tertiary institutions will need to be networked with both formal and informal businesses to ensure that programmes are aligned with industry demand. Future research is required, to investigate the need for additional higher education campuses.

Retention of Skilled Residents

UPhongolo is struggling to retain skilled residents and this is negatively impacting the economy. A marketing and retention programme should be developed in conjunction with the local business bodies that focus on a quality of life promotion in UPhongolo.

5.Expansion and Development of Strategic Economic Infrastructure

The provision of infrastructure is one of the most critical elements of LED as a lack of infrastructure (particularly bulk services and transportation infrastructure) can inhibit economic growth and development. The key sectors on which this strategy focuses have been addressed in terms of specific challenges within the first three goals. However, infrastructural interventions that are crucial to unlocking the potential of these sectors are addressed within this strategy, along with general infrastructural development, which is required to ensure that sufficient capacity is in place for future growth and investment.

Within the agricultural sector, the provision of access roads is important in stimulating growth in the sector, while provision of consistent bulk services and strong road and rail infrastructure is crucial for the success of the manufacturing sector. Accordingly, this strategy focuses on identifying programmes that deal with this infrastructure challenges. The specific programmes developed are identified below.

Transportation infrastructure capacity and maintenance (road and rail)

Ensuring sufficient capacity with regards to transportation infrastructure is critical for the success of LED. At a local level however, there is little control over national and provincial roads, as well as the rail line. In this regard, the Municipality needs to ensure that there are good channels of communication with the relevant departments (DOT, Transnet, etc.), and ensure that the dire need for such infrastructure development and upgrades is translated to these departments. This programme suggests projects that deal specifically with how to address the challenges faced in development and maintenance of road, rail and air transportation infrastructure.

Development of Bulk Services

Bulk services are extremely important to ensure not only LED, but also general growth and development within a region. Currently there are challenges around the provision of water to support the agricultural sector, not only within UPhongolo, but the province and country as a whole. A focus of this programme is development of bulk water capacity to ensure that sufficient water is available now and for future growth and development. Furthermore, the development of bulk electricity supply is critical for growth in the manufacturing sector. Further, businesses and manufacturing industries have also been affected by the recent electricity problems affecting South Africa. However, it was reported by local stakeholders that they have had it worse than other areas in the District due to the poor quality of existing electricity distribution infrastructure in UPhongolo. To this end there is a need to fast-track the development the lower cost methods of power generation to be supplied including solar lighting and Wind farm "Enviro-power

Facilitating Easy Access to Land for Development

Access to land has been highlighted as a major constraint to investment. There are large tracts of land under claim within the Municipality, and this has resulted in dis-investment, particularly amongst commercial farmers, as businesses willing to expand have not invested in new capital or machinery as land tenure is uncertain. Ingonyama Trust Board (ITB) owns much of the private land. The formalisation of townships and key nodes, the urbanisation of the municipality and other factors are in a process of development but constrained by land issues. Various support resources are available for urban development in the areas of economic development, e.g. manufacturing, housing, retail etc. Initial interviews carried out at the commencement of the study indicated that critical land for development purpose is not easily available. This view was also confirmed by the stakeholders' meetings who indicated that significant land is under ownership of the ITB. In addition to this, the community has expressed great dissatisfaction with the limited economic and developmental opportunities afforded them. Clearly if the community is to access such opportunities, land ranks high in the range of activities that need to be put in place.

This process therefore seeks to grab that discussion opportunity and where possibly either buy or enter into land availability agreements for development proposals to be clarified as the process unfolds. Whilst the bulk of preparatory activities for this task will be carried out by the municipality, they may also engage service providers to fast track the process. Therefore, there is a need to ensure that the land is available for development of UPhongolo Municipality and the surroundings.

6.Support for Informal Economy and Small Enterprises

Investing in enterprise development is instrumental in overcoming challenges such as unemployment and other poverty related issues. Enterprise development consists of market development, commercial business services, social enterprise, finance, entrepreneurship development, investment and growth in Small Medium and Micro Enterprises (SMMEs), formalising the informal economy, including initiatives that range from enabling the start-up of small businesses to providing business skills development through training, mentoring, coaching. Beneficiaries of enterprise development are SMMEs from a broad range of firms, from traditional family businesses to survivalist self-employed individuals. Through development of small-enterprise and informal economy, beneficiaries of enterprise development can earn a living and rise out of poverty. Developing enterprises has positive outputs, whereby over time they create jobs for previously disadvantaged individuals as well as empower other individuals and communities in which they live. The specific programmes identified are listed below.

The location of informal economic activities is important for their performance. This programme envisages development of an informal economy strategy, as a starting point. The strategy should then envisage construction of a trade centre in both townships, with all supporting facilities. It is also important that, under this programme, the municipality facilitates organisation of informal economy actors, as a collective bargaining exercise. This platform will form the basis upon which on-going engagement between the municipality and the informal economy traders.

Value-Chain Development and Local Procurement

Interventions which aim at understanding the current value chain within the informal economy, and facilitating development of these value chains, will have significant impact on the informal industry. There is a need to recommend a development of an SMME and cooperatives strategic plans that will pave the way to address all small business related challenges. Further, a small business database needs to be developed at the Municipal level to be presented/given to large businesses and in conjunction with the local business bodies for procurement partnerships. Furthermore, the programme suggests the registering of all SMMEs on the municipal data systems to promote local procurement.

Development of Innovation

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

Fight Against Crime in the Municipality

With regard to the level of crime, it should be noted that the safety and security issue is a countrywide challenge and this applies to UPhongolo Municipality. Any crime is considered as a threat to business development and investment promotion and facilitation. As per other Municipalities in the Province, there is an increasing perception that crime in UPhongolo Municipality is high and infringes on the growth of all categories of businesses including large, SMMEs, cooperatives and informal traders by targeting and robbing their goods and assets. To this end, there is a need to establish a community policing forum and business against crime in UPhongolo to fight the crime.

7. Agriculture Sector Development

The agriculture sector incorporates establishments and activities that are primarily engaged in farming activities, but also includes establishments focusing on commercial hunting and game propagation and forestry, logging, and fishing. The agricultural sector is the largest employment contributor in

comparison to all other sectors in uPhongolo Municipality. Agriculture impacts significantly on employment, income generation, economic linkages, land tenure and land reform and environmental considerations in the area. The most predominant activities in this sector are sugarcane farming and gaming. The sector however faces a large number of challenges, the most significant of which are underinvestment in bulk infrastructure (predominantly road infrastructure), a lack of diversification, a need for stronger relationships between stakeholders, limited small-scale farmer support and assistance, and the need for redevelopment/regeneration of vacant farms.

In order to address these challenges, a number of strategic interventions are required that specifically target the major challenges faced by both commercial and emerging farmers. This includes significant investment into infrastructure such as access roads, identification of new potential agricultural opportunities, improving and strengthening the institutional relationships and partnerships between stakeholders, and provision of support and assistance to the agricultural sector, particularly small-scale farmers.

To this end, strategic programmes are identified which pave the way for the identification of related projects aimed to tackle the challenges. The programmes identified within this strategy are identified below:

Coordination improvement among all stakeholders involved in agricultural development.

The improvement of coordination between all relevant parties is crucial for agricultural development. This can be done through the development of a formal platform for frequent engagement between the local Farmers Association, municipal officials and other relevant stakeholders like the Department of Agriculture and Environmental Affairs (DAEA), the African Farmers Association of South Africa (AFASA), the Agricultural Development Agency (ADA) and the Zululand Development Agency. This will result in increased information sharing and better understanding of the problems facing the sector.

Supporting Emerging and small-scale farmers

This programme deals specifically with provision of assistance to and development of emerging and small-scale farmers. This is important in ensuring that diversification of the agricultural sector can occur by specifically supporting emerging and small-scale farmers towards development of new commodities. This includes the establishment of a consolidated database of all the commercial and emerging farmers as well as their products. The requirements of small-scale and emerging farmers are different to those of commercial farmers, as a large emphasis needs to be placed on skills development and training (agricultural techniques, business and financial management, etc.), as well as basic infrastructure, facilities and equipment. This will require close cooperation with national and provincial departments mandated to assisting small-scale agricultural development, and particularly AFASA and the ADA. Established commercial farmers and organised agricultural must be encouraged to assist in development of small-scale farmers through the provision of mentorship and training, as

well as the identification of new opportunities and potential linkages between small-scale farmers and commercial production. Furthermore, the establishment of a formal fresh farmers market will encourage development for emerging and small-scale farmers.

Value Chain Analysis Indicating Core Economic Activities, Potential Upstream and Down Stream Opportunities in the Economic Sectors.

A value chain is a business term describing the full range of iterative activities a company uses to create a product or a service. The purpose of value-chain analysis is to increase production efficiency so that a company can deliver maximum value for the least possible cost. A value chain analysis indicating the core economic activities, potential upstream and downstream opportunities has not been conducted by the municipality and this would be looked at during the LED review process in 2023/2024 financial year.

Mechanisms Aimed at Expanding Employment Opportunities in Agriculture, Tourism, Mining, etc:

Agriculture sector :The agricultural sector is the largest employment contributor in comparison to all other sectors in uPhongolo Municipality. Agriculture impacts significantly on employment, income generation, economic linkages, land tenure and land reform and environmental considerations in the area. The most predominant activities in this sector are sugarcane farming and gaming. The current agricultural products being exported are sugar cane, vegetables, citrus fruit and game. Value adding for sugarcane is undertaken locally as there is a sugar mill in existence in the area. A local maize mill operated by the local farmers and an agri-park proposed by the Department of Rural Development and Land Reform shall also form a good value chain to benefit SMMEs and Co-ops. The Municipality’s LED is directly involved in assisting Co-Ops and SMMEs to take advantage of these opportunities.

National Youth Development Agency (NYDA) Products and Services

Table 137: Indicating NYDA Products and Services

Table 138

Employment: - Jobs Preparedness and Life Skills Trainings - Jobs Database - Internships - Learnerships	Self – Employment: - Business Management Training – ILO - Sales Pitch - Business funding capped at R200k (individual and cooperatives) - BCS Voucher program (company registrations, systems, business plans etc) - Mentorship Program - Market Linkages
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Studying further: ▪ Solomon Mahlangu Scholarship ▪ Partnership with NSFAS	Other interventions: ▪ Community Outreach ▪ Information and support on National Youth ▪ Service programs
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The municipal library has internet connections and some public facilities to support general public, entrepreneurs and learners on on-line applications and e-learning.

Opportunities in the Green Economy

In line with the Provincial Growth and Development Strategy, uPhongolo Municipality shall prioritise alternative energy projects and/or programmes to determine their feasibility as a reliable supply of energy. To this end, alternative energy supply or the green economy must become measurable in the PGDP with an institutional structure accountable to ensure that targets are met. To-date uPhongolo Municipality is the leading in the region in terms of applying green economy initiatives, this is apparent in the use of solar street lights and greening initiatives that use EPWP and labour-intensive programmes. uPhongolo Municipality shall commit to COP21 agreement which commits more strongly to a green growth and embrace green economy opportunities.

Outcome: Creating a sustainable economic growth through green economy

Rationale for Intervention :South Africa has committed itself in reducing its emissions below a baseline of 34% by 2020 and 42 percent by 2025. “The approach to mapping out the transition to a low-carbon economy is informed by the need to reach broad consensus on the challenges and trade-offs involved in implementing

South Africa’s climate policy” (NDP, Ch5). The transition to a low-carbon and resilient economy requires a capable state to lead, enforce the regulation of GHG emissions, and respond to the impacts of climate change. The transition to a low-carbon economy depends on the country’s ability to improve skills in the workforce, at least in the early phases of the transition.

Developing the Green Industries: The policy framework indicates high level of willingness from South African government to transform the economy and seize the opportunity while the window is still open. Interestingly the proposals on localization of solar geysers and panel manufacturing and improvement of investment climate within the industrial set-up of the green sector are surely gaining the momentum.

Objectives: To promote sustainable economic growth within the Municipal area through the introduction of green opportunities for local companies and creation of green jobs for local people.

Key Action Areas:

- Encourage companies and the municipality to develop a Directory of Green Products that can be produced locally and mobilize necessary investment for implementation purposes.
- Partner with Industrial Development Corporation Green Fund to implement strategic green projects.
- Prioritise local manufacturing of Solar Geysers and Solar panels to support government initiative of installing more solar geyser to low-cost housing
- Educate and promote the development of culturally, environmentally and economically sustainable projects relating to the protection and conservation of wildlife, eco-sensitive areas and natural resources

A high-quality natural environment and green infrastructure are integral to the health and wellbeing of sustainable local communities in order to meet their environmental, social and economic needs. Open space and recreation facilities make a fundamental contribution to the quality of an area for both residents and visitors alike and supporting the development of these as well as cultural and heritage assets ensures an appealing environment for both people and wildlife to prosper. Funding needs to be acquired for the provision of solar photovoltaic on rural homes to decrease the electricity burden. Although solar energy is a costlier system upfront, the long run costs as well as the impact on the environment prove worth its initial cost. It is therefore suggested that exploration of large scale solar photovoltaic take place.

Interventions which address flood alleviation and the enhancement of land for biodiversity and recreation, conserve the quality of environment and contribute to wider economic benefits. Climate change presents a major challenge for any area and acknowledging responsibility for future generations means protecting the environment by creating more energy efficient, sustainable communities. This includes reducing energy consumption by developing alternative energy sources, ensuring buildings use resources more efficiently and have an impact on ultimately decreasing the borough's ecological footprint. The municipal library has internet connections and some public facilities to support public, entrepreneurs and learners on on-line applications and e-learning.

Articulation Spatial Planning/ Land Use Management Considerations and Requirements for the LED Interventions

The criteria for LED Interventions in relation to land use management and spatial planning have been outlined in the LED Strategy. The municipality has looked at each ward-based plan and taken into account how well the strategic programs work with all of the spatial strategic plans for the municipality, the DDM catalytic projects, the 5-year project implementation plans, and the

implementation plan for the Zululand District Growth and Development Plan. The Ward Based Poverty Alleviation Plan, which includes all ward programs, was examined and authorized by all wards in order to distinguish between economic strategic interventions and poverty alleviation measures. A continuous engagement process has been carried out with several sector departments and important partners. The uPhongolo Municipality has made sure that all of its sector plans and projects are geographically referenced through the municipality GIS unit

Identification of the Three Priorities Poverty Wards with Specific LED Interventions

This section covers the three-targeted priorities per ward as follows:

- Water and Sanitation
- Housing and,
- Electricity

8.1.4 STRATEGIC PROGRAMMES RESPONSES

Programmes/ Mechanisms Aimed At Expanding Business and Employment Opportunities in the Municipal Key Economic Sectors

Table 139: Programmes/ Mechanisms aimed at Expanding Business and Employment Opportunities in the Municipality

Mining Sector
Mining sector in uPhongolo Municipality is not well developed and as a result it provides limited employment opportunities to local people. The mining sector covers only 1.0% of the total workforce of the area and contributes with 1.6% to its GGP. There is Klipwal Gold Mine that operates at a small scale. Opportunities: The mining sector is not developed in uPhongolo but opportunities include the production of the gold as it has been done by KlipVaal Gold Mining Company in ward 3.
Retail sector or Trade and Commerce
Wholesale and retail trade is defined as resale of new and used untransformed goods to the general public. Trade and commerce is among the major economic sectors of uPhongolo contributing with 14.7% to the local employments and 10.9% to GDP. The sector is mainly concentrated in uPhongolo CBD. Generally this sector includes small, medium and micro enterprises (SMMEs) and informal traders.

Small Medium and Micro Enterprises

The SMME sector in uPhongolo includes wholesalers and retail trade as well. The majority of businesses are concentrated in the town of uPhongolo as a result of the strategic location of town alongside N2 road. This makes the town an important commercial and service centre for other surrounding areas. Formal businesses in uPhongolo operate in various sectors including tourism, catering and accommodation, retail trade and allied services, construction, manufacturing, restaurant, general dealer, supermarket, professional and financial services. uPhongolo is a good area for business stability and growth as the majority of formal businesses has been operating for more than 10 years and 97.4% of them are optimistic to expand their enterprises and employ more local people in the near future. Currently the majority of formal businesses in uPhongolo employ 5 to 20 persons depending on the business sector

The Informal Sector

The street trading in uPhongolo Municipality is one of the key means of living in the area and makes an important contribution to the economic and social life of the majority of the residents in this Municipality. It absorbs workers who would otherwise be without work or income. Most people enter the informal economy in uPhongolo Municipality not by choice but out of a need to survive. Especially in circumstances of high unemployment, underemployment and poverty, the informal economy has significant job and income generation potential because of the relative ease of entry and low requirements for education, skills, technology and capital, but the jobs thus created often fail to meet the criteria of decent work.

Informal sector in uPhongolo has many activities including barber shops, raw meat, cooked food, live chicken seller, cosmetics sales person, tailor, dressmaker and hatters, fruit seller, hairdresser, Mr Phone dealer, mealie cookers, news papers, second hand clothes, shoe repairer and the like. A large number of informal trading businesses in uPhongolo Municipality (62.8%) have been operating for more than five years. This indicates and illustrates that uPhongolo Municipality has a conducive environment for business stability and growth and also shows that informal trading in this area is not a temporary activity but a long-term carrier for many. Further, on average, an informal business in uPhongolo employs between 1 to 3 persons depending on the activities of the business.

Agricultural Sector

The agricultural sector is among the major sectors in uPhongolo that employ a large number of people. It impacts significantly on employment, income generation, economic linkages, land tenure and land reform and environmental considerations in the area. The most predominant activities are sugarcane and gaming. The current agricultural products being exported are sugar cane, vegetables, citrus fruit and game. Value adding for sugar cane is undertaken locally as there are mills in existence.

Agricultural potential for Pongola Valley is high due to the availability of water for irrigation purposes. This is evidently seen by existence of commercial farms producing sugar and vegetables in these areas. Agricultural production outside of these areas is limited to stock and game farming. The land in the north western part of the municipality falls under Ingonyama Trust and is densely populated by traditional communities that are practicing subsistence farming. Small-scale sugar production project was established in 1999 after the construction of Bivane Dam.

