

The pictures on the cover page represent the strategic focus areas and competitive advantages of the Zululand District Municipality.

TOP LEFT: ZDM Logo

TOP RIGHT: eMakhosini Beer Pot (Tourism Attraction)

MIDDLE RIGHT: eNyokeni Annual Royal Reed Dance(Cultural Heritage)

MIDDLE LEFT: Livestock Farming(Agriculture)

BOTTOM RIGHT: Water Works Treatment Plant(Water Services Infrastructure)

Contact Details: **ZULULAND DISTRICT MUNICIPALITY**

Mayor: CLLR. V.Z. KaMagwaza-Msibi

Municipal Manager: Mr. J.H. De Klerk

P/Bag X 76

ULUNDI

3838

Tel: 035 8745500

Fax: 035 8745589

E-Mail: hgumede@zululand.org.za

TABLE OF CONTENTS

MATTERS ADDRESSED IN RESPONSE TO THE MEC LETTER TO THE ZULULAND DISTRICT MUNICIPALITY, DATED 26 SEPTEMBER 2014.....17

SECTION A: EXECUTIVE SUMMARY19

SECTION B.1: PLANNING AND DEVELOPMENT PRINCIPLES34

SECTION B.2: GOVERNMENT PRIORITIES& APPLICATION THEREOF35

1. MILLENNIUM DEVELOPMENT GOALS..... 35

2. NATIONAL PLAN PRIORITIES 36

3. 12 NATIONAL OUTCOMES 37

4. 5 NATIONAL PRIORITIES..... 40

5. STATE OF THE NATION ADDRESS..... 41

6. BACK TO BASICS PROGRAMME 41

6.1 GOOD GOVERNANCE 41

6.2 PUBLIC PARTICIPATION: PUTTING PEOPLE FIRST..... 42

6.3 BASIC SERVICES: CREATING CONDITIONS FOR DECENT LIVING..... 43

7. MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) 2014 - 2019 45

8. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) GOALS 46

9. EXTRACT OF KZN CABINET LEKGOTLA RESOLUTIONS (AUGUST 2014)..... 47

SECTION C: SITUATIONAL ANALYSIS50

1. SPATIAL ANALYSIS..... 50

9.1 REGIONAL CONTEXT 50

9.2 ADMINISTRATIVE ENTITIES 51

9.3 STRUCTURING ELEMENTS 53

9.4 NODES AND CORRIDORS (AS PER THE KZN PGDS) 54

9.5 BROAD LAND USE 62

9.6 LAND OWNERSHIP 62

9.7 LAND CAPABILITY 63

9.8 ENVIRONMENTAL ANALYSIS 64

9.8.1 ENVIRONMENTAL PRINCIPLES 64

9.8.2 ENVIRONMENTAL VISION 64

9.8.3 TOPOGRAPHY 65

9.8.4 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) 65

9.8.5 EZEMVELO KZN WILDLIFE: BIODIVERSITY SECTOR PLAN FOR THE ZULULAND DISTRICT MUNICIPALITY 66

9.8.6 CLIMATE CHANGE 68

9.8.7 ENVIRONMENTAL ANALYSIS 69

9.9 SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS..... 79

9.9.1 SPATIAL: SWOT ANALYSIS 79

9.9.2 KEY ENVIRONMENTAL ISSUES 79

9.10	DISASTER MANAGEMENT	86
9.10.1	VISION: DISASTER RISK MANAGEMENT	86
9.10.2	MISSION STATEMENT: DISASTER RISK MANAGEMENT.....	86
9.10.3	MUNICIPAL INSTITUTIONAL CAPACITY	86
9.10.4	RISK PROFILE AND ASSESSMENT	87
9.10.5	RISK REDUCTION & PREVENTION.....	89
9.10.6	RESPONSE & RECOVERY	90
9.10.7	DISASTER MANAGEMENT STRATEGIC PLAN	90
9.10.8	DISASTER MANAGEMENT: SWOT ANALYSIS	96
2.	DEMOGRAPHIC CHARACTERISTICS.....	96
