



# **UPHONGOLA LOCAL MUNICIPALITY**

**DRAFT IDP REVIEW: 2017/2018**

**31 MARCH 2017**

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## MAYORS FOREWORD



**HONOURABLE MAYOR -  
Cllr BC NHLABATHI**

The mandate of uPhongolo Local 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.

We pledge that in these five years that we have been given by the electorate they will be spent fruitfully for the benefit of 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've been sworn in office after the IDP's and budgets of the 2016/17 financial year had been approved.

2017/2018 IDP marks the beginning of the 4<sup>th</sup> generation of IDP's following the local government elections in August 2016. The Council of uPhongolo Municipality held its strategic planning session in February 2017 to look at its challenges and interventions, internal and external environmental analysis, vision, mission, core values, goals and strategic objectives in an effort to align and comply with the relevant government policies and priorities. It is my pleasure 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. The IDP has 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
- Cross Cutting Interventions (Provincial KPA)

These KPAs have goals, strategic objectives and are in line with the programmes and projects which will be implemented over the next 5-year period in the name of addressing the big three namely; poverty alleviation, unemployment and inequality.

It is therefore my pleasure to report progress and achievements made during 2016/2017 financial and these are based on the 6 KPAs as follows:

## **1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

This KPA mostly deals with Human Resources, Information Technology, Legal and Administration.

- Development and Review of HR-Policies
- Development of IT Policies
- Organisational PMS-Framework and Individual PMS Policy
- Cascading and phasing of IPMS to lower levels
- Conduct Skills Audit for staff and councillors
- Staff and Councillor Training as per Skills Development Plan
- Implementation of Disaster Recovery Plan and Business Continuity Plan
- Implementation of Document Management System (File Plan)
- To improve Health and Safety Programme

## **2. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

This Key Performance Area deals with the provision of basic services and the construction of infrastructure which is mostly performed by the Technical Services Department.

### ➤ Special Programmes

Building our youth's future, we believe in the saying that the country which does not take care of their youth has no future.

### ➤ Community Facilities

Construction of community halls in ward 13 & 9.

### ➤ Sports Fields

We believe that projects like sports fields will keep our youth busy and remove them away from drugs and all the gangsterism activities which are destroying their future. This will assist in boosting the moral and confidence of our youth and encourage them to participate fully in the sports.

### ➤ Access Roads

During 2016/2017 financial year, the municipality constructed an access road in ward 4, which is now ward 8, the tarring of road in ward 11 next to the clinic up until the education centre. Improving access roads will assist the municipality in boosting its economy and create an environment conducive for investors to come and invest in our town. This will also help in the job creation for our people.



➤ Facilitation and Construction of Housing Projects

Completion of RDP Houses 2016/2017 and construction of new housing projects for 2017/2018

➤ Electrification Programmes

-Electrification Programme (INEP) 2017/2018 in Ward 3 and 9

-Review of Energy Master Plan (3-Year Plan) during 2017/2018

➤ Safety and Security

The responsibility of the municipality is to ensure that residents are safe and there is no crime. So in conjunction with the department of Community Safety and Liaison we've successfully launched ward safety committees which is a structure that is based where ten volunteers were elected to form a committee. The MEC for Community Safety and Liaison department has also in July 2016 launched the Community Safety Forum where all stakeholders come together and form a committee to lead the fight against crime in the whole of uPhongolo area. This structure is led by the head of the municipality; the Mayor so we as the uPhongolo have leadership committed ourselves to making it sure that we do away with crime because we cannot afford to lead a community that lives in fear.

➤ Back to Basics

It is the responsibility of our municipality to adhere to the Back to Basics agreement which we signed with the Department of COGTA in 2014. It stipulates that every one of us be it the councillors, senior management and relevant employees to adhere to what they are employed for.

➤ Development/Review of Waste By-Laws

➤ Development/Review of Waste Management Policy

➤ Development/Review of Integrated Waste Management Plan

➤ Development/Review of refuse collection tariffs

➤ Job creation through Waste Management Programmes

➤ Management and Operation of landfill sites

### 3. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Financial sustainability is highly dependent on property rates collections and service charges.

Financial sustainability has improved drastically and thus the municipality has been 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 and is expected to have cash reserves by the end of the financial year (June 2017).

During 2015/2016 financial year, the municipality obtained an unqualified audit report, which should give confidence to the communities and council as this is an indication that the financial status of the municipality has been reported fairly.

The municipality has benefitted from the National Treasury Programme, (MFMA). Through this programme and grant funding, 5 job opportunities were created. The aim of the programme is also to build capacity within the finance department.

#### **4. SOCIAL AND ECONOMIC DEVELOPMENT**

I believe that our LED department is doing everything in capacitating the co-operatives that are benefiting from the LED, Agriculture and Tourism programmes such as:

- Implementation of the Comprehensive agricultural plan projects
- Employment of people with Disability on the EPWP program
- Training of SMME and Co-ops
- The need to develop and implement high impact LED Projects

The major contributor to lower performance was highlighted as the poor co-ordination of employment of EPWP employees and the implementation of the Agricultural project per the Comprehensive Agricultural Plan.

#### **5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

The newly elected Councilors have been workshopped and trained to maximize their capacity in ensuring their oversight role. The following portfolios have been established and are functional:

- Community Services Portfolio Committee
- Technical Services Portfolio Committee
- Finance Portfolio Committee
- Corporate Services Portfolio Committee
- MPAC

In line with the provisions of the Municipal Systems Act of 2000, the IDP has been developed accordingly to reflect the current community needs as obtained through the Public Participation Process held between December 2016 and January 2017. A report is attached-reflecting the Ward Community Needs. The most fundamental responsibilities is to do oversight in the municipal programmes and activities.

- 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 during 2017/2018
- Community Ward Base Plans

In the process of completing the Ward Based Plans (15 wards) 2016/2016

- Completed the Review of Ward Operational Plans for 2016/2017 and review in 2017/2018,
- Review of Ward Level Improvement Plan
- Review of Ward Committee Intervention and Maintenance Plan

## 6. CROSS CUTTING INTERVENTIONS

- A need to strengthen the Inter-Governmental Relations

Development Planning:

- In June 2016, the municipality completed a land audit for the town centre and a property register
- Approval of housing applications to be implemented in the 2017/2018 financial year,
- An environmental officer has been appointed to deal with the environmental matters,
- In the process of advertizing for Municipal Planning Tribunal
- SPLUMA By-Laws have been gazetted in January 2017
- Building By-Laws have been approved
- IDP-Process to improve the IDP Status to a Credible IDP 2017/2018
- Review the IDP-Sector Plans: SDF, Housing Plan, Financial Plan and Agriculture Plan

In the process of finalizing the Land Use Management System in Pongola Town, Ncotshane Township, Magudu Settlement, Golela Area and Sugarmill Area

Having mentioned all these achievements, please allow me to take this opportunity to appreciate the good work that our councillors and administration is doing. We understand that they sometimes have to take their time they should be spending with their loved ones and dedicate it to the work of the municipality. Without them the municipality would have not achieved what we have. We also encourage the councillors and administration to put more effort for we believe there's still room for improvement. Finally, I would like to also thank the members of the public who actively and continuously participated and supported the municipality during the formulation of this IDP 2017/2018.

I thank you.

HONOURABLE MAYOR - CLLR BC NHLABATHI

## COUNCILORS OF UPHONGOLO MUNICIPALITY

### PR COUNCILLORS



CLLR AZ  
THABEDE



CLLR BR  
SHONGWE



CLLR DM  
KNANJABANGA -



CLLR GH  
MPANZA



CLLR JC THERON



CLLR JW  
BUTHELEZI



CLLR KE  
NXUMALO



CLLR MS  
MASUKU



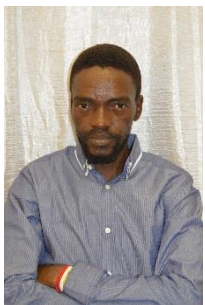
CLLR N  
MNTUNGWA



CLLR SR  
NTSHANGASE



CLLR VM  
SIKHOSANA



CLLR Z  
KHUMALO

**WARD COUNCILLORS**



**CLLR FF  
SIMELANE -  
WARD 1**



**CLLR CB  
NDLANGAMAND  
LA - WARD 8**



**CLLR D NYAWO -  
WARD 13**



**CLLR EN  
BUTHELEZI -  
WARD 4**



**CLLR IA  
STOKVEER -  
WARD 11**



**CLLR JS MYENI -  
WARD 15**



**CLLR MP  
KHUMALO -  
WARD 7**



**CLLR NE  
NXUMALO -  
WARD 14**



**CLLR NJ  
MKHWANAZI -  
WARD 2**



**CLLR SV  
NDLANGAMAND  
LA - WARD 12**



**CLLR NP  
MAVUSO -  
WARD 6**



**CLLR NT  
MAVIMBELA -  
WARD 5**



**CLLR PS  
NTSHANGASE -  
WARD 3**



**CLLR SV  
NDLANGAMAND  
LA - WARD 12**



**HONOURABLE  
DEPUTY MAYOR  
- CLLR B  
MVELASE -  
WARD 10**





HONOURABLE  
MAYOR - CLLR  
BC NHLABATHI



HONOURABLE  
SPEAKER - CLLR  
VG MASUKU

**TRADITIONAL LEADERS**



INKOSI EM  
BUTHELEZI



INKOSI L D  
NTSHANGASE



INKOSI M B  
SIMELANE



INKOSI M Z  
GUMBI



INKOSI NE  
NTSHANGASE



INKOSI Q S  
MTUNGWA

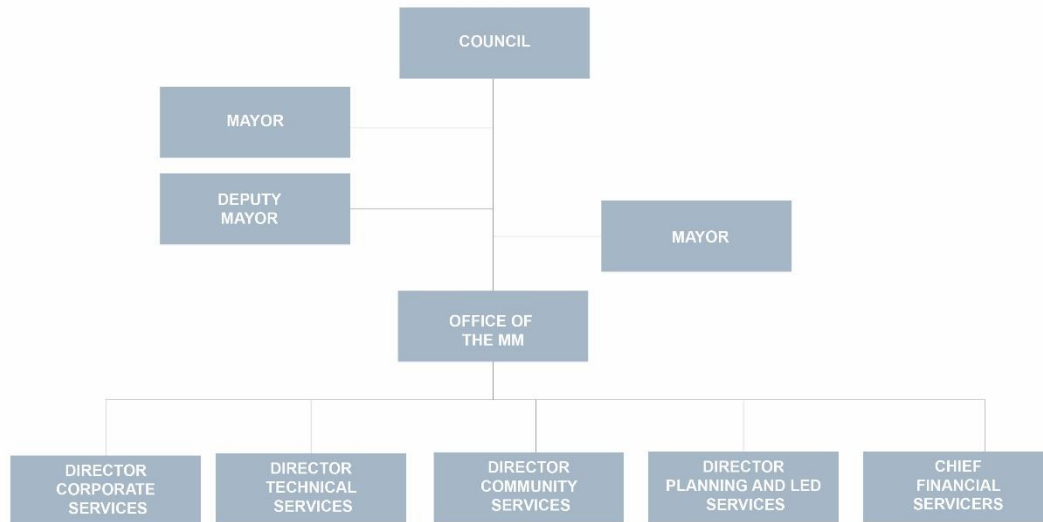


INKOSI SF MSIBI



INKOSI T K  
SIBIYA

## MUNICIPAL POLITICAL AND ADMINISTRATIVE GOVERNANCE STRUCTURES



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

**Table 1: Representation of Political Parties**

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

## MUNICIPAL MANAGERS OVERVIEW

uPhongola Local Municipality is established and operates in terms of Chapter 7 of the South African Constitution. Section 152(1) outlines various objects of local government and it is on these objects that this municipality governs and serves its community in a democratic manner. Although all managers and employees are responsible for risk management in their own areas, the municipality has a Manco Risk committee to address this important task. The Manco Risk committee reports to the Audit Committee on a quarterly basis.

The Municipality has developed a strategy to detect corrupt and fraudulent activities and has managed to implement this strategy effectively this financial year. The positive results were experienced in this financial year as there were no instances of financial misconduct that were reported.

The municipality has developed an Audit Action Plan to address all issue and this emanates from matters reported by the internal audit and the Auditor-General. The MPAC meets monthly as required and carries an oversight role and assists the Council by investigating all cases of irregularity. The Fraud prevention strategy which was approved by the Council is being implemented and this will help reduce malpractices within uPhongolo municipality. We also have instituted an enterprise risk management framework which also includes the risk management policy.

On 3 June 2016, the Annual Risk assessment process was successfully completed with the assistance of KZN Provincial Treasury. This process was of critical importance as the Internal Audit is required by the MFMA to plan the audit coverage to address the risks identified through the risk management processes developed and maintained by management, therefore the risk assessment process and the internal audit planning process are aligned so that timely and relevant risk information is available to internal audit when they are devising their audit coverage plans.

uPhongolo Local Municipality has five service departments, namely, the Municipal Manager's office, Finance Department, Technical department, Community Services Department and the Corporate Services department. These departments' positions have been filled and service delivery is expected to be of high standard, however, there still exists some vacancies. This somewhat cripples the municipality's functioning.

The Performance Management System (PMS) guiding document is the approved PMS framework and Policy which is 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, municipal transformation, financial viability, and good governance and cross-cutting interventions. Service delivery highlights:

**Electricity** – Households with electricity for lighting were considered to be above minimum requirement as the 20 Amp is provided by Eskom. More electrification projects are being rolled-out on an annual basis and as such, the 18% is used as an indicator.

**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 minimum standard is as per the 2011 statistic. Sanitation projects are being implemented by the District.

**Water-** Households with piped water in the yard and at a communal stand are considered to be above minimum standard and as such, 27% backlog was noted in the 2011 census information. This function is also being provided by the District Municipality.

It is also with great pleasure to report that for the 2016/2017 financial year, the municipality received an unqualified audit opinion. This should give assurance to the rates payers and the community of uPhongolo at large as it is evidence that their taxes are being managed efficiently and effectively. This achievement is also attributed to the fact that Council, management and staff are working collectively to build sustainable communities in uPhongolo.

The municipality also recognizes the efforts and inputs of all stakeholders that are working together with the municipality to achieve its main objective. Local businesses are further encouraged to support the communities and the municipality as part of their social responsibility.

The municipality would therefore 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**

**Municipal Manager: Mr. M. Ndlela**

## INTRODUCTION TO UPHONGOLO IDP

This report represents the Integrated Development Plan for the UPhongolo Local Municipality 2017/2018–2021/2022. IDPs are prepared according to Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000), which indicates that:

(1) 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 and adoption and review of its integrated development plan.

(2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process

(3) A municipality must give notice to the local community on particulars of the process it intends to follow.

The structure of the uPhongolo IDP is based on the revised KZN IDP Assessment Criteria and Guidelines provided by the Department of Co-operative Governance and Traditional Affairs.

In accordance with the abovementioned, this report is structured as follows:

### IDP Structure

Section Number	Section Content
Section A	Executive Summary
Section B	Legislation, Principles and Policies
Section C	Situational Analysis
Section D	Development Strategies
Section E1	Strategic Mapping
Section E2	Implementation Plan
Section F	Financial Plan
Section G	Performance Management System
Section H	Annexures

In terms of the core components of the integrated development plans, Section 25 of the Municipal Systems Act (32 of 2000) indicates that:

“An integrated development plan must reflect:

- The municipal council’s vision for long term development of the municipality with special emphasis on the municipality’s most critical development and internal transformation needs;
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The councils development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;

- The councils development strategies which must be aligned with any national and provincial sectorial plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- The councils operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of section 41”.

Moreover and [also] in view of the foregoing, Section 28 (1) of the Municipal Systems 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;
- The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Municipal Systems Act (32 of 2000), consult the community before the adopting the process; and
- A municipality must [also] give notice to the local community of particulars of the process it intends to follow”.

The Local Government: Municipal Planning and Performance Management Regulation 2001, provides the requirements of the contents of the IDP and the processes the Municipality must subject the IDP process to when undertaking its development or review. The alignment of IDP and preparation of Annual Budget is regulated in terms of Chapter 4 Section 21 of Municipal Finance Management Act 56 of 2003; therefore it’s very crucial that the IDP and Budget are linked as per the legislative requirement.

The Executive Summary indicates issues facing the municipality, development opportunities, municipal plans to address opportunities and constraints, institutional development programmes and five year service delivery programmes. A shared and detailed analysis of the current situation forms the basis for the identification of key development issues, development opportunities and a review of the strategic framework. Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, Tribal Councils, and other role players in the IDP drafting process have been used.

The development strategy clearly indicates the long, medium and short term development vision. These are expressed in the form of a long term vision, medium term development strategies and short term interventions/projects. An indication of the organizational arrangements for the IDP processes have been expressed in the process plan, which includes the following:

- Binding plans and planning requirements, i.e. policies, legislation, mechanisms and procedures for vertical and horizontal alignment.
- Alignment of the budget and the IDP expressed in the form of a medium term (3 years) capital programme corresponding with the medium term expenditure framework, one year capital programme indicating the projects to be implemented in this financial year, etc.
- Spatial Development Framework indicating a link between the IDP policy framework and the site specific Land Use Management System (LUMS).

### **MSCOA Compliance**

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (mSCOA) into effect on 22 April 2014. Municipal SCOA 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 of the municipality with 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.

## MSCOA TERMS OF REFERENCE

The MSCOA Steering Committee of the municipality should be multi-disciplinary and include members of top management, including the following functions and skills:

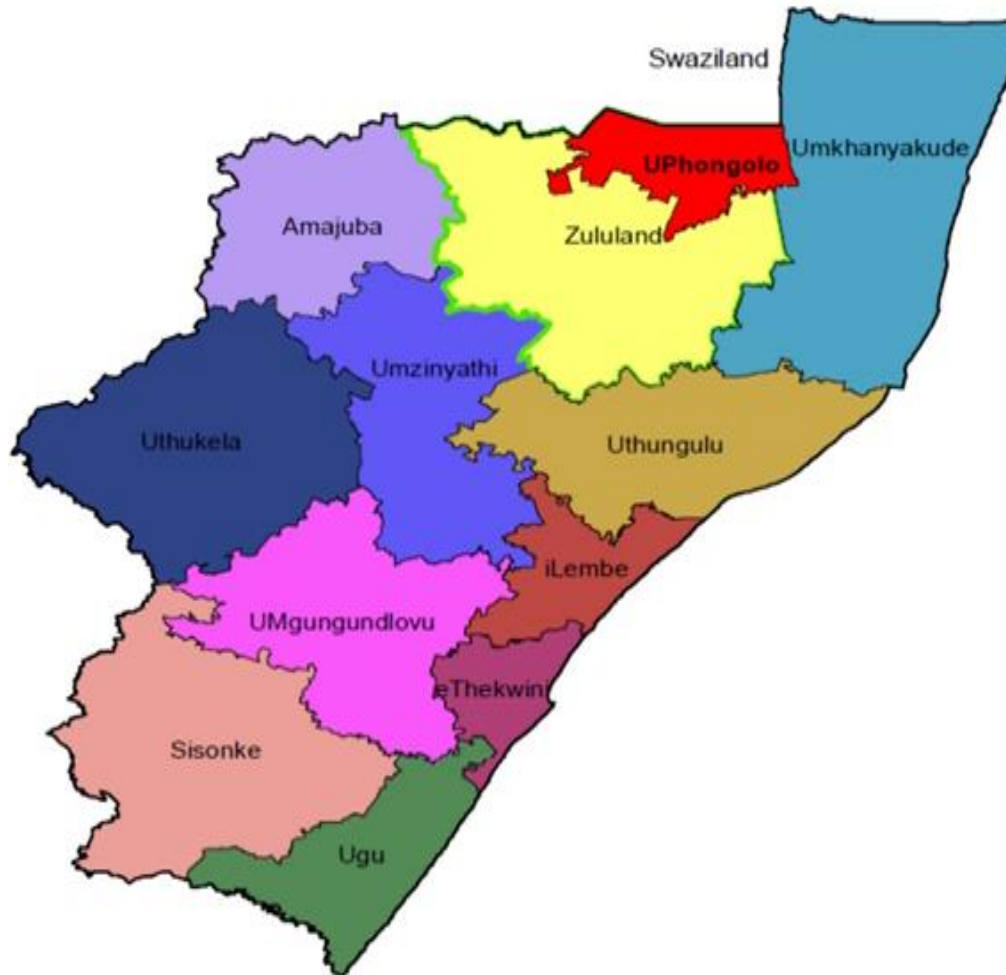
- Finance and Budgeting
- Management
- Risk management;
- Engineering; Technical and Planning
- Information technology
- Human resources.
- Community
- Local Economic Development

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.

# SECTION A: EXECUTIVE SUMMARY

## 1. WHO ARE WE?

Map 1: uPhongolo Local Municipality



The uPhongolo Local Municipality is one of five local municipalities located within Zululand District Municipality (DC26) in KwaZulu Natal Province. 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.

UPhongolo 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 another level.

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

- Gold mining at Klipwaal
- Sugar cane farming
- Untapped Rural tribal land
- Two significant dams – Pongolapoort dam and Mbivane 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 and the Dube trade port
- Unrestricted height freight route for abnormal trucking from Durban to Johannesburg on the N2 passes through uPhongolo
- Rich Zulu Kingdom heritage

## **1.1 SPATIAL LOCATION WITHIN KZN**

uPhongolo Local 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 taking place at both provincial and district level.

### **1.1.1 Regional Context**

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



## 1.2 DEMOGRAPHIC PROFILE

### 1.2.1 Population Size

Census 2011 and 2016 Community survey data was used in the following chapter. According to the 2011 Census data, the uPhongolo Local Municipality had a total population of 127 238, which increased to 141 247 in 2016.

#### *Key Demographic Statistics*

Indicator	uPhongolo Municipality
Area	3 239 km <sup>2</sup>
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*

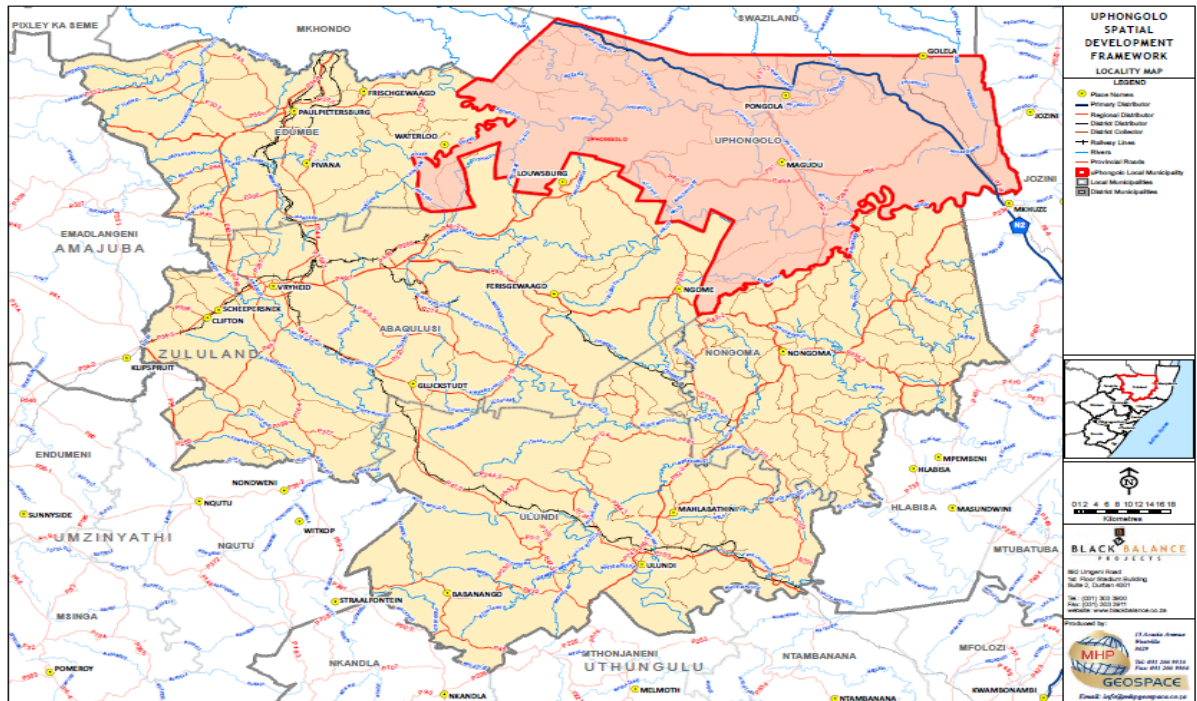
### 1.2.2 Population Distribution

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.

## 1.3 UPHONGOLO WARDS AND TRADITIONAL COUNCILS

The uPhongolo Local 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 KM<sup>2</sup> 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.

Map 2: uPhongolo Wards and Traditional Councils



## 1.4 ECONOMIC PROFILE

### POPULATION AND ETHNIC GROUPS

Currently, the total population of the uPhongolo Municipality is estimated at 134 231 people represented into 30592 households. Ethnically, the population is grouped as follows: Africans 98.5%, coloured 0.0%, Asians 0.01%, and whites 1.44% as presented in the following table.

Population & Ethnic Groups

<b>Trends</b>	<b>No</b>	<b>%</b>
Black African - Total	132270	98,54
Coloured - Total	6	0,00
Indian or Asian - Total	18	0,01
White - Total	1937	1,44
<b>Total</b>	<b>134 231</b>	<b>100</b>

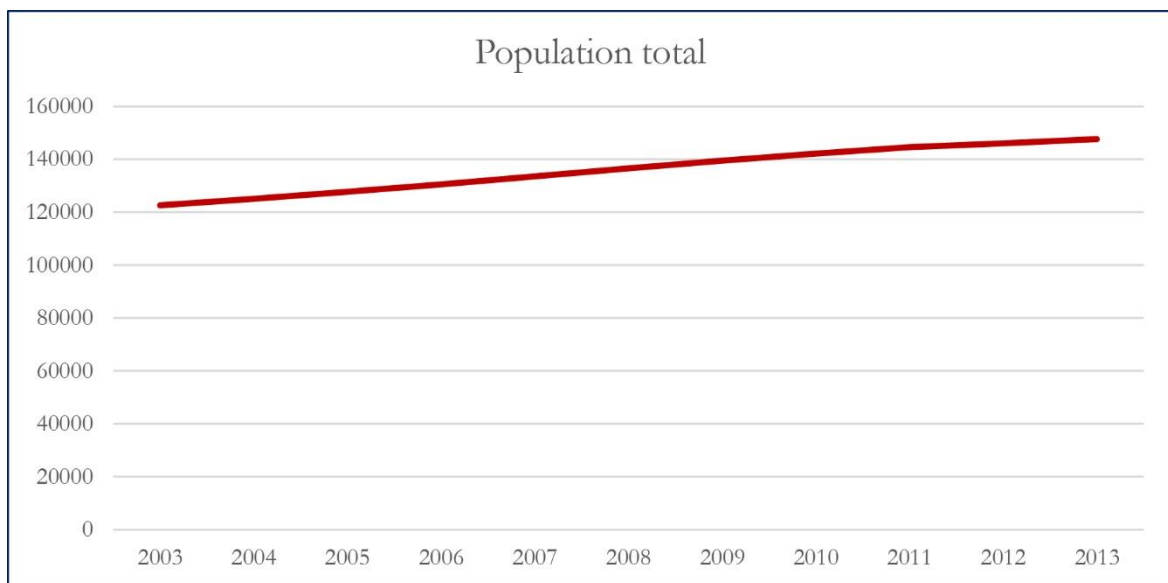
Source: Quantec 2015



## POPULATION GROWTH RATE

The graph below shows the population growth rate of the uPhongolo Local 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.

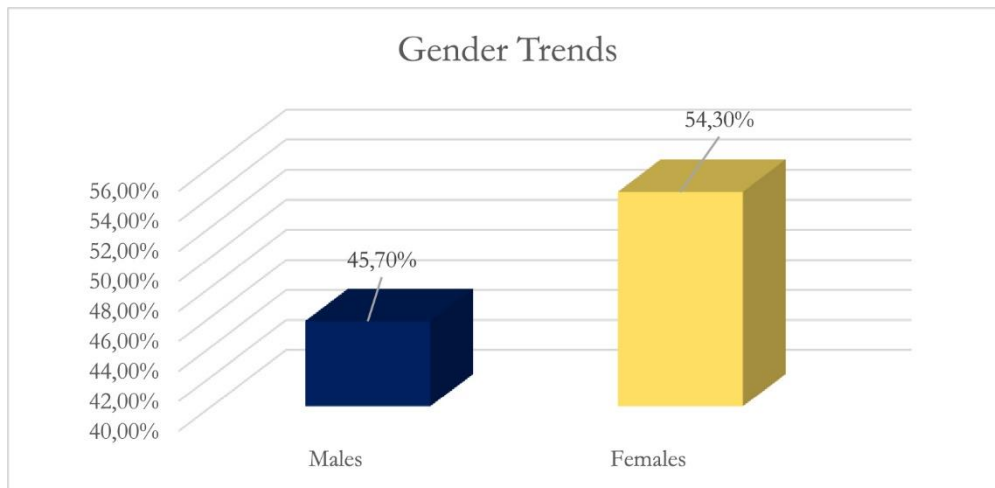
Figure 8: uPhongolo Population Growth Rate (2003 to 2013)



Source: Quantec (2015)

## 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.



Source: Quantec 2015

## 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 <sup>2</sup> )	41
Household density (Households / Km <sup>2</sup> )	9

Source: Quantec 2015

## EDUCATION LEVEL

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.

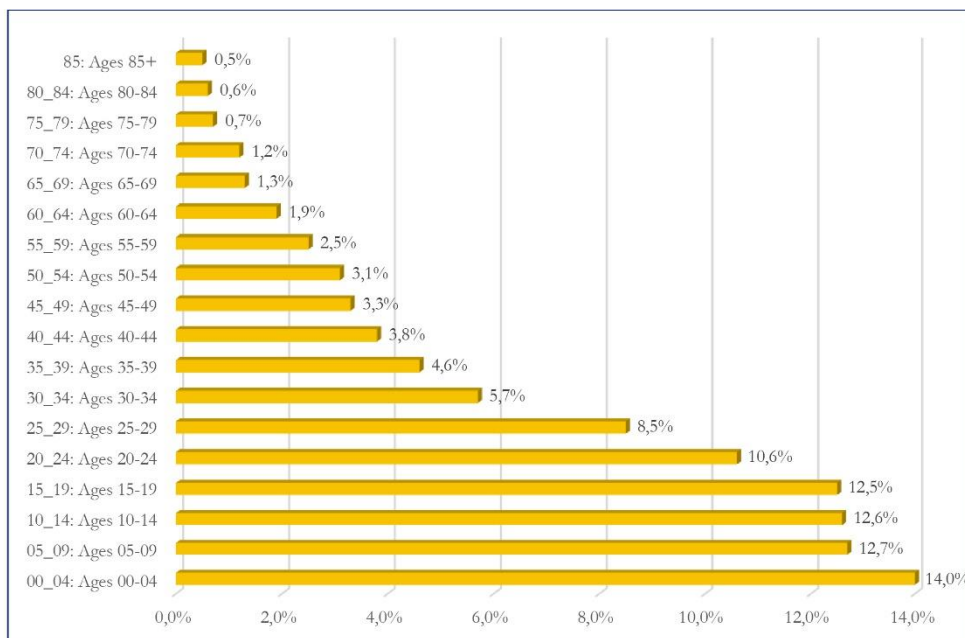
Trends	No	%
Grade 0/No schooling	20 208	15,05
Grade 1/Sub A to Grade 7/Standard 5	41 491	30.9
Grade 8/Standard 6/Form 1 to Grade 12/Standard 10/Form 5/Matric/NTC111	50 897	37.9
Less than matric & certif/dip to Diploma with Grade 12	2428	1.8
Bachelor's Degree to Higher Degree (Master's, Doctorate)	907	0.68
Other/Unspecified/NA	18301	13,63

Source: Quantec 2015

## 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 in 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



Source: Quantec 2015

## 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.

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

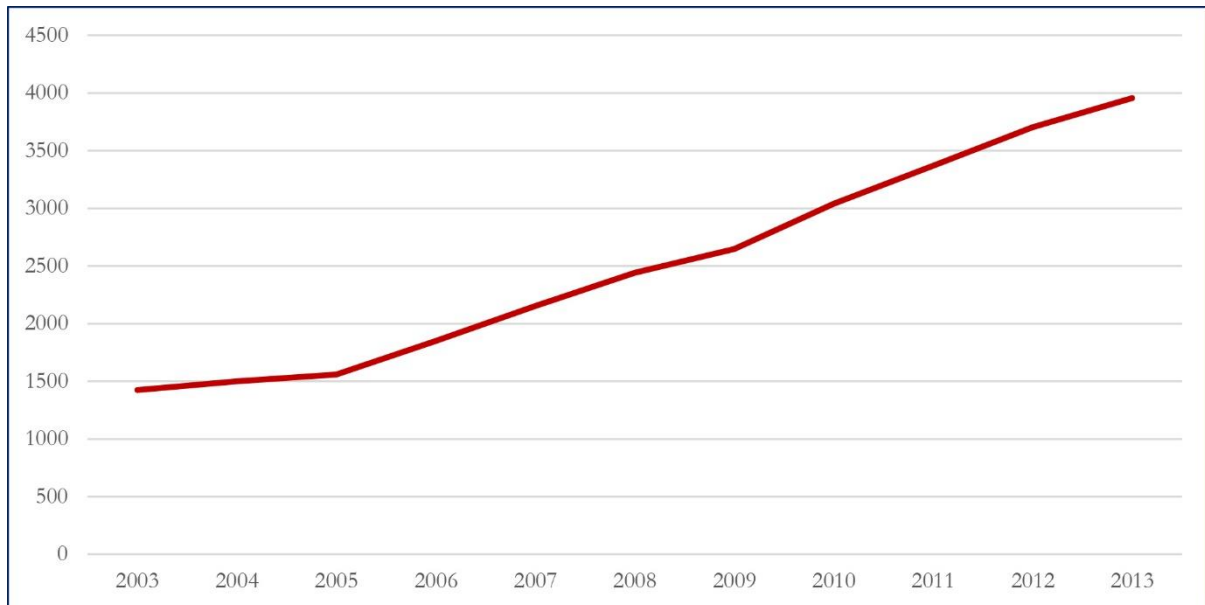
Source: Quantec 2015



## ECONOMIC SECTORS

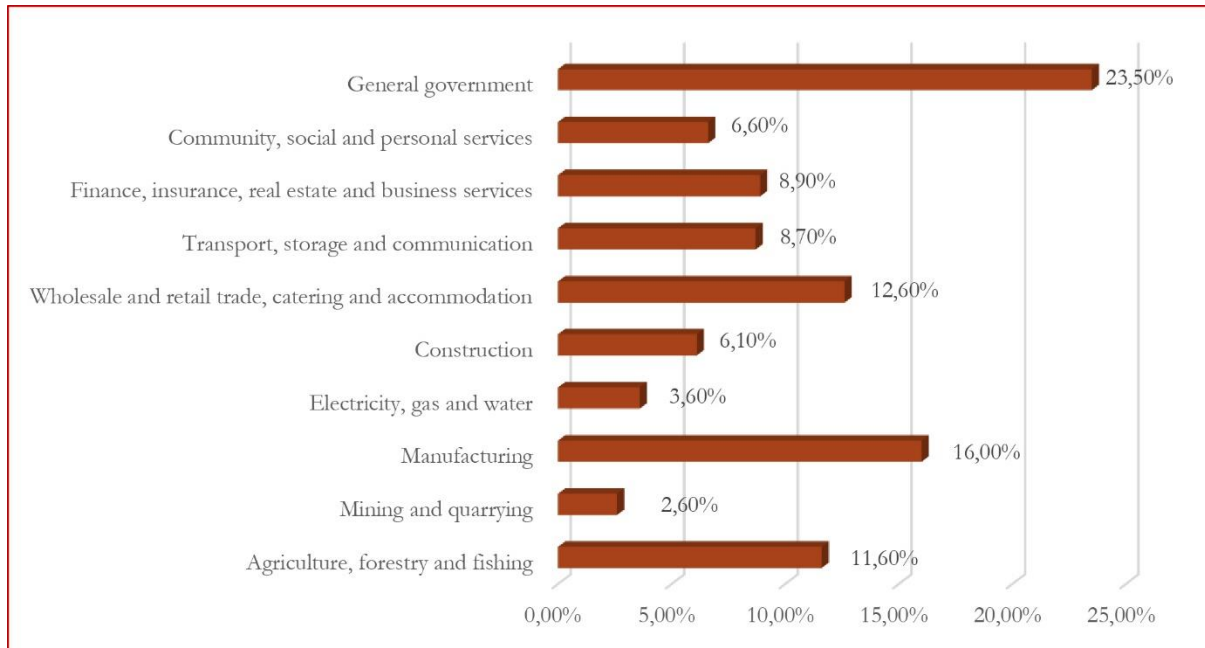
### GVA CONTRIBUTION BY SECTOR

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.



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.



Source: Quantec 2015

## EMPLOYMENT CONTRIBUTION BY SECTOR

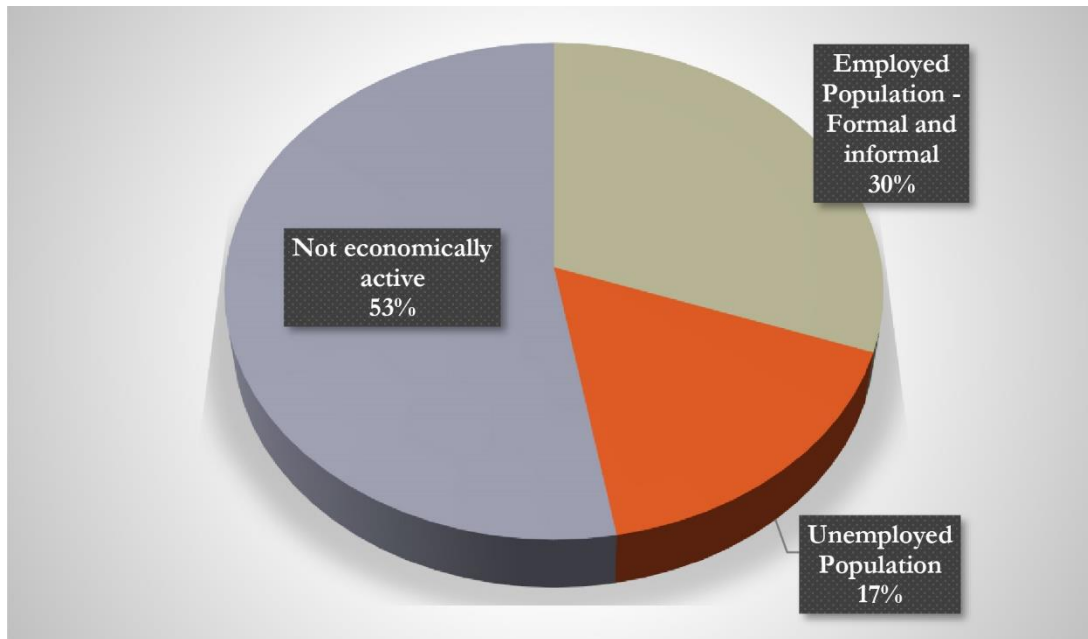
Formal employment of the population of uPhongolo is concentrated in the general government services as well as in community and social services which provided 23.6% and 21.9% of the jobs in 2014 respectively. Wholesale/retail trade and construction employ 16.9% and 11.1% respectively. This shows that the majority of economic sectors are not fully explored to create job opportunities to local people.

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 Local 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.

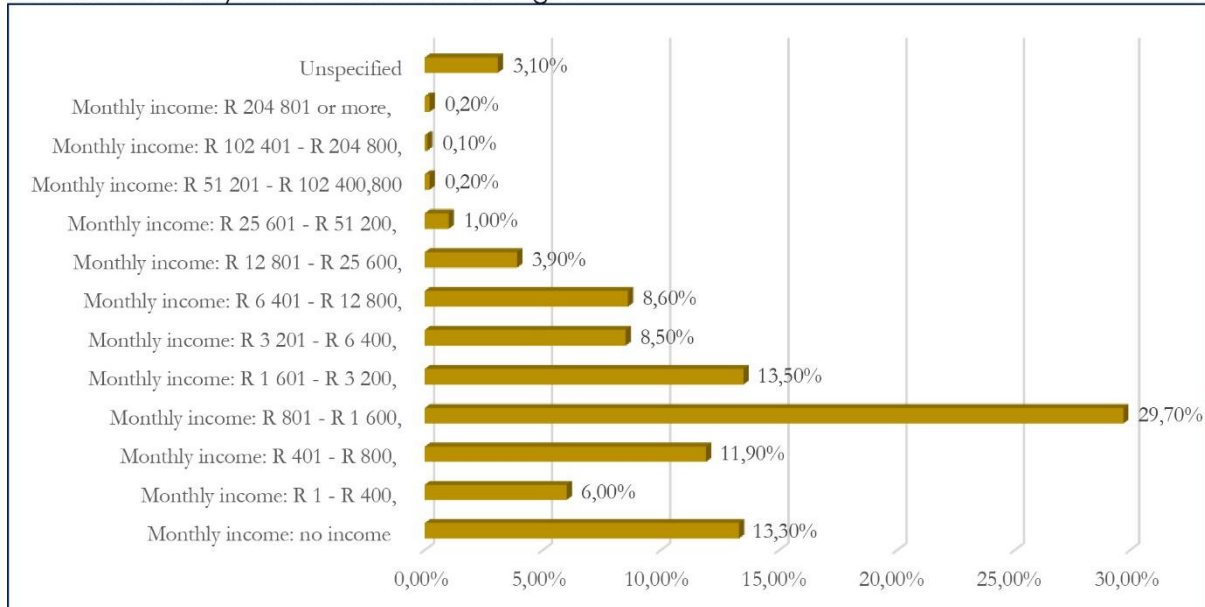


Source: Quantec 2015

## 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

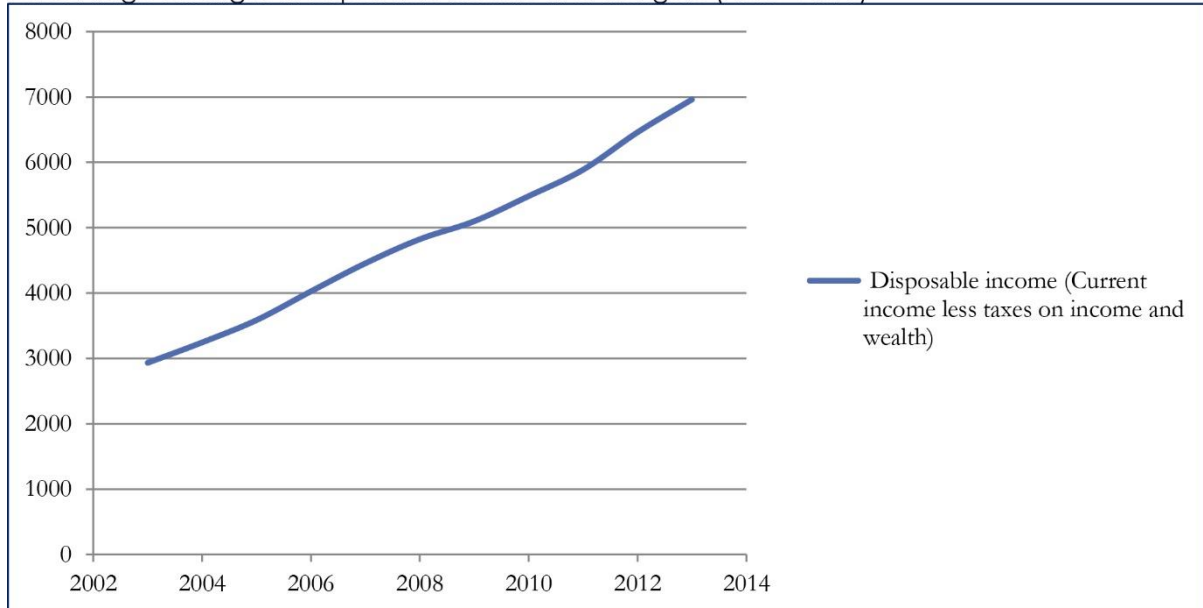


Source: Quantec 2015

## 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.

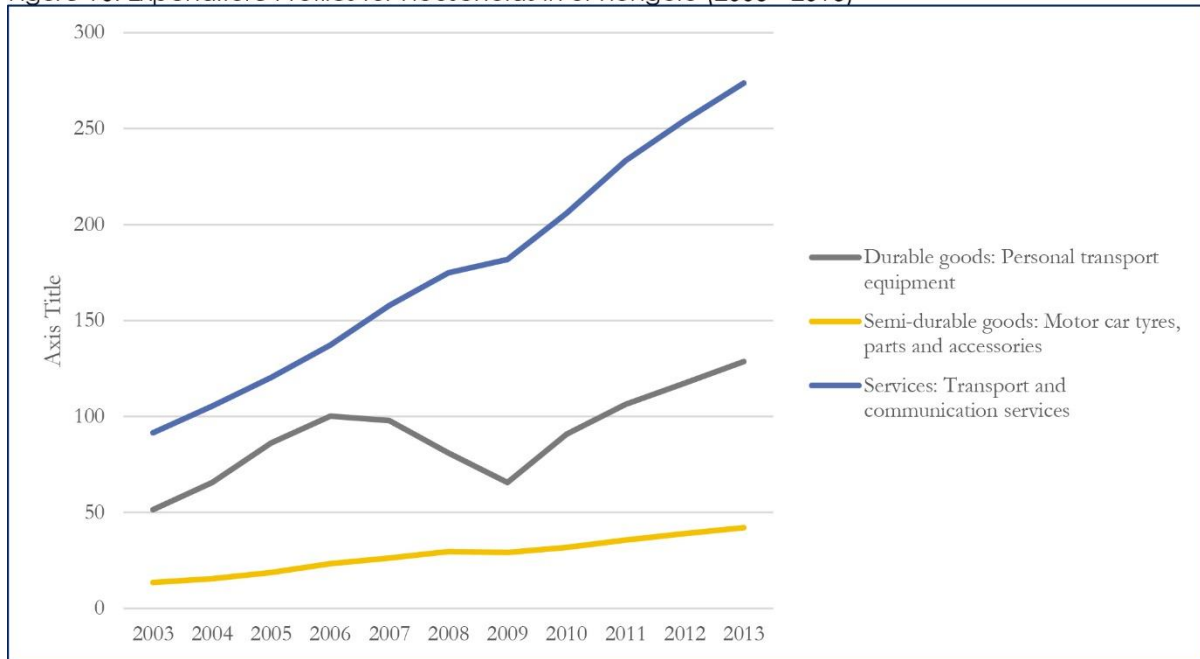
Percentage Changes in Disposable Income in uPhongolo (2003 - 2013)



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



Source: Quantec 2015

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 THIS PLAN (IDP) DEVELOPED?

