

UPHONGOLO MUNICIPALITY



DRAFT

INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

2022/2023.

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MAYOR'S FOREWORD

HONOURABLE MAYOR – CLLR. VM SIKHOSANA

The mandate of uPhongolo Municipality is not unique to the broader mandate given to Local Government by the South African Constitution, Chapter 7. The only uniqueness we have is the difference in the legitimate expectations of our citizenry. Our resolve is based on serving our communities wherever they live.

During the 2022/2023 financial year we will continue to render services to all our communities as they entrusted us. The cooperation amongst the political leadership, administration and our community has seen us moving a step forward in ensuring that we take decisions as per the expectations of the people that we serve. The allocation we receive is very small when compared to the area we have to service and the needs of the community as raised from our IDP. We will continue with the following INEP and MIG Projects for this financial year.

We pledge that in these five years that we have been given by the electorate they will spent fruitfully for the benefit of all our people. We are here in the Council carrying clear mandates of our constituencies and of our communities at large. We are aware that we have been sworn into office after the IDP's and budgets of the 2021/22 financial year had already been approved.

We present to you the first IDP of the 5th Integrated Development Plan (IDP's) generation, following the local government elections held on the 1st November 2021. The Council of uPhongolo Municipality held its strategic planning session in February 2022 to look at performance highlights of the previous and current year (implementation of the approved IDP), its challenges and intervention areas, internal and external environmental analysis to achieve alignment and compliance with the relevant government policies and priorities. It is with great pleasure that I embrace the opportunity to report on the progress in respect of what we pledge to deliver for the community of uPhongolo Municipality in the next 5-year period going forward.

To start with, the IDP is about 6 Key Performance Areas namely:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Institutional Development;
- Municipal Financial Viability and Management;
- Social and Economic Development;
- Good Governance and Public Participation; and
- Cross Cutting Interventions (Provincial KPA).

The aforementioned KPAs have goals, strategic objectives and are in line with the programmes and projects which we have the intention to implement over the next 5-year period in our endeavour to address the three main challenges which are: poverty alleviation, unemployment and inequality. In the circumstances, I wish to reiterate my genuine pleasure as I move on to report on the said KPAs.

Municipal Transformation and Institutional Development: Going forward, the following strategies will be developed and implemented:

- Review of an Organogram that would respond to the needs of the municipal functionality and effectiveness;
- Critical labour structures within the municipality (LLF, Training Committees);
- Council approved uPhongolo Municipality Human Resource Management, Strategy and 5-year Implementation Plan. The purpose of this HRM & HRD Strategy and Implementation Plan is to outline key interventions that are to be undertaken by the municipality in ensuring that it has the right number of people, with the right composition and with the right competencies, in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives;
- Employment Equity Policy and Plan. The purpose of this policy is to continuously create an environment that permits equal opportunity for advancement, in order to redress the past imbalances and to ameliorate the conditions of individuals and groups who have been previously disadvantaged on the grounds of race, gender and disability;

- ICT Policies;
- Organisational PMS Policy Framework for Senior Managers;
- Staff and Councillor Training as per Skills Development Plan; and
- Development of the *Batho Pele* Policy
- Fleet Management Policy

Basic Service Delivery and Infrastructure Development: Basic Service Delivery and Infrastructure Development has been highly dependent on grant funding for the past few years. We are pleased to report that some but not limited to the following projects are being implemented through MIG and INEP and others will be implemented moving forward:

- Belgrade Sports Complex / Fitness Centre
- Ncotshane Stormwater
- N2 to Thandukukhanya Road Paving Ward 7
- Gravelling of Roads
- Electrification Projects throughout uPhongolo and Upgrade of Electrical Main supply
- Multipurpose Sports Centre in Ward 11
- Development of Waste By-Laws;
- Draft of Integrated Waste Management Plan;
- Daily and Weekly Refuse/waste removal from both households and businesses;
- Job creation through Waste Management Programmes; and
- Management and Operation of landfill sites.
- Various Basic Municipal infrastructural projects

As the Council we are still ceased with the task of reprioritising all the Projects we would like to implement in the next five years, before June 2022 after consulting with our communities. While doing that we will ensure that service delivery to communities is provided satisfactory.

Municipal Financial Viability and Management: Financial sustainability is highly dependent on collection of rates and service charges. Financial sustainability will improve and, thus, the municipality will be able to fast-track service delivery. The collection of rates has improved and is expected to further improve in the next financial years. The cash flow status of the municipality is positive. Areas of improvement are listed below.

- The need for the development and implementation of policies pertaining to the Economic Transformation;
- Improvement of Debt Collection Strategy
- Review and implementation of uPhongolo Municipality Revenue Enhancement Strategy
- Development of Departmental Procurement Plans

For the next financial years, the municipality will strive to obtain a clean audit, which should give confidence to the communities and council as this is an indication that the financial status of the municipality are properly handled.

Local Economic Development:

- uPhongolo Municipality has been identified as a tourist destination and hosted several LED/Tourism and Investments Information Sessions where major businesses and stakeholders were invited to participate.
- Establishment of Public Private Partnership and working relationships with the business communities;
- Review of Local Economic Development Strategy
- Council approved Agricultural Plan;
- Implementation of LED Policies and By-laws (EPWP, SMME/ Informal Trading, Vendor and Street Trading)
- Municipality has prioritized industrial development as a strategy to create jobs in manufacturing and Agro-processing.

Good Governance and Public Participation: The following Council structures have been established and are fully functional:

- Community Services Portfolio Committee;
- Technical Services Portfolio Committee;

- Finance Portfolio Committee;
- Corporate Services Portfolio Committee;
- LED and Planning Portfolio Committee;
- MPAC;
- The Audit Committee;
- Newly elected Ward Committees will be submitting reports on a monthly basis; and
- War Rooms.

In line with the provisions of the Municipal Systems Act of 2000, the IDP has been developed accordingly to reflect the current community needs. The Council will consult immensely with all the stakeholders within the Municipal jurisdiction. The most fundamental responsibilities are underlined by our oversight in the municipal programmes and activities as follows:

- To ensure the functionality of Council and Council Committees;
- To ensure the implementation of resolution register;
- To ensure a high level of oversight role in Council Programmes;
- Development, Review and implementation of policies and by-laws;
- To ensure the functional of the Internal and Audit and Performance Committee;
- Review of Community Participation Strategy;
- Completion of Community Ward Base Plans following:
 - ⇒ Review of Ward Operational Plans;
 - ⇒ Review of Ward Level Improvement Plan; and
 - ⇒ Review of Ward Committee Intervention and Maintenance Plan.

Cross-Cutting Interventions: In as far as this KPA is concerned, progress is made on the following:

- Strengthening of Inter-Governmental Relations;
- Joint Municipal Planning Tribunal members have been appointed and JMPT is fully operational. JMPT meetings are held quarterly at Zululand District Municipality;
- SPLUMA By-Laws are in place and are implemented.
- Building By-Laws were approved by the Council and are being implemented;
- To maintain the IDP Credibility Status; and

- Review and Development of the IDP-Sector Plans: Spatial Development Framework, Housing Plan, Financial Plan, Integrated Waste Management Plan, Disaster Management Plan, LED Strategy, Agricultural Plan, etc)
- To liaise with the KZN Department of Transport and Department of Community Safety and Liaison with regards to the development of the Integrated Transport Plan and Community Safety Plans.

As people have entrusted us with bringing service delivery indeed they have demonstrated that they trust us and we dare not disappoint them but continue provide basic services, abasethembe and we will deliver accordingly.

Working with the Department of Human Settlements, we will ensure building good quality, dignified housing that is efficiently and fairly allocated – and we will build roads and transport systems to connect all communities. We recognise how vital traditional leaders are and how important it is to support amakhosi, we will ensure that communities' needs are met and that everyone is treated with dignity and respect.

I thank you.

.....

HONOURABLE MAYOR – CLLR. VM SIKHOSANA

**THE STRUCTURE OF UPHONGOLO MUNICIPALITY:
POLITICAL AND ADMINISTRATIVE GOVERNANCE**

Political Governance

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

figure 1 : Representation of Political Parties

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

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

UPHONGOLO MUNICIPALITY WARD COUNCILLORS 2021-2026



**HONOURABLE MAYOR
CLLR. VM SIKHOSANA**



**HONOURABLE DEPUTY
MAYOR – CLLR. JB
THWALA**



**HONOURABLE SPEAKER - CLLR.KE
NXUMALO**



**CLLR. M Mthembu -
WARD 1**



**CLLR. VM SIKHOSANA
- WARD 2**



**CLLR. CN Mavundla -
WARD 3**



**CLLR. BJ Thwala -
WARD 4**



**CLLR. NP Mavuso -
WARD 5**



**CLLR. XH Dhlamini -
WARD 6**



**CLLR. TA Ntshangase -
WARD 7**



**CLLR. SA Xulu - WARD
8**



**CLLR. BES Ntshangase -
WARD 9**



**CLLR. KE Nxumalo -
WARD 10**



**CLLR. ZZ Buthelezi –
WARD 11**



**CLLR. MG
Ndlangamandla –
WARD 12**



**CLLR. FS Masango -
WARD 13**



**CLLR. MP Mafuleka -
WARD 14**



**CLLR. P Masuku -
WARD 15**

UPHONGOLO MUNICIPALITY PR COUNCILLORS 2021-2026



CLLR. BR Shongwe



CLLR. SR Mhlongo



**CLLR. CM Nxumalo
- Sibiya**



CLLR. TD Buthelezi



CLLR. NT Gumbi



**CLLR. NL Van
Zuydam**



CLLR. NA Nkosi



CLLR. ZB Motha



CLLR. ZS Khumalo



CLLR. NG Ncube



CLLR. JB Ngema



CLLR. MT Msibi



**CLLR. SV Dlamini -
Nkambule**



CLLR. GL Sibiya

The Council and EXCO meets regularly. It plays an oversight role through established committees, which meet on a monthly basis for the purpose of checking whether or not 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 endeavor to fulfill legislated functions, the uPhongolo Municipality has arranged the Council committees as per delegations, roles and responsibilities as follows:

Figure 2: Council Committees, Roles and Responsibilities

Council	The Municipality Councilors 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 on a monthly basis 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 on a monthly basis 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 in order 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 5 (five) Heads of Departments who are known as Directors. The municipality has six departments namely:

No.	Department	Position
1	Office of the Municipal Manager	Municipal Manager: Mr WM Nxumalo (Current Acting MM: Mr BM Khali)
2	Corporate Services	Vacant (Acting: Mr BM Khali)
3	Budget and Treasury	Chief Financial Officer: Mr JV Nkosi (Current Acting CFO: Mr FS Mkhize)
4	Community Services	Mr BA Mkhonza
5	Technical Services	Vacant (Acting: Mr BM Khali)
6	Planning and LED	Mr M Mbatha

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

Municipal Manager's Overview

Integrated Development Plan is a process through which municipalities prepare a strategic development plan for a prescribed five-year period. Therefore, this development is undertaken having in mind that this is the first year of the current political office that was elected on the 1st November 2021. uPhongolo Municipality is established and operates in terms of Chapter 7 of the South African Constitution. Section 152(1) of the Constitution outlines various objects of local government and it is on these objects that this municipality governs and serves its community in a manner that is commensurate with democracy.

The Municipality will develop an Audit General's Action Plan to address all the issues and/or findings and this emanates from matters reported by the Internal Auditors and the Auditor-General findings. The MPAC as required, will carry an oversight role and assists the Council by investigating all cases of irregularity. The Fraud Prevention Strategy will be implemented and this would help reduce malpractices within uPhongolo Municipality. We also have instituted an Enterprise Risk Management Framework which also includes the Risk Management Policy. Although all managers and employees are responsible for risk management in their respective sections, the Municipality has a MANCO Risk Committee to address the important task of risk management. The MANCO Risk Committee reports to the Audit Committee on a quarterly basis.

The municipality has Performance Management (PM) guiding documents, thus, Organisational PMS Framework and Employee Performance Management Development Policy which are aligned to the Planning and Performance Management Regulations including Appointment and Conditions of Employment of Senior Managers issued on the 17 January 2014. The high-level process cycle of the Performance Management System is designed to monitor the departmental performance regarding service delivery using the 6 Key Performance Areas (KPA's) namely:

- ⇒ Municipal Transformation and Institutional Development,
- ⇒ Financial Viability and Management,
- ⇒ Basic Service Delivery and Infrastructure Development

- ⇒ Local Economic Development
- ⇒ Good Governance and Public Participation, and
- ⇒ Cross-Cutting Interventions

The service delivery highlights for the current year are listed below:

- **Electricity** – uPhongolo Municipality is not far from reaching the electricity universal coverage. Due to budget constraints the municipality is unable to achieve the desired target (electricity backlogs). The Council will reprioritise areas where there are still challenges and electricity will be installed.
- **Refuse** – Households with refuse being collected by the Municipality was considered to be above minimum standard as the standard collection is twice weekly for all households being provided by the service.
- **Sanitation**- Households with access to flush or chemical toilet and VIP toilets were considered to be above minimum standards. The sanitation function is provided by the District Municipality and the access of 70% above the minimum standard is as per the 2011 statistics.
- **Water**- Households with piped water in their yard and at a communal stand are considered to be above minimum standard and as such, a 27% backlog was noted in the 2011 census information. This function is also being provided by the District Municipality.

An AG Action Plan has been developed and it is the intention of the Municipality to improve compliance thereof by giving cognisance to all the AG's findings. This should give assurance to the rates payers and the community of uPhongolo at large that the Municipality is doing all its powers to effect efficient and cost-effective management.

The Municipality also recognizes the efforts and inputs of all stakeholders that are working together with it to achieve its main objectives. To this end, local businesses are further

encouraged to support the communities and the Municipality as part of their social responsibility.

Before the adoption of the final Integrated Development Plan and Budget for the implementation from July 2022, all structures will be consulted and their inputs incorporated.

In summing up, I would like to present to you the initiatives, programmes and services that have been carefully planned to address your needs as the uPhongolo Community.

I thank you

.....

Acting Municipal Manager: Mr. MB Khali

uPhongolo Municipality

CHAPTER 1: EXECUTIVE SUMMARY

1. 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.

Figure 3: uPhongolo Municipality Locality Map



The municipality has a relatively diverse economy, with a particularly strong primary and secondary sector, in the form of Agriculture and 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.

1.2. 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.

1.2.1. 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.

1.3 Demographic Profile

1.3.1 Population Size

Census 2011 and 2016 community survey data was used to determine the statistics below. According to the 2011 Census data, the uPhongolo Municipality had a total population of 127 238, which increased to 141 247 in 2016. The 2022 census is currently underway and once completed the figures of uPhongolo will change.

Figure 4: Key Demographic Statistics

Indicator	uPhongolo Municipality
Area	3 239 km ²
Population	141 247
Households	34 228
Number of settlements	104
Urban areas	1 town and 4 small urban settlements
% rural population	82% (18 165 households)
% urban population	18% (3 947 households)
Gender breakdown	Males 46,9 %
	Females 53,1 %
Age breakdown	0 – 14 51.78% /15 – 64 43.93% /65 + 4.29%
Life expectancy	1998 65 years
	2011 48 years

Source: Stats SA – Census 2011 and Community Survey, 2016

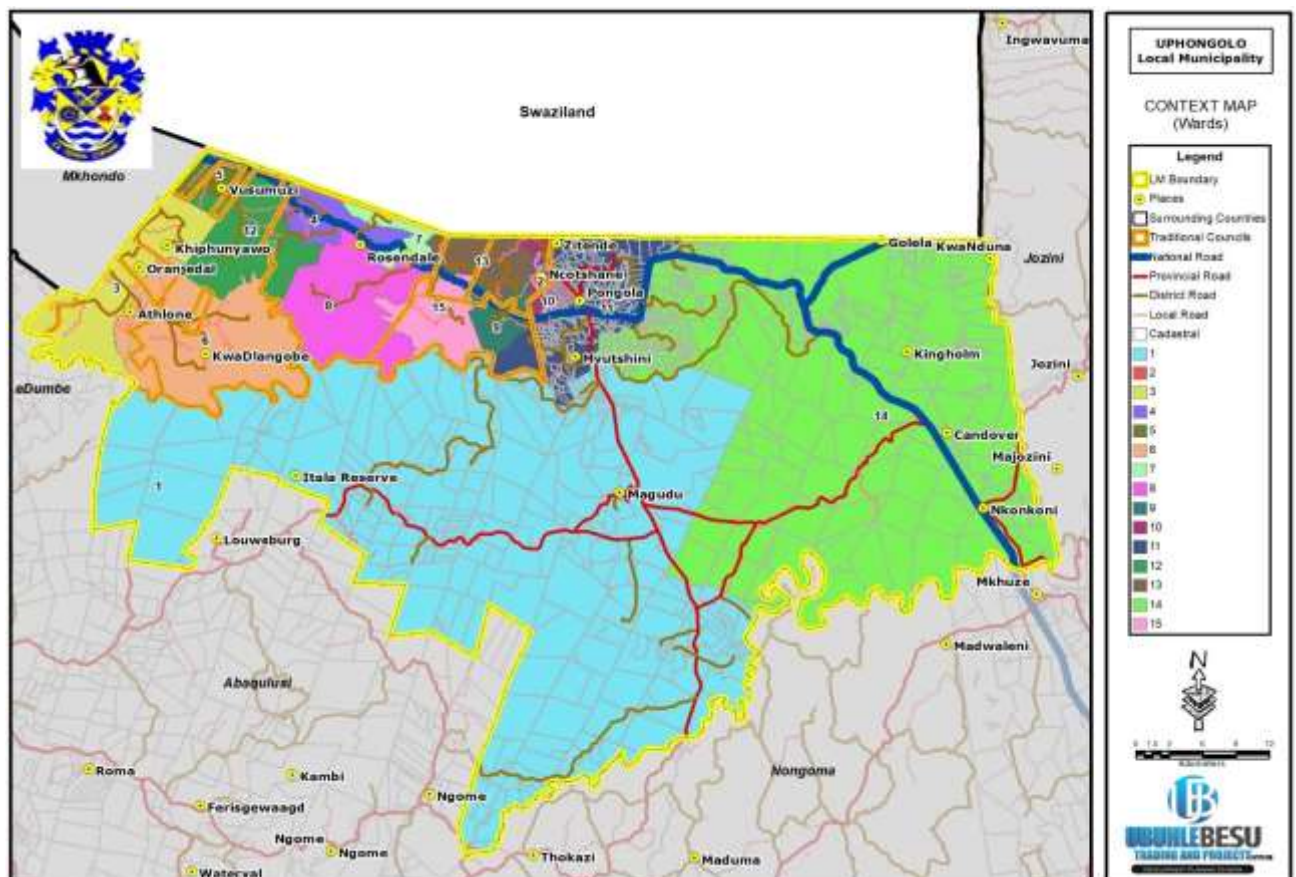
1.3.2 Population Distribution

The municipality has 15 wards while there were 14 wards during 2011 census. Detailed ward information on the population distribution and densities for 2016 community survey is not available and will be furnished once the current 2022 census data is completed and made available.

1.3.3 uPhongolo Wards and Traditional Councils

The uPhongolo Municipality is one of five local municipalities situated on the south-east of the District which is Zululand District Municipality (DC26) in KwaZulu Natal Province. uPhongolo Municipal area covers 3 239 KM2 and incorporates Pongola Town, Ncotshane and Belgrade, as well as areas under Traditional Councils namely, Ntshangase, Simelane, Ndlangamandla, Msibi, Sibiya and Gumbi. The population is estimated 127 238(2011 Census) 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.

Figure 5: uPhongolo Wards and Traditional Councils



1.4 Economic Profile

1.4.1 Population and Ethnic Groups

Currently, the total population of the uPhongolo Municipality is estimated at 141 247 people represented into 34 228 households. Ethnically, the population is grouped as follows: Africans 98.5%, Coloureds 0.0%, Asians 0.01%, and whites 1.44% as presented in the following table.

Figure 6: Population and Ethnic Groups

Trends	No.	Percentage
Black African – Total	132 270	98,54
Coloured – Total	6	0,00
Indian or Asian – Total	18	0,01
White – Total	1 937	1,44
Total	134 231	100

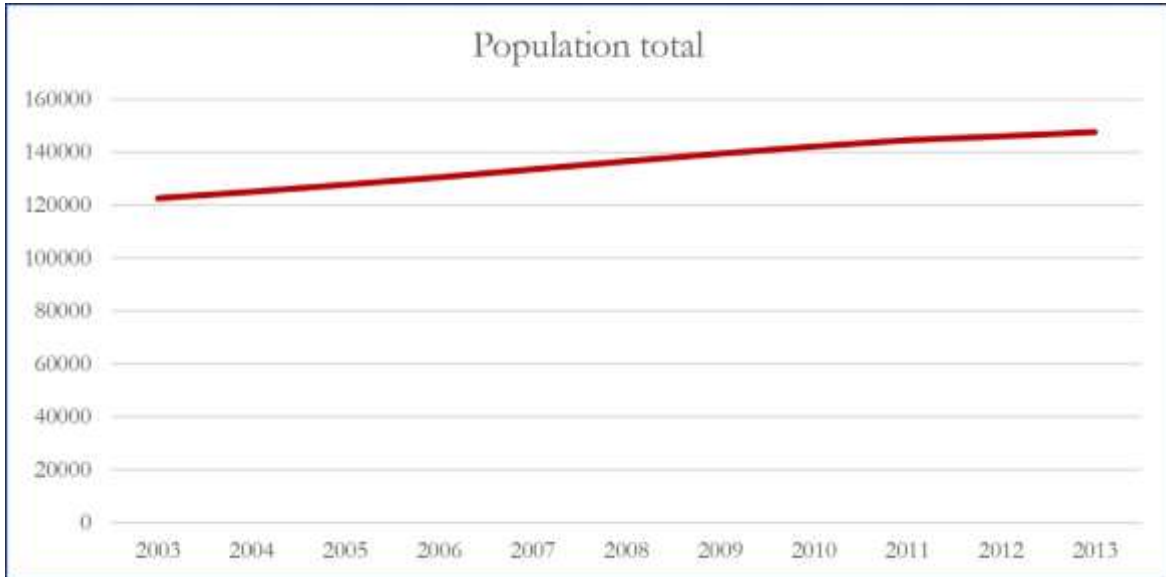


Source : Quantec 2015

1.4.2 Population Growth Rate

- The graph below shows the population growth rate of the uPhongolo Municipality (including Golela) from 2003 to 2013. The population growth rate can be used as an indicator for measuring demand for fuel within the area. The population of uPhongolo has increased from 122 653 in 2004 to 147 679 in 2014; this represents an average annual increase of 1.9% over the period ranging from 2003- 2013. The number of households grew from 27 280 in 2004 to 27 958 in 2014.

Figure 7: uPhongolo Population Growth Rate (2003 to 2013)

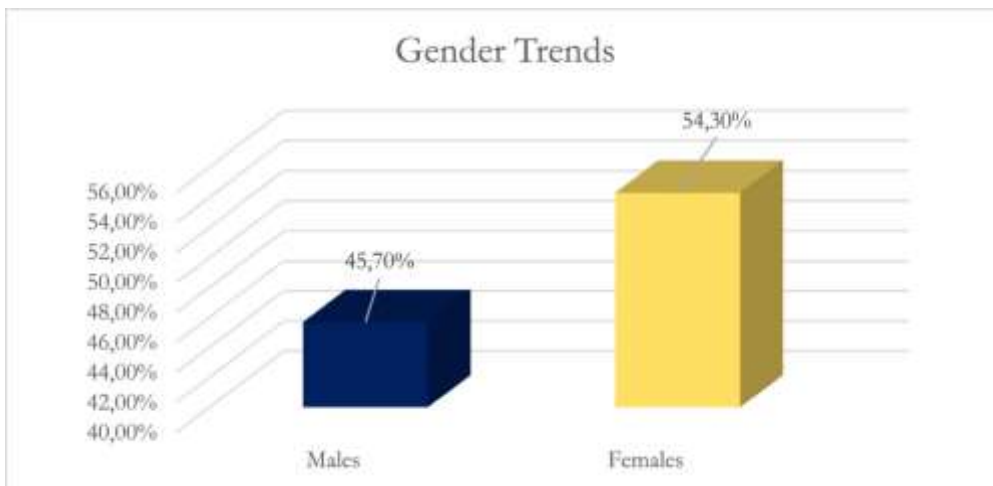


Source: Quantec (2015)

1.4.3 Gender Groups

The population of the uPhongolo Municipality is fairly imbalanced in terms of gender. Females outnumber their male counterparts. As indicated in figure below, females account for 54.3% of the population while males amount to 45.7%. This signifies the need for women empowerment and development programmes and strategies in the Municipality.

Figure 8: Gender Trends



Source: Quantec 2015

1.4.4. Household Size

UPhongolo has 30 592 Households with various sizes from 1 to 4 members, with black African households leading with 4 members per household as presented in the following table.

Household Sizes Trends	N
Total households	30 592
Black household size	4
Coloured household size	1
Asian household size	1
White household size	3
Population density (People / Km ²)	41
Household density (Households / Km ²)	9

Figure 9: Households Size

Source: Quantec 2015

1.4.5 Education Levels

Education is an indication of human resources and the skills available within the municipality. The table below presents the levels of education obtained by people within uPhongolo Municipality in 2013. 15% of the population over the age of 15 have no schooling qualification of any grade. This is concerning given the importance of education in obtaining employment and contributing to the economy. 39.7% of the population have completed matric and only 0.7% has tertiary qualifications as presented in the following table.

Figure 10: Education Levels

Trends	No	%
Grade 0/No schooling	20 208	15.05
Grade 1/Sub A to Grade 7/Standard 5	41 491	30.9
Grade 8/Standard 6/Form 1 to Grade 12/Standard 10/Form 5/Matric/NTC111	50 897	37.9
Less than matric & certif/dip to Diploma with Grade 12	2428	1.8
Bachelor's Degree to Higher Degree (Master's, Doctorate)	907	0.68
Other/Unspecified/NA	18301	13.63

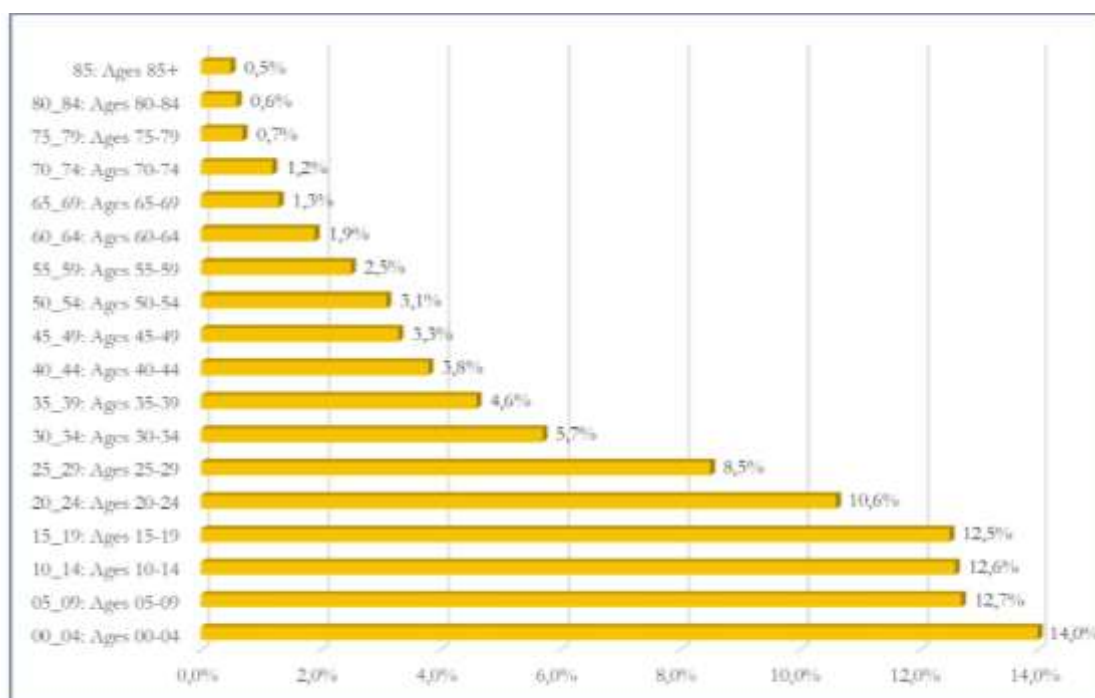
Source: Quantec 2015

1.4.6 Age Groups

Understanding the age of a population is imperative to the understanding of its economic profile as the age of the population indicates the number of Economically Active Persons (EAPs). The potentially economically active population of a specific region is defined as the component of the local population that has the potential to perform labour. The definition excludes people below the age of 15 and above the age of 65.

The figure below provides an indication of the age profile of the population of uPhongolo. 39.3% of the population are under the age of 15, followed by 56.5% of the population that is economically active. Only 4.3% of the population were of 65 years and older. This presents a high percentage of EAPs.

**Figure 11:
Age of
Economically
Active
Persons**



Source: Quantec 2015

1.4.7 HIV & AIDS Trends

The number of AIDS related deaths has increased at an average annual growth rate of 15.92% between 2009 and 2013, with AIDS deaths accounting for about 51.14% of total deaths in the municipality. This highlights the severity of the current situation and the need for interventions that target and attempt to address these HIV/AIDS challenges.

Figure 12: HIV & AIDS Trends

DESCRIPTIONS	NO	%
HIV: HIV positive	20346	15,16
ADS: AIDS deaths	675	39,82
DTH: Other deaths	1020	60,18
Total Deaths	1695	1,26
Crude Death Rate		12,6

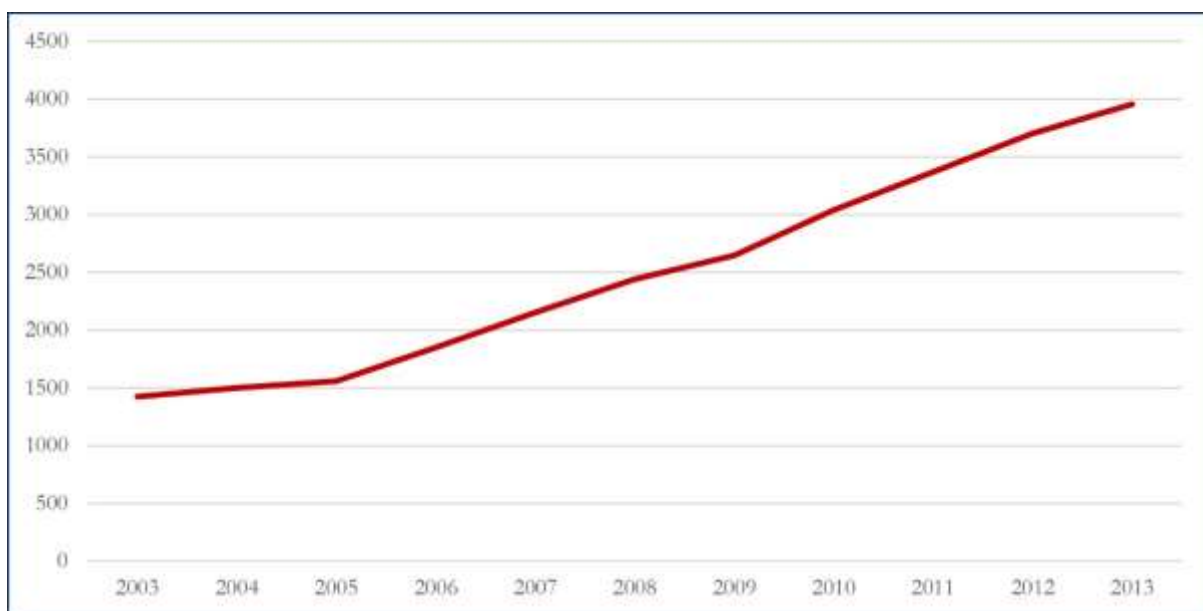
Source: Quantec 2015

1.4 Economic Profile: Contribution By Sectors

GVA Contribution by Sector

- The figure below provides 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.

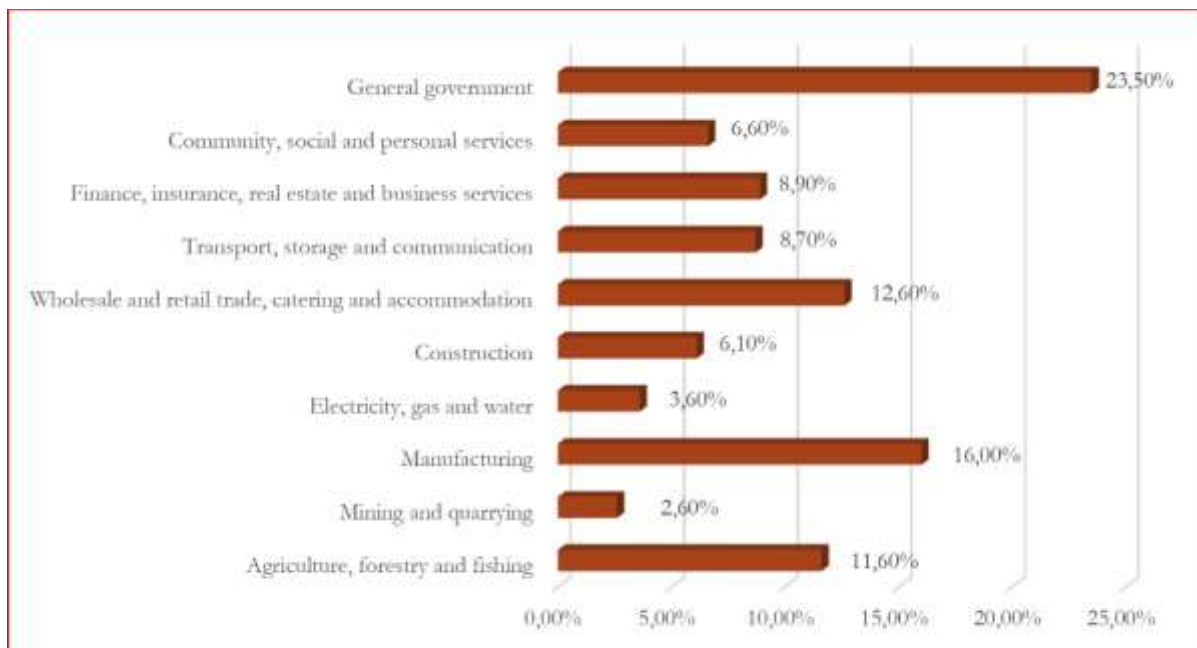
Figure 13: Steady of the GVA



Source: Quantec 2015

- The diagram below shows that Government services and manufacturing are the major sectors that contribute to the GDP of the Municipality contributing approximately 23.5% and 16% respectively. Those sectors are followed by the wholesale and retail 12.6% as well as the agriculture sector 11.6%. However, construction, Community, social and personal services, financial and transport sectors play also a visible role to the municipal GDP.

Figure 14: GDP by Sector



Source: Quantec 2015

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.

Figure 15: Economic Sectors by Percentage

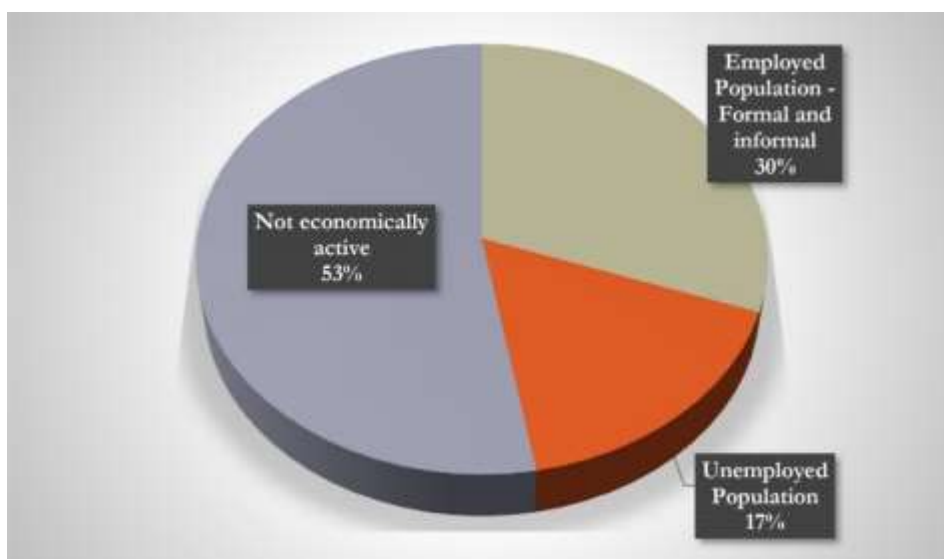
ECONOMIC SECTORS	Employment %
Agriculture, forestry and fishing	8,70%
Mining and quarrying	1,80%
Manufacturing	6%
Electricity, gas and water	0,30%
Construction	11,10%
Wholesale and retail trade, catering and accommodation	16,90%
Transport, storage and communication	4,20%
Finance, insurance, real estate 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).

The figure below illustrates the percentage of economically-active people in uPhongolo Municipality. The figure shows that 17% of the population is unemployed, that 30% of the population is employed, 53% of the population is not economically-active.

Figure 16: Employment Status



Source: Quantec 2015

Income and Spend Profiles

The figure below provides an indication of the distribution of household income for the uPhongolo population. 13% of households receive no income. 99.8% of the population earn between R 801 and R 1600 per month, while 8% of the population earn between R6400 and R12 000 per month. There are couple of households in the Municipality that earn R 25 000 monthly.

Household Monthly Income Profile for uPhongolo

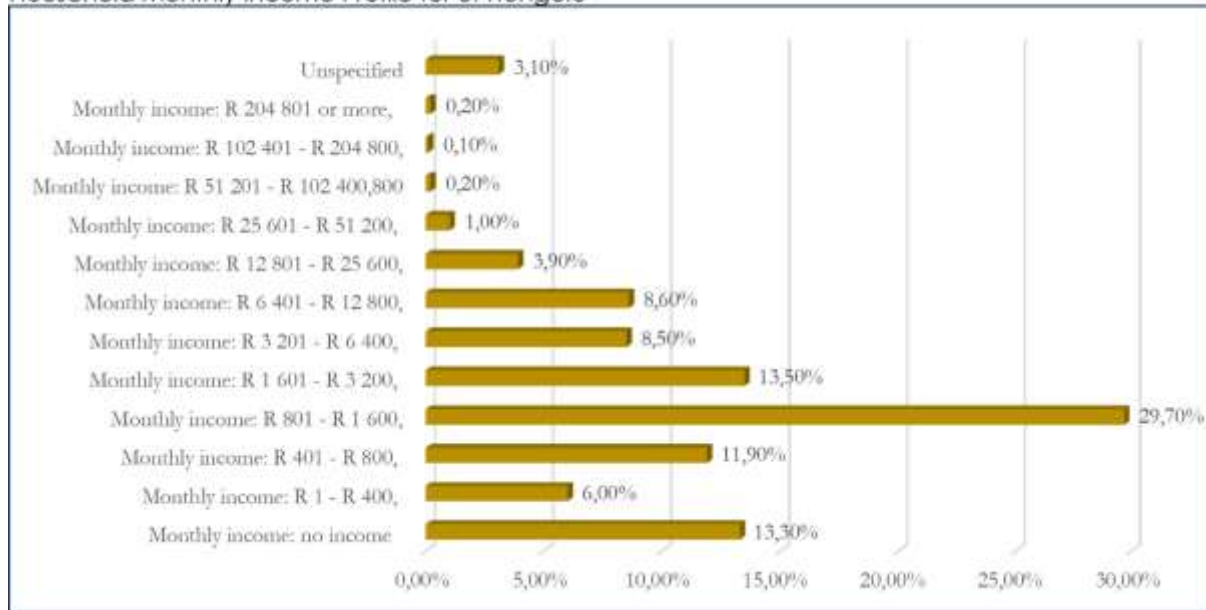


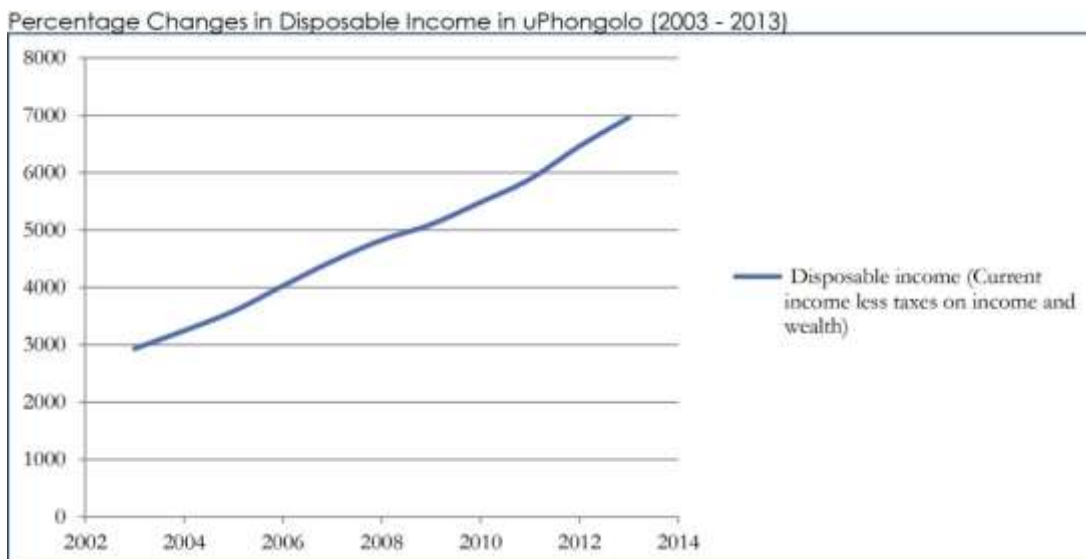
Figure 17: Household Income Profile

Source: Quantec 2015

Income and Expenditure Profiles

Understanding a population’s income and expenditure is important when assessing a local area’s level of socio-economic development and providing an income profile for the local market area assists in understanding the potential that the population has for expenditure. The figure below indicates the changes in the (average) disposable income for the uPhongolo region (in terms of constant 2005 prices) and highlights that from 2003 to 2013 there has been a steady growth in region’s disposable income. During the years of the global economic recession, growth remained steady as well and this shows promise in terms of economic spend in the area.

Figure 18: % Changes in Disposable Income in uPhongolo

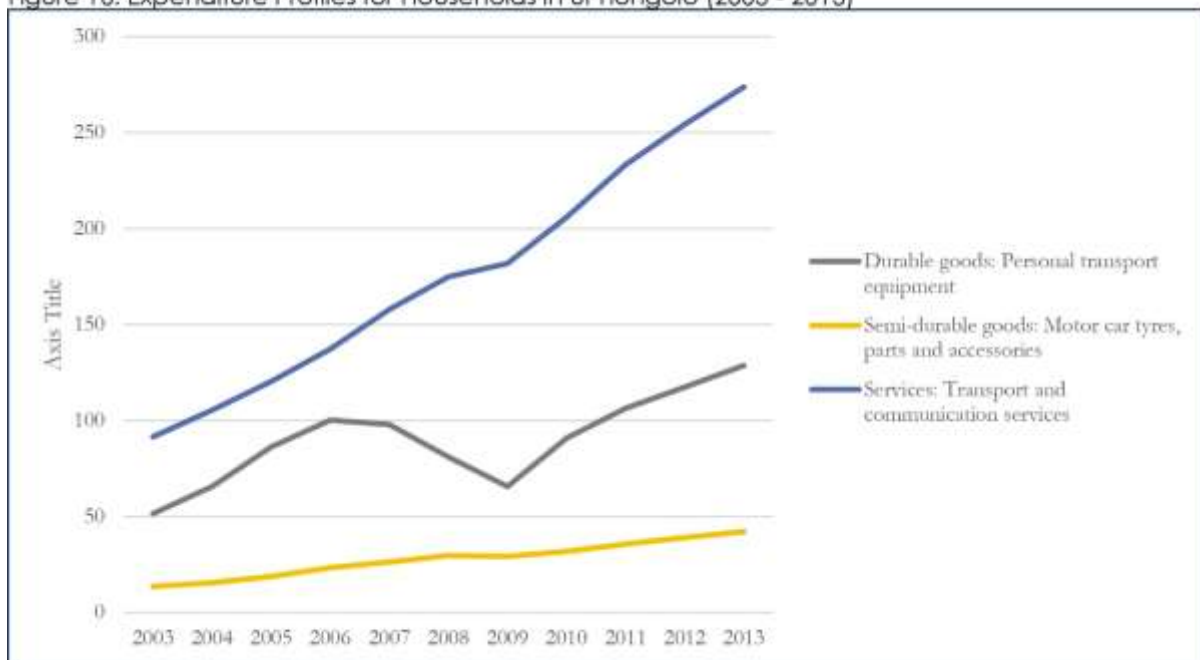


Source: Quantec 2015

The figure and table below detail household expenditure. The figure below provides an understanding of household expenditure on transport and communication, motor vehicles, parts and accessories and also petroleum from 2003 - 2013 (at constant 2005 prices).

Figure 19: Expenditure Profiles for Households in uPhongolo

Figure 16: Expenditure Profiles for Households in uPhongolo (2003 - 2013)



Source: Quantec 2015

Figure 20: % Changes in Household Spend Profiles

Table 8 Percentage Changes in Household Spend Profiles

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Personal transport equipment	5,0%	5,6%	6,4%	6,4%	5,4%	3,9%	3,0%	3,7%	3,9%	3,9%	4,0%
Motor car tyres, parts and accessories	1,3%	1,3%	1,4%	1,5%	1,4%	1,4%	1,3%	1,3%	1,3%	1,3%	1,3%
Transport and communication services	8,9%	9,0%	8,9%	8,8%	8,6%	8,5%	8,4%	8,5%	8,6%	8,5%	8,5%

Source: Quantec 2015

- There has been an average of 4.7% in personal transport equipment spend, and average of 1,3% in motor car tyres and parts spend and an average of 8.7% in transport and communication services over this time.

1.5 How Was uPhongolo Municipality Draft IDP 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 2022 IDP, PMS and Budget Process Plan.

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.

Figure 21: IDP, Budget Preparation and PMS Action Plan

Financial cycle		Activities	Date	Responsible official
1st Quarter: Analysis Phase	July/August	Start of budget preparations and IDP.	July 2021	IDPO/CFO
		Submission of Draft Process Plan to CoGTA	30 July 2021	IDPO
		SDF Review <ul style="list-style-type: none"> • Credible Status Quo 	November 2021	uPhongolo Planning Dept.
		IDP Steering Committee <ul style="list-style-type: none"> ▪ Process plan; and ▪ Performance Management System. 	August 2021	IDPO/PMSS
		Special Council meeting <ul style="list-style-type: none"> • Council consider, adopt and approve the Process Plan • Submission of the Annual Financial Statements to Council for approval • Adopt 1st Draft: Urban Scheme 	August 2021	MM
		Submission of the Annual Financial Statements to Auditor General.	31 August 2021	CFO and MM
		Submission of Final Process Plan to DTLGTA	31 August 2021	IDPO
		Urban LUMS Workshop with Community	September 2021	uPhongolo Planning Dept.

		SDF Review <ul style="list-style-type: none"> Synthesis of Issues and Vision Document 	September 2021 – October 2021	uPhongolo Planning Dept
		IDP Steering Committee Meeting <ul style="list-style-type: none"> (Prepare for IDP Rep Forum) (Prepare for Strat Plan Session) 	September 2021	IDPO
		1st IDP Rep Forum <ul style="list-style-type: none"> IDP Process Plan Project Status Update MEC Feedback on 2017/2018 IDP Development Strategies Final LUMS 	September 2021	All
		KZN Planning Indaba <ul style="list-style-type: none"> MEC Feedback and Adoption of IDP Management Plan 	September 2021	CoGTA
		Chief Financial Officer of the Municipality to determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives	September 2021	CFO
		Special Council Meeting <ul style="list-style-type: none"> Adoption of Final Urban LUMS 	September 2021	MM
	Financial cycle	Activities	Date	Responsible official
2nd Quarter: Consultation Phase		SDF Review <ul style="list-style-type: none"> Draft SDF Document 	October 2021– December 2021	uPhongolo Planning Dept
		uPhongolo Strategic Planning Session Review of KPA's, KPI's, Objectives, Strategies and Projects)	January 2022 - February 2022	PMSS/All
		<ul style="list-style-type: none"> S 57 Managers Quarterly Performance 		

	October	Assessments; and (First performance quarterly report.)	October 2019	MM
	November	IDP and Budget Road shows	October 2022– November 2022	Mayor and CS
		IDP Municipal Alignment Processes	November 2022	CoGTA
		IDP Steering Committee Meeting (Registration of New Projects into IDP)	November 2022	IDPO
		2nd IDP Representative Forum (Public) <ul style="list-style-type: none"> ▪ 1st quarter report; ▪ Objectives, strategies and projects; ▪ Sector plans; ▪ Submission of new projects (capital) ▪ (Presentation by sector dept's. and service providers) ▪ Status of current projects 	November 2022	All
	December	Review of SDF <ul style="list-style-type: none"> • Achieving Support for the SDF 	December 2022– January 2023	Planning Dept
		IDP Best Practice Conference	December 2022	CoGTA
		Departmental heads to finalise detailed estimates of capital and operational expenditure and income and submit to Budget and Treasury Office	December 2022	All
		Chief Financial Officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS	December 2022	CFO
		Submission of Draft Annual Report by MM to Mayor	August 2022	CFO/MM/Mayor
Financial cycle		Activities	Date	Responsible official

3 rd Quarter : Drafting Phase	January	<ul style="list-style-type: none"> ▪ S 57 Managers Quarterly Performance Assessments (Second performance quarterly report) 	January 2021	MM
		IDP Steering Committee Meeting	April 2022	IDPO
		SDF Review <ul style="list-style-type: none"> • Finalisation and Approval 	January 2022 – February 2022	Planning Dept
		Accounting officer, Chief Financial Officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements	February/March 2022	MANCO
		<p>Chief Financial Officer combines various departmental estimates and calculates total income and expenditure of the municipality.</p> <p>Chief Financial Officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January)</p>	January 2022	CFO
		Special Council Meeting <p>Submission of Auditor General's report to Council for consideration.</p> <p>Annual report and Action Plan tabled to Council.</p> <p>Make public annual report and invite local community to submit representations in connection with the annual report.</p> <p>Submission of mid-year assessment report and</p>	January 2022	MM Mayor MM

		budget		
February		Submit the annual report to the Auditor General, the KZN provincial treasury and provincial departments relevant to local government.	February 2022	MM
		Meeting with CoGTA: IDP Submission and Assessment Process	February 2022	CoGTA
		IDP SC Meeting (Budget structure and submission for consideration)	February 2022	CFO/ IDPO
		SDF Review <ul style="list-style-type: none"> Implementation, Monitoring and Evaluation 	February 2022	uPhongolo Planning Dept
		Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous year's audited financial statements and annual report Chief Financial Officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)	February 2022 February 2022	CFO CFO
		SDF Review <ul style="list-style-type: none"> Close Out 	February 2022	uPhongolo Planning Dept
	3rd IDP Rep Forum (Closed) <ul style="list-style-type: none"> 2nd quarter report; Sector plans; Submission of new projects (capital) (Presentation by sector dept's. and service providers) Recommend to Council the approval of the IDP draft document. 	March/ April 2022	All	

		<ul style="list-style-type: none"> Status of current projects 		
	March	Special Council Meeting Draft budget and revised IDP are tabled together in council for consideration.	March 2022	Mayor
		Council Adopt Draft IDP / Budget		CFO & IDPO
		Draft budget and revised IDP together with all related documents to be posted onto the municipal website so that the budget is accessible to the public.	March 2022	BTO and MM IDPM
		Publish Draft IDP/Budget for comments (21 days) Hard copies of IDP/Budget to be made available to the Public	March 2022	IDPO
		Submission of Draft 2022/2023 Reviewed IDP	March 2022	IDPO
Financial cycle		Activities	Date	Responsible official
4th Quarter : Final Adoption Phase	April	Hard Copies of IDP/Budget submitted to the following: National Treasury Provincial Treasury Zululand District Municipality	March – April 2022	IDP Manager and CFO
		<ul style="list-style-type: none"> Publicise an Annual Report with oversight report. Submit an Annual Report with oversight report to Provincial Legislature/MEC of Local Government 	April 2022	CS
		IDP Assessment / Engagement Meeting with DLGTA	April 2022	CoGTA
		S 57 Managers Quarterly Performance Assessments		

		(Third quarterly report)	April 2022	MM
		IDP and Budget Roadshows	April 2022	CS
		IDP Steering Committee <ul style="list-style-type: none"> ▪ 3rd quarter report; ▪ Draft budget 2022; and ▪ Consider comments from DLGTA assessment 	April 2022	IDPO
		<p>Due date for budget written comments</p> <p>Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc</p> <p>MFMA s 21</p> <p>Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year</p>	<p>April 2022</p> <p>April 2022</p>	<p>Mayor/MM</p> <p>Mayor/MM</p>
		Council to consider all the submissions and representations received during its hearing process.	April 2022	CS
	May	<p>Update IDP projects based on final DORA allocations and Public Consultation</p> <p>Complete financial plan (Draft SDBIP)</p>	May 2022	IDPO and CFO
		IDP Steering Committee <ul style="list-style-type: none"> • Prepare for IDP Rep Forum • Finalise IDP and Budget 	May 2022	All
		CoGTA Draft IDP Feedback Assessment	May 2022	CoGTA
		IDP Representative Forum <ul style="list-style-type: none"> • Budget Overview • MIG Projects • Finalisation of Sector Department Projects • Status of current projects • Recommend to Council Adoption of 	May 2022	<p>IDP</p> <p>MM</p> <p>Mayor</p>

		Final IDP and Budget		
		<p>Council Meeting</p> <p>Final IDP is tabled in council for consideration.</p> <p>Council Adopt Final IDP & Budget</p> <p>Council Consider Adoption of Final IDP & Budget 2022/2023</p>	May 2022	CFO
June/July		<p>-Advertise Final IDP and advertise on Municipal Website</p> <p>-Submit Final IDP to CoGTA</p>	June 2022	IDP,/ITM
		<p>Council must finalise a system of delegations.</p> <p>MFMA s 59, 79, 82; MSA s 59-65</p> <p>Submit adopted Budget and Budget return forms to</p> <ul style="list-style-type: none"> • National Treasury; • Provincial Treasury 	June 2022	IDPM
		<p>Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval.</p> <p>MFMA s 53; MSA s 38-45, 57(2)</p>	June 2022	Mayor/MM
		<p>Submission of Final Reviewed IDP</p> <p>(Can be submitted before this date)</p>	July 2022	IDPM
		<ul style="list-style-type: none"> ▪ S 57 Managers Quarterly Performance 		

		Assessments (Fourth performance quarterly report)	July 2022	MM
		▪ Signing of Performance Agreements and Performance Plans	July 2022	MM

1.6 IDP Public Participation Process

(a) 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. There are four major functions that can be aligned with the public participation process namely:

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

(b) Mechanisms for Participation

The following mechanisms for participation were utilised:

1.6.1 IDP Steering Committee

The Steering Committee is a technical working team consisting of Departmental Heads within the Municipality. This committee is chaired by the Municipal Manager 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.

1.6.2 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.

1.6.3 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 were recently elected after the elections and will be trained and commence with their duties.

1.6.4 Newspapers

Local and national newspapers will be used to publish the IDP/PMS/Budget 2022/2023 related activities and to inform the local community of the progress on the IDP/PMS/Budget.

1.6.5 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 following documents were uploaded on the municipal website.

1.6.6 Municipal Notice Board

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

1.6.7 Community Road Shows

The uPhongolo Municipality will host its community road shows to publicize the draft IDP and Budget after the approval in March 2022 and will be conducted in until May 2022 for the approval of the final IDP and Budget. The venues for these meetings will be publicized at the IDPRF as well as through the media.

1.6.8 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.

1.7 MEC Comments

uPhongolo Municipality acknowledges the comments that the MEC made in respect of the 2021 IDP review, IDP assessments conducted by COGTA and Auditor General. The comments were instrumental in enriching the process towards the compilation and content of this Draft IDP review.

1.8 Back to Basics Plan for uPhongolo Municipality

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 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.

1.9 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.

1.10 Auditor General Findings

uPhongolo Municipality acknowledges the findings and recommendations of the Auditor General made. The comments were helpful to enrich the process towards the compilation and content of this Draft IDP. An AG action plan has been developed to address all issues raised in the Audit Outcomes Report.

1.11 Draft Budget/Financial Plan.

uPhongolo Municipality IDP, PMS and Budget process has ensured the incorporation of the the MSCOA Requirements including the Scorecard and SDBIP Templates.

1.12 Key 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.

Figure 22: Municipal Challenges and Interventional Measures

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
	CHALLENGES	INTERVENTIONS
	No off-site information backup done (site/storage)	Budget and identify site for back-up purposes
	Inadequate office space	To budget for planning and designs and re-submit to Treasury.
	No back-up power generator	To be included in the adjustment budget.
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
	CHALLENGES	INTERVENTIONS
	Lack of office space	Prepare item on Circular 51 (extension of office building) and submit Provide budget subject to approval of building plans and cost analysis
	Increasing consumer debts	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		
	CHALLENGES	INTERVENTIONS
	Chamber has no public gallery	To be budgeted for extension
	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
LOCAL ECONOMIC DEVELOPMENT (LED)		
	CHALLENGES	INTERVENTIONS
	Inadequate support for SMMEs and Co-Ops	Identify and support sustainable concepts to be funded, Conduct workshops on project development and concepts for small businesses, SMMEs and Co-ops
	No Tourism 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 un-demarcated 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
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
	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
	No depot for Technical Services staff and equipment	Budget needed
	No Integrated Local Transport plan (ILTP) in place	To develop and adopt ILTP
	Electricity distribution losses	Phase out old analog meters with digital prepaid meters provided
	No traffic related by-laws	Development and/or formulation and passing of applicable traffic by-laws
CROSS CUTTING INTERVENTIONS		
NO.	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
	Shortage of burial space at current cemetery	To engage with traditional leaders and talk to nearby farmers
	No SEA	To develop SEA

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 of 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.

1.13 SWOT Analysis

During the strategic planning process conducted in February 2022, a swot analysis exercise was conducted by all participants/attendees according to six (6) Key Performance Areas. The Municipality's SWOT Analysis was revised by the departments and is presented in the Situational Analysis Chapter at end of each KPA.

1.14 Municipal Goals, Strategic Objectives, Programmes and Budget

At a strategic planning session that was conducted in February 2022, the municipal confirmed that it will review its goals, strategic objectives, programmes and projects for implementation in the year 2022/2023 these will be part of Development Strategies.

1.15 Community Broad Based Projects/Development Needs 2022/2023

uPhongolo Municipality conduct meetings. The purpose of the meetings will be 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 will be addressed through the IDP processes and budget allocations sessions.

1.16 The Status uPhongolo Municipality Dermacation

uPhongolo Municipality will not be affected by the dermacation process in as far as the 2021 elections are concerned and the 15 wards will remain.

1.17 The Status of Infrastructure Projects Relating to Local Government (2021) Elections

The Municipality formulated a five-year plan in the previous council (i.e. 2018/2019 to 2022/2023 IDP with planned programmes and projects with an accompanying budget). The plan prioritises water, electricity, building structures and access roads. It can thus be inferred that the Municipality, working in conjunction with the Zululand District Municipality

and the Independent Electoral Commission has indeed made provision in its IDP, for infrastructure projects relating to Local Government (2021) elections. A copy IEC infrastructure needs is annexed for ease of reference.

1.18 Long Term Vision

- Municipal Strategic Planning Session held in February 2022 indicated that a new Vision and Mission statement will be developed.

Vision Statement

“uPhongolo Municipality will ensure an inclusive socio-economy by providing quality services that yield a better life for all by 2035”.

Mission Statement

- To develop our Municipal institution and facilitate its transformation;
- To provide infrastructure and other services to all, with emphasis on rural communities, in a sustainable manner;
- To provide a healthy and safe environment that is conducive for investment;
- To develop and support social and economic development initiatives, particularly those focused on the youth and the vulnerable;
- To ensure good governance through leadership excellence and community participation
- To ensure continued sound financial management;
- To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices;
- To elevate tourism and agriculture as the leading GDP contributors to our economy.

Core Values

The *Batho-Pele* Principles inform the operations of the uPhongola 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:

- Transparency

- Commitment
- Innovation
- Integrity
- Co-operation
- Respect
- Accountability

1.19 What Are We Going To Do To Unlock And Address Challenges Over The Next 5-Years?

Figure 23: Unlock and Address Challenges

KEY PERFORMANCE AREAS	ISSUES TO BE ADDRESSED (GOALS)
Municipal Transformation & Institutional Development	<ul style="list-style-type: none"> ▪ Human Resource Development and ensure compliant HR System
Basic Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> ▪ Provide access to comprehensive basic services and infrastructure
Social and Economic Development	<ul style="list-style-type: none"> ▪ Promote inclusive economic growth, development and support
Good Governance and Public Participation	<ul style="list-style-type: none"> ▪ Promote good governance and policy compliance
Municipal Financial Viability and Management	<ul style="list-style-type: none"> ▪ Achieve financial sustainability and viability
Cross-Cutting Interventions	<ul style="list-style-type: none"> ▪ Promote environmental sustainability and spatial equity

Some of the salient projects to be undertaken over the medium-term includes, amongst others:

Figure 24: Infrastructure Assets:

ITEM DESCRIPTION
Infrastructure Assets
Multipurpose Sports Centre in Ward 11
N2 to Thandukukhanya Road Paving Ward 7
Kwatengizwe Sports Facility Ward 4
Ward 8 Sportsfield
Ward 8 Multi-Purpose Centre
Belgrade Paving Road
Ward 14 Community Hall
Mkhiwaneni Sportsfield in Ward 9
Ward 12 Sports Field Phase 2
Upgrading of Magedlela - Simandla Street Paving
Upgrade of Mkhwakhweni Sportsfield-Ward 13 Phase 2
uPhongolo Ward 8 Sports Ground
Dwarsland Creche Ward 1
Ncotshane Stormwater-RDP Project
Ncotshane Stormwater-Retention Ponds
Ncotshane Stormwater-Project 1B
Extension 7 and Internal Roads
MIG Various Projects
Property Services
Back-up Generators for Main Office & DLTC
Car Ports for Municipal Council & Officials
Public Safety
Wendy Houses
Fencing of Traffic Offices
Speed Cameras
Solid Waste
New Cemetery
Belgrade Cemeteries
Drum Beam
Wheeled Refuse Bins Branded 3 000 units

Community Services
Fire Station Professional fees
Boreholes for Ntshiyangibone and Ward 13 Community Halls
Corporate Services
Furniture and fittings
Disaster recovery sites
Desktop and laptops for the advertised posts
Replacement of computers of the existing employees
Laptops for new Councillors
Park Homes Office
Transport assets
Skid unit(fire vehicle)
Medium Commercial Truck-Waste
Waste Management Truck
Construction Motor Grader
Single Drum Roller 16t
Bakkie for Electricity Unit
Replacement of Municipal Vehicles

Figure 25: Special Programmes (To be confirmed with Budget Plan)

Project Type
Women and Children Programmes
Sukuma Sakhe Programme
Youth Programmes
Disabled People Programmes
Men Support Programmes
LED / Ward Upliftment Projects
Poverty Alleviation Programmes & Covid Food Parcels
HIV / AIDS Programmes
Student Financial Assistance
Disaster Management Response & Programmes (Covid 19)

Figure 26: Transfers and Grants 2022/2023 (To be confirmed with Budget Plan)

Grants and Subsidies Received - Operational
Equitable Share
Finance Management Grant
MIG - 5% Operational Grant
Municipal Disaster Relief Grant Fund
Community Library Services Grant
Provincialisation of Libraries

1.20 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 (sometimes 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.

1.21 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.

CHAPTER 2:

PLANNING AND DEVELOPMENT PRINCIPLES, GOVERNMENT POLICIES & IMPERATIVES

2. Planning and Development Principles

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 more 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 than 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.

2.1. 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).

2.2. International Policy Directives: 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. Each goal has specific target/s:

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.

Goal 5: Achieve gender equality and empower all women and girls

Goal 6: Ensure availability and sustainable management of water and sanitation for all

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

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 contains:

- 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. 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;
- An Africa with a strong cultural identity, common heritage, values and ethics;

An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and 7. Africa as a strong, united, resilient and influential global player and partner.

2.4. 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.

Figure 27: 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 objectives.

Through the service delivery agreement; the Honorable 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.

2.5. National and Provincial Development Planning and Policy Directives

Chapter 5 of the MSA, in particular, provides instruction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan.

It goes further to inform that the IDP must link, integrate and co-ordinate development plans for the municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based.

The plan must be compatible with national development plans and planning requirements binding on the municipality in terms of legislation.

The state has introduced a three-tiered system of integrated planning aimed at ensuring intergovernmental priority setting, resource allocation, implementation, and monitoring and evaluation to achieve sustainable development and service delivery.

The key instruments which constitute this system include at national level the National Development Plan (*Vision for 2030*), the Medium-Term Strategic Framework (MTSF) and the National Spatial Development Perspective (NSDP) as indicative and normative planning instruments; at provincial level the Provincial Growth and Development Strategy (PGDS, 2016), supported by Provincial Spatial Economic Development Strategy (PSEDS); the District Growth & Development Plan and at local level the municipal Integrated Development Plan (IDP), which include Spatial Development Framework (SDF). Improvements in spatial analysis has allowed for a clearer basis for spatial priorities to be laid out in the PSEDS. The PSEDS guides the focusing of infrastructure investment in certain spatial areas.

2.6. 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

Figure 28: 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	
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.

2.7. 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.

2.8. 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.

2.9. 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.

2.10. Outcome Eight: Sustainable Human Settlements And Improved Quality Of Household Life

The NDP says “Settlement patterns should meet the needs and preferences of citizens, taking into account broader social, environmental and economic interests. Travel distances need to be shorter. This means ensuring that a larger proportion of workers live closer to their places of work, and that public transport is safe, reliable, affordable and energy efficient. It means building denser and more liveable cities and towns” (National Planning Commission, 2011).

This poses a challenge to uPhongolo in that housing should be located closer to other opportunities or provide housing with other opportunities such as employment, services, transport networks etc. If successful it would mean that outcome of eight would have been achieved and people’s lives improved tremendously.

The outcome is of critical importance for various reasons. Firstly, it is a requirement of the Constitution and Bill of Rights. Secondly, it is core to human dignity and social stability and is a key enabler of health, education and social cohesion outcomes. Lastly, with good planning, it can also serve as a catalyst for economic development and job creation. Ultimately, the outcomes of the national effort around human settlements must be seen in the context of social development and transformation as well as meeting the objectives of rolling back under-development.

2.11. 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.

2.12. 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 channeled 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 favorable 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).

2.13. 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:

Figure 29: 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.

2.14. 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.

2.15. 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, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region.

2.16. 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.

2.16.1. 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.

2.16.2. 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.

2.17. The State of The Nation Address 2022

The State of the Nation Address 2022 (SoNA 2022) was delivered by the President of the Republic of South Africa, Mr Matamela Cyril Ramaphosa on February 2022. The focus areas under guidance from the National Development Plan are as follows:

- Defeat the Covid-19 pandemic
- Accelerating economic recovery, creating jobs and inclusive economic growth
- Implement economic reforms to create sustainable jobs and drive inclusive growth
- Fighting corruption and strengthening the state

2.18. The State of the KZN Province Address 2022

On February 2022, the Premier of KwaZulu-Natal, Mr S. Zikalala delivered the State of the Province Address (SOPA). The priority areas are as follows:

- Intensifying the fight against the Coronavirus
- Re-igniting economic recovery and job creation
- Building social cohesion, fighting crime and corruption
- Delivering basic services in particular water
- Building a capable, ethical and developmental state

The Premier mentioned that the Provincial Executive Council Lekgotla agreed that strict focus and energies should be on the five priorities mentioned above and that the priorities were factored in by the provincial conditions.

The February 2022 Cabinet Lekgotla resolved amongst other issues that the Provincial Planning Commission and KZN COGTA to support the District Municipalities with the development of District Growth and Development Plans [DGDPs] as part of Integrated Development Plan [IDP] process. The DGDP was to be informed, directed and take a total form of the PGDS/P while at the same time forming a basis for and guide all other implementation plans at the District family of municipalities.

The DGDP guides and informs the programmes and priorities for the 5 year IDP within the dynamics and complex municipal space.

The Provincial Growth and Development Strategy (2035) review was initiated and approved by the Provincial EXCO necessitating the DGDP review.