2.1	DEMOGRAPHIC INDICATORS	96
2.1.1	POPULATION SIZE.....	96
2.1.1.1	TOTAL POPULATION (1996, 2001 AND 2011)	96
2.1.1.2	POPULATION GROWTH	97
2.1.1.3	POPULATION DISTRIBUTION AND DENSITY	98
2.1.2	HOUSEHOLDS	99
2.1.2.1	NUMBER OF HOUSEHOLDS	100
2.1.2.2	AVERAGE HOUSEHOLD SIZE	100
2.1.2.3	FEMALE HEADED HOUSEHOLDS.....	101
2.1.2.4	CHILD HEADED HOUSEHOLDS	101
2.1.2.5	AGE OF HEAD OF HOUSEHOLD 2011.....	102
2.1.3	GENDER RATIO	102
2.1.3.1	GENDER RATIO (1996, 2001, 2011).....	102
2.1.3.2	GENDER COMPOSITION OF ZULULAND'S POPULATION	103
2.1.4	AGE DISTRIBUTION.....	105
2.2	KEY FINDINGS (INCLUDING TRENDS)	107
3.	MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS	108
3.1	INSTITUTIONAL ARRANGEMENTS.....	108
3.1.1	DECISION-MAKING PROCESSES.....	109
3.1.2	COMMUNICATION	109
3.1.3	DEPARTMENTAL OVERVIEW	109
3.1.3.1	CORPORATE SERVICES.....	109
3.1.3.2	COMMUNITY SERVICES	111
3.1.3.3	PLANNING AND WATER SERVICES AUTHORITY.....	111
3.1.3.4	TECHNICAL DEPARTMENT	113
3.1.3.5	FINANCIAL DEPARTMENT.....	117
3.2	POWERS & FUNCTIONS.....	118
3.3	ORGANISATIONAL STRUCTURE / ORGANOGRAM	120

3.4	MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS.....	121
3.5	HUMAN RESOURCE DEVELOPMENT	121
3.5.1	HUMAN RESOURCE ADMINISTRATION	121
3.5.1.1	CORE FUNCTIONS.....	121
3.5.2	TRAINING AND DEVELOPMENT.....	122
3.5.2.1	CORE FUNCTIONS.....	122
3.5.3	LABOUR RELATIONS	122
3.5.3.1	CORE FUNCTIONS.....	122
3.5.4	HUMAN RESOURCE POLICIES AND LEGISLATION.....	122
3.5.4.1	EXISTING POLICIES.....	122
3.5.4.2	LEGISLATION	122
3.5.4.3	POLICIES TO BE REVIEWED.....	123
3.5.4.4	POLICIES TO BE FORMULATED	123
3.5.5	HUMAN RESOURCE RELATED PROGRAMMES.....	123
3.5.5.1	PROGRAMMES TO BE DEVELOPED	123
3.5.6	HUMAN RESOURCE RELATED FORUMS AND COMMITTEES	123
3.6	MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS.....	123
3.6.1	STRENGTHS/OPPORTUNITIES.....	123
3.6.2	WEAKNESSES/THREATS.....	124
4.	SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS.....	124
4.1	WATER & SANITATION PROVISION	129
4.1.1	APPROACH TO WATER & SANITATION PROVISION.....	129
4.1.2	POTABLE WATER BACKLOG.....	131
4.1.3	WATER SCHEMES	134
4.1.4	CAPITAL REQUIREMENTS FOR, AND INCOME OF, WATER.....	136
4.1.5	SANITATION BACKLOG	136
4.1.6	SANITATION PROVISION	139
4.1.7	CAPITAL REQUIREMENTS FOR, AND INCOME OF, SANITATION.....	141
4.2	SOLID WASTE MANAGEMENT.....	141
4.3	CEMETERIES	143
4.4	TRANSPORTATION INFRASTRUCTURE	143
4.4.1	ROADS AND STORM WATER	144
4.4.1.1	ROAD INFRASTRUCTURE	144
4.4.1.2	ZULULAND DISTRICT RURAL ROADS ASSET MANAGEMENT SYSTEM	149
4.4.1.3	RAIL INFRASTRUCTURE	150
4.4.1.4	AIR TRANSPORT INFRASTRUCTURE.....	150
4.5	ELECTRICITY / ENERGY	152
4.6	ACCESS TO COMMUNITY FACILITIES.....	158

