

# JOZINI LOCAL MUNICIPALITY

## 2012/13 to 2016/17 Integrated Development Plan (IDP)



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# **Section A: Executive Summary**

## 1.1. Introduction and Background

Chapter 5 of the Municipal Systems Act No. 32 of 2000 requires all South African Municipalities to compile the IDP and Review it on annual basis as per the requirement of Section 34 of the Act.

The IDP is the outcome of the planning process and it is the key tool for guiding and informing all planning, budgeting, management and good decision-making for the benefit of the communities of the municipal area.

Under the new Constitution, municipalities have been awarded major developmental responsibilities to ensure that the quality of life for its citizens is improved.

The role for local government includes provision of:

- 1) Basic Services;
- 2) Creation of jobs;
- 3) Promoting democracy; and
- 4) Accountability and Eradication of poverty

Preparing and having the credible IDP will enable the municipality to be able to manage the process of fulfilling its developmental responsibilities. IDP is the only tool that informs the municipality about the problems affecting its area of jurisdiction.

The municipality is also guided by information on available resources in order to develop and implement appropriate strategies and objectives to address the problems. It should take the municipality 6 to 9 months to develop an IDP.

Once the IDP is prepared and adopted by the municipal Council, all municipal planning and projects should be implemented in terms of the IDP. The annual Council budget should be based on the IDP.

All municipalities are now in the third cycle of their IDP's. As mentioned in the first paragraph, the IDP of the municipality must be reviewed on annually, due to the following reasons:

- New information;
- Comments from MEC for Local Government and Traditional Affairs;
- Comments from advertising process (Stakeholders);
- IDP/Budget alignment between Jozini Local Municipality and uMkhanyakude District Municipality; and
- Alignment of IDP and sector plan and that have been updated or developed to as part of the process

In a nutshell, the municipal Integrated Development Plan (IDP) entails an assessment of the existing levels of development and the identification of the key development priorities.

**Jozini Municipality** is currently busy with the preparation of its 2012/13 IDP. The executive summary outlines the background to the area, the process followed in preparing the IDP that is outlined in IDP/Budget Process Plan.

The IDP is always regarded as the municipal long term goal hence the budget is regarded as the municipal tool. There are many lives that have been transformed through the process of the IDP which embrace consultation to its fullest.

Even though the concept and the purposes of the IDP is now recognized by some of the stakeholders but there are still challenges in terms of aligning the plans and programmes of the three spheres of government and this is still a critical concern to Jozini Local Municipality.

It is also be noted that, the communities that we serve do not understand the powers and functions of all three spheres of government that, is why in most cases where we do our public participation meetings, the municipality is regarded as the cause of all community problems and poor service delivery.

It is not all sector departments and parastatals who do not support the municipality in terms of aligning their programmes with the municipal IDP. The Department of Health, Department of Co-operative Governance and Traditional Affairs (DCOGTA), Department of Environmental Affairs and Rural Development (DEA&RD), Department of Human Settlements and Eskom have taken drastic measures to ensure their support to the municipality.

However, the municipality has a big challenge to ensure the support of the Department of Education (DoE), Department of Transport (DoT) and Department of Land Reform and Rural Development (DLR&RD).

## 1.2 Who are we?

Jozini Local Municipality is demarcated as KZ272 by the Demarcation Board and is one of the fifty (50) local municipalities that constitute KwaZulu-Natal Province.

Jozini Municipality is located in the Northern Kwa-Zulu Natal and borders of Swaziland and Mozambique. Jozini Municipality covers 32% (3057 Square Kilometres) of the total area of 13859 Square Kilometres of uMkhanyakude District Municipality. Jozini Municipality is characterized by six towns which are:

- Ingwavuma town
- Jozini town
- uBombo town
- Bhambanana town
- uMkuze town and
- Ndumo town

The large area of Jozini jurisdiction falls under the ownership of Ingonyama Trust and some areas are privately owned by individuals and some owned by State. The current land ownership is one of the reasons why it is very difficult to control development in the Municipal area of jurisdiction. **See table below**

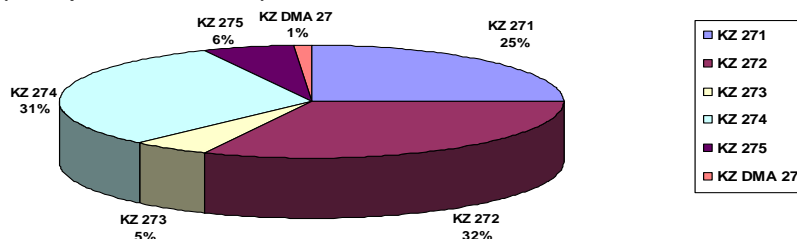
Umkhanyakude Family of Municipalities (Land Ownership)

## UMKHANYAKUDE FAMILY OF MUNICIPALITIES

Traditional Councils (TC) in Proportion to Municipal Areas

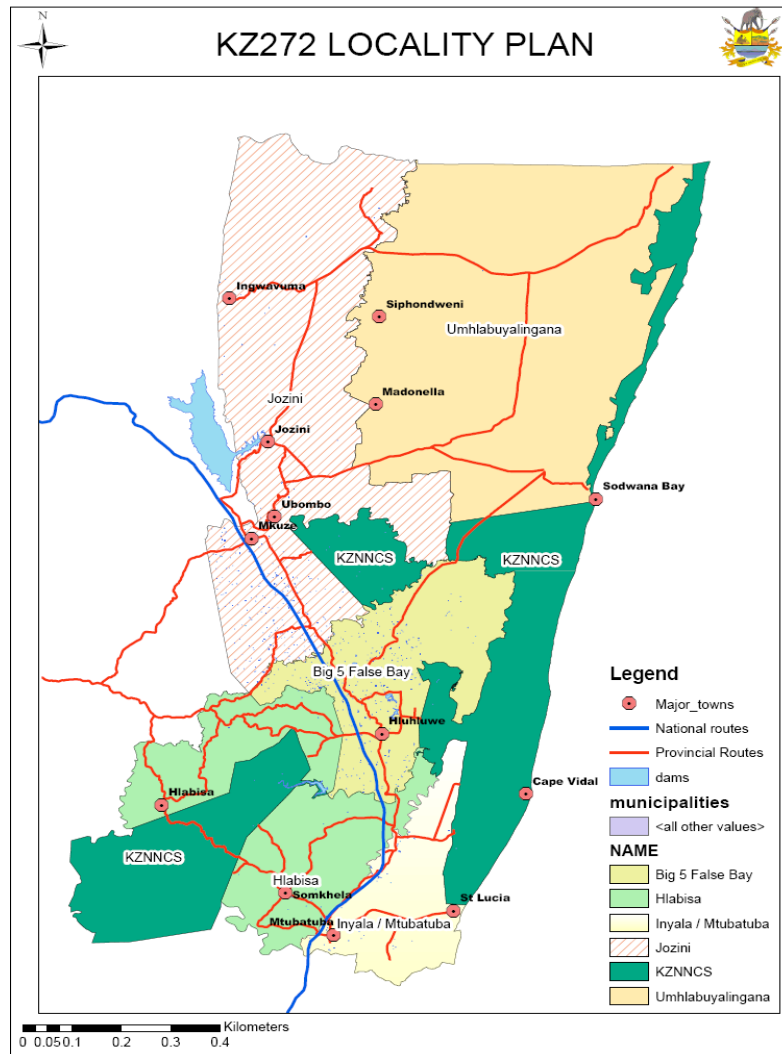
Municipality	Area km <sup>2</sup>	TC Area km <sup>2</sup>	% TC Area km <sup>2</sup>	Population (2001)	Population Density/km <sup>2</sup>	% Municipality	Wards
KZ 271	3 621	3 160	87.3	140 962	38.91	25	13
KZ 272	3 057	2 136	69.9	184 090	60.22	32	17
KZ 273	1 061	239	22.5	31 106	29.31	5	4
KZ 274	1 417	1 345	94.9	176 890	124.83	31	19
KZ 275	496	0	0.0	35 211	70.99	6	5
KZDMA 27	4 207	0	0.0	8 082	1.92	1	0
<b>Total</b>	<b>13 859</b>	<b>6 880</b>		<b>573 341</b>			<b>58</b>

Source: DLGTA (KZN Spatial Profile – 2006)



Jozini Local Municipality consists of 20 municipal wards that cover a vast area.

Jozini Municipality and Neighbouring Municipalities



### **1.3 Issues/Problems or challenges faced.**

- Poor access to basic infrastructure
- Maintenance of all towns.
- Poor access to land
- High unemployment rate
- Poverty
- Limited Resources
- Poor access to social development services (rural communities)
- Jozini has an estimated number of households of about 38 991, of that 13 806 HHs still do not have access to water (35%)
- 13 676 HHs is without access to sanitation (35%)
- Jozini Municipality has a huge backlog for electricity
- 37 020 HHs out of 38 991 still do not have access to electricity (95%)
- ESKOM is already addressing this huge backlog and about R37m (Dpt of Energy) will be spent on electrification projects for Jozini Municipality
- 90% of the population earns less than R1 600 per month.
- About 16 425 of households (49%) has no income at all.

### **1.4 Existing situation**

Significant portions of Jozini formed part of the former KwaZulu which tended to be neglected in terms of economic development. Most of the area is also rural and associated with a lack of development, poverty and poor service provision.

Approximately 36% of the population earn no income, which contributes to the cycle of poverty found in the area. Male out-migration, indicative of low employment opportunities in Jozini, is contributing to community instability. The Jozini area has a comparative advantage in terms of its favourable location near the N2 and the abundant natural features that provide potential tourism assets. Maximum benefit has to be derived from these assets in order for the municipality to develop.

These appear to be a dominance of agricultural and government sector services in Jozini. Investigation is required into the development of sectors such as tourism and the strengthening of the agricultural sector through the diversification of outputs and

beneficiation. There is a great disparity between the level of service and infrastructure provision between settlement nodes, such as the towns of Mkuze and Jozini, and the surrounding rural areas.

The provision of water is a priority. The water backlog is substantial and sustainability of the present reliance on natural water is questionable. Given the predominantly rural nature of the municipality with dispersed settlement patterns, the provision of water is problematic. There is a need to investigate the provision of an appropriate sanitation system so that illness and natural environmental damage can be avoided or minimized. The bulk and reticulation electricity network is severely restricted.

While these do not appear to be a backlog in the provision of primary and secondary education facilities, appropriately located tertiary education facilities are a necessity in order to improve the existing human capital.

### 1.5 Opportunities

- Historical & Other Places of Interest

Lebombo Mountains; Pongolapoort Dam (commonly known as Jozini Dam); Pongolapoort Game Reserve; Mkuzi Game Reserve; Ndumu Game Reserve; Hlatikulu Forest; Jozini Dam Development; Border Cave; fishing in the Pogolo River; King Dingaans' Grave; Usuthu Gorge. The rugged terrain, streams, rivers and game ranches provide opportunities for adventure tourism.

- Tourism Aims, Projects & Plans for the next five years

Develop corporations in game ranches; Build tourist attraction points; Build a craft centre; Promote fishing competitions using Jozini Dam as a resource.

- Local Economic Development & Investment Incentives

To institutionalise the tourism industry by promoting partnership investments.

### 1.6 What could be expected in the next five years and how will it be measured?

The approach that needs to be followed is that Jozini Local Municipality together with Umkhanyakude District Municipality balance the provision of basic services, with the need to create economic opportunities for Local Economic Development. With greater potential incomes and levels of employment, community members are better able to pay for services and this making the roll-out of services quicker and more effective. Currently, Jozini municipality is struggling with generating income, but in the next five years the municipality will be able to generate income.

### 1.7 How was this IDP developed:

The Municipal Systems Act (No 32 of 2000) sets out the **process** to be followed and the **core components** to be addressed in preparing IDPs.

These two aspects were dealt with in the Jozini IDP as follows:

- Preparation Process

Section 28 of the Municipal Systems Act No. 32 of 2000 requires all municipalities to prepare the IDP Process Plan setting out the mechanism, programmes that will be used to ensure proper involvement of all IDP stakeholders. Amongst other things, Jozini Municipality 2011/12 Process Plan contains the following:

- 1) An appropriate approach to public participation;
- 2) Structures to be established for public participation;
- 3) Roles and responsibilities;
- 4) IDP process monitoring process; and
- 5) Time schedule for the planning process

The KZ272 IDP will be prepared as a fully inclusive single process ensuring the effective public participation and to achieve that, the Municipality has established the following sectors:

- **IDP Steering Committee** (*four meetings*)
- **Representative Forum** (*four meetings*)
- **Public Participation Information Sharing Sessions** (*20 meetings*)

- The IDP Components

The Municipal IDP has been compiled taking into consideration the requirements of Section 26 subparagraph (a)-(i), that states nine core components of the IDP that must be addressed by the municipality

- the municipal long term development vision;
- An assessment of existing level of development in the municipality. Highlighting those communities that do not have access to basic municipal services;
- the Council's development priorities and objectives for its elected term;
- Council's development strategies which must be aligned with any national or provincial sectoral plans;
- a Spatial Development Framework which must include the provision of basic guide lines for a Land Use Management System for the municipality;
- the Council's operational strategies;
- applicable disaster management plans;
- a financial plan that includes budget projections for a three year period; and

- the Key Performance Indicators and Performance Targets determined in terms Organizational Performance Management System.

- The Methodology

#### **The IDP methodology phases**

- Preparation Phase
- Analysis Phase
- Strategies Phase
- Projects Phase
- Integration Phase
- Approval Phase

#### **The Preparation Phase**

This phase of the Integrated Development Plan illustrate how the IDP Process will be managed by developing the IDP/Budget Process Plan.

#### **The Analysis Phase**

This is the second phase of the IDP and it focuses on the municipal existing situation.

#### **The Strategies**

This phase sets out the municipal vision, development strategies and development objectives. All these three categories are established after a thorough analysis and understanding of the Jozini Municipality problems affecting people.

#### **Projects Phase**

This phase deals with the identification and design of specific projects for implementation. All the critical problems identified in Phase two will be addressed by using the municipal prioritization model that will help to prioritize the specific and sustainable projects.

#### **Integration Phase**

Taking into consideration the requirements of this phase, all the municipal identified specific projects will be in line with the municipal objectives and strategies.

### **Approval Phase**

Once the Jozini Municipality IDP has been completed, it will be submitted to Council for consideration and adoption there after the implementation.

### **1.8 Financial Plan**

Details are contained in Section G of the IDP.

# **SECTION B: SITUATIONAL ANALYSIS**

## 2.1 Introduction

The Jozini Local Municipality is one of five municipalities within the UMkhanyakude District Municipality. It is located in the northern portion of KwaZulu–Natal, and is bordered by Mozambique to the north, Swaziland to the west, Umhlabuyalingana to the east, Hlabisa to the south and Nongoma and Uphongolo to the west. It consists of four semi formalized towns viz. Jozini, Mkhuze, Ingwavuma and Ubombo. The remaining parts of the municipality are characterized as being rural in nature.

The primary investment points are Mkhuze and Jozini; secondary investment points have been identified at Ingwavuma, Ubombo and Bhambanana and tertiary investment points have been identified at Ophansi, Manyiseni, Makwakwa, Gude/Mhlekezi and Ndumo. These investment points are seen as the existing and future growth points in the municipal area and will serve as the basis for the clustering of activities and services such as schools, shops, community halls, etc.

The municipal area is well served by movement routes. These include a national link (N2), the R22 links Jozini to Manguzi in the Umhlabuyalingana Municipality and the 522-1 which extends from Ubombo in the south to Ingwavuma in the north.

- Jozini local municipality consists of twenty wards. Previously it consisted of 17 wards then after demarcation before the 2011 Local Government elections three wards were then added.

## 2.2 IDP Process:

### 2.2.1 Background

In terms of Section 25(1) of the Municipal Systems Act (Act 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which the annual budget is based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The IDP adopted by a municipal council in terms of these sections of the act remains in force, although it may be amended, until an IDP is adopted by the next elected council.

The IDP remains the strategic planning instrument to guide and inform the planning, budgeting, performance management and decision making activities in the municipality.

Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP

should be an informative document to encourage, and guide potential investment in the municipal area.

### **2.2.2 Legislative Requirements**

The Municipal Systems Act (Act 32 of 2000), together with the Local Government: Municipal Planning and Performance Management regulations, 2001 (R796 24 August 2001), set out the core components of the IDP's and the requirements for the public participation in their drafting. The core components of the IDP as per the Municipal Systems Act include;

- Long term vision
- Assessment of existing levels of services
- Development priorities and objectives
- Development Strategies
- Operational Strategies
- Disaster Management Plan
- Spatial Development Plan (having guidelines for LUMS)
- Key Performance Indicators and Performance Targets
- A financial Plan (over a 3-year period).

### **2.2.3 Approach in the preparation of the IDP**

The approach followed in the preparation of the IDP was again informed by the guidelines prepared by Department Provincial and Local government (DPLG) as set out in the IDP guide packs. The guide packs advocate a process that is integrative, sustainable, issue-driven, people centered, practical and action oriented. The preparation of the IDP was undertaken in a phased manner, the focus of each phase being indicated below:

Phase 1: Analysis

Phase 2: Development Strategies

Phase 3: Projects

Phase 4: Integration

Phase 5: Approval

The format of the IDP is aligned with the Oct 2007 guidelines and the report structured as follows:

Section A: Executive Summary

Section B: Situational Analysis

Section C: Development Strategies

Section D: High Level Spatial Development Framework

Section E: Sector Involvement

Section F: Implementation Plan

Section G: Projects

Section I: Financial Plan and SDBIP

Section J: Annexure

Section K: Appendices

Areas to be addressed in IDP Review 2011/12 are:

**(i) Assessment issues**

- a. Comments received from the various role-players in the assessment of the IDP  
Review documentation for 2011/12;
- b. Shortcomings and weaknesses identified through self-assessment.

**(ii) Review of the Strategic elements of the IDP in terms of Priorities of Council and the Objectives of Management**

- a. Review of the Strategic elements of the IDP; and
- b. Review of elements of the Spatial Development Framework.

**(iii) Inclusion of new information where necessary**

- a. Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process (ie. MFMA)
- b. Alignment of the IDP with newly completed Sector Plans at District Municipal level;
- c. Review of the Strategic elements of the IDP;
- d. The alignment of the Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;
- e. The update of the Financial Plan, the list of projects (both internal and external funded), and the 3-year capital investment framework.

**(iv) Comments received from the MEC for Co-operative Governance and Traditional Affairs on the 2010/11 IDP**

**2.2.4 Response to the MEC Comments**

Jozini Local Municipality once again received positive feedback from Ms. N. Dube (MEC for Co-operative Governance and Traditional Affairs). However it is believed that such feedback and comments do not match the overall rating achieved by the municipality.

The municipality will, however continue responding not only to the MEC's comments, and also to comments/inputs by other stakeholders towards the compilation and production of a credible IDP.

The MEC's comments were based on the following National Key Performance Areas:

- Municipal Transformation and Institutional Development;
- Local Economic Development;
- Basic Service Delivery and Infrastructure Investment;
- Financial Viability and Financial Management;
- Good Governance and Community Participation; and
- Spatial Development Framework.

The following outlines and deals with the concerns raised by the MEC regarding the municipality's IDP (2011/2012). While the municipality intends maintain the positive aspects identified by the MEC; it also intends addressing the negative.

<b>MEC COMMENTS</b>	<b>RESPONSE</b>
<b>MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>	
Utilisation of COGTA PMS Template for the OPMS	The OPMS is now in the CoGTA template.
Indication of actual monitoring results	The results are indicated
Information on Human Resource Policies/ Strategies.	The information has been included in this document.
<b>LOCAL ECONOMIC DEVELOPMENT</b>	
Status of the LED	Included
Provincial priorities need to drive local economic development	LED is aligned with the provincial priorities
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT FINANCIAL VIABILITY</b>	
Information on sector plans that have been completed	The information on completed sector plans has been provided in this document.
Articulation of the implementation of the indigent policy.	The policy is being implemented
Development of an Integrated Infrastructure Investment Plan	The plan will be developed in 2012/13
<b>FINANCIAL VIABILITY</b>	
Municipal Action Plan as to how the AG's concerns will be addressed.	The action plan has been included in the document.
A step to re-evaluate the financial policies and address issues raised by the AG.	
<b>GOOD GOVERNANCE AN COMMUNITY PARTICIPATION</b>	
Cognisance of Inter-Governmental Relations in order to address the Provincial Priority of Nation Building	Done

Communication with the Department of Community Safety and Liaison regarding the incorporation of a Community Safety Plan into the IDP.	
<b>SPATIAL DEVELOPMENT FRAMEWORK</b>	
Submission of a full SDF	The SDF has been attached.
Indication of whether comprehensive public and roleplayer consultation informed the SDF.	Done
SDF to sufficiently address the alignment with the surrounding municipalities.	Done
Clear implementation strategy or a direct association with the municipal budget to be apparent in the SDF.	Done
Improved linkages between the SDF and CIF be established in order to facilitate the implementation of the SDF.	Done

### 2.2.5 Process Plan

The Process Plan was formulated and adopted to serve as a guide to the preparation of the IDP. The Municipal Process Plan outlines the time frames of scheduled events/activities, structures involved and their respective roles and responsibilities of the respective stakeholders during the review process.

The Jozini Municipal Process Plan which was formulated and adopted by Council further outlines the way in which the municipality embarked on its own IDP Review Process from its commencement in July 2011 to its completion during June 2012.

The following structures guided the IDP Management and Review Process within the Jozini Municipality:

- IDP Representative Forums
- IDP Steering Committees
- Public Participation Information Sharing Sessions

### 2.2.6 Alignment Process (District Framework and meetings attended)

The District municipality has meetings arranged for the alignment purposes. There is a Planners forum which takes place every two months, and the IDP Representative forum which takes place quarterly.

### **2.2.7 IDP Gap analysis**

The municipality has received the assessment comments from the Department of Local Government and Traditional Affairs, however the poorly scores per National Key Areas of Jozini Municipality clearly indicates that additional effort regarding the compilation of IDP is essential. The scores are an indication that additional effort is required.

The 2012/2013 IDP focus will be on:

- Proper alignment of IDP, Budget and PMS.
- Improvement on the Spatial Development Framework (indication of capital investment projects)
- Updating of data
- Reprioritization of projects which will be in line with municipal development strategies and objectives

## **2.3 Analysis of Basic Information:**

### **2.3.1 Population**

With the population of 207 250 people and 38 530 households, the municipality is the most populated municipality within Umkhanyakude District. 46% of the total population is comprised of males, and 54% females. This is indicative not only of the Umkhanyakude District trend, but also Provincial and National trends whereby females outnumber males.

72% of the total population is under 29 years of age. Such a high number of youth requires municipality to put more emphasis on schools, recreation facilities and most important, job creation.

*KZ 272 Population Characteristics in comparison with other LMs in DC 27 (Source: STATSA)*

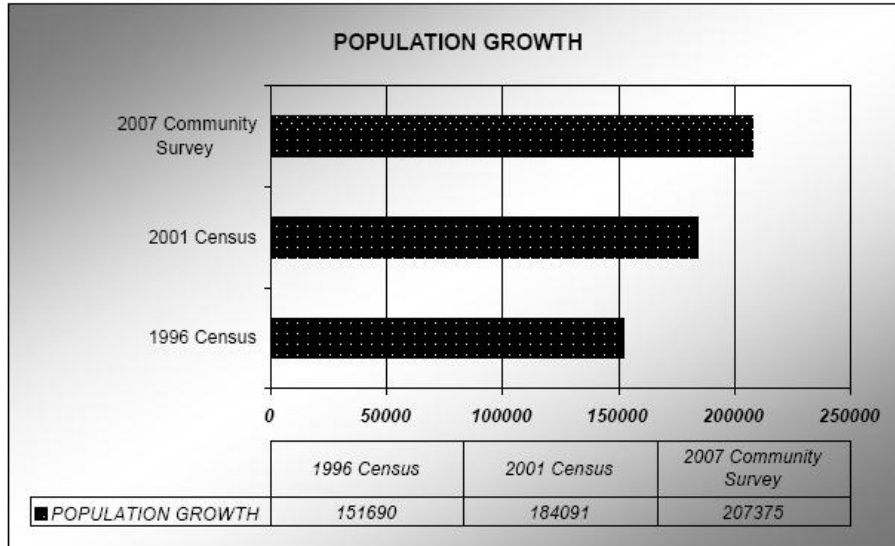
<b>MUNICIPALITY</b>	<b>PERSONS</b>		<b>HOUSEHOLDS</b>	
	<b>CS 2001</b>	<b>CS 2007</b>	<b>CS 2001</b>	<b>CS 2007</b>
<i>Umkhanyakude</i>	573 341	614 046	101 563	114 973
<i>Umhlabuyalingana</i>	140 958	163 694	25 959	27 006
<i>Jozini Municipality</i>	184 052	207 250	33 534	38 530
<i>The Big Five False Bay</i>	31 291	34 991	6 183	6 657
<i>Hlabisa Municipality</i>	176 890	150 557	26 876	27 260
<i>Mtubatuba Municipality</i>	33 612	46 596	7 472	11 339
<i>DMA</i>	6 538	10 958	1 539	2 181

*Jozini Local Municipality area total population in terms of 2001/2007 statistical figures:*

<b>Population Group</b>	<b>Population 2001</b>	<b>Population 2007</b>
<b>Blacks</b>	183 524	204101
<b>Colourds</b>	46	66
<b>Indians or Asians</b>	204	338
<b>Whites</b>	305	794
<b>Grand Total</b>	184 052	205299

The graph below illustrates a significant increase in the population figures for Jozini between 1996 and 2001 census and 2007 community survey. The above statistics indicate that, the population of Jozini municipal area has increased with 17.6% between 1996 and 2001 census. Between 2001 census and 2007 community survey the population has increased with 11.2%.

Population Growth



It is evident that the population of Jozini municipal area is growing in large numbers and this is an indication of more demand in service delivery. The population growth of Jozini Municipal area has been witnessed by new ward demarcation for 2011 Local Government Elections.

**2.3.2 Density**

Population densities are highest in the northern parts of the Wards 20, 2 and 7 (Umkhuze, Ubombo and Jozini) have relatively high densities.

**2.3.3 Age Profile**

In terms of 2001 statistical figures, the total figure for males and females within the age category of 0-19 was 114 095 which was about 60% of the total population (184 052). In 2007 in the same age category the total population figure for males and females was 114 217 which was about 52% of the total population (207 722). Although not much of an increase (i.e. an addition of 122),this age category saw a decline of around 2.5% due to the increase in the total population number form 184 052 in 2001 to 207 722 in 2007.

In the 20-64 age category the statistics was as follows; in 2001 the figure was 56 831 (45%) of the total population and grew to 85 004 (38%) of the total population in 2007. There was a population increase of 28 173. In the 65+ age category in 2001 there were

13 090 of the total population. The number decreased to 8 501 in 2007 of the total population, a decrease of 4 589. This indicates a high mortality rate in the age group.

