

THE 2008/9 INTEGRATED DEVELOPMENT PLAN

FOR THE AMAJUBA DISTRICT MUNICIPALITY

SECTION A EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION

The State President, in his *State President's State of the Nation Address* on 8 February 2008, outlined *Apex Priorities* for the rest of his term of office and these are summarised below:

- The further acceleration of our economic growth and development;
- Speeding up the process of building the infrastructure we need to achieve our economic and social goals;
- Improving the effectiveness of our interventions directed at the Second Economy, and poverty eradication;
- Enhancing the impact of our programmes targeting the critically important area of education and training;
- Accelerating our advance towards the achievement of the goal of health for all revamping the criminal justice system to intensify our offensive against crime;
- Further strengthening the machinery of government to ensure that it has the capacity to respond to our development imperatives; and
- Enhancing our focus on key areas in terms of our system of international relations, with particular focus on some African issues and South-South relations.

With the new multi-sectoral focus of the IDP, based on the DLG&TA's new IDP Guidelines, all of these priorities are addressed. Priorities 1 to 3 and 6 are directly addressed through the programmes, strategies, and projects of the ADM, while the remainder are addressed through the programmes of sector departments which are captured in **Section E**.

1.2 BACKGROUND

This IDP is the **second** in the second five year cycle of Integrated Development Plan (IDP) preparation and as such reflects the priorities of the new Amajuba Council. IDP's are organic documents and change and grow according to challenges and changes in the district. This IDP differs from the format of the previous IDP's, and is now in line with the guidelines of the DLG&TA.

The IDP seeks to have the following impacts namely:

- Integrated and sustainable human settlement;
- Stimulating the growth of a robust local economy;
- Social cohesion and inclusion leading to nation building;
- Environmental sustainability; and
- Strengthening inter-governmental relations.

Like in the previous IDP Review document, this IDP document adopts the following approach in its content and direction:

1.2.1 INFORMED

This document seeks to know and understand what is, should and could be happening in the DM as well as where and when. This IDP integrates the Amajuba Baseline Study figures captured during the 2005/6 financial year. It also compares the current rate of service delivery to the targets set by government with alarming results in many cases.

1.2.2 ASSERTIVE

The IDP seeks to steer and guide the economy along with minimal fall-out through the integration of the LED, Tourism and Agricultural Sector Plans into the IDP.

1.2.3 STRATEGIC

The interventions of the IDP seek to maximise sustained impact at minimum costs. The IDP and SDF have been aligned with the National Spatial Development Perspective (NSDP) as well as the Provincial Growth and Development Strategy (PGDS). The SDF has been reviewed and is now aligned with the LED sector plans and captures the key interventions from the Growth Summit.

1.2.4 WISE

The IDP takes considered responses, does not act on short-term whims, and takes a longer view to encourage development within the District. The IDP document has developed and has learnt from the past IDP Reviews and their processes.

1.2.5 NIMBLE

The IDP and its methodology has also been developed in such a way that it is flexible and able to adapt and change direction if and when it may be required to do so in order to meet set objectives.

1.2.6 COLLABORATIVE

This IDP has been developed through a collaborative process with the communities of the Amajuba DM, sector departments both provincial and national, within the structures of the “family of municipalities”, as well as with surrounding District Municipalities.

The draft IDP has been presented to the Amajuba IDP RF as well as to AFLED and its sub-structures.

The Amajuba District Municipality seeks to actualise and make real the principles of the Constitution, the Freedom Charter and the KwaZulu-Natal’s Citizen’s Charter through the IDP. As such, through the IDP and its processes, the District Municipality seeks to:

- Actively engage with the citizens of the District and its partners;
- Operate fairly and be accessible to everyone;
- Promote choice within the District;
- Continuously develop and improve the quality of live of all its citizens;
- Effectively and efficiently utilise resources allocated to it; and
- Improve the opportunities and quality of life in the communities it serves.

1.3 THE AMAJUBA DISTRICT MUNICIPALITY

In terms of answering the question of “Who are we?”, the following is noted:

The Amajuba District Municipality (ADM) is located in the north-western corner of KwaZulu-Natal and comprises the three local municipalities of Newcastle (KZ252), Utrecht (KZ253) and Dannhauser (KZ254). The ADM is 6 910 km² in size with Utrecht occupying the largest area of 3 539 km², Newcastle some 1855 km² and Dannhauser some 1 516 km². The main transportational routes linking the District to its surrounds including the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior.

In terms of the various statistics for the District, STATSSA undertook a Census nation-wide in 2001 and it has been felt in many cases that the figures generated were inaccurate. STATSSA also announced that it will not be undertaking a Census until 2010 which compounds the problem of inaccurate population figures informing development decisions. As a result, the Amajuba District Municipality undertook a *Baseline Data Study*¹ with

¹ A copy of this study can be downloaded off the municipal website on www.amajuba.gov.za .

funding from the Provincial Government. Below is a table briefly summarizing the key facts and figures for the DM and includes the Baseline Data Study. More information in this regards will be highlighted under the *Analysis Phase* later in this report.

TABLE 1: SUMMARY OF BASIC FACTS AND FIGURES

BASIC FACTS	FIGURES	
	2001	2005 (Baseline Data Study)
Total Population	468 037	491 102
Number of Households	96 671	96 846
Total population of DC25 per KZ area	Newcastle – 332 981 (71%) Utrecht – 32 277 (7%) Dannhauser– 102 779 (22%)	Newcastle – 351 075 (72%) Utrecht – 35 962 (7%) Dannhauser– 104 065 (21%)
% of total population urbanised	57%	
Age profile	< 14 35.4% 15-34 35.2% 35 - 64 24.9% Over 65 4.5%	< 14 31.5% 15 – 34 37.4% 35 – 64 26.4% Over 65 4.7%
Unemployment (% of income earning population)	41% in 1996; 55% in 2001.	61.5% in 2005
HIV/ Aids Rates	KZN: 32% Provincial Average ADM: 40% Antenatal Survey (2001)	KZN: 39.1% Provincial Average (2006) ADM: 46.0% Antenatal Survey (2006) ²

1.4 PRIORITY ISSUES

In terms of answering the question of “What are the issues we face?”, the following is noted:

The following issues were identified as part of the IDP review and confirmed with councillors and management, namely:

TABLE 2: IDP PRIORITY ISSUES

PRIORITY	ISSUE	SECTION IN THIS YEAR'S IDP
1	Economic Development	Section B (2.3.6 – 2.3.7) and Section E
2	Integrated Service Delivery	Section B (2.4) and Section E
3	Social Facilitation and Development	Section B (2.3.1 – 12) and Section E
4	Institutional and Governance	Section B (2.6) and Sectins E to I
5	Municipal Planning	Section C (3.0), Sections D, E, I and J
6	Environmental Management	Section B (2.5), Section D (4.4.1) and Section E

1.5 OPPORTUNITIES

In terms of answering the question of “What opportunities do we offer?”, the following is noted:

² Data obtained from the DOH's 2006 Ante-Natal Study.

The following areas of growth potential have been identified in the IDP, namely:

- Battlefield development and Amajuba Tourism Route.
- The Amajuba Birding Meander.
- The development of tourism opportunities around the proposed Ncandu River Dam.
- The development of dams along the Buffalo River Catchment which will open up large portions of the tribal areas for irrigation.
- The development of the old Casino complex in a 2010 Base Camp.
- The further development of the Balele Nature Reserve at Utrecht.
- The development of the eMadlangeni Fly-fishing Meander.
- The development of the proposed Dunblaine Golf Estate.
- The development of a proposed residential estate at the Newcastle Golf Course.
- The Development of a Agric Hub which will be linked to the Dube Trade Port.
- The development of opportunities along the MR483 Corridor linking the CBD to Madadeni and Osizweni.
- The implementation of the Urban Renewal Programme in the Newcastle CBD.
- The development of a new Mall adjacent to the new Casino.
- The development of housing projects as part of the implementation of the Housing Plans for the three LM's.
- The establishment of SEDA Amajuba.
- The development of the Amajuba Hydroponic Techno Park.
- The identification of Newcastle as an Industrial Development Zone (IDZ).
- The development of the following areas of agricultural potential:
 - **Dairy:** The further development of the dairy industry to focus on the export of milk, cheese, powdered milk, yogurt and fruit juices.
 - **Soya:** The processing of Soya to create Bio-diesel and Soya Meal.
 - **Vegetables:** The Specialised production of vegetables through the use of tunnels.
 - **Beef:** Feedlot development.
 - **Dams:** Sites are being looked at for storage to increase the irrigable land and further develop the above.

1.6 SECTOR PLANS

In terms of answering the question of “What are we doing to improve ourselves?”, the following is noted:

The following Sector Plans have been prepared by the ADM since 2001 and are aligned to the IDP:

TABLE 3: CURRENT STATUS OF IDP SECTOR PLANS

SECTOR PLAN	STATUS	COMMENTS
Integrated Environmental Programme	To be reviewed	Funding from DAEA to review
Environmental Management Plan	Complete	
Integrated Waste Management Plan	Complete	
Cemetery Plan	Complete	
Public Transport Plan	Complete	
HIV/ Aids Plan	Complete	
Water Service Development Plan	Review Complete	
Tourism Development Plan	Complete	
Tourism Route Development Plan	Complete	
Tourism Signage Development Plan	Complete	
Battlefields Development Plan	Complete	
LED Plan	Complete	
Manufacturing Sector Plan	Complete	
Agricultural Development Plan	Complete	
Electricity Supply Development Plan	Complete	
Disaster Management Plan	Complete	
Performance Management System	Review Complete	
Municipal Infrastructure Investment Plan	Complete	
Backlog Study	Complete	
Sports Facilities Sector Plan	Complete	
Area Based Plan	Currently being prepared	Status Quo and Strategies sections complete.

The IDP incorporates and aligns itself to the Sector Plans in the following ways:

- The *Section B* incorporates information from the Sector Plans;
- The Sector Plans and their contents are summarised in the Section C of the IDP; and
- The *Sections J and K* include all projects identified in the Sector Plans.

1.7 THE SPATIAL DEVELOPMENT FRAMEWORK

In terms of answering the question “What can you expect from us over the next five years?”, the ADM’s SDF summarises key LED projects as well as areas for capital project investment in terms of the settlement hierarchy.

The Amajuba SDF was reviewed and re-written during this round of the IDP Review. Section D of the IDP contains a summary of the SDF and Annexure J.1 contains the full text and maps. The settlement hierarchy for the ADM is summarised as follows:

TABLE 4: AMAJUBA SETTLEMENT HIERARCHY FOR 2008/9

MUNICIPALITY	DISTRICT CENTRE or PRIMARY NODE	TOWNS or RURAL NODES	SERVICE HUB or SECONDARY NODES	SERVICE SATELLITE	SERVICE SUB-SATELLITE
NEWCASTLE	Newcastle West	▪ Charlestown	▪ Northern Gateway (Amajuba Mall and surrounds). ▪ Southern Gateway (Casino Development and surrounds). ▪ Madadeni CBD. ▪ Osizweni CBD.	▪ Ingogo	▪ Ngagane
	Proposed future node at Newcastle East ³				
DANNHAUSER		Dannhauser (Urban) Hattingspruit	▪ KwaMdakane	▪ Alcockspruit	▪ Keel Keel ▪ Thirst ▪ Flint ▪ Naasfarm.
EMADLANGENI		Utrecht (Urban)	Groenvlei ⁴	Amantungwa Trust community Kingsley	Nzima Mabaso; and Blue Mountain.

Priority intervention areas have been identified as the Service Hubs, followed by the Service Satellites and the Service Sub-Satellites.

NOTE:

It must be noted that the approach adopted by the ADM balances the provision of basic services to all communities within the ADM, with the need to create economic opportunities for Local Economic Development. With greater potential incomes and levels of employment, community members are better able to pay for services thus making the roll-out of services quicker and more effective.

1.8 THE PERFORMANCE MANAGEMENT SYSTEM

In terms of answering the question of “How will our progress be measured?”, the ADM has recently reviewed its PMS to align it with the reviewed IDP and Budget.

Section I of the IDP deals with the reviewed PMS. Section 2.4 under Section B deals with the structures created by the ADM where the progress on the implementation of the budget and IDP are regularly presented to community members and interest groups.

³ Although identified as a primary node in the Newcastle SDF, this node does not currently exhibit any of the characteristics of a Primary or Secondary Node.

⁴ Although it does not exhibit these tendencies currently, it is believed that it will develop further in the future to provide services to the rural communities of the Utrecht municipality.

1.9 THE 2008/9 IDP REVIEW

1.9.1 ISSUES TO BE ADDRESSED IN THE IDP REVIEW

The issues to be addressed in this round of the IDP Review are summarised as follows:

(i) ASSESSMENT ISSUES

- Comments received from the various role-players in the assessment of the IDP Review documentation for 2007/8, particularly during the “IDP Hearings” conducted by the DPLG and the DLG&TA as outlines above; and
- Shortcomings and weaknesses identified through self-assessment.

(ii) REVIEW OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF PRIORITIES OF COUNCIL AND THE OBJECTIVES OF MANAGEMENT

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

(iii) INCLUSION OF NEW INFORMATION WHERE NECESSARY

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

No comments were received from the MEC for Local Government and Traditional Affairs during this round of the IDP review. The comments utilised for the assessment are based on the outcomes of the feedback session at the Kerradene Hotel in Illovo in 2007.

It must be noted that the ADM’s IDP was ranked as second best in the whole of the KwaZulu-Natal province which includes 61 municipalities.

The following comments were generated for the Amajuba “Family of Municipalities”, namely:

TABLE 5: COMMENTS ON THE ADM FAMILY OF MUNICIPALITIES' IDPS FOR 2007/8

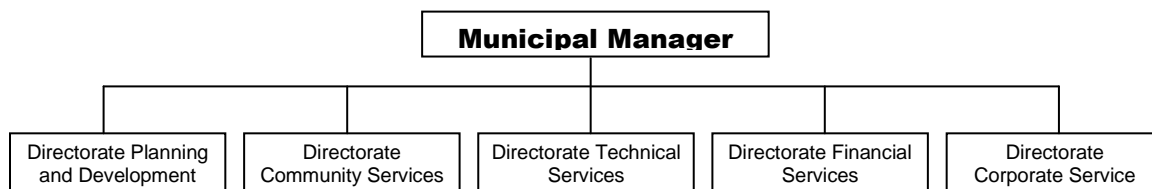
FOCUS AREA	COMMENTS ON FAMILY OF MUNICIPALITIES	ADM'S RESPONSE
Municipal Transformation and Institutional Development: Assessment Results	<ul style="list-style-type: none"> • Powers and functions are presented but analysis should be made on the municipality's ability to exercise them. • Organograms were presented to reflect institutional structures. However, vacancy rates for section 57 managers were omitted. • Equity plans should involve the youth and those with disabilities. • There is awareness on skills shortages. Many should consider developing 'skills development plans'. 	<ul style="list-style-type: none"> • Addressed in the 2008/9 IDP. • Not applicable to the ADM. Information covered sufficiently. • Not applicable to the ADM. Information covered sufficiently. • Not applicable to the ADM. Information covered sufficiently.
Local Economic Development	<ul style="list-style-type: none"> • Spatial analysis used as a basis for SDF. Need to align it with district, provincial & national policies. • Analysis needs to be aligned with PGDS & NSDP. • There is awareness for 2010 opportunities but this has to be translated to realistic plans now. • Comparative and competitive advantages are known. However there is need to develop specific initiatives round them. • Analysis of current LED capacity against proposed programmes necessary to determine capability. • More effort required in identifying social partners. 	<ul style="list-style-type: none"> • Not applicable to the ADM. Information covered sufficiently for all of these coments.
Financial Viability and Financial Management: Assessment Observations	<ul style="list-style-type: none"> • Basic structures exist to handle financial administration & management. • IDPs to reflect vacant senior posts in Treasury Depts. • SDBIP to be provided as per MFMA requirement. • Some IDPs need to include budget for the 5 National KPAs. • Need to include provincial and national allocations. 	<ul style="list-style-type: none"> • Noted. • Not applicable to the ADM. Information covered sufficiently. • Only one month after the start of the financial year which the ADM has done. • Last two comments not applicable to the ADM. Information covered sufficiently.
Good Governance and Community Participation:	<ul style="list-style-type: none"> • Communication channels exist but these have not been highlighted. • Above communication needs to be guided by communication strategy/policy. • In some instances community involvement in IDP & Budget was seen as minimal. Improvement strategies necessary. • Specific programmes required to deal with; gender, the youth and the disabled. • Need to involve sector departments, Traditional Councils and private sector in IDPs. 	<ul style="list-style-type: none"> • Not applicable to the ADM. Information sufficiently covered for all comments.
Spatial Framework: Assessment Results	<ul style="list-style-type: none"> • Spatial analysis well presented, but needs to be aligned to district, provincial & national policies. • Spatial implications of NSDP & PGDS need to be applied to local situations • SDF development is based on spatial analysis. • STATSA Census 2001 data utilised as baseline information. • Other sources with up-dated data should be sought. • LUMS status should be reflected. • It is advisable to provide SDF map to enhance understanding of the text. 	<ul style="list-style-type: none"> • Not applicable to the ADM. Information covered sufficiently for all comments.

1.9.2 INSTITUTIONAL ARRANGEMENTS

(i) DEPARTMENTAL STRUCTURE

The institutional structure for the IDP is summarised below and an analysis of it is undertaken in *Section B* with the full organogram being contained in *Annexure K.1*.

Figure 1: ADM Institutional Structure



(ii) IDP REPRESENTATIVE FORUM MEETINGS

The **Integrated Development Planning Representative Forum** remained the primary forum for participation in the integrated development planning process. The forum has members from a wide range of stakeholders that include: Amajuba Councillors and officials, Local Municipalities, Non-governmental Organisations, Private Sector Organisations, Community Based Organisations, Government Departments and Parastatals. Indicated in the table below are the dates proposed for IDP RF meetings in the District's Process Plan as well as the actual dates for the meetings:

TABLE 6: IDP REPRESENTATIVE FORUM DATES

PROPOSED DATES	ACTUAL DATES
9 November 2007	9 November 2007
11 April 2007	11 April 2008
16 May 2007	16 May 2008

Appart from the IDP RF, the AFLED structures were also workshopped on the IDP so as to incorporate organised business, commercial agriculture and the tourism sectors.

(iii) IDP STEERING COMMITTEE MEETINGS

The **IDP Steering Committee**, made up of heads of departments, the municipal manager, the IDP Manager, and key municipal staff, remained the technical committee that drove the IDP review process through research, reports and recommendations to both the IDP Representative Forum and the Executive Committee.

(iv) COMMUNITY ROAD SHOWS

Community Road Shows took place from 12 to 27 April 2008 at venues throughout the ADM. The outcomes of the road shows are contained in Section K.7.

(v) ALIGNMENT WITH SERVICE PROVIDERS

Based on previous year's experiences with attendance levels at Service Provider Forums (SPF), it was decided not to hold a formal SPF this financial year but to pursue the strategy of one-on-one meetings with relevant sector departments. Key departments are also represented on the AFLED structures and were workshopped on the IDP.

Copies of Service Provider's budgets are contained in *Section E*.

1.10 FINANCIAL PLAN

The following table summarises the income and expenditure for the ADM in the next three year MTEF:

TABLE 7: INCOME AND EXPENDITURE

	INCOME	EXPENDITURE
2007/2008 (budget)	68 706 133	68 831 646
2008/2009 (budget)	83 182 035	83 182 035
2009/2010 (budget)	90 774 853	90 774 853
2010/2011 (budget)	102 849 240	102 849 240

THE 2008/9 INTEGRATED DEVELOPMENT PLAN

FOR THE AMAJUBA DISTRICT MUNICIPALITY

SECTION B SITUATIONAL ANALYSIS

2.0 SITUATIONAL ANALYSIS

2.1 INTRODUCTION

The Amajuba District Municipality (ADM) is located in the north-western corner of KwaZulu-Natal and comprises the three local municipalities of Newcastle (KZ252), Utrecht (KZ253) and Dannhauser (KZ254). The ADM is 6 910 km² in size with Utrecht occupying the largest area of 3 539 km², Newcastle some 1855 km² and Dannhauser some 1 516 km². The main transportational routes linking the District to its surrounds including the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior.

In terms of the various statistics for the District, STATSSA undertook a Census nation-wide in 2001 and it has been felt in many cases that the figures generated were inaccurate. STATSSA also announced that it will not be undertaking a Census until 2010 which compounds the problem of inaccurate population figures informing development decisions. As a result, the Amajuba District Municipality undertook a *Baseline Data Study*⁵ with funding from the Provincial Government. Below is a table briefly summarizing the key facts and figures for the DM and includes the Baseline Data Study. More information in this regards will be highlighted under the *Analysis Phase* later in this report.

⁵ A copy of this study can be downloaded off the municipal website on www.amajuba.gov.za.

TABLE 8: SUMMARY OF BASIC FACTS AND FIGURES

BASIC FACTS	FIGURES	
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% of total population urbanised	57%	
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Unemployment (% of income earning population)	41% in 1996; 55% in 2001.	61.5% in 2005
HIV/ Aids Rates	KZN: 32% Provincial Average ADM: 40% Antenatal Survey (2001)	KZN: 39.1% Provincial Average (2006) ADM: 46.0% Antenatal Survey (2006) ⁶

2.2 THE IDP PROCESS

2.2.1 BACKGROUND

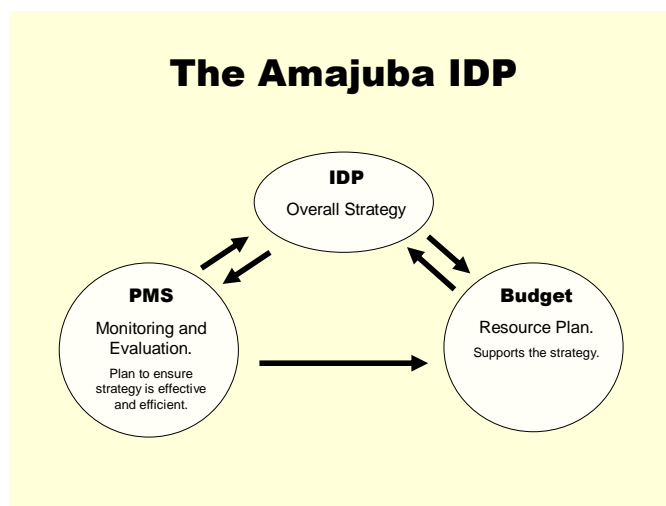
In terms of Section 25 (1) of the Municipal Systems Act (Act 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

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

The IDP adopted by a municipal council in terms of these sections of the act remains in force, although it may be amended, until an IDP is adopted by the next elected council. This IDP is the first review of the second cycle of the IDP process and reviews the 2007/8 IDP.

The IDP remains the strategic planning instrument to guide and inform the planning, budgeting, performance management and decision-making activities in the municipality. The diagram below summarises how the three processes link with one another.

⁶ Data obtained from the DOH's 2006 Ante-Natal Study.

Figure 2: IDP, Budget and PMS Linkages

Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

2.2.2 LEGISLATIVE REQUIREMENTS

The Municipal Systems Act (No 32 of 2000), together with the Local Government: Municipal Planning and Performance Management Regulations, 2001 (R796 24 August 2001), set out the core components of the IDP, as well as, the requirements for public participation in its drafting, reviewing and adoption. The core components may be summarized as:

- A long term vision
- An assessment of the current level of development in the municipality
- Development priorities and objectives
- Development strategies
- A spatial development framework
- Operational strategies
- Applicable disaster management plans
- A financial plan
- Key performance indicators and performance targets

2.2.3 APPROACH

The approach adopted in the preparation of the IDP was strongly informed by the guidelines prepared by the Department of Provincial and Local Government (DPLG) as set out in the IDP guide packs. The guide packs advocate a process that is integrative, sustainable, issue-driven, people centered, practical and action

oriented. The preparation of the IDP was undertaken in a phased manner, the focus of each phase being indicated below:

- **Phase 1:** Analysis
- **Phase 2:** Development Strategies
- **Phase 3:** Projects
- **Phase 4:** Integration
- **Phase 5:** Approval

The format of the IDP, however, has been aligned with the guidelines received in October 2007 and the report is structured as follows:

- **Section A:** Executive Summary
- **Section B:** Situational Analysis
- **Section C:** Development Strategies
- **Section D:** High Level Spatial Development Framework
- **Section E:** Sector Involvement
- **Section F:** Implementation Plan
- **Section G:** Projects
- **Section H:** Financial Plan and SDBIP
- **Section I:** Organisational Performance Management System
- **Section J:** Annexures

AREAS TO BE ADDRESSED IN THIS IDP

ASSESSMENT ISSUES

- Comments received from the various role-players in the assessment of the IDP Review documentation for 2007/8, particularly during the "IDP Hearings" conducted by the DPLG and the DLG&TA; and
- Shortcomings and weaknesses identified through self-assessment.

REVIEW OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF PRIORITIES OF COUNCIL AND THE OBJECTIVES OF MANAGEMENT

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

INCLUSION OF NEW INFORMATION WHERE NECESSARY

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

2.2.4 THE DISTRICT'S PROCESS PLAN

Prior to embarking on the preparation of the IDP, a Process Plan was prepared and adopted by the Amajuba District Municipality in terms of the Systems Act, 32 of 2000. Again for this financial year, every attempt was made to align the IDP, PMS and Budget processes. As such, one all encompassing Process Plan was prepared for the three processes and adopted by Council on 29 August 2007.

Cognisance was taken in the preparation of the Process Plan of the verbal instructions from the Department of Local Government and Traditional Affairs (DLG&TA) to have a draft IDP ready for submission at the end of February 2008.

2.2.5 THE DISTRICT'S FRAMEWORK PLAN

The District Framework Plan prepared by the Amajuba District Municipality, provides for linkages and binding relationships to be established between the Amajuba District Municipality and the three local municipalities within the district. The Framework Plan was aimed at facilitating proper consultation, co-ordination and alignment of the planning process of the district municipality with those of the three local municipalities. Key areas for alignment identified for this round of the review include:

- The integration of Sector Plans prepared during the 2006/7 financial year;
- The alignment of the Spatial Frameworks of the four municipalities;
- Community participation alignment; and
- Project specific alignment.

In terms of alignment *fora*, the Amajuba IDP and PMS Committee (IPC) functioned as the primary forum for alignment between the district and local municipalities. Meetings took place on a quarterly.

2.2.6 THE IDP ALIGNMENT PROCESS

(i) DISTRICT ALIGNMENT WITH THE LOCAL MUNICIPALITIES

Alignment of the IDP took place throughout the IDP process through the IDP and PMS Committee which was started during the 2007/8 financial year and which replaces the Planning and Development Coordinating Committee (P&DCC). The committee met as follows:

- 21 September 2007;
- 15 November 2007;
- 7 March 2008; and
- 9 May 2008

(ii) ALIGNMENT WITH SURROUNDING DISTRICT MUNICIPALITIES

Alignment occurred between the ADM and the surrounding DM's as follows:

- uMzinyathi DM: 28 January 2008;
- uThukela DM: 29 January 2008;
- Thabo Mofutsanyane DM: 29 January 2008;
- Zululand DM: 31 January 2008; and
- Gert Sibande DM: February 2008⁷

The alignment focused primarily on the Spatial Development Frameworks (SDF) of the DM, including crosscutting LED and tourism initiatives.