The methodology that was followed in developing the IDP Process 2017/2018:

### 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.	On-going	IDPO/CFO
		Submission of Draft Process Plan to CoGTA	31 July 2013	IDPO
		<b>SDF Review</b>	14 August 2013 – 11 September	uPhongolo Planning Dept.
		<ul style="list-style-type: none"> <li>• Credible Status Quo</li> </ul>		
		<b>IDP Steering Committee</b>	21 August 2013	IDPO/PMSS
		<ul style="list-style-type: none"> <li>▪ Process plan; and</li> <li>▪ Performance Management System.</li> </ul>		
		<b>Special Council meeting</b>	27 August 2013	MM
		<ul style="list-style-type: none"> <li>• Council consider, adopt and approve the Process Plan</li> <li>• Submission of the Annual Financial Statements to Council for approval</li> <li>• Adopt 1<sup>st</sup> Draft: Urban Scheme</li> </ul>		
		Submission of the Annual Financial Statements to Auditor General.	31 August 2013	CFO and MM
		Submission of Final Process Plan to DTLGTA	31 August 2013	IDPO
		<b>Sustainable Living Exhibition</b>	06 September 2013	CoGTA
		<b>Urban LUMS Workshop with Community</b>	09-13 September 2013	uPhongolo Planning Dept.
		<b>SDF Review</b>	11 September 2013 – 9	uPhongolo Planning Dept
	<ul style="list-style-type: none"> <li>• Synthesis of Issues and Vision Document</li> </ul>			

	<b>September</b>		October 2013	
		<b>IDP Steering Committee Meeting</b> <ul style="list-style-type: none"> <li>(Prepare for IDP Rep Forum)</li> <li>(Prepare for Strat Plan Session)</li> </ul>	16 September 2013	IDPO
		<b>1<sup>st</sup> IDP Rep Forum (Closed Session)</b> <ul style="list-style-type: none"> <li>IDP Process Plan</li> <li>Project Status Update</li> <li>MEC Feedback on 2012/2013 IDP</li> <li>Development Strategies</li> <li>Final LUMS</li> </ul>	26 September 2013	All
		<b>KZN Planning Indaba</b> <ul style="list-style-type: none"> <li>MEC Feedback and Adoption of IDP Management Plan</li> </ul>	27 September 2013	CoGTA
		Chief Financial Officer of municipality 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	30 September 2013	CFO
		<b>Special Council Meeting</b> <ul style="list-style-type: none"> <li>Adoption of Final Urban LUMS</li> </ul>	30 September 2013	MM
	<b>Financial cycle</b>	<b>Activities</b>	<b>Date</b>	<b>Responsible official</b>
<b>2<sup>nd</sup> Quarter: Consultation Phase</b>	<b>October</b>	<b>SDF Review</b> <ul style="list-style-type: none"> <li>Draft SDF Document</li> </ul>	9 October 2013 – 6 December 2013	uPhongoloPlanning Dept
		<b>uPhongolo Strat Plan Session</b> Review of KPA's, KPI's, Objectives, Strategies and Projects)	1-5 October 2013	PMSS/All
		<ul style="list-style-type: none"> <li>S 57 Managers Quarterly Performance Assessments; and (First performance quarterly report.)</li> </ul>	15 October 2013	MM

	<b>November</b>	IDP and Budget Road shows	29 October 2013– 8 November 2013	Mayor and CS
		IDP Municipal Alignment Processes	6 November 2013	CoGTA
		<b>IDP Steering Committee Meeting</b>  (Registration of New Projects into IDP)	20 November 2013	IDPO
		<b>2<sup>nd</sup> IDP Representative Forum (Public)</b>  <ul style="list-style-type: none"> <li>▪ 1<sup>st</sup> quarter report;</li> <li>▪ Objectives, strategies and projects;</li> <li>▪ Sector plans;</li> <li>▪ Submission of new projects (capital)</li> <li>▪ (Presentation by sector dept's. and service providers)</li> <li>▪ Status of current projects</li> </ul>	27 November 2013	All
	<b>December</b>	<b>Review of SDF</b>  <ul style="list-style-type: none"> <li>• Achieving Support for the SDF</li> </ul>	04 December 2013 – 22 January 2014	eDumbe Planning Dept
		IDP Best Practice Conference	05 December 2013	CoGTA
		Departmental heads to finalise detailed estimates of capital and operational expenditure and income and submit to Budget and Treasury Office	13 December 2013	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	30 December 2013	CFO
		Submission of Draft Annual Report by MM to Mayor	30 December	CFO/MM/Mayor

			2013	
Financial cycle		Activities	Date	Responsible official
3 <sup>rd</sup> Quarter : Drafting Phase	January	<ul style="list-style-type: none"> <li>▪ S 57 Managers Quarterly Performance Assessments (Second performance quarterly report)</li> </ul>	15 January 2014	MM
		<b>IDP Steering Committee Meeting</b>	22 January 2014	IDPO
		<b>SDF Review</b> <ul style="list-style-type: none"> <li>• Finalisation and Approval</li> </ul>	23 January 2014 – 19 February 2014	eDumbe 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	31 January 2014	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>	31 January 2014	CFO

		<p><b>Special Council Meeting</b></p> <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 budget</p>	31 January 2014	MM Mayor MM
February		Submit the annual report to the Auditor General, the KZN provincial treasury and provincial departments relevant to local government.	13 February 2014	MM
		Meeting with CoGTA: IDP Submission and Assessment Process	14 February 2014	CoGTA
		<p><b>IDP SC Meeting</b></p> <p>(Budget structure and submission for consideration)</p>	20 February 2014	CFO/ IDPO
		<p><b>SDF Review</b></p> <ul style="list-style-type: none"> <li>Implementation, Monitoring and Evaluation</li> </ul>	20 February 2014 – 28 February 2014	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	27 February 2014	CFO
		<p>Chief Financial Officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year</p> <p>MFMA s 37(2)</p>	27 February 2014	CFO
		<b>SDF Review</b>	28 February	uPhongolo

		<ul style="list-style-type: none"> <li>• Close Out</li> </ul>	2014	Planning Dept
	<b>March</b>	<b>3<sup>rd</sup> IDP Rep Forum (Closed)</b> <ul style="list-style-type: none"> <li>▪ 2<sup>nd</sup> quarter report;</li> <li>▪ Sector plans;</li> <li>▪ Submission of new projects (capital)</li> <li>▪ (Presentation by sector dept's. and service providers)</li> <li>▪ Recommend to Council the approval of the IDP draft document.</li> <li>▪ Status of current projects</li> </ul>	19 March 2014	All
		<b>Special Council Meeting</b> Draft budget and revised IDP are tabled together in council for consideration.	27 March 2014	Mayor  CFO & IDPO
		<b>Council Adopt Draft IDP / Budget</b> 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.	27 March 2014	BTO and MM  IDPM
		Publish Draft IDP/Budget for comments (21 days)  Hard copies of IDP/Budget to be made available to the Public	27 March 2014	IDPO
		<b>Submission of Draft 2014/2015 Reviewed IDP</b>	28 March 2014	IDPO
<b>Financial cycle</b>		<b>Activities</b>	<b>Date</b>	<b>Responsible official</b>
<b>4th Quarter : Final Adoption Phase</b>	<b>April</b>	Hard Copies of IDP/Budget submitted to the following:  National Treasury  Provincial Treasury  Zululand District Municipality	01 April – 30 April 2014	IDPO and CFO

	<ul style="list-style-type: none"> <li>▪ Publicise an Annual Report with oversight report.</li> <li>▪ Submit an Annual Report with oversight report to Provincial Legislature/MEC of Local Government</li> </ul>	08 April 2014	CS
	<b>IDP Assessment / Engagement Meeting with DLGTA</b>	14 April 2014	CoGTA
	S 57 Managers Quarterly Performance Assessments (Third quarterly report)	15 April 2014	MM
	IDP and Budget Roadshows	16-23 April 2014	CS
	<b>IDP Steering Committee</b> <ul style="list-style-type: none"> <li>▪ 3<sup>rd</sup> quarter report;</li> <li>▪ Draft budget 2014/15; and</li> <li>▪ Consider comments from DLGTA assessment</li> </ul>	24 April 2014	IDPO
	Due date for budget written comments  Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc  MFMA s 21	30 April 2014	Mayor/MM
	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	30 April 2014	Mayor/MM
	Council to consider all the submissions and representations received during its hearing process.	30 April 2014	CS
<b>May</b>	Update IDP projects based on final DORA allocations and Public Consultation  Complete financial plan (Draft SDBIP)	01 May 2014	IDPO and CFO
	<b>IDP Steering Committee</b> <ul style="list-style-type: none"> <li>• Prepare for IDP Rep Forum</li> <li>• Finalise IDP and Budget</li> </ul>	08 May 2014	All
	<b>CoGTA Draft IDP Feedback Assessment</b>	09 May 2014	CoGTA

	<p><b>IDP Representative Forum</b></p> <ul style="list-style-type: none"> <li>• 2014/2015 Budget Overview</li> <li>• 2014/2015 MIG Projects</li> <li>• Finalisation of Sector Department Projects</li> <li>• Status of current projects</li> <li>• Recommend to Council Adoption of Final IDP and Budget</li> </ul>	14 May 2014	IDP MM Mayor
	<p><b>Council Meeting</b></p> <p>Final 2013/2014 IDP is tabled in council for consideration.</p> <p><b>Council Adopt Final IDP &amp; Budget</b></p> <p>Council Consider Adoption of Final IDP &amp; Budget for 2014 / 2015</p>	30 May 2014	CFO
June/July	<p>-Advertise Final IDP and advertise on Municipal Website</p> <p><b>-Submit Final IDP to CoGTA</b></p>	7 June 2014	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"> <li>• National Treasury;</li> <li>• Provincial Treasury</li> </ul>	27 June 2014	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>	27 June 2014	Mayor/MM



		MFMA s 53; MSA s 38-45, 57(2)		
		<b>Submission of Final 2014/2015 Reviewed IDP</b> <b>(Can be submitted before this date)</b>	10 July 2014	IDPM
		▪ S 57 Managers Quarterly Performance Assessments (Fourth performance quarterly report)	15 July 2014	MM
		▪ Signing of Performance Agreements and Performance Plans	31 July 2014	MM

### 1.5.1 IDP PUBLIC PARTICIPATION PROCESS

#### 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.

The following mechanisms for participation were utilised:

#### IDP Representative Forum (IDPRF)

This forum represented all stakeholders and were as inclusive as possible. Efforts were made to bring additional organizations into the IDPRF and ensure their continued participation throughout the process.

#### Ward Committees and Community Development Workers

As formal structures established in terms of the Municipal Structures Act, the Ward Committees and Ward Councillors will be used as a link between the Municipality and Communities, to obtain information and any other information with regards to the progress of the implementation of IDP.

**Newspaper**

Local newspapers (Pongola News) were used to inform the local community of the progress of the IDP.

**Municipal Website**

The eDumbe Website is also utilized to communicate and inform the community. Copies of the IDP and Budget were placed on the website for people and service providers to download.

**Municipal Notice Board**

The Municipal Notice Board is used to inform stakeholders of critical IDP meetings.

**Community Road Shows**

The uPhongolo Municipality hosted its community road shows to publicize the draft IDP and Budget after approval in March and this will also be done in May 2017 for the approval of the final draft IDP. The venues for these meetings were publicized at the IDPRF as well as through the media.

**Information Sheet/ Brochures/ Pamphlets**

At the completion of each of the Sector Plans, as well as the IDP Review, an information sheet will be 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 the booklets. Ward Committees will also be used to explain and to distribute information that needs to get to the public.

## 1.6 MEC COMMENTS

UPhongolo Local Municipality acknowledges the comments that the MEC made in respect of the 2016/2017 IDP Review, IDP assessments conducted by COGTA and Auditor General. The comments have helped to enrich the process towards the compilation and content of this IDP.

The Municipality's Basic to Basics plan is critical in addressing the issues that are lacking and affecting the service delivery as required within the Local government. 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 will also be 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.

## 1.7 FINDINGS AND RECOMMENDATIONS OF THE AUDITOR GENERAL

uPhongolo Municipality acknowledges the findings and recommendations of the Auditor General made in respect of the 2015/2016 Financial Year. The comments have helped to enrich the process towards the compilation and content of this IDP. An AG action plan has been developed to address all issues raised in the audit outcomes report.

## 1.8 LONG TERM VISION

### VISION STATEMENT

“UPhongolo Local 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 Local 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

## 1.9 KEY CHALLENGES AND INTERVENTIONAL MEASURES

<b>CROSS CUTTING INTERVENTIONS</b>		
<b>NO.</b>	<b>CHALLENGES</b>	<b>INTERVENTIONS</b>
	Land Claims	Land Audit (Participation of Sector Departments in the process)
	Land invasion	Land audit and prosecution
	Illegal development/encroachments	
	Housing sector plan outdated	Need to be reviewed
	Strategic environmental assessment	Need to be developed
	Landfill site not in compliance with licence conditions	Fencing, ownership and way-bridge
<b>MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>		
	<b>CHALLENGES</b>	<b>INTERVENTIONS</b>
	Qualified Audit Opinion	
	Vacant posts occupied by interns	
	Lack of office accommodation	
	SCM and creditors sections do not perform as desired	
	Tenders and quotations not advertised on website	
	VAT accounted for incorrectly	
	Abuse of vehicles and spending on non-essential items and excessive expenditure	
	Excessive use of consultants and professionals	
	Material adjustments to annual financial statements	
	Financial constraints due to cash flow problems	
	Electricity losses	
	Increasing consumer debts	
	Absence of indigent register	

	Unfavourable Audit opinion	Develop and Implement Audit Action Plan and Monitor implementation.
	Cash flow issues	Review Debt Collection methods
	Outdated Indigent register	Recompile the indigent register and present to Council for adoption
	Material Electricity Losses	Replace electricity meters and general infrastructure. Improve on accuracy of meter reading.

<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>		
	<b>CHALLENGE</b>	<b>INTERVENTION</b>
	Monitoring of ward committee meetings and functionality (shortage of personnel)	Prioritise appointment of Personnel
	Capturing of minutes of ward community meetings (shortage of personnel)	Appointment of Personnel
	Chamber has no public gallery space	To be budgeted for extension
	Budget Constraints	Source funding from COGTA/ MSIG and other sources
	Poor attendance of departmental staff meetings	Encourage all HODs to convene meetings as per their schedules
	Lack of commitment of Ward Champions	The Municipal champion to encourage war room champions to attend war room meetings

The key challenges facing the uPhongolo municipality that has been determined through the strategic planning session and community participation and analysing the status quo of the municipality 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.



## 1.10 WHAT ARE WE GOING TO DO TO UNLOCK AND ADDRESS CHALLENGES?

NATIONAL KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT						
PGDS GOAL						
Outcome 9 outputs						
INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBIP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
A		To increase employee capacity by a minimum of 10% each year.	A1	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and Implement a Work Skills Plan
					A1.2	Approve accredited and only minimum requirements based training
					A1.3	Improve the number of officials meeting the minimum competency levels.
					A1.4	Monitor all incumbents to ensure that they comply with their current position's minimum requirements
					A1.5	Conduct a skills audit and implement necessary training to fill the gaps
	Municipal Transformation and Organization Development (address the lack of capacity amongst employees)			A2	To maintain a SMART Organisational Performance Management System to ensure Planning, Monitoring reporting and evaluation of	A2.1
	A2.2	Compilation of quarterly performance reports to council & performance audit committee				

NATIONAL KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT						
INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBIP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
				municipal performance	A2.3	Development & submission of the Annual Performance Reports
		Employment Equity (to be aligned with local municipality demographics)	A3	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.
	Past injustices		A4	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
A	Overtime		A4		A4.2	Develop and Implement succession planning on all critical & scarce skills posts
	Employee records				A4.3	Implement retention measures to all critical posts to reduce loss of skills.
		A4.4			All critical posts to be filled within 3months	
	Balance of workload and reduction of overtime					
		A4.5			Compliance with Employment Equity Act	
			A6	To improve Citizens Skills levels and Education	A6.1	Review Bursary Policy and align with government priorities

NATIONAL KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT						
		Authentic well documented employee records	A7	Ensure Institutional of Batho Pele Culture and Principles	A7.1	Increase sensitivity of government administrators to the aspirations of citizens through bi-annually awareness sessions on BP
					A7.2	Development of a full-fledged Customer Service Relation
			A8	To Promote Access to Information and Accountability	A8.1	Develop and Maintain an approved Records Management System
					A8.2	Review of access of information annually
					A8.3	Facilitate compilation of an Annual Report
			A9	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A9.1	<b>Review</b> the Occupational Health and Safety policy
					A9.2	Develop Occupational Health and safety Guidelines
					A9.3	Develop Injury on duty management procedure
					A9.4	Implement EAP programs that promote and support health and well-being of employees

NATIONAL KPA: BASIC SERVICES DELIVERY						
PGDS GOAL 4 STRATEGIC INFRASTRUCTURE						
Outcome 9 outputs						
INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL STRATEGIC OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
<b>B</b>	<b>Electricity:</b>					
	Basic Service Delivery (address backlog in basic services)	To ensure that every household has access to basic services by 2030	B1	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. (Backlog @ 9236 households 37%).
					B1.2	Upgrading of old and dilapidated electricity infrastructure with an emphasis on solar energy whenever possible (public lighting amenities)
					B1.3	Develop a rapid response team in-house to diagnose and solve electrical faults and prevent loss thereof
					B1.4	Replace old and malfunctioning meters
<b>Roads and storm water:</b>						
	Floods and inaccessibility	To ensure that Pongola is kept clean habitable, safe and healthy	B2	To make all communities in uPhongolo accessible through the	B2.1	Implement access roads and storm water drains development and

NATIONAL KPA: BASIC SERVICES DELIVERY						
				provision and maintenance of Access roads and storm water drains		maintenance as per master plan
		Managed floodplains			B2.2	Clear all verge in storm water drains in CBD and township through EPWP
	Potholes and dilapidating road works	Accessible and well maintained road infrastructure			B2.3	Implement ad hoc maintenance for both gravel and tarred surfaces in rural, urban and township as per maintenance plan
					B2.4	Resurface tarred roads in CBD as per master plan
					B2.5	Review road construction and maintenance master plan annually
					B2.6	Construct and maintain sidewalks & Cause-way bridge
<b>INDEX</b>	<b>KEY CHALLENGES</b>	<b>MUNICIPAL DEVELOPMENTAL GOAL</b>	<b>SDBP Ref.</b>	<b>MUNICIPAL STRATEGIC OBJECTIVE</b>	<b>Ref No.</b>	<b>MUNICIPAL STRATEGIES</b>

NATIONAL KPA: BASIC SERVICES DELIVERY						
	Waste management:					
	Unhealthy environment water and air pollution, illegal dump sites	To move Pongola towards a green environment		To control waste management including water contamination	B3.1	Eradicate outside house dumping in town and townships through provision of centralized mobile containers
					B3.2	Effectively monitor and eradicate illegal dumping, air pollution and water contamination through strict policing and heavy fines
					B3.3	Ensure that all refuse is timeously removed from source to waste management centre
<b>B</b>					B3.4	Develop & implement local waste plan
					B3.5	Employ national standards in Refuse collection
					B3.6	Ensure users pay for refuse collection in Belgrade, Ncotshane and Golela
			B3			

NATIONAL KPA: BASIC SERVICES DELIVERY						
	<b>Housing:</b>					
	Large number of people without habitable shelter	Habitable housing for all by 2030	B4	To provide safe, adequate and habitable housing that is closer to amenities	B4.1	Acquire land that is currently owned by farms surrounding the CBD for development
					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
					B4.3	Provide regular inspections to the houses under construction
					B4.4	To provide low-cost Urban Houses
<b>INDEX</b>	<b>KEY CHALLENGES</b>	<b>MUNICIPAL DEVELOPMENTAL GOAL</b>	<b>SDBP Ref.</b>	<b>MUNICIPAL STRATEGIC OBJECTIVE</b>	<b>Ref No.</b>	<b>MUNICIPAL STRATEGIES</b>
			<b>COMMUNAL &amp; PUBLIC FACILITIES</b>			
			B5	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.1	Host tournaments to promote sport in partnership with private sector
<b>B</b>					B5.2	Equitably provide sporting facilities, community halls & crèches on the one ward one hall; one ward one sporting

NATIONAL KPA: BASIC SERVICES DELIVERY						
						field ; one ward one crèche principles
					B5.3	Promote the use of libraries and Halls for the benefit of the community
					B5.4	Maintain libraries, parks and gardens on a continues basis
					B5.5	Provide Proper Cemetery & Crematorium services in professional manner

**NATIONAL KPA: LOCAL ECONOMIC DEVELOPMENT**

**PGDS GOAL 4**

**Outcome 9 outputs**

INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
<b>Development of SMMEs:</b>						
	Lagging Local Economic Development	A more equitable society, a more inclusive economy based on food security, self-sustenance and grounded on our comparative advantages	C1	Create a conducive environment for investing and SMME growth in Phongolo	C 1.1	Investigate hydro-electricity generation for commercial purposes
					C 1.2	Create marketing linkages via the Dube trade port, and Richards Bay port in Line with the new proposed railway and expanded N2 passing through



NATIONAL KPA: BASIC SERVICES DELIVERY						
						Pongola to Richards Bay
		Develop Town sites for residential and industrial expansion			<b>C 1.3</b>	Develop skills (agricultural, bricklaying, plumbing, electrical and mining) of locals to sustain anticipated developments within Pongola
			C2	<b>Tourism:</b>		
				Increase the number of visitors to uPhongolo through integrated and targeted marketing	<b>C2.1</b>	Develop and revive tourism hubs and zones within uPhongolo
					<b>C2.2</b>	Tourism promotion and facilitation
<b>C</b>			C3	To promote arts and cultural services	<b>C3.1</b>	Development of Arts and Culture Strategy
			C4	<b>Poverty alleviation:</b>		
				Creation of sustainable jobs	<b>C 4.1</b>	Create employment opportunities through labour intensive schemes
					<b>C 4.2</b>	Formalization and training of cooperatives
			C5	<b>Agriculture:</b>		
				Increase agricultural productivity	<b>C 5.1</b>	Drive Pongola tribal lands towards being South Africa's food basket using cooperatives and subsistence farming
				<b>C 5.2</b>	Develop and sustain agro-processing and	

NATIONAL KPA: BASIC SERVICES DELIVERY						
						sugarcane and vegetable production capabilities(SA next food security base through sustained investments in short crops, citrus farming etc)
INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
		Healthy & safe society	C6	Mitigate the HIV epidemic and promote positive living	Social Cohesion	
					C6.1	Align municipal HIV programmes to other sector department programmes
					C6.2	Participate in Sukhumasakhe programs
					C6.3	To develop and implement programmes that target high risk groups
			C7	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.
<b>C</b>	Lagging Local Economic Development		C8	Reduce crime rate within uPhongolo jurisdiction	C8.1	Promote neighbourhood watch group scheme.
					C8.2	Reduce crime by environmental design.
			C9	To ensure Safer, effective and	C9.1	Monitor and fix road markings fitness and vehicle roadworthiness

NATIONAL KPA: BASIC SERVICES DELIVERY						
				efficient system for all		through road blocks.
					C9.2	Efficient vehicles and driver licensing services.
					C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks

NATIONAL KPA: FINANCIAL VAIBILITY AND MANAGEMENT						
PGDS GOAL 4						
Outcome 9 outputs						
INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
	Threats to Financial Viability and Management	Ensure the Municipality remains financially viable	D1	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.
					D1.2	To control and account for all Municipal expenditure
		To enhance revenue through the selling of Municipal services to new areas like Ncotshane and Belgrade			D1.3	Develop and implement measures to reduce the level of debt owed to the municipality

NATIONAL KPA: FINANCIAL VAIBILITY AND MANAGEMENT								
D		Comply with all legislative requirements			D1.4	Improve cash and debtors management		
					D1.5	Zero tolerance to non-compliance on third party payments		
					D2	To enforce a fair and legislatively compliance SCM policy	D2.1	Enhance contract management
							D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.
		Align operational budget with IDP priorities	D3	To budget and report on all Municipal financial transactions according to legislation	D3,1	Ensure that budget is informed by the IDP		
		Align operational budget with IDP priorities			D3,2	Ensure that all departmental units targets from the IDP are suitably financed		
					D3,3	Synergize budgeting with strategy and community priorities		
					D3,4	Timeously report on financial matters as legislated/regulated.		
					D3,5	Implement Mscoa		
	<b>INDEX</b>	<b>KEY CHALLENGES</b>	<b>MUNICIPAL DEVELOPMENTAL GOAL</b>	<b>SDBP Ref.</b>	<b>MUNICIPAL OBJECTIVE</b>	<b>Ref No.</b>	<b>MUNICIPAL STRATEGIES</b>	
D		Support indigent community to access basic services	D4	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.1	To account for all assets owned by the municipality		
					D4.2	Facilitate the transfer of all (property) assets not controlled by the Municipality to the rightful owners to		

NATIONAL KPA: FINANCIAL VAIBILITY AND MANAGEMENT						
						enable property rates levying
					D4.3	All properties owned and rented out to yield a market related return
					D4.4	Establish own fleet with effective tracking system
					D4.5	To conduct annual Impairment test and effect disposal of redundant assets.

NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
PGDS GOAL 4						
Outcome 9 outputs						
INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
	Good governance and Public participation	A people centred democracy that is transparent and responsive to the needs of its people	E1	Promote good governance, accountability and transparency	E 1.1	Annual review of Internal Audit Charter
E 1.2					Facilitate Functionality of Audit Committee	
E 1.3					Review of annual Internal Audit Plan	
E 1.4					Annual Review of Anti- Corruption Strategy	
E 1.5					Regular review of policies, procedures and bylaws in compliance with local government	

NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
E						legislation and regulations
			E2	Placing the primary focus on addressing the needs of communities within the municipality	E 2.1	Strengthening of oversight structures of council to ensure full functionality
					E 2.2	Ward committees supported and capacitated to ensure functionality
					E 2.3	Languages taken into account in public meetings and general municipal communication
					E 2.4	Monitor customer complains & provide feed back
					E 2.5	Conduct customer satisfaction survey annually.
					E3	Report regularly on the dealings of the Municipality
			E 3.2	Undertake roadshows (izimbizos) to learn of people's needs		
			E 3.3	Encourage participation of traditional leaders		
			E 3.4	Provide regular radio and newspaper reports on matter of public interest		
			E 3.5	Use the websites as a reporting platform		

NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
E			E4	To ensure effective and efficient administration complying with its Legal Mandates	E4.1	Provide administrative support for all Council Committees
					E4.2	Strengthen Council Oversight through training on Legislation and Policies
					E4.3	Development of an organisational strategic planning document
			E5	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
					E5.2	Development of a Credible Integrated Development plan within prescribed legislative guidelines
					E5.3	Development of Community Based Plans
			E6	To promote and foster sound internal and external communication	E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives
					E6.2	Facilitate functionality of IGR Structures
			E7	To ensure that the risk maturity	E7.1	Risk assessment annually with

NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
				of the organisation is at an enabled level (risk management and internal control fully embedded into the operations of the organisation, high level understanding of risk, effective risk management system)		implementation, monitoring continuous improvement and on-going review
					E7.2	Risk Management Committee meetings are conducted on quarterly basis

KPA: CROSS CUTTING ISSUES						
PGDS GOAL 4						
Outcome 9 outputs						
INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
F	Cross Cutting Issues		F1	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 .
		To increase environmental and community safety.			F1.2	To do due diligence on environmental impact for planned projects and programmes.
					F1.3	To conduct environmental awareness campaigns to communities.
					F1.4	Develop and implement plan to remove



KPA: CROSS CUTTING ISSUES						
						environmentally unfriendly substances e.g. alien weed, used oil...
					F1.5	Review and enforce Environmental By-laws.
			F2	Provide disaster management and emergency services	F2.1	To develop and implement a disaster management plan and fire services Plan
					F2.2	Develop Disaster and Fire centre (transnet property)
					F2.3	Develop Contingency plan for the Municipality-long term and short term (life span)
					F2.4	Develop fire brakes system for farmers and enforce fire belt implementation
					F2.5	Institute fire training awareness and volunteers to stop fires within communities
					F2.6	Monitor emergency calls received by Disaster Call centre
					F2.7	Conduct a fire and high risk lightning assessment and provide prevention measures
<b>INDEX</b>	<b>KEY CHALLENGES</b>	<b>MUNICIPAL DEVELOPMENTAL GOAL</b>			<b>SDBP Ref.</b>	<b>MUNICIPAL OBJECTIVE</b>

KPA: CROSS CUTTING ISSUES						
F			F3	To plan areas for future development and formalisation	F3.1	Review the Spatial Development Plan for adoption by Council
					F3.2	Development of Rural Framework plans
					F3.3	Development of Urban Framework plans
					F3.4	Development of Rapid Urbanisation Management Plans
					F3.5	Developing Commercial precinct/ revitalisation plans for all suburbs
					F3.6	Review of Human Settlement Sector Plan
		<b>Cross Cutting Issues</b>				
			F4	Implementation of SPLUMA	F4.1	Promote integrated and coordinated spatial development within the Municipality.
					F4.2	Review and implement SDF through public participation.
					F4.3	Prepare wall to wall planning scheme for the whole Municipal area.
					F4.4	Ensure effective GIS system.
			F5	To ensure effective Land Use Management and Building Management	F5.1	Review and Implementation of uPhongolo Land Use Scheme
					F5.2	Efficient processing of development application

KPA: CROSS CUTTING ISSUES						
					F5.3	Development of Risk Management Strategy relating to National Building regulations

## 1.11 WHAT TO EXPECT FROM UPHONGOLO MUNICIPALITY OVER THE NEXT 5 YEARS

NATIONAL KEY PERFORMANCE AREAS	ISSUES TO BE ADDRESSED (GOALS)
<b>Municipality Transformation &amp; Institutional Development</b>	<ul style="list-style-type: none"> <li>▪ Develop and approve a compliant organogram and employ qualify and competent staff</li> <li>▪ Compliant HR System</li> <li>▪ Improve ICT Governance</li> <li>▪ Implement the Record Management System</li> </ul>
<b>Basic Service Delivery and Infrastructure Development</b>	<ul style="list-style-type: none"> <li>▪ Construction of roads according to relevant standards and specifications</li> <li>▪ Maintenance and rehabilitation of roads in urban and rural areas</li> <li>▪ Construction maintenance of community facilities</li> <li>▪ Construction and maintenance of electrical infrastructure</li> </ul>
<b>Local Economic Development and Social Development</b>	<ul style="list-style-type: none"> <li>▪ Agriculture: To unleash our agricultural potential</li> <li>▪ Logistic: to harness opportunities in the logistics sector</li> <li>▪ Ecotourism: to identify and develop more tourism site product and activities in Pongola</li> <li>▪ Job creation: to generate more local labour intensive programmes and project</li> <li>▪ SMME development and investment promotion: to support SMME and promote investments</li> <li>▪ Skills development: to train entrepreneurs and strengthen relationships with public department, TVET, SETAS and Private sector</li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>▪ Functional governance structures</li> <li>▪ Maximum community participation</li> <li>▪ Effective communication strategy</li> <li>▪ Coordinated special programmes (HIV, Women and Child abuse )</li> <li>▪ Quality Public Safety</li> </ul>
<b>Municipal Financial Viability and Management</b>	<ul style="list-style-type: none"> <li>▪ Proper financial management paying creditor in time debt collection income /billing achieve unqualified credit</li> <li>▪ Provision and Management of Free Basic Services</li> <li>▪ Financial viability</li> <li>▪ Transparent, fair, equitable SCM</li> <li>▪ Effective asset management</li> </ul>

## 1.12 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 Mtubatuba 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 & 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.

## MONITORING AND EVALUATION

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

regular reporting is in place and gets reported quarterly to the Council via Performance Audit Committee.

Individual performance agreements and performance plans for the Municipal Manager and Heads of Departments are prepared annually in line with provisions prescribed in the performance Regulations, these agreements are fully implemented and aligned with the service delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003.

Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance assessment is taking place on a quarterly basis to ensure that annual department targets will be achieved.

**SECTION B:**

**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 which is a process by which the Municipality prepares its strategic plan for the 2017/2018 review. 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 that supersedes all others within a municipality because it is a direct reflection of a municipality.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the uPhongolo municipal area without compromising the institutional capacity required to implement and coordinate the efforts needed across sectors and relevant spheres of government.

The IDP is also the strategic planning tool of the municipality and is prepared within the first year after the newly elected Council has been appointed and will be reviewed annually during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.

Municipalities function within the realm of an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programs to be implemented and aligned with municipal functions.

### 2.1 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

### **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.

**The 12 National Outcome Delivery Agreements are discussed in the table 2 below:**

<b>NO.</b>	<b>National Plan Priorities</b>	<b>Alignment Thereof</b>
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 six critical senior municipal posts in various municipalities namely Municipal Manager, Chief Financial Officer, Town Engineer, Town Planner, Human Resources Manager and Communications manager as the basic minimum for every municipality;
- 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.

## 2.3 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.

## 2.4 THE NATIONAL DEVELOPMENT PLAN

**The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.**

**As a long-term strategic plan, it serves four broad objectives:**

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

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

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

**Table 1: 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.

## 2.5 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.

### **The jobs 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.
- 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
- Policies for African development

**In the context of the UPhongolo Local 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
- Policy framework

## **2.6 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.

This ten 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
- Addressing housing quality

## **2.7 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
- Effective support to all land reform programmes through land planning and information

## **2.8 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.

## **2.9 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.

## **2.10 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 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).

## 2.11 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:

## The 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.

## **2.12 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); and
  - The logistics and transport sector (including rail) underpin growth in all four sectors.
- Sustainable and affordable water and energy provision is crucial to economic growth & development.

### **2.13 ZULU LAND 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.



## 2.13 THE CABINET LEKGOTLA

The key objectives of the Cabinet Lekgotla were to assess progress on the various targets which government undertook to realize and achieve by 2016.

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.

#### **2.14 UPHONGOLO MUNICIPALITY'S ROLE IN CABINET LEKGOTLA RESOLUTIONS**

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.

## 2.15 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.

## 2.16 THE STATE OF THE NATION ADDRESS 2017

On the 09 February 2017 at 19h00, the President, Jacob Zuma delivered the State of the Nation Address (SONA). The president provided an update on the implementation of the Programme of Action based on the National Development Plan (NDP). The 2017 SONA was delivered within the context of the current strides made by the government to respond to the various challenges that our country is facing. The focus was on few areas packaged as the Nine Point Plan to re-ignite growth so that the economy can create much need jobs. The focus areas under guidance from the National Development Plan are as follows:

- Industrialisation
- Mining and beneficiation
- Revitalising the agriculture/agro-processing value chain
- Energy
- Small business development
- Managing workplace conflict
- Attracting investments
- Growing the ocean's economy (forming part of Operation Phakisa)
- Prioritising tourism

The President also highlighted that science and technology, infrastructure (water, sanitation and transport) and broadband rollout had been focussed on in the past year

## 2.17 STATE OF THE PROVINCE ADDRESS 2017

On 01 March 2017, the Premier of KwaZulu-Natal, Mr T.W. Mchunu delivered the State of the Province Address (SOPA). The focus areas that are also concerns are already attended to in the revised and adopted KZN-Provincial Growth and Development Strategy (November 2016) and in the agreed Programme of Action of the KZN-Province. The focus areas are as follows:

- Mobilization with motive to destabilize
- Social cohesion and moral regeneration as imperatives for nation building
- Crime and corruption
- Land issues

- Capacity and ability of the state
- Radical economic transformation
- The health of KZN population is improved

## **2.18 PROVINCIAL GROWTH AND DEVELOPMENT PLAN – DISTRICT GROWTH AND DEVELOPMENT PLAN**

After the Provincial Cabinet Lekgotla in February 2012, both the PGDS and draft PGDP were made available for public comment before final adoption by Cabinet in August 2012.

The February 2012 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 in November 2016 necessitating the DGDP review.

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

**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**

<b>Strategic Objectives</b>	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>
<b>Primary Indicators</b>	<ul style="list-style-type: none"> <li>Total employment within the agricultural sector (including forestry and livestock) within the district.</li> <li>Value of agricultural contribution to the district economy</li> <li>Number of emerging commercial farmers within the district.</li> <li>Hectares of land under agricultural</li> </ul>	<ul style="list-style-type: none"> <li>Total employment within all sectors excluding primary agriculture within the district.</li> <li>Total value of the provincial economy excluding primary agriculture within the district.</li> </ul>	<ul style="list-style-type: none"> <li>Total Rand Value of each EPWP job in district within the district.</li> <li>Number of small contractors created through Vukuzakhe Emerging Contractor Development Programme.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Cooperatives and SMMEs registered in the district that has been in operation for more than 2 years.</li> <li>Number of new jobs created through establishment of SMMEs and Coops within the district.</li> <li>A balanced KZN B- BBEE scorecard utilised to measure</li> </ul>

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

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

<b>Strategic Objectives</b>	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>
<b>Primary Indicators</b>	<ul style="list-style-type: none"> <li>• % of 3 to 5 old children in education institutions (public and private)</li> <li>• % of Grade 1 learners who have attended a Grade R class</li> <li>• Retention rates: Grades 10-12</li> </ul>	<ul style="list-style-type: none"> <li>• Full and part time students in public FET Colleges for NC(V), N courses and occupational programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Number of youths supported by the National Skills Funds, SETAs and other youth programmes</li> <li>• Participation in AET</li> </ul>
<b>Interventions</b>	<ul style="list-style-type: none"> <li>• Promoting the use of new technologies and improving infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant life-long learning to be delivered by accessible and vibrant community-based adult education and training (AET) Centres.</li> </ul>
<b>Secondary Indicators</b>	<ul style="list-style-type: none"> <li>• % of schools meeting the standards of facilities benchmark.</li> </ul>	<ul style="list-style-type: none"> <li>• Further Education and Training (FET) participation rate (all institutions) FET College graduation rate.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of youth, adults and women accessing skills development programmes which are explicitly designed to promote employment and income-promoting outcomes.</li> </ul>



**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**

<b>Strategic Objectives</b>	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>
<b>Primary Indicators</b>	<ul style="list-style-type: none"> <li>Reduction in relative poverty</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in maternal and child mortality rates/ratios</li> <li>Life expectancy at birth</li> </ul>	<ul style="list-style-type: none"> <li>Dietary Diversity Index Hunger episodes: household member has gone hungry at least sometimes in past 12 months.</li> </ul>	<ul style="list-style-type: none"> <li>% of district households with yard water connections</li> <li>% of district households with sanitation to MIG standards,</li> <li>% of district households with a source of electrical supply</li> </ul>	<ul style="list-style-type: none"> <li>Number of contact crimes per 100,000 people registered per annum</li> <li>Number of trio crimes per 100,000 people registered per annum</li> </ul>

<b>Interventions</b>	<ul style="list-style-type: none"> <li>• Expanding social welfare services to under-serviced areas</li> </ul>	<ul style="list-style-type: none"> <li>• Accelerate HIV and AIDS intervention programmes</li> <li>• Ensure equitable access to health services</li> </ul>	<ul style="list-style-type: none"> <li>• Developing infrastructure for local markets.</li> <li>• Support to informal economy</li> <li>• Skills development to support local production.</li> </ul>	<ul style="list-style-type: none"> <li>• Densification of Human Settlements</li> <li>• Transformation of informal settlements</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Community Protection through Environmental Design</li> <li>• Strengthen partnerships: civil society, business and criminal justice system</li> </ul>
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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

	Development of airports	Development of road and rail networks	Development of ICT infrastructure
<b>Strategic Objectives</b>	<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>
<b>Primary Indicators</b>	<ul style="list-style-type: none"> <li>Volume of passengers through Ulundi and Vryheid airports.</li> </ul>	<ul style="list-style-type: none"> <li>% Tonnage to Capacity Utilization.</li> </ul>	<ul style="list-style-type: none"> <li>ICT infrastructure established in Zululand.</li> </ul>
<b>Interventions</b>	<ul style="list-style-type: none"> <li>Develop and Implement Zululand Regional Airports Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Revitalise Branch Rail Lines.</li> <li>Create additional Capacity along Primary Movement Corridors.</li> </ul>	<ul style="list-style-type: none"> <li>ICT infrastructure nodes established in Zululand.</li> </ul>
<b>Secondary Indicators</b>	<ul style="list-style-type: none"> <li>Passengers' arrivals at Ulundi and Vryheid airports.</li> </ul>	<ul style="list-style-type: none"> <li>Volume of rail deliveries in timber industry</li> <li>Improvement in secondary road maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Digital Community Hubs</li> </ul>

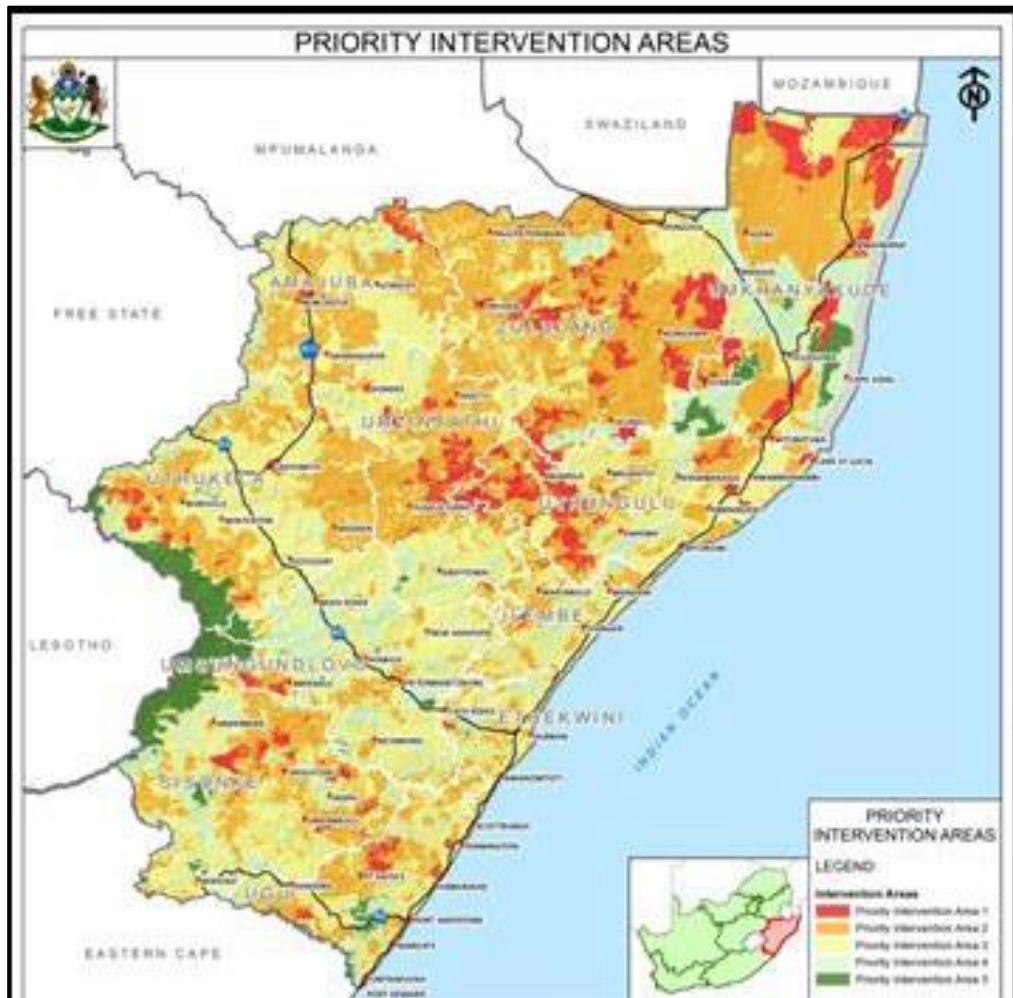
<b>STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY</b>			
<b>Reduce global greenhouse gas emissions and create social-ecological capacity to adapt to climate change Apex Indicators:</b>			
<b>Apex indicator 1: Green House Gas Emissions</b>			
<b>Strategic Objectives</b>	Increase productive use of land	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>
<b>Primary Indicators</b>	<ul style="list-style-type: none"> <li>• Ha of land rehabilitated annually</li> <li>• % use of high production potential land for non-agricultural activities</li> </ul>	<ul style="list-style-type: none"> <li>• Units of energy produced commercially through alternative energy generation</li> </ul>	<ul style="list-style-type: none"> <li>• Land transformation in High-Risk Biodiversity Planning Units in Zululand.</li> </ul>
<b>Interventions</b>	<ul style="list-style-type: none"> <li>• Promote sustainable land use practices to preserve and enhance agricultural potential</li> </ul>	<ul style="list-style-type: none"> <li>• Programme for development of alternative energy demonstration projects</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial planning, decision-support tool development and monitoring.</li> </ul>
<b>Secondary Indicators</b>	<ul style="list-style-type: none"> <li>• Hectares of land under active agricultural production.</li> </ul>	<ul style="list-style-type: none"> <li>• No of Alternative Energy Demonstration.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of ha of priority areas for expansion of protected areas network declared.</li> </ul>

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

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

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





## **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 Local 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 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY

The Provincial Spatial Economic Development Strategy (PSEDS) recognises that social and economic development is never evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth. The sectors of

the provincial economy identified as the drivers of growth of the province to address unemployment and poverty are the following sectors:

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

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

## 2.23 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, Mtubatuba Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five year strategic plan to guide service delivery and investment (both private and public sector) within the area.

UPhongolo Municipality IDP will serve as a strategic guide during the term of office of the current 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.

## 2.24 STRATEGIC 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.



## 2.25 ALIGNMENT WITH GOVERNMENT PRIORITIES

### 2.25.1 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.

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.	To build competent human capital for the development of uPhongolo.
Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	To build new infrastructure and maintain the existing infrastructure to ensure sustainable services.
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.  Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.	To create a conducive and enabling environment for economic growth and development.
Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.  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	To promote good governance and public participation
Goal 12: Ensure sustainable consumption and production patterns  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	To improve municipal financial viability and management

<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>	To promote integrated and sustainable environment.
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## 2.26 GOVERNMENT PRIORITIES

### 2.26.1 NATIONAL PLAN PRIORITIES

National Plan Priorities	Alignment
Create jobs	Job Creation through Economic Development Viable Economic Growth and Development
Expand infrastructure	Efficient and Integrated Infrastructure and services
Use resources properly	Improve municipal financial viability and management
Inclusive planning	Integrated Urban and Rural Development
Quality education	Improving Citizens Skills levels and Education
Quality healthcare	Improve Quality of Citizens Health
Build a capable state	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
Fight corruption	Public Safety and Living Environment
Unite the nation	Promoting Social Cohesion

## 2.26.2 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 economicdevelopment
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 andDevelopment
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



### 2.26.3 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY GOALS

PGDS Strategic Goals	uPhongolo Development Goals
Inclusive Economic Growth	Job Creation through Economic Development
Human Resource Development	Viable Economic Growth and Development
Human and community Development	Municipality Resourced and committed to attaining the vision and mission of the organization
Strategic Infrastructure	Municipality Resourced and committed to attaining the vision and mission of the organization
Environmental Sustainability	
Responses to Climate Change	To promote environmental; Conservation and promotion
Governance and Policy	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
Spatial Equity	Integrated Urban and Rural Development

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:

## 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.

## 2.26.4 ZULULAND DISTRICT GROWTH AND DEVELOPMENT PLAN

The KwaZulu-Natal Department of Cooperative 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;
- To facilitate commitment of resources (human, financial, etc) towards the implementation of strategic objectives, catalytic initiatives and other district priorities.