*Table 9: Age and gender profile*

Age Group	Males 2001)	Females (2001)	Total Population (2001)	Males (2007)	Females (2007)	Total Population (2007)
0-19	55148	58947	114095	57929	56288	114217
20-64	24311	32520	56831	35013	49991	85004
65+	4327	8763	13090	2220	6281	8501
Total	83822	100230	184 052	95162	112560	207722

Source: Stats SA Census 2001 and Community Survey 2007

The 0-19 age group constitutes a significant amount of the total population. This is the group that holds the key to regeneration and development efforts of any municipality. Jozini Municipality should development supportive interventions in collaboration with other spheres of government to improve educational and vocational job opportunities for this group. The municipality should find ways of contributing to early childhood development initiatives in the municipal area. The municipality should further embark on interventions to alleviate the plight of young people who have become breadwinners as a result if HIV/AIDS.

The second highest category is age 20 – 64 constituted 48% of the total population. This group is also faced by various environmental stresses that expose them to vulnerability and poverty. These include HIV/AIDS, joblessness and lack of skills. They constitute the poor and marginalised. They also constitute the highest number (45.7%) of the population that reported having had no schooling in 2001. Only 6% of the population is over the age of 65.

The proportion of females is marginally higher (54%) than that of males; the social implications of this for the municipality are significant. It is likely to imply that women head most households and thus their participation in economic activities is limited by the need to fulfil dual roles of being a provider and a nurturer. The latter role is by its very is time intensive and emotional oriented.

#### **2.3.4 Gender**

The proportion of females is marginally higher (54%) than that of males; the social implications of this for the municipality are significant. It is likely to imply that women head most households and thus their participation in economic activities is limited by the

need to fulfil dual roles of being a provider and a nurturer. The latter role is by its very nature time intensive and emotional oriented.

*Table 1: Population Statistics (Age in five year category)*

<b>Age</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
0-4	12850	12736	25586
5-9	16668	14816	31484
10-14	14806	15163	29969
15-19	13605	13573	27178
20-24	9685	11456	21141
25-29	6271	7502	13773
30-34	4880	6759	11639
35-39	4110	7478	11588
40-44	3246	5618	8864
45-49	2318	4254	6572
50-54	1966	2564	4530
55-59	1290	2922	4212
60-64	1247	1438	2685
65-69	1176	2543	3719
70-74	344	1658	1655
75-79	382	1112	1494
80-84	318	908	1226
85+	-	60	60
<b>Total</b>	<b>95162</b>	<b>112560</b>	<b>207375</b>

*Source: Statistics South Africa (CS 2007)*

### **2.3.5 Education Levels**

Rosalyn McKeown (2002: p.5) argues that when education levels are low, economies are often limited to resource extraction and agriculture. In many countries, the current level of basic education is so low that it severely hinders development options and plans for a sustainable future. A higher education level is necessary to create jobs.

The education profile of the adult population of the Jozini Local Municipality is summarized in Table below.

*KZ 272 Levels of education*

<b>Category</b>	<b>Number</b>
Grade 0	4070
Grade 1/sub A (completed or in process)	7774
Grade 2/sub B	10849
Grade 3/standard 1	9788
Grade 4/standard 2	8836
Grade 5/standard 3	11772
Grade 6/standard 4	9657
Grade 7/standard 5	10914
Grade 8/standard 6/form 1	11221
Grade 9/standard 7/form 2	11855
Grade 10/standard 8/form 3/NTC I	9737
Grade 11/standard 9/form 4/NTC II	13076
Attained grade 12; out of class but not completed grade 12	5475
Grade 12/Std 10/NTC III (without university exemption)	10422
Grade 12/Std 10 (with university exemption)	2035
Certificate with less than grade 12	1275
Diploma with less than grade 12	1295
Certificate with grade 12	1582
Diploma with grade 12	1455

Bachelor's degree	781
Post-graduate diploma	123
Honour's degree	410
Higher degree (masters/PhD)	315
No schooling	33490
Out of scope (children under 5 years of age)	25477
Unspecified	2159

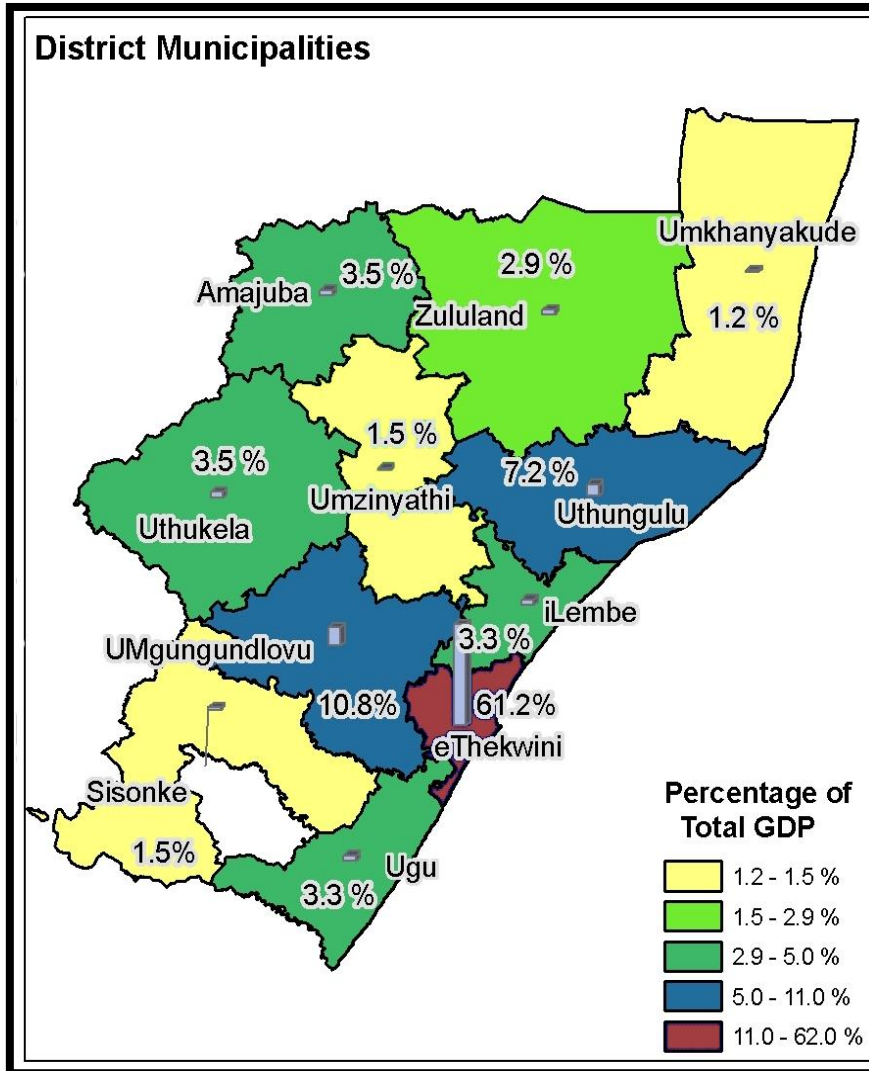
Based on the above figures, educational levels for Jozini are gloomy. 33 490 of the total population have no schooling. 17932 of the total population has completed grade 12, while only about 7236 individuals have attained any form of post-grade 12 qualification certificate. This information indicates while it is difficult for pupils to finish their schooling years, among those that manage to finish grade 12; only few are able to further their studies.

### **2.3.6 Economic landscape: PGDS**

According to provincial economic profile, Umkhanyakude District Municipality contributes with 1.2 percent to provincial Gross Domestic Products. The economy is based on these pillars:

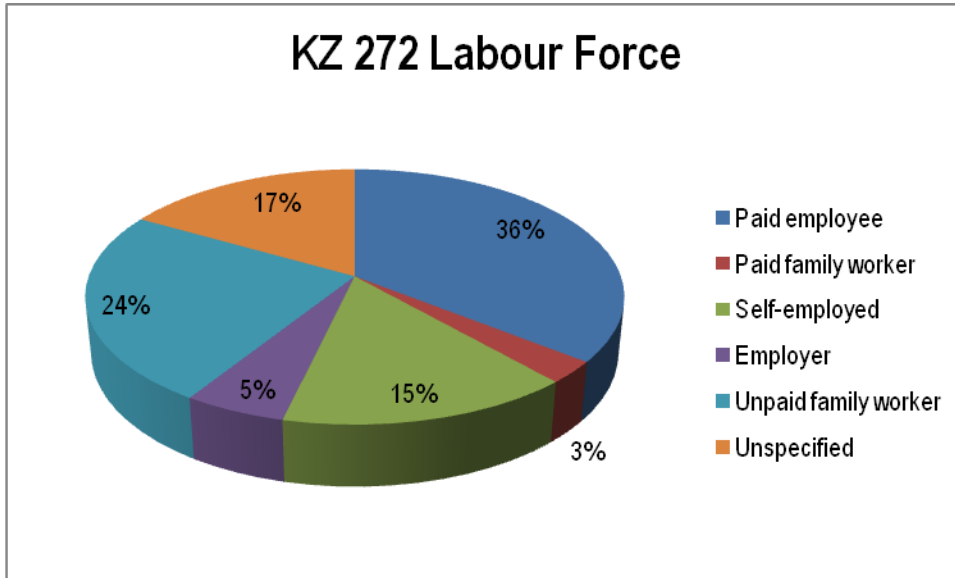
Services sector, tourism, wholesale and retail, agriculture and transport.

Economic Landscape: GDP



The most dominant economic factor within Jozini Municipality is cultural and eco-tourism. The key investment nodes and activity corridors for the cluster over the next 5years have been identified.

**2.3.7 Labour**



**2.3.8 Poverty Levels**

Jozini local municipality is faced with high levels of poverty, that is why one of the municipality’s objectives is to alleviate poverty through the Poverty alleviation program whereby there is budget for every ward to address this issue.

**2.3.9 Income status**

32 563 or 97% of households within Jozini have an annual household income of R38400 or less. 16 425 of these households (49%) recorded no income at all. This again highlights the high poverty levels within the municipal area.

Spatial differences in income - those living and working in the small towns in the municipality and in the surrounding game reserves

Grant-dependent - under-capacitated to deal with the developmental challenges it faces. Between 2007 and 2008, total household expenditure increased by 4.1% and current income by 4.2%.

The income levels exceed the expenditure in the municipality - households capable of savings

*Household Income (Population group)*

	Black African	Coloured	Indian or Asian	White	Total
No Income	70 924	19	-	257	71200

2012/13 -2016/17JOZINI LOCAL MUNICIPALITY IDP

R1 - R400	6 002	-	-	-	6002
R401 – R800	10 421	-	-	-	10421
R801 – R1 600	9 575	19	-	-	9594
R1 601 – R3 200	3 882	-	189	68	4139
R3 201- R6 400	2 699	-	60	197	2956
R64 001 – R12 800	1 828	-	-	66	1894
R12 8001 – R25 600	573	-	-	66	639
R25 601 – R51200	236	-	-	66	302
R51 201– R102 400	80	-	-	-	80
R102 401 – R204 800	305	-	-	-	305
R204 801 or more	188	-	-	-	188
Response not given	3 232	-	62	-	3294
Institutions	1 027	9	9	75	1120

Source: Statistics South Africa (CS 2007)

Household Income (Population Group and Sex)

	No Income	R1 – R400	R401 – R800	R801 – R1600	R1601- R3200	R3201 – R6400	R6401 – R12800	R12801 – R25600	R25601 – R51200	R51201 – R102400	R102401 – R204800	R204801 or more
<b>Black African</b>												
Male	292	855	683	1126	1146	644	128	23	7	5	-	-
Female	310	1050	516	713	816	600	106	10	13	-	-	-
Total	603	1906	1200	1840	1962	1244	234	33	20	5	-	-
<b>Coloured</b>												
Male	-	5	-	3	5	10	3	-	-	-	-	-
Female	-	-	-	-	5	-	-	-	-	-	-	-
Total	-	5	-	3	10	10	3	-	-	-	-	-
<b>Indian or Asian</b>												
Male	-	-	3	3	15	-	3	3	-	-	-	-
Female	3	-	-	-	3	-	3	-	-	-	-	-
Total	3	-	3	3	18	-	6	3	-	-	-	-

<b>White</b>												
Male	3	3	12	10	42	35	35	6	4	5	-	3
Female	4	4	13	12	19	15	12	4	3	5	-	-
Total	7	7	25	22	61	50	47	10	7	10	-	3
<b>Total</b>												
Male	295	863	698	1142	1207	690	169	32	11	10	-	3
Female	317	1054	530	725	843	614	120	13	16	5	-	-
Total	612	1917	1228	1867	2050	1304	289	27	27	15	-	3

Source: Statistics South Africa (CS 2007)

### 2.3.10 Indigent Population

The Municipality has an indigent policy in place and has recently reviewed the Indigent register which will inform the provision of free basic services. In terms of free basic services Jozini provides 50kW per household per month as well removal of refuse once per week. The Umkhanyakude District provides 6 kl per household per month and free basic sanitation.

### 2.3.11 Housing Profile

Housing is one of the priority needs of the Jozini community; this indicates that there is still a backlog in terms of housing in the communities of Jozini.

Housing delivery within the Jozini Municipal Area occurs mainly in the form of state funded, low cost housing in which the municipality serves as a developer.

#### Housing Backlogs: 2011/2012

Total Backlog	Traditional dwelling/Hut/ Structure made of traditional materials	House/Flat/ Room in backyard	Informal dwelling / Shack in backyard	Informal dwelling / Shack Not in backyard
<b>21,040</b>	18,644	952	363	1,081

## 2.4 Provision of Basic Infrastructure:

### 2.4.1 Background

The success of local economic development is tied to the provision of basic and other types of infrastructure to the people. All services under analysis in this section are located in a specific locality, as per the Spatial Development Framework (SDF) of the

municipality and have potential to enhance socio-economic development. Infrastructure analysis focuses on the status quo regarding water supply, sanitation facilities, energy and housing provision, roads and public transport, waste management and telecommunications – all of which underpins socio-economic development and determines people’s quality of life. The provision of adequate municipal infrastructure remains a challenge throughout the municipality.

#### **2.4.2 Water**

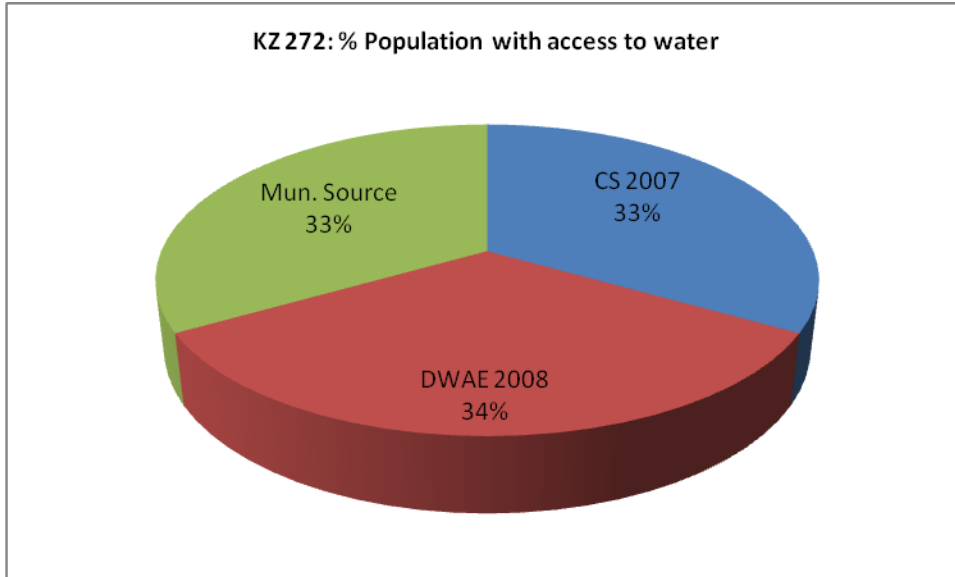
Jozini municipality is very rich in agriculture, but recently has been heavily hit by low rainfall. This has resulted in limited water resources culminating in severe water shortages and drought condition. There is stiff competition amongst different water users. While water remains a stumbling block for economic development through agricultural activities, water for domestic purpose i.e. portable water, becomes crucial, hence a priority.

Based on the municipal wards IDP participation meetings; water remains the main priority at Jozini Municipality. In terms of the Umkhanyakude District Municipality’s Water Service Development Plan (WSDP) (April 2007); Jozini comprises of 17 water schemes. But most of these schemes are not properly maintained therefore dysfunctional. In areas not covered by the scheme or/and in cases whereby the schemes are dysfunctional, there are boreholes. Unfortunately most of these boreholes are non-functional due to poor maintenance. It should be noted that water and sanitation are the responsibilities of the District municipality.

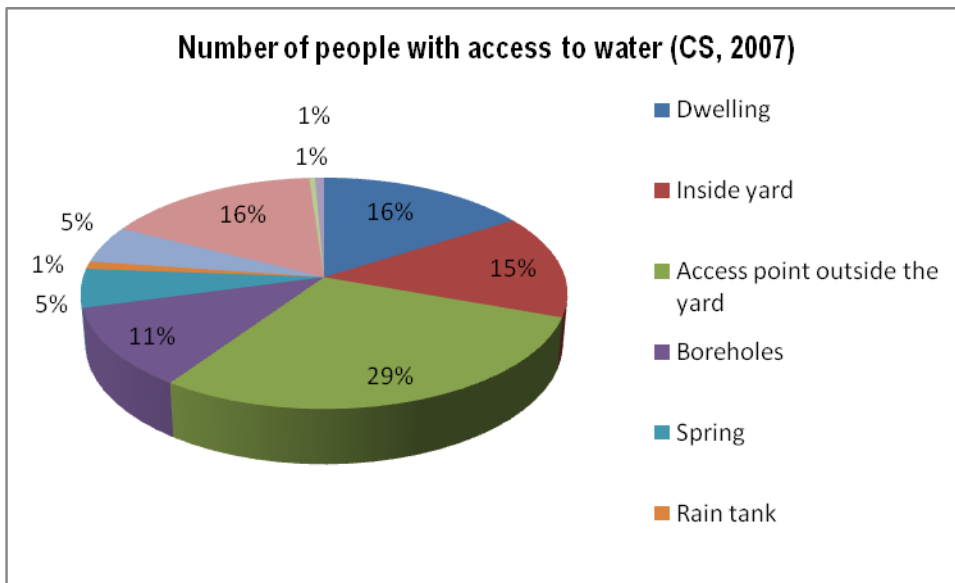
The table below depicts percentage of population in Jozini Municipality with access to water (StatSa, 2008). The figure presented below are based on three (3) sources, i.e. 2007 Community survey; service levels statistics provided by DWEA (2008); and Jozini municipal source. In terms of these sources; less than 35% of Jozini municipality’s total population has access to water. This indicates why in almost every ward, water is identified as a main priority<sup>1</sup>

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<sup>1</sup> It should be noted that even in areas covered by water schemes; water remains a priority. This can be attributed to non-functionality of the scheme and/or boreholes.



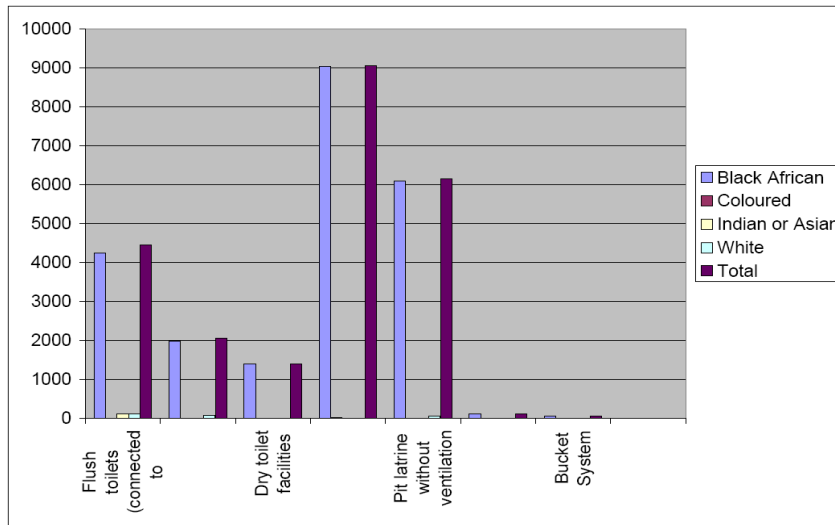
**Water Provision**



**2.4.3 Sanitation**

Sanitation varies from water-borne to Ventilated Improved Pit Latrines (VIPs) sanitation. The difference between the two sanitation provision methods must however be kept in mind. Water borne sanitation is provided through the connection to a sewer network, while VIPs are the localized provision of sanitation structures.

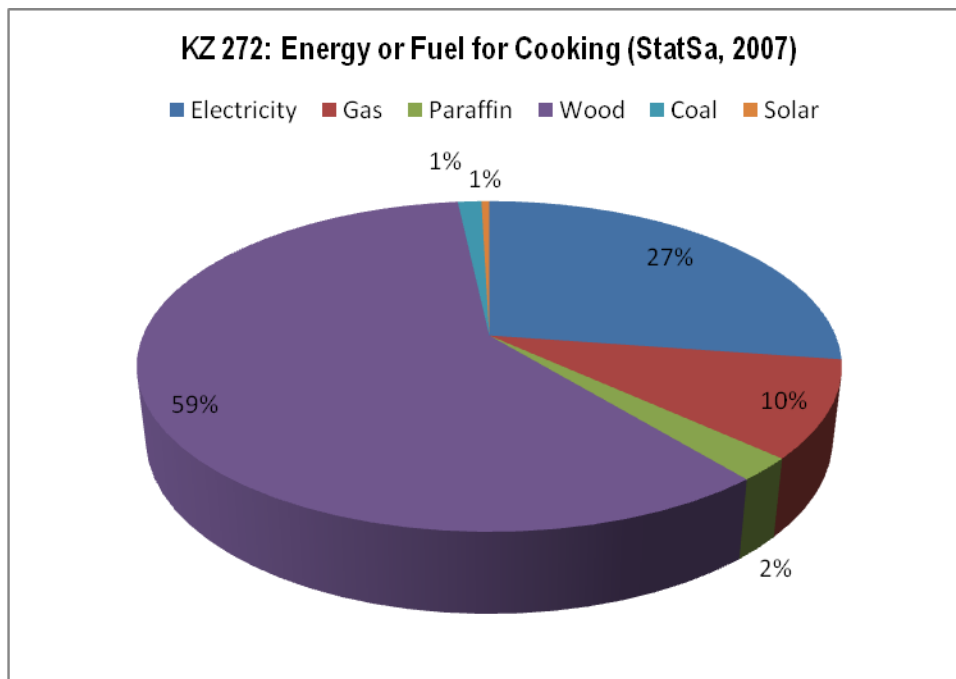
Sanitation Facilities (Population Group) (StatSa, 2007)



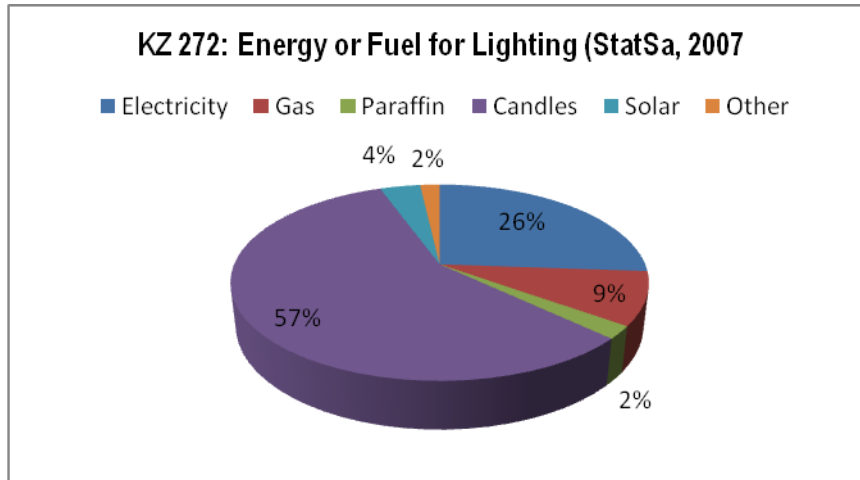
### 2.4.4 Energy and Electricity

Energy distribution has important economic developmental implications with a potential to make considerable impact. This impact relates to improved living conditions, increased productivity and greater sustainability of the environment. In the municipality electricity is largely generated by Eskom. The provision of electricity to houses has been identified as the second priority in the municipality through the ward participation meetings. It should be noted though provision of this service falls within the areas of powers and functions of the Umkhanyakude District Municipality. Jozini Municipality is characterized by a huge backlog in electricity provision. While such a backlog could be attributed to limited power of the available substations in relation to demand; sparsely nature of households plays a determining factor in electricity provision.

#### Energy or Fuel for Cooking



## Energy or Fuel for Lighting



The above graphs paint a depressing picture as far as access to electricity in Jozini Municipality is concerned. The use of wood as for cooking and candles for lighting remain high among households in Jozini Municipality. About 59% of households still utilize wood for cooking, while around 57% still relies on candles for lighting. This implies that the use of electricity remain a luxury for households. The use of woods impacts negatively on the environment, because it intensifies deforestation

### 2.4.5 Refuse Removal and Waste Disposal

The municipality provides waste collection services in its main towns, which means that outskirts areas (the villages) are not covered in terms of waste collection. These households rely mostly on backyard dumping and burning.

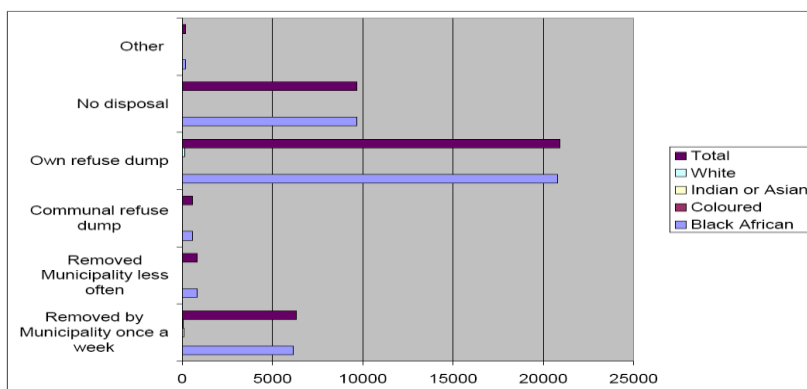
While the municipality has dumping sites, none of those are licensed dumping sites. A licensed land fill needs to be developed. For development of landfill, an Integrated Waste Management Plan has been compiled in order to address issues relating to waste management, such as refuse removal. The following graph depicts percentage distribution of households by type of refuse disposal.

In Jozini, IDT, in partnership with DAEA, used existing buildings to start with the development of a recycling centre where the collected waste products are being sorted, the organic biological waste is composted, and objects are created from the waste products.

These buildings have been renovated and feature the required sanitary facilities, lighting, and ventilation in the sorting area, and catchments for the rainfall. At the compositing site, facilities have been provided to catch liquid leakage.

Paper and cardboard, plastics, and metals are being selected, pressed, and marketed. The Jozini Recycling Centre provides work for a number of craftworkers that are fashioning handmade products from waste products, such as handbags, table mats, place mats, hats, fruit serving plates, and the like. The Jozini Recycling Centre is right now fully operational

### Refuse Disposal (Population Group) *Source: Statistics South Africa (CS 2007)*



## 2.4.6 Roads

### *Introduction*

The road network comprises a hierarchical network of roads, being Primary, District and Local roads. The Jozini Municipality aims to develop a road network that will service all its communities and people to ensure that they need not walk more than 5 km to reach a Primary road or District road. This objective is already realized for some areas in the municipal area of jurisdiction.