Figure 30: The PGDS is firmly embedded within an overall sustainability approach

GOAL 1: JOB CREATION Expanded Provincial economic output and employment Apex Indicators: Apex Indicator 1: Total value of output of all sectors within the district economy Apex Indicator 2: Total employment in all sectors within the district economy Apex Indicator 3: GDP per Capita within the district economy				
Strategic Objectives	Unleash agricultural potential	Enhance sectoral development through trade and investment	Improve efficiency of government led job creation programmes	Promote SMME and entrepreneurial development
	<i>The ZDM agricultural sector grows and generates employment.</i>	<i>ZDM trade and investment grows and generates employment.</i>	<i>Government-led job creation programmes yield incomes and prepare participants for entry into the labour market.</i>	<i>SMME promotion increases economic participation and generates employment.</i>
Primary Indicators	<ul style="list-style-type: none"> Total employment within the agricultural sector (including forestry and livestock) within the district. Value of agricultural contribution to the district economy Number of emerging commercial farmers within the district. Hectares of land under agricultural 	<ul style="list-style-type: none"> Total employment within all sectors excluding primary agriculture within the district. Total value of the provincial economy excluding primary agriculture within the district. 	<ul style="list-style-type: none"> Total Rand Value of each EPWP job in district within the district. Number of small contractors created through Vukuzakhe Emerging Contractor Development Programme. 	<ul style="list-style-type: none"> Number of Cooperatives and SMMEs registered in the district that has been in operation for more than 2 years. Number of new jobs created through establishment of SMMEs and Coops within the district. A balanced KZN B- BBEE scorecard utilised to measure

	production excl. ITB			Progress in B-BBEEE within the district.
Interventions	<ul style="list-style-type: none"> • Support for and Development of Commercial Farmers (new entrant, small-scale, land reform and ITB farmers). • Enhancement of agricultural value- adding and marketing. • Expansion of irrigation schemes and improved water use efficiency • Protection, rehabilitation and improved productivity of agricultural resources. 	<ul style="list-style-type: none"> • Enhance Value-Adding within the Manufacturing Sector. • Develop, diversify and market the tourism sector to increase Domestic and Foreign visitors. • Facilitate the Expansion of Investment into the Services Sector • Establish District Agencies to drive LED and Investment. • Establish an integrated Business Retention and Expansion Programme (BR&E). 	<ul style="list-style-type: none"> • Support enhanced implementation of the EPWP (incl CWP) Programme. • Facilitate expanded access to the Jobs Fund. 	<ul style="list-style-type: none"> • Facilitation of access to markets for small enterprises. • Facilitation of access to finance for small enterprises. • Capacity building and Mentorship Support for small enterprises. • Access to appropriately located facilities with linked services. • Implementation and enforcement of B - BBEE

<p>Secondary Indicators</p>	<ul style="list-style-type: none"> • Value of total crop production. • Value of total horticulture production. • Value of total animal production. • Hectares of active agricultural land under irrigation. • Diversification of agricultural products. • Ratio of Agricultural exports to Imports within the district. 	<ul style="list-style-type: none"> • Value of direct fixed capital formation in the district. • Total value of exports generated from within the district. • Ratio of Exports to Imports within the district. • Total value of foreign and domestic tourism expenditure within the district. • Total value of foreign direct investment 	<ul style="list-style-type: none"> • Number of new work opportunities created annually through CWP. • Number of new full-time equivalent (FTE) jobs created annually through EPWP/CWP. • Number of successful contractor relationships and / or PPP's created and sustained through the EPWP/ CWP. Number of EPWP and into the district. 	<ul style="list-style-type: none"> • Number of new business entities registered within the district.
	<p>into the district.</p> <ul style="list-style-type: none"> • Total value of domestic investment into the district 	<p>CWP beneficiaries that have graduated into formal employment.</p>	<ul style="list-style-type: none"> • Total value of domestic investment into the district 	<p>CWP beneficiaries that have graduated into formal employment.</p>

GOAL 2: HUMAN RESOURCE DEVELOPMENT

The human resource capacity of the province is adequate, relevant and responsive to growth and development needs
 Expanded Provincial economic output and employment

Apex Indicators:

Apex Indicator 1: Gross enrolment rates: Primary (7-15) and Secondary (16-18) Apex Indicator 2: Participation in FET Colleges

Apex Indicator 3: Adult literacy rate

Strategic Objectives	Improve early childhood development, primary and secondary education	Support skills alignment to economic growth	Enhance youth skills Development and life-long learning
	<i>The education sector produces sufficient people with relevant knowledge, skills and attitudes to contribute to growth and development.</i>	<i>The development of skills is sufficient and appropriate to service the economic growth and development needs of the district</i>	<i>The skills level of youth and adults are enhanced</i>
Primary Indicators	<ul style="list-style-type: none"> • % of 3 to 5 old children in education institutions (public and private) • % of Grade 1 learners who have attended a Grade R class • Retention rates: Grades 10-12 	<ul style="list-style-type: none"> • Full and part time students in public FET Colleges for NC(V), N courses and occupational programmes 	<ul style="list-style-type: none"> • Number of youths supported by the National Skills Funds, SETAs and other youth programmes • Participation in AET
Interventions	<ul style="list-style-type: none"> • Promoting the use of new technologies and improving infrastructure. 	<ul style="list-style-type: none"> • To facilitate the development of a Skills Plan for every major sector in the District, as the start of a comprehensive data base on human resources supply and demand, on a spatial basis. 	<ul style="list-style-type: none"> • Relevant life-long learning to be delivered by accessible and vibrant community-based adult education and training (AET) Centres.
Secondary Indicators	<ul style="list-style-type: none"> • % of schools meeting the standards of facilities benchmark. 	<ul style="list-style-type: none"> • Further Education and Training (FET) participation rate (all institutions) FET College graduation rate. 	<ul style="list-style-type: none"> • Number of youth, adults and women accessing skills development programmes which are explicitly designed to promote employment and income-promoting outcomes.

STRATEGIC GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT					
Poverty and inequality in Zululand is reduced.					
Apex Indicators:					
Apex indicator 1: DGDP Adjusted Human Development Index Apex					
indicator 2: Absolute poverty					
Apex indicator 3: Total number of crimes measured as the number of crimes reported per 100 000/population					
Strategic Objectives	Poverty alleviation and social welfare	Enhancing health of communities and citizens	Enhance sustainable household food security in Zululand	Sustainable human settlements	Safety and security
	<i>Grants and allied social welfare transfers reduce poverty in the Zululand population</i>	<i>The health of the Zululand population is improved.</i>	<i>Ensure household food security in Zululand</i>	<i>Zululand households have secure residential tenure and access to basic utility services</i>	<i>The safety and security of the Zululand people and their property is improved.</i>
Primary Indicators	<ul style="list-style-type: none"> Reduction in relative poverty 	<ul style="list-style-type: none"> Decrease in maternal and child mortality rates/ratios Life expectancy at birth 	<ul style="list-style-type: none"> Dietary Diversity Index Hunger episodes: household member has gone hungry at least sometimes in past 12 months. 	<ul style="list-style-type: none"> % of district households with yard water connections % of district households with sanitation to MIG standards, % of district households with a source of electrical supply 	<ul style="list-style-type: none"> Number of contact crimes per 100,000 people registered per annum Number of trio crimes per 100,000 people registered per annum

Interventions	<ul style="list-style-type: none"> Expanding social welfare services to under-serviced areas 	<ul style="list-style-type: none"> Accelerate HIV and AIDS intervention programmes Ensure equitable access to health services 	<ul style="list-style-type: none"> Developing infrastructure for local markets. Support to informal economy Skills development to support local 	<ul style="list-style-type: none"> Densification of Human Settlements Transformation of informal settlements 	<ul style="list-style-type: none"> Implementation of Community Protection through Environmental Design Strengthen partnerships: civil society, business and criminal justice system
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STRATEGIC GOAL 4: STRATEGIC INFRASTRUCTURE Strategic infrastructure provides for the social and economic growth and development needs of Zululand District Apex Indicators: Apex indicator 1: % of fixed capital investment in relation to provincial GDP			
Strategic Objectives	Development of airports	Development of road and rail networks	Development of ICT infrastructure
	<i>The airports in Ulundi and Vryheid operate at optimal capacity</i>	<i>The roads and rail networks in Zululand provide efficiently for cargo and commuter needs</i>	<i>Sufficient ICT infrastructure is available for the growth and development needs of Zululand</i>
Primary Indicators	<ul style="list-style-type: none"> Volume of passengers through Ulundi and Vryheid airports. 	<ul style="list-style-type: none"> % Tonnage to Capacity Utilization. 	<ul style="list-style-type: none"> ICT infrastructure established in Zululand.
Interventions	<ul style="list-style-type: none"> Develop and Implement Zululand Regional Airports Strategy. 	<ul style="list-style-type: none"> Revitalise Branch Rail Lines. Create additional Capacity along Primary Movement Corridors. 	<ul style="list-style-type: none"> ICT infrastructure nodes established in Zululand.
Secondary Indicators	<ul style="list-style-type: none"> Passengers' arrivals at Ulundi and Vryheid airports. 	<ul style="list-style-type: none"> Volume of rail deliveries in timber industry Improvement in secondary road maintenance. 	<ul style="list-style-type: none"> Number of Digital Community Hubs

STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY			
Reduce global greenhouse gas emissions and create social-ecological capacity to adapt to climate Change Apex			
Indicators:			
Apex indicator 1: Green House Gas Emissions			
Strategic Objectives	Increase productive use of land	Advance alternative energy generation and reduce reliance on fossil fuels	Manage pressures on biodiversity
	<i>Land productivity sustainably improved</i>	<i>Greater proportion of renewable energy used in Zululand</i>	<i>The Zululand District is able to effectively anticipate, respond to and mitigate the effects of climate change</i>
Primary Indicators	<ul style="list-style-type: none"> • Ha of land rehabilitated annually • % use of high production potential land for non-agricultural activities 	<ul style="list-style-type: none"> • Units of energy produced commercially through alternative energy generation 	<ul style="list-style-type: none"> • Land transformation in High-Risk Biodiversity Planning Units in Zululand.
Interventions	<ul style="list-style-type: none"> • Promote sustainable land use practices to preserve and enhance agricultural potential 	<ul style="list-style-type: none"> • Programme for development of alternative energy demonstration projects 	<ul style="list-style-type: none"> • Spatial planning, decision-support tool development and monitoring.
Secondary Indicators	<ul style="list-style-type: none"> • Hectares of land under active agricultural production. 	<ul style="list-style-type: none"> • No of Alternative Energy Demonstration. 	<ul style="list-style-type: none"> • Number of ha of priority areas for expansion of protected areas network declared.

STRATEGIC GOAL 6: GOVERNANCE AND POLICY				
The population of Zululand is satisfied with the levels of government service delivery Apex				
Indicators: GApex indicator 1: Improvement in level of client satisfaction				
Strategic Objectives	Strengthen policy, strategy coordination and IGR	Building government capacity	Eradicating fraud and corruption	Promote participative, facilitative and accountable governance
	<i>Public expenditure is spent in accordance with coordinated policy and strategy</i>	<i>Government is able to effectively and efficiently deliver infrastructure and services to the population of Zululand</i>	<i>Zululand is corruption free</i>	<i>Government listens to and is accountable to the people</i>
Primary Indicators	<ul style="list-style-type: none"> • % of public sector expenditure spent in accordance with the municipal Integrated Development Plan • % of development applications that meet time norms for processing. 	<ul style="list-style-type: none"> • % municipal expenditure spent on capital infrastructure (new construction, maintenance and operation). • Clean Audit for Zululand. 	<ul style="list-style-type: none"> • Decreased audit disclaimers, qualifications. • Total value of Zululand sector funds affected by fraud and corruption. 	<ul style="list-style-type: none"> • Voter participation in municipal and provincial elections.
Interventions	<ul style="list-style-type: none"> • Develop an Integrated Funding and Implementation Management Framework for various funding sources (e.g. MIG, RBIG, MWIG) • Create a single window of co-ordination between the Provincial Government, Municipalities and non-government forums 	<ul style="list-style-type: none"> • Develop an integrated HRD and professional support programme for Zululand. • Promote shared services amongst municipalities in Zululand. • Align DGDP interventions to staff performance 	<ul style="list-style-type: none"> • Implement proactive measures to prevent fraud through establishment of a business intelligence tool and fast track disciplinary processes and effective prosecution. • Implement proactive integrity management programmes • Municipal clean audit programme implemented in Zululand 	<ul style="list-style-type: none"> • Improve relationships between traditional councils, Zululand and provincial departments. • Develop advocacy programmes.

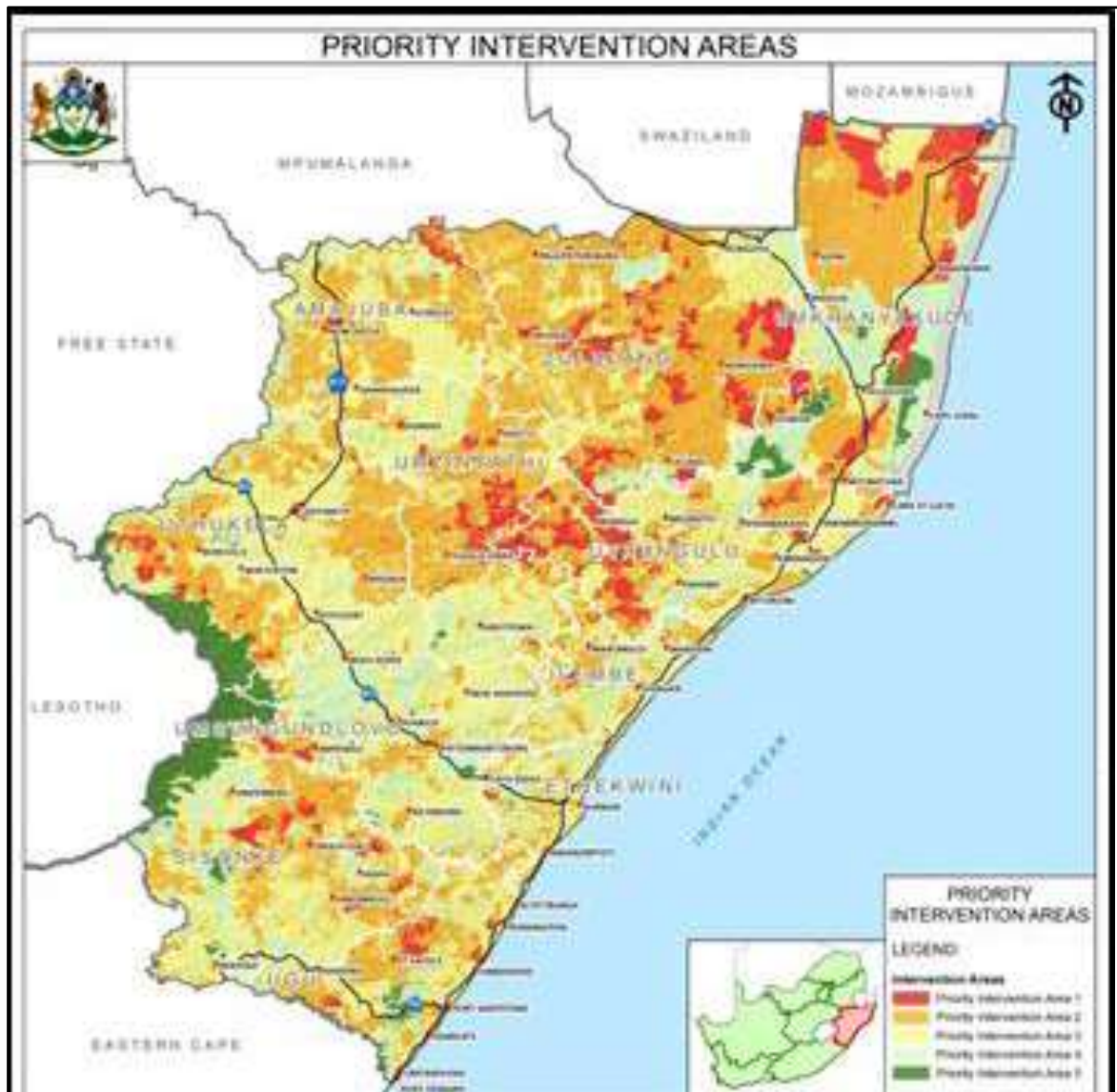
Secondary Indicators	<ul style="list-style-type: none"> • % increase in credibility of Integrated Development Plans in KZN • Effectiveness of the Premier's 	<ul style="list-style-type: none"> • % of funded posts within Zululand District that is vacant for longer than 6 months. 	<ul style="list-style-type: none"> • Number of government entities with effective contract management systems 	<ul style="list-style-type: none"> • Develop advocacy programmes.
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STRATEGIC GOAL 7: SPATIAL EQUITY Increased spatial access to goods and services in Zululand		
Apex Indicator: Apex indicator 1: Improved population physical access to goods and services in Zululand as measured by the Spatial Equity / Accessibility Index		
Strategic Objectives	Actively promote spatial concentration and co-ordination of development interventions	Effective spatial planning and land management systems are applied across the province
	<i>Concentrate public and private investment in locations that have been selected on the basis of their developmental potential</i>	<i>Effective spatial planning and land management systems are applied across the Zululand District</i>
Primary Indicators	<ul style="list-style-type: none"> • Increase in the population density resident in areas falling within designated development areas in Zululand. 	<ul style="list-style-type: none"> • % of total provincial geographical area with Land Use Management Schemes.
Interventions	<ul style="list-style-type: none"> • Development of specific Corridor Plans to co-ordinate interventions along provincial corridors. 	<ul style="list-style-type: none"> • Implementation of a hierarchy of plans
Secondary Indicators	<ul style="list-style-type: none"> • Provincial Nett Settlement Density • Share of Municipal Spatial Development Frameworks complying to Environmental Management Regulations. 	<ul style="list-style-type: none"> • % of municipal wards with a ward development plan (business plans) in Zululand.

Figure 31: District Wide Projects

Name of Project	Sector	Location	Value
Establishment of Special Economic Zone – Meat Processing	Economic, Agriculture, Human Capital	District Wide	R35 million
Upgrade of Vryheid and Ulundi Airports	Economic, Infrastructure, Human Capital	Abaqulusi and Ulundi	TBD
Feasibility of an Alternative Energy source	Economic, Infrastructure, Human Capital	Ulundi	R 150 million
Aloe Processing Plant	Economic, Agriculture, Human Capital	Ulundi	R 25 million
Ngome Tea Estate	Economic, Agriculture, Human Capital	Nongoma	
Development of the Vryheid Railway Precinct Plan	Economic, Infrastructure, Human Capital	Abaqulusi	TBD
Tourism and Cultural Hub Nodal Development	Economic, Infrastructure, Human Capital , Tourism	Nongoma	R 100 million
Fast-track tarring and completion of P700 route linking Zululand and uThungulu	Economic, Infrastructure, Human Capital , Tourism	District wide	TBD
Mpungamhlophe Access Road	Economic, Infrastructure, Human Capital , Tourism	Ulundi	R 42 million
Pongolapoort Dam Development Node	Economic, Infrastructure, Human Capital , Tourism	UPhongola	R 900 million
R66 (Nongoma/oPhongolo)	Economic, Infrastructure, Human Capital , Tourism	Nongoma	TBD

Figure 32: Priority Intervention Areas



2.19. 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.

2.20. 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.

2.20.1. SPLUMA Principles

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

(a) 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.

(b) 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.

(c) 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.

(d) 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.

(e) 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.

2.21. 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 guides 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 inter-governmental 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.

2.22. 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 Draft IDP will serve as a strategic guide during the term of office of the current councilors (refer to Box 1). 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.

2.23. 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 33: Diagrammatic representation of KZN PGDS Strategic Framework



2.24. Alignment with Government Priorities

2.24.1. Sustainable Development Goals

The Sustainable Development Goals, officially known as **Transforming our world: the 2030 Agenda for Sustainable Development** is a set of 17 "Global Goals" with 169 targets between them. They were Spearheaded by the United Nations through a deliberative process involving its 194 Member States, as well as global civil society, the goals are contained in paragraph 54 United Nations Resolution A/RES/70/1 of 25 September 2015. The Resolution is a broader intergovernmental agreement that acts as the Post 2015 Development Agenda (successor to the Millennium Development Goals). The SDGs build on the Principles agreed upon under Resolution A/RES/66/288, popularly known as "The Future We Want".

Figure 34: SDG Goals

Sustainable Development Goals (SDGs)	Alignment to uPhongolo Goals, Strategic Goals and Objectives
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Human Resource Development and ensure compliant HR System
Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Provide access to comprehensive basic services and infrastructure
<p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p> <p>Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.</p>	Promote inclusive economic growth, development and support
<p>Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.</p> <p>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	Promote good governance and policy compliance
<p>Goal 12: Ensure sustainable consumption and production patterns</p> <p>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	Achieve financial sustainability and viability
<p>Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p> <p>Goal 13: Take urgent action to combat climate change and its impacts</p> <p>Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>	Promote environmental sustainability and spatial equity

2.24.2. Government Priorities

Figure 35: National Plan Priorities

National Plan Priorities	Alignment
Create jobs	Promote inclusive economic growth, development and support
Expand infrastructure	Provide access to comprehensive basic services and infrastructure
Use resources properly	Achieve financial sustainability and viability
Inclusive planning	Promote environmental sustainability and spatial equity
Quality education	Improving Citizens Skills levels and Education
Quality healthcare	Improve Quality of Citizens Health
Build a capable state	Promote good governance and policy compliance
Fight corruption	Public Safety and Living Environment
Unite the nation	Promoting Social Cohesion

Figure 36: National Outcomes

National Outcome	Alignment
Improved Quality of basic education	Improving Citizens Skills levels and education
A long and healthy life for all South Africans	Improve Quality of citizens Health
All people in South Africa are and feelsafe	Creation of Secure and Friendly City through fighting crime
Decent employment through inclusive economic growth	Job Creation through economic development
Skilled and capable workforce to support an inclusive growth path	Municipality Resourced and committed to attaining the vision and mission of the organization
An efficient, competitive and responsive infrastructure network	Efficient and Integrated infrastructure and services
Vibrant, equitable, sustainable rural communities contributing towards food security for all	Viable Economic Growth and Development
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
Responsive, accountable, effective and efficient local government system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance

Protect and enhance our environmental assets and natural resources	To promote environmental; conservation and promotion
Create a better South Africa, a better Africa, and a better world	Promoting Social Cohesion
An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
An inclusive and responsive Social protection system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
Nation building and social cohesion	Social Cohesion

Figure 37: Provincial Growth and Development Strategy Goals

PGDS Strategic Goals	uPhongolo Development Goals
Inclusive Economic Growth	Promote inclusive economic growth, development and support
Human Resource Development	Human Resource Development and ensure compliant HR System
Human and community Development	Municipality Resourced and committed to attaining the vision and mission of the organization
Strategic Infrastructure	Provide access to comprehensive basic services and infrastructure
Environmental Sustainability	Promote environmental sustainability and spatial equity
Responses to Climate Change	Promote environmental sustainability and spatial equity
Governance and Policy	Promote good governance and policy compliance
Spatial Equity	Promote environmental sustainability and spatial equity

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 2035, 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:

Figure 38: The KZN 7 Strategic Goals

NO.	PGDS Strategies Goal	Alignment thereof
1	Job Creation	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.

2.24.3. Integrated Alignment with Government Priorities

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.

Figure 39: 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

2.24.4. Alignment with 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.

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

Figure 40: 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.

Forums which support the existence and functionality of the programme:

- District Technical Advisory Committee; (held Quarterly);
- Back to Basics Provincial Tasks Team (held quarterly); and
- Quarterly assessment within Municipalities.

CHAPTER 3 (1): SITUATIONAL ANALYSIS

3. SITUATIONAL ANALYSIS

The purpose of the situational analysis is to provide an overview of the existing situation by focusing on the relevant aspects of the situation which will enable the management of the municipality to make appropriate management decisions. The Municipal Systems Act requires an assessment of the existing level of development in the municipal area, including an identification of communities which do not have access to the basic municipal services. This prescription should however be seen in the broader context of what information should be at the disposal of the municipality to enable its management to make decisions which are both strategic and practical in terms of their implementation.

The situational analysis should provide decision makers with sufficient knowledge of the nature of the priority issues and problems, existing and accessible assets and resources as well as resource limitations within their municipal area to enable them to make efficient and effective strategic decisions. This chapter provides descriptive data across a range of socio economic indicators of the Municipality. In some cases trends in the municipality have also been compared with trends at district level in order to understand these in their regional context. This is crucial as it provides the municipality and its social partners with deep insight into local socio-economic trends patterns and development challenges.

In order to produce an implementable, delivery-focused and measurable IDP, UPhongolo Municipality is following an approach that begins to embark upon crafting a long-term, sustainability strategy for the Municipality. The IDP gives the municipality an opportunity not only to measure its progress in terms of the five-year IDP (Council term), but also serves to educate the communities when it comes to identifying individual needs on a ward-based level, whilst still aligning with the goals of the broad policy environment, specifically with the focus on long-term sustainability.

The IDP sets out what the municipality aims to accomplish over a five-year period and how it will do this. It is a management tool that provides municipalities with a framework for strategic decision making.

In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues have to be the focus areas for municipal, public (and private) investment for the next 5-year IDP cycle. UPhongolo Municipality establishes development strategies for this IDP cycle of the last review of the five year cycle given that their organizational functioning is well aligned to strategies. As such, this section of the IDP provides contextual information pertaining to the municipal area, consider the demographic situation in the district and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole.

3.1 Spatial Analysis

3.1.1 uPhongolo Regional Context

The uPhongolo Municipality is one of five local municipalities situated on the south-east of the District which is Zululand District Municipality (DC26) in KwaZulu Natal Province. uPhongolo Municipal area covers 3 239 KM² and incorporates Pongola Town, Ncotshane and Belgrade, as well as areas under Traditional Councils namely, Ntshangase, Simelane, Ndlangamandla, Msibi, Sibiya and Gumbi. The population is estimated 127 238 (2011 Census) 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.

Figure 41: uPhongolo Regional Context



Administrative Entities

UPhongolo Municipality was established on the 5 December 2000 after Demarcation process and the local Government elections of that date. As such it encompasses the town of uPhongolo, Ncotshane, Belgrade, Golela, Magudu, Sugar Mill as well as Traditional Authority Areas under Amakhosi namely; Gumbi, Ntshangase, Buthelezi, Ntshangase, Simelane, Ndlangamandla, Msibi, Sibiya and Mavuso. uPhongolo Municipality is made up of 15 wards.

In terms of section 21 of Local Government Municipal Demarcation Act 27 of 1998 the Municipal Demarcation Board has re-determined the Municipal boundaries. The Municipal landscape will therefore change after the Municipal elections in 2016. This will not only increase the population of uPhongolo Municipality but will also expand Municipal jurisdiction, this re-determination was formally gazetted by MEC in the Provincial Government Gazette No. 1042.

3.2 Demographic Profile

Key Demographic Statistics

Census 2016 and 2011 data was used in the following chapter. According to the 2001 Census data, the uPhongolo Municipality had a total population of 127 238 which increased to 141247 in 2016 and a positive growth was therefore experienced over these ten years.

Figure 42: Key Demographic Statistics

Indicator	uPhongolo Municipality
Area	3 239 km ²
Population	141 247
Households	34228
Number of settlements	104
Urban areas	1 town and 4 small urban settlements
% rural population	82% (18 165 households)
% urban population	18% (3 947 households)
Gender breakdown	Males 67198
	Females 74049
Age breakdown	0 – 14 51.78% /15 – 64 43.93% /65 + 4.29%
Life expectancy	1998 65 years
	2011 48 years

Source: Stats SA – Census 2011 and Community Survey 2016

Figure 43: Gender and Age Distribution and Dependency Profile

KZN262: UPhongolo	2011		2016	
	Male	Female	Male	Female
0-4	8 838	8 962	9887	9706
5-9	8 042	8 120	9787	9458
10-14	8 155	7 910	9202	9245
15-19	7 961	7 897	9526	9008
20-24	6 380	7 087	7728	8200
25-29	4 997	5 766	6146	6946
30-34	3 354	3 894	4329	4848
35-39	2 615	3 192	2558	2822
40-44	2 021	2 793	1866	2658
45-49	1 635	2 554	1388	2178
50-54	1 665	2 318	1122	1799
55-59	1 315	1 873	1288	1867
60-64	970	1 467	741	1626
65-69	613	992	666	1223
70-74	538	1 022	488	957
75-79	263	685	224	643
80-84	184	573	144	323
85+	182	406	109	541
Total	59 728	67 510	67198	74049

Source : Stats SA – Community Survey, 2016

Education Profile

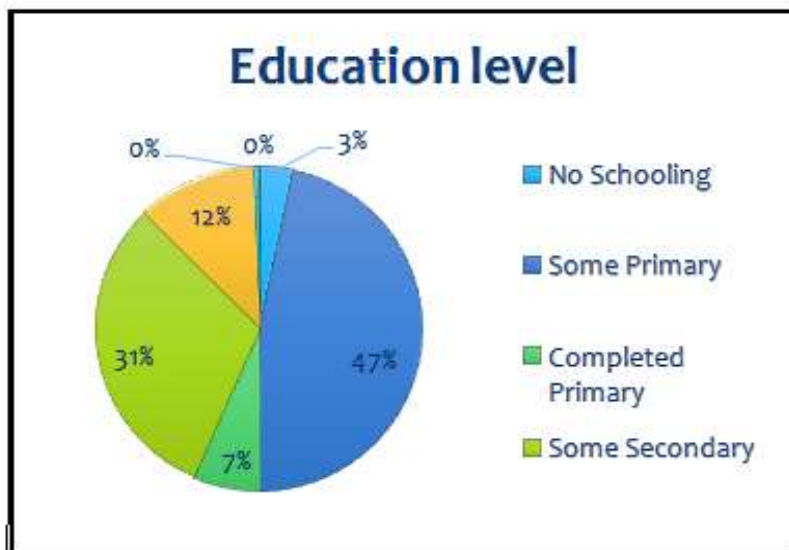
Comparisons between Censuses 1996 and 2011 as well as Community Survey 2007 reveals that up to age 12 years there was an increase between 1996 and 2011 in the percentage attending an educational institution, but from age 13 years and older the proportion decreased. On the other hand, CS 2007 shows an increase up to age 17 with steep increase between the ages 5 and 6. However the percentage for those 18 years and older the

proportion decreased. Overall high attendance rates for persons 16 years and younger is evident.

Figure 44: Highest Education Level

Highest Education Level	
Group	Percentage
No Schooling	3.30%
Some Primary	46.60%
Completed Primary	6.60%
Some Secondary	31%
Completed Secondary	11.80%
Higher Education	0.50%
Not Applicable	0.10%

Figure 45: Education Levels



Source: Stats SA – Census 2011

Figure 46: Population Distribution by School Attendance

Municipality	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
UPhongolo	16 946	17 703	34 649	22 050	21 578	43 627	22 510	21 445	43 954
Attending	16 946	17 703	34 649	22 050	21 578	43 627	22 510	21 445	43 954
Not attending	6 435	7 764	14 199	7 568	9 121	16 689	6 977	8 393	15 370
Total	23 381	25 467	48 848	29 618	30 699	60 316	29 487	29 837	59 324

Source : Stats SA – Census 2011

Labour Profiles

Refer to section-A-on Economic Profile

Situational Analysis Official Data Sources

The municipality's demographic characteristics including spatial distribution of population, graphically presented through graphs and maps. The situational analysis data used is an official data obtained from Stats SA, Census 2011 and 2016 community survey.

3.3 Cross Cutting Issues

3.3.1 Regional Context

The uPhongolo Municipality is one of five local municipalities situated on the south-east of the District which is Zululand District Municipality (DC26) in KwaZulu-Natal Province. uPhongolo Municipal area covers 3 239 KM2 and incorporates Pongola Town, Ncotshane and Belgrade, as well as areas under Traditional Councils namely, Ntshangase, Simelane, Ndlangamandla, Ntshangase, Mavuso, Buthelezi, Msibi, Sibiya and Gumbi. The population is estimated 127 238(2011 Census) 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.

Figure 47: uPhongolo in a Regional Context



3.4 Environmental Analysis

Biodiversity

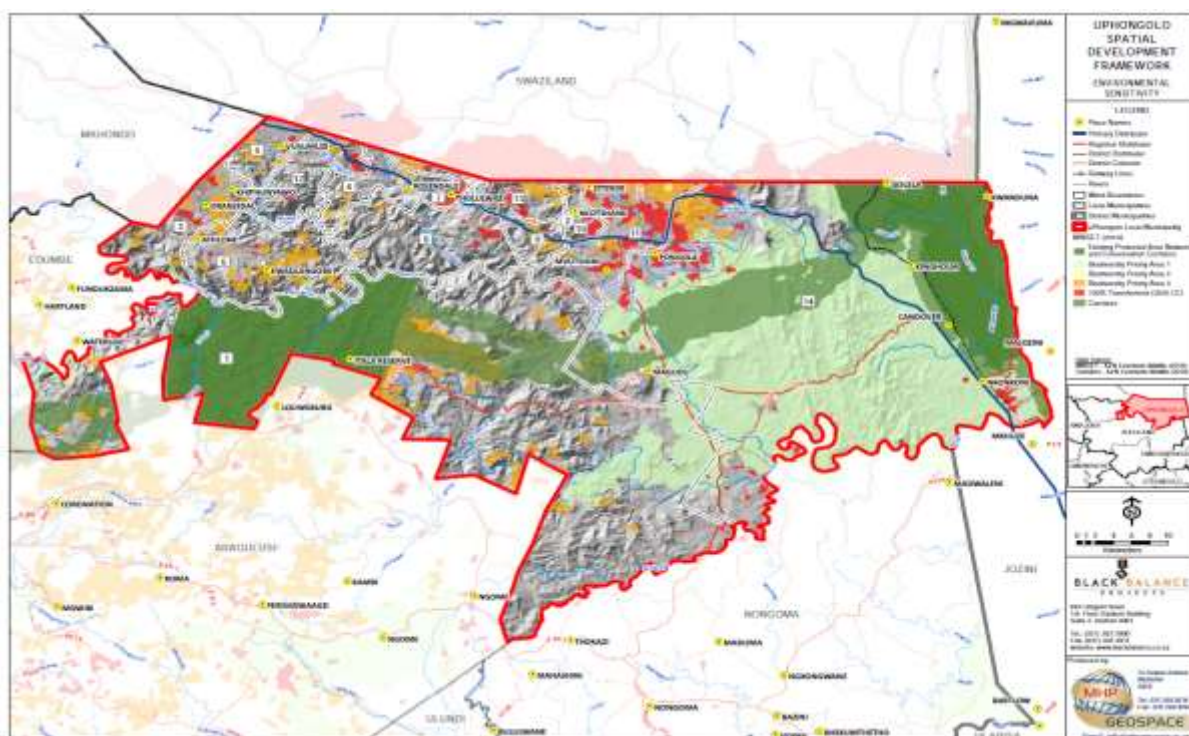
uPhongolo Municipality has a number of environmental sensitive areas, of which two are formally protected. Ithala Game Reserve is located on the south western boundary of the municipality directly South of the Phongolo River. Pongola poort dam is situated on the eastern boundary of the Municipality.

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 Ithala 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.

Figure 48: uPhongolo Environmental Sensitivity



Hydrology

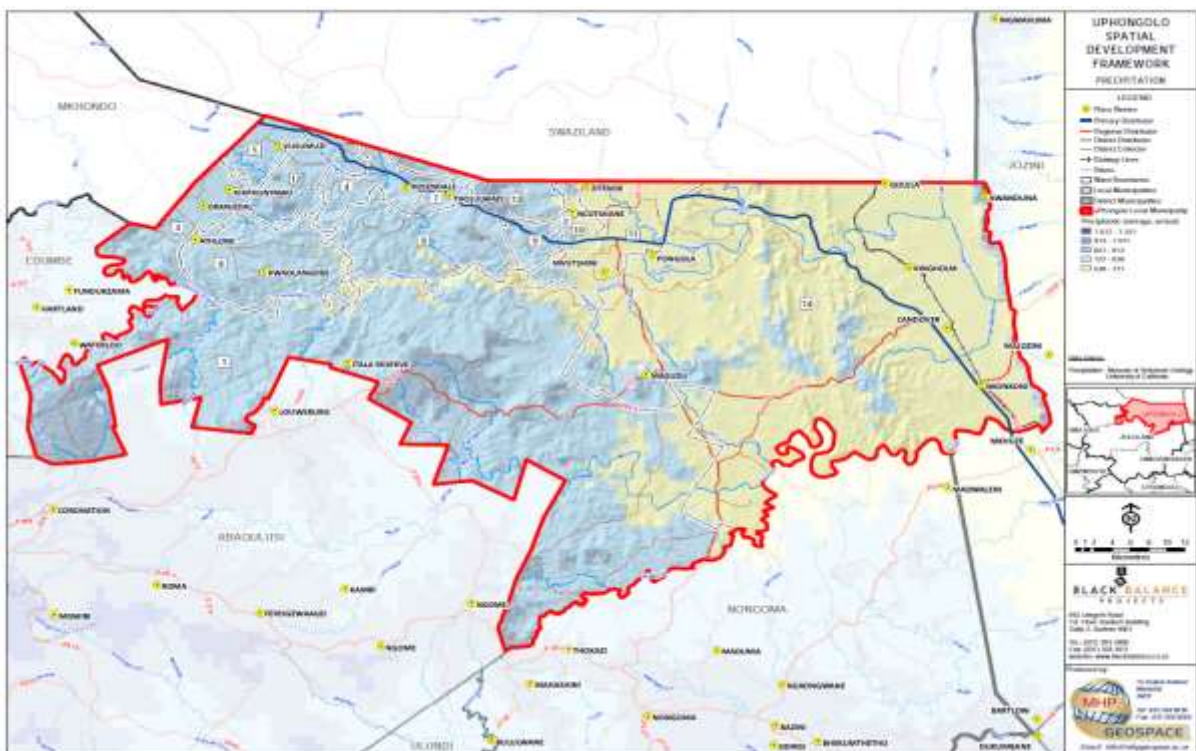
The uPhongolo Municipality has a mixture of two “precipitation sectors” which is linked to the varying topography within the Municipal area. On average the two sectors average between 722 to 826mm per annum and 538 to 721mm per annum. Selected pockets have a higher average precipitation of 913 to 1011mm per annum.

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 uPhongolo and Mkuze Rivers. 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 Municipality.

Figure 49: uPhongolo Precipitation



Strategic Environmental Assessment

It is critical for the development of a sustainable Spatial Development Framework to identify environmentally sensitive areas in order to direct and manage intensive development away from such areas. The uPhongolo Spatial Development Framework considers both formally registered conservation areas as well as additional potential/future conservation worthy areas, classified as Critical Biodiversity 1 Areas.

Phongolo and Mkuze River including tributaries. A conceptual buffer of 40m from centreline was utilised, which allows for an estimated 15m width of a river and then includes the 30m buffer area.

Areas Prone to Soil Erosion

Wetlands & Dams in excess of 1 Ha with a 30m buffer around the boundary. Areas identified as Biodiversity Priority 1 Areas. MinSet Data as Overlain on the Conservation Criteria Map, Depicting Mandatory Reserve Areas.

The above environmental features have been protected within formal reserves, Riverine Areas, as well as the proposed “Eco Tourism” area, which is aimed at balancing the need for agricultural and conservation activities in a specific region.

3.5 Structuring Elements

Spatial Issues

- The uPhongolo Integrated Development Plan depicts a number of challenges related to a number of aspects that has spatial manifestations. Protecting the natural environment and resources, the natural environment forms one of the most important resources of the municipality, providing the basis for agriculture and tourism development as well as a functioning and attractive landscape;
- Maximising and coordinating the tourism and recreation potential, while the municipality accommodates an existing series of tourism attractions, there is scope for a better utilisation of opportunities, whereby it needs to be ensured that such development is not detrimental to the natural environment, is in accordance with

the image of the tourism features of the municipality, and that the various initiatives are coordinated with each other;

- Linking access and development, different levels of development should be related to the different levels of accessibility, e.g. development requiring high levels of accessibility and visibility should be located in proximity of primary access corridors etc., the access hierarchy therefore provides one element in the structuring of development in the municipality;
- Utilising linkages to surrounding opportunities, the municipality is located in proximity of a wide range of existing and potential developments outside its boundaries, potentials emanating from this location needs to be utilized;
- Integrating traditional settlement areas, there is a need to better integrate the traditional settlement areas into the functioning of the municipality in terms of social, economic and institutional development ensuring that the communities benefit from improved development without losing their particular unique background;
- Facilitating economic development, ensuring that all sectors and communities of the municipality form part of and contribute their particular abilities to the economic development of the area; and
- Facilitating social development, ensuring the provision of adequate social amenities and facilitating social integration.

3.6 Agriculture

The agricultural sector employs more people than any other sector in uPhongolo Municipality. 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 farming 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 is a sugar mill in existence. A local maize mill by the local farmers and an agri-park proposed by Rural Development Department will also form a good value chain to benefit SMMEs and Co-ops. Municipality's

LED is directly involved in assisting Co-ops and SMMEs to take advantage of these opportunities. There is also potential for production of bio-fuel in the area.

Land rated above moderate in terms of agricultural potential is very limited for the whole municipal area. 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 are 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. A small-scale sugar production project was established in 1999 after the construction of Bivane Dam.

3.7 Settlement Pattern

Average Household Size

According to the ZDM’s Household analysis the Municipality has an average household size of 6.76. This figure indicates the actual situation in the municipal area and is much more correct than the STATSSA figures. The average household size of the uPhongolo Municipality according to STATSSA was calculated by subdivision of the population figures with the number of households recorded. The average household size is therefore is 4 persons per household. This has also a huge influence on service delivery due to the impact on infrastructure services design parameters and actual provision.

Figure 50: Table: Household Size

Municipality	Total household population			Number of households			Average household size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
UPhongolo	97 372	115 384	125 197	15 967	24 814	28 772	6.1	4.6	4.4

Source: Stats SA – Census 2011

Household Dwelling Type

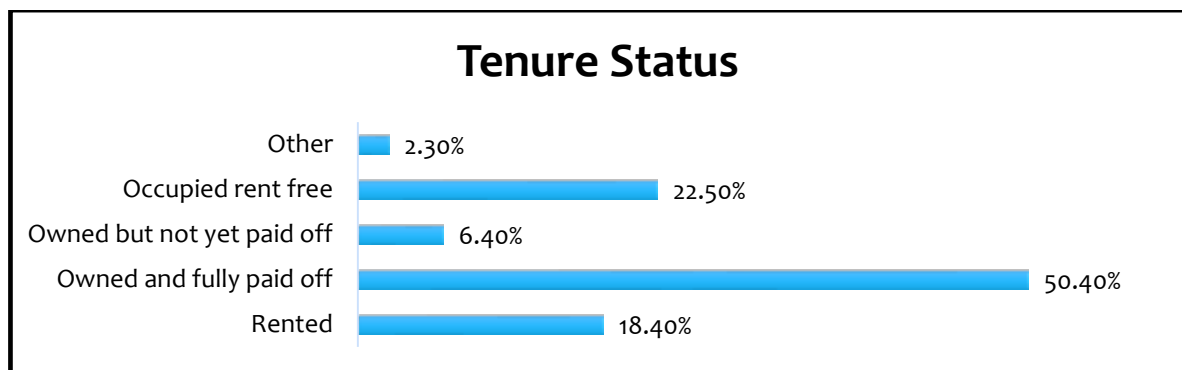
Figure 51: Household Dwelling Type

Municipality	Formal Dwelling			Informal Dwelling			Traditional Dwelling		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
UPhongolo									
Total	8 371	16 331	24 013	313	398	342	7 121	8 011	4 115

Source: Stats SA – Census 2011

Tenure Status

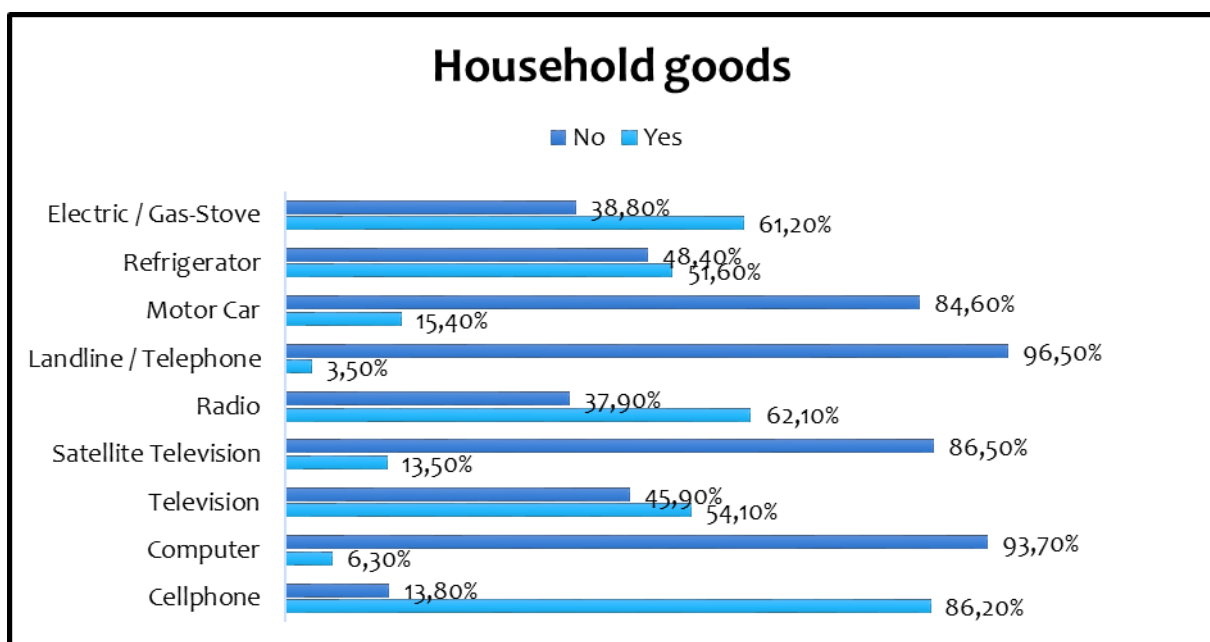
Figure 52: Tenure Status



Source: Stats SA – Census 2011

Household Goods

Figure 53: Household Goods



Household Headed by Females

Figure 54: Female Headed Households Figures

Municipality	No. of household headed by a woman			Number of households			% of female headed households		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
UPhongolo									
Total	7 114	12 151	13 993	15 967	24 814	28 772	44.6	49.0	48.6

Source: Stats SA – Census 2011

Household Headed by Children

Figure 55: Child Headed Households

Municipality	No. of households headed by Children			Number of households			% of households headed by children		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
UPhongolo									
Total	172	429	475	15 967	24 814	28 772	1.1	1.7	1.7

Source: Stats SA – Census 2011

3.7.1 Existing Land Use Patterns

Land Cover and Broad Land Uses

Figure 56: Land Cover

Commercial Crops Dry land	Degraded Grassland	Rural Dwellings
Commercial Crops Irrigated	Dense Bush	Sugarcane – Commercial
Bushland	Grassland	Sugarcane – Emerging Farmer
Degraded Bushland	Grassland/ Bush Clumps Mix	Subsistence – Rural
Degraded Forest	Permanent Orchards Irrigated	Urban
Degraded Grassland	Permanent Orchards Dryland	Water (Natural)
Old Cultivated fields (Bushland)	Plantation	Wetlands
Old Cultivated fields (Grassland)	Plantation Clear-felled	Woodland

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. 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 they are 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 KwaNduna 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.

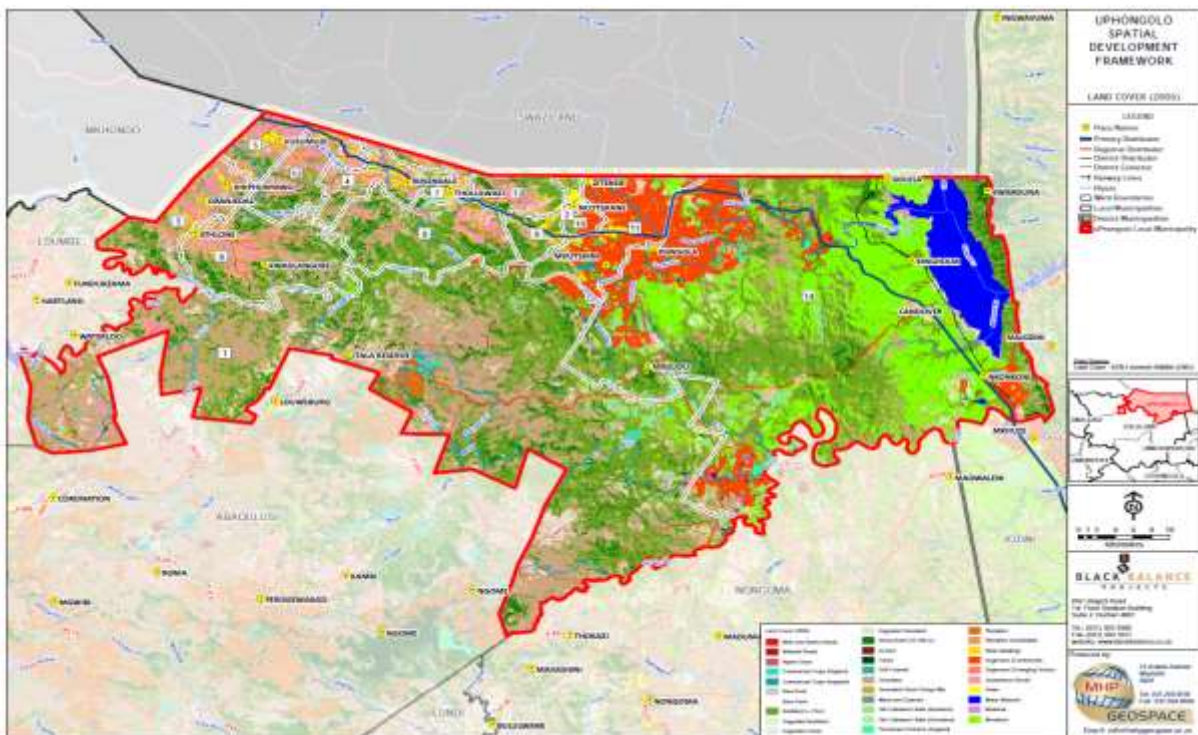
Grasslands are scattered throughout the municipal area, although the lack of other activities and vegetation types makes this the main land cover category in the south western areas around Ithala Reserve and Waterloo. Plantations are located in the south western parts of the municipality, and mainly grouped south of Ithala Reserve.

The area in the 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 Zithende surroundings (north) to all around the Pongola Town. Agriculture: largely located in flat topographic conditions in river valleys, in particular east of Pongola, much of activities consist of commercial sugar cane and vegetable farming. A level of subsistence farming forms an integral part of the traditional settlement areas. Tourism and Nature Reserves: one of the main economic activities in the municipality extending over

much of the municipality. There exist a series of additional opportunities, such development must however be based on an appropriate protection, management and utilization of the substantial natural resources of the municipality and an appropriate co-ordination of the tourism/recreation activities.

uPhongolo Land Cover

Figure 57: uPhongolo Land Cover



3.7.2 Grazing Land

Grazing land occurs in the form of large tracks of vacant land located between different settlements.

3.7.3 Conservation And Tourism

The N2 National road corridor passes through uPhongolo municipal area as a national link between Gauteng, Richards Bay and Durban. It also connects with Swaziland just to the north of the municipal area.

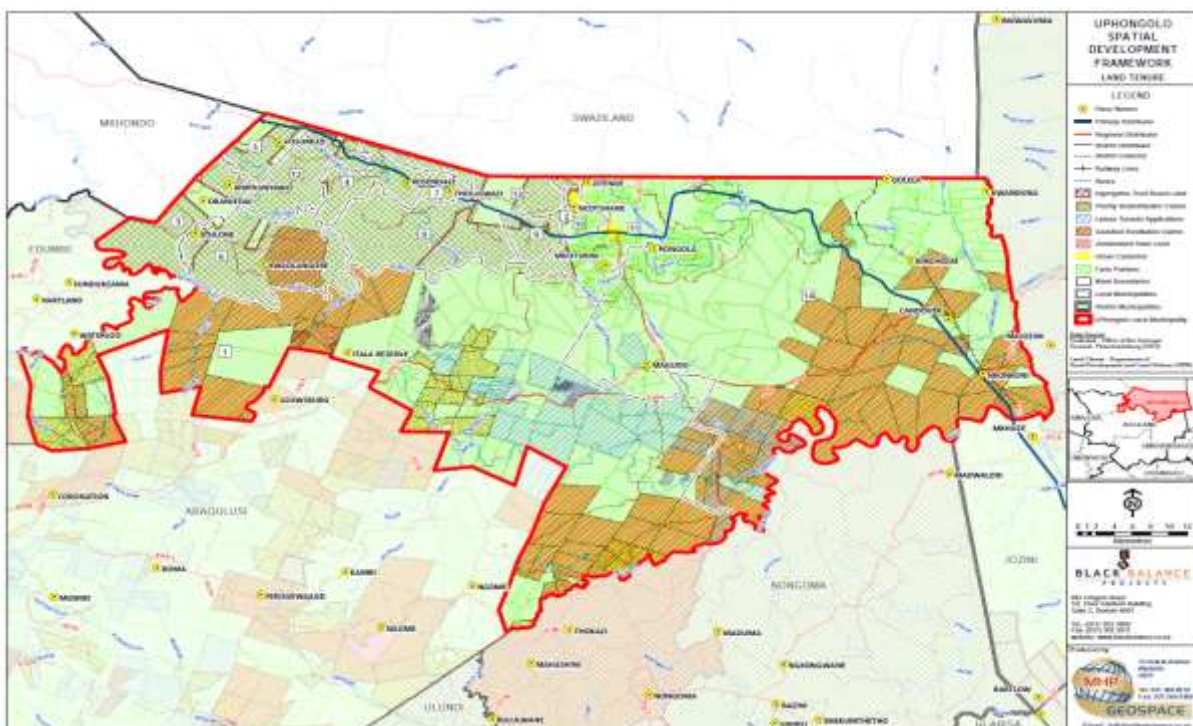
Natural beauty, existence of tourism related development, and future tourism development potential within the municipal area are the main attributes. These attributes are putting the municipal area at an excellent position to reap the benefits of an intensive tourism programme.

3.7.4 Land Ownership

The larger north western part of uPhongolo Municipality is managed by Tribal Authorities, whilst the eastern part of the Municipality consists of privately owned farms. Only a few areas have official cadastral boundaries and include Pongola Town and Ncotshane. The settlements not situated within the area of a Tribal Council include Magudu, Candover, Nkonkoni, Kingholm and Ithala Reserve.

uPhongolo Land Tenure

Figure 58: uPhongolo Land Tenure



3.8 Land Reform

Much of the land in the municipality is in the ownership of three categories of land owners, i.e. state, private individuals and Ingonyama Trust.

State-owned land consists of land in the ownership of the local municipality and various provincial and national departments. The extent and location of formal nature conservation areas are in this context of significance. Much of the traditional settlement areas are in the ownership of the Ingonyama Trust and this has, in particular in the past, limited external investment in the areas. The majority of the land is held by private companies and individuals being used for agricultural purposes and nature and game experiences. Various trusts and traditional authorities have benefited from the land restitution process and green fund by both Department of Rural Development & Land Reform and Dept. Agriculture & environmental affairs especially in ward 1, ward 14 and part of ward 10 e.g. Inkunzana trust, Somkhanda game reserve, Ntshangase Traditional authorities to name but few.

3.9 Land Capability

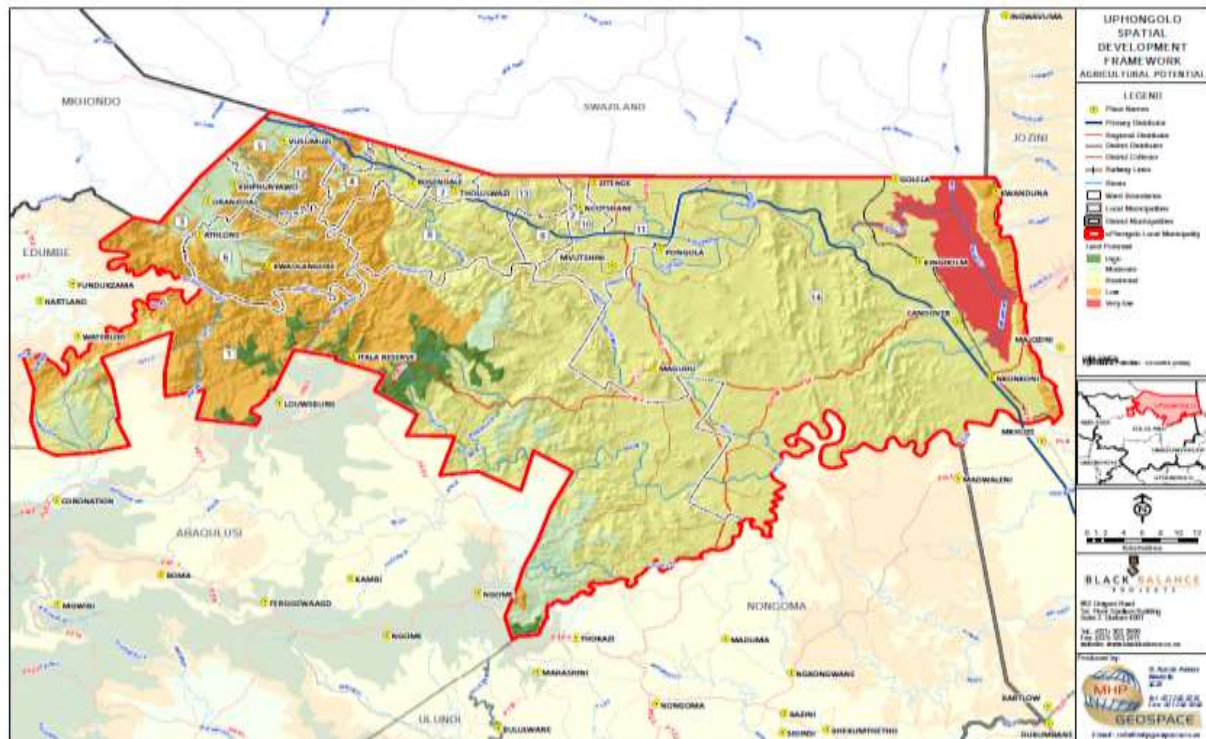
Large areas of the municipality have land which falls in the high to moderate potential class. The soil quality and climate lends itself to intensive agricultural practices in most of these areas. The overall soil pattern in the study area has been strongly influenced by two dominant soil forming factors namely climate and parent material.

In the higher rainfall areas above 800 mm per annum like the Elandsberg scarp and the Makateeskop plateau the soils tend to be deep, well-drained, fine-textured and leached with somewhat sandier textures where derived from sandstone or granite but more clayey where formed from dolerite. In terms of the South African Soil Classification system the most common soils are those of the Clovelly and Hutton forms in gently-sloping upland areas with Glenrosa soils on steeper slopes and Katspruit or Cartref soils in wetlands and depressions.

Most upland soils on the Makateeskop plateau and the Upper Pongola and Bivane valleys are high potential arable soils being generally deep and well-drained with good physical properties. Chemically, however, these soils tend to be leached, due to the high rainfall, and therefore acid and low in plant nutrients. They may consequently need to be limed and to have their nutrient status

built up by appropriate fertilizer treatments. When this is done they are highly productive cropping soils. In the drier areas, where mean annual rainfall is below 800 mm, the soils are generally shallower and less leached, often with strongly structured subsoils of poor permeability.

Figure 59: uPhongolo Capability



3.10 Settlements

The Municipality will undertake the development of sustainable human settlements with broader spatial restructuring framework, incorporating the principles of the National Spatial Development Plan, and the National Urban Strategy. The Municipality has reviewed its Housing Sector Plan, March 2020 which guides all other role players 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.

- Set in motion the process of effective housing delivery.

The Municipality has and will put into considerations the objectives of the Comprehensive Plan for the Development of Sustainable Human Settlements and the Guidelines for the Implementation of Labour-Intensive Infrastructure Projects under the Expanded Public Works Programme (EPWP) in all its Human Settlements projects.

3.11 Development Nodes

3.11.1 Development Nodes

The SDF indicates three levels of development nodes, i.e.:

PRIMARY DEVELOPMENT NODE, consisting of Pongola as the municipal center, envisaged to accommodate activities and facilities serving the entire municipality, see also separate detail explorations,

SECONDARY DEVELOPMENT NODE, consisting of Belgrade and a node halfway between Belgrade and Pongola, envisaged to serve the surrounding region and making usage of their location along the N2, see also separate detail explorations,

TERTIARY DEVELOPMENT NODE, strictly local service node serving the surrounding communities, mostly based on a collection of existing local facilities and activities, see also separate detail explorations.

3.11.2 Development Corridors

The SDF provides indication of three levels of access hierarchy, i.e.:

PRIMARY CORRIDOR, consisting of the N2, providing the highest level of internal and external linkage and visibility, potential location of major development components serving the entire municipality including the primary centre, location of urban development, where appropriate development should initially be clustered around interceptor points,

SECONDARY CORRIDOR, consisting of the P522 from the N2 to Jozini and beyond, the P46 from the N2 in the east to Magudu and Louwsburg in the west, the P52 from Pongola to Ulundi and the road from Pongola to Swaziland, providing major internal and external linkage, potential location for secondary and tertiary nodes, substantial development components requiring good access,

TERTIARY CORRIDOR, consisting largely of local access roads providing location for tertiary and local development.

Nodal Analysis



Figure 60: Nodal Analysis

Development Corridor

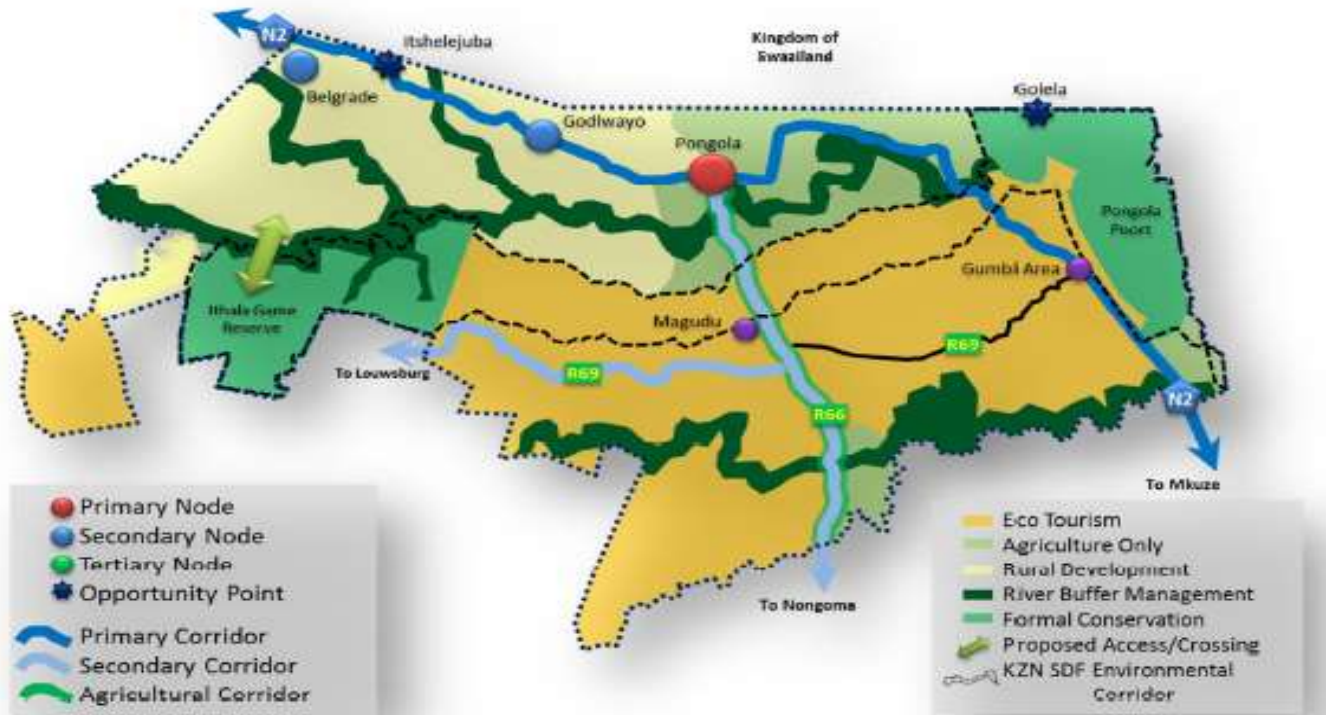


Figure 61: Development Corridor

3.12 Spatial and Environmental SWOT Analysis

Figure 62: Table Showing Spatial and Environmental Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ Strategic, Spatial & Geographical location of the Municipality (South Africa and Swaziland and Mozambique) ▪ Formalization and upgrading of rural areas 	<ul style="list-style-type: none"> ▪ Unavailability of land for cemeteries ▪ Illegal developments ▪ Informal and illegal dumping ▪ Strategic environmental assessment not in place ▪ Municipal Planning Tribunal not in place

Uphongolo Municipality Disaster Management Plan

March 2022 *“Disaster Management is Everybody’s Business”*



Introduction

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 2022/2023, as well as the response and recovery mechanisms.

Background and Legislative Mandate

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).

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:

- a) The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
- b) Prompt disaster response and relief;
- c) Disaster recovery and rehabilitation focused on risk elimination or mitigation;
- d) The procurement of essential goods and services;
- e) The establishment of strategic communication links;
- f) 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, multi-agency 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 63: Disaster Management Building



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

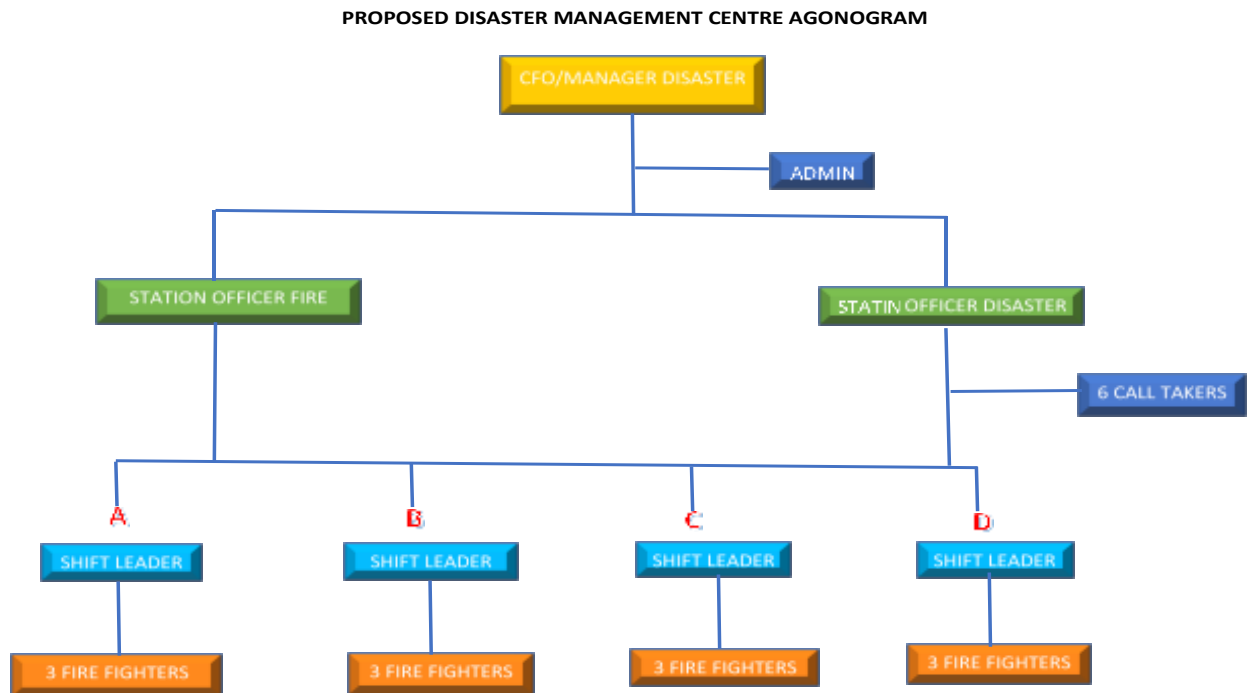
In compliance with the Disaster Management Act No.57 of 2002, the uPhongolo Local Municipality has a Council approved Municipal Disaster Management Plan. The consultation process was undertaken with relevant structures.

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



1 x Utility Driver

6 X Fire Fighter (Belgrade) Satellite Station

Key Performance Area 2

Disaster Risk Assessment

a) 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. Table 1 outline the list of priority hazards that are affecting the

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

Figure 65: Priority risks and threats

uPhongolo Local Municipality		
No.	Prevalent Hazards and Threats	Risk
		High Priority
1	Disease: Human (COVID-19, HIV/AIDS)	
2	Drought	
3	Road Accidents	
4	House Fires	
5	Veld/Forest Fires	
6	Severe Storms (Lightning)	
7	Severe Storms (Strong Winds)	
8	Lack of (Adequate) Water	
9	Lack of (Adequate) Sanitation	
10	Civil Strikes (Crime)	

Due to the global pandemic outbreak of COVID-19 which started in China has affected all countries and economies of the world. This has posed a serious public health risk which has negatively affected national, provincial and local governments as well as all sectors of business. This has seen major restrictions on business and functioning of all government spheres as the President declared a national state of disaster on 15 March 2020.

Most areas of northern KZN including uPhongolo Local municipality are affected by hydrological drought situation due to depressed water resource levels. Many of these rural people often exist on the margin of subsistence and thus lack the reserves needed to adequately cope (or cope at all) with the serious disruption that a drought brings. Although the main focus during a drought is often on drinking water and production losses, such as

crops and livestock as these form a vital part of a rural household's food source, there are more consequences with longer-term impacts.

According to recent data received from the SA Weather Service, most of these areas have been constantly receiving less than average rain fall in the past five years. As a result of the reduction in rainfall, there has been a constant reduction in crops yielded by farmers as well as a steady decline in water reserve sources. In view of the above and taking into account hydrological studies by the Department Water Affairs and reports from the Department of Agriculture the identified affected areas are indeed experiencing hydrological drought.