**Table 2: Zululand DGDP**

No.	DGDP	Alignment
1	Job creation	Job creation through economic Development
		Viable Economic Growth and Development
2	Human Resource Development	Municipality resourced 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

## 2.28 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.

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

**“We want every municipality in South Africa to ensure that it undertakes core basic functions as efficiently, as effectively, and as religiously as is humanly possible,” said Minister Pravin Gordhan.**

Government through Back to Basics approach want to ensure that robots work, making sure 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 focus 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 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

#### Back-to-Basics Alignment

	<b>Back to Basics</b>	<b>Alignment</b>
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

**SECTION C:**  
**SITUATIONAL ANALYSIS**

## 1. 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.

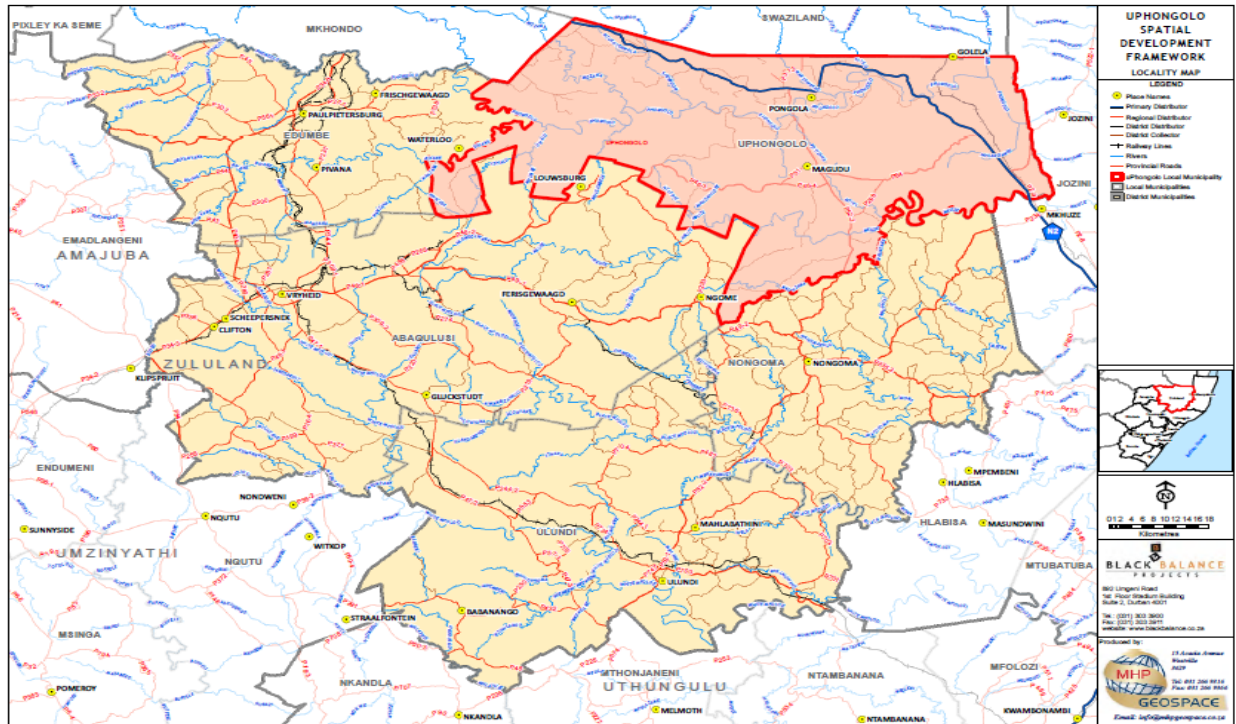
## SPATIAL ANALYSIS

### UPHONGOLO REGIONAL CONTEXT

The uPhongolo Local 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 KM<sup>2</sup> 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.



# uPhongolo regional Context



## ADMINISTRATIVE ENTITIES

UPhongolo Local 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, Simelane, Ndlangamandla, 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.

### 1.1 DEMOGRAPHIC CHARACTERISTICS

#### KEY DEMOGRAPHIC STATISTICS

Census 2016 and 2011 data was used in the following chapter. According to the 2001 Census data, the uPhongolo Local 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.

Key Demographic Statistics

Indicator	uPhongolo Municipality
Area	3 239 km <sup>2</sup>
Population	141247
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

## 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

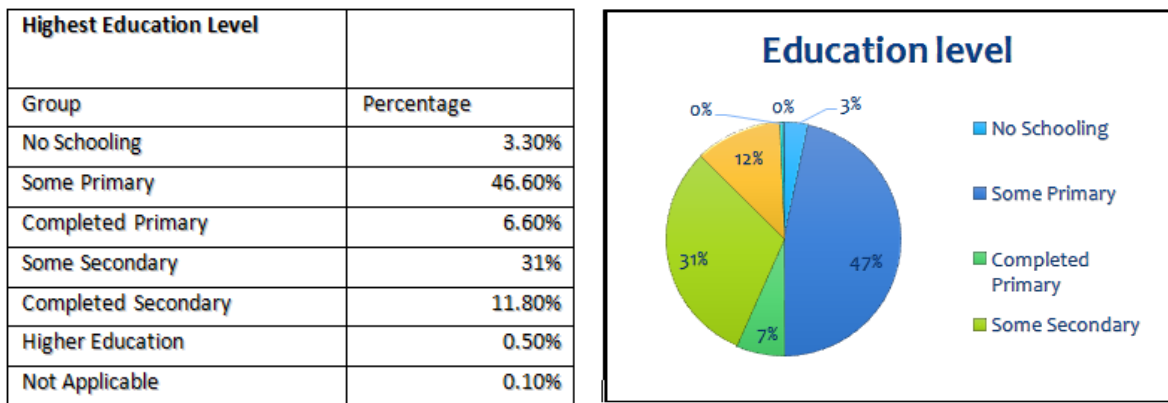
Source: Stats SA – Community Survey, 2016

## 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.

Table: Highest Education Level

Figure: Education Levels



Source: Stats SA – Census 2011

Table: 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**

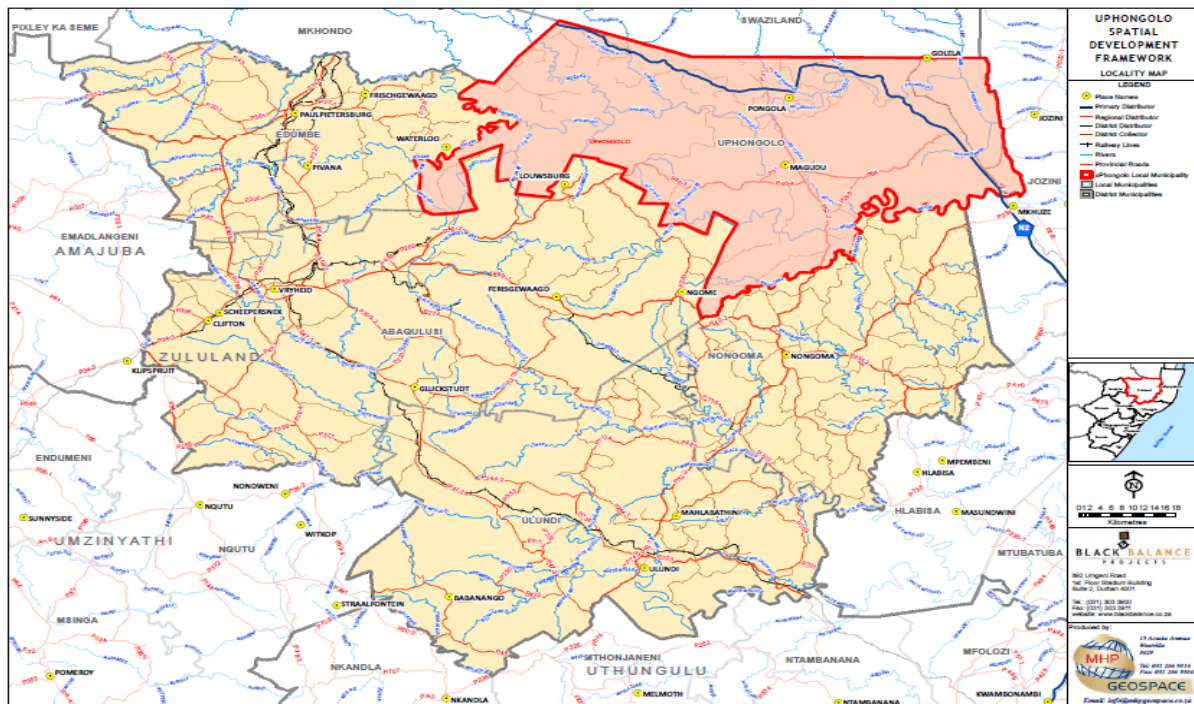
The municipality's demographic characteristics including spatial distribution of population, graphically presented through graphs and maps. The situational analysis data used is an official data obtained from Stats SA, Census 2011 and 2016 community survey.

## 2. CROSS CUTTING ISSUES

### REGIONAL CONTEXTS

The uPhongolo Local 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.

#### Map: uPhongolo in Regional Context



## 2.1 ENVIRONMENTAL ANALYSIS

### BIODIVERSITY



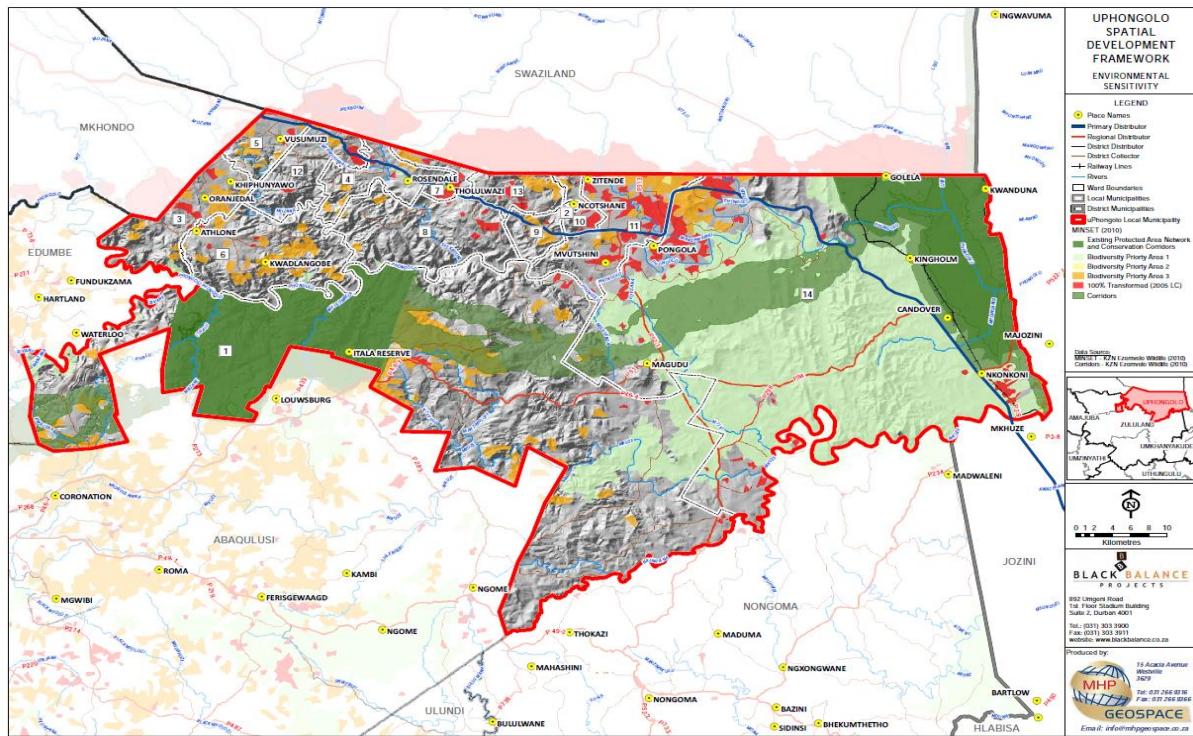
UPhongo municipality has a number of environmental sensitive areas, of which two are formally protected. Ithala Game Reserve is located on the south western boundary of the municipality directly south of the Phongolo River. Pongola poort dam is situated on the eastern boundary of the Municipality.

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 Oranjeddal. 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.

**uPhongo Environmental Sensitivity**



**HYDROLOGY**

The uPhongo 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

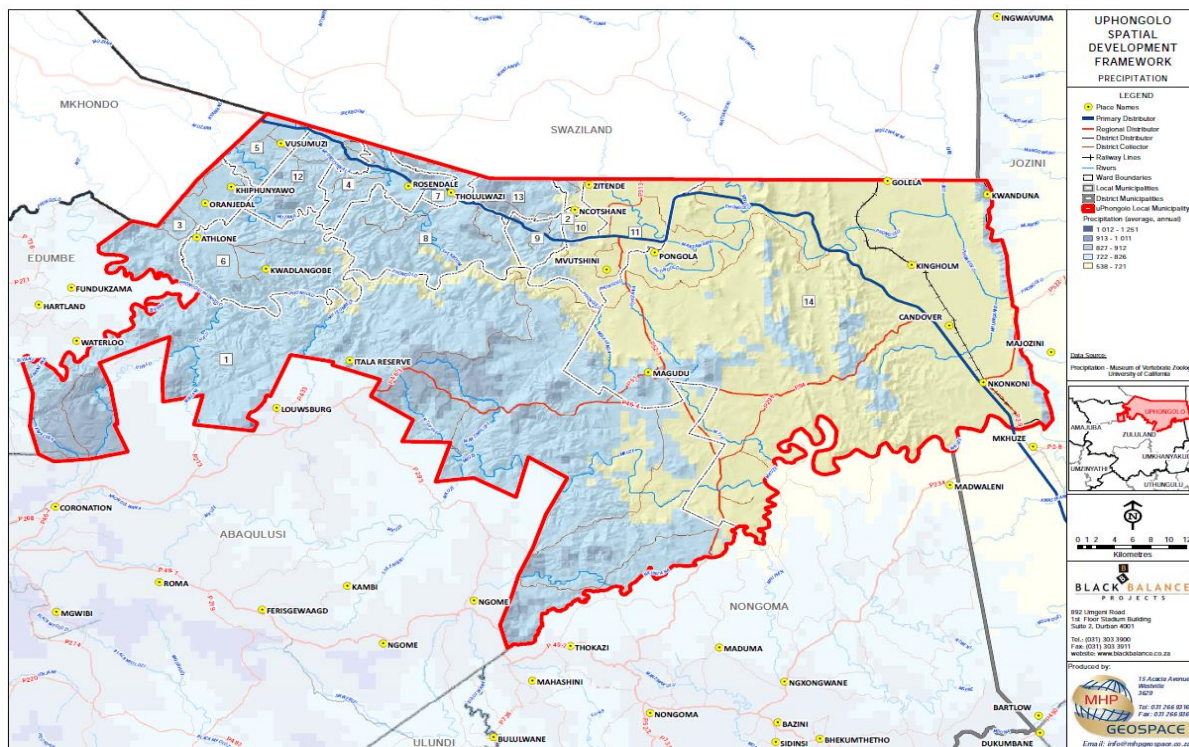
annum and 538 to 721mm per annum. Selected pockets have a higher average precipitation of 913 to 1011mm per annum.

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 Local Municipality.

### uPhongolo Precipitation





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 & 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.

## 2.2 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

Facilitating social development, ensuring the provision of adequate social amenities and facilitating social integration.

## 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 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.

## 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 Local 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.

Table: Household Size

Municipality	Total household population			Number of households			Average household size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
UPhongolo	1996	2001	2011	1996	2001	2011	1996	2001	2011

Total	97 372	115 384	125 197	15 967	24 814	28 772	6.1	4.6	4.4
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Source: Stats SA – Census 2011

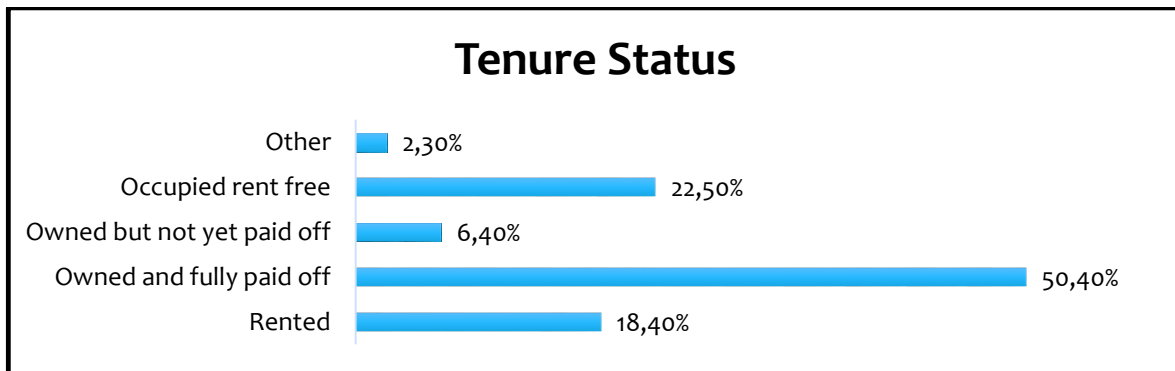
## HOUSEHOLD DWELLING TYPE

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: Tenure Status



Source: Stats SA – Census 2011



Total	172	429	475	15 967	24 814	28 772	1.1	1.7	1.7
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Source: Stats SA – Census 2011

## EXISTING LAND USE PATTERNS

### LAND COVER & BROAD LAND USES

Table: 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 is also scattered throughout the municipality at localities such as Ncotshane, Vusumuzi and Khiphunyawo. The remainder of the settlements are characterised by rural dwellings.

These settlements include areas such as Athlone and Kwadlangobe in the western areas, Magudu and Candover south and south east of Pongola Town, and Kwanduna and Golela on the north eastern boundary of the municipality.

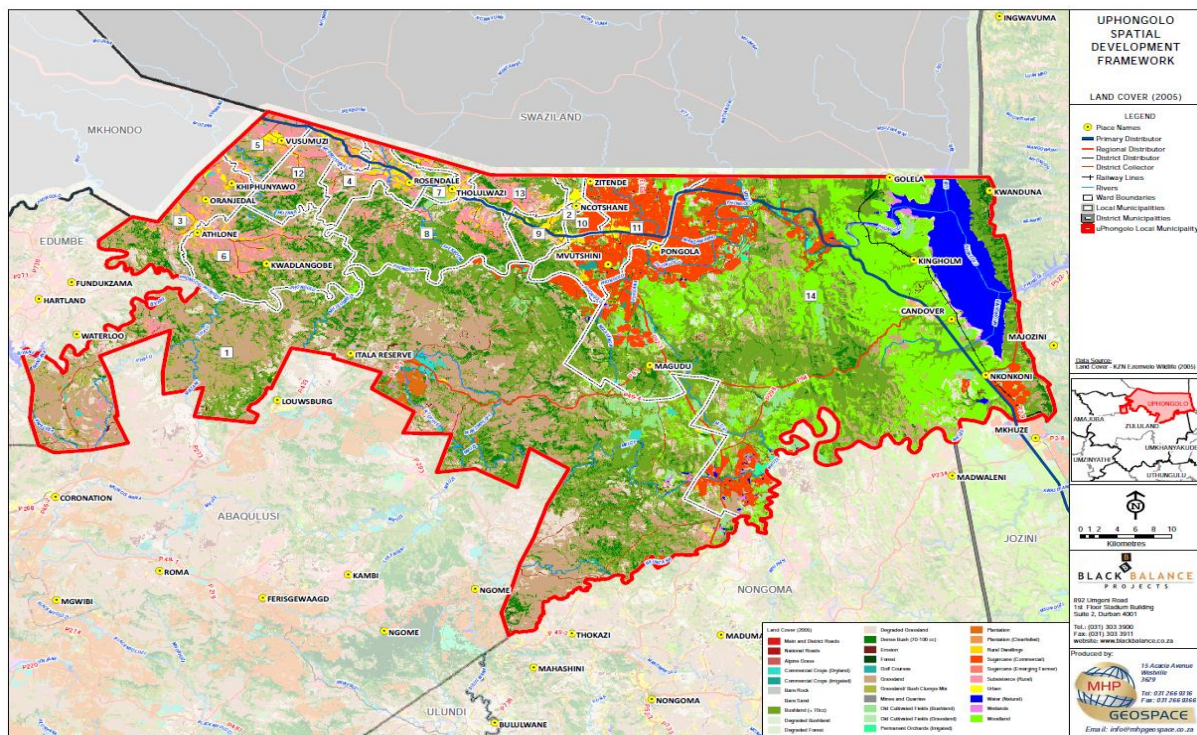
Large areas of woodlands are situated on the evenly sloped areas on the north eastern boundary of uPhongolo. This area stretches from the Majozi surroundings (east) to Magudu (South of N2).

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



### GRAZING LAND

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

### 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.

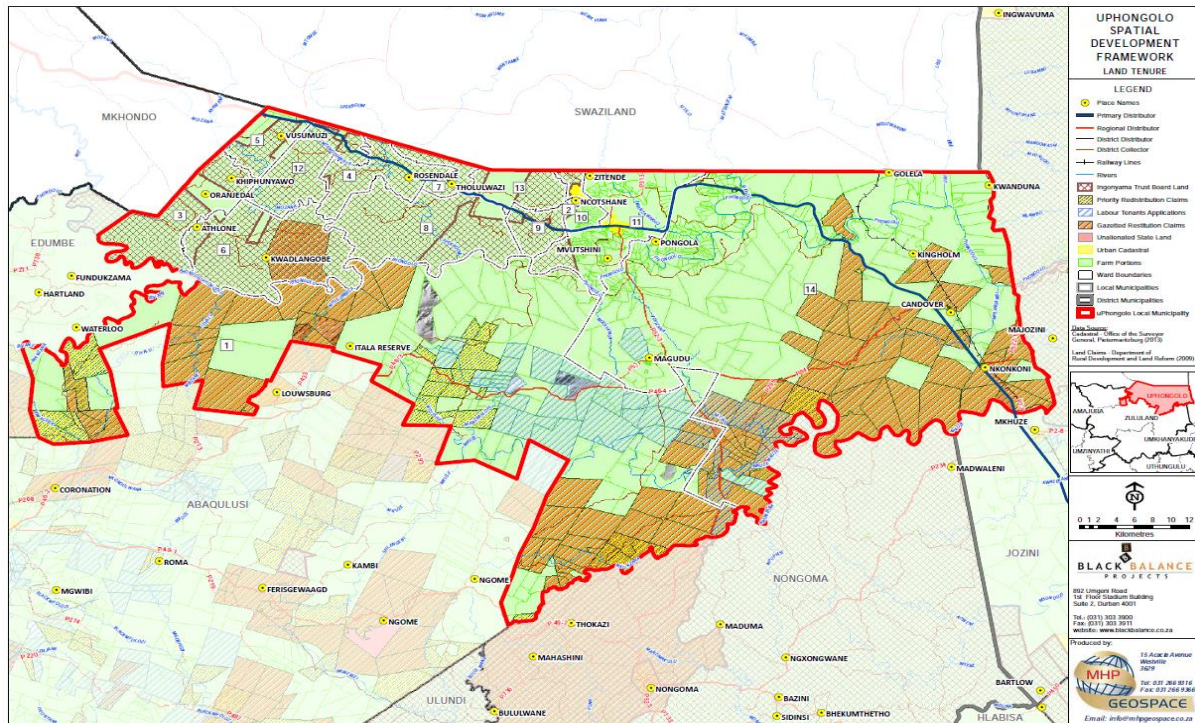
Natural beauty, existence of tourism related development, and future tourism development potential within the municipal area are the main attributes. These attributes are putting the municipal area at an excellent position to reap the benefits of an intensive tourism programme



## LAND OWNERSHIP

The larger north western part of uPhongolo Local 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, KingholmandIthala Reserve.

### uPhongolo Land Tenure



## 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.

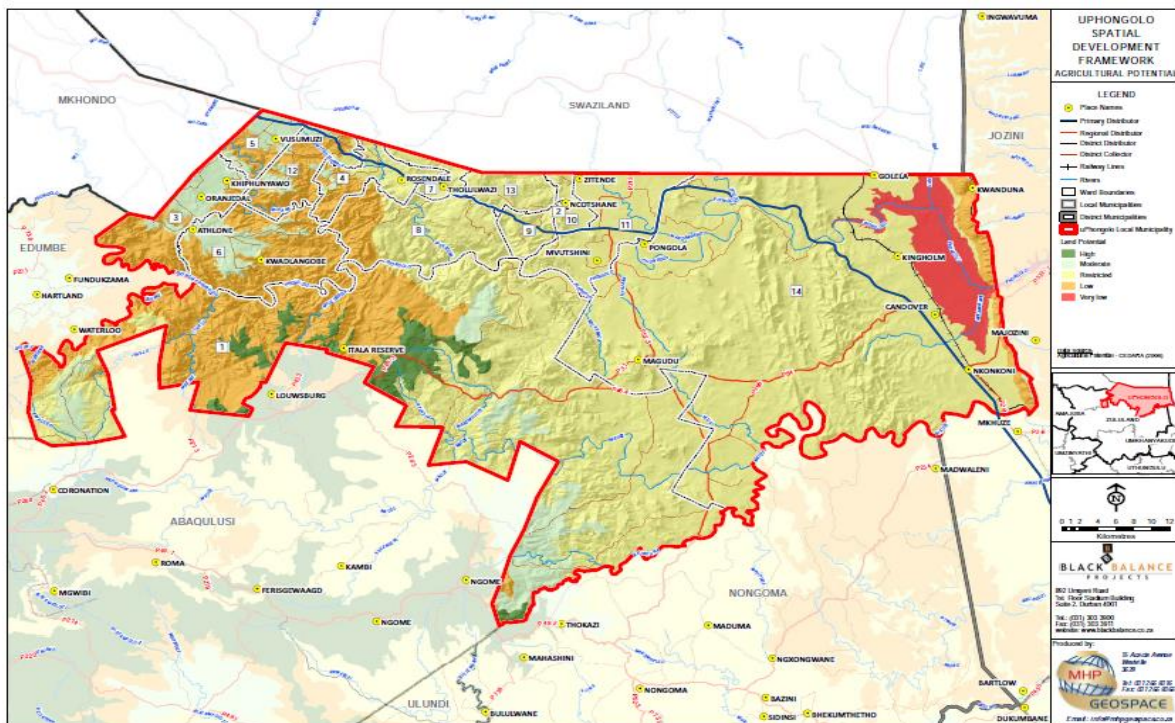
## LAND CAPABILITY

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 Makateoskop 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 Makateoskop 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 subsoil's of poor permeability.

### uPhongolo Capability



## 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 Housing Sector Plan which is a working document that 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.

## 2.3 DEVELOPMENT NODES

### 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.

### 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 center, 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,

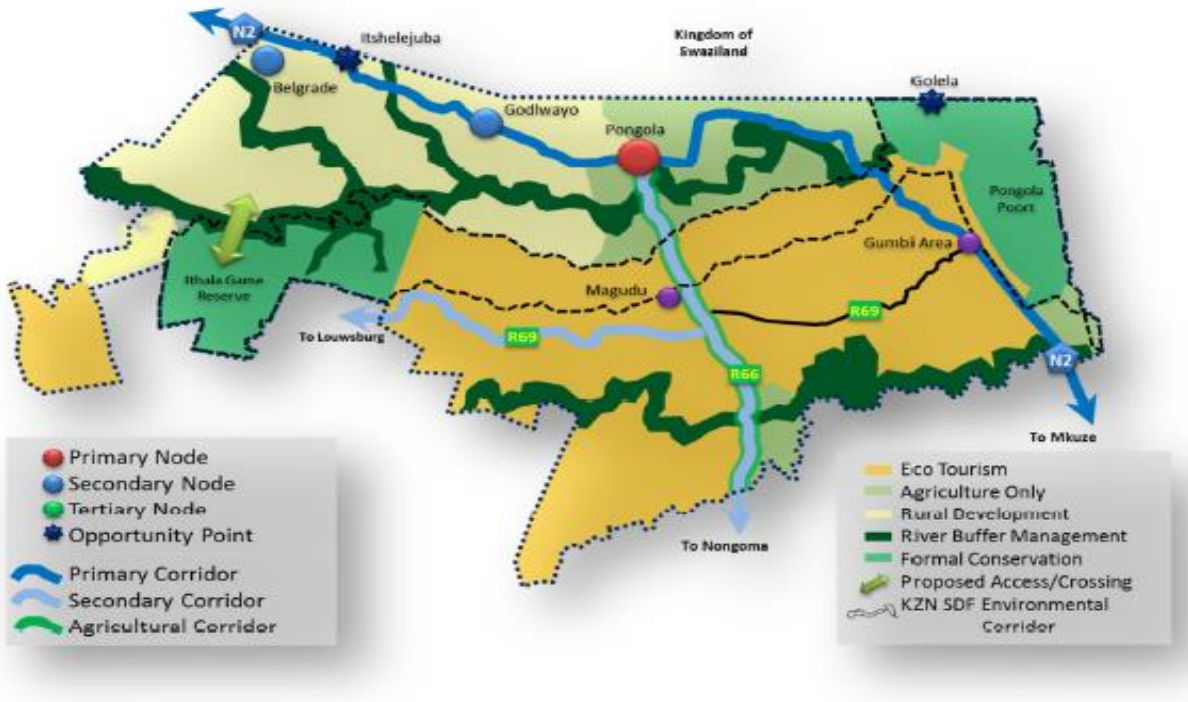
**TERTIARY CORRIDOR**, consisting largely of local access roads providing location for tertiary and local development.



# NODAL ANALYSIS



# DEVELOPMENT CORRIDOR



## SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

Table: Spatial and Environmental Analysis

Strengths	Weaknesses
<p>Developed UDFIP;</p> <p>Availability of DPSS staff for additional support and capacity to help eradicate backlogs;</p> <p>GIS;</p> <p>Urban component of scheme;</p> <p>Environmental officer appointed;</p> <p>SDF.</p> <p>Clusters of forests.</p> <p>Agriculture contributes significantly to the LED, household income and food security.</p>	<p>Lack of implementation of Scheme in Townships;</p> <p>Lack of Funding to implement UDFIP;</p> <p>Unavailability of Wall-to-Wall Scheme;</p> <p>Inadequate Staff compliment;</p> <p>Poor environmental management;</p> <p>Lack of Skills on environmental Unit or lack of qualified environmental planners dealing with environmental issue;</p> <p>Poor maintains of existing cemeteries;</p> <p>Street naming;</p>

<p>Baseline Water Quality is relatively good.</p> <p>Climate conditions favourable for agric-hub.</p>	<p>No Waste treatment infrastructure.</p> <p>Lack of air quality study</p>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<p>Spatial Location &amp; Strategic Geographical Location of the Local Municipality</p> <p>Cluster settlements.</p> <p>Improve infrastructure to address infrastructure backlogs which might impact negatively on the environment.</p> <p>Formalization and upgrading informal settlements.</p> <p>Relocation of settlements located in high risk areas such as floodplains.</p>	<p>Unavailability of land for Cemeteries;</p> <p>Illegal Developments.</p> <p>Settlement, industrialization &amp; mining threaten biodiversity.</p> <p>Loss of good agricultural land to settlement.</p> <p>Need for landfill site.</p> <p>Informal and illegal dumping sites.</p> <p>Poor agricultural practises in some instances.</p>



## 2.6 UPHONGOLO DISASTER MANAGEMENT PLAN

### 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 2016/2017, 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 it’s 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 :
  1. The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
  2. Prompt disaster response and relief;
  3. Disaster recovery and rehabilitation focused on risk elimination or mitigation;
  4. The procurement of essential goods and services;
  5. The establishment of strategic communication links;
  6. 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.

**Image 1: 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**

As required by the Disaster Management Act No.57 of 2002, the uPhongolo Local Municipality drafted the municipal disaster management plan, and awaiting ratification by relevant structures.

## **MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM**

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

## **DISASTER MANAGEMENT CENTRE ORGANOGRAM**

## KEY PERFORMANCE AREA 2

### DISASTER RISK ASSESSMENT

#### 5.1. 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.

Priority risks and threats


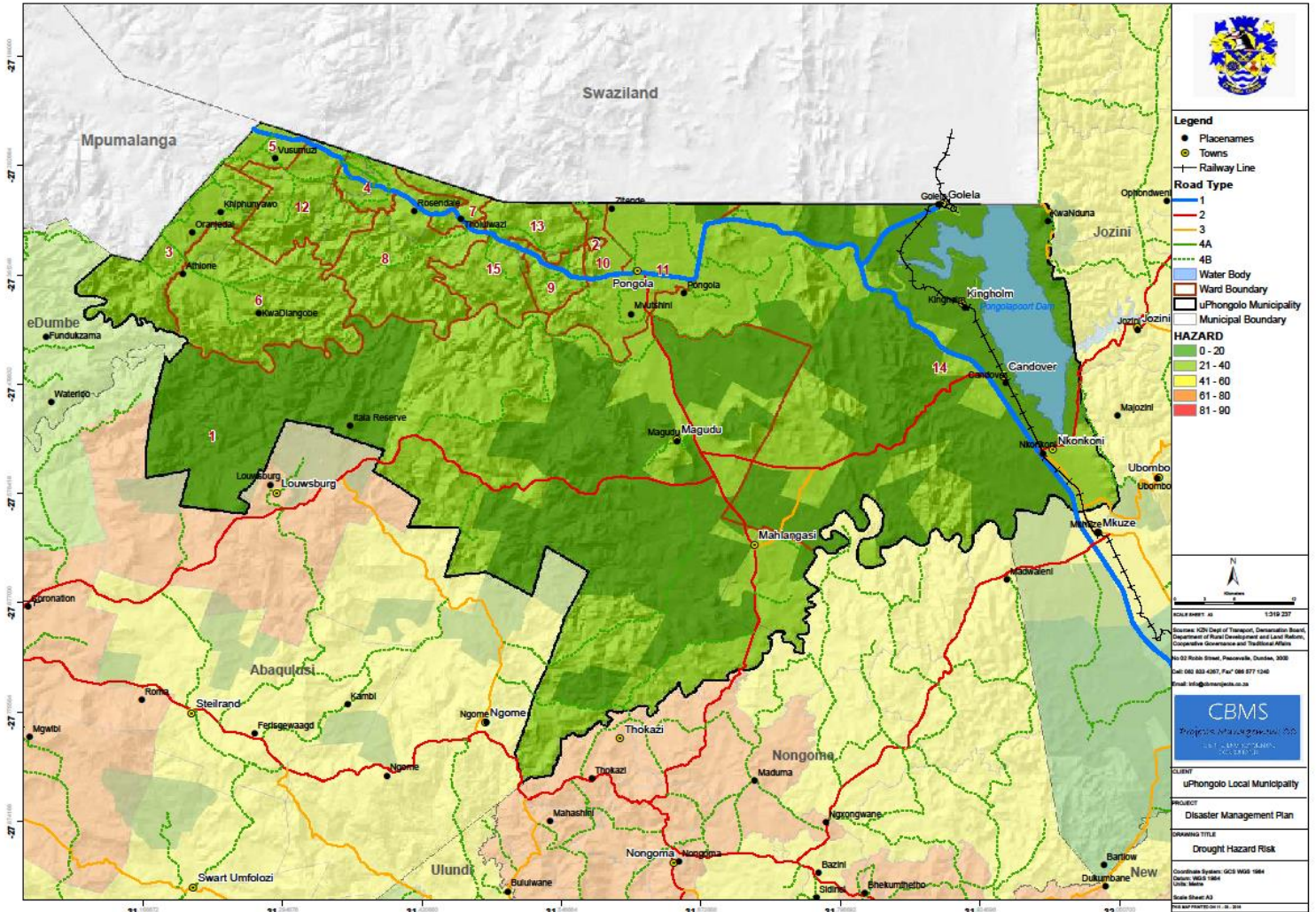
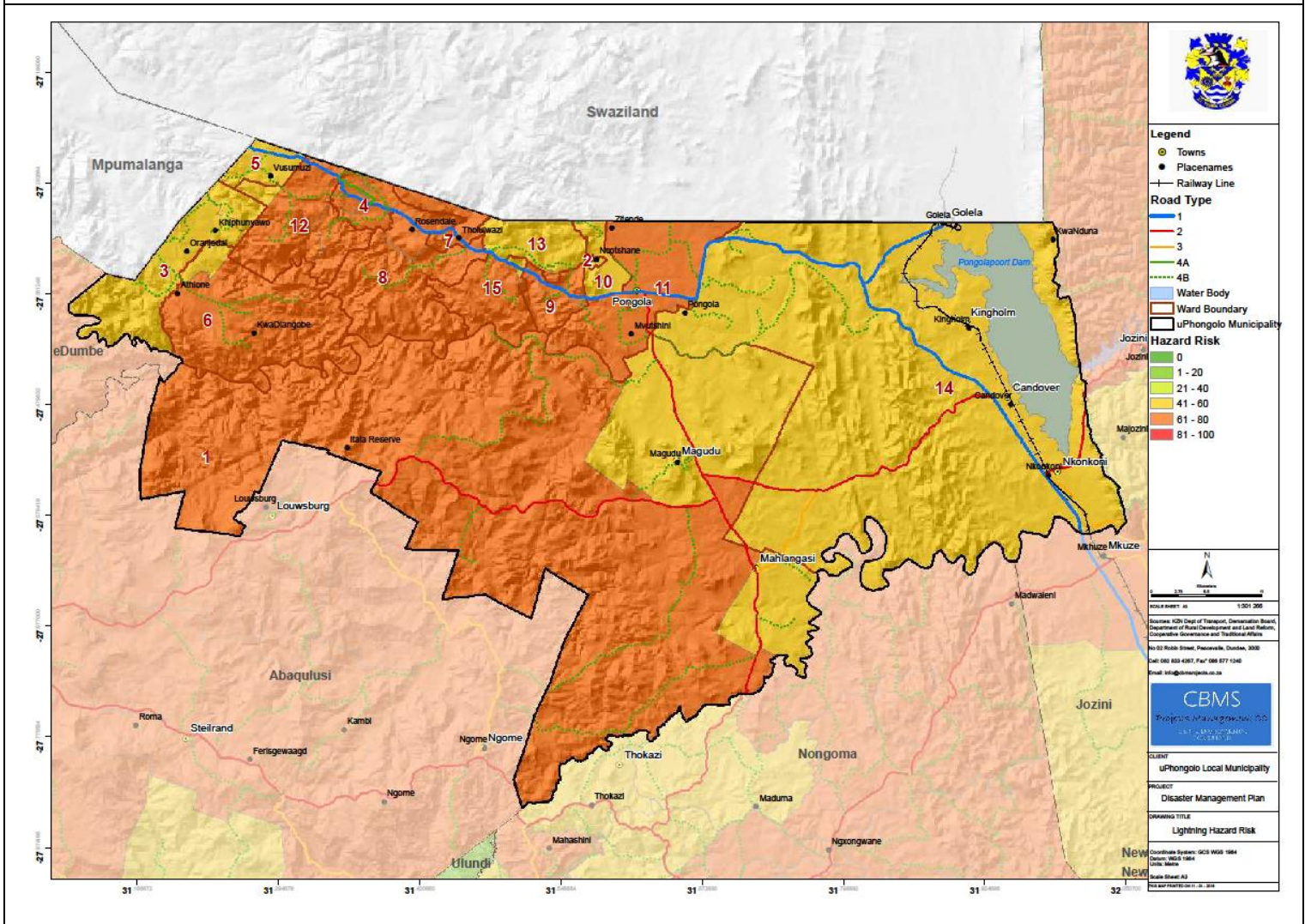
Jozini Local Municipality		
No.	Prevalent Hazards and Threats	Risk
		High Priority
1	Drought	
2	Road Accidents	
3	House Fires	
4	Veld/Forest Fires	
5	Severe Storms (Lightning)	
6	Severe Storms (Strong Winds)	
7	Lack of (Adequate) Water	
8	Lack of (Adequate) Sanitation	
9	Disease: Human (HIV/AIDS)	
10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



Figure 1: Drought Risk



# Lightning Risk





### DISASTER RISK REDUCTION

#### Alignment/Integration between the IDP and DMP

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

Activities to be implemented to reduce the vulnerability:

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

## DISASTER MANAGEMENT PROGRAMMES

ACTIVITIES	BUDGET
Four (4) Advisory Forum meetings held quarterly.	R20 000.00
Traditional authorities supported with firefighting equipments (fire beaters).	R100 000.00
5000 Capacity building and awareness pamphlets distributed to stakeholders and communities.	R200 000.00
Emergency Relief Stock	R1M
Installation of Lighting conductors	R4 00 000.00
Staff Uniform	R500 000.00
Disaster Center and satellite	R 30M
Rescue Vehicle and equipment	R 2M
Training for fire and disaster	R 100 000.00
10. Professional fees for disaster center	R250 000.00
11. Training of volunteers in the ward level	R50 000
TOTAL	R34 570 050.00

## KEY PERFORMANCE AREA 4

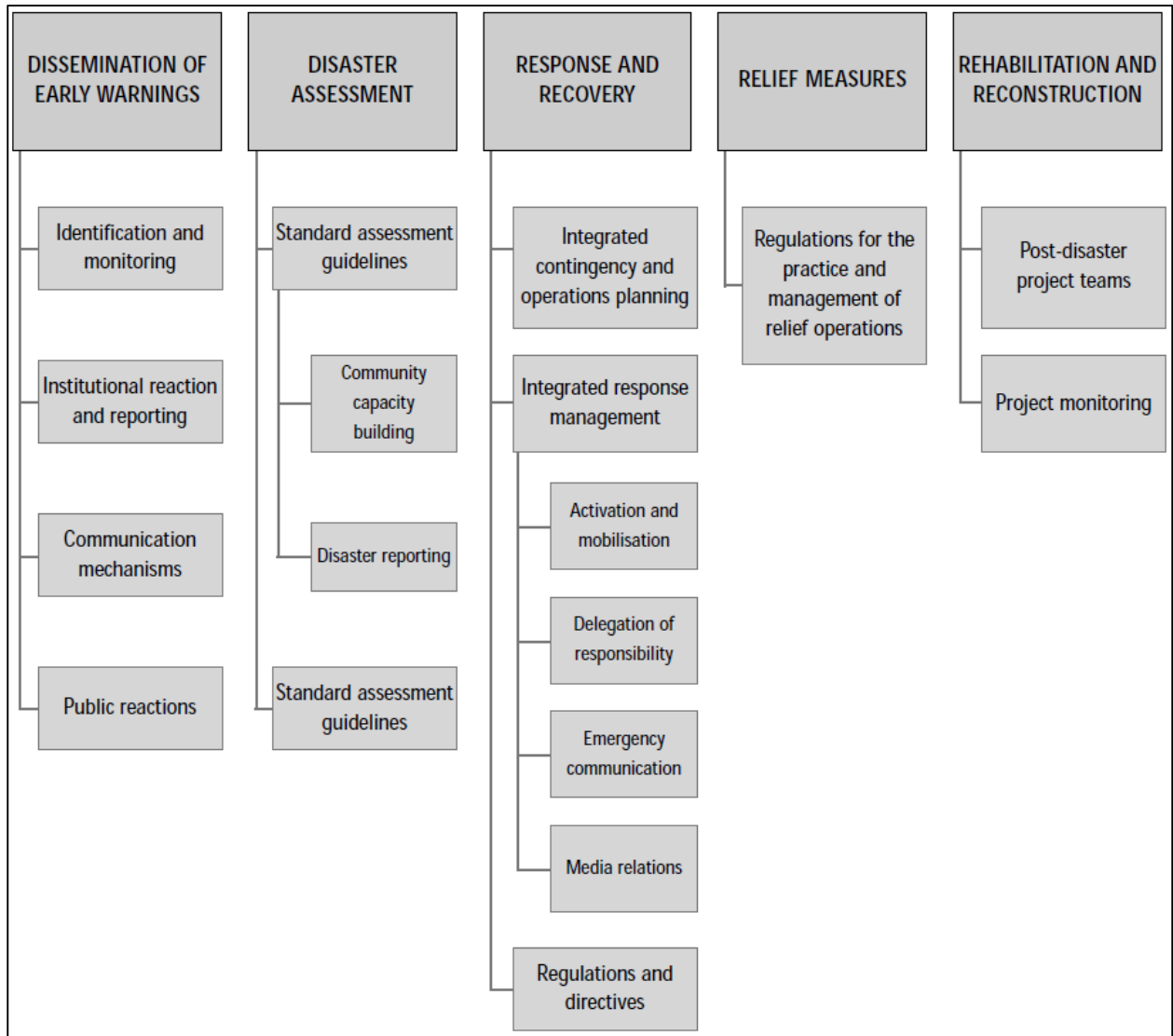
The objective is to ensure effective and appropriate disaster response and recovery by:

- 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 RECOVERY

### **Municipal Capacity in terms of Response and Recovery**

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



Municipality Disaster Response and Recovery Framework

**INFORMATION MANAGEMENT AND COMMUNICATION****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
- 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

### EDUCATION, TRAINING AND PUBLIC AWARENESS

An integrated capacity building and public awareness strategy for uMkhanyakude 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

### FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

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

		research foundations, NGOs and donor funding
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## 2.7 DISASTER MANAGEMENT SWOT ANALYSIS

Table: Disaster Management Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<p>Disaster Management Framework in place</p> <p>All role players in the disaster management arena (including Government, Non-Government Organization Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters.</p> <p>Disaster Management Bylaws aim give effect to the provisions of Council Disaster Management Framework.</p> <p>Disaster Management Advisory Forum in place.</p>	<p>Efficient provision of disaster management services reliant on going cooperation between all role players in the disaster management area</p> <p>Lack of resources, Appointment of support of staff and equipment</p> <p>Lack of capacity to adequately handle all kinds Disaster related incident.</p> <p>Insufficient funds allocated to the section.</p>
<b>OPPORTUNITIES</b>	<b>TREATHS</b>
<p>Existing disaster management center located at the Fire Station.</p> <p>Potential growth in terms of expanding and economical.</p>	<p>The settlement of communities in disaster high risk also leads to chronic disaster vulnerability threats that range from floods.</p>

### 3. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The purpose of conducting an institutional analysis is to ensure that municipal development strategies consider existing institutional capacities address institutional shortcomings. The local municipality has been the primary point of service delivery in democratic South Africa. Local government provides core services to meet basic human needs essential to fulfilling the Right to dignity enshrined in the Constitution and Bill of Rights. Basic services include clean drinking water, sanitation, electricity, shelter, waste removal and roads. 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 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. The Department of Cooperative Governance is tasked to build and strengthen the capability and accountability of municipalities. The focus is on performing the basic tasks that local government is mandated to carry out within the context of the 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 would form part of the approach.

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 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.

#### 3.1 HUMAN RESOURCE STRATEGY/PLAN

There is currently no Human Resource strategy in place, however, the uPhongolo Municipality believes that the creativity, diversity and energy that its employees bring is the 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 attract and retain employees with the skills and motivation needed for high level performance.

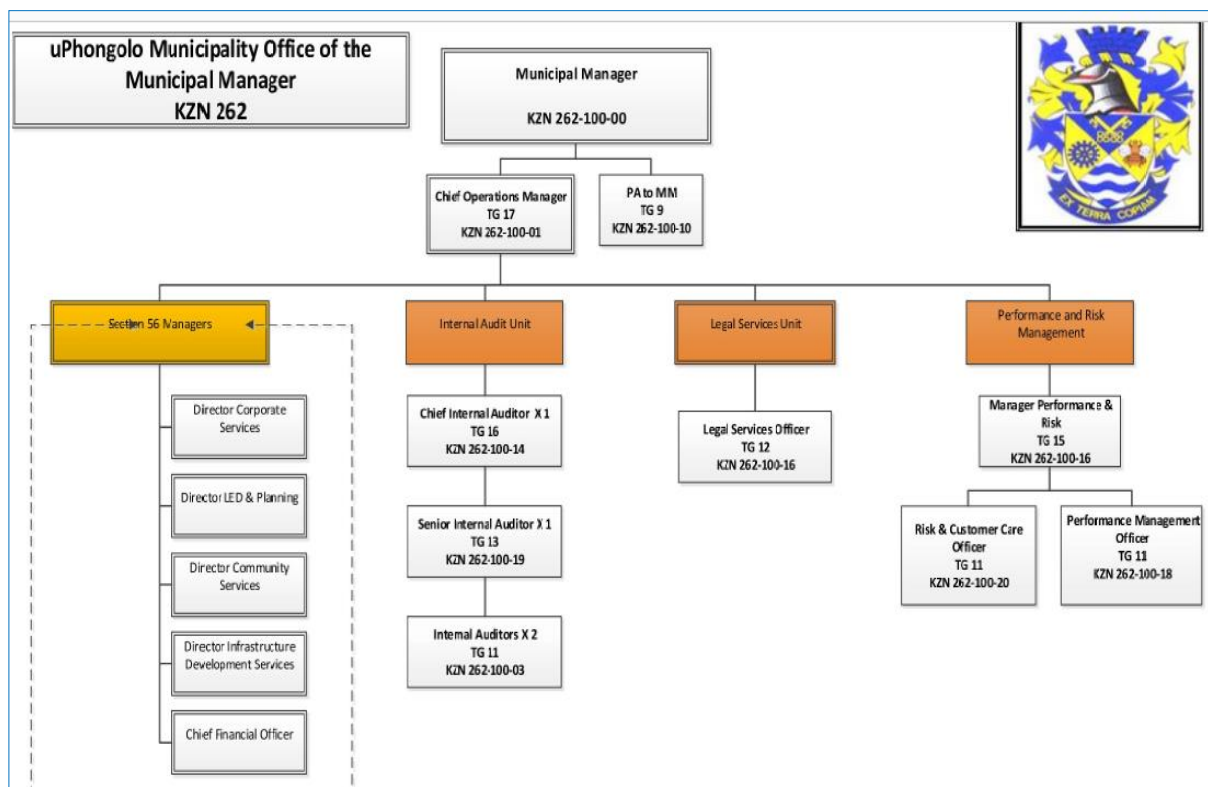
The main objectives of these strategies will be to assist the Municipality in the career development of its existing staff, reduction of labour turnovers, and optimal utilization of the existing personnel as



well as 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.