The condition of gravel roads are deteriorating rapidly and maintenance thereto appears to be inadequate and roads often become impassable in wet conditions. The maintenance of these roads is a dedicated responsibility of the Department of Transport.

### *Spatial Distribution*

An assessment of the location of the proposed development nodes have indicated an adequate all weather access to each of these. The nodes are further located on bus routes, which enhances the development potential thereof. The development nodes identified are located on district roads and it is proposed that these roads been well maintained to ensure all whether access.

### *Proposed Transport Facilities*

In order to enhance the public transport facilities, it is proposed that taxi/bus stops be introduced at current locations two types of facilities are foreseen, namely:

- Major taxi/bus facilities which will comprise formal paved areas with passenger waiting facilities, the last mentioned which will be roofed. This will normally be served by existing shops and post boxes. This facility can be enhanced by formalized institutional facilities in the form of clinics, tribal courts and pension payout points.
- Minor taxi/bus facilities which will be only mark stall facilities and passenger waiting facilities.

### ***Municipal Access Roads***

Jozini Municipality with its limited resources has budgeted for the construction of the access roads and for the maintenance of old roads. With the limited infrastructure the municipality has, it cannot meet the demand of the community.

### ***Provincial Roads***

As indicated above, the provincial roads have merely been provided as guidance as this has no effect on the analysis. The majorities of the provincial roads, being specifically the P and D roads, are of reasonable standard and frequently maintained by the authorities. The L and A roads are generally of inferior quality and only portions thereof are maintained by the authorities, and not on a Regular basis.

### ***Municipal Roads***

The municipal roads have been identified as those roads which serve at least 10 households as secondary roads and 20 households as primary roads, whilst the household access roads predominantly will serve individual households. Arising from aforementioned, the cost to establish the household access roads appears to be fairly prohibitive and should be prioritized only after the municipal rural roads have been established and after a maintenance budget have been effected therefore.

The condition of the rural roads was assessed during in loco inspections. The condition could be classified according to the following norms:

- Surfaced roads, being those that have been formally constructed and provided with an all weather surface.
- Gravel roads, being those that had formally been shaped and provided with a gravel surface.
- Dirt roads, being those that were merely formed through blading.
- Tracks, being those formed through use of only vehicles.

The majority of the municipal roads in existence were classified as dirt roads, being those which had merely been bladed, with no formal gravel surface or storm water drainage. These however still provide access to homesteads.

### ***Operations and Maintenance***

The provision and maintenance of roads is a dedicated responsibility of the Department of Transport. The said Department has established Road Transportation Forums, which prioritize the provision thereof in terms of the needs expressed by the community. This includes the provision of river crossings and bridges.

#### **2.4.7 Access to Connectivity**

#### **2.4.8 Health Care Facilities**

Under the Jozini municipal area of jurisdiction, there are two hospitals namely; Mosvold hospital which is situated in Ingwavuma and Bethesda hospital which is at Ubombo.

Jozini has seventeen (17) clinics. There are also two gateway clinics. There are also mobile clinics, but the communities are not satisfied with this service

Access to health services is still unreasonable since many people are forced to travel more than 10km to make use of the facilities. This service is one of the priority needs.

#### **2.4.9 Education Facilities**

According to the IDP, many schools need additional classrooms and the upgrading of facilities. Due to their location, some schools do not even have access to basic infrastructure services including access roads. Accommodation of teachers in all areas is also a big problem. Educators are forced to travel far and during the rainy season, many of the schools are inaccessible.

#### **2.4.10 Extended Public Works Programme (EPWP)**

The EPWP is one of the South African Government's short-to-medium term programmes aimed at the provision of additional work opportunities coupled with the training of participants. It is a national programme covering all spheres of government and state-owned enterprises. Former President Mbeki formally announced the programme in his State of the Nation Address in February 2003.

The EPWP involves creating temporary work opportunities for the unemployed, using public sector expenditure. It builds on existing best-practice government infrastructure and social programmes either by deepening their labour absorption or extending them.

Given that most of the unemployed are unskilled, the emphasis is on relatively unskilled work opportunities. All of the work opportunities generated by the EPWP are therefore combined with training, education or skills development, with the aim of increasing the ability of people to earn an income once they leave the programme.

Rural Roads Projects is implemented in terms of the Extended Public Works Program and training of a skills group is in progress.

The municipality has now delegated an official who will be responsible for the EPWP. Projects like rural roads, Housing, infrastructure, etc. will be implemented in terms of this Program.

#### **2.4.11 Community Facilities**

##### **2.4.11.1 Cemeteries**

Under Jozini municipality there are 2 cemeteries that are under the municipality i.e. Umkhuze and Ingwavuma. There are other 8 cemeteries which are in the villages but are not under the municipality.

##### **2.4.11.2 Sports and Recreation Facility**

The municipality has built a number of community halls and constructed a number of sports fields/grounds with the assistance of the Department of Sports and Recreation in some. It has been noted that most of these facilities are not well maintained, the municipality has budgeted for the renovations and maintenance of some of these facilities.

## **2.5 Environmental Analysis**

### **2.5.1 Introduction**

The purpose of the environmental analysis is to ensure that municipal development strategies and projects take existing environmental problems and threats into consideration as well as environmental assets that require protection or controlled management.

While the principal duty of a municipality is to govern the affairs of that municipality in accordance with the Constitution and relevant legislation, especially the Structures Act and the Systems Act; the environmental right<sup>2</sup> contained in the Bill of Rights imposes another important duty on municipalities. As such municipalities play a fundamental role in the protection of the environment. In fact, they are obliged to ensure that the environment is protected for present and future generations.

The National Environmental Management Act (Act 107 of 1998), or otherwise referred to as NEMA, together with The Environmental Conservation Act (Act 73 of 1989), promote Integrated Environmental Management (IEM) in South Africa in order to promote and support sustainable development.

### **2.5.2 Environmental Analysis**

One of the economic strength of Jozini Municipality is tourism associated with the natural beauty of the area. The municipal area draws tourists from within South Africa as well as from abroad. As a result the management and protection of municipality's natural assets is a priority.

Jozini municipality is faced with environmental risks and trends that lead to environmental degradation. The environmental analysis is a key aspect to determine if there is a balance between environmental considerations, social development and economic growth in the municipality. The challenge is, therefore, to regulate development in such a manner that the disturbance of economic system is avoided.

Jozini area is characterised by seasonal dry winters and wet summers with periodic flooding. The summer temperature range from 23° to 40°, while winter temperatures range from 16° to 25°. Mean annual rainfall is 600 mm and 800mm along the Lebombo Mountains which fall within a moist belt. The average rainfall at various locations in the area has been recorded and is listed below:

- Othobothini 730 mm
- Ndumo 638 mm
- Ingwavuma 808 mm
- Ubombo 836 mm

The annual average evaporation is approximately 1660mm with evaporation highest during the winter and early spring months.

Here under is a synopsis of the environmental situation in the municipality high lighting existing environmental concerns and risks.

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<sup>2</sup> Section24.

### 2.5.3 Biodiversity

#### Vegetation

The factors responsible for high levels of biodiversity present in the area are also responsible for the high levels of biodiversity present in the vegetation. The Umkhanyakude District is part of the Indian Ocean phytogeographic region, and is a regional transition zone and a regional mosaic. Flora comprises a mixture of several floristic elements and communities and differs substantially from that of surrounding regions. Vegetation is exceptionally diverse and ranges from forest, thickets and woodlands to grassland and swamps depending on topography and edaphic conditions. These can be classified into 15 discrete vegetation types. Of at least 2180 vascular plant species, 225 species are endemic or near endemic to the Jozini area.

Biodiversity in the municipality is under pressure because of land conversion, climate change, unsustainable harvesting of natural resources and the wide spread of alien species. Natural resources provide opportunities for economic empowerment through sustained agriculture, ecotourism, indigenous plant use etc.

The following birds are known to occur within the Jozini Area:

Area	Species
Lebombo Mountain Range	Rock pigeon, rock thrush, red-wing starling and mocking chat
Pongola floodplain	White-winged plover, black coucal, red-winged pratincole and Heuglin's robin.
Floodplain pans	Wattled plover, purple gallinule, white-faced duck, red-bill teal, spurwing goose and glossy ibis.
Riverine forest	Green coucal, Pel's fishing owl, Heuglin's robin, Natal robin, trumpeter hornbill, green pigeon and wattle-eyed flycatcher.
Riverbank tangles	Peter's finfoot.
Thorn savannah	Grey lourie, yellow-bill hornbill, grey hornbill, Cape glossy starling, long-tailed shrike and rufous-naped lark.
Thorn thickets	White-breasted sunbird, purple-banded sunbird, red-faced mouse-bird, gorgeous bush shrike and pied barbet.
Sand-forest	Bearded robin, black-helmet shrike, Neegard's sunbird, Rudd's apalis, Woodward's batis, pink-throated twinspot and yellow spotted nicator. A variety of birds occur on the savannah.

(Source: Maputaland Ecological and Conservation Potential, Ubombo-Ingwavuma Structure Plan)

### **The Lebombo Zone**

Zululand Thornveld of the high and low altitude type covers the top and upper eastern slopes of the Lebombo Range. It is regarded as a transition from the Ngongoni Veld to the Lowveld Sour Bushveld and Lowveld. The high altitude form is a more open type veld with patches of short forest and scrub and occurs on the higher ridges. The low altitude form is more tropical forest, which occurs along streams, and denser bushveld. Lowveld occurs along the eastern and western foot of the Lebombo Range. It is located on the plains at altitudes between 150 and 600m above sea level. There is no clear-cut boundary between this veld and the Lowveld Sour Bushveld or Zululand Thornveld particularly on the lighter soils. In heavier soils open savannah occurs which tends to become bushier and denser in the valleys.

Within these two vegetation groups, the following six major plant communities occur:

- Aquatic communities of the pans, streams, vleis, springs and gorge sectors of major inland rivers.
- Grassland communities of sour, wiry and tufted species
- Rock-face communities of fern with dwarf grasses or clumps of shrubs, trees and succulents
- Tree savannah communities of 4-10m trees
- Thicket communities comprising valley, kloof, riverine, rock outcrop, Termitaria and tree-base thicket
- Forest communities of 20m and higher

### **Sand forest zone**

A small portion of Sandveld forest and thicket is found in this area. The area displays one of the best examples of tropical dry forest type in South Africa with a high degree of endemism. It is generally sparse sourveld with little grass in thicket areas. Sandveld thicket occurs where the sand mantle thins off towards the Pongola drainage. The savannah is of the silver terminalia type. Termitaria thicket occurs on textured panveld soils with open grassland in the sand depressions. According to KwaZulu Natal Nature Conservation Services, Sand Forest is potentially the most threatened forest type in Natal due to its occurrence within communal areas. There is a need for the proper management of the sand forest.

### **Fauna Fish**

There is a rich estuarine and freshwater fish community. Freshwater fish of rocky waters such as the rock catlet are found in pools along the Lebombo range. The Tiger fish is the most important game fish in the Pongola River.

### **Reptiles**

High levels of species richness are displayed in the herpetofauna including important species such as the Nile crocodile. The area represents either the southernmost or northernmost limit of

a large number of species. The highest concentration of endemic reptiles occurs in the North coast region. More specifically, Rupicolous reptiles such as Warrens girdled lizard, Smith's plated rock lizard and Wilhelm's red-tailed rock lizard are resident in the Lebombo Mountain Range. Crocodiles are still abundant within Ndumo Game Reserve however they have largely been exterminated outside of the reserve.

#### **Birds**

Jozini area is well known with variety of bird species. The very high species diversity is a consequence of the wide variety of terrestrial, wetland and aquatic habitats in the area and the geographical position either as a destination or stopover for migratory species.

#### **Mammals**

The terrestrial mammal fauna of the Jozini area is particular rich, from the smallest groups such as bats and rodents, to the "big five" within the Game Reserves. The mammal population is a significant component of the biomass of the area, influencing its ecology and forming the basis of much of the tourism in the area. Klipspringer and mountain reedbuck are typical of the Lebombo Range area, with blue duiker occurring in the forests and thickets. Smaller mammals such as red rock rat, Namagua rock rat and the dwarf shrew are found along the Lebombo Range. Hippo, Elephant, black and white rhino, zebra, giraffe, blue wildebeest, nyala, bushbuck, kudu, waterbuck, reedbuck, impala, warthog and bushpig are known to occur within Mkuze and Ndumo Game Reserves.

#### **Resource identification and conservation**

Modern conservation stresses the need to integrate the management of natural resources with an improvement in the quality of life for human. An overall environment strategy is required to integrate human development with natural resource management. Management needs to be holistic and extend beyond nature reserves if the natural resource base is to be sustained.

#### **The Forest Reserves**

There are a number of forests within the Jozini District that have both botanical and historical significance. The Hlatikulu Forest, which is 1213ha in extent, is situated on the ridge of the Lebombo Mountain Range and displays a variety of forest trees and shrubs. The Gwaleni forest, which forms part of the Hlatikulu forest, has historical significance being the site where the Zulu King Dingaan was murdered. Other areas of the botanical significance include the Giant Fig Forest, a rare forest type, located in the Mkuze Game Reserve and the Pongola Fig Forest found in the Ndumu Game Reserve.

#### **The Ingwavuma and Usuthu Gorges**

The Ingwavuma and Ushutu gorges through the Lebombo Mountains are spectacular areas of great natural history interest and should receive formal environmental protection.

#### **Pongolapoort Dam**

The Pongolapoort/Jozini Dam is the only dam in the area. It is located on the Pongola River, north-west of Mkuze. The dam is bordered to the East by the Lubombo Mountains with its wall built across the deep Pongolapoort Gorge.

**Pongola River and Floodplain**

The town of Jozini overlooks the Pongolapoort Game Reserve that stretches between the town and the Swaziland border, as well as southwards to the N2 highway. The reserve surrounds the Pongolapoort dam and covers a total area of 11 693 ha. The area between the Pongola River and the Lebombo Mountains was proclaimed as the Pongola Nature Reserve in the late 1800. This area is one of the oldest protected areas in South Africa and was primarily a hunting reserve.

The Pongola Floodplain is unique in that it is the only extensive floodplain found in South Africa incorporating a series of pans. The Pongola River has formed a floodplain of some 10 000ha along the eastern foot of the Lebombo Mountains in an unusual south-north course. The Pongola Floodplain ecosystem consists of a complex pattern of interacting flood dependant components which are derived from two principle sources: the terrestrial source and the aquatic source. As water levels fluctuate, terrestrial components are incorporated into the aquatic system.

The Pongola Floodplain is unique due to its high biological diversity as the southern distribution limit of several tropical aquatic organisms, as an important winter feeding ground for a large number of waterfowl as well as having several rare species included in its biota. Hippopotamus take up residence in the pans outside the Ndumu Reserve but return there in winter when pan levels drop. They are important to the system in that they replenish the detritus pool. Crocodiles, which would be in direct competition with man for the fish, are mainly found in the Ndumo Reserve and therefore do not have a great effect on the floodplain.

The local population utilises the Pongola River and floodplain for its natural food resources (such as fish) and growing subsistence crops. The Pongolapoort Dam was constructed for the irrigation of the Makhathini Flats (the area adjacent to the floodplain). The above factors make the Pongola Floodplain one of the most aesthetically pleasing and interesting conservation areas in South Africa. It has been proposed that this area be considered as a resource area. This classification is intended to protect those areas which are most valuable and or vulnerable, and extract the maximum sustained benefit from more resilient and productive areas, with particular reference to agriculture, game farming and tourism. Local activities along the river have the potential for tourism. The pans along the river seasonally flood and when this occurs are fished by the local inhabitants with specific handmade baskets. Potential exists to market this phenomenon and allow tourists to observe and even participate in this local event.

**Ndumo Game Reserve**

The Ndumu Nature Reserve is situated to the north of the region adjacent to the Mozambique border, approximately 70km from the town of Jozini. The reserve was originally established in 1924 to protect a dwindling number of Hippos. It was subsequently designated a wetland of great international value under the Ramsar Convention on the 21 January 1997.

The topography of the reserve is mainly flat with the exception of the 100m high Ndumu Hill in the southwest. The main feature of the Ndumu reserve is its series of floodplain pans, fed by the Pongola and Usutu Rivers, which form its eastern and northern boundaries respectively. The

pans are rich in nutrients; provide a habitat for a large number of fish, crocodiles, wild game and birdlife (some of which are not found further south) and hippopotamuses (Studies on the Ecology of Maputaland, Bruton & Cooper, 1980). Overfishing in the area outside the reserve has resulted in breeding stocks being greatly reduced while those in the reserve have remained relatively stable. The wetland areas in the reserve provide refuge for fish, some of which migrate upstream during flooding. The reserve thus plays a valuable social role by acting as a reservoir to replenish fish stocks and securing the breeding stock for the entire floodplain.

### **Border Cave**

Border Cave is situated on the western face of the Lebombo Mountains north of Ingwavuma. It is an important archaeological and palaeontological site of world significance as it contains human remains and a large number of stone implements dating back to the middle and late stone ages. Apart from human remains from the Middle Stone Age, there are remains of at least 43 other mammal species in the cave, including the existent giant Cape Horse, bastard hartebeest and Bond's springbok (Studies on the Ecology of Maputaland, Bruton & Cooper, 1980). The KZN Tourist Authority is in the process of developing the Border Cave site as a tourist attraction. An interpretative centre has been designed to blend into the rocky hillside and will have a mock-up of the archaeological dig with fibreglass replicas of artifacts around the walls. It is hoped that the centre will generate opportunities for local community. The site has a very good tourism potential.

### **Hydrology**

Jozini has an abundance of natural water resources. Major rivers include the Pongola River, the Ngwavuma River, the Mkuze River, and the Usuthu River, of these only the Usuthu and Pongola Rivers are perennial. The Pongola is the most important river in Jozini as it traverses the full length of the area. The flooding of the Ngwavuma and the Usuthu dam up the waters of the Pongola, resulting in an area of deep flooding during peak floods and the infilling of plains. Local Mountain drainage comprises a number of seasonal streams that drain the dip-slope and scarp-slope faces. Some of these streams have perennial pools. In spite of this apparent abundance of water, there is some concern about the provision of potable water to rural areas.

The town of Mkuze obtains its water from the Mkuze River and a small dam. The River originates in Northern KwaZulu-Natal and flows through the Lebombo Mountains, across the coastal plain into Lake St Lucia. It is approximately 290km long and has a drainage basin of 4820 km<sup>2</sup>, but is not a reliable water source. The dam referred to is privately owned and arrangements for abstraction are of a temporary nature and it is considered to be an unstable water source. The town Ubombo also gets its water from the Mkuze River and a number of boreholes that are not reliable. As such, the towns of Mkuze and Ubombo do not have sufficient potable water to sustain their respective populations. This has resulted in restrictions and the occasional total cessation of their water supply (uPhongolo Sub-Regional Plan, 1999).

According to the Department of Water Affairs and Forestry, water from the Pongolapoort Dam is of excellent quality, but its total dissolved solid is low which means that it is very aggressive on steel. Floods are simulated twice a year and, if possible, synchronised with the high flows of the Usutu River to obtain the maximum flood effect. The Pongolapoort Dam supplies water for the Tshongwe-Malobeni water scheme as well as scheme villages. The Pongola River Flood Plain has a series of pans that flood seasonally. The Pongola River is a major water source

supplying the whole Shemula Scheme. The town of Jozini obtains water from the Jozini Water Treatment plant, which is presently operating at full capacity (uPhongolo Sub-Regional Plan, 1999).

### **Deforestation**

Deforestation is one of the identified major environmental problems affecting most areas in the municipality. This is a problem affecting almost every forest or veld in the municipality. This problem is caused by the wood carvers, fire wood collectors, farmers and villagers residing around deforested areas. This can be attributed to poverty, lack of knowledge, unemployment, unclear land policy, traditional practices and economic gains.

### **The Environmental Management Tools**

Jozini local municipality has developed an IWMP. The municipality is planning to develop the Environmental management Plan since the Jozini area is environmental sensitive but currently there is no funding for the tool.

## **2.6 The Municipality and it's structure**

### **2.6.1 Organisational Structure**

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. Jozini local municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The municipal offices are at Jozini Town. The municipality also hosts the Umkhanyakude District offices situated in Mkhuze town. There is also a satellite office in Ingwavuma town.

#### **2.6.1.1 Council**

As it is the case with any municipality, Jozini Local Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Council of Jozini Municipality comprises of 40 Councillors, with eight (8) EXCO members. The Executive Mayor and the Speaker head the political component of the municipality.

The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it. The overall executive and legislative authority vests in Council. The Council must, therefore, take all the major decisions of the Municipality.

The municipality has established Portfolio Committees to discuss and recommend policies to Council. Portfolio Committees, as the engine room of Council, serve as an interface between the political structures of Council with the administrative structures of municipality. It is in these committees where policy issues are debated thoroughly prior to their submission to the Council for adoption.

Through Portfolio Committees, Councillors are able to give political direction to the administrative programmes of Council. The table below highlights the Portfolio Committees that have been

established to contribute to effective decision-making in processes of governance and ensure effective implementation of service delivery projects and monitoring thereof.

<b>Name of the Committee</b>	<b>Support Department</b>	<b>Chairperson</b>
Finance and Human Resources Portfolio Committee	Finance Corporate Services Departments	Cllr. B.N. Mthethwa (Mayor)
Community Services Portfolio Committee	Community Services Department	Cllr. M Tembe
Planning and Development Portfolio Committee	Planning and Development Department	Cllr. T Mdluli (Deputy Mayor)
Infrastructure Services portfolio Committee	Technical Services Department	Cllr. Gumede

**Table : List of Portfolio Committees**

### **Allocation of Powers and Functions to Council Standing Committee**

- **Statutory Functions of Finance and Corporate Services Committee**

The Finance Portfolio Committee reports to, and is accountable to the Executive Committee :

- Budget preparation and implementation
- Revenue and expenditure management
- Mid- year budget & performance assessment
- Revenue generation
- Debt collection, credit control and loans
- Supply chain management/ procurement
- Capital expenditure control
- Investments
- Asset and liability management
- Internal audit and audit committees financial reporting and auditing
- Administration
- Secretariat
- Legal services
- Council support
- Policies and procedures
- Facilities management
- Capacity building and training
- Human resources Management

- Performance management
- Public participation
- Communication
- Information services
- Fleet management
- Recruitment and staff appointment
- Staff benefits and conditions of services
- Upliftment programmes
- Training and Development
- Archives and internal library
- Capacity building
- Labour legislations and trade Unions

• ***Statutory Functions of the Planning, LED and Infrastructure Portfolio Committee***

The Planning and Development Portfolio Committee portfolio committee reports to, and is accountable to the Executive Committee:

- Land Planning
- Integrated development Planning (IDP)
- Environmental management
- Land use management
- Industrial Development Planning
- Billboard and Display of Advertisements in Public Places
- By-Laws
- Municipal planning
- Environmental affairs
- Nature Conservation
- Public works
- Municipal airports
- Business Planning
- Project management
- Housing (Rural)

• ***Statutory Functions of Community Services Portfolio Committee***

Community Services Portfolio Committee reports to, and is accountable to the Executive Committee:

- Public transport
- Health services
- Protection services
- Emergency services and fire fighting
- Pounds
- Safety and security
- Cemeteries ( Reservation)
- Parks and Recreation
- Traffic and Parking
- Trade Regulations
- Public facilities
- Street trading
- Licensing dogs

- Licensing and control of undertakings to sell liquor to the public
- Facilities for the accommodation, care and burial of animals
- Noise pollution
- Arts and culture programmes
- Heritage programmes
- Youth programmes
- People with disabilities
- Women programmes
- People with disabilities
- Senior citizens
- Widows
- Orphans
- HIV & Aids programmes
- Child Care Facilities
- Primary health care centre's
- Craft
- Cemeteries

- ***Statutory Functions of the Planning, LED and Infrastructure Portfolio Committee***

The Planning, LED and Infrastructure Portfolio Committee portfolio committee reports to, and is accountable to the Executive Committee:

- Marketing
- Local economic development
- Funeral Parlors and Cremations
- Agriculture
- Refuse removal
- Fresh Produce Market
- Solid waste management
- Water
- Electricity
- Sanitation
- Solid waste sites
- Municipal roads
- Business Planning
- Project management
- Contracts management
- Regulator and Monitoring
- Implementing agent
- Housing (Rural)

### **2.6.1.2 Municipal Staff**

The Municipal Manager is responsible for his own office and the following four (4) departments:

- Corporate & Community Services Department;
- Financial Services Department;
- Planning and Development Department; and

➤ Technical Services Department.

Jozini municipality has a staff of 161 employees, 80 are permanently employed and 81 are on contract. There are 4 section 57 managers and 8 middle managers as well as 5 financial management interns (within the existing complement)

The Jozini Local Municipality is developing the Human Resources Strategy that will address the issues of skills development, training and staff retention. The development of Human Resources Strategy will pave the way for the municipality to develop itself into an organisation that will be able to meet its developmental mandate.

The majority of the critical vacancies in the municipality have been filled keeping in mind institutional transformation and gender equity, including women empowerment and physical challenged people. The Directors' roles and responsibilities are linked to the Organisational Performance Management System (OPMS).

Jozini municipality is also part of the newly established Development Planning Shared Services (DPSS). This programme has been established by KZN-COGTA in order to support the entire municipality in areas of development planning, OPMS and GIS.

The DPSS comprises of the following positions:

- The Chief Planner: assisting in planning, IDP matters
- Town planners X 2: one planner is assisting Mtubatuba, Hlabisa & Big 5 False Bay Municipalities and the second planner is assisting uMhlabuyalingana and Jozini Municipalities.
- GIS Specialist: assisting in GIS related matters
- GIS Data Capturer: assisting in data collection and capturing.
- Performance Management System Officer: still vacant, but will be assisting in OPMS matters.

All 5 Local Municipalities and the District Municipality are contributing financially.

### **2.6.1.3 Ward Committee Systems**

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes. In compliance with this legislative requirement the Jozini Council set up ward committees in each of the twenty wards. The ward committee have since their establishment added much value to municipal processes by providing inputs from a community perspective. They play a major role in the IDP process both in terms of highlighting community priorities but also in maintaining constant communication between the Council and the communities. The municipality has a dedicated Committee Officer that deals with matters relating to ward committees on behalf of the Office of the Speaker. A number of training opportunities have also been made available for ward committee members to augment their capacity. There are 200 ward committee members allocated to 20 wards and they are functional.

### 2.6.1.4 Traditional Leadership

The Traditional Leadership institution has been and continues to be at the centre of social development within the Jozini Municipality, particularly as the rest of the country experiences challenges resulting lack of social cohesion and the crumbling of family units. Amakhosi work and live with people within their communities and are well-positioned to advise and guide the municipality using local/historical knowledge. The area is also fortunate to have 07 Traditional Authorities. This has facilitated good working relationships and communication between Amakhosi and councillors in all matters concerning the development of the area, particularly around the allocation of Ingonyama Trust land as well as authorising development applications.

