

JOZINI LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2013/14



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SECTION A: EXECUTIVE SUMMARY



1.1. INTRODUCTION AND BACKGROUND

This document presents a 2013/14 Reviewed Integrated Development Plan for Jozini Municipality. It is prepared in fulfillment of the requirements of Chapter 5 of the Local Government Municipal Systems Act, 32 of 2000.

In line with section 34 of the aforementioned Act, this reviewed IDP has taken into account the following factors:

- New information since the last year;
- Comments from consultation process (Stakeholders);
- IDP/Budget alignment between Local and District Municipality;
- Alignment with provincial and national priorities and Plans; and
- Alignment of municipal and sector departmental plans

This 2013/14 IDP Review is the outcome of a 9 month's planning process and the plan is the key tool that will guide and inform all planning, budgeting, management and decision-making processes aimed at improving and accelerating service delivery, social and economic development within the municipal area.

In line with Section 152 and 153 of the South African Constitution, this plan will enable the municipality to fulfill the local developmental role effectively and it would be able realized the following:

- Provision of equitable essential basic services;
- Creation of jobs;
- Promotion of economic development and growth
- Promoting democracy; and
- Accountability and Eradication of poverty

Having undertaken all the necessary participatory processes with various and relevant stakeholders, we believe and regard this reviewed 2013/14 IDP as a credible and will enable the municipality to manage the process of fulfilling its developmental responsibilities better, faster and effectively.

The executive summary outlines the background to the area, the process followed in preparing the IDP that is outlined in IDP/Budget Process Plan.

Notwithstanding the improved understanding of the concept and the purposes of the IDP by a majority of stakeholders, there are still challenges in terms of aligning the plans and programmes of the three spheres of government and this remains a critical concern to Jozini Local Municipality.

That as it may, all stakeholders remain committed to the realization of our vision aimed at providing a better life to our people faster, better and at the lowest cost possible. We believe that this IDP alignment of the budget will assist the municipality achieve just that.

1.2. WHO ARE WE?

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. Jozini Municipality covers 32% (3057 Square Kilometres) of the total area of 13859 Square Kilometres of uMkhanyakude District Municipality.

The primary investment points are Mkhuze and Jozini; secondary investment points have been identified at Ingwavuma, Ubombo, Ndumo and Bhambanana and tertiary investment points have been identified at Ophansi, Manyiseni, Makwakwa, Emabhanoyini. 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 major 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 added.

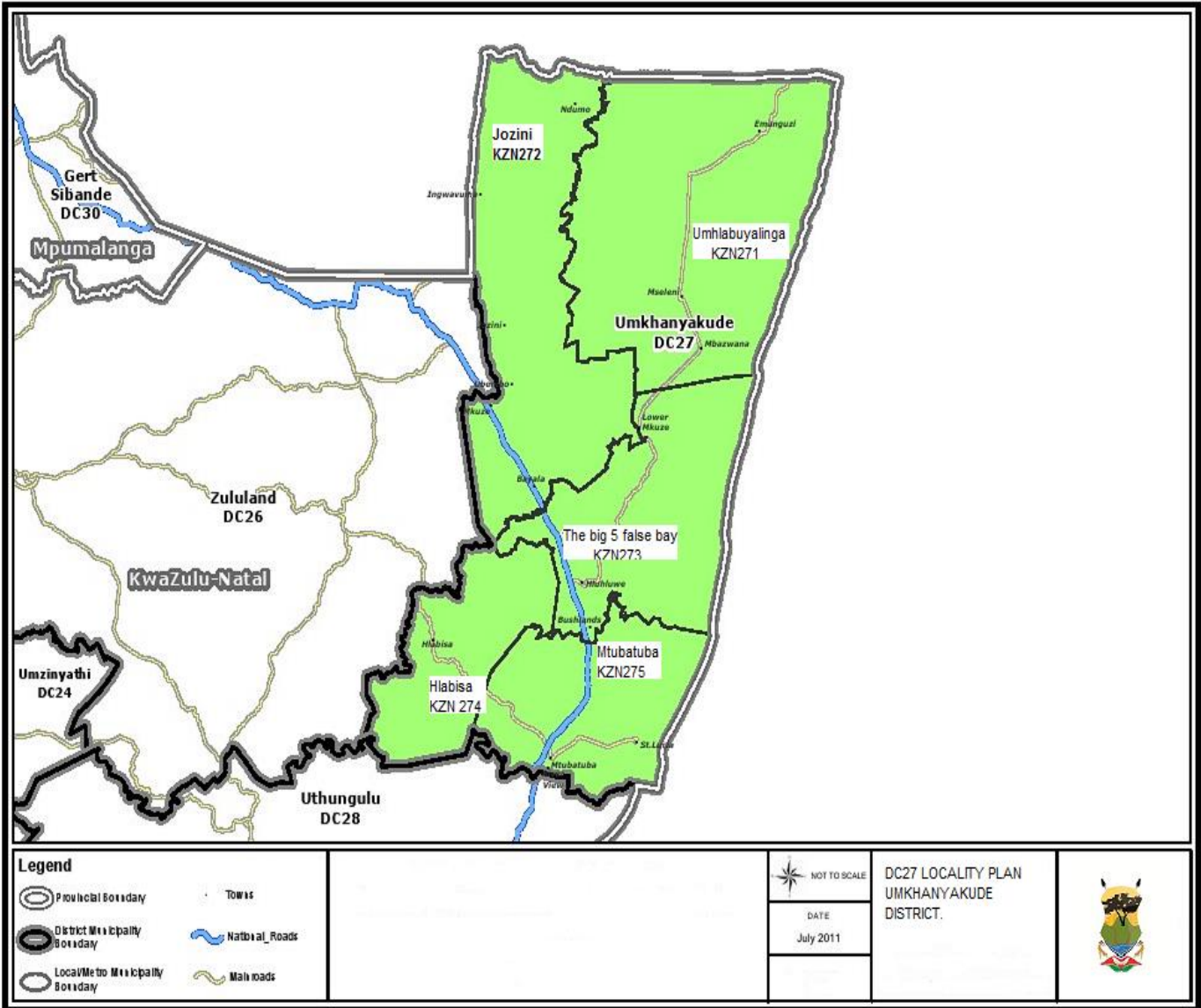
The large area of Jozini jurisdiction falls under the ownership of Ingonyama Trust and some areas are privately owned by individuals while some portions are owned by the State. The current land ownership is one of the reasons why it is very difficult to control development in the Municipal area of jurisdiction.

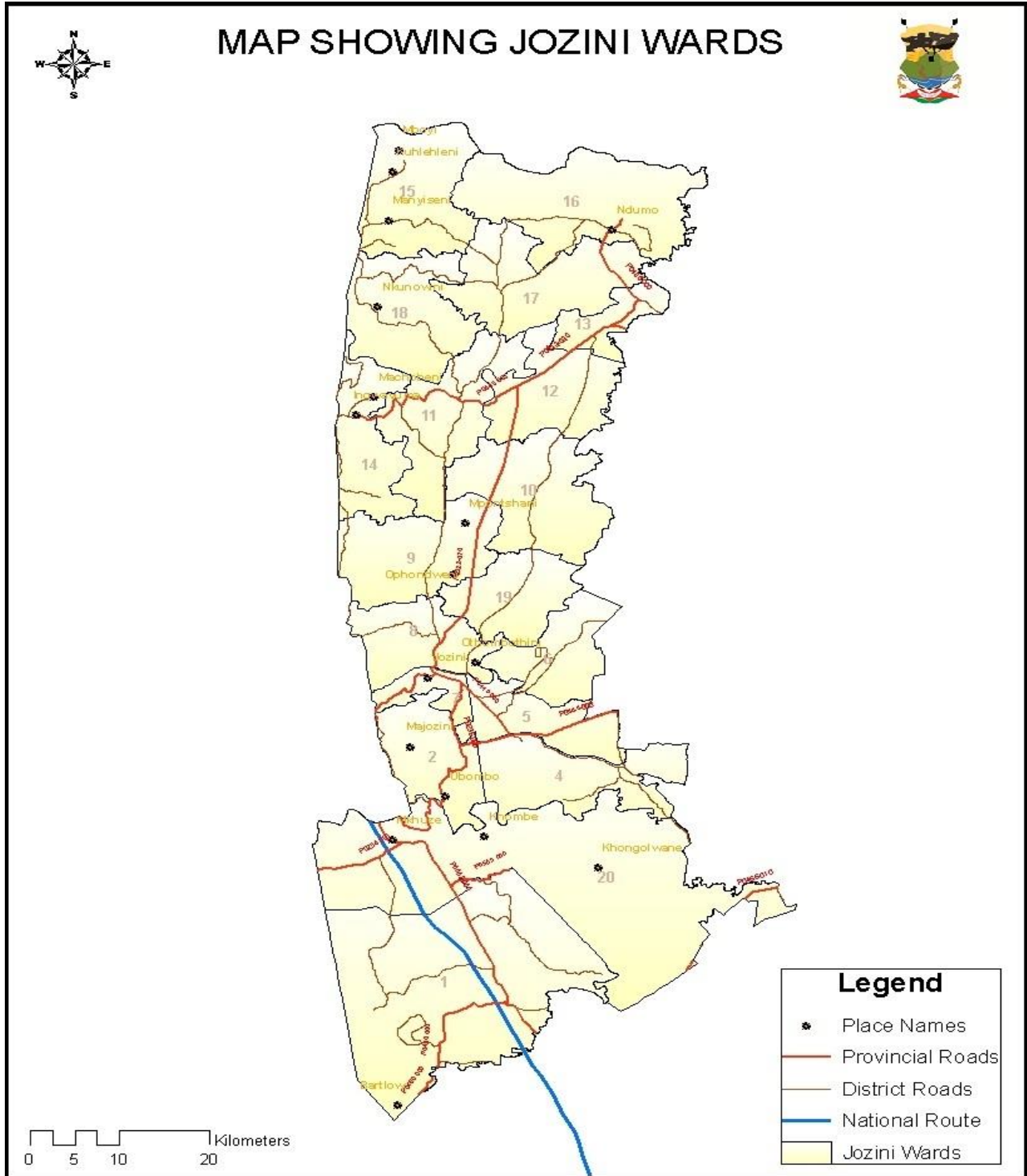
Basic facts	Basic figures		
	Stats SA 2001	Community Survey 2007	Stats SA 2011
Total population	184 052	207 722	186 502
Total number of households	33 534	38 530	38 849
Umkhanyakude District Municipality	573 341	614 046	625 846
Age profile			
0-19	114 095	114 217	101 818
20-64	56 831	85 005	77 256
65+	13 090	8 501	7 428
% Household with no income	49%	47%	43%

Investment points

Primary nodes	Secondary nodes	Tertiary nodes
Mkhuze Jozini	Ingwavuma Ubombo	Ophansi Manyiseni

	Bhambanana Ndumo	Makwakwa Emabhanoyini
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Map showing all 20 wards

1.3. ISSUES/ CHALLENGES FACED

- Backlog on basic infrastructure (housing, water, electricity, sanitation, roads)
- Backlog on infrastructure maintenance in towns
- Land ownership and land rights
- High unemployment
- Poverty
- High grant dependency ratio
- Poor access to social development services (rural communities)

1.4. OPPORTUNITIES

The next five years will see booming economic opportunities and multiple job opportunities within Jozini in the following investment areas:

1.4.1 *Tourism, arts and sport*

- Conference facility accommodating up to 2000 delegates (Jozini Town Hall)
- Two competitive sports precincts (Bhambanana and Jozini)
- Game farming
- Build a craft centres
- Adventure tourism (mountains, river streams)

1.4.2 *Accommodation and housing*

- 1000 additional beds (hotels, B&B, etc) to accommodate conference delegates
- More than 15 thousand units of RDP type dwellings
- More than 5000 units of rental stock (medium to high income)

1.4.3 *Shopping and retailing*

- Retail space in 2 current shopping malls
- Retail space in 3 proposed shopping malls

1.4.4 *Agriculture and light industry*

- Fish farming
- Crop production
- Agro-processing

1.4.6 *Aviation*

- Mkhuze airport renovation
- Shuttle service

1.4.7 *Energy*

- Hydro power generation
- Solar energy'
- Bio-mass energy

1.5. WHAT COULD BE EXPECTED IN THE NEXT FIVE YEARS AND HOW WILL IT BE MEASURED?

Our approach will balance the provision of basic services, with the need to create economic opportunities for Local Economic Development. This will be done through the following strategic priority areas:

No	Key Performance Areas	Strategic Objective
1	Basic Service Delivery	To facilitate improvement of access to basic services, through the provision of adequate free basic water, sanitation and electricity.
2	Municipal Institutional Development and Transformation	To enhance the institutional capacity of the municipality to be responsive to the needs of the community
3	Local Economic Development	To stimulate Local Economic growth through LED and Tourism initiatives
4	Municipal Financial Viability and Management	To establish a budget and treasury office equipped to support municipal strategic goals and priorities in a sustainable manner.
5	Good Governance and Public Participation	To achieve full participation of communities & stakeholders in the affairs of the Municipality
6	Spatial Planning and Environmental Management	To improve the standard of living by ensuring that future settlements occur in a spatial integrated and economical manner To ensure development happens in an orderly and controlled fashion

KEY PROGRAMMES AND PROJECTS

No	Project	Key Indicators	Knock on effect
1	Corridor Development	<ul style="list-style-type: none"> - Infrastructure investment on roads, rail and aviation - Bulk services upgrade of sewer, water and energy 	<ul style="list-style-type: none"> - Lodging facilities ±3000 beds - Tourists traffic -- Movement of goods - Investment opportunities
2	Jozini Town Nodal Expansion Plan	<ul style="list-style-type: none"> - Infrastructure investment on roads, - Bulk services upgrade of sewer, water and energy 	<ul style="list-style-type: none"> - Small business incubation - Light industry hub - Lodging facilities
3	Jozini Town Hall	<ul style="list-style-type: none"> - Capacity of delegates 1500 - New chamber of 130 people 	<ul style="list-style-type: none"> - Lodging facilities ±1000 beds - Tourists traffic - Investment opportunities
4	4 Retail shopping malls	<ul style="list-style-type: none"> - Pick and Pay anchor tenant - Shoprite anchor tenant - Spar anchor tenant - Checkers anchor tenant 	<ul style="list-style-type: none"> - Retail space - Small businesses - Job opportunities - Road, water, sewer, electricity infrastructure upgrade
5	Ndumo Regeneration	<ul style="list-style-type: none"> - Infrastructure investment on roads, bulk services upgrade - Education infrastructure 	<ul style="list-style-type: none"> - Lodging facilities ±1000 beds - Shopping centres - Jobs

1.6. APPROACH: HOW WAS THIS IDP DEVELOPED?

The IDP adopts an outcome based approach in line with the national government priorities and the associated 12 outcomes.

The Government outcome 9 (nine) commits the local government to develop local government system which is efficient, effective, responsive and accountable. In line with Outcome 9, Jozini Municipality IDP responds directly to the issues facing the area and its communities, and rendering local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

1.7. IDP PROCESS PLAN

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

The preparation of this IDP was based on a Process Plan, which Jozini Municipality adopted in terms of Section 28 of the Municipal Systems Act, 32 of 2000 at the beginning of the review process. The plan establishes a firm foundation for the alignment of the IDP and budget. As such, one encompassing process plan was prepared for these two processes and adopted by Council to ensure proper management of the IDP and Budget planning process.

Amongst other things, Jozini Municipality 2013/14 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 Jozini 2013/14 IDP review was prepared as a fully inclusive single process ensuring the effective public participation and to achieve that, the Municipality established and engaged with and consulted with the following sectors:

Forum	Participants	Dates
•IDP Representative Forums	• Municipal Officials, Councillors, sector departments	• 12/01/2012 • 31/05/2013
•Ward IDP/Budget Public Participation meetings	• Community, ward 1-20; officials, and sector departments	• 06/10/2012 • 01-31/05/2013 -
•Budget Steering Committee meetings	• Mayor, Chief Whips of all Political Parties; Portfolio Chairs, Speaker, Deputy Mayor and senior staff	• 22/01/2013 • 13/03/2013 • 31/05/2013

The IDP methodology phases

- **The Preparation Phase-** During this phase, the municipality prepared a Process Plan which illustrated how the IDP process would be managed.
- **The Analysis Phase-** On the 6th of October 2012, the municipality conducted a Public participation meeting which consolidated all ward. Analysis of existing information was also done during this phase.
- **The Strategies-** During this phase, the municipality had a Strategic Planning session (November 2012) where the vision, mission, strategic objectives and institutional priorities of the municipality were reviewed.
- **Projects Phase-** This phase dealt with the identification and design of specific projects for implementation. All the critical problems that were identified in during the analysis phase were addressed by doing the prioritization.
- **Integration Phase-** This phase aligned the projects with municipal objectives and strategies including projects and programmes to be implemented by other organs of state.
- **Approval Phase-** After its completion, the IDP was then taken to Council for adoption following soliciting of public inputs during the roadshows and IDP forum.

1.8. STRUCTURE OF JOZINI IDP

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

- **Section A:** Executive Summary- indicating the issues facing the municipality, development opportunities, municipal plans to address opportunities and constraints, institutional development programmes and five year service delivery programme. Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, tribal council, and other role players in the IDP drafting process.
- **Section B:** Situational Analysis- A shared and detailed analysis of the current situation. This should form the basis for the identification of key development issues, development opportunities and review of the strategic framework.
- **Section C:** Development Strategies- Development strategy clearly indicating the long, medium and short terms development vision. These are expressed in the form of long term vision, medium term development strategies and short term interventions – projects.
- **Section D:** High Level Spatial Development Framework- Spatial development framework indicating a link between the IDP policy framework and the site specific Land Use Management System (LUMS).

- **Section E:** Sector Involvement
- **Section F & G:** Projects & Financial Plan- Alignment of the budget and the IDP expressed in the form of a medium term (3 years) capital programme corresponding with the medium term expenditure framework, one year capital programme indicating the projects to be implemented in this financial year, etc.
- **Section H:** Financial Plan and SDBIP
- **Section J:** Annexure
- **Section K:** Appendices

1.9. BASIS OF THE 2013/14 IDP REVIEW

Planning and development in Jozini occurs within the context of national and provincial policy framework. As such, the IDP recognizes and incorporates development principles and priorities in line with the principle of cooperative governance. This part provides an overview of relevant National, Provincial and Local development policies.

This IDP document has also been informed and is aligned to the following strategic documents and National and Provincial strategic objectives:

- The National Spatial Development Framework (NSDP);
- Millennium Development Goals;
- Medium Term Strategic Framework;
- Provincial Growth and Development Strategy;
- Municipal Turnaround Strategy; and
- National Delivery Outcome Agreements (especially outcome nine (9) in relation to Local government and municipalities).

The National Spatial Development Framework (NSDP)

The National Spatial Development Framework (NSDP) is based on the following principles:

Principle 1: Rapid Economic Growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key.

Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3: Beyond Principle 2 above, Government Spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private sector investment, stimulate Economic activities and create long-term employment opportunities.

Principle 4: Focus on people, not places, in efforts to address past and current social inequalities.

Principle 5: In order to overcome the spatial distortions of Apartheid, future settlements and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

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 of 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.*

The Provincial Growth and Development Strategy (PGDS)

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

Table: Alignment with PGDS

PGDS Goal	Municipal Response
Job creation	<ul style="list-style-type: none"> • Implementing EPWP through Capital Projects • Developing the Agricultural Sector • Promoting SMME's • Skills Development • Infrastructure investment and development • Poverty alleviation projects and cooperatives support • (200 NEW GA's programme)
Human Resources Development	<ul style="list-style-type: none"> • Review and implementation of the WSP
Human and Community Development	<ul style="list-style-type: none"> • Constructing and maintaining access roads • Continuously supporting the OSS (War against poverty) • Participating in the local Community Policing Forum • Job expansion initiative
Response to climate change	<ul style="list-style-type: none"> • Promoting solar powered electricity • Installing solar geysers in households • Helping the households in planting trees

Governance and Policy	<ul style="list-style-type: none"> • Annual Policy reviews • Reviewing the Anti-Fraud and Corruption Strategy • MPAC • Implementing the WSP
Spatial Equity	<ul style="list-style-type: none"> • Reviewing the SDF • Developing the Land Use Management Schemes

Millennium Development Goals

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	<p>Target 1: Halve between 1990 and 2015 the proportion of people whose income is less than 1\$ per day.</p> <p>Target 2: Halve between 1990 and 2015 the proportion of people who suffer from hunger</p>
Goal 2: Achieve Universal Primary Education	<p>Target 3: Ensure that by 2015, children everywhere, boys & girls alike, will be able to complete a full course of primary schooling</p>
Goal 3: Promote gender equality & Empower Women	<p>Target 4: Eliminate gender disparity in Primary and secondary education, preferably by 2005 and in all levels of education by no later than 2015</p>
Goal 4: Reduce Child Mortality	<p>Target 5: Reduce the under-five year child mortality rate by two thirds, between 1990 and 2015</p>
Goal 5: Improve Maternal Health	<p>Target 6: Reduce the maternal Mortality ratio by two thirds, between 1990 and 2015</p>
Goal 6: Combat HIV/AIDS, Malaria and other diseases	<p>Target 7: Have halted and began to reverse the spread of HIV/AIDS by 2015</p> <p>Target 8: Have halted and began to reverse the spread of malaria and other infectious diseases by 2015</p>
Goal 7: Ensure Environmental Sustainability	<p>Target 9: Integrate the principles of sustainable development into country policies & programmes and reverse the loss of environmental resources</p> <p>Target 10: Halve the proportion of people without sustainable access to safe drinking water & sanitation by 2015</p> <p>Target 11: By 2020, have achieved a significant improvement in the lives of at least 100 million slum dwellers</p>
Goal 8: Develop a Global Partnership For development	<p>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</p> <p>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.</p>

The Local Government Turnaround Strategy

Cabinet approved a comprehensive Local Government Turnaround Strategy (LGTAS) on the 2nd of December 2009¹.

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.

National Outcome Delivery Agreement

The national government has adopted an Outcomes Based Approach to development as a means to focus government initiatives and manage public expectations. Based on the Medium Term Expenditure Framework (MTEF), 12 outcomes have been identified. Outcome 9 deals with local government and affects Jozini directly. It moves from a premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective and efficient local government system that is part of a developmental state. The government has identified the following outputs for Outcome 9:

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

SECTION B: SITUATIONAL ANALYSIS

2.1. DEMOGRAPHICS:

2.1.1. Population

The municipality is the most populated municipality within Umkhanyakude District. According to the Stats SA 2011 Census Jozini Municipality has a population of 186 502 people and 38849 households. This represents 29.8% of the District’s population (625 846).

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

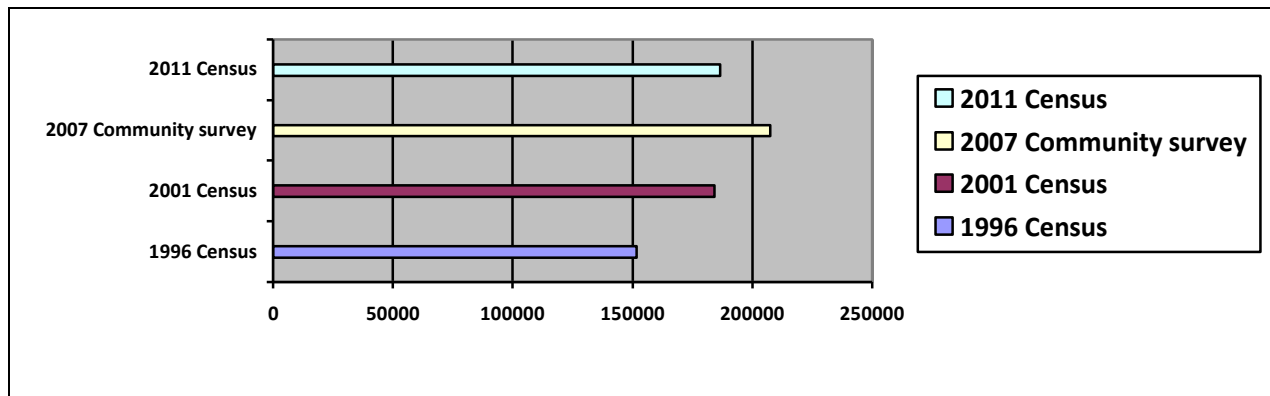
The statistics in the following table indicate that, the population of Jozini municipal area has increased with 17.6% between 2001 census and 2007 community survey. Between 2001 census and 2011 census the population has increased with 2%. There is a decrease of population when comparing the 2007 Community Survey and Census 2011

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

MUNICIPALITY	PERSONS			HOUSEHOLDS		
	Census 2001	CS 2007	Census 2011	Census 2001	CS 2007	Census 2011
Umkhanyakude	573 341	614 046	625 846	101 563	114 973	128 195
Umhlabuyalingana	140 958	163 694	156 736	25 959	27 006	33 857
Jozini Municipality	184 052	207 250	186 502	33 534	38 530	38 849
The Big Five False Bay	31 291	34 991	35 258	6 183	6 657	7 998
Hlabisa Municipality	176 890	150 557	91 925	26 876	27 260	12 586
Mtubatuba Municipality	33 612	46 596	175 425	7 472	11 339	34 905

The graph below illustrates a significant increase in the population figures for Jozini between 1996 and 2001 census and 2007 community survey and then a decrease between 2007 community survey and 2011 Census.