## COUNCIL APPROVED ORGANIZATIONAL STRUCTURE

The Draft IDP 2017/2018 contains a council approved organogram, indicating the vacancy rate, Structure, Powers & Functions of the municipality.



## POWERS AND FUNCTIONS (INSTITUTIONAL ARRANGEMENTS)

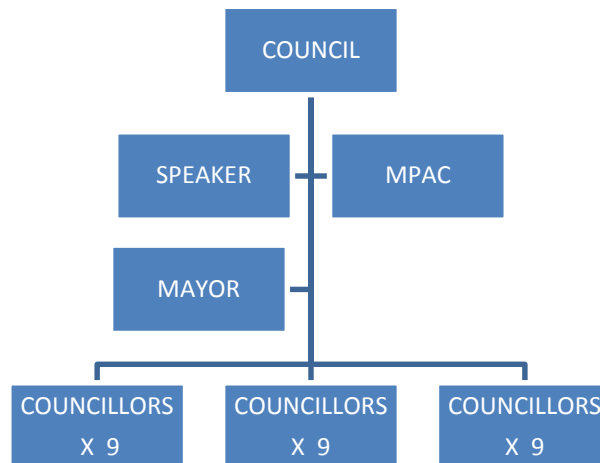
uPhongolo Municipality is one of five (5) municipalities under the jurisdiction of the Zululand District Municipality. There are fourteen (14) wards within the municipality with most being rural. The municipality has a Council of 27 Councillors. To ensure transparency and accountability there are 6 administrative departments comprising of five Portfolio Committees established in terms of section 80, of the Municipal Structures Act 117 of 1998.

The 6 departments are Executive, Corporate Services, Financial Services, Community Services, Planning and LED Services, and Technical Services. Each department is structured into different sections which are run by Section Managers. The Directors responsible for different departments report directly to the Municipal Manager who is the head of administration. Each department or portfolio committee is chaired by a political head who is a member of the Executive Committee. Below the political head is the Director who is employed in terms of Section 57 of the Municipal Systems Act, No. 32 of 2000. The Section 57 employees are employed on a five-year performance contract.

uPhongolo Municipality, in its bid to fulfill legislated functions, has arranged the Council committees and as per delegations, roles and responsibilities as follows:

## GOVERNANCE

The Council plays an oversight role through established committees, which meet on a monthly basis for the purpose of checking whether departments are able to implement resolutions which have been taken by Council. Political Structure:



## COUNCIL

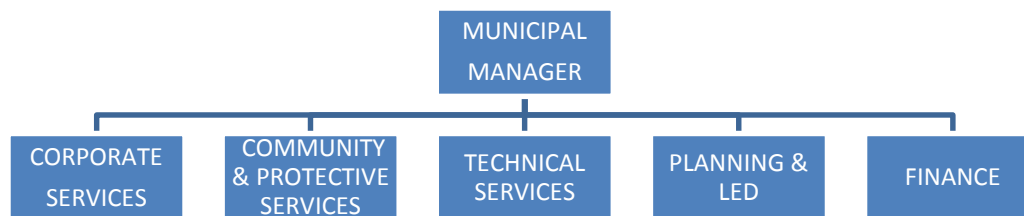
The local municipality Councillors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated. This reflects 100% functionality.

## EXCO

Executive Committee meetings are held on a monthly basis to consider reports submitted by the respective portfolio committees before presenting reports to Council.

## PORTFOLIO COMMITTEES

Members of municipal departments hold meetings on a monthly wherein they deliberate on issues and make recommendations to EXCO and to Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings. The arrangement of the portfolio committees is as follows:



## MUNICIPAL OVERSIGHT COMMITTEES

All the oversight committees are in place and meet regularly as per their scheduling. These are MPAC, Manco Risk Committee, and Audit Committee.

## AUDIT/PERFORMANCE COMMITTEE

The Audit / Performance Committee were appointed to assist Council in strengthening its role. The Audit Committee is also in-place which comprises of 3 members who are highly qualified and all of them are external. The committee met seven times 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.

## MPAC

The Municipal Public Accounts Committee (MPAC) convenes four times per financial year, in terms of Section 79 of the Municipal Structures Act to consider matters pertaining to the exercising of oversight on financial and governance matters.

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Miss N Mntungwa	Female (Chairperson)	

## 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 of the local municipality. Municipal transformation and institutional development relates to a fundamental and significant change relating 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 community. 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 assign to it in terms of Sections 156 and 229 of the Constitution. 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 safe and healthy environment, and
- To encourage the involvement of communities and community organisations in the matters of local government.

The following functions are rendered by uPhongolo Municipality:

MUNICIPAL FUNCTIONS	Applicable to municipality (yes/no)	Function applicable to entity (yes/no)
Constitution Schedule 4, Part B functions:		
Air Pollution	No	No
Building Regulations	Yes	No
Child care facilities	No	No
Electricity and gas reticulation	Yes	No

Firefighting services	Yes	No
Local tourism	Yes	No
Municipal airports	No	No
Municipal planning	Yes	
Municipal health services	No	No
Municipal public transport	No	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other law	Yes	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	No
Storm water management systems in built-up areas	Yes	No
Trading regulations	Yes	No
Water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	No	No
Beaches and amusement facilities	No	No
Billboards and the display of advertisements in public places	Yes	No
Cemeteries, funeral parlours and crematoria	Yes	No
Cleansing	Yes	No
Control of public nuisances	Yes	No
Control of undertakings that sell liquor to the public	No	No
Facilities for the accommodation, care and burial of animals	No	No
Fencing and fences	No	No
Licensing of dogs	No	No
Licensing and control of undertakings that sell food to the public	No	No
Local amenities	Yes	No
Local sport facilities	Yes	No
Markets	Yes	No
Municipal abattoirs	No	No

Municipal parks and recreation	Yes	No
Municipal roads	Yes	No
Noise pollution	No	No
Pounds	Yes	No
Public places	Yes	No
Refuse removal, refuse dumps and solid waste disposal	Yes	No
Street trading	Yes	No
Street lighting	Yes	No
Traffic and parking	Yes	No

### ARE ALL CRITICAL POSTS FILLED (MM & SECTION 56 POSTS)

The organogram shows an overview of the municipal administrative structure which has been approved by the council. The municipality consist of five main departments namely Corporate, Finance, Community, Technical & Planning and the Office of the Municipal Manager.

The posts of Municipal Manager, including all Section 56 posts, are considered as critical posts. The UPhongolo Municipality has filled all 5 Director Positions responsible for different departments and reporting directly to the Municipal Manager who is the head of administration.

The key challenge that the municipality has is with the attraction and retention of skilled senior management (S54/56), however, the municipality has managed to fill two (2) critical posts within the last financial year namely, Director Corporate Services and the Municipal Manager. The filling of vacancies has been prioritised to improve the vacancy rate while the staff cost effect on the overall OPEX (Operating Expenditure) is being monitored to ensure it does not exceed the ratio of 40% of OPEX.

The Five municipal departments perform the functions as per the table below:

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Internal Audit &amp; Risk Management</li> <li>• Corporate Governance and Administration</li> <li>• IDP and PMS</li> <li>• Special Programmes</li> <li>• Public Participation &amp; OSS</li> <li>• Back to Basics Programme</li> </ul>
Corporate Services	<ul style="list-style-type: none"> <li>• Human Resource Management</li> <li>• Administration</li> <li>• Legal Services</li> <li>• ICT Management</li> <li>• Council Support &amp; Auxiliary Services</li> </ul>

Community Services	<ul style="list-style-type: none"> <li>● Protection Services and Law Enforcement</li> <li>● Disaster Management</li> <li>● Parks, Sports and Recreation</li> <li>● Waste Management</li> <li>● Library Services</li> </ul>
Technical, Planning & LED Services	<ul style="list-style-type: none"> <li>● Roads &amp; Storm Water</li> <li>● Electrification</li> <li>● Infrastructure/Capital Projects</li> <li>● Operations &amp; Maintenance</li> <li>● Human Settlements Projects</li> <li>● Project Management</li> </ul>
Financial Services	<ul style="list-style-type: none"> <li>● Revenue Management</li> <li>● Expenditure Management</li> <li>● Supply chain Management</li> <li>● Asset Management</li> <li>● Budget and Treasury Office</li> <li>● Financial Reporting</li> </ul>
Planning	<ul style="list-style-type: none"> <li>● Integrated Development Planning</li> <li>● Municipal Planning (Urban and Rural)</li> <li>● Performance Management</li> <li>● Local Economic Development &amp; Tourism</li> <li>● Building Regulation</li> <li>● Environmental Management</li> </ul>

### **3.4. COUNCIL ADOPTED EMPLOYMENT EQUITY PLAN**

The uPhongolo Municipality has a Council adopted EEP.

#### **COUNCIL ADOPTED WORKPLACE SKILLS PLAN**

The quality of employees and their development through training and education are major factors in determining long – term organisation. 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 and adequate replacement for personnel who may leave or are promoted within the organization. Further, this enhances the municipality’s ability to adopt and use technology because of sufficiently knowledgeable staff.

The benefits of capacitated municipal staff within the uPhongolo municipality:

- An efficient and effective, highly motivated team
- Increased productivity
- Decreased need for supervision
- Reduced absenteeism in the workplace

### **3.5 IMPLEMENTATION OF EEP AND WSP (TRAINING AND RECRUITMENT)**

UPhongolo Municipality has an Employment Equity Plan in place that needs to be implemented at all levels. The main objective of the Employment Equity Plan is mainly on achieving transformation and equality in the workplace by promoting equal opportunities and fair treatment in the employment through the elimination of unfair discrimination. The Municipality further commits itself to implement affirmative action measures to redress the historical disadvantages in employment as a result of the apartheid legacy which restricted members of the designated groups.

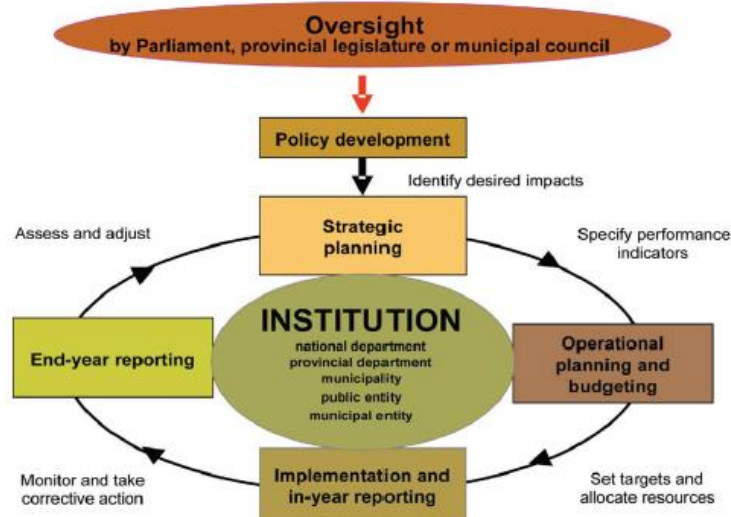
#### **ORGANISATIONAL PMS FRAMEWORK AND INDIVIDUAL PERFORMANCE MANAGEMENT POLICY**

The Performance Management System (PMS) guiding document is the approved PMS framework and Policy which is 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, municipal transformation, financial viability, good governance and cross-cutting interventions. The municipality’s PMS Unit is the support structure



to the 5 administrative departments and sends performance reports for internal audit on a quarterly basis.

The diagram below shows the process cycle of the PMS;



### INDIVIDUAL PERFORMANCE MANAGEMENT POLICY

Performance Agreements in accordance with the provisions of the Local Government Municipal Systems Acts 32 of 2000 were acknowledged by officials within the various departments to specify targets and objectives established for individual employees and communicate the expectations of their performance and accountabilities and assess their suitability within their roles. This allows for evaluation and appropriate rewarding for outstanding performance and gives effect to employee commitment to attaining equitable and improved service delivery. The current performance management agreements extend from 01 July 2016- 30 June 2017 when a new Performance Agreement, Plan and Personnel Development plans will be concluded. Employee performance will be measured in terms of their contributions to the goals and strategies set out in the municipality’s IDP. Assessment of employees is based on outcomes (performance indicators) linked to the KPA’s.

Performance agreements will be reviewed on the following dates:

Quarter	Period	Target Date for Performance Review
First quarter	: July – September 2016	30 November 2016
Second quarter	: October – December 2016	28 February 2017
Third quarter	: January – March 2017	31 May 2017
Fourth quarter	: April – June 2017	20 September 2017

Performance assessment results will be submitted to the MEC responsible for local government and the National Minister for Local government within 14 days of assessment. Performance agreements for departments within the uPhongolo Municipality are attached in the annexure.

## LABOUR RELATIONS

The main focus of Labour Relations is to manage and strengthen relations between organized Labour and Management. Council is currently engaged in a facilitation process under the auspices of the South African Local Government Bargaining Council (SALGBC). All disciplinary processes and grievance processes are dealt with in terms of the Collective Agreement agreed upon by SALGA and Organized Labour. Appeals are also dealt with in terms of the same Collective Agreement until cases are referred to the Bargaining Council. Labour relations also represent Council with cases which appear before the Bargaining Council and the CCMA.

The Labor Relations section is also responsible for the following:

- Facilitation of preparation meetings for Local Labour Forum (LLF)
- Attending of Labour Forum Meetings
- Assisting Employee Assistance Programme (EAP) with drug and alcohol awareness sessions with employees,
- Workshop of disciplinary process and procedures with employees,
- Fostering better relationship between management and organised Labour,
- Assisting and advising line management and employees on good line management

The forum has other sub-committees which are formed as per collective agreement and as per legislative prescripts which are as follows:

- Training Committee/Human Resources Development Committee/ Employment Equity Committee:
- This committee is formed to deal with training matters and also incorporates a legislative committee which is established to deal with employment equity matters as regulated by the Main Collective Agreement.

### 3.6 ICT POLICY FRAMEWORK

Information Technology is a function of the corporate services department tasked with ensuring that the municipality will use information and technology effectively to assist decision making in working efficiently and in delivering services more effectively. At a district level, the council adopted Information Technology policy was reviewed in August 2015.

The Communication Plan of uPhongolo Local Municipality is reviewed on an annual basis.

### 3.7 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>PMS Policy in place</p> <p>Policies are in place</p> <p>Good working relations between administration and political leadership</p> <p>Available resources for capacity building (staff and councillors)</p>	<p>Organogram not reviewed to ensure compliance with government notice no: 37245</p> <p>Policy register not in place</p> <p>Skills Audit not in place</p> <p>Employment Equity need to be reviewed</p> <p>LLF not capacitated</p> <p>Conduct job evaluation process</p> <p>HR plan/strategy not in place</p> <p>Staff retention policy not place</p>
OPPORTUNITIES	THREATS
<p>Support from sector departments ( Cogta, LG-SETA, SALGA and Public Works)</p>	<p>Political instability</p> <p>Appointment of unqualified personnel</p>

### 4 BASIC SERVICE DELIVERY AND SITUATIONAL ANALYSIS

## 4.1 WATER AND SANITATION

### 4.1.1 WATER SERVICES AUTHORITY

#### *ZDM Regional schemes*



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

All households will receive six kilolitres of potable 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.

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.

### 4.1.2 WATER SERVICES DEVELOPMENT PLAN (WSDP)

The Zululand District Municipality, in terms of the Water Services Act, is the Water Services Authority in respect of its area of jurisdiction. A Water Services Plan has been developed and is reviewed on an annual basis. The RDP standard for water supply (and the ultimate goal for water provision) is 25l/person/day within 200m walking distance. However, a rudimentary water supply process is currently underway to expedite the supply of water to all by ensuring that every settlement has access to a minimum of 5 l/person/day within 800 m of the home.

Zululand District Municipality has therefore adopted a Free Basic Water Services policy, as part of the WSDP, as follows:

- All households will receive six kilolitres of potable 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 Water Services Policy as part of the WSDP is as follows:

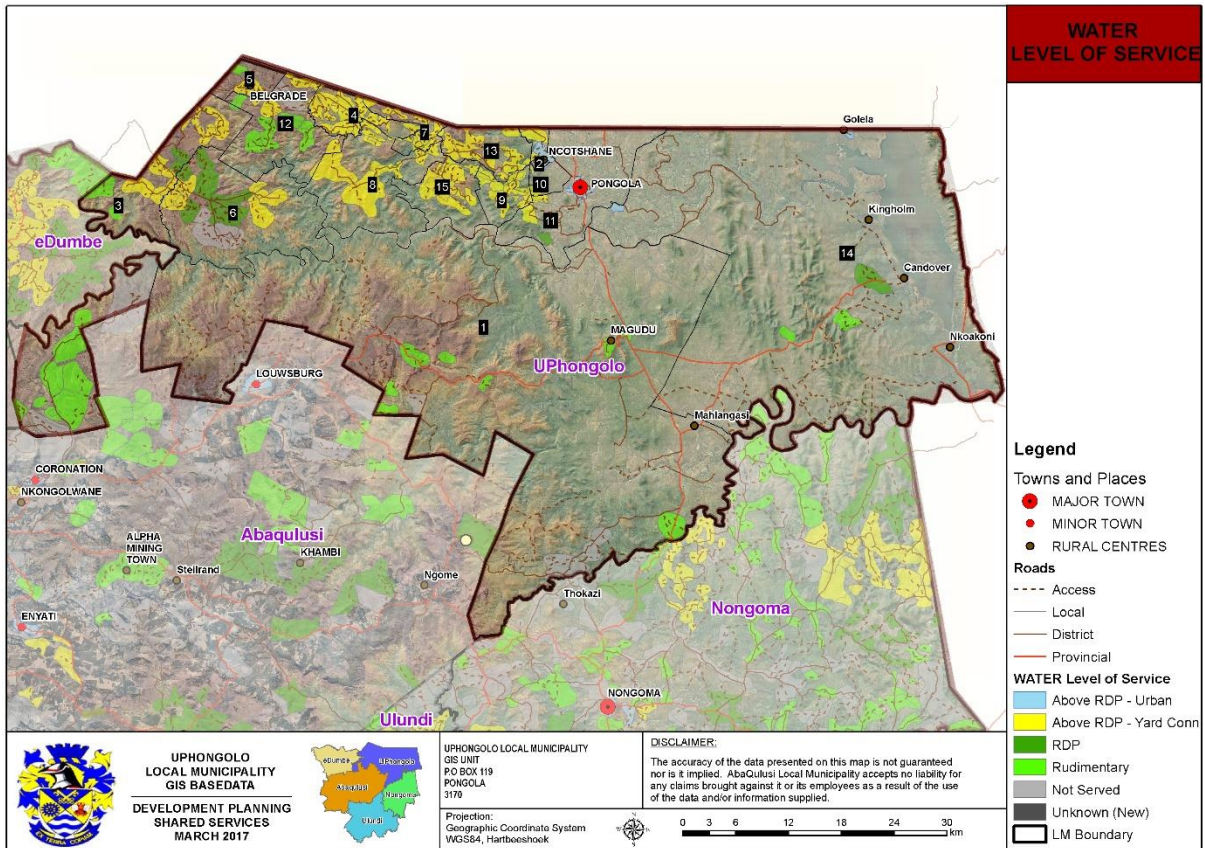
Service Level Number	Level of Water Services	Definition	Free Basic Water Policy
DW1	Full pressure conventional house connection	Direct unrestricted full pressure (24m) connection to the reticulation system, metred and billed.	Stepped block tariff (with first block at zero charge free to all households)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

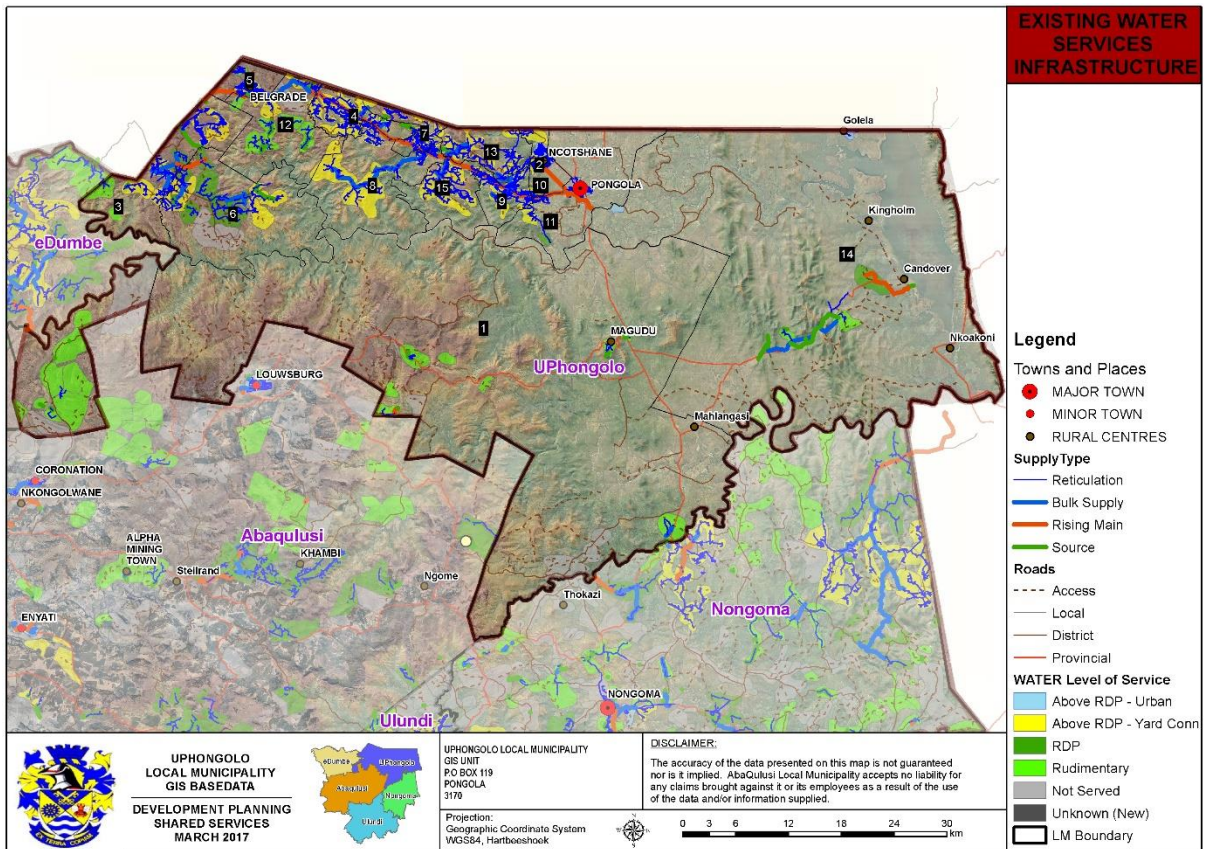
Source: WSDP 2015



### 4.1.3 Link to WSDP

The link is available on the municipal website.





#### 4.1.4 WSDP Annexure

The WSDP is attached as an annexure.

#### 4.1.5 Water Services Authority

uPhongolo Local Municipality is not a Water Service Authority, the Zululand district municipality is the Water Service Authority.

#### 4.1.6 Review of Water Services Development Plan (WSDP)

The Zululand District Municipality, in terms of the Water Services Act, is the Water Services Authority in respect of its area of jurisdiction. A Water Services Plan has been developed and is reviewed on an annual basis.

#### 4.1.7 Operations and Maintenance for Water and Sanitation

The operations and maintenance plan for water and sanitation projects is provided by the District Municipality. uPhongolo Municipality is not responsible for operations and maintenance of water services infrastructure in all its areas

#### 4.1.8 Status of WSA and Operations and Maintenance Plan

The water services authority is operational and has an O and M Plan approved by the district.

#### 4.1.9 Status of the Infrastructural Backlogs, Needs and Priorities

The table below provides a summary of the status of service delivery to all Districts and Local Municipalities within the Province, as per the 2011 StatsSA data: shows a backlog of access below the National Standard. There is a significant improvement from the Census 2011 backlog.

##### *A summary of the status of service delivery to all Districts within the Province (2011 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%

##### *Status of service delivery to local municipalities within the ZDM*

The level of access of residential consumers to basic sanitation services is shown in the table below; uPhongolo municipality makes up 15.9% of households that have access to varying levels of sanitation services.

Water	None or Inadequate	Rudimentary	Communal standpipes	Yard connections	TOTALS
		<RDP	RDP	>RDP	
AbaQulusi LM	0	0	0	15 283	15 283
eDumbe LM	0	0	0	5 157	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
<b>Total (urban)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30 756</b>	<b>30 756</b>
AbaQulusi LM	7 301	833	7638	9 247	25 019
eDumbe LM	3 048	616	1097	6 962	11 723
Nongoma LM	9 446	9 273	8 979	9 234	36 932
Ulundi LM	5 777	3 052	10 497	12 519	31 845
uPhongolo LM	5 653	548	1308	14 074	21 579
<b>Total (rural)</b>	<b>31 225</b>	<b>14 320</b>	<b>29 517</b>	<b>52 036</b>	<b>127 098</b>
<b>Total (households)</b>	<b>31 225</b>	<b>14 320</b>	<b>29 517</b>	<b>82 792</b>	<b>157 854</b>

Source: ZDM IDP (Draft WSDP) 2016/2017



- 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.

The table below provides a summary of the status of service delivery to all Districts and Local Municipalities within the Province, as per the 2011 StatsSA data: shows a backlog of access below the National Standard. There is a significant improvement from the Census 2011 backlog.

***A summary of the status of service delivery to all Districts within the Province (2011 Census Stats)***

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***Status of service delivery to local municipalities within the ZDM***

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<b>Total (urban)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30 756</b>	<b>30 756</b>
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- 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.

## 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)
- Pongolapoort 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).

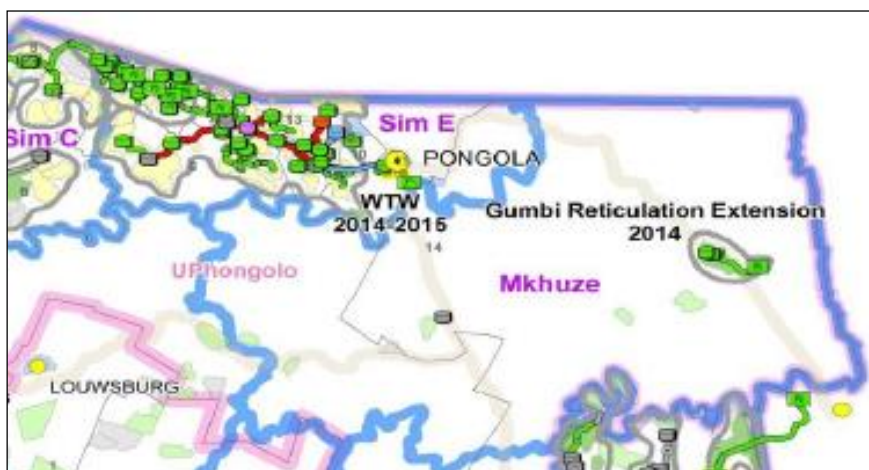
## WATER SCHEMES

There are 10 regional water schemes that have been developed to roll-out water supply to the whole ZDM 9map above). The schemes are listed hereunder:

- 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).

WSDP rollouts – ZDM - Regional Schemes 2014-2018, uPhongolo;



uPhongolo Municipality participates as part of the District municipality Water Services Development Planning Steering Committee. Meetings are held quarterly to discuss current and future water projects with service providers on behalf of the local uPhongolo community.

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. There has been an increase in the number of households with access to toilet facilities.

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

	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
<b>Total (urban)</b>	-	-	<b>498</b>	<b>30 258</b>	<b>30 756</b>
AbaQulusi LM	8 838	15 914	267	0	25 019
eDumbe LM	0	11 272	199	0	11 723
Nongoma LM	8 547	28 385	0	0	36 932
Ulundi LM	8 311	23 492	42	0	31 845
uPhongolo LM	5 375	15 846	358	0	21 579
<b>Total (rural)</b>	<b>31 071</b>	<b>94 909</b>	<b>866</b>	<b>0</b>	<b>127 098</b>
<b>Total (households)</b>	<b>31 071</b>	<b>94 909</b>	<b>1 364</b>	<b>30 258</b>	<b>157 854</b>

Source: Draft WSDP 2016/2017

## SANITATION INTERVENTIONS

The free basic sanitation policy

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 (VSP) latrine	Dry pit with sufficient capacity on-site disposal based on set standards	No charge

Source: WSDP 2015

This 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 CHALLENGES

There are physical constraints in terms of access routes, travel times and logistical considerations in terms of delivering sanitation services. The structural arrangements, staff numbers and levels within the district's local municipalities restrict the sanitation options the district is able to roll-out. The table below shows the Capital Requirements for and income of sanitation

Table 35: Capital Requirements for Sanitation from 2014/15 to 2017/18

SANITATION	Capital requirements	2014/15	2015/2016	2016/2017	2017/2018
Bulk infrastructure	R -	R -	R -	R -	R -
Reticulation	R -	R -	R -	R -	R -
VIP toilets	R 354 407 900	55 405 500	55 405 500	55 405 500	188 191 400
<b>Total capital (new)</b>	<b>R 354 407 900</b>	<b>R 55 405 500</b>	<b>R 55 405 500</b>	<b>R 55 405 500</b>	<b>R 188 191 400</b>
Bulk infrastructure	TBA	TBA	TBA	TBA	TBA
Reticulation	TBA	TBA	TBA	TBA	TBA
VIP toilets	TBA	TBA	TBA	TBA	TBA
<b>Total capital (refurbishment)</b>	<b>TBA</b>	<b>TBA</b>	<b>TBA</b>	<b>TBA</b>	<b>TBA</b>
<b>Total capital</b>	<b>R 354 407 900</b>	<b>R 55 405 500</b>	<b>R 55 405 500</b>	<b>R 55 405 500</b>	<b>R 188 191 400</b>

Source: WSDP 2015

Table 36: Sources of Capital Income: Sanitation from 2014/15 to 2017/18

SANITATION	Expected Funding	2014/15	2015/2016	2016/2017	2017/2018
MIG	R 166 216 500	R 55 405 500	R 55 405 500	R 55 405 500	R 55 405 500
DWA	R -	R -	R -	R -	R -
Housing	R -	R -	R -	R -	R -
Other grant funding	R -	R -	R -	R -	R -
Loans	R -	R -	R -	R -	R -
<b>TOTAL</b>	<b>R 166 216 500</b>	<b>R 55 405 500</b>	<b>R 55 405 500</b>	<b>R 55 405 500</b>	<b>R 55 405 500</b>
Capital requirements	R 354 407 900				
<b>Shortfall</b>	<b>R -188 191 400</b>				

Source: WSDP 2015

### 4.1.10 WATER AND SANITATION MAP

Available on the website.

### 4.1.11 MAP SHOWING ACCESS TO SANITATION

Available on the website.

### 4.1.12 MAP SHOWING THE PROPOSED WATER PROJECTS

Available on the website.

### 4.1.13 MAP SHOWING THE SANITATION PROJECTS

Available on the website.

#### **4.1.14 MUNICIPAL CO-ORDINATION OF DEVELOPMENT ACTIVITIES WITH RELEVANT SECTOR DEPARTMENTS AND SERVICE PROVIDERS**

The municipality has successfully managed 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 areas of jurisdiction have access to the various services that are essential for their livelihood. Although it was found that the uPhongolo municipality has the potential to carry out the service and act in combination with the district as an external WSP, the district service provider adopted the option of internal WSP by creating an internal department responsible for the water services provision, operations and maintenance within the uPhongolo municipality.

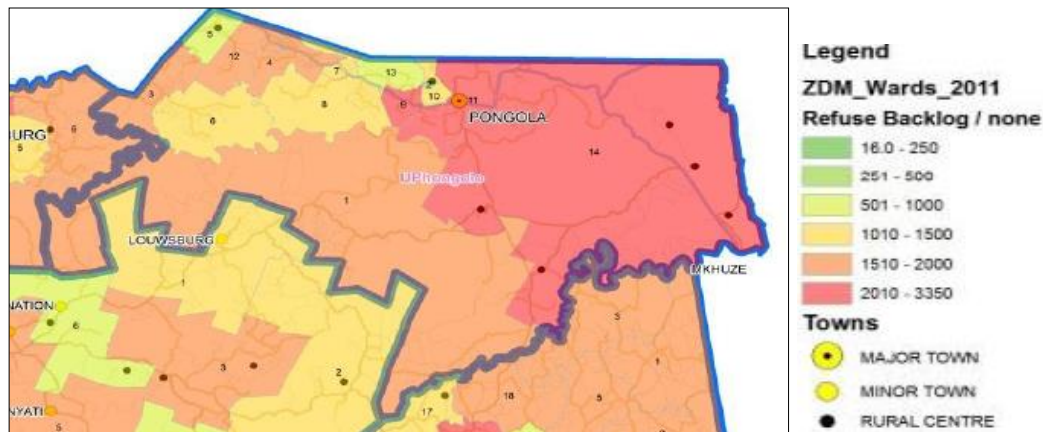
## 4.2 SOLID WASTE MANAGEMENT

### 4.2.1 WASTE COLLECTION SERVICES

The uPhongolo Municipality is responsible for solid waste management within the municipality.

### 4.2.2 THE STATUS BACKLOGS, NEEDS AND PRIORITIES FOR SOLID WASTE COLLECTION, REMOVAL AND DISPOSAL

Of a total of 28772 households within the municipality, 22245 households have access to refuse removal services. There is a backlog of 3868 households (77.3%). This is an indication that the Municipality is not well provided with refuse removal facilities.



According to the Waste Facility Backlog Report compiled by Jeffares & Green, for the Department of Environmental Affairs, the uPhongolo LM has two waste disposal facilities, namely the Belgrade and uPhongolo Waste Disposal Facilities. Only the uPhongolo Site is operational and is licensed to operate. The municipality currently collects waste in all areas of the municipality with the following estimated tonnage being collected. Waste disposed on a monthly basis consists of garden refuse, domestic waste, builder's rubble and sawdust. The following tons of waste are produced in the following areas per day/week;

Collection of Solid waste management

Area	Tons per Week
Belgrade	6 tons/week
UPhongolo	25 tons/day
Townships & sugar mill	4 tons/week

## SOLID WASTE CHALLENGES

- Security concern at waste disposal sites, easy access to individuals that disrupt waste disposal activities. This may be improved through fencing and management on site.
- General site management needs improvement
- Requires infrastructure support such as a good road network and waste transport system

### 4.2.4 THE STATUS OF WASTE DISPOSAL SITES

Landfill sites are developed and managed by means of the Landfill Permit System, instituted in terms of the Environment Conservation Act (ECA) (Section 20 of 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 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 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 does not have a properly registered waste disposal facility which complies with the standards of the Department of Water and Environmental Affairs. There are 3 of 15 waste disposal/ landfill sites in the uPhongolo region within ZDM. The uPhongolo municipality status and database of existing facilities is shown in the following table:

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



#### **4.2.4 STATE OF WASTE DISPOSAL SITES**

As indicated in 4.2.3.

#### **4.2.5 COUNCIL APPROVED INTEGRATED WASTE MANAGEMENT PLAN**

The municipality has a council approved Integrated Waste Management Plan in place and is being implemented.

#### **4.2.6 PROGRESS OF IMPLEMENTATION OF INTEGRATED WASTE MANAGEMENT PLAN**

The plan will be reviewed in the 2017/18 financial year.

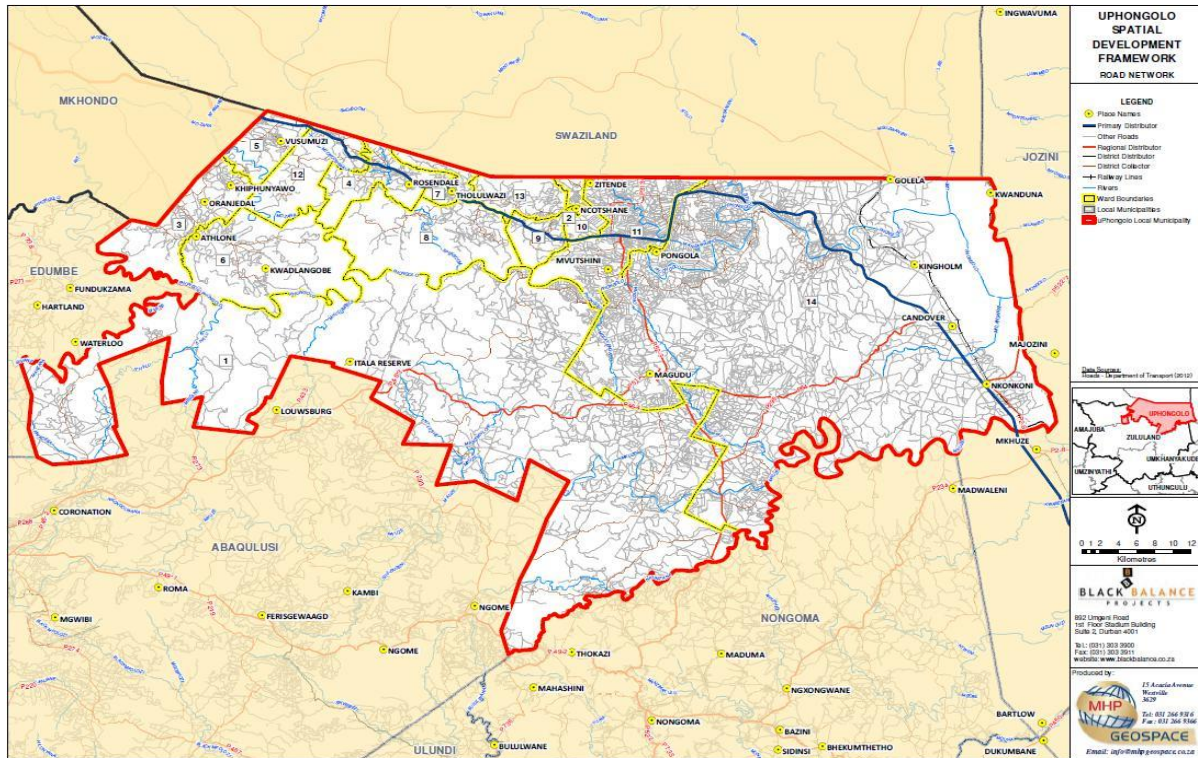
#### **4.2.7 WASTE DIVERSION**

The municipality will improve the waste diversion process in the 2017/18 financial year.

## 4.3 TRANSPORTATION INFRASTRUCTURE

### 4.3.1 EXISTING AND FUTURE TRANSPORT INFRASTRUCTURE

The surrounding towns, national and major district routes are depicted on the map below.



## ROADS

uPhongolo is traversed by three main movement routes namely the N2 which connects Pongola to Mkhondo 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 in a south west

Direction 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 roads in the previous annual report. There has been improvement to road conditions in ward 8 which will continue in the next IDP term. The tarring of roads in proximity to clinics and education facilities in ward 11 is envisioned to boost the economy and attract investors.

## NATIONAL ROADS

The 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, other regions within the province of KwaZulu-Natal. Similarly, N2 links uPhongolo with Richards Bay and Durban, which provides major gateways to export markets. The N2 within this area is however, not of a high standard and consists of a 2-way single carriageway.

## RURAL ROADS

Rural access roads provide access from proclaimed roads 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 in Phongolo municipality is highlighted in the following table;

ROADS	Total Households	No. of H/H with road access	Backlog	% of backlog
uPhongolo	28772	24904	3868	13.44%

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 development of Road Asset Management Systems (RRAMS) and the collection of associated road and bridge inventory data condition assessments and traffic information. Improved data on rural roads will guide infrastructure investment, improve accessibility to and mobility of rural communities.

### 4.3.2 INSTITUTIONAL RESPONSIBILITY FOR TRANSPORT INFRASTRUCTURE

The institutional responsibility for transport infrastructure categorized as national, provincial and local on maps. The district municipality is responsible for public transport infrastructure provision and planning. Road infrastructure is under pressure particularly from heavy vehicles. The responsibility between Local and District municipalities as well as the 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 PROVISION OF NEW ROADS AND RELATED FACILITIES

The uPhongolo municipality recognises a number of roads of strategic importance that are priority; Nongoma uPhongolo Link Road - about 35km of this road needs upgrading to blacktop.

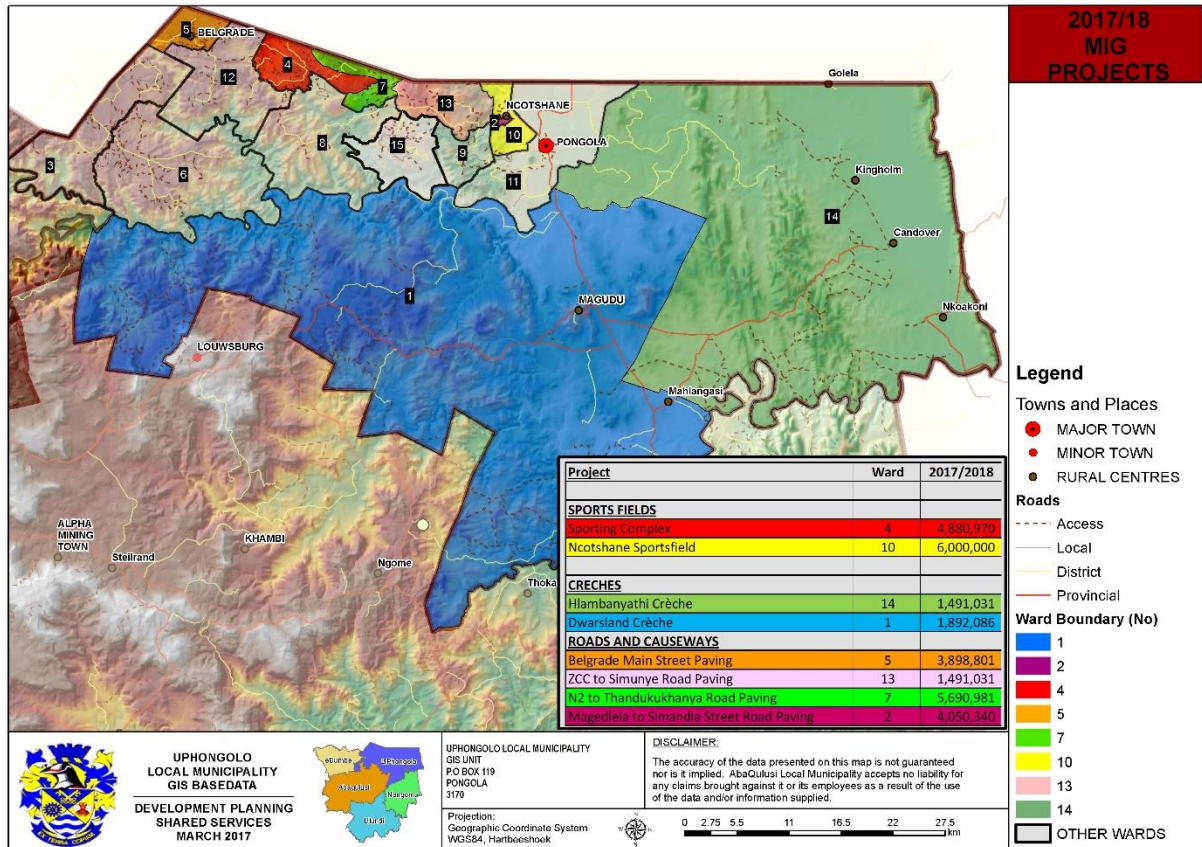
The South African National Roads Agency together with the Department of Transport provides funding for roads infrastructure development. ZDM has initiated a Rural Roads Asset Management System (RRAMS) for all existing roads within its area of jurisdiction.