4.6.1	COMMUNITY HALLS	159
4.7	HUMAN SETTLEMENTS	160
4.7.1	DETERMINING THE HOUSING DEMAND	160
4.7.2	DEPARTMENTAL HOUSING PROJECTS.....	163
4.8	TELECOMMUNICATIONS.....	163
4.9	SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS	164
4.9.1	STRENGTHS/OPPORTUNITIES.....	164
4.9.2	THREATS/WEAKNESSES.....	165
5.	LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS	165
5.1	LOCAL ECONOMIC DEVELOPMENT ANALYSIS.....	165
5.1.1	ECONOMIC PROFILE OF COMMUNITY	165
5.1.2	MAIN ECONOMIC CONTRIBUTORS	166
5.1.3	EMPLOYMENT AND INCOME LEVELS	168
5.1.3.1	LABOUR FORCE PARTICIPATION.....	168
5.1.3.2	INCOME AND DEPENDENCY.....	172
5.1.3.3	POVERTY AND INEQUALITY	175
5.1.4	SMME's	177
5.1.5	AGRICULTURE.....	178
5.1.6	TOURISM	182
5.1.6.1	TOURISM IN ULUNDI.....	184
5.1.6.2	TOURISM IN UPHONGOLO	185
5.1.6.3	TOURISM IN NONGOMA	186
5.1.6.4	TOURISM IN VRYHEID/ABAQULUSI	186
5.1.6.5	TOURISM IN PAULPIETERSBURG/EDUMBE.....	187
5.1.7	MANUFACTURING (INDUSTRIAL).....	188
5.1.8	RETAIL AND SERVICES	188
5.1.9	MINING	189
5.1.10	CONSTRUCTION	189
5.1.11	TRANSPORTATION.....	189
5.1.12	LOCAL ECONOMIC DEVELOPMENT INITIATIVES.....	190
5.1.13	MUNICIPAL COMPARATIVE AND COMPETITIVE ADVANTAGES	191
5.1.14	LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS	191
5.1.14.1	STRENGTHS/OPPORTUNITIES	191
5.1.14.2	THREATS/WEAKNESSES	191
5.1.15	LOCAL ECONOMIC DEVELOPMENT KEY ISSUES AND EXISTING STRATEGIES	192
5.2	SOCIAL DEVELOPMENT ANALYSIS.....	193
5.2.1	EDUCATION	193
5.2.2	HEALTH.....	203

5.2.3	SAFETY AND SECURITY	205
5.2.4	NATION BUILDING AND SOCIAL COHESION	209
5.2.5	COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS	209
5.2.5.1	DEVELOPMENT OF WOMEN	209
5.2.5.2	CHILDREN’S PROGRAMMES	209
5.2.5.3	AGED PROGRAMMES	210
5.2.5.4	WIDOWS AND ORPHANS	210
5.2.5.5	DISABILITY PROGRAMMES	210
5.2.5.6	SPORT PROGRAMMES.....	210
5.2.6	SOCIAL DEVELOPMENT SWOT ANALYSIS	211
5.2.6.1	STRENGTHS/OPPORTUNITIES.....	211
5.2.6.2	WEAKNESSES/THREATS.....	211
6.	MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS	212
6.1	FINANCIAL VIABILITY & MANAGEMENT ANALYSIS	212
6.1.1	CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS	212
6.1.1.1	CAPITAL BUDGET ANALYSIS (2011/2012 to 2017/2018).....	212
6.1.1.2	OPERATIONAL BUDGET ANALYSIS (2011/2012 TO 2017/2018).....	216
6.1.2	INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES).....	219
6.1.3	REVENUE ENHANCEMENT AND PROTECTION STRATEGIES	219
6.1.4	MUNICIPAL CONSUMER DEBT POSITION	220
6.1.5	GRANTS & SUBSIDIES	221
6.1.6	MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (Q&M)	224
6.1.7	CURRENT & PLANNED BORROWINGS.....	228
6.1.8	RISK ASSESSMENT	228
6.1.9	MUNICIPALITY’S CREDIT RATING	228
6.1.10	EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES)	229
6.1.11	SUPPLY CHAIN MANAGEMENT (SCM).....	230
7.	GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS.....	230
7.1	GOOD GOVERNANCE ANALYSIS.....	230
7.1.1	NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL.....	230
7.1.2	IGR.....	233
7.1.3	MUNICIPAL STRUCTURES	236
7.1.3.1	PLANNING DEPARTMENT	236
7.1.3.2	SOCIAL SERVICES	236
7.1.3.3	LED SECTION.....	236
7.1.3.4	CORPORATE SERVICES.....	236
7.1.3.5	FINANCE	236
7.1.3.6	OFFICE OF THE MAYOR AND MUNICIPAL MANAGER	236