### 2.6.1.5 Community Development Worker (CDW) Programme

At present moment, Jozini has a total of \_ community development workers (CDWs') covering \_ wards of the municipality. Other \_ wards are not presented by CDW. CDWs are functional, but not to a full extent as there is a challenge of resource shortages.

### 2.6.1.6 Municipal Powers and Function

The powers and functions of the Municipality are described in the table below.

Table: Powers and Functions

Function	Authorizations	Definition
<b>Schedule 4</b>		
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: <ul style="list-style-type: none"> <li>▪ Approval of building plans;</li> <li>▪ Building inspections, and</li> <li>▪ Control of operations and enforcement of contraventions of building regulations.</li> </ul> If not already provided for in the national and provincial legislation.
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government pertaining to child care facilities.

Electricity reticulation	Yes	Bulk supply of electricity, which include for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.
Fire Fighting	Yes	In relation to District Municipality “Fire fighting” means: Planning, co-ordination and regulation of fire services; specialised fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardisation of infrastructure.
Local tourism	Yes	The promotion, marketing and if applicable, the development, of any tourists attraction within the area of the municipality with a view to attract tourists, to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and without affecting the competencies of national and provincial government pertaining to nature conservation, museums, libraries and provincial cultural matters.
Municipal airport	No	A demarcated area of land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and services associated within an airport, and the regulation and control of the facility, but excludes airport falling within the competence of national and provincial government.
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes:• Air pollution, Noise pollution; Solid Waste Removal; Water and Sanitation; Licensing and control of undertakings that sell food to the public; Control of public nuisance; and Facilities for the accommodation, care and burial of animals.
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of:• Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area• Schedule services for the carriage of passengers, owned and operated by the municipality, on specific routes.
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments

Storm water	Yes	The management of systems to deal with storm water in built-up areas
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution, bulk supply points, metering, tariffs setting and debt collection so as ensure reliable supply of a sufficient quality and quantity of water to households, including informal households, to support life and personal hygiene.
Sanitation	No	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service necessary for safe and hygienic households.
<b>Schedule 5</b>		
Amusement facilities /Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which promotes the sale and/or encourages the use of goods and services found in: <ul style="list-style-type: none"> <li>▪ Streets;</li> <li>▪ Roads;</li> <li>▪ Thoroughfares;</li> <li>▪ Sanitary passages;</li> <li>▪ Squares or open spaces; and/or</li> <li>▪ Private property.</li> </ul>
Cemeteries, funeral parlours and crematoria	Yes	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community

Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlet for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation.
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements outlined in legislation.
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption.
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.
Municipal roads	Yes	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the

		road extends and anything on that land forming part of, connected with, , or belonging to the road.
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by laws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	Yes	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality.
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement, road reserve and other public places.
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets.
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works		Any supporting infrastructure or services to empower a municipality to perform its functions

# **SECTION C: DEVELOPMENT STRATEGY**

### 3.1 Introduction

The strategic framework will address the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the national and provincial guidelines as well as aligned to the Amajuba District Municipality's strategy.

### 3.2 National Provincial Strategic Guidelines:

#### 3.2.1 NSDP

The National Spatial Development Perspective (NSDP) was initiated in 1999 with the aim of not only providing a strategic assessment of the spatial distribution and socio-economic characteristics of the South African population, but gaining a shared understanding of the distribution of economic activity and potential across the South African landscape. Based on the research conducted, and with key trends and issues identified, the NSDP currently delineates a number of guidelines for infrastructure investment in South Africa. The rationale behind the guidelines is rooted in the argument of **rather than investing in physical infrastructure to improve the quality of life of people living in low productivity areas, government should rather invest in people.**

In this spirit the NSDP proposes four sets of actions that the various spheres of government should partake in to reach its key economic and social inclusion targets. These are: **(1)** a set of generic actions such as more robust economic analysis, **“proper” spatial development planning** and improved monitoring and review; **(2)** actions aimed at diversifying, strengthening and sustaining the economy and improving the integration between spaces of need and economic activity in the areas of significant economic activity, high concentrations of people and high levels of poverty; **(3)** focused economic development actions in the areas with low levels of economic activity, high concentrations of people, and high levels of poverty; and **(4)** supportive actions to be undertaken by each of the spheres of government to give effect to the objectives of the State.

Five **NSDP** principles to guide development decisions have also been formulated. A brief summary of each principle is given below:

- **Principle One:** Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.
- **Principle Two:** Government infrastructure investment – beyond basic service delivery – will be in areas of high development potential or economic growth.
  - Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.
  - Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.
- **Principle Three:** Efforts to address inequalities should focus on people and not places.
- **Principle Four:** Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.
- **Principle Five:** Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD, and labour market information.

The municipality has reviewed its Spatial Development Framework Plan, taking into consideration the requirements and principles of NSDP.

Jozini Local Municipality is affected by various challenges faced by communities not only in its area of jurisdiction but also in the country as a whole. The Municipality is therefore aware the national strategies and Programme of Action to meet them. The national government's targets for 2014, which were key components in preparing this IDP, are as follows:

- The reduction of unemployment by half;
- The reduction of poverty by half;
- The provision of skills required by the economy;
- Ensuring that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- The provision of a caring government service to the people;
- Reducing the number of serious and priority crimes and cases awaiting trial,
- Improving services to achieve a better national health profile and reduction of preventable causes of death; and
- Positioning South Africa strategically as an effective force in global relations.

In order to achieve these objectives the performance and developmental impact of the state will have to be vastly improved. While capacity building, better systems, a greater focus on implementation, and improved performance management will play a key part in this endeavor, greater integration, alignment and synergy between the actions of the three spheres of government is crucial.

As suggested by Cabinet around aligning the NSDP, PGDS and IDPs, the key to this activity is ensuring that the three spheres of government use the common platform of (1) “need/ poverty” and (2) “development potential” as espoused in the NSDP to analyse the space economy of their areas of jurisdiction. In addition to this the proposal calls for the role of the IDPs of districts locals and metropolitan municipalities in determining and structuring public investment and development spending to be drastically strengthened.

This entails that district municipalities should, in collaboration with the local municipalities play a far greater role in the determination of district priorities and the allocation of resources. Jozini Municipality’s IDP has to become far more informative and decisive on the areas of need and development potential in the district and play a far greater role in decisions on infrastructure investment and development spending by all three spheres of government.

### **3.2.2 PGDS (Provincial Growth and Development Strategy)**

The Provincial Growth and Development Strategies were compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by national government. It is based on the following seven programmes:

#### **Programme 1: Building a winning Province**

This aims at making KZN the gateway province and focuses attention on four elements: tourism, the ports of Durban and Richards Bay, the promotion of KZN as a gateway province and, the creation of an enabling environment for SMMEs.

#### **Programme 2: Enabling Local Economic Development**

This programme aims to stimulate economic growth in specific localities and facilitate the delivery of basic services.

#### **Programme 3: Fuelling the Powerhouse**

The aim is to stimulate the province’s manufacturing, agriculture and housing sectors by taking the province into an investment-driven stage of competitive advantage.

#### **Programme 4: Addressing the needs of the Poor**

The aim is to eradicate poverty by promoting the transfer and use of assets to the poor, promoting livelihoods in the non-farming sector, supporting small-scale farmers and through the provision of welfare services.

#### **Programme 5: The Development and Utilisation of the Human Resource**

This programme aims to redress the effect of poor educational standards, and envisages the use of work-based training, vocational training and adult education to fully realise the province’s human potential.

#### **Programme 6: The Formulation of an Appropriate Spatial Framework**

The programme aims to provide a coherent spatial framework for the economic and developmental growth of the province.

**Programme 7: The Development of Institutions and Implementation Capacity**

The aim is to ensure that all three spheres of government, in partnership with the private sector and communities, utilize the implementation of the growth and development strategy.

In an effort to align with the PGDS goals, Jozini seeks to undertake the following actions:

Table: Alignment with PGDS

PGDS Goal	Municipal Response
<b>Job creation</b>	<ul style="list-style-type: none"> <li>• Implementing EPWP through Capital Projects</li> <li>• Developing the Agricultural Sector</li> <li>• Promoting SMME's</li> <li>• Skills Development</li> <li>• Infrastructure investment and development</li> <li>• Poverty alleviation projects</li> </ul>
<b>Human Resources Development</b>	<ul style="list-style-type: none"> <li>• Review and implementation of the WSP</li> </ul>
<b>Human and Community Development</b>	<ul style="list-style-type: none"> <li>• Constructing and maintaining access roads</li> <li>• Continuously supporting the Sukuma Sakhe Programme (War against poverty)</li> <li>• Participating in the local Community Policing Forum</li> <li>• Budgeting for/ implementing the poverty alleviation projects</li> </ul>
<b>Response to climate change</b>	<ul style="list-style-type: none"> <li>• Promoting solar powered electricity</li> <li>• Installing solar geysers in households</li> <li>• Helping the households in planting trees</li> </ul>
<b>Governance and Policy</b>	<ul style="list-style-type: none"> <li>• Annual Policy reviews</li> <li>• Reviewing the Anti-Fraud and Corruption Strategy</li> <li>• MPAC</li> <li>• Implementing the WSP</li> </ul>
<b>Spatial Equity</b>	<ul style="list-style-type: none"> <li>• Reviewing the SDF</li> <li>• Developing the Land Use Management Schemes</li> </ul>

**3.2.3 PSEDS (Provincial Spatial Economic Development Strategy)**

The PSEDS requires mentioning with respect to its relevance for Umkhanyakude District Municipality.

This strategy is generally derived from the following principles:

- Principle 1: Rapid economic growth that is sustained and inclusive, is prerequisite for the achievement of poverty alleviation;
- Principle 2: 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 3: Where low economic potential exists, investments should be directed at projects and programs to address poverty and the provision of basic services in order to address past and current social inequalities;
- Principle 4: In order to overcome the spatial distortions of apartheid, future settlements and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateway to the global economy.

### 3.2.4 Local Planning context

The following nodes within Umkhanyakude District were identified as priority from a provincial perspective:

CORRIDOR	CATEGORY OF POTENTIAL
Pongola SDI-Maputo	2 & 5
Manguzi-Swaziland	2 & 5
Makhathini Flats	2
Mtubatuba-Nongoma	2;4 & 5

#### **Category Legend:**

- 2 stands for production of labour intensive, mass produced goods i.e. agriculture;
- 4 stands for retail and private sector services; and
- 5 stands for tourism.

Jozini Local Municipality has been identified by KZN-COGTA as part of the secondary corridor which is called Lubombo Spatial Development Initiative (LSDI). The corridor has resulted in the initiation of the Makhathini Integrated Master Development Plan. The following projects are funded by DCOGTA through Corridor Development Programme:

- Makhathini Fresh Produce Market
- Bhambanana and Ndumo Town Formalisation

#### **The Makhathini Integrated Master Development Plan**

The Makhathini Integrated Master Development Plan is a plan focusing on the development of two local Municipalities i.e. Jozini and Umhlabuyalingana municipalities in the District of Umkhanyakude. The plan was developed on the instruction of the MEC oversight Committee for

the Lebombo SDI and Economic Cabinet Cluster. The plan aims to integrate all government activities and develop the two main economic driving sectors in the area, i.e. agriculture and tourism. The planning process will ensure that an integrated plan is developed for the spatial planning of the area which is consistent and part of the IDPs of the two municipalities concerned. This is a multi billion rand project both private and public sector will invest in agriculture and tourism. There is also a component of infrastructure development attached to the project.

The project is in line with rural development initiatives. A steering committee to oversee the entire planning process for the project has now been established. Umkhanyakude District Municipality has been requested to host all steering committee meetings for the project. The District is also the co-chair of such meetings with the Department of Agriculture Environment and Rural Development.

The fact that this is the area has a subtropical climate and water available for the irrigation of around 10000 ha from the Jozini Dam is well known. This means that crops can normally only be grown during the rainy season in the summer rainfall areas of South Africa, can be grown throughout the year on the Makhathini Flats under irrigation. A further benefit is that some crops grown on this area can reach the market 3 to 4 weeks before those grown in other areas of South Africa because of the favorable heat units of the area.

Extensive research has been done over many years on the irrigable areas. What is not well done, is the fact that this subtropical area of KwaZulu/Natal is not just limited to this irrigable area of around 10 000 to 13 000ha. The total area of what is generally known as Makhathini (Jozini and Umhlabuyalingana Local Municipalities) totals over 450 000ha, which a recent study has shown to include just over 407 000ha of grazing area and possible area of around 33 000ha on which appropriate crops can be produced in the summer.

To unlock the economic potential of the area on a sustainable basis (economical, environmental and social) with agriculture and tourism being the main drivers of the economy of the area, will require an integrated and coordinated effort by all stakeholders. These include the appropriate provincial, national and local government departments and organizations responsible for agriculture, environment, conservation, land, water, electricity, traditional affairs, roads, education, health, housing, economic development, etc.

The process must form part of the existing institutional structures for integrated governance in the province. The Provincial Spatial Economic Development Strategy (PSEDS) is such a coordinating institutional structure and it is proposed that the Makhathini Integrated Development Steering Committee will form a sub-committee of Maputo Corridor Sub-committee of the PSEDS.

The Makhathini Integrated Development plan will furthermore form part of the UMkhanyakude District and Jozini and Umhlabuyalingana Municipalities' IDPs and this is already happening as information is currently being reflected accordingly. The final result of the integrated planning and implementation of the Makhathini Plan will be:

- The optimal and sustainable use of the agricultural and tourism potential of the District areas of Umhlabuyalingana and Jozini;
- Agricultural development; and
- The development of adequate support infrastructure.

### **3.2.5 The Millennium Development Goals (MDG)**

South Africa is a signatory of the Millennium Development Goals with other concerned countries.

The Millennium Development Goals (MDG) initiative was aimed at attaining the following goals. Each goal has specific target (s):

#### ***Goal 1: Eradicate Extreme Poverty & Hunger***

**Target 1:** Halve between 1990 and 2015 the proportion of people whose income is less than 1\$ per day.

**Target 2:** Halve between 1990 and 2015 the proportion of people who suffer from hunger

#### ***Goal 2: Achieve Universal Primary Education***

**Target 3:** Ensure that by 2015, children everywhere, boys & girls alike, will be able to complete a full course of primary schooling

#### ***Goal 3: Promote gender equality & Empower Women***

**Target 4:** Eliminate gender disparity in Primary and secondary education, preferably by 2005 and in all levels of education by no later than 2015

#### ***Goal 4: Reduce Child Mortality***

**Target 5:** Reduce the under-five year child mortality rate by two thirds, between 1990 and 2015

#### ***Goal 5: Improve Maternal Health***

**Target 6:** Reduce the maternal Mortality ratio by two thirds, between 1990 and 2015

#### ***Goal 6: Combat HIV/AIDS, Malaria and other diseases***

**Target 7:** Have halted and began to reverse the spread of HIV/AIDS by 2015

**Target 8:** Have halted and began to reverse the spread of malaria and other infectious diseases by 2015

#### ***Goal 7: Ensure Environmental Sustainability***

**Target 9:** Integrate the principles of sustainable development into country policies & programmes and reverse the loss of environmental resources

**Target 10:** Halve the proportion of people without sustainable access to safe drinking water & sanitation by 2015

**Target 11:** By 2020, have achieved a significant improvement in the lives of at least 100 million slum dwellers

#### ***Goal 8: Develop a Global Partnership For development***

**Target 12:** Develop further an open, rule-based, predictable, non-discriminatory trading and financial system, including a commitment to good governance, development and poverty reduction, both Nationally & Internationally

**Target 13:** Address the special needs of the least Developed Countries, including tariff- and quota free access for Least Developed Countries exports,

enhanced programme of debt relief for heavily indebted poor countries and cancellation of official bilateral debt and more generous official development assistance for countries committed to poverty reduction.

### 3.2.6 The Medium-Term Strategic Framework (MTSF)

Section 152 (1) of the Constitution of the Republic of South Africa (1996) states that the objects of local government are:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

Section 152(2) prescribes that a Municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).

Section 153 determines that to fulfill its developmental duties a Municipality must-

- Structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

This implies that the local sphere of government should align its strategies and priorities to that of national and provincial government. A number of key documents and role players influence the setting of strategies and priorities within municipalities.

The Medium Term Strategic Framework (MTSF) which outlines the priorities, strategic objectives and targets of government for the period 2009 – 2014, indicates National Government's Strategic intent to improve the quality of life of South African communities. An extraction of these priorities as provided in a document issued by the Office of the Presidency: ***Together Doing More and Better Medium Term Strategic Framework: A framework to guide government's programmes in the electoral mandate period (2009-2014)***<sup>3</sup>, can be summarized as follows:

- **Strategic Priority 1:** Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.
- **Strategic Priority 2:** Massive programme to build economic and social infrastructure.
- **Strategic priority 3:** Comprehensive rural development strategy linked to land and agrarian reform and food security.
- **Strategic Priority 4:** Strengthen the skills and human resource base.
- **Strategic Priority 5:** Improve the health profile of all South Africans
- **Strategic Priority 6:** Intensify the fight against crime and corruption.
- **Strategic Priority 7:** Build cohesive, caring and sustainable communities.

<sup>3</sup> The Presidency Republic of South Africa. 2009. Together doing more and better. Medium term strategic framework. Available at: [http://www.thepresidency.gov.za/docs/pdsa/planning/mtsf\\_july09.pdf](http://www.thepresidency.gov.za/docs/pdsa/planning/mtsf_july09.pdf)

- **Strategic Priority 8:** Pursuing African advancement and enhanced international cooperation.
- **Strategic Priority 9:** Sustainable Resource Management and use.
- **Strategic Priority 10:** Building a developmental state including improvement of public services and strengthening democratic institutions.

In addition to the above, the Office of the Presidency published the *Green Paper on National Strategic Planning (2009)*<sup>4</sup> which provides ideas on planning and co-ordination with the aim of achieving the identified national priorities. In relation to the above, the South African government is taking drastic steps toward improving strategic planning, performance and monitoring within all spheres of government. This was symbolized by its decision to establish the following two crucial institutions:

- National Planning Commission – to do the overall planning and give direction to all spheres of government
- Performance Monitoring, Evaluation and Administration in the Office of the Presidency – to monitor and evaluate the performance of government in all three spheres.

At the onset of the fourth democratic government, The Department of Provincial & Local Government was re-structured as the Department of Co-operative Governance and Traditional Affairs (COGTA). In terms of the Green Paper COGTA is placed at the centre of Government as a key partner to the National Planning Commission and the Monitoring and Evaluation Unit in the Presidency. COGTA is further responsible for aligning its priorities to that of National Government. Its key priority areas as set out in the MTSF and Strategic Plan 2009-2014<sup>5</sup> include:

- Building the Developmental State in Provincial and Local Government that is efficient, effective and responsive.
- Strengthen Accountability and Clean Government.
- Accelerating Service Delivery and supporting the vulnerable.
- Improving the Developmental Capability of the Institution of Traditional Leadership.
- Fostering Development Partnerships, Social Cohesion and community mobilization.

The Local Government Manifesto outlines five priorities that the African National Congress commits itself to. The IDP document for 2012/2013 is also aligned to these five commitments and these priorities are closely related to the KZN Provincial priorities, KZN PGDS and the National KPAs:

- Creating conditions for an inclusive economy that will reduce unemployment, poverty and inequality and produce **decent jobs and sustainable livelihoods**.
- Access for more and more of our people, especially the youth, to adequate **education and training** to enable them to participate productively in the economy and society.
- Better **health care** in a system that is accessible to more South Africans, including the introduction of national health insurance.

<sup>4</sup> The Presidency. Republic of South Africa. 2009. Green Paper: National Strategic Planning. Available at: <http://www.thepresidency.gov.za>.

<sup>5</sup> Department Cooperative Governance and Traditional Affairs. 2009. Strategic Plan FY 2009-2014. Available at: [http://www.thedplg.gov.za/index.php?option=com\\_docman&task=cat\\_view&gid=118&Itemid=27](http://www.thedplg.gov.za/index.php?option=com_docman&task=cat_view&gid=118&Itemid=27)

- More and more **rural communities** benefiting from investments in basic services (water, electricity, sanitation and roads) and empowered to end hunger by productively using the available or redistributed land. Through rural development we seek to modernise the countryside and bring dignity to rural dwellers.
- **Safer communities** as serious and priority crimes are reduced, corruption defeated, and our criminal justice system is radically changed.

### Provincial Priorities

- Rural development/ agrarian reform and food security
- Creating decent work and economic growth
- Fighting crime
- Education
- Health
- Nation building and good governance

### 3.2.8 The Local Government Turnaround Strategy (LGTAS)

Cabinet approved a comprehensive Local Government Turnaround Strategy (LGTAS) on the 2<sup>nd</sup> of December 2009<sup>6</sup>.

The **five strategic objectives** of the LGTAS are to:

1. *Ensure that municipalities **meet basic needs** of communities.* This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each Municipality's conditions and needs;
2. *Build **clean, responsive and accountable** local government.* Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;
3. *Improve **functionality, performance and professionalism** in municipalities.* Ensure that the core administrative and institutional systems are in place and are operational to improve performance;
4. *Improve **national and provincial policy, support and oversight to local government**;* and
5. *Strengthen **partnerships** between local government, communities and civil society.* Ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.

### 3.2.9 National Outcome Delivery Agreements

Government has agreed on 12 outcomes as a key focus of work between now and 2014. 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

<sup>6</sup> Department Cooperative Governance and Traditional Affairs' Local Government Turnaround Strategy, November 2009. Available at: [http://www.dplg.gov.za/index.php?option=com\\_docman&task=doc\\_download&gid=476](http://www.dplg.gov.za/index.php?option=com_docman&task=doc_download&gid=476)

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 as follows:

**Outcome 1:** *Improved quality of basic education;*

**Outcome 2:** *A long and healthy life for all South Africans*

**Outcome 3:** *All South Africans should be and feel safe; there should be decent employment through inclusive growth*

**Outcome 4:** *Decent Employment through Inclusive Economic Growth;*

**Outcome 5:** *An efficient, competitive and responsive economic infrastructure network;*

**Outcome 6:** *There should be vibrant, equitable, sustainable rural communities with food security for all;*

**Outcome 7:** *Vibrant, equitable and sustainable rural communities with food security for all.*

**Outcome 8:** *Sustainable Human Settlements and Improved Quality of Household Life*

**Outcome 9:** *A responsive, accountable, effective and efficient Local Government System.*

**Outcome 10:** *environmental assets and natural resources that are valued, protected and continually enhanced*

**Outcome 11:** *Create a better South Africa and contribute to a better and safer Africa and World;*  
and

**Outcome 12:** *An efficient, effective and development oriented Public Service and An empowered, fair and inclusive citizenship.*

The outcome as the Department Of Co-operative Governance and Traditional Affairs (National and Provincial departments) and all municipalities is Outcome 9: **A responsive, accountable, effective and efficient local government system.** Notwithstanding; all National Outcome Delivery Agreements talk to local government, due to an understanding that local government is where the tyre hits the road on service delivery. It is therefore crucial that there should be thorough coordination and alignment between local municipalities and sector departments towards the realization and attainment of the targeted results.

**Outcome 9 has been broken down into seven (7) outputs:**

*Output 1: Implement a differentiated approach to municipal financing, planning and support*

*Output 2: Improving access to basic services.*

*Output 3: Implementation of the Community Work Programme*

*Output 4: Actions supportive of the human settlement outcome*

*Output 5: Deepen democracy through a refined Ward Committee model*

*Output 6: Administrative and financial capability*

*Output 7: Single window of coordination*

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 Management;
- Creation of job opportunities by 2014 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 systems for improved service 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 Mayors of all municipalities commit themselves to 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 uprooted;
- That, working with esteemed traditional leaders, they will work tirelessly in restoring the confidence of the people in the system of local government.

### **3.3 Vision, Mission and Values for the Local Municipality**

#### **3.3.1 Municipal Vision**

The review of the Jozini Municipal IDP remains consistent with the strategic approach and commonly owned vision which was adopted by Council during the preparation of the 2012/13 IDP

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***Improved service delivery by championing sustainable development through accountable governance***

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The above vision underpins an integrated approach to improving the standard of living of all the people in the Jozini area. In order to achieve the above vision, the municipality will have to continue function in an accountable and financially sound manner.

#### **3.3.2 Municipal Mission:**

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***To optimize the use of available resources thereby promoting a safe and healthy environment, education, socio-economic development and community participation.***

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#### **3.3.3 Objectives and strategies for the LM**

Jozini Local Municipality's strategic focus is characterized by the following Key Performance Areas:

- Good Governance and Public transformation
- Improved Service Delivery and Infrastructure Investment;
- Sustainable Local Economic Development
- Transformation and Institutional Development;
- Municipal Financial Viability and Management; and
- Spatial Planning and Environmental Management;

It is also aligned to the 12 National Outcome Delivery Agreements, especially Outcome delivery 9 which concerns COGTA and local municipality.

<b>KPA 1: GOOD GOVERNANCE; COMMUNITY PARTICIPATION AND WARD SYSTEMS</b>				
<b>MUNICIPAL STRATEGIC OBJECTIVES</b>	<b>PLANNED INTERVENTIONS/ACTIVITIES</b>	<b>KEY PERFORMANCE INDICATORS</b>	<b>KEY PERFORMANCE TARGETS</b>	<b>RESPONSIBILITY</b>
To encourage the full participation of communities, and stakeholders at large in the affairs of the municipality through mechanisms, processes and procedures that are in place.	Review of Communication Strategy	Council-adopted Communication strategy.	30-11-2013	Corp.
	Staging of IDP Representative Forums	Number of IDP-RF meetings	4 IDP-RF meetings by 30 June 2013	P&D
	Staging of IDP/Budget Consultative meetings	Four clusters, IDP/Budget meetings conducted	Four IDP/Budget meetings by 30 May 2013	Finance & P&D& Comm.
	Ensuring the functionality of Ward committees	Number of ward committees and inducted	20 functional ward committees	Corp/Comm
	Staging of IDP ward participation meetings	Number of IDP ward participation meetings conducted	20 IDP ward participation meetings by 31 December 2012	Corp/Comm/P&D
To strengthen the relationship between the municipality and Traditional Council structures.	Regular contact sessions with TCs (synergistic partnership meetings)	Number of synergistic partnership meetings	4 meetings by 30 May 2013	Comm
To provide service delivery and respond to community queries through Batho-Pele principles.	Conduct community satisfaction surveys. Placement of departmental suggestion boxes	Number of surveys conducted Turnaround time to address queries	1 survey by 30 June 2013 Attending to queries within 5 working days	All Departments
To prevent and eliminate corruption.	Review Anti-corruption Strategy	Council-adopted reviewed anti-corruption strategy.	Council-adopted reviewed anti-corruption strategy by 28 February 2013	Corp/Comm
	Implementation of anti-corruption strategy	Declaration of interest by officials and councillors	20 declarations by 30 June 2013	All Departments
	Ensuring the functionality of the SCOPA	Number of meetings	4 meetings by 30 June 2013	Corp
	Training of Supply-Chain committees	Number of trainings/workshops	4 trainings by 30 June 2013	Corp/Finance
To ensure compliance with	Completion of the IDP	Submission of the Council adopted IDP	Submission of the IDP to CoGTA by 30	P&D

Chapter 5 of the MSA		to CoGTA	June 2013	
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<b>KPA: 2. IMPROVED SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT</b>				
<b>STRATEGIC OBJECTIVES</b>	<b>PLANNED INTERVENTIONS/ACTIVITIES</b>	<b>KEY PERFORMANCE INDICATORS</b>	<b>KEY PERFORMANCE TARGETS</b>	<b>RESPONSIBILITY</b>
To improve access to basic services, through adequate facilitation in respect of free basic water, sanitation and electricity.	Facilitation meetings with the District Municipality	Number of meetings	12 Meetings by 30 June 2013	Tech/Comm
To improve access to adequate housing	Review of the housing Sector Plan	Council-adopted reviewed HSP	Reviewed HSP by 31 January 2013	P&D
To promote the development and participation in sports activities through provision of recreational facilities.	Construction of the new & Maintenance of existing sport facilities	Number of sporting facilities constructed & maintained	2 sportsfield constructed (Mzinyeni and Ekuhleleni) by 31 May 2013	Tech
To improve access to community facilities	Construction and maintenance of community halls	Number of halls constructed and maintained	5 community halls constructed and 4 halls renovated by 30 June 2013	Tech
	Construction of crèches	Number of crèches constructed	6 creches by 30 June 2013	Tech
	Construction of community centers	Number of community centers constructed	1 town hall constructed by 30 June 2013	Tech
To improve communication and movement of people to community service points through provision of access infrastructure.	Construction of new access road infrastructure	Number of KM road network constructed	6 km to be constructed by 31 May 2013	Tech
To improve waste collection in areas of high concentration.	Development of Integrated Waste Management plan	Council-adopted IWMP	IWMP approved by 31 October 2012	Technical
		Purchasing of buyback centres		Technical
	Signing of SLAs with Pongola Municipality	Signed SLAs	SLAs signed by 28 February 2013	Technical

	Distribution of waste collection bins	Number of bins distributed	220 bins distributed by 30 June 2013	Technical
	Awareness on waste management and recycling.	Number of awareness campaigns.	1 campaign by 30 April 2013	Technical

### **KPA 3: LOCAL ECONOMIC DEVELOPMENT**

#### **a) Introduction**

Section 152 of the Constitution of the Republic of South Africa (1996) requires local government to promote social and economic development in their areas of jurisdiction; and that this is in spite of the capacity of each municipality to perform this mammoth task. Umkhanyakude District Municipality has taken upon itself to formulate the manner in which it would deal with matters pertaining to economic development in the district.

