

TABLE OF CONTENTS

MATTERS ADDRESSED IN REPOSNE TO THE MEC LETTER TO THE ZULULAND DISTRICT MUNICIPALITY, DATED 23 SEPTEMBER 2013.....	17
SECTION A: EXECUTIVE SUMMARY.....	18
SECTION B.1: PLANNING AND DEVELOPMENT PRINCIPLES.....	32
SECTION B.2: GOVERNMENT PRIORITIES& APPLICATION THEREOF.....	33
1. MILLENNIUM DEVELOPMENT GOALS.....	33
2. NATIONAL PLAN PRIORITIES	34
3. 12 NATIONAL OUTCOMES	35
4. 5 NATIONAL PRIORITIES	38
5. STATE OF THE NATION ADDRESS.....	39
6. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) GOALS.....	39
SECTION C: SITUATIONAL ANALYSIS	41
1. SPATIAL ANALYSIS.....	41
1.1 REGIONAL CONTEXT	41
1.2 ADMINISTRATIVE ENTITIES.....	42
1.3 STRUCTURING ELEMENTS.....	44
1.4 NODES AND CORRIDORS (AS PER THE KZN PGDS)	45
1.5 BROAD LAND USE	53
1.6 LAND OWNERSHIP	53
1.7 LAND CAPABILITY.....	54
1.8 ENVIRONMENTAL ANALYSIS.....	55
1.8.1 ENVIRONMENTAL PRINCIPLES.....	55
1.8.2 ENVIRONMENTAL VISION	55
1.8.3 TOPOGRAPHY	56
1.8.4 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA).....	56
1.8.5 EZEMVELO KZN WILDLIFE: BIODIVERSITY SECTOR PLAN FOR THE ZULULAND DISTRICT MUNICIPALITY	57
1.8.6 CLIMATE CHANGE	59
1.8.7 ENVIRONMENTAL ANALYSIS.....	60
1.9 SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS	70
1.9.1 SPATIAL: SWOT ANALYSIS.....	70
1.9.2 KEY ENVIRONMENTAL ISSUES	70
1.10 DISASTER MANAGEMENT.....	77
1.10.1 VISION: DISASTER RISK MANAGEMENT.....	77
1.10.2 MISSION STATEMENT: DISASTER RISK MANAGEMENT.....	77

1.10.3	MUNICIPAL INSTITUTIONAL CAPACITY	77
1.10.4	RISK PROFILE AND ASSESSMENT	78
1.10.5	RISK REDUCTION & PREVENTION	80
1.10.6	RESPONSE & RECOVERY	81
1.10.7	DISASTER MANAGEMENT STRATEGIC PLAN.....	81
1.10.8	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	121
3.5.2.1	CORE FUNCTIONS	121
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	122
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	156
4.6.1	COMMUNITY HALLS.....	157
4.7	HUMAN SETTLEMENTS.....	158
4.7.1	DETERMINING THE HOUSING DEMAND.....	158
4.7.2	DEPARTMENTAL HOUSING PROJECTS.....	161
4.8	TELECOMMUNICATIONS	161
4.9	SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS.....	162
4.9.1	STRENGTHS/OPPORTUNITIES	162
4.9.2	THREATS/WEAKNESSES	163
5.	LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS	163
5.1	LOCAL ECONOMIC DEVELOPMENT ANALYSIS	163
5.1.1	ECONOMIC PROFILE OF COMMUNITY.....	163
5.1.2	MAIN ECONOMIC CONTRIBUTORS.....	164
5.1.3	EMPLOYMENT AND INCOME LEVELS	166
5.1.3.1	LABOUR FORCE PARTICIPATION	166
5.1.3.2	INCOME AND DEPENDENCY	170
5.1.3.3	POVERTY AND INEQUALITY	173
5.1.4	SMME's.....	175
5.1.5	AGRICULTURE	176
5.1.6	TOURISM.....	180
5.1.6.1	TOURISM IN ULUNDI	182
5.1.6.2	TOURISM IN UPHONGOLO	183
5.1.6.3	TOURISM IN NONGOMA.....	184
5.1.6.4	TOURISM IN VRYHEID/ABAQULUSI	184
5.1.6.5	TOURISM IN PAULPIETERSBURG/EDUMBE	185
5.1.7	MANUFACTURING (INDUSTRIAL)	186
5.1.8	RETAIL AND SERVICES.....	186
5.1.9	MINING	187
5.1.10	CONSTRUCTION	187
5.1.11	TRANSPORTATION	187
5.1.12	LOCAL ECONOMIC DEVELOPMENT INITIATIVES	188
5.1.13	MUNICIPAL COMPARATIVE AND COMPETITIVE ADVANTAGES.....	189
5.1.14	LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS	189