Population growth:



Source: Stats SA

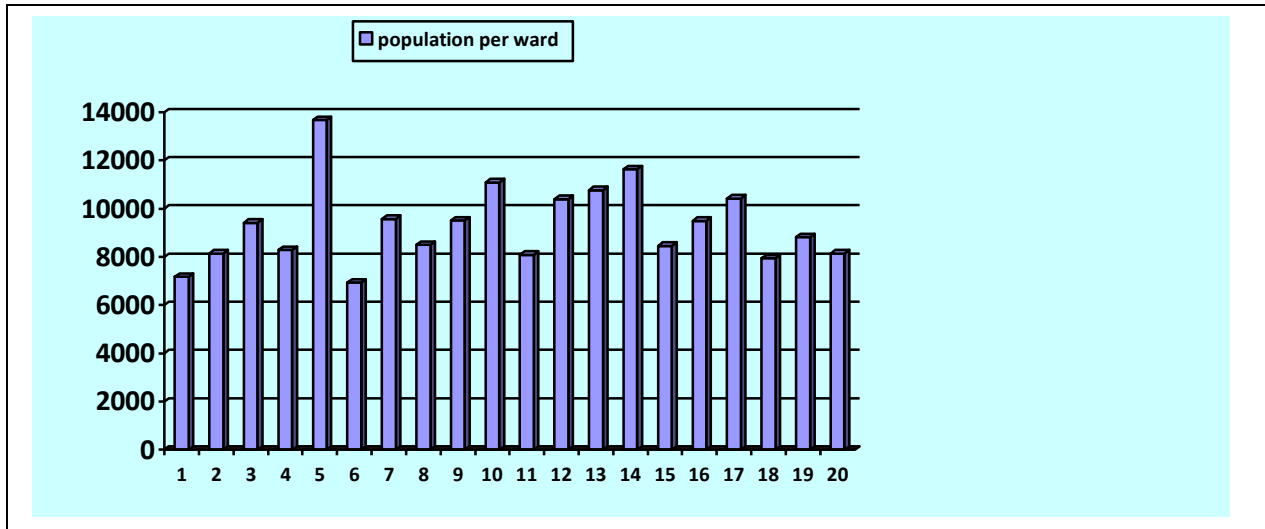
2.1.2. Density

Population densities are highest in the northern parts of the Wards 20, 2 and 7 (Umkhuze, Ubombo and Jozini) and Ingwavuma (ward 14) have relatively high densities.

The following table indicates population per ward.

WARD	POPULATION
1	7173
2	8144
3	9422
4	8292
5	13677
6	6939
7	9574
8	8504
9	9506
0	11085
11	8094
12	10401
13	10775
14	11634
15	8465
16	9494
17	10425
18	7939
19	8813
20	8148
Total	186502

Source: Stats SA Census 2011



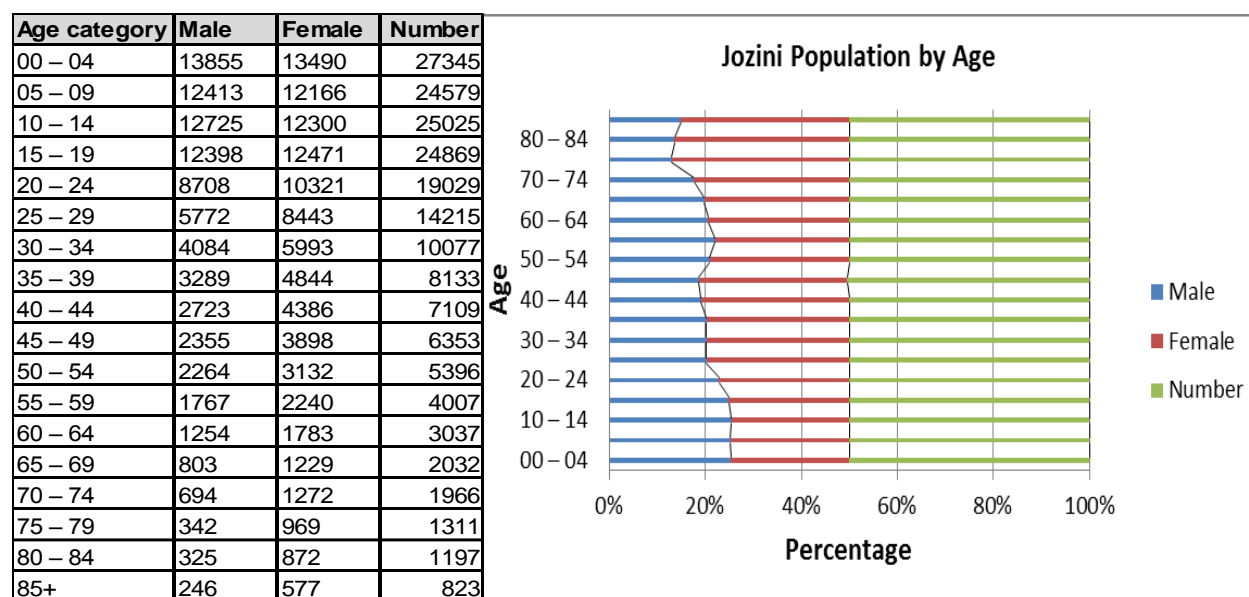
Source: Stats SA (Census 2011)

2.1.3. 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 from 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: Population Statistics (Age in five year category)



Source: Statistics South Africa (Census 2011)

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 Jozini and supportive interventions in collaboration with other spheres of government to improve educational and vocational job opportunities for this group should be developed. Chief among these is early childhood development and HIV/AIDS and consequential combative measures.

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, unemployment and lack of skills. They constitute the poorest of the poor and marginalised. Only 4% of the population is over the age of 65.

2.1.4. Gender

The proportion of females is marginally higher (54%) than that of males; the social implications of this for the municipality are significant. It implies that women head most households and thus their participation in economic activities is limited by the need to fulfill dual roles of being a provider and a nurturer. The latter role is by its nature is both time and emotionally demanding.

Table: Age and gender profile

Age Group	Males (2001)	Females (2001)	Total Pop (2001)	Males (2007)	Females (2007)	Total Pop (2007)	Males (2011)	Females (2011)	Total pop (2011)
0-19	55148	58947	114095	57929	56288	114217	51391	50427	101818
20-64	24311	32520	56831	35013	49991	85004	32216	45040	77256
65+	4327	8763	13090	2220	6281	8501	2509	4919	7428
Total	83822	100230	184052	95162	112560	207722	86017	100386	186502

Source: Stats SA Census 2001 and 2011 and Community Survey 2007

2.2. SOCIO-ECONOMIC PROFILE

2.2.1. Dwelling Type

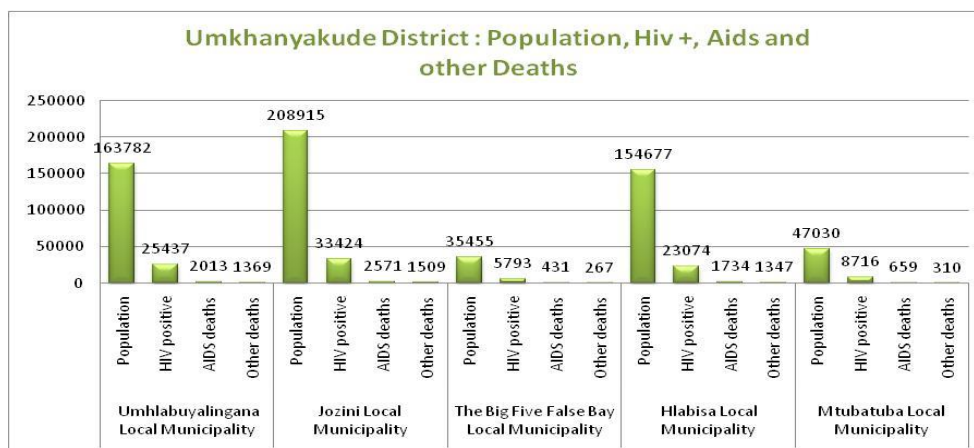
Dwelling types are indicated in the table below.

Type of dwelling	No. h/h	%
House or brick/concrete block structure on a separate stand or yard or on a farm	26264	68
Traditional dwelling/hut/structure made of traditional materials	8308	21
Flat or apartment in a block of flats	2770	7
Cluster house in complex	92	0
Townhouse (semi-detached house in a complex)	39	0
Semi-detached house	86	0
House/flat/room in backyard	311	1
Informal dwelling (shack; in backyard)	218	1
Informal dwelling (in an informal/squatter settlement or on a farm)	156	0
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	140	0
Caravan/tent	97	0
Other	368	1
Total	38849	100

Source: Statistics South Africa (Census 2011)

2.2.2. HIV/AIDS

HIV rate at Jozini Municipality are estimated to 17% of the total population.



Source: Umkhanyakude Municipality IDP

2.2.3. Educational Levels

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

KZ 272 Levels of education

CATEGORY	NUMBER
Grade R	8341
Grade 1 / Sub A	8796
Grade 2 / Sub B	7841
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	7910
Grade 4 / Std 2	8442
Grade 5 / Std 3/ABET 2	8018
Grade 6 / Std 4	7760
Grade 7 / Std 5/ ABET 3	8878
Grade 8 / Std 6 / Form 1	9088
Grade 9 / Std 7 / Form 2/ ABET 4	8535
Grade 10 / Std 8 / Form 3	9847
Grade 11 / Std 9 / Form 4	11344
Grade 12 / Std 10 / Form 5	23489
NTC I / N1/ NIC/ V Level 2	112
NTC II / N2/ NIC/ V Level 3	24
NTC III /N3/ NIC/ V Level 4	80
N4 / NTC 4	32
N5 /NTC 5	49
N6 / NTC 6	95
Certificate with less than Grade 12 / Std 10	112
Diploma with less than Grade 12 / Std 10	104
Certificate with Grade 12 / Std 10	969
Diploma with Grade 12 / Std 10	756
Higher Diploma	867
Post Higher Diploma Masters; Doctoral Diploma	197
Bachelor Degree	586
Bachelor Degree and Post graduate Diploma	290
Honours degree	289
Higher Degree Masters / PhD	148
Other	135
No schooling	25196

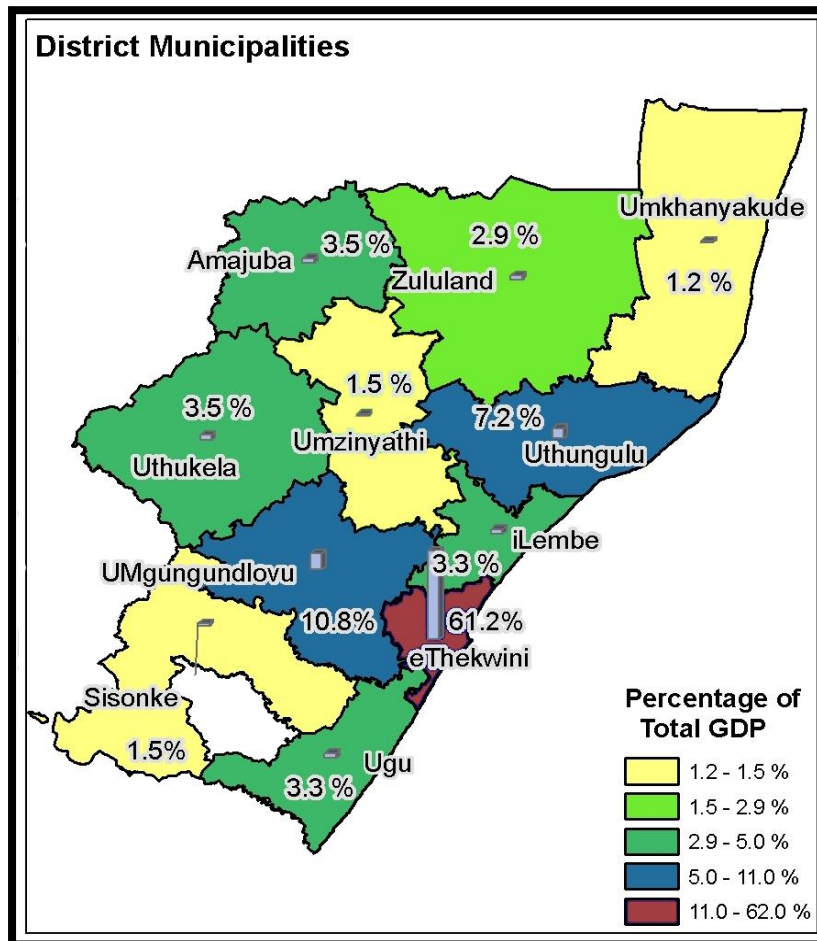
(Source: Stats SA Census 2011)

Based on the above figures, educational levels for Jozini are gloomy. 25 196 of the total population have no schooling. 23 489 of the total population has completed grade 12, while only about 4102 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.

2.2.4. Economic Landscape: GDP

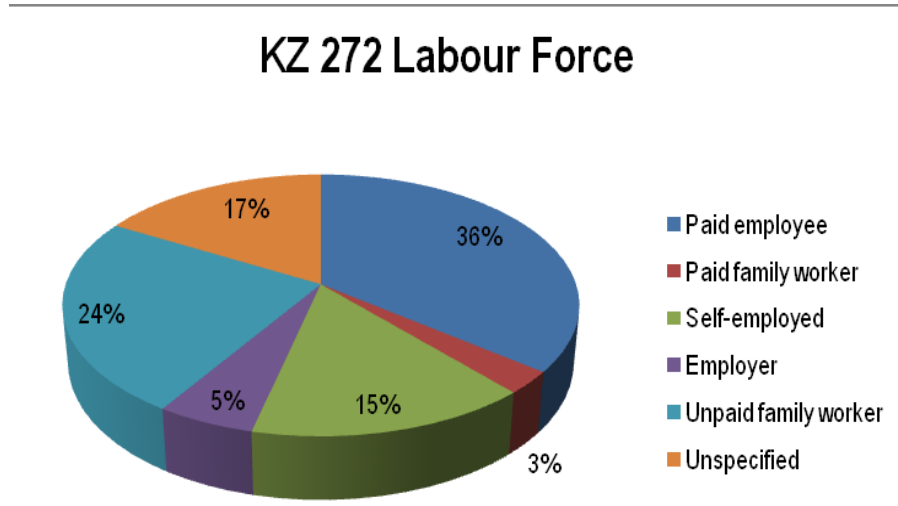
According to provincial economic profile, Umkhanyakude District Municipality contributes with 1.2 percent to provincial Gross Domestic Products. The economy is based on these pillars: Services sector, tourism, wholesale and retail, agriculture and transport.

Economic Landscape: GDP



In terms of the LED Strategy, the most dominant economic factor within Jozini Municipality is agriculture and eco-tourism. The key investment nodes and activity corridors for the cluster over the next 5 years have been identified.

2.2.5. Labour



Unemployment status

Employed	Unemployed	Discouraged work-seeker	Other not economically active	Total
15950	12559	12793	60921	102223

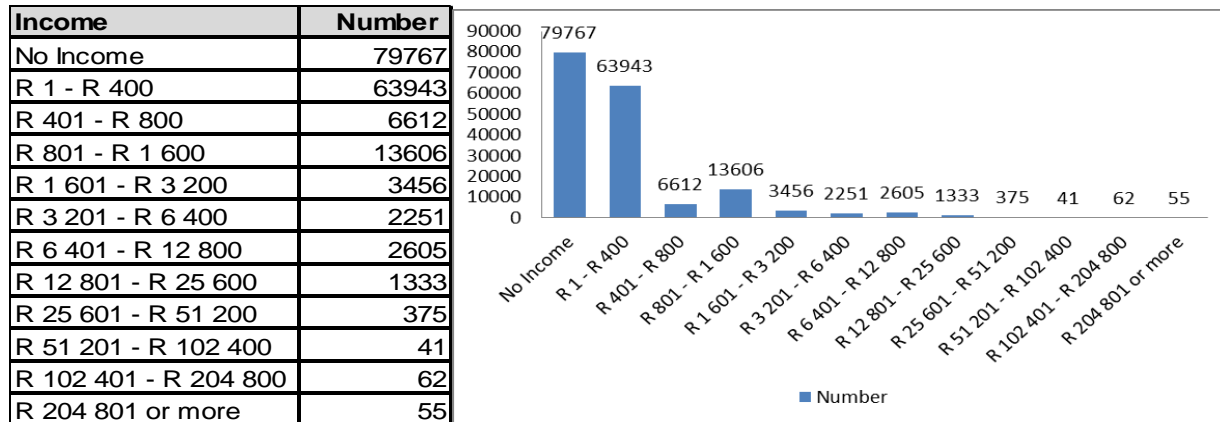
Source: Stats SA 2011

2.2.6. Income Status

According to the Census 2011 stats, 163 928 of Jozini population have a monthly income of R1600 or less. 79 767 of this population recorded no income at all.

There are spatial differences in income – with those living and working in the small towns and in the surrounding game reserves earning little more than grant-dependent - under-capacitated to deal with the developmental challenges it faces. The costs of living keep increasing diminishing the level of disposable income and payment for services

Income



Source: Statistics South Africa (Census 2011)

2.2.7. Indigent Population

The Municipality has an indigent policy in place and is currently reviewing the Indigent register which will inform the provision of free basic services. Based on the census, the plausible assumption is that 163 928 (88%) of the population is indigent.

2.3. ACCESS TO BASIC SERVICES:

2.3.1. 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 if fully developed and functional. 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 district in general and Jozini municipality in particular.

2.3.2. Water

There is stiff competition amongst different water users. Water remains the biggest stumbling block for in socio-economic development including for agricultural activities, water for domestic purpose i.e. portable water hence it is 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 illustrates the main supply of water to households. There has been an increase in the number of households that have access to piped water. The majority of households still rely on natural resources for their water supply. Only 10.9% of households have access to piped water inside their dwellings.

Source of Water

Water source	HHs	%
Regional/local water scheme	17162	44
Borehole	3682	9
Spring	1147	3
Rain water tank	783	2
Dam/pool/stagnant water	2486	6
River/stream	10098	26

Water vendor	476	1
Water tanker	1472	4
Other	1543	4
Total	38849	100

Source: Stats SA (Census 2011)

2.3.3. Sanitation

Sanitation varies from water-borne to Ventilated Improved Pit Latrines (VIPs) sanitation. The table below illustrates the type of sanitation facility utilized by households. There are very few households which have access to the flush toilet sewer (including flush septic tank). A positive trend has been the decrease in the number of individuals who do not have access to any form of sanitation facility.

Sanitation Facilities (Population Group) (Stats SA, 2011)

Type	HHs	%
None	8985	23
Flush toilet (connected to sewerage system)	3734	10
Flush toilet (with septic tank)	987	3
Chemical toilet	7850	20
Pit toilet with ventilation (VIP)	6971	18
Pit toilet without ventilation	8115	21
Bucket toilet	542	1
Other	1665	4
Total	38849	100

2.3.4. Energy and Electricity

In the municipality electricity is largely generated by Eskom and falls within the areas of powers and functions of the Umkhanyakude District Municipality. Due to Jozini Municipality characterization by a huge backlog in electricity provision electricity has been identified as the second priority in the municipality through the ward participation meetings. Sparsely nature of households plays a determining factor in electricity provision as well.

Source of Energy for Cooking			Source of Energy for Lighting			Source of energy for heating		
Type	HHs	%	Source	HHs	%	Source	HHs	%
None	155	0	None	585	2	None	6792	17
Electricity	9952	26	Electricity	11301	29	Electricity	9006	23
Gas	3482	9	Gas	307	1	Gas	1472	4
Paraffin	220	1	Paraffin	218	1	Paraffin	304	1
Wood	24768	64	Gas	307	1	Wood	20517	53
Coal	150	0	Paraffin	218	1	Coal	505	1
Animal dung	30	0	Candles	25072	65	Animal dun	89	0
Solar	33	0	Solar	1365	4	Solar	155	0
Other	59	0	Total	38849	100	Other	9	0
Total	38849	100				Total	38849	100

Source: Stats SA (Census 2011)

The above tables paint a depressing picture as far as access to electricity in Jozini Municipality is concerned. The use of wood for cooking and candles for lighting remain high among households in Jozini Municipality. About 64% of households still utilize wood for cooking, while around 65% still rely on candles for lighting. Whilst the use of woods impacts negatively on the environment, candles have resulted in many burnt down houses including loss of life.

2.3.5. 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. The municipality is planning to extend waste collection services to the villages in terms of buy-back centres.

While the municipality has 2 dumping sites at Mkhuze and Jozini, none of these 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 table depicts percentage distribution of households by type of refuse disposal.

Refuse Disposal (Population Group)

Type	HHs	%
Removed by local authority/private company at least once a week	4271	11
Removed by local authority/private company less often	355	1
Communal refuse dump	526	1
Own refuse dump	26902	69
No rubbish disposal	6118	16
Other	676	2
Total	38849	100

Source: Statistics South Africa (Census 2011)

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. Due to past management practices and neglect of the recycling facility, the Jozini Recycling Centre at the moment is not providing 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 needs to be revived and plans are underway to do so.

2.3.6 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 impossible 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 be well maintained to ensure 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 affected therefore.

The condition of the rural roads was assessed during in loco inspections by Department of Transport. 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, 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. The municipality only maintains access roads.

2.4. ACCESS TO COMMUNITY FACILITIES

2.4.1. Health Care Facilities

Jozini is served by two (2) hospitals namely; Mosvold hospital which is located in Ingwavuma and Bethesda hospital located at Ubombo.

Jozini has seventeen (17) clinics which are located in areas of great densities. 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. There is an application of some form of planning standards which suggests that a population of 50 000 people needs to be provided with a hospital while 6000 people needs to be provided with a clinic. This therefore suggests that the area is supposed to be serviced by 3 /4 hospitals and 31 clinics which suggest a backlog of 2 hospitals and 14 clinics. It must be noted that these standards tend to be difficult to comprehend in a rural context especially in an area such as Jozini which is characterized by the sparsely populated settlement.

2.4.2. Education Facilities

In terms of the Department of Education stats, there are 168 schools under Jozini municipality. According to the public participation meetings that were conducted, 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 for 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.

KEY ISSUES

- A need for additional classrooms;
- A need for cottages/ accommodation for teachers;
- A need for the upgrading of school facilities;
- A need for basic infrastructure for schools, including fencing;
- Feeding schemes;
- A shortage of pre-school facilities; and
- Upgrading of schools to offer Grade 12.

2.4.3. Cemeteries

There are 2 formal cemeteries that are under Jozini municipality i.e. Umkhuze and Ingwavuma. There are also 7 other cemeteries which are in the villages but are not the municipality's. Those villages are Makhonyeni A, Makhonyeni B, Sibongile, Hlalanathi, Biva, Mkhonjeni and Engulubeni. The municipality is clearing and fencing the ones in the villages. There is a new cemetery that is proposed at Ndumo.

2.4.4. Sports and Recreation

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. In total Jozini municipality has 11 sportsfields and 34 halls. 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 during 2012/13 and increased its maintenance budget for all infrastructure and facilities to R8m in 2013/14.

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 contained in the Bill of Rights imposes another important duty of ensuring 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 strengths 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.

According to the Environmental Management Framework, Jozini area is characterised by seasonal dry winters and wet summers with periodic flooding. The summer temperature ranges 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.

2.5.3 Biodiversity

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

Area	Species
	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, rocky 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 km², 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.

2.5.4. 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 ITS 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 Mkuze town. There is also a satellite office in Ingwavuma town.

2.6.1.1. Municipal Council

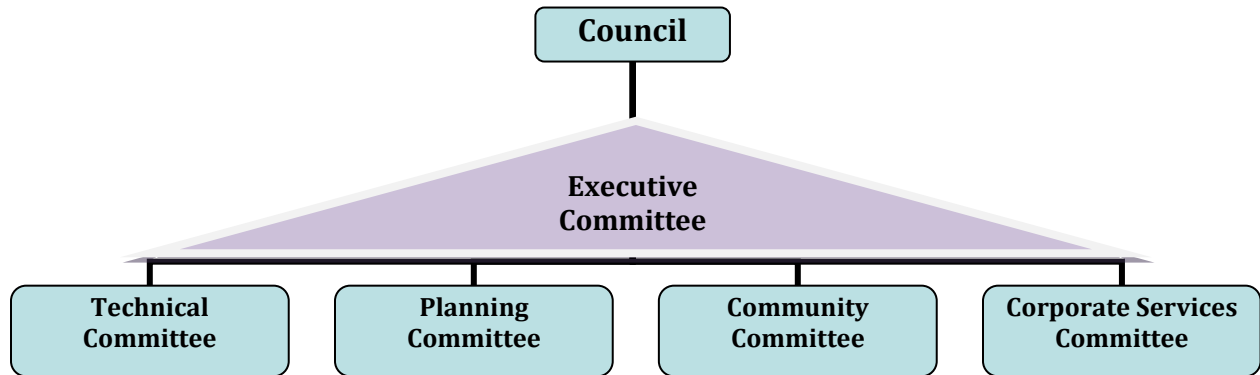
Jozini Local Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Council of Jozini Municipality is comprised of 40 Councilors, with eight (8) EXCO members. The Mayor chairs the EXCO while the Speaker chairs Council.