Opportunities in the agricultural sector: The soil from uPhongolo Municipality is fertile for growing many crops and vegetables; this leads the agricultural sector to have a number of opportunities in planting crops

and other related services including the following:

- Vegetables plantation,
- Mango plantation,
- Maize production,
- Livestock farming,
- Establishing an Abattoir or a meat processing plant,
- Poultry farming,
- Eggs production,
- Dairy farming,
- Mushroom farming.

Manufacturing Sector

Manufacturing activity is low within uPhongolo Municipality. It account for approximately 7.5% of the total workforce within uPhongolo Municipality. TSB Sugar Mill is the main agro-processing facility. However, apart from the TSB Mill, other manufacturing businesses of the small scale variety include among others the brick and block manufacturing. uPhongolo has a number of local black economic empowerment (BEE) companies that manufacture bricks and blocks. These companies use the sand and water from the nearby river. The concrete is compacted into the moulds by hand-compaction to manufacture bricks and blocks. The targeted market is the building of government houses, as well as community and other type of building.

Opportunities in The Manufacturing Sector: There is a demand for manufactured products in uPhongolo such as clothing and textile, footwear, furniture, food, beverages and building material. Further, uPhongolo local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. However, because the manufacturing sector is not developed and all its full potentials are not yet utilised, in most instances raw material is transported to other centres outside the municipality for processing.

The following opportunities are available in the manufacturing sector:

- Agro-processing,
- Maize Mill,
- Ethanol production,
- Biodiel production
- Traditional medicine,
- Production of venison for export purposes,
- Leather production;
- Transport and Machinery equipment.

Tourism Sector

The N2 national road corridor passes through uPhongolo municipal area as a national link between Gauteng and Richards Bay and on to Durban. It also connects with Swaziland just to the north of the

municipal area. The area is currently used as a thoroughfare rather than a destination. Natural beauty and the existence of tourism related products are the major potentials for future tourism development in the area.

Opportunities in Tourism Sector: uPhongolo has the potential to become the destination of choice for tourists to KwaZulu-Natal and South Africa, especially for those tourists who desire the country ambience. The warm temperatures, summer rainfall, scenic beauty and environmental significance of the area make the climate excellent for tourism in uPhongolo Municipality. The area contains a number of scenic attractions, dams and unique experiences that require establishment and aggressive marketing. Apart from agriculture and manufacturing opportunities, tourism can also play a pivotal role in the advancement of communities. The survey organised in the area has indicated that tourism sector has the following opportunities:

- Golela border post is an entry door for tourists into South Africa; this implies the tourism route development, tourism product development, and tourism destination development.
- uPhongolo has traditional Zulu culture that needs to be improved to attract tourists,
- Existing game reserve needs to be marketed to attract tourists,
- Existing mountains for hiking and canopy tour games need to be marketed,
- Construction of hotels and resort for tourists and conference around the dams,
- To upgrade the R66 to create uPhongolo tourism bus route flowing from Mozambique, Swaziland into South Africa. The multiplier effects of this route include the tourism signage, lodges/accommodations, petrol filling stations and commercial centres.
- Youth tourism development programme.¹

Transport Sector

Transportation sector in uPhongolo ranges from road freight transport, public road transport to rail freight transport. Transport of goods from distributors and wholesalers to a range of rural retailers is also growing in the area especially with the local transporters. This is allied to the requirements for specialised manufacturing and servicing of the vehicles as indicated in the make-up of the manufacturing sector.

Opportunities in Transport Sector: With regard to the transport sector, internal road networks within uPhongolo Municipality are underdeveloped as most communities access primary roads through gravel roads. opportunities in this sector include the following:

- There is an opportunity for a truck hub or truck one stop shop/rank as uPhongolo is a cross-border between Mpumalanga, KZN and Swaziland.
- The current rural road maintenance and upgrading is a public investment that will create jobs and alleviate poverty.
- Service centre for heavy duty transport equipment and commuter vehicles as this is a frequently used route.
- Opportunity exists to formalise the current three informal taxi ranks in the area.

1.The Informal Sector

The street trading in uPhongolo Municipality is one of the key means of living in the area and makes an important contribution to the economic and social life of the majority of the residents in this Municipality. It absorbs workers who would otherwise be without work or income. Most people enter the informal economy in uPhongolo Municipality not by choice but out of a need to survive. Especially in circumstances of high unemployment, underemployment and poverty, the informal economy has significant job and income generation potential because of the relative ease of entry and low requirements for education, skills, technology and capital, but the jobs thus created often fail to meet the criteria of decent work.

Informal sector in uPhongolo has many activities including barber shops, raw meat, cocked food, live chicken seller, cosmetics sales person, tailor, dressmaker and hatters, fruit seller, hairdresser, Mr Phone dealer, mealie cookers, news papers, second hand clothes, shoe repairer and the like. A large number of informal trading businesses in uPhongolo Municipality (62.8%) have been operating for more than five years. This indicates and illustrates that uPhongolo Municipality has a conducive environment for business stability and growth and also shows that informal trading in this area is not a temporary activity but a long-term carrier for many. Further, on average, an informal business in uPhongolo employs between 1 to 3 persons depending on the activities of the business.

1. EDTEA Operation Vula Fund

Operation Vula Fund, a funding initiative from the KZN Department of Economic Development, Tourism, and Environmental Affairs (EDTEA), aims to ensure that sufficient support is given for the establishment and promotion of sustainable emerging enterprises, including SMMEs and co-operatives. The primary goal of this initiative is to strengthen regional economies and reposition local areas as productive centres for the production, processing, and development of space. The EDTEA intends to extend the amount of time that money spends in townships and rural areas before it departs the area by reducing money leaks as part of this project. The following commodities' production will receive special focus from the fund:

- Paper & Pulp (Toilet Paper) is a sector that deals with the financing of small businesses (cooperatives and SMMEs) that produce toilet paper, paper towels, tissues, and diapers for use in public procurement.
- Chemicals and Detergents relates to the funding of small enterprises (co-operatives and SMMEs) involved in the manufacturing of cleaning detergents and chemical products linked to public procurement.
- The funds will be used to assist existing businesses in expanding their operations and improving their level of readiness to meet Operation Vula demand.

Articulation of Interventions for Township and Rural Economic Development

uPhongolo Municipality prioritises both its rural and towns. The Municipality intends to make sure that it takes part in government projects so that it can provide quality services, combat poverty, foster skill development, and open up job opportunities.

Revitalisation of small towns in uPhongolo

Urban renewal in South Africa typically refers to the extensive refurbishment or development of infrastructure in order to rehabilitate underprivileged and marginalized communities. The physical rehabilitation, restructuring, and revitalization of the urban fabric are essentially, what it refers to, but it also covers the social and economic facets of development. It is significantly impacted by efforts to resolve the legacy of apartheid, a shift in the private sector's attitude toward investing in townships, the socio-political environment, and the capacity and budgetary limitations of local governments.

The consequences of previous planning methods justify the necessity for urban regeneration. The national government recognized the value of urban revitalization and launched the Urban revitalization Programme, which coordinates investments in social and economic infrastructure, poverty alleviation, business development, and a stronger criminal justice system. Urban renewal's overarching goals are as follows:

- To address poverty alleviation and underdevelopment;
- To achieve increased equity, by bringing these previously excluded communities closer to economic and social opportunities;
- To ensure integration between the spheres and sectors of government; and
- To enhance local government capacity to deliver, by building stronger, accountable, and financially healthy municipalities.

The uPhongolo Municipality is taking the initiative to design an urban regeneration/renewal policy because of realizing the significance of revitalizing its urban centres in order to support economic growth. To guarantee the greatest impact, these policies will be coordinated with the municipality's integrated development plans. The uPhongolo Municipality is creating a proposal for an urban renewal framework plan that would improve the performance of its towns and help to meet the demands of individuals who work, live, and/or utilize the town.

Alignment to Programmes/ Projects Undertaken By Traditional Councils

A positive working connection exists between the municipality and the traditional councils. On development issues, such as land use, municipal strategic spatial plans, problems, and resolutions on such issues, there are continuing, successful workshops and/or sessions held between the traditional councils and the municipality.

8.1.5. Red Tape Reduction / Ease of Doing Business

Red tape refers to excessive or inconsistently implemented regulations or rigorous adherence to formal norms that are viewed as unnecessary or bureaucratic and obstruct or delay effective activity or decision-making. uPhongolo municipality has initiated a Red Tape Reduction initiative in partnership with local business structures. The municipality has become more process aware and begun the journey of becoming process-mature organisation. By adopting business process management approaches, it is believed that the Municipality can move up the ladder of service delivery excellence as it becomes more sophisticated at managing key service delivery processes. Finally, the municipality is receiving support from KZN-CoGTA and Department of Economic Development with regard to capacity-building support in the reduction of Red Tape, including training on business process management and reviewing national and provincial legislation, which is negatively impacting on small businesses and the business environment.

Priority Issues and Proposals on Ease of Doing Business/Red Tape Reduction

The purpose of developing the Red Tape Reduction Action Plan for uPhongolo Municipality is to provide municipality and businesses with practical tools and resources to address municipal Red Tape issues which have the potential to improve the business environment for small businesses. This is due to a fact that an improved business environment is essential for supporting accelerated economic growth, job creation and poverty reduction.

Initiatives aimed at reducing Red Tape

uPhongolo Municipality has an initiative aimed at reducing red tape in different sectors where specific mechanisms are designed to suit specific sectors e.g. informal trade red tape reduction surveys, contractors red tape seminars etc. The Municipality has embarked on a process to demarcate strategic land to cater for/accommodate the informal traders within its locality. To this end, the Municipality shall augment informal traders' potential to successful trading by creating a conducive trading environment through the establishment of dedicated shelters for them. The adoption of the Informal Economy Policy has resulted in the design of a specific programme that is aimed at achieving the following goals:

- The creation of an informal economic environment that will be conducive for sustainable economic growth targeting the amendment of by-laws that are in conflict with the revised Provincial Growth and Development Strategy Vision, Municipal and LED Vision.
- Implementing support mechanisms for the informal economy.

There is a programme in place that is specifically poised for the benefit of vulnerable groups which are women, youth and disabled in the informal sector. The Municipal Scorecard is annexed hereto for ease of reference.

System of Communicating Effectively with Businesses

As mentioned above, the Municipality has put appropriate and functional institutional arrangements in place in line with the LED Forum that was established and meet quarterly. A strong working relationship between the municipality and LED Forum has been formed and these include the business forum/s, rate payers association, traditional Council, developers, agricultural association, informal traders, smme's, co-ops, banking and funding institutions and other forums in the area to ensure smooth operation and inclusive economy. The municipality has a database for all its businesses wherein emails, sms/(s) and letters are sent to them advising them of the meetings and/or urgent matters of concern/developments. The Municipality's IDP Process Plan contains annual calender of all municipal programmes and meetings. Furthermore, The Municipality's Communication Strategy Implementation Plan is used as well as the Municipality's Website and Notice Boards.

Key Threats or Constraints under Ease of Doing Business/ Red Tape Reduction

Table 140: Key Threats or Constraints under Ease of Doing Business/ Red Tape Reduction

Constraints Facing Businesses	Threats Facing Businesses
▪Inadequate support for SMMEs and Co-Ops ▪No information centre ▪Lack of job opportunities ▪Tourism products not well marketed ▪Lack of green economy initiatives ▪Lack of strategies for tuck/spaza shops South African owners and potential investors ▪Unsuitable merchandise traded in un-demarcated areas ▪Inadequate provision of bulk infrastructure (water, electricity and roads) hamper investors ▪Slow processes/delays in obtaining zoning certificate, EIAs, Building plans and other specialists reports and approvals ▪Unfavourable/lack of policies, bylaws and lease agreements between the municipality and tenants ▪Covid19 Pandemic	▪Drought (Pongolapoort dam levels, irrigation & tourism) ▪Lack of investment due to lack of bulk infrastructure ▪Lack of irrigation and fencing ▪Mechanization in both industrial and agricultural development ▪Shortage of Water and Sanitation constraints ▪Covid19 Pandemic

Identification of Specific Interventions/ Actions to the Challenges Identified Under Ease Of Doing Business/ Red Tape Reduction.

Improving uPhongolo Municipality's performance and service delivery is a critical, yet complex, challenging. Our success in reducing Red Tape requires many interventions. However, the following critical success factors are emphasised:

- A leadership that is committed to improving service delivery, continuous improvement, and rooting out of corruption;
- A civil service that is committed to serving the public and that has the necessary capacity and skills to provide an excellent service; and
- Management that can effectively manage performance, processes, systems, people and finances.

Signing Up For the KZN Automated Business Licensing & Information Management System

Due to technical issues with the online system that EDTEA has not yet fixed, the municipality continues to use the manual approach for company licensing.

8.16 Funding and Implementation

Specification of Budget for LED Implementation in 2023/2024 Financial Year

The 2023/2024 budget does contain approved budget for the implementation of LED programmes/projects. A copy of the scorecard is attached herewith for ease of reference, indicating planned projects and budget for implementation in 2023/20234 financial year.

Integration of Social Labour Plans or Projects Mainly For Mining & Quarry Sectors in the Implementation Plan

Mining Sector: Mining sector in uPhongolo Municipality is not well developed and as a result it provides limited employment opportunities to local people. The mining sector covers only 1.0% of the total workforce of the area and contributes with 1.6% to its GGP. There is Klipwal Gold Mine that operates at a small scale. Opportunities In Mining Sector: The mining sector is not developed in uPhongolo but opportunities include the production of the gold as it has been done by KlipVaal Gold Mining Company in ward 3.

Integration of the Social Labour Plan (SLP) Projects : Social & Labour Plan (SLP) has been a crucial requirement for your mining rights. Those who are in management positions in the mining industry know that the Department of Mineral Resources (DMR) only awards mining rights to companies who are achieving the goals set out in their Social & Labour Plan. The intention for Social and Labour Plans was to benefit mining communities and also the mines themselves. Any industrial installation is only as healthy as the community in which it is based. The mining industry is no exception. With these plans in place, the DMR hoped local communities would benefit, neighbourhoods would be uplifted, infrastructure and housing would be provided and the mining industry would be transformed for the better. In the case of uPhongolo Municipality, the Social Labour Plan (SLP), is not applicable and is not integrated in the IDP.

Non -Governmental Funding Sources for LED Implementation

The municipality has many non-governmental organisations operating within the municipal area but they source funding on their own through various funding sources.

Existing and Potential Partnerships for LED Implementation

There is opportunity to establish public – private partnerships. The Municipality has developed an investment strategy as well as the investments incentive grant that seek to mobilise the private sector. uPhongolo Municipality has attracted many domestic direct investments in assistance to LED with a common objective; to create sustainable jobs and economic growth e.g. Golela retail infrastructure, tiger fish bonanza etc. In the past financial year, the municipality has been able to leverage private sector funding/resources to implement LED projects or catalytic projects. Donor funding included fence manufacturing project by Transnet, agricultural projects by TSB Sugar Mill, etc. This evidences a strong partnership and benefits that can be derived from mobilising the private sector resources. For instance, there are plans afoot to construct a new shopping mall in uPhongolo Municipality, which shall play a pivotal role in job creation.

Relationship with the District Development Agency and their Mandate To Be Implementers of Catalytic LED Projects

Zululand District Development Agency: There is Zululand District Development Agency however, it has not been fully operational and supportive. This has led to the temporary suspension of the Zululand District Development Agency (ZDA) activities. Due to the Municipality being unable to sustain the continued operation of the Agency due to financial constraints.

Interventions and Programmes/Projects Spatially Referenced Where Possible

Some LED interventions and projects within the uPhongolo Municipality are geo-referenced while some have not yet been captured spatially. The spatial capturing of LED projects will be undertaken in 2023/2024 financial year and will be done internally through the GIS-Unit.

Budget for Research and Development

The municipality has set aside budget for undertaking of research and development for the improvement of potential in agriculture, tourism and other economic indicators.

8.1.7 Potential Employment/Job Creation

The Potential Economic Sectors for Job Creation

In line with the revised Provincial Growth and Development Strategy, the Municipality has put in place endeavours for specific skills development programmes earmarked for rural development that shall encompass crafts, agriculture (animal, plant production and agri-processing), sewing and baking. These interventions shall enhance the potential for local enterprise to produce quality products and improve their own competitiveness. The Municipality intends to promote permaculture practices specifically as it has the potential to increase production levels to enhance household food security. The Municipality views the concepts and skills of permaculture as important in raising awareness of the need to increase productivity in an environmentally sustainable manner. It is envisaged that supporting projects through training and the provision of inputs for permaculture practices and other appropriate agricultural practices for food production shall be sourced from the Department of Agriculture and Rural Development.

Job Creation through EPWP and CWP

The IDP has reflected consistent reporting with regards to work opportunities created across all the sectors on the EPWPs. Integrated grant spending is reflected in the IDP and it is in accordance with the provisions stipulated in the incentive grant agreement. On one hand, the EPWP contributed in the creation of employment opportunities during the 2023/2024 financial year. The number of people who benefitted from the job creation initiative in this respect.