Estimated road needs (ZDM 2016/2017);

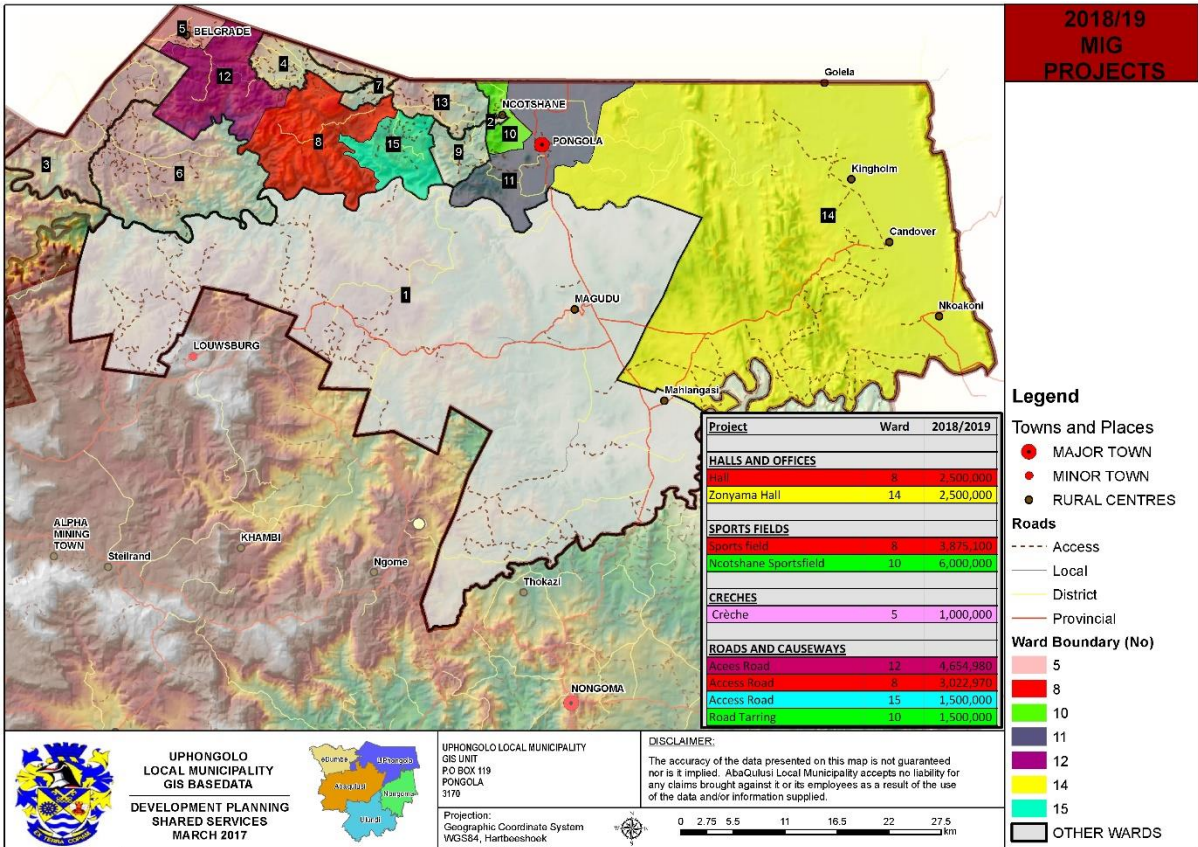
uPhongolo roads	Type	Total Length (km)	Estimated replacement value (Rmill)	Short term intervention cost (Rmill)	Long term intervention cost (Rmill)	General condition
	Paved	43.79	112.4	5.65	32.65	44% (poor to very poor)
	unpaved	236.6		0.495	17.11	Fair to very poor

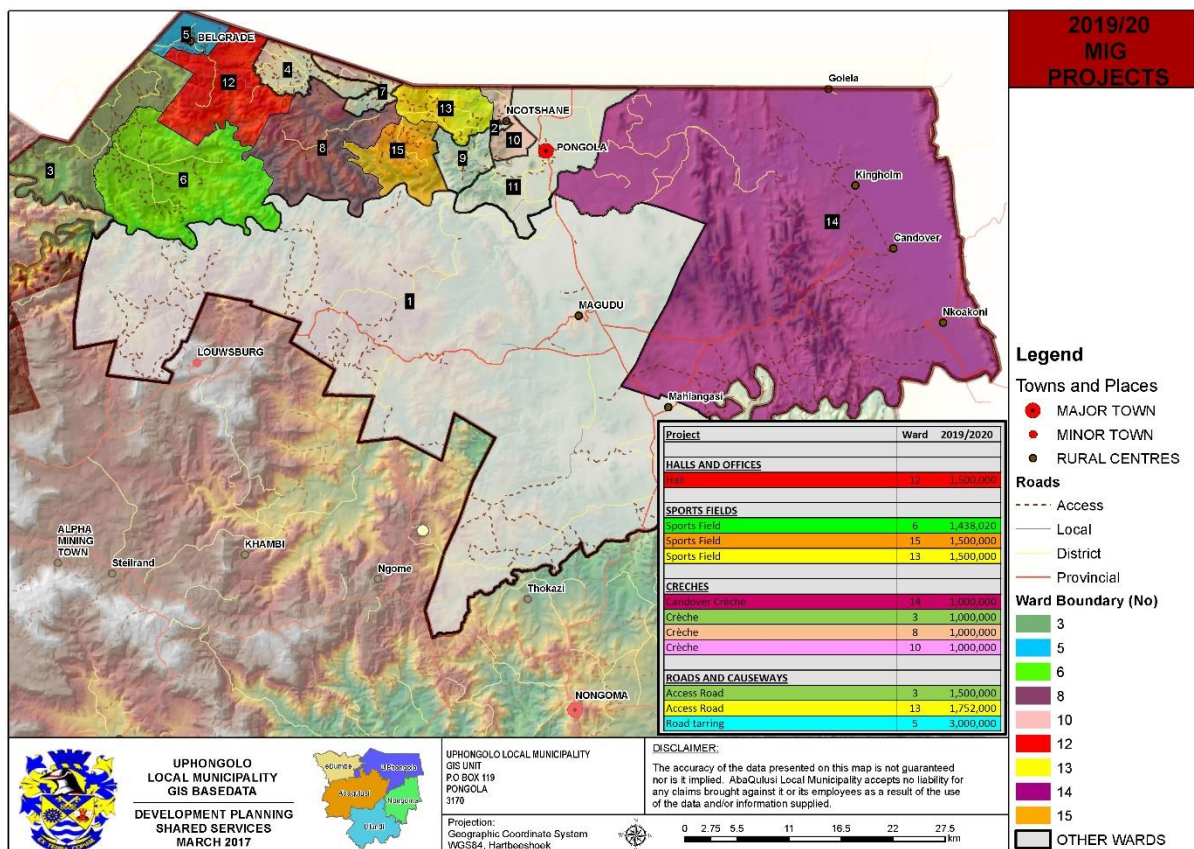
### 4.3.4 Plan for Provision of New Roads and Related Facilities

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.









#### 4.3.5 INTEGRATED TRANSPORT PLAN

The municipality is responsible for the Integrated Transport Plan.

#### 4.3.6 INTEGRATED TRANSPORT PLAN REVIEW

#### 4.3.7 LINK TO INTEGRATED TRANSPORT PLAN

The municipal website provides the link to the ITP.

#### 4.3.8 TRANSPORTATION ANALYSIS

##### Mode Of Transportation

According to 2001 census data the largest part of the uPhongolo Municipality (83%) is pedestrianised. This is indicative of three possible scenarios, namely the lack of funds to utilise public transport, the lack of a decent and operational public transport system within the municipality, or the lack of need

to utilise transport due to unemployment, which leads to localised travel only, with no need to travel to Pongola, except in special circumstances. The remoteness of most areas and the rural character of the municipality plays a big role in this phenomenon, as the roads infrastructure is under-developed, which makes the rural areas highly inaccessible. 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 provision of transportation infrastructure. Following the travel mode of “on-foot” 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 or bicycles. The main mode of public transport is minibus taxi which provide access from rural and peri-urban areas to shopping and employment centres and further destinations. Ranks exist at major urban development centres.

Taxi operations in uPhongolo;

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

Source ZDM CPTR

#### 4.3.9 OPERATIONS AND MAINTANANCE FOR ROADS AND TRANSPORTATION

Zululand District Municipality will be required to plan a co-ordination role in the provision and maintenance of roads within the District. The responsibility of roads (excluding Municipal roads) within the district remains the responsibility of the Department of Transport. The planning responsibility is with the district.

An identification of the road network within the district and their classification has been undertaken based on the Districts GIS information. Rural Access roads have the most important impact for future development. It is thus essential that the municipality be given opportunity to provide input into the Department of Transport planning for the District. The IDP situational analysis is reflected via maps critical road, rail, public transport needs and linkages, as well as the status, of these (I e. Existing and upgrade needs, non-existent and those new needs that need to be developed).



## 4.4 ENERGY

### 4.4.1 ELECTRICITY ENERGY PROVIDER

Electricity within the uPhongolo municipality is provided by way of connection to the Eskom grid or non- grid electricity. A separate document from Eskom showing backlogs, completed and planned projects is attached.

### 4.4.2 ENERGY SECTOR PLAN

There is currently no existing plan being implemented. The municipality needs to adopt a plan of alternative energy uses for new residents and commercial development.

### 4.4.3 OPERATIONS AND MAINTANANCE PLAN

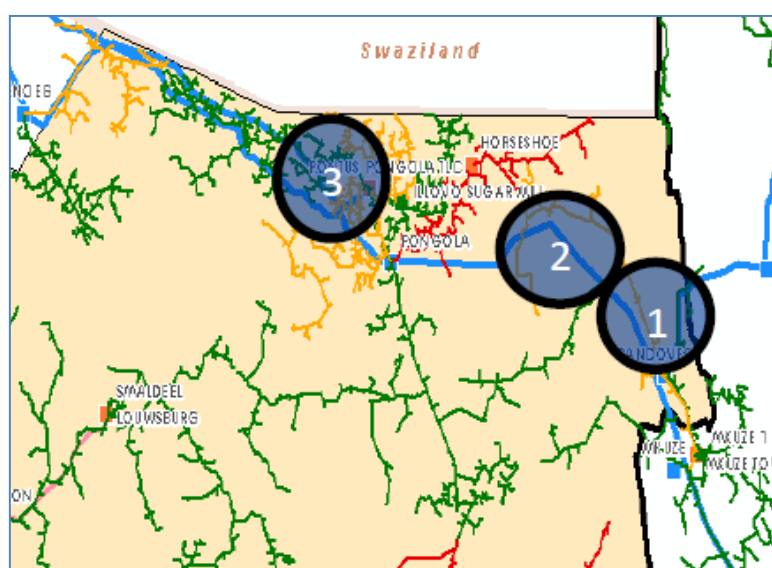
No operations and maintenance plan for electrification has been adopted.

### 4.4.4 SCHEDULE 5.B PROJECTS (DOE FUNDING)

The municipality recieves funding for the implementation of electricity projects.

### 4.4.5 THE STATUS, BACKLODS, NEEDS AND PRIORITIES FOR ELECTRICITY/ENERGY SERVICES

Urban areas have electricity but it is limited rural areas. This is critical issue for schools and healthcare facilities. The following projects exist;



Electricity usage: projects

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

The total backlogs as per Eskom:

**Total Energy Budget (R mill)**

ELECTRICITY	HH Backlog
Abaqulusi	12,076
eDumbe	6,011
Nongoma	12,490
Ulundi	9,348
uPhongolo	7,768
<b>Total</b>	<b>47,693</b>

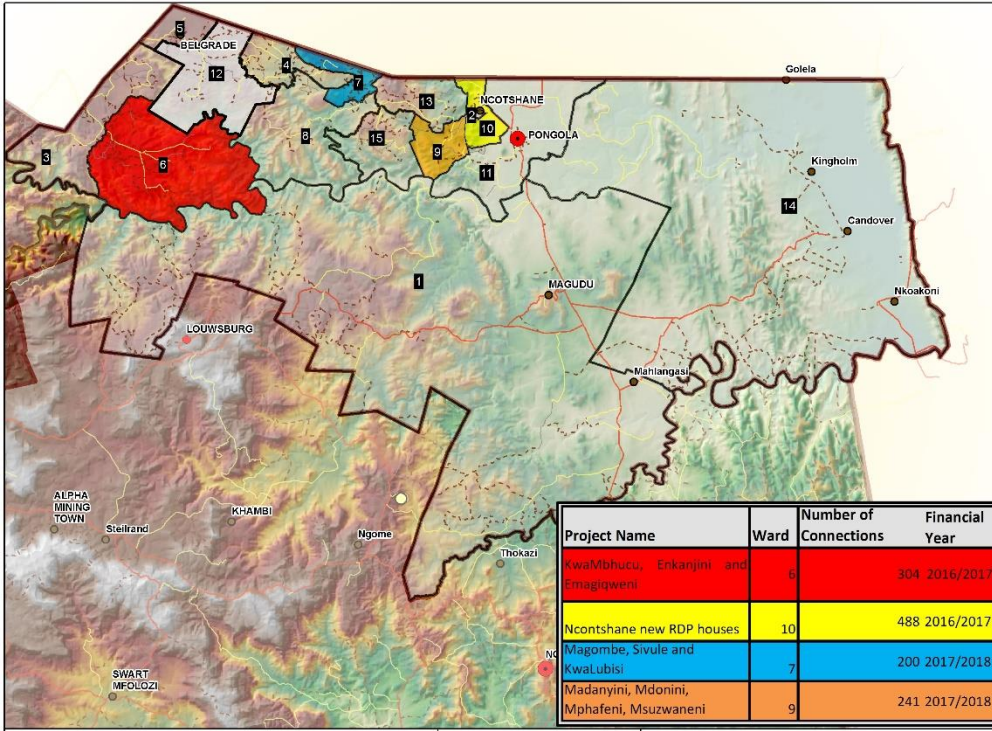
The projects set out by DOE have not yet been implemented, these are;

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

Electrification of portion of Extension 4 was delayed and funds will be utilised to fund priority projects. A mass electrification project has been completed in ward 1, access to electricity in the municipality has improved within the last year. On August 2<sup>nd</sup> 2016, the Mpakama community (ward 1) recieved electricity to approximately 270 households.

The municipality has experienced monetary losses due to the poor distribution of electricity through old infrastructure and poor maintenance. To mitigate this the municipality has appointed consultants in 2017 to assist with metre reading, metre sweeps will be conducted to detyermine metres that have been bypassed and identify leaks.

**2016-2018  
ELECTRICITY  
CONNECTIONS**



**Legend**

- Towns and Places**
- MAJOR TOWN
  - MINOR TOWN
  - RURAL CENTRES
- Roads**
- Access
  - Local
  - District
  - Provincial
- Ward Boundary (No)**
- 6
  - 7
  - 9
  - 10
  - OTHER WARDS



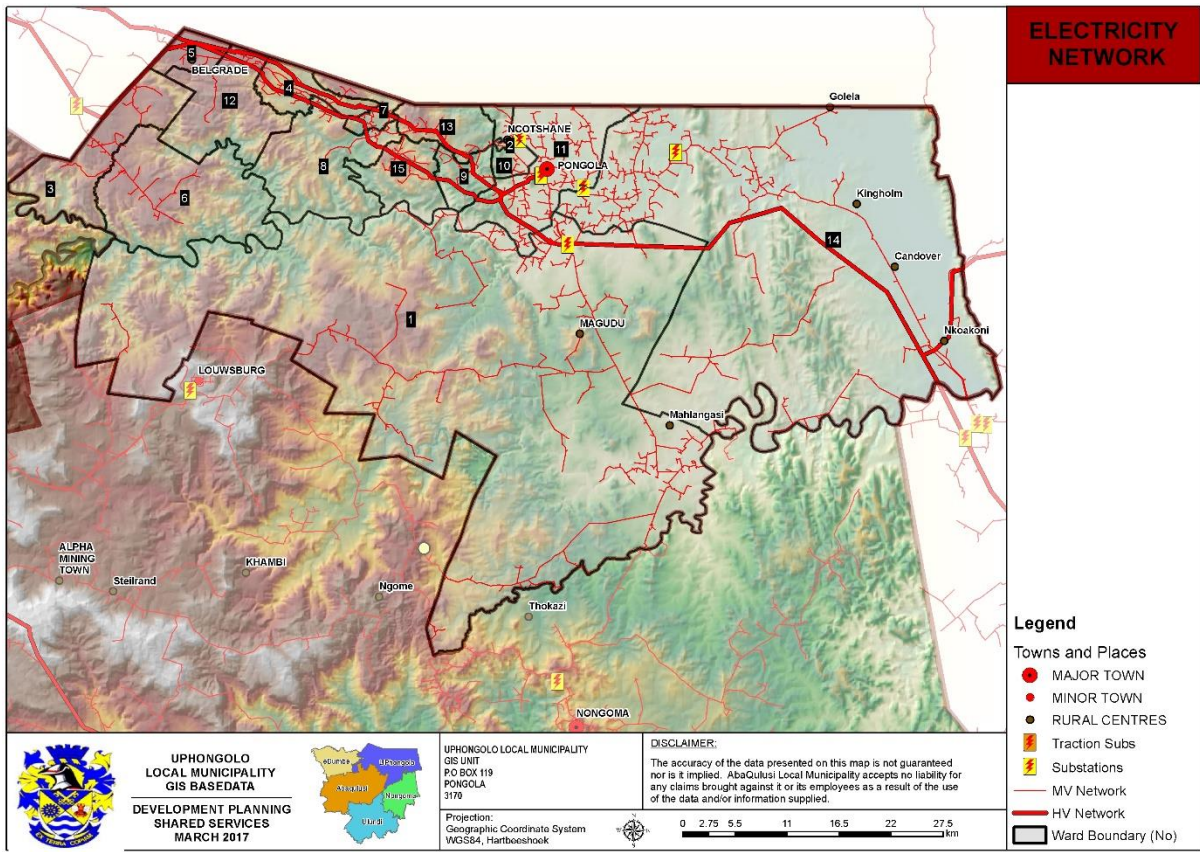
**UPONGOLO  
LOCAL MUNICIPALITY  
GIS BASEDATA**  
  
DEVELOPMENT PLANNING  
SHARED SERVICES  
MARCH 2017



UPONGOLO LOCAL MUNICIPALITY  
GIS UNIT  
PO BOX 119  
PONGOLA  
3170  
  
Projection:  
Geographic Coordinate System  
WGS84, Hartbeeshoek

**DISCLAIMER:**  
The accuracy of the data presented on this map is not guaranteed nor is it implied. AbaQulusi Local Municipality accepts no liability for any claims brought against it or its employees as a result of the use of the data and/or information supplied.

0 3 6 12 18 24 30 km



#### 4.4.6 MUNICIPAL CO-ORDINATION OF DEVELOPMENT ACTIVITIES WITH RELEVANT SECTOR DEPARTMENTS AND SERVICE PROVIDERS

The municipality has managed to co-ordinate its developmental activities with relevant sector departments and service providers (Eskom and the Department of Energy). 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 areas of jurisdiction have access to the various services that are essential for their livelihood.

## 4.5 ACCESS TO COMMUNITY FACILITIES

### 4.5.1 THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR COMMUNITY FACILITIES

#### HEALTH

The uPhongolo Local Municipality is relatively well-serviced with 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.

UPhongolo Municipality is serviced by one hospital namely the Itshelejuba District Hospital, Itshelejuba Hospital is accessible via tarred road from the N2. Areas of the municipality situated more than 30km from a hospital includes the areas of Pongola, Magudu and Golela.

There are currently 15 clinics in uPhongolo and a requirement of 19. There is one hospital with one further facility required.

The uPhongolo Municipality is determined to achieve strategic provincial goals set out in the Service Delivery Improvement Plan 2016/17 – 2018/19 (KZN Department of Health):



<b>Strategic Goal 1: Strengthen health system effectiveness</b>
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.
<b>Strategic Goal 2: Reduce the burden of disease</b>
Goal statement: Reduce and manage the burden of disease to ensure better health outcomes and an increase in life expectancy at birth.
<b>Strategic Goal 3: Universal health coverage</b>
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.
<b>Strategic Goal 4: Strengthen human resources for health</b>
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.
<b>Strategic Goal 5: Improved quality of health care</b>
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).

Identified Key service for improvement for 2016/17 to 2018/19:

The Department decided to focus on the Ideal Clinic Realisation and Maintenance (CRM) initiative which is integrated with primary health care re-engineering. The aim is to redirect service delivery to the needs of the community being served. Progress is monitored by quarterly progress reports and Annual reports submitted to the office of the premier in the province and Health Portfolio Committee, amongst others. Goals are being achieved and aim to be achieved through Batho Pele Principles.

## CEMETERIES

There are existing cemeteries in Phongola, Ncotshane, Belgrade and Magudu.

## COMMUNITY HALLS

There is currently limited information available regarding community halls. The information and plans will be updated as information becomes available. There are currently 6 community halls/ centres within the Uphongolo municipality. 67% of the population have access within 10km, 14% within 10-20km and 19% greater than 20km.

## EDUCATION FACILITIES

A backlog analysis (households at a distance further than 5km from a primary school were considered to be a backlog and every 3500 people constituting the need for another primary school) was undertaken that indicates the backlog as per the following 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

	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	21081	142571	60%
uPhongolo Municipality	15185	102696	66%
	2.5km - 5km		
Local Municipality	Households	Population	Percentage
Abaqulusi Municipality	9064	61300	25%
eDumbe Municipality	3493	23623	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%
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Source: ZDM IDP 2012/2017

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 were Golela Kingholm and Nkonkoni. These areas consist mainly of game farming and therefore have lower population densities and less need for education facilities.

#### 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

Source: ZDM IDP 2012/2017

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.

#### LIBRARIES

The uPhongolo Municipality has 2 Main Libraries situated at Ncotshane, Yende Street, uPhongola. The municipality further has one Library in Pongola Town 61 Martin Street.

#### POLICE STATIONS

uPhongola Municipality is serviced by two police stations with a service radius of 20km. The police stations are situated near Magudu, and Pongola. Only the far North West area around Vusumuzi and the far northern areas around Golela are not situated within the 20km service radius of the police stations. Police stations situated in Louwsberg, Jozini, Mkuze and Ngome also service the municipal area. 32 police stations are required for the municipal area.

Together with the department of Community Safety, the municipality has launched ward safety committees of 10 volunteers, led by the mayor to control the crime within the wards.

#### THE MOVEMENT NETWORK AND PUBLIC TRANSPORT

Higher densities have potential to increase the viability of public transport and should be encouraged along public transport routes. This is critically important as it promotes concentration of activities and gives effect to the notion of nodal development. There is a strong ordering dimension to movement. At all scales, it is necessary to maximise continuities of movement, as this promotes choice and integration. Land uses should be able to respond freely to movement patterns as this encourages diversity and a mix of activities.



### **4.5.3 MUNICIPALITY CO-ORDINATION OF ITS DEVELOPMENT ACTIVITIES WITH THE RELEVANT SECTOR DEPARTMENTS AND SERVICE PROVIDERS**

The municipality has to co-ordinated the infrastructure projects, relevant service providers, district municipality and departments such as Department of Sports, Department of Health, Department of Education etc.

## **4.6 HUMAN SETTLEMENTS**

### **4.6.1 HOUSING DEVELOPER FOR HUMAN SETTLEMENTS**

The municipality is the developer for human settlements.

### **4.6.2 COUNCIL APPROVED HOUSING SECTOR PLAN**

The municipality has developed a Housing Sector Plan.

### **4.6.3 ALIGNMENT OF HOUSING SECTOR PLAN TO KZN HUMAN SETTLEMENTS SPATIAL MASTER PLAN**

The uPhongolo Housing Sector Plan is aligned to KZN Human Settlements Spatial Master Plan.

### **4.6.4 HOUSING CHAPTER HIGHLIGHTING HOUSING NEEDS AND PLANNED PROJECTS**

The IDP includes the housing chapter highlighting the housing needs, existing and planned projects.

### **4.6.5 EXISTING AND PLANNED HOUSING PROJECTS**

The following serves as the strategic objectives to further guide the formulation of the uPhongolo Municipal Housing Plan:

- To reduce the housing backlog by half in the next five years through the provision of approximately 6 000 low cost housing units across the uPhongolo Local Municipality by 2018.
- To build an effective, efficient and caring government in the delivery of housing through embarking on a process to be accredited as well as being capacitated.
- To facilitate, fund, manage the provision of tenure and appropriate quality services and houses.
- To densify housing on well-located land as well as diversification of housing stock for various markets.
- To contribute to National Housing Policy processes and address gaps that hinder sustainable development.
- To mainstream implementation of the Expanded Public Works Programme and Labour intensive methods.
- To develop working partnerships with key role-players in the area, focusing on interaction between the mining and tribal authorities.
- To identify all potential land for future housing development, with the aim of encouraging integration and a mix of housing typologies.
- To encourage capacity building, training and information dissemination in relation to housing subsidy programmes.

- To create sustainable and viable rural communities.
- To improved provision of services to all communities within 5 – 8 years.
- To locate new housing development within a rational urban development boundary to ensure sustainable development.
- To provide integrated, functional residential development that is complemented necessary social and economic amenities.

Addressing this housing need requires a tailor-made, focused approach, one that uses one or the combination of the following 3 broad categories of housing delivery:

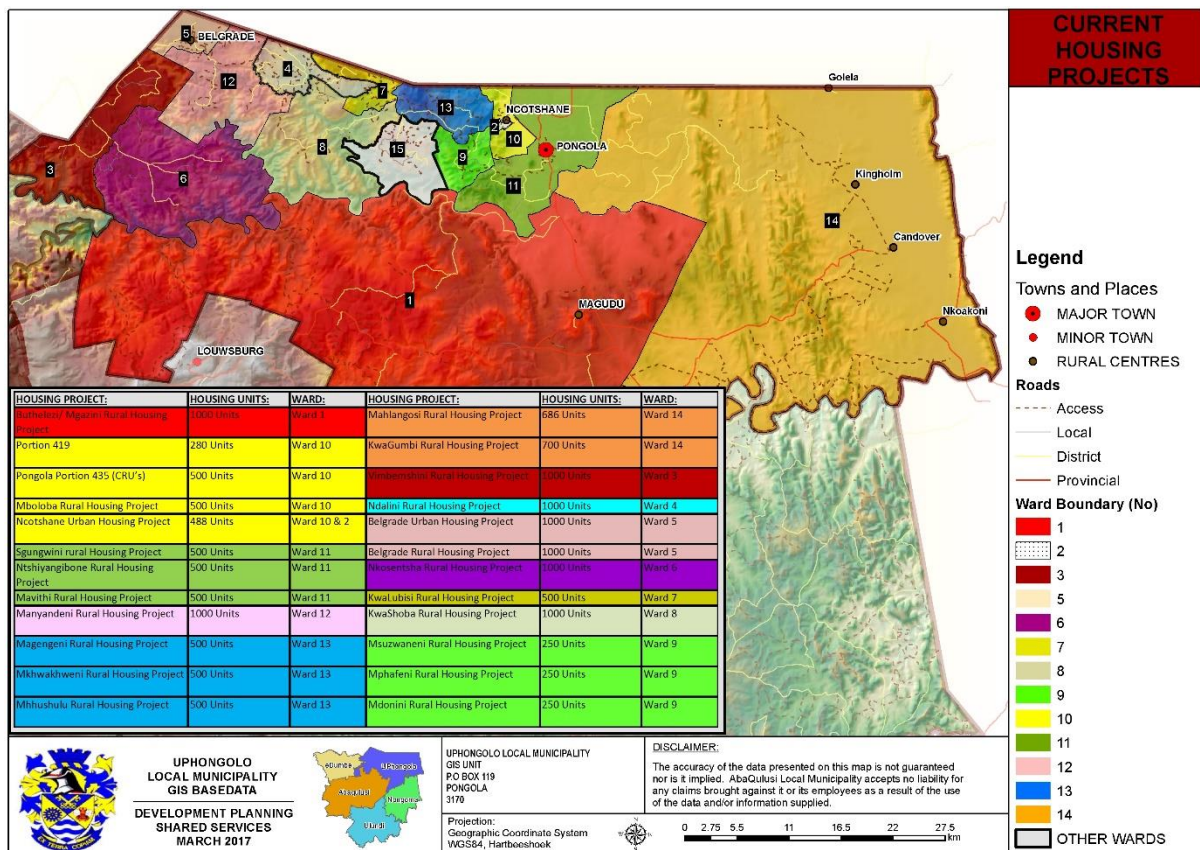
- The provision of tenure: The provision of tenure basically involves a Township Establishment process, which includes designing the layout, drafting the application and submitting it to Council, an EIA process, and surveying the township.
- The supply of essential services: The supply of essential services 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 should 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.

#### Uphongolo planned and ongoing housing projects

<b>HOUSING PROJECT:</b>	<b>PROJECT AREA:</b>	<b>HOUSING UNITS:</b>
Msuzwaneni Rural Housing Project	Msuzwaneni	250 units
Mphafeni Rural Housing Project	Mphafeni	250 units
Mahlangosi Rural Housing Project	Mahlangosi	686 units
Mdonini Rural Housing Project	Mdonini	250 units
KwaLubisi Rural Housing Project	KwaLubisi	500 units
Pongola Portion 435 (CRU’s)	Portion 435 (Town)	500 units
Sgungwini Urban Housing Project	Sgungwini	500 units
Magengeni Rural Housing Project	Magengeni	500 units
Ntshiyangibone Rural Housing Project	Ntshiyangibone	500 units
Mkhwakhweni Rural Housing Project	Mkhwakhweni	500 units

Mavithi Rural Housing Project	Mavithi	500 units
Mhhushulu Rural Housing Project	Mhhushulu	500 units
Mboloba Rural Housing Project	Mboloba	500 units
Nkosentsha Rural Housing Project	Nkosentsha	1000 units
Manyandeni Rural Housing Project	Manyandeni	1000 units
Ndalini Rural Housing Project	Ndalini	1000 units
Buthlezi/ Mgazini Rural Project	Buthlezi/ Mgazini	1000 units
Vimbemshini Rural Project	Vimbemshini	1000 units
Belgrade Urban Housing Project	Belgrade	1000 units
Belgrade Rural Housing Project	Belgrade	1000 units
KwaShoba Rural Housing Project	KwaShoba	1000 units



#### 4.6.6 LEVEL OF SERVICES AND BACKLOGS

The Constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country. The sections of the Constitution that are relevant with respect to human settlements are the following:

Sections 26, 27 and 29 of Chapter 2- Bill of Rights- states that, “everyone has the right to access toadequate housing, health care services, social security and education.”

Schedules 4 and 5 states that, “the Province has legislative competence in regard to (inter alia): Environment; Urban and Rural Development; Welfare; Housing, Health Services; Regional planning and development; (concurrent competence with National) and Provincial planning and Provincial Roads and Traffic (exclusive competence).”

Section 9(1)(a)(i) and (f) of the Housing Act 107 of 1997 identifies the primary role of the municipality as taking all reasonable 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 on a progressive basis; and to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction. The Housing Chapter/Sector Plan is reviewed annually as part of the annual review of the IDP.

The Housing Code is the overall housing policy that guides housing activities in South Africa. It is the main document that contains the housing policy, legislation and programmes.

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 the uPhongolo Municipal Housing Plan must be a response to the housing need in uPhongolo Local Municipality. Existing housing developments: the Ncotshane Housing Project is currently underway with 1100 units to be constructed, 488 housing units have been completed. Planned Housing Developments: with the table below showing all the housing projects in the pipeline within uPhongolo. The following two projects are nearer the implementation stage and will be soon commencing with construction:

- KwaLubisi Rural Housing Project
- KwaGumbi Rural Housing Project

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 Housing Sector Plan which is a working document that 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.

The 2014/2015-2018/19 Medium Term Strategic Framework focuses on reforms aimed at achieving the following:

- Ensuring that poor households have adequate housing in better living environments;
- Delivering settlements that are spatially, socially and economically integrated;
- Supporting the development of a functionally and equitable residential property market; and
- Improving institutional capacity and coordination for better spatial targeting.

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 in terms of the MTSF.

The Housing demand within municipalities can be determined in two ways viz, statistical calculations or the housing establishment of housing waiting lists. The uPhongolo municipal area is characterized by a shortage of suitably well-located land for housing development. The municipal housing plan was compiled using census data that identified 28,772 number of households, 83,5% formal dwellings and 11,545 agricultural households.

The Municipality does not have a housing demand database/ waiting list and an allocation of human settlements beneficiaries' policy in place. This phenomenon is not unique to uPhongolo but is a challenge nationally. In the attempt to remedy the problem, the KN Provincial Department of Human Settlements developed provincial guidelines on Allocation of Human Settlements Beneficiaries in the aim to facilitate a fair, equitable, transparent and inclusive selection and housing subsidy applications and approval process for all development projects aimed at creating sustainable human settlements.

UPhongolo Municipality is in a process of implementing a National Housing Needs Register (NHNR) which includes the following:

- It allows for the allocation of housing opportunities in a manner that greatly reduces malpractices and corruption.
- It is a web based system requiring users to connect to the internet and be registered to gain access eliminating the need for physical installations thereby reducing the time required for implementation.
- Municipality will be able to obtain a better understanding of the housing needs and backlog within their respective areas.
- It serves as a reliable planning and budgeting tool to enabling the delivery of housing based on identified need.
- It will assist to understand the different dynamics and needs of potential beneficiaries for various tenure options in the municipality.

The pace of delivering housing and specifically integrated human settlements has not been as fast as we wish. This process is being affected by a range of inhibiting factors, such as available infrastructure, access to land and state of spatial planning.

#### Phongolo Housing Backlog

	<b>2007</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>
No. of Households	17 347	17 974	19 069	20 231
No. of Traditional Houses	8 011	8 011	8 011	8 011
No. of Formal Units	387	2 987	2 987	2 987
Housing Projects	2 600	0	0	0
* Ncotshane	(1100)			
* Esiungwini	(500)			

	2007	2010	2015	2020
* Mavithi	(500)			
* Belgrade	(500)			
* Gumbi		(2000)		
<b>Housing Backlog</b>	<b>6 349</b>	<b>4 976</b>	<b>6 071</b>	<b>7 233</b>

It is also important to acknowledge the following factors that may affect Municipal housing delivery:

- Land availability and particularly limited available state land.
- Some of the land in existing settlements is not suitable for housing.
- Farm land under private ownership and expensive.
- Low levels of affordability.
- Influx of people into the urban areas of uPhongolo.
- Impact of HIV/AIDS.
- Availability and reliability of data that highlights exact backlogs based on qualified needs i.e. the number of people who need housing and who have applied, in some one way or other, for housing.
- Effective housing need in rural areas has not been quantified.
- Institutional issues.
- Certain tribal by-laws restricting access to housing.
- Poor services in most areas despite the existence of infrastructure. This also affects provision of free basic services and payment of services. Some of the infrastructure is not within current norms and standards.
- Some areas, e.g. farms and rural areas have no access to services.
- Financial arrangement and access to funding, e.g. access to credit is limited due to land ownership issues and low income levels.



#### 4.6.7 MECHANISIM FOR CO-ORDINATION OF HOUSING DEVELOPMENTS WITH THE SERVICE PROVIDERS/AUTHORITIES THAT SUPPLY THE SERVICES

The Municipality has mechanism in place to co-ordinate the housing developments with service providers for the entire Pongola area and its jurisdiction. These amongst other include meetings that are held with the Sector Department, Stakeholders in the presence of service providers/ implementing agents. The schedule for all the Housing Forums meetings undertaken in 2016 is below:

UPhongolo Housing Forums 2016 meetings:

Month	UPhongolo LM
FEBRUARY	17/02/2016
MARCH	16/03/2016
APRIL	13/04/2016
MAY	18/05/2016
JUNE	15/06/2016
JULY	13/07/2016
AUGUST	24/08/2016
SEPTEMBER	14/09/2016
OCTOBER	12/10/2016
NOVEMBER	16/11/2016

#### 4.6.8 COMMITTED FUNDING FOR THE SERVICES IN SUPPORT OF HOUSING PROJECTS

The Human Settlements projects have already been approved and budgeted for by the Department of Human Settlements.

## **4.7 TELECOMMUNICATIONS**

### **4.7.1 STATUS, BACKLOGS, NEEDS AND PRIORITIES**

The 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 rebuilt. However, a backlog was identified because post boxes in the rural area are limited and not widely distributed. This therefore led to a situation where some densely populated rural settlements have no access to postal services. Having seen this situation, Post Office has embarked on a programme of delivering the mail posts to individual households in all rural areas of eDumbe. This process is also of great importance as it allocates numbers to each household for identification purposes this will further assist in obtaining the exact number of households in rural areas.

Telkom, Vodacom, MTN and Cell C are four service providers that provide telecommunication services within the local municipal area. The communication access is very limited in rural areas. Some rural areas are covered in terms of network coverage whilst the large rural population is not covered hence there is a need for intervention. The municipality is currently in negotiations with Vodacom and MTN regarding the improvement of telecommunication infrastructure such as network towers that can provide network in rural areas.

## **4.8 PROVISION OF INFRASTRUCTURE PROJECTS RELATING TO NATIONAL 2018 AND LOCAL GOVERNMENT 2021 ELECTIONS**

The municipality has formulated 2017/18 to 2022 IDP that has planned programmes and projects with budget. This five year plan has prioritized water, sanitation, electricity, housing, community facilities and access roads. Therefore the municipality IDP has made provision for infrastructure projects relating to the National (2018) and Local Government (2021) elections.

#### 4.9 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>➤ Electricity by laws in place.</li> <li>➤ Energy sector plan in place.</li> <li>➤ Qualified management &amp; skilled personnel</li> </ul>	<ul style="list-style-type: none"> <li>➤ Poor maintenance of infrastructure.</li> <li>➤ Operations and Maintenance plan not in place.</li> <li>➤ No maintenance policy.</li> <li>➤ Turnaround time for procurement.</li> <li>➤ Insufficient equipment (yellow machine)</li> <li>➤ Use of consultants for infrastructure projects.</li> <li>➤ Storm water and pavement management plan not in place</li> <li>➤ Energy losses</li> <li>➤ Ageing infrastructure</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>➤ Support from sector departments</li> </ul>	<ul style="list-style-type: none"> <li>➤ Insufficient funds to address backlogs.</li> <li>➤ uPhongolo municipality located far from major business centers.</li> <li>➤ Mountainous terrain</li> <li>➤ No truck stop</li> </ul>

## 5. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

### 5.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The uPhongolo municipality's main industry is agriculture in the form of sugarcane and fruit farming. Plantations are supported by canal systems, a sugar mill and the N2 primary development corridor linked to Gauteng, Richards Bay and Durban. The tourism sector is also a major contributor to employment and local livelihoods. Tiger fishing is a popular activity undertaken at the Pongolapoort dam, game lodges and game farms as well as golf courses and other facilities that attract tourists to Pongola and the surrounding areas. There are 10 lodges within the Pongola Game Reserve. The basis of the municipality's economy is formed by the agriculture and tourism sectors. Agriculture and Tourism form basis of the municipality's economy.

The Community services sector employees a significant amount of the population. The public sector provides the largest share of employment opportunities. This is notwithstanding the growing informal sector. Given the development, unemployment levels have remained relatively high, with low incomes and poverty stricken traditional and rural areas. uPhongolo has however embarked on several activities to speed up the growth and development within the municipality.

### SIGNIFICANCE FOR UPHONGOLO LED PROCESS

The uPhongolo Municipality's economy is driven by the performance and the structure of the following sectors:

- The livelihood of the uPhongolo people is sustained by the agricultural sector, comprising largely sugarcane and subtropical fruit plantations
- Tourism makes up a large portion of the economy in the form of Gamefarms and lodges that take advantage of local fauna and flora. Modern facilities exist in the growing NODE OF Pongola.
- There is an expanding informal sector significantly based on the taxi industry, informal financial services and taverns
- Significant public sector investment in flea markets and market complexes has attracted retail chains to Pongola to boost growth.

### INCOME AND EMPLOYMENT

The income profile of the Municipality shows that average income levels within the municipality are low and that 66% of the population lives below poverty datum line. This is demonstrated by the majority of the population earning less than R2400.00 per month or receiving no income. Poverty is high in traditional and rural areas. Only 13.43% of the population are formally employed with 50% being

dependants. It can be concluded that the majority of the municipality's population are child headed households or orphaned due to the loss of parents through HIV and Aids.

The municipality needs to create employment opportunities locally, with a concomitant cut back on social grants and services to cater for the de facto youth bulge and its needs, stressing the local situation. Local economic development is needed in the community to enable the community to afford and pay for municipal services.

## **AGRICULTURE, AGRO-PROCESSING AND FORESTRY**

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 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.

## **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. The municipality is conducive to tourism due to natural beauty, tourism related development and future tourism development potential.

Some challenges that hinder tourism development in uPhongolo Municipality were identified during establishment of the LED Strategy include:

- Lack of appropriate tourism sites;
- Minimal private investment;
- Inadequate road infrastructure;

- Lack of coordinated tourism development efforts; and
- Poor marketing of facilities and destinations.

In light of these challenges the following recommendations were made regarding promotion of tourism in the area:

- Marketing the area as a tourism and investment destination;
  - Creating an authentic cultural experience;
  - Creating awareness and capacitating previously disadvantaged communities;
  - Coordinating efforts of tourism development; and
  - 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:
- Development and upgrading of game reserves, dams and nature reserves;
  - Establishment and marketing of arts and craft canterers;
  - Development of tourism information support facilities such as brochure, information offices, signage etc.;
  - Hosting of festivals and events;
  - Development of Pongola Poort Bio reserve; and
  - Upgrade of roads.

## INDUSTRY

Manufacturing activity is very low within uPhongolo Municipality. It accounts for approximately 5.9% of the total workforce within uPhongolo Municipality. TSB Sugar Mill is a main agro-processing facility but there are still other opportunities in the region such as traditional medicine, production of venison for export purposes, leather production as well as fruit and vegetable agro-processing.

Mining provides limited employment opportunities. It covers only 2.0% of the total workforce. Klipwal Gold Mine that operates at a small scale. Factor conditions concerning the industrial sector include:

- Availability of Land for Industrial Development: Land availability to undertake economic activities within the sector is not a major challenge.
- Cost of Services: uPhongolo Municipality has to formulate an incentive package to potential investors since the cost of service for local municipalities within Zululand District are at same levels.
- Limited Comparative Advantage: Comparative advantage for the manufacturing sector in uPhongolo Municipality is limited as indicated above.

- Availability of Raw Material: The local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. This poses a challenge in terms of diversification since raw material that is available within the municipal area is limited to specific products. In most instances raw material is transported to other centers outside the municipality. Venison processing is the only activity of note.
- Unskilled Workforce: Manufacturing only accounts for about 6% of the total workforce for all sectors combined. This is an indication that there are limited skilled people in relation to manufacturing expertise.
- Location: The locality of uPhongolo Municipality is remote from major provincial centers that have high market concentration. Transportation costs for produced goods will negatively impact on profitability thus discouraging potential investors.

Demand factors concerning the industrial sector include:

- Local Market for Manufactured Goods: There is a demand for basic manufactured products such as clothing and textile, footwear, furniture, food, beverages and building material. Local manufactures will have competitive edge in comparison to external producers since they will incur minimal expenditure on transportation expenses. Quality control has to be taken into consideration since this might be a determining factor for demand of goods.

Related and Supporting Services include:

- Lack of Business Support: As mentioned above, business support institutions are lacking in the municipal area especially the nonfinancial support such as business development and support. These services are mainly accessible in Vryheid.
- Access to Finance: Local people do not generally understand a range of programmes available to support manufacturing initiatives although various funding sources for establishment of businesses within this sector.
- Lack of Supporting Industries: Manufacturing activities are undertaken at a small-scale hence the unavailability of conglomerate economic linkages. Production of goods at this magnitude tends to be uncoordinated and sparsely scattered. uPhongolo municipality is implementing different projects in different sectors which will be tabled later in this document.

Below are some of the projects identified by this forum to create jobs and stimulate economic growth:

- Imbube cultural village
- Nursery projects
- Leather tannery project
- Flea market infrastructure

- Town rehabilitation and beautification (internal roads, solar street lights, paving, street vendors shelters and sidewalks)
- Block making and industrial sewing projects designed for co-operatives
- Commercial agriculture including maize massification etc.

The municipality has made applications to different departments to access development potential around high impact areas and projects for economic development such as; ethanol production, Phongola poort dam housing/flats and cotton mill. The full lists of projects budgeted and those that needs funding to boost the local economy are included in the IDP.

## TRADE AND COMMERCE

Wholesale and retail trade is defined as resale of new and used untransformed goods to the general public sector accounts for approximately 8.9%. The commercial sector is well established in the uPhongolo CBD but there is no easy access for the majority of the rural population. There is a proposal for the construction of a regional shopping centre that will accommodate national anchor tenants. A number of other commercial markets still exist, but there is a lack of business support services which results in limited entry to the market by emerging entrepreneurs.

Further opportunities in this regard include:

- Developing the commercial sector in the rural services centre and utilize the supporting infrastructure of these rural services centres such as taxi ranks to tap into the market that they service.
- Commercial enterprises focused on tourism market through sale of locally produced goods, restaurant industry.

uPhongola town represents the only major concentration of business in uPhongolo Municipality. A wide range of services is offered to local and surrounding rural population but a substantial number of businesses offer agricultural products and services.

Government policies support Small, Medium and Micro Enterprises in all sectors of the economy. The support provided includes business development and funding support through various programmes.

UPhongolo Municipality is working on guidelines for supporting and developing the informal sector. This sector contributes significantly to the local economy thus there is a need to establish appropriate guidelines.

Lack of Appropriate Planning Framework: Planning framework for commercial sector development in rural service centers have to be established by uPhongolo Municipality.



## CONSTRUCTION

The sector shows limited growth in terms of private investment. Most construction projects are government funded and concentrate on the development of infrastructure, roads, social facilities and RDP standard housing.

## TRANSPORTATION SECTOR

Transportation sector in uPhongolo municipal area can be categorized into various sub sectors such as road freight transport, public road transport, air transport and rail freight transport. Transport of goods from distributors and wholesalers to a range of rural retailers is gaining momentum as informal sector initiative.

Some opportunities exist within the sector including the following:

- Rural road maintenance and upgrading of rural roads which will continue to establish better linkages between settlements, rural nodes and municipal centers, thus increasing access to economic opportunities whilst increasing job opportunities.
- The proposed petrol filling station and information center at Belgrade next to the N2 will be an important development for the area. It will provide Belgrade with a higher order and lead to other economic spin-offs in the area. It will also provide an opportunity for informing people passing through the area of the attractions which the area has to offer.
- The need to establish a Truck-Stop next to the N2 has been identified by the municipality where applications for funding were done to the relevant departments.

The main commuter transportation mode is taxi services operated by uPhongolo Taxi Association. There are three informal taxi ranks in the area and two formal ranks for local and long distances. There are only three main taxi routes two of which run along N2 National Road between Pongola town and Belgrade settlement. The third route commutes passengers between Pongola town and Ncotshane Township.

### 5.1.1 ADOPTION OF LED STRATEGY/PLAN

The municipality has a Council approved LED Strategy in place that was reviewed and adopted in 2013. The current LED Strategy is on draft and to be finalized in May 2017. It is the intention of the municipality to develop this LED Strategy so as to the 4<sup>th</sup> generation IDP in line with the goals and objectives as set in the latest reviewed KZN Provincial Growth and Development Plan (Vision 2035). The LED Strategy was developed in-house but the current strategy on draft is outsourced.

Public participation was undertaken through the following platforms/ stakeholder's engagement; surveys, LED Forum, business forum, co-operatives and SMME seminars to gain input. The LED strategy also includes 2016/2017 IDP MEC comments/advises.

### STAKEHOLDER PARTICIPATION

Public participation was undertaken through the following platforms/ stakeholder's engagement; surveys, LED Forum, business forum, co-ops and SMME seminars. The LED strategy consist of inputs from the public through stakeholder's participation as highlighted above.

### 5.1.2 POLICY/REGULATORY ENVIRONMENT

The municipality has Council adopted Policy /Bylaws. There is an LED Committee that monitors the implementation of Council policies on all functional areas.

#### **Uphongolo informal economy policy**

The municipality has adopted an Informal Economy policy.

#### **Uphongolo informal traders by-law**

The Informal Trade Policy is in place to regulate street vendors (permits, zoning).

#### **Investment/retention policy**

The uPhongolo municipality has an Investment/ Retention Policy.

#### **Adoption of epwp policy**

The UPhongolo municipality has adopted an EPWP Policy aligned with EPWP Phase 3.

#### **Database for land ownership**

The municipality has established a database for land ownership.

#### **Database for smmes and co-operatives**

The municipality has a database for all SMMEs and Co-operatives. The database is updated when new SMME's and co-operatives are established.

### **5.1.3 RESPONSE OF LED KPA TO THE PGDP & DGDP PRIORITIES**

Uphongolo LED Key Performance Area responds comprehensively to the PGDP and DGDP 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.

LED implementation plan covered by economic drivers are clearly indicated and measured against set targets and actuals in the SDBIP.

### **5.1.4 SPATIAL REFERENCING OF LED PROGRAMMES/ PROJECTS**

Some LED interventions, programmes and projects are geo-referenced while some have not yet been captured spatially. It is the intention of the municipality to provide coordinates of all budgeted projects during 2017/18.

### **5.1.5 IDENTIFICATION OF BENEFICIARIES**

The beneficiaries have been identified by the municipality and the database is in place.

### **5.1.7 TRANSFORMATION OF LOCAL TOURISM PLAYERS**

The municipality has a tailored programme that seeks to transform the local tourism players in the Municipality. Refer to the Tourism strategy.

### **PROGRAMME TARGETING AGRICULTURAL POTENTIAL**

uPhongolo Municipality has programmes and projects targeting emerging farmers. This is included in the Agricultural sector plan covering both crops and livestock, refer to the attached plan. The municipality is consulting stakeholders and has projects in place and land identified to cater for agripark/economic hubs markets.

### **PROGRAMME TO IMPROVE COMPETITIVENESS OF SMME'S/ COOPERATIVES**

UPhongolo LED has specific programmes targeted at improving competitiveness of SMMEs/Cooperatives in key sectors of the locality; this includes but is not limited to ward based economic development initiatives and capacity building initiatives. Refer to the LED strategy (intervention) in the LED Strategy).

### **INITIATIVE TO REDUCE RED TAPE**

The 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.