7.1.4	AUDIT COMMITTEE	237
7.1.4.1	AUDIT AND RISK MANAGEMENT COMMITTEE	237
7.1.4.2	INTERNAL AUDIT	237
7.1.5	ANTI-CORRUPTION AND FRAUD PREVENTION	237
7.1.6	STATUS OF MUNICIPAL SECTOR PLANS AND POLICIES	238
7.2	PUBLIC PARTICIPATION ANALYSIS	242
7.2.1	IDP, LED, BUDGET, DISASTER ROADSHOWS.....	242
7.2.2	WATER ROADSHOWS.....	242
7.2.3	ANNUAL REPORT BACK	242
7.3	GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS	243
7.3.1	STRENGTHS/OPPORTUNITIES.....	243
7.3.2	WEAKNESSES/THREATS.....	243
8.	COMBINED SWOT ANALYSIS.....	243
8.1	STRENGTHS/OPPORTUNITIES	243
8.2	THREATS/WEAKNESSES	244
9.	KEY CHALLENGES	245
9.1	KEY CHALLENGES FACED BY LOCAL MUNICIPALITIES WITHIN ZDM	246
9.1.1	ABAQULUSI LM.....	246
9.1.2	EDUMBE LM	247
9.1.3	UPHONGOLA LM	247
9.1.4	KEY CHALLENGES FACED BY ZDM.....	248
SECTION D: VISION, MISSION AND CORE VALUES & GOALS AND OBJECTIVES		250
1.	VISION.....	250
2.	MISSION.....	250
3.	CORE VALUES.....	250
4.	GOALS AND OBJECTIVES, STRATEGIC MATTERS & SERVICE DELIVERY PLAN.....	251
4.1	GOALS AND OBJECTIVES	251
4.2	SERVICE DELIVERY PLAN	266
SECTION E.1: STRATEGIC MAPPING.....		298
SECTION E.2: IMPLEMENTATION PLAN (ZDM SDBIP)		305
SECTION F: FINANCIAL PLAN.....		317
1.	FINANCIAL PLAN	317
2.	AUDITOR-GENERAL REPORT FOR YEAR ENDING 30 JUNE 2015	317
3.	PROJECTS OF OTHER SERVICE PROVIDERS IN THE DISTRICT	317
3.1	KZN DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS	317
3.2	KZN DEPARTMENT OF TRANSPORT	319
3.3	TRADE AND INVESTMENT KWAZULU-NATAL.....	321
3.4	ESKOM	323

SECTION G: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	324
4. KEY PERFORMANCE AREAS.....	324
5. BASIC PRINCIPLES OF ZULULAND DISTRICT MUNICIPALITY PERFORMANCE MANAGEMENT SYSTEM	324
6. MUNICIPAL INSTITUTIONAL ARRANGEMENTS	325
6.1 AUDIT AND RISK MANAGEMENT COMMITTEE	325
6.2 INTERNAL AUDIT	326
7. THE ZDM PERFORMANCE FRAMEWORK	326
8. ANNUAL PERFORMANCE REPORT FOR THE COUNCIL (2013/2014)	334
9. ZDM ORGANISATIONAL SCORECARD FOR 2015/2016	344

LIST OF TABLES

Table 1: Interpretation of the Broad Spatial Planning Categories	58
Table 2: Biodiversity Targets for Vegetation Types	75
Table 3: EMP/SEA Key Issues	79
Table 4: Important Environmental Issues and the proposed Projects.....	84
Table 5: Current Risk Profile of Zululand District Municipality	87
Table 6: eDumbe LM, uPhongola LM and Abaqulusi LM – potential Risks.....	88
Table 7: Nongoma LM – potential Risks	88
Table 8: Ulundi LM – potential Risks.....	88
Table 9 ZDM Disaster Management Strategic Plan	91
Table 10: Challenges facing LMs in terms of Disaster Management	96
Table 11: Total Population	96
Table 12: Population Growth.....	97
Table 13: ZDM Population and Households summary 1996, 2001, 2011.....	99
Table 14: % of Female Headed Households.....	101
Table 15: Child-headed households.....	101
Table 16: Age of head of household 2011	102
Table 17: Gender Numbers and Ratio	102
Table 18: Age Distribution per District in KZN, for KZN and Nationally	105
Table 19: Age Distribution – 1996, 2001 and 2011.....	105
Table 20: Regional Schemes	116
Table 21: ZDM Powers & Functions.....	118