9. Social Development

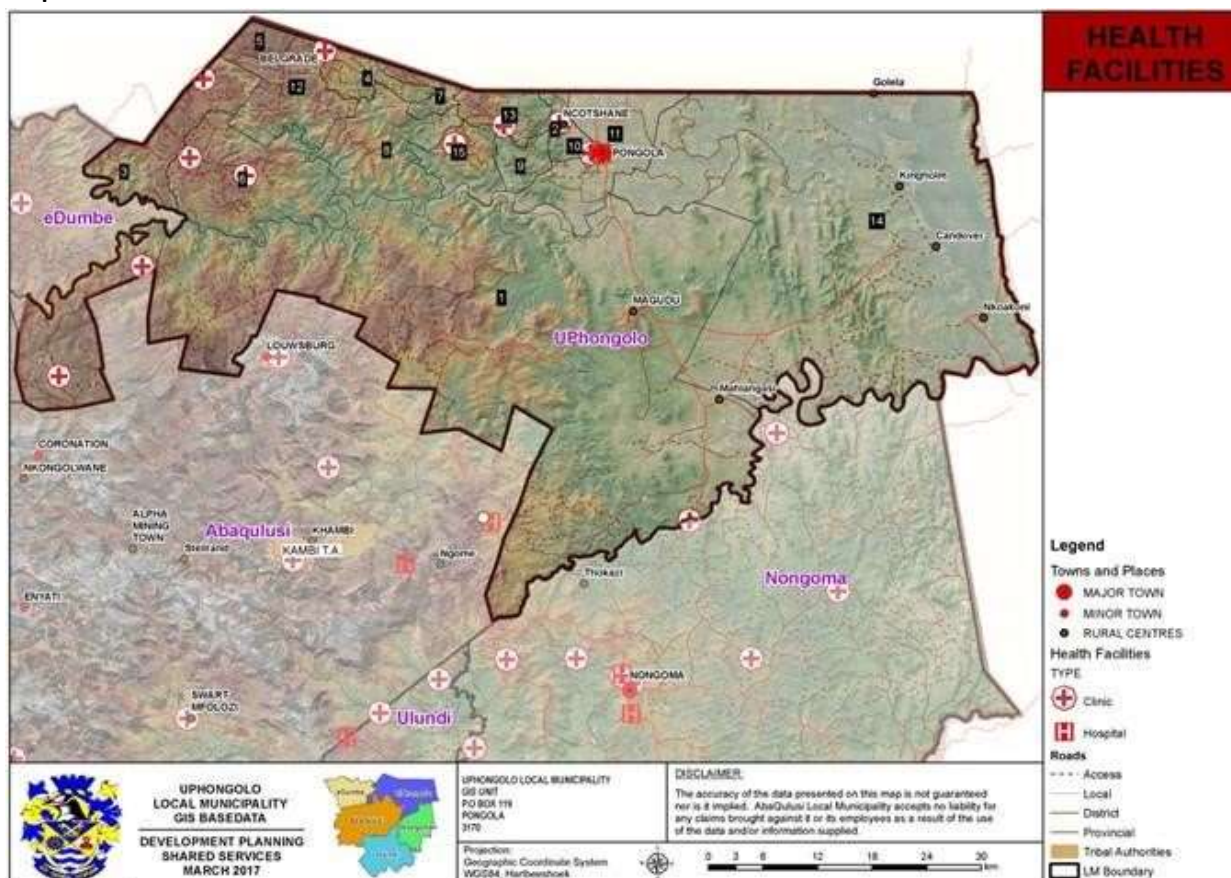
The Municipality has targeted at least three priorities per ward vis-à-vis water and sanitation, housing and electricity. These three forms the most fundamental needs of the communities. The Municipality has in its IDP an analysis of the Health and Education sectors in the Situational Analysis. Safety and Security, Nation Building and Social Cohesion. The Municipality considers the safety and security of its inhabitants paramount. It is for this reason that working in conjunction with the Department of Community Safety and Liaison, the Municipality has launched ward safety committees of 10 volunteers per voting station which are led by the mayor to monitor and report crime within the wards. A community safety forum has been established by the Municipality and it is operational. The forum comprises all municipal councillors, sector departments (including SAPS), crime prevention structures, etc. Meanwhile, the aspects of nation building and social cohesion are provided for in the good governance and public participation situational analysis section herein.

9.1 Health and Educational Sectors

Clinics: The locality of clinics is depicted in the above map. The map shows that uPhongolo Municipality is relatively well-serviced with eight (8) clinics servicing mostly the Western part of the Municipality. The locality of facilities corresponds to the settlement pattern of the Municipality. A large number of people are from 3 to 5 km away from clinics. Locational challenges presented by the topography also need to be considered as very few of the population have a direct route traveling to the clinics. The Eastern areas of the Municipality are not serviced by a clinic. When considering the settlement pattern, there is a high demand for a permanent clinic in the eastern area of the Municipality, although the provision of a mobile clinic services in the Western areas can also be considered.

Hospitals: The map (above) on spatial depiction of the Locality of Health Facilities shows that uPhongolo Municipality is serviced by one hospital namely the Itshelejuba District Hospital. The Hospital is accessible via a tarred road from the N2. Areas of the Municipality situated more than 30km from a hospital includes the areas of Pongola, Magudu and Golela.

Map 59: Health Facilities

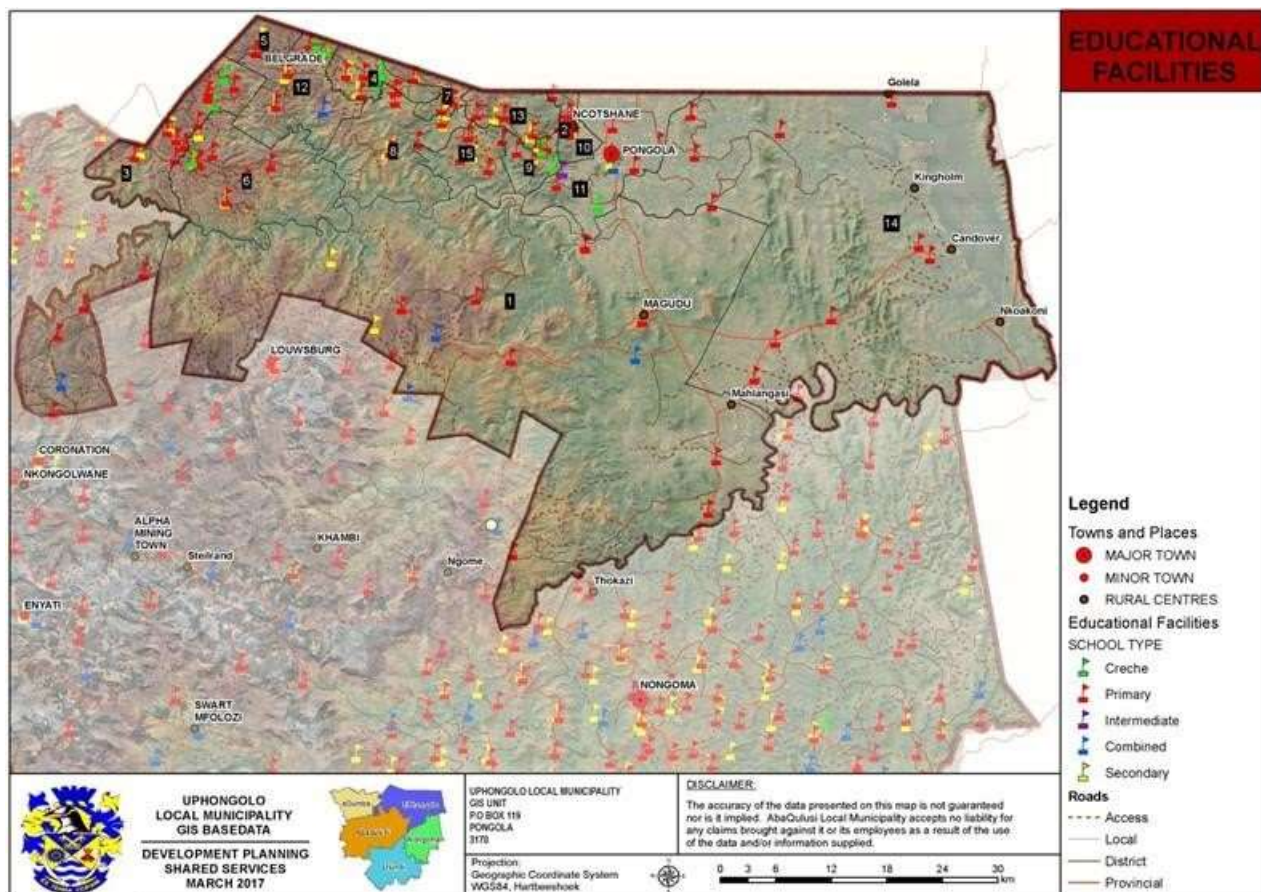


9.2 Education

Primary Schools: The uPhongolo Municipal Area is well-served by the 76 primary schools. Most localities are within the vicinity of 1 to 5km from schools. These areas are evenly distributed amongst the municipal area. The areas not serviced are where Golela, Kingholm and Nkonkoni area located. These areas consist mainly of game farming and therefore have lower population densities and less need for education facilities.

Secondary Schools: The municipality is well serviced by the 41 Secondary Schools. The eastern side of the municipality is not as well serviced as the western parts, but compared to the settlement distribution, a fewer number of schools are required in this area.

Map 60: Educational Facilities.

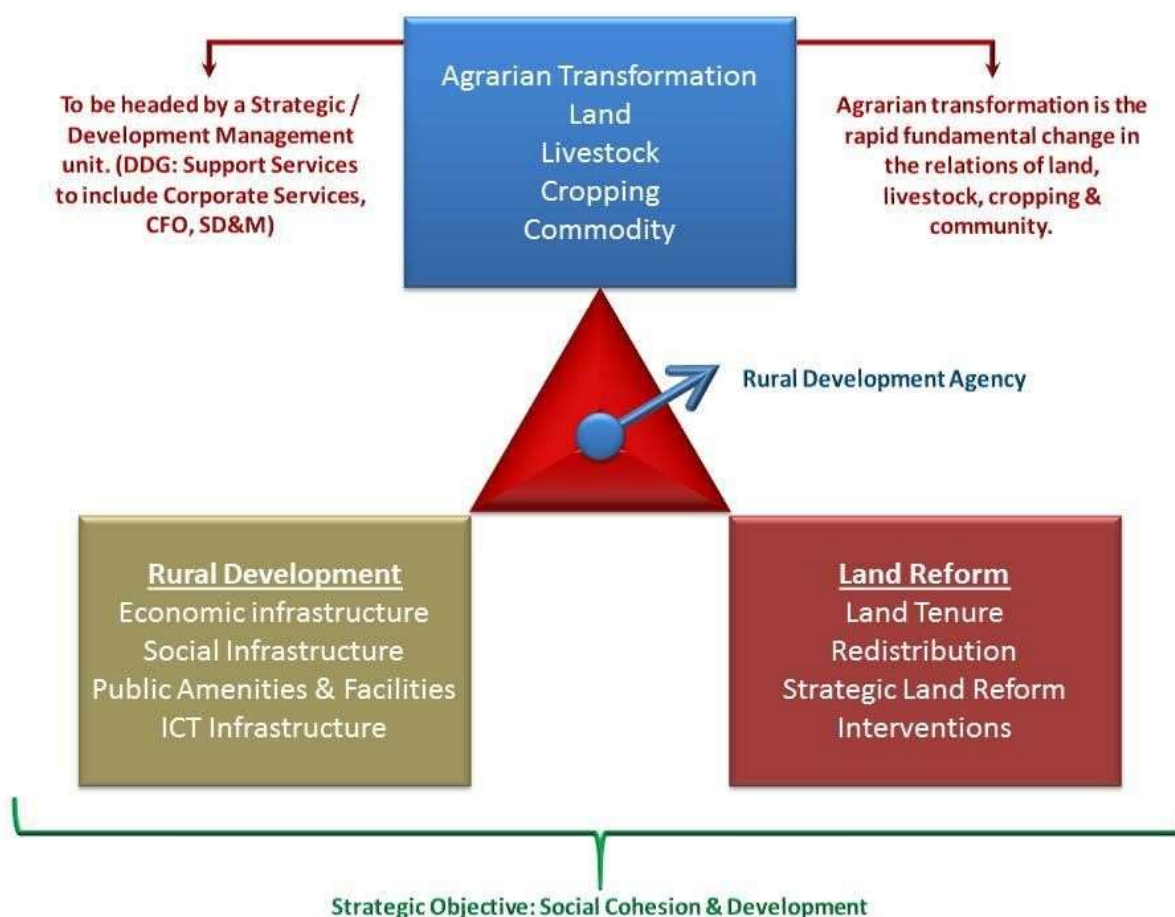


9.3 Safety and Security, Nation Building and Social Cohesion

National government envisages the rural development to be done through agrarian transformation, which implies the rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, cropping and the communities. The strategic objective of this approach is “Social Cohesion and Development”. Accordingly, uPhongolo Municipality has thus committed itself to play its own role to work in line with the aforesaid.

The diagram below depicts the relationship between the components of the Comprehensive Rural Development Programme, what aspects need to be addressed under each component, and how they should interact to reach the strategic goal of Social Cohesion in the Rural Areas. uPhongolo Municipality intends to effect the implementation thereof as per the following graphic.

Figure 48: Strategic Objective: Social Cohesion and Development



Municipal Safety Plan

uPhongolo Municipality does not have a safety plan in place and has already engaged the KZN Department of Community Safety and Liaison for financial and technical support regarding the development of uPhongolo Municipality Safety Plan in 2023/2024 financial year.

Municipal Health Services By-Law for the Implementation of Municipal Health Services:

This function is currently the preserve of the Zululand District Municipality under which uPhongolo Municipality falls. Accordingly, there is a by-law in place for health services for all local municipalities under the District that addresses municipal health services issues.

Vulnerable Situational Analysis

uPhongolo Municipality has a Department that deals with youth development programmes. To this end therefore, the Municipality has dedicated officials who deal with special programmes which focus attention on vulnerable groups being the youth, women and people living with disabilities.

Municipal Plan for the Needs of the Vulnerable Groups

The revised PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerating and sharing the benefits of an inclusive growth through deepened, meaningful, effective and sustainable catalytic and developmental interventions. uPhongolo Municipality aims to achieve this within a coherent equitable spatial development architecture, putting people first, particularly the poor, vulnerable and other groups currently marginalised, through building sustainable communities, livelihoods and living environments. Simultaneously, attention ought to be given to the provision of infrastructure and services that cater for the needs of the people, in a manner that preserves and restores natural and historical assets and resources.

The plan for catering for the vulnerable groups falls under the Special Programmes Unit whose mandate is to implement and manage programmes initiated on behalf of and for the vulnerable groups (such as Youth, Women, Gender, Children, Senior Citizen Disability, HIV and Aids, etc.) within uPhongolo Municipality. The Special Programmes Unit is also responsible for the facilitation of promoting healthy lifestyle programmes through encouraging personal skills development. It is the duty of the Special Programmes Unit to conduct community surveys to determine social developmental needs for the vulnerable groups. Kindly refer to the Scorecard 2023/2024 on the planned projects.

Youth Programmes : The Municipality ensures the inclusion of youth programmes in its development programmes and these programmes are planned with the youth representation from all the wards.. The Municipality has established a Youth Forum which specifically caters for the youth affairs.

The youth structure was established and members from all wards were elected. There are Council adopted Terms of Reference to guide the operation of the Youth Forum. In the past financial years, the programmes contributed youth activities which included a Career Development Summit, Youth Day Summit and Celebration, Youth Dialog, Capacity Building on Leadership and Business Skills Empowerment. Refer to the scorecard 2023/2024 that contains all the special programmes that including the programmes and budget thereof for implementation.

Arts and Culture : The uPhongolo Municipality youth partakes in the Reed Dance Ceremony (*Umkhosi Womhlanga*) which usually takes place at KwaNongoma –Enyokeni and Engwavuma – Emachobeni. The Municipality provides assistance to the maidens for participation in the Reed Dance Ceremony (Umkhosi Womhlanga). This encourages the maidens to promote moral regeneration.

The Municipality hosts traditional events-to promote the spirit of unity amongst community members. The Municipality, working in partnership with the Department of Arts and Culture, hosts a Musical Talent Search which promotes local music talent and *Maskhandi* Music Festival: form of entertaining people. Finally, the Municipality has established Faith Based Organisations and conducts Prayer Day on an annual basis.

9.4 HIV/AIDS Programmes

It is common cause that young people are faced with a number of challenges that affect their wellbeing which include substance abuse, teenage pregnancy, rape, crime, violence, unsafe sex, abortion, HIV/AIDS, TB and emotional abuse. To this end, therefore, the Municipality has established a Local Aids Council. Several awareness campaigns including workshops on HIV/AIDS, TB and teenage pregnancy were hosted. The target group is the youth (those who have just left school as well as all other age groups). The workshop objectives aimed at exposing young people to relevant information regarding anti-substance abuse and anti-drug abuse programmes and provide a platform for an intense interaction between experts in the field of anti-substance abuse and anti-drug abuse and the youth within uPhongolo Municipality. The scorecard 2023/2024 contains all the special programmes that include HIV/AIDS, TB, Subsistence Abuse Programmes and budget thereof for implementation.

9.5 Sports and Recreation

Leading up to the annual KWANALOGA Games, the Municipality invests funds in identifying and developing local talent to ensure that uPhongolo is represented in the provincial tournaments. These games start from Ward level, municipal level, District level up to provincial level. Scorecard 2022/2023 contains all the special programmes that including the sports and recreation thereof and budget thereof for implementation. The sporting codes were:

- Soccer
- Netball

- Volley Ball
- Indigenous games

9.6 The Status of Early Childhood Development Centres (ECD's) In uPhongolo

The following legislative framework regulate and give guidance on the establishment of Early Childhood Development Centres in South Africa:

- The Constitution of the Republic of South Africa, 1996;
- White Paper 1 on Education and Training (1995) and Interim Policy for Early Childhood Development (1996); and
- White Paper No.5 of 2001: Education White Paper 5 on Early Childhood Development

In order to give effect to the above legislation framework, the KwaZulu-Natal Department of Social Development has Early Childhood Development and Partial Care Sub-Programmes. The objective of this sub-programmes are to provide comprehensive early childhood development development services which entails the following:

- Provincial Strategy and profile for ECD and partial care;
- Provision of services ECD and partial care;
- Norms and Standards compliance;
- Registration of ECD and partial care programmes and services;
- Assignment of functions to municipalities;
- Funding of ECD sites

The Department of Social Development has a list of funded and unfunded early childhood development centres. The powers and functions of a municipality are assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community. uPhongolo Municipality provides support to community needs on the provision of childcare facilities/creches and the table below has projects to be implemented.

9.7 The Status of uPhongolo Municipality Pound Facilities

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, provides that the objectives of local government vests the powers and functions in a local municipality. The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

- To provide democratic and accountable government for local communities;
- To ensure 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 organisations in the matters of local government.

In line with the above described functions and powers in a local community, uPhongolo Municipality is responsible for the provision of pound facilities and management within its jurisdiction area.

9.8 Households Supported with Food Production Initiatives

The Municipality, working in close conjunction with the Department of Agriculture, supports households with initiatives to produce food. The Municipality has intentions to promote permaculture practices specifically as it has the potential to increase production levels to enhance household food security. It is envisaged that supporting projects through training and the provision of inputs for permaculture practices and other appropriate agricultural practices for food production shall be sourced from the Department of Agriculture and Rural Development.