## **PROGRAMME TARGETING THE INFORMAL ECONOMY**

After the policy formulation the informal traders' by-laws were produced. The main purpose is to utilize the subject by-laws for enforcement. The by-laws clearly outline terms and conditions for each informal trader within local municipality jurisdiction. uPhongolo by-laws fully comply with the Business Act 71 of 1991.

### **5.1.8 JOB CREATION IN RESPONSE TO NDP/ PGDP**

The EPWP is underpinned by two fundamental strategies to reduce unemployment namely:

- To increase economic growth so that the number of net new jobs being created starts to exceed the number of new entrants into the labour market.
- To improve the education system such that the workforce trained is able to take up largely skilled work opportunities which economic growth will generate.

The LED Plan quantifies the total number of jobs to be created in response to the NDP/PGDP targets and trajectories. The number of permanent and temporary jobs per sector are indicated and reported monthly to the NDPW. The plan is in place to ensure that the jobs created are sustainable.

### **5.1.9 EPWP REPORTING**

The IDP has reflected consistent reporting with regards to work opportunities created across the sectors. Integrated grant spending is reflected in the IDP and is in accordance with the provisions stipulated in the incentive grant agreement. The list of implemented projects and their status is given. The IDP reflects systems for compliance with DORA financial reporting requirements.

### **5.1.10 GREEN ECONOMY INITIATIVES**

uPhongolo Municipality is leading in the north in terms of applying green economy initiatives, this is apparent in their town in the use of solar street lights and greening initiatives that use EPWP and labour intensive programmes, this has further been evident in community and gym parks in the area.

### **5.1.11 LED CAPACITY**

#### **LED UNIT**

The municipality has an LED Unit with three (3) staff complement who are employed permanently, namely: LED Manager, LED Officer and Tourism officer, two data capturers, tourism clerk intern and has budgeted for a business licensing officer. The performance of the LED Unit is monitored through individual work plans which emanates from the municipal Performance Management System

## **LED CAPACITY CONSTRAINTS OR CHALLENGES**

The LED unit has qualified officials and those with long service in the municipality however there is a need for more capacity programmes to ensure that all sectors reach their full potential.

## **FINANCIAL INSTITUTIONAL ARRANGEMENTS**

The municipality has put the appropriate financial institutions in place. uPhongolo Municipality established the LED Forum in 2011 which is aligned and has strong relationship with the business forum, agricultural association and other forums in the area to ensure smooth operations in all structures.

## **CAPACITY FOR FORMULATING COLLABORATIVE AGREEMENTS (MOUS, CO-FUNDING AGREEMENTS, PARTNERSHIP WITH RESEARCH INSTITUTIONS)**

The municipality has the capacity to formulate Collaborative Agreements. Uphongolo municipality has collaborative agreements with sister departments and institutions to cover different capacity building programmes, research/studies and projects. Some of these institutions are NYDA, COGTA, DTI, NHBRC, CSIR etc.

## **BUDGET FOR LED PROGRAMMES/INITIATIVES**

LED Programmes are less budgeted internally but additional funds are sourced externally.

## **M&E PLAN TRACK PROGRESS AND EFFECTIVENESS**

The municipality has an M & E plan in place to track all programmes and initiatives. All LED projects are visited and assessed during construction and operation. This has helped to identify challenges at an earliest stage and impose remedial actions.

## **BUDGET FOR RESEARCH AND DEVELOPMENT**

UPhongolo municipality has consulting fees reserved for research on developmental potential in agriculture, tourism and other economic indicators.

## **5.1.12 PLAN TO MOBILISE PRIVATE SECTOR**

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.

## 5.1.6 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>Pongola town is located on the East 3 route, N2 and R66</p> <p>Agriculture contributes significantly to the LED, household income and food security</p> <p>Existence of developmental strategies and plans (LED Strategy, Tourism strategy, Golela Tourism Strategy and Crops Agricultural plan), Investment promotion and facilitation strategy</p> <p>Quality of natural endowments and tourism products;</p> <p>Communal land available to undertake economic activities within the economic sectors;</p> <p>Town beautification for investors and tourists attraction</p> <p>Creation of job opportunities</p> <p>LED support programmes for SMMEs and Co-ops</p>	<p>Insufficient funding for business plans and implementation of LED programmes and projects;</p> <p>Capacity constraints and staff shortages</p> <p>The backlog on bulk services hinders investment</p> <p>Lack of value-adding facilities in the Municipality;</p> <p>Lack of co-ordination between the private and public sector;</p> <p>Delay on funds/projects by supporting departments (national &amp; provincial)</p>
OPPORTUNITIES	THREATS
<p>Support from sister departments</p> <p>Establish and strengthen Public Private Partnerships</p> <p>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 &amp; textile)</p> <p>Linkages between agriculture and business sector;</p> <p>Infrastructure development &amp; Logistic expansion</p> <p>UPhongolo shows great potential for development through land reform</p> <p>Tourism</p> <p>uPhongola River</p>	<p>Unemployment</p> <p>HIV/AIDS</p> <p>Immigration</p> <p>Poaching (Rhino)</p> <p>Drought (Pongolapoort dam levels, irrigation &amp; tourism)</p> <p>Lack of investment into development of bulk infrastructure</p> <p>Lack of irrigation and fencing</p> <p>Threat of mechanization in both industrial and agricultural development;</p> <p>Decline in formal employment within economic sectors;</p> <p>Increasing input costs (electricity, transport, capital and equipment).</p>

## **5.2 SOCIAL DEVELOPMENT**

### **5.2.1 THE STATUS AND PROGRESS OF POVERTY ERADICATION MASTERPLAN**

Half the population are children, placing pressure on the need to provide education and social facilities. The municipality's strategy for service delivery is geared toward accommodating the severe need for social facilities and services over the next 20 years. LED strategy covers both strategic programmes and a separate section/ poverty master plan that is implemented on an ongoing basis by the municipality. The municipality dedicated an official responsible for implementation of poverty eradication projects.

### **5.2.2 ANALYSIS OF HEALTH SECTOR**

The municipality has an analysis of the Health sector in section C 4.5. The Zululand district has an in depth analysis of the health sector in the District Health Plan (2015/16) that includes:

- Disease profile
- Demographic data
- Access to PHC facilities
- Municipal health priorities and strategies

### **5.2.3 ANALYSIS OF EDUCATION SECTOR**

Provided in section C 4.5. This IDP analyses the educational sector in its situational analysis which includes educational infrastructure and backlogs.

### **5.2.4 ANALYSIS OF COMMUNITY DEVELOPMENT (VULNERABLE AND DISABLED GROUPS)**

The IDP reflects an analysis of community development, with a focus on vulnerable and disabled groups

### **5.2.5 PROGRAMMES AND PLANS FOR PEOPLE LIVING WITH DISABILITIES/ VULNERABLE**

The purpose of the special programmes Unit is to develop, implement, and manage programmes initiated on behalf of vulnerable groups (such as Youth, Women, Gender, Children, Senior Citizen Disability, HIV and Aids, etc.) within uPhongolo Municipality. As a special programmes unit the municipality facilitates the promotion of healthy lifestyles programmes through encouraging personal skills. It is the duty of the Special Programmes Unit to conduct community survey to determine social developmental needs to the vulnerable groups. The programs and plans respond to the needs of the vulnerable groups, including programs and plans for people living with disabilities

## WAR ON POVERTY

In a largely rural based economy, such as that common in UPhongolo destroyed by the impact of HIV/AIDS and experiencing high levels of unemployment, it is crucial to give due consideration to poverty alleviation initiatives. The KwaZulu-Natal Provincial Government has initiated a programme, known as the Flagship Programme, targeted at the reduction and improvement of the livelihoods of households that are steeped in poverty – this programme has been call the “War on Poverty”. Priority wards have been identified for the implementation of this programme across the Province.

## SOCIAL DEVELOPMENT INITIATIVES

The KwaZulu-Natal Department of Social Development has facilitated the initiation of a number of projects operated by non-profit organisations aimed at the alleviation of poverty including the operation of crèches and facilities for those affected by the ravages of HIV/AIDS. The Department provides funding for the operational cost of these projects only and not the facilities in which they are located.

## ACCESS TO GRANTS

A few years ago, UPhongolo Municipality had approximately 36% of the people benefitted from access to one or more of the social grants provided by the national government. The role played by the Municipality is to facilitate access to social grants for suitable members of the community through the offices of the KwaZulu-Natal Department of Social Development. The South African Social Security Agency (SASSA) has a mandate to achieve the provision of comprehensive social security services to the vulnerable and the poor within communities. As a consequence, SASSA is responsible for the payment of social grants at different pay points, merchant stores, banks and post offices within the Municipality, these grants include Older Persons Grant, Disability Grant, Care Dependency Grant, Foster Child Grant, Child Support Grant and Grant in Aid.

## EXPANDED PUBLIC WORKS PROGRAMME

As one of the outputs linked to the delivery agreement for the Outcome 9 initiative by national government and the National Development Plan, the implementation of community work programmes as a means of providing employment is an important aspect of addressing poverty alleviation within the Municipality. The Expanded Public Works Programme (EPWP) is a national programme covering all spheres of government and state-owned entities and it is aimed at the provision of additional work opportunities coupled with training. The EPWP is underpinned by two fundamental strategies to reduce unemployment namely:

- To increase economic growth so that the number of net new jobs being created starts to exceed the number of new entrants into the labour market.
- To improve the education system such that the workforce trained is able to take up largely skilled work opportunities which economic growth will generate.



## 5.2.6 DISABILITY SUMMITS

Whilst the municipality makes provision for disabled persons through special programmes, it is yet to plan a disability summit.

## 5.2.7 SAFETY AND SECURITY, NATION BUILDING AND SOCIAL COHESION

The uPhongolo Municipality has been pro-active in addressing safety and security issues. This Safety & security, as well as Nation Building and Social Cohesion is analysed in the Situational Analysis.

## COMMUNITY DEVELOPMENT: OPERATION SUKUMA SAKHE

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 the municipality is serving. 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
- Non Profit Organizations
- S.A.P.S
- uPhongolo Municipality
- Office of the Premier (Youth Ambassadors)

## FIRE PROTECTION

The uPhongolo municipality is responsible for carrying out firefighting services. The municipality has developed a disaster and fire contingency plan that needs to be reviewed and adopted in the 2017/2018 financial year. It is envisioned that the municipality will conduct annual fire brakes per ward for farmers. Firefighters have been appointed in the 2016/17 financial year. There is a need for funding from Provincial Disaster Management Centre to establish a fire station and call centre.

## **5.2.8 MUNICIPAL SAFETY PLAN**

The Municipal does not have a Community Safety Plan in place. The plan will developed during 2017/18 financial year and will consult relevant sector department for financial assistance.

## **5.2.9 SOCIAL FEVELOPMENT SWOT ANALYSIS**

There is a Social Development SWOT Analysis.included in 5.1.6.

## 6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

### 6.1 CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

There is a three year synopsis of funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delay.

The municipality's capital projects are indicated in order of prioritization and duration of each project. (Schedule of Project is attached). Projects are indicated as either new or ongoing.

The Capital Budget is allocated towards renewal of existing assets in accordance with circular 55 and 66 of MFMA which is 40%.

The investment register is provided. The investment register presents a snapshot of whether the municipality is pooling funds for interest purposes or is using the funds as intended in the grant framework.

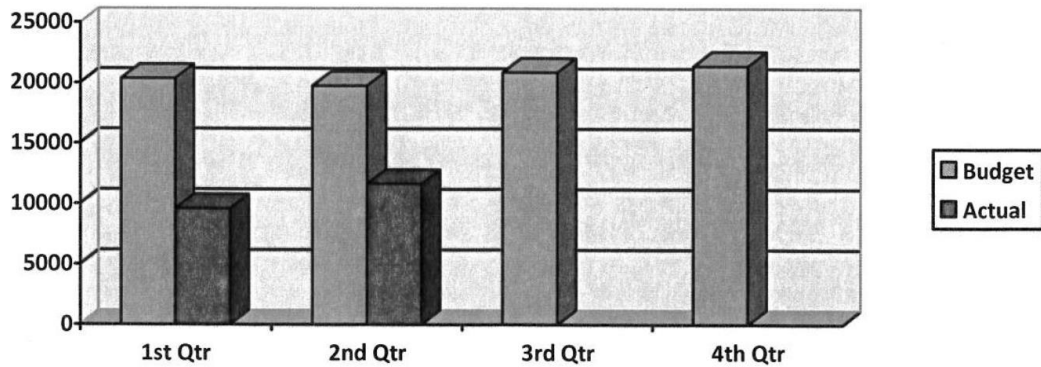
Capital expenditure is funded by government grant, borrowing and internally generated funds. Capital budget performance for the previous (2016-2017) financial year is tabled below:

#### Capital Budget Performance

Description	2016/17 Budget	December YTD Budget	December YTD Actual	% Spent Budget	% YTD Spend
Total Capital Expenditure	82 408 000	41 203 999	21 204 246	25.7	51.5
Total Capital Financing	(80 408 000)	(41 203 999)	(21 204 246)	(25.7)	(51.5)

Low expenditure is primarily due to certain budgeted capital expenditure not yet implemented, as shown in the table as 25.7% expenditure for the first 6 months, compared to 51.5% expenditure recorded at year end. Expenditure is shown in the following graph.

### Progressive capital budget v actual



Summary Statement of Financial Performance					
Description	2016/17 Budget	December YTD Budget	December YTD Actual	% of Budget: 2016/17	% of Budget: 2015/16
Total Revenue by Source (Excluding Capital Transfers)	(188 899 368)	(94 449 540)	(116 040 438)	61.4	59.5
Total Operating Expenditure	196 749 156	98 373 636	98 260 179	49.9	44.8
<b>SURPLUS</b>	<b>(7 849 788)</b>	<b>(3 924 096)</b>	<b>17 780 259</b>	-	-
Capital expenditure recognised	82 408 000	41 203 999	21 204 246	25.7	51.5

## OVER EXPENDITURE

### Expenditure by Municipal vote

Vote Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
<b>Expenditure by Vote</b>	1									
Vote 1 - Governance and Administration		14,060	16,261	-	1,445	8,112	8,131	(19)	-0.2%	16,261
Vote 2 - Financial Services		20,670	27,619	-	5,292	14,979	13,810	1,170	8.5%	27,619
Vote 3 - Corporate Services		26,704	24,470	-	2,311	12,721	12,235	487	4.0%	24,470
Vote 4 - Community and Social Services		18,385	18,279	-	2,060	11,104	9,140	1,964	21.5%	18,279
Vote 5 - Sports and Recreation		8,947	9,174	-	755	5,447	4,587	860	18.8%	9,174
Vote 6 - Public Safety		15,909	11,041	-	1,722	7,188	5,520	1,667	30.2%	11,041
Vote 7 - Planning and Development		20,419	16,952	-	1,572	9,429	8,476	953	11.2%	16,952
Vote 8 - Roads Transport		12,520	18,533	-	934	5,595	9,266	(3,671)	-39.6%	18,533
Vote 9 - Environmental Protection		-	-	-	-	-	-	-	-	-
Vote 10 - Other		1,855	3,128	-	114	1,264	1,564	(299)	-19.1%	3,128
Vote 11 - Housing		-	-	-	-	-	-	-	-	-
Vote 12 - Electricity Services		28,906	35,623	-	4,323	14,927	17,811	(2,884)	-16.2%	35,623
Vote 13 - Water Services		-	-	-	-	-	-	-	-	-
Vote 14 - Waste Water Management		-	-	-	-	-	-	-	-	-
Vote 15 - Waste Management		14,994	15,669	-	2,979	7,493	7,835	(342)	-4.4%	15,669
<b>Total Expenditure by Vote</b>	2	183,370	196,749	-	23,506	98,260	98,374	(113)	-0.1%	196,749

By vote, as at 31 December 2016, Financial, Corporate, Community and Social services, Sports and Recreation, Public Safety and Planning and Development were overspent. Over expenditure will be reviewed to determine the underlying causes and corrective action necessary. Unauthorised expenditure will be avoided, reduced to the minimum by shifting funds or applying the municipality's vehement policy. This enables funds to be transferred from underspent budgets to those areas with spending pressures.

Capital expenditure projects are planned and are being implemented by the Technical services department.

## THE MUNICIPALITY'S FINANCIAL CAPABILITY TO EXECUTE CAPITAL PROJECTS

The capability of the municipality to execute capital projects is indicated in the budget allocation as well as the percentage of the capital budget which has been spent in the last three years. The uPhongolo budget and Performance Assessment (31 December 2016) provides a high level overview of the municipality's viability and sustainability. The report indicates that some capital projects are lagging behind as;

- The municipality is still adjusting to creating a culture and environment of performance in the municipality
- Vacancies exist in key positions
- There is a need for local economic development to enable the community to afford and pay for services.
- Improved legislative compliance is required in key processes such as the procurement of services

The projected capital outlay to be funded by the council for capital additions are until June 2016. Ultimately, the implementation of the capital budget is based on the availability of funds. The need to develop services, especially to the poor and for economic development, is vital for the future, but this will not be possible should the collection rate not improve. It would then be prudent to stress that the implementation of this projects is reliant on the cash flow position of the municipality.

The projections reflect an increase in the municipal contributions towards the capital budget. There are various measurements that management has put in place to try and increase the financial viability of the municipality so that significant contributions can be made towards the capital budget and indirectly to service delivery capacity of the municipality; such as submissions and lobbying to the Municipal Infrastructure Grant decision makers to increase the allocation made to the municipality.

## **6.2 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT**

### **MUNICIPALITY ADOPTED AND IMPLEMENTED INDIGENT POLICY**

The municipal Council has adopted an indigent policy, which is reviewed on an annual basis. uPhongolo Municipality currently has a draft Indigent Support Policy in place awaiting approval by the Council. There after an indigent register will be created in accordance with the policy prior to commencing with indigent support. The provision for Free Basic Service has been made in the last two financial years and the municipality has made provision for Free Basic Services on the Financial Plan and Budget. The indigent levels have not been quantified due to verification exercise not been finalized.

Transfers and Grants are comprised of basic services rendered to the indigent community and other households. Free basic electricity is provided to indigent households and alternative energy provided to communities that do not have electricity. Under expenditure on transfers in the last financial year may be attributed to a decrease in the number of recipients of alternative energy and an increase in households with electricity.

## 6.3 REVENUE RAISING STRATEGIES

The municipality has interventions in place aimed at improving revenue collections.

### Financial Performance Revenue

Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
<b>Revenue By Source</b>										
Property rates		26,875	27,834		3,141	12,551	13,917	(1,366)	-10%	27,834
Property rates - penalties & collection charges										
Service charges - electricity revenue		32,840	34,730		2,540	16,087	18,201	(2,114)	-12%	34,730
Service charges - water revenue										
Service charges - sanitation revenue										
Service charges - refuse revenue		8,584	9,010		781	4,676	4,505	171	4%	9,010
Service charges - other										
Rental of facilities and equipment		709	674		65	375	337	38	11%	674
Interest earned - external investments		1,615	1,968		138	756	984	(229)	-23%	1,968
Interest earned - outstanding debtors		5,749	5,458		607	3,505	2,729	776	28%	5,458
Dividends received										
Fines		259	441		15	103	221	(118)	-53%	441
Licences and permits		1,489	1,611		102	674	805	(131)	-16%	1,611
Agency services		854	806		52	386	403	(17)	-4%	806
Transfers recognised - operational		109,065	105,326		31,245	76,597	52,663	23,934	45%	105,326
Other revenue		1,732	1,041		26	331	520	(189)	-36%	1,041
Gains on disposal of PPE		7,270								
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>197,040</b>	<b>188,899</b>	<b>-</b>	<b>38,712</b>	<b>116,040</b>	<b>95,286</b>	<b>20,755</b>	<b>22%</b>	<b>188,899</b>

The table above shows the Revenue received by the uPhongolo municipality for the 2016/17 financial year. Ideally the municipality should have the cash and cash equivalent on hand to meet at least the current liabilities, however, if the Municipality under collects its revenue this will lead to 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 immediately) needs to be set at a minimum of 1.

The municipality has considered interventions aimed at improving revenue collections to be developed during the next financial year. The interventions are envisioned to benefit the municipality in getting a buy-in from businesses and communities in appreciating services provided by paying for them.

The main goal of uPhongolo Municipality is to create an economic environment in which investment can grow and jobs can be created. Increase in employment opportunities will result in empowered citizens who take full responsibility to pay for basic services and improved municipal revenue. We want to attract big corporations to establish their industries in UPhongolo. We want to encourage those sectors where we have a competitive advantage, like the agro-processing, tourism retail and the golf estate, to expand in the municipality.

## 6.4 DEBT MANAGEMENT

A spreadsheet indicating the total debt outstanding in a 3year cycle per category per age analysis, including policy decisions to write-off is attached. Outstanding debt in the uPhongolo municipality may be attributed to adverse economic conditions having a negative impact on payment of debts by consumers. Of the total debtors amount shown in table 7.3, R60, 042 million (45.8%) is debt impairment provided in the previous year. Whilst some debts will be pursued, others will be written off if not feasible to recover.

Once the ratification process on all government properties has been conducted, government debt amounting to R15, 802 million will be recovered. COGTA has appointed a firm of consultants to assist the municipality with recovering outstanding monies. The investigation is currently at an advanced stage in terms of establishing organs of state to which properties belong.

There is currently R9, 311 million in business debt. Profiling of businesses is required to determine their operational status and where necessary, the uPhongolo municipality will undertake litigation proceedings.

Residential debt amounts to R93, 906 million. This is comprised of;

- Ncotshane (R78, 233 616)
- Belgrade (R10, 362 077)
- Urban (R5, 010 307)

All property owners are liable for rate payments.

Other debtors are comprised of mainly farmers owing R13, 643 822.

It is necessary to create a culture of payment for services.

Police fine income as of 31 December 2016 amounts to R103 080, making up 23.35% of the annual budget. The main reasons that fines are not being recovered are;

- A culture of non-payment of fines exists
- Excess cases are struck off the court roll
- Challenges with the Cyprus system of recording fines
- Directive issued by the Director of Public prosecutions to withdraw all charges over 2 years for which summons was issued

In light of this, the uPhongolo municipality has implemented the following interventions to encourage payment of fines;

- A 50% reduction of the payable amount if the fines are paid
- Creation of easy paypoints and direct deposits



## **6.5 FINANCIAL MANAGEMENT**

### **6.5.1 SCM**

The SCM Unit is in place to address delays of tender award and execution. Procurement plan timeframes are aligned with the SDBIP to ensure that the projects are being executed in accordance with the expectation created.

The main challenge in SCM is a shortage of staff which leads to delay in processes and hampers segregation of duties. The corrective measure is the recruitment of staff to ensure full functionality of the unit.

SCM Management is cohesive when assessing whether the primary objectives of service delivery are met. Management includes statements on the functionality of Bid Committees. The deviations with statements are supported with reasons and approved by the accounting officer in accordance with 36 of SCM regulation. It is important to ensure that all deviations are in line with regulation 36. Irregular expenditure has been reported to Council and sit with the MPAC for investigation and recovery where necessary.

The SCM Policy currently does not make provision for the disabled to qualify for tenders.

The municipality applies strict supply chain management principles in advertising and awarding of tenders. Strict controls in place ensures that the MFMA is adhered to and to prevent any fraudulent activities from occurring.

The Municipality will ensure that business will not be conducted with entities owned by people working in the public sector this is in contravention of the MFMA. The uPhongolo Municipality has an SCM policy in place. There is a great need for staff outside of the Finance department to be educated on the policy and procedures of the MFMA.

### **6.5.2 BUDGET AND TREASURY (BTO)**

The approved organogram shows all budgeted and non-budgeted vacancies. There is a need to accelerate the recruitment process of all budgeted positions. Vacancies impact on the functioning of departments, causing delays. The costs of financial consultants are indicated in the budget. The Budget and Treasury Office requires ongoing training, skills transfer and accelerated recruitment.

### **6.5.3 TECHNICAL SERVICES**

The approved organogram shows all budgeted and non-budgeted vacancies. The challenges, strengths and weaknesses are addressed in the situational analysis of this KPA.

### **6.5.4 ASSETS AND INFRASTRUCTURE**

The municipality intends to develop a comprehensive infrastructure plan which will be implemented in the 2017/18 financial year. The municipality has an Asset register in place which was compiled in the 2010/2011 financial year. This register was not previously maintained and led to some items been duplicated or omitted. Currently the Financial interns are assisting with rectifying such issues by performing regular checks as well as updating the register often on both the VENUS system and BAUD system. This will ensure that accurate information is reflected. The employment of an Asset Control Officer will ensure that the register is maintained and that the Municipal assets are properly maintained and have proper life spans.

#### 6.5.5 REPAIRS AND MAINTENANCE

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

#### 6.5.6 FINANCIAL RATIOS

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

### 6.6 LOANS/ BORROWINGS AND GRANT DEPENDENCY

#### Municipal Financial Borrowings

The municipality's strategy is to borrow only long term funds at the lowest possible interest rates at minimum risk within the parameters of authorised borrowing as stated in section 46 of the Municipal Finance management Act No. 56 of 2003. This permits municipal borrowing in terms of financial capital expenditure on infrastructure, property, plant and equipment. The municipality is mindful that the borrowing of long term loans has to be sustainable. The total loans outstanding at 31 December 2016 amounted to R6 190 million. The uPhongolo municipality loan profile is as follows:

Lender	Nature	Loan Number	Original Amount	Amount Outstanding	Expiry Date
Absa	Annuity	8061728158	3 000 000	123 362	31/05/2017
Standard Bank	Finance lease	Various	5 310 641	5 250 107	25/03/2019
Standard Bank	Finance lease	Various	6 466 730	816 782	30/06/2017
<b>Total</b>			<b>14 777 371</b>	<b>6 190 251</b>	

The above mentioned loans are secured over certain movables and immovable property.

None of the loans are in arrears and no new loan facilities were raised during the first half of 2016-2017 financial year. 55.5% of the allocated grants and subsidies excluding the equitable share for the 2015/2016 financial year had been spent by 31 December 2016. This is shown in the summary:

Description	Original Budget	Actual YTD Utilised	% Utilisation
Total capital grants received	39 852 000	23 034 774	57.8
Total operational grants received	8 471 000	3 802 954	44.9
<b>Total grants received/utilised</b>	<b>48 323 000</b>	<b>26 837 728</b>	<b>55.5</b>

Grants funding from National Departments are received in 3 tranches during the year.

Government grants have been recognized as income over the periods necessary to match them with the related costs. The following grants have been received from national government over the last three years

Government Grants (2016-17)

Grant Description	Budget 2014/15	Budget 2015/16	Budget 2016/17
Equitable Share	R 76 982 000	R 96 890 000	R 98 096 000
Finance Management Grant	R 1 800 000	R 1 800 000	R 1 825 000
Municipal systems Improvement grant	R 934 000	R 930 000	R 957 000
Provincial Library	R 920 000	R 952 000	R 1 004 000
Community library Grant	R 126 000	R 340 000	R 358 000
Expanded Public Works (EPWP)	R 1 800 000	R 4 449 000	R -
Total Operating grants	R 82 562 000	R 105 361 000	R 102 240 000

## GRANT & SUBSIDY DEPENDENCY POSITION

To date there has been a decrease in operating grants due to the decrease in the equitable shares and EPWP grant received as well as expenditure on conditional grants recognised.

## 6.7 EXPENDITURE MANAGEMENT

The Operational Budget in relation to operational costs, employee related costs (employees and councillors) is indicated in the attached budget. The 3 year OPEX is indicated therein. It has been determined that the municipality has the ability to meet the operational expenses over the 2017/18 financial year.

## EMPLOYEE RELATED COSTS IN THE BUDGET

The table below reflects the employee related costs in the budget. Spending levels indicate a 100% spend on the operating budget to date. The expenditure on employee related costs is at 52% (2016:

47.6%) of the salaries budget. Employee related cost including the remuneration of councillors is currently 39.7% (2016: 39.1%) of the total operating costs, and within the norm of 40%. Employee related costs reflect a year to date increase of R1, 595 million due to salaries that were paid to contract workers who have since been terminated. A service level agreement is signed between the municipality and contracted service providers.

Description	Ref	2015/16	Budget Year 2016/17							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>										
<b>Expenditure By Type</b>										
Employee related costs		64,429	66,760		5,936	34,974	33,380	1,595	5%	66,760
Remuneration of councillors		7,758	8,277		673	4,055	4,138	(83)	-2%	8,277
Debt impairment		9,953	10,084		2,521	5,042	5,042	0	0%	10,084
Depreciation & asset impairment		7,649	8,803		2,201	4,401	4,401	0	0%	8,803
Finance charges		(570)	1,106		1	54	553	(499)	-90%	1,106
Bulk purchases		25,370	27,021		4,105	13,544	13,511	33	0%	27,021
Other materials		6,358	11,798		339	1,683	5,899	(4,216)	-71%	11,798
Contracted services		20,377	17,109		2,357	11,027	8,555	2,472	29%	17,109
Transfers and grants		2,451	4,948		-	745	2,474	(1,729)	-70%	4,948
Other expenditure		39,595	40,844		5,373	22,735	21,258	1,478	7%	40,844
Loss on disposal of PPE		-	-		-	-	-	-	-	-
<b>Total Expenditure</b>		<b>183,370</b>	<b>196,749</b>	<b>-</b>	<b>23,506</b>	<b>98,260</b>	<b>99,210</b>	<b>(950)</b>	<b>-1%</b>	<b>196,749</b>

The municipality's projections are based on an increase in the staff complement together with an estimate of annual increases. In Projecting Future Increases in Salaries, We Have Used the Following Percentages:

UPhongolo Employee Related Cost:

2015/16	6,018% for all employees
2016/17	6,79% for all employees
2018/19	6,40% for all employees

## 6.8 AUDITOR GENERALS OPINION

There is an action plan in place to address AG findings for 2016/17 and the progress has been monitored on monthly basis. The AIP is monitored by the Audit Committee.

## 6.9 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT SWOT

<b>STRENGTHS (Internal)</b>	<b>WEAKNESSES (Internal)</b>
Seasoned and experienced CFO MSCOA implementation readiness Budget related policies approved	Shortage of staff Current system not MSCOA compliant.
<b>OPPORTUNITIES (*External)</b>	<b>THREATS (External)</b>
Various Business and Farmers for revenue generation and collection. MSCOA improving business efficiency	High unemployment rate result in high indigent MSCOA deadline not met may resulting in Grants withholding

## ALIGNMENT OF KPA TO GOVERNMENT POLICIES & STRATEGIES

The Financial Viability and Financial Management - KPA responds comprehensively to the NDP, PGDS Goals, and other National and Provincial Government Policies and Legislation. uPhongolo LM goals and objectives respond to issues identified in the financial analysis and finally the proposed interventions are feasible as they are planned as priorities and budgeted for 2017/18 financial year.

## 7 GOOD GOVERNANCE

### 7.1 BATHO PELE POLICY AND PROCEDURE MANUAL, SERVICE DELIVERY CHARTER AND STANDARDS SERVICE DELIVERY IMPROVEMENT PLAN.

#### BATHO PELE POLICY AND PROCEDURE MANUAL

The municipality has Batho Pele Policy and Procedure Manual in place and will be tabled to Council for approval in May 2017.

The municipality has a:

- Batho Pele Policy and Procedure Manual
- Service Delivery Charter and Standards
- Service Delivery Improvement Plan (SDIP)

#### UPHONGOLO MUNICIPALITY COMMITS TO THE FOLLOWING BATHO PELE PRINCIPLES:

- In carrying out their duties, public servants are guided by the following Batho Pele Principles:
- Consultation: Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice regarding the services offered;
- Service Standards: Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect;
- Access: All citizens have equal access to the services to which they are entitled;
- Courtesy: Citizens should be treated with courtesy and consideration;
- Information: Citizens should be given full, accurate information about the public services to which they are entitled;
- Openness and transparency: Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge;
- Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response; and
- Value for money: Public services should

## Objectives of the Service Delivery Charter

The municipality has a service delivery charter.

The Charter 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.

## 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:

- Housing
- Water
- Sanitation as well roads.

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))

## 7.2 Operation Sukuma Sakhe

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
- Non Profit Organizations
- S.A.P.S
- uPhongolo Municipality

uPhongolo Sukuma Sakhe was established in 2011 and has monthly meetings. In the meetings the challenges facing communities in each ward and devise multi sectorial responses to assist members of our community. The programme assists in aligning government projects and efforts and in reducing wastage of resources.

## 7.3 Inter- Governmental Relations (IGR)

### 7.3.1 The Status (Functionality) of Intergovernmental Relations Structures (IGR) & Its Structures

Intergovernmental structures have been established by the district, uPhongolo municipality has been given a mandate to run the financial advisory forum which must be convened quarterly where section 56 and 57 managers must participate in the IGRs. Unfortunately, it is not fully functional. The municipality maintains healthy relations with all government entities. 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. It also engages with the district Municipality especially on sanitation and water services.



The Municipality also works with different departments in co-ordinating izimbizo and service delivery. uPhongolo looks forward to working with the department of education 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.

### **7.3.2 PARTICIPATION IN PROVINCIAL FORUMS (MUNUIMEC AND PCF)**

uPhongolo L.M attend all Provincial Forums regularly.

### **7.3.3 IGR DEDICATED OFFICIAL**

The Municipal Manager is the dedicated official for IGR forum. The relevant Personnel are dedicated per IGR Forum.

## **7.4 THE STATUS OF THE FUNCTIONALITY OF WARD COMMITTEES**

uPhongolo Local Municipality has embraced and enrolled the government initiative 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. There is an effective structure of the ward committee and its functions below:

### **Composition of Ward Committees**

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

### **Functions of Ward Committee**

**The following are the Functions and powers of uPhongolo Local Municipal Ward Committees through the municipal policy in line with the provisions of Section 59 of the Municipal Systems Act.**

- To serve as an official specialized participatory structure in the municipality;
- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
- Advise and make recommendations to the ward councillor on matters and policy affecting the ward;
- Assist the ward Councillor in identifying challenges and needs of residents;

- Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties;
- Receive queries and complaints from residents concerning municipal service delivery, communicate it 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.

### **7.5 Participation of Amakhosi in Council Meetings**

Amakhosi do participate in Council Meetings in line with Section 81 of Municipal Structures Act.

### **7.6 IDP Steering Committee Participation of HODS**

HODs participate in IDP steering committee meetings.

### **7.7 Management Structures**

The management structures are in place such as MANCO and Extended MANCO. MANCO meets once a month and Extended MANCO meets quarterly.

### **The Status of the Structures Established as Per IDP Process Plan**

The Council in terms of section 18 (2) of the Municipal Structures Act meets at least quarterly; therefore, most of its powers are delegated to the Executive Committee. Certain powers may in terms

of section 60(1) and (2) of the Systems Act be delegated, but only to specified positions or committees. The following powers may, within a policy framework determined by the municipal Council, be delegated to an Executive Committee only, in respect of:

- Decisions to expropriate immovable property or rights in or to immovable property; and
- After appointment, the determination or alteration of the remuneration, benefits or other conditions of service of the municipal manager or managers directly responsible to the municipal manager.
- An executive committee or chief financial officer in respect of :-
- Decisions to make investments on behalf of the municipality within a policy framework determined by the minister of finance.
- Section 160(2) of the constitution and other legislation prevents municipal councils from delegating certain functions. These include the following matters which may not be delegated and must be performed by the municipal councils -
- Passing of by-laws;
- Approving budgets;
- Imposing rates and other taxes, levies and duties
- Raising of loans.
- Approving or amending the integrated development plan;
- Deciding to enter into a service delivery agreement (in terms of section 76(b) of the systems act);
- Setting of tariffs.
- The Council strive to maintain and enforce a strict workflow to ensure:
- Uniformity
- Security
- Accessibility
- Transparency

During the reporting procedure, from report preparation to the finalization or implementation of recommendations and resolutions, all reports are discussed at committee level before they form part of EXCO agenda and Full Council agenda. The Council of uPhongolo Local Municipality consists of 27 Councillors.

In order to ensure that there is synergy, and adequate monitoring and control in the performance of the municipality towards achieving the strategic goals that Council set itself; the Council established Portfolio Committees, with each one chaired by an EXCO Member. These Committees meet monthly

to track the progress made from time to time in the implementation of the Integrated Development Plan (IDP) of the Municipality.

The following portfolio committees are operational in the Municipality:

- Finance and Budgeting Committee
- Technical Infrastructure and Planning Committee
- Social Development and Led Committee
- Labour Forum Committee
- Human Resource Committee
- Skills Development Committee
- Selection Committee
- Tourism Committee

### **The Executive Committee**

**The Executive Committee has the following responsibilities:**

- Recommend to Council the adoption of the IDP Process Plan and reviewed IDP.
- Overall management of the IDP Review process,
- Monitoring the IDP review process
- Reports to and is accountable to Council.

The Executive Committee is expected to sit at least once a month for the duration of the whole financial year excluding Special EXCO meetings.

### **The IDP Manager**

**The IDP Officer is assigned the following responsibilities:**

- Management and Co-ordination of the IDP process
- Ensure that there's vertical and horizontal alignment,
- Management of the consultants,
- Ensuring all stakeholders are informed of the process and their involvement,
- Create a conducive environment for public participation

## **IDP/Budget Steering Committee**

**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

## **IDP Representative Forum**

**The IDP Representative Forum is assigned the following responsibilities:**

- Recommend reports for approval / adoption,
- Representing interests of the constituents,
- Present a forum for communication and participation for all stakeholders,
- Monitoring the IDP review process.

## **IDP Representative Forum**

This is the structure that institutionalizes and ensures a participatory IDP review process. It represents the interests of the constituents of the municipality in the review process. It is envisaged that all organizations, stakeholders or interest groups are represented in the forum.

## **Composition of the IDP Representative Forum:**

- Chairperson : The Mayor
- Secretariat : uPhongolo IDP Steering Committee
- Members : All Municipal Councillors
  - : The Executive Committee
  - : Councillors and Officials from Zululand District
  - : Municipal Manager and Municipal Officials
  - : Traditional Leaders within uPhongolo Municipality
  - : Ward Committees Representatives
  - : Community Development Workers (CDWs)
  - : Parastatals and Service Providers
  - : NGOs and CBOs
  - : Sector Departments
  - : Neighbouring Municipalities
  - : Neighbouring Countries
  - : Farmers Associations
  - : Traditional Healers

- : Churches
- : Private sector

## **District Municipality Planning and Development Forum**

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 within the district.

## **Municipal Officials**

The municipal officials are responsible for the implementation of the IDP and in the process gather information on any changes in the circumstances. They have to provide budgetary information and any information on the performance evaluation. They provide technical expertise during the planning process. Municipal Officials also interact with the Ward Councillors and Ward Committees and provide guidance and advice that is crucial during the IDP process.

## **Ward Committees**

The Ward Committees have a crucial role of identifying the needs and service delivery gaps in the community and meet on a monthly basis, submit their sectoral reports and report to the Ward Councillor.

## **Sector Departments**

**The Sector Departments have the following responsibilities:**

- Assist in the IDP formulation and review process,
- Provide budget information and sector plans,
- Provide data and information,
- Ensure programme and project alignment between the municipality and province,
- Ensure budgetary alignment between provincial programmes and projects and the municipality's IDP.

## **Ward Councillors**

Ward Councillors are an important link between the municipality and the constituents. They are the first to know of any community needs or service delivery gaps. The Councillors will be responsible for forwarding this information to the municipal officials. They are also responsible for organizing community meetings and ensuring maximum participation of residents in the IDP review process.

## **Traditional Councils**

The Traditional Councils work as a link between the community and Ward Councillors and matters of service delivery and needs of the people. Assist in providing information with regard to land rights and

possible available areas for future development. The areas under traditional council, as mentioned are Ntshangase, Simelane, Ndlangamandla, Msibi, Sibiya and Gumbi.

## 7.8 Communication Plan/ Strategy

The uPhongolo municipality is obliged to maintain effective communication with the communities to enable involvement and participation in municipal affairs. Engagement with communities in uPhongolo municipality is ensured through the following structures and mechanisms:

- IDP and budget road shows
- Council meetings where we want 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
- complains with the relevant officials

Annual reports which are tabled before Council and copies are found on the website and distributed to **communities**.

## 7.9 Internal Audit

Section 165 of the MFMA No 56 of 2003, states that each municipality must have an internal audit unit .The internal audit unit must:

- (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 appointed Ernest and Young as Internal Auditors in March 2015 financial year and the next two years. Each financial year a risk based internal audit plan is prepared and approved by the Audit Committee. The Internal Audit Activity reports 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.

## 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 qualified opinion, the findings on the performance report and the findings on compliance with legislation included in this report are as follows:

Leadership	<p>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.</p> <p>Financial and performance management</p> <p>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.</p>
Governance	<p>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.</p>

### 7.9.1 Internal Audit Unit

The core function of the internal audit unit is to monitor the internal controls put in place by the management of the Municipality and, having made recommendations to improve and tighten the internal controls, monitor the implementation of the recommendations. The Internal Audit Unit at the Municipality is functional through consultants, both Chief Internal Auditor and Internal Auditor positions are vacant. The Unit functions in accordance with the Internal Audit Charter – it reports directly to the Municipal Manager and the Audit Committee constituted by the Municipality.

The Municipality has appointed its own External Audit Committee 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.



<b>MEMBERS OF THE PERFORMANCE AND AUDIT COMMITTEE</b>	
Prof. S. Perumal	Audit Committee Chairperson
Mr L.G. Nxumalo	Audit Committee Member
Mrs C.D. Nxumalo	Audit Committee Member
Mrs A. Stock	Audit Committee Member

### **7.10.1 Risk Management Committee and Members**

The municipality is exposed to various risks of loss including theft, damage, and destruction of assets, errors and omissions, injuries to employees, employee health and natural disasters. The municipality generally obtains insurance to mitigate the risks associated with possible losses but has chosen to retain the risks associated with underground infrastructure i.e. water and sewer pipes networks. The risk assessment has been conducted in conjunction with Provincial Treasury. A risk plan has been developed and presented to the Audit Committee for approval.

The Audit and Risk Management 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.

### **7.10.2 Anti Fraud and Corruption Strategy**

The risk register includes Anti-fraud and corruption risk.

### **7.11 A Comprehensive List Of Council Adopted Municipal Policies**

The HR Policies list is attached together with recently approved HR Policies.

<b>POLICY</b>	<b>STATUS</b>
1.Attendance Register Procedure	Adopted by Council
2.Banking investment	Adopted Council
3.Budget	Adopted Council
3.Credit Control	Adopted Council
4.Chronic	Adopted
5.Customer Care	Review
6.Exit interview	Reviewed
7.Fleet Management	Review

8.Occupational Health and Safety	Adopted by Council
9.Housing allowance	Adopted by Council
10.Induction	Review
11.Inservice training	Reviewed
12.Internet and email	Reviewed
13.Protective Clothing	Review
14.Records	Draft
15.Recruitment and Selection	Reviewed
16.Staff statement to media	Reviewed
17.Student assistance	Adopted by Council
18.Subsistence and Travelling	Reviewed
19.Supply Chain Management	Adopted by Council
20.Telecommunication	Reviewed
21.Training and Development	Review
22.Transfer of Staff	Adopted by Council
23.Fixed Assets	Adopted by Council
24.Leave	Adopted by Council
25.Overtime	Review
26.Petty Cash	Adopted by Council
27.Property Rates	Adopted by Council
28.Virement	Adopted by Council
29.Disaster Recovery Plan and Risk Management	Reviewed
30.ICT Security	Reviewed
31.ICT Steering Committee Charter	Review
32.ICT Strategy	Review
33.ICT Systems Standards	Reviewed
34.ICT Systems Standards & Procedures	Review
35.Tarrifs	Adopted by Council

## Council Adopted and Promulgated Bylaws

UPhongo Municipality has developed and adopted a number of relevant Municipal Bylaws, but most are never gazetted due to lack of funds to gazette them.

## 7.12 Council Adopted Plans

### Council Adopted Sector Plans

No.	Sector Plan	Completed Y/N	Adopted Y/N	Date of Next Review
1.	Review Spatial Development Framework	No	No	2016/17
2.	Draft Disaster Management Plan (2016/17)	Yes	No	2016/17
3.	Draft LED Strategy	Yes	No	2016/17
4.	Housing Sector Plan Review	Yes	Yes	2016/17
5.	Draft Financial Plan 2017/2018	Yes	Yes	2016/17

## Council Approved Financial Management Policies

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.

## 7.13 Municipal Bid Committees, Functionality and Membership

The municipality has established fully functional Bid Committees and are as follows:

- Bid Specification
- Bid Evaluation; and
- Bid Adjudication

The Bid Committee have a standing schedule of meetings and they meet according to their schedule.

## 7.14 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 Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This also

includes oversight over municipal entity. This committee is functional but still needs to improve on its functionality as its meetings do not sit 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 quarterly, on the activities of the Committee which includes 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.

<b>MEMBERS OF THE MPAC</b>	<b>GENDER</b>	<b>AFFILIATION</b>
Miss N. Mntungwa	Female (Chairperson)	

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 a 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 a MPAC is to help council to hold the executive and the municipal administration to account and to ensure the efficient and effective use of municipal resources. It will do this by reviewing public accounts and exercising oversight on behalf of the 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 and;
- Any other financial statements or reports referred to the committee by council and;

- 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 of 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 involvement.

### **7.15 Portfolio Committees (Representatives and Functionalities)**

The Portfolio Committees reports 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 and these are:**

- Finance Committee,
- Corporate Services
- Community and protective services
- Technical services
- Planning and Economic Development

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.

<b>Committees (other than Mayoral / Executive Committee) and Purposes of Committees</b>	
<b>Municipal Committees</b>	<b>Purpose of Committee</b>
<b>HR/STAFF COMMITTEE</b>	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.
<b>FINANCE COMMITTEE</b>	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.
<b>SOCIAL COMMUNITY &amp; LED COMMITTEE</b>	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.
<b>MPAC</b>	
	MPAC performs an oversight function on behalf of the Council it is not a duplication of, and must not be confused with either the Internal Audit Committee or the Finance Committee. MPAC is to help Council to hold the executive and municipal administration to account and to ensure the efficient and effective use of municipal resources and it will do this by reviewing public accounts and exercising oversight on behalf of Council.