(iii) ALIGNMENT WITH SECTOR DEPARTMENTS

A fair degree of alignment occurred with Sector Departments during the IDP Review process. All provincial departments were contacted and requested to furnish the ADM with their Vision, Mission and Projects for their activities and programmes in the ADM. Questionnaires were sent to the departmental representatives who represent the respective departments on the IDP and AFLED structures. Varying levels of response were received which are summarised in **Annexure E**.

2.2.7 COMMENTS ON THE IDP REVIEW DOCUMENT

Three opportunities for comment were provided for during the 2007/8 IDP which are summarised as follows:

- Comments from the 21 day advertising period;
- Comments from the Service Providers; and
- Comments from the MEC for Local Government, Housing and Traditional Affairs.

(i) COMMENTS FROM THE 21 DAY ADVERTISING PERIOD

One comment was received from the Dannhauser Rural Crisis Committee, the Thembalihle Rural Committee and the Newcastle Farm Dwellers Committee.

The public road shows from 16 to 23 April 2007 also generated a lot of comment and debate on the IDP which was incorporated into the 2007/8 IDP document before it was adopted by Council.

⁷ No meeting took place. Alignment took place telephonically.

(ii) THE SERVICE PROVIDER'S ASSESSMENT OF THE IDP

The following tables summarise the outcomes of the May 2007 IDP assessment process that took place in the Magalliesberg. As can be see from this, the Amajuba Family of municipalities were placed third overall behind the iLembe Family of municipalities and the eThekwini Metro. As a municipality, the ADM was placed second in the province behind the uThungulu DM, and a number of best case examples were noted for the ADM.

TABLE 9: SCORES FOR THE AMAJUBA FAMILY OF MUNICIPALITIES FOR THE MAY 2007 ASSESSMENT

AVERAGE SCORES PER FAMILY RANKED								
Family	Cluster 1 Service Delivery	Cluster 2 Institutional Development	Cluster 3 A Spatial	Cluster 3 B LED	Cluster 4 Financial Viability	Cluster 5 Good Governance	AVERAGE	%
Ilembe Average	4.00	3.20	5.20	4.00	4.00	5.00	4.23	60.48
eThekwini	3.00	4.00	3.00	6.00	2.00	6.00	4.00	57.14
Amajuba Average	5.00	4.25	4.00	3.50	3.75	2.75	3.88	55.36
Umgungundlovu Average	3.86	3.71	3.71	3.14	3.14	4.86	3.74	53.40
Zululand Average	3.67	2.67	4.33	3.17	3.17	3.83	3.47	49.60
PROVINCIAL AVERAGE	3.24	3.13	3.85	3.59	2.53	3.58	3.32	47.43
UThungulu Average	3.43	3.00	3.86	3.00	2.43	3.57	3.08	45.92
UThukela Average	2.33	3.33	3.33	3.83	2.67	2.33	3.06	42.46
Ugu Average	4.17	2.33	3.83	3.00	1.17	2.33	2.81	40.08
Sisonke Average	2.33	3.17	3.33	3.50	1.67	2.67	2.78	39.68
Umzinyathi Average	2.40	2.60	3.80	3.00	2.20	2.60	2.77	39.52
Umkhanyakude Average	1.40	2.20	4.00	3.40	1.60	3.40	2.67	38.10

TABLE 10: MUNICIPALITIES WITH BEST PRATICES PER KPA AND NOT RANKED

	Service Delivery	Institutional Development	Spatial	LED	Financial Viability	Good Governance	
	uThungulu	uThungulu	Ilembe	Amajuba	Ilembe	UThungulu	
	Amajuba	Amajuba	Maphumulo	Sisonke	Amajuba	Maphumulo	
	Msunduzi	Kokstad	Mandeni	Umsunduzi	uThungulu	Mshwathi	
	Newcastle		Umzinyathi	Umtshezi	Msunduzi		
	Ndwedwe		uThungulu		Mandeni		

TABLE 11: TOP FIVE IDP'S RANKED FOR THE PROVINCE

		Cluster 1 Service Delivery	Cluster 2 Institutional Development	Cluster 3 A Spatial	Cluster 3 B LED	Cluster 4 Financial Viability	Cluster 5 Good Governance	AVERAGE	%
DC28	uThungulu	7	6	6	5	5	6	5.83	83.33
DC25	Amajuba	6	6	6	7	5	4	5.67	80.95
KZ225	Msunduzi	6	5	5	6	6	5	5.5	78.57
DC29	Ilembe	5	4	7	5	5	5	5.17	73.81
KZ291	Mandeni	3	3	6	5	6	5	4.67	66.67

2.2.8 THE WAY FORWARD FOR THE 2008/9 IDP REVIEW

(i) THE PROVINCIAL ASSESSMENT

The IDP is to be submitted to the DLG&TA for assessment on 28 March 2008. The IDP will obtain an in principle approval from EXCO on 20 March 2008 prior to its submission to the DLG&TA.

(ii) THE IDP APPROVAL PROCESS

The approval process will be as follows:

- The draft IDP will be presented to IDP RF on 11 April 2008
- The draft IDP will be showcased to the community as part of the Budget and IDP road shows in mid- April 2008.
- The draft IDP will be advertised, together with the draft Budget, for a period of 21 days for public comment.
- The amended IDP, with amendments based on the comments received from the road shows as well as inputs during the 21 day advertising period, will be presented to the IDP RF on 16 May 2008.
- EXCO will approve the IDP and recommend its approval to Council towards the end of May;
- Council will approve the Budget and IDP before the end of May in accordance with the requirements of the legislation.

ANALYSIS PHASE

2.3 ANALYSIS OF BASIC FACTS AND FIGURES

2.3.1 TOTAL POPULATION

The following table summarises the population dynamics in the ADM area:

TABLE 12: POPULATION DYNAMICS

YEAR	DANNHAUSER	NEWCASTLE	UTRECHT	AMAJUBA
Total Pop: 1996	99 250	287 260	23 929	410 439
Total Pop: 2001	102 779	332 981	32 277	468 037
Total Pop: 2005	104 065	351 075	35 962	491 102
No of H/holds (2005)	19 094	72 089	5 663	96 846
Average H/hold Size (2005)	5.5	4.9	6.4	5.1
% Growth/ annum ('01 to '05)	0.31	1.33	2.74	1.21

According to the Baseline Data Study, there has been an increase in the total population of all of the municipalities in the period 2001 to 2005. Utrecht reflects the highest growth rate of 2.7% per annum and also has the largest household size of approximately 6 people per household, which is in keeping with the rural nature of the municipality. In terms of the growth rate, the rate for the period 2001 to 2005 is lower than the growth rate for the period 1996 to 2001 which shows a stabilisation in the District. This may also relate to the high prevalence of HIV and Aids in the DM or due to levels of migration.

2.3.2 DENSITIES

The following table summarises the densities, in terms of people per square kilometre, for the populations of the three LM's.

TABLE 13: POPULATION DENSITIES (PEOPLE/ KM2)

YEAR	DANNHAUSER	NEWCASTLE	UTRECHT	AMAJUBA
1996	65.5	154.9	6.8	59.4
2001	67.8	179.5	9.1	67.7

(Source: Demarcation Board, 2001)

As can be seen, the population densities are the highest in Newcastle where there are approximately 180 people per square kilometre.

2.3.3 AGE PROFILE

The Baseline Data Study indicates that for the 2005 age profile in the ADM, persons in the 15 – 34 age cohort dominate both the Dannhauser and Newcastle Municipalities. In the Utrecht municipality, however, persons in the 35 – 64 age cohort dominate. The 2001 Census information, however, indicated that the age profile was dominated by the 15 – 34 age cohort.

TABLE 14: AGE PROFILES (2005)

AGE	DANNHAUSER	NEWCASTLE	UTRECHT	AMAJUBA
0-4	11.6	7.8	6.1	8.6
5-14	25.8	22.8	14.4	22.9
15-34	36.2	38.4	33.2	37.4
35-64	21.7	26.6	39.6	26.4
65+	4.7	4.4	6.7	4.7
Total	100.0	100.0	100.0	100.0

2.3.4 GENDER PROFILES

In terms of the gender profile, in 2001 Newcastle and Dannhauser's gender profiles were dominated by females while Utrecht was dominated by males. The 2005 data shows that all municipalities are now dominated by females. For Utrecht, this may be due to the fact that up to 2001, the economy was largely dominated by Coal Mining and around 2000 to 2001, a number of these mines closed down. After the mine closures, these skilled and semi-skilled workers may have left the municipality for other coal mines. The impact of HIV and Aids may not be discounted as well.

TABLE 15: GENDER PROFILES FOR 2005 (%)

GENDER	DANNHAUSER	NEWCASTLE	UTRECHT	AMAJUBA
Female	54.6	53.9	51.8	53.8
Male	45.4	46.1	48.2	46.2
Total	100.0	100.0	100.0	100.0

2.3.5 EDUCATION LEVELS

The 2001 Census indicates that the majority of people in the DM were in possession of a Grade 12 qualification as can be seen in the table below.

TABLE 16: EDUCATION LEVELS OF PEOPLE OVER 20 YEARS (%)

OVER 20 YEARS WITH:	DANNHAUSER		NEWCASTLE		UTRECHT		AMAJUBA	
	'01	'05	'01	'05	'01	'05	'01	'05
None/ basic	22.8	16.5	13.3	10.3	25.2	15.7	16.1	12.1
Primary (Grade 5)	29.5	33.4	22.5	29.8	36.2	34.1	24.8	30.9
Secondary (Grade 12)	44.3	47.4	56.0	50.3	34.1	48.7	52.1	49.5
With Higher	3.4	2.7	8.2	9.6	4.4	1.5	7.0	7.5
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

What is noted from the 2005 information is that the number of people over 20 years that have a *Basic/ None* education has decreased in all four municipalities. It is also noted that only Newcastle, of the three LM's, has a larger percentage of people with *Higher* levels of education. Utrecht and Dannhauser have significantly lower percentages of people with *Higher* levels of education which may correlate with the closure of the mines.

2.3.6 THE ECONOMY

According to the Amajuba DM's Manufacturing Strategy Report (2006, p69 - 70), there are several challenges facing the ADM which have significant implications for growth of the DM within the broader context of industrial development. These are summarised below:

- The ADM has a comparative advantage in its agricultural sector and can be described as one of the most fertile regions in KZN. It is also anticipated that the local agricultural sector will still play a critical role in the district's and province's economies for some years to come, especially in terms of production value and employment;
- A lot of focus is currently placed on the development of the agricultural sector due to the decline of other sectors in recent years. Developing this sector can have far reaching implications for attracting investment (ie. Agri-processing), as well as the securing of food resources for residents (as a form of poverty alleviation). The practical implementation of agricultural-related projects, however, can increase the competitiveness of the ADM that it is often lacking;
- Based on the criteria outlined in the NSDP in defining development potential, the DM is classified as an area in which **resource potential is low, human need is medium to high, and economic activity is low**. The DM displays the average GGP per capita when compared with other DM's in the province, whilst its dependence on both Agriculture and Government Services, with limited diversification taking place, places the area at severe economic risk.
- Unemployment and poverty remain problematic and key priorities for development. A lot of emphasis is being placed on increased investment and economic growth as key focus areas for the DM. These efforts, however, should also promote employment creation and income generation in areas where it is most needed. Additionally, available skills levels do not currently meet the demands of new

industrial and business environments, while there is a general need for the cultivation of an entrepreneurial culture in the ADM. This filters through to the creation of a more sustainable SMME sector.

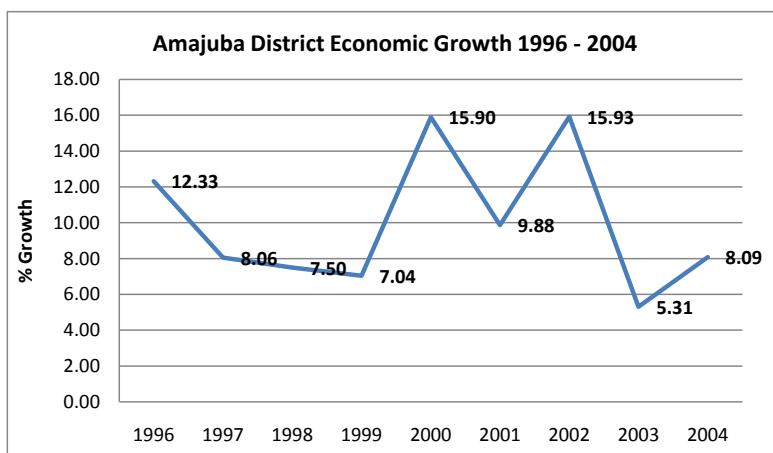
- It is the general perception that the ADM is **not a major investment or tourism destination** in KZN. There are, however, opportunities that can be developed in this regards with the agriculture and tourism sectors representing important economic sectors that can be nurtured to bring about further economic development and growth.

The government has set itself the following three developmental objectives, namely:

- Growing the economy by more than 6% per annum;
- Halving unemployment by 2014; and
- Halving poverty by 2014.

The district economy reflected much higher growth trends than the province. The district economy maintained an average annual growth rate of 10% between 1996 and 2004, with the lowest growth point being expressed in 2003 with growth of 5.3% recorded, still higher than the provincial average. This was followed by a good recovery in 2004, with a growth of 8.09% recorded.

Figure 3: Amajuba District Economic Growth, 1996-2005



Based on average annual growth rates it is evident that the Business and Financial Services Sector dominate as growth sector, followed by the transport and communications, trade and then manufacturing. What is important to note is that all sectors experienced positive growth in excess of both provincial and national recorded levels.

TABLE 17: ECONOMIC SUB-SECTORAL GROWTH, 1996-2005

	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	Average Annual Growth (1996-2004)
Agriculture	12.75	7.85	12.89	(6.67)	10.86	11.47	10.54	(4.26)	(5.04)	5.60
Mining	34.26	3.69	11.05	(8.81)	16.57	7.07	5.56	(5.74)	(3.91)	6.64
Manufacturing	9.32	8.06	6.02	7.37	17.78	8.12	21.12	4.46	9.87	10.24
Electricity & water	9.36	3.62	4.16	5.83	9.31	1.54	13.36	(13.53)	2.26	3.99
Construction	7.24	13.32	(0.12)	2.25	8.03	29.84	(21.16)	9.03	8.73	6.35
Wholesale & retail trade	8.59	8.01	6.87	13.52	18.13	12.91	11.66	9.67	9.45	10.98
Transport & communication	11.76	9.26	11.25	13.25	17.55	10.91	14.70	7.33	6.47	11.39
Finance and business services	12.77	13.23	15.60	14.81	12.89	11.61	13.45	11.21	6.66	12.47
Community	9.04	9.56	10.72	11.99	15.81	8.78	11.48	8.16	6.13	10.19
Government services	15.85	6.69	6.04	4.67	8.61	10.65	12.13	9.78	8.39	9.20
Total Annual Average Growth	12.33	8.06	7.50	7.04	15.90	9.88	15.93	5.31	8.09	10.00

KEY ECONOMIC INFORMATION

The Current Economic Profile of the ADM:
Economic Development Potential:

Medium Growth
Medium Growth

Sectors with Highest Development Potential:

- Mining,
- Agriculture,
- Manufacturing, and
- Wholesale and Retail

Constraints to Development in Mining:

- Lack of people with appropriate skills in the area;
- Poorly maintained access and internal roads in the area; and
- Red tape frustrating development.

Constraints to Development of Agriculture:

- Lack of people with appropriate skills in the area;
- Poorly maintained access and internal roads in the area; and
- Unresolved land claims

Constraints to Development of Manufacturing as well as Wholesale and Retail:

- Lack of people with appropriate skills in the area;
- Poorly maintained access and internal roads in the area; and
- Crime

Sectors under threat:

Manufacturing- due to globalisation.

Municipality's response to threat:

Sector Plan preparation, established coordination committee.

Building plans approved (new and additions) approved in the LM's during the 2006/7 financial year:

NEWCASTLE	DANNHAUSER	EMADLANGENI
- Residential = 612 - Industrial and other = 16 - Additions Residential = 248 - Additions Industrial and other = 23 - Total = 899	- Residential = 9 - Total = 9	

2.3.7 LABOUR FORCE

The following table summarises the levels of employment within the ADM from the Baseline Data Study:

TABLE 18: EMPLOYMENT AND UNEMPLOYMENT LEVELS FOR 2005 (%)

PERSONS	DANNHAUSER	NEWCASTLE	UTRECHT	AMAJUBA
Employed	21.4	42.0	52.7	38.5
Unemployed	78.6	58.0	47.3	61.5
Total Labour Force	100.0	100.0	100.0	100.0

The Baseline Data Study information indicates that Newcastle and Dannhauser are characterised by the highest levels of unemployment. This trend is in keeping with the 2001 Census figures.

The trend identified indicates that unemployment has increased dramatically in the District from about 41% in 1996 to 55% in 2001, and then to almost 62% in 2005.

There are a number of factors that may have contributed to the increase in unemployment with the following issues being of particular importance:

- Migrant labour – it is possible that a substantial number of workers retrenched in big cities such as Johannesburg and Durban would have returned home in the district. In this case such people are then counted as unemployed in the district where they now reside, i.e. Amajuba District.
- Closure of mines - Mining has been focused on coal mining, but the majority of the collieries have closed. These include Durnacol, Spring Lake Collieries and Balgray Colliery, and Welgedacht Collieries.
- HIV/AIDS – as more people become sick they would have become incapacitated and therefore unable to continue with their respective jobs.
- Natural growth – the labour force may have grown as more young men and women complete school and are either unable to continue with their studies at tertiary level or are unable to find jobs and therefore swell the ranks of the unemployed.
- Mechanisation and growth in the services sector could have contributed to the decline in employment in the district. Analysis of the Amajuba District Municipality's levy income done as part of the 2004/2005 budget show that between 2002/2003 and 2003/2004 income from the payroll levy has declined. This confirms the notion that employment levels in the district are declining.

Utrecht is an anomaly within the ADM. In 2001 and according to the Census data, almost 61% of the population was employed. This figure has now, however, in accordance with the finding of the Baseline Data Study, dropped to 47% employment which is more in line with the District's trend. The higher employment levels may be attributed to a large percentage of the labour force being involved in non-skilled agricultural jobs.

2.3.8 URBANISATION

According to the Capacity Assessment (2003) report compiled by the Demarcation Board, the Amajuba District Municipal area is predominantly urban. Almost 60% of 96672 households are urban. Just above 94% of these urban households are in the Newcastle Local Municipality area. The following table indicates the shifts between 1996 and 2001:

TABLE 19: URBANISATION SHIFTS IN THE AMAJUBA DM

	Population		Households					
	1996	2001	Urban 1996	Urban 2001	Rural 1996	Rural 2001	Total 1996	Total 2001
Amajuba DM	410 439	468 037	46 732	57 313	27 501	39 369	74 233	96672
Newcastle	287 260	332 981	44 780	54 113	10 391	17 058	55171	71165
Utrecht	23 811	32 277	687	1210	2807	4978	3494	6187
Dannhauser	99 250	102 779	1265	1990	14303	17 333	15 568	19 320

Both the Census and the Baseline Study indicate that there has generally been a decline in the number of households since 1996, while at the same time, there has been an increase in the population size of the DM. This means that there has been an increase in the household size of the DM and this is confirmed in the table below.

TABLE 20: COMPARATIVE HOUSEHOLD SIZE

YEAR	DANNHAUSER	NEWCASTLE	UTRECHT	AMAJUBA
2001	5.3	4.7	5.2	5.0
2005	5.5	4.9	6.4	5.1

It is also interesting to note that the household sizes have decreased in the Dannhauser and Utrecht Municipalities, while the opposite is true for Newcastle, during the period 1996 and 2001.

The trend whereby there has been an increase in household size as against a decrease in the number of households is different from many urban areas where there has generally been an increase in the number of households often coupled with a stagnant growth in the population size. There are possible reasons for this trend, namely:

- The growing poverty in the DM due to increasing unemployment and decreasing household incomes forces people to start to live together and club their monies in order to survive;
- The impact of HIV and Aids causes many households to combine their resources, where parents/ breadwinners have passed away, and therefore move together; and
- The migration trend following the closure of mines in the Dannhauser and Utrecht areas in particular, means that people are urbanising and living together with family and friends.

2.3.9 MIGRATION PATTERNS

According to the National Spatial Development Perspective (2006) figures, the ADM experienced an out-migration between 2001 and 2006 of approximately 2.18% of the ADM's population. This represents 11 806 people. These figures support the perception that many of the employable population of the district seek work in other centres and leave the ADM.

2.3.10 INDIGENT POPULATIONS

The NSDP (2006, pp35 – 36) indicates that the people living below the minimal living levels are concentrated in the six metropolitan areas, the secondary port cities, large towns (in which category Newcastle is located), and the more rural Bantustan areas (which covers the tribal areas in Dannhauser). According to these figures, the majority of the people living below the MLL are located in KwaZulu-Natal (5.3 million). This same report indicates that some 311 670 people in the ADM live below the MLL which at the time of the study was 55.39% of the total population of the ADM.

i) DANNHAUSER

There are currently about 300 households registered as indigents with the municipality with regards to refuse removal.

Free basic electricity is provided to 1 300 households in the entire Dannhauser area for connections of less than 10 amps. ESKOM is providing the database for free basic electricity and municipality pays ESKOM according to their invoice and the monthly list of beneficiaries.

ii) NEWCASTLE

Zader Financial Services, in the Newcastle Advertiser (2005, p 8), indicate that in the Newcastle Municipality some 17 902 households have registered for indigent support. They also note that some 106 applications are still under consideration.

iii) EMADLANGENI

There are currently 290 registered indigents within the municipality who benefit from free basic water and electricity and these are largely located in the erstwhile TLC area. The municipality is in the process of contacting households and inviting them to register as indigents.

ESKOM is also in the process of connecting 800 households in the Amantungwa area. It is expected that a large number of these households will be indigent.

iv) AMAJUBA

The Amajuba District Municipality is currently using its Equitable Share funding to fund stand pipes and rudimentary water services. 50% of the Equitable Share is being used for free basic water which covers the rural areas of the DM as well as the urban areas of Dannhauser and Utrecht.

2.3.11 LAND TENURE PROFILE

The table below summarises the land tenure profiles in accordance with the findings of the Baseline Data Study.

TABLE 21: LAND TENURE PROFILE (2005)

TENURE TYPE	DESCRIPTION	DANNHAUSER	NEWCASTLE	UTRECHT	AMAJUBA
Ownership	Purchased	2.0	37.9	4.9	26.2
	Purchasing	2.1	6.9	0.2	5.0
	Govt Subsidy	3.6	3.3	0.0	2.9
	Govt Subsidy & own contribution	0.1	2.6	1.4	2.0
Tenancy	Private Rental	0.7	5.7	4.3	4.4
	Public Rental	0.3	12.2	9.6	9.4
	Sub-tenant	0	0.5	0	0.4
	Rent Free	0.7	3.0	74.8	2.1
Informal Settlement	With Rent	13.2	4.6	0.2	5.8
	Own	35.0	10.9	4.7	15.0
Tribal Area	Permission to Occupy	41.4	10.3	0	25.1
	No Permission to Occupy	0.7	1.2	0	0.9
Other	House Sitting	0.1	0.8	0	0.6
	Occupation of Vacant Building	0.0	0.2	0	0.1
Total		100.0	100.0	100.0	100.0

The Dannhauser municipality is currently characterised by a large portion of dwellings in Tribal Areas as well as in Informal Settlements. Newcastle on the other hand has the highest level of purchased houses, a large number of Public Rentals, as well as a large number in Informal Settlements and Tribal Areas.

The following table summarises the land ownership profile as was determined in the ADM's Area Based Plan prepared for the Department of Land Affairs.

TABLE 22: LAND OWNERSHIP PROFILE BY MAJOR TYPES (2007)⁸

Ownership category	Area (ha)	%
Private individuals	349,368	51%
Trust	121,832	18%
Commercial (company)	110,882	16%
Sub-total	584,103	84%
Traditional Authority	28,953	4%
State land (including Municipal)	26,058	4%
Other (conservation, education, parastatal etc)	52,560	8%
Total	961,674	100%

2.3.12 HIV AND AIDS TRENDS

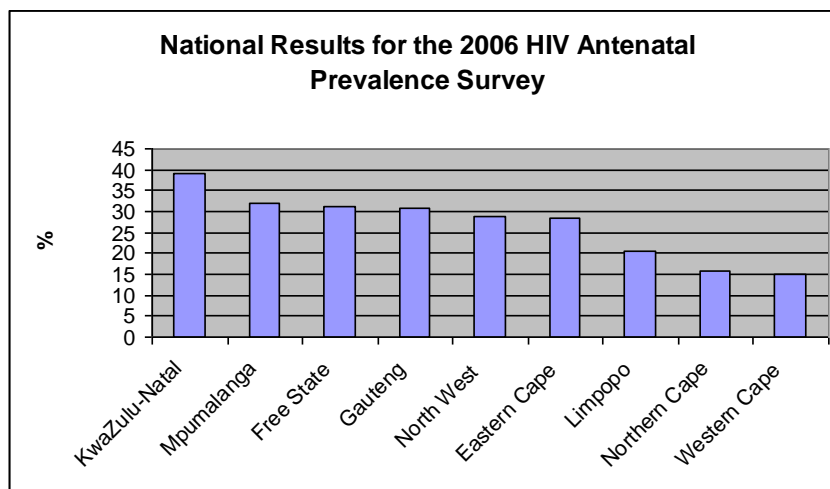
i) NATIONAL SITUATION

Nationally the Department of Health undertakes a survey of the HIV prevalence in pregnant women at State Hospitals. This survey is designed to provide trends in HIV prevalence and based on the results, it is estimated that nationally in 2006, **29.1%** of pregnant women were HIV positive. This is in comparison with a prevalence rate of **30.2%** in 2005 (Department of Health, 2005). According to the Department of Health, this finding suggests for the first time that the South African epidemic may be beginning a downward trend as suggested by the UNAIDS Spectrum model. They indicate that this trend will need to be observed carefully for confirmation in the next few years.

The 2006 Antenatal Surveys (2006) by the Department of Health indicates that KwaZulu-Natal has the highest prevalence of HIV in the country with 39.1%, followed by Mpumalanga with 32.1%, the Free State with 31.1%, and Gauteng with 30.8%. See the Table below:

⁸ Note there are slight differences in data in various tables in this report due to inconsistencies in cadastral information downloaded from the Deeds Registry and the subsequent consolidation thereof.