9.8.1 Support with National School Nutrition Programme

All primary schools within the Municipality enjoy support to benefit from the National School Nutrition Programme to ensure that children especially from impoverished communities are catered for. This is evidenced by the uPhongolo *Operation Sukuma Sakhe Programme*.

9.9 Social Development SWOT Analysis

The SWOT Analysis has identified and analysed the key economic players, strong/weak networks. (Also refer to the LED Strategy). A stakeholder analysis depicting potential networks, partnership, resources that could be developed is also provided.

Table 141: SWOT Analysis: Social Development

STRENGTHS	WEAKNESSES
▪ Agriculture contributes significantly to the LED, household income and food security ▪ Existence of developmental strategies and plans (LED Strategy, Tourism strategy, Golela ▪ Tourism Strategy and Crops Agricultural plan), ▪ Investment promotion and facilitation strategy ▪ Communal land available to undertake economic activities within the economic sectors; ▪ LED support programmes for SMMEs and Co-Ops	▪ Lack of Developed Rural Service Centres. ▪ Lack of co-ordination between the private and public sector; ▪ Delay on funds/projects by supporting departments (national & provincial)
OPPORTUNITIES	THREATS
▪ Support from sister departments ▪ Development of new value-chains in the agricultural sector (incl. medicinal lab, agripark, abattoirs, etc) and Diversification of the manufacturing sector (e.g. clothing & textile) ▪ Linkages between agriculture and business sector.	▪ Drought (Pongolapoort dam levels, irrigation & tourism) ▪ Lack of investment due to lack of bulk infrastructure ▪ Lack of irrigation and fencing ▪ Threat of mechanization in both industrial and agricultural development;

Table 142: Social Development Challenges and Interventional Measures

SOCIAL DEVELOPMENT		
	CHALLENGES	INTERVENTION
	Ward upliftment not changing beneficiaries economic status	Ward upliftment budget to increase (20 000 P/W),
	Inadequate support for SMMEs and Co-Ops	Identify and support sustainable concepts to be funded,

		Conduct workshops on projects development and concepts for small businesses, SMMEs and Co-ops
	No information centre	To draft Information Centre Business Plan and source funding and land for its development
	Lack of job opportunities	To create job opportunities through EPWP, CWP, Capital projects and other municipal programmes
	Tourism products not well marketed	To engage stakeholders in the hospitality industry,
		Support local events
		Develop/link tourism website and brochures
	Lack of green economy initiatives	Identification and implementation of green economy initiatives
	Lack of strategies for tuck/spaza shops South African owners and potential investors	Engage the tuck/spaza shop owners and assist where possible
	Unsuitable merchandise traded in undemarcated areas	Identify all small businesses and type of business operating illegal
		Conduct a meeting with all businesses about illegal trading business
		Issue notices
		Law Enforcement
	Inadequate provision of bulk infrastructure (water, electricity and roads) hamper investors	Engage DWA and ZDM, Application for License, Engage DME, Eskom and DOT
	Slow processes/delays in obtaining zoning certificate, EIAs, Building plans and other specialists reports and approvals	Appointment a panel for planning consultants
	Unfavourable/lack of policies, bylaws and lease agreements between the municipality and tenants	Correct lease agreements

Table 143: SWOT Analysis for Local Economic Development

STRENGTHS	WEAKNESSES
▪ Location of Pongola town on the East 3 route, N2 and R66 ▪ Agriculture contributes significantly to the LED, household income and food security ▪ Existence of developmental strategies and plans ▪ (LED Strategy, Tourism strategy, Golela Tourism Strategy and Crops Agricultural plan), ▪ Investment promotion and facilitation strategy ▪ A diverse and rich cultural heritage; ▪ Quality of natural endowments and tourism products; ▪ Communal land available to undertake economic activities within the economic sectors; ▪ Town beautification for investors and tourist attraction ▪ Creation of job opportunities ▪ LED support programmes for SMMEs and Ops	▪ Insufficient funding for business plans and implementation of LED programmes and projects; ▪ Capacity constraints and staff shortages ▪ The backlog on bulk services hinders investment ✦ Lack of Developed Rural Service Centres. ▪ Lack of value-adding facilities in the Municipality; ▪ Lack of co-ordination between the private and public sector; ▪ Delay on funds/projects by supporting departments (national & provincial)
OPPORTUNITIES	THREATS
▪ Support from sister departments ▪ Programmes linking graduates to private sector; ▪ Community development through trainings and workshops ▪ Establish and strengthen PPP's ▪ Development of new value-chains in the agricultural sector (incl. medicinal lab, agripark, abattoirs, etc.) and Diversification of the manufacturing sector (e.g. clothing & textile) Linkages between agriculture and business sector; ▪ Infrastructure development & Logistic expansion ▪ uPhongolo shows great potential for development through land reform	▪ Drought (Pongolapoort dam levels, irrigation & tourism) ▪ Lack of investment due to lack of bulk infrastructure ▪ Lack of irrigation and fencing ▪ Threat of mechanization in both industrial and agricultural development; ▪ Decline in formal employment within economic sectors; ▪ Increasing input costs (electricity, transport, capital, storage and equipment). ▪ Illegal immigrants

The Municipality relied on the SWOT Analysis as a tool to assess the local economy. It has identified and analysed the key economic players, strong/weak networks. A stakeholder analysis depicting potential networks, partnerships, resources that could be developed is also provided. The key natural assets/resources have been identified and analysed as being sugarcane and citrus fruit farming as well as tourism in respect of game reserves. A small-scale mining operation has also been identified although it only contributes about 2% of the entire workforce in the Municipality. The Municipality has clear strategies to address threats and/or constraints facing the local economic sectors and businesses in the locality. These the strategies include:

- Support from sister departments;
- Programmes linking graduates to the private sector;
- Community development through trainings and workshops;
- Establish and strengthen Public Private Partnerships;
- Development of new value-chains in the agricultural sector (incl. medicinal lab, agri-park, abattoirs, etc.) and Diversification of the manufacturing sector (e.g. clothing & textile);
- Linkages between agriculture and business sector; and
- Infrastructure development & Logistic expansion.

Indeed, in its SWOT Analysis the Municipality has identified and analysed the key economic players, vis-à-vis the agricultural sector, followed closely by the tourism sector and small-scale mining operations. Both the strong and weak networks have been identified and analysed.

Key Issues/Challenges Emanating from the Situational Analysis

Table 144: Municipal Challenges and Interventional Measures

CHALLENGES	INTERVENTION
Beneficiaries particularly cooperatives misusing funding and support from the municipality through ward upliftment programme (Grants)	Ward upliftment budget to increase for sustainability Only creative concepts should be funded
Inadequate support for SMMEs and Co-Ops due to limited resources	Increase accessibility of funds and support on sustainable concepts. Conduct workshops on projects development and concepts for small businesses, SMMEs and Co-ops
No local business support centres	Sister departments and Government entities should set up satellite offices to service the municipality

Unemployment is still high despite commitment from the Municipality on infrastructure investments and skills development.	Increase funding on infrastructure projects and promote black industrialists to ensure labour intensive job opportunities. This includes EPWP, CWP, Capital projects etc.
Tourism products lack value chain exchange between emerging producers and developed tourism facilities.	To engage stakeholders in the hospitality industry,
	Support emerging locals in tourism and promote value chain.
	Develop/link tourism website and brochures
Green economy initiatives/concepts lack funding	Funding of green economy initiatives and concepts
Tuck/spaza shops previously owned by locals have been taken over by foreign nationals	Engage tuck/spaza shop owners and assist where possible
Unsuitable merchandise traded in undemarcated areas	Identify all small businesses and type of business operating illegal
	Conduct a meeting with all businesses about illegal trading business
	Issue notices and appoint business compliance personnel
	Law Enforcement
Inadequate provision of bulk infrastructure (water, electricity and roads) hamper investors	Engage DWA and ZDM, for bulk infrastructure provision and Application for License for infrastructure proposed projects.
Slow processes/delays in obtaining zoning certificate, EIAs and other specialists reports and approvals	Appointment a panel for planning consultants
Unfavourable/long term land lease agreements between the municipality and previous tenants disadvantage locals from production.	Legal team to approach courts in order to correct lease agreements

10.Municipal Financial Viability and Management

Three Year Synopsis on Capital Funding and Expenditure

A three-year synopsis on capital funding and expenditure is provided in the 2023/2024 IDP covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. Capital expenditure is funded through government grants, borrowing and internally generated funds. Capital budget performances for the previous financial years respectively tabled herein-below:

Table 145: Grants Performance for the Financial Year 2023/2024

Grant Name	Allocated Funding	Monthly utilized as at 29 February 2024	Spending on the grant as at 29 February 2024	% of spending on amount gazetted
Municipal Infrastructure Grant	33 173 000.00	9 185 499.99	18 801 769.51	56.68
Belgrade Fitness Centre Grant	11 092 000.00	690 241.50	4 276 681.49	32.33
Integrated National Electrification Programme	15 600 000.00		1 571 194.32	10.07
Finance Management Grant	3 000 000.00	34 046.44	2 725 708.67	90.86
Community Library Services Grant	508 000.00	64 271.62	505 983.88	99.86
Provincialization of Libraries	1 964 000.00	12 622.31	1 964 000.00	100
Expanded People Works Programme	2 297 000.00	230 280.30	1 751 987.28	76.27
Subrank Facility Grant	-	-	-	-
Integrated Spatial Development Economic Plan	-	-	269 000.00	97.64
Totals	67 506 000	10 216 962.16	31 866 325.15	47.21

Capital Infrastructure Programme:

Some of the salient projects to be undertaken over the medium-term includes, amongst others:

Table: Capital Infrastructure Programme:

Capital Expenditure Allocations	Ward
Multipurpose Sports Centre	11
Ward 8 Sportfield	8
Ward 8 Multi- Purpose Centre	8
Mbube/Nkunzana Area Sportsfield	1
Ncotshane Stormwater	2 & 10
uPhongolo Ward 8 Sports Ground	8
Belgrade Fitness Centre	5
Rehabilitation of Klasie Havenga and Hans Strydom Street	11
Construction of Magengeni Creche	13
Construction of Mgura Access Road	9
Construction of Lindelani Creche	2
Construction of Ncotshane Sportsfield	10
Construction of Hhanafu Multi-Purpose	6

13. uPhongolo Municipality Long Term Vision, Goals, Objectives and Strategies

13.1 Long Term Vision

uPhongolo Municipality conducted its 2023 Strategic Planning Session. The purpose of the session was to set out its long-term vision for achieving growth and development as would be set out in the IDP. The long-term vision was informed by the SWOT Analysis and the key challenges. Accordingly, the session dealt with the following:

- Confirmation of the Vision, Mission and Core Values;
- Review of Challenges and Interventions;
- Review of SWOT Analysis;
- Review of Strategic Goals, Objectives, Issues, Development Priorities,
- Review Policies and Organogram; and
- 2024/2025 Organisational SDBIP and Departmental Scorecards.

Invariably the Municipal Vision was informed by the SWOT Analysis, the Key Challenges and was quite descriptive. In light of the aforesaid, the session was expected to give birth to the newly transformed leadership and management that would instil a new organisational culture.

Table 146: Long Term Vision Aligned

Long Term Vision	Vision Statement
KwaZulu-Natal Province PGDS Long Term Vision 2035	Kwa-Zulu Natal will be a prosperous province with health, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world.
Zululand District Municipality Long Term Vision	The ZDM Long Term Vision is as follows: <i>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.</i> ‘WE SERVE THE PEOPLE’
uPhongolo Municipality Long Term Vision	<i>“uPhongolo Municipality will ensure an inclusive socio-economy by providing quality services that yield a better life for all by 2035.”</i>
<i>uPhongolo Municipality Mission Statement</i>	▪ <i>To develop our Municipal institution and facilitate its transformation.</i> ▪ <i>To provide infrastructure and other services to all, with emphasis on rural communities, in a sustainable manner</i> ▪ <i>To provide a healthy and safe environment that is conducive for investment.</i> ▪ <i>To develop and support social and economic development initiatives, particularly those focused on the youth and the vulnerable.</i> ▪ <i>To ensure good governance through leadership excellence and community participation.</i> ▪ <i>To ensure continued sound financial management.</i>

	▪ <i>To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices.</i> ▪ <i>To hoist tourism and agriculture as the leading GDP contributors to our economy.</i>
Core Values	▪ <i>Transparency</i> ▪ <i>Innovation</i> ▪ <i>Co-operation</i> ▪ <i>Commitment</i> ▪ <i>Integrity</i> ▪ <i>Co-operation</i> ▪ <i>Respect</i> ▪ <i>Accountability</i>

13.5 Linkage with the Government Programs by the Alignment of Goals and Objectives with B2B, PGDS, DGDP, One Plan and KZN KPA's

Table 147: Linkage with the Government Programs by the Alignment of Goals and Objectives with B2B, PGDS, DGDP, One Plan and KZN KPA's

SDG Goals	KPA	NDP Goals	PGDS Goals	DGDS Goals	B2B	uPhongolo Goals	uPhongolo Objectives
5, 10, 16	Good Governance and Public Participation	Build a capable state. Fight corruption Unite the nation	Governance & Policy		Public participation: Putting people First	Promote Good Governance and Policy Compliance Placing the primary focus on addressing the needs of	Promote good governance, accountability, and transparency

						communities within the municipality Report regularly on the dealings of the Municipality To ensure effective and efficient administration complying with its Legal Mandates	
9	Basic Service Delivery	Expand infrastructure	Strategic infrastructure		Basic Services: creating decent living conditions	Provide Access to Comprehensive Basic Services and Infrastructure Ensure provision of electricity/alternative energy in a sustainable manner To control waste management including water contamination To provide safe, adequate and habitable housing that is closer to amenities. Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	
6,7, 13, 14, 15,	Cross Cutting Interventions	Inclusive planning Quality healthcare	Environmental sustainability		Basic Services: creating decent living conditions	Adapt to Climate Change	Promote the Environment Conservation and management to ensure that adverse

		Use resources properly				Promote Environmental Sustainability and Spatial Equity	environmental impacts is prevented and mitigate. Provide disaster management and emergency services. To plan areas for future development and formalization
1,2, 3, 8, 9, 10,11	Municipal Transformation and Institutional Development	Quality Education	Human Resource Development		Basic Services: creating decent living conditions	Human Resource Development and Ensure Compliant HR System	Create a balance between employee productivity, welfare and capacity building. Promote quality service delivery through inclusive Performance Management System To provide an effective and efficient IT and Communication service to all Municipal units To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile. To improve Citizens Skills levels and Education Ensure Institutional of Batho Pele Culture and Principles

							Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases
	Local Economic Development	Create jobs		Inclusive economic growth		Inclusive Economic Growth, Development and Support Eradicate Poverty and Improve Social Welfare	Create a conducive environment for investing and SMME growth in uPhongolo Increase the number of visitors to uPhongolo through integrated and targeted marketing Creation of sustainable jobs Mitigate the HIV epidemic and promote positive living. Ensure needs of Special groups are addressed. Reduce crime rate within uPhongolo jurisdiction . To ensure Safer, effective and efficient system for all
	Municipal Financial Viability & Management	Goal 6: Governance and Policy				To apply good financial management in dealings with municipal finances	

14. Implementation Plan (5-Year/s)

14.1 uPhongolo Municipality-Departmental Implementation Plans

A copy of the 5-year implementation plan for uPhongolo Municipality is attached herewith annexures. The municipality's 5-Year Implementation Plan provides on an annual basis a summary of capital projects that will be prioritized in order to improve service delivery. The Implementation Plan is also an important instrument in establishing the municipality's One Year Operational Plan, which serves as the Top Layer Service Delivery and Budget Implementation Plan/Scorecard. In this scenario, Chapter G of this report gives a comprehensive assessment of municipal activities connected to a specific priority area for fiscal year 2023/2024. The Top Layer Service Delivery and Budget Implementation Plan/Scorecard for the Municipality are presented in compliance with the IDP Framework Guidelines, and comprise the following:

- Key Challenge;
- Objective;
- Strategy;
- Performance Indicator;
- Baseline;
- 5-Year Targets
- Budget'
- Funding Source; and
- Responsibility

uPhongolo Municipality IDP Implementation Plan for 2023/2024 to 2025/2026 responds to the community needs that were identified during the 1st year of the new Council (November, 2021). The community needs are reviewed annually and are presented according to the order of priorities in each ward. The ward needs are sourced during the community consultation meetings (phase 3 of the IDP) and ward based planning,

Mayoral Imbizo, Ward Committee Meetings and from previous term priorities. A report on ward-based community needs is attached in the IDP. The summary of community needs as identified during the inception of this term IDP which are being implemented by the municipality are as follows:

- Jobs/employment and business opportunities,
- Access to low cost, affordable and rental housing stock,
- Access to water and sanitation,
- Access to electricity,
- Street lighting,
- Public amenities i.e. sports and recreational facilities, community halls
- Black top roads, stormwater management,
- Maintenance of existing infrastructure,
- High youth unemployment,
- Skills development,
- Addressing of community safety, crime and drug abuse,
- Respond to climate change and disaster incidents,
- Prioritise needs of the vulnerable groups (women, youth, disabled and elderly),
- Provision of economic infrastructure,

Table 148: IMPLEMENTATION PLAN (5-YEARS)

OFFICE OF THE MUNICIPAL MANAGER AND CORPORATE SERVICES DEPARTMENTS										
IDP Ref	Project Description	Ward	Budget	Budget 2023/2024	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Funding Source	Responsible Department
Org 1 & 2	Develop and Implement a Work Skills Plan	Municipality		✓	✓	✓	✓	✓	Own Revenue	Corporate Services
Org 3	Promote quality service delivery through inclusive Performance Management System : Cascading of PMS to one lower level each tear & Organisational Performance Reporting	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of Municipal Manager
Org 4	Promote quality service delivery through inclusive Performance Management System: Performance Audit Committee Meetings	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of Municipal Manager
Org 6	Safely provide access to email and internet to improve efficiency in operations.	Municipality		✓	✓	✓	✓	✓	Own Revenue	Corporate Services