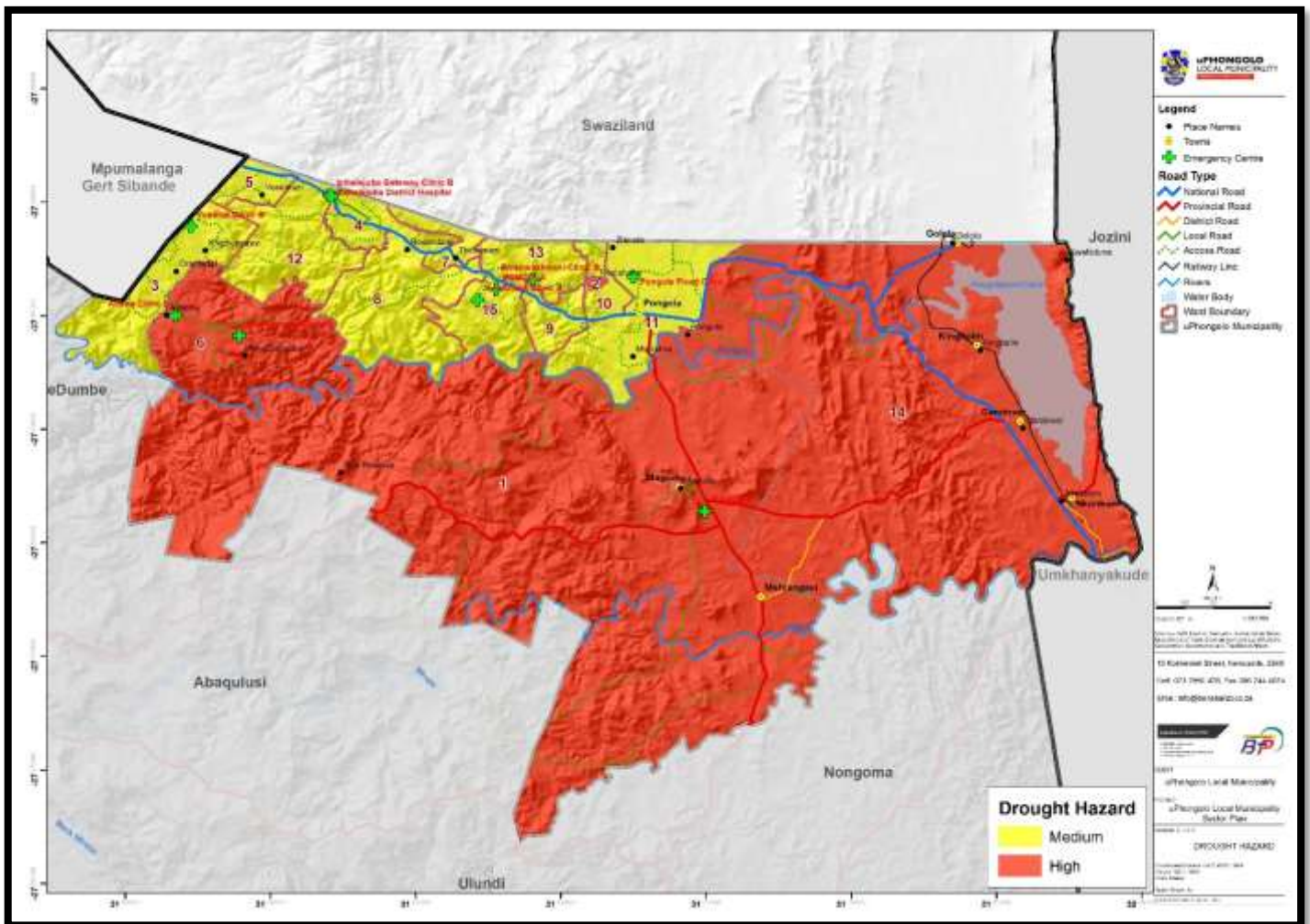
Figure 66: Municipalities Affected by Drought




 PROVINCE OF KWAZULU-NATAL
 ISIFUNDAZWE SAKWAZULU-NATALI

Legend  Ocean  Municipalities affected by Drought  KZN Local Municipalities  SA Provinces	 Kilometers 0 15 30 60	Sources: KZN Dept of Transport, Demarcation Board, Department of Rural Development and Land Reform, Cooperative Governance and Traditional Affairs	CLIENT: uPhongolo Local Municipality	 10 Kalkbeker Street, Newcastle, 2940 Cell: 073 2950 428, Fax: 086 244 4074 Email: 8304222va@gmail.com
		Coordinate System: GCS WGS 1984 Datum: WGS 1984, Units: Meter THIS MAP PRINTED ON 23 - 03 - 2018	PROJECT: uPhongolo Sector Plan MAP TITLE: Municipalities Affected by Drought 2015/2016	

Figure 67: Drought Hazard Map

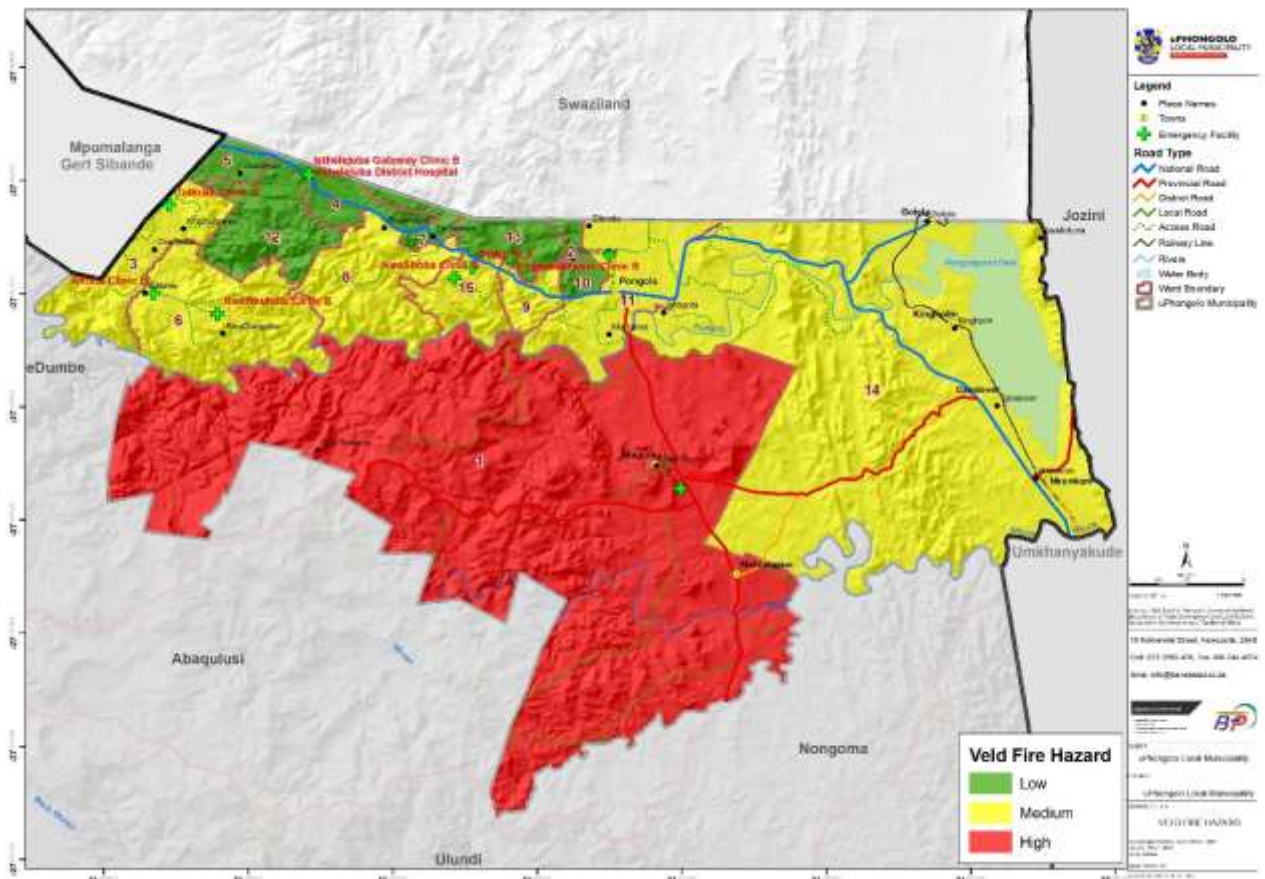


Veld/Forest Fire has a fundamental role of sustaining biodiversity, but if it is not managed properly it may result in ecosystem degradation. Veld fires can have severe impacts on the environment like loss of biodiversity and ecologically sensitive areas, and air pollution from smoke and haze. There are also environmental factors or processes that increase the susceptibility of the environment to impacts of veld fires. These factors like environmental degradation, topography and weather play an important role in increasing vulnerability to veld fires.

Veld/Forest fires have periodically occurred around uPhongolo Local Municipality areas and this situation has worsened over the past several years. Veld/Forest fires resulted from

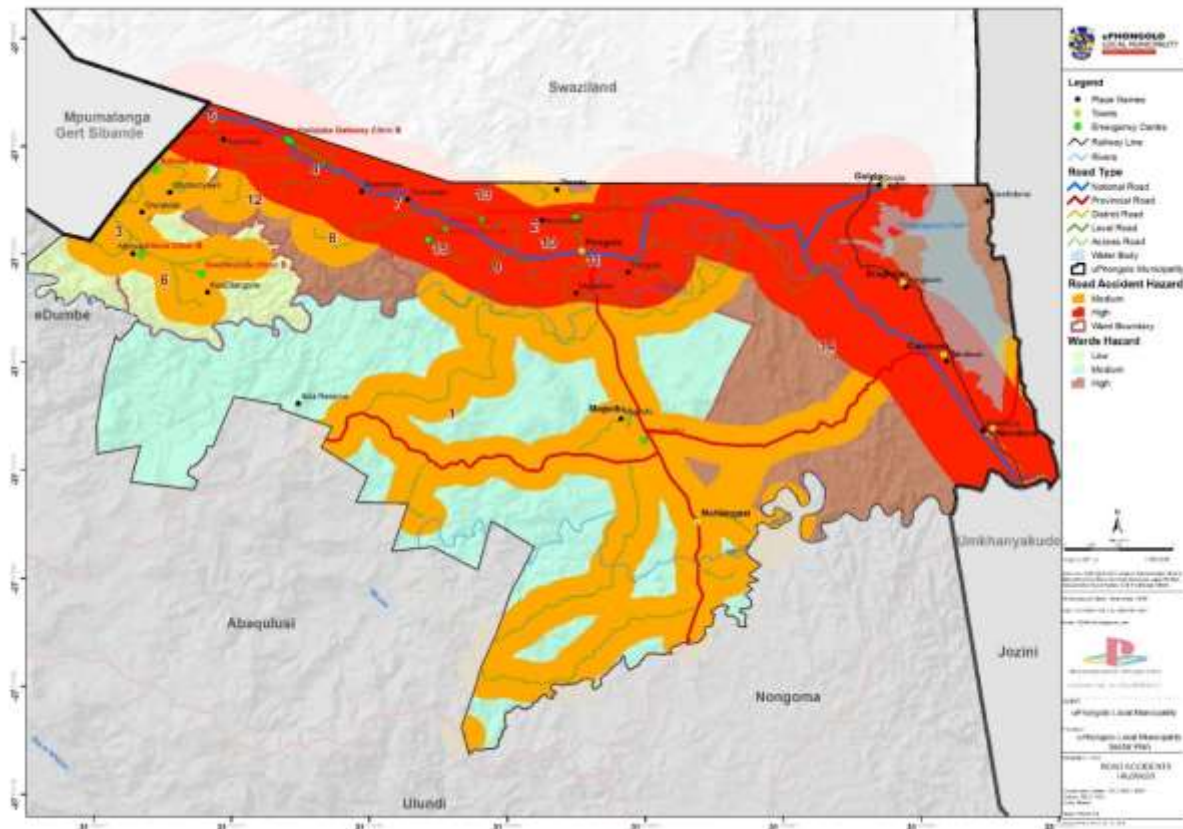
strong winds and extremely dry winter conditions, damaged hundreds of hectares of land. Plant and animal communities in particular are at greater risk of extinction because their traditional habitats are irreversibly being modified by severe fires. Other notable adverse effects have been loss of livestock, agricultural crops and power outages.

Figure 68: Veld/Forest Fire hazard Map



uPhongolo Local Municipality has national road N2 which is a national economic corridor between the Northern KZN Province, Gauteng, Limpopo, Mpumalanga, Mozambique and Swaziland. The N2 is a high-speed limited access road providing access and inter-nodal connections at a national and provincial. It carries traffic between Gauteng, Limpopo, Mpumalanga, Mozambique and Swaziland and Richards Bay Industrial Development Zone. As such it performs a vital role to the economy and development of the Province. The probability of high Motor Accident Vehicle Accident resulting from different sources is extremely high along the N2 road which can also result spillage and fires.

Figure 69: Motor Vehicle Accident hazard Map



Structural fire is a high risk in some parts of the municipality. Its effects to the community and infrastructure have a devastating effect. This calls for more fortified efforts between the municipality and Zululand District Municipality to educate communities and to enhance existing capacity on Fire and Rescue services.

uPhongolo Local municipality is exposed to a wide range of natural and human-induced hazards that can cause widespread hardship and devastation to lives. Natural disasters are often frightening and difficult for the communities to understand because they have no control over when they happen. The scale of natural disasters that are common phenomena in uPhongolo Local Municipality can be managed and controlled, hence the level of preparedness for communities and organs of state, as well as civil society organizations, to deal with the dangers that natural disasters is of critical importance.

Figure 70: Structural Fire hazard Map

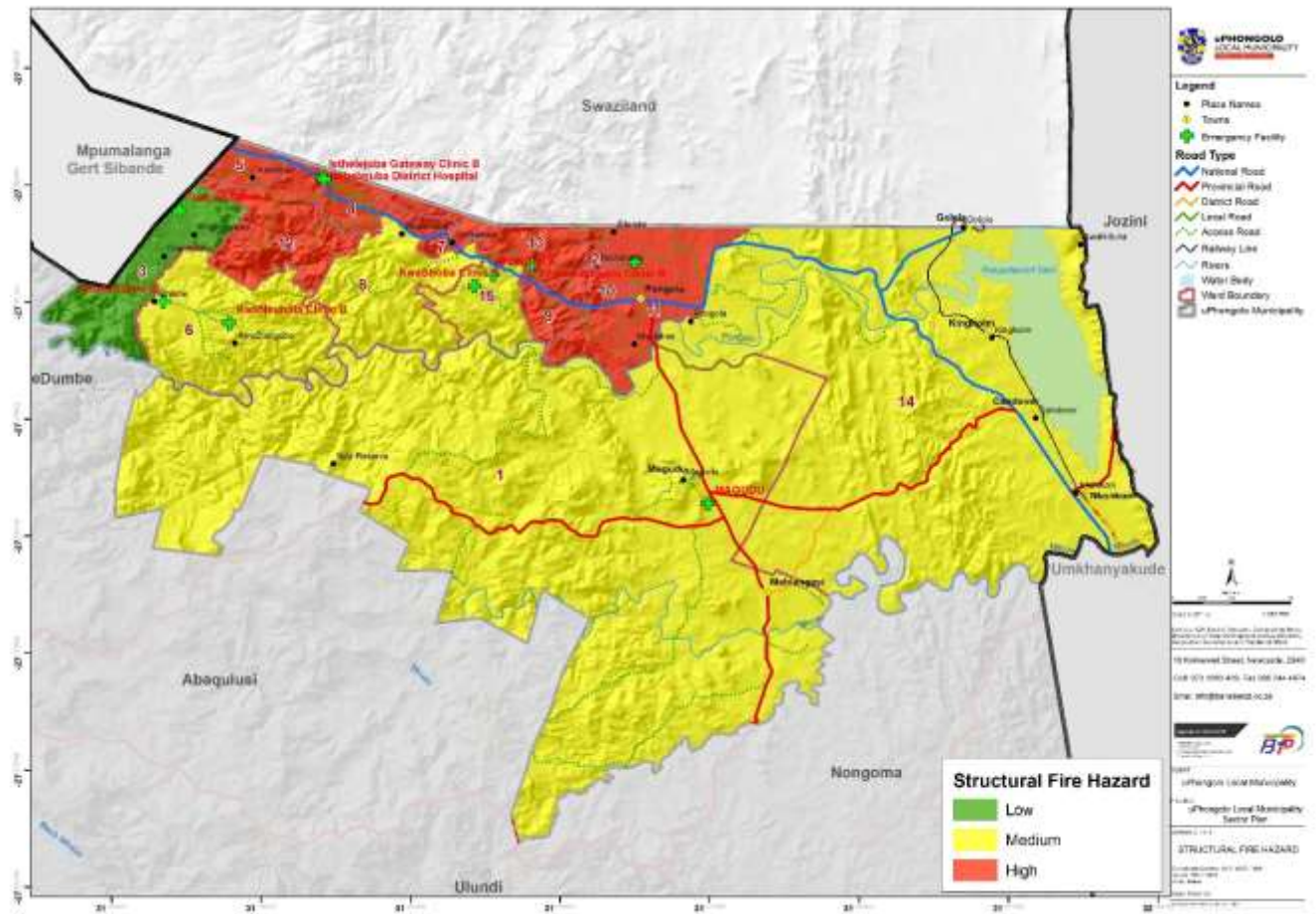


Figure 71: Hazard Risk 4

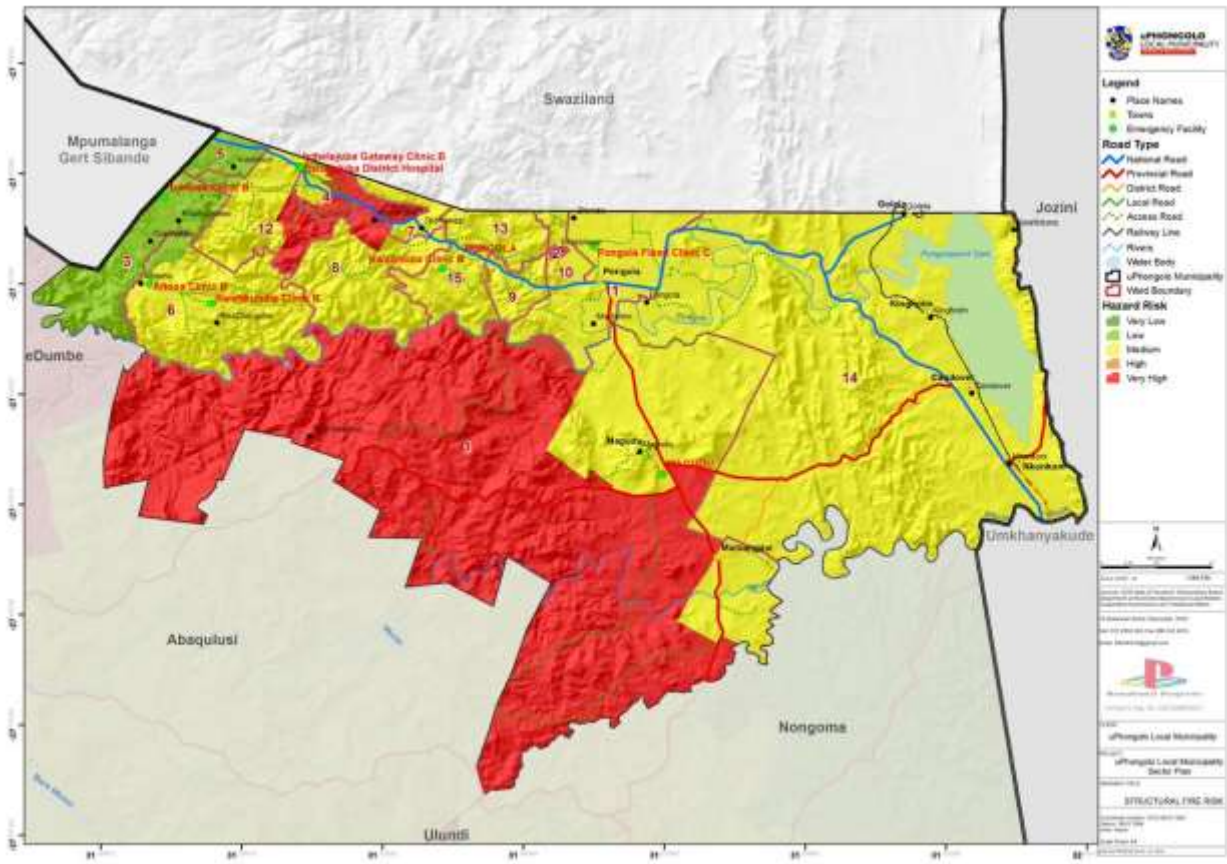


Figure 72: Hazard Risk 6

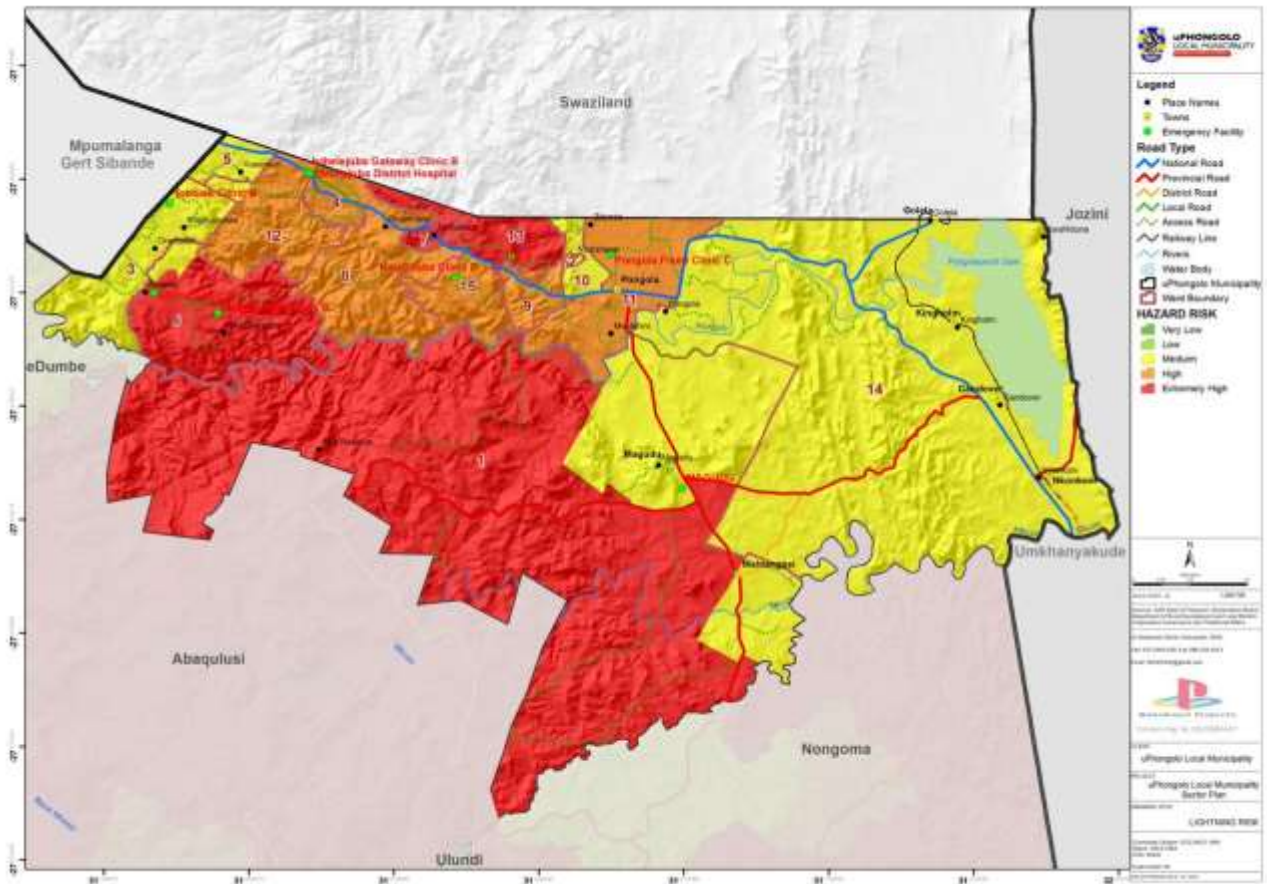
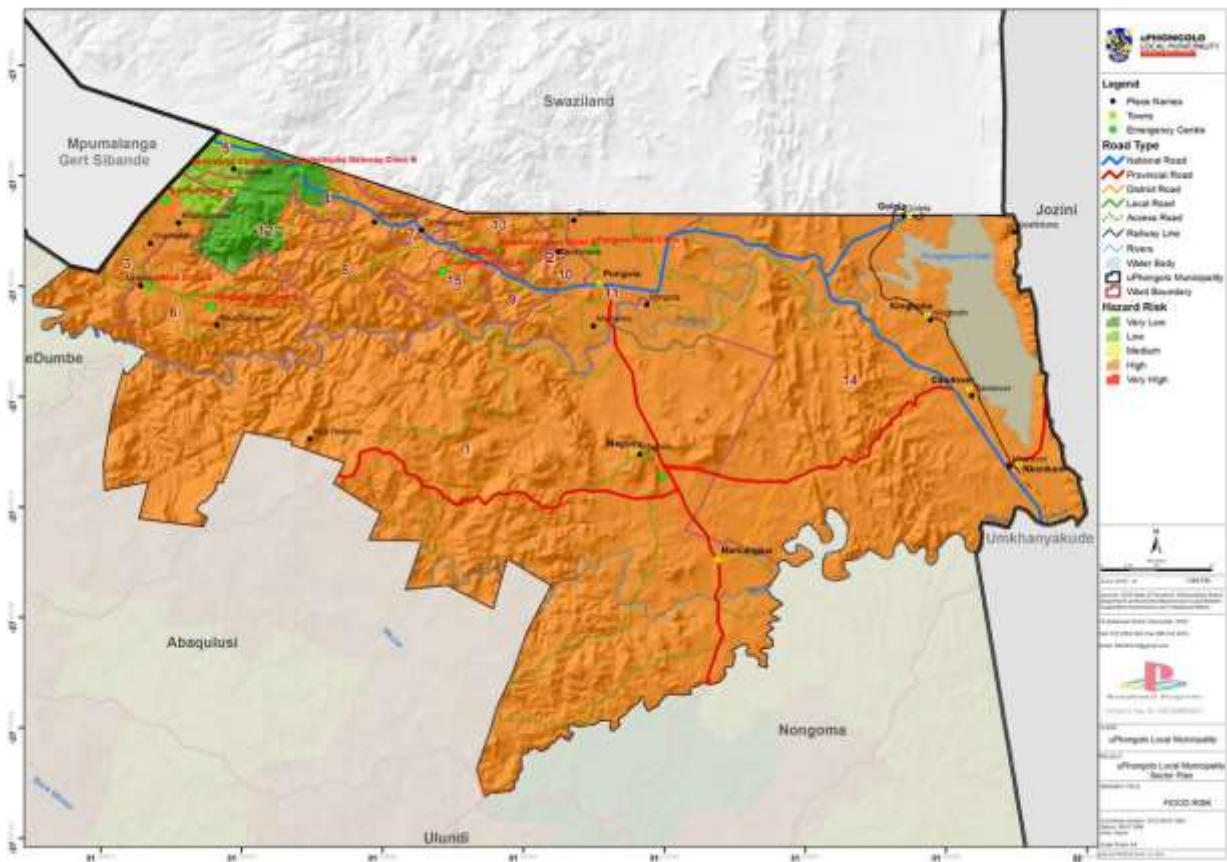


Figure 73: Hazard Risk 7



Key Performance Area 3

Disaster Risk Reduction

a) 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.

b) 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; and
- Increase economic and employment opportunities by developing of the tourism and agriculture sectors in the municipality.

c) Disaster Management Programmes

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Installation of lightning conductors (climate change)	R400 000	all homestead previously attacked by lightning strikes/bolts	July– December 2022
Roll out of awareness campaigns	R20 000	All wards	July 2020 – June 2022
Contraction of Disaster Management Centre	R20 000 000	Ward 11 at the identified site	July 2020- June 2022
Fire Services Vehicle	R2 200 000	All the households that will be affected by fire incidents	October – December 2022
Wendy houses	Dependent on the funding	All the households that will be affected by incidents	July 2022
Blankets	R200 000	All the households that will be affected by incidents	July 2022
Plastic sheets	R10 000	All the households that will be	

		affected by incidents	July 2022
Food parcels	R200 000	All the households that will be affected by incidents	July 2022
Protective clothing/ uniform	R250 000	For the Disaster Management and Fire Services staff	July 2022
Training	R200 000	For the Disaster Management and Fire Services staff	January – June 2022
Review Disaster Management Plan	R 200 000	To assist the municipality to deal with disasters	October- December 2022

d) Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	DEPARTMENT	BUDGET	TARGET AREAS	DATE
Mitigation of soil erosion	DEAR	R1. million	Ward 2 and 14	July 2022– June 2023
Drought Relief	Technical Department (ZDM)	R1 Million	Throughout the local municipality to the vulnerable communities	July 2022 – June 2023
Floods mitigation	Technical Department	R9 Million	Ward 10	July 2022 – June 2023

Figure 74: Disaster Risk and Reduction Projects linked to budget

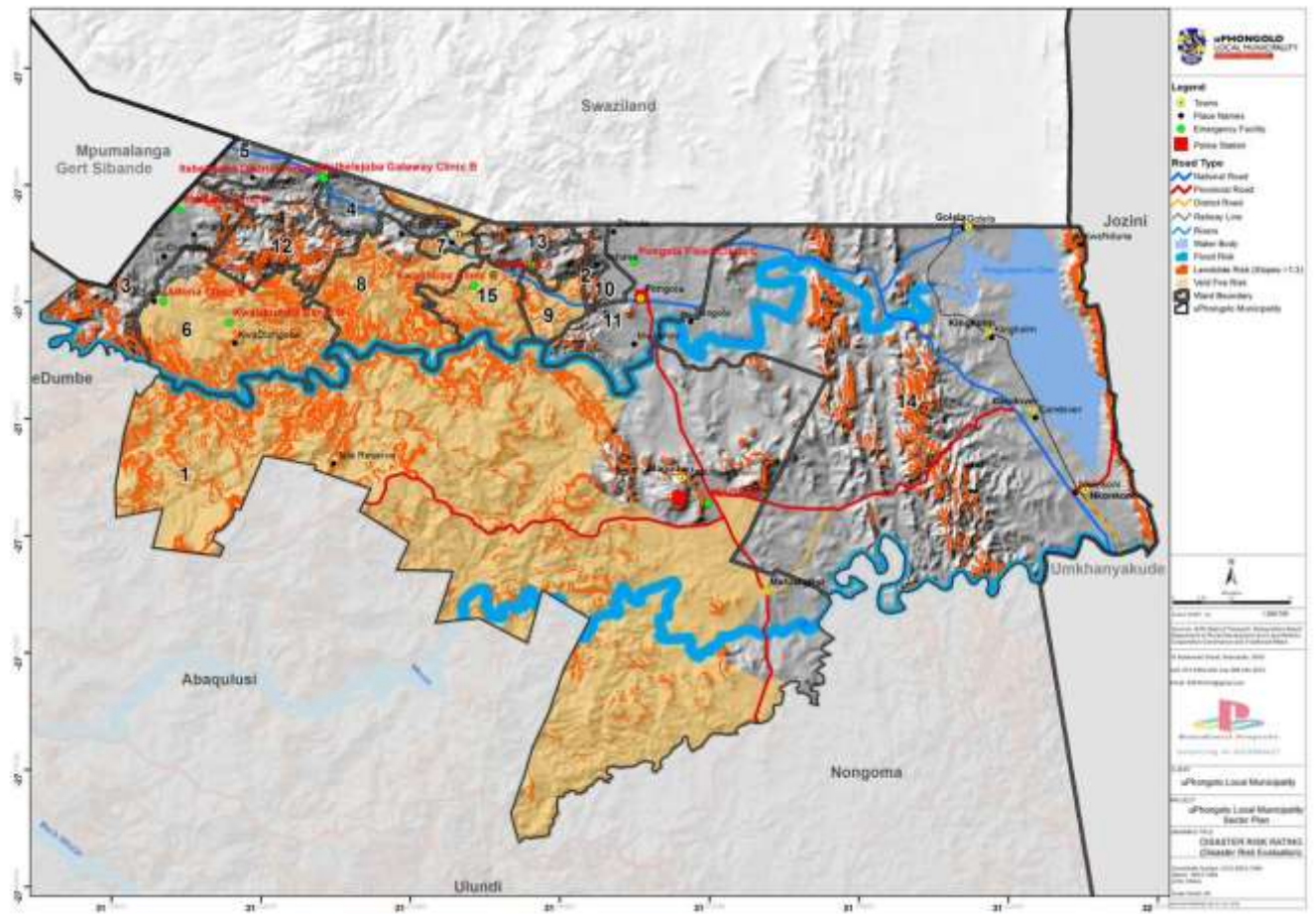
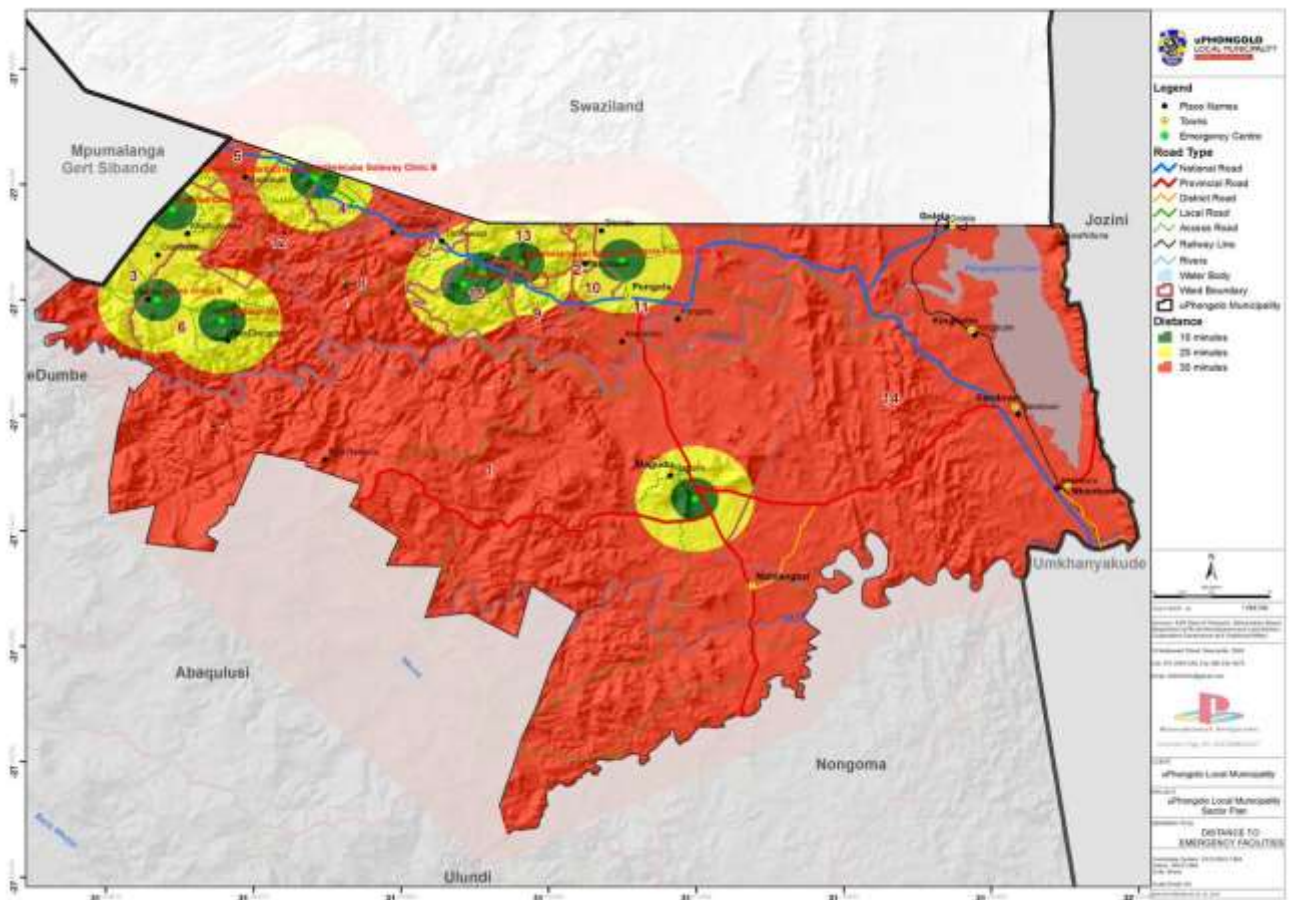


Figure 75: Distance



Key Performance Area 4

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

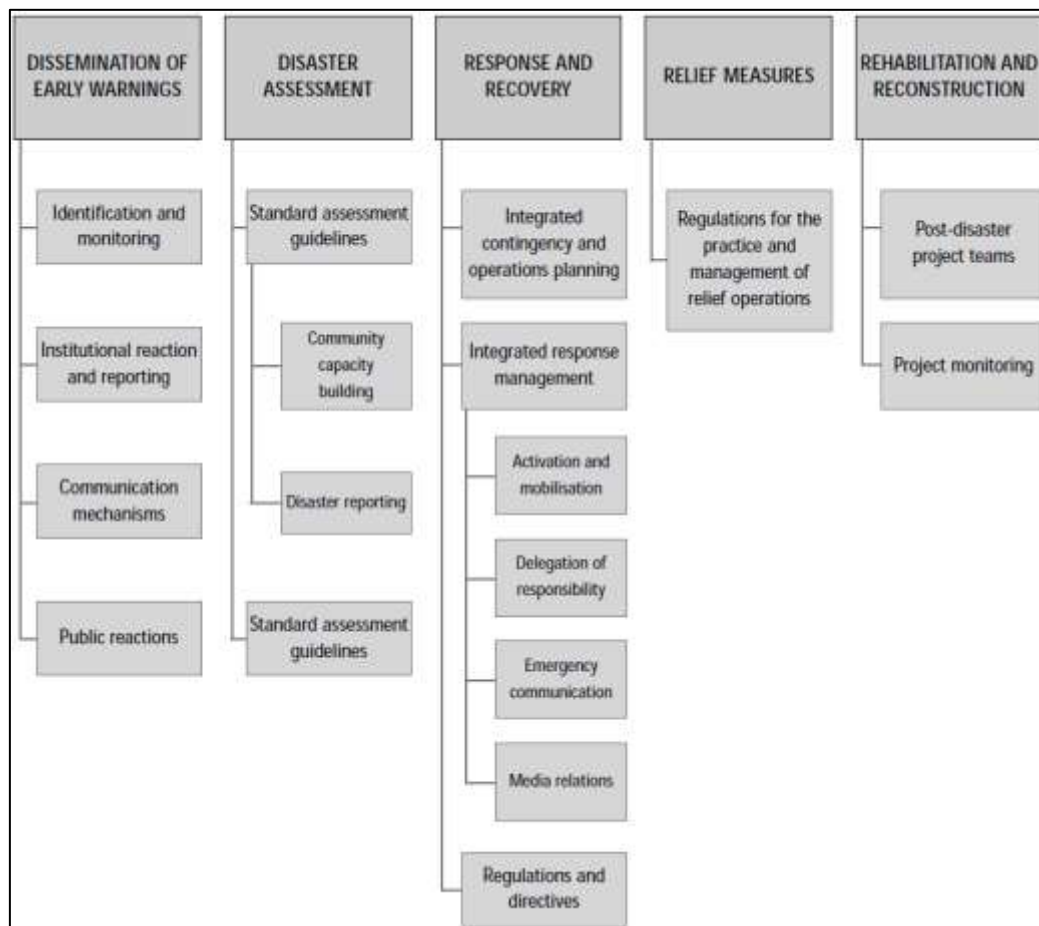
- implementing a uniform approach to the dissemination of early warnings in the municipality;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services;
- Implementing immediate integrated and appropriate 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.

Disaster Response and Recover

a) 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 76: Municipality Disaster Response and Recovery Framework



ENABLER 1

Information Management and Communication

a) Information Management and Communication System Model

The uPhongolo Local 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; and
- 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

Enabler 2

An integrated capacity building and public awareness strategy for Zululand 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.

Enabler 3

Activity	Funding source	Funding mechanism
Disaster Risk Reduction	<ul style="list-style-type: none"> • All spheres of government 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • All spheres of government 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • All spheres of government 	<ul style="list-style-type: none"> • Own budgets and reimbursement through SETAs • Public awareness programmes and research

(Enabler 2)		activities can also be funded through the private sector, research foundations, NGOs and donor funding
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Stakeholders Database (this list is a guideline – expand as required)

Stakeholders	Contact Person	Contact Details
1. SAPS	Col Mbongwa	082 419 8983/034 413 4100
2. Department of Social Development	Ms. G Dubazane	034 413 1161/072 242 4531
3. South African weather services	Mr S Mthethwa	032 436 3816/084 508 7266
4. Department of Agriculture	Ms Nondumiso Ndlovu	076 104 7120
5. Department of Health	Mrs T Vilakazi	034 413 4000/079 280 9239
6. EMRS	Mr Nkosi	034 413 4000/ 0782206507
7. Red Cross	Mr Biyela	035 772 1320
8. Environmental Health	Mr Sandile Zulu	076 923 5781
9. Telkom	Mr M Mwelase	081 575 2426
10. SASSA	Ms Zondi	0810156 176
11. Department of Education	Mr SS Nxumalo	082 458 4890
12. AI – Imdaad Foundation	Abed Karrim	0363521557
13. Water Affairs/ZDM District	MR Ngobese	072 915 3746
14. PDMC	J. Ndlazi	0813858362
15. ESKOM	Duncan Mbokazi	08320 3746/0785693746
16. SANDF	M V Ncwane	083 941 7156
17. KRCC (NGO)	M Nyuswa	035 474 1058
18. Department of Home Affairs	Mr Ntshangase	034 413 3998/071 342 3998
19. Department of transport	Ms NR Nsele	063 4042 733

Figure 77: Funding Arrangements for Disaster Risk Management: Funding Mobilization Strategy

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Installation of lightning conductors (climate change)	R400 000	all homestead previously attacked by lightning strikes/bolts	July 2022
Roll out of awareness campaigns	R35 000	All wards	July 2022
Establishment of fire breaks	R40 000	All wards	
Wendy houses	R300 000	All the households that will be affected by incidents	July 2022
Blankets	R200 000	All the households that will be affected by incidents	July 2022
Plastic sheets	R80 000	All the households that will be affected by incidents	July 2022
Food parcels	R200 000	All the households that will be affected by incidents	July 2022

Figure 78: Disaster Management SWOT Analysis

	<p>Helpful</p> <p>to achieving the objective</p>	<p>Harmful</p> <p>to achieving the objective</p>
<p>Internal origin</p> <p>(attributes of the system)</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Good management • Disaster Management Plan is in place with all identified risks • 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 equipt, with rescue tools. • All our staff is trained with firefighting and disaster management. • Dedicated emergency number • Fire Prevention activities eg Code Application etc. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Insufficient human resource (Staff) • 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.
<p>External origin</p> <p>(attributes of the environment)</p>	<p>Opportunities</p> <ul style="list-style-type: none"> • 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. 	<p>Threats</p> <ul style="list-style-type: none"> • 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 • Covid-19

CHAPTER 3:
MUNICIPAL
TRANSFORMATION AND
INSTITUTIONAL
DEVELOPMENT SITUATIONAL
ANALYSIS

4. 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 inter-governmental 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.

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

uPhongolo Municipality has a Council-approved Human Resource Management, Human Resource Development Strategy and 5-Year Human Resource Implementation Plan. The strategy will be reviewed on an annual basis. Human Resources is the most important and expensive resource that the Municipality has and it is, therefore, vital that 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 Back-to-Basics Strategy and Strategic Plan, the Municipality needs to have in place a well-structured 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.

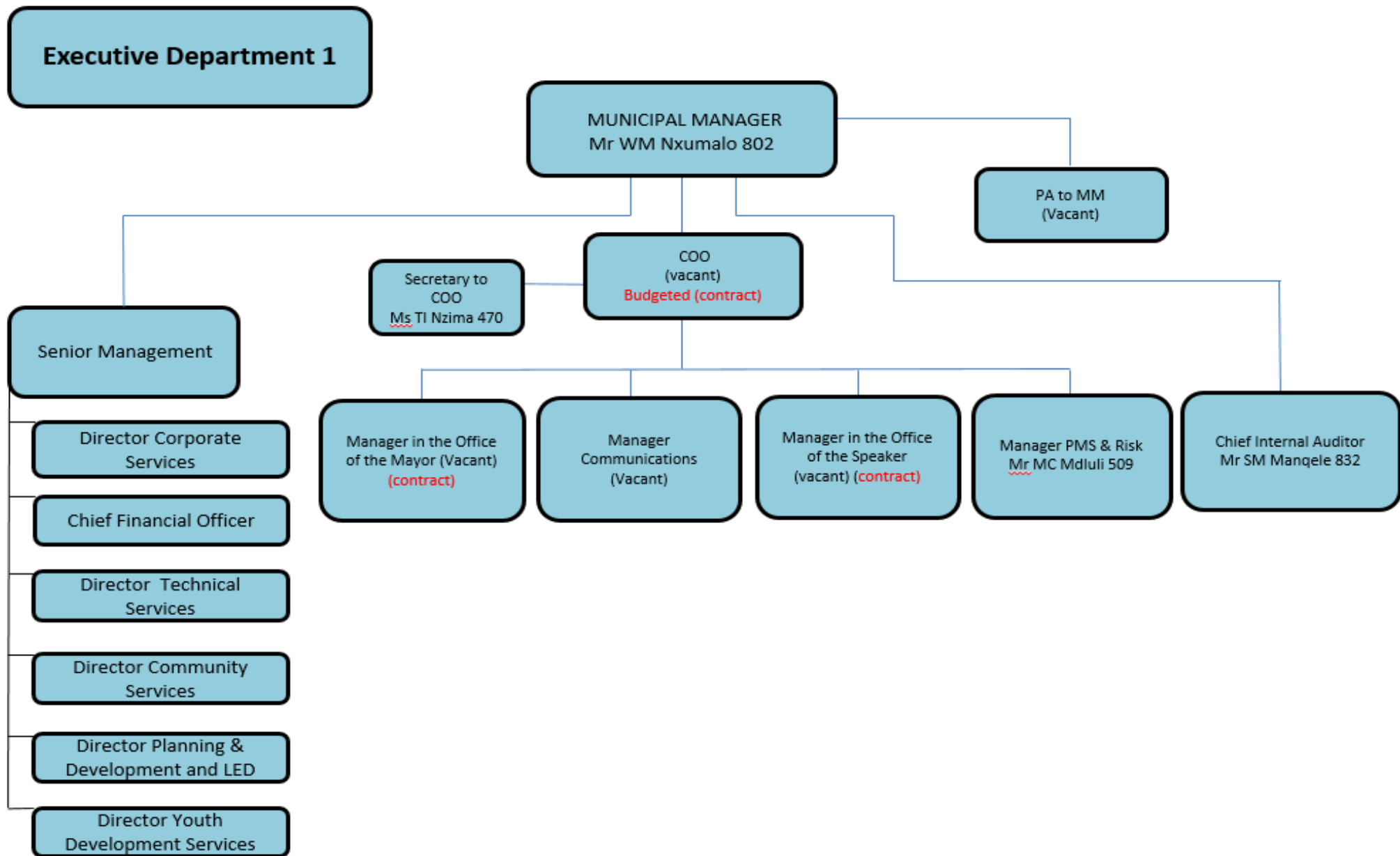
The main objectives of these strategies are to assist the Municipality in the career development of its existing staff, reduction of labour turnovers and optimal utilization of the existing personnel including the implementation of both the Affirmative Action Policy as well as the Employment Equity Policy. Such strategies need to be developmental and not

punitive and aim at developing staff members in order to retain them within an enabling environment.

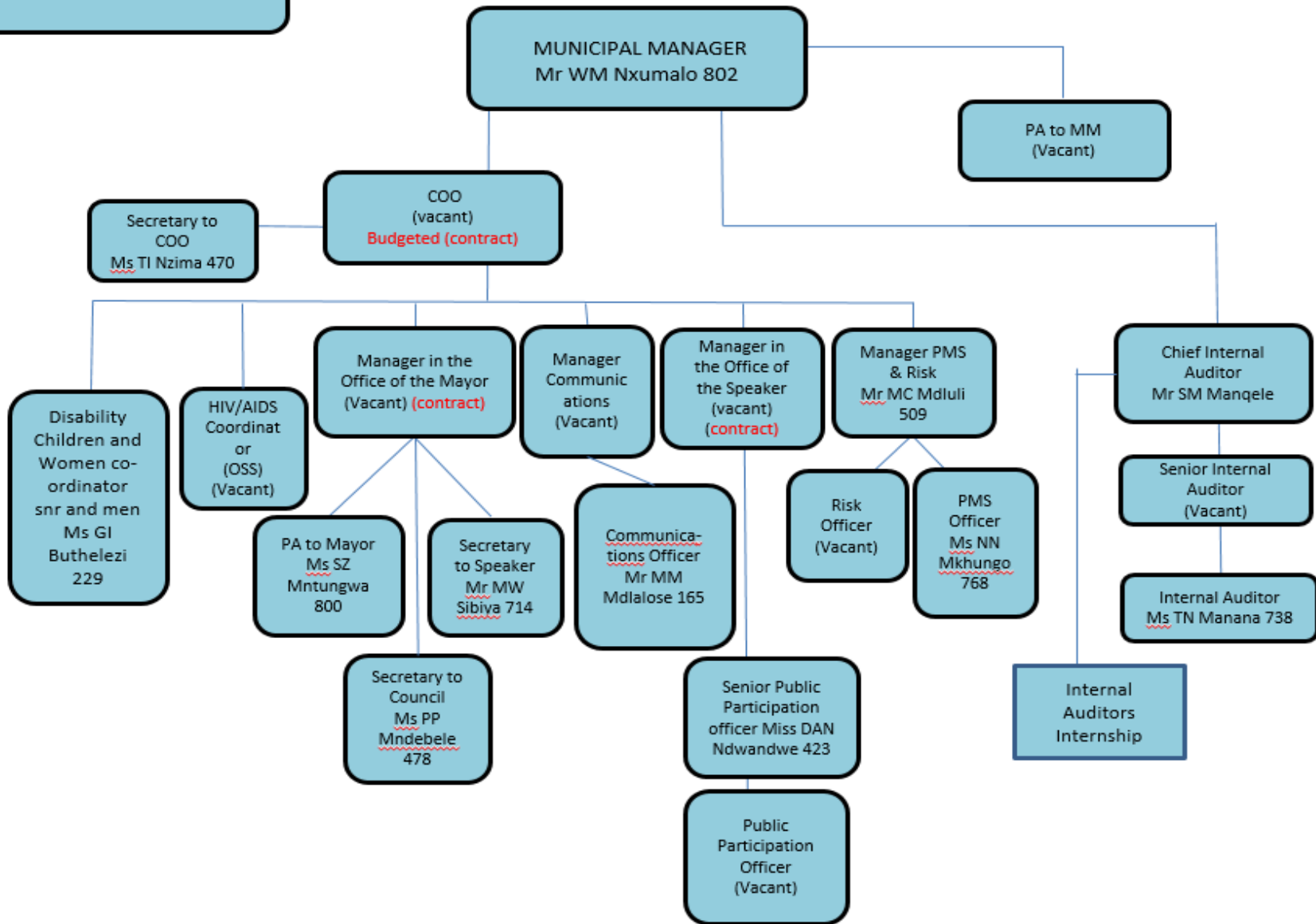
At this juncture, the Human Resource Management, Human Resource Development Strategy and 5-Year Human Resource Implementation Plan are being implemented having since received approval by Council. The Human Resource Strategy and Implementation Plan is annexed hereto for ease of reference.

3.2 Council Approved Organisational Structure

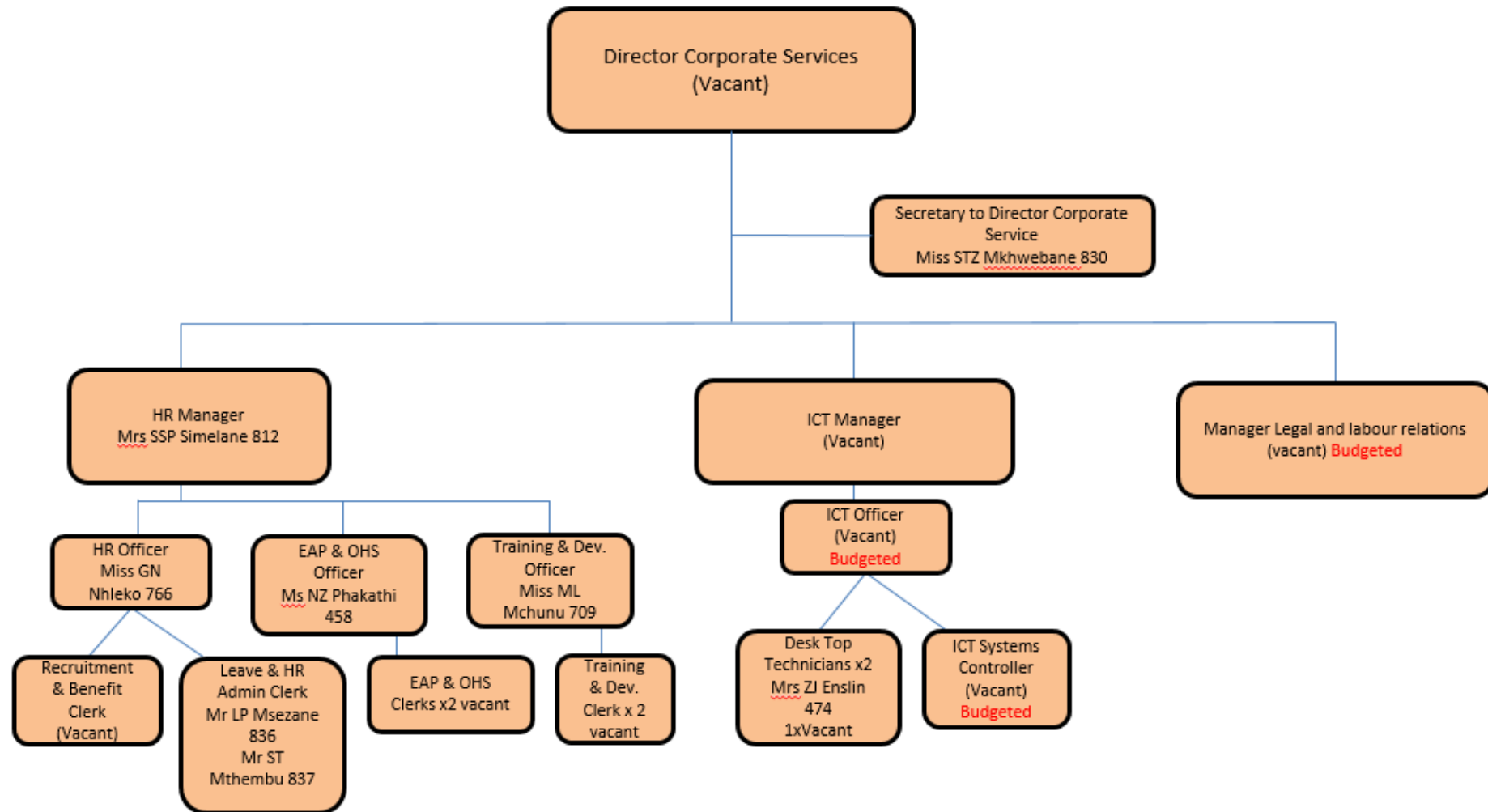
The 2021/2022 IDP contains a Council approved organogram, indicating the vacancy rate, structure, powers and functions of the Municipality. The 2021/2022 Organogram aligns to the long-term development plans of the Municipality as envisaged by the IDP and it is presented immediately herein-below. **The new Organogram will be implemented once the Council has approved it (2022/2023).**



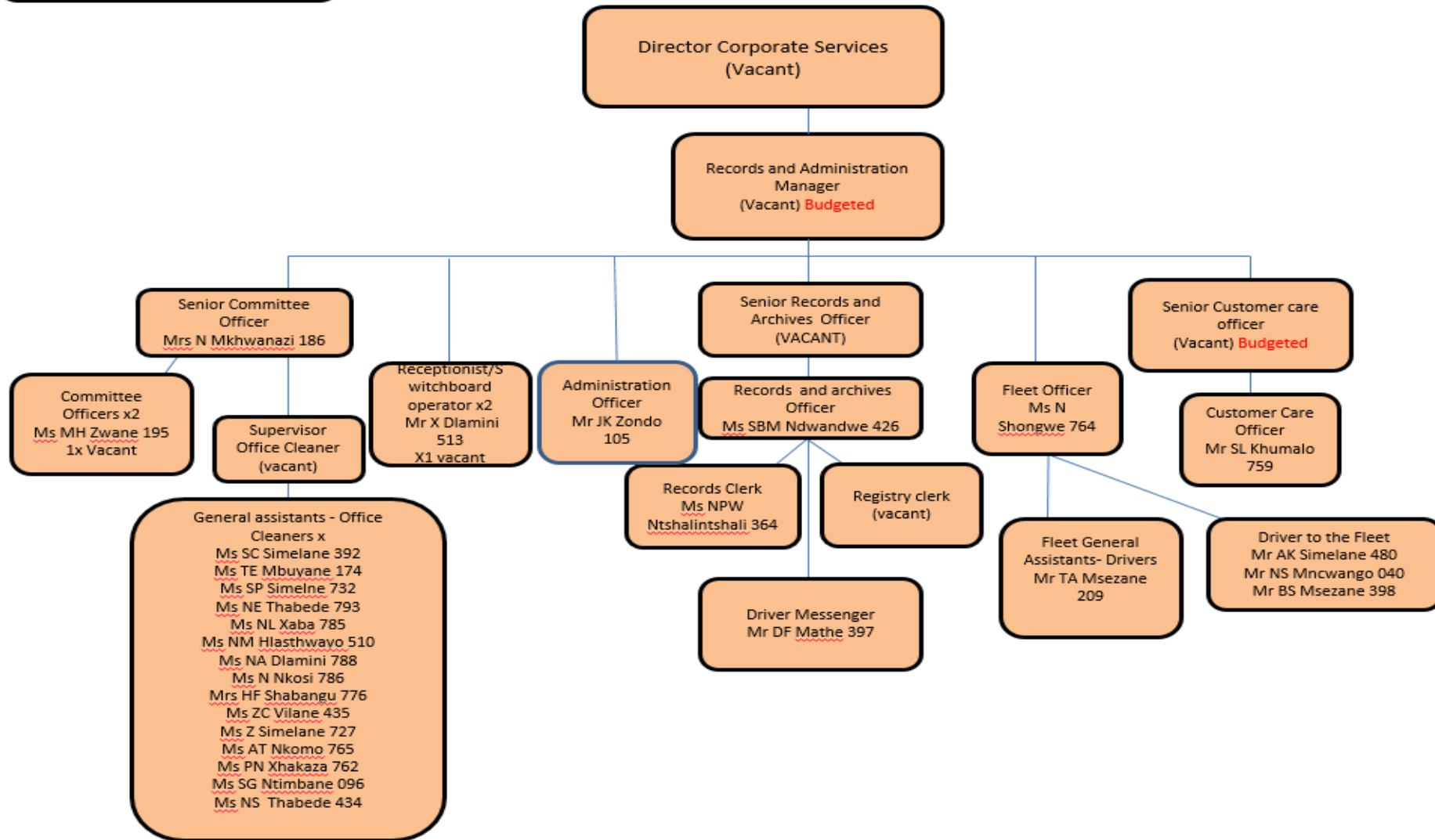
Executive Department 2



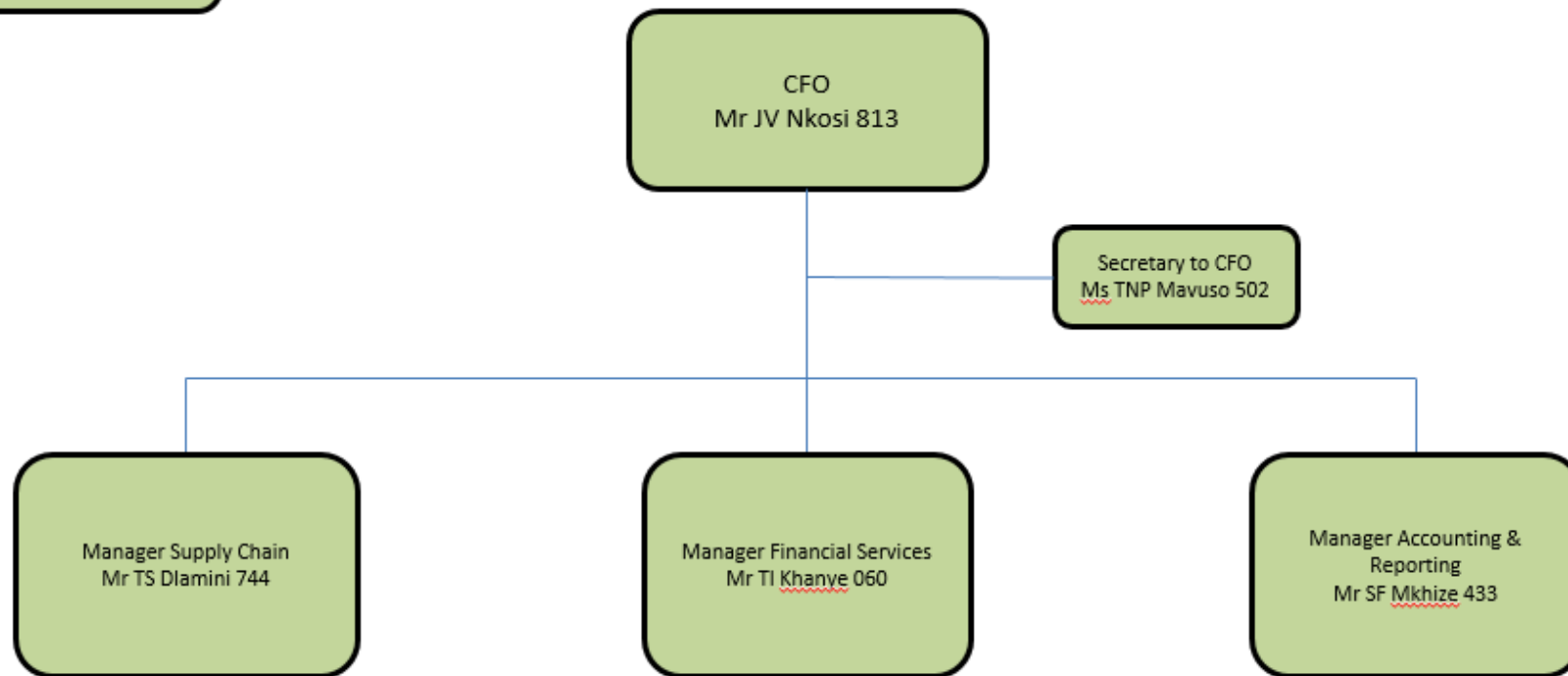
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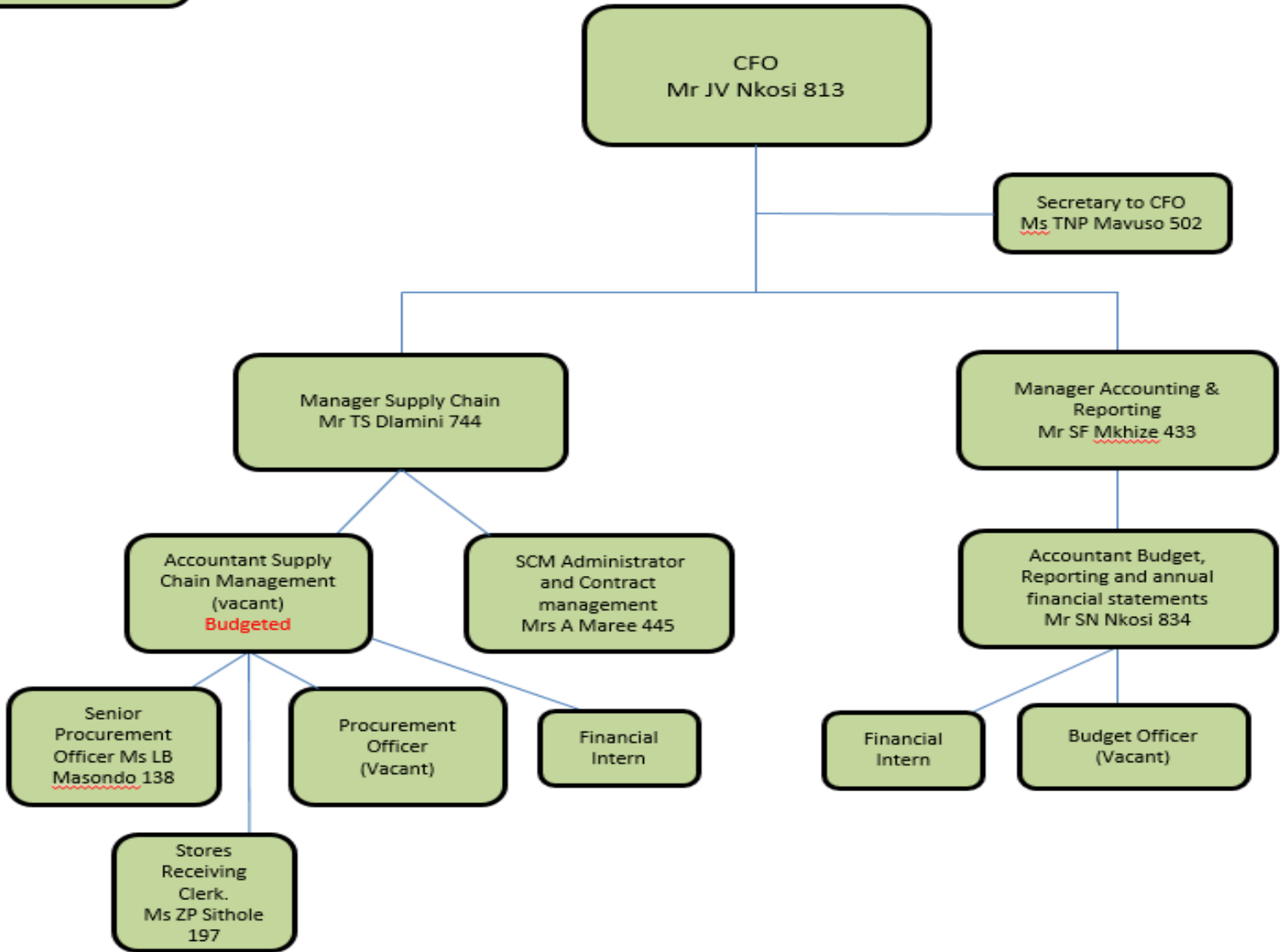
Corporate Services 2