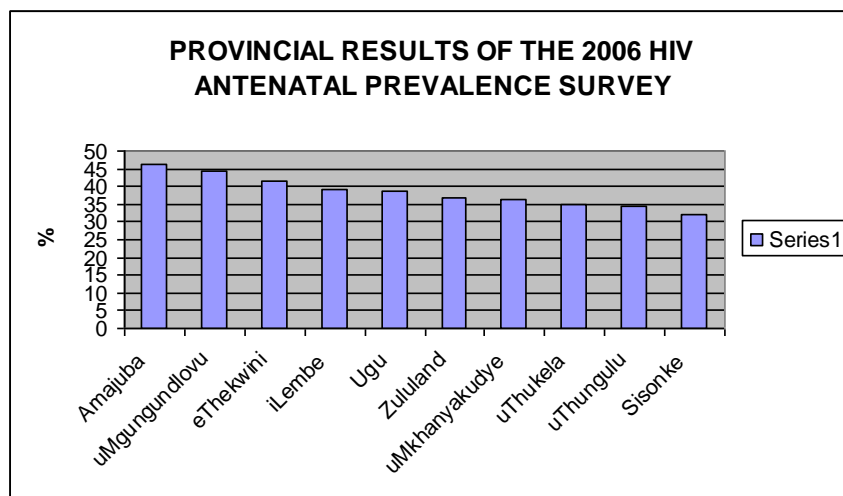
Figure 4: National Results of the 2006 HIV Antenatal Prevalence Survey



ii) PROVINCIAL SITUATION

The 2006 Antenatal Surveys (2006) indicates that the ADM has the highest HIV prevalence in the province with 46.0%, followed by the uMgungundlovu DM with 44.4% and eThekweni with 41.6%. The figure below summarises these results:

Figure 5: Provincial Results of the 2006 HIV Antenatal Prevalence Survey



iii) AMAJUBA DM SITUATION

The aforementioned 2006 study indicates that the HIV prevalence in pregnant women in the ADM is the highest in the Province and in the Country as a whole. This is disturbing in that in the 2005 study, we were rated as the fourth lowest in the Province with 35.8%. These new figures indicate that

there has been a 10.2% increase in HIV positive Antenatal testings.

In effect, this means that almost one in two people in the ADM are HIV positive which is alarmingly high and has implications for the economy, productivity and forward planning initiatives like the IDP.

The Department of Health cannot fully account for this increase. They indicate the following:

- There has been an increase in the number of people coming for tests following HIV/ Aids Counselling;
- There has been an increase in ARV sites in the ADM which may be enticing migrants back to the DM who are HIV positive; and
- HIV/ Aids education stations are being rolled out outside of health facilities at places like taxi ranks.

There is, however, a need for the Amajuba HIV/ Aids Council to address this problem and to identify potential causes for the increase as well as potential solutions and strategies.

iv) **ANTI RETROVIRAL (ARV) ROLL-OUT**

The following table summarises the roll-out of ARV's in the ADM. As can be seen from the table, the target set for the 2007/8 financial year was 8 000. After the first quarter, more than 4 100 people had participated which is well above expectations.

TABLE 23: ADM ANTI-RETROVIRAL PROGRAMME

Sub-district & District	Number of patients on ART			
	2006/07	2007/08 Target	2007/08 1 st Quarter Actual	2008/09 Target
Sub-district a: NEWCASTLE	1339	5000	3874	6300
Sub-district b: UTRECHT	516	2000	289	2500
Sub-district c: DANNHAUSER	20	1000	0	150
District Total	1875	8000	4163	10300

Source of data: DHIS, DHP 2007/08, District & Provincial Annual Report
Target source: Provincial Annual Performance Plan

v) MORBIDITY AND MORTALITY PROFILES

Morbidity and Mortality can be defined as follows:

Morbidity: Common causes of illness. Is the number of cases of a disease found to occur in a stated number of the population.

Mortality: Common causes of death. The incidence of death in the population in a given period. The annual mortality rate is the number of registered deaths in a year multiplied by 1000 a divided by the population at the middle of the year.

According to the Department of Health, the following are the top 10 common causes of Adult and Child Morbidity:

TABLE 24: MORBIDITY (COMMON CAUSES OF ILLNESS)

THE TOP 10 COMMON CAUSES OF MORBIDITY 2006- 2007
<ul style="list-style-type: none"> ▪ Diarrhoea with dehydration ▪ Malnutrition ▪ Pneumonia ▪ Scabies ▪ HIV/ Aids ▪ Mental Illness ▪ Epilepsy ▪ Asthma ▪ Hypertension ▪ Diabetes

According to the Department of Health, the following are the top 10 common causes of Adult and Child Mortality:

TABLE 25: MORTALITY PROFILE (COMMON CAUSES OF DEATH)

THE TOP 10 COMMON CAUSES OF MORTALITY 2006- 2007
<ul style="list-style-type: none"> ▪ TB ▪ HIV/ Aids ▪ Trauma ▪ Respiratory Tract Conditions ▪ Gastroenteritis ▪ Meningitis ▪ Stroke and Cardiac Conditions ▪ Hypertension ▪ Diabetes ▪ Asthma

2.4 PROVISION OF BASIC INFRASTRUCTURE AND SERVICES

2.4.1 INTRODUCTION

The analysis of service levels and backlogs as contained in the last round of the IDP Review has been used as the foundation for this section of the IDP. Every attempt has been made to get the latest information on the extent to which the backlogs have been addressed from a number of sources including the consultants responsible for the engineering sector plans, as well as from government departments.

It must be noted that the implementation targets used in this analysis have been obtained from the State President's *State of the Nation Address* as well from the Provincial Growth and Development Strategy (PGDS) as obtained from the Department of Local Government and Traditional Affairs.

2.4.2 WATER

i) STATUS QUO ANALYSIS

The table below indicates levels of access to water in Amajuba DM measured in terms of RDP standards. The discrepancies in the negative statistics may be attributed to potential discrepancies in the analyses of data for 1996 and 2001. There has been a huge increase in the number of households that now have access to water from a yard connection. This could also explain the decline in the number of households that get water from a community standpipe within 200m, that is, some households may have progressed to yard connections.

Key points to note are:

- 50% of households have piped water supply either to inside the home or on site
- 12% of households rely on community stand pipes within 200m
- 15.6% of the households use community standpipes over 200m
- 14% of households are reliant on boreholes or springs
- 7.6% of households are reliant on other sources of water. The quality of the water obtained from these sources is unknown and cannot be guaranteed, thus possibly leading to health problems.

While it appears that a large percentage of households have access to sources of water, it cannot be confirmed that these households have access "to a secure source of water for human consumption". Many people have to travel a distance to collect water from a public tap. Further, while it is apparent that a large percentage of households have access to a tap, the quality of this water cannot, based on

available information, be commented on, and, many households only have access to borehole water.

TABLE 26: ACCESS TO WATER

	Households			
	2001	%	1996	Variance
Water in dwelling	23017	24%	31821	(38%)
Water inside the yard	25614	26%	9951	157%
Community standpipe within 200m	11897	12%	14673	23%
Community standpipe over 200m	15126	16%	-	-
Borehole & spring	13607	14%	15485	(13%)
Other sources	7411	8%	1934	(283%)

Despite the relatively high level of water provision, the figures hide wide disparities among the three local municipalities. Up to 91% of households with piped water supply either to dwelling or on site are in Newcastle Municipality, while 46% of households in Utrecht Municipality are reliant on natural and other water supplies. Almost 20% of households in Dannhauser Municipality are reliant on natural and other water supplies.

From the results of the representative sample generated through the Amajuba Baseline Data Study, the following emerged:

TABLE 27: ACCESS TO WATER (BASELINE DATA STUDY)

% DISTRIBUTION				
STANDARDS	DANHAUSER	NEWCASTLE	UTRECHT	AMAJUBA
Below basic level of services (backlog)	73.5	12.6	75.7	28.3
Basic level of service	19.0	36.9	7.3	31.6
Above basic level of service	7.5	50.5	17.0	40.1
Total	100.0	100.0	100.0	100.0

In terms of the finding of the Baseline Data Study, Utrecht is currently the most challenged municipality with a backlog of 76%. In 2001, Dannhauser was the most challenged municipality with a backlog of 73% of households with no water connections. Newcastle on the other hand is the municipality with the highest percentage of households with water connections. It must be noted that the figures generated by the Amajuba Baseline Data Study indicate that the water provision levels to RDP standards are worse than the figures generated by the 2001 Census.

ii) **THE REVISED WATER SERVICES DEVELOPMENT PLAN (2008)**

The original Amajuba WSDP, which was prepared in April 2003, proposed a capital expenditure on water service projects of R125 million for the period up to and including the 2005 financial year. A number of these water projects as well as sanitation projects were implemented during this period to the value of approximately R52 million (R40 million for water and R11 million for sanitation). According to the WSDP document, the backlogs were eradicated by 19% or 4 800 customers within the three year period, culminating in a backlog eradication rate of 6% per annum.

From the latest WSDP document that has been under review during the 2005/6 financial year, it is concluded that R295 million of capital funds is required to eradicate the water and sanitation backlogs in the DM. Of this total, R195 million is required to eradicate the water services backlog by 2009 in line with government's targets. This means that in order to meet the targets set for the eradication of water backlogs, R70 million is needed per annum until 2009.

TABLE 28: CASHFLOW PROJECTIONS

Cash flow required to eradicate the water services backlog within the national target timeframe	Total Capital Required (R million)	FY08	FY09	FY10	FY11	FY12
Water	R195	R49	R49			
Sanitation	R99	R20	R20	R20	R20	R20
	R294	R69	R69	R20	R20	R20
Available Capital Funding as based on the MIG Programme						
Total MIG Allocation		R19	R21	R23	R25	R27
Available MIG for water services (At 75% of the Total MIG Allocation)		R14	R15	R17	R19	R21

When considering the capital cash flow required to achieve the national target date of 2009 for water, it may be concluded that the ADM will not be in the position to meet the target, specifically when considering the present level of capital funding provided by the MIG programme.

The table below summarises the anticipated funding allocations to the DM and includes a 10% assumed funding allocation increase per annum.

TABLE 29: ANTICIPATED FUNDING ALLOCATIONS

Proposed cash flow for water services projects (as per MIG funding)	FY08 (R mill)	FY09 (R mill)	FY10 (R mill)	FY11 (R mill)	FY12 (R mill)	Remaining req's	Years to complete
Water	9	10	11	12	14	R118	9
Sanitation	5	5	6	6	7	R63	9
Total	14	15	17	18	21	R181	9

TABLE 30: ACTUAL AND ANTICIPATED :WATER SUPPLY CASH FLOWS BUFFALO FLATS PHASE 1-6 AND EMANDLAGENI BULK WATER LINE

	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14	TOTAL
PHASE 1-In progress	6,215,105	12,231,990	6,327,383						24 774 480
PHASE 2-Planning design stage		1,000,000	10,000,000	15,000,000	8 800 553				34 800 553
PHASE 3- Design stage			1,000,000	3,000,000	12,000,000	24,000,000	24,000,000	19,535,765	83 535 765
Emandlageni Bulk line –in design stage		600, 000	9,588, 000	15,412,000	3,844,000				25 000 600

There are a number of constraints impacting on the ability of municipalities to deliver infrastructure services. These constraints include the following:

TABLE 31: CONSTRAINTS THAT IMPACT ON SERVICE DELIVERY

KEY ISSUE	DESCRIPTION
Lack of municipal infrastructure policies	<ul style="list-style-type: none"> ▪ Acceptable service levels: Most of the communities opt for higher services levels that later result in a burden of maintenance and operations. ▪ Technical quality standards: Some of the infrastructure designs are not compliant to respective technical standards and norms. ▪ The use of infrastructure asset management principles: Infrastructure life cycle management is not utilised.
Lack of adequate infrastructure information and infrastructure	<ul style="list-style-type: none"> ▪ Historic backlogs: Historic backlogs are not determined and are not time referenced. ▪ Inaccurate information and OLD information tabled on the backlogs ▪ Increasing needs due to migration and growth in population numbers, thus increasing and decreasing backlog in specific areas. ▪ Integrated communities with different service levels (differentiating between basic levels of service and higher order services)
Deterioration of existing infrastructure	<ul style="list-style-type: none"> ▪ Significant water losses ▪ Limited conservation and demand management ▪ Pollution of rivers and dams ▪ Poor or no maintenance

KEY ISSUE	DESCRIPTION
Institutional arrangements	<ul style="list-style-type: none"> ▪ Poor or no maintenance ▪ Lacking municipal institutional arrangement ▪ Lack of suitably trained staff (or very few staff in the technical departments) ▪ Limited or no service quality monitoring (e.g. drinking and effluent water quality, etc)
Funding and financial issues	<ul style="list-style-type: none"> ▪ Metering (either pre-paid or conventional) of water and energy consumption ▪ Lack of revenue, indigent policies and enforcement ▪ Private sector investors and lenders not attracted to invest in infrastructure roll-out ▪ MIG Cashflow constrains is directly attributable for the adverse implementation of the Water and sanitation projects.

iii) ADDRESSING THE BACKLOGS

The State President, in his *State of the Nation Address* identified the target that all households in South Africa should have 100% access to water and sanitation facilities, according to RDP standards.

TABLE 32: ADDRESSING WATER BACKLOGS

ADDRESSING THE BACKLOGS	
WSDP REVIEW 2005	71% of households (20 800) in the ADM WSA area of jurisdiction do not have access to a basic level of water supply (ie. A standpipe within 200 meters walking distance).

RATE PER ANNUMS (%)	<p>The overall water backlog within the DM has reduced by approximately 8% p.a. In order to eradicate the backlogs ,The Municipality submitted Business Plans and has subsequently received DWAF /MIG approval for the following :</p> <p>1) Buffalo Flats phase one on the –R24 774 480 19 October 2006 with a planned scope of work to eradicate 3844 households within the buffalo flats area .The water scheme reticulation network will supply water to standpipes located within 200 m of each household and will consist of the following area's : Annievale ,Alleen 1,Allen 2,Nelly Valley and Jessie . Population to be served :27048 Household to be served :3844 Costs per houlhold: R6445.00.</p> <p>2) Buffalo Flats phase 2 –R34 800 553 One the 15 October 2007 DWAF/MIG approved the provision of basic water services to residents in the buffalo flats area's : Blackbank, Thirst, Fairbreez, Uitkyk, and Rutland. Population to be served :26 950 Households to be served :3850 Costs per household :R9039.00 Status :Design</p> <p>3) Buffalo Flats phase 3-R83 517 981 On the 12 December 2007 DWAF approved a water scheme designed to provide a basic water service to the remainder of the Buffalo flats as per the WSDP. Population to be served : 48 826 Household to be served :6975 Costs per household : R 11974 Status :Planning</p> <p>4) The Emadlangeni Bulk water project :R49 220 640 On the 11 September 2007 DWAF the provision for a bulk water project pipeline between Newcastle and Utrecht which will make uses of excess capacity at eh Ngagane Water works ,to provide long term infrastructure towards the Newcastle East ,including Madadeni ,Osiziweni and Amatungwa where significant settlement growth has occurred .The project will utilise the existing 18 km pipeline from buffalo river to Utrecht . Joint Agreement Amajuba's Allocation :R25 Mill Newcastle's Allocation :R25 Mill Population to be served : 76 003 Households to be served : 9826 Cost per household : R5009 Status :Design</p> <p>5) Emadlangeni Feasibility :R600 000 Funding required for feasibility and planning in respect of pipelines and reticulation, related to Emadlangeni Bulk. Purpose : To Assess the feasibility of supplying potable water to the Emandlangeni Local Municipal area as well as to provide a preliminary strategy in respect of funding ,implementation management and operation and maintenance of the scheme . Population to be served: 3000 people. Status :Planning</p> <p>6) Institutional Support /Capacity Building –R784 000 DWAF approved funding for the Municipality to develop</p>
NATIONAL TARGETS	During the State of the Nation Address, the State President indicated that by 2009, all households in SA should have access to potable water.
BALANCE/ DIFFERENCE	As of 2005, 71% or 20 800 households have below basic level of services. This equates to approximately 105 700 people based on an average household size of 5.07.
PROJECTIONS	When considering the present level of funding available through the MIG programme as the only funding source, the complete eradication of the water services backlog in the WSA area of jurisdiction will be achievable by 2018 only and does not account for possible customer growth in this timeframe. It can also be stated that in order to achieve the national target of eradicating the backlog by 2009, a funding cash flow of approximately R50 million per annum would be required.

REQUIRED FUNDING/ COMMENT	R250 million is required to address the Water backlogs (20 800 customers) by 2009.
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iv) **INDIGENT SUPPORT**

The Amajuba District Municipality is currently using its equitable share funding to fund stand pipes and rudimentary water services. 50% of the Equitable Share is being used for free basic water which covers the rural areas of the DM as well as the urban areas of Dannhauser and Utrecht.

2.4.3 **SANITATION**

i) **STATUS QUO ANALYSIS**

According to the 2001 Census figures, about 45% of the households in Amajuba DM area have flush toilets that are connected to a sewerage system of some type, an improvement of about 9% from 1996. The census 2001 indicated that only about 7% of the households in the district do not have access to sanitation, an increase of more than 100%. On the one hand, the use of pit latrines declined by about 4.35% percent.

There are, however, wide variations within the district. 45% of households in Utrecht Municipality have no toilet facilities at all. Out of the three municipal areas, the highest level of service is found in Newcastle Municipality, where almost 98% of households have either flush or chemical toilets or pit latrines. Following Newcastle, is Dannhauser Municipality, where 96% of the households have either flush or chemical toilets or pit latrines.

While the statistics reflect that a substantial proportion of the households have sanitation, this includes pit latrines. It has, however, been noted from comments and needs analysis done within wards in the municipal areas within the DC, that pit latrines are not ideal and many of them are full, thereby exacerbating the problems connected to poor sanitation.

TABLE 33: ACCESS TO SANITATION

	Households		
	2001	1996	Variance
Flush toilet	43179	39578	9%
Flush septic tank	2010	-	-
Chemical toilet	4100	-	-
VIP	10754	-	-
Pit latrine	29776	31073	(4.35%)
Bucket latrine	567	327	-
None	6285	2911	100%

ii) THE REVISED WATER SERVICES DEVELOPMENT PLAN (2005)

The process for the review is summarised above. In accordance with the Revised WSDP, in order to eradicate the Sanitation backlog by 2012, an allocation of R20 million is required per annum. The backlog in 2002 was estimated at 89% or 26 000 customers.

The WSDP notes that the majority of the sanitation projects which were completed in the FY2003 to FY2005 with the Amajuba MIG funding were situated in the Newcastle Municipality and therefore did not result in a reduction of the Amajuba WSA sanitation backlog.

iii) ADDRESSING THE BACKLOGS

TABLE 34: ADDRESSING SANITATION BACKLOGS

ADDRESSING THE BACKLOGS	
WSDP REVIEW 2005	The Revised WSDP estimates a total of 26 230 households are below the basic levels of services (ie. No access to a VIP).

RATE PER ANNUMS (%)	<p>The WSDP notes that the majority of the sanitation projects which were completed in the FY2003 to FY2005 with the Amajuba MIG funding were situated in the Newcastle Municipality and therefore did not result in a reduction of the Amajuba WSA sanitation backlog.</p> <p>1) NAAS Sanitation Project In December 2003 DWAF approved the NAAS Surrey sanitation projects. The project was approved for the implementation of 1003 VIP units. Project Costs :R4 219 621 Population to be served :8024 Households to be served :1003 Original cost per household :R3000 @572 units VO approved: R4207 @431 units.</p> <p>2). Inverness Sanitation project The Inverness Sanitation project was planned in 2003 for the provision of 3134 VIP units, to the residents of Inverness and Clare areas.</p> <p>Project Implementation delayed and only began in June 2004. Between June 2004 and September 2007, 1396 units were constructed. The unit costs have increased above the approved R2400 per unit. Project Costs :R14 124 938 Previously approved budget R 7521 600 Population to be served : 34 304 Households to be served : 3134 Cost per household: R4507.00.</p> <p>Action to Eradicate Backlogs : The Implementation of the Amajuba District Household Sanitation project</p> <p>Dannhauser : Estimated households to be served : 16592 Population to be served : 84 121</p> <p>EmaDlangeni Local Municipality: Estimated households to be served : 5500 Population to be served : 27885 Status : Planning Stage Estimated costs as per DWAF Giudlijne :R4500 per unit</p> <p>The proposed Amajuba Household sanitation project will help to provide access to sanitation to 112006 people or 22092 Households. The areas to be covered are in the poverty stricken areas where there is a high rate of unemployment. Large numbers of these people are also affected by HIV and AIDS and other sexually transmitted diseases which might be reduced through the provision of basic sanitation, potable water, health and hygiene education and awareness campaigns. These areas are within the Dannhauser and the EmaDlangeni Municipal areas.</p>
NATIONAL TARGETS	DWAF targets to get rid of backlogs by 2011/12. Eradication of bucket toilets by 2006.
BALANCE/DIFFERENCE	22092 households which equates to approximately 112006 people based on an average household size of 5.07.
PROJECTIONS	At the current funding rate, it will take 16 years to eradicate the water and sanitation backlogs.
REQUIRED FUNDING/COMMENT	Current funding anticipated at R 99 million for FY08 to FY12. Anticipated funding requirement of approximately R99 million required.

iv) INDIGENT SUPPORT

There is currently no policy on indigent support with regards to sanitation provision. VIP toilets are, however, built by the DM for communities.

2.4.4 ENERGY FOR LIGHTING

i) STATUS QUO

In terms of the Census, there has been a 30% increase in households that have access to electricity for lighting purposes since 1996. On the one hand the number of households that rely on candles for lighting has increased by almost 35% during the same period. The number of households using paraffin for the purpose of lighting has decreased by about 43%. Although this is an insignificant decrease compared to the total number of households, it may indicate a shift either forward towards electricity or backwards to the use of candles.

However, there are differences across the district: The majority (90%) of households utilising electricity are in Newcastle Municipality. The majority of households in Utrecht and Dannhauser Municipalities are reliant on other sources of energy for lighting. This provides an overview of the level of electrification in the district, however it does not necessarily mean that those households with electricity use it for purposes other than lighting, due to the relative cost of electricity, the cost of electrical equipment and the multiple purposes served by other fuels e.g. wood/coal provides heating and cooking.

TABLE 35: ACCESS TO ELECTRICITY FOR LIGHTING

	Electricity	Gas	Paraffin	Candles	Solar	Other
2001	70084	570	1090	24466	154	308
1996	53737	310	1566	18166	-	7
Variance	30%		-43%	35%		

The backlog study in areas outside of the traditional Local Municipality town boundaries (previous municipal boundaries) indicates that only 14.8% of households in the ADM have no access to electricity with the highest levels of backlogs still being in Newcastle. The study indicated that most of the households in the ADM (82.4%) enjoy above basic level of services due to 81.3% of the Newcastle population having more than basic levels of service.

In terms of the electrification achievements for the district during the period 2002 to 2005, 14 200 grid electrification occurred. This indicates that:

- The electrification backlog was reduced 58% from 24411 to 10 211 households.
- 1 800 household connections per annum per LM, including Utrecht which has a very small backlog, was achieved.
- The ADM exceeds the provincial achievements per LM of 560 connections by more than three times.

- The ADM is not a nodal municipality and receives no preferential treatment. This makes the achievement for the DM more significant.

ii) THE ELECTRICITY SUPPLY DEVELOPMENT PLAN

The Amajuba District Municipality is in the process of completing its Electricity Supply Development Plan (ESDP). The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Amajuba District Municipality within as short a time as possible, within the national as well as provincial electrification guidelines and budget available.

In terms of the ESDP, the following regarding the future of the electrification process was identified:

- The electrification process is in a state of change and the past two year were a very uncertain period with a number of policy and responsibility changes that resulted in service delivery suffering. In Amajuba only 350 new consumers received electricity supply in 2005/2006 financial year.
- The Eskom budget allocation was reduced from 30 000 to 12000 household connections for KZN in 2005/6. This reduction resulted in only projects that were already committed being implemented with no new projects.
- The reason for this cut was due to the anticipated change over of the electrification responsibility from DME to DPLG. From the 2006/7 financial year, electrification and bulk infrastructure creation funding would form part of the MIG programme.
- In December 2005 the Cabinet however decide to postpone this decision until the REDS are operational and DME retained the electrification responsibility.
- Municipalities with own supply licenses and the capacity to do electrification as well as Eskom receives funding from DME to do electrification projects.
- Due to the uncertainty about funding allocations, projects will be prioritised by priority only and not by date. As such, as funding becomes available, the next priority per municipality will be the next project done.
- President Mbeki indicated in his state of the nation address that he would like all South Africans to have access to electricity by 2012.
- Eskom and DME is currently preparing a Universal Access Plan (UAP) for the universal supply of electricity to all South Africans in as short a time as possible. The ESDP of Amajuba will be integrated with this plan. The ESDP will inform the IDP and the ESDP in turn will be coordinated with the UAP. The IDP priority list of projects will be implemented by Eskom and Municipalities with own licenses.

In terms of the Regional Electricity Distributors (RED), the ADM falls within the *RED 5 Eastern* area. Much debate has been going on about the form, structure and

boundaries of the REDS. At the end of October 2006 Cabinet decided that the 6 REDS will remain and that they will be public entities. Once the RED is in place, then the electrification funding will go to the District and/ or LM to facilitate electrification with the RED.

It must be noted that the backlog figures from the ESDP are based on the 2006 Eskom Help Data settlement data figures released in September 2006. This data was prepared using the most recent aerial photographs but in some cases the aerial photos can date back to 2001. The 2001 Census data for the *Sub-Place Name Polygons* have been used to ring-fence boundaries of settlements. It is therefore believed that the settlement data used is the most recent data available and the backlog figures are thus realistic. A 10% increase between household and consumer numbers have been allowed for to compensate for possible short term population growth.

iii) ADDRESSING THE BACKLOGS

The ESDP has identified a grid backlog of 9739 connections and 472 non-grid connections within the DM. The increase from the previous number of 8771 is mainly due to the addition of farm worker housing outside of the rural areas. The farm worker housing was divided into grid and non-grid electrification in accordance with the availability of grid in the areas.