The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation. The executive and legislative authority is vested in the

Council. The Council must, therefore, take all the major decisions of the Municipality including delegation of powers to political office bearer, Council committees and officials.

There are 4 portfolio Committees established for political oversight over departmental activities and making recommendations to Council. 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.



Name of the Committee	Powers and Functions	Chairperson
Council	<ul style="list-style-type: none"> Executive and Legislative authority Approves: IDP, Budget, Bylaws, Staff Establishment, appointment of MM and s56; raising of loans; SCM deviations; Long term contracts etc 	Cllr M.Z. Nyawo (Speaker)
EXCO	<ul style="list-style-type: none"> Budgeting preparation and implementation, revenue and expenditure management, mid-year budget and performance assessment, revenue generation, capital expenditure control, investments, assets and liability management, internal audit and audit committees, financial report and auditing, debt collection credit control and loans, supply chain management – procurement of goods and services. 	Cllr. B.N. Mthethwa (Mayor)
Technical Services and LED and Tourism	<ul style="list-style-type: none"> Municipal Roads, Municipal Airports and Airstrips, Housing Technical), Water, Electricity, Sanitation, Communication Infrastructure, Public Works, Project Business Planning, Project Management, Contract Management, Regulation and Monitoring, Implementing Agents, and Fleet Management, Local Economic Development, Local Tourism, Programme and Project Management, Contracts Management, Information Services, Information services and Local Marketing, Tourism and marketing; tourism investments and fostering public private partnerships 	Acting - Cllr. B.N. Mthethwa (Mayor)
Planning Services	<ul style="list-style-type: none"> Planning and Building Control, IDP, Land Use Management, Environmental Management 	Cllr. T.S. Mdluli (Deputy Mayor)
Community	<ul style="list-style-type: none"> Passenger Transport, Health, Public Participation, Waste Management, Social services, Protection Services, Disaster 	Cllr. M Tembe

Services	Management, Emergency services, Project Management, Contracts Management, Communications, Housing (provision) and Land affairs, Ward Committees, Pounds, Safety and Security, Cemeteries (Reservations), Sports Culture, Housing administration, Sports and Recreation, Special programmes i.e. Gender, Disabled and Youth Affairs.	
Corporate Services	<ul style="list-style-type: none"> Administration, Secretariat, Legal Services, Council Support, Policies and Procedures, Facilities Management, Capacity Building and Human Resources. 	Cllr. H. Gumede

Table : List of Standing Committees of Council

2.6.1.2. Municipal Staff

The municipality has developed and approved an organogram based on the mandate, powers and functions and need for effective administration. The organogram defines organizational structure and makes provision for the following departments and strategic programmes:

- The office of the Municipal Manager
- Corporate and Community Services
- Planning and Technical Services
- Budget and Treasury Office

The implementation of the organogram is a priority for the municipality given a need to create sufficient capacity to implement the IDP and render services effectively. The organogram is revised continuously to cater for the changing needs of the municipality. However, the key challenge is to attract and retain qualified and experienced personnel. This could be ascribed to the remote location of the area in relation to major urban centres and the limited resources available to the municipality for staff remuneration.

Jozini municipality has a staff compliment of 425 employees. Of these 116 are permanently employed and 309 are on contract. There are 4 section 56 managers and 13 middle managers as well as 5 financial management interns (within the existing Organogram).

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

Employment Equity:

The Municipality subscribes to the spirit, objectives, and provisions of the Employment Equity Act (Act No. 55 of 1998). Accordingly, the municipality has formulated an Employment Equity Plan in pursuit of this agenda. The Plan articulates the strategies and programmes to achieve employment equity and commits the municipality to some targets in this regard.

Workplace Skills Plan:

The municipality trains staff as per the WSP. Employees representative of all Departments have been sent to different skills programmes, formal certificate programmes and workshops which address the skills gaps identified by their respective departments.

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 and the total number of the ward committee members is 200 (10 per ward). 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 increase their capacity.

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. The Synergistic partnership has begun to create a good working relationship and communication between Amakhosi and the Municipality 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

Currently, Jozini has a total of 14 community development workers (CDW's). CDWs are functional, but not to a full extent as there is a challenge of resource shortages.

2.6.1.6. Municipal Powers and Functions

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

Table: Powers and Functions

Function	Authorizations	Definition
Schedule 4		
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"> ▪ Approval of building plans;

		<ul style="list-style-type: none"> ▪ Building inspections, and ▪ Control of operations and enforcement of contraventions of building regulations. <p>If not already provided for in the national and provincial legislation.</p>
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 quality 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.
Schedule 5		
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"> ▪ Streets; ▪ Roads; ▪ Thoroughfares; ▪ Sanitary passages; ▪ Squares or open spaces; and/or ▪ Private property.
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 are in line with the national and provincial guidelines as well as aligned to the Umkhanyakude District Municipality's strategy.

3.2. VISION, MISSION

3.2.1 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 2013/14 IDP

'A MUNICIPALITY THAT PROVIDES SUSTAINABLE SERVICE DELIVERY, SOCIO-ECONOMIC DEVELOPMENT AND BETTER LIFE FOR ALL.'

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.

3.2.2. Municipal Mission:

TO BE A PROFESSIONAL, EFFECTIVE, EFFICIENT AND RESULTS ORIENTATED MUNICIPALITY THAT, THROUGH INTEGRATED EFFORT, CONTINUALLY PROMOTE THE SOCIAL WELFARE AND ECONOMIC PROSPERITY OF ALL ITS RESIDENTS, INVESTORS AND TOURISTS.

3.2.3 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.

KPA 1: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

STRATEGIC DEVELOPMENT OBJECTIVE	PROGRAMME/ FUNCTION	REF NUMBER	ACTIVITIES / PROJECTS	OUTPUT/ OUTCOME	DEPARTMENT
To involve local communities in municipal affairs in a structural manner by 30 June 2014	Ward Committees	JLMO1	<ul style="list-style-type: none"> Ensure that all ward committees are functional 	Council receive advise from ward committees	CMS
		JLMO2	<ul style="list-style-type: none"> Ensure all ward draw up ward based plans 	Ward based plans	
To involve communities in shaping the municipality's development agenda by 30 June 2014	Public participation	JLMO3	<ul style="list-style-type: none"> Conduct communication strategy workshop 	Credible IDP Informed communities	CMS/PLS
		JLMO4	<ul style="list-style-type: none"> Conduct IDP Public participation meeting 		
		JLMO5	<ul style="list-style-type: none"> Conduct Community survey 		
		JLMO6	<ul style="list-style-type: none"> Undertake IDP/ Budget Roadshows 		
To ensure compliance with Chapter 5 of the municipal Systems Act by 30 June 2014	Planning	JLMO7	<ul style="list-style-type: none"> Preparation of the IDP that scores above 85% 	Adopted IDP	MM/PLS
To promote the synergistic partnership by 30 June 2014	Intergovernmental Relations	JLMO8	<ul style="list-style-type: none"> Conduct synergistic partnership meetings 	4 Synergistic meetings	EDCS
To promote healthy lifestyle through sports and recreation by 30 June 2014	Sports	JLMO9	<ul style="list-style-type: none"> Conduct SALGA games 	Sports orientated communities Healthy lifestyle	CMS
		JLMO10	<ul style="list-style-type: none"> Mayoral Cup 		
		JLMO11	<ul style="list-style-type: none"> Indigenous games 		
To promote arts and culture by 30 June 2014	Special programmes	JLM12	<ul style="list-style-type: none"> Ensure participation at the Reed Dance Festival 	Culture orientated communities	CMS
		JLM13	<ul style="list-style-type: none"> Involvement at Umkhosi wamaganu 		
		JLM14	<ul style="list-style-type: none"> Heritage month carnival celebration 		
To promote social cohesion through the support of functional social forums by 30 June 2014	Special programmes	JLM15	<ul style="list-style-type: none"> Support youth forum activities 	Forums meet 4 times a year	CMS
		JLM16	<ul style="list-style-type: none"> Support disability forum activities 		
		JLM17	<ul style="list-style-type: none"> Support pastor's forum activities 		
		JLM18	<ul style="list-style-type: none"> Support men's forum activities 		
		JLM19	<ul style="list-style-type: none"> Support women forum activities 		
To promote culture of reading through extension of library services to more communities by 30 June 2014	Library	JLM20	<ul style="list-style-type: none"> Community outreach programs 	Knowledgeable communities	CMS
		JLM21	<ul style="list-style-type: none"> Computer classes 		
		JLM22	<ul style="list-style-type: none"> Story telling programs 		
To establish a fully-fledged	Road safety	JLM23	<ul style="list-style-type: none"> Complete phase two construction of testing ground 	Improved road safety	CMS/TS

driving license and vehicle testing centre in order to improve safety vehicle and pedestrians safety by 30 June 2014		JLM24	• Conduct public safety road blocks		
		JLM25	• Road safety awareness campaigns		
		JLM26	• Meetings with transport operators		
		JLM27	• Certification of roadworthy vehicles		
		JLM28	• Issuing of drivers licenses		
To provide integrated government services to the community by 30 June 2014	Thusong	JLM29	• Co-ordinate meetings with sector departments	Service delivery	CMS
		JLM30	• Ensure responsive service to community needs		
		JLM31	• Complete update of indigent register		
		JLM32	• Maintenance and cleanliness of community facilities		
To develop disaster management mechanism by 30 June 2014	Disaster management	JLM33	• Develop a Disaster Management Plan	Functional disaster management in line with DMP	CMS
		JLM34	• Establish local disaster management committee		
		JLM35	• Participate in disaster management centre		
		JLM36	• Implement disaster management plan		
		JLM37	• Roll out disaster awareness campaigns		
To ensure safety and security in animal pound	Animal pound	JLM38	• Identification of areas mostly affected by disaster	Reduced stray animals in towns	CMS
		JLM39	• Removal of stray animals in towns		
		JLM40	• Conduct animal pound awareness campaigns		
To Provide cemetery services to the community	Cemetery	JLM41	• Promulgation of animal pounding bylaws	Proper and legal graveyards	CMS
		JLM42	• Environmental Impact Assessment		
		JLM43	• Formalization/legalization of cemeteries		
		JLM44	• Conduct cemeteries awareness campaigns		
		JLM45	• Promulgation of cemetery bylaws		
JLM46	• Provision of ablution facilities				

KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

STRATEGIC DEVELOPMENT OBJECTIVE	PROGRAMME/ FUNCTION	REF NUMBER	ACTIVITIES/ PROJECTS	OUTPUT/ OUTCOME	DEPARTMENT
To improve basic access to energy sources for lighting, cooking, and	Electricity	JLM47	• Mamfene grid electrification	- Increased number of households with access to reliable sources of energy	TSP
		JLM48	• Ophondweni grid electrification		
		JLM49	• Ntsinde grid electrification		

bathing by 30 June 2014		JLM50	<ul style="list-style-type: none"> • Emajozini grid electrification 		
	Solar energy	JLM51	<ul style="list-style-type: none"> • Construct and install phase two of high mast lights (10) 		
		JLM52	<ul style="list-style-type: none"> • Installation of 5000 solar geyzers 		
		JLM53	<ul style="list-style-type: none"> • Installation of 80 solar systems for boreholes 		
To promote healthy lifestyle, community facilities and sports activity participation through provision of recreational and sports facilities	Informal trading	JLM54	<ul style="list-style-type: none"> • Construction of Mkhuze Market stalls 	Access to facilities with recommended standards	TSP
		JLM55	<ul style="list-style-type: none"> • Construction of Jozini market stalls 		
	Public transportation	JLM56	<ul style="list-style-type: none"> • Construction of bus and taxi ranks at: 		
		JLM57	<ul style="list-style-type: none"> • Construction of Ingwavuma bus and taxi rank 		
		JLM58	<ul style="list-style-type: none"> • Construction of Ndumo bus and taxi rank 		
		JLM59	<ul style="list-style-type: none"> • Construction of Bhambanana bus and taxi rank 		
		JLM60	<ul style="list-style-type: none"> • Construction of Jozini bus and taxi rank 		
	Sports and recreation	JLM61	Completion of Mzinyeni sportsfield		
		JLM62	Completion of Dedefane sportsfield		
		JLM63	Completion of Ekuhleleni sportsfield		
		JLM64	Completion of Mkhonjeni sportsfield		
		JLM65			
		JLM66			
JLM67					
To improve access to shelter and eradicate housing backlog by 30 June 2014	Human settlements	JLM68	<ul style="list-style-type: none"> • Review the housing sector plan 	Reviewed HSP Decent housing 4100 units built	TSP
		JLM69	<ul style="list-style-type: none"> • Co-ordinate housing delivery and eradication of shacks: Ndumo- 1000 units 		
		JLM70	<ul style="list-style-type: none"> • Co-ordinate housing delivery and eradication of shacks: Mkhuze- 500 units 		
		JLM71	<ul style="list-style-type: none"> • Co-ordinate housing delivery and eradication of shacks: Jozini/ Mkhuze/ Ndumo rental stalk- 600 units 		
		JLM72	<ul style="list-style-type: none"> • Co-ordinate housing delivery and eradication of shacks: Ward 5- 1000 units 		
		JLM73	<ul style="list-style-type: none"> • Co-ordinate housing delivery and eradication of shacks: Siqakatha- 1000 units 		
To promote a clean and	Waste management	JLM74	<ul style="list-style-type: none"> • Implementation of the IWMP 	Clean towns,	TSP

safe environment		JLM75	<ul style="list-style-type: none"> Distribution of waste bins 	Landfill	
		JLM76	<ul style="list-style-type: none"> Awareness campaign on waste management and recycling 		
		JLM77	<ul style="list-style-type: none"> Extension of refuse removal services to 20 villages 		
		JLM78	<ul style="list-style-type: none"> Legal Landfill/ dumpsite 		
To improve the lifespan of municipal facilities	Infrastructure	JLM79	<ul style="list-style-type: none"> Develop a maintenance plan 	Adopted maintenance plan	TSP
To improve communication and movement of people to community service points through provision of access infrastructure	Infrastructure	JLM80	<ul style="list-style-type: none"> Construction of a bypass road and bridge behind Jozini town by 30 June 2014 		TSP
		JLM81	<ul style="list-style-type: none"> Grading of access roads 		

KPA 3: SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT

STRATEGIC DEVELOPMENT OBJECTIVE	PROGRAM/ FUNCTION	REFERENCE NUMBER	ACTIVITIES/ PROJECTS	OUTPUT/ OUTCOME	DEPARTMENT
To identify catalyst projects and programs that stimulates the economic development of the area	Tourism	JLM82	<ul style="list-style-type: none"> Review and implement the Tourism strategy 	Reviewed tourism strategy	LED
To enable local community to enjoy a better life through increase socio-economic benefits and improve natural resources	Tourism	JLM83	<ul style="list-style-type: none"> Identify projects and initiatives 	Improved tourism, Increased number of tourists	LED
		JLM84	<ul style="list-style-type: none"> Co-ordinate the functioning of the Information centre 		
		JLM85	<ul style="list-style-type: none"> Marketing and promotion of tourism attractions 		
		JLM86	<ul style="list-style-type: none"> Strengthening of community tourism organisations 		
		JLM87	<ul style="list-style-type: none"> Strengthen the functioning of tourism sector 		
		JLM88	<ul style="list-style-type: none"> Community tourism skills development 		
To provide local emerging farmers with available marketing opportunities	Agriculture	JLM89	<ul style="list-style-type: none"> Tourism awareness campaigns 	Job creation, Continuous supply of produce, Access to markets	LED
		JLM90	<ul style="list-style-type: none"> Provide and identify other agricultural opportunities e.g. Aquaculture, 		
		JLM91	<ul style="list-style-type: none"> Provide market for fresh produce 		

and support		JLM92	<ul style="list-style-type: none"> Strengthen the functioning of Agri-sector committee 		
To ensure the co-ordination of business activities in all towns	SMME's	JLM93	<ul style="list-style-type: none"> Review registration of SMME's in the municipality 	Fully functional and vibrant business forum, Effective functioning of SMME's and Co-operatives, Well structured informal traders	LED
		JLM94	<ul style="list-style-type: none"> Conduct workshops for SMME's 		
		JLM95	<ul style="list-style-type: none"> Establish Jozini Business forum 		
		JLM96	<ul style="list-style-type: none"> Register and facilitate funding for co-operatives 		
		JLM97	<ul style="list-style-type: none"> Provide support to informal traders 		

KPA 4: TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

STRATEGIC DEVELOPMENT OBJECTIVE	PROGRAM/ FUNCTION	REFERENCE NUMBER	ACTIVITIES/ PROJECTS	OUTPUT/ OUTCOME	DEPARTMENT
To ensure proper functioning of the municipality	Municipal Administration	JLM98	<ul style="list-style-type: none"> Develop administrative policies 	Developed and reviewed policies	EDCS
		JLM99	<ul style="list-style-type: none"> Establishment of a policy committee 		
		JLM100	<ul style="list-style-type: none"> Review of existing policies 		
		JLM101	<ul style="list-style-type: none"> Piloting of policies 		
To provide support and administrative services through training and skills development for all relevant stakeholders	Skills development	JLM102	<ul style="list-style-type: none"> Establish skills development committee 	Reviewed Skills Development Plan	EDCS
		JLM103	<ul style="list-style-type: none"> Review and implementation of skills development plan. 		
To review and implement employment equity plan	Human Resource	JLM104	<ul style="list-style-type: none"> Establish employment equity committee 	Reviewed EEP	EDCS
		JLM105	<ul style="list-style-type: none"> Review and implement employment equity plan 		
To improve service delivery and reward good performance	Performance Management	JLM106	<ul style="list-style-type: none"> Alignment of IDP/ Budget/ PMS (SDBIP) 	SDBIP, Reviewed PMS Framework, Annual Report	EDCS
		JLM107	<ul style="list-style-type: none"> Conduct PMS assessments 		
		JLM108	<ul style="list-style-type: none"> Conduct PMS workshop for stakeholders 		
		JLM109	<ul style="list-style-type: none"> Tabling of annual report 		
		JLM110	<ul style="list-style-type: none"> Review PMS framework and present the PMS to the public 		
To ensure compliance with labour legislation and legal services	Legal services	JLM111	<ul style="list-style-type: none"> Conduct workshops on labour legislation and legal services and ensure functionality of Labour Forum. 	Developed Legal and Labour Policies	EDCS
To ensure proper and safer records keeping	Registry/ Record keeping	JLM112	<ul style="list-style-type: none"> Improve filing system Monitor registry on a daily basis 	Improved manual filing system	EDCS

To provide Information technology support for the municipality	Information Technology	JLMI13	<ul style="list-style-type: none"> Update website 	Improved technology, Updated website	EDCS
To monitor risk management system	Risk management	JLMI14	<ul style="list-style-type: none"> Conduct risk management reviews 	Updated risk register	EDCS
To ensure fleet control measures are in place	Fleet management	JLMI15	<ul style="list-style-type: none"> Monitor use, safe keeping and fuel consumption 	Well developed fleet management policy	EDCS

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

STRATEGIC DEVELOPMENT OBJECTIVE	PROGRAM/ FUNCTION	REFERENCE NUMBER	ACTIVITIES/ PROJECTS	OUTPUT/ OUTCOME	DEPARTMENT
To manage budget and actual expenditure of the municipality.	Budgeting and reporting	JLMI16	<ul style="list-style-type: none"> Prepare income and expenditure reports 	Income and Expenditure	BTO
		JLMI17	<ul style="list-style-type: none"> Compile financial statements 		
To achieve excellence in financial management and clean Audit	Financial reporting	JLMI18	<ul style="list-style-type: none"> Budget preparation and tabling to Council 	Improved financial management	BTO
		JLMI19	<ul style="list-style-type: none"> Reconciliation of records 		
To manage audit queries	Financial reporting	JLMI20	<ul style="list-style-type: none"> Develop and table to Council remedial action plan to address audit queries 	Improved financial management	BTO
		JLMI21	<ul style="list-style-type: none"> 		
		JLMI22	<ul style="list-style-type: none"> Monitor corrected issues 		
To ensure compliance with laws and regulations	Financial reporting	JLMI23	<ul style="list-style-type: none"> Submission of returns and documents to relevant stakeholders 	Improved financial management	BTO
		JLMI24	<ul style="list-style-type: none"> Workshop municipal stakeholders on Treasury regulations 		
To provide operation guidelines	Financial management	JLMI25	<ul style="list-style-type: none"> Update and workshop policies and procedures to municipal stakeholders 	Improved financial management	BTO
To ensure the implementation of budget processes	Budgeting	JLMI26	<ul style="list-style-type: none"> Facilitate the sitting of Budget steering committee 	Improved budgeting	BTO
To optimise revenue collections	Revenue enhancement	JLMI27	<ul style="list-style-type: none"> Monitor effective implementation of debt and credit control policies 	Improved revenue collection	BTO
		JLMI28	<ul style="list-style-type: none"> Establish revenue enhancement strategy 		

		JLM129	<ul style="list-style-type: none"> • Conduct data cleansing 		
To ensure safe guarding of assets	Asset management	JLM130	<ul style="list-style-type: none"> • Conduct asset verification 	Updated asset register	BTO
		JLM131	<ul style="list-style-type: none"> • Update asset register 		
		JLM132	<ul style="list-style-type: none"> • Implement asset management policies. 		
To ensure ability to meet liabilities	Loan and Investment	JLM133	<ul style="list-style-type: none"> • Update loans and investment register 	Updated loans and investment register	BTO
To ensure efficient, cost effective, transparent, competitive and equitable SCM	Supply Chain Management	JLM134	<ul style="list-style-type: none"> • Review and implement the SCM policies 	Improved SCM processes	BTO
		JLM135	<ul style="list-style-type: none"> • Contract management 		
		JLM136	<ul style="list-style-type: none"> • Formalise specifications 		
		JLM137	<ul style="list-style-type: none"> • Draft adverts 		
		JLM138	<ul style="list-style-type: none"> • Implement procurement plans 		
		JLM139	<ul style="list-style-type: none"> • Submission of SCM reports 		
		JLM140	<ul style="list-style-type: none"> • Training on SCM processes to municipal stakeholders 		

KPA 6: SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

STRATEGIC DEVELOPMENT OBJECTIVE	PROGRAM/ FUNCTION	REFERENCE NUMBER	ACTIVITIES/ PROJECTS	OUTPUT/ OUTCOME	DEPARTMENT
To promote sustainable land use	Land Use Management	JLM141	<ul style="list-style-type: none"> • Training of Traditional Councils on land use management 	Approved wall to wall schemes	TSP
		JLM142	<ul style="list-style-type: none"> • Introduction and preparation of wall to wall schemes 		
To transform rural and urban settlements into integrated and sustainable human settlements.	Human settlements	JLM143	<ul style="list-style-type: none"> • Identify settlements that are located on environmentally sensitive areas for resettlement. 	Settlement Plans	TSP
		JLM144	<ul style="list-style-type: none"> • Identify priority settlements for settlement planning. 		
To improve the standard of living by ensuring that the future settlement occur in an integrated spatial and economic manner	Spatial Planning	JLM145	<ul style="list-style-type: none"> • Refinement of the Spatial Development Framework 	SDF, Land for development, Formalised towns	TSP
		JLM146	<ul style="list-style-type: none"> • Negotiations with T/C's and Ingonyama Trust Board for the transfer of land 		
		JLM147	<ul style="list-style-type: none"> • Training of Traditional leaders on spatial planning 		
		JLM148	<ul style="list-style-type: none"> • Formalisation of towns 		
To improve the monitoring of compliance with building	Building Inspectorate	JLM149	<ul style="list-style-type: none"> • Approval of building plans 	Well organised towns	TSP
		JLM150	<ul style="list-style-type: none"> • Inspection of buildings 		

regulations		JLM151	• Monitoring of illegal structures		
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SECTION D: SPATIAL DEVELOPMENT FRAMEWORK (SDF)

4.1. 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.

4.2. PURPOSE OF THE SDF

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.

4.3. REGIONAL CONTEXT

Jozini Municipality is located in Northern KwaZulu Natal and borders Swaziland and Mozambique. Jozini Municipality falls within the Umkhanyakude District Municipality and covers an area of 3073.08 km². This equates to approximately 32% of the area of the district. The Lebombo Mountains and Makhatini Flats provide a diverse and beautiful terrain rich in local resources including water features and even fossil sites. The name Jozini means place of spears and is attributed to the many spears found in the caves in the area that were used during ancient wars.