At issue to the district municipality is the strategic positioning and approach in dealing with economic development, especially at a macroeconomic and microeconomic development levels. Firstly, at a macroeconomic development level the district would look at developing strategies that would seek to address inter alia the following issues:

- The policy and broader regulatory framework, especially on economic development;
- Appropriate mechanisms, processes and procedures to give effect the intentions of the regulatory framework; and
- Systemic and regular monitoring of the economic inputs and outputs of the economy of the district.

Secondly, at the microeconomic development level, the municipality shall deliberately deal with the coordination of stakeholder interaction and interface. This would be aimed at ensuring that the key economic sectors perform at a level at which they would contribute to the municipality's vision of achieving at least 5% contribution to the GDP of the Province of KwaZulu Natal. The municipality would package incentives to lure both domestic and foreign investors to develop confidence to the district.

Consideration would be given to the development of District Business Retention and Expansion Strategy. Also, through the Corridor Development Initiative, the municipality would develop strategies and plans to capitalize on centres of great opportunity and beneficiation. This would be aimed at developing the social economy (SMMEs and cooperatives) and thereby eradicating the socio-equalities and inequities, especially between big and medium size businesses.

Lastly, at the centre of the municipality's economic development programme is to deal with the triple challenges facing our community; i.e. poverty, unemployment and inequality. Great focus would on the youth women and the vulnerable groups within our community.

**b) Vision**

Unlocking the economic potential of the district and thereby achieving the GDP growth of at least 5% by 2030.

**c) Mission**

- Ensuring the creation of a coherent and integrated approach to economic development;
- Capitalizing on infrastructure investment and development to encourage social and economic growth;
- Packaging of policies and strategies that will further create a conducive environment for economic development and growth;
- Ensuring the management and conservation of the environment whilst promoting economic development;
- Creating a strong link between the National, Provincial and District Planning Commissions.

**d) Legislative Context**

- Section 152 of the Constitution of the Republic of South Africa (1996);
- White Paper on Local Government (1998);
- Municipal Systems Act Amendment (2011);
- Municipal Finance Management Act (2003);
- KZN Provincial Development and Growth Strategy;
- KZN Provincial Economic Development Strategy;
- National Development Planning Overview Document (2010);
- National Environmental Management Act (NEMA);

**e) National Outcome Delivery Agreements**

As part of the district ongoing development processes, cognizance would be taken to ensure alignment with the following National Delivery Agreements:

**Outcome 3:** *All South Africans should be and feel safe; there should be decent employment through inclusive growth*

**Outcome 4: Decent Employment through Inclusive Economic Growth;**

**Outcome 5: An efficient, competitive and responsive economic infrastructure network;**

**Outcome 6: There should be vibrant, equitable, sustainable rural communities with food security for all;**

**Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.**

**Outcome 10:** *environmental assets and natural resources that are valued, protected and continually enhanced*

**f) Economic Development Strategic Objectives**

- To create an environment that will ensure an inclusive district economy that will be representative of the broader demographics of the district.
- To vigorously create an educated and skillful citizenry so as to enable the residents of the district access to the means of production and sustainable livelihood; especially the youth, women and the disabled
- To package policies, programmes and catalytic projects; which will be directed at creating growth and development opportunities in the rural areas of the district, focusing inter alia on agriculture, agri-processing, tourism, manufacturing and other economic growth and job creation areas of the economy.
- To forge strategic partnerships with local, national and international bodies with a view to bolster and expedite the process of attaining the broad socio-economic development goals of the municipality.
- Ensuring the growth and development of local SMMEs and Cooperatives through the infrastructure investment made by the or through the municipality.
- Ensuring meeting of social development goals and needs of communities and capacitating community structures to support local development.

**g) Demographic analysis**

The growth and development of any economy depends on the availability of the requisite and appropriate human capital. This therefore implies that the economic growth path of Umkhanyakude District Municipality requires the kind of skills and expertise that would respond directly to the following key sectors of the district economy; e.g. tourism, agriculture, industry, manufacturing, etc.

However, the status quo reflects a bleak picture in so far as the level of human capital in the district.

**h) Key economic sectors and drivers**

- Tourism
- Agriculture
- Industry
- Manufacturing
- Wholesale and retail
- Services
- Financial
- Social economy (SMMEs and cooperatives)

**i) Stakeholder alignment**

- Local Municipalities
- Umhlosinga Development Agency
- Umjindi (Pty) Ltd
- District Community Tourism Association (CTA)
- National and Provincial department
- Financial Development Institutions (FDI)
- Traditional Leadership
- Tourism KwaZulu Natal
- Trade and Investment KwaZulu Natal
- Isimangaliso Wetland Park Authority
- SMMEs and cooperatives

**j) Umhlosinga Development Agency**

Umhlosinga Development Agency is a common purpose vehicle through which the municipality would pursue catalytic and turn key projects. The entity is 100% is a (Pty) Ltd that is owned by the municipality. It has its Board of Directors and a staff compliment that is separate from the municipality.

The Agency is funded jointly by Umkhanyakude District Municipality and the Independent Industrial Corporation (IDC). Projects are assigned to the Agency through the signing of Service Level Agreements on a project-to-project level. The Municipal Council resolved to designate a member of the Executive Committee and the HOD: Planning, Social and Economic Development to serve in the Board of Directors of the Agency.

This is to ensure that the Municipality Council's oversight role and support s always available to the Agency at all times. The Chief Executive Officer of the Agency also sits in the Planning, Social and Economic Development Portfolio Committee of the municipality.

**k) Competitive Advantages of the District**

Jozini local municipality has a number of competitive advantages which sets it apart from the rest of the country, upon which its development and growth legacy will be built; namely:

**- Strategic Location as a Border District**

Umkhanyakude District borders two important countries to the economy of South Africa; Swaziland and Mozambique. This location is important in terms of major infrastructure and economic development projects and programmes the two countries have embarked upon in close proximity to our border.

Mozambique government and other SADC countries (Botswana, Swaziland, Zimbabwe and South Africa have agreed to build one of the largest ports (30 kilometres) from Kosi Bay, including a urban expansion. This border area is dominated by strategic natural heritage projects (Ndumo and Tembe elephant park, Kosi Bay, and other similar natural resources)

- **Lavumisa and Ponta D'Oro Border Posts (and Possibly Cecil Mack Pass).**

Lavumisa and Ponta D'Oro border post are the most strategic borders South of Swaziland and Mozambique. It is through these two border posts that millions of people and millions of tons of cargo moves between the three countries, linking these countries to South Africa's premier ports at Richards Bay and Durban Harbours.

- **Jozini Dam**

Jozini Dam is one of Umkhanyakude District municipality competitive advantage. The dam is a major source of drinking water for people; irrigation water for agriculture; drinking water for animals; catalyst for urban development and economic growth. It is also a source for renewable energy for sustainable energy supply to Umkhanyakude District economy.

- **Good Climate**

Jozini Municipality has the one of the best climatic conditions in KwaZulu Natal and South Africa. This includes the best sunshine (which is conducive for renewable energy generation); weather conditions for good agricultural activity. It is one a few areas that you can grow crops round the year. It also provides leverage for tourism development.

- **N2, R22 and R66 National Roads**

These three national roads are an important infrastructure for public transport and movement of goods between the three countries.

- **Cultural Heritage**

Jozini is one of the richest areas in KwaZulu Natal in terms of cultural heritage. Key cultural heritage items legacy features include:

- Hlathikulu indigenous forest at Jozini (Kwa-Nyawo Traditional Council)
- Late Inkosi Dingane's Grave at Hlathikulu Forest
- His Majesty, King Goodwill Zwelithini's Palace at Emachobeni, Ingwavuma

- **Ubombo Mountain Ranges & Umhlabuyalingana**

Ubombo mountain ridge and range is an important natural heritage feature of the District. Historians have recently confirmed that the geological formation starts somewhere around Hluhluwe and ends somewhere in Turkey (Europe). These mountain ranges are contrasted by Umhlabuyalingana (not the town – but the big flat area that starting at the foot of the Ubombo mountain ranges extending into the ocean.

This terrain provides for diverse agricultural practice given difference weather patterns found within short distances.

- **Agriculture Potential**

Jozini municipality has all the necessary ingredients for massive and diverse agricultural practice, given the climate, soil types and conditions, water availability, and stable weather throughout the year. It is the only area that two to three crop cycles can be achieved.

**I) Development of a District Development and Planning Commission**

- The establishment of Umkhanyakude District Family of Municipality's Development and Planning Commission is one of the groundbreaking strategic options that the new leadership of the family of municipalities has adopted.
- This is part of a programmatic approach that is aimed at galvanizing and rallying the society and government around a single and coherent long-term vision of the district.
- The idea is for the broader civil society and government to reach a consensus on practical steps and timeframes to realize the agreed upon vision; and to create an institutional platform for a much more focused interaction and stakeholder engagement.

**Its strategic objective** is to create a long-term perspective, focus and determination that will drive all matters pertaining to development and planning in the district.

**DDPC Mission statement**

- To rally the national and provincial sector departments, the private sector and the broader civil society around a single **BIG IDEA**.
- To ensure the development of the research and development; and the Information and Communications Technological capacity as the basis of reliable and credible planning.
- To create an effective and efficient institutional capacity that will be geared and well poised to carry forth the goals and objectives of the commission.
- To package appropriate policies and strategies that will serve as the basis for the development of programmes and projects to deal with deal directly with the troika of challenges; i.e. poverty, unemployment and inequality in the district.
- To facilitate the enhancement of intergovernmental relations between and among the three spheres of government; and between and among the District Family of Municipalities.

**Focus of the commission**

- To give effect to the Constitutional (1996) obligation of local government; specially section 152; and the delivery on the powers and functions which are assigned to the District Family of Municipalities.
- To mobilize the national and provincial sector department, private business and the broader society around a commonly agreed goals and strategic approach to development and planning.
- Facilitate the development and presentation of policies and strategies to the District Family of Municipalities for resourcing and implementation.
- Drawing the requisite skills, expert knowledge and resources to bolster the achievement of the 2030 vision of the District Family of Municipalities.

**m) Destination Tourism Branding**

- In keeping with the national and provincial branding strategies, Umkhanyakude District Municipality would develop its destination brand that would be aligned and congruent to the provincial and national brand. The District Community Tourism Association would also be branded as such. Branding collateral would be developed with a view to introduced to the market and the broader society.

**Strategic Objectives of the commission**

Strategic Goal	Strategic Objective
Development of a long-term perspective, focus and determination on development and planning.	Rallying the broader society around a single and coherent vision (2030).
Ensuring social and economic growth through infrastructure investment development.	Development of strategies and implementable plans to invest in and rollout water, sanitation, electricity, roads and public transport infrastructure.
Ensuring the development of the social economy.	Strategy to encourage commodity based SMMEs and Cooperatives.
Development of the human capital and expertise to drive social and economic development.	Partnering with the education fraternity with a view to develop the kind of skills that will facilitate the development of the district.
Ensuring the conservation and management of the environment, bio-diversity, cultural and heritage of the district.	Development and implementation of strategies and plans that will seek to balance the conservation of the environment and development.
Ensuring the promotion of the factor type of the economy with an emphasis on the social economy of the district.	Development of a Corridor Initiatives the strength and thereby broadening economic owners of the means of production and beneficiation.

**n) Areas of special focus**

- Structured support to Local Municipalities within the district;
- Soliciting development support from the national and provincial sector departments;

- Regular interaction and engagement with private business;
  - Synergistic with the traditional authorities on rural development matters; and
  - Ensuring the development of the youth, women and the disabled persons, economically.
- Corridor Development Initiative;
  - Jozini Hydro-electrical Scheme;
  - Mkhuze Regional Airport development;
  - Mkhuze Lifestyle Shopping Complex;
  - Mkhuze Office/Residential Park.

**o) Enterprise development and Job Creation**

- Ensuring the promotion of Expanded Public Works Programme (EPWP);
- Alien plants eradication
- Entrepreneurial development of small contractors through incubations and skills transfer;
- Waste management ( recycling )
- Creation of at least 2 000 job opportunities per annum;
- Initiating skills development programmes through FETs and sector specific academies;
- Strengthening the SMME and cooperatives sectors through public procurement.

**p) Corridor development Initiatives**

No.	Corridor	Locations
1.	N-2North Corridor	Richards bay –Mtubatuba /Hlabisa-Hluhluwe-Mkhuze-Golela
2.	Phelandaba Border Heritage Corridor	Cecil Mack pass –Ingwavuma-Bambanana-Ngwanase-Kosi Bay
3.	Aisle of kings Heritage corridor	Liberation route :Jozini /N2 turnoff-Sikhandane-Kwaliweni-Ingwavuma
4.	New City Corridor	Nondabuya

KPA 3: SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT				
STRATEGIC OBJECTIVES	PLANNED INTERVENTIONS/ACTIVITIES	KEY PERFORMANCE INDICATORS	KEY PERFORMANCE TARGETS	RESPONSIBILITY
To stimulate local	Creation of job	Number of jobs	200 jobs created by	LED

economic growth through LED/Tourism	opportunities through LED projects	created	30 June 2013	
	Creation of job opportunities through Tourism projects	Number of jobs created	50 jobs created by 30 June 2013	LED
	Creation of job opportunities through EPWP	Number of jobs created	500 jobs created by 30 June 2013	LED
Alleviation of poverty through programmes	Implement community support projects	Number of community support projects	2 community project per ward by 30 June 2013	LED
To develop strategic partnerships for effective economic development	Staging of LED Forums/ sector committees	Number of LED forums/ sector committees held	4 Forums held by 30 June 2013	LED
Functioning of a business forum	Meetings with stakeholders	Number of meetings		LED
Establishment of Chamber of commerce	Meetings with stakeholders	Number of meetings	30 June 2013	LED
SMME Development	To conduct trainings to SMME'S	Number of trainings	8 trainings by 30 June 2013	LED
Tourism Awareness in School	Tourism awarenesses in schools conducted and campaigns	Number of campaigns	4 awareness campaigns by 30 June 2013	LED
Effective running of Information Centres	No. of tourists coming to the area	No. of tourists coming to the area	1500	LED
Business plans for capital projects	Developed Bankable Business plans for funding		2 business plans for capital projects	LED
Effective implementation of Community Work Projects				LED
To effectively market Jozini and its prouducts to potential investors	Developed promotional materials i.e Hand book, brochures, dvd's			LED
To conduct craft exhibitions and trade shows	Succesful hosting of trade shows and exhibitions			LED

<b>KPA: 4. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>				
<b>STRATEGIC OBJECTIVES</b>	<b>PLANNED INTERVENTIONS/A CTIVITIES</b>	<b>KEY PERFORMANCE INDICATORS</b>	<b>KEY PERFORMANCE TARGETS</b>	<b>RESPONSIBILITY</b>
Ensure effective and efficient human resources management.	Review and implementation of Employment Equity Plan	Council-adopted EEP	30 March 2013	Corporate Services
	Review of Staff Retention Strategy	Council-adopted retention strategy	30 March 2013	Corporate Services
	Review of the skills development plan	Skills audit forms completed by staff and councilors	30 June 2013	Corp
	Implementation of skills development plan	50 trainings/workshops for staff.  40 Councillors attending five trainings/workshop	30 June 2013  30 June 2013	Corp
	Effective intergovernmental relations	Training of ward committees	20 ward committees to be trained by December 2012	Corp
	Good development of employable and skilled citizens	Number of community members to be trained (engineers, technicians, bricklayers, cash/ till operators, marketing)	80 community members trained by 30 June 2013	Corp
To ensure and enhance the capacity of the municipality to provide effective and efficient services to the communities, through filling of vacant critical posts.	Filling of critical vacant posts	all vacant post to be filled	30 September 2012	Corporate Services
	Review of Recruitment policy	Council-adopted Recruitment policy	30 Srptember 2012	Corporate Services
To improve and enhance public perception of the municipality by initiating and embracing the	Adoption of the Performance management System	Council-adopted PMS scorecards & performance agreements	30 September 2012	Corporate Services
	Adoption of PMS quarterly reports	Council resolution	30 June 2013	Corp

process and culture of performance.	Presentation of the scorecard to the public	Number of meetings with the community	4 meetings during the IDP/Budget roadshows	Corporate Services
	Presentation of the Annual Report to the public.	Number of meetings	1 meeting by 31 January 2013	Corporate Services
To facilitate sustainable social and economic development programme	Review HIV/AIDS strategy in light of the flagship programme	Council-adopted HIV/AIDS strategy	31 March 2013	Office of the MM
Supervision of Library Service delivery to Community	Establish the nature of the enquiry, issuing registration forms , new membership cards and attending to issues/returns applying laid down procedures	Statistics report of members submitted to DEPO	Monthly Report	Corp & Comm
Law enforcement and security management	To ensure coordination of safety and security issues within Jozini area of jurisdiction	Number of integrated Law Enforcement Committee meetings	8 meetings by 30 June 2013	Corp
	To conduct roadblocks for traffic	Number of roadblocks	20 Roadblocks By 30 June 2013	Corp
	Traffic Officers firearms control	Number of firearms inspections	4 firearms inspection by 30 June 2013	
Community safety and Security	Community safety campaigns	Number of safety campaigns	4 campaigns by 30 June 2013	Corp
To liaise with Commuter transport operators on road safety	Co-ordination of meetings with Transport operators (Buses and taxis)	Number of meetings	4 By 30 June 2013	Corp
To ensure functionality of the driving licence testing centre and Traffic Department	Bookings of learners licences	Number of bookings for learners licences	100 licences issued by 30 June 2013	Corp
	Renewal of drivers licence cards	Number of licence cards	10 licence cards by 30 June 2013	Corp
Lobbying of Service Providers	Signing of lease agreements with the Departments	Number of signed lease agreements	8 signed agreements by 31 March 2013	Corp
Local Inter-Sectoral Steering committee Establishment	Conduct meetings for the formation of the LISSC	Number of meetings	1 meeting by 30 March 2013	Corp
Promotion and marketing of	Public participation meetings	Number of meetings	20 meetings by 30 June 2013	Corp

Thusong Service Centre				
	Use of community radio station	Number of radio slots	1 radio slot by 30 September 2012	Corp
	Use of municipal newsletter	Number of publications	4 publications by 30 June 2013	Corp
	Renewal of drivers licence cards	Number of licence cards	10 licence cards by 30 June 2013	Corp
To ensure functionality of I.T. systems	Development of I.T. policies	Adopted I.T. policy by council	30 June 2013	Corp
To record and Register the Municipal documents kept in the Registry.	Recording and Registering the Municipal documents entering and leaving the Registry.	Number of Records Keeping	Quarterly records keeping report by until 30 June 2013.	Corp
To Monitor the functionality of Local Labour Forum	Prepares/Review schedule of LLF Meeting	Number of Meetings	4 Meetings by 30 June 2013	Corp
To promote the development of important activities e.g. Sports, Art & Culture, Forums, Programmes and Recreational /Heritage activities	Organising Kwa-Naloga Games, Mayoral Cup, Art & Culture activities Youth and Gender Forums, Youth Programmes, Disability Forums and Recreational /Heritage Activities	Dates and number of wards participating in these events	One event per category by 30 June 2013	Corp

<b>KPA: 5. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>				
<b>STRATEGIC OBJECTIVES</b>	<b>PLANNED INTERVENTIONS/ACTIVITIES</b>	<b>KEY PERFORMANCE INDICATORS</b>	<b>KEY PERFORMANCE TARGETS</b>	<b>RESPONSIBILITY</b>
Development of municipal financial viability standards	Develop integrated billing and debt management system	Approved-Billing and debt management system	30 September 2012	Finance Department
	Develop financial policies	Number of financial policies developed	7 financial policies by 31 May 2013	Finance Department
	Develop and implement supply chain	Approved-SCMP	31 March 2013	Finance Department

	management plan			
	detailed revenue collection plan	Approved revenue collection plan	31 March 2013	Finance Department
To ensure sustainable revenue base for the municipality	Update list of debtors	An updated list of debtors	31 December 2012	Finance Department
	Develop payment incentives policy	Approved policy	31 May 2013	HOD to establish
	Monitor debt collection	Handover of long outstanding debtors. Write offs	31 December 2012	HOD to establish

<b>KPA: 6. SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT</b>				
<b>STRATEGIC OBJECTIVES</b>	<b>PLANNED INTERVENTIONS/ACTIVITIES</b>	<b>KEY PERFORMANCE INDICATORS</b>	<b>KEY PERFORMANCE TARGETS</b>	<b>RESPONSIBILITY</b>
To improve the standard of living by ensuring that future settlements occur in an integrated spatial and economical manner.	Implementation of Planning and Development Act (PDA)	Council-approved gazzeted Delegations	31 July 2012	P&D
		Council approved Fee Structures	31 January 2013	P&D
		Facilitation meetings for town formalization	6 meetings by the 30 June 2013	P&D
		Council-approved by-laws	30 May 2013	P&D
	Review the SDF	Council-adopted SDF	30 March 2013	P&D
	<ul style="list-style-type: none"> <li>• Preparation of layout plans and registration of General Plans for Jozini, Bhambanana and Ndumo.</li> <li>• Preparation of settlement plans using the community based planning approach.</li> <li>• Training of traditional authorities in spatial planning.</li> <li>• Formalization of</li> </ul>		30 June 2013	P&D

	functional relationship between traditional councils and the municipality.			
	Drafting of Jozini Sustainable Development Plan	Finalizing of the new funding agreement between Jozini and DBSA	30 May 2013	P&D
To promote a clean and safe environment and conservation of our natural heritage resources	Develop an Environmental Management Plan	Council-approved EMP	30 June 2013	P&D
	Develop a Integrated Waste Management Plan	Council-approved IWMP	31 January 2013	P&D
To facilitate the development of housing for the community of Jozini.	Review the Housing Sector Plan	Council-approved Housing Sector Plan	31 January 2013	P&D

# **SECTION D: SPATIAL DEVELOPMENT FRAMEWORK (SDF)**

## Introduction

Local Government: Municipal Systems Act, Act 32 Of 2000, Section 26 requires one of the core components of each municipal IDP must be a Spatial Development Framework (SDF). The minimum elements that must be included in the SDF are also spelt out therein. It is stated that the SDF should operate as an indicative plan, whereas the detailed administration of land development and land use changes be dealt with by a land use management scheme, which will actually record the land use and development permissions accruing to a piece of land. Jozini Local municipality last reviewed its SDF in May 2009. In 2012 the Makhathini SDF which combines both Jozini and Umhlabuyalingana municipality was reviewed. In 2012/13 the Jozini SDF will be reviewed.

The primary purpose of an SDF is to represent the spatial development goals of the Jozini municipality that result from an integrated consideration and sifting of the spatial implications of different sectoral issues. The SDF contains four main components:

- Guidelines for land use and development;
- Guidelines for land use management;
- A capital expenditure framework showing where the municipality intends spending its capital budget; and a strategic environmental assessment.

The timing of the process of compiling an SDF must correspond with that of the IDP. Each of the above mentioned components of the SDF must guide and inform the following:

- Direction of growth
- Major movement routes
- Special development areas for targeted management to redress past imbalances
- Conservation of the natural and built environment
- Areas in which the intensity of land development could either be increased or decreased
- Areas in which particular types of land use should be encouraged and others discouraged

The Jozini Municipality in partnership with District and other neighboring Local municipalities are in a good position to implement this idea as the Spatial Development Framework plays a most direct role in influencing spatial planning, land use management, and local development processes and outcomes.

The Spatial Development Framework should give effect to the vision, goals and strategies of the IDP.