Table 22: ZDM Occupational Levels.....	121
Table 23: A summary of the status of service delivery to all Districts within the Province.....	125
Table 24: A summary of the status of service delivery to all Districts and Local Municipalities within the Province	126
Table 25 Water Services Policy.....	129
Table 26 Free Basic Sanitation Policy.....	130
Table 27: Water Backlogs (WSDP 2014).....	131
Table 28: Comparison of Access to Piped Water – 1996, 2001 and 2011 (StatsSA).....	131
Table 29 Access to Piped Water (2011).....	132
Table 30: Source of water 2011.....	133
Table 31: Capital Requirements for Water from 2014/15 to 2017/2018.....	136
Table 32: Sources of Capital Income: Water from 2014/15 to 2017/18.....	136
Table 33: Sanitation Backlogs (WSDP 2014).....	136
Table 34: Community Access to Sanitation Facilities (StatsSA).....	137
Table 35: Community Access to Sanitation Facilities (2011).....	137
Table 36: Capital Requirements for Sanitation from 2014/15 to 2017/18.....	141
Table 37: Sources of Capital Income: Sanitation from 2014/15 to 2017/18.....	141
Table 38: Solid Waste Disposal – 1996, 2001 and 2011.....	141
Table 39: ZDM Refuse Disposal 2011.....	142
Table 40: Estimated Cemetery Land Requirements (2020).....	143
Table 41: Road Access Backlog Determination.....	144
Table 42: Status of Electrification.....	152
Table 43: Electricity Usage – 1996, 2001 and 2011.....	157
Table 44: Energy Source for Lighting (2011).....	157
Table 45: Energy Source for Cooking.....	157
Table 46: Energy Source for Heating.....	158
Table 47: Community Halls / Centres in the District.....	159
Table 48: Accessibility to Community Halls/Centres.....	159
Table 49: Distribution of households by main dwelling.....	161
Table 50: Households by main dwelling.....	162
Table 51: Tenure Status (2011).....	162

Table 52: Departmental Housing Projects per Local Municipality.....	163
Table 53: Household Access to Telecommunications.....	163
Table 54: Economic Population	165
Table 55: GVA per Capita per District Municipality	166
Table 56: Sector/Industry share of GVA (2003-2010).....	167
Table 57: ZDM General Labour Indicators 2009	168
Table 58: Comparative Labour Indicators for ZDM	169
Table 59: Employment Status by Gender 2011	169
Table 60: Employment by Municipality	170
Table 61: Annual household income 2011	172
Table 62: Dependency Number	174
Table 63: Gini Coefficient for Zululand (2003-2008).....	176
Table 64: Key Issues and Existing Strategies	192
Table 65: Primary Schools in the District Primary Schools	193
Table 66: Access to Primary Schools.....	194
Table 67: Secondary Schools	194
Table 68: Access to Secondary Schools	194
Table 69: School Attendance (5-24 years)	200
Table 70: Highest Educational Qualification	200
Table 71: Education Level of Population aged 20+ years in 1996, 2001, 2011.....	201
Table 72: Distribution of Attendance by Educational Institution	202
Table 73: Department of Health Standards and Facilities	203
Table 74: Clinics in the ZDM	203
Table 75: Hospitals in the ZDM.....	205
Table 76: Police Stations in the ZDM	206
Table 77: Impact of HIV/Aids on ZDM Municipalities.....	211
Table 78: Capital Expenditure by Standard Classification (2009/2010 to 2015/2016).....	212
Table 79: Revenue by Major Source (2009/2010 to 2015/2016)	216
Table 80: Operating Expenditure by Major & Minor Type (2009/2010 to 2015/2016).....	217
Table 81: Municipal Assets (including Debts)	220