Jozini Municipality borders the following municipal areas as shown on the map at overleaf:

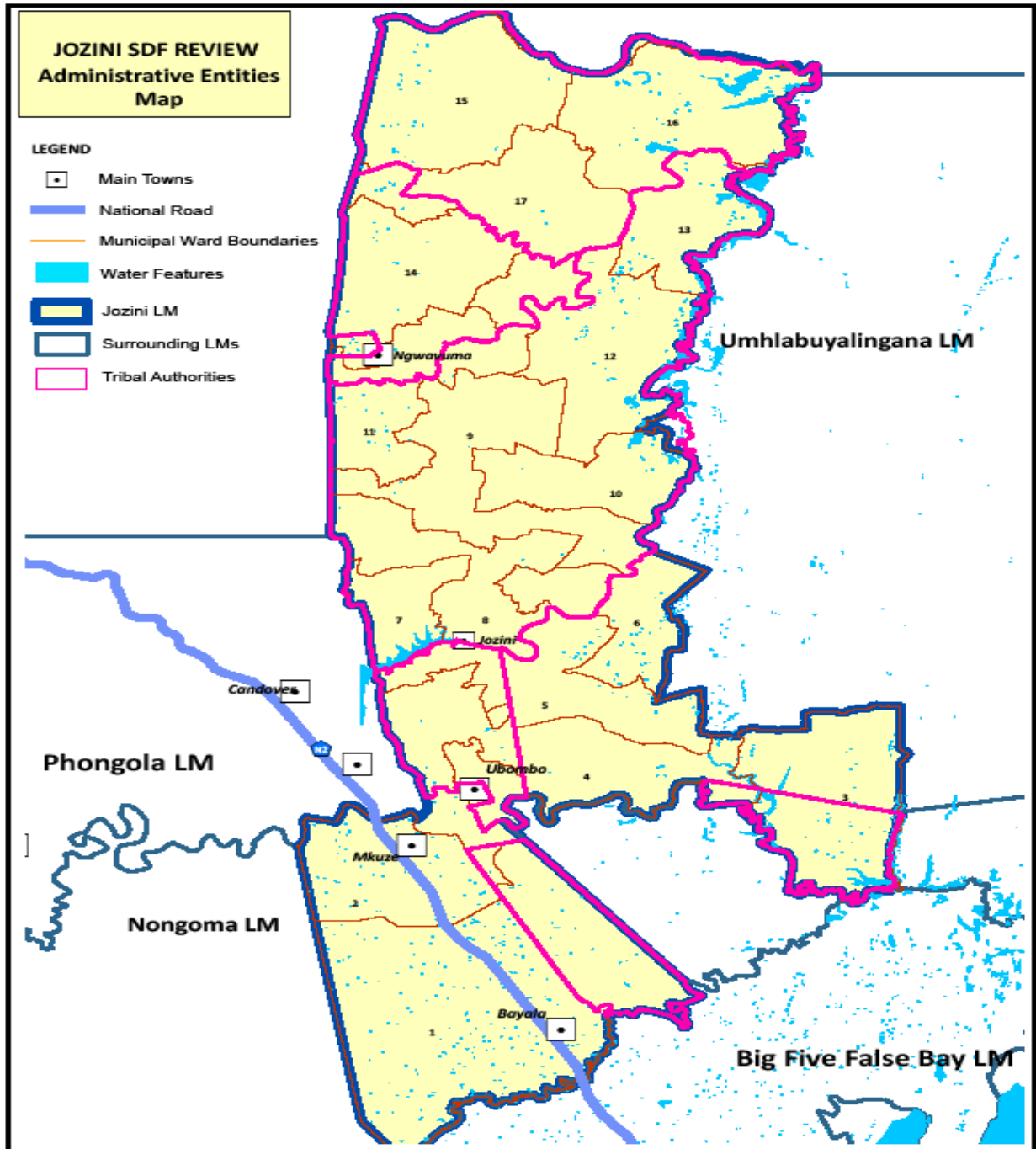
- Umhlabuyalingana Local Municipality to the East
- Hlabisa and the Big 5 False Bay Local Municipalities to the South
- Portions of the Greater St Lucia Wetland Park to the South
- The Uphongolo Local Municipality (Zululand District) to the West
- Mozambique to the North
- Swaziland to the West

4.4. ADMINISTRATIVE ENTITIES

The Jozini Municipality has 20 municipal wards. The following is a list of Traditional Councils in the Jozini Municipality:

- Mathenjwa
- Mngomezulu
- Nyawo
- Myeni-Ntsinde
- Jobe
- Ngwenya

The Jozini Municipality also has a portion of State owned land within its area of jurisdiction as indicated on the map herewith.

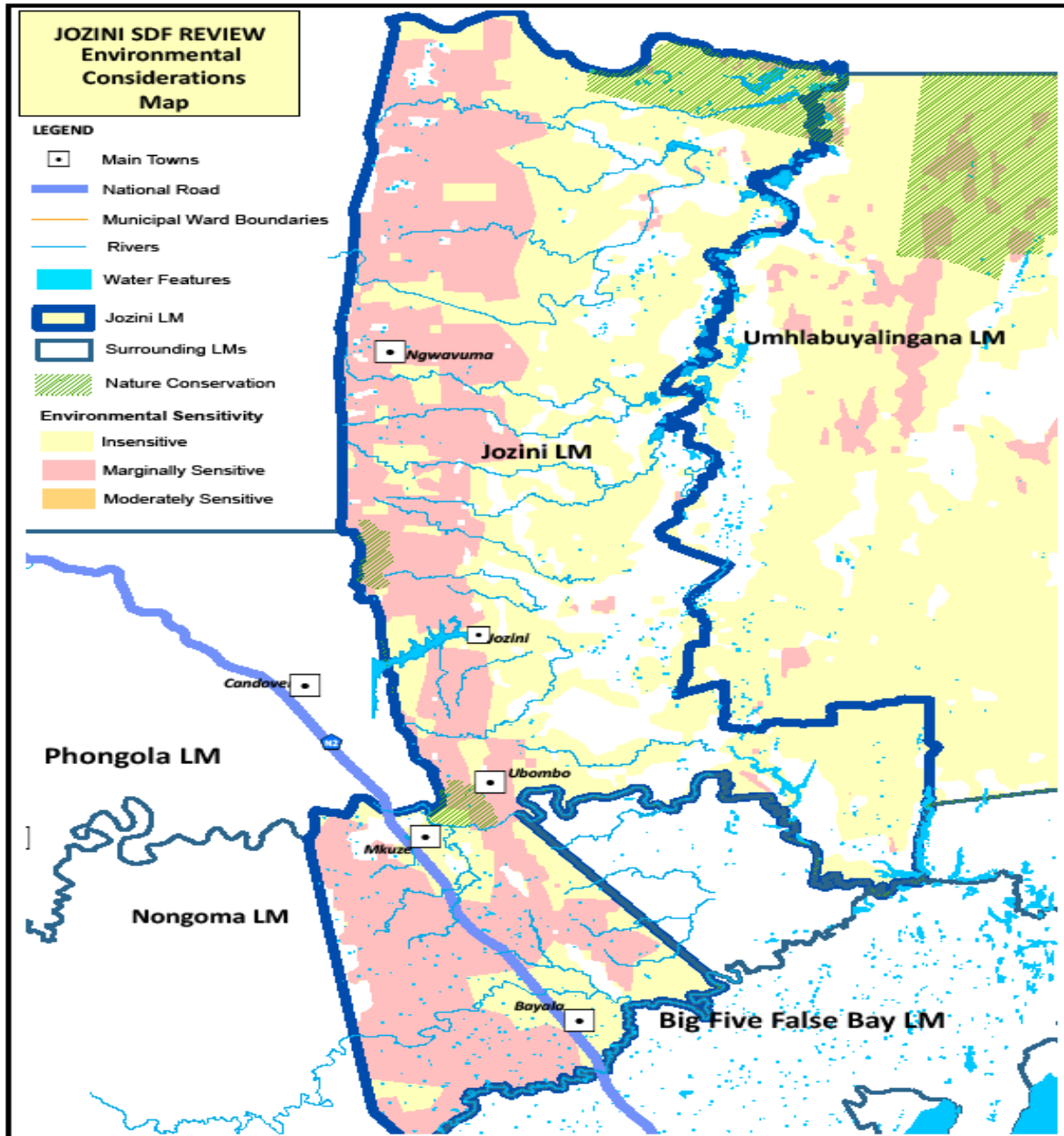


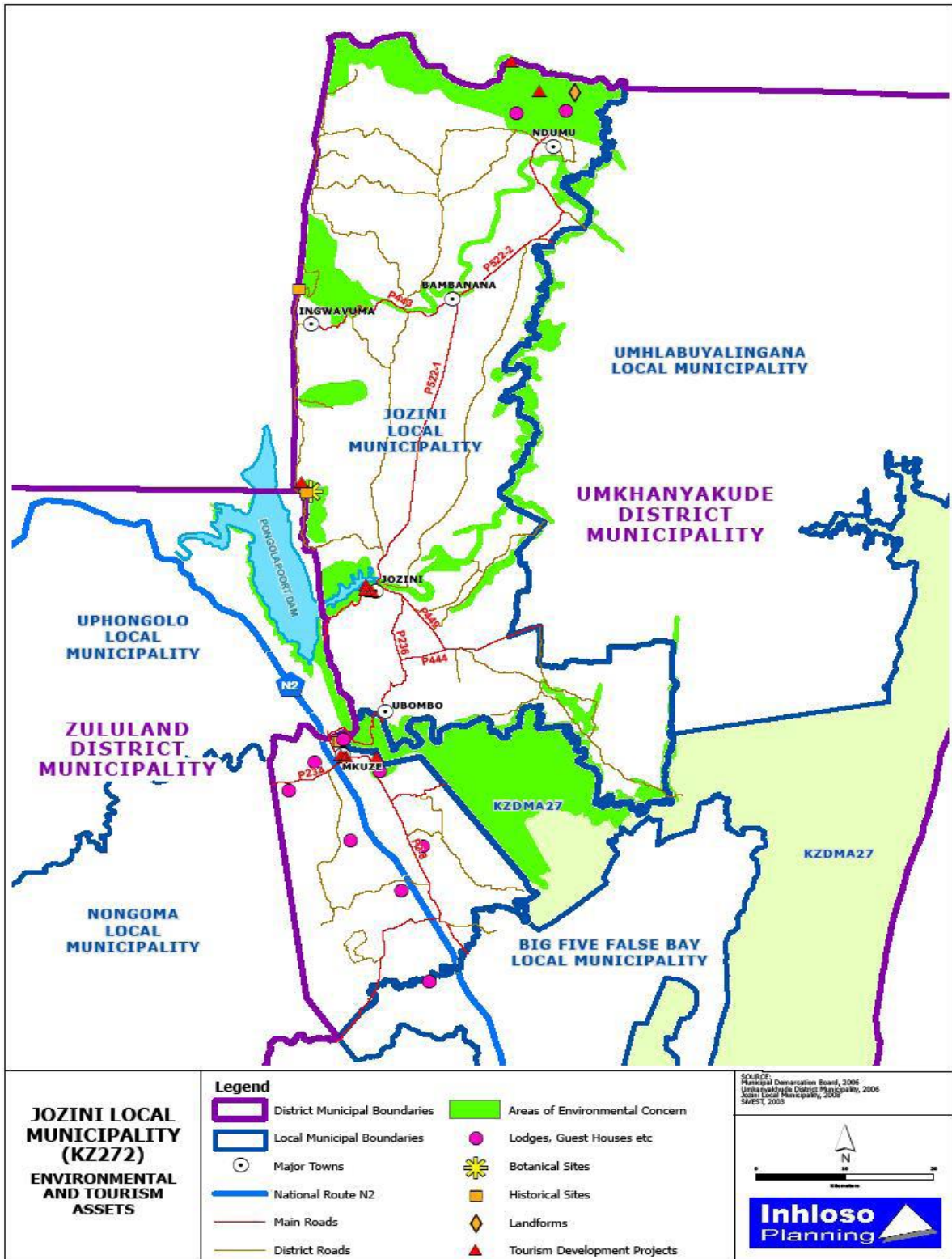
Apart from the Administrative entities listed above, the Jozini Municipal area also boasts a number of environmentally sensitive areas, i.e.:

- Game Farms
- Protected Environmentally Sensitive Areas

- Non-Protected Environmentally Sensitive Areas
- Ezemvelo Wildlife Protected Areas
- Areas of High Intrinsic Biodiversity Value

The location of the above are shown on the Environmental Considerations and the Environmental and Tourism Asset maps on the following pages.





4.5. STRUCTURING ELEMENTS

4.6. EXISTING NODES AND CORRIDORS

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 below contains the hierarchy of investment points for Jozini:

Primary nodes	Secondary nodes	Tertiary nodes
Mkhuze Jozini	Ingwavuma Ubombo Bhambanana Ndumo	Ophansi Manyiseni Makwakwa Emabhanoyini

Mkhuze: 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 an 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.

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.

Umkhanyakude District New Corridor Names

- NORTH - SOUTH CORRIDOR (N-2)
(Richards Bay – Mtuba/Habisa – Hluhluwe – Mkhuze – Golela)
- CULTURAL HERITAGE CORRIDOR
HLABISA – NONGOMA (Gateway to the Kingdom)
- BORDER HERITAGE CORRIDOR
(Cecil Mack Pass – Ingwavuma – Bamberani – Ngwanase – Kosi Bay)
- ZULU OCEAN CORRIDOR
(Richards Bay – St Lucia – Hluhluwe – Kosi Bay to Maputo)
- AILE OF KINGS HERITAGE CORRIDOR
(Liberation Route: Jozini/N2 Turnoff – Sikhhandane – Kwaliweni – Ingwavuma – Cecil Mack Pass)
- MAPUTALAND AEROTROPOLIS CORRIDOR
New City Corridor (Emabhanoyini)

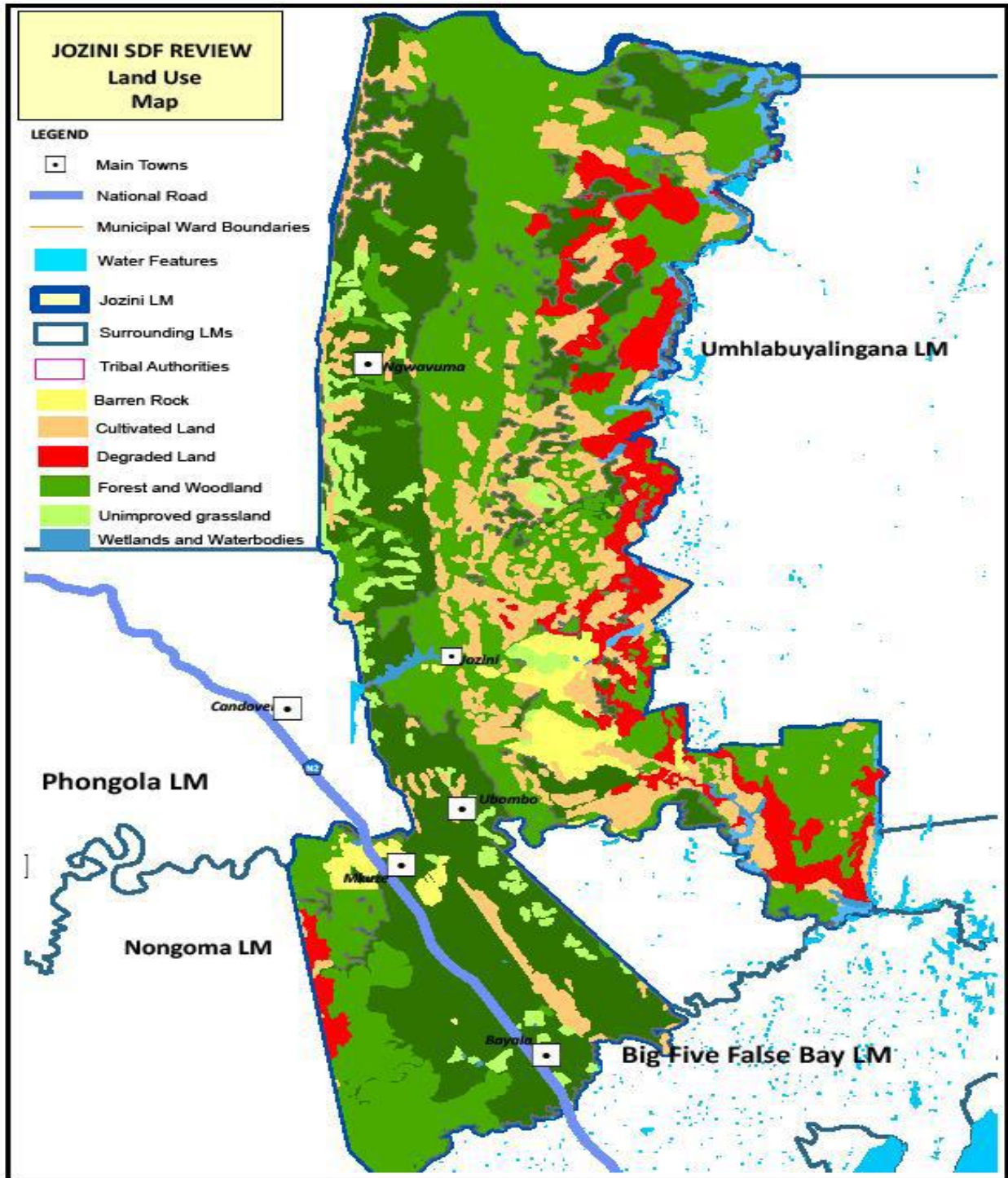
4.7. BROAD LAND USES

The current land uses evident in the municipal area relate to the places people live, the manner in which they live as well as the manner in which they use the land. As such, the following broad, and related, land uses are evident in the Jozini municipal area.

- Wetlands and waterbodies associated with the Pongola River and its course in a northerly direction towards Mozambique as well as the Mkuze River along the southern boundary of the municipality.
- Some, although rather limited, unimproved grassland and barren rock.
- Forests and Woodlands are located along the ridge of the Lubombo Mountains as well as along the Mkuze River.
- The distribution of cultivated land in the municipality is limited.
- Some areas of the municipality are degraded land.

A map indicating the distribution of the above mentioned land uses in the Jozini Local

Municipality area is shown at overleaf.



4.8. LAND OWNERSHIP

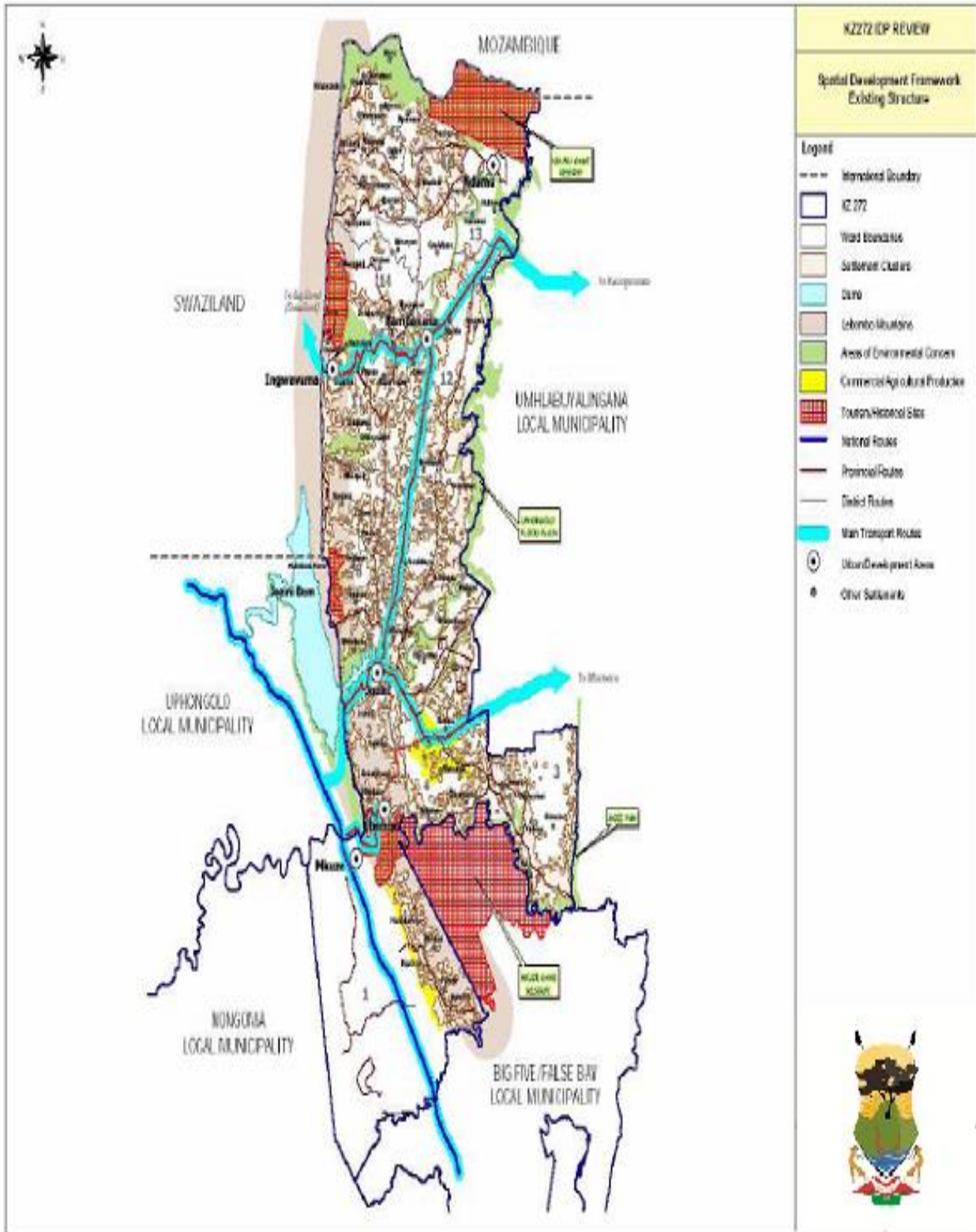
4.9. LAND CLAIMS

4.10. 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, Bethesda hospital at Ubombo and Mosvold hospital at Ingwavuma. These elements present both opportunities and problems to the development of the municipal area 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



4.11. 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.

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.

4.12. 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
- Msiyane Community Healthcare Centre
- Ndumo School of Excellence
- Bhambanana Town Formalisation
- Uhlaza Village
- KwaNyawo area (Master Plan)
- Makhathini flats agricultural processing (proposed LRAD project)
- Hlathikhulu Forest investment by DEAT
- Border Cave/Usuthu Gorge
- Ghost Mountain
- Cecil Mark Pass

4.13. 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.

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.