TABLE 36: ADDRESSING ELECTRIFICATION BACKLOGS

ADDRESSING THE BACKLOGS	
BASELINE 2005	<p>BACKLOG STUDY (2005): 33.9% of households (32 845) have below basic levels of services.</p> <p>ESDP:</p> <ul style="list-style-type: none"> ▪ Dannhauser: 2823 households ▪ Newcastle: 4597 households ▪ Utrecht: 2791 households <p>The above numbers now include farm labourer housing that was previously not included.</p>
RATE PER ANNUMS (%)	It is difficult to project a rate per annum for addressing the electricity backlogs. At present, only the projects what were in the planning phase in 2005/2006 are being implemented. DME however expect acceleration in the electrification process to meet the 2012 deadline but no details are available at present..
NATIONAL TARGETS	According to the State President's speech, all households to be electrified by 2012. DME target to remove backlogs by 12 with remote areas not fully serviced.
BALANCE/ DIFFERENCE	It is estimated that R62 million is required to address the current backlogs.
PROJECTIONS	With the current funding allocations, this will take in the region of 9 to 10 years to address the current backlogs.
REQUIRED FUNDING/ COMMENT	R 7,8 million was allocated by DME via Eskom to do two projects in the 2005/2006 financial year (Greenock and Madadeni K), approximately R62 million is required to address the current backlog.

The project list below provides a list of electrification project coordinated with the DME/ESKOM list, to address the rural back log. A number of the connections in the projects have been adjusted to allow for additional connections that will be created by housing development in the area before electrification will take place. A number of housing development projects have also been included where the project is done by the local municipality but are situated in the Eskom area of supply.

TABLE 37: ELECTRIFICATION PRIORITY BACK LOG PROJECT LIST

Project Name	Project Priority	Connections
<i>Newcastle Local Municipality (KZ252)</i>		
MADADENI K 1400 CON: PRIORITY 1	1	1400
MADADENI D 193 CON: PRIORITY 2	2	193
OSIZWENI D & E 911 CON: PRIORITY 3	3	911
CHARLESTOWN 300 CON: PRIORITY 4	4	300
TUAM FARM 300 CON: PRIORITY 5	5	300
DRYCUT 406 CON: PRIORITY 6	6	406
JAKKALSPAN 608 CON: PRIORITY 7	7	608
BOSWORTH 310 CON: PRIORITY 8	8	310
DICKS EXTENSION 120 CON: PRIORITY 10	10	120
INGOGO LAND REFORM 1000 CON: PRIORITY 11	11	1000
AMAJUBA FOREST 100 CON: PRIORITY 12	12	100
OSIZWENI WARD D INFILLS 120 CON		120
Total Rural Backlog for Newcastle LM		5768
<i>Utrecht Local Municipality (KZ253)</i>		
IZIMBUTHU 403 CON: PRIORITY 1	1	205
EMXHAKENI/VAALBANK 700 CON: PRIORITY 2	2	700
INKULULEKU 75 CON: PRIORITY 3	3	75
KINGSLEY LAND REFORM 750 CON: PRIORITY 4	4	750
NZIMA LAND REFORM 25 CON: PRIORITY 5	5	25
NZIMANE 25 CON: PRIORITY 5	5	25
WIT-MFOLIZI 145 CON: PRIORITY 5	5	145
THABALALA LAND REFORM 120 CON: PRIORITY 6	6	120
Total Rural Backlog for Utrecht LM		2045
<i>Dannhauser Local Municipality (KZ254)</i>		
GREENOCK 900 CON: PRIORITY 1	1	900
ALCOCKSPRUIT 476 CON: PRIORITY 2	2	476
MFAHLAWANE 165 CON: PRIORITY 2	2	165
SPRINGBOK 120 CON: PRIORITY 2	2	120
COOPER 175 CON: PRIORITY 3	3	175
NELLIE 355 CON: PRIORITY 3	3	355
PEACH HILL 650 CON: PRIORITY 3	3	650
FAIRBREEZE 55 CON: PRIORITY 4	4	55
UITKYK 275 CON: PRIORITY 4	4	275
BRAKWATER 100 CON: PRIORITY 5	5	100
DOORNKOP 125 CON: PRIORITY 5	5	125
ANNANDALE EXT 100 CON: PRIORITY 6	6	100
STRIJJBANK 50 CON: PRIORITY 7	7	50
FAIRVIEW 308 CON: PRIORITY 8	8	308
Total Rural Backlog for Dannhauser LM		3854

iv) INDIGENT SUPPORT

According to the ESDP, the Minister of Minerals and Energy

submitted a memorandum to Cabinet in January 2001 with the following recommendations:

- Basic supply be made available to all households.
- The allocation be set at 50 kWh per household per month.
- Costs be funded from the Equitable Share allocation to Local Municipalities.
- The process must be planned with the relevant stakeholders including local government and ESKOM.

There have been problems with the implementation of this as the ESKOM consumer database is not accurate or complete and a detailed survey is required. As it stands, municipalities are required to provide ESKOM with a list of consumers to be provided with electricity, and municipalities are then required to pay ESKOM for the consumption of these households from their Equitable Share on a proven cost basis only.

It must be noted that the DM does not have a direct responsibility with regards to the provision of Free Basic Electricity and as such does not receive any Equitable Share allocations for this purpose. The supply of *Free Basic Electricity* is the function of the LM's. The DM does, however, play an advisory and planning role through the ESDP as electrical planning is best undertaken at a DM level. It is also noted that the ESDP must be updated every two years to keep it up-to-date and relevant.

2.4.5 REFUSE REMOVAL

i) STATUS QUO

In 2001, 44% of households in the DM had no access to solid waste removal. Of the three LM's, the largest portion of the backlog of 90% occurred in the Dannhauser Municipality.

About 44% of the households remain outside catchment areas for municipal refuse collection service. According to the Amajuba Integrated Waste Management Plan (2003), the bulk of these households will remain outside the municipal service catchment area for the foreseeable future. It recommends that in the short term the District Municipality in collaboration with local municipalities, should embark on an education campaign, with a view to teaching rural communities on how to manage or handle waste.

While 56% of households in the district receive a weekly (or other) refuse removal service from the municipality, there are spatial disparities in the provision of services:

- Almost half of households in Utrecht Municipality and almost 80% of households in Dannhauser use their own refuse dump for refuse disposal.
- Newcastle Municipality has the highest level of service, with almost 75% of households having refuse removed by the local authority.
- Over a quarter of households in Utrecht do not have any form of refuse removal. This has significant implications for health conditions in the municipality.

TABLE 38: ACCESS TO REFUSE REMOVAL

	Municipality Weekly	Municipality Other	Communal Dump	Own Dump	No Disposal
2001	53671	697	788	34760	6754
1996	42384	1436	968	25163	3375
Variance	27%			38%	100%

ii) SOLID WASTE PLAN

A detailed analysis of the refuse collection and waste management in general in the district is contained in the Integrated Waste Management Plan compiled by Amajuba District Municipality, dated 2003. The Solid Waste Plan recommended that the most viable refuse collection option was for the *status quo* to remain whereby there is no regional disposal site and that the LM's collect refuse in their municipal area.

iii) ADDRESSING THE BACKLOGS**TABLE 39: ADDRESSING SOLID WASTE BACKLOGS**

ADDRESSING THE BACKLOGS	
BASELINE 2005	56% of households are below the basic levels of services.
RATE PER ANNUMS (%)	Local Municipalities providing waste collection services to communities.
NATIONAL TARGETS	Solid waste basic service by 2013.
BALANCE/ DIFFERENCE	Further studies required, particularly in the rural areas of the Dannhauser LM where the population densities are relatively high.
PROJECTIONS	To be determined.
REQUIRED FUNDING/ COMMENT	To be determined.

iv) INDIGENT SUPPORT

Nothing is currently provided in this regards.

2.4.6 ROADS

i) STATUS QUO

The following table was obtained from the Provincial Department of Transport (DOT) and indicates the condition of both surfaced and gravel roads. In terms of the definition of backlogs, the DOT has defined a backlog as any road with a "poor" or worse condition. As can be seen from this table, in terms of the approximately 412 km of surfaced roads assessed in 2003, 25% of the roads have poor or very poor surfacing, and 30% of surfaced roads have a poor structure.

In terms of the 774 km of gravel road assessed in 2004, 2% have poor to very poor gravel thickness, and 1% have a poor overall condition. It must, however, be noted that only 77% of the roads in the DM were assessed as part of this study by the DOT.

It must be noted that local roads were excluded from this study. The local roads will be covered as part of a project to be launched early next year

TABLE 40: AMAJUBA PAVEMENT MANAGEMENT SYSTEM

Condition	% Surfaced Roads (2003)		% Gravel Roads (2004)	
	Surfacing	Structure	Gravel Thickness	Overall Condition
Very Good	15	31	27	11
Good	43	28	20	78
Fair	17	12	52	11
Poor	19	13	1	1
Very Poor	6	17	1	0
Length Assessed (km)	411.8		774	
Total Length (km)	1 543			
% Roads Assessed	77%			

ii) SECTOR PLANS

The Department of Transport has prepared a 5 Year Infrastructure Plan 2005/6 to 2010/11 which was submitted to the Provincial Treasury in August 2005. This plan provides an overview of the challenges facing the DOT as well as the proposed solutions.

In terms of the provision of new roads and the maintenance of existing roads, the Department of Transport will maintain and develop "P", "D" and "L" roads. Local

Access roads are maintained by the local municipalities. The DOT is drafting a white paper for parliament's approval in 2006 which will clarify the roles and responsibilities for the construction and maintenance of roads.

iii) ADDRESSING THE BACKLOGS

It is noted from the aforementioned report that the Department is under funded by over R1 billion per annum if the department is to try to address the backlogs in the provision of an equitable road network as well as the maintenance of the existing network within the province in the next 10 years. It is also noted that at the current funding rate, the department will only achieve its target in approximately 20 years. It is noted that this is not just for road infrastructure but also includes preliminary estimates of needs for public transport infrastructure. The Public Transport Plan (PTP) being prepared by the ADM will compliment this and provide more accurate estimates of the needs on the public transport infrastructure.

The table below summarises the projects in the ADM identified in the plan.

TABLE 41: ROAD INFRASTRUCTURE PROJECTS⁹

				2007/2008
Road Infrastructure	Capital	New Works	Access to community facilities - 1	
			ARRUP	22,000,000
			Labour intensive construction	2,000,000
			Local Roads	4,454,000
			Local Roads (Access to Schools)	2,925,000
			New Infrastructure	-
		Renewal	Preventative Maintenance (Regravelling)	8,649,000
			Preventative Maintenance (Reseals)	1,979,000
			Rehabilitation (Heavy and Light)	9,686,000
			Supervision and Management	465,000
	Current	Routine Maintenance	Mechanical	3,000,000
			Regional Programme Support	465,000
			Routine Maintenance	7,109,000
			Safety Maintenance	3,209,000
			Special Maintenance	656,000
Zibambebe			11,020,000	
Traffic Management	Capital	New Works	Intelligent Road Studs	
			Road Safety Projects	500,000
TOTAL				78,117,000

The table below summarises the rural roads projects identified by the ADM:

⁹ Updates for this table were requested from the DOT on several occasions but to date nothing has been received.

TABLE 42: MIG APPROVED RURAL ROADS PROJECTS

Emadlangeni Rural Roads Approved MIG business Plan , NOT yet adopted					
Roads to be done in Emadlangeni LM rural areas on 4 September 2007					
	Road	Ward	Road	Km	Structure
1	Mooihoek	1	2	1.7	LWB
2	Kwalembe	1	3	1.8	LWB
3	Emxakheni	3	1	2	2x Culverts
4	Berouw	4	1	1.3	~
5	Kromellenboog	4	5	0.6	Culvert
6	Zandspruit	4	7	3.2	Culvert
7	Magidela	1	1	2.8	~
8	Rooipoort	1	2	5.4	LWB
9	Amawela	1	3	3.6	Culvert
10	Daggaraad	1	4	3.2	Culvert
11	Politiki	1	5	5	LWB
12	Khoza	2	1	1.8	~
13	Mphongosa	2	2	2.4	Culvert
14	Emalaheni	2	3	0.15	~
15	Hooggenoeg	3	1	1	Culvert
16	Spartelspruit	3	2	0.6	~
17	Waihoek	3	3	0.6	LWB
18	Berouw	4	4	1.5	LWB
19	Vaalbank Creche	4	5	2.1	Culvert
	Totals		Km	40.75	15
			Rate	Unit	Cost
	Upgrading Cost/ Km		R 190,000	40.75	R 7,742,500
	Structure Upgrading		R 40,000	15	R 600,000
	EIA on 19 Roads		R 50,000	19	<u>R 950,000</u>
					R 9,292,500

iv) INDIGENT SUPPORT

Not applicable.

2.4.7 TELECOMMUNICATIONS**i) STATUS QUO**

The number of households that have access to some form of telecommunication facility has increased substantially since 1996. This is largely due to the proliferation of mobile phones that have become inexpensive and therefore accessible even to poorer households, women and children. The number of

households with virtually no access to telephone has decreased by over 85%. The number of households with a telephone only in a dwelling has decreased by about 30%. It is more than likely that these households migrated to cell phone use as the latter became inexpensive. The 13% growth in households with access to a public telephone may indicate the proliferation of such facilities even among rural communities.

There are spatial disparities in the access of households to telecommunications:

- Almost half of the households without access to telephones are in Dannhauser
- In Dannhauser only 6.0% of the households that have access to telephones have them in their homes.
- Newcastle Municipality has the highest level of service, with more than 78% of households having a telephone or cell phone in the home or access to a nearby public phone.

TABLE 43: ACCESS TO TELEPHONES

	2001	1996	Variance
Telephone & Cell phone in dwelling	11548	-	-
Telephone only in dwelling	12544	17984	(30%)
Cell phone	15805	-	-
Neighbour	6330	3242	
Public Telephone	37876	32882	15%
Other nearby	4052	3368	
Other not nearby	2945	5850	
No access	5568	10354	(46%)

ii) TELECOMMUNICATIONS SECTOR PLAN

The DM and LM's are not required to prepare a Telecommunication Sector Plan.

iii) ADDRESSING THE BACKLOGS

Telkom and the Cellular Phone companies are responsible for the preparation of plans for implementation which are largely based on demand.

iv) INDIGENT SUPPORT

There is no form of indigent support with regards to telecommunications.

2.4.8 HEALTHCARE FACILITIES

i) STATUS QUO

The following table summarises the basic healthcare infrastructure in the DM per municipality:

TABLE 44: BASIC INFRASTRUCTURE SERVICES IN THE DISTRICT FACILITY NETWORK BY MUNICIPALITY 2005/6

Municipality	Facility Type	No.	% with Electricity	% with Piped Water Supply	% with Fixed Line Telephones
Dannhauser	District Hospital	Nil			
	Clinics	8	100%	100%	100%
Newcastle	District Hospital	2	100%	100%	100%
	Clinics	14	100%	100%	100%
Utrecht	District Hospital	1	100%	100%	100%
	Clinics	3	100%	100%	100%
District Total	District Hospital	3	100%	100%	100%
	Clinics	27	100%	100%	100%

(Source: Department of Health, 2006)

In terms of challenges identified by the Department of Health the following is noted:

- There is currently 100% compliance with the provision of sanitation, water, electricity and telephones;
- There is a need to involve clinic committees and community leaders to address the vandalising of telephone poles;
- Telephone systems are not always functional at Greenock, Thembalihle and Ladybank Provincial Clinics as communities in these areas regularly cut off telephone poles; and
- There is no Community Health Centre (CHC) in the district.

ii) HEALTHCARE SECTOR PLAN

The Department of Health within the Amajuba District Municipality has recently prepared a Strategic Plan for 2005 to 2009. The Department has also prepared a District Health Plan for the 2008/9 financial year.

The Department of Health's Vision is to "provide the best, comprehensive, accessible, integrated, sustainable, cost effective and equitable quality service to the people of the Amajuba district". In order to achieve this vision, their mission is to "provide a sustainable, integrated and comprehensive health service at all levels; based on the Primary Health Care approach through the District Health System so as to increase the capacity of individuals to accept responsibility for their own health."

iii) ADDRESSING THE BACKLOGS

The Department of Health has managed to address all of its backlogs for water, sanitation, electricity and telephones for all of its health facilities. The following table summarises these facts:

TABLE 45: PUBLIC HEALTHCARE FACILITIES OVERVIEW

Sub-district (Name):	% of Clinics, CHCs & District Hospitals with:											
	Piped water (Target 100%)			Adequate Sanitation (Target 100%)			Working Telephones (Target 100%)			Electricity (Target 100%)		
	2006/07	2007/08	2008/09	2006/07	2007/08	2008/09	2006/07	2007/08	2008/09	2006/07	2007/08	2008/09
PHC Facilities												
PDOH Clinics – CHCs	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
LG Clinics – CHCs	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
District Hospitals												
Newcastle	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Madadeni	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Niemeyer	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

TABLE 46: ADDRESSING HEALTHCARE BACKLOGS

ADDRESSING THE BACKLOGS	
BASELINE 2005	0% of clinics have piped water and adequate sanitation.
DATE PER ANNUMS (%)	known
ADDITIONAL TARGETS	MAF indicate that all clinics are to have safe water supply and sanitation services by 2007.
CHALLENGE/ DIFFERENCE	clinics require more reliable water supplies. 0 clinic require sanitation.
OBJECTIONS	
REQUIRED FUNDING/ COMMENT	Water: R0.00 Sanitation: R0.00

iv) INDIGENT SUPPORT

Not applicable.

2.4.9 EDUCATION FACILITIES

i) STATUS QUO

There are currently 263 schools at both a primary and secondary level in the DM (three of these are still to be registered), 254 of these schools being government run. Varying levels of water and sanitation provision occur at these schools.

Previously, the Department of Education provided for the clearing of conservancy tanks when they were full, as well as providing water tankers for schools that were without water provision. These functions, however, have been taken away to the water services authority and their water services provider. Several problems have been experienced in this regards with full conservancy tanks not being drained, as well as regular problems with water connections. In order to circumvent these problems, the Department of Education has been forced to procure external service providers at their own cost. This has made the provision of these services more expensive than in the past.

According to the *Static Information Statistics* obtained from the Department of Education, the following backlogs exist in terms of water and sanitation:

TABLE 47: WATER AND SANITATION BACKLOGS AT SCHOOLS

MUNICIPALITY	SCHOOL NAME	BACKLOGS	
		WATER	SANITATION
Newcastle	Intuku Primary	Yes	
	Qhawelesizwe Primary	Yes	
	Sabela Secondary	Yes	
	Isiphosemvelo High	Yes	
	Nketheni Primary	Yes	Yes
Dannhauser	Siyawela Secondary	Yes	
	Umzila Primary	Yes	
	eManzimnyama	Yes	
	Esidakeni	Yes	
Utrecht	Nil		

ii) SECTOR PLANS

The Department of Education has prepared an *Infrastructure Needs Planning Model for Upgrades and Additions* which was prepared in 2005. This plan is being utilised to eliminate backlogs. Progress is being made when comparing the figures quoted in the 2006/7 IDP with those in this IDP document.

iii) ADDRESSING THE BACKLOGS

Progress is being made in addressing the backlogs when comparing the figures quoted in previous year's IDP's with those in this IDP document.

TABLE 48: ADDRESSING THE WATER & SANITATION BACKLOGS IN SCHOOLS

ADDRESSING THE BACKLOGS	
BASELINE 2005	1 school (0.38%) has inadequate sanitation. 9 schools (3.46%) have inadequate water supply.
RATE PER ANNUMS (%)	There has been an improvement in sanitation with the rate of schools with inadequate sanitation dropping 0.44%. There has been an improvement in the schools without adequate water supply by 1.54%.
NATIONAL TARGETS	DWAF's target is for all schools to have adequate and safe water supply and sanitation services by 2005.
BALANCE/DIFFERENCE	New schools are being built on an annual basis which results in water and sanitation needs.
PROJECTIONS	Water supply and sanitation to be rolled out to all schools on an on-going basis.
REQUIRED FUNDING/COMMENT	As per Department of Education Business Plans.

iv) INDIGENT SUPPORT

107 schools in the ADM are *No Fee Schools*.

EDUCATIONAL INFORMATION**Education facilities per LM:**

TYPE OF EDUCATIONAL FACILITY	MUNICIPAL AREA		
	NEWCASTLE	DANNHAUSER	EMADLANGENI
Pre-school	4	0	0
Primary School	132	19	19
Secondary School	23	12	2
Combined School	12	1	4
Technical College			
University			

Quality of educational facilities:

TYPE OF EDUCATIONAL FACILITY	URBAN AREAS	FORMER TOWNSHIPS	RURAL AREAS
Pre-school	High	Medium	Medium to Low
Primary School	High	Medium	Medium to Low
Intermediate/ Middle School (Grades 5 – 7)	High	Medium	Medium to Low
Secondary School	High	Medium	Medium to Low
Combined School	High	Medium	Medium to Low
Technical College	High	Medium	Medium to Low
University	High	Medium	Medium to Low

Key Educational Data:

	NUMBER
Number of Adult Education facilities	57
Number of No Fee Schools	107
Number of Schools participating in the Schools Nutrition Programme	115

Key Educational Issues:

- There are no children being taught under trees in the ADM.
- There are insufficient classrooms in the ADM therefore class sizes are large and classes sometimes share rooms.

2.4.10 EXTENDED PUBLIC WORKS PROGRAMME (EPWP)

The ADM complies and is aligned with the EPWP. The following projects have been undertaken:

- Inverness Clare Rural Sanitation Phases 1 and 2;
- Naas Surrey Sanitation Project;
- Steildrift/ Fairbreeze Rural Water Supply;
- Rural Roads Project;
- Buffalo Flats Phase 1.

From inception to date, the following statistics on employment were generated:

- Youth Employed = 146;
- Women Employed = 61;
- Disabled Employed = 1.

2.5 ENVIRONMENTAL ANALYSIS¹⁰

The Amajuba District Municipality is characterised by high lying western and northern areas, drained in a southerly direction by the Buffalo River flowing through its central areas. This central area is relatively low lying (at <900 msl) and underlain by Karoo Sequence sediment, while the higher-lying horseshoe is underlain by a combination of geological formations. The countryside is relatively flat to gently undulating, occasionally interrupted by mine dumps or a knoll of land, while steep slopes are found in the high lying areas.

The Buffalo River is the major system in the Amajuba District, draining in to the UThukela River. The Ncandu and Ngagane Rivers are the main tributaries in the district. The Ngagane River catchment is said to have fairly good quality water. However, pollution problems have been cited such as high salinity and metal salts caused by mining and industries.

The district has an extensive system of rivers and tributaries, with those in the Utrecht Municipality forming the headwaters of the Uphongolo River. This extensive system has been categorised in the provincial SEA as of high and intermediate value. Four particularly important and sensitive wetlands have been identified as the Blood River Vlei, Boschoffsvlei, Groenvlei and Padavlei¹¹. Many of the land reform projects identified in the district are in proximity to wetland and riverine areas, which may result in negative impacts on these wetlands. In particular, the Doringkop, Amantungwa, Nkosi Shabalala and Zenzeleni Community Land Reform projects will require careful management and monitoring. The wetland area around the Zaaihoek Dam is also an important linkage to the Wakkerstroom wetland, the habitat of species such as the white wing fluff tail. The headwaters of the Slang River are regarded as one of the most pristine catchments, but increasingly under threat from forestry permit applications.

Solid pans and rocky dolerite outcrops are common and soils here are subject to wind and soil erosion. Three soil types (transported soils, colluvial and residual of Pleistocene and Recent origin) have been recognised in the area by Kantey and Partners. Most soils appear to be very clayey, and expansive i.e. they have shrink and swell properties according to their water content. These soils often associated with wetlands¹².

The district lies in Veld type 66 (Natal Sour Sand field) according to Acocks, 1968 and the Interface between Bio resource Groups 12 (Moist Tall Grassland) and BRG 13 (Dry Tall Grassland). The Dry Tall Grassland is dominated by *Hyparrhenia hirta* with occasional *Acacia sieberana* savannas or woodlands. Disturbed areas have tall communities of *Hyparrhenia dregeana*, *Hyparrhenia tamba*, etc. The grasslands have

¹⁰ This section should be read with the Environmental Management Plan. See Sec 3.5.

¹¹ Begg in Metroplan (1999)

¹² Kantey and Partners

been identified as of 'intermediate' value in a provincial SEA conducted by KZN Wildlife. The Grassland Biosphere Initiative is an important initiative within the district to protect this important resource.

The extensive wetlands associated with the Ngagane and Ncandu Rivers support a variety of hygrophilous vegetation types.

Within the district there are areas of natural forest, which have been identified as of 'intermediate' value in a SEA conducted of the province. These include the areas of:

- Amajuba Forest south of Charlestown;
- Ncandu Forest on the western border of the district;
- Areas to the south of Donkerhoek on the western border of the district;
- Areas north of Utrecht.

There are relatively few formal conservation areas in the District, although there are many environmentally sensitive areas e.g. wetlands. The formal conservation areas are:

- Ntshingwayo Resort Game Park
- Ncandu Nature Reserve / Incandu Forest Reserve
- National Monuments

There are several registered conservancies in the Amajuba district. Some of these have been developed with the tourism sector in mind, while others are purely for conservation purposes. These conservancies include:

- Sunset Rest;
- Hattingspruit;
- Schuilklip;
- Balele Bawaria; and
- Doornberg.

The key areas of environmental concern include mining and quarrying areas. Mines that have been identified as key intervention areas are those that have closed and are in need of rehabilitation. SiVest (2003, p114) identified the following as mines that need to be rehabilitated:

- Welgedacht Colliery
- Cambrian Dump
- Ballengeich
- Solma
- Kilbarchan
- Magdalena Colliery
- Kliprand
- Witklip Colliery

In terms of Section 38 of the Minerals Act, 1991, the rehabilitation of the surface of land concerned in any mining operation is to be carried out by the holder of the mining permit/ authorisation. This is

to be carried out in accordance with an approved Environmental Management Plan, to the satisfaction of the Director: Mineral Development. However, this only applies to the mines closed after the promulgation of the said legislation.

Policy stipulates the process for mine closures in order to be granted a certificate in terms of Section 12 of the Minerals Act, 1991. The objectives of mine closures are stated as follows¹³:

- The safety and health of humans and animals are safeguarded from hazards resulting from mine operations.
- Environmental damage or residual environmental impacts are minimised to such an extent that it is acceptable to all involved parties.
- The land is rehabilitated to, as far as it is predictable, its natural state, or to a predetermined and agreed standard or land use which conforms to the concept of sustainable development.
- The physical and chemical stability of the remaining structures should be such that risk to the environment is not increased by naturally occurring forces to the extent that such increased risk cannot be contended with by installed measures.
- The optimal exploration and utilisation of South Africa's mineral resources are not adversely affected.
- Mines are closed efficiently and cost effectively.
- Mines are not abandoned but closed in accordance with this policy.

In ceasing operations, included in the EMP shall be a closure plan, which includes¹⁴:

- The conditions for closure negotiated through the lead agent (the Department of Mineral and Energy Affairs) with the regulatory authorities;
- The manner in which the holder of a prospecting permit or mining authorisation intends dealing with its decommissioning and closure phases;
- The practical aspects of the execution of the requirements of the closure process which shall be negotiated on the basis of site specific BATNEE (Best (proven) Available Technology not Entailing Excessive Cost) as defined by the Aide-Memoir;
- The closure objectives
- Details of identified residual impacts including their synergistic effects, and
- Details of the financial arrangements for post-closure management or maintenance of rehabilitation measures, if required.