Org 7	Safely provide access to email and internet to improve efficiency in operations.	Municipality		✓	✓	✓	✓	✓	Own Revenue	Corporate Services
Org 8	Apply previously disadvantaged people concepts to address the	Municipality		✓	✓	✓	✓	✓	Own Revenue	Corporate Services

	demographic gaps and past injustices									
OFFICE OF THE MUNICIPAL MANAGER AND CORPORATE SERVICES DEPARTMENTS										
IDP Ref	Project Description	Ward	Estimated Cost	Budget 2023/2024	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Funding Source	Responsible Department
Org 9	All critical posts to be filled within 3 months	Municipality		✓	✓	✓	✓	✓	Own Revenue	Corporate Services
Org 10	All critical posts to be filled within 3months	Municipality		✓	✓	✓	✓	✓	Own Revenue	Corporate Services
Org 11	Review Bursary Policy and align with government priorities	Municipality/ All Awards		✓	✓	✓	✓	✓	Own Revenue	Corporate Services
Org 36	To develop and implement programmes that target high risk groups	All Awards		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager

Org 37	Participate in Sukhuma Sakhe Programme	All Awards		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	
Org 38	Develop and implement projects targeting the special groups.	All Awards		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	
Org 59	Establish own fleet with effective tracking system	Municipality		✓	✓	✓	✓	✓	Own Revenue	Corporate Services	
Org 60	Promotion of effective, timeous, and efficient communication with both internal and external	Municipality		✓	✓	✓	✓	✓	Own Revenue	Corporate Services	
	stakeholders : Number of Council meetings held			✓	✓	✓	✓	✓			
Org 61	Monitor and improve internal Control & risk management processes: % Audit plan Implemented or achieved	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	the
Org 62	Monitor and improve internal Control & risk management processes: % Audit plan Implemented or achieved	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	

Org 63	Ward committees supported and capacitated to ensure functionality: Number of ward committee meetings held	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	
Org 64	Monitor customer complains & provide feed back	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	
Org 65	Publish and distribute quarterly newsletters & Annual Reports to inform communities on progress and essential information	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	
Org 66	Strengthen Council Oversight through training on Legislation and Policies: Staff & Cllr training	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	
Org 67	Development of an organisational strategic planning document	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	
Org 68	Facilitate the Functionality of Ward Committees through continuous public participation	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	
Org 70	Facilitate functionality of IGR Structures	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager	

Org 71	Risk assessment annually with implementation, monitoring continuous improvement and on-going review	Municipality		✓	✓	✓	✓	✓	Own Revenue	Office of the Municipal Manager
DEVELOPMENT PLANNING AND LOCAL ECONOMIC DEVELOPMENT										
IDP Ref	Project Description	Ward	Estimated Cost	Budget 2023/2024	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Funding Source	Responsible Department
Org 69	Development of a Credible Integrated Development plan within prescribed legislative guidelines	Municipality		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED
Org 22	Improve community standard of living through accelerated development of houses in rural areas through improved intergovernmental relations with the Department of Human Settlements: -Number of new housing units completed	All wards		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED

Org 23	Improve community standard of living through accelerated development of houses in rural areas through improved intergovernmental relations with the Department of Human Settlements: - Number of R 293 properties transferred			✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED
Org 31	Facilitate the direct investment into the local economy	All wards		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED
Org 32	Provide training to the unemployed communities	All wards		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED
Org 33	Tourism promotion and facilitation	All wards		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED
Org 35	Create employment opportunities through labour intensive schemes	All wards		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED

Org 72	To conduct environmental awareness campaigns to communities.	All wards		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED
Org 73	Review and enforce Environmental By-laws.	All wards		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED
Org 74	To develop and implement an environmental management plan that addresses climate change amongst other things .	All wards		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED
Org 76	Review the Spatial Development Plan	All wards		✓	✓	✓	✓	✓	Own Revenue	Development Planning & LED
	COMMUNITY SERVICES DEPARTMENT									
IDP Ref	Project Description	Ward	Estimated Cost	Budget 2023/2024	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Funding Source	Responsible Department
Org 34	Development of Arts and Culture Strategy	All Wards		✓	✓	✓	✓	✓		Community Services
Org 41	Promote neighbourhood watch group scheme: Facilitate the Community	All Wards		✓	✓	✓	✓	✓		Community Services

	Safety Forums									
Org 42	Efficient vehicles and driver licensing services:	All Wards		✓	✓	✓	✓	✓		Community Services
Org 43	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks	All Wards		✓	✓	✓	✓	✓		Community Services
Org 44	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks	All Wards		✓	✓	✓	✓	✓		Community Services
Org 75	To develop and implement a disaster management plan and fire services Plan	All Wards		✓	✓	✓	✓	✓		Community Services
Org 18	Ensure that all refuse is timeously removed from source to waste management centre	All Wards		✓	✓	✓	✓	✓		Community Services
BUDGET AND TREASURY DEPARTMENT										
IDP Ref	Project Description	Ward	Budget	Budget 2023/2024	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Funding Source	Responsible Department

Org 45 & 46	Develop and implement measures to expand revenue base and generation.	Municipality		✓	✓	✓	✓	✓	Own Revenue	Budget & Treasury
Org 47	To control and account for all Municipal expenditure	Municipality		✓	✓	✓	✓	✓	Own Revenue	Budget & Treasury
Org 53 & 54	Develop and implement measures to reduce the level of debt owed to the municipality	Municipality		✓	✓	✓	✓	✓	Own Revenue	Budget & Treasury
Org 55	Improve cash and debtors management	Municipality		✓	✓	✓	✓	✓	Own Revenue	Budget & Treasury
Org 57	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.	Municipality		✓	✓	✓	✓	✓	Own Revenue	Budget & Treasury
Org 58	Ensure that budget is informed by the IDP	Municipality		✓	✓	✓	✓	✓	Own Revenue	Budget & Treasury
Org 59	Establish own fleet with effective tracking system	Municipality		✓	✓	✓	✓	✓	Own Revenue	Budget & Treasury
TECHNICAL SERVICES DEPARTMENT										
IDP Ref	Project Description	Ward	Budget	Budget 2023/2024	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Funding Source	Responsible Department

Org 15, 16 & 17	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.	All Wards		✓	✓	✓	✓	✓		
Org 25/26/27/28/29/30	Improve Access to Community Amenities and infrastructure: Preschools/Creche, Sports Facility/ Community Halls/Roads and Stormwater	All Wards		✓	✓	✓	✓	✓		

14.2 uPhongolo Municipality Ward Based Plans: Community Consultation Projects and Priorities

Table 149: Community Consultation Projects and Priorities

PROJECT:	MUNICIPALITY/ SECTOR DEPARTMENT:	AREA:
WATER i.e. Including Water Tanks	Zululand District Municipality and Department of Water and Sanitation.	Whole Ward 1 Area.
HOUSING i.e 2500 (Two thousand and five hundred) Houses needed	Department of Human Settlements	Whole Ward 1 Area.
TOILETS (Sanitation)	Department of Water and Sanitation and Zululand District Municipality	Whole Ward 1 Area.
COMMUNITY HALLS	UPhongolo Local Municipality	Mpakama, Mpalaza, Manzamhlope, eSidakeni and Dwarsland Hall to be extended.
ACCESS ROADS	UPhongolo Local Municipality and Department of Transport	Mgolomba, Manzamhlophe, Morreson, Nyaliza, Mpakama, Petergate, Bhangeni, Mpondo, Mpalaza and Slevu Area.
SPORTS GROUNDS	Department of Sports and Recreation	Dwarsland.Mdolomba, Mshikashika, Mpatha, Moresson, Nyaliza, Manzamhlophe, Mkhaya, Mpakama, Petergate, Magudu, Sdakeni, KwaSotsha, Mpondo, Mpalaza, Bhangeni and Mhlabaneni.

CLINICS	Department of Health	Dwarsland, Magudu and Mpalaza Area.
SCHOOLS	Department of Education	Primary School at Mpalaza Area.
YOUTH CENTERS	Department of Sports and Recreation	Magudu, Mpakama and Dwarsland Area.
CRECHE	UPhongolo Local Municipality and Zululand District Municipality	Nyaliza, Manzamhlophe, Morreson, Mphatha, Mgolomba, Magudu, Petergate, KwaSotsha, Mkhaya, Mpalaza, Mhlabaneni and Bhangeni Area.
CAMP FENCING	Department of Agriculture and Department of Rural Development and Land Reform	Mshikashika, Dwarsland, Mpakama, Manzamhlophe, Nyaliza, Esidakeni, Mganwini, Mphatha and Petergate Area.
LIBRARIES	UPhongolo Local Municipality and Department of Arts and Culture	Dwarsland, Manzamhlope, Mpakama and Magudu Area.
DIPPING TANKS	Department of Agriculture and Environmental Affairs	Mpakama, Sdakeni, Morreson, Mpalaza, Bhangeni, Mhlabaneni, Mgolomba and Mshikashika Area.
JOJO TANKS (Water Tanks) i.e 2500 (Two thousand and five hundred) Households	Department of Water and Sanitation and Zululand District Municipality	Whole Ward 1.
HIGH MAST LIGHTS	UPhongolo Local Municipality	Magudu, Mpakama and Dwarsland Area.
TARRING OF ROADS	Department of Transport and UPhongolo Local Municipality	Magudu, Mpakama, Petergate, Dwarsland, Bhangeni and Mhlabaneni Area.

CEMETRIES FENCING	UPhongolo Local Municipality	Magudu, Mpakama, Petergate, Dwarsland, Bhangeni and Mhlabaneni Area.
WARD COUNCILLOR OFFICE	UPhongolo Local Municipality and COGTA	Should be built at the centre of the ward.
POUTRY PROJECTS	UPhongolo Local Municipality	Magudu, Morreson, Dwarsland, Petergate, Mpakama, Mpalaza, Mpondo, Mhlabaneni and Bhangeni Area.
ELECTRICITY	UPhongolo Local Municipality and Department of Energy	Infills at Mpondo Area (15 connections), Mpakama Area (25 connections), Esidakeni Area (15 connections), Petergate (8 connections) and Nyaliza Area (5 connections).
NETWORK AERIAL	Network Providers and Dept of Communication	Morreson Area, Dwarsland Area and Manzamhlophe Area
LIGHTNING CONDUCTORS	Department of Corporative Governance and Traditional Affairs, UPhongolo Local Municipality & ZDM.	Dwarsland, Mgolomba, Mpakama, Mshikashika, Nyaliza and Manzamhlophe Area.

WARD 2:

PROJECT:	AREA:
WATER SEWERAGE SYSTEM	Whole Ward 2 Area.

i.e. Ncotshane Township including RDP Houses	
Sportsfield	Ncotshane Area
Old Age Home for Elders and Disabled	Ncotshane Area. Sites to be identified
Creche	Lindelani Area and Ward 2 Area, sites to be identified.
Paving of Roads	Ekuthuleni Area and Emajubeni Area. i.e. 19 KM's of all Section B Streets to be paved. Rehabilitation of roads in Ncotshane Township under Ward 2.
Phase Two- Mass Lights	Next to Roma Catholic Church and next to Mthoba House, Dutch Reformed Church and Mleje Street to Emabhasani Street.
Ncotshane Local Taxi Rank	Ncotshane Area
Solar Geysers	Whole Ward 2 Area.
SATELITE POLICE STATION	Ward 2 Area.
TVET COLLEGE	Ward 2 Area.

STORM WATER AND DRAINAGE SYSTEM	Ward 2 area.
CLINIC i.e A 24 Hour Operational Clinic (Portion 419)	Ward 2 Area (Portion 419- Plot) Have a fully operational Clinic in Ncotshane
MHHUSHULU AGRIC PROJECT	Mhhushulu Area
SHOPPING COMPLEX i.e Include Banking facilities	Next to Ithala Bank Land Portion.
YOUTH SKILLS CENTRE & WELDING TRAINING CENTER	Ward 2 Area.
RDP HOUSES i.e. Construction of new houses and unfinished houses to be finished	Ward 2 Area.

WARD 3:

PROJECT:	AREA:
CRECHE	Esigqumeni Area, KwaMsibi Creche (Orangendaal Area), Ezintabeni Creche (Khiphunyawo Area), Gudlintaba Creche (Esigqumeni Area), and Othandweni Creche (Bonumthakathi Area)
WATER AND SANITATION	All VDs
COMMUNITY HALLS	Esinqeni Hall and Vimbemshini Hall (Area)
SPORTS GROUNDS	KwaSomhlolo Sports Ground (Esinqeni Area), Sibiyangenkomo Area, Ombimbini Area and Khiphunyawo Area.
ACCESS ROADS	Mdiyane Area to KwaMsibi Dam, Sibiyangenkomo to Sibumbene, Qhuzuka Road and Gudlintaba Road.

RDP HOUSES	Whole Ward 3 Area- under Inkosi Msibi and Sibiya.
AGRICULTURAL PROJECTS i.e. Reconstruction & Developing of Co-operatives, Fencing of Grazing Land & Fencing of Gardens.	Ward 3 Area.
ELECTRICITY i.e. Infills- all new households	Ward 3 Area.
DEVELOPMENT OF MOZANE DAM- i.e. Econ Development also Cultural Village	Mozane Area
SHOPPING CENTRE	Ward 3 Area
EDUCATIONAL FACILITY & LIBRARY	Khiphunyawo Area near Prince Bekayiphi Hall.

ARTS AND CULTURE YOUTH CENTRE	Enkwambase Area
FILLINGS STATION	Ward 3 Area- Site to be identified
TOILETS	Whole Ward 3 Area
ACCESS ROADS	Ward 3 Area
TRANSPORT (Taxis and Buses)	Esigqumeni Area
CLINIC	Esigqumeni Area
SPORTSFIELD WITH CHANGE ROOMS	Ombimbini Area
TENTS, CHAIRS and TABLES	Ward 3: Per VD
ASSISTANCE WITH IDENTITY DOCUMENTS AND CERTIFICATES (Home Affairs)	Ward 3 Area
NOTICE BOARD AND ACCESS TO INFORMATION WITH REGARDS TO TENDERS	Ward 3 Area
FARMING (Cows, Goats and Chickens poultry)	Ward 3 Area
COMMUNITY HALL	Ombimbini Area
PARK AND RECREATIONAL CENTRE	Whole Ward 3 Area

GYM CENTRES	Whole Ward 3 Area
BOREHOLES	Whole Ward 3 Area
NETBALL AND SOCCER KITS FOR SPORTS DEVELOPMENT	ALL VDs

WARD 4:

PROJECT:	AREA:
ACCESS ROADS	All VDs and the whole Ward 4 Area. Godlwayo Area, Waterbus Area, Nsuduza Area, Bhareni Area, Dibhini Area, Makethe Area and Zakheni Area.
CRECHES	Moyeni Area, Waterbus Area, Dibhini Area and Etshenilikangwane Area
WATER PIPES AND WATER RETICULATION	Dark city Area, Dibhini Area, Gulukudu Area, KwaNcube Area, Waterbus Area and London Area including all the VDs.

SPORTS FIELDS	Mthokotshwala Area, Nsuduza Area, Dark city Area and Waterbus Area- (Sportsground) KwaThengizwe Sportfield Dark City Sportground-eBhubesini
ELECTRICITY i.e Connections/ Infills	Dark city, Mgulantamu, Moyeni, KwaLiba, Thengizwe, KwaNcube, Waterbus and London Area, Dibhini, Mabophe Area and Mgababa Area.
CATTLE GRAZING CAMPS/ FENCING	Nsunduza Area (500 m), Gulukudu Area (120 m), Moyeni Area (421 m), Mabophe Area (826 m) and Etshenilikangwane Area (521 m)
CAUSEWAY BRIDGES Including bridges that have been destroyed by heavy rains	Whole Ward 4 area, KwaMmema Area, Nkonyaneni Area, KwaGulukudu Area, Nsunduza Area and Cassino Area.
RDP HOUSES	Mabophe Area, Waterbus, Moyeni Area and KwaGulukudu Area, including all the VDs.
SANITATION	Mabophe Area, Waterbus, KwaGulukudu and Moyeni Area including all VDs.

SHOPPING CENTRE	Ward 4- Site to be identified
AGRICULTURAL COOPERATIVES	Whole Ward 4 Area
CLINIC	Ward 4 Area.
MULTIPURPOSE CENTRE	Ward 4 Area.
SOCCER AND NETBALL KITS FOR SPORTS DEVELOPMENT	All VDs
COMMUNITY HALL	Ward 4 Area
NETWORK INCLUDING ACCESS TO WI-FI	Whole Ward 4 Area
BOREHOLES	Ward 4 Area
LIBRARY	Ward 4 Area
PARK AND RECREATIONAL CENTRE	Ward 4 Area

PENSION PAY POINT	Ward 4 Area- Site to be identified

WARD:5

PROJECT:	AREA:
FIXING AND FENCING OF BELGRADE DAM	D Section
LIGHTNING CONDUCT	Ward 5- Public Schools and Community Halls and Public Areas
CRECHE	Msizini Area and other areas
PAVING OF ROADS	Ward 5 Areas- From D Section to Bambanani School, From Nqabeni to Section A and Msizini Area.
PHASE 2 of the Belgrade Tarring of Roads	Ward 5 Area
ELECTRICITY	Ward 5 Area- Infills for the whole ward
STREET LIGHT	Ward 5 Area- Section A, Section B, C, D, Maleyini, Lahlampondo, Nqabeni.