The main of Spatial Development Framework as defined in the guidelines of the Department of Traditional and Local Government Affairs are:

- To promote sustainable functional and integrated settlement patterns in order to:

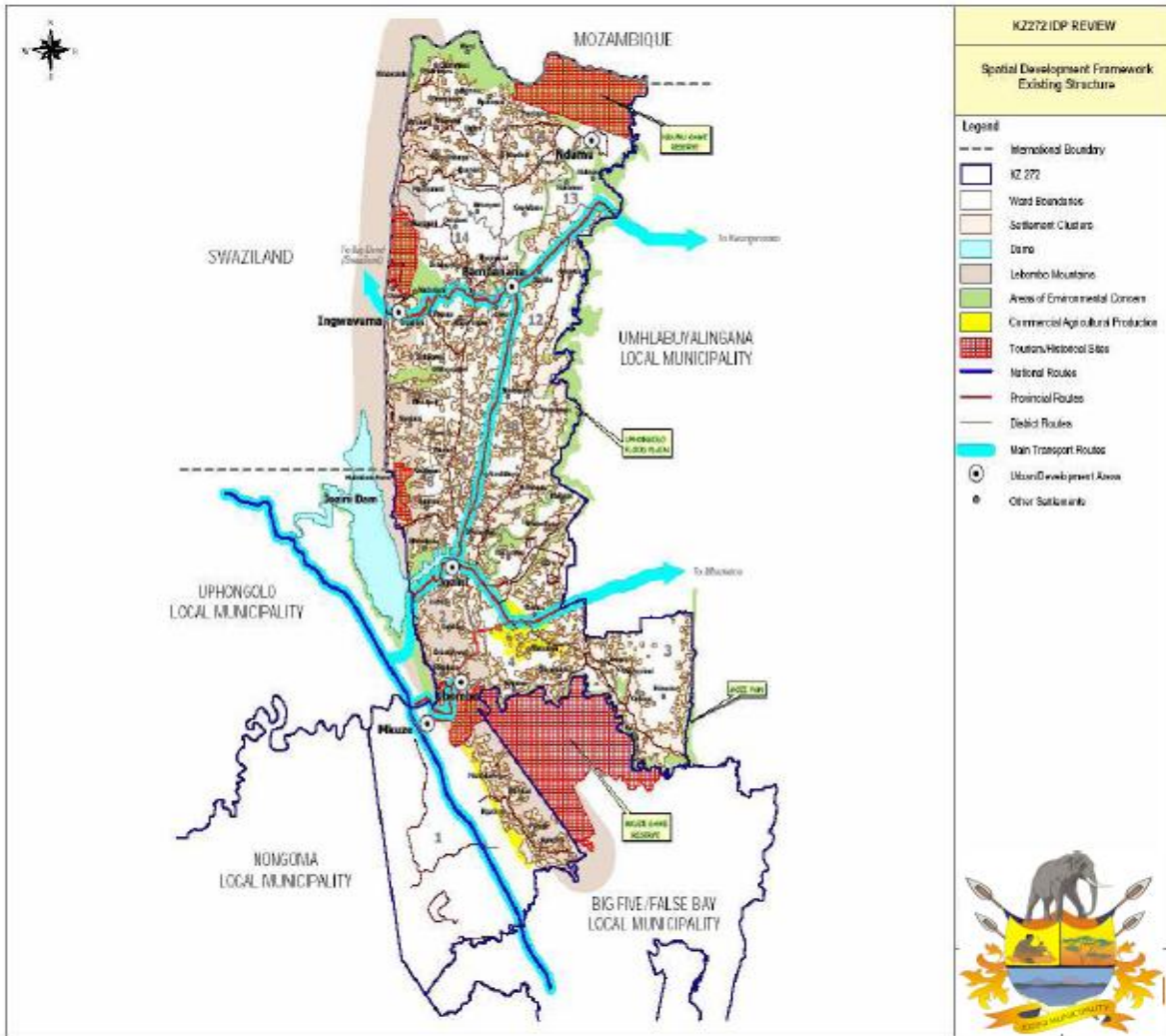
- Discourage low density urban sprawl;
- General social and economic opportunities for people; and
- Promote ease accessibility to those opportunities.
  
- Maximize resource efficiency, e.g.
  - Ensuring the protection of the available environmental resources within the municipality; and
  - Protecting productive land for agricultural purposes.
  
- Enhance regional identity and unique character of places.
- Ensure conformance with the neighboring district, local and provincial development frameworks.

#### Existing Spatial Structures of Jozini

The existing spatial structures of Jozini Municipal are defined by a number of elements. These elements are classified as follows:

- There are areas of conservation and environmental interest within the Jozini areas and those areas are: Ndumo game reserve and the Pongola floodplain.
- Structuring elements of the area include the Lebombo Mountain Range, Jozini Dam, Ingwavuma, Pongola and Mkuze rivers as well as the two hospitals within the area, Bethesta hospital at Ubombo and Mosvold hospital at Ingwavuma. These elements present both opportunities and problems to the development of the municipal in terms of tourism attractions and the provision of infrastructure and services.
- The inherent potential of the municipality includes areas of high agricultural potential and a number of tourism/ historical sites, such as the Makhathini Flats, Mkhuze Farms, Dingane's Grave, Border Cave and the Usuthu Gorge.
- Jozini location provides for a number of Tran frontiers the opportunities, as mooted in the Lebombo SDI, along the international borders of Swaziland and Mozambique, the Cecil Mack Pass etc.
- There are a number of urban areas (nodes) as well as a population settlement pattern.
- Some areas within the Jozini municipality have limited potential, both in terms of access to clean water and sanitation and conservation areas and good soils. In such areas, survival strategies, including improved methods of subsistence agriculture should be pursued. **See below showing existing spatial structures**

Existing Spatial Structures



## Components of the Spatial Development Framework

Investigating the following components has informed the preparation of the Jozini spatial development framework:

- Areas of environmental interest
- Settlement patterns and structure
- Movement patterns and routes
- Areas presenting opportunities
- Areas in need of intervention

Both the settlement and movement hierarchy provides a framework to guide the provision of bulk infrastructure, basic services, social facilities and services and interventions to stimulate and support local economic development.

### □ **Areas of Environmental interest**

There are a number of environmental sensitive areas (both protected and unprotected) in the Jozini Local Municipality. They include game farms located in ward 1, areas along the Lebombo Mountains, the Pongola river floodplain, Ndumo game reserve as well as Hlathikhulu Forest and the Usuthu George.

### □ **Settlement pattern and structure**

Investment points (Nodes) are the existing and future growth points and centers of population concentration within the municipality .They form the bases for the allocation of funding and resources as well as the rollout of service delivery .It is crucial to build upon such investment points we also find a clustering of certain activities such as shops, schools, churches, community halls and clinics .The table at overleaf contain the hierarchy of investment points for Jozini:

Primary Investment Points	Mkhuze, and Jozini
Secondary Investment Point	Ingwavuma, Ubombo and Bhambanana
Tertiary Investment Point	Ophansi, Manyiseni, Ndumo, Ngude, Mhlekezi Area (Ward 1) and Makwakwa

**Mkuze:** is the economic hub of the municipal area and will remain the focus for future development. Mkuze town is central located and it served by major road such as the N2 which links it with Hluhluwe, Mtubatuba, Richards Bay towns.

There is a influx of major services such as offices, residential development and commercial uses has led to Mkuze being the major investment node within the area of Jozini Municipality.

**Jozini:** is the second economic hub within the area of jurisdiction of the Jozini municipality, however the topographical constraints and land tenure issues has led to flee of potential investors to another areas.

**Rural Areas:** rural areas are characterized by extensive commercial and subsistence farming, mainly crop production and cattle farming.

#### **Map 6: Jozini Municipal Towns**

##### **□ Movement Patterns and Routes.**

Investment Links are the activity spines of the municipality as well as they provide access to services and encourage economic development thereby improving the living conditions of local municipalities. Such spines link areas/destinations and carry varying volumes of traffic. In the Jozini context, the following hierarchy of investment links has been identified:

- National link ( the N2)
- Primary Investment link
- Potential Primary Investment Link
- Secondary Investment Link
- Potential Secondary
- Tertiary Investment Link

The above links are all shown on the accompanying spatial development framework map.

Both the potential primary and secondary investment links should be noted. The former instance the link to Swaziland off the Bhambanana Ingwavuma road through the Cecil Mark Pass and secondly the route parallel and to the east of the N2. The potential secondary investment link between Ubombo and Jozini has been identified considering the route.

#### **Opportunity Areas**

The implementation of the Jozini IDP or other location advantages may result in the evolution of development nodes at certain locality in future. Such areas need to be identified as opportunity areas as part of the IDP. They are:

- Proposed agricultural processing of cotton at Nondabuya
- The Msiyane Hall area at the entrance to the tertiary investment link providing access to Hlathikhulu Forest tourism development
- Jozini Housing
- Siqakatha housing

- Makhathini flats agricultural processing (proposed LRAD project)
- Kwa -Jobe housing
- Hlathikhulu Forest investment by DEAT
- Border Cave/Usuthu Gorge
- Ghost Mountain
- Cecil Mark Pass
- Sibongile housing
- Approved Sugar Mill at Biva

### **Intervention Areas**

A number of areas in the Jozini Municipality are significant as areas of **restoration and rehabilitation** on the basis of their economic potential and environmental sensitivity, i.e. the cultural tourism attractions of Dingane's Grave, Border Cave and the Ghost Mountains. It is further a known fact that the land with some of the highest agricultural potential is the Pongola Flood Plain and, as such, this area needs to be managed and developed in a manner that ensures its preservation. Given the above, this natural economic base, agricultural and environmental attractions, needs to be protected to ensure its survival and future contribution to the economic development of the area.

Some areas within the Jozini municipality are prone to **natural disasters** and need to be adopted and enforced to lessen the impact such as natural disasters.

Furthermore, some areas within Jozini have **limited agricultural and environmental potential** lands are relatively isolated. Special measures need to be introduced in such, i.e. improved methods of subsistence agriculture.

# **SECTION E: SECTOR INVOLVEMENT**

## 5.1 Introduction

This section represent the executive summary of the respective operation strategy (Sector Plans) compiled and prepared by Jozini Local Municipality. These plans constitute nine core components of the IDP of the Jozini Municipality (Sec 26 (a)-(i) of the MSA No.32 of 2000) and play a significant role in the integration process.

Some of these sector plans were/are/will be prepared/ developed and others reviewed in consideration of the relevant municipal wide development initiatives and directly inform and aligned with the District Municipality and other neighbouring Local Municipalities.

## 5.2 Current status quo of sector plans

Since 2002, the Jozini Municipality has embarked upon the preparation of a number of sector plans in consultation with the local municipalities. With regards to the sector plans that have been finalised to date, these have been incorporated into the IDP in the following three ways:

- Projects identified through the sector plan have been included into the project tables;
- Key spatial elements have been incorporated into the Spatial Development Framework (SDF); and
- Relevant sections in the IDP, largely the sections in the Analysis Phase, have been updated with the facts and figures generated by the sector plans.

This section summarises some of the key outcomes of the sector plans that have been completed. Sector Plans that are in the process of being completed or are being reviewed are not included in this section.

The Sector Plans are informed by the development priorities and objectives as articulated in this document. It is for this reason there is incorporated in the IDP Plan so as to forge a linkage with other Sector Plans and ensure seamless implementation of the IDP as an inclusive and coherent strategic planning tool of the Municipality.

In line with the division of roles & responsibilities, a number of sector plans are the responsibility of the district municipality such as:

- Water Service Development Plan
- Electricity Master Plan
- Disaster Management
- Public Transport Plan
- Integrated Transport Plan
- Electrification Plan

### **5.3 Description of sector plans**

#### **(i) Local Economic Development**

The Municipality has various functions to fulfil in promoting economic development in its area of jurisdiction. The initial Local Economic Development analysis done for Jozini suggested a phased approach. The details of the phases are expanded here to follow a logical process to lay the foundation for the LED.

#### **PHASE 1: Establishing the baseline**

Phase 1 Deals with the status quo assessment for Jozini Municipality in terms of demographics, socio-economic circumstances and economic performance. The baseline for the LED strategy will therefore delve into the socio-economic circumstances of the municipality, dealing with:

- Population and composition
- Household situation
- Economic activity
- Employment
- Skills composition

#### **Phase 2: Research**

Phase 2 is an investigation that was done when establishing a strategic framework for LED in Jozini based on the broad objectives identified in the initial analysis. It explores the baseline results further to get to grips with the socio-economic realities in Jozini, involving and place these in the context of:

- International guidelines for development actions
- South African national guidelines
- Provincial Growth and Development Strategy
- District initiatives
- Local priorities

The idea is to formulate a strategy that is vertically aligned with development planning and also horizontally integrated with the local reality.

Attention will then be aid to an analysis of the Jozini economy, including:

- Sectoral analysis of the formal economy
- Overview of the formal business environment
- Overview of the informal business environment
- GGP contributions and employment summary
- Growth opportunities

Given this information, the strategy can then focus on the capacity for effective LED delivery and deal with the institutional arrangements involving:

- The role of the municipality
- Mobilizing business support

- Inclusive mechanisms for emerging entrepreneurs
- Creating an institutional framework for growth and transformation
- Dealing with a special purpose vehicle to manage the LED Strategy for Jozini

The LED strategy phase will culminate in a structured plan involving:

- Vision
- Mission
- Action plans

These will be taken further in the LED Implementation Plan in which targets will be set, specific activities will be proposed and a project plan formulated for implementation.

**Phase 3: LED Implementation Plan**

The current demographic and economic baseline defines the change and the development actions, in keeping with government policy, particularly the objectives to be achieved by 2014 proposed in the Accelerated and Shared Growth Initiative for South Africa (ASGISA). The demographic and sectoral analysis take the ASGISA objectives one step further, by quantifying objectives for:

<b>Situation</b>	<b>Intervention</b>	<b>Quantification</b>
Unemployment	Halve unemployment	How many jobs?
Contribution to GGP	Maintain 6% growth	What new initiatives?
Household level poverty	Halve poverty	How many families?

The quantified objective for job creation and contribution to GGP is linked to sectoral responsibility, based on the contribution of each of these in terms of jobs and GGP. The household poverty issue is also used as a check and balance to define the primary targets for poverty alleviation and having an impact at household level.

The intention is not to try and reshape and re-engineer the economic mainstream, but to see what can be done better and what new activities can be added to achieve the targets set. The attention here is focused on the stratified portfolio of opportunities dealing with:

- Mainstream capital projects: Tourism, agriculture, construction and renewable energy
- Medium sized enterprises: Manufacturing, value addition, export and services
- Micro enterprises: Formalizing the informal economy

Here the public participation becomes crucial to get to grips with:

- Documenting willing participants in the target communities
- Capturing real and viable business ideas
- Registering business that want to participate

The public participation process will lead to ideas on institutional arrangements to establish a working Public-Private-Partnership between the municipality, formal business and emerging entrepreneurs to launch a broad-based LED effort to create large scale opportunities, linked to specific projects.

To implement projects that are identified in the IDP/LED strategy the sourcing of funds will be channeled through the following financial institutions:

- Donor funding
- Government grant funding
- Equity partnerships
- Venture capital
- Bank loans

The discussions with stakeholders and the analysis of requirements will determine the institutional shape of development actions and the possible agency to be formed for this purpose.

The LED Strategy and Plan is consolidated in keeping with the municipal planning and performance management framework. An LED Service Delivery Business Implementation Plan (SDBIP) will be formulated, specifying:

- Key performance Areas
- Specific activities
- Key Performance Indicators
- Resource allocation
- Timing
- Budgets

#### **Phase 4: Executing the LED Implementation Plan**

Having completed the previous three phases, it is therefore logical that there should be a fourth phase involving the implementation of the LED plan for Jozini. Introducing this phase completes the chain of events to ensure that:

- The LED Baseline describes the current reality and reveals key focus areas
- The LED Strategy defines the framework for objectives to be achieved
- The LED Implementation Plan says how it will be done
- The LED Implementation makes it happen

Putting all these elements together in a single framework creates the opportunity to deal with the entire LED situation, without having to be caught up in artificial dividing lines between the end of the strategy and the beginning of the plan and the end of the plan and the beginning of the implementation. It also serves as an accountability measure to ensure that:

- The current reality can be transformed into an LED Strategy
- The LED Strategy can be transformed into an LED Implementation Plan
- The LED Implementation Plan can be executed

## **(ii) Environmental Management Framework (EMF)**

The Environmental Management Framework Plan was prepared by Umkhanyakude DM in 2011/12 and has been prepared in terms of the requirements of the Municipal Systems Act (2000). In effect, the EMP addresses schedules, resources and responsibilities for achieving Council's environmental objectives and targets. The plan provides the following:

- A statement on the environment;
- An identification of key areas for intervention; and
- Policies and strategies linked to a spatial plan.

The main objectives of this plan are as follows:

- To provide Council with an environmental inventory which provides a basis for establishing an interlinked system of conservation reserves, good agricultural land and public spaces, and which will assist Council in the process of development management;
- To minimize harmful development tendencies which may affect the environment;
- To recommend environmental principles which will assist in the maintenance and improvement of the present urban environment; and
- To designate boundary limitations of conservation areas within the municipality so as to enhance species survival in the long term.

This plan has been integrated into the District plan.

## **(iii) Integrated Waste Management Plan (IWMP)**

The municipality has prepared an Integrated Waste Management and it has been approved by the Department of Environmental Affairs.

This document investigated the potential for waste minimisation and recycling as well as the potential alternatives to the current treatment and disposal regimes. A guideline document was also prepared for municipal officials as part of this process.

## **(iv) HIV/AIDS Strategy**

The Municipal HIV/AIDS Strategy is under review.

Overview of Municipal HIV/AIDS Strategy for 2004

In terms of the Municipal Systems Act, the municipality has a responsibility to coordinate HIV/AIDS programmes and activities within its jurisdiction.

The Municipality recognized the need to coordinate HIV/AIDS activities in the municipal area, through the following steps:

- Establishment of Local Aids Council
- Consultative meetings with communities
- Consultative meetings with all relevant stakeholders

The vision of Jozini HIV/AIDS Strategy: Is to reduce the incidence of HIV/AIDS by 20% by the year 2020.

### Priority Areas

- Prevention
- Treatment Care and Support
- Research, Monitoring and Evaluation
- Human and Legal Rights

### **(v) Communication strategy**

The Municipal Communication Strategy is under review.

The Jozini Municipal Communication Strategy has focused on the following aspects:

- Embrace the precepts of the Constitution of the Republic of South Africa and other acts of parliament that provide for access to information.
- Stimulate discussions around the developmental issues within the municipality
- Encourage the maximum participation of all relevant stakeholders

### **(vi) Disaster Management Plan**

The municipality undertook both a Disaster Management Risk Assessment and Risk Analysis during the past financial year. These studies identified where risks for disasters are prevalent, their type and their potential magnitude.

### **(viii) Housing Sector Plan**

According to Section 9 (1) of the National Housing Act No. 107 of 1997, every municipality must as part of the municipality's process of Integrated development plan take all reasonable and necessary steps to ensure that the inhabitants within its area of jurisdiction have access to adequate housing by setting housing delivery goals, identifying suitable land for housing development and planning, facilitating, initiating and co-coordinating housing development within its functional area.

The statistics received from the Department of Land Affairs' survey conducted in 2006, and it revealed that there are 30 311 households in the Jozini municipal area. This translates to a 30% increase compared to a 21 000 households recorded in 2001.

### **Land suitable for Housing Development**

The Jozini Municipality's Spatial Development Framework identifies some areas/towns as different types of nodes. These include the following:

- Jozini and Mkhuze – main economic development nodes;
- Ingwavuma, Bhambanana, and Ubombo – economic development nodes; and
- Ndumo, Msiyane and Makhathini are service nodes.

Sites at which housing delivery can take place and which have been identified include the following:

Site 1: Mkhuze

Site 2: Ubombo

Site 3: Jozini Town

Site 4: Ingwavuma

Site 5: Bhambanana

Site 6: Ndumo

Site 7: Makhathini

Site 8: Msiyane

Land Suitable for Housing

PROJECT NAME	LOCATION	OWNERSHIP	ACCESS TO SERVICES	BULK SERVICES AVAILABILITY	SDF LINK
Mkhuze	Ward 20	Private	Yes	Yes	Node
Ubombo	Ward 2	Jozini Municipality	Yes	Yes	Node
Jozini	Ward 7	Ingonyama Trust	Yes	Yes	Node
Ingwavuma	Ward 14	State land	Yes	Yes	Node
Bhambanana	Ward 12	State land	Yes	Yes	Node
Ndumo	Ward 16	State land	Yes	Yes	Service centre
Makhathini	Ward 5	State land	Yes	Partially	Service centre
Msiyane	Ward 8	Ingonyama Trust	Yes	Partially	Service centre

#### (viii) Indigent Policy

Jozini Municipality has an operational indigent policy in place. Its main purpose is to provide basic services to the destitute within the financial and administrative capacity of the Municipality. It provides criteria for qualification as indigent. It also outlines the extent of indigent support, such that subsidies will be limited to water, refuse removal, electricity and sewerage disposal services. One of the municipality's strategies is to ensure supply of free basic services. Key performance indicators for such a strategy include adherence to free basic services and indigent policies.

## 5.4 Departments involvement

### Human Settlements

#### ***Current projects***

- The Department has invested a total funding of R422, 155, 944 in the municipality for housing projects over the years. This will result in 8725 constructed for the desperate people of Jozini Area
- The DoHS has made R9, 530, 713 available in the 2011 / 2012 year for the existing projects and to initiate new housing projects.
- A further R89 814 7503 has been made available in the outer 2 years of the current MTEF, to fund the active projects and support the preparation and packaging of new initiatives.

#### ***New projects***

- There are basically two new projects to be implemented at Jozini namely:
- Sqakatha Rural project and,
- KwaJobe project which is a completion of the balance of 800 houses that were affected by land issue.
- The third one is the Ndumo Project which will be part of the Premier's Ndumo Children's Flagship Project.

## **Department of Agriculture, Environmental Affairs and Rural Development**

### **Makhathini Development**

The Department is involved in the following Programmes at Makhathini:

#### **(a) Makhathini Integrated Master Development Plan**

- The Makhathini Integrated Master Development Plan is a plan focusing on the development of the two local municipalities of Jozini and Umhlabuyalingana in the District Municipality of Umkhanyakude in the North Eastern corner of KwaZulu-Natal.
- The plan aims to integrate all government activities and develop the two main economic driving sectors in the area; agriculture and tourism.
- The agricultural sector has four sub-sectors which are main economic drivers in the area: aquaculture, dry land cropping, irrigation and livestock.

#### **(b) Crops and Irrigation**

- **Makhathini or Mjindi Irrigation Scheme**
  - The irrigation plan has its emphasis on the rehabilitation of the 4570ha of irrigation land and infrastructure serviced by Mjindi Farming (Pty) Ltd.
  - A photographic survey of the whole scheme was done to establish the status of the scheme.
  - The scheme requires major repairs of infrastructure totalling to millions of rands.

- The farmers on the scheme are producing cotton, sugar cane and vegetables.
- 314 individual farmers are beneficiaries of the irrigation scheme.
  - ✓ 230 male farmers
  - ✓ 84 female farmers
- There are 8 cooperatives with 603 members who are beneficiaries of the irrigation scheme.
  - ✓ 31 male farmers
  - ✓ 572 female farmers.

- **Irrigation Schemes (Ndumo and Nondabuya)**

- These irrigation schemes are on planning stage, concept designs completed and detail designs and implementation will commence next financial year.

**(c) Livestock Programme**

- The livestock commodity covers the largest part the Makhathini area of the approximately 407 000ha.
- The plan for the livestock is based on a natural resource survey and a livestock survey done among the members of the dip tank committees of the two existing livestock associations.
- The livestock plan includes the re-establishment of the “Foot and Mouth” redline with an abattoir in close proximity of the redline to assist with marketing.
- The livestock plan also highlights training as one of the highest priority areas and indicates the necessity of establishing of a farmers training service centre where farmers will have facilities to manage and sell their livestock

**(d) Livestock Projects**

- **Abattoir**
  - Although the abattoir was one of the projects on the Master Plan, and due to the outbreak of FMD, there was a need to fast track the project
  - Currently finalizing the designs and due to commence site in May 2012
- **Livestock Centres**
  - holding pens or crush pens completed
  - Facilities can now be used for handling of livestock
  - The building is currently on tender and site hand over anticipated before end March 2012
- **Stock Watering Dams /Points /Ponds**
  - 30 Dams were identified for scooping this financial year
  - 26 out 30 have been completed and the balance will be completed before end March 2012
  - 30 new dams will be done in 2012/2013 financial year

### **Phathisa – Rural and Community Development**

Project Name: Makhathini Sugar Cane

Location: Umhlabuyalingana and Jozini municipalities

Objectives: -To create a sustainable socio-economic development aimed at facilitating broad based Black Economic Empowerment in the Makhathini area.

-Establishment of an agri-processing business cluster on the Makhathini Flats comprising sugar cane farming, a fuel ethanol distillery, electricity co-generation and/or raw sugar production

- The study area for the project includes areas that fall within the following Traditional Authority (TA) areas:
  - Nyawo TC
  - Mathenjwa TC
  - Siqakatha TC
  - Mashabane TC
  - KwaJobe TC and
  - Ntsinde TC
  
- The project sponsors include funders, local cane farmers and technology partners and include the following:
  - Industrial Development Corporation (IDC)
  - Tongaat Hulett (TH)
  - Development Bank of South Africa (DBSA)
  - Central Energy Fund
  - Makhathini Agricultural Development Co-operative
  
- Project stakeholders include DWAF, KZN Office of the Premier, KZNDAEA, KZN Department of Transport, KZN DLG&TA, Irrimec, Eskom, Ithala and the Makhathini Agricultural Development Co-operative
  
- Total Investment (R) Phase 1 – R 800 m.  
Phase 2 – R 600 m.
  
- Direct employment, Phase 1, Agriculture – 2,140 Factory – 170
- Indirect, Phase 1 - 10,870

Project started in February 2012

## **CoGTA**

### **Implementation of the KZN pound act, 2006 (act no. 3 of 2006)**

- KZNCOGTA identified challenges being experienced by municipalities related to the lack of funds and capacity at municipal level with regards to the implementation of the Act.
- The Department embarked on a project to provide guidance and support to municipalities in respect of the implementation of the Act, specifically in relation to the establishment of pounds and the adoption of pound by-laws.
- 12 LMs in the Province (including Jozini in Umkhanyakude) were identified by the MEC to receive support from the Department with regard to the establishment and operation of animal pounds in order to achieve this objective

# **SECTION F: PROJECTS**

## 6.1 INTRODUCTION

This section deals with funded and unfunded projects, it also deals with community needs.