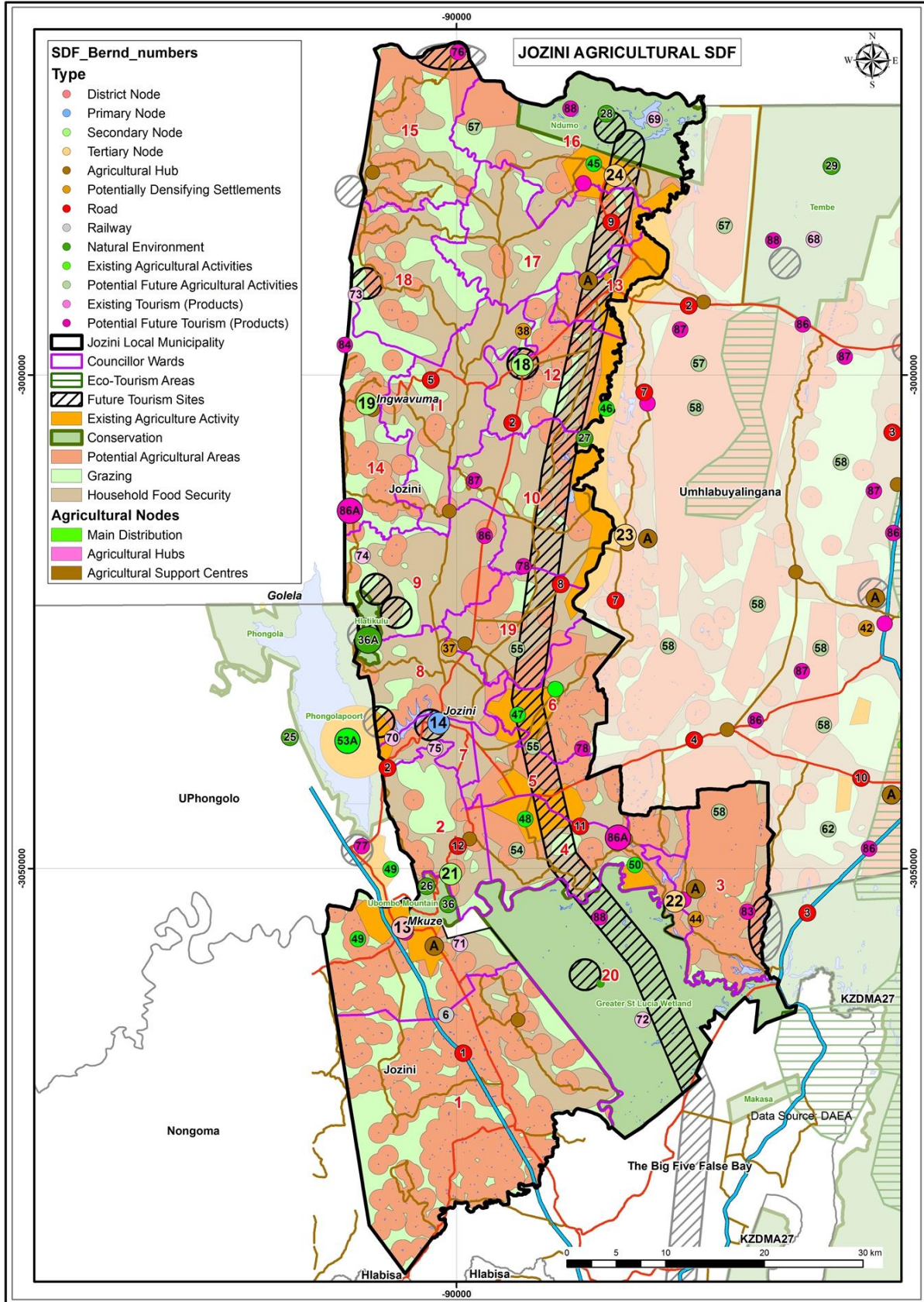
To unlock the economic potential of the area on a sustainable basis (economical, environmental and social) with agriculture and tourism being the main drivers of the economy of the area, will

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 is:

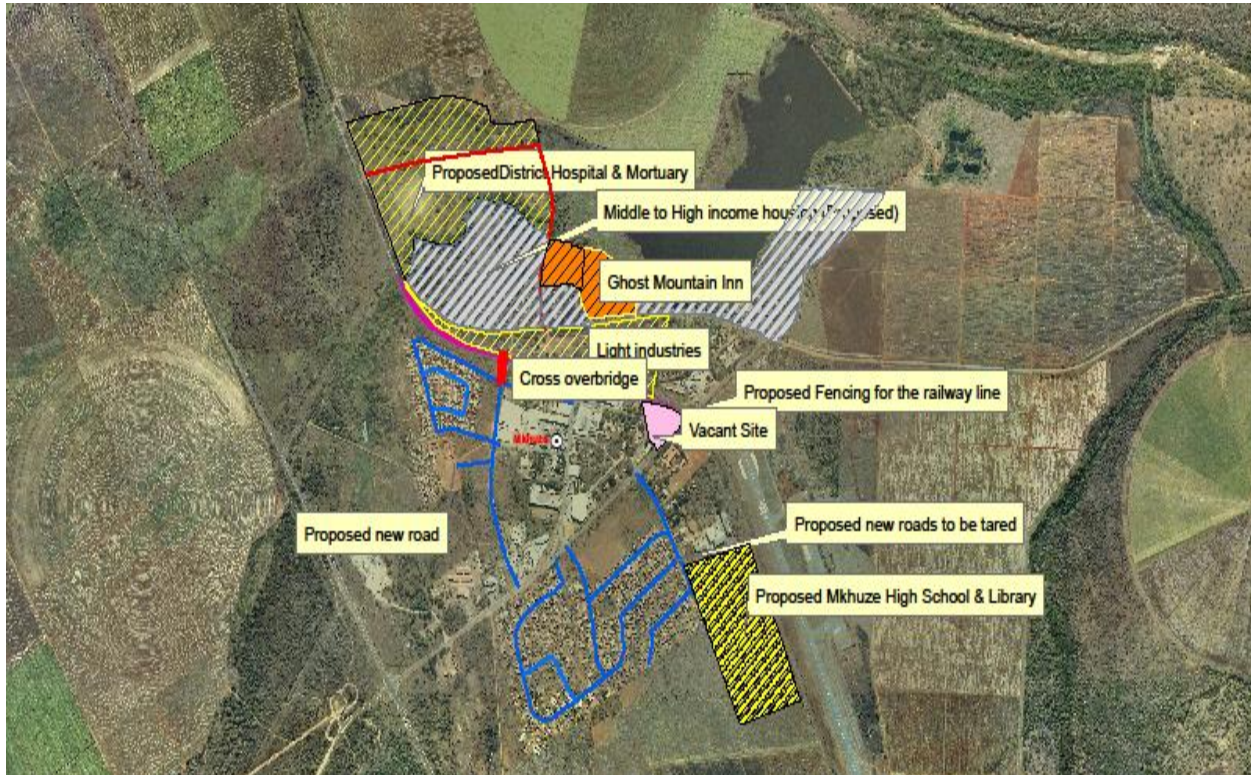
- The optimal and sustainable use of the agricultural and tourism potential of the District areas of Umhlabuyalingana and Jozini;
- Agricultural development; and
- The development of adequate support infrastructure.

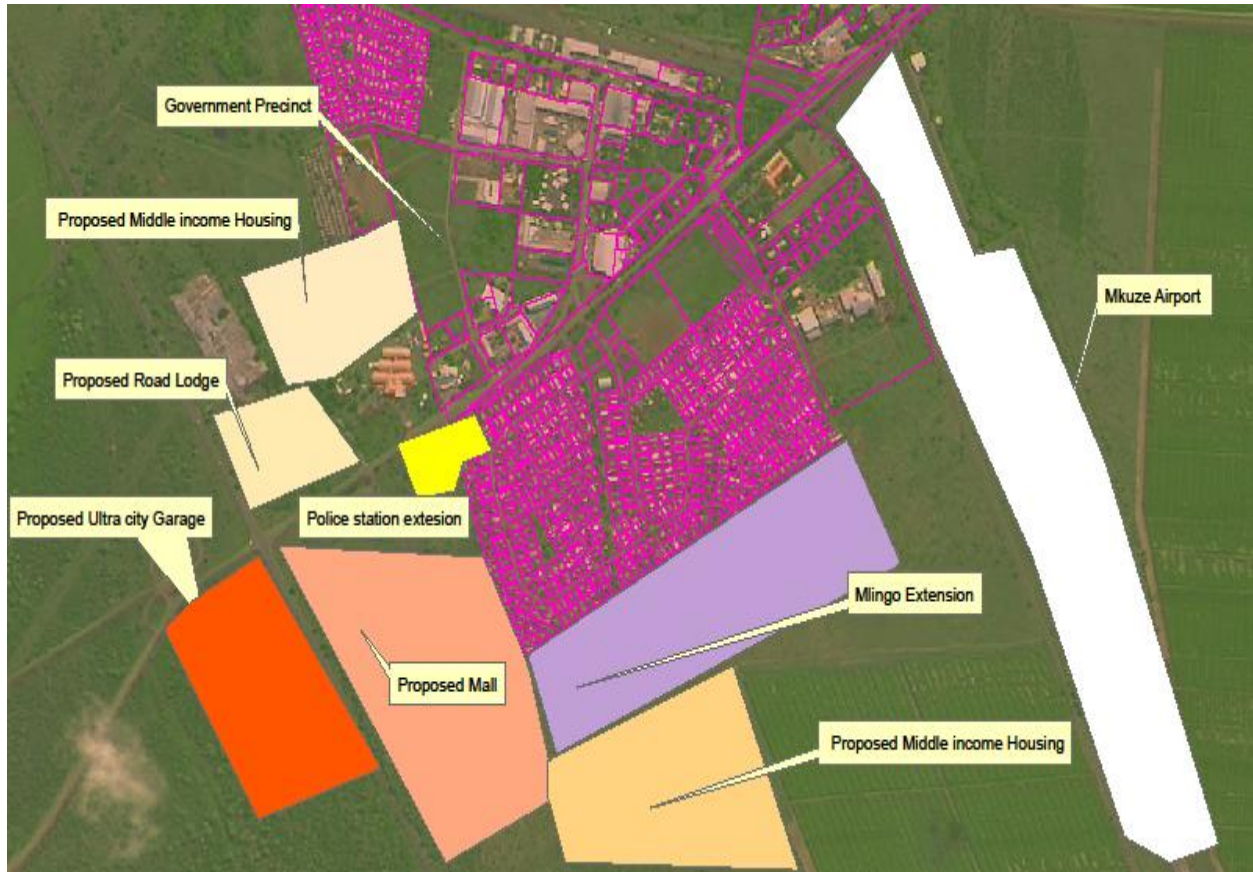


TOWN PLANNING SCHEME

Jozini municipality has been funded by CoGTA to start a process of developing a town planning scheme for all six node namely: Jozini, Mkhuze, Ubombo, Ingwavuma, Ndumo and Bhambanana.

MKHUZE PROPOSED DEVELOPMENT





NDUMO MASTER PLAN

The Honourable Premier of KwaZulu Natal, Dr Zweli Mkize, earmarked Ndumo Town and surrounds for the development of a high quality secondary high school with boarding facilities. The initiative was motivated by the high number of orphan children in KwaZulu Natal Province and specifically in Ndumo Town. The initiative by the Premier has been branded the “Ndumo Learners Support Centre Programme” and was included in the State of the Province address in February 2012. The programme’s main aim is to provide high quality education supplementary programmes to high school learners.

The initiative of the Premier has inspired other Sector Departments in KwaZulu Natal to fund complimentary projects and initiatives in Ndumo Town and surrounds. The projects initiated were amongst others the upgrading of the clinic and the undertaking to build a library in the area. A challenge that was experienced was that some of the proposed projects could not be implemented, due to the lack of a Master Plan for the area. Emanating from the above a proposal was made to compile a Master Plan for Ndumo Town and surrounds which is to encapsulate all the proposed projects.

Population

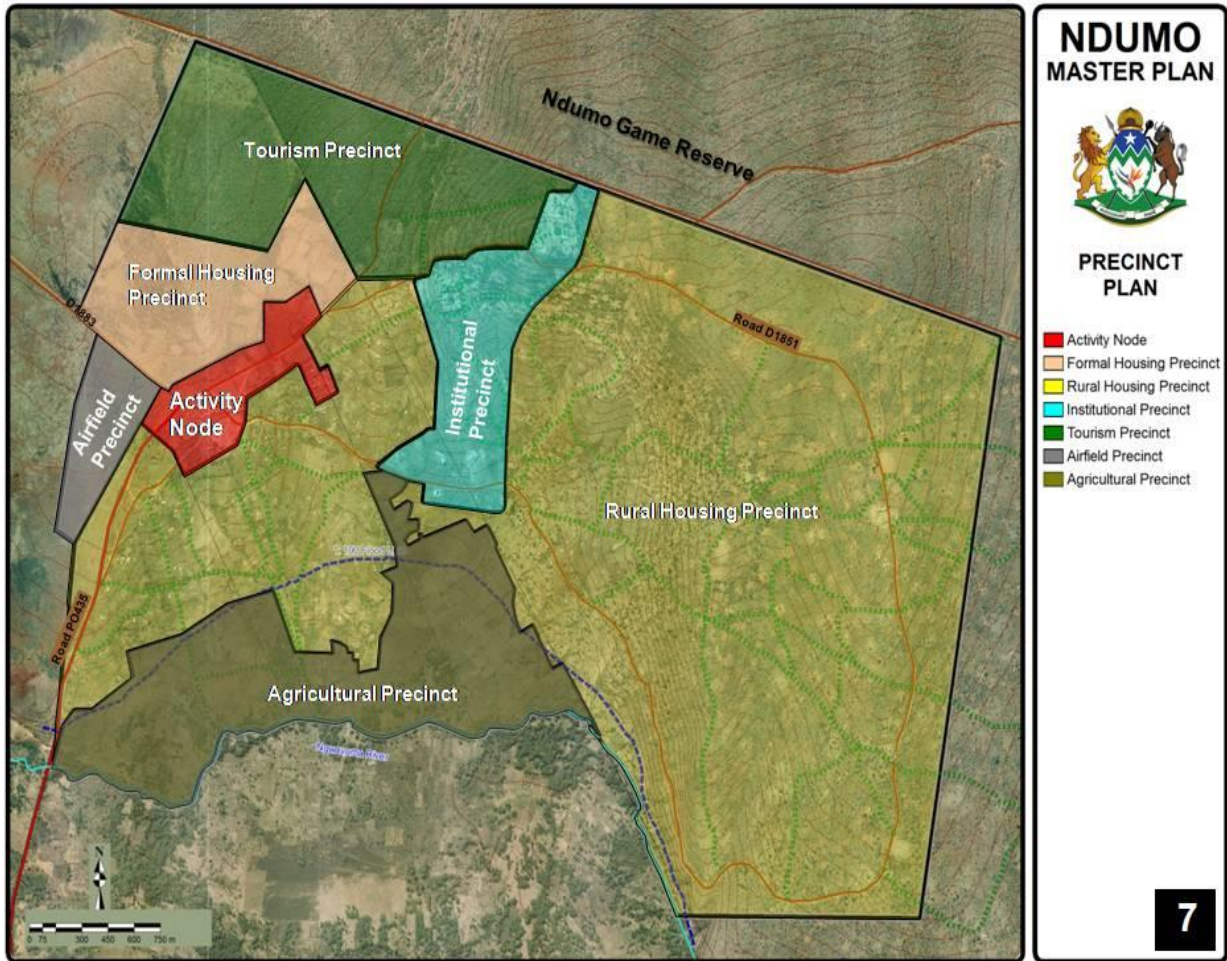
The population of the Ndumo area and surrounds (20 kilometre radius) is provided in the table below.

Population Size of Study Area

Sub-Place	People	Households	% of Households	Household Size
Ndumo Game Reserve SP	5	7	0.1%	0.66
Tembe SP	434	89	1.0%	4.90
EMbangweni	963	179	2.1%	5.37
KwaMzimba	2925	528	6.2%	5.53
Kwa-Ndaba	3054	503	5.9%	6.07
KwaZamaZama	826	144	1.7%	5.72
Lulwane	4688	834	9.9%	5.62
Mengu	960	155	1.8%	6.18
Mpophomeni	1125	220	2.6%	5.12
Tembe Elephant Reserve SP	46	45	0.5%	1.04
Bomvini	1079	213	2.5%	5.06
Impala	5413	926	10.9%	5.85
Khume	669	96	1.1%	6.95
Kwa-Mbane	1280	268	3.2%	4.77
Mbadleni	2761	514	6.1%	5.37
Mkhanyeni	851	169	2.0%	5.05
Mpolimpoli	1000	154	1.8%	6.49
Ndumo	6779	1505	17.8%	4.51
Phosheni	959	165	1.9%	5.81
Ndumo Game Reserve SP	83	52	0.6%	1.61
Mahlabeni	1483	291	3.4%	5.09
Makhane	5648	987	11.7%	5.72
Mbodla	3749	694	8.2%	5.40
Msizini	2160	390	4.6%	5.54
Shemula	2252	439	5.2%	5.13
Shemula Gata	2854	543	6.4%	5.26
Tembe SP	399	81	1.0%	4.90
Total 2012	54 446	10 192	100%	5.3

The Master Plan and Strategy will aim to put into effect the identified objectives and the vision for Ndumo and surrounds. In broad the proposal is to have the site developed into 5 functional precincts and an activity node. Those precincts are:

- Tourism Precinct
- Formal Housing Precinct
- Airfield Precinct
- Institutional Precinct
- Activity Node upgrade
- Rural Housing Precinct
- Agricultural Precinct



Projects and Implementation Framework

The tables below provide a summary of the projects identified in Ndumo. The first table lists the 2 projects initiated by the Honourable Premier of KwaZulu Natal, Dr Zweli Mkhize, while the second table is a list of projects emanating from the Master Plan and includes proposed projects from various provincial departments.

Priority Projects – Premier

- | |
|--|
| <ul style="list-style-type: none"> Combining Mthanti Com/Tech with Ndumo Secondary to create a combined high school Development of Boarding Facilities |
|--|

Projects for the Ndumo Area and surrounds

- | |
|---|
| <ul style="list-style-type: none"> Upgrade Clinic Upgrade Thelamama Primary School Upgrade St Phillips Primary School Upgrade Maphindela Primary School |
|---|

• Develop ECD Centre
• Establish Isibindi Training Centre
• Development of alternative housing typologies
• Development of Cluster Homes (Orphan Village)
• Establish of Co-operatives to manage and develop community food gardens
• Support existing farmers to supply food to the Schools Feeding Programmes for payment
• Revive existing Food Garden at Clinic
• Develop a Food Garden at combined high school site
• Establish Tourist overnight facility at Ndumo Game Reserve Entrance
• Establish craft market at Ndumo Game Reserve Entrance
• Upgrade existing Community Sports field adjacent to D1581 Road
• Upgrade existing Sports Filed next to Ndumo Secondary School with combi-courts
• Develop new public library
• Develop Cultural Development Centre
• Upgrade Road D1851
• Develop LED Strategy
• Develop Tourism Development Projects
• Construct formal Informal Trade Structures in commercial node
• Upgrade Airfield to be able to accommodate smart commercial aircraft
• Undertake E.I.A and Geotechnical study to determine most suitable site for Refuse Site
• Undertake E.I.A and Geotechnical study to determine most suitable site for Cemetery Site
• Construct link road and bridge across Pongola River
• Installation of bulk and link water services
• Installation of bulk and link sanitation services
• Storm water management in the area
• Develop market Strategy for Ndumo Game Reserve and surrounds

The table below lists the proposed projects to be implemented as highest priority in the Ndumo Area and surrounds. They have been identified as potentially having the greatest impact, and thus being a catalyst for development within the study area.

Priority projects for Implementation

• Construction of the combined school of Mthanti Com/Tech and Ndumo Secondary
• Upgrade Road R 1851
• Installation of bulk and link water services
• Installation of bulk and link sanitation services
• Implementation of LED initiatives
• Upgrade of Clinic
• Construct link road and bridge across Pongola River
• Develop market Strategy for Ndumo Game Reserve and surrounds

Critical Success Factors

The Ndumo Area does not consist of adequate service and the biggest challenge is the provision of water. The Umkhanyakude District Municipality Water, Sanitation, Electricity, Road and Maintenance Backlog Eradication Plan November 2011 have been drafted and the Ndumo area has been included in the plan to receive bulk water infrastructure. It is of the highest importance that the water line for the area be installed to unlock the whole potential of the area.

The Ndumo Game Reserve holds the potential to attract outside investment and provide exposure to the community. The Reserve is however not marketed adequately thus limiting the potential of the greater area. The compilation of a market strategy is proposed for the Ndumo Game Reserve to further unlock the potential in the area.

SECTION E: SUMMARY OF PLANS

5.1 INTRODUCTION

This section presents the executive summary of the respective plans/ strategies 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 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 PLANS

Since 2002, the Jozini Municipality has embarked upon the preparation of a number of plans. With regards to the 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.

The 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 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 Plan
- Public Transport Plan
- Integrated Transport Plan
- Electrification Plan

5.3. Description plans

5.3.1. Local Economic Development Plan

The Municipality has various functions to fulfil in promoting economic development in its area of jurisdiction. The municipality has an LD strategy in place.

According to guide lines prepared by World Bank “Local Economic Development (LED) is the process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation . The aim is to improve the quality of life for all.

Main economic contributors

- Agriculture
- Tourism
- Business: Formal and Informal

Community Work Programme

- The Community Work Programmes is implemented in 20 wards
- The number of Jobs created through the programme is 1080
- The reference group as a coordinating body is in place and it sits once a month
- Capacity building initiatives to participants are done as to meet some of the objectives for the programme

Agriculture

The climate of the Jozini Local Municipality can generally be described as subtropical, and this varies from moist subtropical along the coast to moderately dry subtropical in the west. The climate (and particularly the rainfall) together with the soils of the area has the greatest influence on agricultural production in the area, and an understanding of the patterns of these parameters is an important predictor of suitable agricultural products for different areas. To respond to the abovementioned conditions the Municipality executed the following programmes:

Poverty Alleviation projects

In terms of institutional arrangements for all projects that are Agriculture in nature they get coordinated through the Agriculture sector which is comprised of the following stakeholders

- ✚ Department of Agriculture and Environmental Affairs
- ✚ LIMA
- ✚ Department of Social Development (Ingwavuma and Ubombo)
- ✚ Siyazisiza Trust
- ✚ Umkhanyakude District
- ✚ Department of Health
- ✚ Department of Education

The Municipality has allocated 11 million rands of which portion of it will be used to implement garden and poultry projects as per the needs identified during the IDP processes at ward level. The Sector sits on quarterly basis.

Tourism

Tourism as mentioned earlier on is one the focus areas for economic growth of the area. Jozini is very rich in terms of Natural Resources, Heritage sites, History, Cultural Practices and its location. It became imperative that these attributes are thoroughly looked at to stimulate economic growth. To implement some programmes recommended by the tourism sector plan, the following activities were executed:

- Formulation of the Tourism Sector committee comprising of different stakeholders
- Establishment of the Community Tourism Organisation
- Ensuring the effective functioning of the Tourism information Centres (Mkhuze and Jozini)
- The development of the Marketing tools to market Jozini as a tourism destination
- Conducting School awareness programmes
- Tourism Ambassador programme
- Tourism Internship programme

Business (Formal and Informal)

- 600 Informal traders were trained on Municipal bi-laws
- Identification of market stalls needed in each town was done
- The programme to support SMME'S and Cooperatives in terms of registration and trainings is in place
- 5 SMME'S and Cooperatives were supported in terms of sourcing finance amounting to 190 000

Local economic development: swot analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Subtropical • Plenty of land under irrigation and without irrigation • Enough water • Known as fruit basket • Existing LED strategy 	<ul style="list-style-type: none"> • Limited resources to support Cooperatives, SMME'S and big projects • Shortage of Staff(capacity) within the Section 	<ul style="list-style-type: none"> • Heritage sites, Monuments (Idlinza Lenkosi Udingane), Caves etc. • Natural Resources (Pans, Animals Birds ,Gorges, Mountains etc) • Location (Swaziland&Mozambique , N2) 	<ul style="list-style-type: none"> • No revenue base • Red tape • Political Instability

<ul style="list-style-type: none"> Existing Tourism strategy Fully functional Unit 	<ul style="list-style-type: none"> Shortage of infrastructure (informal traders) 	<ul style="list-style-type: none"> Other attractions(Jozini Dam, Game Reserves) 	
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5.3.2. 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.

5.3.3. 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. A number of projects that are in the IWMP will be implemented in 2013/14.

5.3.4. 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

5.3.5. 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

5.3.6. 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.

5.3.7. 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.

SECTION F: HOUSING SECTOR PLAN

6.1. BACKGROUND

6.1.1. Spatial Context

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 and are Ingonyama Trust with the members of: Ntsinde, Nyawo, KwaJobe, Siqakatha, KwaNgwenya, Mngomezulu and Mathenjwa Traditional Councils and they dominate the area of jurisdiction of the municipal area. Jozini Municipality covers 32% (3 057 Square Kilometres) of the total area of 13 859 Square Kilometres of uMkhanyakude District Municipality.

The municipal jurisdiction is made up of 20 wards with little or no economic base. Most members of these communities are dependent on subsistence agriculture. The municipality has evenly scattered spatial patterns.

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.

6.1.2. Demographic Context

Based upon the Stats SA Census 2011, the demographic profile of the Jozini Municipal Area is as follows:

Total Population: The total population of Jozini is 186 502.

Population densities are highest in the northern parts of the municipality (Ward 14) and Wards 5 and ward 10 have relatively high densities.

Number of Households: There is a total of 38 849 households within the municipality.

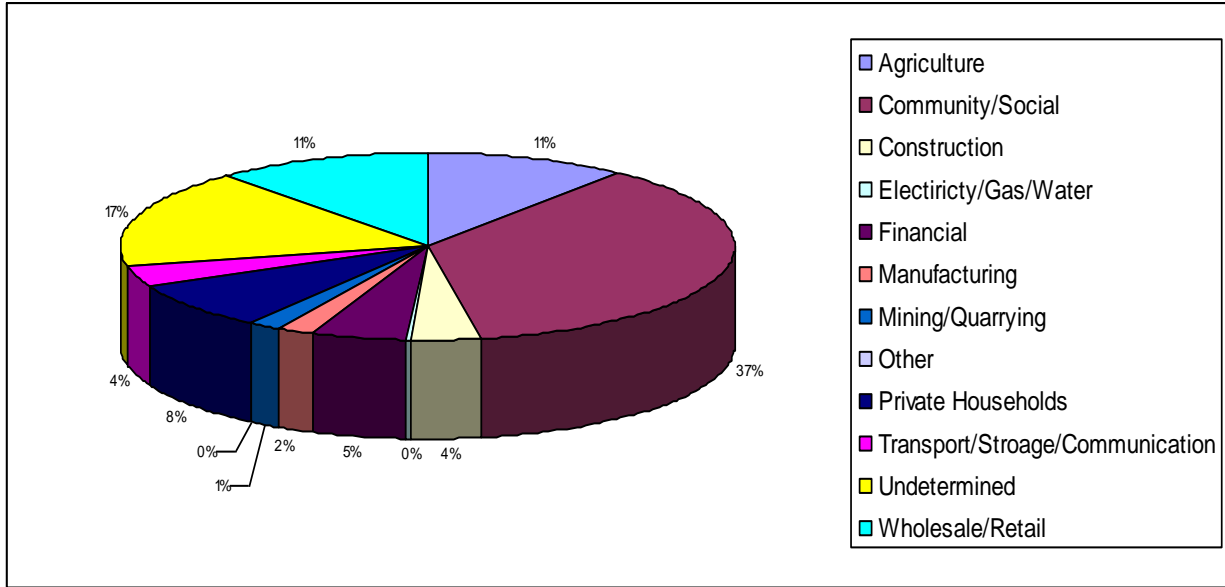
Household size: The average household size is 5.5 persons. It is noted however that approximately 43.24% of households in the municipal area comprise 6 persons or more.