SPORT COMPLEX	Ward 5 area- Belgrade Sports Ground
PUBLIC PARK WITH GYM	Next to Thusong Centre
SHOPPING MALL	Next to Langa High School
COMPUTER WITH INTERNET AND COMPUTER CLASSES AT THUSONG	Thusong area, ward 5
DRIVERS LICENCES FOR UNEMPLOYED YOUTH	ward 5 area
LOCAL POLICE STATION	ward 5 area
PAVING OF ACCESS ROAD TO SCHOOLS AND SANITATION (TOILET)	Ward 5- Whole Belgrade Area
WATER PROVISION	Enqabeni Area and Ward 5 Area
WATER PUMP	Enqabeni Area, including other new settlements and Mabonjane area
Access Roads	Enqabeni Area
Toilet (Sanitation)	Ward 5 Area

Sport Centre/Ground	Ward 5 Area
RDP Houses	Ward 5 Area
FENCING OF CEMETRY	Msizini, Mareyini, Lahlampondo and Nqabeni Area.
ECONOMIC DEVELOPMENT i.e Exploring Economic opportunities (Market Stalls)	Crossini next to N2
FENCING OF GRAZING LAND	Section A, Mabonjane Area
INTERNET ACCESS	Ward 5 Area
SPORTS AND RECREATION MATERIAL FOR THE YOUTH	Ward 5 Area

WARD 6:

PROJECT:	AREA:
WATER i.e Including Jojo Tanks and Boreholes	All VD's- including Klipwal, Esigqumeni, Mgwadlu, Maqanda Area
ACCESS ROADS	Whole Ward 6 Area
ELECTRICITY i.e Infills RENEWABLE ENERGY PROJECT	Mandikini, Nkosentsha, Ntabakayisi Area, Phansi kwamzamba and Altona Area Ward 6 Area
ONE STOP SHOPPING CENTRE	Altona Area
RDP HOUSES	Klipwal, Nkosentsha, Kortnek, Manzabomvu, Somile, Bangaspoort and Altona Area.
AGRICULTURAL PROJECTS- i.e Fencing of Agricultural Land	All VD's
ACCESS ROADS	Kortnek, Klipwal, Ntabakayishi, Bangaspoort, Nkosetsha, Manzabomvu, Madiko, New Stand under Somile and Alton Area

SPORTS FACILITIES/ COMPLEX	Hhanafu Sports Ground and Nkosentsha Sports Field.
HALLS	Altona Area
CRECHE	KomZwane, Thusazane, Somile, KwaNtabakayishi, Altona and Kortnek Area.
ECONOMIC DEVELOPMENT i.e Game Lodge	Klipwal Area
SHELTERS i.e. Bus/ Taxi waiting shelters	All VD's- Ward 6
PETROL FILLING STATION	Altona Area
MARKET STALLS	Ward 6 Area
SKIM MAINTENANCE	Ward 6 Area
EDUCATION AND RENOVATION OF OLD SCHOOLS	Whole Ward 6 Area Schools, including the rebuilding of Somile School
NETWORK Including Internet Access	Whole Ward 6 Area

MINING REVATILASATION (Gold Mine)	Ntumbane Area
REMOVAL OF ALIEN PLANTS	Whole Ward 6 Area
TARRING OF D1689 Road	Ward 6 Area
LIBRARY	Ward 6 Area- Site to be identified
DONGA Rehabilitation / Stormwater Control	Ward 6 Area
CULTURAL VILLAGE / HERITAGE SITE	Ward 6 Area
GYNESIUM	Next to the Hall
AGRICULTURAL SILLOS	Hhanavu Area
COMMUNITY UPLIFTMENT PROJECTS	Whole Ward 6 Area
SPORTS GROUNDS MAINTANANCE	Ward 6 Area
EDUCATIONAL CENTRE FOR SKILLS	Ward 6 Area

WARD 7:

PROJECT:	AREA:
HALLS	Sivule Area, including the rehabilitation of Sthambi Hall
HUMAN SETTLEMENTS PROJECTS FOR Housing	Ward 7 Area
LIBRARY	Ward 7 Area
TARRING OF ROAD FROM N2	Ward 7 Area
CRECHE	Magombe, Manzana and KwaLubisi Area
SPORTS GROUND	Sivule Area and Upgrading of KwaLubisi Sportsfield
ACCESS ROADS	All Vds including Mvelazitha, Manzana, Magombe and Thandukukhanya Area.
ELECTRICITY i.e Infills	All VD's and new connections on the new settlements
CLINIC	Thandukukhanya Area
GRAZING OF AGRICULTURAL LAND	KwaLubisi and Magombe Area

WATER PROVISION i.e including Boreholes	All VD's
Tarring of Roads	All VDs
Ward Upliftment Projects (LED)	Whole Ward 7 Area
Educational Centre	Ward 7 Area
Fencing of Grazing land for Farming	Ward 7 Area
NETWORK and Internet	Ward 7 Area
RENEWABLE ENERGY	Ward 7 Area
REMOVAL OF ALIEN PLANTS	Ward 7 Area

WARD 8:

PROJECT:	AREA:
PROVISION OF WATER (House to house water connections) i.e Including Water Pumps, Boreholes & Water Tanks	Ward 8 Area: Mafela (Water Tanks- 5/ Boreholes 4), Phondwane (Water Tanks- 15/ Boreholes 8), Mzinsangu (Water Tanks- 7/ Boreholes 6), KwaBhembe (Water Tanks- 6/ Boreholes 5), Madibhini (Water Tanks- 12 and Borehole) and Mshokobezi Area (Water Tanks- 12/ Boreholes 9). Water Dams for irrigation
Ward 8 Sports Complex and Ward 8 Sports Field	Ward 8 Area
LIBRARY	Ward 8 Area- Site to be identified
ELECTRICITY i.e Infills for the whole ward	Ward 8 Area: Mafela, Phondwane, Mzinsangu, KwaBhembe, Madibhini and Godlwayo near Mshokobezi Area.
MASS LIGHTS i.e Apollo	All VD's

SANITATION- Toilets	Mafela, Phondwane, Mzinsango, Godlwayo, Madibhini, KwaBhembe and Whole Ward 8 Area
RDP HOUSES	Whole Ward 8 Area: Mafela, Phondwane, Mzinsango, KwaBhembe, Madibhini and Mshokobezi Area.
ACCESS ROADS i.e Tarring and Paving of Roads:	Mafela Area: D1865 and D66 Road, Road to Mozane River. Phondwane Area: Road from Phondwane to Mzinsangu and Pongola River. Road from Ezitandini to Esizibeni. Godlwayo (Mshokobezi Area): Road from D1962 to Mzinsangu, Road from Mgababa to KwaButhelezi. Road from N2 to Mshokobezi D 1926 road. Road from Ndalini to Mzinsangu Area Phondwane Area to Pongola River
COMMUNITY HALLS	Phondwane, KwaBhembe and Mshokobezi Area. Other sites will be identified in other areas.

CRECHE	Mafela Area, Phondwane, Mzinsangu, Madibhini-Children of God and Mshokobezi.
SPORTS FIELD i.e with Sports Development Facilities	Mafela, Phondwane, Mzinsangu, KwaBhembe, and Mshokobezi Area.
CONSTRUCTION OF BRIDGES i.e Including causeway bridge	Phondwane Area(KwaZibike) and Madibhini Area(KwaNgema)
CLINICS	Phondwane, KwaBhembe and Mshokobezi Area.
FENCING OF CEMETRY	KwaBhembe Area
FENCING OF GRAZING LAND	Mafela, Phondwane, Mzinsangu, KwaBhembe, Madibhini next to kwa-Jozi and Mshokobezi, Godlwayo Area next to the mine.
LIGHTNING CONDUCTORS i.e Installed in Schools and Public Areas	Mafela (4), Phondwane (7), Mzinsangu (4), Madibhini (4) and Mshokobezi (6)
NETWORK AERIAL	Ward 8 Area, Mafela, Phondwane and Mzinsangu Area.
LEARNER TRANSPORT	Mafela, Phondwane and Mzinsangu.

ARTS AND CRAFT CENTRE	Mshokobezi Area
SHOPPING COMPLEX/ MALL	Godlwayo Area (Mshokobezi)
MATSHAMNYAMA MINE i.e rehabilitation of the old mine	Godlwayo Area (Mshokobezi)
PETROL FILLING STATION	Godlwayo Area
REVITALISATION OF THE MINES	Phondwane Area and Mafela Area
COLLEGE	Residents of Ward 8 requested a College to cover for the whole uPhongolo Area
WARD UPLIFTMENT PROJECTS (LED)	Ward 8 Area

WARD 9:

PROJECT:	AREA:
ACCESS ROADS	Number Two Area and All Ward 9 Area

	Gravelling of all roads in Ward 9, badly affected by rain
COMMUNITY HALL	Ward 9 Area
WATER PROVISION	All VDs
HUMAN SETTLEMENTS PROJECT	Ward 9 Area
TARRING OF ROADS	From N2 and connect other settlements
PARK AND RECREATIONAL FACILITY	Ward 9 Area
ELECTRICITY i.e Infills and New Connections	All VD's and New connections at Mgura Area
CRECHE	Mdonini next to Skhakhane Area and KwaSodushu.
CLINICS	EQwaqwa and Madanyini Area
BRIDGES	Madanyini Area, Kwasodushu Area and whole Ward 9 Area
TAXI AND BUS STOP SHELTERS	All VD's
TIOLETS	All VD's

FENCING OF GRAZING LAND	Madanyini Area
UPGRADING OF MADANYINI SPORTSFIELD	Madanyini Area
SPORTS COMPLEX	Ward 9 Area
WARD UPLIFTMENT PROJECTS (LED)	Whole Ward 9 Area
FENCING OF GRAZING LAND	Ward 9 Area
GYNASIUM and SPORTS COMPLEX	Ward 9 Area

WARD 10:

PROJECT:	AREA:
TARRING OF ROADS	Ward 10 (Section A and Section B)- i.e All three surroundings grave yards streets, Road from Simdlangetsha Court to Mgazini Lower Primary, Mahlambi Street, Mbuli Street, Mdiniso to Mgazini, Ncotshane Primary Cresent Street, Ndwandwe Street and Nqwamane Street.
HOME FOR PEOPLE LIVING WITH DISABILITIES	Ward 10 Area
DRAINAGE PATTERN SYSTEM	Along Nsibande Residence
CLINIC- Expansion of the Clinic	Ward 10
RENOVATION OF THE HALL	Ncotshane Community Hall Extension of Mboloba Hall
CRECHE	Ward 10 Area- Site to be identified
PROPER RESTRUCTURING OF NCOTSHANE STADIUM	Ward 10- The stadium to include all Sporting Codes

PAVING OF ROADS	Ward 10- Shandu Street, Next to Library-Clinic Road, Road next to Ithala Site, Mgazini Raod to Justice Office, Assembly Road - Shukuma.
SMALL BRIDGE (WALKING BRIDGE)	Mhhushulu Area along Simunye. Mhhushulu area along Snothando
MAINTAINANCE OF TWO MMHUSHULU BRIDGES	Ward 10 Area- Mhhushulu Area
PIPE LINE RECONSTRUCTION AND INSTALLATION	From Puma Garage to Mhhushulu River
CONSTRUCTION OF SONDABA RIVER BRIDGE	Ward 10 Area
CONSTRUCTION OF CATTLE, GOAT AND FEEDING PIGS AREA	Ward 10 Area
FIXING OF HUGE PIPE	Along Muzi Nkosi Residence and Sheshi Hall
RENOVATION OF NSUMPA OFFICES	Ward 10 Area
UPGRADING OF GOBANDLOVU STADIUM AND MBOLOBA SPORTSGROUND	Ward 10 Area
INTERNET CAFÉ and Wi-Fi Connection	Ward 10 Area

ACCESS ROADS	Ward 10 (Section B)- Mthombeni Street near old grave yard, Dibo Road and Den Road next to Chipeta. (Mboloba Area)- from Induna Ngwenya to KwaNtshangase TITI, from Masuku KwaNgezi Market, from Ntobeko to KwaNgwenya and from Hlabekisa to Ngwekazi. (Esigungwini Area)- From Mechanic to Mphafeni and Crush Dumpsite, from Ariel at Ngwenya Road.
INSTALLATION OF MASS LIGHTS	Ward 10 (Section A)- i.e Six (6) Mass Lights at Grave yards. (Section B)-i.e Two (2) Next to Mhushulu Area. (Section B)- Street lights (100): From Roma Road, Car Wash to Newly Built RDP Houses. Mass light at Ncotshane Area
SWIMMING POOL i.e At an already existing Park	Ncotshane Park
ECONOMIC ACTIVITIES	Ncotshane Area- on the newly built RDP Houses.

i.e Market Stalls	
ELECTRICITY	Ncotshane Area, Mhlakeni Area and Mboloba Area
NETWORK AERIAL INSTALLATION	Mboloba Area
RDP HOUSES	Ncotshane Area and Mboloba Area
INSTALLATION OF WATER PIPES	Mboloba and Mphafeni Area
RECONSTRUCTION OF OLD AGEING SCHOOL INFRASTRUCTURE	Ward 10- Primary and High Schools
FENCING OF AGRICULTURAL LAND	Ward 10 Area on the land portions to be identified
WARD UPLIFTMENT PROJECTS (LED)	Whole Ward 10 Area
RENOVATION OF PARK AND RECREATIONAL AREA	SECTION A: The Park must have a Security on site to avoid theft and damages

WARD 11:

PROJECT:	AREA:
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LAND ACQUISITION (Farm) i.e for Housing Development	Sgungwini Area, Mavithi, Ntshiyangibone and other Areas (All Vds)
SHOPPING CENTRE/ MALL	Ward 11 Area- Town
Ward 11 Sport Complex	Next to Rugby Club
UPGRADE OF ELECTRICITY INFRASTRUCTURE	Ward 11 Area Including Electrification of all VDs for Infills Projects on new settlements.
LIBRARY	Addition of Two Libraries (Ward 11 Area)
WASTE MANAGEMENT, REFUSE REMOVAL AND CEMETRIES	Ward 11 Area Including maintenance of Dumpsite
COMMUNITY RESIDENTIAL UNITS (Houses)	Ward 11 Area- Opposite Pick and Pay
CLINIC AND HOSPITAL	Town
SEWAGE SYSTEM	Extension 4
WATER AND SANITATION	Whole Ward 11 Area
TELECOMMUNICATION AND NETWORK	Whole Ward 11 Area- Wi-Fi and Fibre Internet

Drainage System	Town and other areas surrounding Ward 11
COMMUNITY HALLS	Mavithi Area and other Areas
CRECHE	Ntshiyangibone, Mavithi and Sgungwini Area
TARRING & PAVING OF ROADS	Ward 11 Area All Roads at Ward 11 to be tarred, especially in the CBD
HOUSING PROJECTS	All VD's and areas under Ward 11. Including CRU Housing Project (Portion 325 Next to Pick and Pay)
DAMS AND BOREHOLES	Ntshayangibone Area, Sgungwini.
FENCING OF GRAZING LAND	Ntshayangibone Area and Mavithi Area
GYMNASIUM	Town and Ntshiyangibone Area
FENCING OF CEMETRIES	Sgungwini, Mavithi Area and Fencing in Town
LIGHTNING CONDUCTORS i.e Public Schools and Public Areas	All VD's

MASS LIGHTS	All VD's
ARTS AND CULTURE, TOURISM CENTRE	Town
Market Stalls	Town
TVET College and Skills Development Centre	Town
TOILETS	All VD's
Forth Industrial Revolution to have all the technological advances	Ward 11 Area
SMART TOWN	Ward 11 Area
SMART BUSINESS PROCESSES	Ward 11 Area
WARD UPLIFTMENT PROJECTS (LED)	Ward 11 Area
Agricultural Cooperatives to support commercial farmers	Ward 11 Area
Traffic Robots	Engage SANRAL on this matter, for robots at Engen, Total Garage and R66 intersection
CARAVAN PARK	Town
ANIMAL POUND	Ward 11 Area

MUNICIPAL SWIMMING POOL	Ward 11 Area
MUNICIPAL PARK AND RECREATIONAL FACILITY	Ward 11 Area

WARD 12:

PROJECT:	AREA:
COMMUNITY HALL	Mshololo Area, Nyawoshane and Mabonjane.
LIBRARY	Mshololo, Nyawoshane Area and Ntuthuko Area
CRECHE	Mshololo Area, Nyawoshane Area and Mabonjane Area
CLINIC	Nyawoshane Area/Manyandeni Area
ELECTRICITY i.e Infills	All VD's
ACCESS ROADS	Ntuthuko, Nyawoshane, Manyandeni, Mshololo, Tshelejuba/ Nyawoshane / Makhwabe Area.
SPORTS FIELD	Manyandeni Area and Nyawoshane Area

	Upgrading of Ntuthuko Sportground
BRIDGE	Mthokotshwala Area and Nyawoshane Area
FENCING OF CEMETRY	All VD's
WATER CONNECTIONS i.e. House to house connections	Ntuthuko/ Mshololo Area and Gabela Area.
TOILETS	Whole Ward 12 Area
FENCING OF GRAZING LAND	Mthokotshwala, Nyawoshane and Mshololo Area
NETWORK POLE (MTN & VODACOM)	Tshelejuba Area, Nyawoshane and Gabela Area
BOREHOLES	All VD's
RDP Houses	All VD's
HIGH MAST LIGHTS	All VD's
RECREATIONAL PARK	Nyawoshane Area and Manyandeni Area
WARD UPLIFTMENT PROJECTS (LED)	Ward 12 Area

WARD 13:

PROJECT:	AREA:
WATER RESERVOIR Water Provision	Whole Ward 13 Area, Mkhwakhweni, eMagengeni area, eMhhushulu, eNgedle, and JOJO tanks for 5000 litres.
RDP HOUSES	EMhhushulu, eNgedle, eMagengeni and eMkhwakhweni. Including all the Vds in Ward 13
ELECTRICITY i.e Including infills	EMhhushulu, eNgedle, eMagengeni households and eMkhakhweni households. Electrification on the new settlements
SPORT CENTRE	Magengeni area
CRECHE	Magengeni, kwaNkomfe, eMkhwakhweni and eMhhushulu area
PEDESTRIAN BRIDGE	Mhhushulu area and ENgedle

CAR BRIDGE	Mhhushulu area
CELLPHONES NETWORK AERIAL	Nkomfe area
CATTLE DEEP TANK	Nkomfe area
Taring of road D1863	From Mlogo to Madanyini area
Taring and paving of road	Taring and paving of Mhhushulu road from 22 church to road D1863 at Msuzweneni and from Simunye school to Ncotshane section A
Toilets (Sanitation)	Mhhushulu for 600 households, eNgedle for 55 households, eMagengeni for 700 households and eMkhwakhweni for 800 households
Fencing of cattle grazing land	Ward 13 area
Fencing of farming of fields	Magengeni and Mkhwakhweni area
Construction of cemeteries	Mhhushulu
Lighting conductors	Ward 13 Area
MASS LIGHTS i.e Apollo	All VD's

PARK RECREATIONAL CENTRE	Mhhushulu Area
NETWORK CONNECTION	Whole Ward 13 Area
WARD UPLIFTMENT PROJECTS (LED)	Whole Ward 13 Area

WARD 14:

PROJECT:	AREA:
WATER	Bethel
i.e Reticulation, House to house connections	Hlambanyathi
	Cotlands
JOJO Tanks- Golela Area	Candover Area
BOREHOLES	Zonyama
	Mhlozi
	ALL VDs