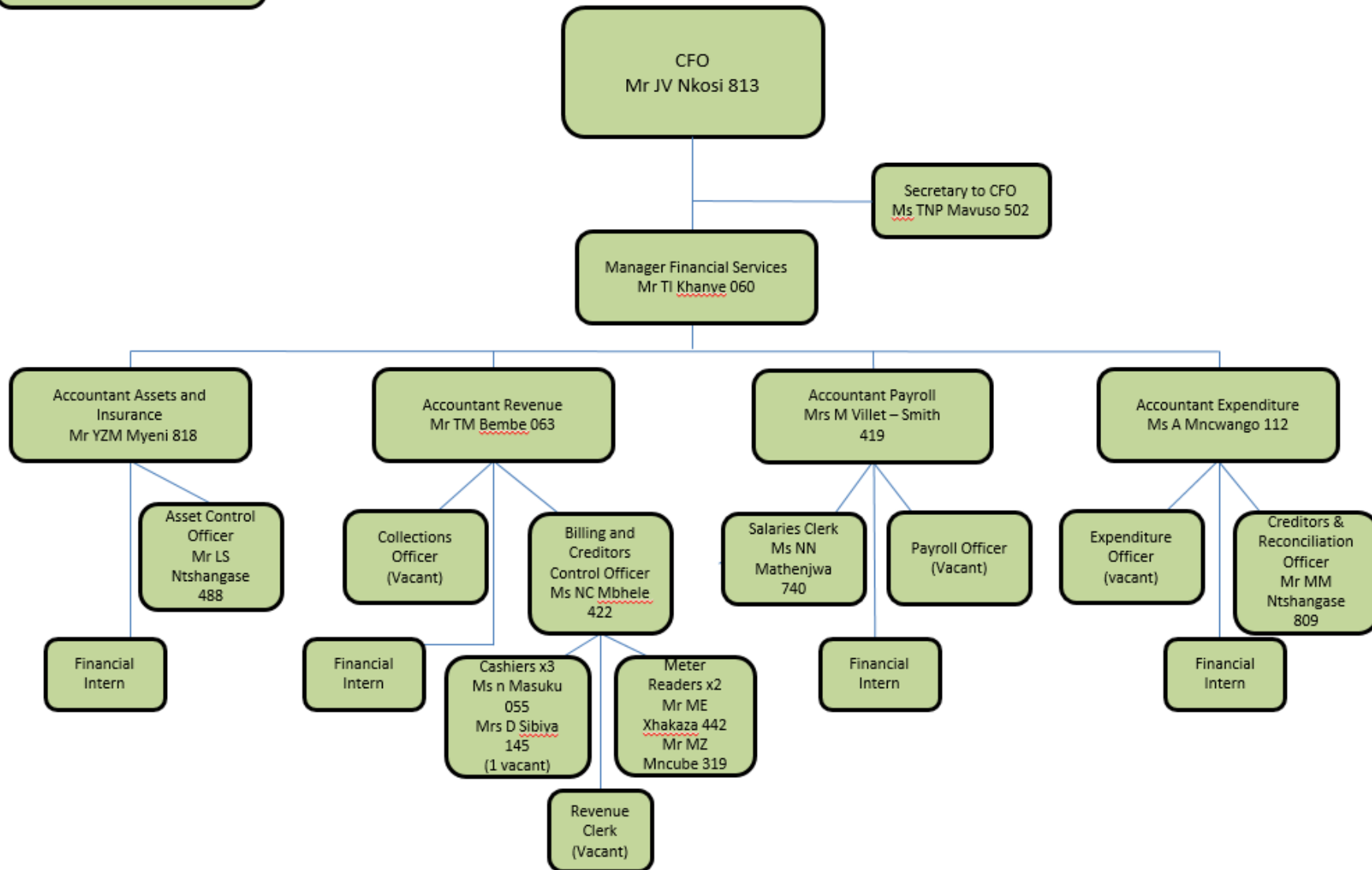
Finance 1

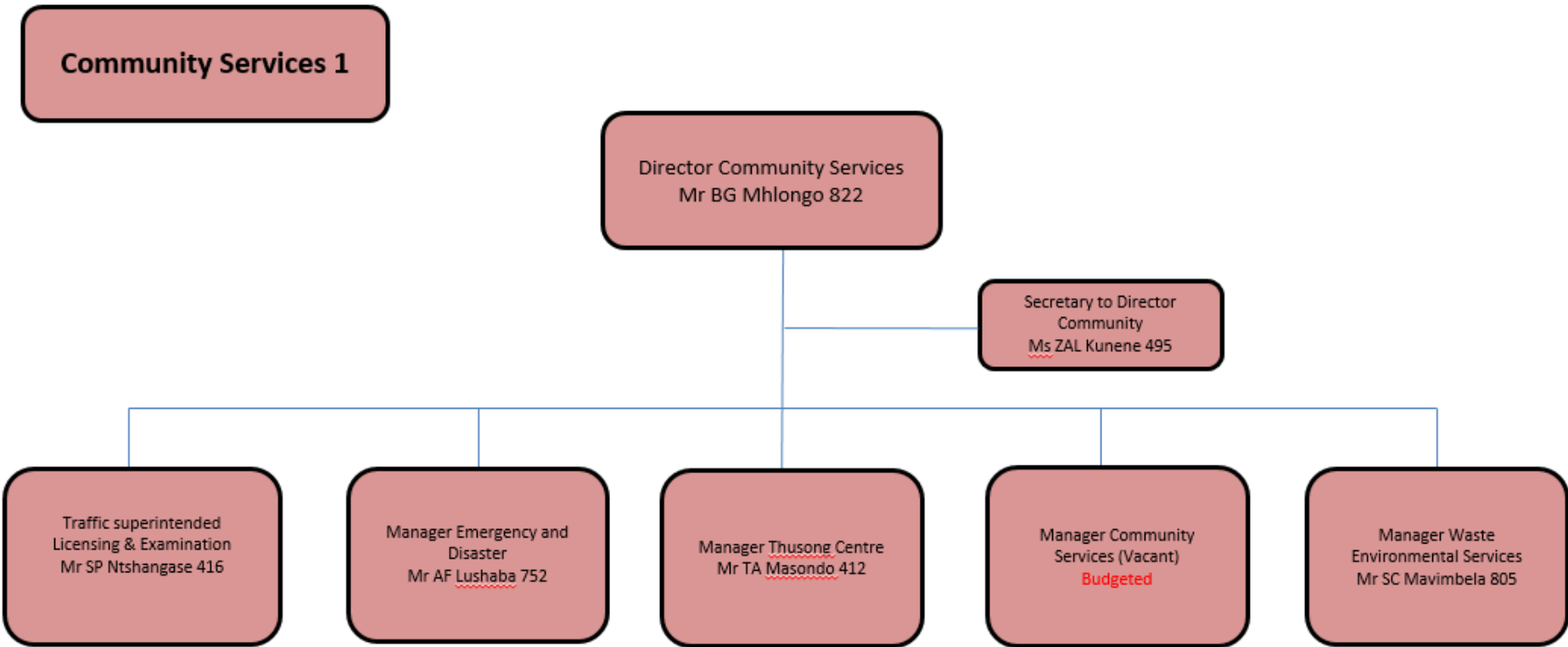


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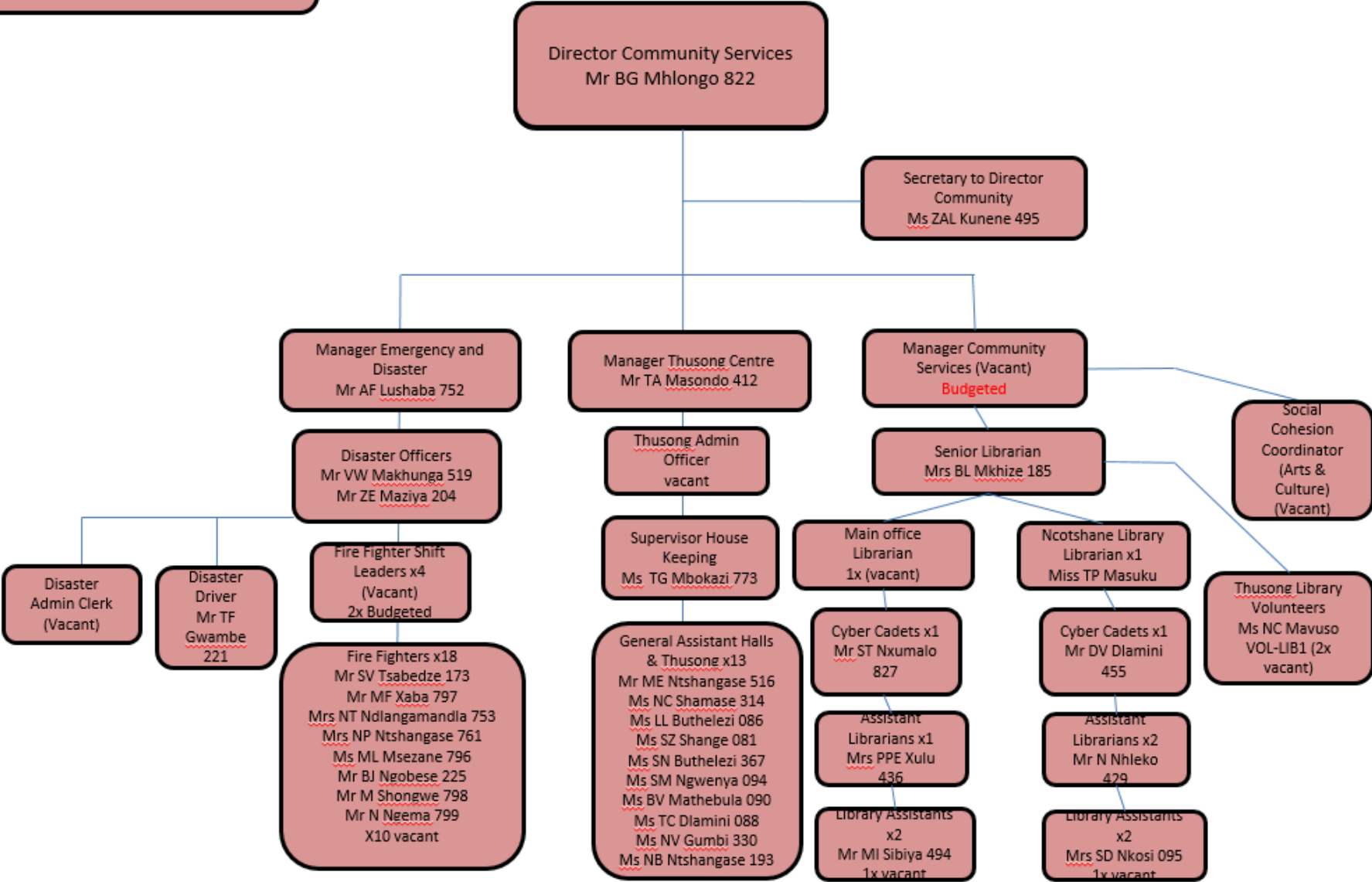


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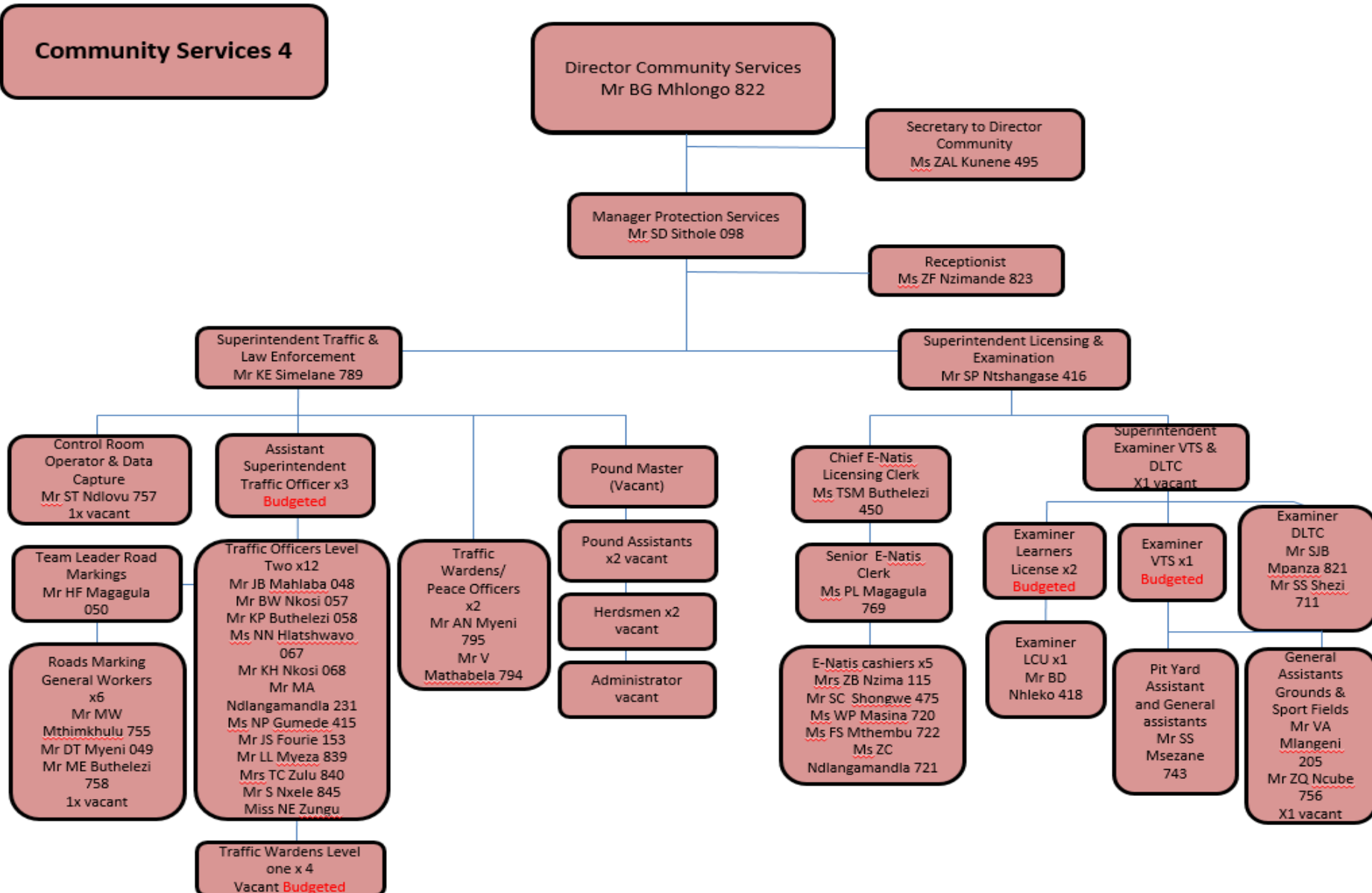




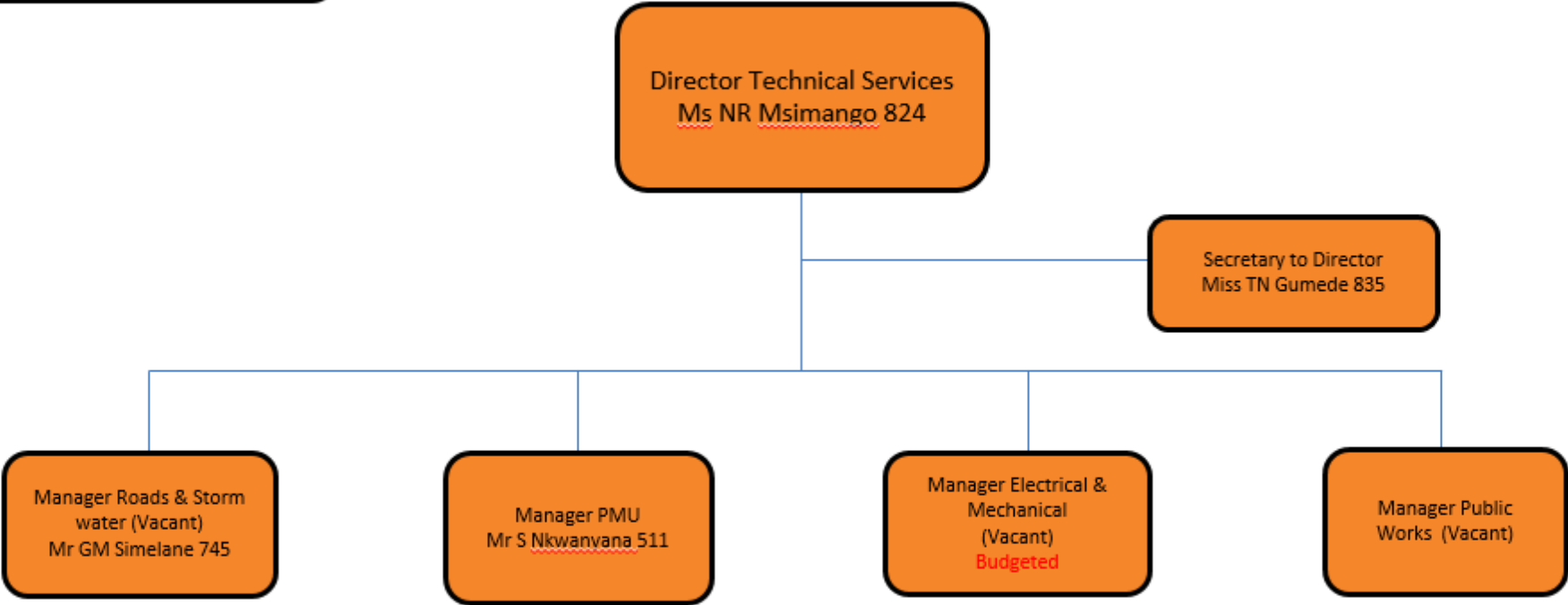
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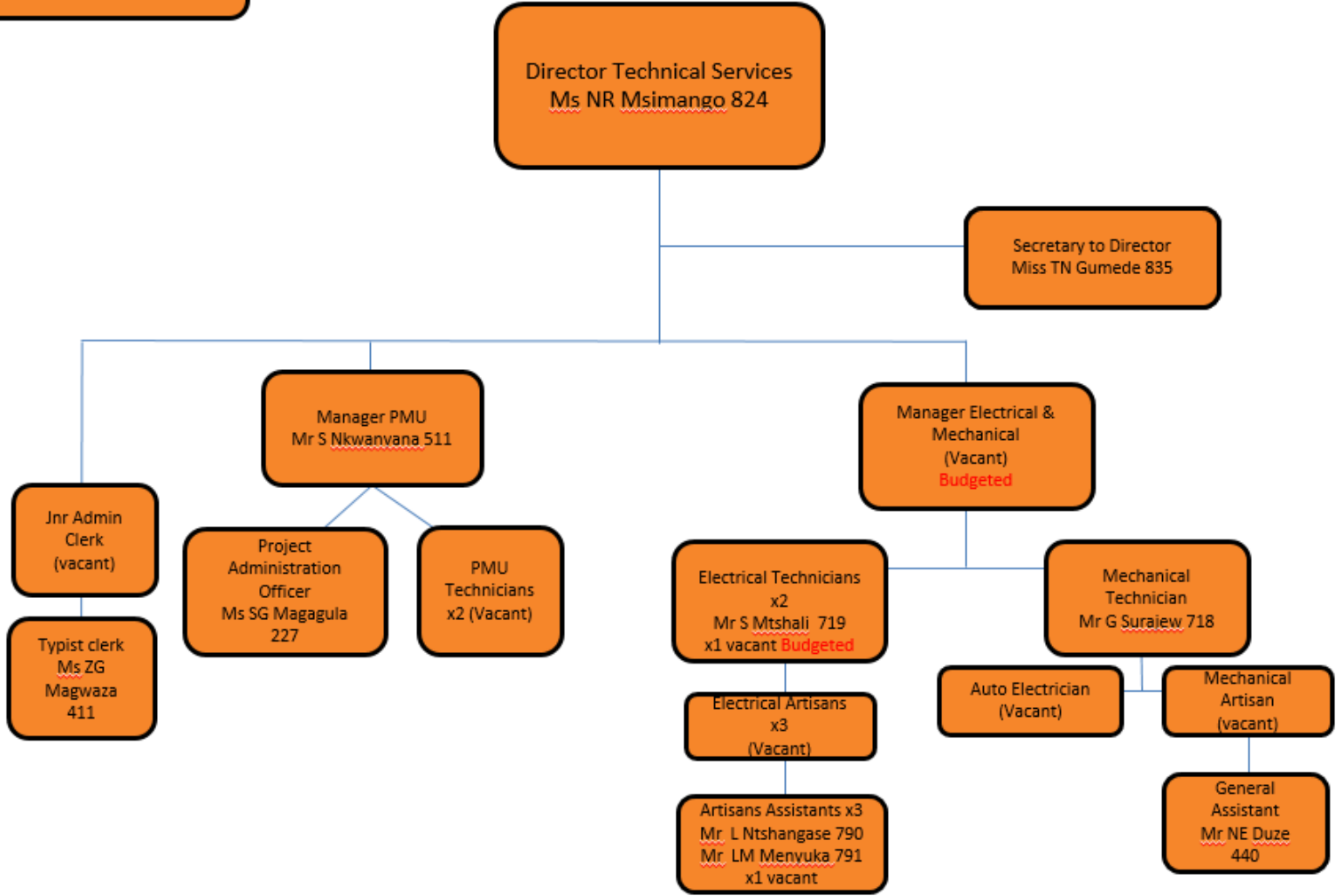
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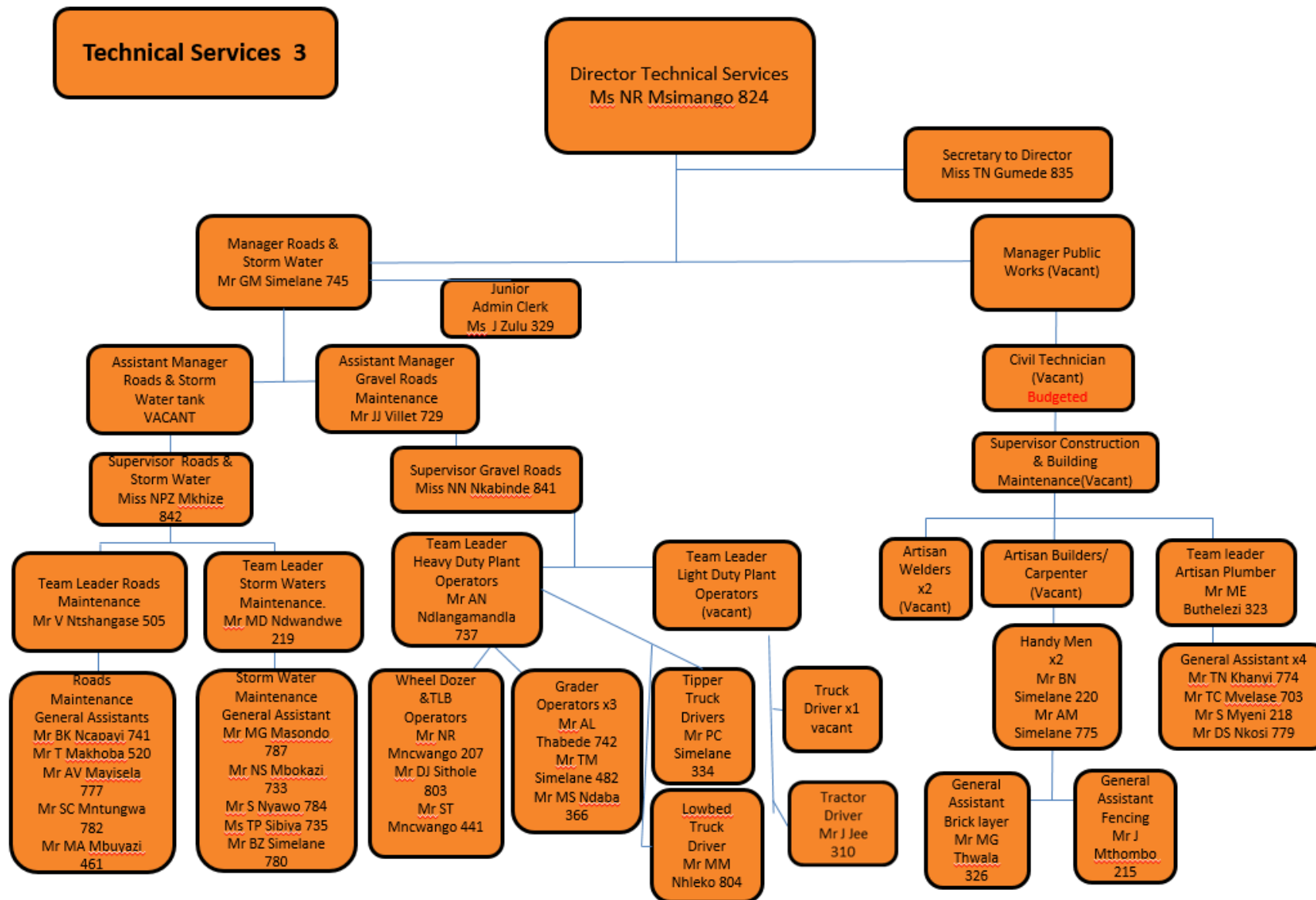


Technical Services 1

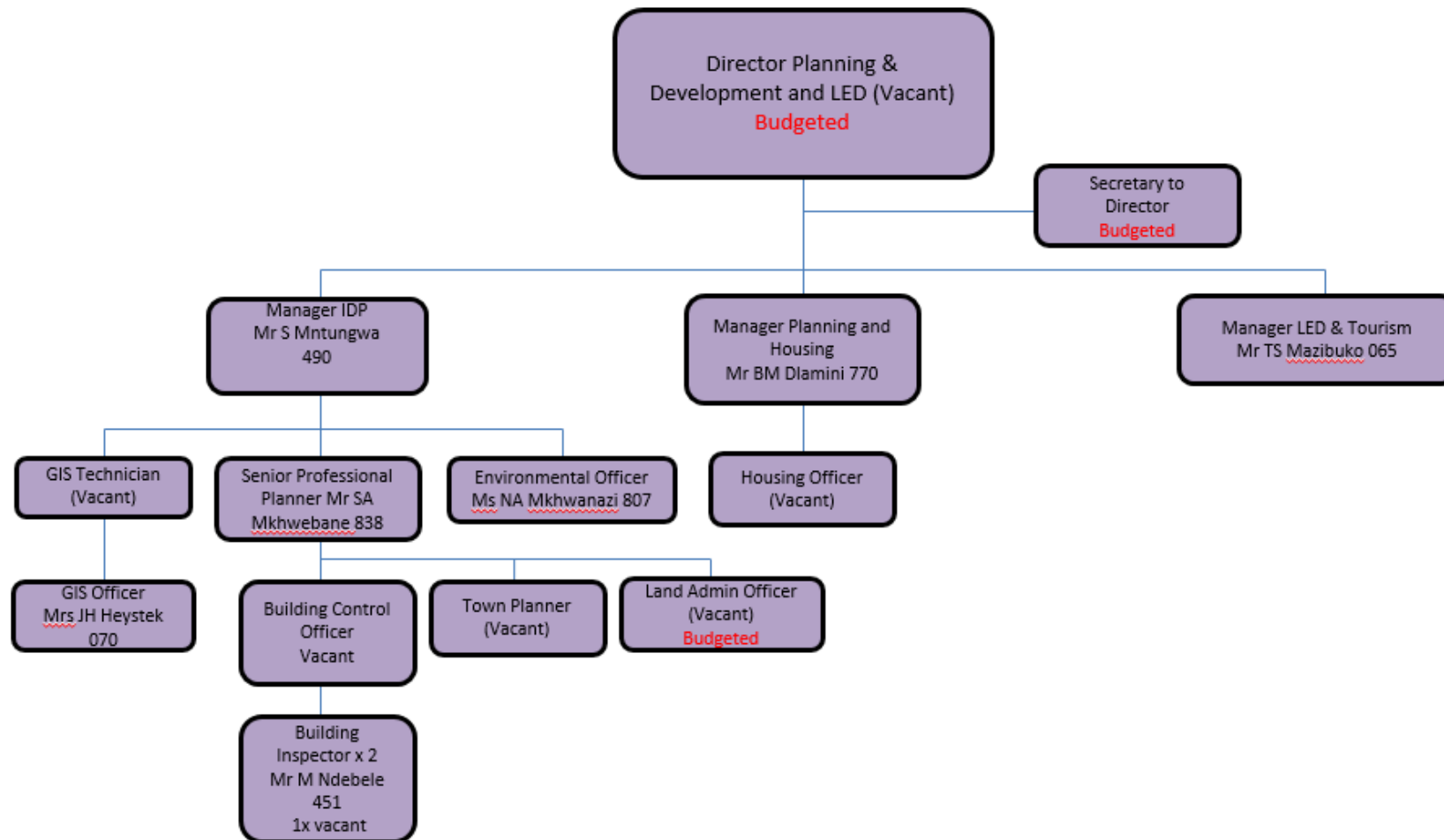


Technical Services 2

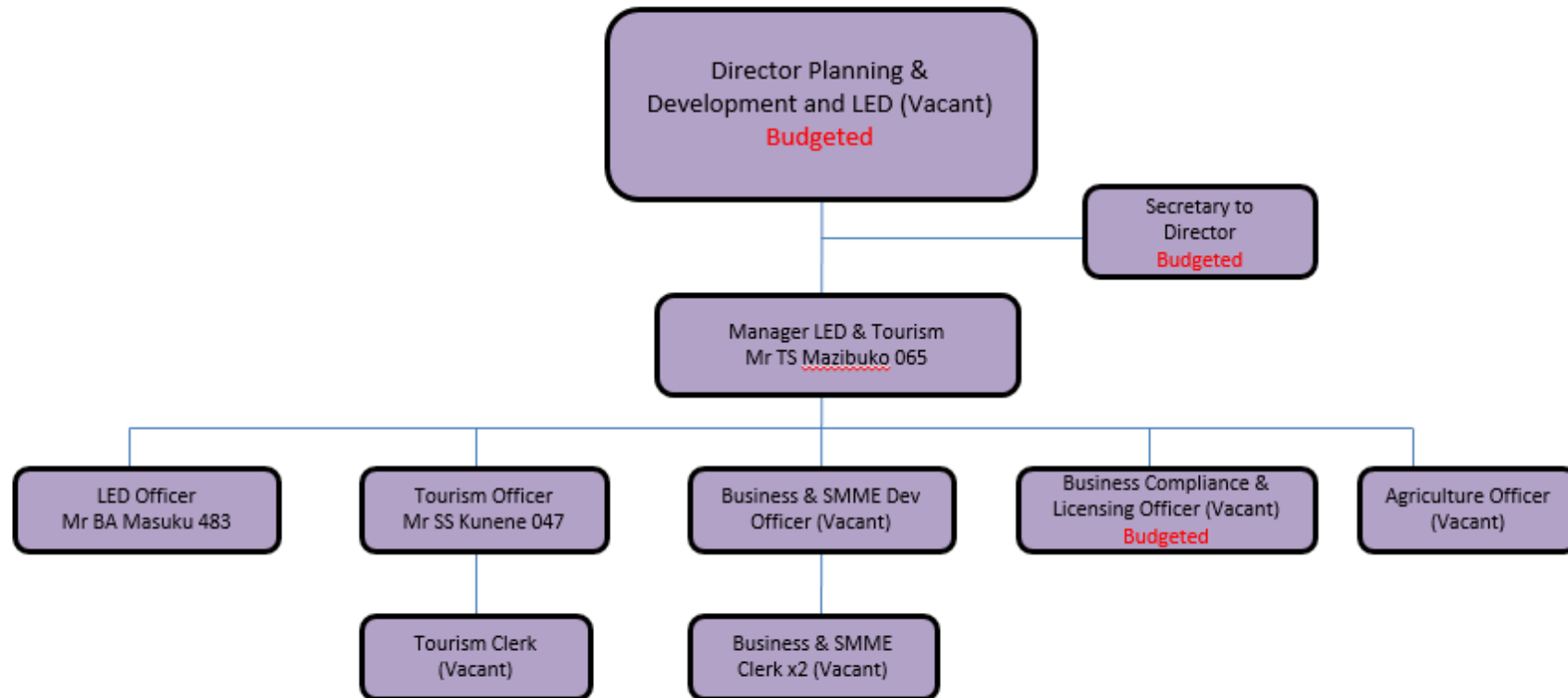




Planning & Development 1



Planning & Development 2



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.

Figure 79: Table 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	

3.3 Filling of Critical Posts (MM & Section 56 Positions)

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

Figure 80: Positions Filled

POSITION	INCUMBENT	STATUS
Municipal Manager:	Mr W.M. Nxumalo	Filled (Acting Mr BM Khali)
Chief Financial Officer	Mr J.V.Nkosi	Filled (Acting Mr FS Mkhize)
Director Community Services:	Mr BA Mkhonza	Filled
Director Technical Services	Vacant	(Acting)
Director Corporate Services	Vacant	(Acting)
Director Planning and LED	Mr M Mbatha	Filled

The filling of 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.

Figure 81: The six municipal departments perform the functions as depicted in the table below:

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	<ul style="list-style-type: none"> ▪ Communications ▪ Internal Audit ▪ PMS and Risk Management ▪ Corporate Governance and Administration ▪ Political Support ▪ IDP and PMS ▪ Special Programmes ▪ Back-to-Basics Programme ▪ Public Participation & OSS ▪ Youth Development Services

<p>Corporate Services</p>	<ul style="list-style-type: none"> ▪ Human Resource Management, Human Resource Development Strategy and Implementation Plan ▪ Administration ▪ Legal Services ▪ ICT Management ▪ Council Support & Auxiliary Services
<p>Community Services</p>	<ul style="list-style-type: none"> ▪ Protection Services and Law Enforcement ▪ Disaster Management ▪ Parks, Sports and Recreation ▪ Waste Management ▪ Library Services ▪ Arts and Culture (Social Cohesion)
<p>Technical Services</p>	<ul style="list-style-type: none"> ▪ Roads & Storm Water ▪ Electrification ▪ Infrastructure/Capital Projects ▪ Operations & Maintenance ▪ Human Settlements Projects ▪ Project Management
<p>Budget and Treasury</p>	<ul style="list-style-type: none"> ▪ Revenue Management ▪ Expenditure Management ▪ Supply chain Management ▪ Asset Management ▪ Budget and Treasury Office ▪ Financial Reporting
<p>Planning and LED Department</p>	<ul style="list-style-type: none"> ▪ Spatial Planning ▪ Local Economic Development & Tourism ▪ Building Regulation/s ▪ Environmental Management ▪

3.4 Council Adopted Plans

3.4.1 Council Adopted Employment Equity Policy and Plan

UPhongolo Municipality currently has a Council approved Employment Equity Policy and Plan. An Employment Equity Report was submitted to the Department of Labour. 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, in particular 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.

3.4.2 Workplace Skills Plan (WSP)

uPhongolo Municipality has developed its Workplace Skills Plan 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 in order 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 – pin-pointing areas where Learnerships and Skills Programmes should be developed.

uPhongolo Municipality consults with its six departments and the Local Labour Forum when compiling its Workplace Skills Plan. The Draft Municipal Workplace Skills Plan is in place. A training report for with a list of beneficiaries and expenditure report is contained the Workplace Skills Plan. 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 in order 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.

3.5 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 considered to 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.

3.6 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.

The Municipality has since established an ICT Steering Committee with the following appointed members who oversee the implementation of the ICT policies.

Figure 82: ICT Steering Committee

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.

3.7 Institutional Development and Transformation SWOT Analysis

Figure 83: SWOT Analysis: Institutional Development and Transformation

STRENGTHS	WEAKNESSES
<p>Municipal Corporate Policies are in place and approved by the Council:</p> <ul style="list-style-type: none"> -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 	<p>New job evaluation process on going by SALGA</p>

<p>Performance Policy</p> <ul style="list-style-type: none"> - Fraud and Risk Prevention Plan -Council approved organogram <p>Good working relations between administration and political leadership; as well as senior management and staff</p> <p>Available resources for capacity building (staff and councillors)</p>	
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<p>Support from sector departments (COGTA, LG-SETA, SALGA and Public Works)</p>	<p>Political instability</p> <p>Appointment of Unqualified personnel</p> <p>Illegal / unprotected strikes</p> <p>Labour unrest</p>

3.16 Municipal Transformation and Institutional Development Challenges and Interventions

Figure 84: Municipal Challenges and Interventional Measures

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
	CHALLENGES	INTERVENTION
	No off-site information backup done (site/storage)	Budget and identify site for back-up purposes
	No website update	Update the new Website and close the previous website domain immediately
	Inadequate office space	To budget for planning and designs and re-submit to Treasury.
	No back-up power generator	To be included in the adjustment budget.
	Unattractive reception area	Move the reception to where there is a Tourism desk so as to revamp the reception.

CHAPTER 4:
BASIC SERVICE DELIVERY AND
INFRASTRUCTURE DEVELOPMENT:
SITUATIONAL ANALYSIS

4 Basic Service Delivery and Infrastructure Development: Situational Analysis

4.1 Water

4.1.1 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 area under its jurisdiction.

4.1.2 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 2018/2019 review of the Water Services Development Plan in June 2018. The 2021/2022 review is currently underway and is due for completion in June 2022.** 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:

Figure 85: Table Showing the 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

Figure 86: 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.

4.1.3 Water Services Development Plan (WSDP) Link

Zululand District Municipality has worked extensively on the development of a Water Services Development Plan, Water Services Policy and By-Laws for the district. These documents were reviewed and approved by Council. The by-laws have since been promulgated and are being enforced throughout. The documents are available on the ZDM website at www.zululand.org.za for information.

4.1.4 Water Services Development Plan Annexure

Over and above the WSDP link mentioned above, an annexure in respect of the Water Services Development Plan is also attached herewith as an annexure.

4.1.5 Zululand District Municipality As A Water Services Authority

The IDP has indicated that **uPhongolo Municipality is not the Water Services Authority** for its area since it falls under the jurisdiction of the Zululand District Municipality which is duly mandated to be the Water Services Authority in terms of the Water Services Act.

4.1.6 Last Review of WSDP

The ZDM approved the Water Services Development Plan in June 2018. The 2021/2022 review is currently underway and is due for completion in June 2022.

4.1.7 List of Water and Sanitation Institutions and Service Providers

uPhongolo Municipality does not have a dedicated water and sanitation structure INSTEAD, 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.

Figure 87: 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.

4.1.8 Infrastructure Asset Management Plan for Water and Sanitation

uPhongolo Municipality **is not a Water Services Authority**. Therefore, the Infrastructure Asset Management Plan for water and sanitation infrastructure is not in place.

4.1.9 Infrastructure Procurement Strategy for Water and Sanitation

uPhongolo Municipality **is not a Water Services Authority**. Therefore, the Infrastructure Procurement Strategy for water and sanitation infrastructure is not in place.

4.1.10 Infrastructure Program Management Plan for Water and Sanitation

uPhongolo Municipality **is not a Water Services Authority**. Therefore, the Infrastructure Programme Management Plan for water and sanitation infrastructure is not in place.

4.1.11 End Year Report for Water and Sanitation Infrastructure

uPhongolo Municipality **is not a Water Services Authority**. Therefore, the End of Year Report for water and sanitation infrastructure is not in place.

4.1.12 Updated Asset Register for Water and Sanitation Infrastructure

uPhongolo Municipality **is not a Water Services Authority**. Therefore, the Updated Asset Register for water and sanitation infrastructure is not in place.

4.1.13 Operations And Maintenance Plan For Water And Sanitation

uPhongolo Municipality **is not a Water Services Authority**. Therefore, the Operations Management Plan for water and sanitation infrastructure is not in place.

4.1.14 Maintenance Management Plan for Water and Sanitation

uPhongolo Municipality **is not a Water Services Authority**. Therefore, the Maintenance Management Plan for water and sanitation infrastructure is not in place.

4.1.15 Operations and Maintenance Review Report for Water and Sanitation

uPhongolo Municipality **is not a Water Services Authority**. Therefore, the Operations and Maintenance Review Report for water and sanitation infrastructure is not in place.

4.1.16 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.

Figure 88: 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)			

The Status of Water Infrastructure and Asset Management Plan

According to the ZDM IDP 2021/2022, 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.

Figure 89: 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.

Figure 90: 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.

Figure 91: Summary of Schemes in The District

Summary Data	LOS	Total
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	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.

4.1.17 The Status of WSA’s Infrastructure Procurement Strategy

uPhongolo Municipality **is not a Water Services Authority**. uPhongolo Municipality’s IDP does not indicate the status of the WSAs infrastructure procurement strategy and the adoption date.

4.1.18 WSA’s Infrastructure Programme Management Plan

uPhongolo Municipality **is not a Water Services Authority**. uPhongolo Municipality’s IDP does not indicate the status of the WSAs infrastructure programme management plan and the adoption date.

4.1.19 Status of the WSA's End of Year Report

uPhongolo Municipality **is not a Water Services Authority**. uPhongolo Municipality's IDP does not indicate the status of the End of Year Report and the adoption date.

4.1.20 Status of WSA's Updated Asset Register

uPhongolo Municipality **is not a Water Services Authority**. uPhongolo Municipality's IDP does not indicate the status of the WSAs Updated Asset Register and the adoption date.

4.1.21 Status of the WSA's Operations Management Plan

uPhongolo Municipality **is not a Water Services Authority**. uPhongolo Municipality's IDP does not indicate the status of the WSAs Operations Management Plan and the adoption date.

4.1.22 Status Of The Water Services Authority's Operations And Maintenance Plan

The IDP does not indicate the status of the WSA's Maintenance Management Plan and Adoption Date.

4.1.23 Status of the WSA's Operations and Maintenance Review Report

uPhongolo Municipality **is not a Water Services Authority**. uPhongolo Municipality's IDP does not indicate the status of the WSAs Operations and Management Review Report and the adoption date.

4.1.24 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 2021/2022, 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, 2021/2022 Review).

Figure 92: 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	

Bulk Regional Water Schemes

a) Hlahlindlela Regional Water Supply and Nkonjeni Regional Water Supply Area

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

The model indicates that the yield from Mvunyane dam is insufficient to meet the water requirements at the desired levels of assurance and should be augmented very soon, to avoid the risk of restrictions occurring. The operating rules for Mvunyane should be implemented to protect higher assurance users.

- For the low growth scenario, the yield from Klipfontein combined with the other existing dams is sufficient to meet the water requirements of Vryheid and Ulundi as well as the link to eMondlo until at least 2030.
- For the median growth scenario, the yield from Klipfontein combined with the other existing dams is sufficient to meet the water requirements of Vryheid, Ulundi and eMondlo until 2024. After 2024, the existing water resource infrastructure of the White Mfolozi will need augmentation to meet the projected water requirements.

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

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

b) Usuthu Regional Water Supply

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

- An assessment was undertaken to determine the available water resources of the upper Black Mfolozi River which involved quantifying the divertible flows at the existing weir on the river near Nongoma upstream of the Kwa Nkweme River confluence. This represents the situation prior to construction of the off-channel storage dam on the Kwa Nkweme River. Analyses were performed for 18.6 Ml/day (2025 demand) and 25 Ml/day (2035 demand).
- Detailed yield analyses were undertaken to determine the water resources capability of a proposed system on the upper Black Mfolozi River, which consists of a new offchannel storage dam on the Kwa Nkweme River. Water for this off-channel storage dam will be supplied by diverting available flows from the existing weir on the Black Mfolozi River. The performance of the system was evaluated for a variety of possible configurations including a range of dam

(storage) sizes, flow diversion capacities and downstream environmental flow requirements (EFR's).

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

Prior to the construction of the proposed off-channel storage dam on the Kwa Nkweme River, a run-of-river scheme on the upper Black Mfolozi River could supply a target abstraction of 18.6Ml/day (or 6.8 million m³/a, the projected water requirement for the proposed scheme in 2025) with an annual risk of failure of 64% (recurrence interval of 1:1.6 years). This risk is well above accepted levels for schemes of this increase the supply capability (assurance of supply) of the system.

A storage capacity of 7.9 million m³ (30% of the maximum capacity) is adequate to meet the target abstraction of 6.8 million m³/a. This, however, requires a fairly large diversion works capacity of 0.6m³/s. For a larger dam of 10.6 million m³ (40% of the maximum capacity) diversion works with a capacity of only 0.4m³/s would be adequate to meet the target abstraction.

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

c) Mandhlakazi, Mkuze and Simdlangentsha Regional Water Supply Area

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

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

- Alternative sites for the off-channel storage facility should be investigated.
- The possibility to reduce the capacity of the off-channel storage dam on the Kwa Nkweme River should be investigated. The associated risk should be taken into account.

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

d) Ground Water

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

- Declining rainfall from west to east.
- Concentration of dissolved solids from through flow below the Dwyka Formation and coal seams in the Vryheid Formation in the central and eastern regions of the catchments.

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

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

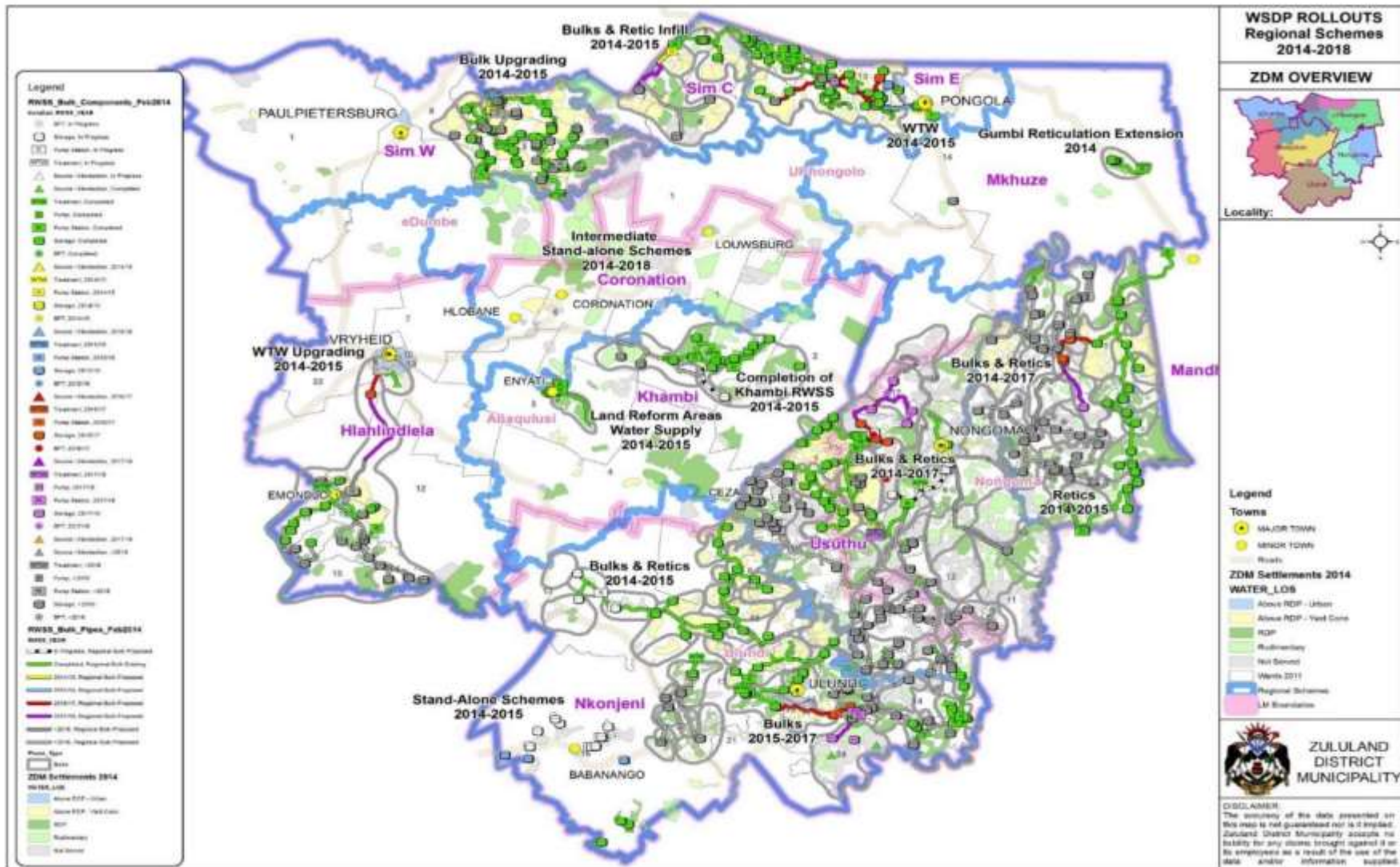
Water Quality

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

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

Water Schemes to be Rehabilitated

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



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

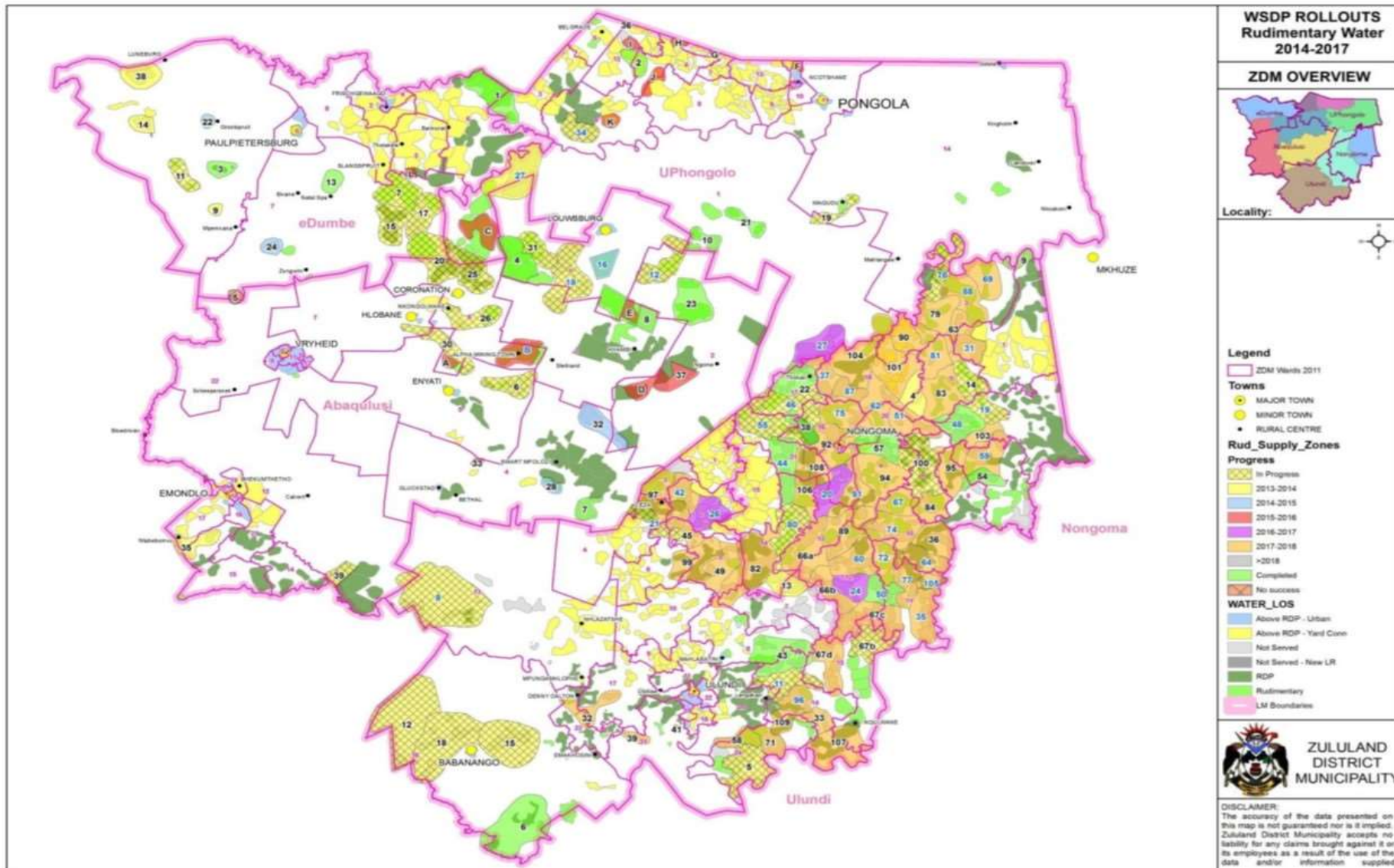


Figure 93: Rudimentary Rollout (2014 – 2019)

4.1.26 Map Showing the Water Infrastructure Operated by Different Water Service Institutions

The map indicated on 4.1.25 shows the water infrastructure operated by the water infrastructure operated by the different water services institutions and water service providers.

4.1.27 Map Overlaying the Water Infrastructure with Applications Lodged in Terms of SPLUMA and Human Settlement Projects.

The map indicated on 4.1.25 shows an overlaying of the water infrastructure with the applications lodged in terms of the Municipal Spatial Planning and Land Use Management (SPLUMA) Bylaws and Human Settlement Projects.

4.1.28 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:

Figure 94: Table 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):

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

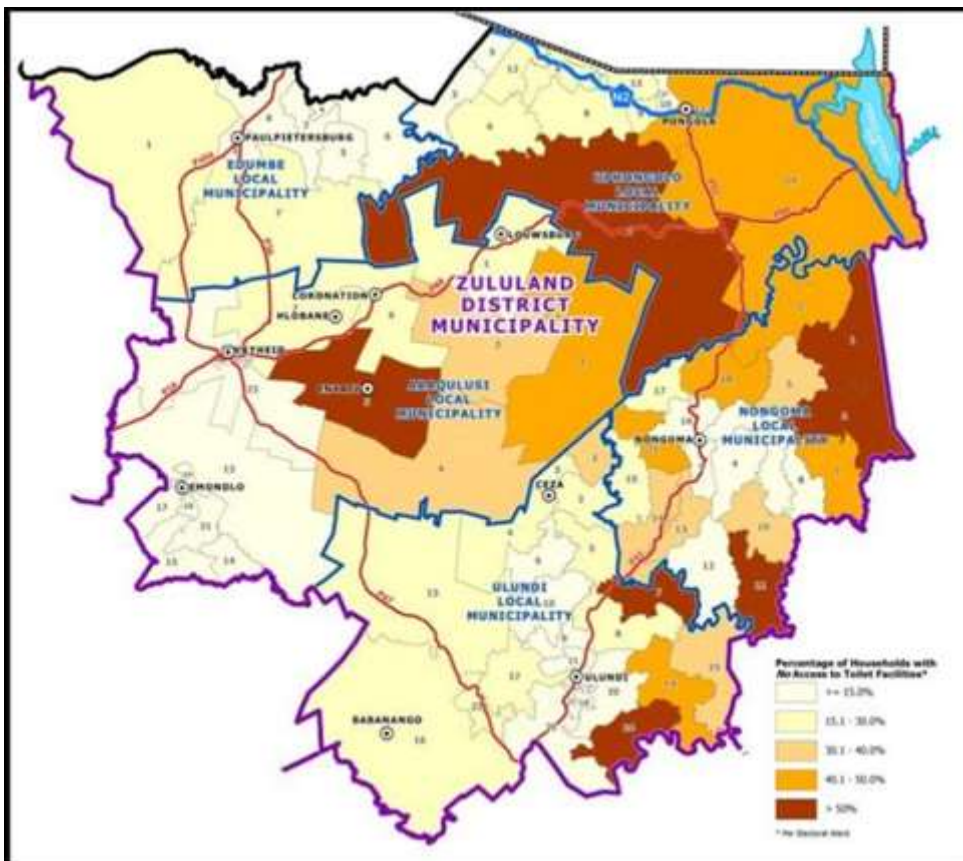
There has been a dramatic increase between 1996 and 2001 and again between 2001 and 2011 in the number of households who had access to flush or chemical toilets or pit latrines. However, there were still some 31,272 households who indicated that it had no access to toilet facilities. This constituted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

Figure 95: Community Access to Sanitation Facilities (STATSSA)

Source: Census 2011 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.

Figure 96: 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).

Figure 97: 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	287	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	15 848	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

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 2015/16 – 2019/20)

Figure 98: 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
- Simdlangentsha East (uPhongolo)
- Simdlangentsha Central
- Simdlangentsha 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).

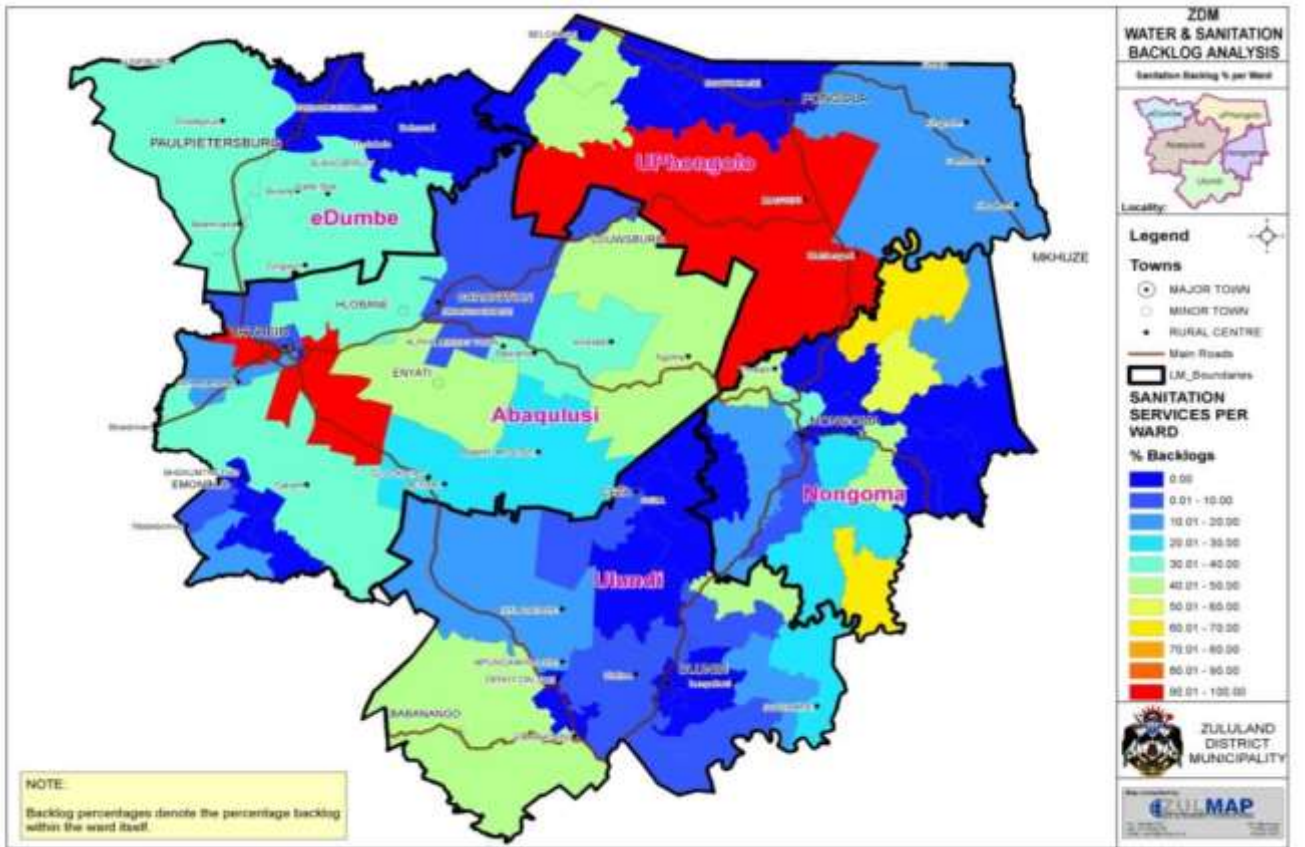
Figure 99: Sanitation Backlogs

	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

The table 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.

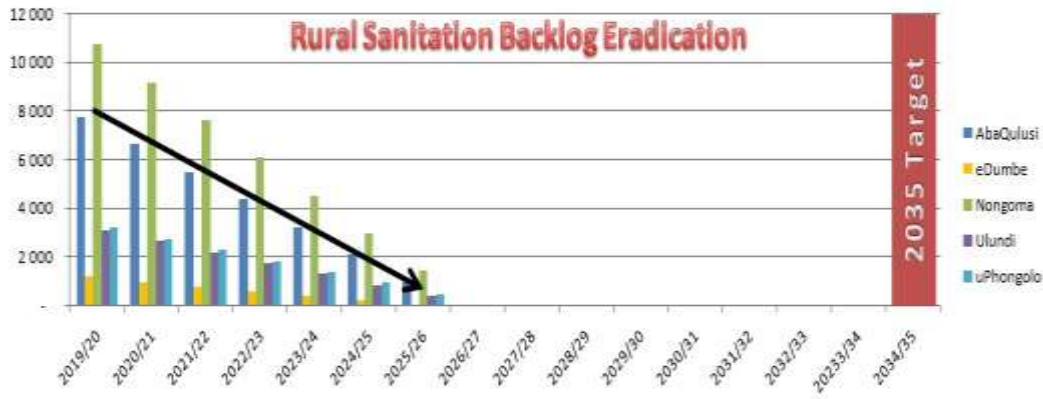
Figure 100: Map Sanitation Backlog



Source: ZDM WSDP, 2020

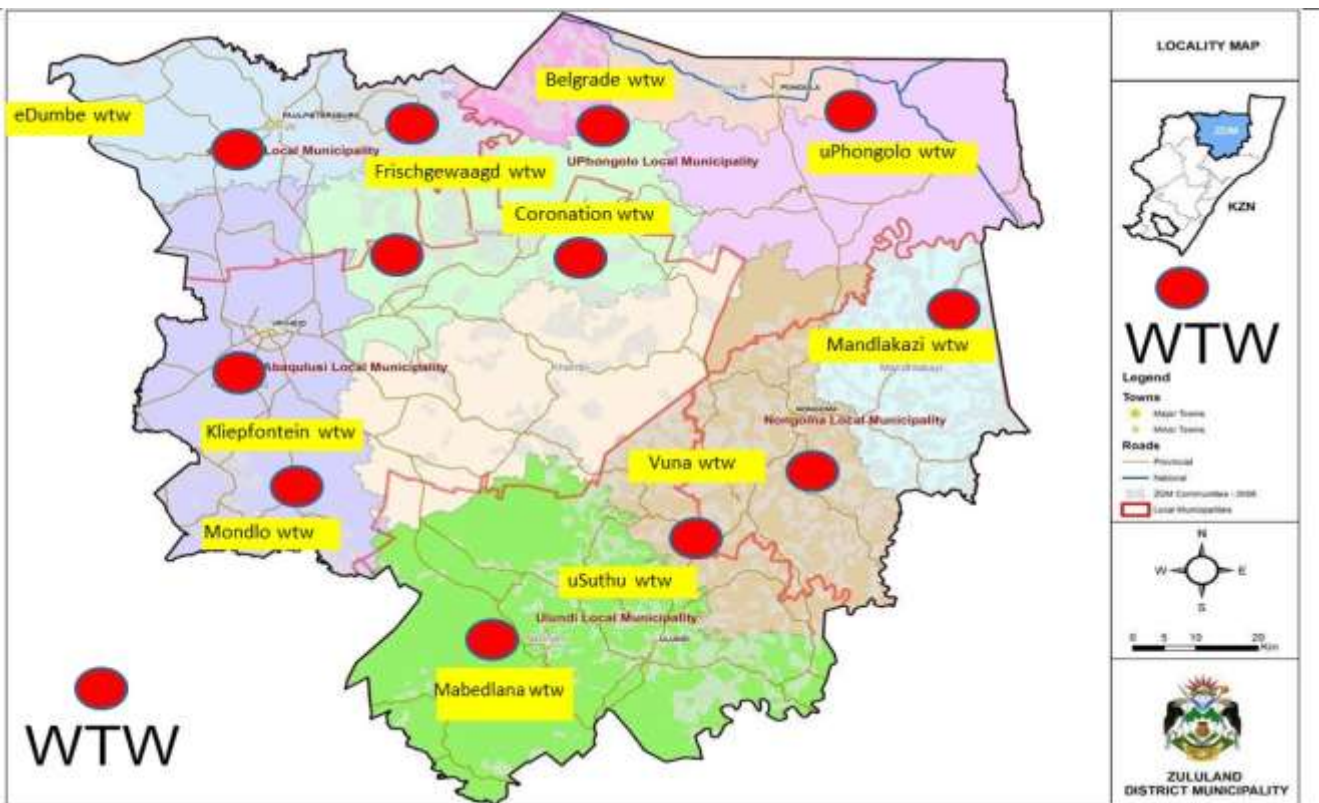
The figure below depicts the estimated time it will take to eradicate all sanitation backlogs below RDP standard if current Municipal Infrastructure Grant (MIG) funding allocations remains constant. With the 2035 goals in mind, the backlogs in rural sanitation should be eradicated by 2026. However, settlements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

Figure 101: Rural Sanitation Backlog Eradication



4.1.29 Map Showing Waste Water Treatment Plants, Sewer Pipelines, Areas with VIP’s and Conservancy Tanks.

Figure 102: The spatial distribution of water treatment works in Zululand.



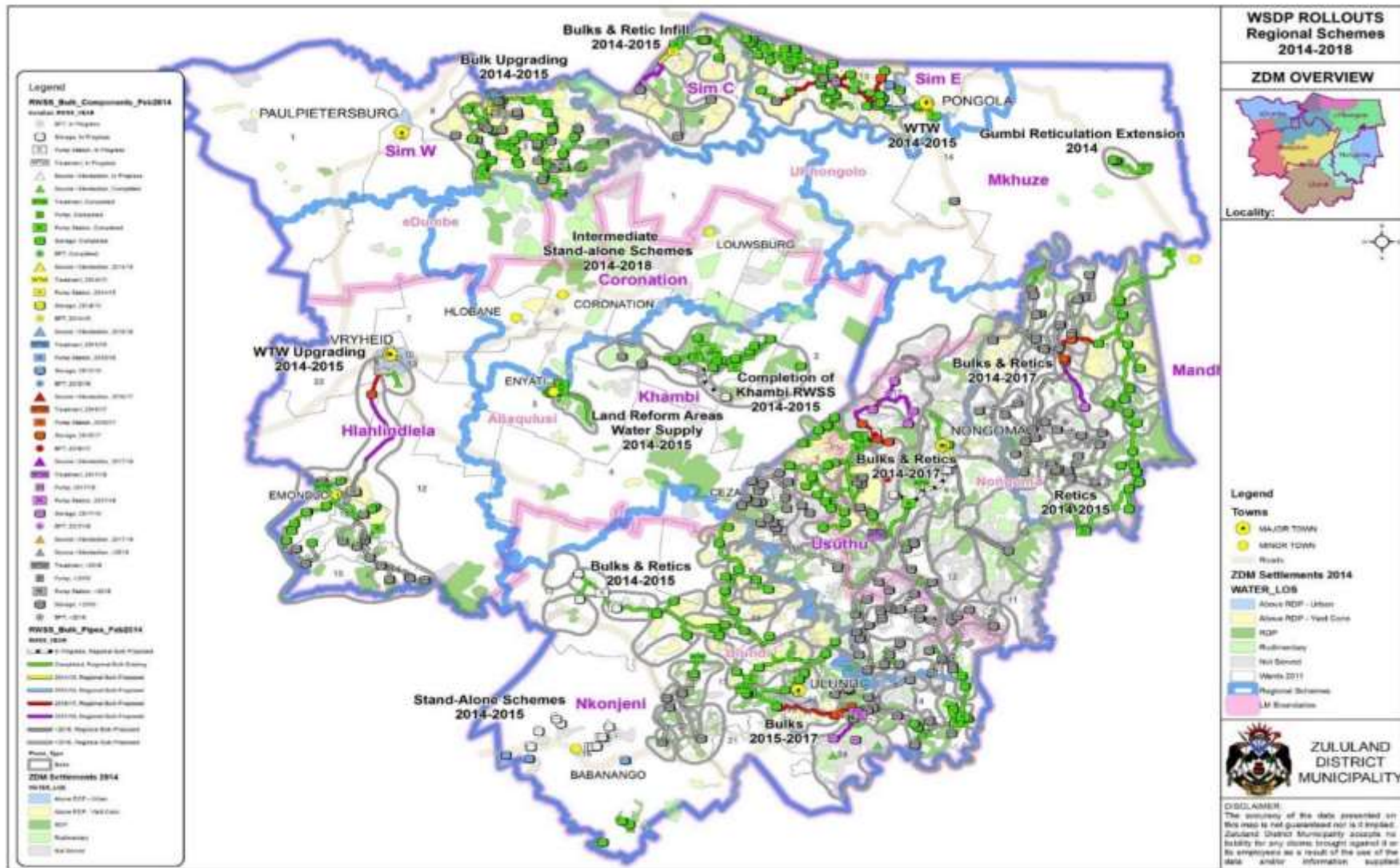
The map above and the table below demonstrate the functional capacity of the water treatment works as a result of the protracted drought. It must be emphasised that these figures are as of November 2015.

Figure 103: The Functional Capacity of The Water Treatment Works

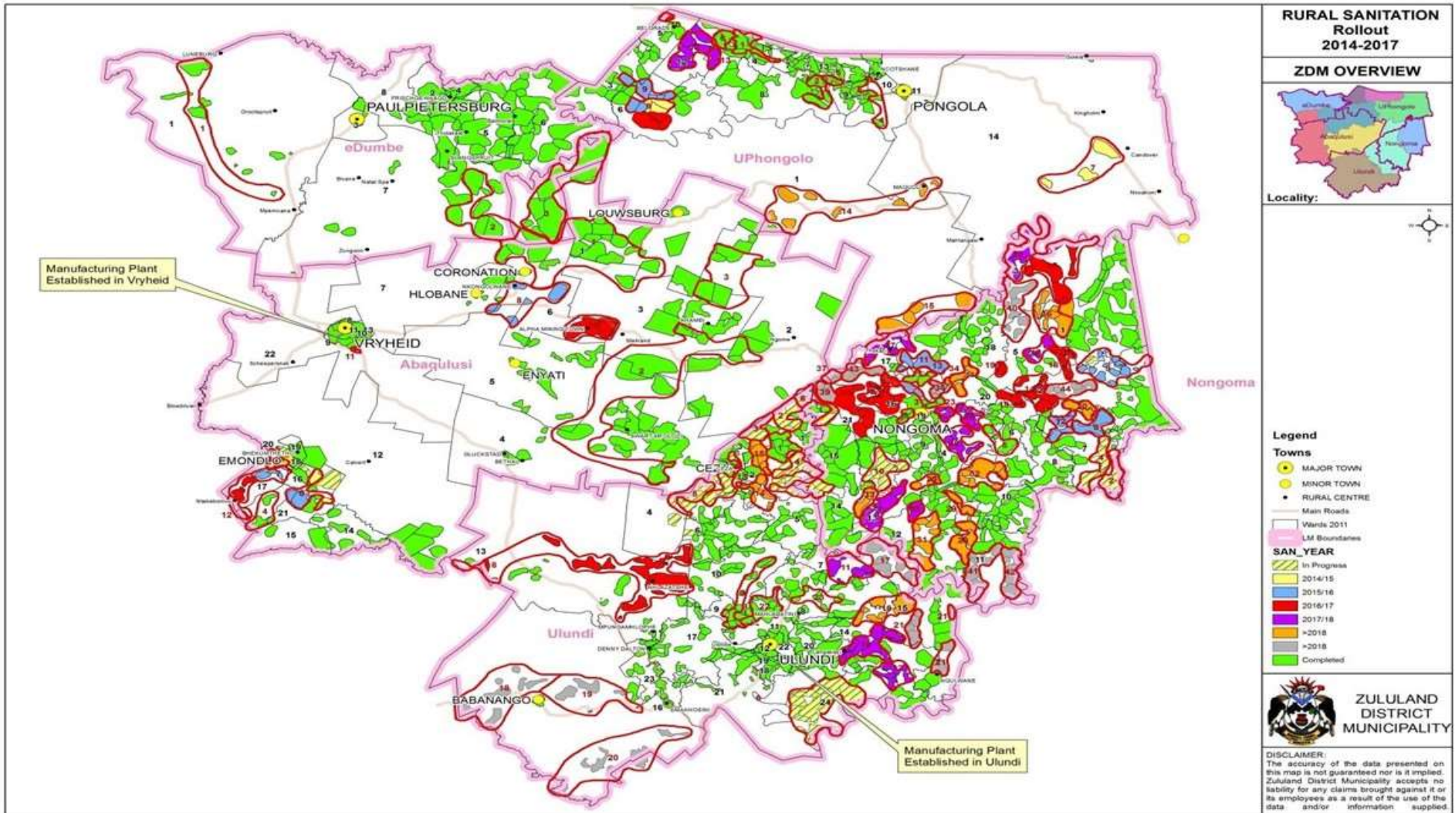
LOCAL MUNICIPALITY	WATER TREATMENT FACILITY NAME	WATER SOURCE
eDumbe	eDumbe	eDumbe Dam
eDumbe	Frischgewaagd	uPhongolo River
Abaqulusi	Klipfontien	Klipfontein Dam
Abaqulusi	Mondlo	Mvunyana Dam
uPhongolo	Belgrade	Monzana Weir
Ulundi	Mabedlana	White Mfolozi
Nongoma (Usuthu)	Vuna/Vukwana	Vuna Dam
Nongoma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

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

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



Map Showing Rural Sanitation Roll-Out Projects 2014-2021



The map above in 4.1.30 contains and/ covers the following points namely:

- 4.1.31 Map Overlaying the Sanitation Infrastructure with Application Lodged In Terms of SPLUMA Bylaws and Human Settlement Projects.
- 4.1.32 Categorization of the Municipal Areas as Per 2017 Norms and Standards for Domestic Water Supply
- 4.1.33 Map Showing Areas Supplied per the Different Categories Identified in the 2017 Norms and Standards for Sanitation Services
- 4.1.34 Categorization of Municipal Areas as Per the 2017 Norms and Standards for Sanitation Services
- 4.1.35 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.)
- 4.1.36 Map Showing Water Infrastructure that need to be decomissioned, replaced, repaired and to be upgraded.
- 4.1.37 Map Showing a summary of Sanitation Infrastructure that need to be decomissioned, replaced, repaired and to be upgraded.
- 4.1.38 Map Showing Sanitation Infrastructure that need to be decomissioned, replaced, repaired and to be upgraded.
- 4.1.39 Map showing all the Water Projects over the Five Planning Horizon from the Current Financial Year

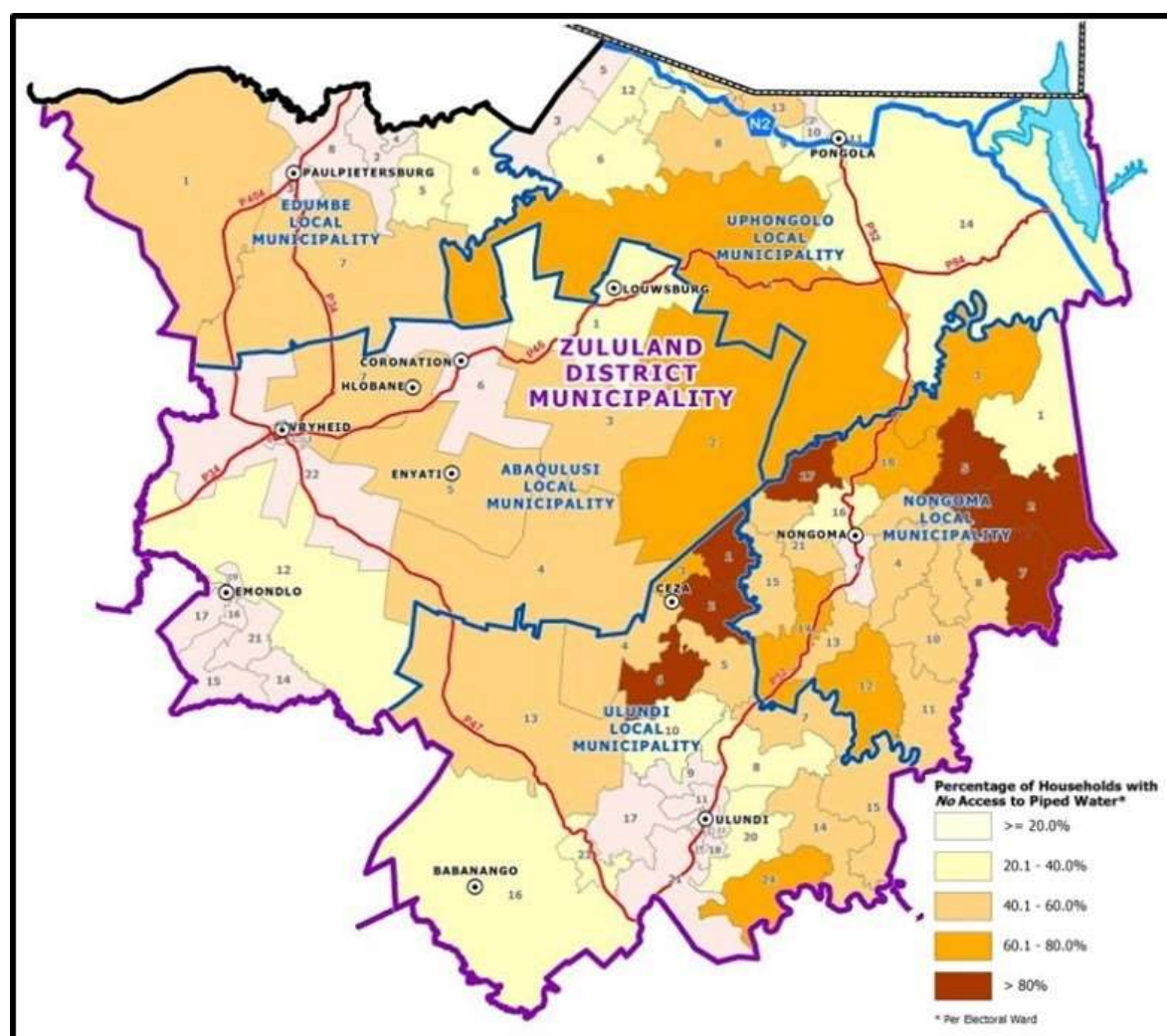
4.1.40 Summary of the Water Infrastructure

Portable Water Backlog

Figure 104: 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%

Figure 105: 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.