Municipal Committees	Purpose of Committee
<b>TECHNICAL INFRASTRUCTURE &amp; PLANNING</b>	<p>The Technical Infrastructure &amp; Planning Portfolio Committee will formulate recommendations for consideration by the Executive Committee in relation to:</p>
	<ul style="list-style-type: none"> <li>- Issues delegated to it by the Executive Committee or referred to it by the Municipal Manager;</li> </ul>
	<ul style="list-style-type: none"> <li>- 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</li> </ul>
	<p>reallocate expenditure from one vote to another or to the provisional status of funds where applicable;</p>
	<ul style="list-style-type: none"> <li>- Dealing with issues pertaining to the Council's Technical Infrastructure and</li> </ul>
	<p>Planning Services;</p>
	<ul style="list-style-type: none"> <li>- Implementing all policies and projects approved by the Council falling within the</li> </ul>
	<p>Terms of Reference of this</p>
	<p>Committee; Advising on the provision of appropriate facilities for the benefit of the</p>
	<p>inhabitants of the municipal area of jurisdiction;</p>
	<ul style="list-style-type: none"> <li>- annual business plans falling within the functional area of the portfolio;</li> </ul>
	<ul style="list-style-type: none"> <li>- the implementation of the business plans of the functional areas of the portfolio;</li> </ul>
	<ul style="list-style-type: none"> <li>- the review of financial performance against approved budgets relating to prior</li> </ul>
	<p>and current years including dealing with reports from the Auditor-General;</p>
	<ul style="list-style-type: none"> <li>- the draft budget in respect of the functional areas of the portfolio, including tariffs</li> </ul>
<p>of charges after consultation with the relevant Head of Department;</p>	
<ul style="list-style-type: none"> <li>- reports and recommendations submitted in respect of the functional areas of the</li> </ul>	
<p>portfolio including comment arising from its</p>	
<ul style="list-style-type: none"> <li>- consideration of or amendments to by-laws pertaining to the function of the portfolio;</li> </ul>	
<ul style="list-style-type: none"> <li>- prioritising projects falling within the functional areas of the portfolio;</li> </ul>	
<p>The Portfolio Committee may consult with the Municipal Manager and the relevant Head of Department on Council's policies and programmes.</p>	

## 8.16 Good Governance And Public Participation Swot Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>➤ Approved scheduled Council meetings and operational</li> <li>➤ Section 79 and 80 committees established</li> <li>➤ Established and effective ward committees</li> <li>➤ Community meetings sit per ward (as required by B2B)</li> <li>➤ War room established in all wards</li> <li>➤ Local Task team (OSS) sitting monthly</li> <li>➤ Established Audit Committee and fully fledged Internal Audit Unit</li> <li>➤ Risk Unit and Risk Committee fully functional</li> </ul>	<ul style="list-style-type: none"> <li>➤ Monitoring of ward committee meetings (shortage of personnel)</li> <li>➤ Capturing of minutes of ward community meetings (shortage of personnel)</li> <li>➤ Budget Constraints</li> <li>➤ Poor attendance of departmental staff meetings</li> <li>➤ Lack of commitment of Ward Champions</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>➤ Capacitation of ward committee members</li> <li>➤ Provision of assistance to needy communities through OSS</li> <li>➤ Stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>➤ Non-involvement of community members/stakeholders</li> <li>➤ Lack of community buy-in by stakeholders</li> <li>➤ Participation of Amakhosi in municipal programmes</li> </ul>

## 8.17 Ward Base Planning

- In the process of completing the Ward Based Plans (15 wards) 2016/2017
- Completed the Review of Ward Operational Plans for 2016/2017 and review in 2017/2018,
- Review of Ward Level Improvement Plan and,
- Review of Ward Committee Intervention and Maintenance Plan



## 7.18 Land Use Management

### Municipal Planning Tribunal

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 within the district.

The UPhongolo municipality complies with Regulation 14 of SPLUMA (2013) in the development of the Spatial Development Framework. The Municipality's Executive & Finance Committee has been designated as the Appeal Authority and delegations have been amended from KZNPDPA to SPLUMA bylaws and applications are categorised as per SPLUMA.

The COGTA Departments has budgeted to gazette the SPLUMA Bylaw for uPhongolo Local Municipality.

## 8 KEY CHALLENGES

### 8.1 Key Challenges

Key Challenges derived from the status quo and KPA's have been identified by the municipality and are explained below along with as well as interventions to improve performance;

#### Key Challenges and Interventions

Performance against the outputs and goals of the service delivery and budget implementation are somewhat on track however, a few projects/ programmes are lagging behind for various reasons such as;

- The need to create a culture and environment of performance within the entire municipality
- Vacancies in key positions
- Low legislative compliance to key processes such as the procurement of services
- The need for greater local economic development to enable the community to afford and pay for municipal services.
- The necessary steps are being taken by the relevant departments to ensure that low achieving areas are brought back on track.

**SECTION D:**

**VISION, GOALS, OBJECTIVES AND  
STRATEGIES**

## Municipal Vision, Goals and Objectives

### 1. DEVELOPMENT STRATEGIES

The municipality conducted a strategic planning session in February 2017. The municipality has a long term vision for Municipal growth and development set out in the IDP. The long term vision is informed by the SWOT Analysis and the key challenges.

#### VISION

“UPhongolo Local 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

#### CORE VALUES

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

## 2 SETTING GOALS, OBJECTIVES AND STRATEGIES

The municipality has Goals, Objectives and Strategies set out in the IDP and aligned to the KPAs

### uPhongolo Municipality Goals Aligned to KPAs

KEY PERFORMANCE AREAS	ISSUES TO BE ADDRESSED (GOALS)
<b>Municipality Transformation &amp; Institutional Development</b>	<ul style="list-style-type: none"> <li>▪ Develop and approve a compliant organogram and employ qualify and competent staff</li> <li>▪ Compliant HR System</li> <li>▪ Improve ICT Governance</li> <li>▪ Implement the Record Management System</li> </ul>
<b>Basic Service Delivery and Infrastructure Development</b>	<ul style="list-style-type: none"> <li>▪ Construction of roads according to relevant standards and specifications</li> <li>▪ Maintenance and rehabilitation of roads in urban and rural areas</li> <li>▪ Construction maintenance of community facilities</li> <li>▪ Construction and maintenance of electrical infrastructure</li> </ul>
<b>Local Economic Development and Social Development</b>	<ul style="list-style-type: none"> <li>▪ Agriculture: To unleash our agricultural potential</li> <li>▪ Logistic: to harness opportunities in the logistics sector</li> <li>▪ Ecotourism: to identify and develop more tourism site product and activities in Pongola</li> <li>▪ Job creation: to generate more local labour intensive programmes and project</li> <li>▪ SMME development and investment promotion: to support SMME and promote investments</li> <li>▪ Skills development: to train entrepreneurs and strengthen relationships with public department, TVET, SETAS and Private sector</li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>▪ Functional governance structures</li> <li>▪ Maximum community participation</li> <li>▪ Effective communication strategy</li> <li>▪ Coordinated special programmes (HIV, Women and Child abuse )</li> <li>▪ Quality Public Safety</li> </ul>
<b>Municipal Financial Viability and Management</b>	<ul style="list-style-type: none"> <li>▪ Proper financial management paying creditor in time debt collection income /billing achieve unqualified credit</li> <li>▪ Provision and Management of Free Basic Services</li> <li>▪ Financial viability</li> <li>▪ Transparent, fair, equitable SCM</li> <li>▪ Effective asset management</li> </ul>

### 3. DEFINING A GOAL, OBJECTIVE AND STRATEGIES

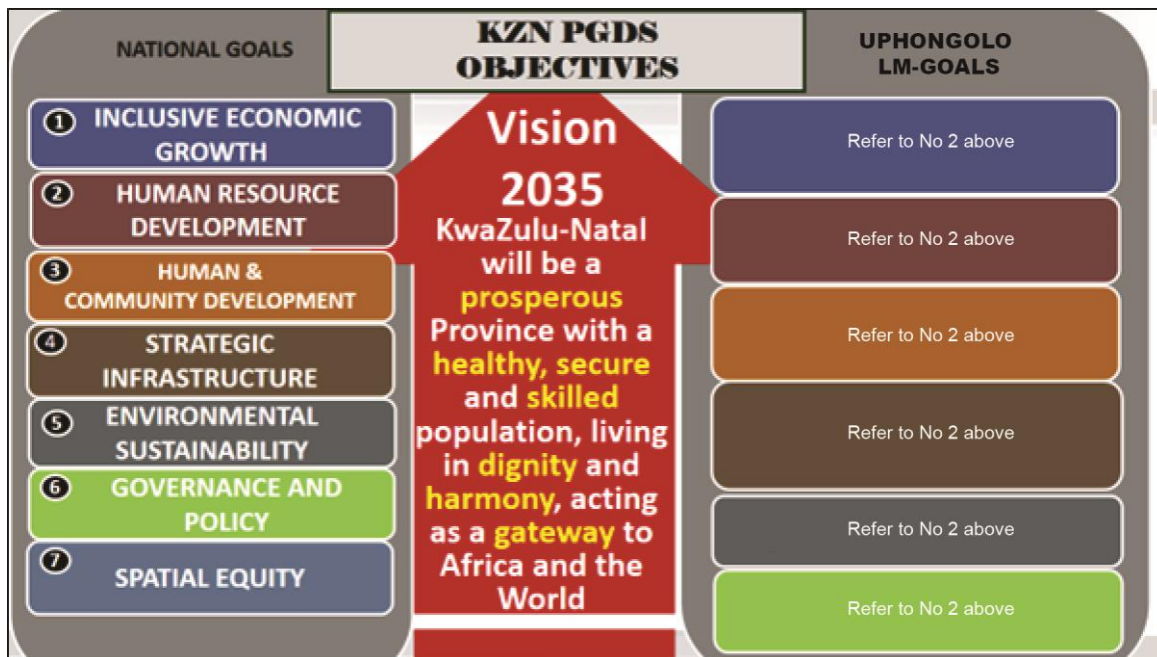
The municipality clearly articulates the difference between Goals, Objectives and Strategies as follows:

**GOAL:** A goal is defined as an observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.

**OBJECTIVE:** An objective is the desired state that it is intended to achieve the desired outcome it can further be defined as a specific result that a person or system aims to achieve within a timeframe and with available resources. Objectives are more specific and easier to measure than goals. They are tools that underline all planning and strategic activities.

**STRATEGY:** Can be defined as a method or plan chosen to bring about a desired, such as achievement of a goal or solution to a problem.

#### GOALS AND OBJECTIVES ADDRESSING THE KEY CHALLENGES



#### 4. GOALS AND OBJECTIVES ADDRESSING THE KEY CHALLENGES

The Goals and Objectives are addressing the Key Challenges listed in the IDP.

NATIONAL KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT						
PGDS GOAL						
Outcome 9 outputs						
INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBIP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
A	Municipal Transformation and Organization Development (address the lack of capacity amongst employees)  Past injustices	To increase employee capacity by a minimum of 10% each year.	A1	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and Implement a Work Skills Plan
					A1.2	Approve accredited and only minimum requirements based training
					A1.3	Improve the number of officials meeting the minimum competency levels.
					A1.4	Monitor all incumbents to ensure that they comply with their current position's minimum requirements
					A1.5	Conduct a skills audit and implement necessary training to fill the gaps
		A2	To maintain a SMART Organisational Performance Management System to ensure Planning, Monitoring reporting and evaluation of municipal performance	A2.1	Cascade PMS to one lower level each year	
				A2.2	Compilation of quarterly performance reports to council & performance audit committee	
				A2.3	Development & submission of the Annual Performance Reports	
		A3	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.	
		A4	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	
		Employment Equity (to be aligned with local municipality demographics)				

INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBIP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
A	Overtime	Balance of workload and reduction of overtime	A4		A4.2	Develop and Implement succession planning on all critical & scarce skills posts
	Employee records				A4.3	Implement retention measures to all critical posts to reduce loss of skills.
					A4.4	All critical posts to be filled within 3months
					A4.5	Compliance with Employment Equity Act
		Authentic well documented employee records	A6	To improve Citizens Skills levels and Education	A6.1	Review Bursary Policy and align with government priorities
					A7	Ensure Institutional of Batho Pele Culture and Principles
			A8	To Promote Access to Information and Accountability	A7.2	Development of a full-fledged Customer Service Relation
		A8.1			Develop and Maintain an approved Records Management System	
					A8.2	Review of access of information annually
			A9	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.3	Facilitate compilation of an Annual Report
		A9.1			<b>Review</b> the Occupational Health and Safety policy	
		A9.2			Develop Occupational Health and safety Guidelines	
		A9.3			Develop Injury on duty management procedure	
					A9.4	Implement EAP programs that promote and support health and well-being of employees

**NATIONAL KPA: BASIC SERVICES DELIVERY**

**PGDS GOAL 4 STRATEGIC INFRASTRUCTURE**

**Outcome 9 outputs**

INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL STRATEGIC OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
B				Electricity:		

	Basic Service Delivery (address backlog in basic services)	To ensure that every household has access to basic services by 2030		Ensure provision of Electricity/alternative energy in a sustainable manner		To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo. (Backlog @ 9236 households 37%).
			B1		B1.1	
					B1.2	Upgrading of old and dilapidated electricity infrastructure with an emphasis on solar energy whenever possible (public lighting amenities)
					B1.3	Develop a rapid response team in-house to diagnose and solve electrical faults and prevent loss thereof
					B1.4	Replace old and malfunctioning meters
<b>Roads and storm water:</b>						
	Floods and inaccessibility	To ensure that Pongola is kept clean habitable, safe and healthy  Managed floodplains		To make all communities in uPhongolo accessible through the provision and maintenance of Access roads and storm water drains	B2.1	Implement access roads and storm water drains development and maintenance as per master plan
					B2.2	Clear all verge in storm water drains in CBD and township through EPWP
	Potholes and dilapidating road works	Accessible and well maintained road infrastructure	B2		B2.3	Implement ad hoc maintenance for both gravel and tarred surfaces in rural, urban and township as per maintenance plan
					B2.4	Resurface tarred roads in CBD as per master plan
					B2.5	Review road construction and maintenance master plan annually
					B2.6	Construct and maintain sidewalks & Cause-way bridge
<b>INDEX</b>	<b>KEY CHALLENGES</b>	<b>MUNICIPAL DEVELOPMENTAL GOAL</b>	<b>SDBP Ref.</b>	<b>MUNICIPAL STRATEGIC OBJECTIVE</b>	<b>Ref No.</b>	<b>MUNICIPAL STRATEGIES</b>
	<b>Waste management:</b>					
	Unhealthy environment water and air pollution, illegal dump sites	To move Pongola towards a green environment	B3	To control waste management including water contamination	B3.1	Eradicate outside house dumping in town and townships through provision of centralized mobile containers
				B3.2	Effectively monitor and eradicate illegal dumping,	



B						air pollution and water contamination through strict policing and heavy fines
					B3.3	Ensure that all refuse is timeously removed from source to waste management centre
					B3.4	Develop & implement local waste plan
					B3.5	Employ national standards in Refuse collection
					B3.6	Ensure users pay for refuse collection in Belgrade, Ncotshane and Golela
<b>Housing:</b>						
	Large number of people without habitable shelter	Habitable housing for all by 2030	B4	To provide safe, adequate and habitable housing that is closer to amenities	B4.1	Acquire land that is currently owned by farms surrounding the CBD for development
					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
					B4.3	Provide regular inspections to the houses under construction
					B4.4	To provide low-cost Urban Houses
<b>INDEX</b>	<b>KEY CHALLENGES</b>	<b>MUNICIPAL DEVELOPMENTAL GOAL</b>	<b>SDBP Ref.</b>	<b>MUNICIPAL STRATEGIC OBJECTIVE</b>	<b>Ref No.</b>	<b>MUNICIPAL STRATEGIES</b>
<b>COMMUNAL &amp; PUBLIC FACILITIES</b>						
B			B5	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.1	Host tournaments to promote sport in partnership with private sector
					B5.2	Equitably provide sporting facilities, community halls & crèches on the one ward one hall; one ward one sporting field ; one ward one crèche principles
					B5.3	Promote the use of libraries and Halls for the benefit of the community
					B5.4	Maintain libraries, parks and gardens on a continues basis

					B5.5	Provide Proper Cemetery & Crematorium services in professional manner
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**NATIONAL KPA: LOCAL ECONOMIC DEVELOPMENT**

**PGDS GOAL 4**

**Outcome 9 outputs**

INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
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**Development of SMMEs:**

C	Lagging Local Economic Development	A more equitable society, a more inclusive economy based on food security, self-sustenance and grounded on our comparative advantages	C1	Create a conducive environment for investing and SMME growth in Phongolo	C 1.1	Investigate hydro-electricity generation for commercial purposes	
					C 1.2	Create marketing linkages via the Dube trade port, and Richards Bay port in Line with the new proposed railway and expanded N2 passing through Pongola to Richards Bay	
					C 1.3	Develop skills (agricultural, bricklaying, plumbing, electrical and mining) of locals to sustain anticipated developments within Pongola	
					<b>Tourism:</b>		
					C2	C2.1	Develop and revive tourism hubs and zones within uPhongolo
						C2.2	Tourism promotion and facilitation
		C3	C3.1	Development of Arts and Culture Strategy			
		C4	<b>Poverty alleviation:</b>				
			Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes		
				C 4.2	Formalization and training of cooperatives		
		C5	<b>Agriculture:</b>				
			Increase agricultural productivity	C 5.1	Drive Pongola tribal lands towards being South Africa's food basket using cooperatives and subsistence farming		
		C 5.2		Develop and sustain agro-processing and sugarcane and vegetable production capabilities(SA next food			

						security base through sustained investments in short crops, citrus farming etc)
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INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES	
C	Lagging Local Economic Development	Healthy & safe society	C6	Mitigate the HIV epidemic and promote positive living	<b>Social Cohesion</b>		
					C6.1	Align municipal HIV programmes to other sector department programmes	
					C6.2	Participate in Sukhumasakhe programs	
						C6.3	To develop and implement programmes that target high risk groups
			C7	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	
			C8	Reduce crime rate within uPhongolo jurisdiction	C8.1	Promote neighbourhood watch group scheme.	
					C8.2	Reduce crime by environmental design.	
			C9	To ensure Safer, effective and efficient system for all	C9.1	Monitor and fix road markings fitness and vehicle roadworthiness through road blocks.	
					C9.2	Efficient vehicles and driver licensing services.	
					C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks	

**NATIONAL KPA: FINANCIAL VAIBILITY AND MANAGEMENT**

**PGDS GOAL 4**

**Outcome 9 outputs**

INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
	Threats to Financial Viability and Management	Ensure the Municipality remains financially viable	D1	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.
					D1.2	To control and account for all Municipal expenditure

D		To enhance revenue through the selling of Municipal services to new areas like Ncotshane and Belgrade			D1.3	Develop and implement measures to reduce the level of debt owed to the municipality		
					D1.4	Improve cash and debtors management		
					D1.5	Zero tolerance to non-compliance on third party payments		
					D2	To enforce a fair and legislatively compliance SCM policy	D2.1	Enhance contract management
							D2.2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.
					Align operational budget with IDP priorities Align operational budget with IDP priorities	D3	To budget and report on all Municipal financial transactions according to legislation	D3,1
		D3,2	Ensure that all departmental units targets from the IDP are suitably financed					
		D3,3	Synergize budgeting with strategy and community priorities					
		D3,4	Timeously report on financial matters as legislated/regulated.					
		D3,5	Implement Mscoa					
		<b>INDEX</b>	<b>KEY CHALLENGES</b>	<b>MUNICIPAL DEVELOPMENTAL GOAL</b>	<b>SDBP Ref.</b>	<b>MUNICIPAL OBJECTIVE</b>	<b>Ref No.</b>	<b>MUNICIPAL STRATEGIES</b>
		D		Support indigent community to access basic services	D4	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4.1	To account for all assets owned by the municipality
					D4.2	Facilitate the transfer of all (property) assets not controlled by the Municipality to the rightful owners to enable property rates levying		
					D4.3	All properties owned and rented out to yield a market related return		
					D4.4	Establish own fleet with effective tracking system		
					D4.5	To conduct annual Impairment test and effect		

					disposal of redundant assets.
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**NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**PGDS GOAL 4**

**Outcome 9 outputs**

INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
E	Good governance and Public participation	A people centred democracy that is transparent and responsive to the needs of its people	E1	Promote good governance, accountability and transparency	E 1.1	Annual review of Internal Audit Charter
					E 1.2	Facilitate Functionality of Audit Committee
					E 1.3	Review of annual Internal Audit Plan
					E 1.4	Annual Review of Anti-Corruption Strategy
					E 1.5	Regular review of policies, procedures and bylaws in compliance with local government legislation and regulations
			E2	Placing the primary focus on addressing the needs of communities within the municipality	E 2.1	Strengthening of oversight structures of council to ensure full functionality
					E 2.2	Ward committees supported and capacitated to ensure functionality
					E 2.3	Languages taken into account in public meetings and general municipal communication
					E 2.4	Monitor customer complains & provide feed back
					E 2.5	Conduct customer satisfaction survey annually.
			E3	Report regularly on the dealings of the Municipality	E 3.1	Publish and distribute quarterly newsletters to inform communities on progress and essential information
					E 3.2	Undertake roadshows (izimbizos) to learn of people's needs
					E 3.3	Encourage participation of traditional leaders
					E 3.4	Provide regular radio and newspaper reports on matter of public interest

INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
E			E4	To ensure effective and efficient administration complying with its Legal Mandates	E3.5	Use the websites as a reporting platform
					E4.1	Provide administrative support for all Council Committees
					E4.2	Strengthen Council Oversight through training on Legislation and Policies
			E5	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E4.3	Development of an organisational strategic planning document
					E5.1	Facilitate the Functionality of Ward Committees through continuous public participation
					E5.2	Development of a Credible Integrated Development plan within prescribed legislative guidelines
			E6	To promote and foster sound internal and external communication	E5.3	Development of Community Based Plans
					E6.1	Review and implementation of communications strategy to help the organisation to communicate effectively and meet core organisation objectives
			E7	To ensure that the risk maturity of the organisation is at an enabled level (risk management and internal control fully embedded into the operations of the organisation, high level understanding of risk, effective risk management system)	E6.2	Facilitate functionality of IGR Structures
					E7.1	Risk assessment annually with implementation, monitoring continuous improvement and on-going review
				E7.2	Risk Management Committee meetings are conducted on quarterly basis	

**KPA: CROSS CUTTING ISSUES**

**PGDS GOAL 4**

**Outcome 9 outputs**

INDEX	KEY CHALLENGES	MUNICIPAL DEVELOPMENTAL GOAL	SDBP Ref.	MUNICIPAL OBJECTIVE	Ref No.	MUNICIPAL STRATEGIES
F			F1	Promote the Environment Conservation and management to ensure that adverse	F1.1	To develop and implement an environmental management plan that addresses climate change amongst other things.

	<b>Cross Cutting Issues</b>	To increase environmental and community safety.		environmental impacts is prevented and mitigate	F1.2	To do due diligence on environmental impact for planned projects and programmes.		
					F1.3	To conduct environmental awareness campaigns to communities.		
					F1.4	Develop and implement plan to remove environmentally unfriendly substances e.g. alien weed, used oil...		
					F1.5	Review and enforce Environmental By-laws.		
					<b>F2</b>	Provide disaster management and emergency services	F2.1	To develop and implement a disaster management plan and fire services Plan
							F2.2	Develop Disaster and Fire centre (transnet property)
							F2.3	Develop Contingency plan for the Municipality-long term and short term (life span)
							F2.4	Develop fire brakes system for farmers and enforce fire belt implementation
							F2.5	Institute fire training awareness and volunteers to stop fires within communities
							F2.6	Monitor emergency calls received by Disaster Call centre
	F2.7	Conduct a fire and high risk lightning assessment and provide prevention measures						
<b>INDEX</b>	<b>KEY CHALLENGES</b>	<b>MUNICIPAL DEVELOPMENTAL GOAL</b>	<b>SDBP Ref.</b>	<b>MUNICIPAL OBJECTIVE</b>	<b>Ref No.</b>	<b>MUNICIPAL STRATEGIES</b>		
<b>F</b>	<b>Cross Cutting Issues</b>		<b>F3</b>	To plan areas for future development and formalisation	F3.1	Review the Spatial Development Plan for adoption by Council		
					F3.2	Development of Rural Framework plans		
					F3.3	Development of Urban Framework plans		
					F3.4	Development of Rapid Urbanisation Management Plans		
					F3.5	Developing Commercial precinct/ revitalisation plans for all suburbs		
					F3.6	Review of Human Settlement Sector Plan		

			F4	Implementation of SPLUMA	F4.1	Promote integrated and coordinated spatial development within the Municipality.
					F4.2	Review and implement SDF through public participation.
					F4.3	Prepare wall to wall planning scheme for the whole Municipal area.
					F4.4	Ensure effective GIS system.
			F5	To ensure effective Land Use Management and Building Management	F5.1	Review and Implementation of uPhongolo Land Use Scheme
					F5.2	Efficient processing of development application
					F5.3	Development of Risk Management Strategy relating to National Building regulations



## **SECTION: E**

### **STRATEGIC MAPPING-1**

## 1. STRATEGIC MAPPING

The Spatial Development Framework for UPhongolo Municipality was last developed in 2013 and due to the lack of financial and human capacity the municipality had found it difficult to review and update the document. However, the current SDF is attached as Annexure I.1.

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. Funding has been secured to develop a Spatial Development Framework for the uPhongolo Local Municipality, and Black Balance Projects (Pty) Ltd was subsequently appointed by the Department of Rural Development and Land reform to assist the municipality in this regards.

The uPhongolo Local 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) indicates 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 SDF’s 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;
- Mapping all capital investment projects in the SDF e.g. infrastructure projects.

The Spatial Development Framework (SDF) provides strategic guidance for the spatial restructuring of UPhongolo Municipal area. It indicates where certain types of developments

should or could 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)

UPhongolo Spatial Development Framework (SDF) has been formulated and adopted, and has 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

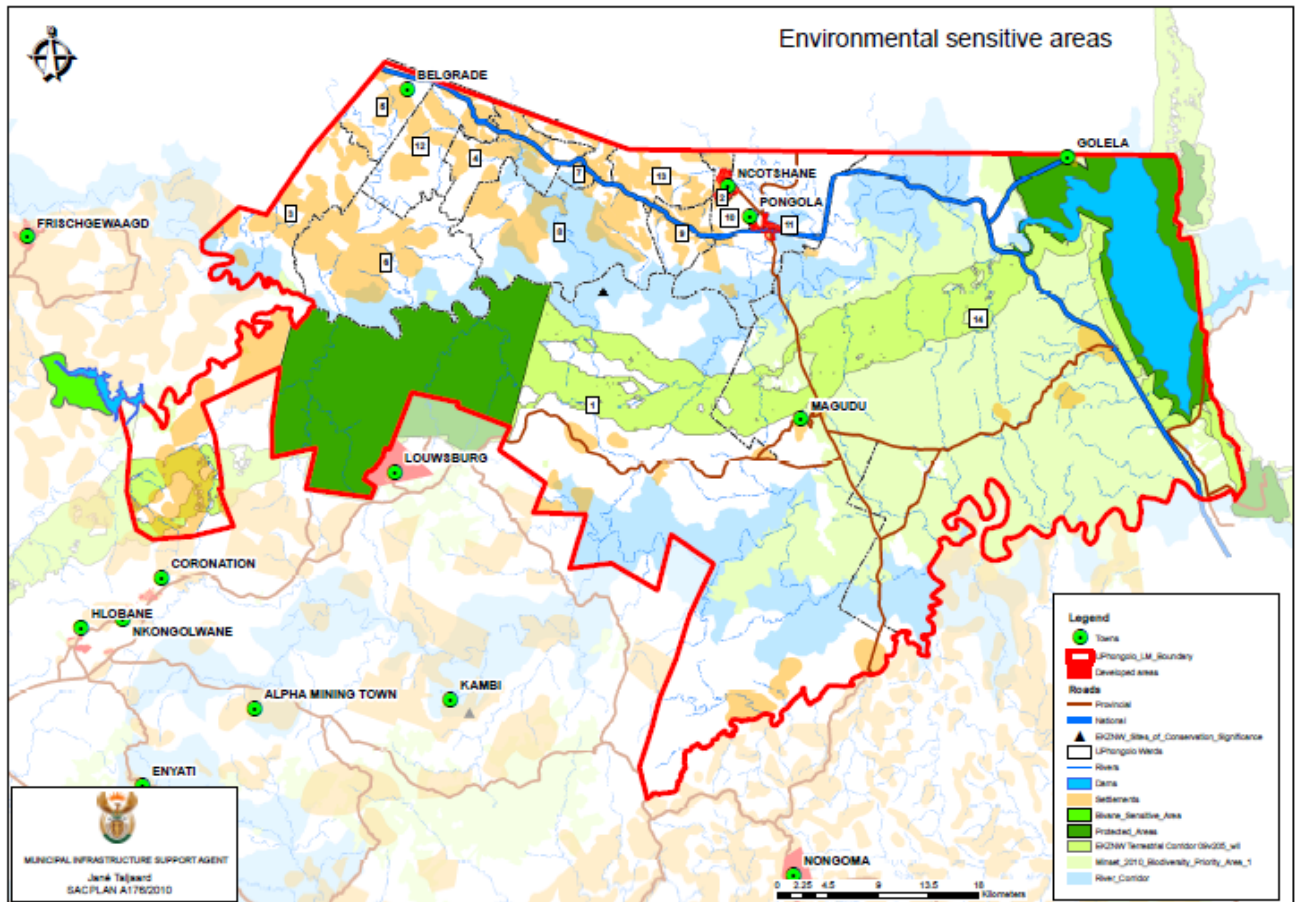
The following Spatial Objectives have been identified for uPhongolo Municipality:

- 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.

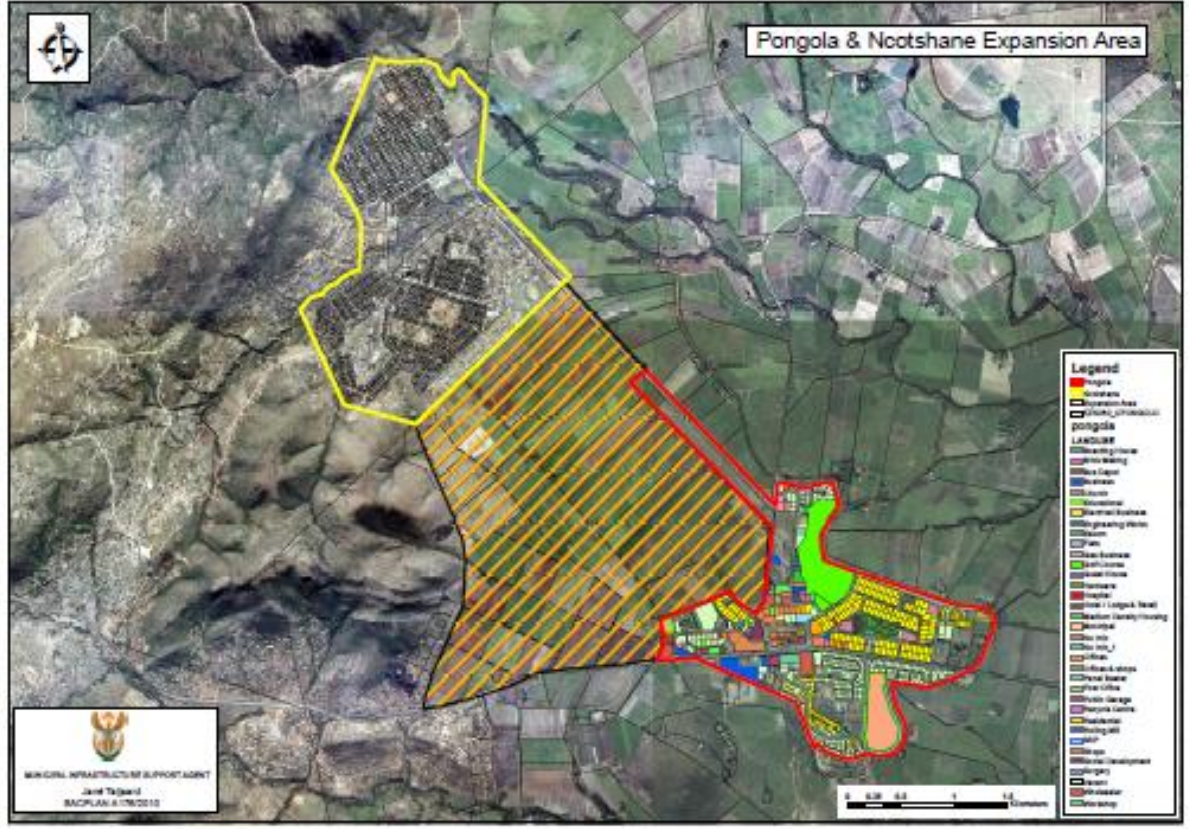
**2. IDP CONTAINS MAPPING THAT REFLECTS ENVIRONMENTAL SENSITIVE AREAS, AGRICULTURAL POTENTIAL AREAS AND DISASTER RISK PROFILE MAPS**

Environmental sensitive areas, agricultural potential areas and disaster risk profile maps:

Environmental Sensitive Areas Map



Phongola and Ncotshane Expansion Area

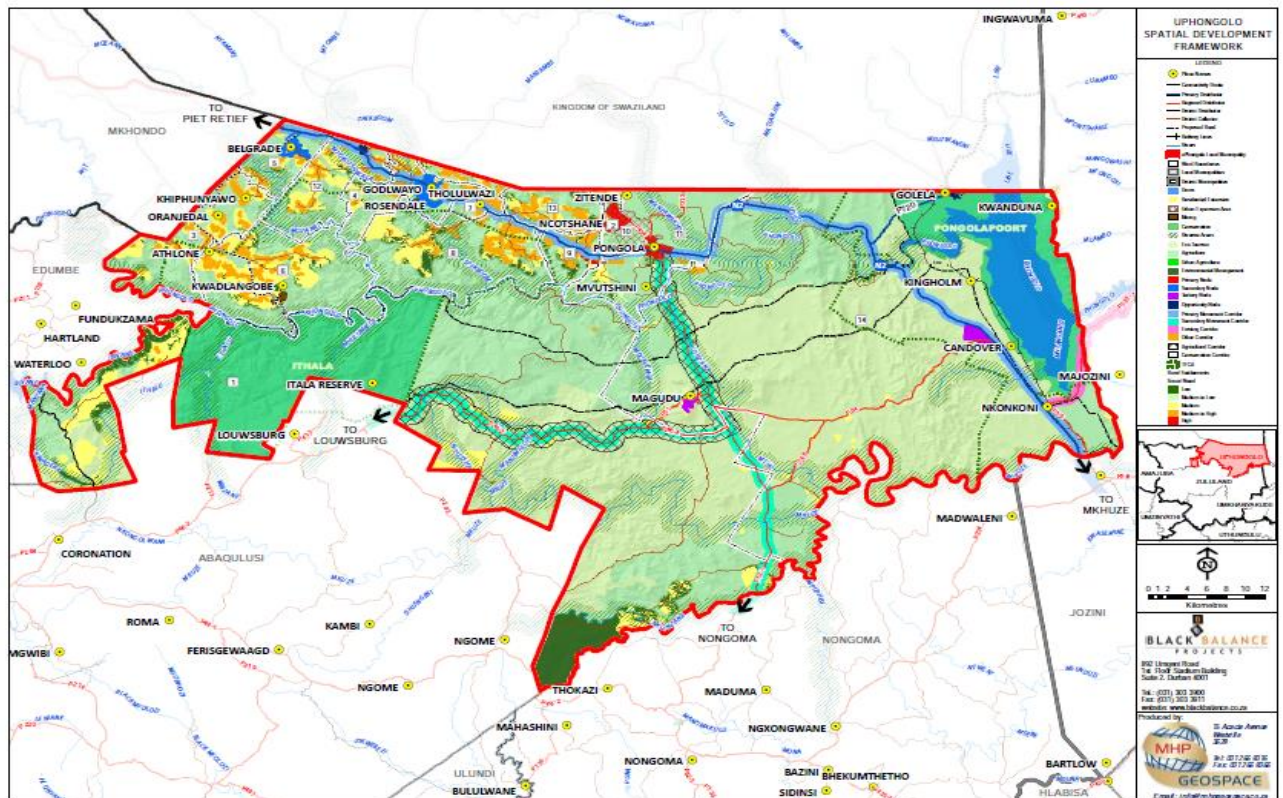


Urban Agriculture is a second strategic development principle proposed in the SDF for the areas south and west of Pongola Town. Urban Agriculture refers to commercially viable agricultural opportunities, whether growing plants or raising animals. And activities need to be integrated into the urban economic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



### 3 THE MUNICIPALITY'S DESIRED SPATIAL OUTCOMES

uPhongolo SDF



Source: SDF 2013

### DESIRED SPATIAL FORM AND LAND USE

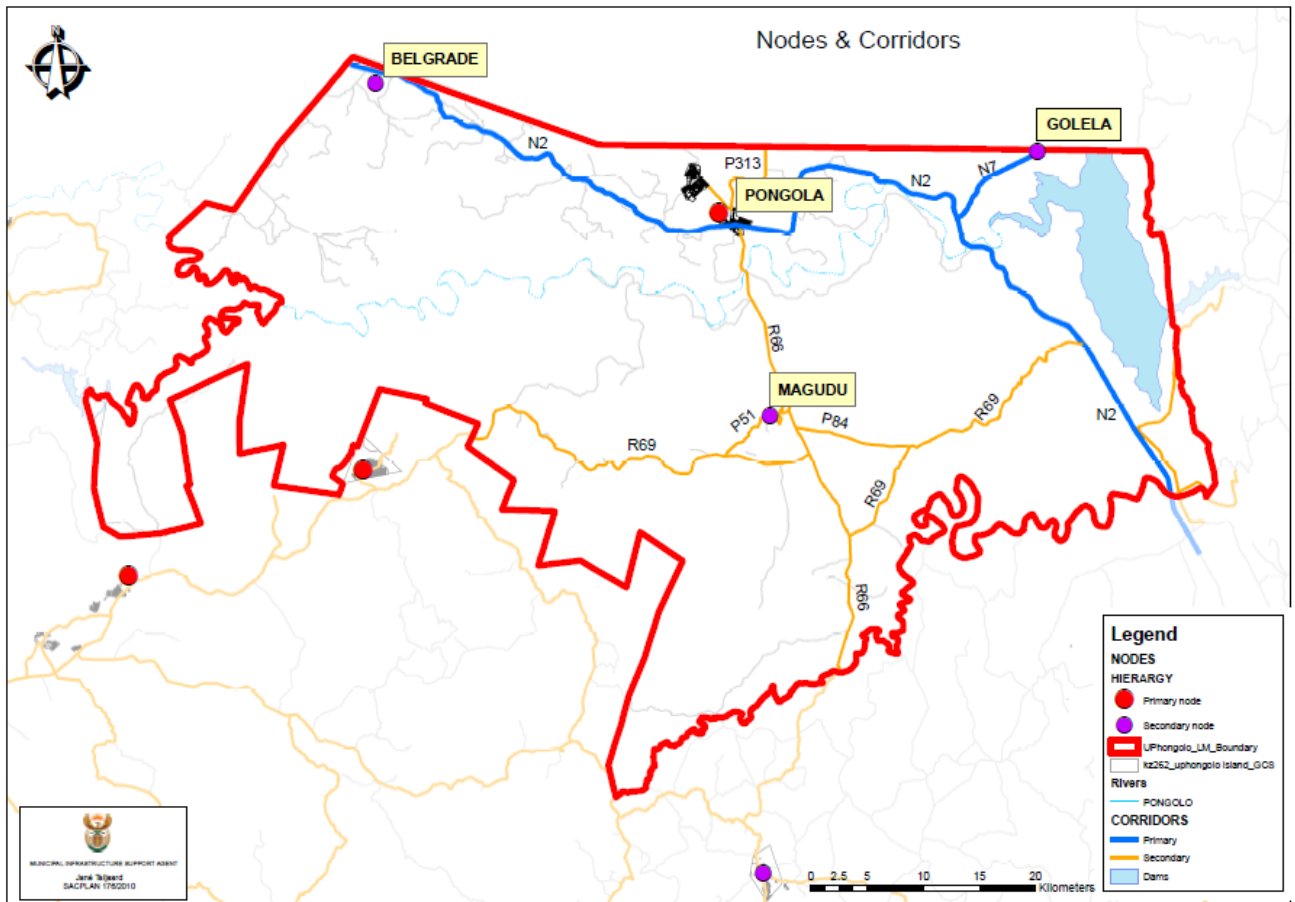
As part of the SDF process, a number of issues that impact on spatial form and land use have been considered, notable:

- 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.

### 3. ALIGNED MAPPING

Map 24: 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.

## **STRATEGIC GUIDANCE IN RESPECT OF THE LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY**

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.

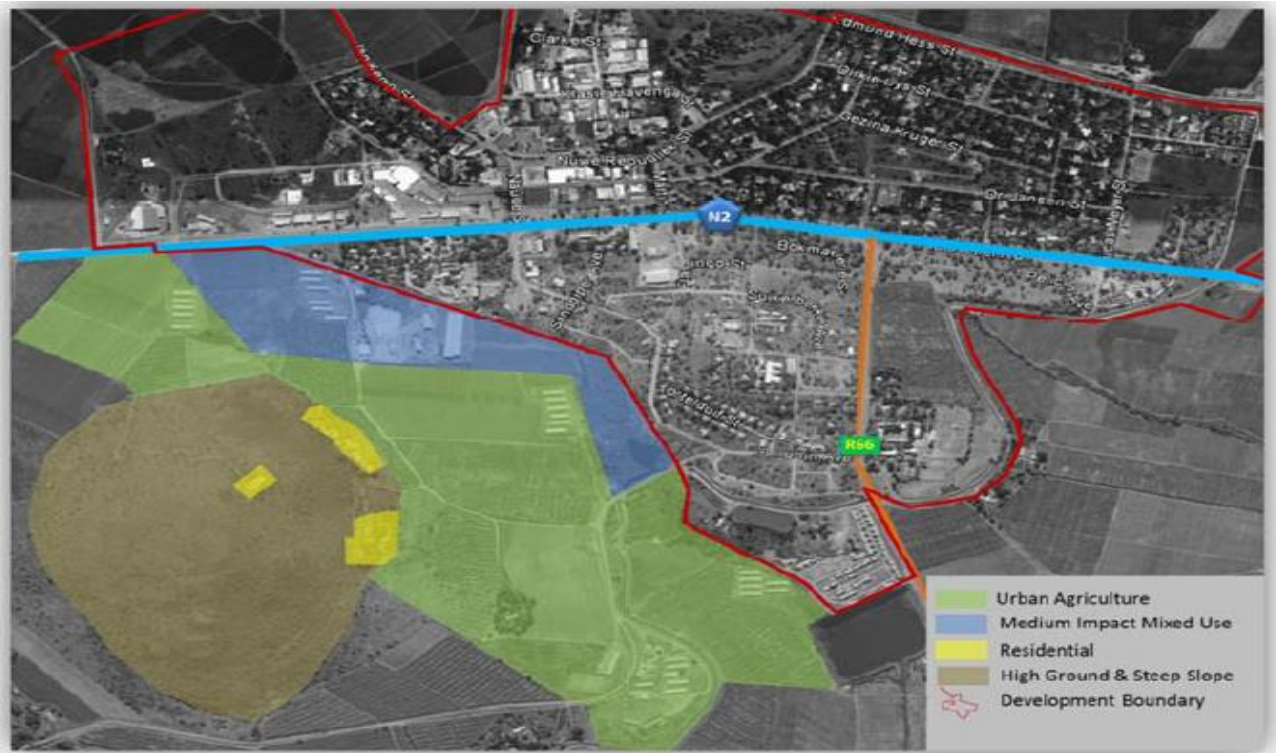
The main expansion area envisaged is the area south of Ncotshane and north of Pongola. Like most other towns in South Africa, urban areas developed separately and in isolation from each other.

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 & Ncotshane towards each other to be promoted.



Pongola Urban Agriculture



Source: Black Balance Projects, SDF June 2013

## AREAS WHERE STRATEGIC INTERVENTION IS REQUIRED

Pro-active action is preferable in some instances but intervention are required to redress a situation. The nodes were identified as points where such redress is urgently required and described below.

### SECONDARY NODE: GODLWAYO

Godlwayo is a Secondary node that has developed on either side of the N2 National Route.

#### Godlwayo Urban Edge



Source: Black Balance Projects

Godlwayo is primarily a service centre and the Urban Edge identified (above) needs to be enforced in order to enable sustainable service delivery to formal housing and other sectors such as a proposed Taxi Rank, social infrastructure and commercial options (to reduce traveling time to other commercial facilities).

The image below depicts the activity area that should be utilised for the provision of commercial land uses.

## Godlwayo Activity Node/Centre



Source: Black Balance Projects, SDF 2013

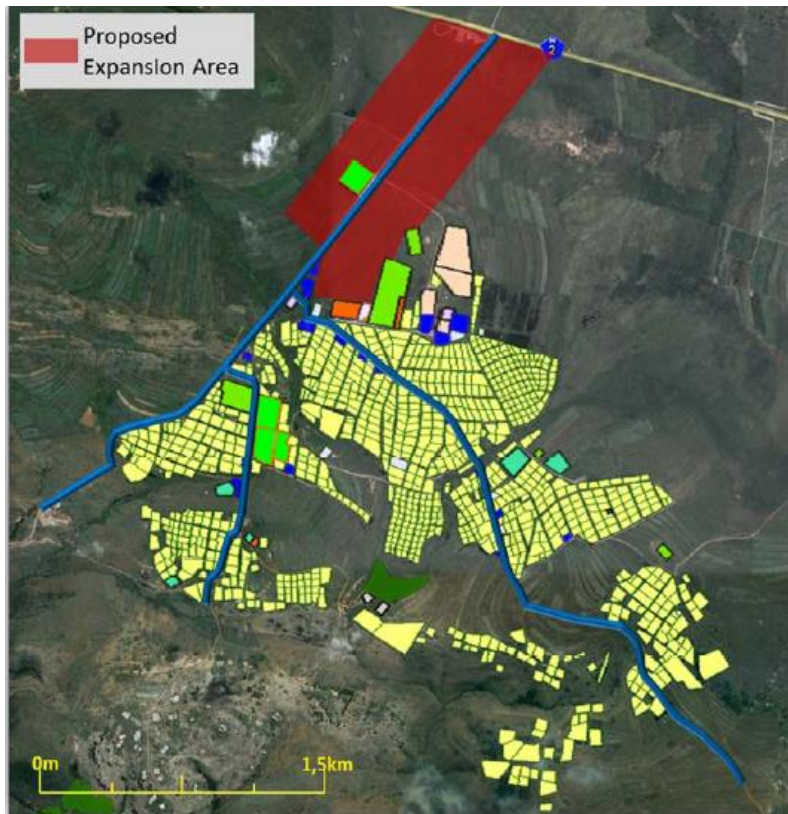
## Secondary Node: Belgrade

Belgrade is defined as a secondary node in the hierarchy of nodes. As a node it is growing in a southern direction away from the N2. The D1867 connects Ithala Game Reserve with the N2 and being upgraded. It is therefore proposed that development of an expansion area in the form of a corridor along the D1867 be supported.

The figure below shows the locality of the corridor but the width will be determined by the socio-economic needs of the community.