A number of mines in the area closed prior to the promulgation of this legislation. There is therefore a need for a more detailed study to be completed, which identifies the problematic mines as well include an assessment of the status and future plans of the District.

Other areas of concern in the district are the industrial area of Newcastle, where there is a seemingly high level of air pollution resulting from

¹³ Policy concerning the granting of a certificate in terms of section 12 of the minerals act, 1991, to mines releasing such mines form further regulatory responsibilities concerning environmental management and conservation, Department of Mineral and Energy.

¹⁴ *ibid*

industrial activity, as well as the areas of donga and sheet erosion. Although the latter are widely distributed through the district, this is cause for concern due to the loss of valuable topsoil.

The provincial SEA identified areas of high and intermediate intrinsic biodiversity value in the province. The northern and western edges of the district, characterised by high lying and mountainous terrain are identified as of high biodiversity value. Included in these areas are 'high value' landscapes, including the areas around Charlestown and Amajuba Forest, Zaaihoek Dam and the Inkosi Shabalala Land reform project. These 'high value' areas are also those where Oribi, Wattled Crane, Rudd's Lark and medicinal plant species are found. The areas of 'intermediate' biodiversity value are predominantly those areas where there are communities of important vegetation species (particularly grassland species), wetland and riverine environments and bird life.

Areas of historical/ archaeological value in the district are the Amajuba and Blood River Battlefields.

2.6 INSTITUTIONAL ANALYSIS

2.6.1 STAFF COMPONENT OF THE ADM

The Amajuba District Municipality has a staff component of 69, 63 of which are permanently employed, and 6 of which are on contracts. The DM is currently employing 6 interns.

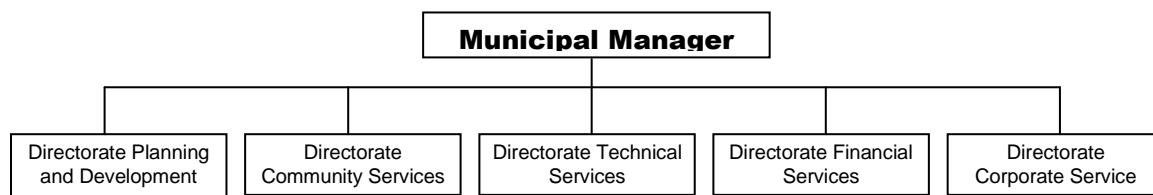
The Directors posts have been filled and the staff complements within each directorate have also been finalized and responsibilities for each department determined.

The institutional structure is aligned with the assigned powers and functions allocated to the ADM. Table 50 outlines how these powers and functions are allocated between the departments. The following table summarises the directorates and their political heads, while Section K.1 indicates all posts per department as well as whether or not these have been filled.

TABLE 49: DIRECTORATES

DIRECTORATE	DIRECTOR RESPONSIBLE	EXECUTIVE COUNCILLOR
Municipal Manager	V. Mthembu	M. S. Mlangeni
Corporate Services	H. Jacobs	J. C. N. Khumalo
Finance	C. Masondo	M. S. Mlangeni
Engineering Services	N. Buthelezi	T. M. M. Phiri
Planning and Development	C. Myeza	D. B. Mabuyakhulu ¹⁵
Community Services	M. Mtshali	M. I. Dlamini

¹⁵ The Economic Development Component reports to the Mayor.

Figure 6: Amajuba Directorates

The Directors roles and responsibilities are linked to the Performance Management System (PMS). The following responsibilities fall within each department:

TABLE 50: DEPARTMENTAL RESPONSIBILITIES

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
Leadership <ul style="list-style-type: none"> ▪ Overall responsibility for the organisation ▪ Form and develop efficient and effective administration. ▪ Advise political structures and political office bearers. ▪ Ensure implementation of decisions of political structures. ▪ Ensure implementation of national and provincial legislation/ laws. ▪ Accountability for financial and other resources in the municipality. 	Development Planning <ul style="list-style-type: none"> ▪ Spatial Development Frameworks (SDF) ▪ IDP Alignment and Institutional Support ▪ Land Use Management Systems (LUMS) ▪ Geographic Information Systems (GIS) ▪ Relevant IDP Sector Plans ▪ Housing and Land Reform Coordination ▪ District Information Management System (DIMS) ▪ Support to Dannhauser and eMandlangeni 	General administration
Planning and Monitoring <ul style="list-style-type: none"> ▪ Integrated Development Planning in terms of the MSA and the MFMA ▪ Performance Management Systems in terms of the MSA and the MFMA. 	Departmental Policy Development and sourcing of project funds	Secretariat
Public Relations <ul style="list-style-type: none"> ▪ Promote access to information. ▪ Provide <i>ad hoc</i> assistance to the Mayor's office. ▪ Media liaison. ▪ Coordinate organizing of official functions. 	Communication <ul style="list-style-type: none"> ▪ Strategic Planning ▪ IDP ▪ PMS 	Legal Services
Internal audit and audit committee	Environmental Management in terms of NEMA	Council Support
Internal Relations	Local Economic Development <ul style="list-style-type: none"> ▪ Local Tourism, Agriculture and Commerce and Industry ▪ SMME Support and Poverty Alleviation ▪ AFLED sub-committee administration ▪ Project management 	Policies and Procedures
Municipal Entities- UTW	Information Technology <ul style="list-style-type: none"> ▪ Network administration ▪ Policy Development and Implementation ▪ District Information Management System ▪ Support services to Dannhauser and eMandlangeni 	Municipal Office Building Management

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
Compliance Matters <ul style="list-style-type: none"> ▪ Check compliance with legislative requirements/ dates 	Performance Management System (PMS) <ul style="list-style-type: none"> ▪ Organisational PMS ▪ Annual Report 	Capacity Building/ Training
Fundraising/ resourcing		Human Resources
Corporate Image and Marketing <ul style="list-style-type: none"> ▪ Corporate gifts and clothing ▪ Corporate marketing material and marketing adverts in the media ▪ ADM newsletter- quarterly compilation, printing & distribution ▪ Deputy information officer i.t.o. the Promotion of Access to Information Act ▪ Battlefields Destination Branding and Marketing ▪ Tourism specific eventsw and road shows in partnership with TKZN ▪ The marketing and corporate image component of events arranged by all departments. 		Industrial Relations
		Occupational Health and Safety
		Fund Raising and Resourcing
		Mayoral Office Staff/ Activities

ENGINEERING SERVICES	FINANCIAL SERVICES	COMMUNITY SERVICES
Water Service Authority <ul style="list-style-type: none"> ▪ Governance, Planning and Regulation 	Management of Grants, Taxes, Levies, etc.	Regulate Passenger Transport
Electricity	Income and Expenditure	Municipal Airports
Integrated Waste Management	Debt Management	Cemeteries and Crematoria
Municipal Roads	Budgets (Planning, Implementation, Control)	Disaster Management <ul style="list-style-type: none"> ▪ Fire Fighting
Land Reform <ul style="list-style-type: none"> ▪ Infrastructure Development. 	Assets Management	Departmental Policy Development
Municipal Infrastructure Grant Programme (MIG) and other allocations <ul style="list-style-type: none"> ▪ Basic residential infrastructure. ▪ Public municipal services infrastructure. ▪ Social institutions infrastructure. ▪ Micro enterprise infrastructure. ▪ Departmental policy development. ▪ PMU Unit 	Payroll	Municipal Health Services <ul style="list-style-type: none"> ▪ Water quality monitoring. ▪ Food control. ▪ Waste Management. ▪ Health Surveillance of premises. ▪ Vector Control. ▪ Environmental Pollution Control ▪ Surveillance and prevention of common diseases. ▪ Disposal of the Dead. ▪ Chemical Safety.
	Risk Management	Fundraising and Resourcing
	Loans and Investments	Youth and Gender Matters <ul style="list-style-type: none"> ▪ Plan and coordinate matters relating to youth and gender.
	Financial Reporting	Sport and Recreation <ul style="list-style-type: none"> ▪ Plan and coordinate implementation of sporting activities. ▪ Plan and coordinate implementation of cultural activities.
	Departmental Policy Development	Multi-purpose Community Centres <ul style="list-style-type: none"> ▪ Functioning thereof
	Supply Chain Management	
	Audit Administration	

2.6.2 PORTFOLIO STANDING COMMITTEES

The functions of the portfolio standing committees, in respect of their functional areas, are as follows:

- To develop policy directives and recommended policy;
- To develop recommended bylaws;
- To consider and make recommendations in respect of the draft budget and IDP and departmental business plans;
- To ensure public participation in the development of policy, legislation, IDP and Budget; and
- To monitor the implementation of Council policies.

In terms of the line of authority, these committees report to Council via EXCO.

The committees have no substantive powers and functions delegated to them. Administrative issues, relating to rules of order are, however, delegated to them.

2.6.3 EMPLOYMENT EQUITY

In accordance with the Employment Equity Act (No. 55 of 1998), the District Municipality developed and implemented the Employment Equity Plan, and as required by the said Act. The Plan reflects the significant progress the District Municipality has achieved thus far and actions to address challenges relating to enhanced demographic representivity, skills development, fast-tracking, diversity management and organizational culture assessment.

The employment equity profile illustrates progress made towards transformation. In terms of women empowerment, significant initiatives need to be introduced at top level to bring women to the fore. The employment equity statistics are presented in the tables below.

TABLE 51: DEMOGRAPHIC PROFILE OF EMPLOYEES

Employment Equity Implementation	Designated*	Non-Designated Group	Women
Top Management	83%	17%	0
Middle Management	100%	0%	43%
Professional Staff	78%	22%	29%

*Africans, Coloureds, Indians, Women and the Disabled Individuals

The analyses show that 50% of the top management of the District Municipality is currently occupied by the designated group. What is notable, however, is that there are no women

representatives in the top management of the District Municipality and work still needs to be done to address these imbalances.

At the middle management level, however, the District Municipality has achieved beyond the requirements and has employed more than 80% of the designated group at this level. Of the total middle management individuals, 50% are women.

TABLE 52: REPRESENTATION BY OCCUPATIONAL LEVEL

Occupational Level	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management	9	0	0	3	1	0	0	0	13
Middle Management	5	0	3	1	3	0	2	1	15
Other Staff	14	0	1	0	16	0	3	1	35
TOTAL	28	0	4	4	20	0	5	2	63

2.6.4 SKILLS DEVELOPMENT

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The District Municipality has developed a comprehensive Workplace Skills Development Plan for the period under review in line with the said Act.

The District Municipality is registered with the Local Government Sector Education and Training Authority (LGSETA) and skills development initiatives relating to the municipal core services have been carried out at all levels of employment. During the period under review, the District Municipality contributed R550 000.00 to skills development. As of January 2008, R127 000.00 has been spent on skills development of staff.

2.6.5 MUNICIPAL HUMAN RESOURCE STRATEGIES

The ADM has developed a number of policies that deal with Human Resources (HR) which are summarised below:

- A Code of Conduct for Municipal Staff Members; - SALGA
- Code of Good Practice: HIV/Aids; - SALGA
- HIV and Aids Policy;
- Sexual Harassment Policy;
- Smoking Policy;
- Recruitment Policy;
- Staff Study Bursary Policy;
- Subsistence and Travel Allowances Policy;
- Pool Vehicle Policy;
- Overtime Policy;
- Leave Policy; - SALGA
- Training and Skills Development Policy;

- Interview Questionnaires and Shortlisting Criteria: Appointment of Staff Policy;
- Experience Training Policy;
- Mayoral Vehicle Policy;
- Assistance with Household Removal Costs: Employee Policy; and
- Employment Equity and Affirmative Action Policy.

These policies are not included in the IDP so as to keep the document succinct and user-friendly. These documents can be made available on demand.

2.6.6 SUCCESSION PLAN

Rural municipalities have difficulties in keeping skilled staff in their posts for the short to medium terms. As a result, there is a need for the development of a *Succession Plan*. With this in mind, the ADM is in the process of preparing a *Succession Plan* which will be finalised and adopted in the 2008/9 financial year.

2.6.7 INTERGOVERNMENTAL RELATIONS STRUCTURES

(i) LEGISLATIVE FRAMEWORK

The Intergovernmental Relations Framework Act (No 13 of 2005) stipulates that there must be a “*district intergovernmental forum to promote and facilitate intergovernmental relations between the district municipality and the local municipalities in the district*” (Section 24). The legislation further indicates that (Section 25[1]):

“A *district intergovernmental forum* consists of-

- (a) *the mayor of the district municipality;*
- (b) *the mayors of the local municipalities in the district or, if a local municipality does not have a mayor, a councillor designated by the municipality; and*
- (c) *the administrator of any of those municipalities if the municipality is subject to an intervention in terms of section 139 of the Constitution”.*

The legislation further indicates that the role of the forum is to serve as a consultative forum for the DM and LM’s in the district to discuss and consult each other on matters of mutual interest. These include (Section 26[1]):

- (a) *draft national and provincial policy and legislation relating to matters affecting local government interests in the district;*
- (b) *the implementation of national and provincial policy and legislation with respect to such matters in the district;*
- (c) *matters arising in the Premier’s intergovernmental forum affecting the district;*
- (d) *mutual support in terms of section 88 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);*
- (e) *the provision of services in the district;*
- (f) *coherent planning and development in the district;*

- (g) the co-ordination and alignment of the strategic and performance plans and priorities, objectives and strategies of the municipalities in the district; and*
- (h) any other matters of strategic importance which affect the interests of the municipalities in the district.*

(ii) THE ADM'S IGR FORUM

The ADM's IGR Forum comprises the ADM, the Newcastle, Dannhauser and eMadlangeni municipalities. In accordance with the act, the protocol on the relations between the aforesaid municipalities was duly approved and signed in early 2007. The forum endeavours to meet quarterly in line with the protocol, but unfortunately it is very difficult, firstly to secure a suitable date with the four mayors, and secondly, to have the secured date stand.

A Technical Committee, comprising the Municipal Managers and relevant officials from participating municipalities, meets prior to the IGR Forum meetings in order to ensure proper co-ordinated advice to the forum.

(iii) OTHER IGR STRUCTURES

Apart from the IGR Forum, the ADM has established a number of IGR structures which will be elaborated on below.

(iv) THE SERVICE PROVIDER'S FORUM

With the establishment of the ADM's IGR forum, and with it being found that structured Service Provider's Forum (SPF) meetings were often not well supported by both provincial and national sector departments, the ADM's SPF was done away with.

Subsequently, one-on-one meetings with departments have been organised where needs arise.

Every effort has also been made to increase the participation of sector departments in the IDP RF.

2.6.8 INSTITUTIONAL STRUCTURES CREATED

The ADM has created a number of structures to coordinate development within the District Municipality. These structures are summarised as follows:

i) AMAJUBA FORUM FOR LOCAL ECONOMIC DEVELOPMENT (AFLED)

A need was identified to coordinate and create partnerships between the activities of both the public and private sector within the ADM and as a result, AFLED was

established. The role of AFLED can be summarised as follows:

- Coordinate the formulation and implementation of LED policies and strategies;
- Ensure communication and alignment of LED between all stakeholders;
- Identify projects within the Municipalities as part of the IDP process;
- Evaluate LED applications, projects, and business plans;
- Monitor LED implementation;
- Source funding for LED projects;
- Resolve LED roles and responsibilities;
- Coordinate and develop Strategic Development Plans; and
- Create partnerships between the Public and Private Sectors.

AFLED comprises of 60 members, as follows (See diagram below for exact composition and lines of communication):

- 22 members from the Tourism Forum (ATF) which includes the Amajuba Tourism Committee (ATC);
- 32 members from the Agriculture Committee (AAC) and the Catchment Management Forum (CMF);
- 12 members from the Trade and Industry Committee;
- 10 private sector individuals including organised business, organised labour, and civil society; and
- 9 public sector representatives including provincial and national government departments.

ii) **AFLED SUB-COMMITTEES**

AFLED envisages the creation of three sub-committees, two of which are currently functional, the latter which is still to be established:

▪ **AMAJUBA TOURISM FORUM**

The Tourism Forum comprises of 22 members made up of the main tourism stakeholders in the ADM. The Tourism Forum played an important role as the Project Steering Committee for a number of tourism-related sector plans including the Tourism Sector Plan, the Tourism Route Development Plan, the Tourism Signage Development Plan, and the Battlefields Development Plan, and the development of the Amajuba Tourism Routes.

For the exact composition of the committee, see the diagram below.

▪ **AMAJUBA AGRICULTURAL COMMITTEE**

The Agriculture Committee comprises of 32 members (see the diagram below for the exact composition). Like the Tourism Committee, the Agriculture Committee served as the Project

Steering Committee for the development of the Agricultural Plan for the ADM.

- **AMAJUBA TRADE AND INDUSTRY COMMITTEE**

This has yet to be established but will cover commerce and industry issues. The Amajuba led task team is currently addressing this sector.

iii) **AMAJUBA STRUCTURES FOR LED DEVELOPMENT**

Three additional structures have been developed, or are in the process of establishment, that play important roles in developing and supporting LED development in the ADM, namely:

- **SEDA Amajuba**

This is the Amajuba Small Enterprise Development Agency (SEDA) which will help emerging businesses and entrepreneurs with, amongst others, business plan formulation, tax related issues, registration of companies, UIF compliance, workman's compensation related issues, etc. This structure will serve as a one-stop-shop for accessing information pertaining to small business development. SEDA Amajuba has been established

- **ADA**

The Amajuba Development Agency (ADA), a structure which is still to be created, is a delivery mechanism and project management tool for LED in the District. Funding is currently being sought for the establishment and development of this structure. Study for ADA has been completed and is currently being investigated under the shared services initiative.

(iv) **THE AMAJUBA PLANNING AND DEVELOPMENT COORDINATION COMMITTEE**

The Planning and Development Coordination Committee (P&DCC) was established in 2002 to align planning initiatives in the Amajuba Family of Municipalities. Due to the wide range of issues covered, the large number of people required at these meetings and the general shortage of manpower at municipalities, it was decided to dissolve the committee into a number of issue specific committees, namely:

- **IDP AND PMS COMMITTEE**

The committee deals with, amongst others, the following issues:

- IDP's and their alignment;
- The alignment of Spatial Development Frameworks; and
- Performance Management including policy review, annual reports, audit committees.

The membership of the committee is as follows:

- IDP and PMS staff from the ADM;
- IDP and PMS staff from the Newcastle, Dannhauser and Utrecht Municipalities;
- Staff from the Department of Local Government and Traditional Affairs dealing with IDP's and PMS.

The committee meets quarterly or as the need arises.

▪ **PLANNING COMMITTEE**

The planning committee is convened by the Department of Local Government and Traditional Affairs and meets on a quarterly basis. The committee consists of representatives from the DLG&TA, the ADM and the Newcastle municipality and deals with all planning applications.

▪ **THE GIS FORUM**

The Amajuba GIS forum comprises officials from the four municipalities in the Amajuba Family of Municipalities who are responsible for rendering GIS services and functions in their respective municipalities. The forum is held on a quarterly basis.

The objectives and responsibilities of the GIS forum is as follows:

- Ensure and facilitate the exchange of GIS datasets between government institutions within the DC 25 area of jurisdiction.
- Ensure that a platform is in place whereby issues such training, capacity and technical assistance are addressed.
- The promotion of GIS Awareness both internal and external.

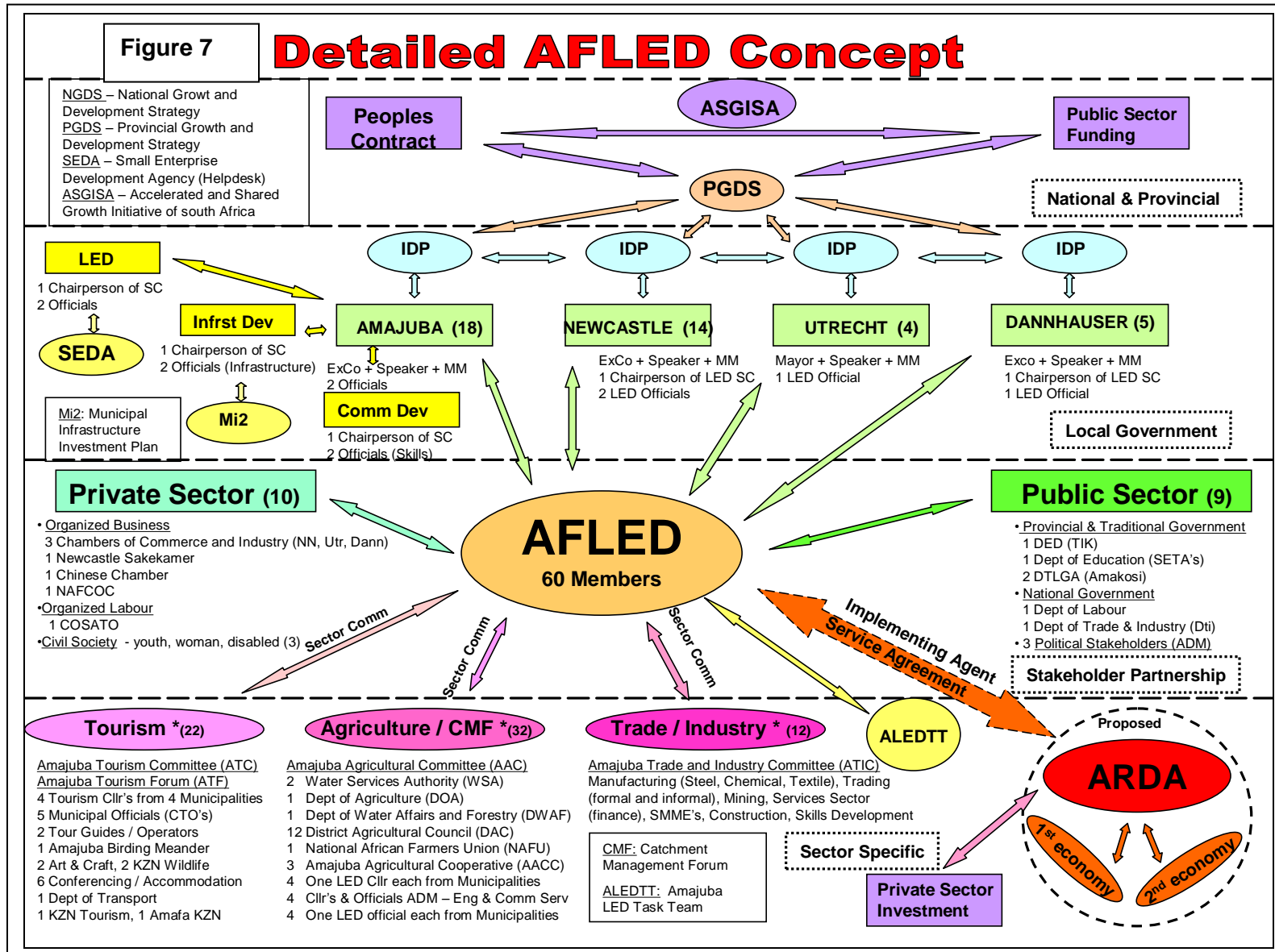
▪ **THE AMAJUBA ICT FORUM**

The Amajuba ICT Forum comprises officials from the four municipalities in the Amajuba Family of Municipalities who are responsible for the ICT functions in their respective municipalities.

The objectives and responsibilities of the forum are as follows:

- Coordinate the formulation and implementation of municipal ICT policies and strategic plans within the municipalities;
- To share ICT information regarding training and capacity building; and
- Provide advice on the standardisation of systems.

The forum meets on a quarterly basis.



2.6.9 WARD COMMITTEES

The ADM has made use of the Ward Committees of the three LM's to publicise the budget and the IDP. Training sessions have been organised with Ward Committee Councillors to train them on the budget and IDP and to enable the councillors to answer any questions in this regards.

In terms of the status of the ward committees in the three LM's, Dannhauser and Newcastle have amended their structures to Collective Executives with Combined Ward Committee Systems in terms of Section 9(b) of the Municipal Structures Act. Utrecht, on the other hand, has amended its structure in terms of Section 9(f) of the Municipal Structures Act to be a Plenary Executive with a Ward Committee System.

It is anticipated that in the future, these structures will play important roles in involving community members.

2.6.10 POWERS AND FUNCTIONS

Section K outlines the powers and functions of the ADM. No local functions have been allocated to the ADM to perform on behalf of the local municipalities within the Amajuba Family of Municipalities.

2.6.11 TRADITIONAL AUTHORITIES

The Amakhosi participate in a number of structures in the ADM which influence planning including:

- AFLED;
- The Agricultural Sub-committee of AFLED; and
- The IDP Representative Forum.

The tribal authorities are part of LED planning in the DM, specifically the agricultural planning. Furthermore, the rural roads projects of the ADM's Engineering Department aims to promote accessibility for these tribal areas. The majority of the water and sanitation projects are also being rolled out in the Amakhosi areas in the Dannhauser and eMadlangeni municipalities and they participate in the planning structures for these areas.

The road shows, publicising the Budget and IDP, have also had a rural bias and involved the Amakhosi with some of the meetings occurring in their areas.

2.7 LAND REFORM

The Department of Land Affairs (DLA) has initiated the preparation of Area Based Plans (ABP's) for all district municipalities in KwaZulu-Natal. As with all the DM's, this process has been a slow process and has over-shot the original timeframes of the project.

The broad objectives of Area Based Planning are to:

- Speed up the **pace of land reform** in South Africa in order to achieve national land reform targets.
- Contribute to **enhanced economic development** thereby contributing to the targets as set out in ASGISA.
- **Integrate** land reform into Provincial and Municipal development frameworks.
- Improve the sustainability of land reform projects.
- Promote **sector alignment** with agriculture, LED, Integrated Human Settlements, tenure security / upgrade links to the provision of basic services.
- Promote the objectives of **inter-governmental relations** with municipalities and sector departments.
- **Empower communities** to participate actively in project formulation and implementation of land reform projects.”

The ABP, in parallel to the IDP, develops a Vision, Mission, Strategies and Projects. The proposed vision, capturing the essence of what the rural land ownership pattern should be, is expressed in the ABP as:

“We as the people of Amajuba, recognise that land is a finite resource on which the people of the district are dependent. We recognise that we need land: to live, to generate an income and for leisure and relaxation. In addition we recognise that we also need to make provision for the conservation of natural resources to sustain our communities in current and future generations. We further recognise that in order to uplift our rural people we need to ensure that they are able to secure a bundle of rights to land that encourages: investment; productive use and conservation of land; eradication of poverty and create social and economic opportunities for disadvantaged groups in the district. Finally we consider it essential that land as a productive resource is distributed equitably between individuals of differing cultural groups making up the Amajuba population.”

The key objective to achieve the vision is summarised as follow:

Achieve the transfer of 165,893 hectares.(being 30%) of productive agricultural land to HDIs by 2014.