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

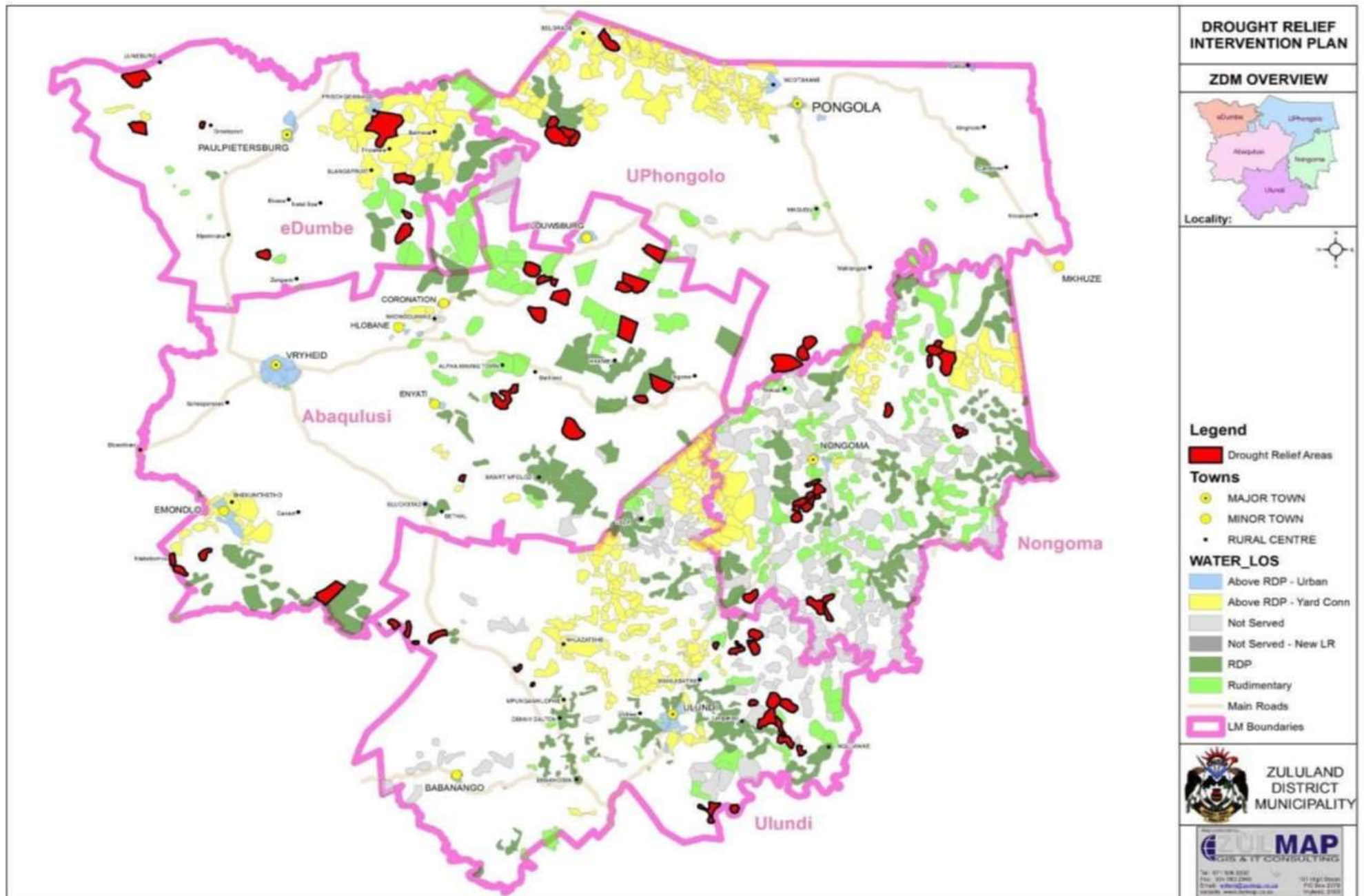
The following interventions have been initiated to address the drought:

- 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

Figure 106: Drought Relief Intervention Plan



A list of all water and sanitation projects over the five planning horizon from the current financial year is presented below covering 4.1.41 and 4.1.42.

4.1.41 List of all Water Projects over the Five Planning Horizon from the Current Financial Year

4.1.42 List all the Sanitation Projects over the Five Planning Horizon from the Current Financial Year

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

Figure 107: 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 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		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		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	2020/2021	11	Abstraction	TBA			Planned upgrading of abstraction works at river	TBA	
uPhongolo	Sim East	2020/2021	13	Settlement Reticulation	120		Z508	Nhlidliza		-
uPhongolo	Sim East	2020/2021	13	Settlement Reticulation	78		Z512	Dumagkunweni 2		-
uPhongolo	Sim East	2020/2021	13	Settlement Reticulation	242		Z513	Dumagkunweni 1		-
uPhongolo	Sim East	2020/2021	13	Settlement Reticulation	140		Z514	Dumagkunweni 3		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	103		Z509	Elangeni		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	57		Z548	Okhahlamba		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	286		ZMC14	Endabeni		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	176		Z510	Ezinketheni 2		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	155		Z536	Hhohho		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	68		Z538	Ezibomvu 3		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	91		Z539	Embangweni 2		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	76		Z534	Engwabi		-
uPhongolo	Sim East	2021/2022	8	Bulks		097	2	Upgrade rising main from new reservoir at Elangeni to new reservoir at Magombe	947 332	
uPhongolo	Sim East	2021/2022	8	Bulks		646	9	Upgrade pipeline from new reservoir at Mahlombe to new reservoir at Phondwane	4 358 296	
uPhongolo	Sim East	2021/2022	8	Storage	0.2ML			New reservoir for retics	1 188 880	
uPhongolo	Sim East	2021/2022	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	864	4		Regional bulk pipeline from Bongaspoort to Klipwal	2 546 763	
uPhongolo	Sim Central	>2023	6	Bulks	110	820	5		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

4.2 Solid Waste Management

4.2.1 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.

4.2.2 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:

Figure 108: 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	

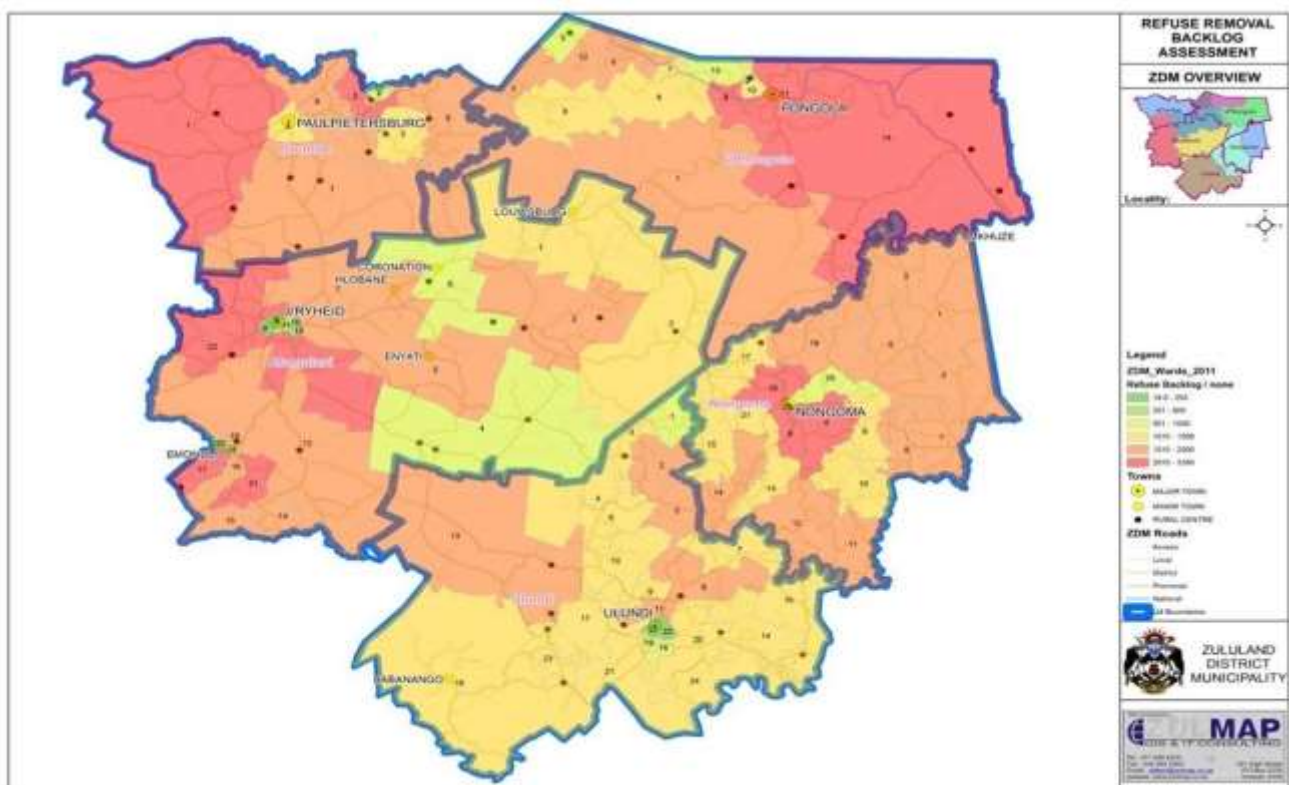
Figure 109: Refuse Removal Backlogs Per Municipality

REFUSE	Total Households	No of H/H with refuse removal	No of H/H 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:

Figure 110: Refuse Removal Backlog Assessment



4.2.3 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.

4.2.4 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 following tons of waste are produced in the following areas per day/week.

Figure 111: 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

4.2.5 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.

4.2.6 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 2022/2023 financial year.

4.2.7 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 re-use and separation of waste products. Waste diversion shall ensure a longer life term for the landfill site.

4.3 Transportation Infrastructure

4.3.1 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.

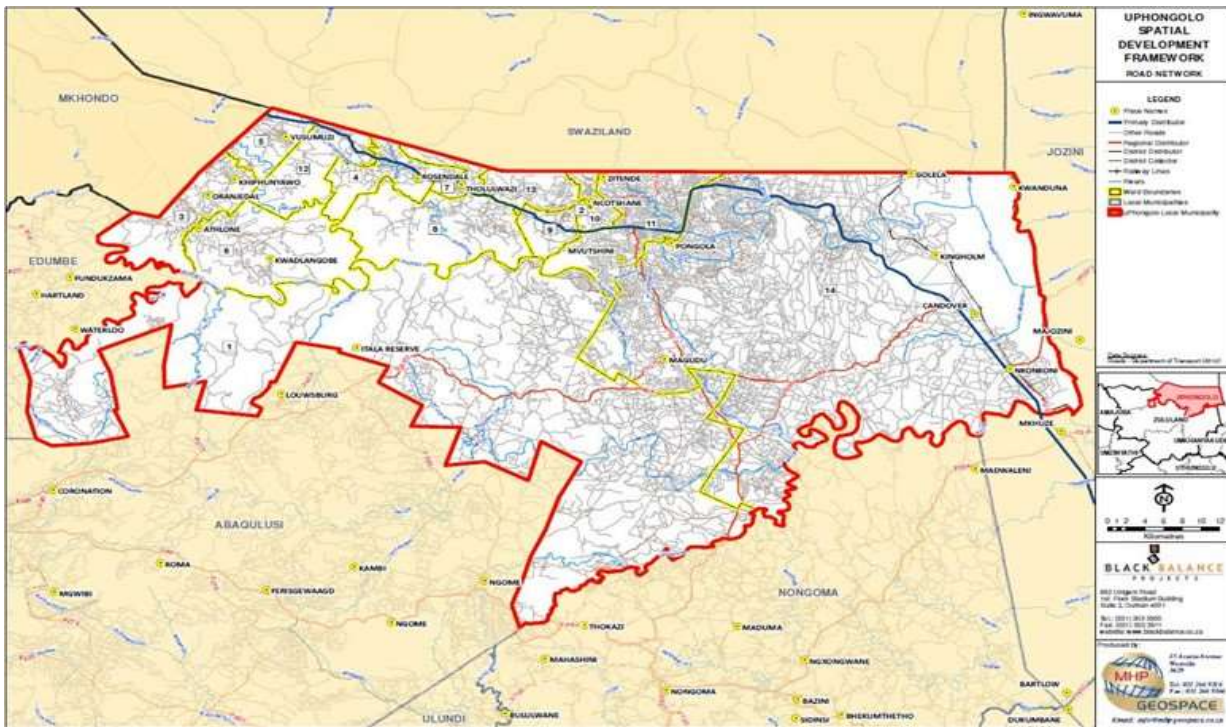
There are a number of roads in order of priority that are of strategic importance to the Municipality. The Municipality recognises that such roads should be prioritised for attention and has, to this end, earmarked the following road projects:

- **Nongoma uPhongola link road:** A section of this road between Nongoma and uPhongola (about 35km) need to be upgraded to blacktop.

- **Pongola Pedestrian Facilities:** These road safety improvements shall be implemented at a budgeted cost of R1,144,500.00 during the 2019/2020 financial year and R5 855,500.00 shall be spent on improving the same infrastructure in 2020/2021. (Source: SANRAL)
- **Kangela to Pongola:** Upgrading from single to dual carriageway road at a budgeted amount of R27,397,789.45 during 2018/2019 financial year. (Source: SANRAL)
- **Phongola to Mpumalanga Border:** Upgrading from single to dual carriageway road at a budgeted amount of R2,325,000.00 for design. (Source: SANRAL)

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.

Figure 112: 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 KwaZulu-Natal. 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.

Figure 113: 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	43.79	112.4	5.65	32.65	44% poor to very poor
	Unpaved	236.6		0.495	17.11	Fair to very poor
Nongoma	Paved	14.7	33.2	1.46	7.78	50% Poor to very poor
	Unpaved	420.5		0.813	31.01	Fair to very poor
Ulundi	Paved	91.2	199.9	7.08	50.19	50% Poor to very poor
	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	

ZDM GIS 2015

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.

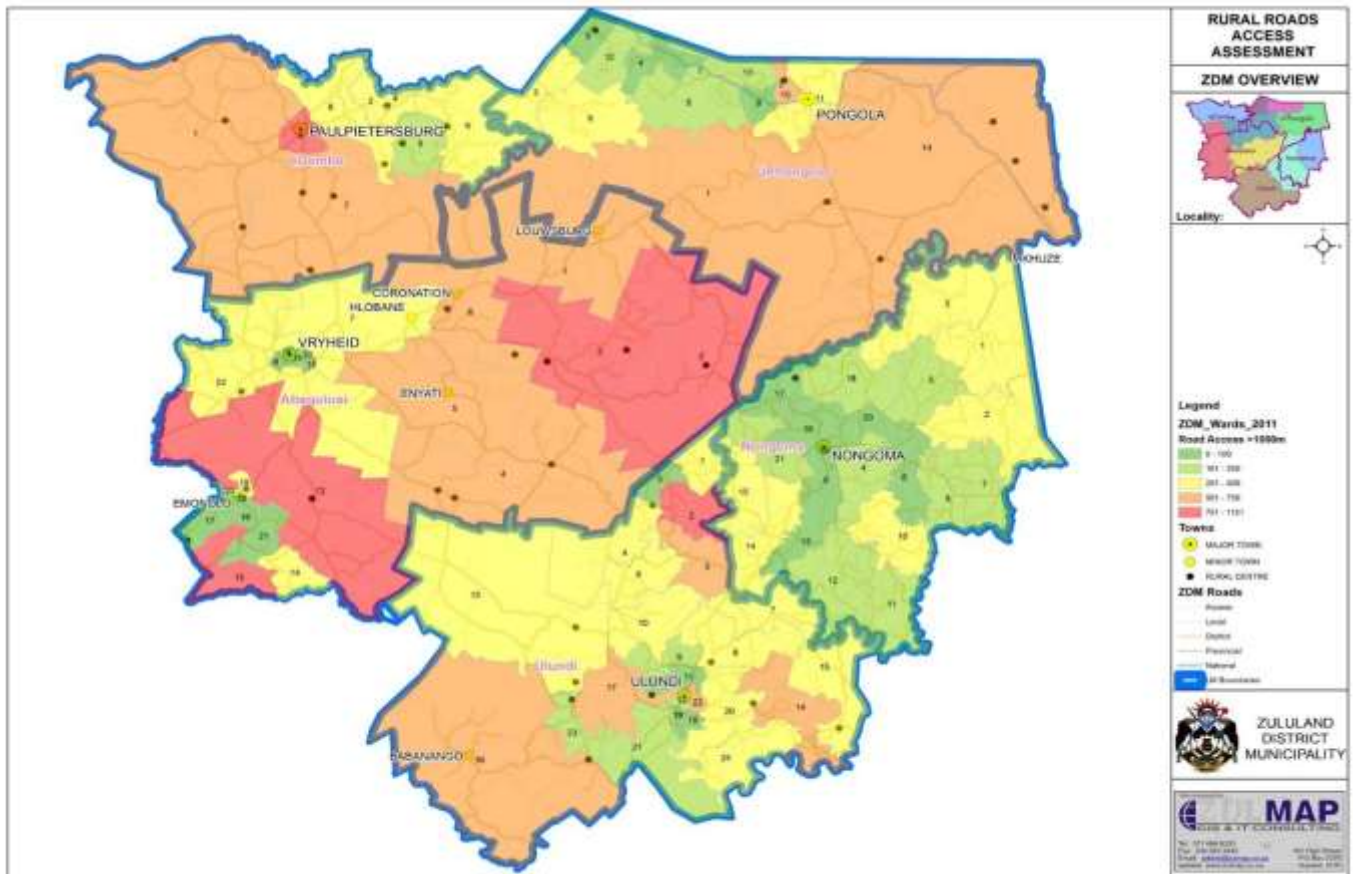
Figure 114: Estimated Roads Needs Per Municipality

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.

Figure 115: Access to Roads



4.3.2 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.

4.3.3 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.

Figure 116: 2018/2019 MIG Projects

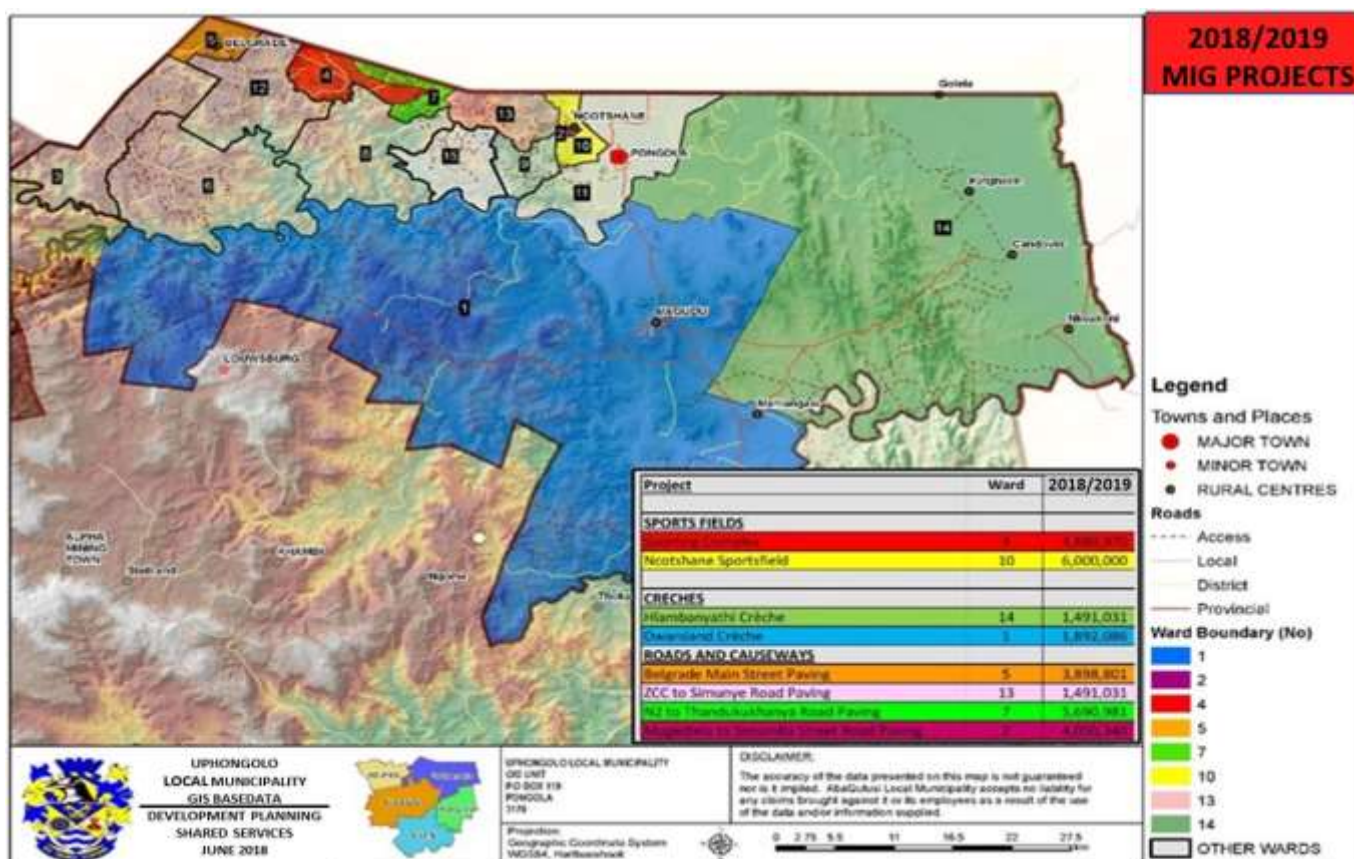


Figure 117: Map Showing 2019/2020 MIG Projects

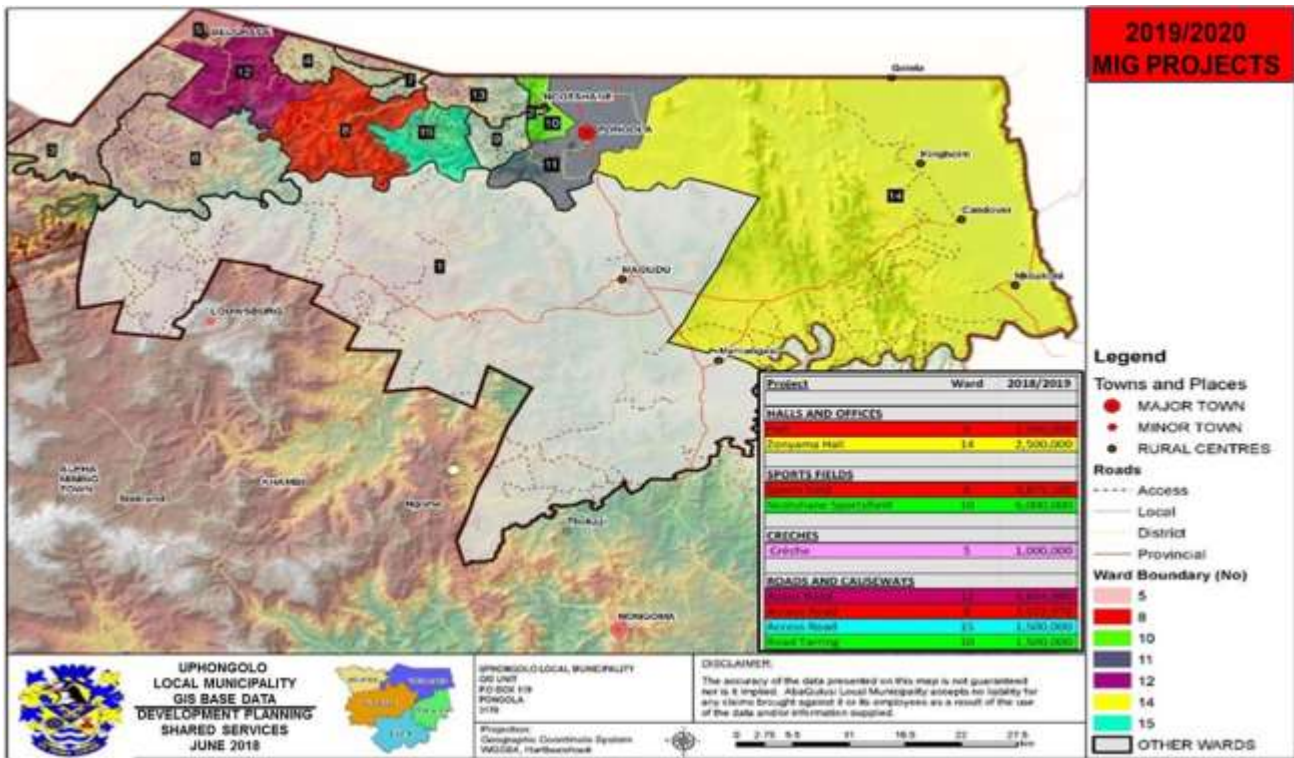
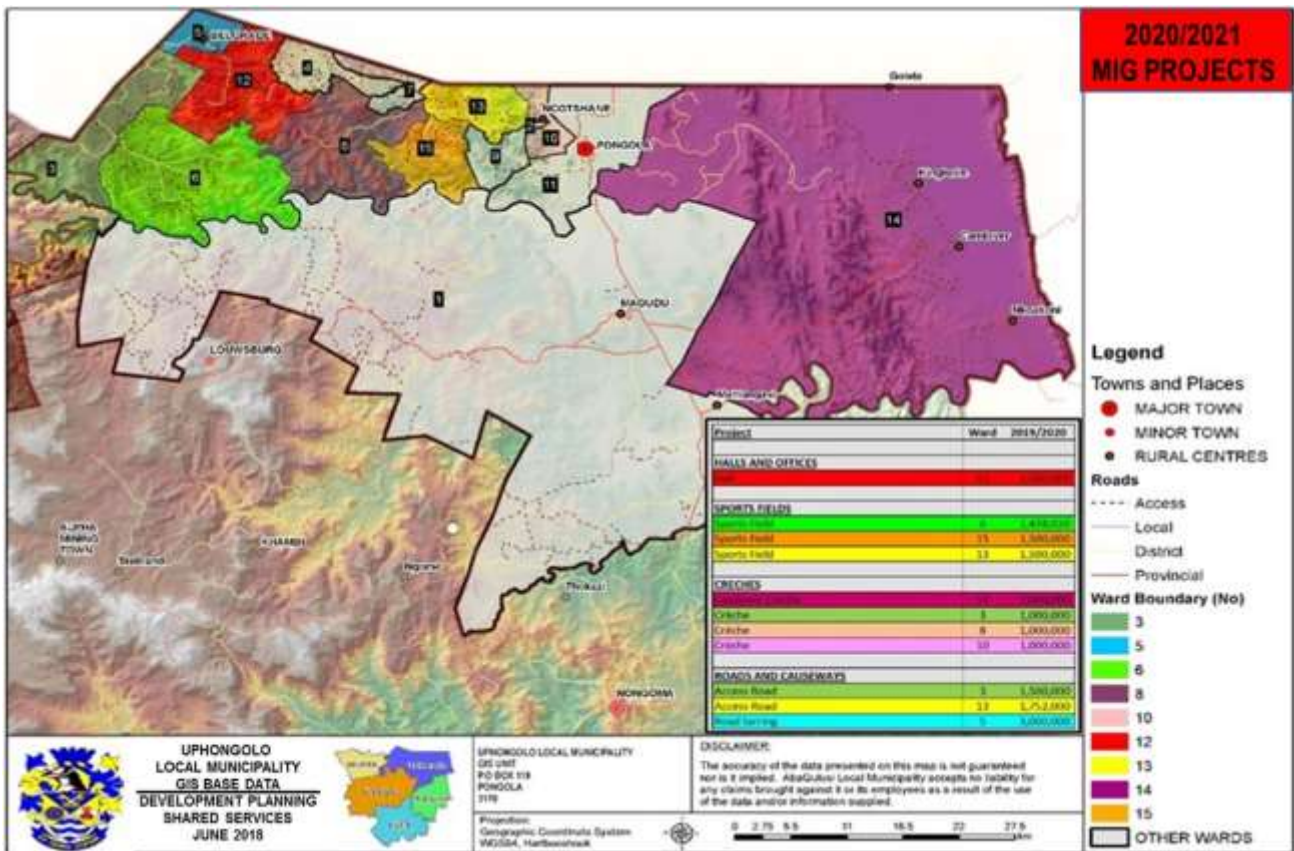


Figure 118: Map Showing 2020/2021 MIG Projects



4.3.4 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.

4.3.4.1 Integrated Transport Plan as UPhongolo Municipality's Responsibility

uPhongolo Municipality is responsible for the Integrated Transport Plan for its communities although it does not have an Integrated Transport Plan in place yet.

4.3.4.2 Integrated Transport Plan Review

As alluded to in 4.5.4.1 above uPhongolo Municipality does not yet have an Integrated Transport Plan (ITP) in place. However, the Municipality is liaising with the Provincial Department of Transport for assistance in the preparation of the plan.

4.3.4.3 Link to Integrated Transport Plan

The IDP does not currently provide a link to the Integrated Transport Plan.

4.3.5 Transport Analysis

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.

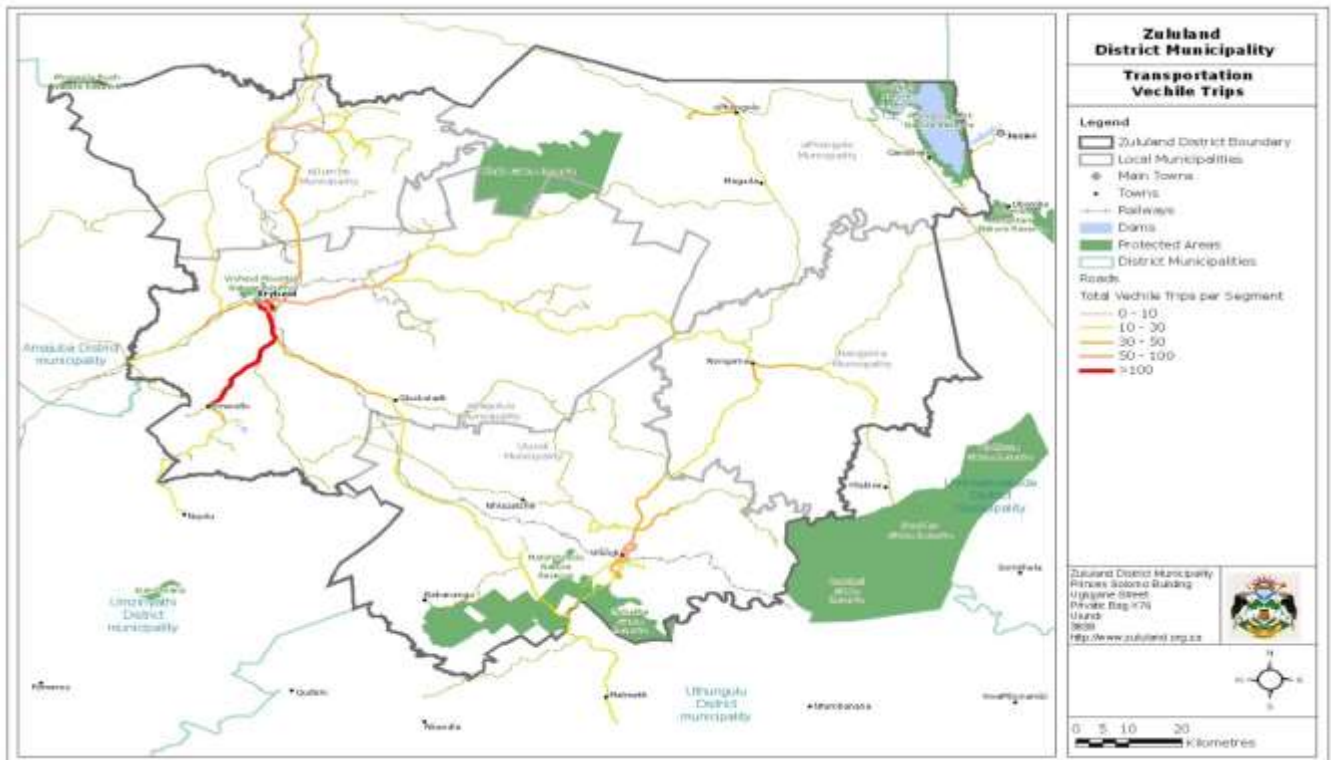
With the high dependency of the lower order nodes on the town of Pongola for economic opportunities and retail services, it is imperative that the rural areas be made more accessible through the provision of transportation infrastructure. Following the travel mode of “on-foot” being the most common means 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.

Figure 119: Table Showing Taxi Operations in uPhongolo

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

Source ZDM CPTR

Figure 120: Transportation Vehicle Trips



4.3.9 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.

4.3.10 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:

Figure 122: Electricity Projects

Project Name	
1 Pongola - Candover	132 kV line
2 Golela Border post	20 MVA 132 kV SS
3 Tholulwazi	132/22 kV 20 MVA Est

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.

Figure 123: 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%
KZN266: Ulundi	35,198	25,850	9,348	27%
Total	157,748	110,055	47,693	30%

Source: Eskom (2019)

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

- KwaMbhucu, Enkanjini and Emagiqweni – 304 connections;
- Ncontshane new RDP houses – 488 connections; and
- Ward 7 infills type 1 and 2
- Ward 8 Electrification Project

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 to assist with metre reading and metre sweeps will be conducted to determine metres that have been bypassed or bridged illegally.

Figure 125: Electricity Connections in uPhongolo

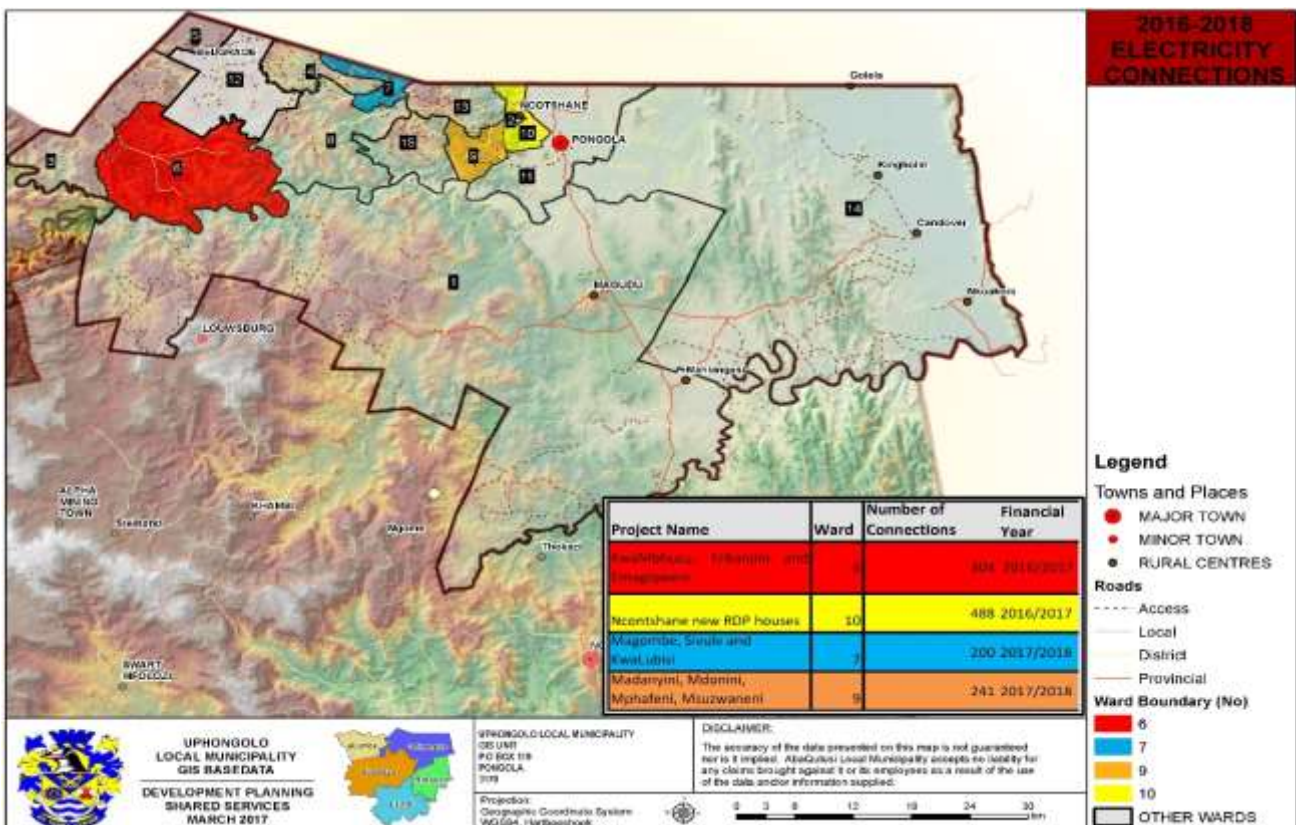
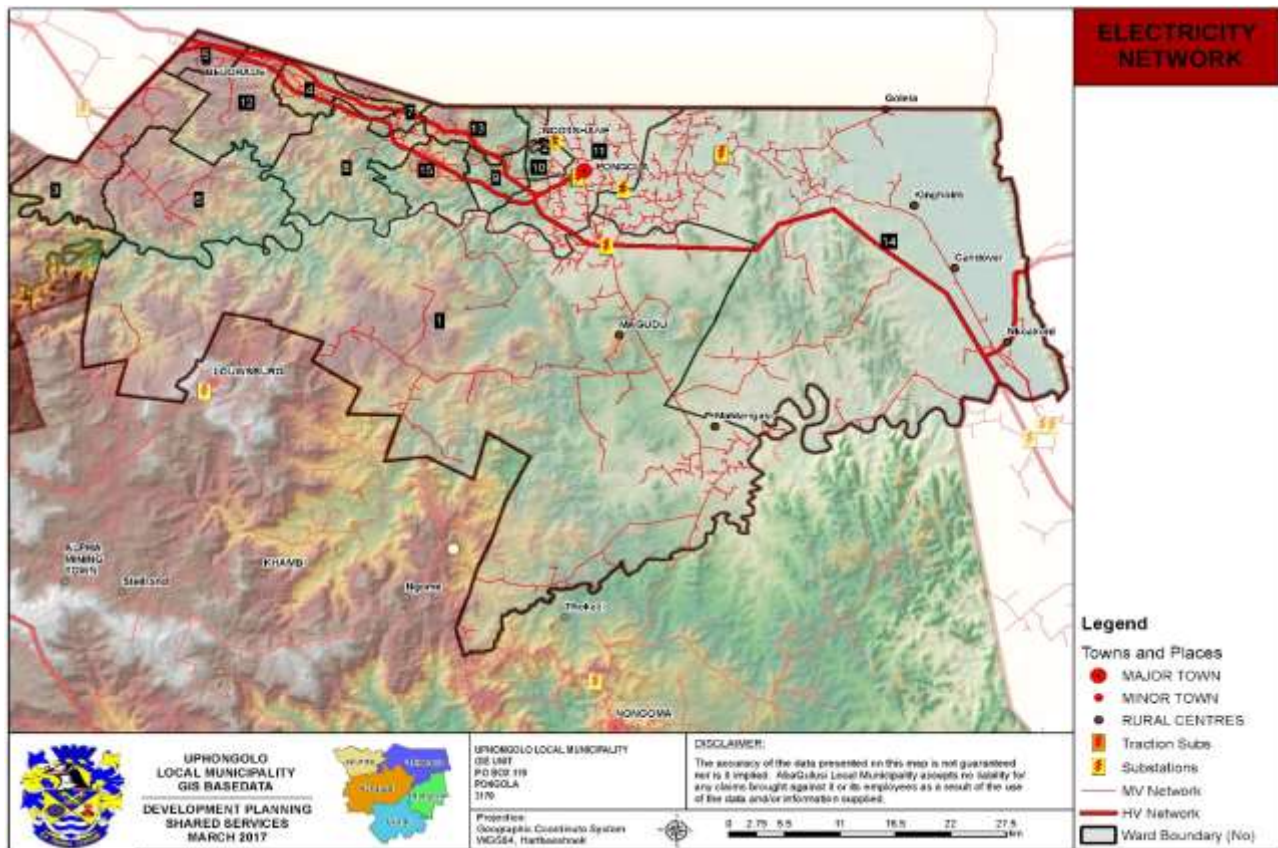


Figure 126: Electricity Network in uPhongolo



4.3.11 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.

4.4 Access To Community Facilities

4.4.1 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 close 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 2022/2023 financial year.

4.4.2 The Status, Backlogs, Needs and Priorities

In line with the information provided above, it is clear that 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:

Figure 127: 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

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 grave-sites 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.

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.

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 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 2021/2022 (KZN Department of Health):

Figure 128: Table 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:

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

Access to Primary Schools

Figure 129: 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.

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

uPhongola 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.

4.4.3 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.

4.5 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.

4.5.1 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, in order to be able to inherit more functions with regards to housing and be provided with accreditation funding to administer those functions.

4.5.2 Housing Sector Plan

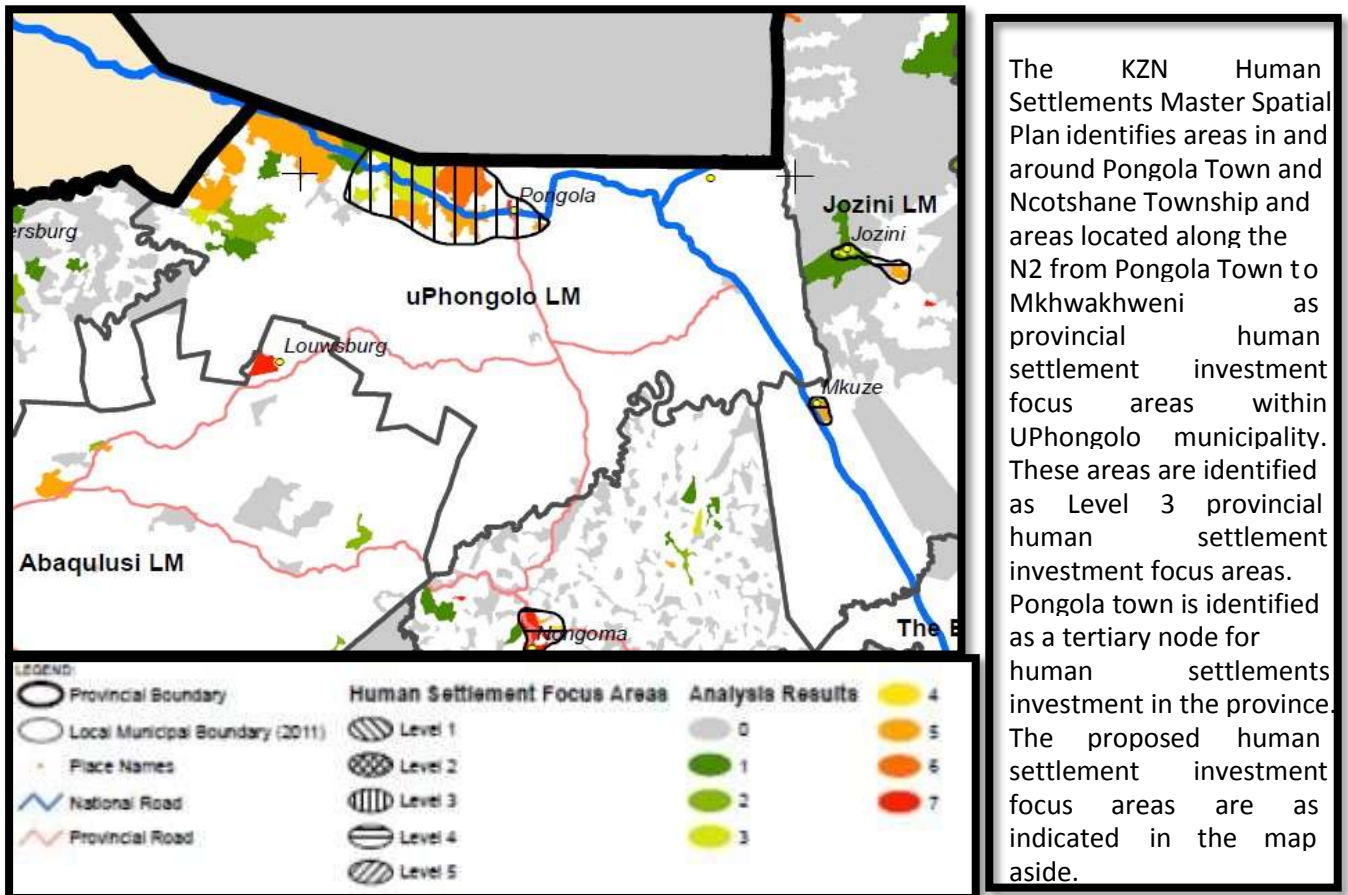
uPhongolo Municipality has completed its review for Housing Sector Plan dated March 2020.

4.5.3 Alignment Of Housing Sector Plan To KZN Human Settlements Spatial Master Plan (2030)

The reviewed uPhongolo Municipality Housing Sector Plan, 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



The KZN Human Settlements Master Spatial 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. The proposed human settlement investment focus areas are as indicated in the map aside.

Source: uPhongolo Municipality Housing Sector Plan, March 2020

4.5.4 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.

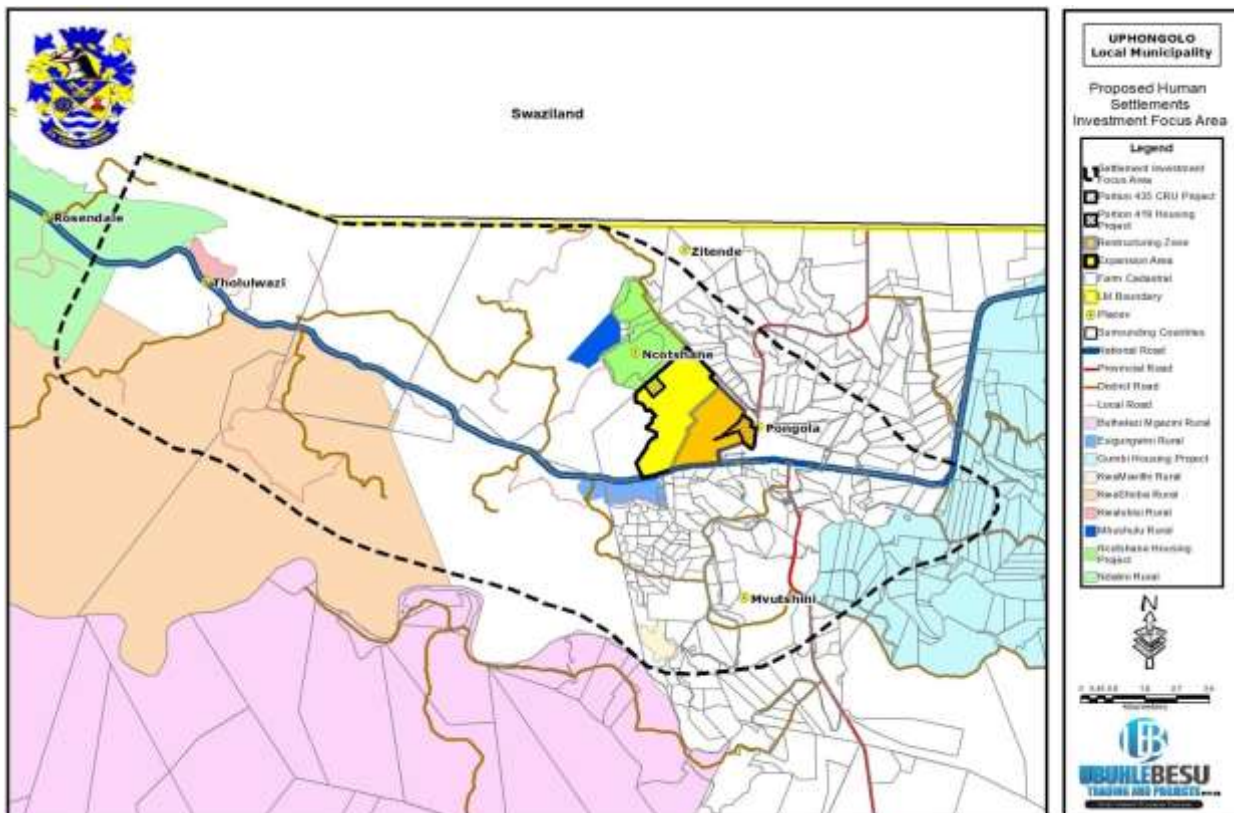
- To build capacity for effective human settlement development.
- To embrace informality and work towards the eradication of slums
- To contribute towards spatial transformation and the creation of sustainable, integrated human settlements. The Housing Chapter provides guidelines that recommend the IDP 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 (a) economic, (b) environmental, (c) institutional, (d) spatial and (e) 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.

4.5.5 Existing And Planned Housing Projects

Figure 131: Map Indicating 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.

Figure 132: 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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.	<ul style="list-style-type: none"> ▪ 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 NHBC ▪ 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.

Figure 133: Projects at Construction / Implementation Stage

PROJECT NAME	NO. OF UNITS	WARD	PROGRAMME
KwaLubisi Rural Housing Project	500	7	Rural Housing
Ndalini Rural Housing Project	1000	4	Rural Housing
Vimbhemshini Rural Housing Project	1000	3	Rural Housing
Ncotshane Housing Project	400	10	IRDP

Source: uPhongolo Municipality Housing Sector Plan.

Figure 134: Map Indicating Projects at Construction/Implementation Stage

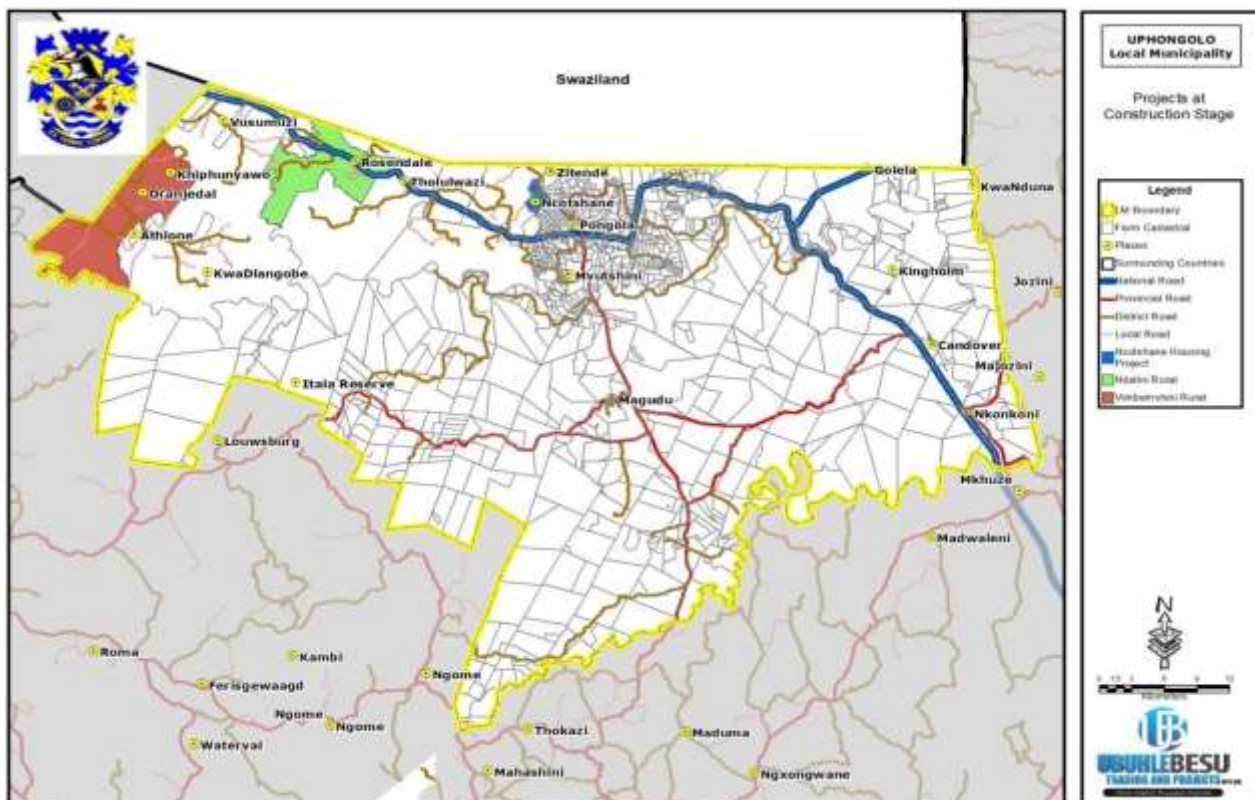
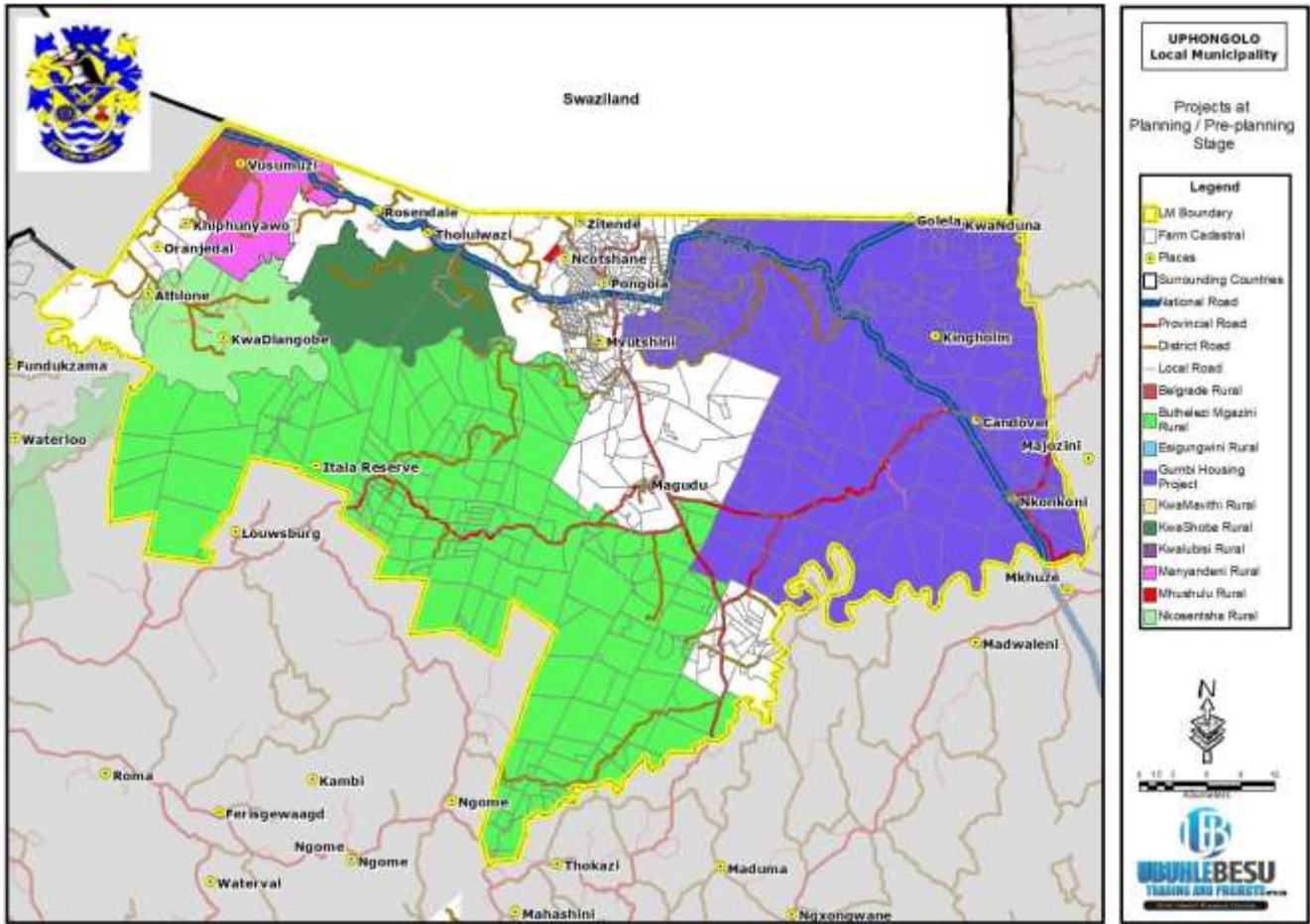


Figure 135: Indicating Projects at Pre-Planning / Planning Stage

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					

Figure 136: Map Indicating Projects at Pre-Planning / Planning Stage



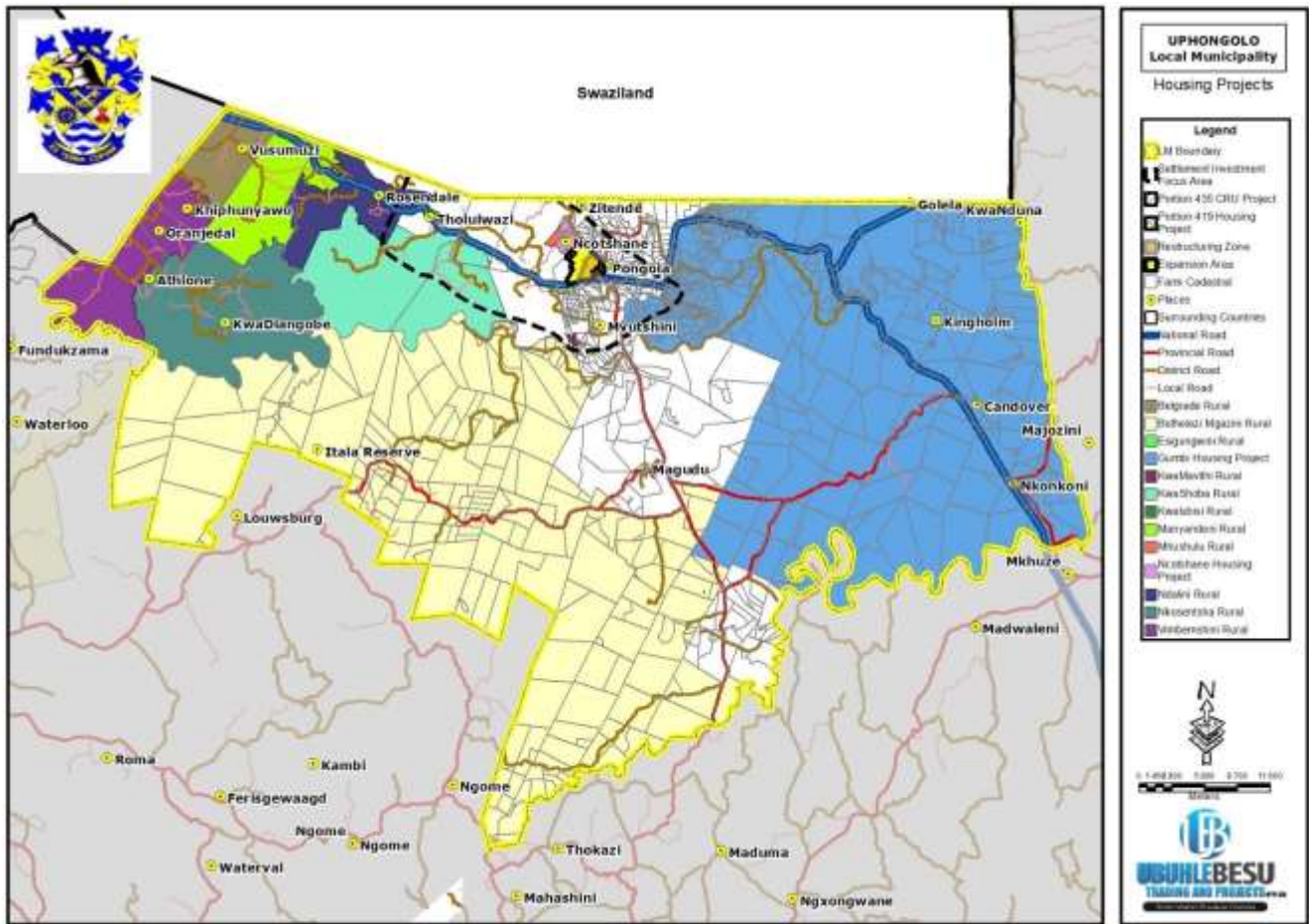
uPhongolo Municipality Housing Sector Plan, March 2020

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

Figure 138: Map Indicating All Housing Projects



Source: uPhongolo Municipality Housing Sector Plan, March 2020

4.5.6 Level of Services and Backlogs

The uPhongolo Municipality Housing Vision:

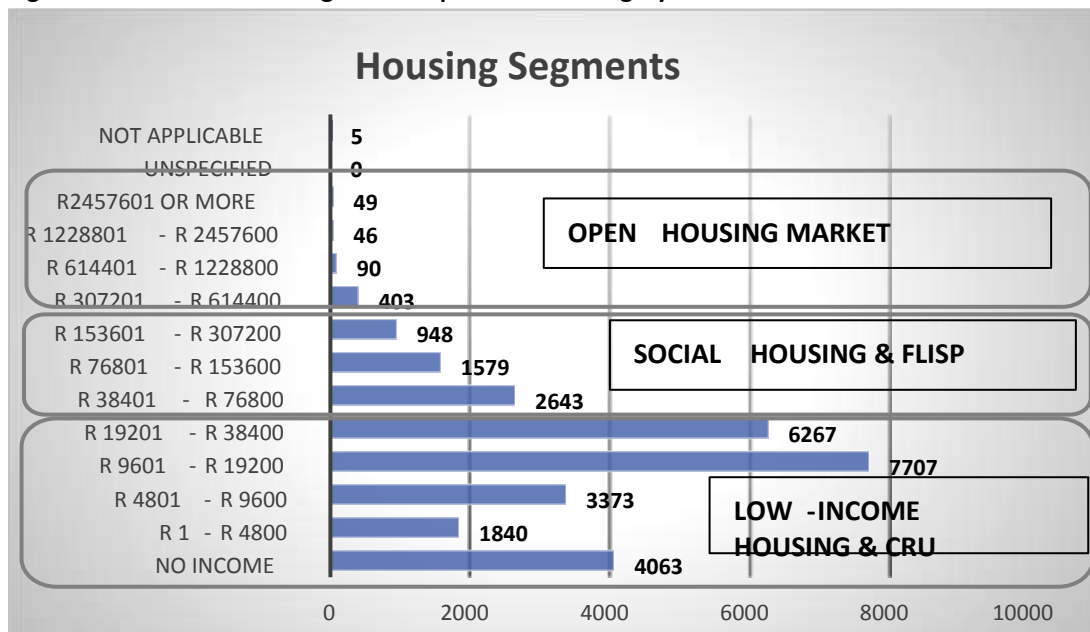
“To have uPhongolo residents housed in sustainable settlements by improving quality of household life.”

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 Labour-Intensive 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 139: Potential Housing Demand per Market Category



Source: Statistics SA, Census 2011

The figure 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.

Figure 140: Indicating Housing Backlog

WARD	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)
	TOTAL NUMBER OF HOUSEHOLDS	FORMAL	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

4.5.7 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.

Figure 141: 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 (NHBC) 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 NHBC 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 NHBC 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.

The table below had meeting dates convened by the Housing Forum in 2021.

Figure 142: uPhongolo Municipality Housing Forums Meetings Held

Month	uPhongolo LM
FEBRUARY	16 February 2021
MARCH	18 May 2021
APRIL	18 August 2021

4.5.8 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.

4.6 Telecommunications

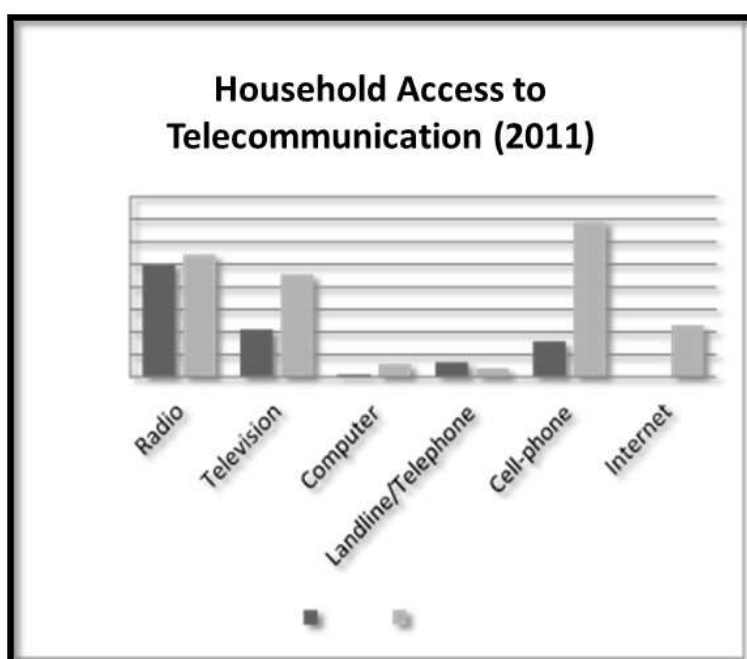
4.6.1 The Status, Backlogs, Needs, Priorities And Challenges

Figure 143: Household Access to Telecommunications

Telecommunication Goods	No of Households		% of Households	
	2001	2011	2001	2011
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 2011 Municipal Report

Figure 144: 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.

4.7 Provision of Infrastructure Projects.

The Municipality will formulate a five-year plan (i.e. 2022/2023 to 2025/2026 IDP that will have programmes and projects with an accompanying budget. The plan prioritises water, electricity, buildings and access roads. It can thus be inferred that the Municipality, working in conjunction with the Zululand District Municipality will indeed made provision in its IDP.