Labour Force: Of a total labour force of 102 223 persons (54.8% of the total population), 15 950 are employed and 12 559 are unemployed. 60 921 people were not economically active; the level of unemployment is an important indicator of the relative poverty and social well-being of a community. The census data indicates a relatively high level of unemployment within Jozini. However, the most worrying factor is an even higher representation of people who are not economically active.

6.1.3. Economic Context

In terms of available data, Jozini has a well diversified economy. The local economy relies on a range of economic sectors, including Community/Social, Wholesale/Retail, Agriculture, Private Households and Financial/Business Services. (see Figure 2 below). This reflects the service centre nature of the local economy.

Figure 1: Key Industry Sectors



Source: Stats SA Census 2011

Most individuals are employed in the Community Services sector.

6.1.4. Social Context

In order to facilitate holistic living environments, it is critically important that communities have access to a wide range of social services (educational, health, recreational, etc.). The following facilities are available in Jozini:

Education Facilities: there are approximately 168 schools which are fairly well distributed in that it correlates with the population concentration. Accommodation of teachers in the rural areas is a big problem. Staff is forced to travel far and during the rainy season, many of the schools are inaccessible.

KEY ISSUES

- A need for additional classrooms;
- A need for cottages/ accommodation for teachers;
- A need for the upgrading of school facilities;
- A need for basic infrastructure for schools, including fencing;

- Feeding schemes;
- A shortage of pre-school facilities; and
- Upgrading of schools to offer Grade 12.

Health 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) ordinary clinics, two (2) gateway clinics and mobile clinics, but the communities are not satisfied with this service.

KEY ISSUES

- A need for clinics in rural areas;
- A need for the evaluation of the locality of mobile clinics;
- The impact of HIV/AIDS

6.2. HOUSING NEED

According to the Stats SA 2011 Census, nearly 21% (8308) of all households live in traditional dwellings/ hut/ structures made of traditional materials. In the period from 2001 to 2007, there has been an increase of nearly 28% in the number of households living in brick structures on a separate stand or yard. The distribution is shown below.

Type of main dwelling	HH no.	%
House or brick/concrete block structure on a separate stand or yard or on a farm	26264	68
Traditional dwelling/hut/structure made of traditional materials	8308	21
Flat or apartment in a block of flats	2770	7
Cluster house in complex	92	0
Townhouse (semi-detached house in a complex)	39	0
Semi-detached house	86	0
House/flat/room in backyard	311	1
Informal dwelling (shack; in backyard)	218	1
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	156	0
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	140	0
Caravan/tent	97	0
Other	368	1
Total	38849	100

Source: Statistics South Africa (Census 2011)

By using the above figures, it is estimated that the backlog is 9147 housing units.

There is a need for rental housing since most of the working class around Jozini is from other areas.

6.3. POPULATION GROWTH TRENDS AND CHALLENGES

MUNICIPALITY	POPULATION			HOUSEHOLDS		
	Census 2001	CS 2007	Census 2011	Census 2001	CS 2007	Census 2011
Jozini	184 052	207 250	186 502	33 534	38 530	38 849

The above table illustrates a significant increase in the population figures for Jozini between 2001 census and 2007 community survey and then a decrease between 2007 community survey and 2011 Census.

The area has a trend of accommodating the working class from other areas which also adds to the local population. Often these, reside on rented cottages and are always keen for more decent housing options. This is an indication for a rental housing need.

The challenges indicated to population growth ranges from facts such as that socio-economic status of this area is way below average to the HIV-AIDS epidemic that also has a huge impact on the growth of the population. New settlements are emerging and seem to be bias as they host certain ethnic groups which is a huge segregation era threat.

6.4. INFORMAL SETTLEMENTS

It is often than not argued that this municipality has a challenge with informal settlements. By natural default the area of Jozini determined itself to be rural in character and as such 99% of the area is classified as rural. This is evident throughout the municipal area when you look at the housing typology and the dispersed rural settlements with poor road infrastructure that interlinks them.

Dwelling units made up of traditional material are still prevalent in the area however; the municipality does not consider these to be “informal settlements” and for a simple reason that these communities often have some form of land tenure rights to settle where they are. Basically, the issue of affording decent housing is the cause and some erect such houses by choice.

Furthermore, what is often over-looked is the fact that most decent and modern houses are often erected without following due processes i.e. acquiring an approval of a building plan from the municipality in terms of the National Building Regulations and Building Standards act 103 of 1977 as amended. This also boils down to the fact that in such areas the culture of ensuring as to which areas are best suitable for locating housing was never practiced and brings along challenges in terms of installing infrastructure in some of these areas.

Jozini has a total number of 374 informal dwellings, i.e. 218 (shacks in backyards) and 156 (shacks in informal settlements). There is only 1 informal settlement under Jozini i.e. Lindelani which is at Mkhuze.

6.5. IDENTIFICATION OF LAND FOR FUTURE HOUSING DEVELOPMENT

Jozini Municipality covers 32% (3057 Square Kilometres) of the total area of 13859 Square Kilometres of uMkhanyakude District Municipality. In terms of land tenure, estimated at 60 % of the municipal area falls under Ingonyama Trust ownership with four tribal councils who are the custodians of the land, with the remaining 40% consisting of commercial farms and conservation areas. [Source: Stats SA, Census 2001 & 2007 Community survey].

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

Main economic development nodes	Economic development nodes	Service nodes
Mkhuze Jozini	Ingwavuma Ubombo Bhambanana Ndumo	Msiyane Manyiseni Makhathini

It should be noted that, with the exception of the Ubombo and Mkhuze land set aside for housing (sites to be determined) the remaining sites are located on tribal/traditional authority land (Ingonyama Trust land).

The following information is provided in relation to each of the abovementioned sites:

- location;
- ownership;
- access to community and social services;
- availability of bulk and/or connector services;
- accessibility in terms of transport and economic opportunities; and
- linkage to Spatial Development Framework.

During the 2013/14 IDP Review public participation the wards that mentioned housing as one of their needs were: 6, 7, 10, 11, 13, 14, 15, 16, 17, 18, 19 and 20.

In the rural areas, land is available for housing in all Tribal areas but in many instances, there is as yet no basic infrastructure.

6.6. CURRENT HOUSING PROJECTS

PROJECT NAME	PROJECT NUMBER	UNITS	IMPLEMENTING AGENT
KwaJobe Phase 2 Housing Project	K03110004	800	UmpHEME Development (Pty) Ltd
Sqakatha Housing		1000	

Project			
Jozini Ward 5 Housing Project		1000	
TOTAL		2800	

6.7. PLANNED HOUSING PROJECTS

PROJECT NAME	PROJECT TYPE	TOTAL UNITS
KwaNjawa Phase II Rural Housing Project	In-situ/ Low income	1000
KwaMathenjwa Phase II Rural Housing Project	In-situ/ Low income	1000
KwaNsinde Phase II Rural Housing Project	In-situ/ Low income	1000
KwaNgwenya Phase II Rural Housing Project	In-situ/ Low income	1000
Mngomezulu phase II Rural Housing Project	In-situ/ Low income	1000
Jozini	Middle income/ Rental	200
Mathenjwa/ Ndumo	Township establishment	1500
Uhlaza Village/ Mkhuze	Middle income/ Rental	500
Ubombo	Middle income/ Rental	100
Ingwavuma	Middle income/ Rental	150
Bhambanana	Middle income/ Rental	100
Lindelani informal housing Upgrade	Low Cost	200
TOTAL		7750

6.8. MUNICIPAL SERVICES/ INTEGRATION

6.8.1. Jozini Municipality's Role

The level of services provided will comply with the Housing Code 2009 and in terms of the conditions stipulated in the planning approval. Refuse removal and road maintenance are services that are rendered by the local Municipality.

6.8.2. Umkhanyakude District Municipality's Role

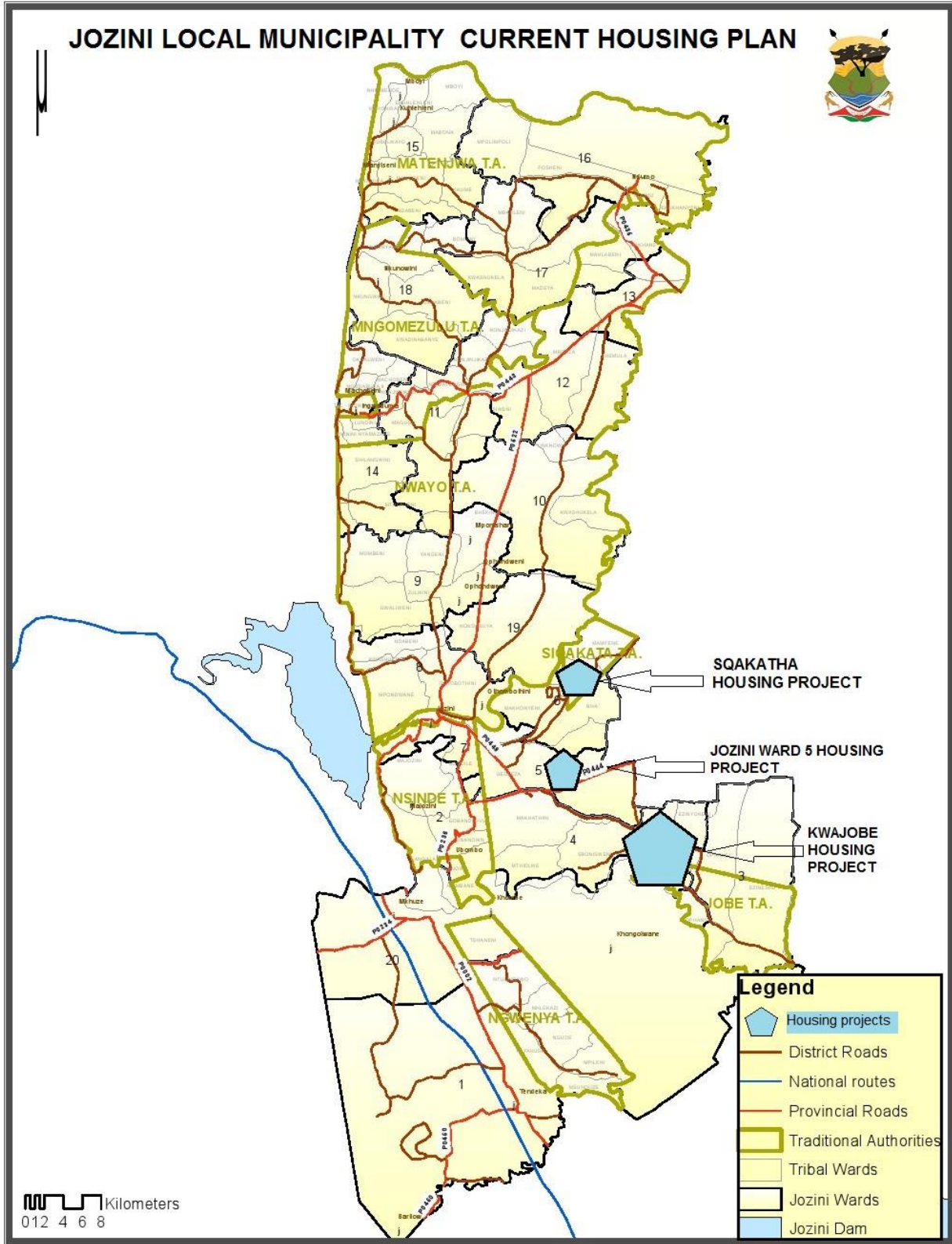
Umkhanyakude District Municipality is responsible for bulk services such as water reticulation and sanitation.

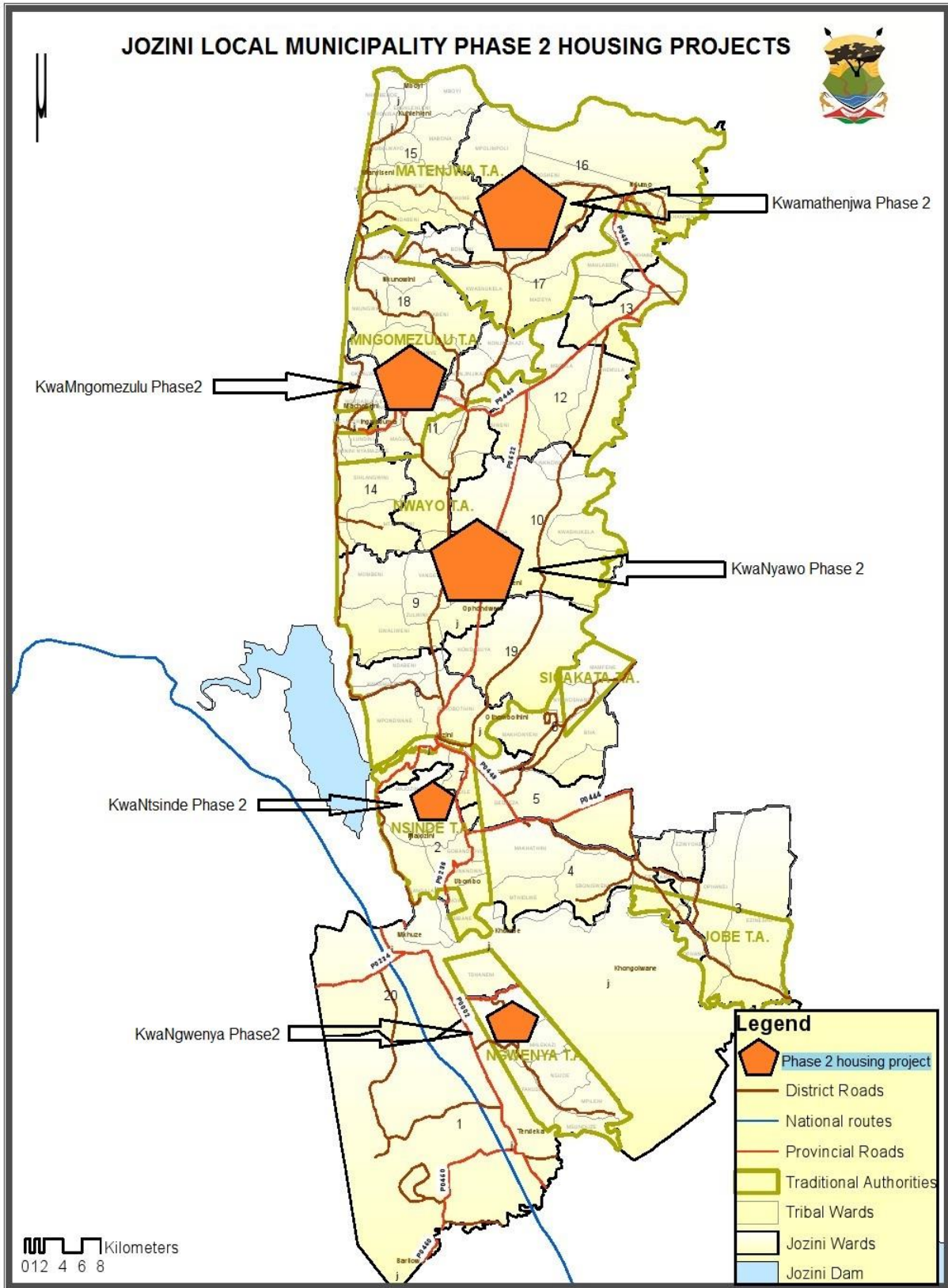
6.8.3. Electricity

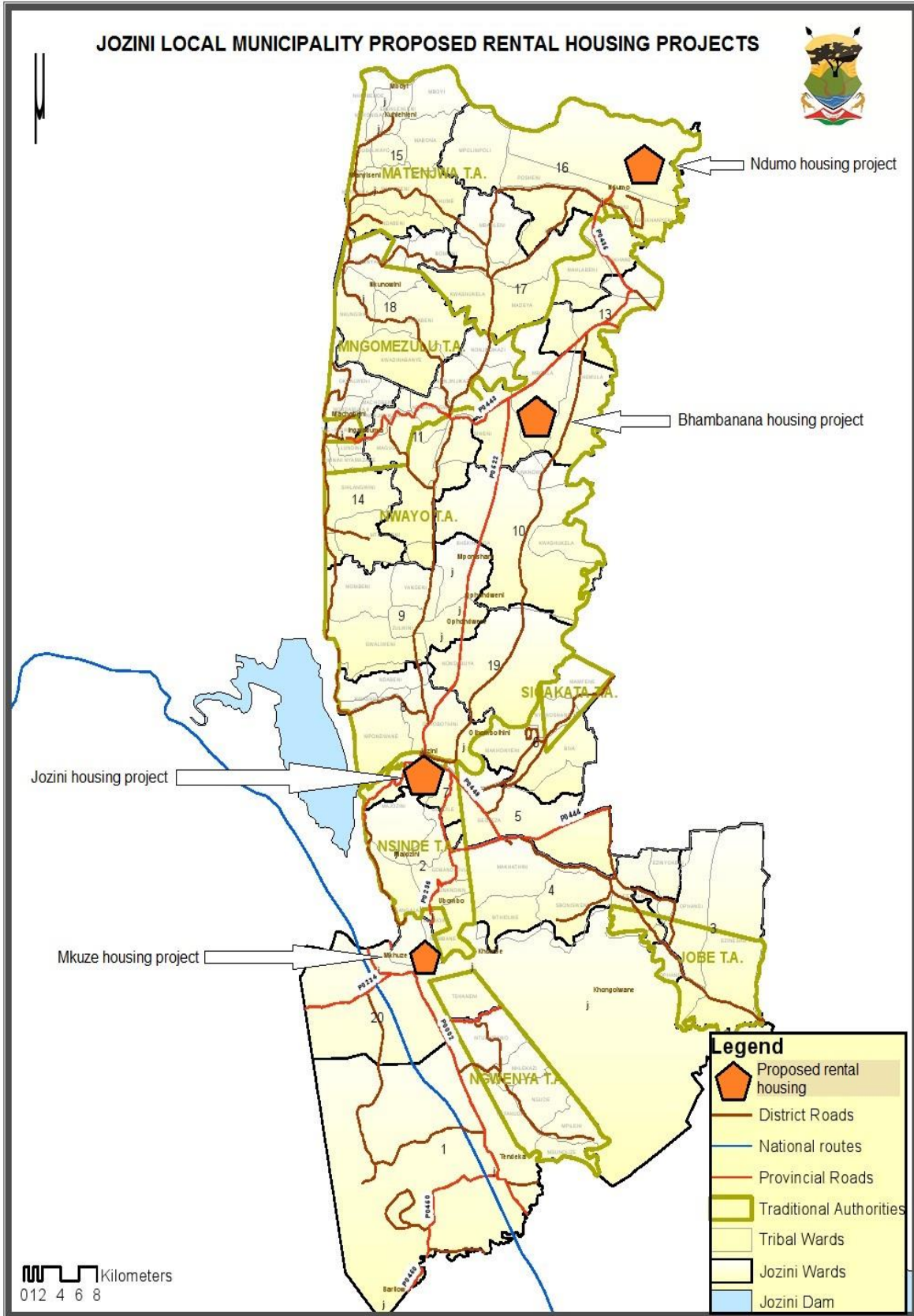
Eskom is the service provider and they are implementing electrification in terms of their programme and budget. Eskom has been fully informed of completed, current and future housing projects.

6.9. CONCLUSION

In order to provide total living environment it is vital that the delivery of housing occur in conjunction with other services and facilities (including health, education, sports, etc). Jozini Municipality Housing sector Plan will be reviewed annually with the Integrated Development Plan.







SECTION G: PROJECTS

7.1 INTRODUCTION

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

7.2 FUNDED PROJECTS

PROJECT	WARD	SOURCE OF FUNDING	2012/13	2013/14	2014/15	2015/16
Oshabeni community hall	18	MIG	R 2 000 000.00			
Nkonya hall	12	MIG	R 2 000 000.00			
Majozini community hall	2	MIG	R 2 700 000.00			
Mkuze sports complex	20	MIG	R 5 000 000.00			
Jozini street lights phase 1	7	COGTA	R 1 200 000.00			
Jozini street lights phase 2	7	COGTA	R 2 650 000.00			
High mast solar panel lights	4,12,5, 7, 20, 8, 14, 16	JOZINI	R 5 000 000.00			
80 high mast solar panel lights	All wards					
Jozini rental stock	7	MIG	R 2 000 000.00			
Ntshoqweni causeway	19	MIG	R 1 100 000.00			
Ubombo skills centre	2	MIG	R 2 400 000.00			
Mkhonjeni sportsfield	6	MIG	R 2 500 000.00			
Mozi community hall	3	MIG	R 2 700 000.00			
Mzinyeni sportsfield	10	MIG	R 2 800 000.00			
Hlalanathi community hall	5	MIG	R 2 700 000.00			
Road to Nondabuya clinic	19	MIG	R 5 000 000.00			
Jozini town hall	7	MIG	R 5 000 000.00			
Ezulwini community hall	13	MIG	R 2 700 000.00			
Ekuhlehleni sportsfield	15	MIG	R 2 800 000.00			

Nonjinjikazi community hall	11	MIG	R 2 700 000.00			
Thelamama community hall	16	MIG	R 2 700 000.00			
2 nd phase traffic testing centre extension	20	MIG	R 4 500 000.00			
Dedefane sportsfield	18	MIG	R 2 500 000.00			
Ntsinde electrification	2 & 7	ESKOM	R 8 000 000.00			
Ngwavuma electrification	11 & 14	DoE	R 9 000 000.00			
Mlotheni road	7	MIG	R 1 200 000.00			
Banjana road	5	MIG	R 1 300 000.00			
80 boreholes	All wards					
Jozini town hall phase 2	7	MIG		R 10 000 000.00		
Jozini Bus and taxi rank	7	MIG		R 3 500 000.00		
Ingwavuma rank	14	MIG		R 1 800 000.00		
Bhambanana rank	12	MIG		R 1 300 000.00		
Ndumo rank/ market stalls	16	MIG		R 1 500 000.00		
Mkuze market stalls	20	MIG		R 1 800 000.00		
Ubombo rank	2	MIG		R 1 200 000.00		
Ingwavuma street lighting	14			R 2 000 000.00		
Ingwavuma stormwater drainage and paving	14	MIG		R 1 500 000.00		
Bhambanana stormwater drainage and paving	12	MIG		R 1 571 000.00		
Ubombo stormwater drainage and paving	2	MIG		R 2 000 000.00		
Mkhuze landfill site	20	MIG		R 3 720 000.00		
Jozini town hall phase 3	7	MIG / Internal			R 9 000 000.00	
					R 5 000 000.00	
Jozini rental stock phase 2	7	MIG			R 5 000 000.00	
Ntabakhula Road	1	MIG			R 2 140 000.00	
Qhoqhoqho hall	2	MIG			R 2 110 000.00	
KwaJobe Youth centre	3	MIG			R 2 500 000.00	
Gujini community hall	4	MIG			R 2 800 000.00	
Gedleza multi-purpose centre	5	MIG			R 2 000 000.00	

Biva/ Shayamoya hall	6	MIG			R2 000 000.00	
Othobothini community centre	8	MIG			R2 100 000.00	
Esidakeni sportsfield	9	MIG				R3 300 000.00
Kwambuzi community centre	10	MIG			R2 000 000.00	
Kwajona community hall	11	MIG			R2 100 000.00	
Makwakwa skills centre	13	MIG			R2 000 000.00	
Ndabeni sportsfield	15	MIG			R2 000 000.00	
Mahlabeni hall	17	MIG			R2 100 000.00	
Kwadinabanye hall	18	MIG			R2 100 000.00	
Mfingose hall	19	MIG		R3 000 000.00		
Emadamini dam	01	Poverty alleviation		R550 000.00		
Mange craft work						
Slindokuhle crèche						
Youth block making						
Emadamini dam						
Qhoqhoqho poultry	02	Poverty alleviation		R550 000.00		
Madinyane crèche						
Mfundeni Air conditioning and re Fridgeration co-op						
Esikhaleni youth Othandweni Project						
Manqunjwana dam						
Sekusile project	03	Poverty alleviation		R550 000.00		
Ezinyokeni/ Mthambalala crèche						
Mthambalala and Ezinyokeni Jojo tanks						
Sukumani sewing centre						
	04	Poverty alleviation		R550 000.00		
Welding project	05			R550 000.00		
Poultry (eggs)						