Table 82: Transfer and Grants Receipts.....	221
Table 83: Repairs and Maintenance Expenditure (2008/2009 to 2014/2015)	224
Table 84: Employee Related Costs (2009/10 to 2015/16).....	229
Table 85: Job Creation through EPWP Projects within ZDM	231
Table 86: Status of Sector Plans and Policies within the ZDM.....	239
Table 87: DP,LED, Budget, Disaster Roadshows	242
Table 88: Water Roadshows.....	242
Table 89: Annual Report Back Events	242
Table 90: Goals and Objectives.....	251
Table 91: Reviewed Action Plan for each MTAS Priority (as prepared during 2011/2012 – and as incorporated in the 2012/2013 IDP Development Strategies)	290
Table 92: Steps in Preparing the ZDM OPMS.....	326

LIST OF FIGURES

Figure 1: Total Population 1996, 2001, 2011.....	96
Figure 2: Population Growth.....	97
Figure 3: ZDM Population Size and No. of Households summary – 1996, 2001, 2011.....	100
Figure 4: Number of Households.....	100
Figure 5: Average household size	100
Figure 6: Number of Female Headed Households.....	101
Figure 7: Number of Households Headed by Children	102
Figure 8: ZDM Age of head of Household 2011.....	102
Figure 9: Number of Females and Males – 1996, 2001 and 2011	103
Figure 10: Gender Ratio (2011)	103
Figure 11: Age Distribution – 1996, 2001 and 2011	106
Figure 12: Age Distribution (2011).....	106
Figure 13: Comparison of population age distribution for Zululand and KZN.....	107
Figure 14: High-level Municipal Organogram	120
Figure 15 Access to Piped Water - 1996, 2001, 2011	132
Figure 16: Community Access to Sanitation Facilities	137
Figure 17: Solid Waste Disposal – 1996, 2001 and 2011.....	142

Figure 18: Electricity usage	157
Figure 19: Energy Source for Lighting	157
Figure 20: Energy Source for Cooking.....	158
Figure 21: Energy Source for Heating	158
Figure 22: Tenure Status 2001, 2011	162
Figure 23: Household Access to Telecommunications (2011)	164
Figure 24: Economic Population	165
Figure 25: Total GVA and GVA Growth by Economic Sector	168
Figure 26: Employment Status by Gender 2011	169
Figure 27: Comparison of Labour Force Participation Trends (1995 - 2009).....	170
Figure 28: Municipal Share of Total District Employment	171
Figure 29: Dependency Number	174
Figure 30: Comparative Dependency Ratio	174
Figure 31: School Attendance (5-24 years).....	200
Figure 32: Highest Educational Qualification.....	201
Figure 33: Education Level of Population aged 20+ years in 1996, 2001 and 2011	201
Figure 39: Proposed Draft IGR Organogram	235
Figure 40: Composition of SDF based on Informant Maps	302

LIST OF MAPS

Map 1: Local Municipalities within the ZDM Area.....	51
Map 2: Administrative Entities	52
Map 3: Municipal Ward Boundaries (2011).....	52
Map 4: KZN Spatial Development Framework.....	57
Map 5: Zululand District Municipality - Priority Intervention Areas (as per the KZN PGDS)	60
Map 6: KZN Nodal Hierarchy	61
Map 7: Broad Land Use Classification.....	62
Map 8: Land Capability	63
Map 9 ZDM Topography Map.....	65
Map 10: Environmental Resources	66
Map 11: Annual Precipitation Map of the District.....	68

Map 12: Water provision is a key development issue in the Zululand District Municipality..... 70

Map 13: Critical Biodiversity and Ecological support areas. Categorized into priorities ranging from mandatory which are identified as having an Irreplaceability value representing the only localities for which the conservation targets for one or more of the biodiversity features contained within can be achieved i.e. there are no alternative sites available. Others might have alternate sites within which the targets can be met for the biodiversity features contained within, but there aren't many..... 74

Map 14: Key Vegetation areas in Zululand District. The District has exceptional heterogeneity in habitat, which translates into rich vegetation diversity, as described in Mucina & Rutherford (2006), comprising lower altitude dense bushveld, savanna and grasslands, extending up to higher altitude mistbelt grasslands, including significant areas of mistbelt and forests..... 75