4.8 Basic Service Delivery and Infrastructure Development SWOT Analysis

Figure 145: SWOT Analysis on Basic Service Delivery and Infrastructure Development

▪ STRENGTHS	▪ WEAKNESSES
<ul style="list-style-type: none"> ▪ Comprehensive Infrastructure Plan ▪ Electricity by-laws in place ▪ Energy sector plan in place ▪ Building by-laws in place 	<ul style="list-style-type: none"> ▪ Poor maintenance of infrastructure ▪ Operations and maintenance plan not in place ▪ Shortage equipment (yellow machines) ▪ Ageing infrastructure` ▪ Outsourced solid waste removal services and lack a monitoring tool ▪ Staff shortage ▪ Budgetary constraints
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Support from sector departments ▪ Strategic location of uPhongolo along the N2 Corridor (gateway to Swaziland and Mpumalanga Province) 	<ul style="list-style-type: none"> ▪ Insufficient funds to address backlogs ▪ uPhongolo Municipality located far from major business centres

4.12 Basic Service Delivery and Infrastructure Development Challenges

Figure 146: Municipal Challenges and Interventional Measures

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
	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
	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

CHAPTER 5:

LOCAL ECONOMIC DEVELOPMENT SITUATIONAL ANALYSIS

5 Local Economic and Social Development Analysis

5.1 Introduction

LED is an adaptive and responsive process by which 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).

5.1.1 LED Functionality and Capacity

Adoption of uPhongolo Municipality LED Strategy & Implementation Plan

uPhongolo Municipality has an LED Strategy and its Implementation Plan in place. The LED Strategy and Implementation Plan were reviewed and adopted by Council in 2017 and are being implemented. The LED Strategy was outsourced to a service provider to support the municipality's review process.

Review of Current LED Strategy & Implementation Plan

The current LED Strategy and Implementation Plan will undergo a review process in 2022/2023 financial year as recommended by the MEC. The review process will focus on the following areas:

- Implementation plan as well as the national, provincial and district priorities.
- 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.

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 2021/2022 IDP.

Functional LED Forum/Specific Forums

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, 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 alignment 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 in the District LED Forum

As mentioned above, 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 linked to provincial and national fora.

LED Capacity in The Municipality

The performance of the LED Unit is monitored through individual work plans which emanate from the municipal Performance Management System.

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 partner 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.

AG and PT Concerns with regards to LED

No AG and PT concerns findings with regards to LED.

5.1.2 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 main 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 as a result 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. They are:

- Goal 1: Inclusive Economic Growth;
- Goal 2: Human Resource Development;
- Goal 3: Human & Community Development;

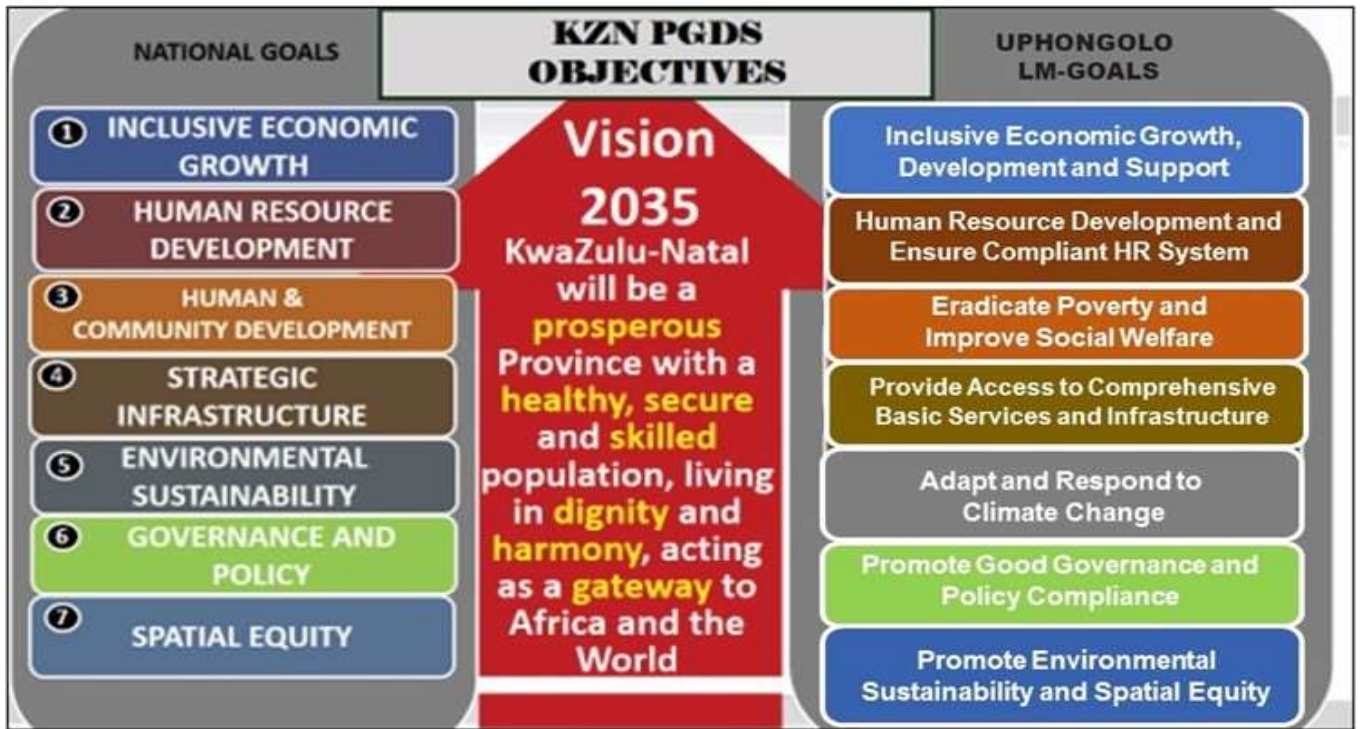
- Goal 4: Strategic Infrastructure;
- Goal 5: Environmental Sustainability;
- Goal 6: Governance and Policy; and
- Goal 7: Spatial Equity.

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.

Figure 147: 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:

1. Pursue policies designed to ensure macroeconomic stability, growth, low inflation and high employment to the extent possible;
2. Increase emphasis on investment;
3. Increase effective delivery of - skills, infrastructure, research and development, and innovation - especially vocational and scientific/technical education;

4. 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;
5. 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 main 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 Documentation

Zululand DRAFT IDP.

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.

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:

- a) Lack of agreement on the *meaning of Local Economic Development*
- b) Poor *intergovernmental relations* in Local Economic Development

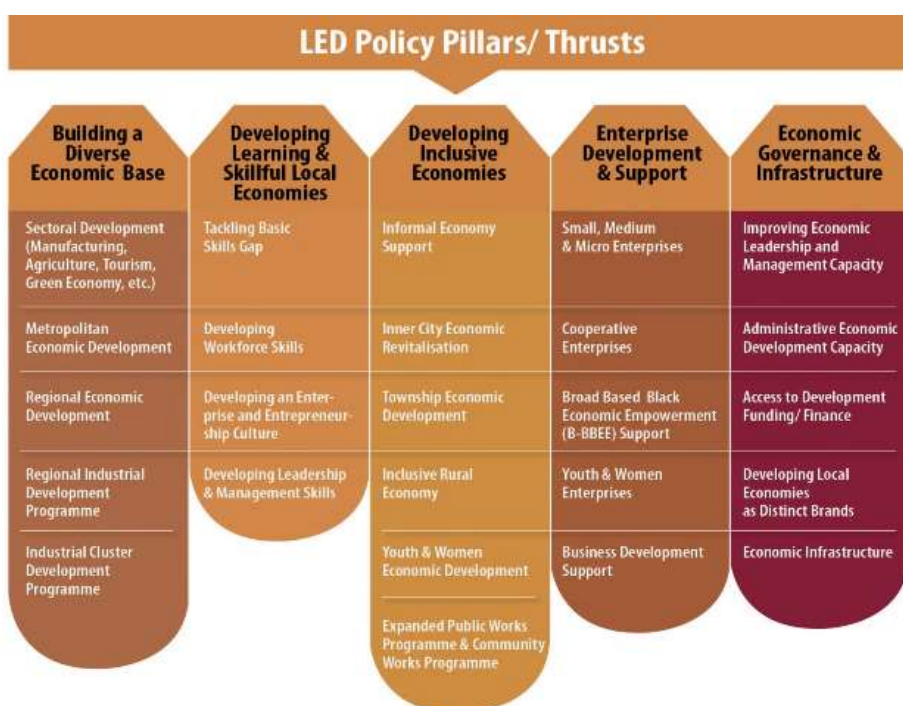
- c) Inabilities to develop *productive partnerships* to maximise local competitiveness
- d) A Lack of *clear communication and knowledge sharing*
- e) Local Governmental *capacity constraints*
- f) Differentiated approaches to *LED Support* between large cities and poorer and smaller municipalities
- g) *Funding* for Local Economic Development Projects, particularly in municipalities that struggle for resources
- h) Poor *Investment in Economic Information* and identifying the strategic competitiveness of regions
- i) 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 148: Pillars of Local Economic Development



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

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 turn around 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.

Further 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 that 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.

5.1.3 Strategic Economic Analysis Comprehensive Analysis of Local Economic Development



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

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

Belgrade settlement is situated approximately 50km west from uPhongolo. Belgrade is one of uPhongola 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

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.

Figure 148: 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.

Implications to the LED Strategy & Implementation Plan

In order of the Strategy and Plan to be a success and to be implementable, the strategy needs to clearly define implementable, sustainable and impactful projects. These projects need to be

developed with uPhongolo Municipality and key stakeholder to ensure that they are projects that have the potential to succeed and provide benefits for UPhongolo Municipality and its people.

Competitive and Comparative Advantages in the Municipality

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.

Identification and Analysis of the Municipality's Base Economic Resources and Economic Infrastructure (Bulk services, Transportation, Serviced Industrial, Commercial Sites, Productive Agricultural Land, etc).

The base economic resources and economic infrastructure of the municipality has been identified and analysed in the 3 sections for situational analysis namely: Basic Service Delivery and Infrastructure Development; Cross Cutting Interventions as well as the Local Economic Development.

Value Chain Analysis Indicating Core Economic Activities, Potential Upstream and Downstream Opportunities?

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 2020/2021 financial year.

Opportunities in the Green Economy

Green Economy Initiatives

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.

5.1.4 Strategic Programmes Responsive to the Economic Comparative & Competitive Advantage of the Locality

Mechanisms Aimed at Expanding Employment Opportunities in Agriculture, Tourism, Mining, etc

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.

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. A small-scale sugar production project was established in 1999 after the construction of Bivane Dam.

uPhongolo Municipality has programmes and projects targeting emerging farmers. This is included in the Agricultural Sector plan covering both crops and livestock – annexed hereto is the Agricultural Sector Plan for ease of reference. The Municipality is consulting stakeholders and has projects in place with portions of land having been identified so as to cater for agripark/economic hubs markets. It is envisaged that the implementation of the plan shall culminate in enhanced agri-processing in uPhongolo.

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.

Types of Support to the Informal Economy / SMME's & Co-operatives

In line with the national government endeavours of prioritising the development of the small enterprise sector for job creation through their mandatory registration in the Central Supplier Database (CSD), uPhongolo Municipality has sought to embark on registering all active/registered SMMEs and Co-operatives within its locality, which database shall be subject to constant update. The municipality conducts workshops for its businesses and co-operatives structures on new initiatives particularly in support of national and provincial initiatives such as Operation Vula, RASET, School Nutrition Programme, Government Warehousing, etc. uPhongolo Municipality has been identified by Moses Kotane Institute to implement an Innovation Ignition Project. The innovation ignition project introduces the establishment of digital centres. The National Youth Development Agency (NYDA) is currently implementing interventions programmes in uPhongolo Municipality.

Enterprise Development & Support Initiatives for Vulnerable Groups (Women, Youth & People with Disabilities)

The municipality has a plan that caters for the vulnerable groups that 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 Municipal

Scorecard 2020/2021 with regard to the planned projects and budget. There are disability workshops and seminars planned for 2020/2021 financial year.

Innovative Systems to Support Entrepreneurship in the Municipality

uPhongolo Municipality has been identified by Moses Kotane Institute to implement an Innovation Ignition Project. The innovation ignition project introduces the establishment of digital centres whose objectives are:

- ⇒ Access to information & infrastructure
- ⇒ ICT training and Enterprise development
- ⇒ Coordinate and support idea to commercialisation
- ⇒ Enhance support for innovators & entrepreneurs
- ⇒ Promote innovation & technology activities
- ⇒ Drive innovation at local government level

National Youth Development Agency (NYDA)

The National Youth Development Agency is currently implementing interventions programmes in uPhongolo Municipality and are listed below:

- ⇒ Establishment of Zululand District Service Centre at Belgrade Thusong Centre under uPhongolo Municipality

Status update:

- ⇒ MoA signed by both entities
- ⇒ Renovations have been completed and the office is currently assisting young people
- ⇒ Staff recruitment by NYDA Human Resource Unit
- ⇒ Operational support by Empangeni Full-Service Branch
- ⇒ Office is operational

National Youth Development Agency (NYDA) Products and Services

Figure 149: Indicating NYDA Products and Services

<p>Employment:</p> <ul style="list-style-type: none"> ▪ Jobs Preparedness and Life Skills Trainings ▪ Jobs Database ▪ Internships ▪ Learnerships 	<p>Self – Employment:</p> <ul style="list-style-type: none"> ▪ 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
<p>Studying further:</p> <ul style="list-style-type: none"> ▪ Solomon Mahlangu Scholarship ▪ Partnership with NSFAS 	<p>Other interventions:</p> <ul style="list-style-type: none"> ▪ Community Outreach ▪ Information and support on National Youth Service programs

The municipal library has internet connections and some public facilities to support general public, entrepreneurs and learners on on-line applications and e-learning.

5.1.5 Ease of Doing Business/Red Tape Reduction

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 calendar 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.

Constraints 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

Threats Facing Businesses

- 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

Priority Issues and Proposals on 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 must be 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.

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.

Red Tape makes it difficult for businesses to succeed, grow, create jobs and invest in infrastructure and development. It is often caused by a range of factors, which include people's values; out-dated or inappropriate policies, rules and regulations; inefficient processes and systems, poor management, and staff skills shortages.

The 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.

5.1.6 Funding and Implementation

LED proposed programmes.

Figure 150: Proposed LED and Special Programmes:

Project Type
Women and Children Programmes
Sukuma Sakhe Programme
Youth Programmes
Disabled People Programmes
Men Support Programmes
LED / Ward Upliftment Projects
Poverty Alleviation Programmes & Covid Food Parcels
HIV / AIDS Programmes
Student Financial Assistance
Disaster Management Response & Programmes (Covid 19)

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.

Use of Staff and Resources from District Development Agency

There is Zululand District Development Agency but 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.

Spatially Referencing of Interventions and Programmes/Projects

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 2022/2023 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.

5.1.7. Potential Employment/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.

5.1.8 EPWP Indicators

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 2021/2022 financial year. The number of people who benefitted from the job creation initiative in this respect.

5.2 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.

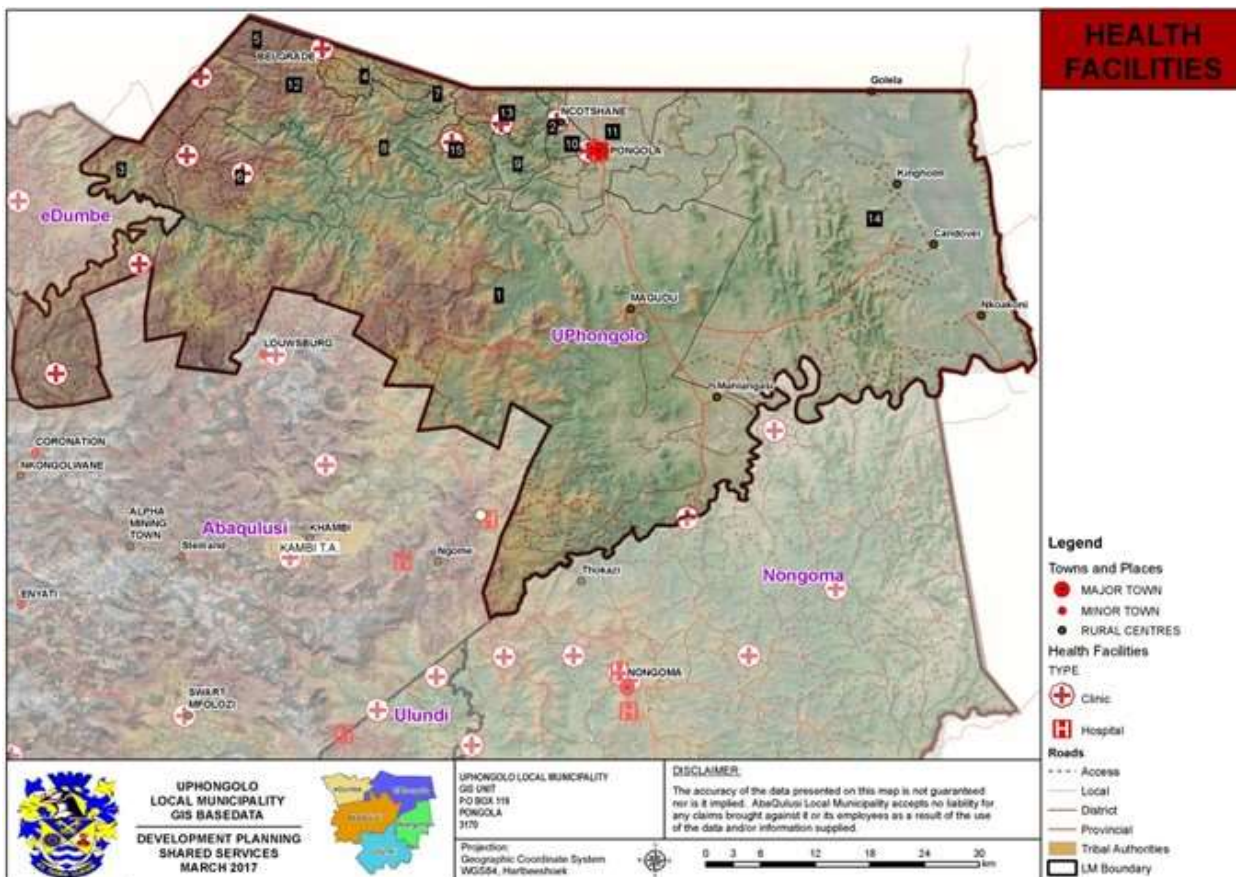
5.2.1 3 Priorities Per Ward Reflected in the Situational Analysis

uPhongolo Municipality has identified a maximum of three (3) priorities per ward which are as follows:

- Water and Sanitation;
- Housing; and
- Electricity

5.2.2 Health and Educational Sectors

Figure 151: Health Facilities



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.

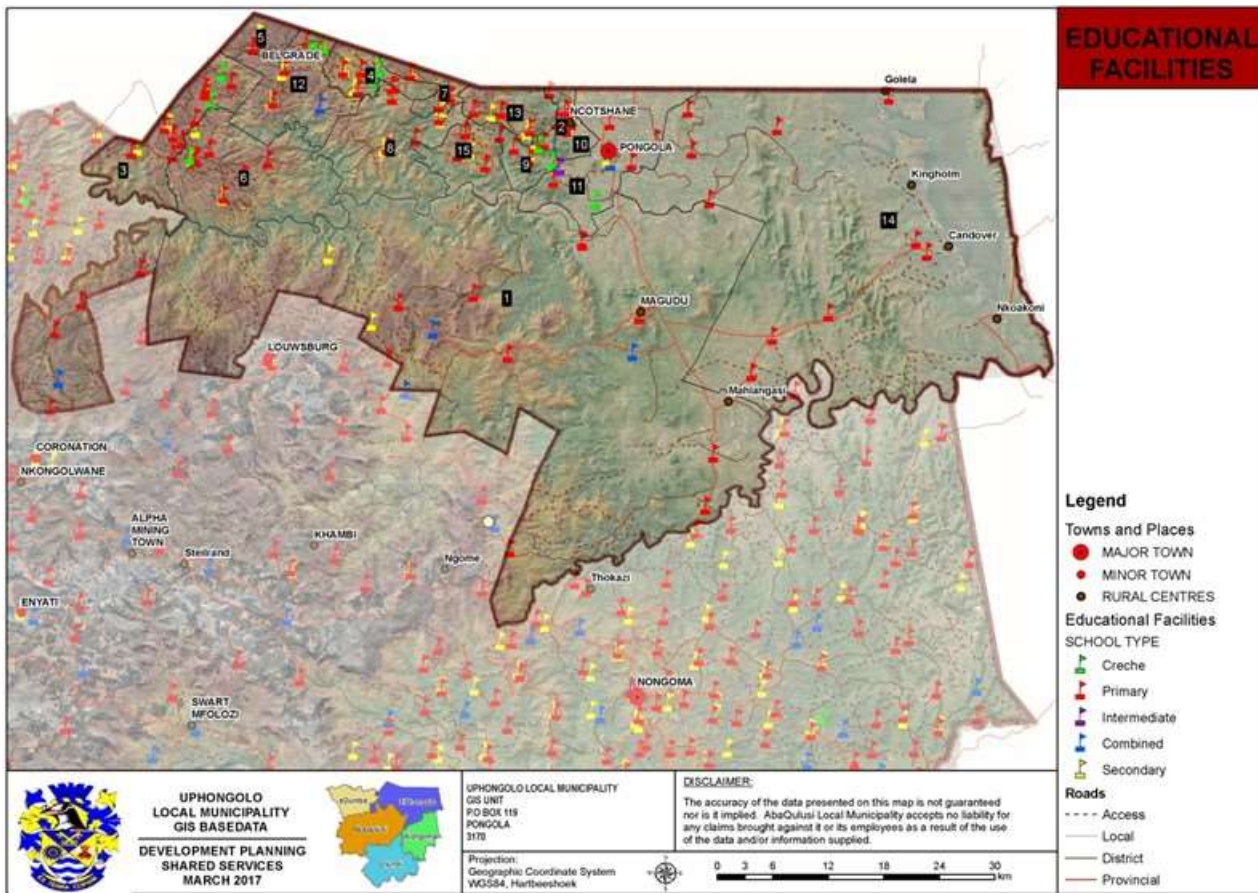
The Eastern areas of the Municipality are not serviced by a clinic. When considering the settlement pattern, there is a high demand for a permanent clinic in the eastern area of the Municipality, although the provision of a mobile clinic services in the Western areas can also be considered.

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.

Education

Figure 152: Educational Facilities.



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

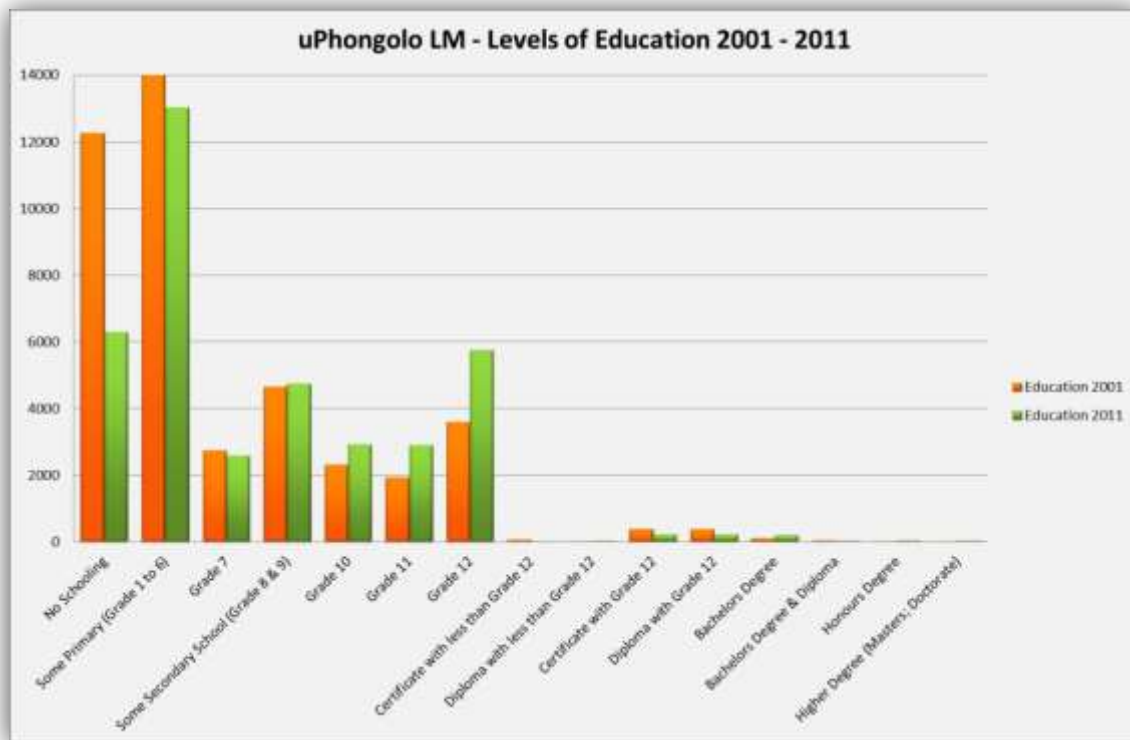
The municipality is well serviced by the 41 Secondary Schools. The eastern side of the municipality is not as well serviced as the western parts, but compared to the settlement distribution, a fewer number of schools are required in this area.

Levels of Education

The graph below depicts the level of Education for population. From the Graph below can be seen that a large portion of the population had little to no education in 2001 compared to 2011, whilst a very small portion of the population received tertiary training. It further depicts that education levels increased slightly.

Graph Depicting Levels of Education

Figure 153: Levels of Education

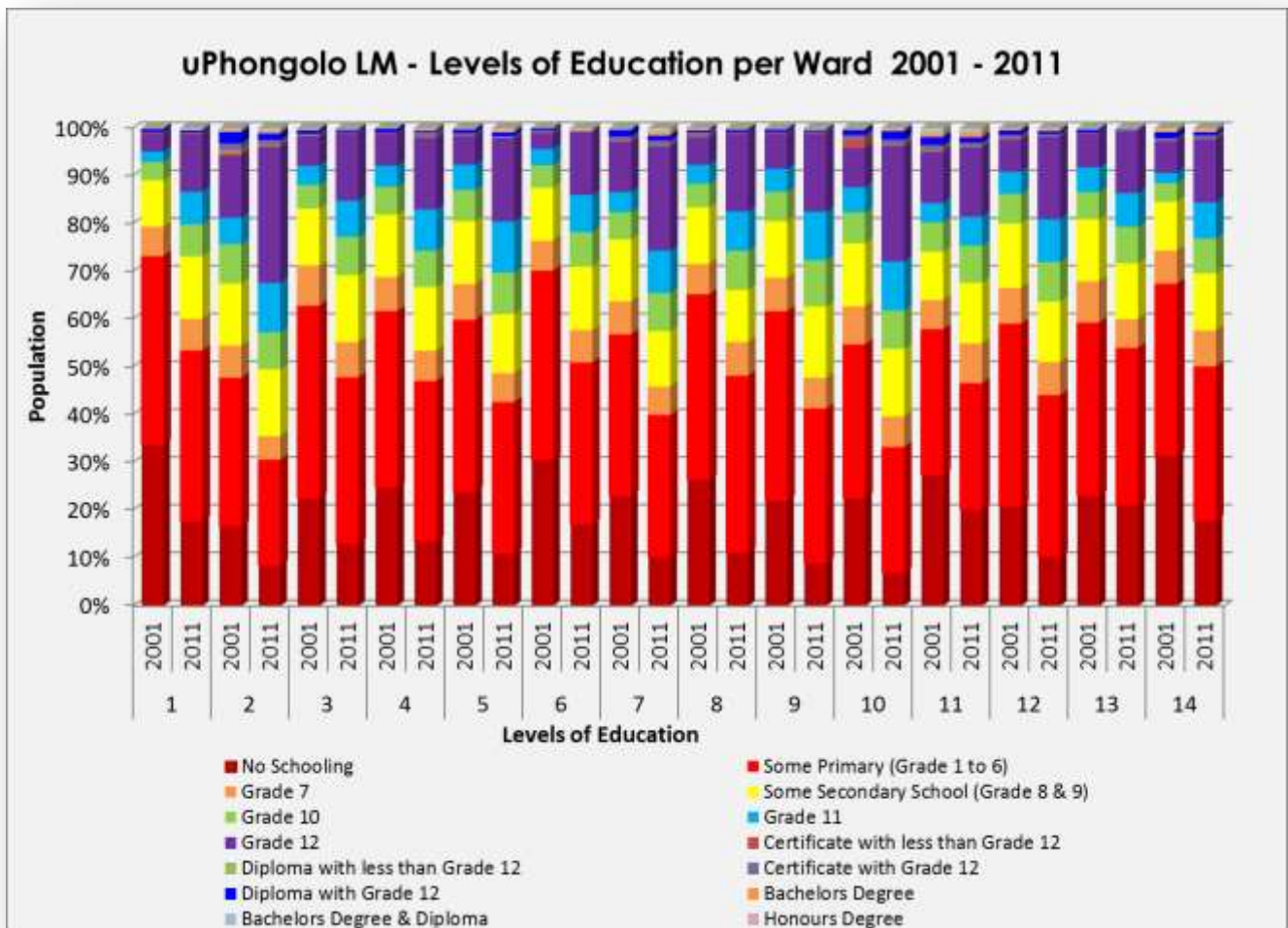


Source: Stats

The Diagram below depicts the percentages of education levels within and between the wards of uPhongolo Local Municipality. It is clear that the largest portion of the population residing in wards 2 and 11 received tertiary education.

Graph Showing Levels of Education Per Ward

Figure 154: Levels of Education Per Ward

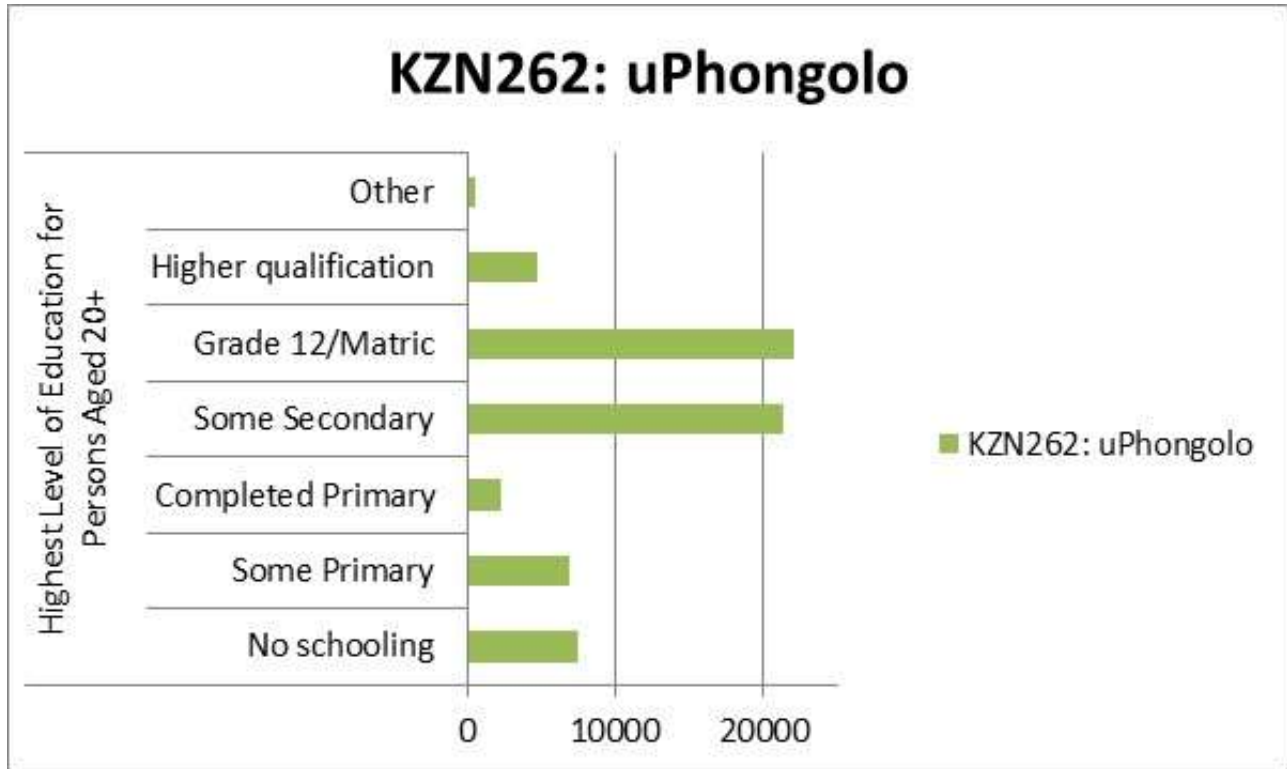


Source: Stats SA – Census 2001/ 2011

The ward with the largest portion of the population receiving no education is ward 11 which is situated north of Pongola Town. The area is connected to the N2, therefore accessible to provide services such as education from surrounding areas is made easy on a daily basis.

The graph below depicts the level of Education for population as taken from the Community survey 2016

Figure 155: Level of Education per CS 2016

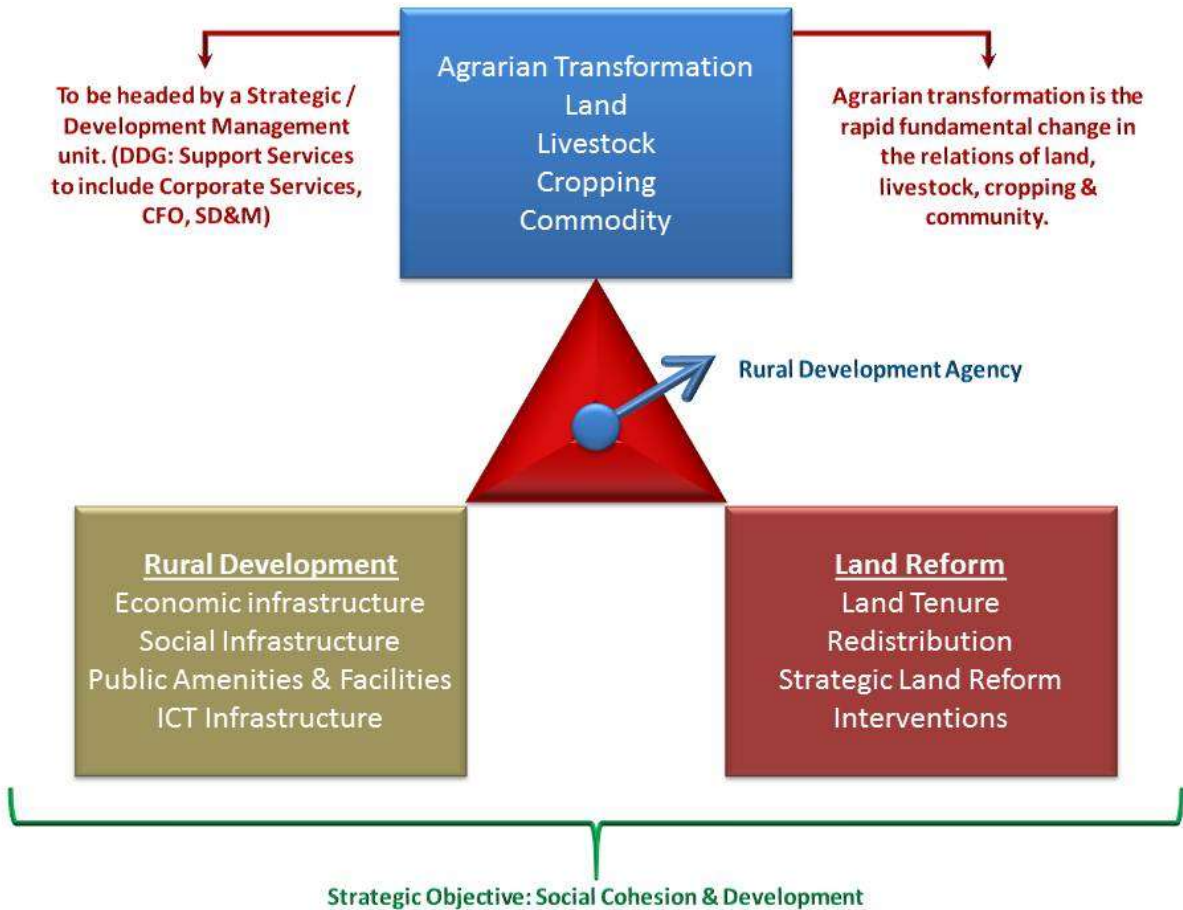


5.2.3 Safety and Security, Nation Building and Social Cohesion

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 156: Strategic Objective: Social Cohesion and Development



5.2.4 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 2022/2023 financial year.

5.2.5 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.

5.2.6 Vulnerable Situational Analysis

uPhongolo Municipality has a Department which 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. The Municipal Scorecard is annexed hereto for ease of reference.

5.2.7 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 Draft SDBIP Community Services

2021/2022 with regard to the planned projects. There are disability workshops and seminars planned for 2021/2022 financial year.

Youth Programmes

The Municipality runs a youth programmes which is mainly focused on the youth from the uPhongolo communities. 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.

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.

HIV/AIDS Programmes

It is common cause that young people are faced with a number of challenges that affect their well-being 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 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 as indicated above in 6.18.10. uPhongolo Municipality provides support to community needs on the provision of childcare facilities/creches and the table below has projects.

Figure 157: Construction Projects-Early Childhood Development Centres

Project Name	Ward	Budget
Dwarsland Creche	1	905 000
Hlambanyathi Creche	14	905 000
Mashulu Creche Phase 2	13	630 000
Sithwelekanzima Creche Phase 2	10	850 000

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.

5.2.8 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.

5.2.9 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*.

5.2.10 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.

Figure 158: Table SWOT Analysis: Social Development

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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

<ul style="list-style-type: none"> ▪ Support from sister departments ▪ 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. 	<ul style="list-style-type: none"> ▪ 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;
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Figure 159: Municipal 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 un-demarcated 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

Figure 160: SWOT Analysis for Local Economic Development

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ Support from sister departments ▪ Programmes linking graduates to private sector; ▪ Community development through trainings and workshops ▪ Establish and strengthen Public Private Partnerships 	<ul style="list-style-type: none"> ▪ 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

<ul style="list-style-type: none"> ▪ 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; ▪ Infrastructure development & Logistic expansion ▪ uPhongolo shows great potential for development through land reform 	<p>agricultural development;</p> <ul style="list-style-type: none"> ▪ Decline in formal employment within economic sectors; ▪ Increasing input costs (electricity, transport, capital, storage and equipment). ▪ Illegal immigrants
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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

Figure 161: Municipal Challenges and Interventional Measures

LOCAL ECONOMIC DEVELOPMENT (LED)		
	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 un-demarcated 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

CHAPTER 6:
MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT
SITUATIONAL ANALYSIS

6 Municipal Financial Viability And Management

6.2 Three Year Synopsis On Capital Funding And Expenditure

A three-year synopsis on capital funding and expenditure is provided in the 2021/2022 in the 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:

Figure 161: Grants Performance

SOURCE OF FUNDING	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS			
Municipal Infrastructure Grant	26 404 300	20 450 798	5 953 502
Integrated National Electrification Programme	8 500 000	8 500 000	-
Housing Grant	6 158 993	6 158 993	-
OPERATING GRANTS			
Equitable Share	119 730 000	119 730 000	-
Financial Management Grant	1 970 000	1 970 000	-
Expanded Public Works Programme	2 534 000	2 534 000	-
Provincialisation of Libraries	1 676 000	1 676 000	-
Library Community Services	394 000	394 000	-
Municipal Infrastructure Grant	1 389 700	1 389 700	-
Single Land Use Scheme	500 000	496 500	3 500
TOTAL	169 256 993	163 299 991	5 957 002

Figure 163: Grants Performance

SOURCE OF FUNDING	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS			
Municipal Infrastructure Grant	26 404 300	20 450 798	5 953 502
Integrated National Electrification Programme	8 500 000	8 500 000	-
Housing Grant	6 158 993	6 158 993	-
OPERATING GRANTS			
Equitable Share	119 730 000	119 730 000	-
Financial Management Grant	1 970 000	1 970 000	-
Expanded Public Works Programme	2 534 000	2 534 000	-
Provincialisation of Libraries	1 676 000	1 676 000	-
Library Community Services	394 000	394 000	-
Municipal Infrastructure Grant	1 389 700	1 389 700	-
Single Land Use Scheme	500 000	496 500	3 500
TOTAL	169 256 993	163 299 991	5 957 002

Figure 164: Grants Performance

SOURCE OF FUNDING	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS			
Municipal Infrastructure Grant	32 783 375	32 783 375	-
Integrated National Electrification Programme	9 000 000	9 000 000	-
Imbube Cultural Village	4 500 000	4 500 000	-
OPERATING GRANTS			
Equitable Share	107 145 949	107 145 949	-
Financial Management Grant	1 900 000	1 900 000	-
Expanded Public Works Programme	4 678 000	4 678 000	-
Provincialisation of Libraries	1 002 000	1 002 000	-
Library Community Services	376 000	376 000	-
Municipal Infrastructure Grant	957 625	957 625	-
Sport facilities	167 000	167 000	-
TOTAL	162 509 949	162 509 949	-

Capital Infrastructure Programme (Awaiting finalisation of Council Prioritization)

Some of the salient projects to be undertaken over the medium-term includes, amongst others:

Figure 165: Capital Infrastructure Programme

Capital Expenditure Allocations	Ward	Source of Funds
MIG Programme		MIG
Dwarland Creche	1	MIG
Hlambanyathi Creche	14	MIG
KwaShoba Sport Ground	15	MIG
Pongola Sub-Rank Facility Phase 2	11	MIG
uPhongolo Sport Ground	6	MIG
Esigungwini Sport field	11	MIG
Sport Field	12	MIG
Mashobane Community Hall	6	MIG
Mashulu Creche Phase 2	13	MIG
Community Hall	14	MIG

Sithwelekanzima Creche Phase 2	10	MIG
Kranskloof Community Hall Phase 2	13	MIG
Upgrade of Mkhwakhweni sport field-phase 2	13	MIG
Pongola Tarred Roads	11	MIG
Mkhiwaneni Sport field	9	MIG
Multi-purpose Sport	11	MIG
Paving Road ZCC 13	13	MIG
Upgrading of Magadlela	2	MIG
Belgade Paving Road	5	MIG
N2 to Thandukukhanya Road	7	MIG
Kwathengizwe Sport Field	4	MIG
Hall	8	MIG
Hall	12	MIG
Creche	8	MIG
Tar Road	10	MIG
Creche	15	MIG
Sport Complex	6	MIG
Zonyama Hall	14	MIG
Sport field	8	MIG
Creche	5	MIG
Sport field	13	MIG
Sport field	15	MIG
Road Tarring	5	MIG
Candover Creche	14	MIG

Creche	3	MIG
Creche	8	MIG
Creche	10	MIG
Buhlebemvelo Creche	2	MIG
Mavithi Hall	11	MIG
Creche	12	MIG
Sivule Hall	7	MIG
Ngedle Creche	13	MIG
Mpakama Hall	1	MIG

Investment Register

Copies of uPhongolo Municipality Investment Registers for the month of March 2022 is annexed herewith in a separate annexure files for ease of reference.

6.3 Social and Economic Redress Via Indigent Management

Indigent Policy

The uPhongolo Municipality Council has adopted an indigent policy, which is subject to annual review. It is the objective of Council in this regard is to ensure the provision of basic services to the community in a manner that is sustainable. This fulfilment of this objective shall only be possible within the financial and administrative capacity of the Municipality. The Municipality also recognises the fact that many of the residents cannot afford the cost of full-service provision and, hence, will endeavour to ensure affordability through:

- Setting of tariffs in terms of the Council's Tariff Policy, which shall balance the availability of continued service delivery; and
- Determining appropriate service levels.

The actual indigent policy is annexed hereto for ease of reference.

The provision of Free Basic Services was made in the last two financial years and the Municipality has made provision for Free Basic Services in the 2021/2022 Draft Financial Plan and Budget. During the

2018/2019 financial year, the Municipality had a budget allocation for indigent support amounting to over R2, 6 million; In 2017/2018 the budget allocation was R2, 5 million.

The transfers and grants are comprised of basic services rendered to the indigent community and other households. To this end, free basic electricity is provided to indigent households. The category of indigent support is indicated in the uPhongolo Municipality Indigent Relief Policy: Section 6: Level of Indigent Support:

Sub-Section 6.1 of the Indigent Policy provides that Council shall determine the overall subsidy to be granted to qualifying applicants during the approval of its annual budget. Sub-Section 6.1.1 stipulates what the indigent subsidy may be granted upon namely:

- i. Property rates (100% rebate or full subsidy);
- ii. Refuse removal (50% rebate);
- iii. Electricity (50 kwh per month in respect of prepaid electricity)
- iv. Alternative energy (green gel)
- v. Burial assistance (total households income must be less than or equal to two (2) state pension grant income per month.

The Municipality has a monitoring mechanism in place (such as SDBIP-Community Services under Special Programmes and Monthly budget statement report), where progress reports on Disability Programmes and its expenditure are reported.

6.4 Revenue Raising Strategies

uPhongolo Municipality has a Council approved Revenue Enhancement Strategy. The strategy contains the interventions that are aimed at improving revenue growth and debt collection. A copy of the Revenue Enhancement Strategy is annexed hereto for ease of reference.

Ideally the Municipality should have the cash equivalent on hand to meet at least the current liabilities. However, if the Municipality under collects its revenue, this could result in serious financial challenges for the Municipality. As part of the long term financial planning objectives, the Municipality's liquidity ratio (ability to utilize cash and cash equivalents to extinguish its current liabilities forthwith) needs to be set at a minimum of 1.

The Municipality has considered interventions that are aimed at improving revenue collections to be developed during the next financial year. The interventions are envisioned to benefit the Municipality in securing a buy-in from businesses and communities who show their appreciation of the services provided by paying for them.

The main goal of uPhongolo Municipality in regard to revenue performance is to create an economic environment in which investment can grow and jobs can be created. Increase in employment opportunities shall empower citizens who will take full responsibility to pay for basic services and thus contribute towards the enhancement of municipal revenue. The Municipality intends to attract big corporations to establish their industries in uPhongolo. It wishes to encourage those sectors where there is a competitive advantage, such as the agro-processing, tourism, retail (new shopping mall) and the golf estate, to expand within municipality.

Other Strategies

The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. The uPhongolo Municipality's borrowing strategy is primarily informed by the affordability of debt repayments.

The structure of the Municipality's debt portfolio is dominated by loans/ finance instalment sale agreements and leases. The following financial performance indicators have formed part of the compilation of the 2021/22 MTREF:

- *Capital charges to operating expenditure* is a measure of borrowing cost in relation to the operating expenditure and assesses the affordability of debt expenditure.

It can be seen that the cost of borrowing has steadily decreased from 0.7% in 2019/20 to 0.7% in 2020/21. This increase can be attributed to the new lease agreement to fund the acquisition of machinery and vehicles. The norm is 6%-8%. Clearly the municipality is operating below the norm which indicates that it has capacity to take on additional financing from borrowing to invest in infrastructure projects.

Although borrowing is considered a prudent financial instrument in financing capital infrastructure development, this indicator will have to be carefully monitored going forward as excessive loans may have adverse financial leverage for the municipality.

Capital charges to own revenue measures the municipality's prioritization of resources and indicates the cost required to service external interest and redemption versus available funds. The ratio steadily increases from 3% in 2018/19 to 1.6% in 2019/20. The increase is attributable to the raising of external loans. Since the percentage is below the norm of 6 per cent, the municipality has capacity to take on additional financing to invest in other projects.

Borrowing funding of own capital expenditure measures the degree to which own capital expenditure (excluding grants and contributions) has been funded by way of borrowing. The average over MTREF remains stable and range from 84.2% in 2019/20 to 84.2% in 2020/21.

The Municipality has not raised substantial debt in the past three years. Debt service costs are expected to increase in 2019/20 due to the fact that the municipality plans to raise new loans in the 2020/21 MTREF.

In summary, various financial risks could have a negative impact on the future borrowing capacity of the municipality. In particular, the continued ability of the Municipality to meet its revenue targets and ensure its forecasted cash flow targets are achieved will be critical in meeting the repayments of the debt service costs.

Safety of Capital

The gearing ratio is a measure of the total long term borrowings over funds and reserves. In 2019/20 the gearing ratio is 0% throughout the 2020/21 MTREF. The ratios are relatively low and this is primarily due to low borrowings in relation to own funds.

Liquidity

Current ratio is a measure of the current assets divided by the current liabilities. The norm is 2:1 and ratio should not decrease below 1 otherwise the municipality will be at risk to finance operations.

For the 2019/20 MTREF the current ratio is 4:1 in 2019/20; 4:1 in 2020/21 and 3:1 in 2021/22. The norm range is between 1 and 3. The ratio for the 2019/20 MTREF indicates that the municipality will be able to meet its current obligations when they fall due.

The liquidity ratio is a measure of the ability of the municipality to utilize cash and cash equivalents to settle current liabilities immediately. The municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations. This needs to be considered a pertinent risk for the municipality as any under collection of revenue will translate into serious financial challenges for the Municipality. As part of the longer term financial planning objectives this ratio will have to be maintained at a minimum of 1.

6.5 Revenue Protection (Debt Management)

As part of the financial viability strategy to ensure the municipality remains sustainable, revenue management and debt collection is critical. An aggressive revenue management framework has been implemented to increase cash inflow, not only from current billings but also from debtors that are in arrears in excess of 90 days. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, credit control and debt collection.

- *Annual debtors' collection rate (payment levels)* indicates the municipality's projected collection rate, debtor level payments as a percentage of revenue billed. It is projected that the collection rate over the 2020/21 MTREF will be around an average of 95%-100% due to the implementation of the Revenue Enhancement Strategy.

- *Outstanding debtors to revenue* measures the percentage of debtors not collected from annual billed revenue. The higher the percentage, the more billed revenue is likely to remain uncollected for the period. The ratio for outstanding debtors to revenue in 2018/19 was 116% while the projected to decrease to 0-26%. This scenario is not acceptable and more effort is required to ensure that recoverable receivables are indeed collected lest the municipality will find itself unable to honour its commitments.

Creditors Management

The Municipality has managed to ensure that most of the trade creditors are settled within the legislated 30 days of invoice. The liquidity ratio is of concern, by applying daily cash flow management the municipality has managed to ensure a least 80% compliance rate has been achieved. This has had a favourable impact not to all suppliers. The perceptions of risk of doing business with the Municipality, is expected to benefit the Municipality in the form of more competitive pricing of tenders, as suppliers compete for the Municipality's business.

Other Indicators

Electricity distribution losses indicate the percentage loss of potential revenue through the sale of electricity when compared to units of electricity purchased.

- The electricity losses amounted between 7% 12% in the immediate past financial years. The municipality still need to investigate the real course for electricity losses .
- *Employee costs* as a percentage of operating revenue (excluding capital revenue) remained stable at 40.66% in 2019/20 and slightly decrease to 39.69% in 2020/21 and moderately peaked to 39.90% by 2021/22.
- Repairs and maintenance as percentage of operating revenue is increasing owing directly to cost drivers such as the increasing written down values of assets (WDV). In terms of Treasury Circular 66 the budget for repairs and maintenance should at least be 8 per cent of the WDV. The repairs and maintenance rate is 5.4% in 2019/20 and 5.5% by 2020/21. This rate has been arrived at by excluding the value of land from the written down value of total assets. Note land does not depreciate.

IDP Regulation Financial Viability Indicators

In terms of the Local Government Municipal Planning and Performance Management Regulation, 2001, the following three (3) key performance indicators must be in the municipal performance management plan to express financial viability:

- *Debt coverage* measures the number of times debt payments are covered by operating revenue (excluding grants) and indicates the ease with which debt payments can be accommodated within a period. The coverage ratio is 31 times in 2018/19 and is expected to increase to 37.9 times in 2019/20.

- *Outstanding service debtors' to revenue ratio* is an indication of what percentage of revenue is outstanding owing by service debtors. This measures the municipality's effectiveness of its credit control and debt collection policy. The lower the ratio, the more effective is the municipal revenue management. The ratio stood at 116% in 2018/19. It is projected to decrease to 30% or less in 2019/20.
- *Cost coverage* measures the ability to meet at least its monthly fixed operating commitments from cash reserves if no revenue is collected during that month. The higher the ratio, the higher is the municipality's safety net to provide services and minimise the risk of insufficient cash to fund operations. The ratio informs that the municipality will have sufficient cash for 0 months in 2018/2019 to fund operations and 2 months in 2019/2020. More needs to be done to increase the municipality's cash reserves.

A spreadsheet indicating the total debt outstanding in a 3-year cycle per category per age analysis, including policy decisions to write-off is attached.

Table: Three-Year Outstanding Debtor's

2017/2018	2018/2019	2019/2020
R154 733 168.78	R174 303 000	R190 895 000

Figure 169: Table Showing Debtors Age Analysis

Description	NT Code	Budget Year 2019/20										Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy	
		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days			
R thousands														
Debtors Age Analysis By Income Source														
Trade and Other Receivables from Exchange Transactions - Water	1200	-	-	-	-	-	-	-	-	-	-	-	-	-
Trade and Other Receivables from Exchange Transactions - Electricity	1300	3,218	915	189	112	99	327	-	1,314	6,175	1,852	-	-	
Receivables from Non-exchange Transactions - Property Rates	1400	2,543	2,011	1,494	1,405	2,326	6,514	158	41,744	58,196	52,148	-	-	
Receivables from Exchange Transactions - Waste Water Management	1500	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables from Exchange Transactions - Waste Management	1600	907	764	622	585	550	4,365	-	43,567	51,361	49,068	-	-	
Receivables from Exchange Transactions - Property Rental Debtors	1700	40	24	24	24	22	257	-	745	1,138	1,049	-	-	
Interest on Arrear Debtor Accounts	1810	(22)	-	-	-	-	791	47,633	-	48,402	48,424	-	-	
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820	-	-	-	-	-	-	-	-	-	-	-	-	
Other	1900	164	160	159	158	158	1,136	0	13,470	15,405	14,922	-	-	
Total By Income Source	2000	6,850	3,875	2,489	2,286	3,156	13,389	47,791	100,841	180,677	167,464	-	-	
2018/19 - totals only														
Debtors Age Analysis By Customer Group														
Organs of State	2200	633	859	702	691	683	3,129	3,945	11,763	22,405	20,211	-	-	
Commercial	2300	3,424	1,030	190	120	119	402	426	2,058	7,769	3,125	-	-	
Households	2400	2,298	1,627	1,297	1,190	2,075	8,432	40,263	77,891	135,073	129,851	-	-	
Other	2500	495	358	301	286	279	1,426	3,157	9,129	15,431	14,278	-	-	
Total By Customer Group	2600	6,850	3,875	2,489	2,286	3,156	13,389	47,791	100,841	180,677	167,464	-	-	

The outstanding debts in uPhongolo Municipality may be attributed to adverse economic conditions having a negative impact on payment of such debts by consumers. Some debts will be pursued, others will have to be written off if attempts to attempt to recover same may prove futile.

KZN Department of Co-Operative Governance and Traditional Affairs (CoOGTA) assisted uPhongolo Municipality with recovering the outstanding government debt. However, further assistance is required to recover debts on Ingonyama Trust Board (ITB). The land audit has now been finalised by the Municipality while COGTA has identified all government departments that are responsible for paying property rates (properties registered in the name of RSA).

of businesses is required to determine their operational status and where necessary, uPhongolo Municipality shall initiate litigation proceedings in an endeavour to recoup funds owed. Meanwhile, residential debt amounts to R143 million and this is comprised of;

- Ncotshane
- Belgrade
- Urban

Other debtors are comprised of mainly farmers who currently owe the municipality. It is common cause that all property owners are liable for the payment of rates and it is an inevitable necessity that a culture of payment for services should be created.

The main reasons that fines are not being recovered are:

- The existence of a culture of non-payment of fines;
- Excess cases are struck off the court roll;
- Directive issued by the Director of Public Prosecutions to withdraw all charges over 2 years for which summons was issued.

In light of the aforesaid, uPhongolo Municipality has implemented the following interventions to encourage the payment of fines;

- A 50% reduction of the payable amount of the fines are paid; and
- Creation of easy pay-points and direct deposits.

6.6 Financial Management

6.6.8 Supply Chain Management (SCM)

The Supply Chain Management (SCM) Unit is in place to address delays of tender awards and execution thereof. A procurement plan with timeframes for the 2021/2022 financial year has been developed and is being implemented. The procurement plan is aligned with the Departmental Service Delivery Plans (SDBIPs) to ensure that projects are executed in accordance with the expectation created. To this end, an annual schedule for the bid committee meetings is in place.

The SCM Unit is fully functional and the bid committees meet as per the procurement plan. The main challenge in the SCM is a shortage of staff which leads to delays in processes and hampers segregation of duties. The corrective measure shall be effected through the recruitment of staff to ensure full functionality of the unit and stands to be addressed during the 2020/2021 financial year.

The Supply Chain Management is cohesive when assessing whether the primary objectives of service delivery are met. Management includes statements on the functionality of Bid Committees.

Figure 170: Table Showing Current Members of the Bid Specification Committee

BID SPECIFICATION COMMITTEE	MEMBERS
Mr. MVM Mbatha	Chairperson
Mr. ML Hlatshwayo	Secretary
Ms. A Mncwango	Member
Mrs. A Maree	Member
Mr. SN Nkosi	Member
Mr. S Mtungwa	Member

Figure 171: Table Showing Current Members of the Bid Evaluation Committee

BID EVALUATION COMMITTEE	MEMBERS
Ms. PT Nxumalo	Chairperson
Ms. G Magagula	Secretary
Mr. MC Mdluli	Member
Mr. KN Gumede	Member
Mr. JK Zondo	Member
Mr. MB Masango	Member

Figure 172: Table Showing Current Members of the Bid Adjudication Committee

BID ADJUDICATION COMMITTEE	MEMBERS
Mr. SF Mkhize	Chairperson
Ms. SV Mndaweni	Secretary
Mr. TP Masinga	Member
Mr. BA Mkhonza	Member
Mr. ME Sithole	Member
Mr. MVM Mbatha	Member

The reviewed SCM Policy has made a provision for the disabled to qualify for tenders. The Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avert the potential of any fraudulent activities from occurring.

The Municipality will ensure that business will not be conducted with entities owned by people that are employed by the state, because doing the contrary is tantamount to contravening the provisions of the Municipal Financial Management Act. Furthermore, it is incumbent upon all staff members who work outside of the Finance Department to be constantly educated on the policy and procedures of the Municipal Financial Management Act and Supply Chain Management Policy to stay abreast with new changes and developments in this regard.

6.7 Assets and Infrastructure

A Council approved Asset Management Policy is in place at uPhongolo Municipality. The Municipality has developed a Comprehensive Infrastructure Plan that guides prioritization and implementation of projects encompassing the Operations and Maintenance Plan. Some of the municipal assets were not maintained

previously due to financial constraints, but this has since been addressed. The Municipality has acquired a new system for asset management which will ensure that accurate information is reflected. The Asset Control Officer position has been since filled and will ensure that the register is maintained, that the Municipal assets are properly maintained and have proper life spans. A copy of the Asset Management Policy is annexed hereto for ease of reference.

6.7.8 Repairs and Maintenance

Repairs and maintenance have been budgeted for against the total of non-current assets. Plans are in place to address the challenges. Calculations are available.

6.7.9 Financial Viability/Sustainability

A 2-year (historical) indication of key financial ratios (cost/current/acid/going concern and sustainability – reasons, including measures to improve) is attached as an Annexure for ease of reference.

CHAPTER 7:
GOOD GOVERNANCE AND PUBLIC PARTICIPATION
SITUATIONAL ANALYSIS

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

6.8 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. Copies thereof are annexed hereto for ease of reference.

6.8.8 Summary of uPhongolo Municipality Batho Pele Principles

In carrying out their duties, public servants are guided by the following Batho Pele Principles:

1. **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;
2. **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;
3. **Access:** All citizens have equal access to the services to which they are entitled;
4. **Courtesy:** Citizens should be treated with courtesy and consideration;
5. **Information:** Citizens should be given full, accurate information about the public services to which they are entitled;
6. **Openness and transparency:** Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge
7. **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
8. **Value for money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money;

9. **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.
10. **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.
11. **Leadership and Strategic Direction:** It is envisaged that Municipal leaders shall create an atmosphere that conducive for creativity by staff within the Municipality.

6.9 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;
- Professionalise 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

Ensure an effective, efficient and responsive public service.

6.10 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 steps:

Steps in selecting key services

Step 1: Define the roles / functions of the municipality

Step 2: List services offered

Step 3: Check if services correspond with mandate?

Step 4: Identify which services have the greatest impact (the most benefit to the largest no. of people)

Step 5: Priorities services on a scale (1(least important) – 10 (most important))

6.11 Operation Sukuma Sakhe Programme

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.

The uPhongolo Sukuma Sakhe comprises of the following departments:

- Department of Sport and Recreation
- Department of Health
- Department of Education
- Department of Social Development
- Department of Transport
- Department of South African Social Services Agency
- Department of Human Settlements
- Non-Profit Organizations
- S.A.P.S

- uPhongolo Municipality

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.

6.11.8 Introduction to uPhongolo Municipality OSS

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 learnt. 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.

6.11.9 Operation Sukuma Sakhe Organogram

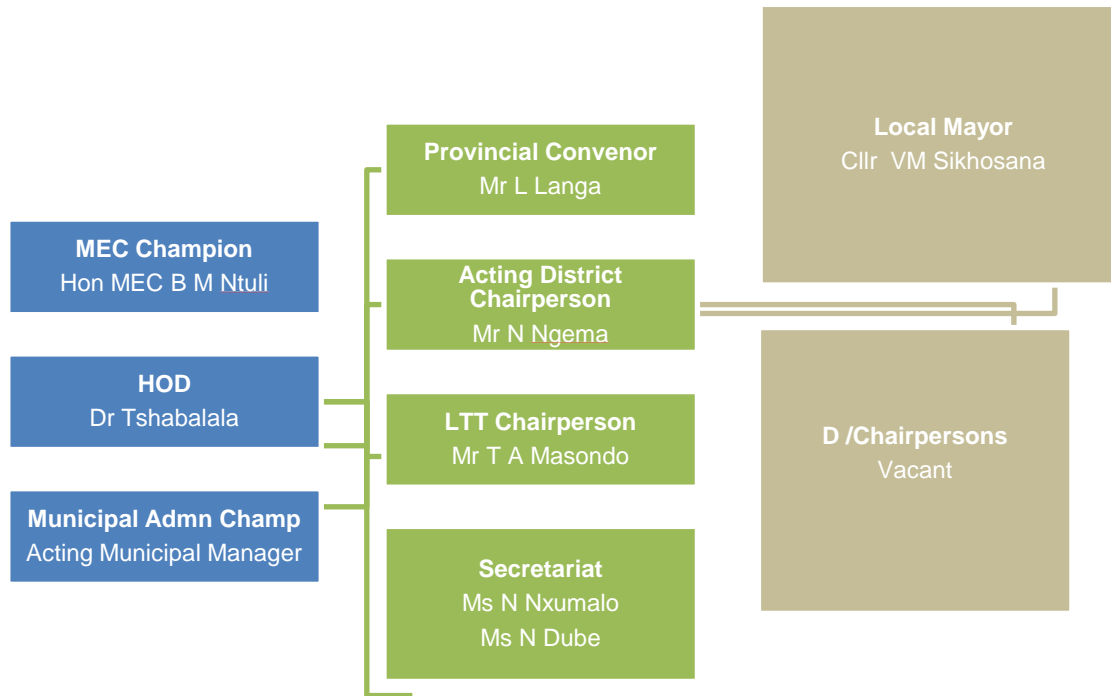


Figure 179: Table Showing Functionality of War-Rooms In uPhongolo Municipality

MUNICIPALITY	FUNCTIONALITY		
Total No. of wards	Fully Functional	Functional	Poorly Functional
UPhongolo	6	9	00
Actual wards	1,2,5,7,11, 12	3,4, 6,8,9,10,11,13,14, 15	0

uPhongolo Municipality OSS Quarter 3 Report

Figure 180: Table Showing Field Worker Distribution by Local Municipality

Local Municipality	No of HHS per LM	No of HHS per ward(average)	No of HHS per VD	CDWs	CCGs	Extension Officers	Social Crime Prevention Volunteers	Child and Youth Care Workers	Total No. of FWs
uPhongolo	28773	2055		7	156	12	15	15	205

uPhongolo Municipality OSS Quarter 3 Report

Figure 181: Table 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 Quarter 3 Report

6.11.10 Poverty Alleviation Programmes: Education

Figure 182: UPhongolo Municipality OSS Education Poverty Alleviation Programmes: Education

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 Quarter 3 Report

6.11.11 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.

6.11.12 Awareness Campaigns

Figure 183: Awareness Campaigns

Name of Campaign	Purpose
UPHONGOLO LOCAL 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 Quarter 3 Report

6.11.13 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

Social Development Programme

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

6.11.14 LTT Interventions Report Quarter 3/2021 (October to December 2021)

Figure 184 : LTT Interventions Report Quarter 3/2019

No	Data Element	Department Responsible	Needed This Quarter	Provided This Quarter	Comments / Challenges
1	Number of individuals – needed and provided with Identity Documents	DHA	1583	1882	
2	Number of individuals – needed and provided with Birth Certificates	DHA	671	622	High number of late registration of birth
3	Number of individuals – needed and provided with Marriage Certificates	DHA	31	31	Those who married long time ago they are not registering their customary marriage Husband in a civil marriage and cannot marry a second wife
4	Number of individuals – needed and provided with Death Certificates	DHA	141	141	Late registration of death still poses a challenge as records could not be retrieved from hospital Duplicated id numbers poses a challenge
5	Number of individuals – needed and provided with learnerships	LM		45	
6	Number of individuals screened for TB	DOH		84895	Plans are in place to roll out TB screenings to outreach service platforms using outreach teams and Field Officers.
7	Number of individuals referred and provided with TB services	DOH	111	251	Expand TB Screening to community outreach platforms using Operation MBO and outreach officers and adopting a campaign approach

No	Data Element	Department Responsible	Needed This Quarter	Provided This Quarter	Comments / Challenges
8	Number of individuals – needed and provided with HCT	DOH		19650	Increase outreach testing sites and at least five campaigns per quarter.
9	Number of individuals referred to clinics for ARV non-adherence	DOH	00	00	
10	Number of women referred to clinics for pregnancy test	DOH		1469	
11	Number of individuals – needed and provided nutritional support	DOH		16	
12	Number of children – needed and provided child health services	DOH		7724	
13	Number of individuals – needed and provided Treatment for any illness health services	DOH		98509	Plan to increase Family Health Teams
14	Number of household members – needed and provided Assistant Devices health services this quarter	DOH		00	
15	Number of individuals – needed and provided Social Grants	SASSA	1543	1461	
16	Number of individuals with disability – needed and received relevant services	DSD	00	48	

No	Data Element	Department Responsible	Needed This Quarter	Provided This Quarter	Comments / Challenges
17	Number of individuals –needed and provided with social services (domestic violence, substance abuse, victim empowerment)	DSD		3535	
18	Number of individuals – needed and provided support group services on HIV, Substance Abuse, Gender-Based Violence and Widows	DSD		08	There was gender based violence dialogues
19	Number of individuals – needed and provided with Reintegration of Offenders back into society services	DCS		1	
20	Number of individuals – needed and provided with Free Basic Water services	COGTA		86	
21	Number of households – needed and provided with Free Basic Electricity services	COGTA		00	
22	Number of households – needed and provided with Free Basic Refuse Removal services	COGTA		00	
23	Number of households – needed and provided with Free Basic Sanitation services	COGTA		00	
24	Number of households – needed and provided with temporary shelter	COGTA		05	Only those who were affected by disaster

6.11.15 LTT Interventions Report Quarter 3

Figure 185 : LTT Interventions Report Quarter 3

Data Element	Department Responsible	Needed this quarter	Provided this quarter
PCR positive	DOH	<1%	0.0 %
Male Condom distribution	DOH	48000	39422
Female Condom distribution	DOH	16000	3541

6.11.16 Sub-District Health Profile: Health

- Pulmonary Tuberculosis
- Pneumonia
- Gastro Rnteritis
- Lower Respiratory Track Infection
- Diabetes Mellitus
- Pulmonary Tuberculoses + Retro Viral Disease
- Retro Viral Disease
- Hypertension
- MDR-TB
- Meningitis

Figure 186: Sub-District Health Profile-Department of Health

PROGRAMME	TARGETS	Q 3PERFORMANCE
Total no. of patients on ARVs	17742	17422
HCT	9302	11 563
MMC	150	91

Report on Malnutrition Project

- The municipality still has cases of malnutrition especially on ward 9
- The Department plans to reviewing the profiling and work with its partners HST.