Sewing project						
Community tent	06	Poverty alleviation		R550 000.00		
Nyawoshane block making						
Small beginnings crèche						
Qondile 3 pole tent and 300 chairs	07	Poverty alleviation		R550 000.00		
Machini 3 pole tent and 300 chairs						
16 area 3 pole tent and 300 chairs						
Maphaya 3 pole tent and 300 chairs						
Bakery	08	Poverty alleviation		R550 000.00		
Gardens						
Mpondwane block making						
Msiyane crèche						
Esidakeni crèche	09	Poverty alleviation		R550 000.00		
Ophondweni mobile fridge						
Fencing of Esapholweni grazing fields						
Gwaliweni pig farming						
Dalincebo poultry						
Salveshe goat farming	10	Poverty alleviation		R550 000.00		
Empumelelweni poultry (eggs)						
Mdondwane carpentry						
Sncamangetshe crèche						
Manqgwashu dam						
Mlambongwenya Mealie processing	11	Poverty alleviation		R550 000.00		
Ntabayengwe Tent and chairs						
Nyamane grazing field						
Sports kits						
Ntabayengwe grazing field						
Shemula youth block making	12	Poverty alleviation		R550 000.00		
Fencing at Pongola river						

Nsonyama sewing centre					
Ukuvala komkhonde					
Sinethemba gogo (amacansi)					
Phase 2 fencing	13	Poverty alleviation		R550 000.00	
Siphosethu crèche					
Songwane crèche					
Ngodo pig farming					
Lundini garden	14	Poverty alleviation		R550 000.00	
Esihlangwini dam					
Mfithi garden					
Vaseline/Polish project					
Emachobeni poultry					
Endabeni community tent	15	Poverty alleviation		R550 000.00	
Mboyi goat farming					
Community dams					
Sound system					
Mealie processing	16	Poverty alleviation		R550 000.00	
Bambisanani Banana Project					
Ndumo Mobile toilets and fridges					
Mafutenkukhu (Ingoma)					
Fencing (Impala/ Maphindela)	17	Poverty alleviation		R550 000.00	
Community tent					
Munywana Amacansi					
Dam					
Mziki crèche					
Mealie processing machine	18	Poverty alleviation		R550 000.00	
Pastors/ Community tent					
Zamokuhle crèche					
Fencing at Gwengu river					
Emhlangeni gardens	19	Poverty Alleviation		R550 000.00	
Community tent					
Emkhondweni bridge (pipes)					
Magobhoyi crèche					
Mabhanoyini block making					
Ophansi block making	20	Poverty Alleviation		R550 000.00	
Tshaneni Ice makers					

Mkhuze sound system						
Mshophi Tshaneni block making						
Ingwavuma electrification	11 & 14	DOE	R37 050 000			
Ntsinde phase 2 electrification	2 & 7	DOE				
Mamfene electrification	4	ESKOM		R12 580 973.00		
Ophondweni electrification	9	ESKOM		R20 001 711.00		
Solar Geysers projects	5, 6, 12, 16	ESKOM				
Jozini- Ingwavuma Secondary Bulk & reticulation		Umkhanyakude DM (MIG)	R12 000 000.00	R25 000 000.00	R9 000 000.00	
Nyawo Mngomezulu Mathenjwa (Ingwavuma) sanitation		Umkhanyakude DM (MIG)	R15 000 000.00	R15 000 000.00	R17 288 855.00	
Mkuze Water Treatment Works		Umkhanyakude DM (MIG)	R14 866 979.00	R25 000 000.00		
Thembaletu Sanitation		Umkhanyakude DM (MIG)	R9 371 483.00	R50 000 000.00	R9 843 230.60	
Jozini water Treatment-Mbazwana Siqakatha	7, 5,	Umkhanyakude DM (MIG)	R12 768 610.00	R25 623 225.00	R49 860 183.40	
KwaJobe Water Supply		Umkhanyakude DM (MIG)	R12 000 000.00	R20 000 000.00	R44 558 289.00	
Shemula water supply scheme	12	Umkhanyakude DM (MIG)		R50 000 000.00		
Upgrade of Bethesda Waste water treatment works	2	Umkhanyakude DM (MIG)		R2 820 000.00		
Upgrade of Ingwavuma (Mosvold hospital) waste water treatment works	14	Umkhanyakude DM (MIG)		R2 000 000.00		
Provision of new water scheme, bulk rising main, reservoir and reticulation at Ndumo	16	Umkhanyakude DM (MIG)		R8 200 000.00		
Construction of Paediatric ward at Bethesda Hospital	2	Health		R19 594 455.00		
Construction of Gateway Clinic at Bethesda Hospital	2	Health		R11 000 000.00		

Makhathini clinic renovations		Health		R4 410 713.58		
Construction of Gateway clinic at Mosvold Hospital	14	Health		R21 000 000.00		
Ndumo Clinic Upgrade	16	Health		R32 000 000.00		
Jozini Community health Care Centre	8	Health		R193 000 000.00		
Fencing of gardens	All	Agriculture				
Ingwavuma/ Bhambanana abattoir	12					
Nyathini new gravel road	18	Transport				
Empakeni new gravel road	11	Transport				
Maphaya new gravel road	7	Transport				
Mkhonjeni causeway	6	Transport				
A1200 (D2210) Betterment and regravelling	9, 10	Transport				
D1851 Betterment and regravelling	16	Transport				
P450 Betterment and regravelling	15/ 18	Transport				
D1884 Betterment and regravelling		Transport			R36 000 000.00	
John Betterment and regravelling		Transport				
Mphandeni Betterment and regravelling		Transport				
D1836 Betterment and regravelling	8, 19	Transport				
D2270 Betterment and regravelling		Transport				
P236 Betterment and regravelling	2, 5	Transport				
D240 Betterment and regravelling	1, 20	Transport				
D1887 Betterment and regravelling	1, 20	Transport				
KwaJobe Rural Housing	3 & 4	Human Settlements		R89 814 7503		
Jozini Ward 5	5	Human Settlements				
Siqakatha Rural Housing	6	Human Settlements				
Mathenjwa/ Ndumo housing	16, 15	Human Settlements				

Ndumo library	16	Public works				
Ndumo model school	16	Public works				
Jozini Value Adding Centre		COGTA, DSD, DED	R1 000 000.00	R7 000 000.00		
Umnothophansi Maize massification		COGTA, DED	R1 300 000.00	R6 000 000.00		
Mozi PAN Adventures	3	National Department of tourism	R5 000 000.00	R5 000.000.00		
Makhathini Sugar Cane phase 1	5&6	DEDT	R800 000.00			
Makhathini Sugar Cane phase 2	5&6	DEDT		R600 000.00		
Zineshe electrification	3	DoE		R9 000 000.00		

7.3. UNFUNDED PROJECTS

WARD	NEEDS	
1	<ul style="list-style-type: none"> • Water • Electricity (Phase 2) • RDP houses (phase 2) • High school at Mange • Road from Mmemezi to Nsangwini • Mhlekazi school • Ngudeni high school • Manono road • Renovations of Mhlekazi school • D1921 road • Boreholes • Water tankers • Digging of dam (Mpungamlilo) • Road from Mhlekazi to Mkuze • Masibasize crèche 	<ul style="list-style-type: none"> • Tar road from Kwamasoka to Skulukulu • Msunduze clinic • Engine for Madlaka grazing field • Khulisiwe garden • Vukanimazulu garden • Road from Mpungamlilo via Ntabakhulu to Okhetheni • Mgwenyeni garden • Msunduze poultry • Wome's club netball kit • Empileni Masibambisane garden fencing • Zamumcebo garden fencing • Inkazimulo sewing project/ bead work • Madimu dam • Mealie processing • Mange craft work (shelter)

	<ul style="list-style-type: none"> • Fencing of Mbabazane garden • 2 additional classrooms at Empileni school • Jojo Tanks at Inkosi's place • Road to Inkosi's place • Primary school at Msunduze • Mhlekezi Rise and Fly Youth Programme (Building) • Attire for Jab zulu dancing • Sportsfield with changing rooms at Mhlekezi • Cultural Village • Qalakancane Poultry • Odakeni crèche 	<ul style="list-style-type: none"> • Ngudeni dam • Ngwenya community care centre • Ngudeni primary school • Ehlanzeni high school • Tar road (Maahlokohloko) • Mhlekezi road • Ngudeni road • Mhlekezi sports field • Sekane pedestrian bridge • Vukasebenze garden fencing • Nhlazeni dam • Fencing of Manzaluhlaza dam/river
2	<ul style="list-style-type: none"> • Digging of dam at Gobandlovu • Qhubekani goat farming • 3 pole tent and chairs • Vukamama hand-craft • Stars of tomorrow Development project (soccer kit/ jersey, attire for singers, tent, chairs, sound system) • Sportsfields • KwaFahla crèche • Water pipe at Kwamadinyane • Attire for Amaponi Zulu dancers • Water • P326 road • Fixing of water engine at Nohhiya and Onaleni (training of engine operators) • Shelter/ container (ID photos) • Shelter for bead workers • Majozini Sportsfield and soccer kit • Khangisa decoration project • Windmill at Nohhiya • Electricity • Water pipe from Gujini to Qondile • Road from Nohhiya to Gobandlovu 	<ul style="list-style-type: none"> • Mangwazana bakery • Siyixoxa ngezithombe youth project • Esikhaleni youth tent, chairs, table, generator (Othandweni project) • Road at KwaFahla • Zamani Sewing club • Siyazama Catering • Emajozini youth sound system • Soulstone Sound system (Nohhihi) • Digging of dam at Manqunjwana • Ungahlali ngezandla project (Poultry) • Road from Esikhaleni ti Ediphini • Re-digging of dams • Vulindlela crèche • Mfundeni Air-conditioning and Refrigeration co-op • Nomadinyane cattle farming • Poultry project at Nkangala' • Siyaphambili Restaurant • Qhoqhoqho hall • Road from Kwamamlambo to Ubombo • Qondile-Gujini scheme • Toilets

	<ul style="list-style-type: none"> • Sibonokuhle poultry project • Qhoqhoqho poultry • Sound system for Izinsizwa • Ezinkunini hall • Isonga goat farming • Nkangala public phones • Ezinkunini market stalls for Lethukuthula women's club • Mangwazana hair salon • Mangwazana market stalls 	<ul style="list-style-type: none"> • Pre-paid electricity • Ubombo Gymnasium • Zoyisile catering (Nkangala) • Maqunjwana area (fixing of jojo tank) • NUB Boys sound system (Nohhihi) • Dj Boys sound system (Obaleni) • Madinyane crèche • Siyazama group tent and chairs (eZinkunini) • RDP Houses • Mangwazana sewing centre • Mngwazana block making
3	<ul style="list-style-type: none"> • Tractor and fencing of garden at Nhlangano • Kwa-Jobe Library/ Resource centre • D820 Road • Community halls at Mozi, Zineshe and Nhlangano • Water • Electricity • Cattle dams • Sportgrounds • Food parcels • Maintenance of KwaJobe sportsfield • Poultry project • Project of ploughing trees • Home Affairs Mobile Office • Ekukhanyeni crèche • Access roads • Mozi High school 	<ul style="list-style-type: none"> • Nursary • Renovations of Ophansi hall • Sekusile project (storeroom) • Network tower • Ezinyokeni/ Mthambalala crèche • Mozi road to Mbazwana (D820) • Jojo tanks Mthambalala and Ezinyokeni • Cultural village • Ezinyokeni primary school • Clinic that between Ezinyokeni and Cezwane • Mozi clinic • Sukumani sewing centre • Mpumalanga crèche (eNhlangano) • Levelling of sports grounds • SAPS satellite office • Majomeyana Poultry project • Poultry project
4	<ul style="list-style-type: none"> • Vezokuhle sewing centre • Sizabantu poultry • Sizokuhle crèche • Vukuzenzele handcraft • Khulangolwazi crèche • Sibonokuhle clinic 	<ul style="list-style-type: none"> • Zamukuphila disabled people centre • Road from GG to Esigayweni KwaNdlovu to Sibonokuhle (Zibambele) • Road From Mangwenya clinic to Ophansi D1831 • Mangwenya hall • Bicycles for Lifaletu school

	<ul style="list-style-type: none"> • Water • Electricity • Fencing of grazing fields at Gujini • Zamazama sewing project • Zamimpilo poultry • Ntuthuko blockmaking • Umngani entertainment (tent and sound system) • Gujini community hall • Impumelelo crèche • Sebenzile co-op (fencing, tank, engine) • Msasane poultry • Zamokuhle crèche • Sihlangene (amacansi) • Mthidlwe road • Toilets at Mthidlwe • Mthidlwe hall • Ubuhlebenyathi garden fencing • Library • Lima Project at Ekuveleni • Phezukomkhono garden • Thandanani tent and sound system • Nkanyezi Yokusa Poultry • Road from Cezwane Tea room to Emalobeni • Zamani garden fencing • Sibonelweni garden • Multi-pupose centre • Fisokuhle salo • Lina at Cezwane • D1833 road from Cezwane to Mkhayane (Zibambebe workers) • Dust bins at Cezwane • Vukuzame Market stalls • Interfellowship crèche • Vezukukhanya crèche 	<ul style="list-style-type: none"> • Mandonya crèche • Mkhaleni garden • Hall • Mandonya clinic • Mandonya Poultry • Celukuthula pigs • Shopping complex • Electricity • Mandonya road (Zibambebe) • Mandonya Block making • Water • GG cattle dip • Zigizendoda Project (Petrol tank) • Vukuzithathe garden • Qedindlala market stalls • GG hall • Tent at GG • Chairs for Sibonokuhle hall • Cezwane sewing project • GG sewing project • GG hall • GG bakery • Lodge (with conference centre) • Schools • GG sportsfield • GG paypoint • Mandonya crèche • Esiphandleni poultry • Pedestrian bridge (Siphithuba project) • Bridge (road from Ophansi to Mangwenya) • GG mobile clinic • Sibonokuhle crèche • Vezukukhanya crèche • Cezwane clinic (24 hr service)
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	<ul style="list-style-type: none"> • Zamukuthuthuka sewing (Machines, cloths, tables and chairs) • Zinikeleni Beadwork • Celukubhekwa garden • Sportsfield (GG) 	<ul style="list-style-type: none"> • Siboneleni community garden fencing • Ikhwezilokusa community tent and chairs • Masizame funera club tent and chairs • Sibhekokuhle crèche • Qalukuvela community toilet papers • Sukumani poultry
5	<ul style="list-style-type: none"> • Water • Banjana sportfield • Grazing tools at Bnjana • Fencing of the cemetery at Sibongile • Road at Sibongile • Sibongile hall • Sibongile poultry project • Sibongile sewing centre • Sanitation • RDP Houses • Umkhayane poultry project • Road at Umkhayane • Electricity (pre-paid) • Makhonyeni crèche • Access roads at Makhonyeni • Shelter/ Hall at Makhonyeni • Mobile clinic at Makhonyeni • Kwanobiya poultry project • Kwanobiya hall • Road from Kwanobiya to Bethesda Hospital • Road from Kwanobiya to Makhonyeni • GG hall • Sports kits (GG) • GG crèche • Access roads (Zibambele) • Solar geysers at Hlalanathi • Hall at Hllanathi • Hlalanathi cattle dip 	<ul style="list-style-type: none"> • Nguni cattle farming at Ezintabeni • Gedleza hall • Gedleza crèche • Tractor and fencing of the grazing field at Gedleza • Art/ craft project at Gedleza • Upgrade of Makhonyeni purification plants • Solar geysers • Electricity • Water • Roads • Street lights • Fencing of cemeteries • Fencing of Nobiya clinic • Welding project • Cattle dip • Ema-Grondini crèche • Sewing project • Ema-groundini poultry • Community gardens • Functioning of the post office at Hlalanathi • Sinethezekile Sewing club • Skills centre at Sinethezekile • Ezintabeni catering • Ezintabeni beadwork • Ezintabeni bakery • Ezintabeni poultry • Computers • Hlalanathi bakery

	<ul style="list-style-type: none"> • Fencing of cemetery at Hlalanathi 	
6	<ul style="list-style-type: none"> • Water • Electricity (prepaid) • Housing • Roads • Sports complex (Ntenga) • Agricultural projects • Pension points • Fencing of cemeteries in the villages • Mamfene sportsfield • Library (Biva high school) • Ntenga high school • Upgrade of Ntenga crèche • Feeding scheme at Ntenga/ Nyawoshane • Upgrade of access roads at MkhonJeni • Bridge from Mamfene to Mandonyela clinic • Road from Okhethe to Mlambo store • Pedestrian bridge to Mfingose • Access roads • Grazing land • Road from Mamfene (edippini) • Mamfene crèche (edippini) • Ndumane road • Skills centre • Mobile clinic at Mamfene to be an ordinary clinic • Main road (Mamfene) • Mkhonjeni hall • Mkhonjeni crèche • Craft market • Ordinary clinic at Ntenga • Biva crèche • Shopping complex • Imvunulo yengoma 	<ul style="list-style-type: none"> • Mealie processing machine • Cattle farming • Apollo lights in the villages • Poultry • Community hall (Biva) • Tents with chairs • Catering • Obiva Sportsfield • Sugar mill/ ethanol plant • Mkhonjeni poultry (eggs) • Mkhonjeni access roads • Nyawoshane poultry • Fencing of dams at Biva • Soccer kits (ama-Heroes) • Jojo tank for gardens at Biva • Mamfene block making • Community tent • Small beginnings crèche • Nyawoshane sewing centre • Ntenga to Biva bridge • Bridge from Emkhonjeni to Gedleza • Road to Mamfene cattle dip • Nyawoshane block making • Road signs • Mobile Police Station • Filling station • Bus shelters • Tertiary Institution • Community hall (Mamfene) • Bridge (Mkhoneni to Gedleza road) • Bridge from T/C to Biva • Home Affairs office • Market stalls (KwaMabaso)

7	<ul style="list-style-type: none"> • Water • Equipment to support the existing crèche • RDP houses • Boreholes to be repaired. • Shopping centre • Access road at area 16 • Access road at Area 17 • Access roads at Qondile • New road in Jozini town • Maphaya access road • Pre-paid electricity • Apollo lights at Upper and Down town • Electricity at Maphaya, Emlotheni and Qondile area • Solar geysers at Machibini, Manqayini and Qondile • Road from the municipality to area 17 • Road from Kwazimu • Emanqayini mini hall • Bridge from Ndongsa to Maphaya 	<ul style="list-style-type: none"> • Proper sewage system at Jozini low cost housing • Sanitation at Machibini, 17, 16, Mlotheni, Manqayini and Qondile • Renovation of upper soccer stadium • Public toilets in town • Bus and Taxi rank • Renovations of Maphaya crèche • Jozini hall renovations • Qondile pension point • Maphaya grazing field • Day care centre and crèche • Emagedla crèche • 3 pole Tents with 100 chaira each (16, Maphaya, Qondile, Machibini) • Emachibini access road • Emanqayini/ Maphaya cattle dip • Water pipe (house connections) • Access road from the tar to KwaMadlopha • Kwamathuluzi road • KwaQondile cemetery • Bins
8	<ul style="list-style-type: none"> • Water • Electricity • Othobothni community hall • Msiyane community centre (conference centre) • Othobothini community centre • Siphosethu community centre • Othobothini crèche • Emajalantini gravel road • Othobothi gravel road • Gugulethu road • Empondwane road to Jomba • Endabeni gravel road • Road from Othobothini to Siphosethu 	<ul style="list-style-type: none"> • Nkongwane goat farming • Lugoge dam • Kwamashoba cattle dam • Mbangweni poultry • Othobothini bafery • Sizanani poultry (eggs) • Msiyane crèche • Emathendeni garden • Jozini multi talented Youth (bead work) • Endabeni poultry • Othobothini pou;try • Endabeni bakery • Ubuhlebendalo bead work (Othobothini)

	<ul style="list-style-type: none"> • Road from Empondwane community hall to Makhunga • Endabeni bridge • Gugulthu road to Bhekindoda school • Esikhandani sportsfield • Msiyane sportsfield • Sam Nyawo Sportfield • Othobothini sportfield • KwaNyawo library • Msiyane library • Endabeni day care centre • Majalantini day care centre • Endabeni garden fencing 	<ul style="list-style-type: none"> • Msiyane vegetable garden • Mpondwane block making • Mealie processing machine (Othobothini) • Endabeni sewing machines • Msiyane cattle dip • Mortuary • Allen plants project • RDP houses • Esikhandani garden fencing • Emsiyane garden fencing • Siphosethu garden fencing • Esigodini garden fencing • Nkongwane garden
9	<ul style="list-style-type: none"> • Women's funeral club (3 pots and 100 chairs) • Road from Mombeni to Esingeni • Tent and chairs for Ubumbano Lomama • Syafisa Community Project (fencing of grazing field _ 100 rolls and 400 poles) • Road from Khombindlela to Elumbe. • Bhekindoda goat farming (for women) • Mhlahlandlela clinic • Fencing of Qophumlando garden • Cattle dip at Mombeni • Jojo tamks at Kwavelaphi • Water at Sogugu • Mombeni community tractor • Ophonndweni crèche • Ophondweni poultry and garden • Zenzeleni Women's Funeral Club (tenta and chairs) • Fencing of Skhondotshane garden • Electricity • Water • Thwalisanani Poultry project • Esingeni Primary School 	<ul style="list-style-type: none"> • Qophamlando (beads, cotton and black cloths) • Sphephelo funeral club (tent, chairs and pots) • Vulithuba goats and pigs co-op • Siyazakha garden • Bhekindoda poultry project • Fencing of Zabalaza garden • Upgrading of road at Gwaliweni • Siyasizana Club (tent and chairs) • Esidakeni Sportsfield, soccer and netball kit • Siyathandana club (Pots and tent) • Esicabeni crèche • Additional classrooms at Jevu High school • Bicycles at Mtshakela High school • Sambane Ladies Netball uniform • Sizakancane goat farming • Esingeni goat farming • Lumbe pig farming • Fencing of grazing field • Dalincebo poultry • Mhlahlandlela goat farming • Sobhuza garden

	<ul style="list-style-type: none"> • Network tower at Mombeni • Road from Mashibhisa store • Digging of Mhlabalala dam • Tent or Amaqhawophondo women’s club • Road from Endalini to Kwaphowane • Fencing of river at Gwaliweni • Qinani Poultry project • Fencing of Masikhuthale garden • Road from JP via Emhlumeni to Ekulingweni • Esicabeni crèche • Digging of dam at Esicabeni • Esicabeni Sportsfield • Digging of dam at Esingeni • Mombeni cattle dip • Fencing of grazing fields (Maphondololo, Mfunda and Mdlebeni) • Jojo tanks at Mhlahlandlela • Khuthalamama (amacansi) 	<ul style="list-style-type: none"> • Esidakkeni crèche • Gwaliweni pig farming • Ophondweni dam • Emhlangeni dip • Emlingweni garden • Ophondweni mobile fridge • RDP houses • Ophondweni cause ways • JP road • Savuka sportsfield • Lumbe road to Gwaliweni • Sanitation • Mhlangeni school • Fencing of garden and digging of dam at Mhlahlandlela • Esidakeni garden and dam • Mhlabalala crèche (between Mashibhisa and Esingeni) • Zenzele funeral club (tent and chairs) • Shelter for Masithandane (amacansi)
10	<ul style="list-style-type: none"> • Water • Electricity • Sanitation at Mzondi and Kwambuzi • Zinhlabeni block making • Mangqwashi block making • Mangqwashi livestock dam • Kwashukela market stall • Kwambuzi library • Empumelelweni poultry (eggs) • Ezinhlabeni poultry (eggs) • Mangqwashi clinic • Mzondi clinic • Kwashukela craft work • Skills development centre • Mangqwashi poultry • Empumelelweni bakery 	<ul style="list-style-type: none"> • Catering • Salveshe goat farming • Kwanomgidi crèche • Mdondwane carpentry • Mzondi dam • Ezinhlabeni sound system • Ethangeni crèche • Mzondi sound system • Kwambuzi garden • Kwambuzi sewing project • Kwambuzi poultry • Kwashukela poultry • Manqgwashu crèche • Masibambisane garden fencing(Mzondi) • Masibambisane Co-op (container) • Fencing of Thakani