HUMAN SETTLEMENTS	All VDs KwaGumbi Rural Housing Projects Mahlangosi Housing Project
COMMUNITY HALLS	Ward 14 Area
PENSION PAY POINT	Ward 14 Area
CLINIC	Ward 14 Area- Site to be identified
ACCESS ROADS	Hlambanyathi, Sikhukhumuka and Bethel Area. Gravelling- Candover Area Tarring of Roads from the N2
ELECTRICITY	All VDs
CRECHE	Candover and Zonyama Area
REMOVAL OF ALIEN PLANTS	Ward 14 Area
SHOPPING CENTRE	Candover Area
NETWORK CONNECTION	Ward 14 Area
ARTS AND CULTURE CENTRE	Ward 14 Area

FENCING OF GRAZING LAND	Ward 14 Area
WARD UPLIFTMENT PROJECTS (LED)	Ward 14 Area
BRIDGES	Ward 14 Area

WARD 15:

PROJECT:	AREA:
CRECHE	Okhahlamba, Deckville and Mlogo area
Human Settlements	Whole Ward 15
UPGRADE (SPORT FIELD PHASE TWO)	KwaShoba Sport Field
ECONOMIC DEVELOPMENT CENTRE (MARKET STALLS AREA FOR BLOCKS MAKING, WORKSHOPS)	KwaShoba, Deckille, and Mlogo area
ELECTRIFICATION INFILLS	Ward 15 area
SPORTFIELD	Deckville Area
PEDESTRIAN BRIDGE	E90 Area

BRIDGE	Nkomane, Ngwabe and Gudlihlathi area
ACCESS ROAD	Gudlihlathi to Mdonini and Deckville
Tarring of Roads	Ward 15 Area for roads connecting to N2
GRAZING LAND FENCING	KwaShoba area
FARMLAND FENCING	KwaShoba area
LIBRARY	KwaShoba area
CATTLE FARMING	Endabeni Area
HOUSING	KwaShoba area-1000 Deckville area-400
NETWORK AERIAL	Ngwabe area
HALL	Deckville, KwaShoba Jordan and Okhahlamba Area
HALL REVAMPING	Simelane Tribal Hall
WATER DRILLING AND DAM FOR IRRIGATION (Boreholes)	KwaShoba Area

POULTRY HOUSES	KwaShoba and Deckville
JOJO TANKS (15)	Ward 15 area
SOLAR SYSTEM (GREEN ECONOMY)	Area with no electricity access
TOILETS	All VD's
Ward Upliftment Projects (LED)	Whole Ward 15 Area
NETWORK and CONNECTIVITY	Whole Ward 15 Area
FENCING OF GRAZING LAND	Ward 15 Area
ARTS CENTRE	Ward 15 Area

ESKOM Proposed Projects 2023/2024

There are two primary types of projects funded by Department of Energy (DoE):

- **Schedule 5B** (Municipal implemented projects; either in Municipal Area of Supply (AoS) or Eskom AoS)
- **Schedule 6B** (Eskom implemented projects; Eskom AoS only)

The Schedule 5B projects are prioritized and gazetted by the Municipality for both Municipal AoS and Eskom AoS. Projects completed within the Eskom AoS are handed over to Eskom to register customers and maintain the networks. The Schedule 6B projects are gazetted by Eskom but based on a prioritized list from the Municipality, supported by their IDP.

Figure 236: Eskom Projects

Project Name	Ward	Estimated Connections	Financial Year
Extensions	Various Wards	400	2024/2025

14.3 National Youth Development Empowerment Agency (NYDA) Projects.

The current and future interventions for uPhongolo Municipal area in as far as the NYDA Projects. The establishment of Zululand District Service Centre at Belgrade Thusong Centre under uPhongolo Municipality. The status of the project is as follows:

- MoA signed by both entities

- Renovations at 60% to completion
- NYDA to order office furniture
- Staff recruitment by NYDA HR Unit
- Operational support by Empangeni Full-Service Branch

14.4 Moses Kotane Institute Planned Projects 2023/2024

14.4.1 Capacity Development Enterprise Development

- Ideation (3 Days)
- The Market (3 days)
- The Product (3 days)
- The Operations (4 days)
- The Finances (4 days)
- Capstone Project (3 days)
- Investment Readiness Workshop (5 days)

14.4.2 Digital Skills Development Programme

Figure 237: Digital Skills Development Programme

Activity	5 YEAR IMPLEMENTATION PLAN					
	2023/2024	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Signing of MOU						
Applications and Recruitment						
Training the Trainers						
Certificate handover						
Training the youth						
Program management and M&E						

Figure 238: The Main Focus of EDTEA

Focus Areas	Projects
Project Funding	✦ Internal/external funding
High Impact Projects	✦ Partnership Based -Sector/Value chain Based ✦ Job creation
Radical Economic Development/Transformation	✦ RASET ✦ Operation Vula/Mall/Local Procurement/bulk buying/township ✦ Red Tape Reduction
Institutionalization/Capacity Building	✦ Capacity Building (Internal/External/MoU) ✦ RLED Institutions/strategies/policies ✦ Business Regulations Initiative ✦
✦ Project Packaging	
✦ Technical Support	
Project Finance Support-Business Manual	

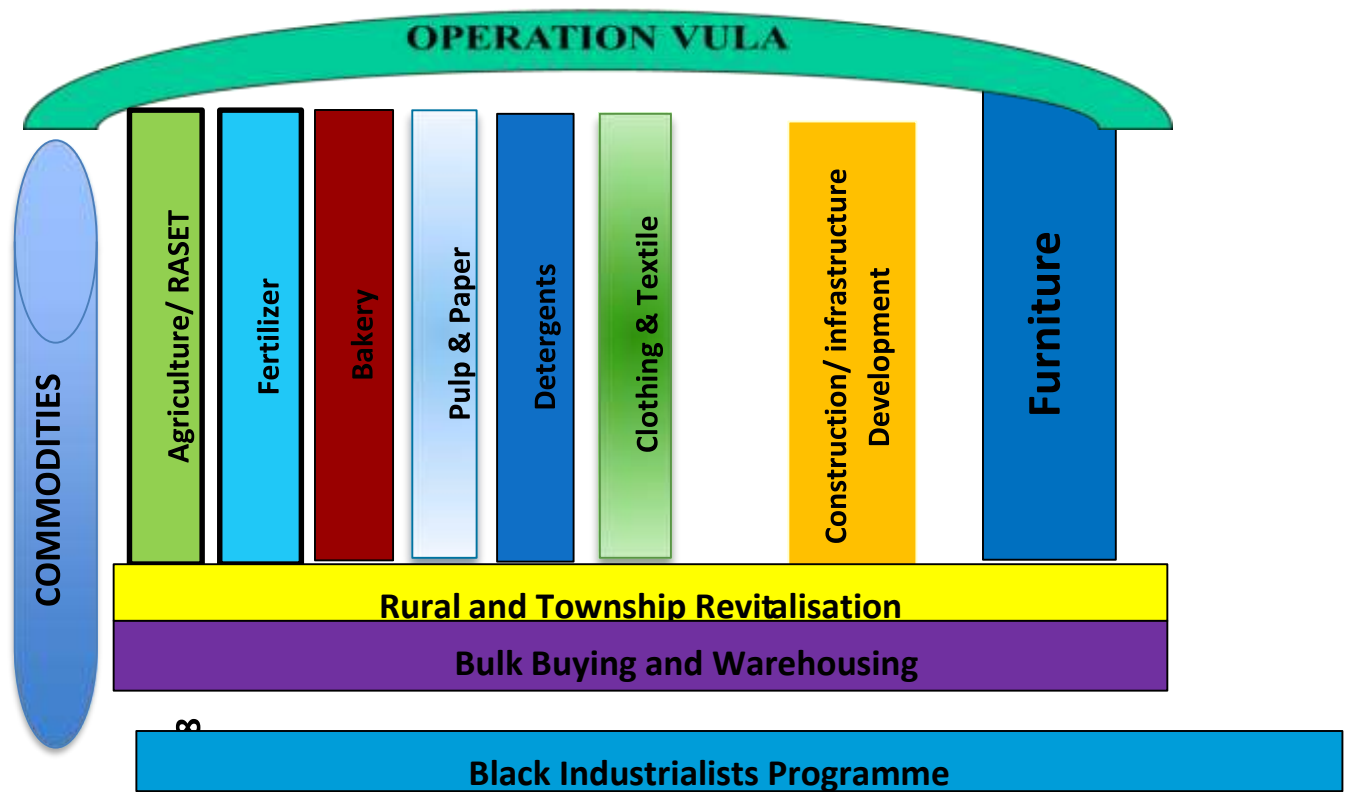


Figure 239: Skills Development and Capacity Building Programmes by DEDTEA-2023

Project/initiative	Description
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✦ DUT KZN e-Skills CoLab ✦ (MoU for 5 years)	✦ 3days and others for 5 days ✦ 35-40 participants ✦ Web 2.0 and Social Media ✦ Cyber Security ✦ Online Netiquette ✦ Unit Standards From Nc: Euc (Excel, Word, Access, PowerPoint, Etc) ✦ Start Your Own Business ✦ Data Stream: Big Data ✦ Leadership in Technology ✦ Foundations of Leadership ✦ Critical Thinking and Ethics
✦ UKZN -Regional and Local Economic Development Initiative (RLEDI) ✦ Bursary scheme	✦ Partnership with UKZN GSB&L to educate and capacitate RLED Practitioners, officials and social entrepreneurs: ✦ Postgraduate Diploma LED ✦ Masters Degree LED ✦ Annual winter school ✦ Young researchers programme ✦ Champions programme (DUT?)

✦ KZN Small Enterprise Training and capacity building	✦ Strategic partnership agreement between EDTEA and KZN TVET Colleges to train cooperatives in technical, business and cooperative management skills to empower them to participate in the main stream economy
✦ KZN Small Enterprise Mentorship and Incubation	✦ Strategic partnership agreement between EDTEA and KZN SEDA to provide on the job mentorship and hand holding to small enterprises.
✦ Online Business Registration Programme	Has been piloted in Nongoma ✦ Currently being rolled out
✦ East 3 Route programme	✦ Eswatini, Mozambique, Seychelles, Mpumalanga and KZN
✦ Adhoc Capacity Building Programmes	Based on request and needs analysis ✦ Mainly internal workshops and referrals
✦ KZN Small Enterprise Training and capacity building	✦ Strategic partnership agreement between EDTEA and KZN TVET Colleges to train cooperatives in technical, business and cooperative management skills to empower them to participate in the main stream economy

Figure 240: Special Focused Initiatives

Initiative	Description
Technical Support	✦ Internal and External technical support for project packaging, project management, project finance referrals, institutional development, research, Information dissemination
Targeted Funding Initiatives or programmes	✦ KZN Enterprise Development Fund aimed at improving access and efficacy to finance and financial services by small enterprises in the Province of KwaZulu – Natal and is managed by Ithala Development Finance Corporation on behalf of the Department. ✦ KZN Youth Fund ✦ Operation Vula Fund ✦ Special Sector Funding e.g. Tourism, Enviro. Auto-etc.

✦ Red Tape Reduction Initiative	✦ Reducing the policy, procedure and regulatory burdens on formal, small and informal businesses in partnership with national and provincial government departments through: ✦ Formulation of action plans ✦ Providing Technical support ✦ e.g. 30 day payment of suppliers, 35% local procurement, building applications turn around times, business registration and permits etc.
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Figure 241: Operation Vula Focus Sectors

Operation Vula Focus Sectors - (R0 – R2 000,000)	
Core Sectors	Other Sectors

▪ Tourism & Hospitality (hotels & transport) ▪ Agriculture & Agribusiness (all sectors) ▪ Transport & Logistics ▪ Manufacturing (aligned to KZN Trade & Investment Strategy) ▪ Other (catering, security, construction, services)	▪ Green Economy (wildlife & recycling) ▪ Science, Technology & Innovation (ICT & research) ▪ Mining & Mineral Beneficiation (aluminium, coal, iron, steel, phosphates & mineral sands) ▪ Ocean Economy (maritime & related fields) ▪ Franchising (fuel, food, clothing etc.) ▪ Informal Economy (specify application docs)
Sectors that qualify for funding	
▪ Bakeries ▪ Clothing & Textile ▪ Enterprise Development (paper, pulp & chemicals) ▪ Township & Rural Recycling ▪ Aquaculture ▪ Agribusiness ▪ Footwear & Leather	▪ Information & Communication Technology (ICT) & Business Process Outsourcing (BPO) ▪ Creative Industries ▪ Innovation ▪ Municipal Strategies ▪ Tourism ▪ Recycling, Biomass, Renewables ▪ Informal Economy (specific application docs) ▪ Competitiveness Fund ▪ Other – Any other sectors not listed

DEDTEA Funding Exclusions:

- Pre-feasibility and feasibility;
- Training initiatives except an ancillary component of the application;

- Research, except action oriented research;
- Proposals from companies not registered in South Africa;
- Proposals from non-South African citizens;
- Persons or companies who have not satisfactorily discharged the contractual obligations on a previously funded project;
- Proposals not accompanied by required documentation;
- Applications which have received grant funding from other government departments, donors or Public entities for the same proposal;
- Applications on initiatives classified as socially undesirable or illegal;
- Initiatives falling outside the mandate of EDTEA;
- Applications for loans – these will be referred to the relevant debt providing institutions; ✦ Proposals from businesses owned by government employees; and ✦ Proposals for projects/initiatives located outside KZN.

Strategic Issues

- Diverse economic base- Competitive advantage-FIR
- Stakeholder communication –locals, business etc.
- Economic Infrastructure Project pipeline- prioritisation-MIG
- Investment directory-targets
- Small enterprise data base
- Local procurement strategy
- Red tape reduction
- Informal economy
- Capacity building

14.5 KZN Provincial Treasury Support 2022/2023

Figure 242: KZN Provincial Treasury Support 2023/2024

Role of Provincial Treasury to uPhongolo Municipality	
PT monitoring and support to municipalities	▪ Municipal Budget ▪ Municipal Support Program (MSP) ▪ Municipal Accounting and Reporting ▪ Other Supports

Budget Process	▪ Assess Tabled, Final (HL) and Adjustments (HL) Budgets ▪ Assessment of focus areas as per framework (incl. Assessment of Funding position). ▪ Assess Mid-year Assessment Report & Monitoring of Budget Performance (IYM) ▪ Undertake assessment of performance of the municipality ▪ Engage Municipalities ▪ Present Findings to MM's, HOD's and Budget Officials (Draft Letter) ▪ Post Assessments - Provide feedback - Closeout Report to HOD, MEC, NT and National Minister of Finance - Circular on Budget Findings to all Mayors ▪ Training –Municipal officials ▪ Technical Support and Municipal Visits ▪ Monitor Submission of key documents –MFMA Deadlines
MSP	Initiated by KZN Provincial Treasury: ▪ Support municipalities where necessary. ▪ Institute financial improvement measures that would assist in resolving the financial management issues which municipalities are encountering

	Current Work Streams: ▪ Grant Management ▪ Specialised Audit Support ▪ mSCOA
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14.6 Zululand District Municipality Regional Scheme Rollout: Water and Sanitation Projects 2023/2024

REGIONAL SCHEME ROLLOUTS BY ZULULAND DISTRICT MUNICIPALITY										
LM	Reg. Scheme	FIN. YEAR	Ward 2016	Infrastructure Type	Size or Number of Households	Length or Size	Z-Nr	Description or Settlement Name	Cost (Bulks)	Cost (Retics)
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	32		ZNew41	Kwamshikashika		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	30		ZNew42	Kwaphatha		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	41		ZNew37	Kwaslevu		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	37		ZNew38	Mthaniya		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	25		ZNew39	Emthunzini		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	101		ZTAS51	Manzamhlophe		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	111		ZHR3	Dwarsrand		TBA

uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	44		ZTAS58	Sithole		TBA
uPhongolo	Coronation	Pending Master Plan Outcome	1	Settlement Reticulation	62		ZBUK62b	Ongane		TBA
uPhongolo	Sim East	Completed	8	Bulks		5 470		Upgrade rising main from Reservoir P1 to new reservoir at Elangeni	2 471 538	
uPhongolo	Sim East	Completed	8	Storage	1.25ML			New reservoir for retics	3 142 040	
uPhongolo	Sim East	Completed	13	Bulks		3 488		Upgrade pipeline from new reservoir at Elangeni to new reservoir at Dumakungweni	1 576 034	
uPhongolo	Sim East	Completed	13	Storage	0.75ML			New reservoir for retics	2 732 726	
uPhongolo	Sim East	Completed	7	Storage	0.8ML			New reservoir for retics	2 742 916	

uPhongolo	Sim East	2023/2024	11	Abstraction	TBA			Planned upgrading of abstraction works at river	TBA	
uPhongolo	Sim East	2023/2024	13	Settlement Reticulation	120		Z508	Nhlidliza		-
uPhongolo	Sim East	2023/2024	13	Settlement Reticulation	78		Z512	Dumagkunweni 2		-
uPhongolo	Sim East	2023/2024	13	Settlement Reticulation	242		Z513	Dumagkunweni 1		-
uPhongolo	Sim East	2023/2024	13	Settlement Reticulation	140		Z514	Dumagkunweni 3		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	103		Z509	Elangeni		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	57		Z548	Okhahlamba		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	286		ZMC14	Endabeni		-

uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	176		Z510	Ezinketheni 2		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	155		Z536	Hhohho		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	68		Z538	Ezibomvu 3		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	91		Z539	Embangweni 2		-
uPhongolo	Sim East	2023/2024	15	Settlement Reticulation	76		Z534	Engwabi		-
uPhongolo	Sim East	2023/2024	8	Bulks		2 097		Upgrade rising main from new reservoir at Elangeni to new reservoir at Magombe	947 332	
uPhongolo	Sim East	2023/2024	8	Bulks		9 646		Upgrade pipeline from new reservoir at Mahlombe to new reservoir at Phondwane	4 358 296	
uPhongolo	Sim East	2023/2024	8	Storage	0.2ML			New reservoir for retics	1 188 880	
uPhongolo	Sim East	2023/2024	13	Storage	0.55ML			New reservoir for retics	2 432 109	
uPhongolo	Sim East	2022/2023	4	Settlement Reticulation	49		ZMAP46	Kwanximfi		-