## 6.2 PROJECTS

### 2012/13 MIG PROJECTS

PROJECT TYPE	WARD
Mozi community hall	3
Mzinyeni sportsfield	10
Hlalanathi community hall	5
Road to Nondabuya clinic	19
Jozini town hall	7
Ezulwini community hall	13
Ekuhleleni sportsfield	15
Emahlabeni community hall	17
Thelamama community hall	16
2 <sup>nd</sup> phase traffic testing centre extension	20

The total budget for the 2012/13 MIG projects is R29m

### POVERTY ALLEVIATION PROJECTS (LED)

WARD	PROJECT	BUDGET
All wards	R500 000.00 per ward	R10 000 000.00

### Electrification Projects

PROJECT	WARD	FUNDER
Nondabuya 1000 connections	8 & 19	ESKOM
Mhlekezzi 240 connections	1	ESKOM
Ubombo/ Ntsinde 940 connections	2	ESKOM
Makhonyeni/ Banjana/ Biva infills/ Jozini town (Machibini/Manqayini)	5, 6 & 7	ESKOM
Ntsinde	2 & 7	DoE
Ndumo sub-station	16	ESKOM

### Housing Projects

PROJECT	WARD	UNITS
Siqakatha	6	1000
Jozini ward 5	5	1000
Jobe	3 & 4	800

### Waste Management Projects

PROJECT	BUDGET
Buyback centres	R150 000.00
Purchasing of a Truck	R500 000.00
Public awareness campaigns on waste management and recycling	R20 000.00
Purchasing of bins for Jozini Low Cost houses	R30 000.00

### UMkhanyakude District Municipality projects

<b>MIG Projects</b>			
Project Description	2012/2013	2013/2014	2014/2015
<b>Water Projects</b>			
<b>Jozini Local Municipality</b>			
Jozini-Ingwavuma Secondary Bulk & Reticulation	<b>12,000,000.00</b>	<b>R 25,000,000.00</b>	<b>R 9,000,000.00</b>
Nyawo Mngomezulu Mathenjwa (Ingwavuma )sanitation	<b>15,000,000.00</b>	<b>R 15,000,000.00</b>	<b>R 17,288,855.00</b>
Mkuze Water Treatment Works	<b>14,866,979.00</b>		
Thembaletu sanitation	<b>9,371,483.00</b>	<b>R 25,000,000.00</b>	<b>R 9,843,230.60</b>
Jozini water Treatment - Mbazwana siqakatha	<b>12,768,610.00</b>	<b>R 25,623,225.00</b>	<b>R 49,860,183.40</b>
Kwajobe Water Supply	<b>12,000,000.00</b>	<b>R 25,000,000.00</b>	<b>R 44,558,289.00</b>

### LED/ Tourism Projects

PROJECT	BUDGET	FUNDER
Jozini Agri Value Centre	R10m	CoGTA
Upgrade of Nkungwini Border Cave	R3,5m	Tourism
Mozi Pan adventures (Tourist accommodation w3)	R5m	Tourism
Hlathikhulu Trail (Tourist accommodation w8)	R3m	Tourism
Pongola Poortdam (Accommodation)	R5m	Tourism
Maize massification (Indumo)	R 1,5m	Tourism

**Department of Health Projects**

<b>PROJECT</b>	<b>BUDGET</b>
Msiyane Community Health Centre	

**Department of Transport Projects**

<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>BUDGET</b>
D820/ D1830	46 km gravel traverse through Makhathini Flats	R368m

**Proposed developments**

- Ndumo school of excellence
- Jozini Paradise Lodge
- Uhlaza Development
- Filling station at Umkhuze turn off
- Jozini filling station
- Makhonyeni shopping centre
- Jozini shopping centre
- Mkuze Airport upgrade

**6.3 UNFUNDED PROJECTS/ COMMUNITY NEEDS PER WARD**

WARD NEEDS

WARD	NEEDS	PRIORITIES
1	<ul style="list-style-type: none"> <li>• Water</li> <li>• High school at Makhe</li> <li>• Road from Mmemezi to Nsangwini</li> <li>• Mhlekezzi school</li> <li>• Ngudeni high school</li> <li>• Manono road</li> <li>• Renovations of Mhlekezzi school</li> <li>• D1921 road</li> <li>• Boreholes</li> <li>• Water tankers</li> <li>• Digging of dam (Mpungamlilo)</li> <li>• Road from Mhlekezzi to Mkuze</li> <li>• Masibasize crèche</li> <li>• Fencing of Mbabazane garden</li> <li>• 2 additional classrooms at Empileni school</li> <li>• Jojo Tanks at Inkosi's place</li> <li>• Road to Inkosi's place</li> <li>• Primary school at Msunduze</li> <li>• Mhlekezzi Rise and Fly Youth Programme (Building)</li> <li>• Attire for Jab zulu dancing</li> <li>• Sportsfield with changing rooms at Mhlekezzi</li> <li>• Cultural Village</li> <li>• Qalakancane Poultry</li> <li>• Odakeni crèche</li> <li>• Vukasebenze garden fencing</li> <li>• Nhlazeni dam</li> <li>• Fencing of Manzaluhlaza dam/river</li> <li>• Tar road from Kwamasoka to Skurukuru</li> <li>• Msunduze clinic</li> <li>• Engine for Madlaka grazing field</li> <li>• Khulisiwe garden</li> <li>• Vukanimazulu garden</li> <li>• Road from Mpungamlilo via Ntabamlilo to Okhetheni</li> </ul>	<ul style="list-style-type: none"> <li>- Water</li> <li>- Roads</li> <li>- Electricity</li> <li>- Housing</li> <li>- Sportfield</li> </ul>
2	<ul style="list-style-type: none"> <li>• Digging of dam at Gobandlovu</li> <li>• Qhubekani goat farming</li> <li>• 3 pole tent and chairs</li> <li>• Vukamama hand-craft</li> <li>• Stars of tomorrow Development project (soccer kit/ jersey, attire for singers, tent, chairs, sound system)</li> </ul>	<ul style="list-style-type: none"> <li>- Water</li> <li>- Roads</li> <li>- Housing</li> <li>- Electricity</li> <li>- LED Projects</li> </ul>

	<ul style="list-style-type: none"> <li>• Sportsfields</li> <li>• KwaFahla crèche</li> <li>• Water pipe at Kwamadinyane</li> <li>• Attire for Amaponi Zulu dancers</li> <li>• Water</li> <li>• P326 road</li> <li>• Fixing of water engine at Nohhiya and Onaleni (training of engine operators)</li> <li>• Shelter/ container (ID photos)</li> <li>• Shelter for bead workers</li> <li>• Majozini Sportsfield and soccer kit</li> <li>• Khangisa decoration project</li> <li>• Windmill at Nohhiya</li> <li>• Electricity</li> <li>• Water pipe from Gujini to Qondile</li> <li>• Road from Nohhiya to Gobandlovu</li> <li>• Sibonokuhle poultry project</li> <li>• Qhoqhoqho poultry</li> <li>• Sound system for Izinsizwa</li> <li>• Ezinkunini hall</li> <li>• Isonga goat farming</li> <li>• Nkangala public phones</li> <li>• Ezinkunini market stalls for Lethukuthula women's club</li> <li>• Mangwazana hair salon</li> <li>• Mangwazana market stalls</li> <li>• Mangwazana sewing centre</li> <li>• Mngwazana block making</li> <li>• Mangwazana bakery</li> <li>• Siyixoxa ngezithombe youth project</li> <li>• Esikhaleni youth tent, chairs, table, generator (Othandweni project)</li> <li>• Road at KwaFahla</li> <li>• Zamani Sewing club</li> <li>• Siyazama Catering</li> <li>• Emajozini youth sound system</li> <li>• Soulstone Sound system (Nohhihi)</li> <li>• Digging of dam at Manqunjwana</li> <li>• Ungahlali ngezandla project (Poultry)</li> <li>• Road from Esikhaleni to Ediphini</li> <li>• Re-digging of dams</li> <li>• Vulindlela crèche</li> <li>• Mfundeni Air-conditioning and Refrigeration co-op</li> <li>• Nomadinyane cattle farming</li> <li>• Poultry project at Nkangala</li> <li>• Siyaphambili Restaurant</li> <li>• Qhoqhoqho hall</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Road from Kwamamlambo to Ubombo</li> <li>• Qondile-Gujini scheme</li> <li>• Toilets</li> <li>• Pre-paid electricity</li> <li>• Ubombo Gymnasium</li> <li>• Zoyisile catering (Nkangala)</li> <li>• Maqunjwana area (fixing of jojo tank)</li> <li>• NUB Boys sound system (Nohhihi)</li> <li>• Dj Boys sound system (Obaleni)</li> <li>• Madinyane crèche</li> <li>• Siyazama group tent and chairs (eZinkunini)</li> <li>• RDP Houses</li> <li>• Nsiki goat farming (Ezinkunini)</li> <li>• Sports kits</li> <li>• Sports fields</li> </ul>	
3	<ul style="list-style-type: none"> <li>• Tractor and fencing of garden at Nhlangano</li> <li>• Kwa-Jobe Library/ Resource centre</li> <li>• D820 Road</li> <li>• Community halls at Mozi, Zineshe and Nhlangano</li> <li>• Water</li> <li>• Electricity</li> <li>• Cattle dams</li> <li>• Sportgrounds</li> <li>• Food parcels</li> <li>• Maintenance of KwaJobe sportsfield</li> <li>• Poultry project</li> <li>• Project of ploughing trees</li> <li>• Home Affairs Mobile Office</li> <li>• Ekukhanyeni crèche</li> <li>• Mozi High school</li> <li>• Majomeyana Poultry project</li> </ul>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Electricity</li> <li>• Roads</li> <li>• Toilets</li> <li>• Community halls</li> <li>• RDP Houses</li> </ul>
4	<ul style="list-style-type: none"> <li>• Vezokuhle sewing centre</li> <li>• Sizabantu poultry</li> <li>• Sizokuhle crèche</li> <li>• Vukuzenzele handcraft</li> <li>• Khulangolwazi crèche</li> <li>• Sibonokuhle clinic</li> <li>• Water</li> <li>• Electricity</li> <li>• Fencing of grazing fields at Gujini</li> <li>• Zamazama sewing project</li> <li>• Zamimpilo poultry</li> <li>• Ntuthuko blockmaking</li> <li>• Umngani entertainment (tent and sound system)</li> <li>• Gujini community hall</li> <li>• Impumelelo crèche</li> </ul>	<ul style="list-style-type: none"> <li>• Creches</li> <li>• Water</li> <li>• Electricity</li> <li>• Housing</li> <li>• Roads</li> </ul>

	<ul style="list-style-type: none"> <li>• Sebenzile co-op (fencing, tank, engine)</li> <li>• Msasane poultry</li> <li>• Zamokuhle crèche</li> <li>• Sihlangene (amacansi)</li> <li>• Mthidlwe road</li> <li>• Toilets at Mthidlwe</li> <li>• Mthidlwe hall</li> <li>• Ubuhlebenyathi garden fencing</li> <li>• Library</li> <li>• Lima Project at Ekuveleni</li> <li>• Phezukomkhono garden</li> <li>• Thandanani tent and sound system</li> <li>• Nkanyezi Yokusa Poultry</li> <li>• Road from Cezwane Tea room to Emalobeni</li> <li>• Zamani garden fencing</li> <li>• Sibonelweni garden</li> <li>• Multi-pupose centre</li> <li>• Fisokuhle salo</li> <li>• Lima at Cezwane</li> <li>• D1833 road from Cezwane to Mkhayane (Zibambebe workers)</li> <li>• Dust bins at Cezwane</li> <li>• Vukuzame Market stalls</li> <li>• Interfellowship crèche</li> <li>• Vezukukhanya crèche</li> <li>• Zamukuthuthuka sewing (Machines, cloths, tables and chairs)</li> <li>• Zinikeleni Beadwork</li> <li>• Celukubhekwa garden</li> <li>• Sportsfield (GG)</li> <li>• Siboneleni community garden fencing</li> <li>• Ikhwezilokusa community tent and chairs</li> <li>• Masizame funera club tent and chairs</li> <li>• Sibhekokuhle crèche</li> <li>• Qalukavela community toilet papers</li> <li>• Sukumani poultry</li> <li>• Zamukuphila disabled people centre</li> <li>• Road from GG to Esigayweni KwaNdlovu to Sibonokuhle (Zibambebe)</li> <li>• Road From Mangwenya clinic to Ophansi D1831</li> <li>• Mangwenya hall</li> <li>• Bicycles for Lifaletu school</li> <li>• Mandonya crèche</li> <li>• Mkhaleni garden</li> <li>• Hall</li> <li>• Mandonya clinic</li> <li>• Mandonya Poultry</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Celukuthula pigs</li> <li>• Shopping complex</li> <li>• Electricity</li> <li>• Mandonya road (Zibambele)</li> <li>• Mandony aBlockmaking</li> <li>• Water</li> <li>• GG cattle dip</li> <li>• Zigizendoda Project (Petrol tank)</li> <li>• Vukuzithathe garden</li> <li>• Qedindlala market stalls</li> <li>• GG hall</li> <li>• Tent at GG</li> <li>• Chairs for Sibonokuhle hall</li> </ul>	
5	<ul style="list-style-type: none"> <li>• Water</li> <li>• Banjana sportfield</li> <li>• Grazing tools at Bnjana</li> <li>• Fencing of the cemetery at Sibongile</li> <li>• Road at Sibongile</li> <li>• Sibongile hall</li> <li>• Sibongile poultry project</li> <li>• Sibongile sewing centre</li> <li>• Sanitation</li> <li>• RDP Houses</li> <li>• Umkhayane poultry project</li> <li>• Road at Umkhayane</li> <li>• Electricity (pre-paid)</li> <li>• Makhonyeni crèche</li> <li>• Access roads at Makhonyeni</li> <li>• Shelter/ Hall at Makhonyeni</li> <li>• Mobile clinic at Makhonyeni</li> <li>• Kwanobiya poultry project</li> <li>• Kwanobiya hall</li> <li>• Road from Kwanobiya to Bethesda Hospital</li> <li>• Road from Kwanobiya to Makhonyeni</li> <li>• GG hall</li> <li>• Sports kits (GG)</li> <li>• GG crèche</li> <li>• Access roads (Zibambele)</li> <li>• Solar geysers at Hllanathi</li> <li>• Hall at Hllanathi</li> <li>• Hllanathi cattle dip</li> <li>• Fencing of cemetery at Hllanathi</li> <li>• Hllanathi bakery</li> <li>• Community gardens</li> <li>• Functioning of the post office at Hllanathi</li> <li>• Sinethezekile Sewing club</li> <li>• Skills centre at Sinethezekile</li> <li>• Ezintabeni catering</li> </ul>	<ul style="list-style-type: none"> <li>- Water</li> <li>- Electricity</li> <li>- Housing</li> <li>- Roads</li> <li>- halls</li> </ul>

	<ul style="list-style-type: none"> <li>• Ezintabeni beadwork</li> <li>• Ezintabeni bakery</li> <li>• Ezintabeni poultry</li> <li>• Computers</li> <li>• Nguni cattle farming at Ezintabeni</li> <li>• Gedleza hall</li> <li>• Gedleza crèche</li> <li>• Tractor and fencing of the grazing field at Gedleza</li> <li>• Art/ craft project at Gedleza</li> <li>• Upgrade of Makhonyeni purification plants</li> </ul>	
6	<ul style="list-style-type: none"> <li>• Water</li> <li>• Electricity (prepaid)</li> <li>• Housing</li> <li>• Roads</li> <li>• Sports complex (Ntenga)</li> <li>• Agricultural projects</li> <li>• Pension points</li> <li>• Fencing of cemeteries in the villages</li> <li>• Mamfene sportsfield</li> <li>• Library (Biva high school)</li> <li>• Ntenga high school</li> <li>• Upgrade of Ntenga crèche</li> <li>• Allien plants project</li> <li>• Feeding scheme at Ntenga/ Nyawoshhane</li> <li>• Upgrade of access roads at MkhonJeni</li> <li>• Bridge from Mamfene to Mandonyela clinic</li> <li>• Road from Okhethe to Mlambo store</li> <li>• Pedestrian bridge to Mfingose</li> <li>• Access roads</li> <li>• Grazing land</li> <li>• Road from Mamfene (edippini)</li> <li>• Mamfene crèche (edippini)</li> <li>• Ndumane road</li> <li>• Skills centre</li> <li>• Mobile clinic at Mamfene to be an ordinary clinic</li> <li>• Main road (Mamfene)</li> <li>• Mkhonjeni hall</li> <li>• Mkhonjeni crèche</li> <li>• Craft market</li> <li>• Ordinary clinic at Ntenga</li> <li>• Biva crèche</li> <li>• Shopping complex</li> <li>• Imvunulo yengoma</li> <li>• Community hall (Mamfene)</li> <li>• Bridge (Mkhoneni to Gedleza road)</li> <li>• Bridge from T/C to Biva</li> </ul>	<ul style="list-style-type: none"> <li>- Electricity</li> <li>- Water</li> <li>- Housing</li> <li>- Roads</li> <li>- Agriculture</li> </ul>

	<ul style="list-style-type: none"> <li>• Home Affairs office</li> <li>• Market stalls (KwaMabaso)</li> <li>• Road signs</li> <li>• Mobile Police Station</li> <li>• Filling station</li> <li>• Bus shelters</li> <li>• Tertiary Institution</li> <li>• Mealie processing machine</li> <li>• Cattle farming</li> <li>• Apollo lights in the villages</li> <li>• Poultry</li> <li>• Community hall (Biva)</li> <li>• Tents with chairs</li> <li>• Catering</li> <li>• Obiva Sportsfield</li> <li>• Sugar mill/ ethanol plant</li> </ul>	
7	<ul style="list-style-type: none"> <li>• Water</li> <li>• Pre-paid electricity</li> <li>• Upgrading and maintenance of roads</li> <li>• Equipment to support the existing crèche</li> <li>• Formal grazing field/camp requested at Maphaya area</li> <li>• A proper shelter where the mobile clinic operates</li> <li>• RDP houses</li> <li>• LED projects</li> <li>• Boreholes to be repaired.</li> <li>• Clinic requested to support the whole ward</li> <li>• Appropriate shelter was requested for the mobile clinic.</li> <li>• Shopping centre</li> </ul>	
8	<ul style="list-style-type: none"> <li>• Water</li> <li>• Electricity</li> <li>• Upgrading of existing schemes</li> <li>• Crechés</li> <li>• Toilets</li> <li>• Upgrading of main and access roads</li> <li>• Additional boreholes Elumbe, eZiphosheni.</li> <li>• Leveling of Soccer fields</li> <li>• Ladies soccer field requested for the whole ward.</li> <li>• Fixing of Dam at 4.4</li> <li>• Dam requested at Eziphunzini.</li> <li>• Mobile Clinic</li> <li>• Othobothni community hall</li> <li>• Community gardens</li> <li>• Siphosethu primary school</li> <li>• Msiyane community centre (conference centre)</li> <li>• Majalantini primary school</li> <li>• Poultry project at Mbangweni</li> </ul>	

	<ul style="list-style-type: none"> <li>• Garden Nkongwane, and Goat Project</li> </ul>	
9	<ul style="list-style-type: none"> <li>• Women’s funeral club (3 pots and 100 chairs)</li> <li>• Road from Mombeni to Esingeni</li> <li>• Tent and chairs for Ubumbano Lomama</li> <li>• Syafisa Community Project (fencing of grazing field _ 100 rolls and 400 poles)</li> <li>• Road from Khombindlela to Elumbe.</li> <li>• Bhekindoda goat farming (for women)</li> <li>• Mhlahlandlela clinic</li> <li>• Fencing of Qophumlando garden</li> <li>• Cattle dip at Mombeni</li> <li>• Jojo tanks at Kwavelaphi</li> <li>• Water at Sogugu</li> <li>• Mombeni community tractor</li> <li>• Ophonndweni crèche</li> <li>• Ophondweni poultry and garden</li> <li>• Zenzeleni Women’s Funeral Club (tenta and chairs)</li> <li>• Fencing of Skhondotshane garden</li> <li>• Electricity</li> <li>• Water</li> <li>• Thwalisanani Poultry project</li> <li>• Esingeni Primary School</li> <li>• Network tower at Mombeni</li> <li>• Road from Mashibhisa store</li> <li>• Digging of Mhlabalala dam</li> <li>• Tent or Amaqhawophondo women’s club</li> <li>• Road from Endalini to Kwaphowane</li> <li>• Fencing of river at Gwaliweni</li> <li>• Qinani Poultry project</li> <li>• Fencing of Masikhuthale garden</li> <li>• Road from JP via Emhlumeni to Ekulingweni</li> <li>• Esicabeni crèche</li> <li>• Digging of dam at Esicabeni</li> <li>• Esicabeni Sportsfield</li> <li>• Digging of dam at Esingeni</li> <li>• Mombeni cattle dip</li> <li>• Fencing of grazing fields (Maphondololo, Mfunda and Mdlebeni)</li> <li>• Jojo tanks at Mhlahlandlela</li> <li>• Khuthalamama (amacansi)</li> <li>• Shelter for Masithandane (amacansi)</li> <li>• Fencing of garden and digging of dam at Mhlahlandlela</li> <li>• Esidakeni garden and dam</li> <li>• Mhlabalala crèche (between Mashibhisa and Esingeni)</li> <li>• Zenzele funeral club (tent and chairs)</li> </ul>	

	<ul style="list-style-type: none"> <li>• Qophamlando (beads, cotton and black cloths)</li> <li>• Sphephelo funeral club (tent, chairs and pots)</li> <li>• Vulithuba goats and pigs co-op</li> <li>• Siyazakha garden</li> <li>• Bhekindoda poultry project</li> <li>• Fencing of Zabalaza garden</li> <li>• Upgrading of road at Gwaliweni</li> <li>• Siyasizana Club (tent and chairs)</li> <li>• Esidakeni Sportsfield, soccer and netball kit</li> <li>• Siyathandana club (Pots and tent)</li> <li>• Esicabeni crèche</li> <li>• Additional classrooms at Jevu High school</li> <li>• Bicycles at Mtshakela High school</li> <li>• Sambane Ladies Netball uniform</li> </ul>	
10	<ul style="list-style-type: none"> <li>• Dam at Kwashukela and Nyende</li> <li>• Kwambuzi community hall</li> <li>• Water</li> <li>• Electricity</li> <li>• Mobile clinic at Emabheshwini</li> <li>• Esigubudo bridge</li> <li>• Road from Emabhanoyini to Mpokoshane</li> <li>• Fencing at Nhlama</li> <li>• Ezimbengeni primary school</li> <li>• Mobile clinic at Ezimbengeni, Mzondi and Ethangeni</li> <li>• Ethangeni crèche</li> <li>• Mzondi dam</li> <li>• D1836 Road</li> <li>• RDP houses</li> <li>• Library at Kwashukela</li> <li>• Kwashukela sportsfield</li> <li>• Fencing of Thangeni garden</li> <li>• Phokoshane crèche</li> <li>• Fencing of Kwashukela hall</li> <li>• Kwambuzi crèche</li> <li>• FET college</li> </ul>	<ul style="list-style-type: none"> <li>- Water</li> <li>- electricity</li> <li>- Houses</li> <li>- Mobile clinics</li> </ul>
11	<ul style="list-style-type: none"> <li>• Tractors at Nkondosini</li> <li>• Entuthukweni women (tent and chairs)</li> <li>• Nyamane youth blockmaking</li> <li>• Nonjinjikazi (welding machine, carpentry, poultry, goats farming, sewing machines, amacansi, bees boxes, bakery, catering, nursery, pig farming)</li> <li>• Nkondosini (pigs, goats and sheep farming)</li> <li>• Majwayiza clinic</li> <li>• Water</li> <li>• Electricity</li> <li>• Nsingwini Computer school (renovations of</li> </ul>	

	<p>structure) and practical learning at the municipality</p> <ul style="list-style-type: none"> <li>• Mlambongwenya goat farming</li> <li>• Access roads</li> <li>• Roads</li> <li>• Nyamane block making</li> <li>• Road from Entuthukweni to Magugu</li> <li>• Bakery at Magugu</li> <li>• KwaJona market stalls</li> <li>• KwaJona Poultry</li> <li>• Sewing machines at Ntabayengwe</li> <li>• FET</li> <li>• Sound system at Ntabayengwe</li> <li>• Lethukukhanya Project (machines for candles, peanut butter, polish, pots, stove)</li> <li>• Mlambongwenya crèche</li> <li>• Nonjinjikazi clinic</li> <li>• Sound system for Nonjinjikazi youth</li> <li>• Fencing of Nsongweni garden</li> <li>• Course way/ pipe at the river to Mpakeni crèche</li> <li>• Mpakeni dam</li> <li>• Housing</li> <li>• Magugu grazing field</li> <li>• Renovations of Nkondosini hall</li> <li>• Nyamane garden</li> <li>• Tarring of D850 road</li> <li>• Nyamane clinic</li> <li>• Nkondosini sportground</li> <li>• Nkomeni dam</li> <li>• Road from Dimdim to eBridgini</li> <li>• Tent and chairs at Nonjinjikazi</li> <li>• Ntabayengwe sportsground</li> <li>• Ntabayengwe dam</li> <li>• Road to the clinic (Majwayiza)</li> <li>• Qatha poultry</li> <li>• Mfithi road</li> <li>• Youth centre</li> </ul>	
12	<ul style="list-style-type: none"> <li>• Ezintombini crèche</li> <li>• Fencing of gardens and a tractor at KwaBhamu</li> <li>• Malanathi poultry</li> <li>• Road from Makwakwa via Shemula, KwaMbuzi to Jozini</li> <li>• Water at Okhayeni</li> <li>• Additional classrooms at HHoye school</li> <li>• Water at Shemula</li> <li>• Bhungazi Poultry project</li> <li>• Bhambanana Poultry project</li> <li>• KwaMlambo garden</li> </ul>	

	<ul style="list-style-type: none"> <li>• Shemula garden fencing</li> <li>• Nsonyama Road and Magebhukeni road at Onaleni</li> <li>• Fencing of grazing fields and tractor at Kwathekwane</li> <li>• Toilets at Kwathekwane</li> <li>• Pre-paid electricity</li> <li>• Poles for a sport ground at Thekwane</li> <li>• Siyaphambili crèche next to Nyawo Stone</li> <li>• Banks at Bhambanana</li> <li>• Formalisation of Bhambanana Town</li> <li>• Tent for women at Mphoweni</li> <li>• Onaleni hall</li> <li>• High Education Institution</li> <li>• Cattle dips at Shemula to be next to the main road and water pipe</li> <li>• Public toilets at Bhambanana Town</li> <li>• KwaMlawu crèche</li> <li>• Thusong centre</li> <li>• Library</li> <li>• Internet Café</li> <li>• Funding of small projects (Senzakancane)</li> <li>• Bhambanana clinic</li> <li>• Tanks and pipes for gardens at Kwathekwane</li> <li>• Soccer kit for the squad</li> <li>• KwaThekwane hall</li> </ul>	
13	<ul style="list-style-type: none"> <li>• Pre-paid Electricity at Makhane</li> <li>• Toilets</li> <li>• Mbodla community hall</li> <li>• Makhane Clinic</li> <li>• RDP houses</li> <li>• Blocks project</li> <li>• Water</li> <li>• Shopping centre at Makhane</li> <li>• Market stalls</li> <li>• Poultry project (Mkhanesi)</li> <li>• Water (house connections)</li> <li>• Youth development centre</li> <li>• Speed humps at Mbodla and Makwakwa</li> <li>• High Education Institution</li> <li>• Poultry Project</li> <li>• EXPO (career guidance)</li> <li>• Library</li> <li>• Songwane crèche</li> <li>• Coffins/ carpentry project</li> <li>• Soccer kit (Makhanesi)</li> <li>• Attire for Ingwavuma Bafana Boxolo (iscathamiya)</li> </ul>	

	<ul style="list-style-type: none"> <li>• Sewing machines</li> <li>• Chairs for Makhanesi hall</li> <li>• Tents</li> <li>• Fencing of gardens</li> <li>• Fencing of grazing fields</li> </ul>	
14	<ul style="list-style-type: none"> <li>• Carpentry project at Ingwavuma (emasitini)</li> <li>• D1835 / Nyamane road</li> <li>• Access roads (zibambele)</li> <li>• Emachobeni road (pipes and drains)</li> <li>• Esihlagwini clinic</li> <li>• Emachobeni mini hall</li> <li>• Additional classrooms at Khethwayo School</li> <li>• Mfithi crèche</li> <li>• Sanitation</li> <li>• Mfithi cattle dam</li> <li>• Ngungunyane Creche</li> <li>• 1 additional classroom at Esihlangwini</li> <li>• Road from Mbalikelwe to Lindizwe station</li> <li>• KwaBheka hall and cattle dam</li> <li>• D1838 from Matholonjeni (station) to KwaJona main road</li> <li>• Additional classrooms at Kholongo school</li> <li>• Mthonjeni clinic</li> <li>• Prepaid electricity</li> <li>• Housing</li> <li>• Tent and chairs for a funeral club (emasitini)</li> <li>• Tools and equipment for the youth that was trained in carpentry (esihlangwini)</li> <li>• Khwelelani crèche</li> <li>• Computers (Mthonjeni)</li> <li>• Lundini crèche</li> <li>• Redigging of Njingwe dam</li> <li>• Project for women (candles, vaseline, polish)</li> <li>• Inqabayethu funeral club</li> <li>• Okhalweni crèche</li> <li>• Mahlabashana crèche</li> <li>• Manhlali mini hall</li> <li>• Redigging of Manhlali dam</li> <li>• W.C. tractor, seeds, fencing of grazing fields, cattle dam</li> </ul>	<ul style="list-style-type: none"> <li>• Housing</li> <li>• Water</li> <li>• Electricity</li> <li>• Roads</li> <li>• Agriculture</li> </ul>
15	<ul style="list-style-type: none"> <li>• Water and sanitation required for the whole ward.</li> <li>• Boreholes.</li> <li>• Electricity required for the whole ward (pre-paid system).</li> <li>• Tar road required from Ingwavuma bridge to Emanyiseni, grading of roads from ekuhleleni to mabona, mashavane to Ekuhleleni.</li> <li>• Upgrading of Manyiseni sport field and all other</li> </ul>	