The supportive objectives to the key objective are:

- (i) Resolving land reform claims:
 - Resolve land restitution claims on 151,937 ha, involving 826 farms as apriority prior to new land reform projects being identified.
 - Resolve labour tenant claims numbering 8,628, which could require between 8,628 hectares (if units are 1 ha each) to 43,140 ha (if units are on average 5 ha).
- (ii) Differentiating between differing land reform requirements
 - Differentiate the need for access to ownership of land by farm dwellers: (i) for residential and livelihood strategies and (ii) for productive agricultural use.
 - Future productive agricultural land reform projects should be located on areas of high potential with access to markets and necessary support structures
 - Land reform projects aimed at housing should be located in identified

- nodes and centres to optimise servicing potential and economic opportunities;
- Subsistence land reform projects should be located on good quality grazing land with access to services and controls on numbers to avoid overcrowding in increased levels of poverty occurring on these properties.
- (iii) Institutional Arrangements:
- Facilitating the use of institutionalised¹⁶ ownership structures that encourage economic efficiency and equity (fairness).
 - Institute appropriate structures that ensure ongoing support to land reform projects and organisations to ensure sustainability post project transfer;
 - Facilitate access of interested agricultural HDI entrepreneurs to business opportunities created through the LED Agri-business projects.
- (iv) Capital Expansion:
- Contribute to the increase in area under irrigation from the approximate 6,000 ha by the development of the additional 5,700 ha identified as an LED project, to bring the land under irrigation to about 11,600 ha, through the development of irrigation dams on the Ncandu, Horn and Upper Buffalo Rivers.
- (v) Integrating productive DLA projects into a local market value chain:
- In identification of productive agricultural projects it is critical that these are fully integrated into established and viable market chains;
 - DLA projects are also linked to agricultural and market research where new crop opportunities are identified for entrant farmers into the commercial markets.

The ABP develops several strategies to achieve the vision, mission and objectives which are summarised as follows:

- Establish a local land forum between DLA, RLCC, Commercial farmers and beneficiaries to agree priorities, establish principles of engagement on projects, resolve conflicts, share information and identify accountability for achievement of results. This local forum to report any problems to the Provincial land forum.
- Ensure there is a Municipal local level forum to co-ordinate the various government department activities around projects.
- Focus attention on resolving the restitution claims as a priority through DLA LRPO staff assisting RLCC staff with development of business plans, setting up institutional structures to own and manage land and develop viable businesses to manage the projects.
- Resolve labour tenant claims in co-operation with organised agriculture and claimants through a process of systematic scheduling claims in order of date lodged, facilitation of the rapid negotiation between parties to achieve a settlement option and resolution as speedily as possible. Include the identification of potential agri-villages on major corridors to accommodate claims on multiple farms that are in close proximity..
- When embarking on land reform projects document the differing aspirations of beneficiaries to be able to group those who want residential rights, those who want to farm commercially and those that require some

¹⁶ AFLED Sub-Committee on Agriculture involving farmers, farm dwellers and NGOs

small a of land to pursue livelihood strategies dependent on land as resource.

- Develop programmes of assistance to existing projects to optimise the chances of successful outcome, being prepared to facilitate institutional reform if deemed necessary.
- Develop agri-processing ventures along the N11 as a development corridor for entrant farmers (30%) into the land market.

At the date of compiling the IDP, specific projects had not as yet been identified. Alignment in this regards will occur during the 2009/10 IDP Review.

KEY LAND REFORM INFORMATION

Human settlement very much changed from the Apartheid settlement form, with racial and class integration having taken place to a large degree.

43% of previously white farm land has been, or is in the process of being, transferred to black communities.

Urban population: 57%

Rural population: 43%

STATUS	NUMBER
Gazetted Restitution claims	832
Redistribution	131
Settled Claims	744

2.8 CHALLENGES FACING THE DISTRICT MUNICIPALITY

The Table below is a summary of the key challenges within the DM which serves to highlight municipal priorities and provide the agenda for growth and development. These challenges will be utilised to focus strategic responses and guide planning and future service delivery.

TABLE 53: KEY CHALLENGES FACING THE ADM

SECTOR	KEY CHALLENGES	IDP RESPONSE
TECHNICAL ISSUES	High Water and Sanitation Service Delivery Backlogs.	<ul style="list-style-type: none"> ▪ Implementation of the reviewed WSDP which identifies areas of highest need and associated costs with regards to service delivery. ▪ The reviewed WSDP is linked to the identification of additional dams/ water resources with regional economic development potential. ▪ Water supply strategy linked to Broad Based Water Service delivery approach.

SECTOR	KEY CHALLENGES	IDP RESPONSE
	High capital outlay costs associated with water and sanitation roll-out.	<ul style="list-style-type: none"> ▪ Increasing household connections. ▪ Re-engineering older infrastructure to link in with regional economic initiatives. ▪ Promoting LED initiatives to improve affordability.
	Increasing the customer base to make the financial modelling more viable.	
	Backlogs cannot be addressed by the current levels of grant funding.	
	Roads.	<ul style="list-style-type: none"> ▪ The need for clear definitions on roles and responsibilities for maintenance of roads. ▪ Alignment of needs with the Public Transport Plan. ▪ Alignment of road upgrade needs with the Department of Transport.
	Land and agrarian reform and service provision to residents on private land.	<ul style="list-style-type: none"> ▪ Finalisation and implementation of the DLA's Area Based Plan. ▪ Amajuba Agricultural Committee addressing LRAD Grants. ▪ The need to explore the appointment of a land reform specialist to drive the process.
	Title adjustment in rural/ tribal areas.	<ul style="list-style-type: none"> ▪ Roll-out of title adjustment project by the DLA in the Buffalo Flats area.
Continuity in the provision of bulk electricity networks and the funding thereof. Eskom is no longer implementing bulk projects and this is seen as the function of local government with funding through the MIG allocation.	<ul style="list-style-type: none"> ▪ Electrical Supply Development Plan currently being prepared. ▪ Clarity is needed in terms of roles and responsibilities 	
COMMUNITY ISSUES	Generally high HIV and Aids prevalence.	<ul style="list-style-type: none"> ▪ The operation of an HIV/ Aids Council for the DM. ▪ The roll-out of the HIV/ Aids Implementation Plan.
	High levels of poverty and unemployment.	<ul style="list-style-type: none"> ▪ Broad policy on poverty alleviation has been formulated. ▪ Alignment forum for poverty including role players from the Province, National and other parastatals. ▪ The DM has initiated a number of poverty alleviation and self-help projects. ▪ Development of LED Plans and maintenance of LED Forums.
	High levels of pollution.	<ul style="list-style-type: none"> ▪ The Department of Health is undertaking water sampling on an agency basis for the DM. ▪ An air pollution monitoring site has been established. Newcastle has established this in conjunction with the DAEA. ▪ A solid waste management plan has been developed for the DM and will be reviewed shortly.

SECTOR	KEY CHALLENGES	IDP RESPONSE
	High levels of alien vegetation.	<ul style="list-style-type: none"> ▪ The DM has developed an Environmental Management Plan which will be reviewed shortly. ▪ Planting of indigenous trees.
	Insufficient percentage of DM covered by formal conservation areas.	<ul style="list-style-type: none"> ▪ The DM is working with DWAF, the DAEA, the eKangala Grassland Trust and the LM's with regards to the preservation of the environment.
	The DM is prone to disasters including tornadoes, veld fires, flooding, snow, health related disasters (ie. Cholera).	<ul style="list-style-type: none"> ▪ The DM has compiled a Disaster Management Plan. ▪ There have been awareness and education campaigns in communities. ▪ The DM has assisted rural communities with the provision of fire fighting equipment. ▪ DM has established a Disaster Management Centre.
	There are insufficient registered cemeteries in the DM with the majority of the existing cemeteries being located in the urban areas.	<ul style="list-style-type: none"> ▪ The DM is currently preparing a District-wide cemetery plan covering both the urban and rural areas.
	Inadequate road and public transport infrastructure.	<ul style="list-style-type: none"> ▪ The DM has compiled Current Public Transport Record (CPTR) and a Public Transport Plan (PTP). These are to be reviewed shortly. ▪ The DM has established a Transportation Forum.
PLANNING AND DEVELOPMENT ISSUES	Development of the competitive advantage of the DM through Tourism, Agriculture and industry.	<p>The implementation of the following strategic plans:</p> <ul style="list-style-type: none"> ▪ LED Plan. ▪ Tourism Development Plan. ▪ Tourism Route and Signage Plan. ▪ Birding Meander. ▪ Agricultural Development Plan. ▪ Battlefields Development Plan. ▪ Manufacturing Sector Plan.
	Lack of access to information on SMME establishment.	<ul style="list-style-type: none"> ▪ Amajuba Business Support Centre.
	Communication and Coordination of District-wide projects.	<ul style="list-style-type: none"> ▪ AFLED ▪ The AFLED Sub-Committees.
	Vertical and horizontal alignment.	<ul style="list-style-type: none"> ▪ Alignment with LM's and the DLG&TA through the IDP and PMS Committee. ▪ Alignment with service providers through one-on-one meetings.
CORPORATE ISSUES	Governance: Poor coordination, synergy and integration between the DM and LM's, and with Service Providers.	<ul style="list-style-type: none"> ▪ Maintenance of the IGR Forums.
FINANCIAL ISSUES	MFMA has placed several requirements on the DM.	<ul style="list-style-type: none"> ▪ Supply Chain Management Unit. ▪ To implement GAMAP/ GRAP. ▪ Alignment of Budget and IDP Process Plans. ▪ Preparation of the Annual Report. ▪ Preparation of a Service Delivery and Implementation Plan.

SECTOR	KEY CHALLENGES	IDP RESPONSE
GENDER & YOUTH ISSUES	A lack of policy on gender and youth matters at a local government level.	<ul style="list-style-type: none"> ▪ At an operational level the engagement of national and provincial agencies about matters.
	Youth and gender issues often relegated to the bottom of the list and are therefore often not addressed sufficiently.	<ul style="list-style-type: none"> ▪ The appointment of staff at the ADM to address these issues.

2.9 SUMMARY OF PRIORITY NEEDS

The priority needs have been addressed in the following sections of the IDP:

TABLE 54: IDP PRIORITY NEEDS

PRIORITY	ISSUE	SECTION IN THIS YEAR'S IDP
1	Economic Development	Section B (2.3.6 – 2.3.7) and Section E
2	Integrated Service Delivery	Section B (2.4) and Section E
3	Social Facilitation and Development	Section B (2.3.1 – 12) and Section E
4	Institutional and Governance	Section B (2.6) and Sections E to I
5	Municipal Planning	Section C (3.0), Sections D, E, I and J
6	Environmental Management	Section B (2.5), Section D (4.4.1) and Section E

The priority issues for the three LM's are as follows:

i) NEWCASTLE

The key issues are as follows in no prioritised order:

- Roads and stormwater;
- Public transport;
- Water and sanitation;
- Housing and land;
- Refuse removal and solid waste management;
- Electricity;
- Local economic development;
- Primary health care (inclusive of HIV/ Aids);
- Education and skills development;
- Safety and security;
- Sports and recreation;
- Arts and culture;
- Environmental quality; and
- Municipal organisational development.

ii) DANNHAUSER

The key issues for Dannhauser, in no prioritised order, are as follows:

- Water;
- Electricity;
- Implementation of an organisational PMS;

- Revision of the Spatial Development Framework;
- Clarifying the role of Traditional Councils as well as CDW's; and
- Implementation of the IDP.

iii) **EMADLANGENI**

The key issues for the eMadlangeni municipality are as follows:

- Water and Sanitation;
- LED and Job Creation;
- Access Roads; and
- Institutional Development.

2.10 **GROWTH POTENTIAL AND CONSTRAINTS TO DEVELOPMENT OPPORTUNITIES IN THE ADM**

2.10.1 **AREAS OF GROWTH POTENTIAL**

Areas of growth potential identified include:

- Battlefield development and Amajuba Tourism Route.
- The Amajuba Birding Meander.
- The development of tourism opportunities around the proposed Ncandu River Dam.
- The development of dams along the Buffalo River Catchment which will open up large portions of the tribal areas for irrigation.
- The development of the old Casino complex in a 2010 Base Camp.
- The further development of the Balele Nature Reserve at Utrecht.
- The development of the Utrecht Fly-fishing Meander.
- The development of the proposed Dunblaine Golf Estate.
- The development of a proposed residential estate at the Newcastle Golf Course.
- The Development of a Agric Hub which will be linked to the Dube Trade Port.
- The development of opportunities along the MR483 Corridor linking the CBD to Madadeni and Osizweni.
- The implementation of the Urban Renewal Programme in the Newcastle CBD.
- The development of a new Mall adjacent to the new Casino.
- The development of housing projects as part of the implementation of the Housing Plans for the three LM's.
- The establishment of SEDA Amajuba.
- The development of the Amajuba Hydroponic Techno Park.
- The identification of Newcastle as an Industrial Development Zone (IDZ).
- The development of the following areas of agricultural potential:
 - **Dairy:** The further development of the dairy industry to focus on the export of milk, cheese, powdered milk, yogurt and fruit juices.
 - **Soya:** The processing of Soya to create Bio-diesel and Soya Meal.
 - **Vegetables:** The Specialised production of vegetables through the use of tunnels.
 - **Beef:** Feedlot development.
 - **Dams:** Sites are being looked at for storage to

increase the irrigable land and further develop the above.

2.10.2 CONSTRAINTS TO DEVELOPMENT

The following constraints to development have been identified:

- The high levels of HIV and Aids;
- A skills shortage due to the inability to attract sufficiently skilled people to the District;
- A mobile work-force leading to high staff turn-overs;
- The need for bursary schemes to be offered in the work-places to develop and retain skills;
- Funding shortages existing hampering the ability of municipalities to address backlogs;
- An inadequate allocation of funds to the DM through the Equitable Share process; and
- The DM not being identified as a Presidential Node and benefiting from large allocations of funds.
- The levels of crime.
- A lack of access to information by rural communities.

SECTION C

DEVELOPMENT STRATEGIES

3.0 STRATEGIES

3.1 INTRODUCTION

This section firstly outlines the National (NSDP) and Provincial (PSEDS) strategic frameworks within which the ADM's strategic framework is located, where after the DM's strategic framework is outlined.

3.2 NATIONAL AND PROVINCIAL STRATEGIC GUIDELINES

3.2.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

Inequalities exist in the national economy and there is a legacy of inequitable spatial development. This has had a negative impact on public sector investment which is highlighted in the NSDP. The Vision of the NSDP is as follows:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- By focussing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

The basic principles of the NSDP underpinning the Vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond

basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres.

3.2.2 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

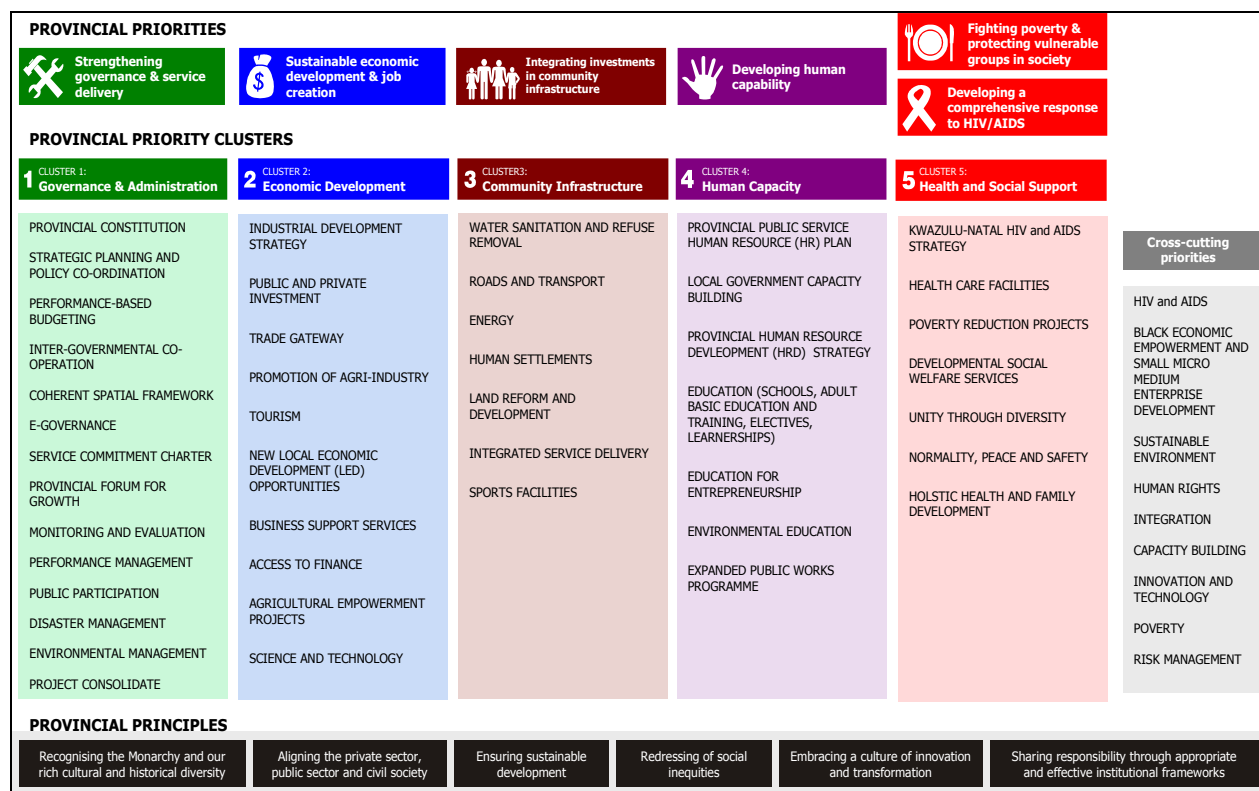
The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between the different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments, Parastatals, Districts and Local Municipalities).

Like the IDP process, the PGDS develops a Vision, Mission and Strategies. Of key importance to the Municipal IDP's, however, are the Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province. The provincial priorities are as follows:

- Strengthening governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capability;
- Developing a comprehensive response to HIV/ Aids; and
- Fighting poverty and protecting vulnerable groups in society.

The Provincial Priorities and Priority Clusters are summarised below:

Figure 8: Summary of the Provincial Growth and Development Strategy



3.2.3 THE PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

i) INTRODUCTION

The PSEDS flows from the PGDS and is intended as a guide to service and to achieve the goals as set out in ASGI-SA which is to halve unemployment and poverty by 2014. Principles of development and growth underpinning the PSEDS are summarised as follows:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing, transport, etc.
- All areas of the province require development;
- Certain areas of the province will drive economic growth; and
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/ or economic growth.

The PSEDS therefore sets out to:

- Focus where government directs its investment and development initiatives;
- Capitalize on complementarities and facilitate consistent and focused decision making; and
- Bring about strategic co-ordination, interaction and alignment.

ii) CLASSIFICATION OF AREAS OF ECONOMIC POTENTIAL

Four key sectors have been identified as drivers for economic growth in the province, namely:

- The agricultural sector (including agri-processing) and land reform;
- The industrial sector;
- The tourism sector; and
- The service sector.

It is also noted that:

- The logistics and transport sector (inclusive of rail) in the service sector are important sub-sectors underpinning the growth in all four sectors;
- Substantial and affordable water and energy provision is crucial to the economic growth and development of the province; and
- The classification of potential is shown in a series of maps.

iii) CLASSIFICATION OF AREAS OF POVERTY AND NEED

The PSEDS identifies poverty levels and densities based on the 2001 Census information. Poverty density is a measure of the numbers of people within an area below the poverty level. In terms of their classifications, Newcastle is the third highest municipality in the province behind eThekweni and the Msunduzi municipalities.

iv) CLASSIFICATION OF NODES AND ACTIVITY CORRIDORS

In terms of the classification of nodes provincially, Newcastle is classified as a *Secondary Node* which is an urban centre with good existing economic development and growth potential, and which services the regional economy. In terms of the main categories for potential, the PSEDS identifies the following:

- **Production of high value differentiated goods** which are not strongly dependant on labour costs, and which are focussed on local and global niche markets;
- **Production of labour intensive, mass produced goods** which are more dependant on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependant on tourism attractions; and
- **Public service and administration.**

In terms of the classification of activity corridors, the N11 corridor is identified as an existing corridor. The PSEDS does, however, identify a secondary corridor (SC12) which runs between the following three centres, namely Greytown-Msinga- Madadeni. The PSEDS identifies that this corridor has potentials in the following areas:

- **Production of labour intensive, mass produced goods** which are more dependant on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependant on tourism attractions; and
- **Public service and administration.**

v) **SUMMARY OF HIGH LEVEL CLUSTER PRIORITIES AND OBJECTIVES FOR THE ADM**

The PSEDS provides a summary of high level cluster priorities and objectives for the ADM. The plan identifies the following priorities:

a) **AGRICULTURE AND LAND REFORM**

- Livestock farming: develop livestock farming opportunities in Trust land.
- Support land reform beneficiaries- livestock, game farming and explore others.
- Develop Chelmsford Dam agricultural complex (serviced by Vryheid Node).

b) **TOURISM**

- Battlefields Route: development of linkages to benefit previously disadvantaged.
- Drakensburg eco-tourism: develop cultural tourism opportunities with bordering communities.

c) **INDUSTRY**

- Newcastle industrial townships: provision of world class infrastructure.
- Provide adequate affordable housing and related services.
- Bio-diesel production.
- Coal mining- extension of life of mines and/ or development of alternative opportunities.

d) **SERVICES**

- Plan Dannhauser and Utrecht to position for investment.
- Provide adequate affordable housing and related services in towns.

3.2.4 **THE ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA (ASGI-SA)**

i) **INTRODUCTION AND BACKGROUND**

ASGI-SA is a project driven by the Deputy President Phumizile Mlambo- Ngcuka which attempts to factor in the Second Economy, particularly youth, women, and people with disabilities. ASGI-SA's focus on a set of concrete economic proposals that include a range of initiatives aimed at removing obstacles to economic growth has provided

a platform for reviewing strategies for critical interventions towards sustainable development, and empowerment of the poor and mainstreaming them into the mainstream economy.

The programme goal is the creation of small enterprises and jobs in the Second Economy with a focus on the creation of 1 million jobs over a period of five years. The programme objectives are summarised as follows:

- Increased employment and income for unemployed or underemployed poor people;
- Reduced income gaps in society;
- More productive jobs in villages and small towns to lessen migration to big city slums;
- Economic empowerment of (mainly black) poor women; and
- Address constraints that inhibit economic growth and shared benefits.

The intended outcome of the programme is the establishment of viable and sustainable economic enterprises/ businesses that have scope for growing local economies, thereby creating quality jobs and higher income for individual entrepreneurs, workers and their families.

ii) **LINKAGES TO THE IDP AND ECONOMIC DEVELOPMENT STRATEGIES**

With our agriculturally- dominant economy, the development of an Agricultural Cooperative, consisting of both emerging as well as commercial farmers, and represented on the AFLED Agricultural Sub-committee, would seek to achieve the objectives of ASGI-SA. Such a Cooperative, would seek to, amongst other things, address the following:

- Mentor and training of emerging farmers;
- Link producers to markets;
- The provision of quality control;
- The provision of financial services (ie. Procurement in bulk); and
- Financial management.

Council is fully behind this initiative and it will be pursued further in the 2008/9 financial year.

3.3 VISION, MISSION & OBJECTIVES FOR THE AMAJUBA DISTRICT MUNICIPALITY

3.3.1 INTRODUCTION

The newly elected Amajuba EXCO reviewed the District's Vision and Mission and identified core values for the municipality. These were confirmed with EXCO members and Party Whips at a strategic planning workshop in November 2007 together with the DM's strategies. These are summarised below:

3.3.2 MUNICIPAL VISION, MISSION AND VALUES

i) VISION

Amajuba will be a fully developed district, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values.

ii) MISSION

The Amajuba District Municipality will through good governance and management, strive to achieve its vision, within the legal framework by:

- Promoting shared and integrated service delivery
- Creating an enabling environment for economic development
- Increasing opportunities for previously disadvantaged communities
- Providing and maintaining integrated, affordable, equitable and sustainable services
- Facilitating access to land and social services
- Promoting development of a safe and healthy environment, and
- Effective planning of infrastructure and technical services

iii) VALUES

The following values to be followed by the organisation were identified:

- **Accountability**
We will discharge our responsibilities with the appreciation that we are public servants and will hold ourselves accountable to them.
- **Transparency**
We will make the necessary information available to our stakeholders.
- **Democracy**
We will consult our stakeholders as prescribed.
- **Developmental Approach**
We will seek, develop and implement solutions that will contribute to the development of our society.

3.4 DEVELOPMENT STRATEGIES

i) BACKGROUND

The strategies for the ADM were reviewed this financial year to link them to the outcomes of the Amajuba Growth and Development Summit which took place in October 2007, and were confirmed by EXCO members and Party Whips at a strategic planning workshop in November 2007. The strategies are also linked with the new Municipal Manager's KPA's as set out in the regulations.

ii) THE OUTCOMES OF THE GROWTH AND DEVELOPMENT SUMMIT

The ADM successfully held its Growth and Development Summit on 24 October 2007. The outcomes of the Growth and Development Summit are summarised in **Annexure N**.

The outcomes of the conference have been aligned with the IDP and SDF, and the IDP strategies have been amended to reflect the projects and priorities of the conference.

iii) THE REVISED KEY PERFORMANCE AREAS (KPA'S)

Like the 2007/8 IDP, the 2008/9 IDP Review has been aligned with the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to the Municipal Managers (2006). Section 26 (6) of these regulations outlines five Key Performance Areas (KPA's) for Municipal Managers, namely:

- Basic Service Delivery;
- Municipal Institutional Development and Transformation;
- Local Economic Development;
- Municipal Financial Viability and Management; and
- Good Governance and Public Participation.

The KPA's of the IDP have been amended accordingly.

iv) KEY PERFORMANCE AREAS (KPA'S)

The development strategies for the DM have also been reviewed during this round of the IDP in line with the Vision and Mission of the new Council.

TABLE 55: THE AMAJUBA KPA'S AND STRATEGIES¹⁷

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
COMM	Basic Service Delivery	Integrated Service Delivery	To ensure sustainable waste management in the district	Review of the Waste Management Plan	Implementation of the Waste Management Plan
COMM	Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District	Promoting environmental friendly methods of waste disposal in areas outside the urban areas	Coordination of waste recycling educational initiatives in the district.
COMM	Basic Service Delivery	Integrated Service Delivery			Environmental Awareness Campaign
COMM	Basic Service Delivery	Integrated Service Delivery		Ensure greater accessibility for rural communities.	Review of the Public Transport Plan i.t.o the white paper on the Provincial Transport Policy
COMM	Basic Service Delivery	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Support local municipalities in implementing the cemetery plan	Preparation of an Environmental Scoping report for two sites
COMM	Basic Service Delivery	Social Facilitation			Establishment of cemeteries
COMM	Basic Service Delivery	Social Facilitation			Determine the operational responsibility for the identified cemeteries in terms of powers and functions.
COMM	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan
COMM	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Development of Departmental Action Plans for Middle Managers.
COMM	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources
COMM	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department
COMM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft IDP Project Implementation plans to be approved by EXCO for implementation

¹⁷ The IDP KPA's and strategies were confirmed with EXCO members and party whips in November 2007 at a special workshop.