Map 15: The region has a high tourism potential. EDumbe Municipality has identified and put measures in place to conserve the areas of environmental value and sensitivity within its area of jurisdiction. The sites of conservation are managed and protected by the EKZNW through the Protected Area Expansion program. 78

Map 16: Population Distribution (2011)..... 98

Map 17: Persons per km² per Ward (2011)..... 99

Map 18: Gender Ratio of Males to Females 104

Map 19: % of Households with No Access to Piped Water (2011) 133

Map 20: Regional Schemes Rollout 2014 - 2018 135

Map 21: % of Households with No Access to Toilets (2011) 138

Map 22: Rural Sanitation Rollout 2014 - 2017..... 139

Map 23: Rudimentary Rollout 2013 – 2017..... 140

Map 24: Transportation Vehicle Trips 146

Map 25: Transportation Vehicle Volumes 147

Map 26: Access to Roads 148

Map 27: Electricity Distribution Network 153

Map 28: Access to Electricity 154

Map 29: ZDM Electricity Network Constraints (2014)..... 155

Map 30: Proposed Upgrades to the ZDM Electricity Network by ESKOM 156

Map 31: Unemployment in 2011..... 171

Map 32: Lowest Income Levels..... 173

Map 33: Dependency..... 175

Map 34: Poverty Index..... 176

Map 35: Spatial Relation between Population Density and Poverty..... 177

Map 36: Agricultural Land Potential 180

Map 37: Relationship between Poverty and Agricultural Potential 181

Map 38: Distribution of Primary Schools..... 196

Map 39: Access to Primary Schools 197

Map 40: Distribution of Secondary Schools..... 198

Map 41: Access to Secondary Schools..... 199

Map 42: % of persons older than 20 yrs, with no education 202

Map 43: Distribution of Clinics with the ZDM Municipal Area 204

Map 44: Distribution of Police Stations 207

Map 45: Access to Police Stations 208

Map 46: ZDM Poverty Index..... 298

Map 47: Environmental Informants 299

Map 48: Social Informants..... 299

Map 49: Nodes and Corridor Informants..... 300

Map 50: Population Density in Relation to Poverty 300

Map 51: Agricultural Potential..... 301

Map 52: Areas of Greatest Poverty in relation to Areas of Greatest Agricultural Potential 301

Map 53: Areas of Highest Population in relation to Areas of Environmental Resources 301

Map 54: Final ZDM SDF..... 304

ANNEXURES

I.1	Final Spatial Development Framework (SDF)
I.2	Disaster Management Plan
I.3	2014 Draft ZDM Siyaphambili LED Strategy Implementation Plan
I.4	ZDM Financial Plan based on 2015/2016 Budget
I.5	Report of the Auditor-General for the Financial Year ending 30 June 2014

LIST OF ABBREVIATIONS

BBBEE	:	Broad Based Black Economic Empowerment
BP	:	Business Plan
DBSA	:	Development Bank of Southern Africa
DPLG	:	Department of Provincial and Local Government
DMP	:	Disaster Management Plan
DM	:	District Municipality
DWA	:	Department of Water Affairs
EE	:	Employment Equity

EEP	:	Employment Equity Plan
EMP	:	Environmental Management Plan
EXCO	:	Executive Committee
FMG	:	Finance Management Grant
GAAP	:	General Acceptable Accounting Practice
HH	:	Households
IDP	:	Integrated Development Plan
ITP	:	Integrated Transport Plan
KPA	:	Key Performance Area
KPI	:	Key Performance Indicator
LED	:	Local Economic Development
LUMS	:	Land Use Management System
LM	:	Local Municipality
MIG	:	Municipal Infrastructure Grant
MFMA	:	Municipal Finance Management Act
MPAC	:	Municipal Public Accounts Committee
MANCO :	:	Management Committee
NEMA	:	National Environmental Management Act
NPA	:	National Prosecuting Authority
OHS	:	Occupational Health and Safety
PMS	:	Performance Management System
PGDS	:	Provincial Growth and Development Strategy
RDP	:	Reconstruction and Development Plan
SDBIP	:	Service Delivery and Budget Implementation Plan
SDF	:	Spatial Development Framework
SMMEs	:	Small Medium and Micro Enterprises
SCM	:	Supply Chain Management
SALGA	:	South African Local Government Association
WSDP	:	Water Services Development Plan
ZDM	:	Zululand District Municipality