	<ul style="list-style-type: none"> <li>sports grounds</li> <li>• Community halls,</li> <li>• Police Station.</li> <li>• Mobile Clinics</li> <li>• RDP houses required for the entire ward.</li> <li>• Dams</li> <li>• Tourism Camp</li> <li>• Community lodges</li> <li>• Market stalls</li> <li>• Shopping centre</li> <li>• gringing machine</li> <li>• LED projects</li> </ul>	
16	<ul style="list-style-type: none"> <li>• Water for the whole ward</li> <li>• Pre-paid electricity</li> <li>• Upgrading of the police station</li> <li>• Home Affairs (one stop centre)</li> <li>• FET college</li> <li>• High School at Eziphosheni</li> <li>• Housing</li> <li>• Additional classrooms at Magwangu High school</li> <li>• Shopping centre at Ndumo</li> <li>• Library</li> <li>• Banks</li> <li>• Magwangu clinic</li> <li>• Access roads to homes</li> <li>• Ndumo Agricultural plaza</li> <li>• Mwayi hall</li> <li>• High school at Mwayi area</li> <li>• Magwangu hall</li> <li>• KwaMbadada crèche</li> <li>• Mealie processing machine at Mwayi</li> <li>• Tractor</li> <li>• Market stalls at Ndumo</li> <li>• Maphindela crèche</li> <li>• Sanitation</li> <li>• Solar geysers</li> <li>• Eziphosheni market stalls</li> <li>• Upgrading of sport grounds</li> <li>• Information centre</li> <li>• Mthanti dam</li> </ul>	
17	<ul style="list-style-type: none"> <li>• Fencing of gardens</li> <li>• Mgedule crèche</li> <li>• Stadium</li> <li>• Hall</li> <li>• Water Electricity</li> <li>• RDP houses</li> <li>• Fencing of gardens at Mziki</li> </ul>	

	<ul style="list-style-type: none"> <li>• Renovations of Zimele school</li> <li>• Road from Makwakwa to Mziki</li> <li>• Pastors'tent</li> <li>• Mahlabeni dam</li> <li>• Mziki clinic</li> <li>• Upgrade of Mziki sportsfield</li> <li>• Mziki community hall</li> <li>• Sound system for a group at Mziki</li> <li>• Toilets for people who don't have RDP houses</li> <li>• Renovations of Futhululu high school</li> <li>• Market stalls</li> <li>• Small projects funding</li> </ul>	
18	<ul style="list-style-type: none"> <li>• Ekuphileni Community garden</li> <li>• Nkungwini borehole repair</li> <li>• Siyazenzela Community tent</li> <li>• Zanhleni water scheme repair</li> <li>• Sphehlumnotho blockmaking</li> <li>• Nkungwini sportsfield</li> <li>• Sibuyile crèche</li> <li>• Dambuza paddock</li> <li>• Renovations of Nkungwini hall</li> <li>• Renovations of Zambizwe high school</li> <li>• Nkungwini crèche</li> <li>• D1842 road</li> <li>• Ngodini road</li> <li>• Zizamale garden</li> <li>• Digging of dam at Enyathini</li> <li>• Poultry project at Nyathini</li> <li>• Nyathini community garden</li> <li>• Community hall at Enyathini</li> <li>• Mobile clinic at Nyathini</li> <li>• Sportsground at Nyathini</li> <li>• Windmill for the cattle dip at Nyathini</li> <li>• Mobile clinic at Oshabeni</li> <li>• Community garden at Oshabeni</li> <li>• Poultry project at Oshabeni</li> <li>• Tent and chairs at Oshabeni</li> <li>• Ngonyameni clinic</li> <li>• Manyundwane crèche</li> <li>• Ddefane dam</li> <li>• Ngonini garden</li> <li>• Phuthumani garden</li> <li>• Simuka garden</li> <li>• Msiyane garden</li> <li>• Engonyameni Community tent with chairs and tables</li> <li>• Fencing of garden at Bomvini</li> <li>• Digging of dam at Bomvini</li> </ul>	

	<ul style="list-style-type: none"> <li>• Water pump</li> </ul>	
19	<ul style="list-style-type: none"> <li>• Water</li> <li>• Electricity</li> <li>• Toilets</li> <li>• Fencing of grazing field</li> <li>• Digging of dams</li> <li>• Access roads</li> <li>• Ohlalwini clinic</li> <li>• Bridge (Mfingose to Mkhondweni)</li> <li>• Magobhoyi primary school</li> <li>• Emabhanoyini community hall</li> <li>• Sportsground at Mfingose</li> <li>• Soccer kits</li> <li>• RDP houses</li> <li>• Renovations of Mfingose hall</li> <li>• Grazing fields</li> <li>• Skills development centre</li> <li>• Allien plants</li> <li>• Road from Ohlalwini to Nondabuya clinic</li> <li>• Mfingose crèche</li> <li>• Police station</li> <li>• Home affairs office</li> <li>• Market stalls</li> <li>• Creche Magobhoyi (roof)</li> <li>• Kwaphaweni crèche</li> <li>• Sewing training(Kwaphaweni)</li> <li>• Sewing project (Kwaphaweni and Ntshoqweni)</li> <li>• Cattle Dip (Kwaphaweni)</li> <li>• Tractor (Kwaphaweni)</li> <li>• Tent and chairs (Kwaphaweni)</li> <li>• Ntshoqweni road to the bridge</li> <li>• Mlesane road and bridge</li> <li>• Fencing of gardens at Kwaphaweni</li> <li>• Kwaphaweni community hall</li> </ul>	
20	<ul style="list-style-type: none"> <li>• Water</li> <li>• Electricity</li> <li>• Tar road at Ophansi</li> <li>• Market stalls at Ophansi</li> <li>• Clean water at Dukumbe</li> <li>• RDP houses</li> <li>• Mkuze access roads to be tarred</li> <li>• Speed humps at Mkuze</li> <li>• Street lights at Mkuze</li> <li>• Renovations of Ophansi hall</li> <li>• Completion of Ophansi Business Centre</li> <li>• Tshaneni road</li> <li>• Cattle dams</li> <li>• Renovations of Dukumbe crèche</li> </ul>	

	<ul style="list-style-type: none"><li>• Graveling of roads</li><li>• Tshaneni sportsfield</li><li>• Renovations of Tshaneni clinic</li><li>• Road from Mkuze to Tshaneni</li><li>• Mkuze crèche</li><li>• Driveways (drainages leave residents with no access to their houses)</li><li>• Ophansi bridge to grazing fields</li><li>• Market stalls at Mkuze town</li><li>• Electrification of Mkuze hall</li><li>• Dukumbe crèche</li><li>• Dukumbe hall</li></ul>	
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# **SECTION G: FINANCIAL PLAN AND SDBIP**

## 7.1 Financial Plan

### 7.1 Introduction and Background

In the current economic climate where over 900,000 people have lost their jobs and where the country is trying to recover from a recession, financial resources have become very scarce. Consumers who are biggest contributor of these resources find themselves in a position where they are unable to meet their daily needs. It is therefore critical that in order to make the Integrated Development Plan (IDP) a credible document, that financial resources are obtained and allocated to prioritized projects in order to ensure that service delivery occurs. By developing financial strategies and making use of the limited financial resources available, projects can be funded, service delivery would occur and consumer confidence and satisfaction would be achieved.

Financial Management is the cornerstone of any organization. Controls and policies must be in place to achieve sound financial management. In meeting the demands of sustainable financial viability and service delivery expectations, it is necessary that a comprehensive integrated approach towards financial sustainability be developed.

The Municipality has recognized that to be successful the IDP must be linked to a workable financial plan, which includes a multiyear budget.

The financial plan is set out as follows:

- Legislative requirements
- Risks and challenges in Financial Management
- Financial Framework
- Financial strategies
- Multiyear budgets

#### 7.1.1. Legislative Framework

The financial affairs of the municipality are governed by the following legislation:

- Division of Revenue Act
- Public Finance Management Act
- Municipal Finance Management Act
- Treasury Regulations

#### 7.1.2. Municipal Income (grants, operational income etc.)

Revenue												
Departments	Equitable Share	Finance Management Grant	MIG	MSIG	Electrification Program	Rates	Refuse Removal	Recapitalisation of Community Libraries	Provincialisation of Libraries	KZN Dept of Sports & Recreation	Operational Income	Totals
	73 817 000	1 500 000	29 322 000	800 000	9 000 000	7 500 000	600 000	106 000	930 000	150 000	3 242 496	126 967 496
Executive & Council	11 550 221											11 550 221
The Office of the Municipal Manager	11 342 090											11 342 090
Finance & Admin (Finance)	557 999	1 500 000		800 000		7 500 000					3 242 496	13 600 495

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Finance & Admin (Corporate Services)	8 966 447											8 966 447
Planning & Development	428 177											428 177
Technical Services	7 455 111		29 322 000		9 000 000					150 000		45 927 111
Community & Social Services	22 442 849							106 000	930 000			23 478 849
Public Safety	5 980 369											5 980 369
Waste Management Services	5 093 736						600 000					5 693 736
	<b>73 817 000</b>	<b>1 500 000</b>	<b>29 322 000</b>	<b>800 000</b>	<b>9 000 000</b>	<b>7 500 000</b>	<b>600 000</b>	<b>106 000</b>	<b>930 000</b>		<b>3 242 496</b>	<b>126 967 496</b>
	58%	1%	23%	1%	7%	6%	0%	0%	1%		3%	100%

	<b>Original Budget 2012</b>	<b>Actuals 2012</b>	<b>Adjustment Budget</b>	<b>Draft Budget 2013</b>	<b>Draft Budget 2014</b>	<b>Draft Budget 2015</b>
<b>Grants</b>						
<b>National Government</b>						
Equitable Share	64 897	45 777 000	64 897 000	73 817 000	80 044 000	86 626 000
Finance Management Grant	1 450	1 456 845	1 456 845	1 500 000	1 750 000	1 750 000
Municipal Systems Improvement Grant	790	790 000	790 000	800 000	900 000	950 000
Municipal Infrastructure Grant	24 172	22 226 000	24 172 000	29 322 000	30 932 000	32 720 000
Integrated National Electrification Grant	8 000	2 000 000	8 000 000	9 000 000	10 000 000	15 000 000
	<b>99 309</b>	<b>2 249 845</b>	<b>99 315 845</b>	<b>114 439 000</b>	<b>123 626 000</b>	<b>137 046 000</b>
<b>Provincial Government</b>						
Capacity Building - Flanders Programme Grant	644	-	-	-	-	-
LGWSETA	-	122 016	122 016	-	-	-
KZN Department of Sports & Recreation	-	150 000	150 000	150 000	-	-
DEO: Supply of Solar Water Geyser	-	7 500 000	20 000 000	-	-	-
Recapitalisation of Community Libraries	101	100 800	100 800	106 000	111 000	116 000
Provincialisation of Libraries Grant	895	895 000	895 000	930 000	976 000	1 030 000
	<b>1 640 000</b>	<b>8 767 816</b>	<b>21 267 816</b>	<b>1 186 000</b>	<b>1 087 000</b>	<b>1 146 000</b>
<b>TOTAL GRANTS</b>	<b>100 949 000</b>	<b>81 017 661</b>	<b>120 583 661</b>	<b>115 625 000</b>	<b>124 713 000</b>	<b>138 192 000</b>
<b>Economic Services</b>						
Refuse Removal	1 051	311 654	534 264	600 000	633 600	667 814
	<b>1 051 000</b>	<b>311 654</b>	<b>534 264</b>	<b>600 000</b>	<b>633 600</b>	<b>667 814</b>
<b>Assessment Rates</b>						
Property Rates	2 628	4 472 060	5 000 000	7 500 000	6 600 000	7 600 000
	<b>2 627 500</b>	<b>4 472 060</b>	<b>5 000 000</b>	<b>7 500 000</b>	<b>6 600 000</b>	<b>7 600 000</b>

<b>Operational Revenue</b>						
Traffic Fines	500	45 397	77 824	100 000	105 600	111 514
Issuing of Learners Licences				250 000	264 000	278 784
Library Fines	5	1 395	2 391	5 000	5 280	5 576
Billboards		869	1 000	20 000	21 120	22 303
Sale of documents	100	43 989	75 409	100 000	105 600	111 514
Rates Clearance Certificates		714	1 000	1 000	1 056	1 115
Interest Received	1 051	1 211 524	1 500 000	2 000 000	2 112 000	2 230 272
Rent Received	750	173 547	200 000	641 496	677 420	715 355
Pound Fines	20	12 376	21 217	20 000	21 120	22 303
Sale of Ashbins		4 211	5 000	5 000	5 280	5 576
Stadiums & Halls Hire	77	28 316	48 541	80 000	84 480	89 211
Unknown Receipts		61 218	-	-	-	-
Cemetery Fees	5	434	744	20 000	21 120	22 303
Plant Hire	5	-	-	-	-	-
	<b>2 513 350</b>	<b>1 583 990</b>	<b>1 933 126</b>	<b>3 242 496</b>	<b>3 424 076</b>	<b>3 615 824</b>
	<b>107 140 850</b>	<b>87 385 364</b>	<b>128 051 051</b>	<b>126 967 496</b>	<b>135 370 676</b>	<b>150 5 638</b>

#### 7.1.4. Municipal Expenditure

<b>Summary Report 2012/13</b>							
<b>Expenditure</b>							
Departments	Salaries & Wages	Councillors Allowances	General Expenses	Repairs & Maintenance	Contributions to Capital Outlay	Contributions to Funds	Total
Executive & Council		9 850 356	1 225 000		50 000		11 125 356
The Office of the Municipal Manager	4 020 673		3 368 000		-	152 820	7 541 493
Finance & Admin (Finance)	4 772 233		5 795 412	150 000	270 000	202 078	11 189 723
Finance & Admin (Corporate Services)	5 272 714		2 925 000	70 000	500 000	198 733	8 966 447
Planning & Development	3 685 664		1 583 000	240 000	-	151 577	5 660 241
Technical Services	2 368 762		2 334 000	2 350 000	38 792 000	82 349	45 927 111
Community & Social Services	4 793 014		18 371 577	100 000	30 000	184 258	23 478 849
Public Safety	3 745 206		1 095 000	50 000	1 250 000	141 734	6 281 940
Waste Management Services	3 125 191		2 815 000	400 000	330 000	126 145	6 796 335
	1 783 457	9 850 356	39 511 989	3 360 000	41 222 000	1 239 694	126 967 496
	25%	8%	31%	3%	32%	1%	100%

**7.1.5. Financial Strategies**

The municipality will embark on the following financial strategies in order to link local imperatives with strategic priorities thereby ensuring that the process is a holistic exercise.

The municipality will embark on the following financial strategies in order to link local imperatives with strategic priorities thereby ensuring that the process is a holistic exercise.

- Maximizing of revenue and proper administration of subsidy and grant revenue strategy
- Management of asset management strategy
- Financial management strategy
- Operational financial strategy
- Capital financial strategy
- Upgrading of cost effective strategy

**7.1.6. Tariffs**

<b><u>Draft Tariffs for 2012/13</u></b>					
<b><u>Rent (Per Month)</u></b>					
	<b>Old Tariff</b>	<b>New Tariff</b>			
Mkuze Building (Clinic)	7 350.00	8 085.00			
121 Building (24)	200.00	450.00			
Thusong Center Offices	5 044.00	5 044.00			
Ndumo Centre Schools Cottages	200.00	300.00			
Ndumo Offices/Cottages	200.00	500.00			
<b><u>Stadium &amp; Hall Hire</u></b>					
	<b>Old Per Day</b>	<b>Tariff Refundable Deposits</b>	<b>New Per Day</b>	<b>Tariff Refundable Deposits</b>	
Religious Services	250.00	-	1 600.00	1 000.00	

Public Meetings	250.00	-	1 600.00	1 000.00	
Hire by Non-Residents	1 500.00	-	2 500.00	1 000.00	
Political Meetings	600.00	-	1 800.00	1 000.00	
Weddings	1 000.00	-	2 500.00	1 000.00	
Schools Games & Tournaments	-	-	1 500.00	1 000.00	
Sports Tournaments	-	-	2 000.00	1 000.00	
Music Festival & Concerts	-	-	3 000.00	1 000.00	
Government Departments	-	-	2 000.00	1 000.00	
Property Rates	Tariff	Phasing In	Rebates		
Agriculture	0,0025	100%	25%		
Commercial	0,015	100%			
Public Service Infrastructure	0,0025	100%	25%		
Residential	0,010	100%			
Public Benefit Organisations	0,012	75%			
Specialised Non-Market Properties	0,015	100%	25%		
Swimming Pool (Entrance)	<u>Tariff</u>	<u>Refund</u>			
Kids	5.00				
Adults	10.00				
Parties	1 500.00	500.00			
Library					
Conference Room / Activity Room					
	Current	Proposed			
Schools	-	500.00			
Government Departments	-	500.00			
NGOs	-	250.00			
Tertiary Institutions	-	2 000.00			

Private Sector	600.00	1 000.00			
<u>Rent</u>					
	Per Room	Per Month	Per Annum		
Mkuze Building (Clinic)		7 350.00	88 200.00		
121 Building (24)	450.00	10 800.00	129 600.00		
Thusong Center			423 696.00		
<i>Home Affairs (3)</i>		5 044.00	181 584.00		
<i>Social Development (2)</i>		5 044.00	121 056.00		
<i>Labour</i>		5 044.00	60 528.00		
<i>IEC</i>		5 044.00	60 528.00		
Ndumo Centre					
<i>Ndumo High School Cottages (28)</i>	300.00	8 400.00	100 800.00		
<i>St. Phillip's Cottages (7)</i>	300.00	2 100.00	25 200.00		
<i>Offices / Cottages at the Centre (9)</i>	500.00	4 500.00	54 000.00		
BUDGET			641 496.00		
Stadium & Hall Hire	Religious Services	Public Meetings	Hire by non-residents	Political Meetings	Weddings
	250.00	250.00	1 500.00	600.00	1 000.00
Bhambanana Community Hall	2.00	1.00	1.00	2.00	2.00
Mkhuze Community Hall	2.00	1.00	1.00	2.00	2.00
Jozini Stadium Hall	2.00	1.00	2.00	2.00	2.00
Msiyane Community Hall	2.00	1.00	1.00	2.00	2.00
Ingwavuma Community Hall	1.00	1.00	1.00	2.00	2.00
Maphindela Community Hall	1.00	1.00		1.00	1.00
Emadanishini Community Hall	1.00	1.00		1.00	1.00
Ekuhleleni Service Centre	1.00	1.00		1.00	1.00
Embadleni Community Hall	1.00	1.00		2.00	1.00

Ophondweni Community Hall	2.00	1.00		2.00	2.00
Emakhonyeni Community Hall	1.00	1.00		1.00	1.00
Thusong Hall	-	1.00		2.00	-
Sibonokuhle Community Hall	1.00	1.00		1.00	1.00
Makhane Community Hall	2.00	1.00	1.00	2.00	2.00
Mpondwane Community Hall	1.00	1.00		1.00	1.00
Mombeni Community Hall	1.00	1.00		1.00	1.00
Ntabayengwe Community Hall	1.00	1.00		2.00	1.00
Kwangwenya Community Hall	1.00	1.00		1.00	1.00
KwaNduna uNkosi Community Hall	1.00	1.00		1.00	1.00
eNdabeni Community Centre					
Esihlangwini Community Hall	1.00	1.00		1.00	1.00
Mthonjeni Community Hall	1.00	1.00		2.00	2.00
Ezinyokeni Community Hall	1.00	1.00		1.00	1.00
Indumo Center - Hall	1.00	1.00	1.00	1.00	1.00
121 Community Hall	3.00	1.00	1.00	3.00	-
Majalantini Skills Center			1.00		
	31.00	24.00	10.00	37.00	30.00
	7 750.00	6 000.00	15 000.00	22 200.00	30 000.00
Budget					80 950.00

### 7.1.7. Asset Management Strategies

This policy is deemed necessary in order to facilitate the effective management, control maintenance of the assets. The policy is in place and is subject to regular review.

In terms of asset management the following are being implemented.

- Implementation of the asset management policy.
- Conducting regular physical audit of all assets of the municipality and ensuring that all assets are accounted for.
- Ensure policies are in place that prevents unauthorized use of municipal assets.

- Consider rent versus buy option when a new asset is required.
- Enter into service contracts with service providers.
- Arrange proper insurance on all municipal assets.

### 7.1.8. Budget Policies and Systems

The following budget related policies are available from the Chief Financial Officer:

- Tariff Policy
- Supply Chain Policy
- Debt/Credit control Policy
- Indigent Policy
- Municipal Rates Policy
- Budget Policy

### 7.1.9. Revenue Collection possibilities and strategies

- Property rates mainly from government and businesses
- Collection of refuse removal
- Formulation of indigent register
- Data cleansing
- Ensuring correctness of billing system
- Issuing of reminders and summons
- Sorting out of the issue of Ingonyama Trust land

### 7.1.10. Response to the AG’s report

Jozini Municipality						
Action Plan on 2010/2011 internal Audit Findings						
No .	Description	Action Plan/Management Response	Responsible person	Resolved	Pending	Timeline
A1	Accounting Officer and CFO not notified on a monthly basis in writing of all written and verbal quotations	To formulate a register for quotations and ensure that are submitted to Municipal Manager and Chief Financial Officer for approval.	Finance Manager	✓		31-Jan-12

A2	Deviation from SCM process not reported to Council	Close monitoring on deviations to be exercised to ensure that reasons are within the ambit of regulations 36 and frequently reported to Council meetings.	CFO	They are include in the monthly reporting and they will be forwarded to Exco	X	31-Mar-12
A3	Supplier Database not maintained per commodity	SCM officials and practitioners to engage in the restructuring of the database to align with the MFMA and SCM policy and related regulations.	CFO		X	31-Mar-12
A4	Supplier database not updated quarterly	The SCM practitioners and officials have advertised or opened the registration by suppliers to the database and it is closing on 29/07/2011. This would be the first quarter update and the next update to be held on 31 December 2011.	CFO	SCM unit will do away with the closing date for submission of database forms and update timeously	X	31-Mar-12
A5	Lack of information in the database	SCM practitioners have started filling the missing critical details in the database and will continue to do so every quarter when the quarterly updates are taking place. Further database forms will be scrutinized and make critical information be mandatory, and accept them not if incomplete.	CFO		X	31-Mar-12

B1	Purchase orders not authorised	The Provincial Treasury has transferred fundamental underlying principles revolving around Supply Chain Management and other procurement transcripts. The management is further committed to refresh the practitioners and all officials with the content of SCM transcripts to improve the financial reporting in the organisation.	CFO	✓		This is intended to be a daily/frequent/ongoing exercise.
E1	Payment vouchers not authorised	The Finance Department through Finance Manager will ensure that the payment vouchers have all the necessary supporting documents as required by MFMA and applicable regulations, thus monitoring the procurement processes closely.	Finance Manager and CFO	✓		Frequently
E2	Cheque register not signed	Monitoring and reviews of cheque register to be performed by Finance Manager/delegated officials	CFO	✓	☐	<b>31-Jan-12</b>
F1	No training of committee members	The municipality is more concerned about skills development and transfer and looking forward to extend the development to different department more frequent.	HR and Executive Director Corporate services	✓	<b>SCM unit will do away with the closing date for submission of database forms and update timeously</b>	Bi-annually
F2	Invoices not paid within 30 days of Receipt	Suppliers have been urged to supply tax invoices within reasonable period from the date on which purchase order had been sent. This has been emphasised to be an incentive to boost revenue collection, from suppliers' point of view.	Finance Manager and CFO	✓	<b>Invoices will now be stamped on receipt to avoid the miscalculation between invoice date and payment date.</b>	<b>31-Jan-12</b>

## **7.2 SDBIP- Summary**

The Municipal Finance Management Act requires all municipalities to produce a Service Delivery and Budget Implementation Plan (SDBIP) for the 2012/13 financial year, on the basis of the approved Integrated Development Plan (IDP) and Budget.

# **SECTION H: ORGANISATIONAL PMS**

## 9.1 Introduction and Background

Performance management is a strategic management approach that equips the Mayor, Municipal Manager, Heads of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The PMS entail a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurements, review, reporting and improvement will be conducted, organised and managed.

The core elements of the system are:

- Organisational PMS;
- Section 57 Performance contracts;
- Employee Performance Appraisal System;
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms.

The Performance Management Framework has been developed and the PMS policy has been updated and reviewed. The Municipal Manager and Managers directly reporting to the Municipal Manager has signed the Performance Agreements.

## 9.2 Performance Management Policy Statement

Both the Performance Management Framework and Policy outlined the objectives and principles of Jozini Municipality PMS.

The objectives of the Jozini PMS are aligned with the IDP strategic objectives which are in section C.

## 9.3 Organisational Performance Management System

Performance Management involves the setting of targets, and measuring the desired outcomes and activities undertaken to attain the targets of an organization. It also involves measuring the performance of the individuals who contribute towards the achievement of the strategic vision of the organization.

For a Performance Management System to be successful it is imperative that:

- Top management and the Council take ownership of the development and implementation of the OPMS.
- All stakeholders understand and are actively involved in performance management processes.
- All officials are trained and take responsibility for performance management

The IDP is linked to the PMS and as well as the five national KPAs being:

- Infrastructure and Services / Basic Service Delivery
- Socio-Economic Development / Local Economic Development (LED)

- Institutional Transformation
- Good Governance and Democracy / Public Participation
- Financial Viability and Management

Each organizational KPA is cascaded down to a level at which it could be allocated to the department and this the specific individual Section 57 Manager who need to fulfill that functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target with a timeline for that particular function is assigned.

In turn the Performance Contracts/Agreements of each Section 57 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.

The organizational scorecard for Jozini is attached.

#### **9.4 Annual Performance Report**

An annual report is prepared annually and one of the issues considered during the IDP review is the issues and challenges raised in the Annual Report.

**Section I: Annexure**

I.1 Detailed Spatial Development Plan

I.2 Detailed Disaster Management Plan

**Section J: Appendices**

- Introduction of all existing sector plans and their inclusion.