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
COMM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timeous submission of statutory reports	Departmental reports to the MM
COMM	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO
COMM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings
COMM	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee
COMM	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor
COMM	Good Governance and Public Participation	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Implement and maintain an effective Disaster Management Plan and Framework	Simulation exercises
COMM	Good Governance and Public Participation	Social Facilitation			Conduct Public and school education and awareness programmes
COMM	Good Governance and Public Participation	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functioning District Disaster Management Centre	District Disaster Management Advisory Forum
COMM	Good Governance and Public Participation	Social Facilitation			Identification and/or upgrading of communication network
COMM	Good Governance and Public Participation	Social Facilitation			Coordinate the training of volunteers
COMM	Good Governance and Public Participation	Social Facilitation			Coordinate the activities of volunteers in Disaster management
COMM	Good Governance and Public Participation	Social Facilitation	To ensure poverty alleviation/reduction (national targets)	Implementation of the poverty alleviation programme and vertical alignment	Updating of the poverty alleviation policy
COMM	Good Governance and Public Participation	Social Facilitation			Identification and funding of poverty alleviation projects
COMM	Good Governance and Public Participation	Social Facilitation			Coordination of the activities of the ADM with provincial and national programmes.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate arts and culture activities in the Amajuba District	Development of Arts, Culture and Music Programme Implementation Plan.
COMM	Good Governance and Public Participation	Social Facilitation			Establishment of a District Committee inclusive of all arts, culture and music domains.

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
COMM	Good Governance and Public Participation	Social Facilitation			To fund the annual Amajuba Contemporary Music Tournament intended for moral and cultural rejuvenation
COMM	Good Governance and Public Participation	Social Facilitation			Capacitate artists in their respective artistic domains.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate the implementation of the HIV & AIDS plan	Coordination of HIV & Aids activities through the HIV & Aids Council
COMM	Good Governance and Public Participation	Social Facilitation		Facilitate access of social services to all communities	Improve the accessibility of social services through the concentration of service provision at a central point or hub.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate access of social services to all communities	Establishment of a New District Sports Council Committee, Policies and Strategic Plan.
COMM	Good Governance and Public Participation	Social Facilitation			Preparation and Hosting of District Sports Games in preparation for Annual KZN Salga Games.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Participation in Annual SALGA Games.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Recreational games for senior citizens.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Run activities for people living with disability.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Coordinate and run programmes for sports development and promotion.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Establishment of a District Gender coordinating structure.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Capacitate elected district gender machinery officers.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Celebrate and commemorate national women's day.



RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
COMM	Good Governance and Public Participation	Social Facilitation	rights for vulnerable groups		Celebrate, Commemorate, Awareness and Empower district women on women equity awareness issues.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Bring about awareness on children and women abuse.
COMM	Good Governance and Public Participation	Social Facilitation			Advocacy for Children's Rights and Protection of Vulnerable Children.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Fund Gender Equity and Awareness Programmes within and outside the district.
COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate youth empowerment programmes	Youth Audit Meeting: Phase 2: Collect Data for Youth Organisations and Service Providers within the District.
COMM	Good Governance and Public Participation	Social Facilitation			Youth Structural Conference: Establishment of the District Youth Unit
COMM	Good Governance and Public Participation	Social Facilitation			Provincial and National Youth Day Celebrations: Celebrate and Commemorate National and Provincial Youth Day Celebrations.
COMM	Good Governance and Public Participation	Social Facilitation			Amajuba District Youth Day Celebration: Celebrate, Commemorate and Empower Youth in the District on Youth Development Policies and Programmes
COMM	Good Governance and Public Participation	Integrated Service Delivery	To ensure sustainable waste management in the district	Regular monitoring of environmental health hazards associated with waste disposal sites	District Environmental Co-ordination Forum
COMM	Good Governance and Public Participation	Environmental Management		Address the pollution of water catchments by mining and industrial activity	Education and awareness programmes
COMM	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Implementation of the Public Transport Plan	Development of the Blood River Corridor Feasibility Study
COMM	Good Governance and Public Participation	Municipal Planning		Reconstitution and continuation of the Passenger Transport Forum	The reconstitution and continuation of the Amajuba Passenger Transport Forum
COMM	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Coordination of the roll-out of phase 2 building construction

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
COMM	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	The on-going operation of the Thusong Service Centre
COMM	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Establishment of the structure: LISSC, Management Committee, DISSC
COMM	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Marketing and promotion of the Thusong Service Centre
COMM	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Managing the Centre competently
COMM	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Ensure that the centre space is managed cost effectively and in a sustainable manner
CORP	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Preparation of a Skills Database for the DM staff
CORP	Municipal Institutional Development and Transformation	Institutional and Governance			Review of Skills Development Plan for the ADM
CORP	Municipal Institutional Development and Transformation	Institutional and Governance			Employ experience training students
CORP	Municipal Institutional Development and Transformation	Institutional and Governance			Undertake developmental business planning and streamline business processes to meet council and community needs
CORP	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers
CORP	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources
CORP	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department
CORP	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft IDP Project Implementation Report to be approved by EXCO for implementation

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
CORP	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timeous submission of statutory reports	Departmental reports to the MM
CORP	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO
CORP	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings
CORP	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee
CORP	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor
MM	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Review the organisational structure and policies of the municipality in line with the strategic & operational requirements	The Reviewed Organisational Structure
MM	Municipal Institutional Development and Transformation	Institutional and Governance		Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan
MM	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Performance contracts of senior managers approved by the EXCO
MM	Municipal Institutional Development and Transformation	Institutional and Governance			Assessment and reporting on S57 employees performance
MM	Municipal Institutional Development and Transformation	Institutional and Governance		Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers.
MM	Municipal Institutional Development and Transformation	Institutional and Governance		Effective management of the Office of the Mayor through regular meetings with Mayor and Manager in his office	
MM	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure effective management of the municipality and its functionaries	Draft Budget submitted to Council and EXCO
MM	Municipal Financial Viability and Management	Institutional and Governance			Budget approved by Council
MM	Municipal Financial Viability and Management	Institutional and Governance			Monthly reports to EXCO
MM	Municipal Financial Viability and Management	Institutional and Governance			Adjustment Budget approval

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION		
MM	Municipal Financial Viability and Management	Institutional and Governance			Ensure that reports to EXCO and National Treasury are submitted		
MM	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure effective management of the municipality and its functionaries	Consideration of reports and queries from internal and external auditors		
MM	Municipal Financial Viability and Management	Institutional and Governance			Attendance at meetings of the Audit Committee		
MM	Municipal Financial Viability and Management	Institutional and Governance			Deal with matters and queries from the Auditor General.		
MM	Municipal Financial Viability and Management	Institutional and Governance			Attend audit meetings convened by the Auditor General.		
MM	Municipal Financial Viability and Management	Institutional and Governance			Submit audit reports to EXCO and Council.		
MM	Municipal Financial Viability and Management	Institutional and Governance			Attendance at meetings of the shareholders of uThukela Water		
MM	Municipal Financial Viability and Management	Institutional and Governance			Reports to EXCO on uThukela Water		
MM	Municipal Financial Viability and Management	Institutional and Governance			Attendance at meetings and workshops on municipal entities or dealing with shareholder matters at uThukela Water.		
MM	Municipal Financial Viability and Management	Institutional and Governance			To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timeous submission of statutory reports	Ensure preparation and timeous submission of annual financial statements to Auditor General
MM	Municipal Financial Viability and Management	Institutional and Governance			Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources
MM	Municipal Financial Viability and Management	Institutional and Governance	Source resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department		
MM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft IDP Project Implementation plans to be approved by EXCO for implementation		
MM	Good Governance and Public Participation	Institutional and Governance		Ensure that governance and statutory requirements are met in joint operations with municipal entities	Regular reports to EXCO and Council		
MM	Good Governance and Public Participation	Institutional and Governance			Attendance of meetings in line with the requirements of the MSA.		

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
MM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Speedy mediation of disputes or disagreements between Councillors and staff
MM	Good Governance and Public Participation	Institutional and Governance			Speedy mediation of concerns and/ or complaints from the community
MM	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee
MM	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor
MM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Ensure customers (community) are informed regularly about matters of local government
MM	Good Governance and Public Participation	Institutional and Governance	Maintain ongoing intergovernmental relations among the three spheres of government	Establish and maintain forums that meet regularly in order to ensure sound relations between the ADM and local councils, service providers and other government and non-government organisations	Maintain DM's Intergovernmental Forum
MM	Good Governance and Public Participation	Institutional and Governance			Maintenance of the Municipal Manager's Forum
MM	Good Governance and Public Participation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Hold management meetings
MM	Good Governance and Public Participation	Institutional and Governance			Receive and assess departmental reports
MM	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality.	Facilitate municipal events	Process applications for the sponsorship of events.
MM	Good Governance and Public Participation	Public Relations			Contribute to the ADM events.
MM	Good Governance and Public Participation	Public Relations			Ensure marketing of the ADM during events.
MM	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality.	Ensure good relations with the press.	Prepare and submit press statements on specific events and projects
MM	Good Governance and Public Participation	Public Relations			Develop and maintain press-representatives database
MM	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality.	Ensure good relations with the press.	Invite the press to all applicable events
MM	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management	Corporate Image and marketing.	Develop corporate marketing and material for the ADM

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
MM	Good Governance and Public Participation	Public Relations	and marketing for the municipality.		Develop and stock corporate gifts
MM	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate Targeted Investment	Develop and distribute investment brochures
MM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Print and distribute 50 000 free copies of the Amajuba Newsletter
P&DS	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan
P&DS	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure that the IT requirements of ADM are met	Management of all IT systems hardware and software
P&DS	Municipal Institutional Development and Transformation	Institutional and Governance			Update and manage the municipal website
P&DS	Municipal Institutional Development and Transformation	Institutional and Governance			ICT Training of ADM staff
P&DS	Municipal Institutional Development and Transformation	Institutional and Governance			Administer the Amajuba ICT and GIS Forum
P&DS	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers.
P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Tourism Sector Plan	Tourism Route Marketing and Battlefields
P&DS	Local Economic Development (LED)	Economic Development			CTO Support
P&DS	Local Economic Development (LED)	Economic Development			Marketing during Tourism Shows and Exhibitions



RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
P&DS	Local Economic Development (LED)	Economic Development			ADM Tourism Project Support (Amajuba Birding Meander Support)
P&DS	Local Economic Development (LED)	Economic Development			Sponsorship of Tourism and LED events
P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Signage Development Plan	Erect Tourism Signage
P&DS	Local Economic Development (LED)	Economic Development		Implementation of the Battlefields Development Plan	Facilitate programme through the Amajuba Tourism Forum (ATF)
P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	Soya production
P&DS	Local Economic Development (LED)	Economic Development			Facilitate the development of a dairy production parlour
P&DS	Local Economic Development (LED)	Economic Development			Facilitate implementation of a feasibility study on tomato production and processing plant
P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	Development of new crops as identified in the agricultural plan
P&DS	Local Economic Development (LED)	Economic Development			Facilitate the development of vegetable and seedling production
P&DS	Local Economic Development (LED)	Economic Development			Facilitate the development of Aqua Culture
P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	Facilitate the development of poultry production by co-ops.
P&DS	Local Economic Development (LED)	Economic Development			Facilitate the development of piggery production by co-ops.
P&DS	Local Economic Development (LED)	Economic Development			Facilitate the development of feedlot production by co-ops.

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2014	Implementation of the Agricultural Sector Plan	Facilitate the establishment of a new fresh produce market
P&DS	Local Economic Development (LED)	Economic Development			Facilitate the implementation of the Horn River project for emerging farmers
P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2014	Implementation of the Agricultural Sector Plan	Facilitate the development of the mining sector
P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Business support (facilitate markets & capacity) for SMME's & Co-operatives	Support SEDA
P&DS	Local Economic Development (LED)	Economic Development			Facilitate support and training workshops for co-ops with DED
P&DS	Local Economic Development (LED)	Economic Development			Institutional consultation on growth and development
P&DS	Local Economic Development (LED)	Economic Development		Facilitate Targeted Investment	3rd ADM growth and development summit.
P&DS	Local Economic Development (LED)	Economic Development		To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district
P&DS	Local Economic Development (LED)	Economic Development	Administer the Amajuba Tourism Forum (ATF)		
P&DS	Local Economic Development (LED)	Economic Development	Administer the Amajuba Tourism Committee (ATC)		
P&DS	Local Economic Development (LED)	Economic Development	Administer the Amajuba Agricultural Committee (AAC)		
P&DS	Local Economic Development (LED)	Economic Development	Administer the Amajuba Trade and Industry Committee (ATIC)		
P&DS	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources



RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
P&DS	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department
P&DS	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timeous submission of statutory reports	Departmental reports to the MM
P&DS	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO
P&DS	Good Governance and Public Participation	Institutional and Governance			Submit IDP implementation reports to MM
P&DS	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings
P&DS	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee
P&DS	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor
P&DS	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Provide and update Departmental information on the municipal website
P&DS	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	To administer the IDP and PMS Committee
P&DS	Good Governance and Public Participation	Municipal Planning			Update and alignment of the Amajuba Spatial Development Framework (SDF)
P&DS	Good Governance and Public Participation	Municipal Planning			Provide inputs on development applications received
P&DS	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Develop shared service systems to provide co-ordinated service delivery	Town Planning support and advice to Dannhauser and Utrecht

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
P&DS	Good Governance and Public Participation	Municipal Planning			GIS support to Dannhauser and Utrecht Municipalities
P&DS	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support local municipalities in the facilitation of the provision of housing	Establish the Amajuba Housing and Land Reform Committee
P&DS	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support the facilitation of integrated planning and implementation of land reform projects in the District	Facilitate and coordinate the roll-out of the DLA's Area Based Plan
P&DS	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support the facilitation of integrated planning and implementation of land reform projects in the District	Update and alignment of the Amajuba Spatial Development Framework (SDF)
P&DS	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approval of the Budget and IDP Process Plan by EXCO and Council
P&DS	Good Governance and Public Participation	Municipal Planning			Approved IDP submitted to the DLG&TA
P&DS	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support the facilitation of integrated planning and implementation of land reform projects in the District	Update and alignment of the Amajuba Spatial Development Framework (SDF)
P&DS	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timeous submission of statutory reports	Annual Report presented to the Mayor.
P&DS	Good Governance and Public Participation	Institutional and Governance			Oversight report tabled at Council.
P&DS	Good Governance and Public Participation	Institutional and Governance			Public participation, advertisement and submission to MEC of Annual Report.
P&DS	Good Governance and Public Participation	Institutional and Governance			Submit MFMA compliant AR to both Provincial and National Treasury.
P&DS	Good Governance and Public Participation	Institutional and Governance			Conduct customer satisfaction surveys

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
P&DS	Good Governance and Public Participation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	Review of the performance management system.
ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Implement and supervise water services customer care
ENG	Basic Service Delivery	Integrated Service Delivery			The development of a Potable Water Services Development Plan and Backlogs Eradication
ENG	Basic Service Delivery	Integrated Service Delivery			Finalisation of the Water Resource Plan/ Augmentation Plan (Dams)
ENG	Basic Service Delivery	Integrated Service Delivery			Finalisation of the Water Extraction License
ENG	Basic Service Delivery	Integrated Service Delivery			The implementation of an irrigation master plan
ENG	Basic Service Delivery	Integrated Service Delivery			Review of the Water Services Plan mechanisms
ENG	Basic Service Delivery	Integrated Service Delivery			To ensure access to free basic water and expansion of water service delivery to all consumers by 2009
ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Linking potable water supply plan (WSDP) with economic development initiatives	Expanding the WSDP into the agricultural, industrial and mining sectors
ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	The provision of rudimentary water services	The provision of rudimentary water services to communities living on private land.
ENG	Basic Service Delivery	Integrated Service Delivery			Emadlangeni Bulk Water / Feasibility Study
ENG	Basic Service Delivery	Integrated Service Delivery			Steildrift Bulk Line Link.
ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Aligning water asset management with operation and maintenance requirements	To facilitate funding for refurbishment of assets (FIT)

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Attract additional investment in the expansion of water networks	Buffalo Flats Phase 1 Reticulation
ENG	Basic Service Delivery	Integrated Service Delivery			Buffalo Flats Phases 2 - 6 Business Plan
ENG	Basic Service Delivery	Integrated Service Delivery			Inverness Household Sanitation
ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation delivery to all consumers by 2011-2012	Attract additional investment in the expansion of access to free basic sanitation	Naas Household Sanitation
ENG	Basic Service Delivery	Integrated Service Delivery			Amajuba Household Sanitation Feasibility
ENG	Basic Service Delivery	Integrated Service Delivery	To ensure water balance between household, commercial and agricultural water demand by 2009	Linking water supply plan (WSDP) with economic development initiatives	Flint irrigation project
ENG	Basic Service Delivery	Integrated Service Delivery	To ensure implementation of the electricity supply development plan for the district in line national targets	Facilitate additional investment for the extension of grid and non-grid system to areas that are currently not serviced	Finalisation of the Electrical Supply Development Plan (ESDP)
ENG	Basic Service Delivery	Integrated Service Delivery			Facilitate alignment of the ESDP with DME and LED programmes
ENG	Basic Service Delivery	Integrated Service Delivery		Explore future involvement in the generation of electricity	Pre-feasibility study into the rehabilitation of the Ngagane Power Station
ENG	Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District.	Ensure greater accessibility for rural communities.	Facilitate construction of a pedestrian access bridge
ENG	Basic Service Delivery	Integrated Service Delivery			Ingagane Footbridge
ENG	Basic Service Delivery	Integrated Service Delivery			Utrecht rural roads upgrade
ENG	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011 To ensure diversification and beneficiation in the economy by 2011	Implement Infrastructure Investment (MI2) Plan	Facilitate implementation of the municipal infrastructure investment plan
ENG	Basic Service Delivery	Economic Development		Employment of labour intensive methods	Adoption of EPWP guidelines into MIG projects
ENG	Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Facilitate the incorporation of multi-sports facilities within stadium developments
ENG	Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Dannhauser South Park Cricket Stadium

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
ENG	Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Berouw Sport Stadium
ENG	Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Implementation of sports facilities	Development of the 2010 Base Camp and Sports Academy initiative.
ENG	Basic Service Delivery	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan
ENG	Basic Service Delivery	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers.
ENG	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011 To ensure diversification and beneficiation in the economy by 2011	Skills Analysis & Development	Facilitate contract labour reporting and database system
ENG	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011 To ensure diversification and beneficiation in the economy by 2011	Revitalisation of the Formal Mining Sector	Secure coal prospecting rights
ENG	Basic Service Delivery	Economic Development			Facilitate the preparation of a mining business plans
ENG	Basic Service Delivery	Economic Development			Develop an environmental management plan for mining
ENG	Basic Service Delivery	Economic Development			Facilitate with land owners and establish institutional structures for implementation
ENG	Basic Service Delivery	Economic Development			Facilitate the power station returning to full service
ENG	Basic Service Delivery	Economic Development			Facilitate investor engagement
ENG	Basic Service Delivery	Economic Development			Representation by engineering department on AFLED structures

RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
ENG	Basic Service Delivery	Economic Development	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources
ENG	Basic Service Delivery	Economic Development		Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department
ENG	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Departmental reports to the MM
ENG	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO
ENG	Good Governance and Public Participation	Institutional and Governance			Submit IDP implementation reports to MM
ENG	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Departmental staff meetings
ENG	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee
ENG	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor
ENG	Good Governance and Public Participation	Integrated Service Delivery	To ensure water balance between household, commercial and agricultural water demand by 2009	Alignment with national water resource strategies	Participate in the alignment process of water user associations
ENG	Good Governance and Public Participation	Integrated Service Delivery			To participate in the catchment management forums
FIN	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Prepare and implement an Service Delivery and Budget Implementation Plan (SDBIP)	Preparation of the SDBIP
FIN	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Full compliance with Chapter 11 of the MFMA (SCM)	Compliance with Chapter 11 of the MFMA
FIN	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Develop and implement a policy on targeted procurement	The development of a policy on targeted procurement



RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
FIN	Municipal Financial Viability and Management	Institutional and Governance	To manage expenditure, cash and investments	Monitoring of expenditure and cash flow position on a regular basis	Expenditure Management - cash and investments
FIN	Municipal Financial viability and Management	Institutional and Governance	To monitor budgetary compliance	Monitoring of votes status	Budget monitoring
FIN	Municipal Financial viability and Management	Institutional and Governance	To monitor adherence to annual cash flow plan	Monitor cash position against planned position	Monitoring of differences between cash flow and actual
FIN	Municipal Financial viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Production of monthly income and expenditure and balance sheet reports	Annual Financial Statements ready for audit by 30 August as per MFMA
FIN	Municipal Financial viability and Management	Institutional and Governance	To provide an efficient, sound, economically viable and sustainable financial support service	A clean unqualified audit report except for issues relating to Uthukela Water	Annual Financial Statements
FIN	Municipal Financial viability and Management	Institutional and Governance			Tightening internal control procedures
FIN	Municipal Financial viability and Management	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting
FIN	Municipal Financial viability and Management	Institutional and Governance			
FIN	Municipal Financial viability and Management	Institutional and Governance	Compliance with legislation	Monitoring of deadlines	National Treasury reporting
FIN	Municipal Financial viability and Management	Institutional and Governance			
FIN	Municipal Financial viability and Management	Institutional and Governance	Efficiency in operations	Monitoring of deadlines	Reconciliation and demonstration of the number of financial reconciliations done within 10 working days of month end
FIN	Municipal Financial viability and Management	Institutional and Governance	Compliance with relevant guidelines	Implement MFMP	Finance management reform in compliance with the MFMP
FIN	Municipal Financial viability and Management	Institutional and Governance	Compliance with legislation	Monitor budget process deadlines in relation to the MFMA	Budget Quality
FIN	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Establish an asset register
FIN	Municipal Institutional Development and Transformation	Institutional and Governance			Source service provider to draw up the FAR



RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	STRATEGY	PROJECT DESCRIPTION
FIN	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	Insure all assets with material values	Insurance/Risk management
FIN	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timeous submission of statutory reports	Departmental reports to the MM
FIN	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO
FIN	Good Governance and Public Participation	Institutional and Governance			Draft IDP Project Implementation plans to be approved by EXCO for implementation
FIN	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings
FIN	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee
FIN	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor

FOCUS AREA: SUPPORT TO SMME'S

The ADM is currently developing trade points for emerging businesses and SMMEs in order for them to access markets to conduct business.

The development of the *Amajuba Agric Hub* and *Regional Market* will ensure easy access to local and export markets such as Dube Trade port and City Deep.

Linkages to Trade point for crafters markets are already in place for export opportunities some products are currently being exported to Reunion Island.

The partnership with Amajuba SEDA ensures courses and business support to the manufacturers and producers. Courses are conducted in HACCP and ISO, as well as small business development.

FOCUS AREA: STRATEGIES TO DEVELOP THE SECOND ECONOMY

Training:

Poverty alleviation projects are aimed at empowering entrepreneurs to create projects linked with the ADM LED Strategy and small business development courses are implemented to ensure the development of the entrepreneur.

Alignment of FETs training and development programmes with the ADM Sector Plans to ensure employment opportunities and entrepreneur development.

Conduct educational tours for entrepreneurs to be exposed to opportunities outside of the district and establish support networks.

Projects:

The ADM is currently planning projects that will absorb current small businesses into the main stream economy. These projects include Techno Park and tomato processing, Soya production and processing, feedlot and meat processing and Mining.

FOCUS AREA: YOUTH**1. Background**

The establishment of youth development structures at the ADM was in accordance with the enacted policies for youth development in South Africa including the following:

- National Youth Development Policy Framework (2002-2007)
- National Youth Service Programme
- National Youth Commission Act
- KZN Provincial Youth Commission Act 2005
- District Integrated Development Plan

2. Previous Structural Processes

- Previously a district youth council was established in 2003 but the structure was then dissolved due to various reasons.
- As from 2004 to 2005 the ADM had no youth coordinator and as a result youth development programmes lagged behind.
- With the appointment of a youth coordinator things improved dramatically and a youth council was established.

3. Youth Audit

- After March 2006 a new political leadership was elected at the district.
- The newly appointed leadership undertook a district youth audit to ascertain the existence of youth organisations in the district, both political and youth servicing organisations.
- In August 2006 a district youth audit was conducted by the KZN Youth Commission.
- The audit report then indicated and recommended that Amajuba should have a Youth Affairs Committee before the establishment of a District Youth Unit. The report also gave recommendations as to how the two youth structures could be established.

4. Establishment of a District Youth Affairs Committee (YAC)

The YAC is composed as follows:

- Youth councillors from local municipalities and the district municipality.
- The composition of the committee should consider gender equity, and proportional representation of political parties represented in the district council.

5. Establishment of a District Youth Unit (DYU)

The DYU is composed as follows:

- Government departments within the district.
- Youth representatives from youth political parties in the district council.
- Councillors from local municipalities represented in the youth affairs committee.
- Youth coordinators from all local municipalities.
- Representatives from local youth units.
- District youth coordinator.
- Representative from Traditional leaders.
- District Mayor as portfolio and preceding councillor.
- Representative from disabled people.

6. Current Status for the 2007/8 Financial Year

- At present the only structure that has been established is the District Youth Affairs Committee.
- Despite several attempts to complete the establishment process, some political parties had not submitted their representatives to the structure. 31 of March 2008 is the target date for the establishment of all outstanding structures.

7. Youth Strategies

- See Table on page 96 of the IDP.

FOCUS AREA: GENDER**1. Background**

The Constitution of the Republic of South Africa places a duty on the State at all levels to protect, promote and fulfil the human rights in the Bill of Rights. More specifically, the implementation of a human rights based approach to service delivery and development in KZN is the duty of both the provincial and local spheres of government. It is on this note that the establishment of a district gender coordinating structure, to plan and coordinate gender based activities and programmes, is a major priority in the ADM. The approach taken by the ADM is informed by the following key documents:

- National Policy Framework on Gender Equity and Balance.
- National and Provincial policy on Respect and Protection of Human Rights.
- National constitution: Bill of Rights.
- District Integrated Development Plan.

2. Establishment: District Gender Machinery

The gender structure created by the ADM consists of:

- Representatives from all government departments within the district.
- A councillor from each local municipality.
- A councillor from the District Municipality.
- Gender focal persons from all local municipalities within the district.
- District mayor as a portfolio councillor.
- District gender focal person.
- Traditional leaders.