5.1.14.1	STRENGTHS/OPPORTUNITIES	189
5.1.14.2	THREATS/WEAKNESSES	189
5.1.15	LOCAL ECONOMIC DEVELOPMENT KEY ISSUES AND EXISTING STRATEGIES	190
5.2	SOCIAL DEVELOPMENT ANALYSIS	191
5.2.1	EDUCATION.....	191
5.2.2	HEALTH	201
5.2.3	SAFETY AND SECURITY.....	202
5.2.4	NATION BUILDING AND SOCIAL COHESION	206
5.2.5	COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS	206
5.2.5.1	DEVELOPMENT OF WOMEN	206
5.2.5.2	CHILDREN'S PROGRAMMES.....	206
5.2.5.3	AGED PROGRAMMES.....	207
5.2.5.4	WIDOWS AND ORPHANS.....	207
5.2.5.5	DISABILITY PROGRAMMES	207
5.2.5.6	SPORT PROGRAMMES	207
5.2.6	SOCIAL DEVELOPMENT SWOT ANALYSIS.....	208
5.2.6.1	STRENGTHS/OPPORTUNITIES	208
5.2.6.2	WEAKNESSES/THREATS	208
6.	MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS	209
6.1	FINANCIAL VIABILITY & MANAGEMENT ANALYSIS.....	209
6.1.1	CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS	209
6.1.1.1	CAPITAL BUDGET ANALYSIS (2009/2010 to 2015/2016).....	209
6.1.1.2	OPERATIONAL BUDGET ANALYSIS (2009/2010 TO 2015/2016).....	212
6.1.2	INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)	214
6.1.3	REVENUE ENHANCEMENT AND PROTECTION STRATEGIES	214
6.1.4	MUNICIPAL CONSUMER DEBT POSITION	215
6.1.5	GRANTS & SUBSIDIES.....	216
6.1.6	MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (Q&M)	219
6.1.7	CURRENT & PLANNED BORROWINGS	223
6.1.8	RISK ASSESSMENT.....	223
6.1.9	MUNICIPALITY'S CREDIT RATING.....	223
6.1.10	EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES)	224
6.1.11	SUPPLY CHAIN MANAGEMENT (SCM)	225
7.	GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS	225
7.1	GOOD GOVERNANCE ANALYSIS.....	225

7.1.1	NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL.....	225
7.1.2	IGR	228
7.1.3	MUNICIPAL STRUCTURES	231
7.1.3.1	PLANNING DEPARTMENT	231
7.1.3.2	SOCIAL SERVICES	231
7.1.3.3	LED SECTION	231
7.1.3.4	CORPORATE SERVICES.....	231
7.1.3.5	FINANCE.....	231
7.1.3.6	OFFICE OF THE MAYOR AND MUNICIPAL MANAGER.....	231
7.1.4	AUDIT COMMITTEE.....	232
7.1.4.1	AUDIT AND RISK MANAGEMENT COMMITTEE.....	232
7.1.4.2	INTERNAL AUDIT.....	232
7.1.5	ANTI-CORRUPTION AND FRAUD PREVENTION.....	232
7.1.6	STATUS OF MUNICIPAL SECTOR PLANS AND POLICIES	233
7.2	PUBLIC PARTICIPATION ANALYSIS	237
7.2.1	IDP, LED, BUDGET, DISASTER ROADSHOWS.....	237
7.2.2	WATER ROADSHOWS	237
7.2.3	ANNUAL REPORT BACK.....	237
7.3	GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS	238
7.3.1	STRENGTHS/OPPORTUNITIES	238
7.3.2	WEAKNESSES/THREATS	238
8.	COMBINED SWOT ANALYSIS.....	238
8.1	STRENGTHS/OPPORTUNITIES	238
8.2	THREATS/WEAKNESSES	239
9.	KEY CHALLENGES	240
9.1	KEY CHALLENGES FACED BY LOCAL MUNICIPALITIES WITHIN ZDM	241
9.1.1	ABAQULUSI LM	241
9.1.2	EDUMBE LM.....	242
9.1.3	UPHONGOLA LM.....	242
9.1.4	KEY CHALLENGES FACED BY ZDM	243
	SECTION D: VISION, MISSION AND CORE VALUES & GOALS AND OBJECTIVES	245
1.	VISION.....	245
2.	MISSION.....	245
3.	CORE VALUES.....	245
4.	GOALS AND OBJECTIVES, STRATEGIC MATTERS & SERVICE DELIVERY PLAN	246
4.1	GOALS AND OBJECTIVES	246