Phila Mtwana Roll Out

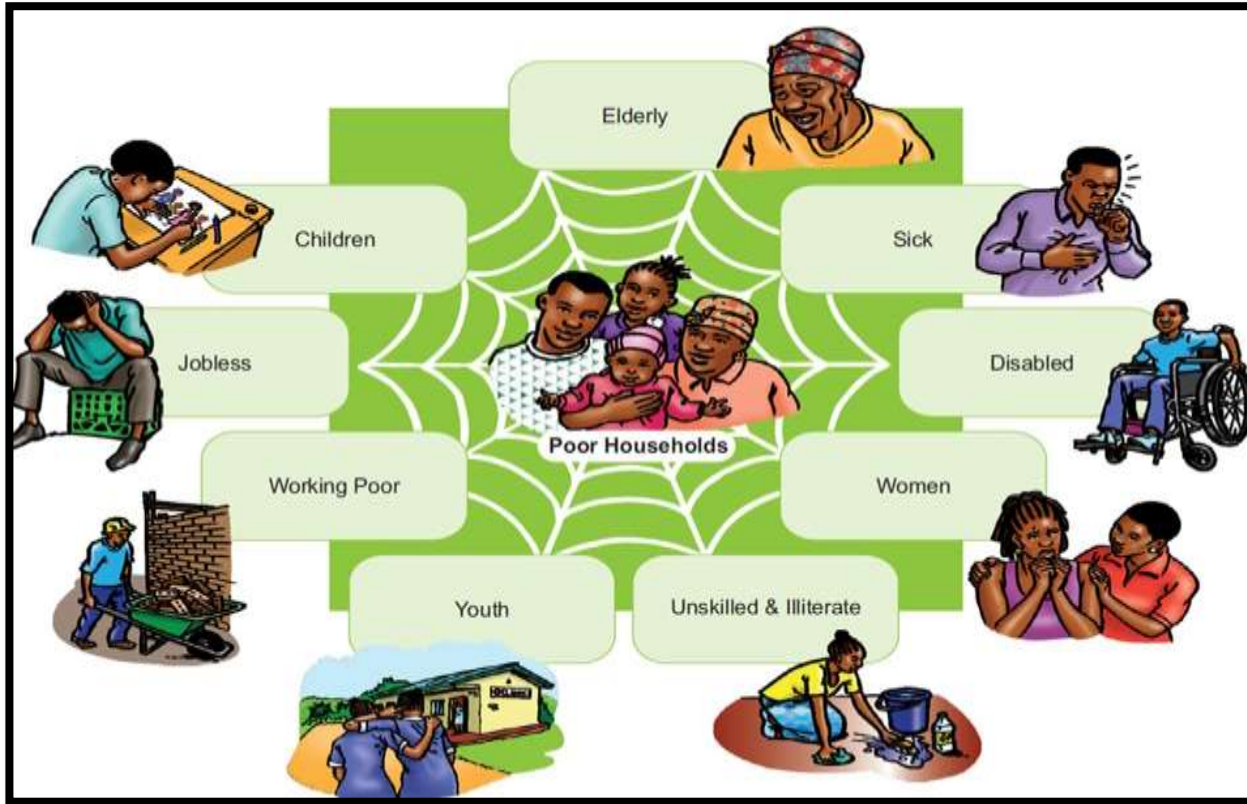
- The municipality has 27 Phila Mtwana in uPhongolo and 25 are fully functional.
- The Phila Mtwana Programmes are situated in war rooms.
- The war rooms require office furniture/s.
- CCG's conduct home visits to encourage attendance and they make use of their MUAC tapes when visiting the homesteads.
- 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.

The Successes of Phila Mntwana Programme

Total number of children were seen at Phila Mntwana Centres for the Quarter3 was 86

- 00 Children were given Vitamin A.
- 00 Children referred for deworming.
- Children were referred to the next level of care:
 - Diarrhea 00
 - Immunization default 00
 - TB Screening 00
 - Referred back from the clinic 00

6.11.17 Beneficiaries Of uPhongolo OSS



6.11.18 OSS Achievements

- Nomination of Ward 5 War Room in the Top 3 Premiers Excellence Awards

- Successfully deployed all senior and middle managers in all War Rooms
- Dedicated OSS Co-ordinator;
- uPhongolo LTT meetings are held as per scheduled dates;
- The LTT is attended by all stakeholders within uPhongolo including relevant Sector Departments;
- There are model wards that have started enjoying the benefits from the service;
- Phila Mntwana Roll Out Programme;
- 702 OSS houses built in all 15 wards;
- Partnership with SANDF on the urgent need for houses in all wards;
- 27 Phila mtwana are functional;
- Crime Awareness Campaign;
- Operation MBO;
- Monthly Phila walk;
- Establishment of Ward Aids Committees;
- HIV/AIDS Awareness Campaign; and

6.11.19 OSS Challenges

The following challenges have been identified in respect of OSS:

- Insufficient budget allocated for OSS;
- Lack of commitment and/or participation by officials at all OSS;

- Mkuse Bridge to Nongoma (Design stage by KZN-DOT)
- Some War Room convenors are not employed;
- Leaners' Transport;
- Water Shortages;
- Some war room Convenors have a challenge of pushing some senior managers from different government deparments
- Some Phila Mntwana Centres lack of proper infrastructure such as toilets, water and electricity;
- Due to some Centres not having electricity it poses a challenge to utilize all the resources required for Phila Mntwana; and

Recommendations

- To have sufficient funds allocated for co-ordination;
- Formation of Local Forum for Local Officer Manager;
- War Room secretariat to be strengthen through recruiting EPWP
- Provision of Water Tankers.

OSS shall be attached to senior officials and Councilors and Municipalities in general by COGTA, be attached to COGTA, hence it shall invariably become everybody's business.

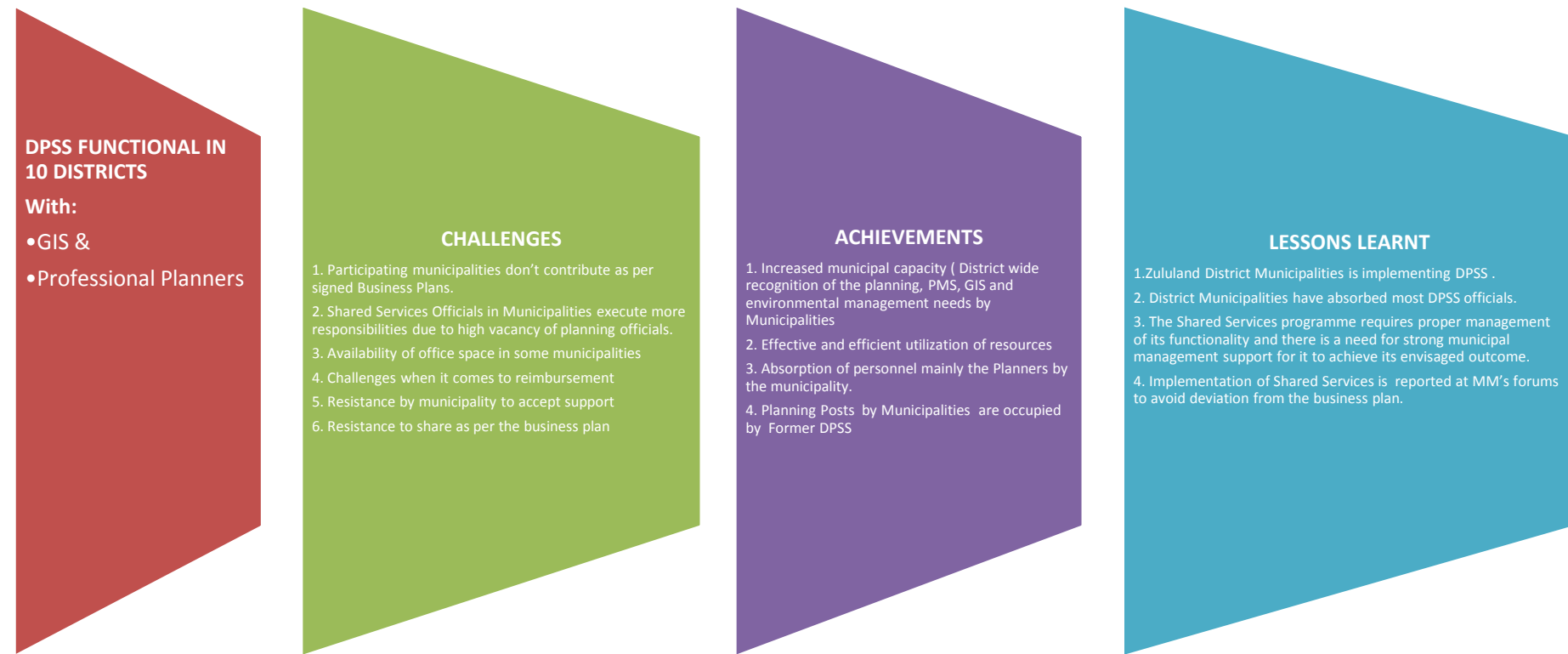
6.11.20 District Development Model Implementation (DDM)

Introduction to District Development Model: KwaZulu-Natal consists of 10 District Municipalities with functional Shared Services. Development Planning Shared Services (DPSS) 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).

Purpose: To apprise the Nerve Centre Committee (NCC) about the establishment of District Development Model (DDM). To present progress pertinent to the implementation of the District Development Model in line with the draft proposed re-engineered KZN Shared Services. To present the interface between DDM and IDP process.

Objectives of the DDM: Facilitate implementation and functionality of District Development Model (DDM) through the Shared Services Model. Ensure the functionality of the District Development Model addresses skills gap and promotes functionality of IGR forums for optimal sectoral coordination and alignment. Enhance provincial support through development of MoUs between sector departments and municipalities.

Figure 187: Implementation of the DDM in uPhongolo Municipality:



Task	Responsibility	Envisaged Outcome
Engagements on DDM Implementation Plan through Shared Services	Zululand District Municipality: IDP Unit and Spatial Planning	Convened Workshop on Shared Services District Wide Establishment of DDM Structure Operation of the DDM Structure

Engage all Municipal Managers & Mayors about the re-engineering of Shared Services to enable DDM Implementation	Local Government Specialists (assisted by): IDP IGR Spatial Planning Synergistic Partnership	All municipalities informed about the Shared Services approach.
Convene a Workshop with all Municipalities and OSS Chairperson per District on re-engineered Shared Services to implement DDM	Local Government Specialists (assisted by): IDP Spatial Planning IGR Synergistic Partnership Finance Municipal Infrastructure OSS: District Task Team	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	DDM implemented per District through Shared Services
Presentation of District Shared Services as conduit for DDM implementation to Municipalities	Local Government Specialists IDP	Minutes adopting District Shared Services

Figure 188: DDM Implementation Plan through Shared Services

6.12 Inter-Governmental Relations (IGR))

6.12.8 The Status (Functionality) Of Intergovernmental Relations Structures (IGR) & Its 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.

In the previous financial years ZDM IGR Forums were not fully functional. There is significant improvement from the first quarter of 2021/2022. 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. 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. There after IGR reports are prepared accordingly for council.

The Municipality maintains healthy relations with all government entities. It is acknowledged that COGTA provides the most valuable support to this Municipality through regular meetings, finance for certain projects, training of personnel and placements of critical personnel when necessary. 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. uPhongolo Municipality looks forward to working with the Department of Sports and Recreation in its endeavours to build sport facilities that can be utilised towards racial integration, as well as the Department of Rural Development to unlock the land potential for growth in the near future.

6.12.9 IGR Dedicated Official

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.

6.12.10 Participation in Provincial Forums (MUNIMEC and PCF)

uPhongolo Municipality participates in Provincial Forums regularly by attending the MUNIMEC and PCF meetings.

6.13 The Status of The 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:

6.13.8 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.

6.13.9 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 councilor 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.

6.14 Participation of Amakhosi in Council Meetings

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

6.15 IDP Steering Committee Participation Of HODS

MANCO (HODs) and Extended MANCO members 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.

6.16 Functionality of 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.

6.16.8 IDP/Budget Steering Committee

MANCO (HODs) and Extended MANCO members 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

6.17 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 plan/strategy in place which assists it engage 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

6.18 Internal Audit and Audit Committee

6.18.8 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 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:

Leadership	40. 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 41. 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	42. 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.

6.18.9 Audit Committee / Performance Audit Committee

The Municipality has 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.

Figure 189: Current Audit Committee/Performance Committee Members

MEMBERS OF THE AUDIT/PERFORMANCE COMMITTEE	DESIGNATION	GENDER
Mr. B Mdletshe	Chairperson	Male
Mrs. L Mkhwanazi	Member	Female
Mr. PM Buthelezi	Member	Male
Mr. VV Sibiya	Member	Male

6.19 Risk Management Committee and Members

6.19.8 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.

6.19.9 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.

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.

6.19.10 Establishment and Functionality of Risk Management Committee /Combined Committee

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:

6.20 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.

Figure 191: Table Showing List of HR Policies Coupled with Recently Approved HR Policies

POLICY	STATUS
1.Attendance Register Procedure	Reviewed and adopted by Council for 2021/2022

2.Banking investment	Reviewed and adopted by Council for 2021/2022
3.Budget	Reviewed and adopted by Council for 2021/2022
3.Credit Control	Reviewed and adopted by Council for 2021/2022
4.Chronic	Reviewed and adopted by Council for 2021/2022
5.Customer Care	Reviewed and adopted by Council for 2021/2022
6.Exit interview	Reviewed and adopted by Council for 2021/2022
7.Fleet Management	Reviewed and adopted by Council for 2021/2022
8.Occupational Health and Safety	Reviewed and adopted by Council for 2021/2022
9.Housing allowance	Reviewed and adopted by Council for 2021/2022
10.Induction	Reviewed and adopted by Council for 2021/2022
11.Inservice training	Reviewed and adopted by Council for 2021/2022
12.Internet and email	Reviewed and adopted by Council for 2021/2022
13.Protective Clothing	Reviewed and adopted by Council for 2021/2022
14.Records	Reviewed and adopted by Council for 2021/2022
15.Recruitment and Selection	Reviewed and adopted by Council for 2021/2022
16.Staff statement to media	Reviewed and adopted by Council for 2021/2022
17.Student assistance	Reviewed and adopted by Council for 2021/2022

18.Subsistance and Travelling	Reviewed and adopted by Council for 2021/2022
19.Supply Chain Management	Reviewed and adopted by Council for 2021/2022
20.Telecommunication	Reviewed and adopted by Council for 2021/2022
21.Training and Development	Reviewed and adopted by Council for 2021/2022
22.Transfer of Staff	Reviewed and adopted by Council for 2021/2022
23.Fixed Assets	Reviewed and adopted by Council for 2021/2022
24.Leave	Reviewed and adopted by Council for 2021/2022
25.Overtime	Reviewed and adopted by Council for 2021/2022
26.Petty Cash	Reviewed and adopted by Council for 2021/2022
27.Property Rates	Reviewed and adopted by Council for 2021/2022
28.Virement	Reviewed and adopted by Council for 2021/2022
29.Disaster Recovery Plan and Risk Management	Reviewed and adopted by Council for 2021/2022
30.ICT Security	Reviewed and adopted by Council for 2021/2022
31.ICT Steering Committee Charter	Reviewed and adopted by Council for 2021/2022
32.ICT Strategy	Reviewed and adopted by Council for 2021/2022
33.ICT Systems Standards	Reviewed and adopted by Council for 2021/2022
34.ICT Systems Standards & Procedures	Reviewed and adopted by Council for 2021/2022

35.Tariffs	Reviewed and adopted by Council for 2021/2022
36. Batho Pele Policy and Procedure Manual	Reviewed and adopted by Council for 2021/2022
37. Human Resources Strategy and Plan	Reviewed and adopted by Council for 2021/2022
38. Employment Equity Policy and Plan	Reviewed and adopted by Council for 2021/2022
39. OPMS Framework and IPMS Policy	Reviewed and adopted by Council for 2021/2022
LOCAL ECONOMIC DEVELOPMENT	
36. EPWP Phase 3 Policy	Reviewed and adopted by Council for 2021/2022
37. Informal Economy	Reviewed and adopted by Council for 2021/2022
TECHNICAL SERVICES	
Comprehensive Infrastructure Plan	Reviewed and adopted by Council for 2021/2022
5-Year Electrification Plan	Reviewed and adopted by Council for 2021/2022

Financial Policies, the status and date of adoption by Council

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the municipality. The key budget related policies are listed under Council Adopted and Promulgated Bylaws.

Figure 192: Table Showing the Status of Finance Policies

Policy	Status
Tariffs	Reviewed and adopted by Council in March 2021/2022
Asset Disposal	Reviewed and adopted by Council in March 2021/2022
Asset Management	Reviewed and adopted by Council in March 2021/2022
Credit Control and Debt	Reviewed and adopted by Council in March 2021/2022
Petty Cash	Reviewed and adopted by Council in March 2021/2022
Municipal Property Rates	Reviewed and adopted by Council in March 2021/2022
Budget	Reviewed and adopted by Council in March 2021/2022
Supply Chain Management	Reviewed and adopted by Council in March 2021/2022
Virement	Reviewed and adopted by Council in March 2021/2022
Indigent	Reviewed and adopted by Council in March 2021/2022
Bank and Investment	Reviewed and adopted by Council in March 2021/2022
Risk Management	Reviewed and adopted by Council in March 2021/2022
Fraud Prevention	Reviewed and adopted by Council in March 2021/2022

6.21 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 effect 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 (to be developed in 2021/2022 f/y)

Council Adopted Plans

Figure 193: Council Adopted Sector Plans

Sector Plan	Completed Y/N	Adopted Y/N	Date of Next Review
Review Spatial Development Framework	Yes	Yes	2022/2023
Disaster Management Plan	Yes	Yes	2022/2023
LED Strategy	Yes	Yes	2022/2023
Agricultural Plan	Yes	Yes	2022/2023
Housing Sector Plan Review	No	No	2022/2023
Financial Plan	Yes	Yes	2022/2023

6.22 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.

Figure 197: Members of the MPAC, their Gender and Political Affiliation

MEMBERS OF THE MPAC	GENDER	POLITICAL AFFILIATION
Cllr. MT Msibi	Female (Chairperson)	EFF
Cllr. BES Ntshangase	Member	IFP
Cllr. MG Ndlangamandla	Member	IFP
Cllr. NP Mavuso	Member	IFP
Cllr. CN Mavundla	Member	IFP
Cllr. TD Buthelezi	Member	IFP
Cllr. NT Gumbi	Member	ANC

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 must:

- 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.

6.23 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 5 Portfolio Committees that meet on a monthly basis these being:

Figure 198: Portfolio Committees, Members, Gender and Political Affiliation

Portfolio Committee	Member	Political Affiliation
Finance Portfolio Committee,	Cllr. VM Sikhosana	IFP
	Cllr. BJ Thwala	IFP
	Cllr. GL Sibiya	NFP
	Cllr. NA Nkosi	ANC
	Cllr. BES Ntshangase	IFP
	Cllr. ZZ Buthelezi	IFP
	Cllr. CN Mavundla	IFP
	Cllr. CM Nxumalo – Sibiya	ANC
Corporate Services Portfolio Committee	Cllr. VM Sikhosana	IFP
	Cllr. BJ Thwala	IFP
	Cllr. ZS Khumalo	ANC
	Cllr. BES Ntshangase	IFP
	Cllr. XH Dhlamini	ANC
	Cllr. JB Ngema	DA
	Cllr. BR Shongwe	IFP
	Community Services Portfolio Committee	Cllr. BR Shongwe
Cllr. CN Mavundla		IFP
Cllr. M Mthembu		IFP

	Cllr. NP Van Zuydam	ANC
	Cllr. MP Mafuleka	IFP
	Cllr. SV Dlamini – Nkambule	NFP
	Cllr. NT Gumbi	ANC
Technical Services Portfolio Committee		
	Cllr. BJ Thwala	IFP
	Cllr. NP Mavuso	IFP
	Cllr. FS Masango	IFP
	Cllr. P Masuku	IFP
	Cllr. NG Ncube	ANC
	Cllr. SA Xulu	IFP
	Cllr. SR Mhlongo	ANC
Planning Development and LED		
	Cllr. VM Sikhosana	IFP
	Cllr. BJ Thwala	IFP
	Cllr. NP Mavuso	IFP
	Cllr. MG Ndlangamandla	IFP
	Cllr. ZB Motha	ANC
	Cllr. TD Buthelezi	IFP
	Cllr. TA Ntshangase	ANC

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.

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
	(f) to exercise oversight on all functional areas.
FINANCE COMMITTEE	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;
	(e) to monitor the implementation of Council policies; and
	(f) to exercise oversight on all functional areas.
SOCIAL COMMUNITY & LED COMMITTEE	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;
	(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	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

Municipal Committees	Purpose of Committee
TECHNICAL INFRASTRUCTURE & PLANNING	<p>The Technical Infrastructure & Planning Portfolio Committee will formulate recommendations for consideration by the Executive Committee in relation to:</p> <ul style="list-style-type: none"> - 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; <p>The Portfolio Committee may consult with the Municipal Manager and the relevant Head of Department on Council's policies and programmes.</p>

6.24 Good Governance and Public Participation SWOT Analysis

uPhongolo Municipality has a detailed Good Governance and Public Participation SWOT Analysis.

Figure 200: Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ Shortage of personnel to monitor the functioning of ward committee meetings ▪ Skills shortage in capturing of minutes of ▪ Ward Committee meetings

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Capacitation of ward committee members ▪ Provision of assistance to needy communities through OSS ▪ Stakeholder engagement 	<ul style="list-style-type: none"> ▪ 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

Figure 201: Good Governance and Public Participation Challenges and Interventional Measures

GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
	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 ward champions to attend ward 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

6.25 Ward Based Planning

With regard to Ward Based Planning, uPhongolo Municipality will develop the following plans for 2022/2023 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.

6.26 Land and 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 excluding Abaqulusi 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 KZNPDA 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.

6.27 Key Challenges

6.27.8 Key Challenges and Interventional Measures

Figure 203: Cross Cutting Challenges and Interventional Measures

CROSS CUTTING INTERVENTIONS		
NO.	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
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6.28 Key Challenges Explained

Each challenge is clearly explained with respective or parallel intervention. So, to speak, the key challenges were derived from the status quo and the various KPA SWOT Analyses.

6.28.8 Source of Key Challenges

Figure 204: Table Showing Spatial and Environmental Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ 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

<ul style="list-style-type: none"> ▪ Strategic, Spatial & Geographical location of the Municipality (South Africa and Swaziland and Mozambique) ▪ Formalization and upgrading of rural areas 	<ul style="list-style-type: none"> ▪ Unavailability of land for cemeteries ▪ Illegal developments ▪ Informal and illegal dumping ▪ Strategic environmental assessment not in place ▪ Municipal Planning Tribunal not in place
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Figure 205: SWOT Analysis: Institutional Development and Transformation

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ PMS Policy in place ▪ Policies are in place: <ul style="list-style-type: none"> ▪ -Human Resources Strategy and Plan, ▪ -Employment Equity Plan ▪ -Batho Pele Policy and Service Delivery Improvement Plan ▪ Skills Audit in place ▪ EEP and Training Committees in place ▪ Good working relations between administration and political leadership ▪ Available resources for capacity building (staff and councillors) 	<ul style="list-style-type: none"> ▪ compliance with government notice no: 37245 ▪ LLF not capacitated ▪ Job evaluation process
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Support from sector departments (CoGTA, LG-SETA, SALGA and Public Works) 	<ul style="list-style-type: none"> ▪ Political instability ▪ Appointment of Unqualified personnel

Figure 206: SWOT Analysis on Basic Service Delivery and Infrastructure Development

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Comprehensive Infrastructure Plan ▪ Electricity by-laws in place ▪ Energy sector plan in place ▪ Building by-laws in place 	<ul style="list-style-type: none"> ▪ Poor maintenance of infrastructure ▪ Operations and maintenance plan not in place ▪ Shortage equipment (yellow machines) ▪ Ageing infrastructure` ▪ Outsourced solid waste removal services and lack a monitoring tool ▪ Staff shortage ▪ Budgetary constraints
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Support from sector departments ▪ Strategic location of uPhongolo along the N2 Corridor (gateway to Swaziland and Mpumalanga Province) 	<ul style="list-style-type: none"> ▪ Insufficient funds to address backlogs ▪ uPhongolo Municipality located far from major business centres ▪ No truck stop

Figure 207: SWOT Analysis for Local Economic Development

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ 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 tourists attraction ▪ Creation of job opportunities ▪ LED support programmes for SMMEs and Co-Ops 	<ul style="list-style-type: none"> ▪ 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

<ul style="list-style-type: none"> ▪ Support from sister departments ▪ Programmes linking graduates to 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; ▪ Infrastructure development & Logistic expansion ▪ uPhongolo shows great potential for development through land reform 	<ul style="list-style-type: none"> ▪ 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
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Figure 208: Municipal Financial Viability and Management SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Seasoned and experienced CFO ▪ MSCOA implementation readiness 	<ul style="list-style-type: none"> ▪ Shortage of staff ▪ Current system not MSCOA compliant.

<ul style="list-style-type: none"> ▪ Budget related policies approved ▪ The municipality have a revenue base 	<ul style="list-style-type: none"> ▪ Procedure manuals not in place ▪ Procurement plan not in place ▪ Cash flow challenges through poor debt collection ▪ Synchronization of activities not in place within budget & treasury department ▪ Capacitation of staff in certain areas ▪ Grants dependence municipality ▪ Staff cost outside the recommended norm of 40%
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> ▪ 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 provincial treasury 	<ul style="list-style-type: none"> ▪ High unemployment rate result in high indigent ▪ MSCOA deadline not met may resulting in Grants withholding ▪ Not complying with legislation and prescribed regulation in certain areas

Figure 209: Good Governance and Public Participation SWOT Analysis

<p>STRENGTHS</p>	<p>WEAKNESSES</p>
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<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ Shortage of personnel to monitor the functioning of ward committee meetings ▪ Skills shortage in capturing of minutes of Ward Committee meetings
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> ▪ Capacitation of ward committee members ▪ Provision of assistance to needy communities through OSS ▪ Stakeholder engagement 	<ul style="list-style-type: none"> ▪ 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

6.29 Annual Report and Annual Performance Report

6.29.8 Administration of the Municipal Performance Management System

The Municipality has a PMS Unit which acts as the support structure for the 6 Departments (Municipal Manager's office, Budget and Treasury Unit, Technical Services, Corporate Services, Community Services and Planning Development & Local Economic Development) by collecting, verifying, and reporting on their performance against targets prior to sending the performance report to Internal Audit section to be audited.

It is a norm to hold quarterly Performance Audit Committee meetings after the internal audit had finalised their reports. For the year under review 2018/2019, only 2 Performance Audit Committee meeting took place due to delay in appointing new audit committee members. Similarly, the audit of performance information by the Internal Audit was done for two quarters due to the resignation of the Chief Internal Audit and the special leave of Senior Internal Auditor.

The performance reports are prepared and audited on quarterly basis as required by Section 45 of the Municipal Systems Act. The Annual Performance report is also prepared and is audited by the Auditor General as part of their year-end audit.

6.29.9 Performance and Supporting Information

uPhongolo Municipality reviewed its 2021/2022 IDP and considered the previous financial year's performance information (2017/2018 and 2018/2019). The Annual Performance Report-2018/2019: Chapter 3 of the Annual Report is annexed hereto. A copy of uPhongolo Municipality's Annual Report and Annual Performance Report is annexed hereto. It indicates the service delivery performance, targets achieved and not achieved, corrective measures to address targets that were not met.

The Municipal Scorecard approach reflects the 6 National Key Performance Areas (KPA) and local priorities and enables a wider assessment of how the municipality is performing. The performance report is based on the measures included in the Municipal Scorecard.

The performance targets contained in the Service Delivery and Budget Implementation Plan were approved by the Mayor and also adopted by Council for implementation. During the year, the performance targets were revised as part of the Mid-year reviewed and all such changes to the performance targets were also approved by Council. The traffic light system used below indicates report of performance.

Figure 210: Traffic Light System

Colour Coding	Performance Standard
Blue	Performance above expectation
Green	Performance target meet
Amber	Performance target below (50% of target achieved)
Red	Performance target below (less than 50% of target an achieved)

Measures taken to improve Performance

- Cogta and Provincial Treasury have been assisting the Municipality on Debt Collection challenges
- The indigent register was implemented and where necessary, write-off of irrecoverable debtors was done
- To appoint a debt collector assist with recovering the long outstanding debt.
- To review and implement the revenue enhancement strategy.

CHAPTER 8: VISION, GOALS, OBJECTIVES AND STRATEGIES

7 MUNICIPAL VISION, GOALS AND OBJECTIVES

7.2 Long Term Vision

uPhongolo Municipality conducted a strategic planning session in February 2022, and resolved that the vision, goals and objectives will be reviewed. 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 would be informed by the SWOT Analysis and the key challenges.

- Review the Vision, Mission and Core Values;
- Review Challenges and Interventions;
- Review/Conduct SWOT Analysis;
- Review strategic goals, issues, development priorities, strategic objectives for each priority area (KPA);
- Review the municipal priorities;
- Review Policies and Organogram;
- Take a strategic decision on organisational turn around and focus; and
- Develop Organisational Scorecard and Departmental Operations Plans.

Invariably the Municipal Vision was informed by the SWOT Analysis, the Key Challenges and was quite descriptive. (Please see Situational Analysis above for ease of reference).

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.

Vision

“uPhongolo Municipality will ensure an inclusive socio-economy by providing quality services that yield a better life for all by 2035.”

Mission Statement

- To develop our Municipal institution and facilitate its transformation
- To provide infrastructure and other services to all, with emphasis on rural communities, in a sustainable manner
- To provide a healthy and safe environment that is conducive for investment
- To develop and support social and economic development initiatives, particularly those focused on the youth and the vulnerable
- To ensure good governance through leadership excellence and community participation
- To ensure continued sound financial management
- To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices
- To hoist tourism and agriculture as the leading GDP contributors to our economy

CoreValues

- Transparency
- Commitment
- Innovation
- Integrity
- Co-operation
- Respect
- Accountability

7.3 UPhongolo Municipality Goals

In attending to the IDP Strategic Planning Session, the Municipality had Goals, Objectives and Strategies set out in the IDP that had to be aligned with the KPA

Score card Ref #	Responsible Department	IDP Objectives	IDP REF No.	Strategy	Project name (Mscoa)	Indicator	Quarter-4	Source of Funding	Ward	POE
							Target due between 1 April 2020 - 30 June 2021			
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURCE DEVELOPMENT										
NATIONAL KEY PERFORMANCE AREA : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
OUTCOME 9 : DIFFERENTIATED APPROACH TO MUNICIPAL PLANNING AND SUPPORT										
BACK TO BASICS: PILLAR 5 - BUILDING CAPABLE LOCAL GOVERNMENT										
Org 1	Corporate Services	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and Implement a Work Skills Plan	Staff & Clr training	Number of staff who completed training against Skills development plan (NQF rated / Short Courses)	15	N/A	All	Traning certificates
Org 2	Corporate Services	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and Implement a Work Skills Plan	Staff & Clr training	Number of Clrs who completed training (NQF rated / Short Courses) against the Skills development plan	13	N/A	All	Training certificates
Org 3	Office of the Municipal Manager	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year		Number of Organisational performance reports submitted to Council (Council Agenda)	1	Opex-internal	All	Council Agenda
Org 4	Office of the Municipal Manager	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year	Performance/Audit Committee	Number of Performance committee meetings	1	Opex-internal	All	Attendance register and minutes of meeting
Org 5	Office of the Municipal Manager	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year		Number of organogram levels performance monitored	Level 1 & 2	Opex-internal	All	Signed performance agreements
Org 6	Corporate Services	To provide an effective and efficient IT and Communication service to all Municipal units	A3.1	Safely provide access to email and internet to improve efficiency in operations.		Number of ICT steering committee meetings held	1	Opex-internal	All	Attendance Register and minutes

Org 7	Corporate Services	To provide an effective and efficient IT and Communication service to all Municipal units	A3.1	Safely provide access to email and internet to improve efficiency in operations.		Number of Monthly IT back-ups stored offsite by 30 June 2018	3	Capex-Own	All	IT back-up reports
Org 8	Corporate Services	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.1	Apply previously disadvantaged people concepts to address the demographic gaps and past injustices		Number of women appointed in S54, S56 posts or middle mng level (post level 15/16)	-	Opex-internal	All	Appointment letters
Org 9	Corporate Services	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.4	All critical posts to be filled within 3 months		Number of vacant posts filled.	6	Opex-internal	All	Appointment letters
Org 10	Corporate Services	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.4	All critical posts to be filled within 3months		Average turn-around time to finalise the appointment (Advertisement to Appointment)	90	Opex-internal	All	Advert date to appointment date duration calculation per post averaged for all posts
Org 11	Corporate Services	To improve Citizens Skills levels and Education	A5.1	Review Bursary Policy and align with government priorities	Community Bursary/ Study assistance	% bursary /learnership Budget amount spent	95%-100%	Opex-internal	All	Expenditure report - S71
Org 12	Corporate Services	Ensure Institutional of Batho Pele Culture and Principles	A6.1	Increase sensitivity of government administrators to the aspirations of citizens through bi-annually awareness sessions on BP		Number of Batho pele awareness campaigns conducted	-	Opex-internal	All	Attendance register
Org 13	Corporate Services	To Promote Access to Information and Accountability	A7.3	Facilitate compilation of an Annual Report		Date draft Annual report submitted.	-	Opex-internal	All	Council resolution
Org 14	Corporate Services	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.2	Develop Occupational Health and safety Guidelines		Number of site inspections for OHS Compliance by 30 June 2018	10	Opex-internal	All	Inspection form
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT										
GOAL 4: STRATEGIC INFRASTRUCTURE										
NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY & INFRASTRUCTURE										
OUTCOME 9: IMPROVED ACCESS TO BASIC SERVICES										
BACK TO BASICS: Pillar 2 - DELIVERING BASIC SERVICES										

Org 15	Technical Services	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.	Electricity provision	Number of new consumer units with access to electricity (Eskom aria)	200	DOE	5 &11	Completion certificate
Org 16	Technical Services	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.		Number of existing Households with access to electricity	26486	DOE	All	Census data plus completed project after
Org 17	Technical Services	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.		Percentage of Households with access to electricity	86,6%	DOE	All	Census data plus completed project after
Org 18	Community Services	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	Refuse collection	Number of Househols with access to refuse removal at least once per week	4394	Opex-internal	All	Billing report or refuse collection report
Org 19	Community Services	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	Refuse collection	% Households with access to refuse removal at least once per week	14%	Opex-internal	All	Billing report or refuse collection report over census data
Org 20	Budget and Treasury Office	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	Free Basic Services	% of Households provided with free basic services	10%	OPEX-grants	All	Billing report or refuse collection report over census data
Org 21	Budget and Treasury Office	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	Free Basic Services	% of households provided with rebates (electricity, rates & refuse)	5%	OPEX-grants	All	Billing report or refuse collection report over census data
Org 22	Planning & Development & LED	To provide safe, adequate and habitable housing that is closer to amenities	B4.2	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	200	Capex_grant DHS	3,4 &5	Progress Report/Completion Certificate
Org 23	Planning & Development & LED	To provide safe, adequate and habitable housing that is closer to amenities	B4.2	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	103		2&10	Project progress report / Copies of deed documents
Org 24	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	Creches and pre-school construction	Number of pre-schools/crèches constructed & completed	1	Capex- MiG	13	PMU/ PMU Manager

Org 25	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	Creches and pre-school construction	Number of pre-schools/creches constructed & completed	2	Capex- MiG	1 &14	PMU/ PMU Manager
Org 26	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	Sport Facility construction	Number of Sport complex completed	4	Capex- MiG	3,8,12 &13	PMU/ PMU Manager
Org 27	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	Sport Facility construction	Number of Sport complex completed	1	Capex- MiG	9	PMU/ PMU Manager
Org 28	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	Construction of Community Halls	Number of Community Halls Constructed	2	Capex - MIG	9 &14	PMU/ PMU Manager
Org 29	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	Paving of roads	Kms of new Tar roads constructed	2	Capex - MIG	9 &14	PMU/ PMU Manager
Org 30	Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	Storm Water drain/channel/pipe	Linear meter length of storm water pipe/drain/channel constructed	315	Capex - own	11	Roads & Stormwater Manager
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH										
NATIONAL KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT										
OUTCOME 9 : COMMUNITY WORK PROGRAMME IMPLEMENTED AND CO-OPERATIVES SUPPORTED										
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST										
LOCAL ECONOMIC DEVELOPMENT										
Org 31	Planning & Development & LED	Create a conducive environment for investing and SMME growth in Phongolo	C 1.1	Facilitate the direct investment into the local economy		% of total municipal operating expenditure spent on contracted services to business within the municipal area	10%	Opex- internal	All	Financial report/payment doc

Org 32	Planning & Development & LED	Create a conducive environment for investing and SMME growth in Phongolo	C 1.3	Provide training to the unemployed communities		Number of unemployed people trained on various skills	150	Opex-internal	All	Attendance Register for attendance
Org 33	Planning & Development & LED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	C2.2	Tourism promotion and facilitation	Tourism brochure & Profiling/ branding	Number of tourism promotional initiatives to attract more tourists to Pongola.	1	Opex-internal	All	Report on the promotion or Attendance Register and Photos
Org 34	Community Services	To promote arts and cultural services	C3.1	Development of Arts and Culture Strategy	Cultural	Number of Tourism and Cultural events held	-	Opex-internal	All	Attendance Register and relevant report/photos
Org 35	Planning & Development & LED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes	EPWP job creation	No. of jobs created through municipality's LED initiatives including capital projects & EPWP	60	Opex_Grant DPW	All	Payroll reports
Org 36	Office of the Municipal Manager	Mitigate the HIV epidemic and promote positive living	C6.3	To develop and implement programmes that target high risk groups	HIV/AIDS awareness events	Number of HIV / AIDS events held	1	opex - internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
Org 37	Office of the Municipal Manager	Mitigate the HIV epidemic and promote positive living	C6.2	Participate in Sukhuma sakhe programs	Sukuma Sakhe co-ordination	Number of Local Task Team (LTT) meeting conducted	3	opex - internal	All	Attendance register/ Minutes of meeting
Org 38	Office of the Municipal Manager	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	Elderly Support & events	Number of elderly supported basic necessities	20	Opex-internal	All	Report and names with ID of people assisted
Org 39	Office of the Municipal Manager	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	Support people with disability	Number of people with disability supported with basic necessities	6	Opex-internal	All	Report and names with ID of people assisted
Org 40	Youth Development	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	Youth events	Number of youth events held	1	Opex-internal	All	Attendance Register, Minutes of meetings, Reports/ Photos
Org 41	Community Services	Reduce crime rate within uPhongolo jurisdiction	C8.1	Promote neighbourhood watch group scheme.	Facilitate the Community Safety Forum	Number of Community Safety Forum (CSF) meetings held	1	Opex-internal	All	Attendance register
Org 42	Community Services	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.	Issuing of Learner Drivers License	Number of Learners License Examined	192	Opex-internal	All	Register, License-PRO Reports and Monthly Report

Org 43	Community Services	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks	Road safety campaigns	Number of road safety campaigns	5	Opex-internal	All	Attendance Register/Report and Photos
Org 44	Community Services	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks	Conduct Multi Disciplinary Road Blocks	Number of Multi-Disciplinary Roadblocks	5	Opex-internal	All	Register, Road block Reports
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY										
NATIONAL KEY PERFORMANCE AREA : MUNICIPAL FINANCIAL VIABILITY AND MANAGMENT										
OUTCOME 9 : IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY										
BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGEMENT										
MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT										
Org 45	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.		% Revenue Growth - (Period under review's Total Revenue - previous period's Total Revenue) / previous period's Total Revenue) x 100 - year-on-year or quarter-to-quarter	12%	Mix sources	All	S 71 report table (c3 monthly budget statement
Org 46	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.		Actual Operating Revenue / Budget Operating Revenue x 100	95%-100%	Mix sources	All	S 71 report table (c4 monthly budget statement and table c4
Org 47	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure		% staff cost over OPEX incurred - Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x100	25% - 40%	Mix sources	All	S 71 report table c4
Org 48	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure		% CAPEX BUDGET SPENT - Actual capital Expenditure / Budget Capital Expenditure x 100	95%-100%	Mix sources	All	S 71 report table c5
Org 49	Technical Services	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure		% MIG BUDGET SPENT - Actual MIG Expenditure / MIG Budget Expenditure x 100	95%-100%	Grant_MIG	All	S 71 report table c5
Org 50	Technical Services	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure		% Electricity Grant (INEP) BUDGET SPENT - Actual INEP Expenditure / INEP Budget Expenditure x 100	95%-100%	Grant_INEP	9	S 71 report table c5
Org 51	Corporate Services	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	Staff & Cllr training	% of budget spent on implementation of WSP	95%-100%	Mix sources	All	S 71 report

Org 52	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure		% OPEX Budget spent - Actual Operating Expenditure / Budgeted Operating Expenditure x 100	95%-100%	Mix sources	All	S 71 report table c4
Org 53	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality		% Collection Rate - (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100	95%-100%		All	section 71 report
Org 54	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality		% of outstanding service debtors to annual revenue from services	0%-26%		All	section 71 report
Org 55	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management		Cash / Cost Coverage Ratio in Months - ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	1-3		All	Section 71 report/ Circular 71 Template report
Org 56	Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management		Debt coverage rate - (Total operating revenue less operating grants)/ Debt service payment	30x -40x	Opex-internal	All	Expenditure report - S71
Org 57	Budget and Treasury Office	To enforce a fair and legislatively compliance SCM policy	D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.		Number of Quarterly report on the implementation of SCM policy reported to Council	1	Opex-internal	All	Council resolution noting deviations
Org 58	Budget and Treasury Office	To budget and report on all Municipal financial transactions according to legislation	D3.1	Ensure that budget is informed by the IDP		Date Final Budget approved by Council	#####	Opex-internal	All	Council resolution on draft and final budget
Org 59	Corporate Services	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.4	Establish own fleet with effective tracking system		Number of Fleet Management Report prepared	3	Opex-internal	All	Monthly Fleet Report signed by SCM Manager and CFO
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT										
NATIONAL KEY PERFORMANCE AREA : GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS										

OUTCOME 9 : DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM										
BACK TO BASICS: PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE										
GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS										
Org 60	Office of the Municipal Manager	Promote good governance, accountability and transparency	E1.1	Promotion of effective, timeous, and efficient communication with both internal and external stakeholders		Number of Council meetings held	1	Opex-internal	All	Attendance register
Org 61	Office of the Municipal Manager	Promote good governance, accountability and transparency	E 1.2	Monitor and improve internal Control & risk management processes		% Audit plan Implemented or achieved	100%	Opex-internal	All	Progress report
Org 62	Office of the Municipal Manager	Promote good governance, accountability and transparency	E 1.2	Monitor and improve internal Control & risk management processes	External Audit	Type of audit opinion received - clean audit best, unqualified acceptable) Prior year AFS	-	Opex-internal	All	Audit report
Org 63	Office of the Municipal Manager	Placing the primary focus on addressing the needs of communities within the municipality	E 2.2	Ward committees supported and capacitated to ensure functionality		Number of ward committee meetings held	45	Opex-internal	1 to 15	Attendance Register
Org 64	Corporate Services	Placing the primary focus on addressing the needs of communities within the municipality	E 2.4	Monitor customer complains & provide feed back		Number of report on complaints/ compliments	1	Opex-internal	All	Report on public complains / compliments
Org 65	Office of the Municipal Manager	Report regularly on the dealings of the Municipality	E 3.1	Publish and distribute quarterly newsletters & Annual Reports to inform communities on progress and essential information	Municipal News letter	Number of newsletters developed by 30 June 2019	1	Opex-Internal	All	Copies of newsletters
Org 66	Corporate Services	To ensure effective and efficient administration complying with its Legal Mandates	E4.2	Strengthen Council Oversight through training on Legislation and Policies	Staff & Cllr training	Number of Cllrs who attended workshops or similar presentations on work matters (including internal and external)	29	Opex-internal	All	Training certificates
Org 67	Office of the Municipal Manager	To ensure effective and efficient administration complying with its Legal Mandates	E4.3	Development of an organisational strategic planning document		Date Strategic Planning sessions held	-	Opex-internal	All	Attendance register
Org 68	Office of the Municipal Manager	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.1	Facilitate the Functionality of Ward Committees through continuous public participation		Number of ward community meetings held by 30 June 2019	15	Opex-internal	1 to 15	Attendance Register and minutes

Org 69	Planning & Development & LED	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5.2	Development of a Credible Integrated Development plan within prescribed legislative guidelines	Development and Review of Integrated Development Plan (IDP)	% of IDP credibility score obtained from Cogta IDP assessment	70% or >	OPEX-Own funding	All	IDP / Mng Planning & Housing
Org 70	Office of the Municipal Manager	To promote and foster sound internal and external communication	E6.2	Facilitate functionality of IGR Structures		Number of IGR meetings attended	1	Opex-internal	All	attendance register
Org 71	Office of the Municipal Manager	To ensure that the risk maturity of the organisation is at an enabled level	E7.1	Risk assessment annually with implementation, monitoring continuous improvement and on-going review		Date of Annual Risk Assessments done (Operational, fraud and IT)	30-Jun	Opex-internal	All	Attendance register
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 5 : ENVIRONMENTAL SUSTAINABILITY										
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 7: SPATIAL EQUITY										
NATIONAL KEY PERFORMANCE AREA : CROSS CUTTING INTERVENTION										
OUTCOME 9 : SINGLE WINDOW OF CO-ORDINATION ; ACTIONS SUPPORTIVE OF HUMAN SETTLEMENT OUTCOME										
BACK TO BASICS: PILLAR 2 - DELIVERY BASIC SERVICES										
Org 72	Planning & Development & LED	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.3	To conduct environmental awareness campaigns to communities.		Number of Environmental Campaigns conducted.	1	Opex-internal	All	Attendance Register/Report and Photos
Org 73	Planning & Development & LED	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.4	Review and enforce Environmental By-laws.	By-law development	Date Environmental Management By-law adopted by Council	30-Jun	Opex-internal	All	IDP / Mng Planning & Housing
Org 74	Planning & Development & LED	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.1	To develop and implement an environmental management plan that addresses climate change amongst other things .	Develop Environmental Management Plan	Date Environmental Management Plan adopted by Council	30-Jun	Opex-internal	All	IDP / Mng Planning & Housing
Org 75	Community Services	Provide disaster management and emergency services	F2.1	To develop and implement a disaster management plan and fire services Plan	Conduct and Facilitate Fire and Emergency Drills	Number of fire and rescue inspections conducted in buildings	15	Opex-internal	All	Reports

Org 76	Planning & Development & LED	To plan areas for future development and formalisation	F3.1	Review the Spatial Development Plan	Development of SDF	Date of approval and adopted of the reviewed SDF by the Council	30-Jun-20	Opex-internal	All	Council Resolution & approved SDF
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7.4 Defining A Goal, Objective and Strategies

For all intents and purposes, the Municipality had to endeavor to clearly articulate the distinctions between Goals, Objectives and Strategies as follows:

- **GOAL:** A goal can be defined as an observable and measurable end result or outcome which one may set to achieve in terms of a fixed time-frame. In the context of an IDP Strategic Planning for a Municipality goals should refer to specific targets which serve as major steps to achieve the vision of a Municipality, in other words the desired destination where the Municipality needs to be. In achieving a goal/s it is imperative that one must take the necessary *objective* step and apply a particular *strategy*.
- **OBJECTIVE:** An objective plays the role of being the defined step that one must take in order to achieve not the goal, but the strategy which is necessary to achieve the set goal. An objective is therefore the desired step that it is intended to achieve the strategy, taking into account all related aspects that are intertwined with the end result. They are tools that underline all planning and strategic activities. It is therefore imperative to note that one may use a number of objectives in order to get to the destination. Goals and objectives are often confused as meaning one and the same thing, but they are very different.
- **STRATEGY:** Can be defined as a clever way or powerful tactic that one must apply in endeavor to achieve the set goal. In this instance, the strategy fundamentally plays the role of being the reason why the Municipality has to do what it has to do in order to achieve the set goals.

7.5 Goals and Objectives Addressing the Key Challenges

uPhongolo Municipality's goals and objectives address the Key Challenges.

The goals and objectives of the IDP do address the Key Challenges as outlined in Chapter One of this document. Whereas the revised KZN PGDS envision that by 2035 the Province of KwaZulu-Natal will be a prosperous province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world. Indeed, uPhongolo Municipality by virtue of its geographic location has its goals and objectives aligned to the KZN PGDS.



7.6 Goals and Objectives Aligned To KPAS

Figure 212: Table Showing uPhongolo Municipality's Goals Aligned to KZN KPAs

KEY PERFORMANCE AREAS	ISSUES TO BE ADDRESSED (GOALS)
Municipality 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

7.7 Goals and Objectives Unpacked as the 6 KZN KPAs

The goals and objectives of uPhongolo Municipality are unpacked as per the 6 KZN KPAs. However, kindly refer to the table (8.5) above for ease of reference.

CHAPTER 9

STRATEGIC MAPPING-1

8 Strategic Mapping

The Spatial Development Framework for uPhongolo Municipality was last reviewed in 2018. At this juncture, the current SDF is annexed hereto for ease of reference.

Municipalities are required to compile Spatial Development Frameworks (SDFs) as a core component of their Integrated Development Plans (IDPs) in terms of Section 26(e) of the Local Government Municipal Systems Act, 2000, Act 32 of 2000. uPhongolo Municipality has submitted a funding application letter to COGTA to review the Spatial Development Framework. The reason for this request or application for funding to COGTA is our intention and hope to close the gaps that were identified by the MEC and factor in the recommendations thereof.

uPhongolo Municipality intends compiling a Spatial Development Framework (SDF) (as part of the IDP) that will guide future development within the Municipality. The SDF must have a set of objectives, strategies and policy guidelines that direct development and development options to ensure that the envisaged long-term urban and rural structure and target deliverables are realised. The SDF should find balance between Environmental sensitivity and Development pressures, especially since the whole municipality and economic base (tourism and agriculture) are reliant on the natural resources for its existence.

Section 28(1) of the Municipal Systems Act, (Act 32 of 2000) stipulates that “each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.”

In this regard, the SDFs generally require attention in the following areas:

- Alignment of the SDF with the IDP;
- Alignment of the SDF with:
 - The capital budget of the municipalities;
 - The SDF’s of surrounding municipalities;
 - National and Provincial spatial planning initiatives;
 - Provincial Spatial Planning Guidelines.

- The identification of urban edges within municipalities in line with the Departments guidelines;
- Building of local economies;
- Regional resource conservation; and
- Mapping all capital investment projects in the SDF e.g. infrastructure projects.

The SDF provides strategic guidance for the spatial restructuring of uPhongolo Municipal area. It indicates where certain types of developments should or could potentially take place, how these areas relate to other areas, and what development standards should apply. The aim of this review of the Municipality's Spatial Development Framework is to: confirm the general principles and guidelines of the 2011 SDF Ensure alignment of Municipal IDP and related projects with the spatial reality of the study area.

- Ensure alignment with the Provincial Growth and Development Strategy;
- Give direction and take into account the need for and compatibility of land uses;
- Confirm the Urban Edge in line with COGTA's Guidelines;
- Provide an Urban Design Framework for the upliftment and increased functionality of the primary node's Central Business District (CBD); and

uPhongolo Spatial Development Framework (SDF) has been adopted and has thus laid a foundation for development in the area. The exercise that remains is to refine the SDF to be in line with the SPLUMA.

Spatial Development Objectives

The following Spatial Objectives have been identified for uPhongolo Municipality:

- Demarcate areas where development should not be allowed;
- Establish the Urban Edge and identify for infill development;
- Provide guidelines for the upliftment and increased functionality of the primary node's Central Business District (CBD);
- Establish a hierarchy of nodes;

- Formalise emerging urban settlements;
- Develop rural service centres in district nodes (emerging urban settlements);
- Provision and upgrading of infrastructure to address backlogs;
- Develop a uniform Land Use management System;
- Support Land Reform Projects and Security of tenure; and
- Promote a variety of housing typologies and densities in and around identified nodes.

8.2 Map Showing Environmental Sensitive Areas

Figure 213: Environmental Sensitive Areas Map

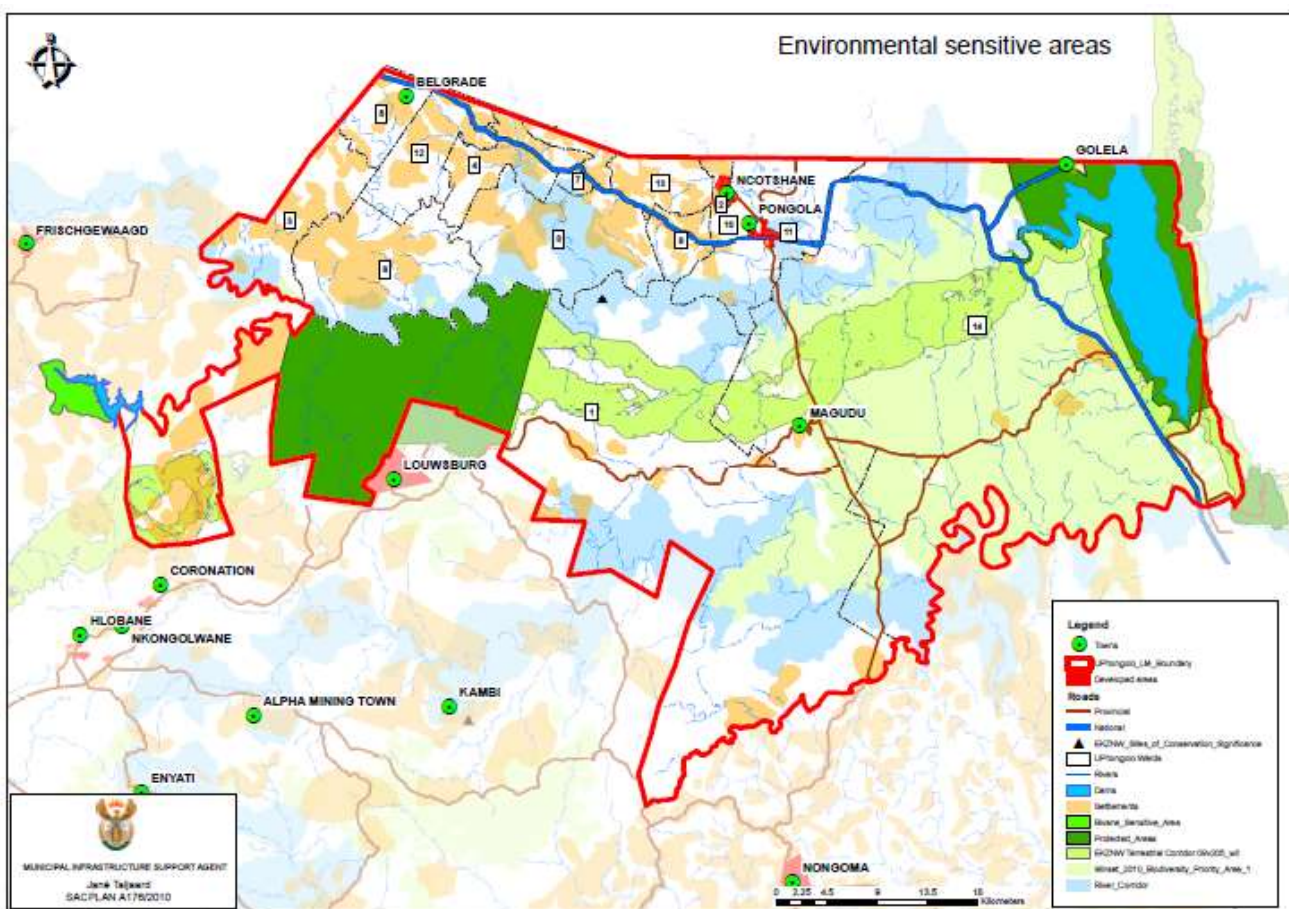


Figure 214: Agricultural Potential Areas

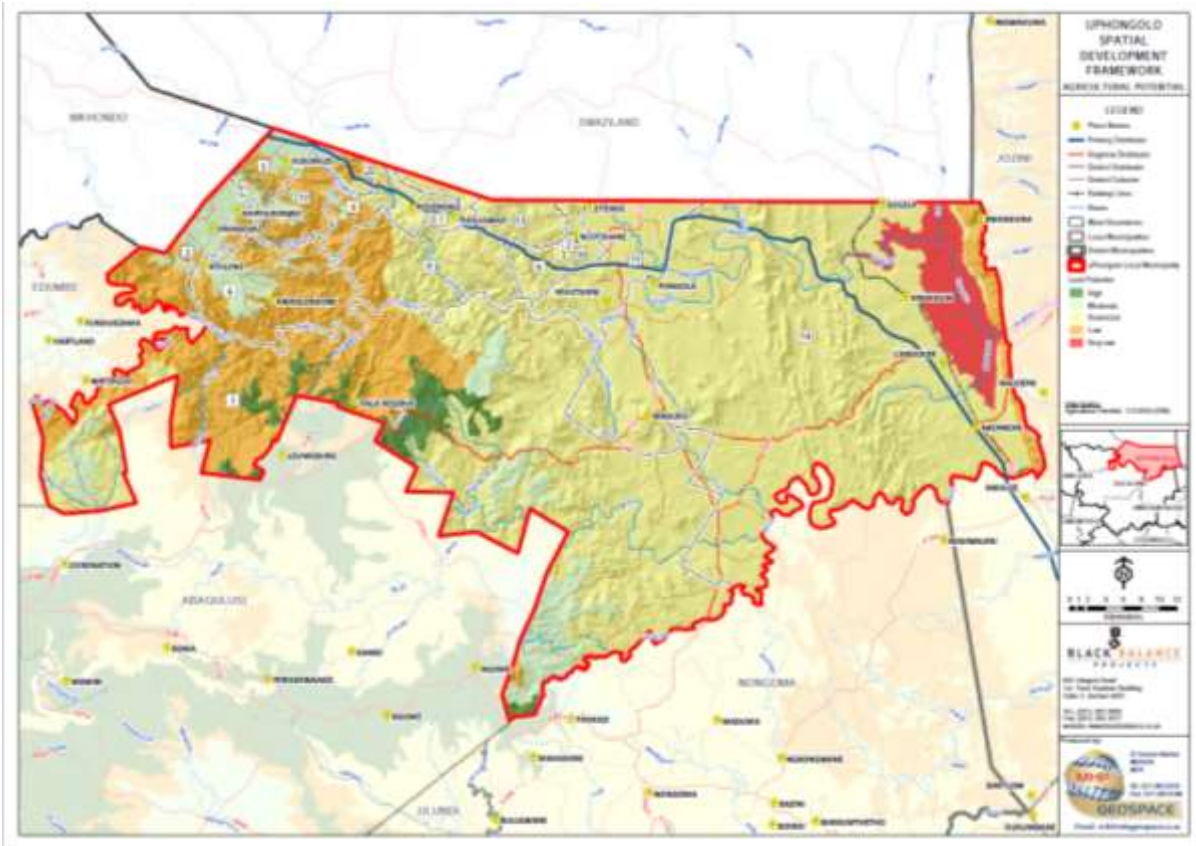
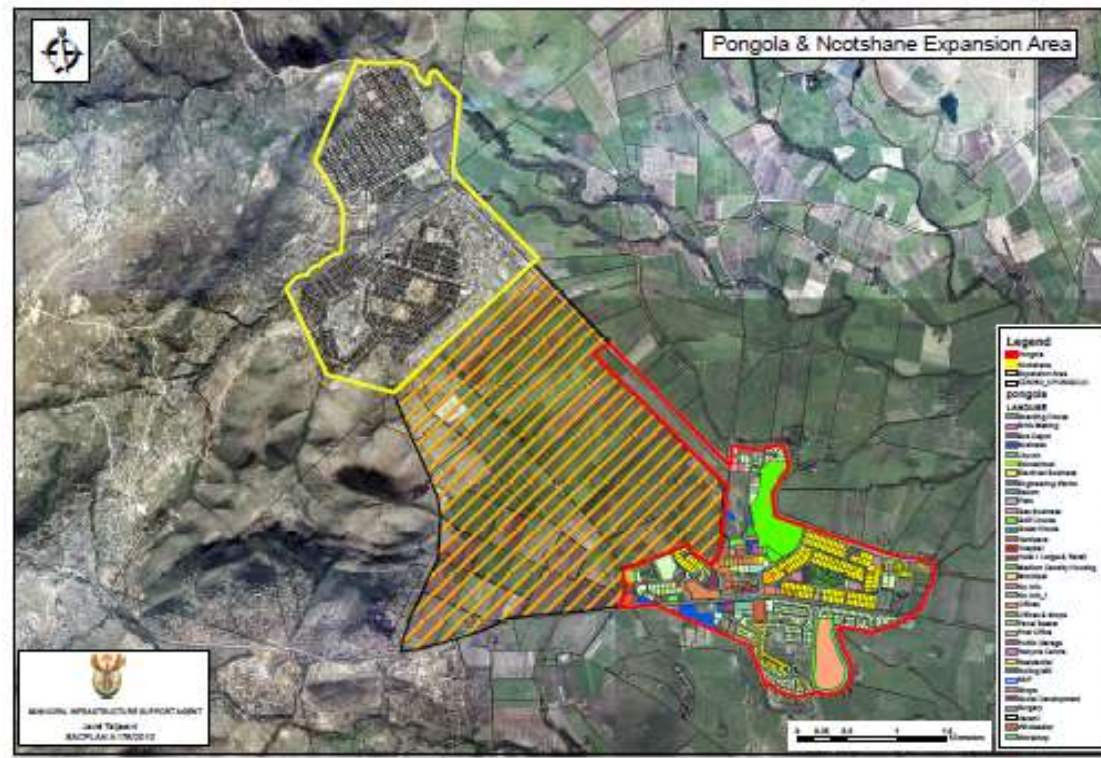
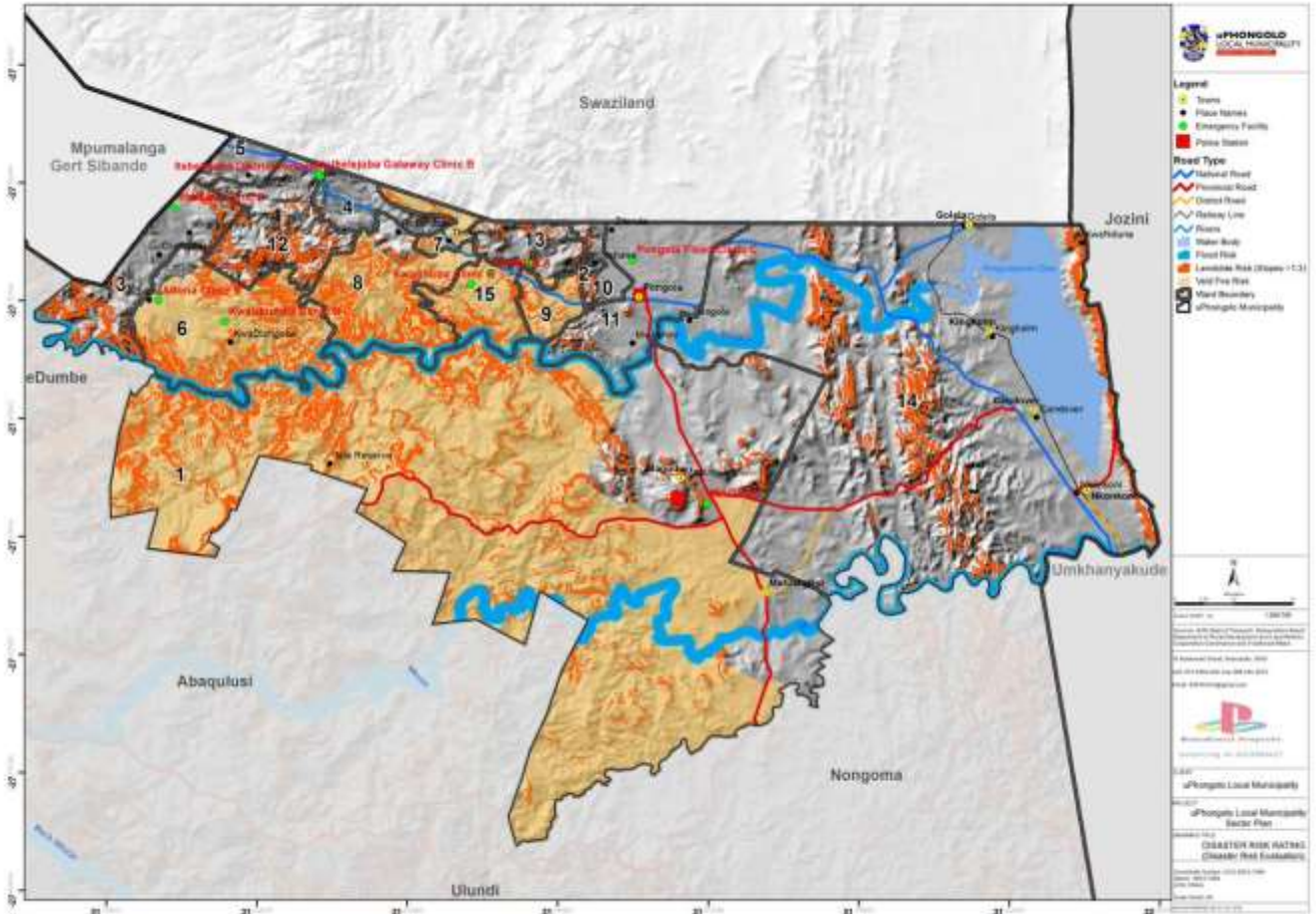


Figure 215: Urban Agriculture in Pongola and Ncotshane Expansion Area



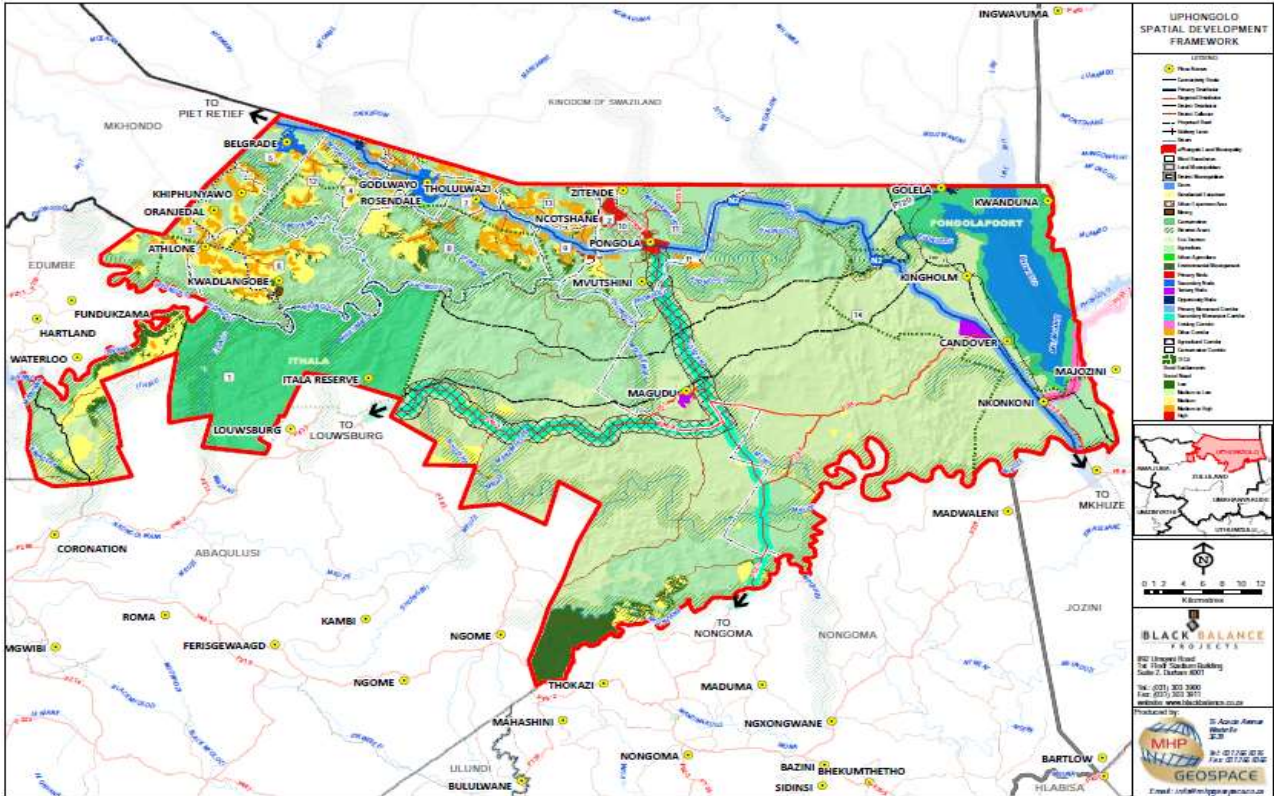
Urban Agriculture is a second strategic development principle proposed in the SDF for the areas south and west of Pongola Town. Urban Agriculture refers to commercially viable agricultural opportunities, whether growing plants or raising animals. And activities need to be integrated into the urban economic and ecological system. The method is discussed in the SDF.

Figure 216: Disaster Risk and Reduction Projects linked to budget



8.3 The Municipality’s Desired Spatial Outcomes

Figure 217: UPhongolo Municipal’s Desired Spatial Outcomes



Source: SDF 2013

8.4 Desired Spatial Form And Land Use

As part of the SDF process, a number of issues that impact on spatial form and land use have been considered, notable:

- Nodes and Corridors
- Urban Compaction
- Urban Densification

The municipal nodes and corridors are reflected (as extracted from the SDF) in the following map. Certain responses and proactive actions are required in respect of these nodes and corridors

regarding the provision and maintenance of infrastructure and services as well as land use management guidelines.