	<ul style="list-style-type: none"> • Community halls (Kwambuzi. Mangqwashi, Ezinhlabeni, Mzondi) • Empumelelweni crèche • Ezinhlabeni road • Kwashukela pig farming • Kwambuzi pig farming • Expansion of Sandanezwe project • Mangqwashu dam • Sincamangetshe dam 	<ul style="list-style-type: none"> • Ebenezer Nkosi goat farming • Enhlabeni bridge • Mzondi high school • RDP houses • Sanitation • Empumelelweni hall • Mangqwashu high school • D1836 road • Nhlabeni salon
11	<ul style="list-style-type: none"> • Tractors at Nkondosini • Entuthukweni women (tent and chairs) • Nyamane youth blockmaking • Nonjinjikazi (welding machine, carpentry, poultry, goats farming, sewing machines, amacansi, bees boxes, bakery, catering, nursery, pig farming) • Nkondosini (pigs, goats and sheep farming) • Majwayiza clinic • Water • Electricity • Nsingwini Computer school (renovations of structure) and practical learning at the municipality • Mlambongwenya goat farming • Access roads • Roads • Nyamane block making • Road from Entuthukweni to Magugu • Bakery at Magugu • KwaJona market stalls • KwaJona Poultry • Sewing machines at Ntabayengwe • FET • Sound system at Ntabayengwe • Lethukukhanya Project (machines for candles, peanut butter, polish, pots, stove) • Mlambongwenya crèche 	<ul style="list-style-type: none"> • Course way/ pipe at the river to Mpakeni crèche • Mpakeni dam • Housing • Magugu grazing field • Renovations of Nkondosini hall • Nyamane garden • Tarring of D850 road • Nyamane clinic • Nkondosini sportground • Nkomeni dam • Road from Dimdim to eBridgini • Tent and chairs at Nonjinjikazi • Ntabayengwe sportsground • Ntabayengwe dam • Road to the clinic (Majwayiza) • Qatha poultry • Mfithi road • Youth centre • Intabayengwe tent • Sports kits • Mlambongwenya crèche • Enkomeni crèche • Ngovuma garden fencing and tents • Ntabayengwe Gugulethu poultry • Nkondosini Jojo tanks

	<ul style="list-style-type: none"> • Nonjinjikazi clinic • Sound system for Nonjinjikazi youth • Fencing of Nsongweni garden • Odwaleni road to Majwayiza • Speed humps at Ntabayengwe primary • Tar road eBridgini • Qatha hall • Nongadela road • Fencing of the river 	<ul style="list-style-type: none"> • Mlambongwenya dam • Magugu welding • 6 jojo tanks • Extension of Odwaleni crèche • Fencing of Ntabayengwe grazing field • Fencing of Nyamane grazing field • KwaJona clinic • Old age home • Road from Empakeni to the main road
12	<ul style="list-style-type: none"> • Ezintombini crèche • Fencing of gardens and a tractor at KwaBhamu • Malanathi poultry • Road from Makwakwa via Shemula, KwaMbuzi to Jozini • Water at Okhayeni • Additional classrooms at HHoye school • Water at Shemula • Bhungazi Poultry project • Bhambanana Poultry project • KwaMlambo garden • Shemula garden fencing • Nsonyama Road and Magebhukeni road at Onaleni • Fencing of grazing fields and tractor at Kwathekwane • Toilets at Kwathekwane • Pre-paid electricity • Poles for a sport ground at Thekwane • Siyaphambili crèche next to Nyawo Stone • Banks at Bhambanana • Formalisation of Bhambanana Town • Tent for women at Mphoweni • Onaleni hall • High Education Institution • Cattle dips at Shemula to be next to the main road and water pipe 	<ul style="list-style-type: none"> • Tanks and pipes for gardens at Kwathekwane • Soccer kit for the squad • KwaThekwane hall • Fencing along Pongola river • Bhamu dam • Siyaphambili crèche • Day care centre • Toys for crèches • Sinethemba Gogo (amacansi) • Ezintombini- Nsonyama sewing centre • Gqama garden fencing • Ezintombini arts and craft centre • Fencing at Emasekweni Thekwane project • Thekwane mealie processing • KwaMlawu hand work • Tractor (Shemula) • Magezagarden • Kwamlawu (chairs) • Mphoweni dam • Jojo tanks • Thembeke project • Shemula youth block making • Fencing at Mbhomo • Mbhomo da • RDP houses

	<ul style="list-style-type: none"> • Public toilets at Bhambanana Town • KwaMlawu crèche • Thusong centre • Library • Internet Café • Funding of small projects (Senzakancane) • Bhambanana clinic 	<ul style="list-style-type: none"> • Thekwane pedestrian bridge to Mboza (Masekweni) • Renovation of Shemula clinic • Fencing of Siweni sports field • Netball ground • Fencing of mobile clinic • Water pipe (Mphoweni) • Fencing of Mbhomo Sports ground
13	<ul style="list-style-type: none"> • Pre-paid Electricity • Toilets • Mbodla community hall • Makhane Clinic • RDP houses • Blocks project • Water • Shopping centre at Makhane • Market stalls • Poultry project (Mkhanesi) • Water (house connections) • Youth development centre • Speed humps at Mbodla and Makwakwa • High Education Institution • Poultry Project • EXPO (career guidance) • Library • Songwane crèche • Coffins/ carpentry project • Soccer kit (Makhanesi) • Attire for Ingwavuma Bafana Boxolo (iscathamiya) • Sewing machines • Chairs for Makhanesi hall 	<ul style="list-style-type: none"> • Lethithemba N.G.O. • New Hope N.G.O. • Nomanini project (engine) • Nkovukeni crèche • Songane crèche (toilets and toys) • Siyaaphambili garden (engine) • Mgwedli crèche • Bakery • Siphosethu crèche • Qedusizi carpentry • Hlalawazi garden • Ezulwini J.E. crèche • KHC women's co-op (fencing) • Fencing along Polngola river (phase 2) • Ikhona bead work • Mapholi dam (Makwakwa) • Siyathuthuka sewing centre • Mgoddo pig farming • Shemula lodge car wash • Tents • Fencing of gardens • Fencing of grazing fields • ePhondweni bridge
14	<ul style="list-style-type: none"> • Carpentry project at Ingwavuma (emasitini) • D1835 / Nyamane road • Access roads (zibambebe) • Emachobeni road (pipes and drains) 	<ul style="list-style-type: none"> • Fencing of Vukaphansi garden (Okhalweni) • Lundini crèche • Emachobeni poultry • Men's committee tent

	<ul style="list-style-type: none"> • Esihlagwini clinic • Emachobeni mini hall • Additional classrooms at Khethwayo School • Mfithi crèche • Sanitation • Mfithi cattle dam • Ngungunyane Creche • 1 additional classroom at Esihlangwini • Road from Mbalikelwe to Lindizwe station • KwaBheka hall and cattle dam • D1838 from Matholonjeni (station) to KwaJona main road • Additional classrooms at Kholongo school • Mthonjeni clinic • Prepaid electricity • Housing • Tent and chairs for a funeral club (emasitini) • Tools and equipment for the youth that was trained in carpentry (esihlangwini) • Khwelelani crèche • Computers (Mthonjeni) • Lundini crèche • Redigging of Njingwe dam • Project for women (candles, vaseline, polish) • Inqabayethu funeral club • Okhalweni crèche 	<ul style="list-style-type: none"> • Qedumona Day Care centre • Kwabheka road • Road to Phophopho dam • Pedestrian path through the gateway clinic • Maintenance of road to Lundini • Market stalls • RDP houses • Renovations of Mthonjeni clinic • Mthonjeni sports grounds • Multi- skills centre • Dumping site (to be made a recycling centre) • Government departments offices • Solar geysers • FET • Sewerage • Old age home • Street lights • Ingwavuma road • Toilets(in town) • W.C. tractor, seeds, fencing of grazing fields, cattle dam • Fencing of gardens at Sihlangwini • Mthonjeni block making • Mahlabashana crèche • Manhlali mini hall • Redigging of Manhlali dam
15	<ul style="list-style-type: none"> • Tar road required from Ingwavuma bridge to Emanyiseni • Grading of roads -Roads from Ekuhleleni to Mabona, Mashavane to Ekuhleleni. • Maintenance of roads especially the ones used by cars to mobile clinics • Electricity required for the whole ward (prepaid) • Sanitation for the whole ward • Water for the whole ward. 	<ul style="list-style-type: none"> • community lodges • shopping centers • Grinding machine • Market stalls • LED projects • Police station • Assistance with all tools/ equipment required by people living with disabilities • Buses to transport learners to schools

	<ul style="list-style-type: none"> • Boreholes • RDP houses • Upgrading of manyiseni sport field and all other sport grounds • Construction of road to Usuthu river • Dams • Tourism camp 	<ul style="list-style-type: none"> • Classrooms at Mbekwane Secondary school • Traditional attires • Library • Tractors • Fencing of community gardens • Fencing of grazing fields
16	<ul style="list-style-type: none"> • Water for the whole ward • Pre-paid electricity • Upgrading of the police station • Home Affairs (one stop centre) • FET college • High School at Eziphosheni • Housing • Additional classrooms at Magwangu High school • Shopping centre at Ndumo • Library • Banks • Magwangu clinic • Access roads to homes • Ndumo Agricultural plaza • Mwayi hall • High school at Mwayi area • Magwangu hall • KwaMbadada crèche • Mealie processing machine at Mwayi • Tractor 	<ul style="list-style-type: none"> • Solar geysers • Eziphosheni market stalls • Upgrading of sport grounds • Information centre • Mthanti dam • Cause way across Ngovuma river • Water pie from the reservoir • Electricity • Pension point • Fencing of gardens • Traditional attire / mvunulo (Ibutho) • Khuthalani Bomama poultry • Loud hailers • Mandala dam • Esibomvini (water pump and sprinklers) • Mealie processing machine • Market stalls at Ndumo • Maphindela crèche • Sanitation •
17	<ul style="list-style-type: none"> • Fencing of gardens • Mgedule crèche • Stadium • Hall • Water Electricity • RDP houses • Fencing of gardens at Mziki 	<ul style="list-style-type: none"> • Toilets for people who don't have RDP houses • Renovations of Futhululu high school • Market stalls • Small projects funding • Fencing at Mahlabeni • Mealie processing • Fencing of gardens at Mpala/ Maphindela

	<ul style="list-style-type: none"> • Renovations of Zimele school • Road from Makwakwa to Mziki • Pastors'tent • Mahlabeni dam • Mziki clinic • Upgrade of Mziki sportsfield • Mziki community hall • Sound system for a group at Mziki 	<ul style="list-style-type: none"> • Amacansi (structure) • Mgedula crèche • Tractor • Fencing from Mziki to Mahlabeni • Mziki dam • Mziki Amacansi (structure) • Community tent
18	<ul style="list-style-type: none"> • Ekuphileni Community garden • Nkungwini borehole repair • Siyazenzela Community tent • Zanhleni water scheme repair • Sphehlumnotho blockmaking • Nkungwini sportsfield • Sibuyile crèche • Dambuza paddock • Rnovations of Nkungwini hall • Renovations of Zambizwe high school • Nkungwini crèche • D1842 road • Ngodini road • Zizamale garden • Digging of dam at Enyathini • Poultry project at Nyathini • Nyathini community garden • Community hall at Enyathini • Mobile clinic at Nyathini • Sportsground at Nyathini • Windmill for the cattle dip at Nyathini • Mobile clinic at Oshabeni • Community garden at Oshabeni • Poultry project at Oshabeni • Tent and chairs at Oshabeni • Ngonyameni clinic 	<ul style="list-style-type: none"> • Lahuba dam • Zamokuhle crèche • Masakhane sewing centre • Dedefane crèche • Emagugwini dam • FET • Library • Structure for Orphans • Pastors'/ Community tent • Dedefane primary school • Ngonini road • Oshabeni sportsfield • Engonyameni dam • Tourist attraction (Poster's end) • Engonyameni hall • RDP houses • Electricity • Fencing at Gwengu river • Engonyameni Community tent with chairs and tables • Fencing of garden at Bomvini • Digging of dam at Bomvini • Water pump • Mealie processing machine and structure • Nkungwini Elders poultry • Elders Block yard • Elders cattle farming

	<ul style="list-style-type: none"> • Manyundwane crèche • Ddefane dam • Ngonini garden • Phuthumani garden • Simuka garden • Msiyane garden • Computers 	<ul style="list-style-type: none"> • Oshabeni crèche • Skurukuru crèche • Dinabanye poultry • Dinabanye garden fencing • Bhokweni garden fencing • Enyathini garden
19	<ul style="list-style-type: none"> • Water • Electricity • Toilets • Fencing of grazing field • Digging of dams • Access roads • Ohlalwini clinic • Bridge (Mfingose to Mkhondweni) • Magobhoyi primary school • Emabhanoyini community hall • Sportsground at Mfingose • Soccer kits • RDP houses • Renovations of Mfingose hall • Grazing fields • Skills development centre • Allien plants • Road from Ohlalwini to Nondabuya clinic • Mfingose crèche • Police station • Home affairs office • Market stalls • Creche Magobhoyi (roof) • Kwaphaweni crèche 	<ul style="list-style-type: none"> • Cattle Dip (Kwaphaweni) • Tractor (Kwaphaweni) • Tent and chairs (Kwaphaweni) • Ntshoqweni road to the bridge • Mlesane road and bridge • Fencing of gardens at Kwaphaweni • Kwaphaweni community hall • Magobhoyi crèche • Kwaphaweni youth centre • Mkhondweni bridge (pipes) • Maybovu dam • Nondabuya library • Magobhoyi dam • Fencing of gardens eMhlangeni • Community tent • Sports kits for under 12 boys • Mobile fridge, 800 seater tent • Nguni cattle farming • Emabhanoyini market stalls • Shayamoya car wash • Jojo tanks • Kwamagobhoyi garden fencing • Sewing training(Kwaphaweni) • Sewing project (Kwaphaweni and Ntshoqweni)
20	<ul style="list-style-type: none"> • Water • Electricity • Tar road at Ophansi 	<ul style="list-style-type: none"> • Cattle dams • Renovations of Dukumbe crèche • Gravelling of roads

<ul style="list-style-type: none">• Market stalls at Ophansi• Clean water at Dukumbe• RDP houses• Mkuze access roads to be tarred• Speed humps at Mkuze• Street lights at Mkuze• Renovations of Ophansi hall• Completion of Ophansi Business Centre• Tshaneni road• Dukumbe hall	<ul style="list-style-type: none">• Tshaneni sportsfield• Renovations of Tshaneni clinic• Road from Mkuze to Thsaneni• Mkuze crèche• Driveways (drainages leave residents with no access to their houses)• Ophansi bridge to grazing fields• Market stalls at Mkuze town• Electrification of Mkuze hall• Dukumbe crèche
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SECTION H: FINANCIAL PLAN AND SDBIP

8.1 FINANCIAL PLAN

8.1.1 Introduction and Background

It is 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

8.1.2. 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

8.1.5. 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

8.1.7. 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.

8.1.8. 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

8.1.9. 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

8.1.10. Response to AG's Report

NO	QUALIFYING ASPECT	FINDING DESCRIPTION	ACTION PLAN	TARGET DATE	STATUS	WORK DONE
1.	PROPERTY PLANT & EQUIPMENT	The property Plant & Equipment comparative of R45,761 million as disclosed in note 6 to the financial statements, did not agree to the asset register totalling R85,513 million resulting in a difference of R39,762 million	A service provider which assisted with the asset verification and compilation of the fixed asset register during 2011/12 will be engaged to assist with the reconciliation of opening balances as raised by AG.	2013/01/31	Resolved	The amended FAR was completed on 09 February 2013. The issue has been successfully resolved.
		The PPE additions of R52,089 million as disclosed in note 6 to the financial statements, did not agree to the asset register totalling R56,148 million resulting in a difference of R4,058 million. consequently, we were unable to verify the completeness of assets disclosed in the financial statements.	A service provider which assisted with the asset verification and compilation of the fixed asset register during 2011/12 will be engaged to assist with the reconciliation of PPE Additions on FAR with AFS.	2013/01/31	Resolved	The amended FAR was completed on 09 February 2013. The issue has been successfully resolved.
2.	RESTATEMENT OF CORRESPONDING FIGURES	As disclosed in note 25 to the financial statements, the corresponding figures for 30 June 2011 have restated as a result of an error discovered during 2012 in the financial statements of the Municipality	All efforts are made to keep errors in the AFS at minimum through reviews at various stages of AFS preparations. AFS are also subjected to independent reviews by the Internal Audit Unit and Audit	N/A	N/A	N/A

		at ,and for the year ended , 30 June 2011.	Committee.			
3	SIGNIFICANT UNCERTAINTIES	With reference to note 24 to the financial statements , the municipality is being sued for an unlawful arrest and assault. Council is contesting the claim based on legal advice. A court date has not been set .the ultimate outcome of the matter cannot presently be determined and no provision for any ability that may result has been made in the financial statements.	Make contingency provision on the legal budget vote during the adjustment budget	N/A	Legal budget vote adjusted by R1,5m	100% resolved
4	UNAUTHORIZED EXPENDITURE	As disclosed in note 19 to the financial statements ,the municipality has incurred unauthorised expenditure totalling R1,285 million as a result of overpayment for internal audit services.	Matter will be investigated internally as to the root causes.	31/03/2013	A letter was issued to Umnotho requesting a detailed breakdown of the work undertaken to date in comparison to the scope of work as Per SLA a response to this was provided. The issue was the overlapping of	100% resolved

					financial periods. The classification as unauthorised expenditure was incorrect because there is a lawful contract and payments are according to the terms of contract.	
5	IRREGULAR EXPENDITURES	As disclosed in note 20 to the financial statements, the municipality has incurred expenditure totalling R46,541 million as a result of non-compliance with supply chain management regulations	This irregular expenditure was a result of the outcomes of the forensic investigation the outcomes which are being currently investigated. The Municipality has subsequently revised its entire SCM policy framework to address all deficiencies which resulted in the irregular expenditure being incurred.	On-going until finalising the implementation of the Forensic investigation recommendations	Criminal charges have been laid with the SAPs and Commercial Crimes Investigating unit. Financial Manager suspended on the allegations of charges of Forensic Investigation	50%
6	PREDETERMINED OBJECTIVES	I performed procedures to obtain evidence about the usefulness and reliability of the information in the Jozini	The municipality will be adopting a performance planning and budgeting scorecard for planning and performance monitoring	2013/03/30	The OPMS framework is currently being revised to	50%

		annual performance report as set out on pages to of the annual report	purposes as resolved at A Municipal Strategic Planning meeting.		ensure alignment with the IDP & Budget	
7	PRESENTATION	Improvement measures in the annual performance report for a total of 49% of the planned targets not achieved were not disclosed as required by section 46 of the Municipal System Act. This was due to inadequate internal policies and procedures over the processes pertaining to the reporting of performance information.	The municipality will be adopting a performance planning and budgeting scorecard for planning and performance monitoring purposes as resolved at A Municipal Strategic Planning meeting.	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	50%
8	CONSISTENCY	The Municipal System Act ,section 41(c) requires that the integrated development plan should form the basis for the annual report, therefore requiring the consistency of objectives ,indicators and targets between planning and reporting documents. A total of 57% of the reported indicators are not consistent with the targets as per the approved integrated development plan .this was due to lack of monitoring of consistency of reporting documents by management	A municipal scorecard planning and performance monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	50%

9.	MEASURABILITY (MEASURABLE)	The national treasury framework for managing programme performance information (FMPPI) requires that performance targets be measurable . the required performance could not be measured for a total of 34% of the targets relevant to KPA2:Basic services delivery and infrastructure development and KPA3:Local economic development .This was due to the fact that management was not aware of the requirements of the FMPPI.	A municipal scorecard planning and performance monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	9.
10.	MEASURABILITY (SPECIFIC)	The national treasury FMPPI requires that performance targets be specific in clearly identifying the nature and required level of performance .A total of 34% of the targets relevant to KPA2: basic service delivery and infrastructure development and KPA 3: local economic development were not specific in clearly identifying the nature and required level of performance. This was due to the fact that management was not aware of the requirements of the FMPPI.	A municipal scorecard planning and performance monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	10.

11.	MEASURABILITY (TIME BOUND)	The national treasury FMPPI requires that the period or deadline for delivery be specific. A total of 28% of the targets relevant to KPA2:Basic service delivery and infrastructure development and KPA3:Local economic development were not time bound in specifying a time period or deadline for delivery .this was due to the fact that management was not aware of the requirements objectives.	A municipal scorecard planning and performance monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	50%
12.	RELIABILITY OF INFORMATION	The national treasury FMPPI for managing programme performance information (FMPPI) requires that documentation addressing the systems and processes for identifying, collating, verifying and storing information be properly maintained. The institutions could not provide sufficient appropriate evidence to support any of the selected objective.	A municipal scorecard planning and performance monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	50%
13.	ACHIEVEMENT OF PLANNED TARGETS	Of the total number of planned targets, only 35 were achieved during the year under review . This represents 70% of total planned targets that were not achieved during the	The municipality will be adopting a performance planning and budgeting scorecard for planning and performance monitoring purposes as resolved at A Municipal Strategic Planning	2013/03/30	The OPMS framework is currently being revised to ensure alignment with	50%

		year under review.	meeting.		the IDP & Budget	
14.	COMPLIANCE WITH LAWS AND REGULATIONS	I performed procedures to obtain evidence that the municipality has complied with applicable laws and regulations regarding financial matters , financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the general notice issued in terms of the PAA are as follows:	See below	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	50%
14.1.	EXPENDITURE MANAGEMENT	As required by section 62 (1) of the MFMA ,the accounting officer did not take reasonable steps to prevent irregular expenditure	Irregular expenditure are monitored and reported to council for rectification.	on-going	Monthly reports are being submitted to EXCO on a monthly basis and Council on a quarterly basis however no Irregular Expenditure has been incurred to date	N/A
14.2.	ANNUAL PERFORMANCE REPORT	Contrary to the requirements of section 41(c) of the Municipal System Act (MSA),the integrated development plan did not form the basis for the	The municipality will be adopting a performance planning and budgeting scorecard for planning and performance monitoring	2013/03/30	The Recent Annual Report tabled to Council did include the IDP	50%

		annual report , as there was no consistency of objectives , indicators and targets between planning and reporting documents.	purposes as resolved at A Municipal Strategic Planning meeting.		however in an effort to ensure full alignment with all the Planning processes the OPMS framework is currently being revised to ensure alignment with the IDP & Budget	
		Contrary to the requirement of section 26 (c) of MSA, the municipality's integrated development plan did not inform the municipality's annual budget based on the objectives and the performance targets.	A municipal scorecard planning and performance monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	50%
14.3.	ANNUAL FINANCIAL STATEMENTS	The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA .material misstatements identified by the	All efforts are made to keep errors in the AFS at minimum through reviews at various stages of AFS preparations. AFS are also subjected to independent reviews by the Internal Audit Unit and Audit	2013/01/31	Plans are currently underway to prepare and submit the Interim Financial	

		auditors were not adequately corrected, which resulted in the financial statements receiving a qualified opinion	Committee.		statements to AG for review by the end of March 2013	
14.4.	INTERNAL CONTROL	I considered internal control relevant to my audit of the financial statements, performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiency that resulted in the basis for qualified opinion, the findings on the performance report and the findings on compliance with laws and regulations included in this report.	A municipal scorecard planning and performance monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	50%
		Contrary to the requirement of section 26 (c) of MSA, the municipality's integrated development plan did not inform the municipality's annual budget based on the objectives and the performance targets.	A municipal scorecard planning and performance monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget	2013/03/30	The OPMS framework is currently being revised to ensure alignment with the IDP & Budget	50%
14.5	LEADERSHIP	Management have not exercised oversight	A municipal scorecard planning and performance	2013/01/31	Monthly Financial	

		responsibility over financial and performance reporting, compliance with laws and regulations and internal control	monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget		reports are being submitted to all Council Structures on a monthly and quarterly basis and with the review of the overall OPMS framework we anticipate an enhanced oversight in performance monitoring	
14.6.	FINANCIAL AND PERFORMANCE MANAGEMENT	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. Management did not monitor compliance with laws and regulations.	A municipal scorecard planning and performance monitoring template will be used going forward clearly showing KPIs (inputs, outputs, outcomes, baseline and targets). And will ensure alignment of SDBIP, IDP & Budget	31/07/2012	Monthly Financial reports are being submitted to all Council Structures on a monthly and quarterly basis with the review of the overall OPMS framework we anticipate an enhanced oversight in	50%

					performance monitoring & reporting	
15.	INVESTIGATIONS	A forensic investigation was conducted by an independent consulting firm on request of the municipality on supply chain processes. The investigation was completed and the report submitted to the municipality.	<p>The forensic investigation recommendations have been submitted to the Commercial Crimes Investigation unit which is working with the Forensic Investigation team for implementation.</p> <p>The investigation recommendations which are internal in nature are currently being implemented.</p>	on-going	<p>The forensic investigation recommendations have been submitted to the Commercial Crimes Investigation unit to action.</p> <p>A suspension of an official that was implicated in the investigation is currently underway whilst employment contracts of other senior officials who were implicated were subsequently not renewed.</p>	60%

SECTION I: 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 J: Annexure

I.1 Detailed Spatial Development Plan