4.2 STRATEGIC MATTERS.....	261
4.2.1 UNACCOUNTED FOR WATER	261
4.2.2 KEY LED PROGRAMMES AND PROJECTS.....	261
4.2.2.1 STRATEGIC TOURISM INFRASTRUCTURE.....	261
4.2.2.2 SMMES AND INFORMAL TRADER SUPPORT.....	261
4.2.2.3 FOOD SECURITY PROGRAMME.....	262
4.2.3 FINANCIAL PLAN	263
4.2.3.1 CASH POSITION.....	263
4.2.3.2 AUDITOR GENERAL REPORT	263
4.2.3.3 CHALLENGES	263
4.2.3.4 STATEMENT OF FINANCIAL PERFORMANCE.....	265
4.2.4 SUPPLY CHAIN MANAGEMENT.....	265
4.3 SERVICE DELIVERY PLAN	266
SECTION E.1: STRATEGIC MAPPING.....	298
SECTION E.2: IMPLEMENTATION PLAN (ZDM SDBIP)	305
SECTION F: FINANCIAL PLAN.....	305
SECTION G: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	306
1. KEY PERFORMANCE AREAS.....	306
2. BASIC PRINCIPLES OF ZULULAND DISTRICT MUNICIPALITY PERFORMANCE MANAGEMENT SYSTEM	
306	
3. MUNICIPAL INSTITUTIONAL ARRANGEMENTS	307
3.1 AUDIT AND RISK MANAGEMENT COMMITTEE.....	307
3.2 INTERNAL AUDIT.....	308
4. THE ZDM PERFORMANCE FRAMEWORK.....	308
5. ANNUAL PERFORMANCE REPORT FOR THE COUNCIL (2012/2013).....	316
6. ZDM ORGANISATIONAL SCORECARD FOR 2014/2015	322

LIST OF TABLES

Table 1: Interpretation of the Broad Spatial Planning Categories	49
Table 2: Biodiversity Targets for Vegetation Types	66
Table 3: EMP/SEA Key Issues	70
Table 4: Important Environmental Issues and the proposed Projects.....	75
Table 5: Current Risk Profile of Zululand District Municipality	78
Table 6: eDumbe LM, uPhongola LM and Abaqulusi LM – potential Risks.....	79
Table 7: Nongoma LM – potential Risks	79

Table 8: Ulundi LM – potential Risks.....	79
Table 9 ZDM Disaster Management Strategic Plan	82
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	155
Table 44: Energy Source for Lighting (2011).....	155
Table 45: Energy Source for Cooking	155
Table 46: Energy Source for Heating	156
Table 47: Community Halls / Centres in the District.....	157
Table 48: Accessibility to Community Halls/Centres	157
Table 49: Distribution of households by main dwelling	159
Table 50: Households by main dwelling	160
Table 51: Tenure Status (2011).....	160
Table 52: Departmental Housing Projects per Local Municipality.....	161
Table 53: Household Access to Telecommunications.....	161
Table 54: Economic Population	163
Table 55: GVA per Capita per District Municipality	164
Table 56: Sector/Industry share of GVA (2003-2010).....	165
Table 57: ZDM General Labour Indicators 2009	166
Table 58: Comparative Labour Indicators for ZDM	167
Table 59: Employment Status by Gender 2011	167
Table 60: Employment by Municipality	168
Table 61: Annual household income 2011	170
Table 62: Dependency Number	172
Table 63: Gini Coefficient for Zululand (2003-2008).....	174
Table 64: Key Issues and Existing Strategies	190
Table 65: Primary Schools in the District Primary Schools	191
Table 66: Access to Primary Schools.....	192
Table 67: Secondary Schools	192

Table 68: Access to Secondary Schools	192
Table 69: School Attendance (5-24 years)	198
Table 70: Highest Educational Qualification.....	198
Table 71: Education Level of Population aged 20+ years in 1996, 2001, 2011.....	199
Table 72: Distribution of Attendance by Educational Institution	200
Table 73: Department of Health Standards and Facilities	201
Table 74: Clinics in the ZDM	201
Table 75: Hospitals in the ZDM.....	202
Table 76: Police Stations in the ZDM	203
Table 77: Impact of HIV/Aids on ZDM Municipalities.....	208
Table 78: Capital Expenditure by Standard Classification (2009/2010 to 2015/2016).....	209
Table 79: Revenue by Major Source (2009/2010 to 2015/2016)	212
Table 80: Operating Expenditure by Major & Minor Type (2009/2010 to 2015/2016).....	213
Table 81: Municipal Assets (including Debts).....	215
Table 82: Transfer and Grants Receipts.....	216
Table 83: Repairs and Maintenance Expenditure (2008/2009 to 2014/2015)	219
Table 84: Employee Related Costs (2009/10 to 2015/16).....	224
Table 85: Job Creation through EPWP Projects within ZDM	226
Table 86: Status of Sector Plans and Policies within the ZDM.....	234
Table 87: DP,LED, Budget, Disaster Roadshows	237
Table 88: Water Roadshows.....	237
Table 89: Annual Report Back Events	238
Table 90: Goals and Objectives.....	246
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.....	308