8.4.8 Desired Spatial Form and Land Use Maps

Figure 218: Land Cover

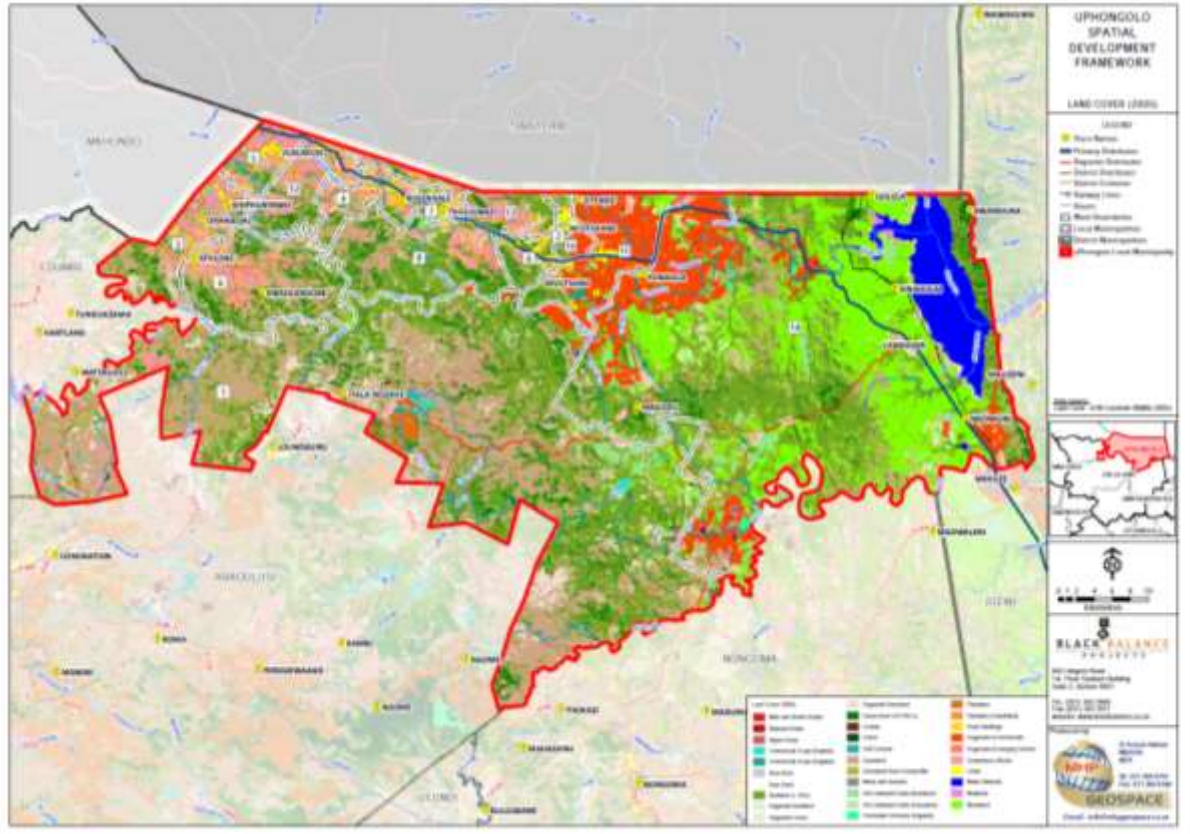
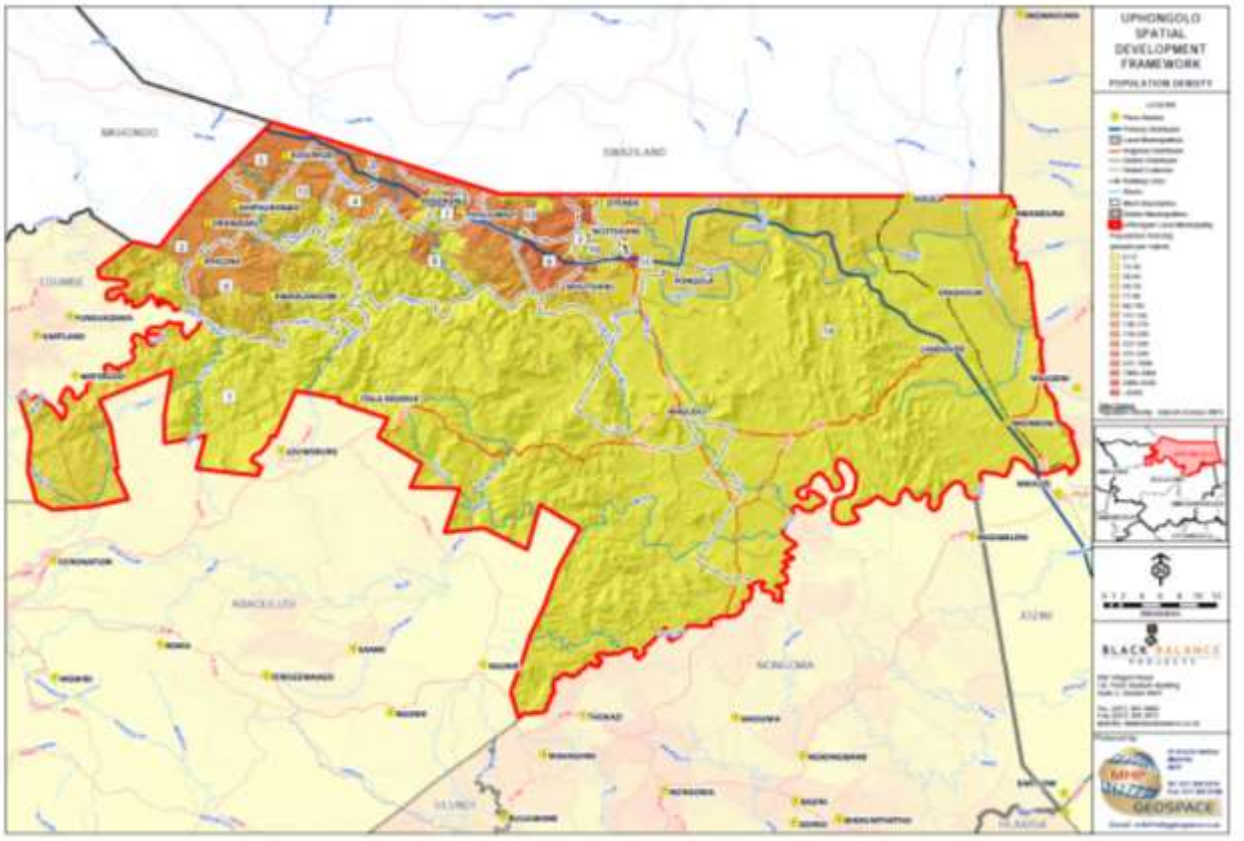
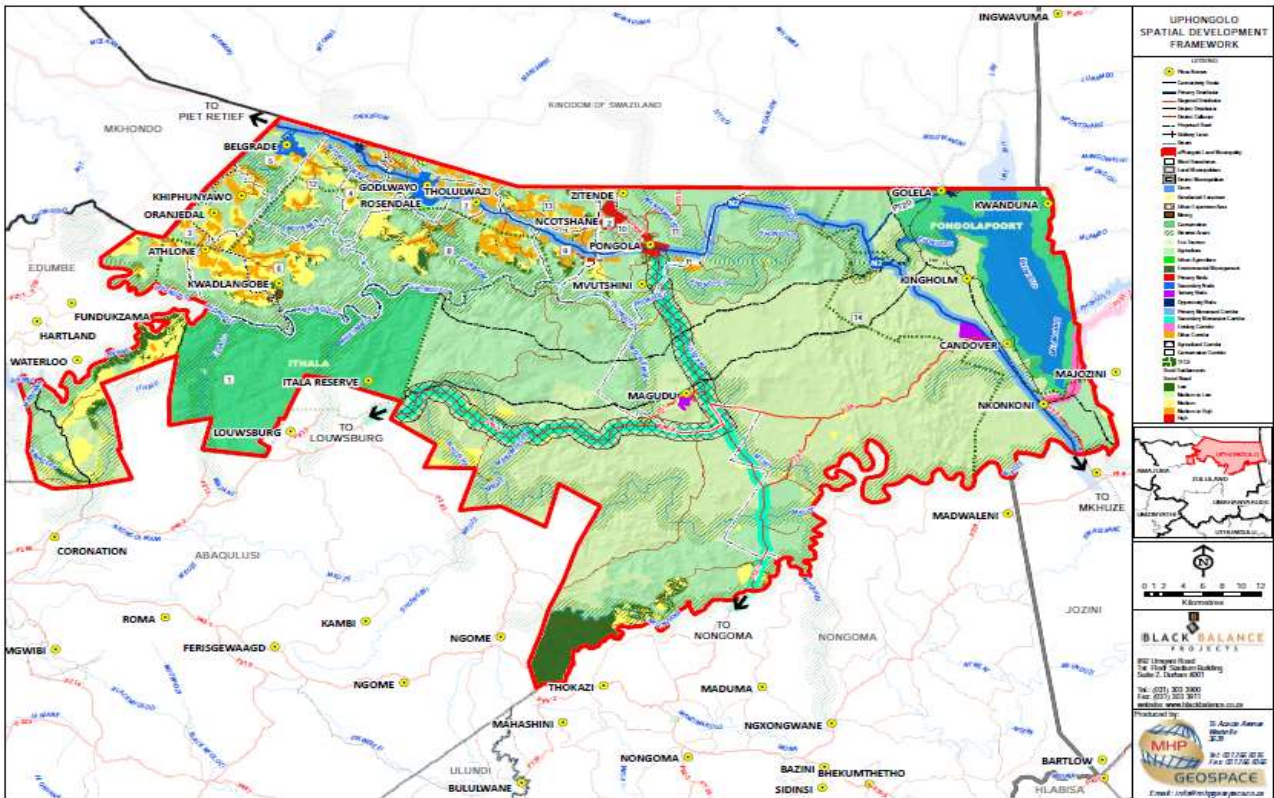


Figure 219: Population Density



8.4.9 Map Reflecting Spatial Reconstruction Of The Municipality

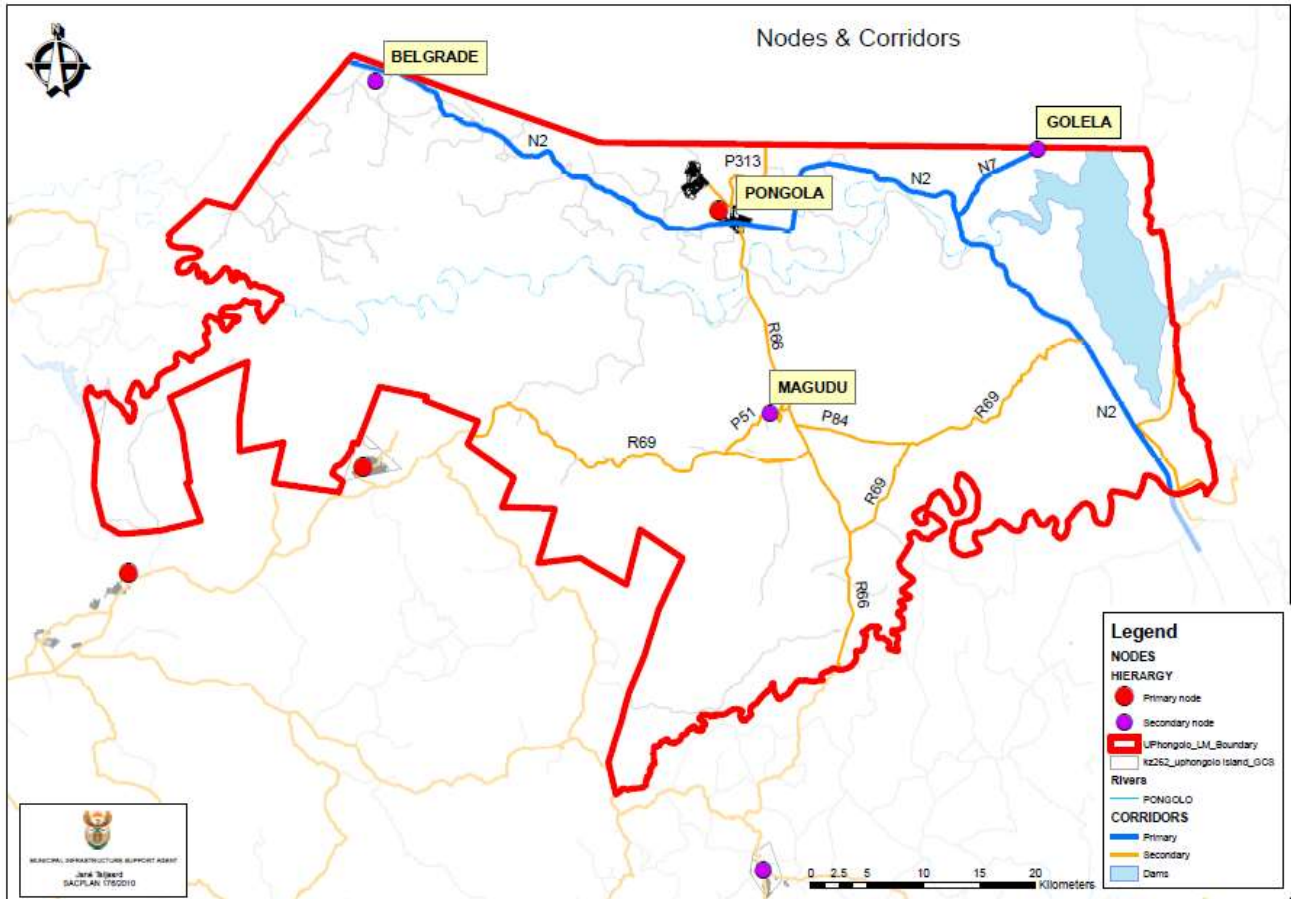
Figure 221: UPhongolo Municipal's Desired Spatial Outcomes



Source: SDF 2018

8.5 Strategic Guidance Location and Nature of Both Public and Private Development Within the Municipality

Figure 222: UPhongolo Nodes and Corridors



The nodes and corridors have a very important role to play in respect of creating a more efficient urban economy. A case in point is Belgrade that is developing into a very strong secondary node with increasing services and utilities being available to the rural communities located within a 20km radius.

Closely linked to the nodes and corridors are the proposed municipal expansion areas. The criteria applied to identify them focused on increase efficiencies, spatial integration, service expansion, service provision and environmental sustainability. More detail regarding the municipal spatial expansion area is provided in a following sub-section.

The sustainable use of land both in the case of agricultural and urban related used are critical. Apart from Act 70 of 1970 (Subdivision of Agricultural Land Act, no.70 of 1970) and Land Use Management processes, cognizance has to be taken of the agricultural potential of land in the municipal area as reflected in the following map.

As part of the municipal SDF process, expansion areas were identified giving due consideration to environmental, geotechnical, air quality, slope and other development informants. A process to refine the planning of the expansion areas and to determine their suitability for development purposes is now required.

The main expansion area envisaged is the area south of Ncotshane and north of Pongola. Like most other towns in South Africa, urban areas developed separately and in isolation from each other.

The following is envisioned for this expansion area:

- Mixed use residential & Commercial Development based on Breaking New Grounds Principles.
- No Leapfrog Development to be allowed.
- Gradual growth of Pongola and Ncotshane towards each other to be promoted.

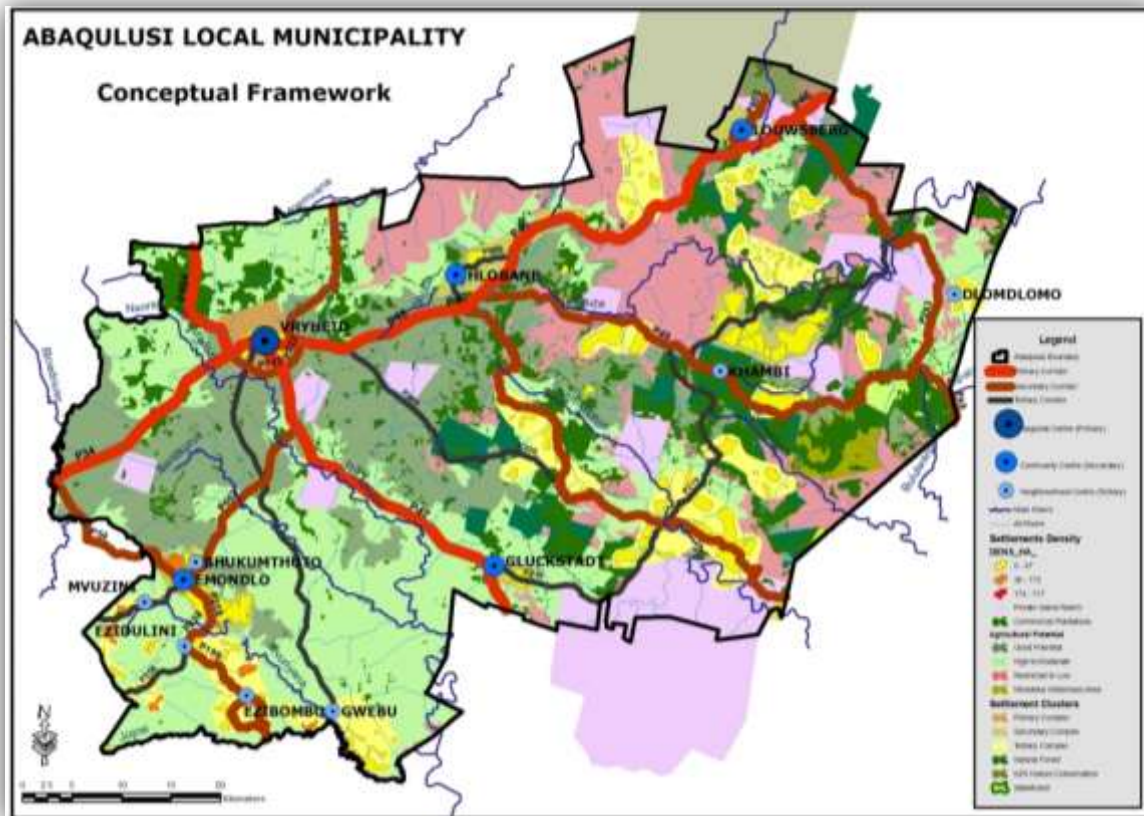
8.6 Spatial Alignment With Neighboring Municipalities

In order to develop proposals that are not contradictive to proposals made by adjacent municipalities, it is necessary to consider the Spatial Development Frameworks of the Adjacent Municipalities. This section therefore deals with alignment with the adjacent municipalities, which includes the following Municipalities:

- aBaqulusi Local Municipality
- eDumbe Local Municipality
- Jozini Local Municipality
- Mkhondo Local Municipality
- Nongoma Local Municipality
- Kingdom of Swaziland

Abaqulusi Local Municipality

Figure 223: Reflecting aBaqulusi Local Municipality SDF

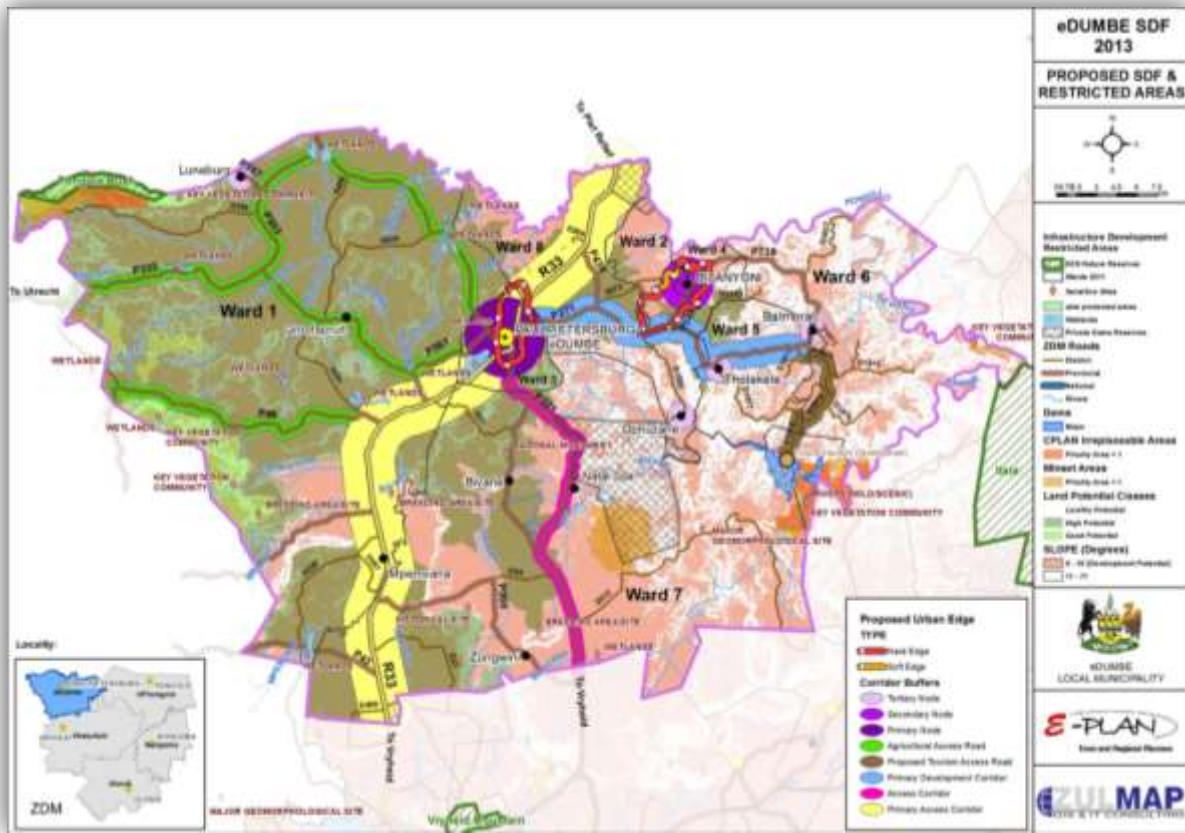


Source: aBaqulusi Local Municipality

Cross Boundary Land Uses	Forestry & Agriculture, residential activities.
Nearest Nodal Point	Louwsburg
Corridors Connecting to uPhongolo	R69 Mobility Corridor

Edumbe Local Municipality

Figure 224: Reflecting eDumbe Local Municipality SDF

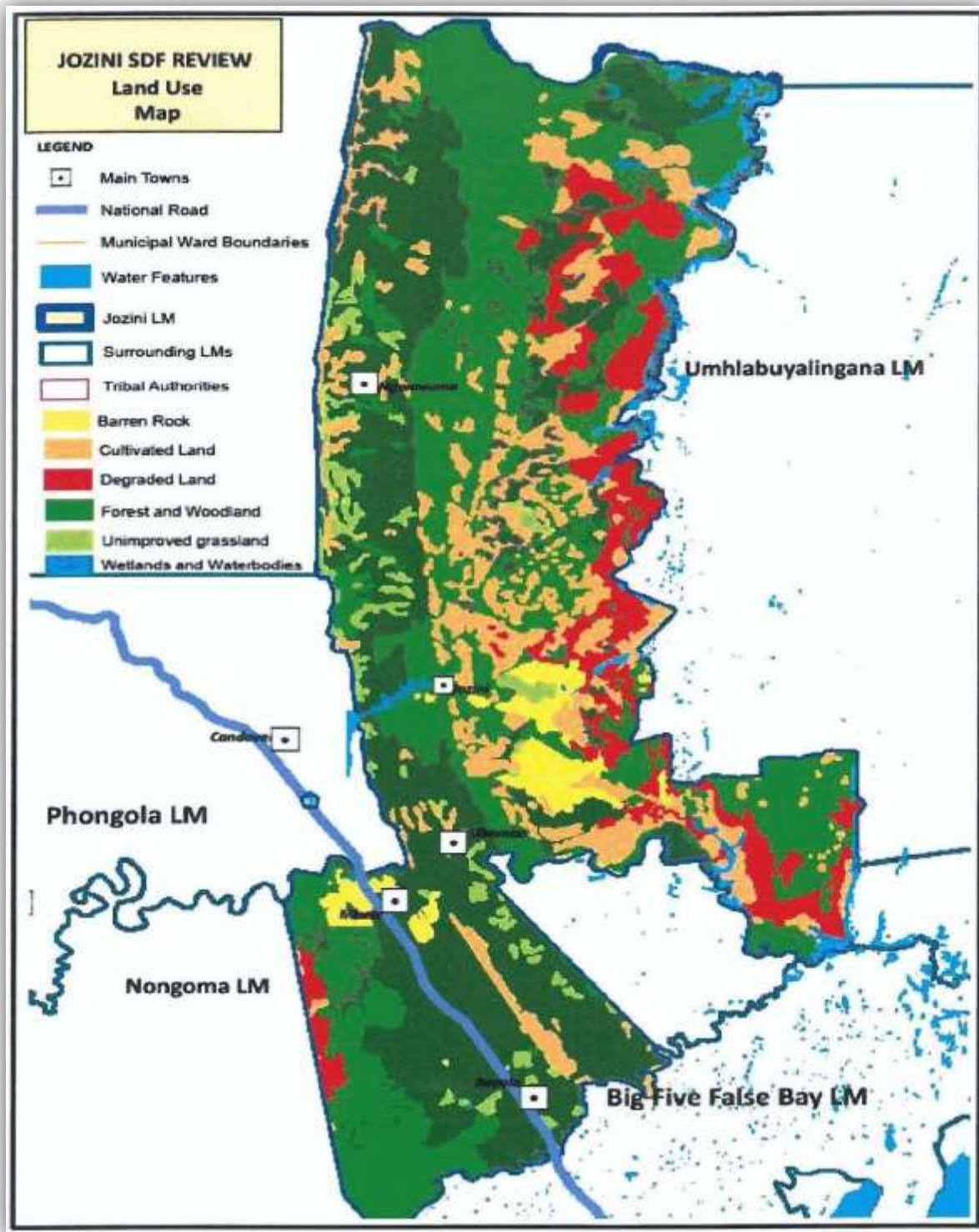


Source: eDumbe Local Municipality

Cross Boundary Land Uses	Natural Sensitive Environment & a Rural Settlements
Nearest Nodal Point	Paul Pietersburg
Corridors Connecting to uPhongolo	None. Small Road connecting community to Belgrade

Jozini Local Municipality (Zululand District Municipality)

Figure 225: Reflecting: Jozini Local Municipality SDF

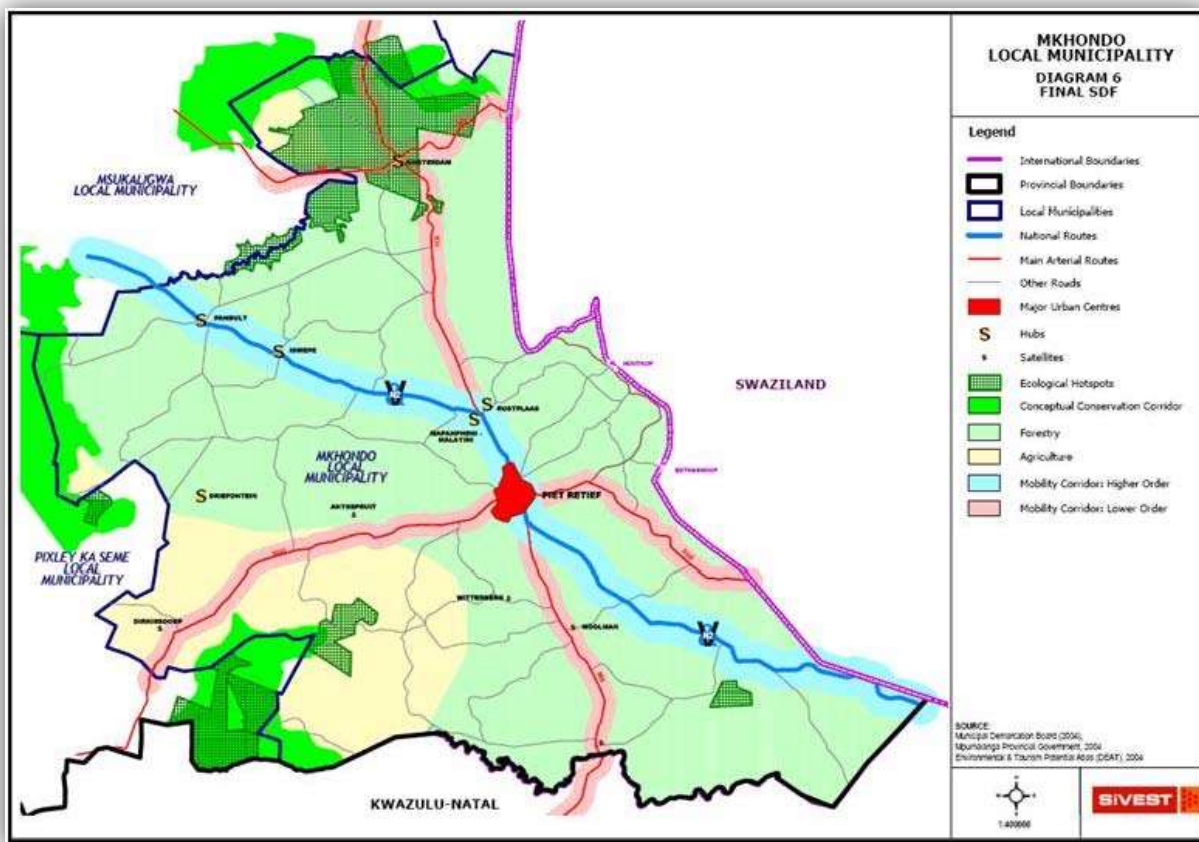


Source: Jozini Local Municipality

Land Uses on uPhongolo boundary	Mostly Natural Vegetation and high potential agricultural land, with commercial sugarcane
Nearest Nodal Point	Mkuze
Corridors Connecting to uPhongolo	N2 National Route and Higher Mobility Corridor

Mkhondo Local Municipality (Mpumalanga Province)

FIGURE 226: Reflecting Mkhondo Local Municipality M SDF

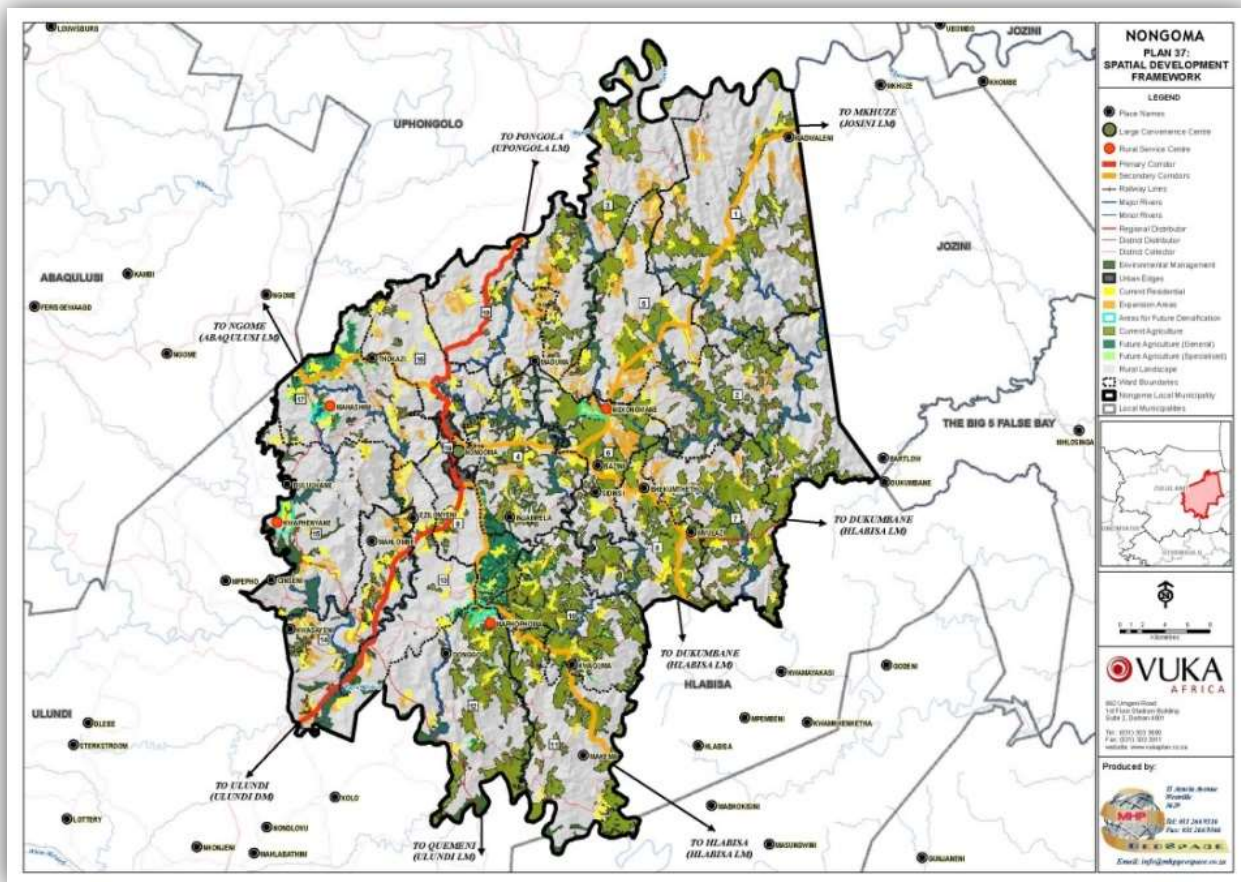


Source: Mkhondo Local Municipality

Proposed Land Uses on uPhongolo boundary	Forestry
Nearest Nodal Point	Piet Retief
Corridors Connecting to uPhongolo	N2 National Route, which is the main mobility Corridor for both municipalities.

Nongoma Local Municipality

Figure 227 Reflecting Nongoma Local Municipality SDF



Source: Nongoma Local Municipality

Proposed Land Uses on uPhongolo boundary	Natural Environment, & Rural Settlements (“Rural Landscape”)
Nearest Nodal Point	Nongoma
Corridors Connecting to uPhongolo	R66 – Mobility and Agricultural Corridor

Kingdom of eSwatini

Cross border alignment of proposals cannot be planned at Municipal Level. The Border Post on the other hand is a National and Provincial priority, which allows for economic opportunities to be exploited.

8.7 Areas Where Strategic Intervention is Required

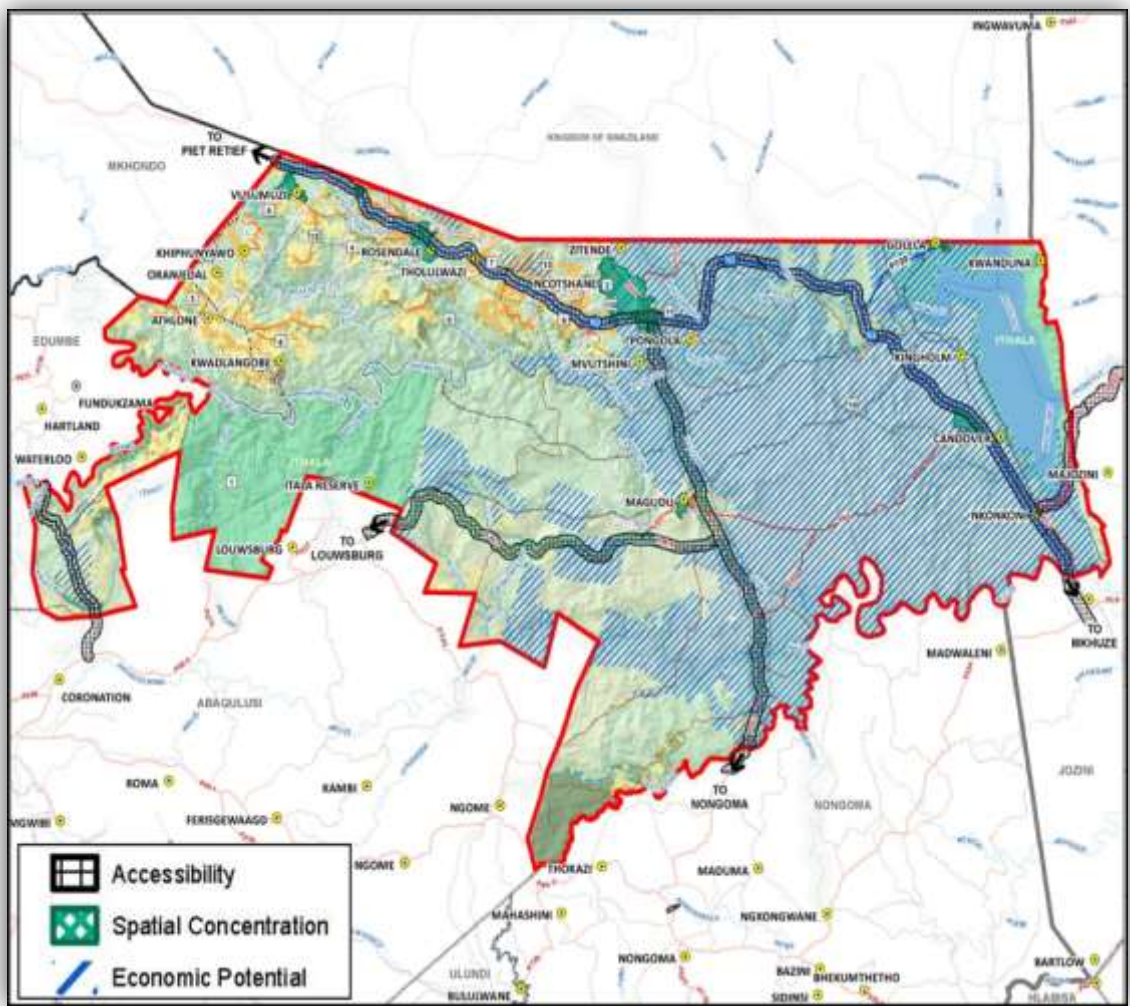
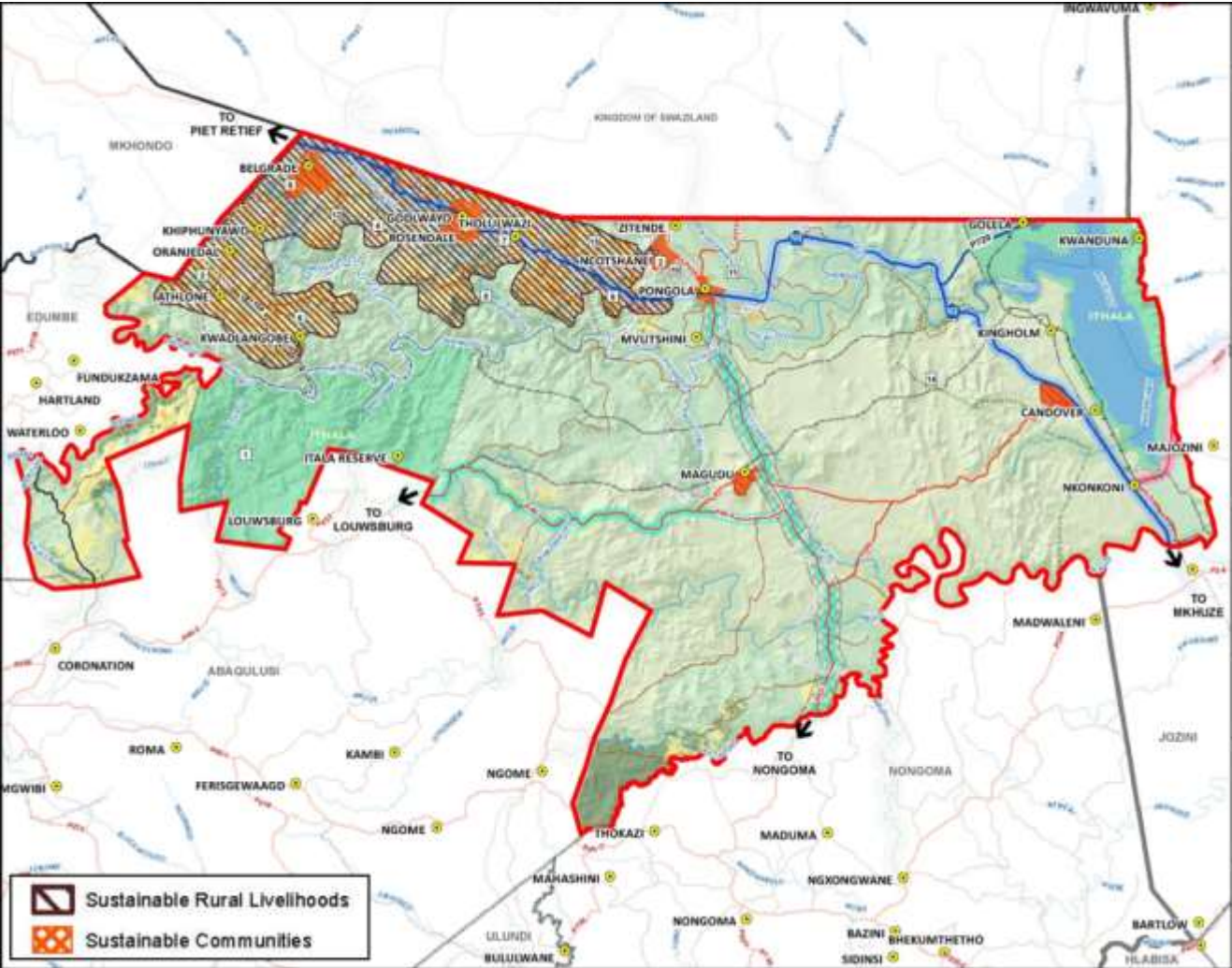
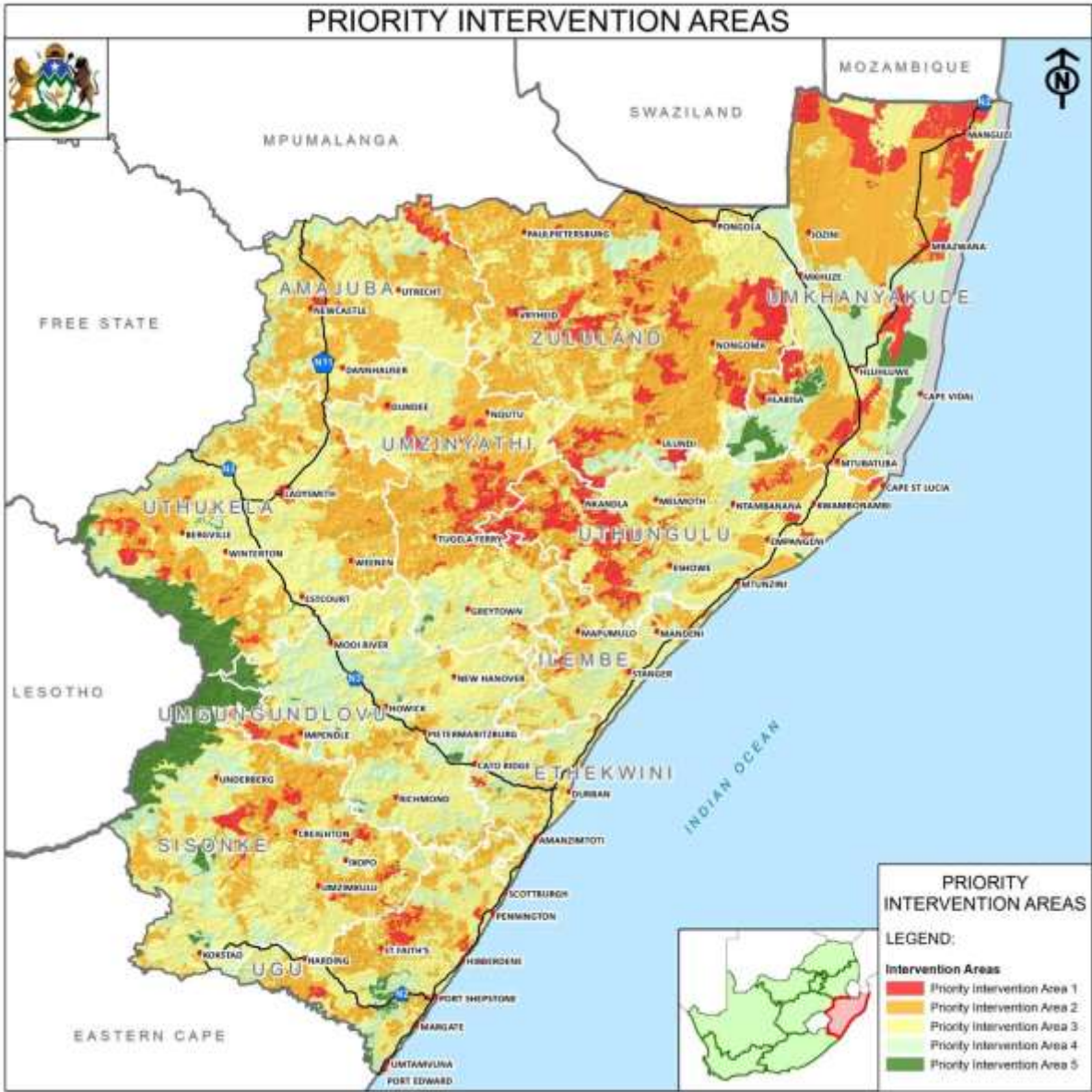


Figure 228: Spatial Economic Development Principles



8.7.8 Map Reflecting Strategic Interventions



CHAPTER 10

IMPLEMENTATION PLANS

9 Implementation Plan

10.1 uPhongolo Municipality-Departmental Implementation Plans

Background

uPhongolo Municipality revised its 5-year implementation plan template to align with MSCOA requirements as per the revised implementation plan for Treasury and COGTA and contains the following:

- Key Challenge
- Objective
- Strategy
- Performance Indicator
- Baseline
- 5-Year Targets
- Confirmed Budget
- Funding Sources
- Responsibility

uPhongolo Municipality IDP Implementation Plan will respond on the community needs that will be identified during the formulation of the IDP. The community needs were sourced during the Mayoral Izimbizo, Ward Committee Meetings and term priorities.

The summary of community needs as identified during the inception of this term IDP which are being implemented by the municipality are as follows:

- (a) Jobs/employment and business opportunities,
- (b) Access to low cost, affordable and rental housing stock,
- (c) Access to water and sanitation,
- (d) Access to electricity,
- (e) Street lighting,
- (f) Public amenities i.e. sports and recreational facilities, community halls
- (g) Black top roads, stormwater management,
- (h) Maintenance of existing infrastructure,

- (i) High youth unemployment,
- (j) Skills development,
- (k) Addressing of community safety, crime and drug abuse,
- (l) Respond to climate change and disaster incidents,
- (m) Prioritise needs of the vulnerable groups (women, youth, disabled and elderly),
- (n) Provision of economic infrastructure,

OFFICE OF THE MUNICIPAL MANAGER AND CORPORATE SERVICES DEPARTMENTS

IDP Ref	Project Description	Ward	Budget 2021/2022	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 year & Organisational Performance Reporting	Municipality	✓	Own Revenue	Office of the Municipal Manager
Org 4	Promote quality service delivery through inclusive Performance Management System: Performance Audit Committee Meetings	Municipality	✓	Own Revenue	Office of the 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 demographic gaps and	Municipality	✓	Own Revenue	Corporate Services

	past injustices				
OFFICE OF THE MUNICIPAL MANAGER AND CORPORATE SERVICES DEPARTMENTS					
IDP Ref	Project Description	Ward	Budget 2021/2022	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 stakeholders : Number of Council meetings held	Municipality	✓	Own Revenue	Corporate Services

Org 61	Monitor and improve internal Control & risk management processes: % Audit plan Implemented or achieved	Municipality	✓	Own Revenue	Office of the Municipal Manager
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	Municipality	✓	Own	Office of the Municipal Manager

	planning document			Revenue	
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	Budget 2021/2022	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	All wards	✓	Own Revenue	Development Planning & LED

	Human Settlements: -Number of new housing units completed				
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		N/A	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-	All wards	✓	Own Revenue	Development Planning & LED

	laws.				
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	Budget 2021/2022	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 Safety Forums	All Wards	✓		Community Services
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 2021/2022	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,	Municipality	✓	Own Revenue	Budget & Treasury

	transparency & cost effectiveness principles in obtaining goods and services.				
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 2021/2022	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: Pre-schools/Creche, Sports Facility/ Community Halls/Roads and Stormwater	All Wards	✓		

9.2 uPhongolo Municipality Ward Based Plans: Community Consultation Projects and Priorities

Figure 231: Community Consultation Projects and Priorities (Example: and all 15 Wards will be done through Ward Based Plans).

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, Manzamhlope, Morreson, Nyaliza, Mpakama, Petergate, Bhangeni, Mpondo, Mpalaza and Slevu Area.
SPORTS GROUNDS	Department of Sports and Recreation	Dwarsland.Mdolomba, Mshikashika, Mpatha, Moresson, Nyaliza, Manzamhlope, 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, Manzamhlope, 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, Manzamhlope, 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 Dwarland Area.
TARRING OF ROADS	Department of Transport and UPhongolo Local Municipality	Magudu, Mpakama, Petergate, Dwarland, Bhangeni and Mhlabaneni Area.
CEMETRIES FENCING	UPhongolo Local Municipality	Magudu, Mpakama, Petergate, Dwarland, 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, Dwarland, 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, Dwarland Area and Manzamhlophe Area
LIGHTNING CONDUCTORS	Department of Corporative Governance and Traditional Affairs, UPhongolo Local Municipality & ZDM.	Dwarland, Mgolomba, Mpakama, Mshikashika, Nyaliza and Manzamhlophe Area.

9.3 uPhongolo Municipality's Proposed Projects For 2020/2021 and Status of Previous Projects

The Municipality's Capital investment for the 2020/2021 period is focused on and limited by grant funding (national and Provincial) derived from MIG and the Department of Human Settlement.

Figure 232: uPhongolo Municipality's Projects for previous financial years:

Capital Expenditure Allocations	Ward
Belgrade paving	5
Hlambanyathi Creche	14
Access roads ward	14
Surfacing of Gravel roads in Ncotshane	2&10
Vimbemshini crèche	3
Thandukukhanya Sportfield	7
Community hall	11
Ncotshane sports complex	10
Good hope crèche	13
Access roads	9
Access roads	6
Sportfield	14
Qhubekani No. 2 creche	9
Access roads	14
Mashobana community hall	6
Access roads	3
Clinic and education access roads	11
Access roads	1
Mgomane crèche	9
Kranskloof community hall	13
Community hall	4
Capital Expenditure Allocations	Ward
Tarring of roads	11
Sportfield	9
Sigungwini sportfield	11

Community Hall	14
Community Hall	8
Community Hall	12
Access roads	12
Access roads	8
Access roads	15
Access roads	10
Creche	5
Imbube Cultural Village	1
Electrification Programme:	
Isivule MaGombe, KwaLubisi ngenhla, KwaLubisi ngezansi, Thandukukhanya, Mazana, Mdakeni, Mvelazitha	7
Dwarland	1
Madanyini, Mdonini, Mphafeni, Msuzwaneni	9
Electricity Mass Programme	1
Sub rank facility	11
Flea market	11
Solar street lights	11

10.3 Figure 233: Capital Infrastructure Programme:

Description /Municipal	FINAL	PROPOSED	PROPOSED
	ORIGINAL BUDGET	BUDGET	BUDGET
	2020/2021	2021/2022	2022/23
Infrastructure Assets	33 727 300,00	34 686 900,00	30 294 550,00
Various Projects	-	-	-
Dwarsland Creche Ward 1	735 086,57	73 508,66	-
Hlambanyathi Creche Ward 14	945 836,11	94 583,61	-
uPhongolo Ward 8 Sport Ground	1 602 360,03	160 236,00	-
Ncotshane Multi-purpose Sportfield Ward 10	675 618,38	67 561,84	-
Pongola Sub-Rank Facility Phase 2 Ward 11	298 000,00	29 800,00	-
uPhongolo ward 3 Sport Ground	180 000,09	18 000,01	-
Esigungwini Sportfield Ward 11	603 334,00	60 333,40	-
Ward 12 Sport Field	1 614 194,67	161 419,47	-
Mashobane Community Hall	255 000,45	25 500,05	-
Mashulu Creche Phase 2, Ward 13	68 499,75	6 849,98	-
Ward 14 Community Hall	553 000,00	55 300,00	-
Sithwelekanzima Creche Phase 2, Ward 10	62 843,56	6 284,36	-
Kranskloof Community Hall Phase 2, Ward 13	183 900,00	18 390,00	-
Upgrade of Mkhwakhweni Sportfiels in ward 13-phase 2	2 909 435,24	290 943,52	-
Pongola Tarred Roads	-	-	-
Mkhiwaneni Sportfield Ward 9	4 630 939,33	463 093,93	-
Technical Deport	-	-	-
Upgrading of Magadlela Ward 2	4 035 633,16	2 663 714,26	266 371,43
Belgrade Paving Road Ward 5	2 432 271,54	5 664 052,92	566 405,29
ZCC to Simunye Road Paving Ward 13	1 170 069,53	1 918 157,37	14 717 517,15
Kwathengizwe Sport Ward 4	1 240 555,45	3 303 428,96	330 342,90
N2 to Thandukukhanya Road Paving Ward 7	1 314 620,37	3 779 194,67	377 919,47
Multi-purpose Sport Ward 11	1 216 101,77	9 926 547,00	992 654,70
Ncotshane Storm Water Phase 1	7 000 000,00	5 900 000,00	590 000,00
Community Hall Ward 08	-	-	3 253 339,07
Road tarring	-	-	7 000 000,00
uPhongolo Ward 6 Sport Ground	-	-	2 200 000,00
Property Services	750 000,00	-	-
Loans/Own Buildings	-	-	-
Boomgates	-	-	-
Car Ports for Municipal Council & Officials	750 000,00	-	-
Executive	-	-	-

Video camera(Full package)			
Television set and DVD Player X 2			
Parkhomes Office for Internal Audit			
Budget & Treasury	100 000,00	-	-
Loans Transport Assets			
Projectors & Screens / Projector For Budget Manager	100 000,00	-	-
Parks & Gardens	-	-	-
Grass Cutting Machine			
Public Safety	412 000,00	-	-
Generator/traffic office & MAIN OFFICE	-		
Petrol blowers	-		
law enforcement equipment			
CCTV and Security installation in DLTC	-		
DLTC Pit toilets	-		
Wheel Clamp (HMU & LMU)	-		
WENDY HOUSES	400 000,00		
Alcohol Test Machine X 2			
Scaff Gage for Wheel Alignment	-		
NEFCORN Printer for Breaks Testing	-		
Generator/traffic office	-		
Money Counter X 3			
Height Barriers	-		
FRIDGE	10 000,00		
	2 000,00		
Solid Waste	1 125 000,00	1 200 000,00	-
Fencing of the Landfill site			
Wheeled Refuse Bins	1 125 000,00	1 200 000,00	
Halls Facilities	-	-	-
Community Halls Furniture	-		
Belgrade Hall Fencing			
Libraries	-	-	-
Television set and DVD player X 2	-		
Tourism	-	-	-
Billboards X 2			
Tansport assets	4 800 000,00	-	-

Tipper trucksx2			
Cherry Pick Truck			
Waste Management Tractor*2	1 100 000,00		
Skid Unit (fire vehicle)	2 200 000,00		
Waste Management Tipper Truck	1 500 000,00		

10.4 Special Programmes

Figure 234: Special Programmes

Project Type	Budgeted Amount	Source of Funding
Women and Children Programmes	526 201,43	Own Revenue
Sukuma Sakhe Programme	239 559,98	Own Revenue
Youth Programmes	439 865,98	Own Revenue
Disabled People Programmes	321 293,47	Own Revenue
Men Support Programmes	18 139,11	Own Revenue
LED / Ward Upliftment Projects	1 500 000,00	Own Revenue
Poverty Alleviation Programmes & Covid Food Parcels	836 000,00	Own Revenue
HIV / AIDS Programmes	324 602,08	Own Revenue
Student Financial Assistance	567 854,00	Own Revenue
Disaster Management Response & Programmes (Covid 19)	5 000 000,00	Own Revenue
	11 465 168,87	

10.5 Transfers and Grants 2020/2021

Figure 235: Transfers and Grants 2020/2021

Grants and Subsidies Received - Operational			
Equitable Share	146 625 000,00	157 973 000,01	167 875 000,01
Finance Management Grant	2 800 000,00	3 100 000,00	3 200 000,00
MIG - 5% Operational Grant	1 406 700,00	1 515 100,00	1 594 450,00
Municipal Disaster Relief Grant Fund	879 000,00	-	-
Community Library Services Grant	452 000,00	484 000,00	484 000,00
Provincialisation of Libraries	1 809 000,00	1 950 000,00	1 950 000,00
Expanded Public Works Programme	3 055 000,00	3 201 640,00	3 355 318,72
Total	157 026 700,00	168 223 740,01	178 458 768,73
Grants & Subsidies Received - Capital			
Municipal Infrastructure Grant	26 727 300,00	28 786 900,00	30 294 550,00
Total	26 727 300,00	28 786 900,00	30 294 550,00
Grants and Subsidies Received - Operational & Capital	183 754 000,00	197 010 640,01	208 3 318,73

10.6 ESKOM

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
Extensions	Various Wards

10.7 National Youth Development Empowerment Agency (NYDA) Projects 2021/2022.

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
- NYDA to order office furniture
- Staff recruitment by NYDA HR Unit
- Operational support by Empangeni Full-Service Branch
- Office is fully operational

10.8 Moses Kotane Institute Planned Projects

10.8.1 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)

10.9 Department of Economic Development, Tourism and Environmental Affairs

Figure 238: The Main Focus of EDTEA

Focus Areas	Projects
Project Funding	<ul style="list-style-type: none"> ▪ Internal/external funding
High Impact Projects	<ul style="list-style-type: none"> ▪ Partnership based -Sector/Value chain Based ▪ Job creation
Radical Economic Development/Transformation	<ul style="list-style-type: none"> ▪ RASET ▪ Operation Vula/Mall/Local Procurement/bulk buying/township ▪ Red Tape Reduction
Institutionalization/Capacity Building	<ul style="list-style-type: none"> ▪ Capacity Building (Internal/External/MoU) ▪ RLED Institutions/strategies/policies ▪ Business Regulations Initiative ▪
<ul style="list-style-type: none"> ▪ Project Packaging ▪ Technical Support 	
Project Finance Support-Business Manual	

DEDTEA Radical Economic Transformation

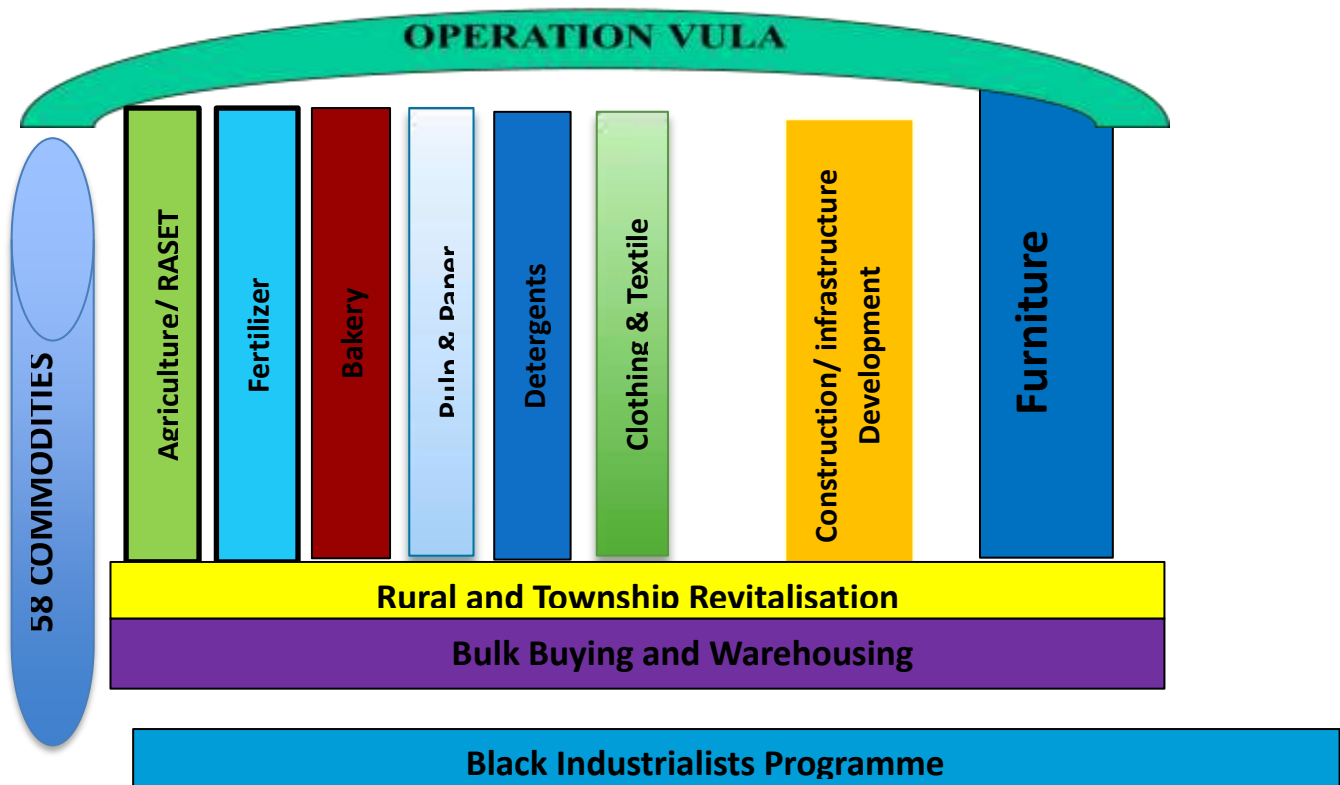


Figure 239: Skills Development and Capacity Building Programmes by DEDTEA

Project/initiative	Description
<ul style="list-style-type: none"> ▪ DUT KZN e-Skills CoLab ▪ (MoU for 5 years) 	<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ UKZN -Regional and Local Economic Development Initiative (RLEDI) ▪ Bursary scheme 	<ul style="list-style-type: none"> ▪ 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?)
<ul style="list-style-type: none"> ▪ KZN Small Enterprise Training and capacity building 	<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ KZN Small Enterprise Mentorship and Incubation 	<ul style="list-style-type: none"> ▪ Strategic partnership agreement between EDTEA and KZN SEDA to provide on the job mentorship and hand holding to small enterprises.
<ul style="list-style-type: none"> ▪ Online Business Registration Programme 	<p>Has been piloted in Nongoma</p> <ul style="list-style-type: none"> ▪ Currently being rolled out
<ul style="list-style-type: none"> ▪ East 3 Route programme 	<ul style="list-style-type: none"> ▪ Eswatini, Mozambique, Seychelles, Mpumalanga and KZN
<ul style="list-style-type: none"> ▪ Adhoc Capacity Building Programmes 	<p>Based on request and needs analysis</p> <ul style="list-style-type: none"> ▪ Mainly internal workshops and referrals

<ul style="list-style-type: none"> ▪ KZN Small Enterprise Training and capacity building 	<ul style="list-style-type: none"> ▪ 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
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Figure 240: Special Focused Initiatives

Initiative	Description
Technical Support	<ul style="list-style-type: none"> ▪ Internal and External technical support for project packaging, project management, project finance referrals, institutional development, research, Information dissemination
Targeted Funding Initiatives or programmes	<ul style="list-style-type: none"> ▪ 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.
<ul style="list-style-type: none"> ▪ Red Tape Reduction Initiative 	<ul style="list-style-type: none"> ▪ Reducing the policy, procedure and regulatory burdens on formal, small and informal businesses in partnership with national and provincial government departments through: <ul style="list-style-type: none"> ▪ 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.

Figure 241: Operation Vula Focus Sectors

Operation Vula Focus Sectors - (R0 – R2 000,000)	
Core Sectors	Other Sectors
<ul style="list-style-type: none"> ▪ Tourism & Hospitality (hotels & transport) ▪ Agriculture & Agribusiness (all sectors) ▪ Transport & Logistics ▪ Manufacturing (aligned to KZN Trade & Investment Strategy) ▪ Other (catering, security, construction, services) 	<ul style="list-style-type: none"> ▪ 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	
<ul style="list-style-type: none"> ▪ Bakeries ▪ Clothing & Textile ▪ Enterprise Development (paper, pulp & chemicals) ▪ Township & Rural Recycling ▪ Aquaculture ▪ Agribusiness ▪ Footwear & Leather 	<ul style="list-style-type: none"> ▪ 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

10.10 KZN Provincial Treasury Support

Figure 242: KZN Provincial Treasury Support

Role of Provincial Treasury to uPhongolo Municipality	
PT monitoring and support to municipalities	<ul style="list-style-type: none"> ▪ Municipal Budget ▪ Municipal Support Program (MSP) ▪ Municipal Accounting and Reporting ▪ Other Supports
Budget Process	<ul style="list-style-type: none"> ▪ 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	<p>Initiated by KZN Provincial Treasury:</p> <ul style="list-style-type: none"> ▪ Support municipalities where necessary. ▪ Institute financial improvement measures that would assist in resolving the financial management issues which municipalities are encountering
	<p>Current Work Streams:</p> <ul style="list-style-type: none"> ▪ Grant Management ▪ Specialised Audit Support ▪ mSCOA

10.11 Department of Transport Projects 2020/2021

Figure 243: Department of Transport Projects

KZ / LM	Project description	Objective	Location	Ward No.	Target Output 2010/21	2020/2021 Budget
KZ 262 - uPhongolo LM	Betterment & Regravelling of D1865	Betterment & Regravelling	KwaMafela	8	3km's	R3000 000
	P46/4 Sidewalk construction	New Infrastructure	Magudu	1	2km's	R2 000 000
	D2499	Betterment and Regravelling	Altona	3	2km's	R1 800 000
	D1863	Betterment and Regravelling	Madanyini	9 & 13	2km's	R1 800 000
	D1867	Betterment and Regravelling	Khiphunyawo	3	1.5km's	R1 350 000
	D1844	Betterment and Regravelling	Manyandeni	12	1.5km's	R1 350 000
	L1059	Betterment and Regravelling	Mhlankeni	9	2km's	R1 800 000
	Blading	Routine Road Maintenance	All wards	All wards	N/A	R2 800 000
	Drain clearing & Verge Maintenance	Routine Road Maintenance	All wards	All wards	N/A	R4 500 000
	Maintenance of fence & km posts	Routine Road Maintenance	All wards	All wards	N/A	R400 000
	Maintenance of information/guidance signs	Routine Road Maintenance	All wards	All wards	N/A	R400 000
	Patch Gravelling	Routine Road Maintenance	All wards	All wards	N/A	R350 000
	Pipes & Headwalls	Routine Road Maintenance	All wards	All wards	N/A	R2 000 000
	Blacktop Patching	Safety Maintenance	All wards	All wards	N/A	R2 600 000
	Guardrail new installation	Safety Maintenance	All wards	All wards	N/A	R343 000
	Maintenance of regulatory/warning signs	Safety Maintenance	All wards	All wards	N/A	R400 000
Gabion Protection	Special Maintenance	All wards	All wards	N/A	R800 000	

10.12 Zululand District Municipality Regional Scheme Rollout: Water and Sanitation Projects

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		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		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	2020/2021	11	Abstraction	TBA			Planned upgrading of abstraction works at river	TBA	
uPhongolo	Sim East	2020/2021	13	Settlement Reticulation	120		Z508	Nhlidliza		-
uPhongolo	Sim East	2020/2021	13	Settlement Reticulation	78		Z512	Dumagkunweni 2		-
uPhongolo	Sim East	2020/2021	13	Settlement Reticulation	242		Z513	Dumagkunweni 1		-
uPhongolo	Sim East	2020/2021	13	Settlement Reticulation	140		Z514	Dumagkunweni 3		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	103		Z509	Elangeni		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	57		Z548	Okhahlamba		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	286		ZMC14	Endabeni		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	176		Z510	Ezinketheni 2		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	155		Z536	Hhohho		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	68		Z538	Ezibomvu 3		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	91		Z539	Embangweni 2		-
uPhongolo	Sim East	2020/2021	15	Settlement Reticulation	76		Z534	Engwabi		-
uPhongolo	Sim East	2021/2022	8	Bulks		097	2	Upgrade rising main from new reservoir at Elangeni to new reservoir at Magombe	947 332	
uPhongolo	Sim East	2021/2022	8	Bulks		646	9	Upgrade pipeline from new reservoir at Mahlombe to new reservoir at Phondwane	4 358 296	
uPhongolo	Sim East	2021/2022	8	Storage	0.2ML			New reservoir for retics	1 188 880	
uPhongolo	Sim East	2021/2022	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	864	4	Regional bulk pipeline from Bongaspoort to Klipwal	2 546 763	
uPhongolo	Sim Central	>2023	6	Bulks	110	820	5	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

CHAPTER 11

FINANCIAL PLAN 2022/2023

11 Financial Plan

Introduction of MCOA, 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 Co-operative 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.

11.7 Adoption of A Financial Plan

uPhongolo Municipality's Budget/Financial Plan (MTREF-2023/2024).

11.8 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 MTERF 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.

11.9 Financial Management Policies and Strategies

The Budget/Financial Plan for uPhongolo Municipality reflects sound financial strategies with regard to 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.

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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 are being reviewed as part of the budget compilation process and will be approved by Council. The following are key budget-related policies:

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.

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 will be reviewed during this current year.

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.

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 will be considered by Council.

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.

Cash Management and Investment Policy

The Municipality's reviewed Cash Management and Investment Policy was approved. An amended policy will be considered by Council. 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.

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.

Supply Chain Management Policy

The Supply Chain Management Policy was adopted to take into account the new regulations. An amended policy was considered by Council.

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 will be approved by Council.

CHAPTER 12:

ANNUAL OPERATIONAL PLANS

**(COPIES OF SCORECARD AND SDBIPs ARE ANNEXED HERETO FOR EASE OF
REFERENCE)**

12. Annual Operational Plans

uPhongolo Municipality has annexed hereto Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans in the file.

The Council approved 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.

CHAPTER 13

ORGANISATIONAL PMS FRAMEWORK AND INDIVIDUAL PERFORMANCE MANAGEMENT POLICY

**(COPIES PMS POLICY DOCUMENTS ARE ANNEXED HEREWITH FOR EASE OF
REFERENCE)**

13. Organisational Performance Management System

13.1 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 – pre determined objectives:
- 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 PMS Framework and IPMS Policy explains how these policy documents are applied within the Municipality.

- 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 all 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), in order 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

CHAPTER 14

BACK TO BASICS

14. Back to Basics Programme

14.1 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. 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:

- 1) **Put people first** and their concerns first and ensure constant contact with communities through effective public participation platforms.
- 2) 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.
- 3) Be well governed and demonstrate **good governance and administration** - cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.
- 4) Ensure sound **financial management and accounting**, and prudently manage resources to sustainably deliver services and bring development to communities.
- 5) **Build and maintain sound institutional and administrative capabilities**, administered and managed by dedicated and skilled personnel at all levels.

14.2 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.
- 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 sometime 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.

14.3 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.

14.4 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

14.5 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.