## Belgrade Expansion Area



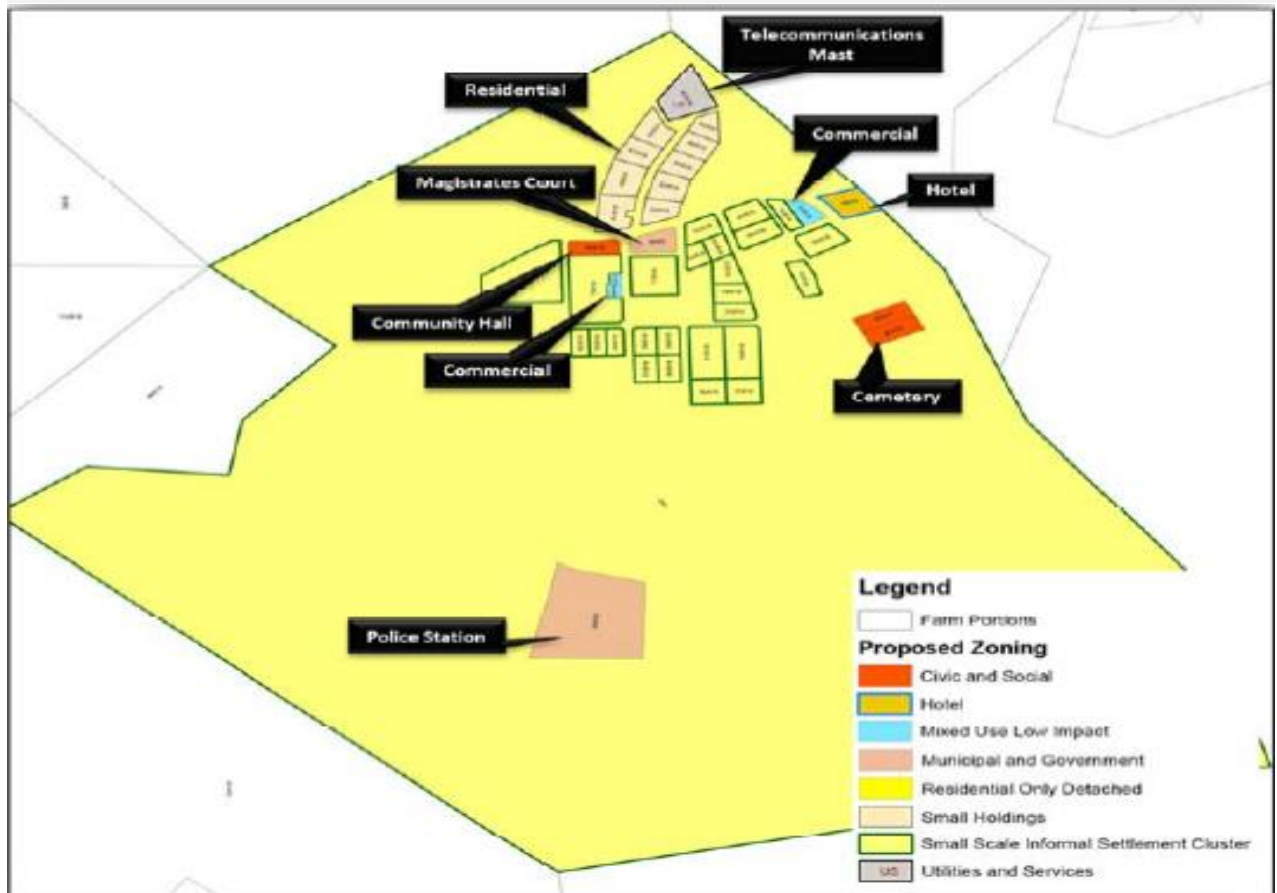
Source: Black Balance, SDF 2013

## Tertiary Node: Magudu

Magudu is defined as a tertiary node in the hierarchy of nodes. Expansion should not take place in environmental sensitive areas.

Due to the presence of the Magistrates Court and SAPS (police station), a small but structured nodal area is required. The proposed zoning is depicted in the figure below.

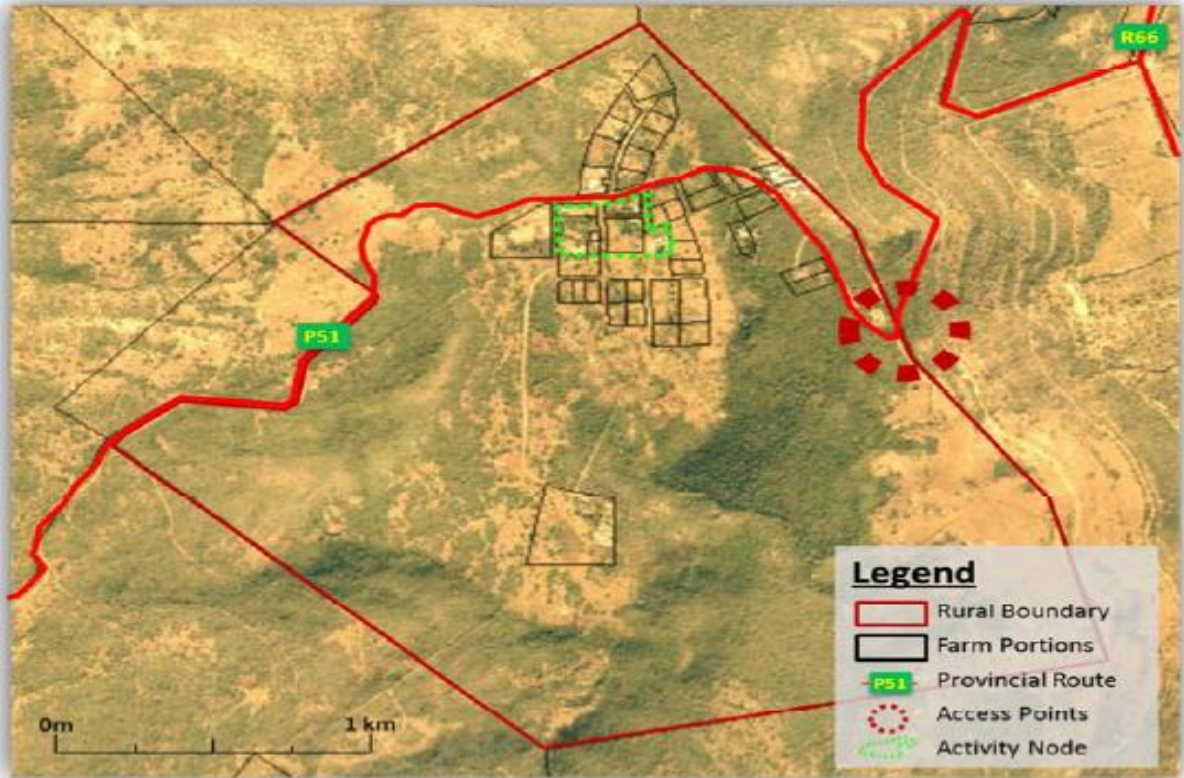
## MAGUDU PROPOSED ZONING



Source: Black Balance Projects, SDF 2013

The Urban Edge of Magudu runs along the farm boundary and needs to be adhered to.

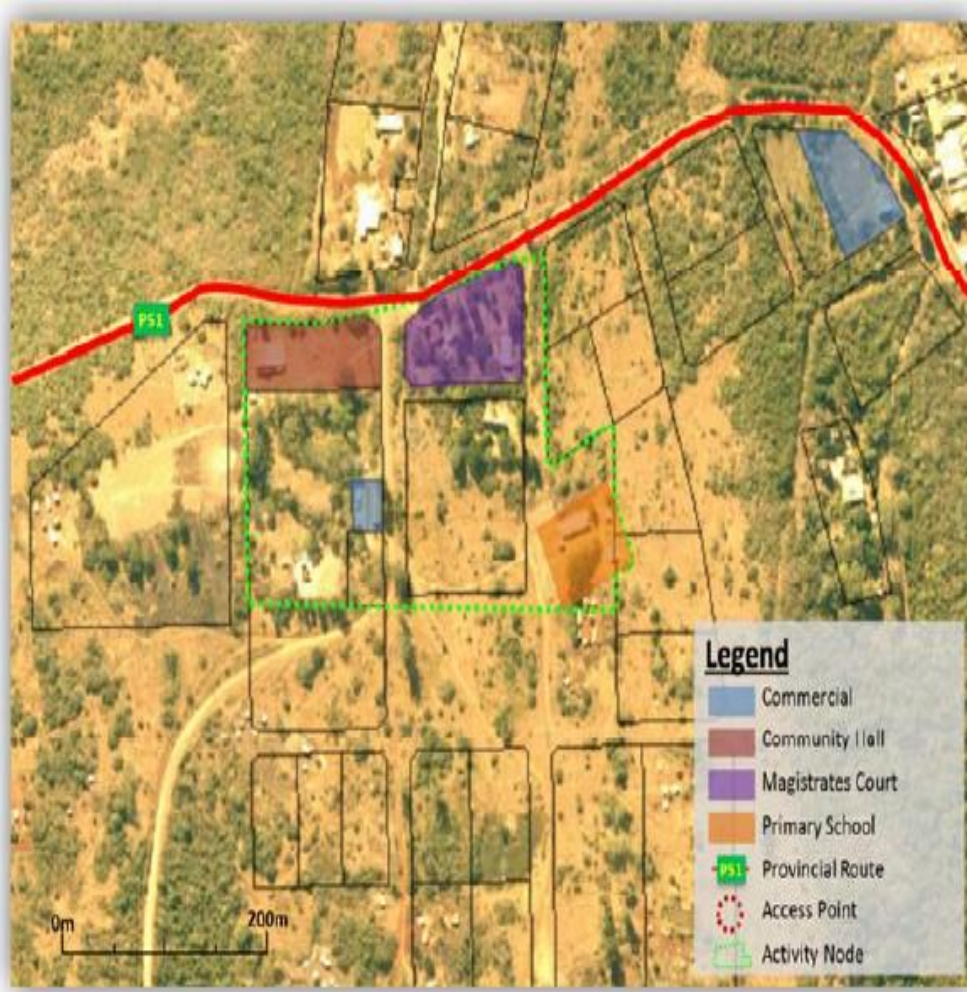
**MAGUDU AERIAL PHOTO & RURAL DEVELOPMENT BOUNDARY**



Source: Black Balance Projects, SDF 2013 Settlement prohibited adjacent to the commercial/activity node as indicated in the figure below.



## MAGUDU ACTIVITY NODE

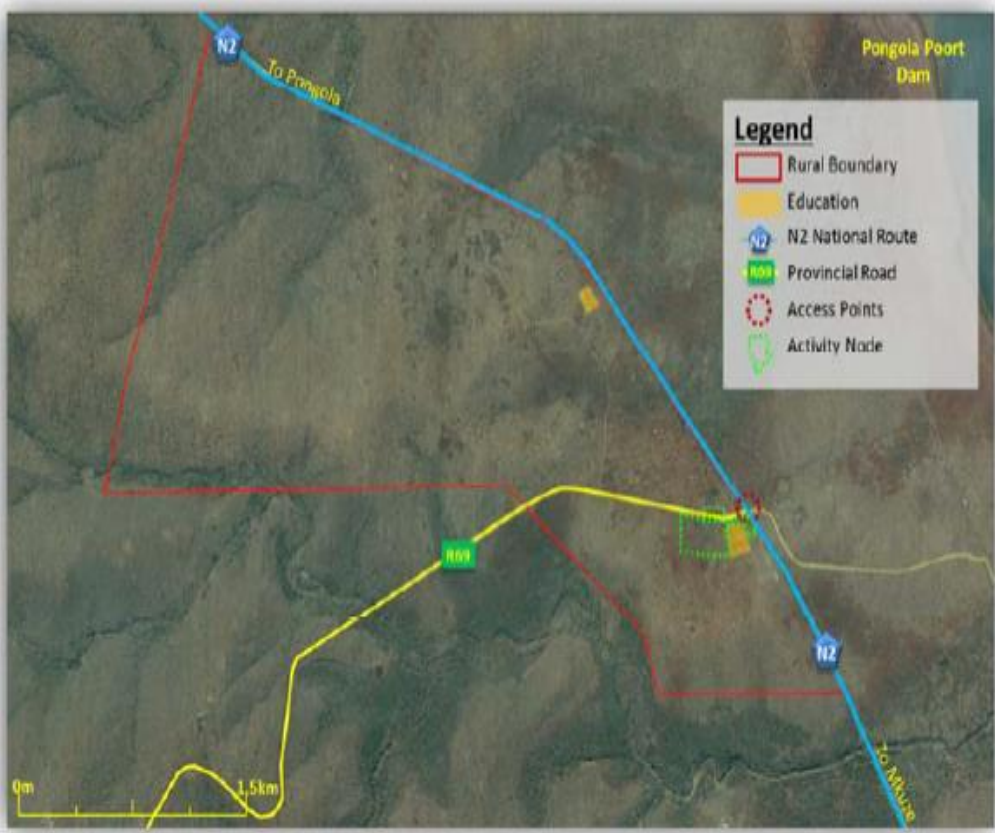


Source: Black Balance Projects, SDF 2013

## TERCIARY NODE: KWAGUMBI

KwaGumbi is a tertiary node in the uPhongolo LM situated at the T-junction of the N2 and the R69. The area is earmarked for commercial development although limited to serve in the needs of the local settlement only.

**KWAGUMBI – AERIAL PHOTO & RURAL DEVELOPMENT BOUNDARY**



Source: Black Balance Projects, SDF 2013



## KWAGUMBI – ACTIVITY NODE



Source: Black Balance Projects, SDF 2013

In the Figure above an area for commercial activity is demarcated to ensure sustainable activity and service delivery.

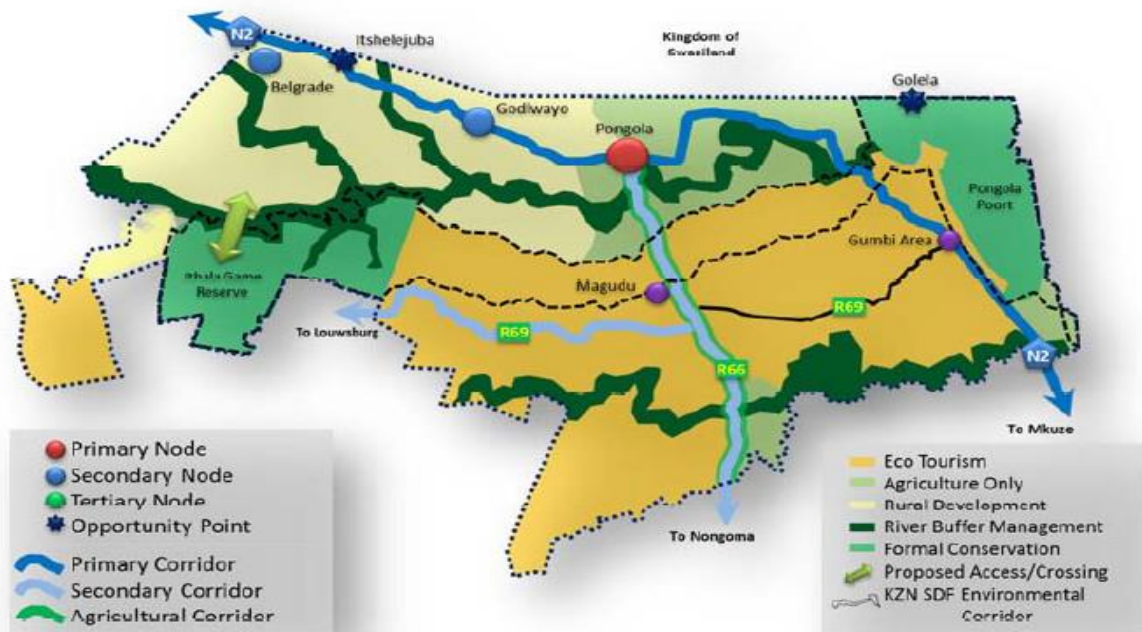
## OPPORTUNITY POINT: GOLELA BORDER POST AND ITSHELEJUBA HOSPITAL

The figure below depicts two points of opportunity for development within the uPhongolo Municipal area of jurisdiction.

The first being the Golela settlement / Golela Border Post. 90% of all activities currently within the settlement relates to the activities of the border crossing. But with the huge upgrade of the post and the associated infrastructure including residence for staff, it has become necessary to plan for the associated commercial and social needs of the residence. A Nodal Development Plan is currently being prepared and funded by KZN Cogta Spatial Directorate.

The second point of opportunity is the Itshelejuba hospital. The high number of people visiting the hospital provides the opportunity to provide commercial opportunities.

## OPPORTUNITY POINTS



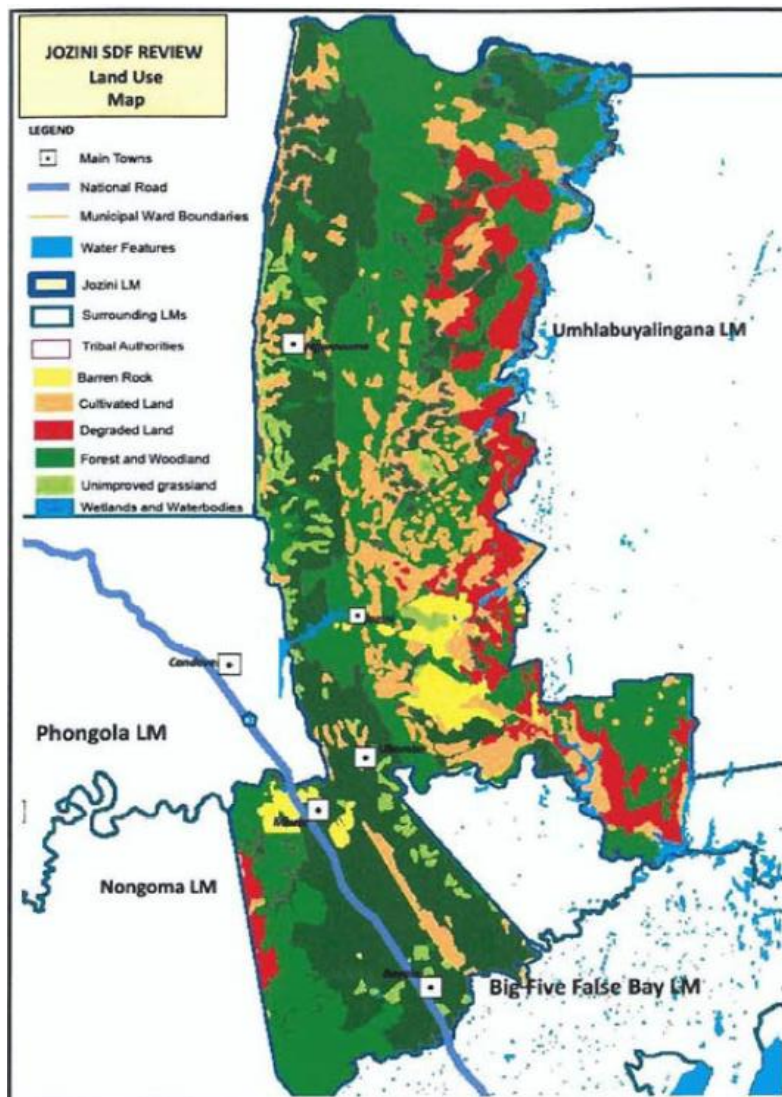
Source: Black Balance Projects, SDF 2013

## ALIGNMENT WITH ADJACENT MUNICIPALITIES

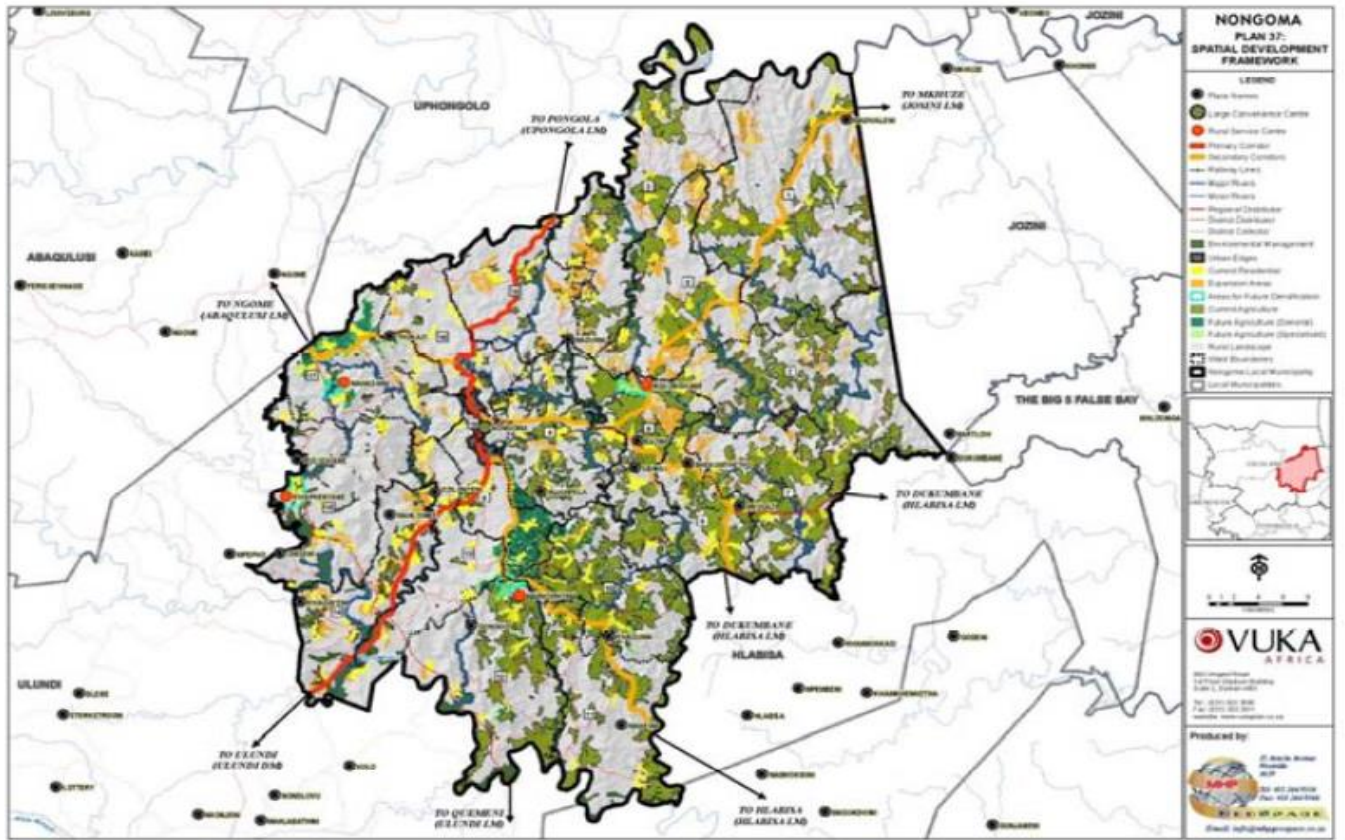
In order to develop proposals that are not contradictory to proposals made by adjacent municipalities, it is necessary to consider the Spatial Development Frameworks of the Adjacent Municipalities. This section therefore deals with alignment with the adjacent municipalities, which includes the following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

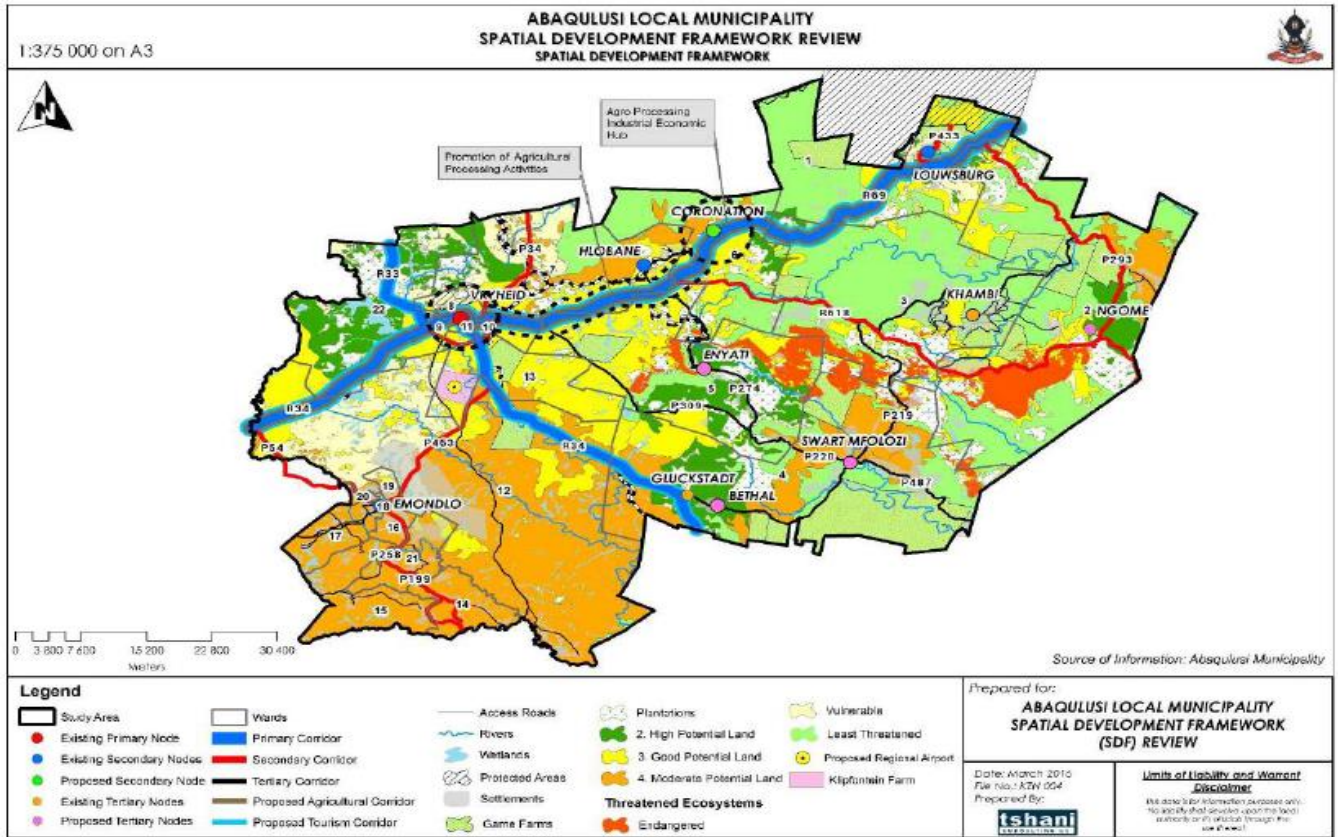
- Jozini Local Municipality
- Nongoma Local Municipality
- Abaqulusi Local Municipality
- eDumbe Local Municipality
- Mkhondo Local Municipality
- Kingdom of Swaziland

## JOZINI SDF

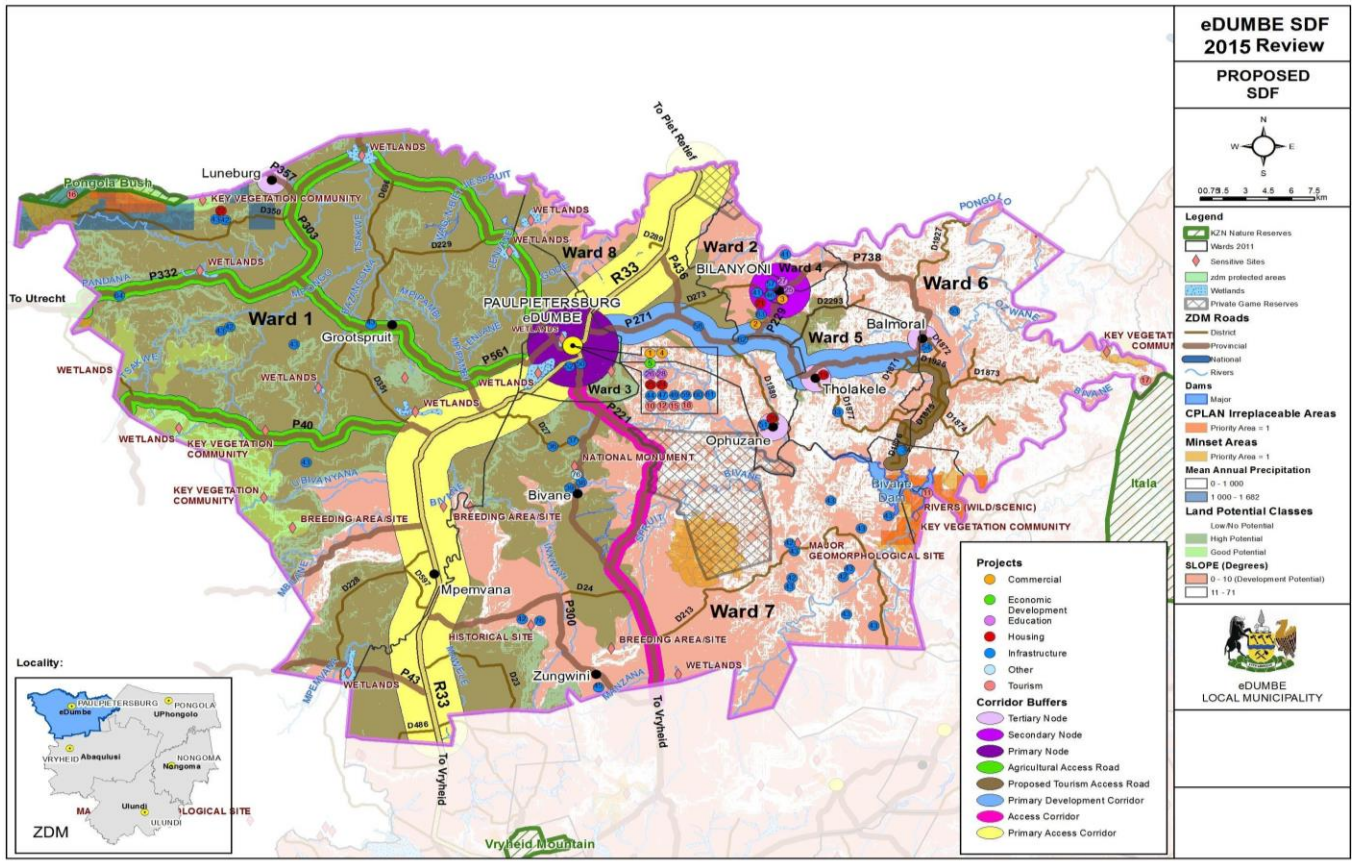




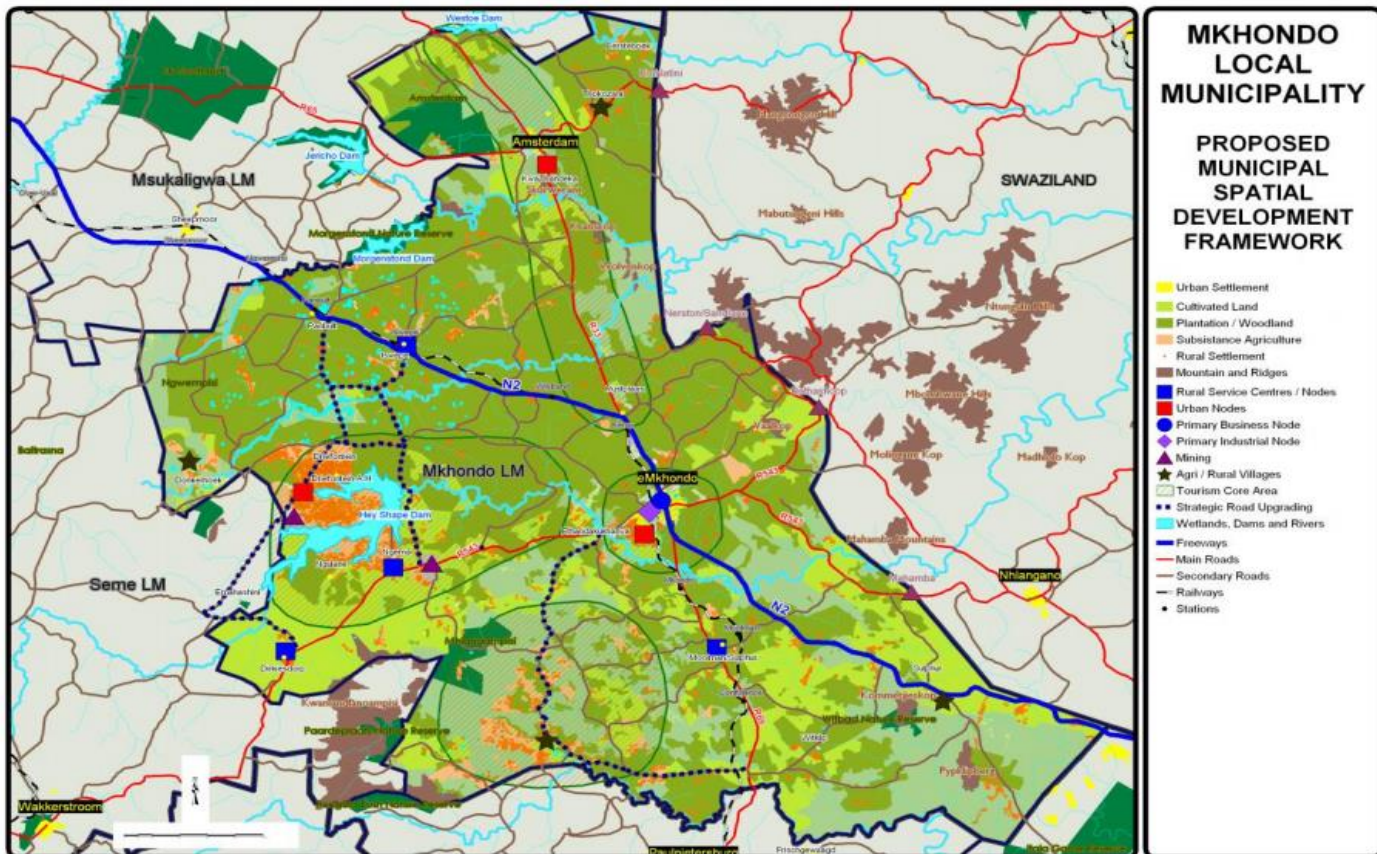








### MKHONDO SDF



The table below indicates the cross boundary landuses, the nearest nodal point and corridor connecting the various municipalities with uPhongolo

Table: Cross boundary Municipal interactivity

Jozini Local Municipality	
Cross Boundary Land Uses	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
Economic projects	Pongolapoortdam is shared by the two municipalities and a tourism attraction resulting in economic spinoff
Service Delivery	Jozini Landfill Site in uPhongolo area of jurisdiction to serve both municipal areas
Nongoma Local Municipality	
Cross Boundary Land Uses	Natural environment and Rural Settlements (rural landscape)
Nearest Nodal Point	Nongoma
Corridors Connecting to uPhongolo	R66- Mobility, tourism- Route 66 and Agricultural Corridor
Abaqulusi Local Municipality	
Cross Boundary Land Uses	Forestry and Agriculture, residential activities
Nearest Nodal Point	Louwsburg
Corridors Connecting to uPhongolo	Route 66 Tourism and R66 Mobility Corridor
eDumbe Local Municipality	
Cross Boundary Land Uses	Natural sensitive environment and Rural settlement

Nearest Nodal Point	Paulpietersburg
Corridors Connecting to uPhongolo	N2 National Route and Comondale road
Mkhondo Local Municipality	
Cross Boundary Land Uses	Forestry
Nearest Nodal Point	Piet Retief
Corridors Connecting to uPhongolo	N2 National Route which is the main mobility Corridor for both Municipalities
Economic potential	Investigation of services to the communities west of Belgrade (25km radius)
Kingdom of Swaziland	Border Post as an Opportunity as discussed and of Provincial and National importance. The preparation of the Golela Nodal Development Plan.

Source: SDF 2013

#### PROPOSED 2016/17 CAPITAL INVESTMENT

The Municipality's Capital investment for the 2016/17 and 2017/2018 period is focused on and limited by grant funding (national and Provincial) derived from MIG and the Department of Human Settlement.

Housing projects are located in the northern portion of the Municipality's area of jurisdiction. Refer to uPhongolo Housing Projects for 2016/2017 to 2017/2018

The Electrification Programme focusses on a project in Ward 6 as well as the Mass Electrification Program in Dwarsrand located in Ward 1.

Budget in 2016/17 and 2017/2018 was also made available for community halls (Wards 4 and 6) as well as access roads (Wards 14 and 3). Two creches were allocated for Wards 9 and 13, a Multi-purpose centre in ward 11 and a Sports Complex in ward 10 (Ncotshane).

Although the MIG budget for 2017/18 is spread throughout the municipal area, the IDP for the new 5 year period will review all budget allocations for capital investment of grant funding and will be mapped accordingly in new 5year IDP.

Priority Spending areas (Capital Projects) is an extract from the 2013 uPhongolo SDF and indicates the area where development is still focussed. The SDF review will update this mapping accordingly.



## **SECTION: E-2**

# **IMPLEMENTATION PLANS**

## **REFER TO THE ANNEXURES**

- **UPHONGOLO LM 5 YEAR IMPLEMENTATION PLANS**
- **2017/2018 DEPARTMENTAL SDBIPs, AND**
  - **2017/2018 DRAFT BUDGET**

**SECTION: F**

**FINANCIAL PLAN**

## FINANCIAL PLAN

### 1. Adoption of a Financial Plan

The municipality has a financial plan in place which was adopted with the 2016/17 IDP as well as Draft Financial Plan 2017/2018.

### 2. An overview of the 3-year Municipal Budget

An overview of the 3-year Municipal Budget and an Analysis and Explanation thereof. The municipality's draft financial plan is prepared over MTERF and analysis and explanations were well documented on the executive summary submitted to Treasuries and CoGTA. An annexure is attached. A draft budget plan is attached.

### 3. Allocation of Operations and Maintenance Costs for municipal Fixed Assets

The allocation of the above was 14% in 2015/16 and 8% in 2016/17 and the repairs and maintenance has been budgeted for against the total of non-current assets.

### 4. Financial Strategies (Revenue Enhancement Strategies and Expenditure Management Plan).

The financial plan covers sound financial strategies since the cash inflow was based on an estimated collection rate.

### 5. A brief summary of Revenue Enhancement Strategies

The municipality has developed a Draft Revenue Enhancement Strategy for implementation in the 2017/18 financial year. However, the municipality is using the debt and credit control policy to collect revenue that is due to the municipality.

### 6. Financial Policies, the status and date of adoption by Council

No	Policy	Status
1	Tariffs	In place
2	Asset Disposal	In place
3	Asset Maintenance	In place
4	Asset Management	In place
5	Credit Control and Debt	In place
6	Petty Cash	In place

7	Municipal Property Rates	In place
8	Budget	In place
9	Supply Chain Management	In place
10	Virement	In place
11	Indigent	In place
12	Bank and Investment	In place
13	Risk Management	In place
14	Fraud Prevention	In place

### **7. The Financial Plan contain projects with committed funding**

The Financial Plan contain projects with committed funding, which are not on the Municipal, from other service providers (MTEF allocations inclusive of Sector Departments allocation/projects)

The Financial plan does not include the allocations for sector departments but Sector Departments projects are included in the IDP and some with committed funding.

## **SECTION G: REFER TO THE ANNEXURES**

➤ **ORGANISATIONAL PMS FRAMEWORK**

**AND**

➤ **INDIVIDUAL PERFORMANCE MANAGEMENT  
SYSTEM -POLICY**

## **ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

Ideally, the implementation of the IDP and the measurement of performance of the IDP strategies and projects should dovetail with the performance management system of the organization. The MSA envisages that the IDP will equip the organization, its leaders, managers and workers, as well as all other local stakeholders, in decision-making, monitoring and reviewing the achievements of the municipality in integrated development planning.

Concurrent would be the process of integrating organizational performance with employee performance, ensuring that the IDP and organizational priorities cascade into the performance agreements and contracts with individual employees.

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.

Through the IDP process, these priorities should reflect not only political priorities, but also those of communities who have brought their concerns, visions and goals forward through the IDP Representative Forum.

The purpose of this report is to review whether, and how, the IDP strategic framework and the municipal priorities set by Council are being implemented and whether they converge or diverge as a general trend. At present, the only mechanism by which this may be reviewed is through the schedule of strategies, actions and projects of the IDP and their implementation during the past year.

What must be determined is whether organizational and IDP priorities have converged within the context of the laudable ideal in preparing IDP's.

Thus far, although enhancing coordination between communities and municipalities, it has yet to be established whether strategic planning can, and will, influence budgeting, day-to-day management and municipal performance in the absence of each municipality being capacitated financially, with adequate staff to regularly measure, analyse, monitor, review and to amend the IDP through a realistic performance management system.

### **Defining Performance Management**

In terms of the Local Government Municipal Planning and Performance Management Regulations of 2001, performance management:

“entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of different role players”.

The strategic tool for performance management must be integrated development planning which has satisfied the requirements of the MEC for Local Government within the Province and brought together the vision of all the local communities and role players within the municipal structure.

## The aims of Performance Management

The aims of performance management are to provide practical and user friendly tools to measure and evaluate the performance of any organization on an ongoing basis and for an annual review.

In order to achieve the above, the overall strategic objective of the performance management system is to improve the performance of municipalities, using tools such as:

- Measuring and gathering data and information and ordering such into a format which will guide decision - making;
- Setting and adhering to time frames;
- Creating report-back, review and evaluation mechanisms;
- Ensuring the development of political, administrative and financial accountability and trust between all role players;
- Encouraging the culture of accepting and managing change where needed; and
- Developing early warning signals regarding any internal or external threats, financial viability, and capacity of the municipality to fulfil its constitutional and developmental mandates and for meaningful and timeous intervention.

## OPMS, IDP, BUDGET & SDBIP

An IDP aligned OPMS is illustrated below. In developing the OPMS, priority issues were taken into consideration. Those identified priority issues influence the review and identification of strategic objectives. Those strategic objectives further outline key activities per objective. It is through those activities that a strategic objective can be operationalised towards addressing the identified needs. Indicators and timeframes as per each planned activity are also identified. The complete PMS Annual Report will be included in the final IDP document.

The uPhongola OPMS is based on the following five National Key Performance Areas as well as the Spatial Planning and Environmental Management:

- Good Governance and Community Participation;
- Basic Service Delivery and Infrastructure Development;
- Social and Local Economic Development;
- Institutional Development and Municipal Transformation;
- Municipal Financial Viability and Management; and
- Cross Cutting Interventions

It is also informed by the following identified strategic objectives:



## **KPA: 1. Good Governance And Community Participation**

- To ensure full participation of communities through established and legislated mechanisms
- To ensure that communities and stakeholders at large are informed on the operations of the municipalities affecting their daily lives
- To encourage and ensure participation of Traditional Authorities in the affair of the municipality
- To recuperate public trust on the municipality by eliminating corrupt activities
- To ensure the empowerment of all vulnerable groups such as: women, children, people with disabilities with particular attention to those that are marginalized or excluded in order to help them develop their capacities and take up opportunities

## **KPA: 2. Improved Service Delivery And Infrastructure Investment**

- To improve access to basic services, through the provision of adequate free basic water, sanitation and electricity.
- To provide and maintain infrastructure (i.e. roads, storm-water system)
- To provide and increase access to basic community facilities
- 
- To ensure safety and security of the communities

## **KPA 3: Social And Local Economic Development**

- To ensure sound relations and creation of partnerships between the public & private sector through a functional LED forum
- Facilitating economic growth and employment creation opportunities (Job Creation)
- To facilitate programme aimed at promoting youth empowerment and capacity building for the youth.
- To coordinate the promotion and marketing of uPhongola Municipality not only as the tourism destination, but also an investment opportunity

## **KPA: 4. Institutional Development And Municipal Transformation**

- To establish and maintain a working environment that encourages personal growth, development, enrichment and job satisfaction
- To promote and implement effective recruitment and retention measures
- To ensure sound labour relations; thus attracting skilled workforce.
- To promote an effective record keeping through approved archives filling system

## **KPA: 5. Municipal Financial Viability and Management**

- To ensure financial sustainability of the municipality through effective implementation of the MFMA (2003)
- To enhance the municipal revenue and financial capacity
- To ensure transparent and fair procurement of goods and services

#### **KPA: 6. CROSS CUTTING INTERVENTIONS**

- To promote compact human settlements by ensuring that future settlements occur in an integrated manner
- To promote clean, healthy and safe environment through protection of municipality's nature resources

#### **Auditing**

uPhongolo's auditing should comply within Section 14 of the Municipal Planning and Performance Management Regulations (2001) that states as follows:

"14. (1) (a) A municipality must develop and implement mechanisms, systems, and processes for auditing the results of performance measurements as part of its internal auditing processes.

(b) Any auditing in terms of paragraph (a) must include assessments of the following:

- i. The functionality of the municipality's performance management system;
- ii. Whether the municipality's performance management system complies with the Act; and
- iii. The extent to which the municipality's performance measurements are reliable in measuring performance of municipalities on indicators referred to in regulation 9 and 10.

(c) A municipality's internal auditors must -

- (i) On a continuous basis audit the performance measurements of the municipality; and
- (ii) Submit quarterly reports on their audits to the Municipal Manager and the Performance Audit Committee referred to in sub- regulation (2).

(2) (a) A municipality must annually appoint and budget for a performance audit committee/audit committee consisting of at least three members, the majority of which may not be involved in the municipality as a councillor or employee.

(3) (a) A performance audit committee must meet at least twice during the financial year period.

(4) (a) A performance audit committee must –

- (i) Review the quarterly reports submitted to it.
- (ii) Review the municipality's performance management system and make recommendation in this regard to the council of that municipality; and

(iii) At least twice during a financial year submit an audit report to the municipality concerned.”

Such auditing must include assessments of the following:

- The functionality of uPhongolo’s Performance Management Systems.
- Whether the UPhongolo’s Performance Management System complies with the Act
- The extent to which the uPhongolo performance measurements are reliable in measuring performance on its indicators.

### **Internal Audit**

The capacity of the internal audit will need to be improved beyond (the auditing) of financial information. Internal audit function will be to continuously audit the performance measurement of uPhongolo and it will be expected to submit quarterly reports on their audits to the Municipal Manager and audit committee.

### **Performance & Audit Committee**

This committee must include at least one person who is knowledgeable with Performance Management System.

### **uPhongolo’s Performance & Audit Committee Duties**

- Assess reliability of information reported.
- Review the quarterly reports submitted to it by the internal audit.
- Review the municipality’s Performance Management System and makes recommendations to the Council.
- Assess whether performance indicators are sufficient.
- In reviewing the municipality’s performance management system, the Audit Committee must focus on economy, efficiency, effectiveness and impact in so far as the key performance targets set by the Municipality are concerned.
- Submit an audit report to the Council at least twice during the financial year.

**SECTION H:**  
**ANNUAL OPERATIONAL PLAN (SDBIP)**

# **SECTION I: ANNEXURES**

## **MTUBATUBA MUNICIPALITY LIST OF HR POLICIES APPROVED BY THE COUNCIL**

1. Occupational Health and Safety Policy
2. Employees Under the Influence of Intoxicating Substance Policy
3. Termination of Service Policy
4. Employee Wellness Policy
5. Whistle Blowing Policy
6. Revised Recruitment Policy
7. Work Attendance Policy
8. Attendance and Punctuality Policy
9. Employee Promotion Policy
10. Leave of Absence Policy
11. HIV/AIDS in the workplace Policy
12. Social Responsibility Policy
13. Termination of Employment Policy
14. Transport Allowance Policy
15. Training and Development Policy
16. Staff and Cllrs Skills Development Policy
17. Relocation Policy
18. Private Work and Declaration of Interest/s Policy
19. Employment Practice Policy
20. Promotion Policy
21. Skills Retention Policy
22. Succession Planning Policy
23. Communication Policy & Confidentiality Policy
24. Proposed Communication Strategy
25. Access to Employees File Policy
26. Sexual Harassment Policy
27. Employment Equity and Affirmative Action
28. Cellular Phones Policy
29. Scare Skills Policy
30. Use of Municipal Assets & Resources Policy and Acting Allowance Policy
31. Smoking Policy
32. Subsistence Allowance: Visits Outside the Country
33. Subsistence and Overnight Allowance

34. Security of Municipal Affairs Policy
35. Interview Questionnaire and Shortlisting Criteria: Appointment of Staff
36. Protective Clothing Policy
37. Pool Vehicle Policy
38. Experience Training Policy
39. Involvement of Spouses Accompanying Cllrs/Officials on Official Business
40. Mayoral Vehicle Policy
41. Investigation of Fraud and Corruption Policy
42. Induction Policy and Checklist
43. Absenteeism Policy
44. Internal Communication Strategy
45. Staff Placement Policy
46. Incapacity Due to ill Health/Injury Policy
47. Equal Opportunities Policy
48. Grievance Procedure
49. Disciplinary Policy
50. Capability Procedure
51. Absence Control Policy
52. Working Days and Hours Policy
53. Dress Code, Uniforms and Protective Clothing Policy
54. Leave and Desertion Policy
55. Incapacity: Due to Poor Work Performance Policy
56. Appointments and Probation Policy
57. IT Policy
58. Declaration of Interest Policy
59. Policy on the Hiring of Municipal Halls/Premises
60. SCM Policy
61. In-Service/Experiential Learning Policy
62. Human Resources Development Strategy
63. Municipal Vehicle Usage Policy
64. Level encashment Policy
65. PMS Framework

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