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	155
Figure 19: Energy Source for Lighting	155
Figure 20: Energy Source for Cooking.....	156
Figure 21: Energy Source for Heating	156
Figure 22: Tenure Status 2001, 2011.....	160
Figure 23: Household Access to Telecommunications (2011)	162
Figure 24: Economic Population	163
Figure 25: Total GVA and GVA Growth by Economic Sector	166
Figure 26: Employment Status by Gender 2011	167
Figure 27: Comparison of Labour Force Participation Trends (1995 - 2009).....	168
Figure 28: Municipal Share of Total District Employment	169
Figure 29: Dependency Number	172
Figure 30: Comparative Dependency Ratio	172
Figure 31: School Attendance (5-24 years).....	198
Figure 32: Highest Educational Qualification.....	199
Figure 33: Education Level of Population aged 20+ years in 1996, 2001 and 2011	199

Figure 39: Proposed Draft IGR Organogram	230
Figure 40: Composition of SDF based on Informant Maps	302

LIST OF MAPS

Map 1: Local Municipalities within the ZDM Area.....	42
Map 2: Administrative Entities	43
Map 3: Municipal Ward Boundaries (2011).....	43
Map 4: KZN Spatial Development Framework.....	48
Map 5: Zululand District Municipality - Priority Intervention Areas (as per the KZN PGDS)	51
Map 6: KZN Nodal Hierarchy	52
Map 7: Broad Land Use Classification.....	53
Map 8: Land Capability	54
Map 9 ZDM Topography Map.....	56
Map 10: Environmental Resources.....	57
Map 11: Annual Precipitation Map of the District.....	59
Map 12: Water provision is a key development issue in the Zululand District Municipality.....	61
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.....	65
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 mistbeltand forests.....	66
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.....	69
Map 16: Population Distribution (2011).....	98
Map 17: Persons per km ² 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 2013 - 2017	135
Map 21: % of Households with No Access to Toilets (2011)	138

Map 22: Rural Sanitation Rollout 2013 - 2017.....	139
Map 23: Rudimentary Rollout 2013 – 2017.....	140
Map 25: Transportation Vehicle Trips	146
Map 26: Transportation Vehicle Volumes	147
Map 27: Access to Roads	148
Map 28: Electricity Network	153
Map 29: Access to Electricity	154
Map 30: Unemployment in 2011.....	169
Map 31: Lowest Income Levels.....	171
Map 32: Dependency.....	173
Map 33: Poverty Index.....	174
Map 34: Spatial Relation between Population Density and Poverty.....	175
Map 35: Agricultural Land Potential	178
Map 36: Relationship between Poverty and Agricultural Potential	179
Map 37: Distribution of Primary Schools.....	194
Map 38: Access to Primary Schools	195
Map 39: Distribution of Secondary Schools.....	196
Map 40: Access to Secondary Schools.....	197
Map 41: % of persons older than 20 yrs, with no education	200
Map 42: Distribution of Police Stations	204
Map 43: Access to Police Stations	205
Map 44: ZDM Poverty Index	298
Map 45: Environmental Informants	299
Map 46: Social Informants.....	299
Map 47: Nodes and Corridor Informants.....	300
Map 48: Population Density in Relation to Poverty	300
Map 49: Agricultural Potential.....	301
Map 50: Areas of Greatest Poverty in relation to Areas of Greatest Agricultural Potential	301
Map 51: Areas of Highest Population in relation to Areas of Environmental Resources	301
Map 52: Draft ZDM SDF	304

ANNEXURES

I.1	Final Spatial Development Framework (SDF)
I.2	Disaster Management Plan
I.3	AG Comments on latest Audited Financial Statements and Responses & Actions thereto
I.4	2013 Zululand Siyaphambili Local Economic Development (Led) Plan: Status Quo Report
I.5	ZDM SDBIP for 2014/2015
I.6	ZDM Financial Plan for 2014/2015
I.7	ZDM Organisational Scorecard for 2014/2015

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