uPhongolo	Sim East	2022/2023	4	Settlement Reticulation	111		Z505	Manzana		-
uPhongolo	Sim East	2022/2023	4	Settlement Reticulation	244		ZMAP47	Masombe		-
uPhongolo	Sim East	2022/2023	7	Settlement Reticulation	149		Z503	Sidakeni 1		-
uPhongolo	Sim East	2022/2023	7	Settlement Reticulation	159		ZMAP49	Lubisi North		-

uPhongolo	Sim East	2022/2023	7	Settlement Reticulation	138		Z504	Lubisi South		-
uPhongolo	Sim East	2022/2023	7	Settlement Reticulation	249		ZMAP48	Thandukukhama		-
uPhongolo	Sim East	2022/2023	8	Settlement Reticulation	421		Z507	Mvelazitha		-
uPhongolo	Sim East	>2023	8	Settlement Reticulation	90		Z524	Mafela		-
uPhongolo	Sim East	>2023	8	Settlement Reticulation	221		Z502	Phondwane		-
uPhongolo	Sim East	>2023	8	Settlement Reticulation	152		Z755	Mzinsangu		-
uPhongolo	Sim East	>2023	8	Settlement Reticulation	311		Z506	Bhembe		-
uPhongolo	Sim Central	Completed	3	Bulks	250			Regional bulk pipeline from Luphiso reservoir to new regional bulk reservoir at Ombimbini1	12 000 000	
uPhongolo	Sim Central	2020/2022	3	Bulks	TBA			New WTW at Weir	TBA	
uPhongolo	Sim Central	2022/2023	3	Storage	2.29ml			New bulk regional reservoir at Ombimbini	6 682 524	
uPhongolo	Sim Central	2022/2023	6	BPT				BPT at Bongaspoort	84 920	
uPhongolo	Sim Central	2022/2023	6	Bulks	110	427	1	Regional bulk pipelines from Ombimbini to BPT at Bongaspoort	405 844	
uPhongolo	Sim Central	2022/2023	6	Bulks	110	7		Regional bulk pipelines from Ombimbini to BPT at Bongaspoort	6 993	
uPhongolo	Sim Central	2022/2023	6	Bulks	110	169		Regional bulk pipelines from Ombimbini to BPT at Bongaspoort	166 525	

uPhongolo	Sim Central	2022/2023	6	Bulks	110	37		Regional bulk pipelines from Ombimbini to BPT at Bongaspoort	35 976	
uPhongolo	Sim Central	>2023	6	Bulks	90	4 864		Regional bulk pipeline from Bongaspoort to Klipwal	2 546 763	
uPhongolo	Sim Central	>2023	6	Bulks	110	5 820		Regional bulk pipeline from Bongaspoort to Emabomvu	5 733 140	
uPhongolo	Sim Central	>2023	6	Bulks	110	25		Regional bulk pipeline from Bongaspoort to Emabomvu	24 814	
uPhongolo	Sim Central	>2023	6	Bulks	110	5		Regional bulk pipeline from Bongaspoort to Emabomvu	5 158	
uPhongolo	Sim Central	>2023	6	Storage	160kl			New regional bulk reservoir at Klipwal	1 035 803	
uPhongolo	Sim Central	>2023	6	Storage	180kl			New regional bulk reservoir at Emabomvu	1 103 960	
uPhongolo	Sim Central	>2023	3	Retic infills	125		Z421	Dungamanzi 2		
uPhongolo	Sim Central	>2023	3	Retic infills	153		Z423	Gesi		
uPhongolo	Sim Central	>2023	3	Retic infills	143		Z427	Mdiyane		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	108		Z753	Newstand		
uPhongolo	Sim Central	>2023	3	Retic infills	196		Z428	Ncithini		
uPhongolo	Sim Central	>2023	6	Retic infills	182		Z424	Ntabakayishi		
uPhongolo	Sim Central	>2023	6	Retic infills	198		Z429	Altona		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	182		Z526	Manzabomvu 1		
uPhongolo	Sim Central	>2023	3	Retic infills	130		Z426	Ombimbini 1		
uPhongolo	Sim Central	>2023	3	Retic infills	147		Z759	Vimbemshini		
uPhongolo	Sim Central	>2023	6	Retic infills	52		Z381	Mgwadlu		

uPhongolo	Sim Central	>2023	6	Retic infills	32		Z380	Kortnek		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	58		Z376	Emabomvu		

uPhongolo	Sim Central	>2023	6	Retic infills	92		Z379	Maqanda		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	63		Z377	Ezibayeni 3		
uPhongolo	Sim Central	>2023	6	Retic infills	42		ZTAS57	Thusazane		
uPhongolo	Sim Central	>2023	6	Retic infills	71		Z527	Mfaluvalo		
uPhongolo	Sim Central	>2023	6	Retic infills	130		Z378	Nkosentsha		
uPhongolo	Sim Central	>2023	6	Retic infills	89		Z762	Ezinketheni 1		
uPhongolo	Sim Central	>2023	6	Retic infills	60		Z761	Bongaspoort		
uPhongolo	Sim Central	>2023	6	Retic infills	100		Z722	Kwambhucu		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	53		Z760	Magiqweni		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	47		Z769	Mafindose		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	65		Z767	Mfenyane		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	180		Z768	Klipwal		
uPhongolo	Sim Central	>2023	6	Settlement Reticulation	106		ZBUK63	Dlomodlomo		
uPhongolo	Usuthu	>2023	1	Reticulation	49	-	ZMAP33	Kwamhlanga	-	TBA
uPhongolo	Usuthu	>2023	1	Reticulation	61	-	ZMAP32	Kwampondo	-	TBA
uPhongolo	Usuthu	>2023	1	Reticulation	93	-	ZHC25	Mpalaza	-	TBA

15.1 Introduction of MSCOA, Implementation and Compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (MSCOA) into effect on 22 April 2014. MSCOA provides a uniform and standardised financial transaction classification framework. Essentially this means that MSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organisational uniqueness and structural differences. The Regulation provides for a three-year preparation and readiness window and all 278 municipalities must be compliant to the MSCOA classification framework by 1 July 2017. Chapter 6 of the MFMA tasks the Municipal Manager managing the financial administration of the municipality. Since MSCOA is a municipal business reform, the Municipal Manager has the overall responsibility to manage the successful implementation of the MSCOA project within the municipality, to ensure the municipality is able to capture all transactions (at posting level) in accordance with MSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

Implementation of MSCOA

The MSCOA Steering Committee of the municipality has a multi-disciplinary team including members of top management. The Committee is functional and perform the following functions:

- Finance and Budgeting
- Management
- Risk management;
- Engineering; Technical and Planning
- Information technology
- Human resources.
- Community

- Local Economic Development

The representatives, at the appropriate senior level, of all departments should also be represented on the Steering Committee, which should be chaired by the Municipal Manager or a Project Sponsor, duly assigned the role in writing. Committee members should be assigned in writing to the Steering Committee and their performance agreements amended to accommodate these responsibilities.

15.2 Adoption of A Financial Plan

uPhongolo Municipality's Budget/Financial Plan for 2022/2023 will be approved and adopted by Council on 31 May 2022 (MTREF-2022/2023 to 2025/2026) and is annexed hereto for ease of reference.

15.3 An Overview of the 3-Year Municipal Budget

The Budget/Financial Plan provides an overview of the 3-year Municipal Budget, Analysis and explanation thereof. The Municipality's Financial Plan is prepared over MTREF and its analysis and explanations are well documented on the executive summary submitted to Treasury and COGTA respectively. The final budget is annexed hereto for ease of reference.

15.4 Financial Management Policies and Strategies

The Budget/Financial Plan for uPhongolo Municipality reflects sound financial strategies regarding expenditure and in particular cost containment measures that are being implemented. The Financial Plan covers sound financial strategies since the cash inflow was based on an estimated collection rate.

The Municipality has developed a Revenue Enhancement Strategy which is being implemented. However, the Municipality is using the Debt and Credit Control Policy to collect revenue that is due to the Municipality. The Budget/Financial Plan for uPhongolo Municipality reflects sound financial strategies regarding expenditure and in particular cost containment measures that are being implemented. The Financial Plan covers sound financial strategies since the cash inflow was based on an estimated collection rate. The Municipality has developed a Revenue Enhancement Strategy which is being implemented. However, the Municipality is using the Debt and Credit Control Policy to collect revenue that is due to the Municipality.

15.4.1 Budget Related-Policies

The Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies. The purpose of budget-related and financial purposes is to provide a sound environment to manage the financial actions of the municipality with relevant legislation

framework. The previous year's adopted policies were reviewed as part of the budget compilation process and was approved by Council in March 2021. The following are key budget-related policies:

15.4.2 Credit Control and Debt Collection Procedures/Policies

This policy is required in terms of section 96 of the Municipal Systems Act, 32 of 2000 to provide for credit and debt collection procedures and mechanisms to ensure that all consumers pay for services supplied. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to ensure that it is in concert with the Municipal Systems Act.

15.4.3 Asset Management, Infrastructure Investment and Funding Policy

This policy has the purpose to prescribe the accounting and administrative procedures relating to property, plant and equipment (assets). This policy was not reviewed during the current year.

15.4.4 Budget Policy

This policy captures the principles which must be followed in preparing a medium-term revenue and expenditure framework budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies. An amended policy was be considered by Council in March 2022

15.4.5 Budget and Virement Policy

The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the Municipality's system of delegations. The reviewed Budget and Virement Policy was approved by Council in respect of both Operating and Capital Budget Fund Transfers. An amended policy was considered by Council in March 2022.

15.4.6 Borrowing Policy

The purpose of the policy is to establish a borrowing framework for the municipality and to set out the objectives, policies, statutory requirements and guidelines for the borrowing of funds in order to:

- Manage interest rate and credit risk exposure;
- Maintain debt within specified limits and ensure adequate provision for the repayment of debt; and

- Ensure compliance with all legislation and Council policy governing borrowing of funds.

15.4.7 Cash Management and Investment Policy

The Municipality's reviewed Cash Management and Investment Policy was approved by Council in March 2022. An amended policy will be considered by Council in March 2022. The aim of the policy is to ensure that the Municipality's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves.

15.4.8 Petty Cash Policy

This policy governs the issuing of petty cash in terms of the supply chain management policy and the effective utilisation of petty cash according to authorised processes only. An amended policy will be considered by Council in March 2022

15.4.9 Supply Chain Management Policy

The Supply Chain Management Policy was adopted by Council in July 2006 and was last reviewed in December 2013 to consider the new regulations. An amended policy was considered by Council in March 2022.

15.4.10 Tariff Policies

The Municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policies have been approved on various dates and a consolidated tariff policy is envisaged to be compiled for ease of administration and implementation of the next two years.

All the above policies are available on the Municipality's website, as well as the following budget related policies:

- Property Rates Policy;
- Tariff Policy; and
- Indigent Policy.
- The policies mentioned above were approved by Council in March 2022.

15.5 Three-Year Opex

The 3-Year OPEX is indicated in the Budget/Financial Plan for 2022/2023 and has included an allocation of Operations and Maintenance Costs for municipal Fixed Assets. Kindly refer to the 2022/2023 Budget/Financial Plan annexed hereto for ease of reference.

15.6 Municipal Ability's Operational Expenses

The repairs and maintenance are budgeted for against the total of non-current assets. Please refer to the 2023/2024 budget plan annexed hereto for ease of reference.

15.7 The Financial Plan Contains Projects with Committed Funding

The Financial Plan contains projects with committed funding, which is internal (MTEF allocations inclusive of Sector Departments allocation/projects). The Financial plan does not include the allocations for sector departments, but Sector Departments projects are included in the IDP and some with committed funding.

16. Annual Operational Plans

uPhongolo Municipality has annexed hereto (2023/2024) an Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans in the file. The Council approved (2023/2024) an Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans are aligned with the Goals, Objectives and Strategies in Chapter D of the IDP. The performance indicators are included and fully explain how the SDBIP is measured.

17. Organisational Performance Management System

17.1 Implementation of PMS in uPhongolo Municipality

The management and employees in uPhongolo Municipality welcomed the PMS support offered by CoGTA. In an endeavour to implement the PMS successfully, the municipality has put into practice the following aspects of functional PMS:

- Scorecard, SDBIP, Performance Plan & Performance Agreements Aligned to IDP – predetermined objectives: 2023/2024 Scorecard and departmental SDBIP's were prepared and approved by the Council. The 2023/2024 Performance Plans and Performance Agreements for the Municipal Managers and Directors reporting to the Municipal Manager were signed and submitted to CoGTA.
- APAC Meetings were held.
- Section 54/56 quarterly reviews were conducted.
- Performance Appraisals were conducted.
- Credible Quarterly Reports were submitted.
- Timely Taking of Corrective Measures were considered.
- APR was prepared according to MSA S46
- Availability of POE in all quarterly reports
- Complied with PMS Time frames.

uPhongolo Municipality has annexed hereto a copy of uPhongolo Municipality Organisational Scorecard and Departmental SDBIP's, PMS Framework as these documents were approved by the Council in 2023/2024 financial year for implementation. uPhongolo Municipality PMS Framework and IPMS Policy explains how these policy documents are applied within the Municipality. The Council approved (2023/2024) IDP contains the following:

- Organisational key performance indicators linked to departmental indicators, ✦
- Departmental Indicators linked to outputs in the Performance Agreements.
- Outputs in the Performance Agreements linked to activities in the operational plans and Indicators.
- The performance indicators are included and fully explain how the SDBIP is measured.

PMS Challenges

- Cascading PMS to top 4 organogram levels.
- Timely Taking of Corrective Measures where target/s have not been met.

Continuous Improvement for uPhongolo PMS

- Preparation of performance reports on a quarterly basis (S28 of Regs), for performance reviews to take place on a quarterly basis,
- Submission of Section 72 Report to Mayor, National Treasury and Provincial Treasury on 25 January (S72 of MFMA)
- Annual performance report to be prepared and submitted to the Auditor General by 31 August (S46 of MSA & MFMA Circular 63)
- Evidence-based, to ensure accountability.

18. Back to Basics Programme

18.1 Background to Back to Basics Programme

The Back to Basics programme was initiated in September 2014 by the Office of the President and it is implemented in municipalities by the National and Provincial CoGTA. A declaration of intent was signed by the former Premier, Senzo Mchunu, MEC Dube-Ncube and municipalities wherein they pledged to ensure that there is effective implementation of the Back to Basics programme. The Back to Basics programme does not derive from a sudden impulse to make a few cosmetic changes in local government. Rather, it is a carefully and well-thought through and designed plan which aims to:

- Restore the spirit of effective service delivery, efficient administration and clean governance in all 278 municipalities and 61 municipalities of the KwaZulu natal province.
- Ensure that all municipalities perform their basic responsibilities and functions without compromise.

The programme is built on 5 pillars and each pillar has sub-questions which relate to it. Both national and provincial pillars are aligned to support the national priorities. The municipal analysis is conducted according to the five (05) Pillars of B2B, namely:

- **Put people first** 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** of the right quality and standard. This includes planning for, delivering and maintaining infrastructure and amenities, and managing the budget. Ensure that there are no failures in services and, where these occur, urgently restore services.
- Be well governed and demonstrate **good governance and administration** - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.
- Ensure sound **financial management and accounting**, and prudently manage resources 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.

18.2 B2B Programme Reporting

The programme is reported to National CoGTA on monthly basis and Provincial CoGTA on quarterly basis. Assessments are done quarterly by provincial CoGTA so as to validate the reports in a form of Portfolio of Evidence and meetings with relevant units in the municipality. The support plan developed by Provincial CoGTA is based on the Auditor General's findings, Provincial Treasury Report; key challenges identified in the Municipal IDP as well as Reporting and Compliance units within CoGTA.

B2B Provincial CoGTA Reporting

- There are no back to basics reports due to CoGTA and not been submitted by the local municipality.
- All Back to Basics Report/s for Quarter 1; 2 and 3 were submitted to CoGTA. A quarterly updated support plan is submitted to CoGTA concurrently with quarterly reports.

B2B National CoGTA Reporting

- The Municipality is up to date with the reporting.
- The B2B programme was introduced in the Municipality in December 2014 and was launched in September 2014.
- The Municipality started reporting on the B2B Programme from January 2015, after some time it became mandatory for the Municipality to report on the previous outstanding months being "October, November and December".

The OPMS (Organisational Scorecard/ SDBIPs) are aligned to the B2B pillars and are annexed hereto for ease of reference. The B2B programme has been prioritised by the Municipality and the IDP has clearly shown how the B2B Program is being implemented.

18.3 uPhongolo Municipality B2B Summary Report

The Municipality's Back to Basics plan is critical in addressing the issues that are lacking and affecting the service delivery as required within the local government. A detailed report containing a summary of B2B performance information from quarter 1 to quarter 4 is presented below. A comprehensive monitoring and evaluation tool (CMET) that was developed serves as a basic yardstick to measure uPhongolo Municipal performance. The tool assesses high level progress and functional requirements of municipalities so as to track if municipalities are getting the basics right (B2B). This B2B assessment is done on a quarterly basis. The purpose of the CMET is to monitor performance of municipalities on a quarterly basis against Key Performance Indicators linked to the core mandates of municipalities and serves as a early warning signal to identify areas of under-performance. The areas of under-performance are highlighted to garner support to improve functionality in the identified areas. These areas are then escalated to the Departmental Nerve Centre Committee for support and further escalated to the Provincial Service Delivery War-Room. The categorisation of municipalities according to the B2B programme is used to determine the level of support to be provided by different stakeholders including COGTA.

18.4 B2B Programme Support Structures

The forums that support the existence and functionality of the B2B programme are listed below:

- District Technical Advisory Committee: meetings are held quarterly,
- Back to Basics Provincial Tasks Team: meetings are held quarterly, and Quarterly assessment with municipalities.

18.5 Successes of Back-to-Basics Programme in uPhongolo Municipality

The pillars: putting people first, good governance, building capable state and basic service delivery are performing well due to the improved interaction between the municipality and its community stakeholders. Areas of Improvement in quarter 2 is sound financial management. A copy of Back to Basics Plan for uPhongolo Municipality is annexed hereto for ease of reference, and it is the Back to Basics program has clearly indicated its priorities and how it shall be implemented in the IDP.