Total recommended number: 21 depending on the number of stakeholders

3. Current Status

At present there are two structures established for gender equity and redress programmes, that is,

- Amajuba District Gender Steering Committee consisting of all female councillors from the DM's council and one female councillor representative from each local municipality.
- The ADM's Gender Machinery consisting of the members of the steering committee, all female councillors from the district and local municipalities and representatives from government departments within the district.
- It is anticipated that the District Gender Forum will be established by the end of March 2008. This will consist of all relevant stakeholders within the district boundaries.

4. Gender Strategies

- See table on pages 95 and 96 of the IDP.

SECTION D

HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK (SDF)

4.0 THE SPATIAL DEVELOPMENT FRAMEWORK

4.1 BACKGROUND AND AMENDMENTS DURING THE IDP REVIEW

The Amajuba SDF was fully-reviewed in this round of the IDP and reworked into the format utilized by the Msunduzi Municipality thereby ensuring a more thorough analysis of the development informants.

An alignment meeting took place with the three LM's in the ADM as part of the IDP and PMS Alignment Committee in November 2007, and cross-border alignment took place with the surrounding DM's in January 2008.

A full copy of the SDF is attached as *Annexure J.1*.

4.2 THE SETTLEMENT HIERARCHY

4.2.1 BACKGROUND

The settlement hierarchies of the DM and the three LM's were guided, up to this financial year, by the RSS model developed by the erstwhile Town Planning Commission. For the 2006/7 IDP Review, the Newcastle municipality deviated from this concept in favour of the identification of micro level nodes (first to third order). The alignment in this regards took place during the 2006/7 IDP Review and has been again incorporated into this IDP.

4.2.2 THE RURAL SERVICE SYSTEM MODEL

The Rural Service System (RSS) was developed by the Town Planning Commission and the aims of the model are to:

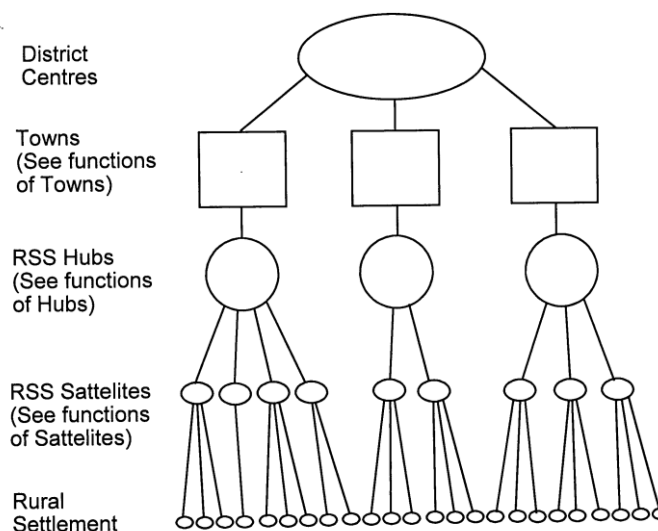
- i) Encourage service providers to work towards the goal of alleviating poverty through:
 - Planned and integrated service delivery;
 - The linking of departmental budgets/ finances and the promotion of integrated delivery;
 - Increasing community access to services and the reduction of service costs;
 - Changing the way public service agencies operate;
 - The adaptation of services to meet local social and economic needs; and
 - The establishment of a model for rural service delivery which is replicable.

- ii) Co-ordinate the time and place where services are delivered/ provided through:
- Reducing the cost of service delivery through the sharing of infrastructure and resources; and
 - Improved convenience to communities by offering a number of services at one point, and at one time.
- iii) Creating economic opportunities at service delivery points through:
- Locating population around investment points to stimulate market activity;
 - Stimulating investment opportunities around service points; and
 - Creating opportunities for greater diversification of economic opportunities.

Figure 9: The RSS- Spatial Hierarchy

Rural Service Systems (2003) - Spatial Hierarchy

- Hierarchy of centres through which services are delivered to rural areas
- Specific locations identified in IDP's and by District Municipalities and Local Municipalities



(Source: Udidi, 2003)

4.2.3 THE NEWCASTLE SPATIAL DEVELOPMENT FRAMEWORK

In its preparation of its SDF for the 2005/6 and 2006/7 IDP Reviews, the Newcastle municipality deviated from RSS model which identifies stand-alone but inter-linked nodes of urban concentration. Instead, due to the complexity of its urban fabric, the Newcastle municipality adopted a settlement hierarchy consisting of the following:

TABLE 56: Newcastle Settlement Hierarchy

LEVEL OF NODE	FUNCTION	NAME
PRIMARY NODE	<ul style="list-style-type: none"> ▪ Provides the entire range of social facilities. ▪ Includes a number of primary and secondary facilities as well as the tertiary facilities for the region. ▪ Has the region's hospital(s) and higher order medical facilities. ▪ Large police station, large community centre, police station, and emergency service centre. 	<ul style="list-style-type: none"> ▪ Newcastle CBD
SECONDARY NODE	<ul style="list-style-type: none"> ▪ Community facilities such as a secondary school, primary schools, a large community centre, a large clinic and police station, and emergency service centre. ▪ Due to the close proximity of the two proposed Secondary SDC's to the CBD, some of these facilities will not be duplicated. 	<ul style="list-style-type: none"> ▪ Northern Gateway (Amajuba Mall and surrounds). ▪ Southern Gateway (Casino Development and surrounds). ▪ Madadeni CBD. ▪ Osizweni CBD.
TERTIARY NODE	<ul style="list-style-type: none"> ▪ Community facilities such as a secondary school, a primary school, a clinic and a community centre. 	
RURAL NODE	<ul style="list-style-type: none"> ▪ Community facilities such as a secondary school, a primary school, a clinic and a community centre. 	

4.2.4 THE AMAJUBA SETTLEMENT HIEARCHY

The two models used for the preparation of SDF's in the DM are not incompatible and can be easily aligned. The following table summarises this and indicates the SDF settlement hierarchy for the District Municipality:

TABLE 57: Amajuba Settlement Hierarchy

MUNICIPALITY	DISTRICT CENTRE or PRIMARY NODE	TOWNS or RURAL NODES	SERVICE HUB or SECONDARY NODES	SERVICE SATELLITE	SERVICE SUB-SATELLITE
NEWCASTLE	Newcastle West	<ul style="list-style-type: none"> ▪ Charlestown 	<ul style="list-style-type: none"> ▪ Northern Gateway (Amajuba Mall area). ▪ Southern Gateway (Casino area). ▪ Madadeni CBD. ▪ Osizweni CBD. 	<ul style="list-style-type: none"> ▪ Ingogo 	<ul style="list-style-type: none"> ▪ Ngagane
	Proposed JBC Node ¹⁸				
DANNHAUSER		Dannhauser (Urban) Hattingspruit	<ul style="list-style-type: none"> ▪ KwaMdakane 	<ul style="list-style-type: none"> ▪ Alcockspruit 	<ul style="list-style-type: none"> ▪ Keel Keel ▪ Thirst ▪ Flint ▪ Naasfarm.
UTRECHT		Utrecht (Urban)	<ul style="list-style-type: none"> ▪ Groenvlei¹⁹ 	<ul style="list-style-type: none"> ▪ Amantungwa Trust community ▪ Kingsley 	<ul style="list-style-type: none"> ▪ Nzima ▪ Mabaso; and ▪ Blue Mountain.

¹⁸ Although identified as a primary node in the Newcastle SDF, this node does not currently exhibit any of the characteristics of a Primary or Secondary Node.

¹⁹ Although it does not exhibit these tendencies currently, it is believed that it will develop further in the future to provide services to the rural communities of the Utrecht municipality.

4.3 LOCATION OF FUTURE SETTLEMENT

4.3.1 HOUSING DELIVERY

Where practical, future housing delivery should be concentrated in the Service Hubs and Satellites, followed by the Service Sub-satellites, so as to maximise the potential of these nodes.

4.3.2 INTEGRATION OF URBAN AREAS

Due to past Apartheid policies, the settlement pattern of the Amajuba District Municipality is characterized by a concentration of people in the Buffalo Flats area between the nodes of Newcastle, Dannhauser and Utrecht. The major sources of employment within the ADM are found in these nodes which are often some distance from the Buffalo Flats community.

To address these imbalances, future settlement should encourage integration between the Buffalo Flats and the aforementioned three nodes.

a) UTRECHT

In the Utrecht Municipality, this is to some extent occurring with the development of the Amantungwa Trust area. This land is strategically located between the Utrecht Municipality and the Dicks Cluster in the Newcastle Municipality.

b) NEWCASTLE

For the Newcastle Municipality, greater integration is needed between Newcastle East and West. This process will require the identification of strategically located land along the MR483 corridor as well as between Madadeni/ Osizweni and the Kilbarchan settlement.

c) DANNHAUSER

For the Dannhauser Municipality, integration should occur along the road linking Dannhauser via Verdriet to the KwaMdakane cluster.

4.3.3 THE URBAN EDGE

i) INTRODUCTION

These correspond with the boundaries of developed and built up areas. An urban edge facilitates a planned environment while protecting the natural environment so as to promote sustainable development. The urban edge intends to ensure that *ad hoc* development will not have a

negative impact on planned development. Further, it facilitates the efficient delivery of services and infrastructure.

It is proposed that future urban uses are contained within the existing urban areas and development first seeks to densify and infill the existing urban areas. Residential and industrial activities, should, by virtue of their nature, take place on appropriate land within the urban areas. Agriculture land should not undertake a change in land use to accommodate such activities.

ii) NEWCASTLE

The urban edge of the Newcastle-Madadeni-Osizweni-Blaauwbosch complex is defined so as to prevent urban sprawl in the 2006/7 IDP's SDF. The urban area of Newcastle-Madadeni-Osizweni extends from the Iscor site in the north to south of the Nomsa Land Reform project in the south and from Newcastle West to Osizweni in the east. Located in the centre of the urban area, on the western side of the N11 highway, is a large industrial area that effectively splits the area into eastern and western portions. The objective should be to develop this area in such a way that it links rather than separates the disjointed urban components.

Densification of the urban area, will maximise development opportunities and facilitate the efficient utilisation of existing resources, services and facilities. Further, it will promote the effective and efficient provision of future services and facilities.

iii) DANNHAUSER

The urban edge of Dannhauser is defined as the boundaries of the erstwhile TLC as well as the Durnacol mine area which has recently been incorporated into the Dannhauser Town Planning Scheme. It also incorporates the settlement of Hattingspruit.

iv) EMADLANGENI

The urban edge of the Utrecht Municipality is defined as follows:

- The boundary of the former Utrecht TLC;
- The boundary of the proclaimed Groenvlei Township;
- The boundary of the Kingsley Land Reform Project
- The boundaries of the Amantungwa Land Reform Project.

4.4 KEY INTERVENTION AREAS

4.4.1 ENVIRONMENTALLY SENSITIVE AREAS

i) WETLANDS

As has been indicated, there are four wetlands of key importance, three of which fall in the Utrecht Municipality (Begg, 1989). These wetlands require conservation as they form an integral part of the catchments of the major river systems in the municipalities.

The four wetlands are:

- Boschoffsvlei;
- Groenvlei;
- Padavlei; and
- Blood River vlei.

Any impacts of any future development up-stream or adjacent to these wetlands must be considered prior to its approval.

ii) SPECIAL ENVIRONMENTAL MANAGEMENT AREAS

a) NORTHERN PORTIONS OF UTRECHT

The northern “highland” areas of the Balelesberg have been identified as a Special Environmental Management Area due to its biodiversity value. Both the KZN Wildlife ‘Systematic Conservation Plan for KZN’ and the Enkangala Grassland Trust ‘Enkangala Systematic Conservation Plan’ have identified large portions of the area above 1700 m north-east through to north-west (as far as Wakkerstroom) of Utrecht as being ‘irreplaceable’ or of very high national and provincial conservation value.

The highlands also form the catchment areas for the Buffalo, Blood, Slang, Pongola and Bivane Rivers and catchment management is therefore of the utmost importance to the economy of South Africa. Land uses (such as afforestation and overgrazing) that reduce water production should not be permitted within this area.

b) THE WESTERN AND CENTRAL PORTIONS OF NEWCASTLE

The western boundary of the Newcastle Municipality is made up of

portions of the Drakensberg escarpment and forms an important catchment area and is important for biodiversity (many areas rated as irreplaceable).

Several additional irreplaceable areas have been identified within the central/western areas of the Newcastle Municipality. One of these areas is on the western boundary of Chelmsford Nature Reserve where remaining natural areas are important to conserve oribi and the endangered Natal Sour Sandveld grassland.

iii) **MINE REHABILITATION**

Mines that have been identified as key intervention areas are those which have closed and are in need of rehabilitation. SiVest (2003, p114) identified the following as mines which need to be rehabilitated:

- Welgedacht Colliery
- Cambrian Dump
- Ballengeich
- Solma
- Kilbarchan
- Magdalena Colliery
- Kliprand
- Witklip Colliery

In terms of Section 38 of the Minerals Act, 1991, the rehabilitation of the surface of land concerned in any mining operation is to be carried out by the holder of the mining permit/ authorisation. This is to be carried out in accordance with an approved Environmental Management Plan, to the satisfaction of the Director: Mineral Development.

iv) **LAND REFORM PROJECTS**

As has been indicated, there are numerous land reform initiatives in the Amajuba District Municipality. In regards to new projects, appropriate land needs to be identified within urban edges if possible if the developments are not associated with commercial agriculture, and near to markets and transport routes if associated with commercial agriculture.

v) **POVERTY RELIEF AREAS**

The Service Satellites and the Service Sub-satellites have been identified as Poverty Relief Areas. Key areas of intervention include:

- Provision of infrastructural and Social Services;
- Support for LED (especially small scale agriculture and SMME's); and
- Giving priority in terms of development projects.

4.5 LAND USE MANAGEMENT SYSTEMS

All three Local Municipalities are in the process of finalising their Land Use Management Systems (LUMS) in terms of Chapter 5 and Section 26 (e) of the Municipal Systems Act (32 of 2000).

There are a number of major problems preventing the adoption of the LUMS as is indicated below:

- A major problem in the finalising of the LUMS is the lack of one over-arching piece of legislation under which to adopt them.
- If municipalities are using the Town Planning Ordinance (No. 27 of 1949) to promulgate the LUMS, it is impossible for rural areas to come under its control in terms of the Ordinance. For instance, the Ordinance does not permit schemes to be extended over areas that are not likely to become urban in the near future. This therefore prevents the rural hinterlands coming under the LUMS as the Ordinance does not allow for this.
- Former KwaZulu areas are regulated under the KwaZulu Land Affairs Act (11 of 1992). It is very difficult to extend the Ordinance over these areas.

In order to circumvent these problems, and in the absence of the Planning and Development Act (PDA), the three LM's in the ADM are adopting their LUMS as part of their IDP processes together with their SDF's.

In terms of the role of the ADM in the LUMS process, the ADM has played an alignment role in the following two ways:

- The ADM's SDF has been utilised as a Land Use Management Framework (LUMF) upon which individual LUMS have been based; and
- The Amajuba Planning and Development Department has facilitated a number of alignment meetings at key milestones where the consultants responsible for the three LUMS, the DM and Province have ensured cross-border alignment and the standardisation of terminology and approaches.

SECTION E

SECTOR INVOLVEMENT

5.0 SECTOR INVOLVEMENT

5.1 INTRODUCTION

More than 35 letters were sent out to the various government departments operating in the ADM requesting that they provide the DM with information on their respective departmental Visions, Missions, Strategies and Projects. Follow-up emails and where possible telephone calls were made to obtain information from departments who were not forthcoming with information by the stipulated deadline.

The data in this section is a summary of the information received from departments as well as information obtained off the respective departmental websites. Where projects have not been listed, this is due to non-submittal by departments.

5.2 DEPARTMENT OF HEALTH

5.2.1 DEPARTMENTAL VISION

To provide the best, comprehensive, accessible, integrated, sustainable, cost-effective and equitable quality service to the people of the Amajuba District.

5.2.2 MISSION

To provide a sustainable, integrated and comprehensive health service at all levels; based on the Primary Health Care approach through the District Health System, so as to increase the capacity of individuals to accept responsibility for their own health.

5.2.3 STRATEGIC GOALS

The following departmental strategic goals will focus on improving the health system to permit cost-effective use of limited resources and assure that services are responsive to the needs of the poor.

- Effective implementation of the comprehensive HIV/ Aids strategy;
- Strengthen Primary Health Care and providing caring, responsive and quality health services at all levels;
- Promote health, prevent and manage illnesses with emphasis on poverty, lifestyle trauma and violence;

- Human resource management for public health; and
- Infrastructure investment in health technology, communication, management information systems and buildings.

5.2.4 PROJECTS

The following table summarises the projects being undertaken by the Department of Health in the Amajuba District Municipality:

TABLE 58: SUMMARY OF DEPARTMENT OF HEALTH PROJECTS IN THE AMAJUBA DISTRICT MUNICIPALITY

Sub programme	Sub-District: A Newcastle				Sub-District: B Utrecht				Sub-District: C Dannhauser				District Totals			
	2006/07 Exp	2007/08 Budget	2008/09 Budget Estimate	% Change 06/07 to 07/08	2006/07 Exp	2007/08 Budget	2008/09 Budget Estimate	% Change 06/07 to 07/08	2006/07 Exp	2007/08 Budget	2008/09 Budget Estimate	% Change 06/07 to 07/08	2006/07 Exp	2007/08 Budget	2008/09 Budget Estimate	% Change 06/07 to 07/08
2.1 District Management	8 589 299	11 873 000	15 000 000	27.66	-	-	-	-	-	-	-	-	8 589 299	11 873 000	15 000 000	27.66
2.2 Clinics	40 537 113	49 763 000	53 500 000	18.54	2 486 769	5 826 000	6 500 000	57.32	13 524 587	16 050 000	18 000 000	15.73	56 548 469	71 639 000	78 000 000	21.06
2.3 Community Health Centres	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2.4. Community Services	3 466 048	3 498 000	3 900 000	0.9	-	-	-	-	-	-	-	-	3 466 048	3 498 000	3 900 000	0.9
2.5. Other Community Services	16 129 382	19 171 000	22 000 000	15.86	-	-	-	-	-	-	-	-	16 129 382	19 171 000	22 000 000	15.86
2.6 HIV & AIDS Conditional Grant	11 655 857	21 530 000	27 500 000	45.86	1 500 000	2 000 000	2 500 000	25	-	-	-	-	13 155 857	23 530 000	30 000 000	44.08
2.7. Nutrition Conditional Grant	2 135 764	500 000	3 000 000	_35	100 000	232 000	500 000	57	100 000	233 000	500 000	86.56	2 135 964	23 253 000	4 000 000	8.1
2.8 Coroner services	1 622 980	5 144 000	5 700 000	68.45	565 168	1 500 000	1 650 000	62	365 305	1 500 000	1 650 000	75.65	2 553 453	8 144 000	9 000 000	68.64
Sub-total PHC Services	84 136 443	111 479 000	130 600 000	24.53	4 552 037	7 826 000	11 150 000	42	13 889 992	16 050 000	20 150 000	13.5	113 709 268	161 108 000	180 000 000	29.4
Local Government "own contribution" to health services	1 300 000	1 300 000	NIL	0	N/A	N/A	N/A	N/A	100 000	200 000	NIL	50	1 400 000	1 500 000	NIL	6.7
Sub-total PHC Services with LG PHC "own contribution"	1 300 000	1 300 000	NIL	0	N/A	N/A	N/A	N/A	100 000	200 000	NIL	50	1 400 000	1 500 000	NIL	6.7



	Sub-District: A Newcastle				Sub-District: B Utrecht				Sub-District: C Dannhauser				District Totals			
	2006/07 Exp	2007/08 Budget	2008/09 Budget Estimate	% Change 06/07 to 07/08	2006/07 Exp	2007/08 Budget	2008/09 Budget Estimate	% Change 06/07 to 07/08	2006/07 Exp	2007/08 Budget	2008/09 Budget Estimate	% Change 06/07 to 07/08	2006/07 Exp	2007/08 Budget	2008/09 Budget Estimate	% Change 06/07 to 07/08
Sub programme																
2.9 District Hospitals	51 878 004	62 651 000	77 000 000	17.2	15 478 516	17 358 000	19 000 000	10.83	-	-	-	-	67 356 520	86 571 000	96 000 000	22.19
Sub-total District Hospitals	51 878 004	62 651 000	77 000 000	17.2	15 478 516	17 358 000	19 000 000	10.83	-	-	-	-	67 356 520	86 571 000	96 000 000	22.19
2.10 Other Donor Funding	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
TOTAL DISTRICT EXP (BUDGET)	458 833 433	515 427 000	574 700 000	10.98	20 030 553	25 184 000	30 150 000	20.5	13 889 992	16 250 000	20 150 000	14.52	458 833 434	556 861 000	625 000 000	17.6
<i>Total District Population</i>	414586	417003	419857	0.6	40509	40793	41119	0.7	127707	128476	129047	0.6	582 802 000	586 272 000	590 023 000	0.6
<i>Per capita PHC expenditure</i>	R 202.94	R 267.33	R 311.05	24	R 112.37	R 191.84	R 271.16	41.43	R 108.76	R 126.48	R 156.14	14.01	R 195.11	R 274.80	R 305.07	29
<i>Per capita DHS expenditure</i>	R 1 106.73	R 1 236.02	R 1 368.79	10.5	R 494.47	R 617.36	R 733.23	19.91	R 108.76	R 126.48	R 156.14	14.01	R 787.29	R 949.83	R 1 059.28	17.11

5.3 DEPARTMENT OF HOUSING

5.3.1 DEPARTMENTAL VISION

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

5.3.2 MISSION

To effectively manage the implementation of national and provincial housing programmes in partnership with relevant stakeholders, by developing sustainable human settlements characterised by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

5.3.3 STRATEGIC GOALS

- Eradication of slums in KZN by 2014;
- Strengthening governance and service delivery;
- Ensuring job creation through housing delivery;
- Accelerating housing delivery in rural areas;
- Accelerating the hostel redevelopment and upgrade programme;
- Completion of all blocked projects by 2007;
- Creating rental/ social housing opportunities;
- Building the capacity of Housing stakeholders (especially municipalities);
- Promotion of homeownership;
- Provision of housing for vulnerable groups including those affected by HIV/ Aids;
- Ensuring the provision of incremental housing; and
- Implementation of Financial Services Market Programme.

5.3.4 PROJECTS

The following table summarises the projects being undertaken by the Department in the Amajuba District Municipality²⁰:

²⁰ The information was obtained from the Department of Housing's website and is the most accurate data the ADM could obtain.

TABLE 59: SUMMARY OF DEPARTMENTAL PROJECTS IN THE AMAJUBA DISTRICT MUNICIPALITY

Number	RefNo	Developer	Project Name	Status	08/09	09/10	10/11	11/12	12/13
366	K19940296	Comhousing	Newcastle Osizweni Units D & E						
375	K19950646	Sakumphakathi Developers C C	Madaden Lot 3306 Section 4						
376	K19950711	Comhousing	Stafford Hdl Madadeni						
385	K19970014	Comhousing	Osizweni Phase 1 (Unit F)						
388	K19970070	Comhousing	Emafusini - Phase 1						
394	K19970109	Madadeni housing Development Trust	Stafford Hill (Madadeni) - Newcastle						
401	K19980084	Fideco Homes	Madadeni Section C, Unit K						
404	K19990030	Comhousing	Utrecht Goedehoop						
406	K19990032	Fideco Homes	Madadeni Unit K Extension						
408	K19990037	Comhousing	Emafusini (existing)						
415	K19990065	Comhousing	Utrecht: Agri Village						
416	K20000069	MR Building Contractors	Strijbank Rural Settlement						
418	K20010012	Development (Sec 21 CO) Khathide Development Project	Dicks Halt- Khathide						
419	K20010013	Khathide Development Project	Fulathela - Khathide						
420	K20010014	Khath de Development Project	Manzana-Khathide						
421	K20010016	Khathide Development Project	Mndoza						
422	K20010019	Infraserv (Pty) Ltd	Madadeni K Phase 2						
423	K20010020	Comhousing	Osizweni Unit F (Phase 2)						

5.4 THE DEPARTMENT OF EDUCATION

5.4.1 DEPARTMENTAL VISION

Our vision is that of a literate and skilled society capable of participating in all democratic processes and contributing to the development and growth of the people of KwaZulu-Natal.

5.4.2 MISSION

To provide opportunities for all our people to access quality education which will improve their position in life and contribute to the advancement of a democratic culture in KwaZulu-Natal.

5.4.3 STRATEGIC GOALS

- Provide high quality, relevant education to all learners, regardless of age, which will equip them with knowledge, skills, values and attitudes to meet challenges of the 21st century.
- Transform the Department into a 21st century learning organisation focused on results, high performance, effective communication, and quality service delivery.
- Transform schools and colleges into self-reliant and effective learning institutions that are also community centres for life- long learning.
- Develop the human resource capacity of the Department to meet the highest standards of professionalism in line with the requirements of the Employment Equity Act and other transformation targets.
- Provide and utilise resources to achieve equity and to eliminate conditions of physical degradation in institutions.
- Eliminate fraud, corrupt and maladministration.
- Deal urgently and purposefully with the HIV/Aids pandemic as part of an integrated provincial response.

5.4.4 PROJECTS

The following table summarises the projects being undertaken by the Department in the Amajuba District Municipality:

TABLE 60: NEW SCHOOLS IN THE AMAJUBA DISTRICT MUNICIPALITY

		STATIC INFO			STATISTICS					Potential Project Description						
A	B	C	D	E	E	F	G	H	F	G	H	I	J	K	N	
Region	Project No.	School name	Circuit	LM	FTE's	Pupils	Existing classrms	Clrms needs	L/C ratio	NB: 0.4 is a 1 1/2 classroom upgraded to a lab						
										C/rms brick	C/rms mobile	toil seats	Adm block	Lab	Media centre	Comp Room
										82	0	114	4	3	4	4
	1	Izazi Secondary	Newcastle	Newcasle	800	800	0	20		19	0	23	1	1	1	1
	2	Khethokuhle P	Newcastle	Newcasle	1000	1000	0	25		13	0	30	1	0	1	1
	3	Sifisesihle H	Newcastle	Newcasle	1000	1000	0	25		25	0	30	1	1	1	1
New	4	Madadeni Section 7 Secondary	Newcastle	Newcasle	1000	1000	0	25		25	0	30	1	1	1	1
New		Isabelasethu SS	Newcastle	Utrecht	300											
New		Isiphosethu P	Newcastle	Newcasle	500											
New		Thembinkosi P	Dannhauser	Newcasle	500											
New		Sisebenzile P	Dannhauser	Dnnhauser	800											

TABLE 61: WATER AND SANITATION PROJECTS IN SCHOOLS IN THE AMAJUBA DISTRICT MUNICIPALITY

Region	Project No.	School name	Circuit	FTE's	Pupils	Existing toilets	Existing water supply	NB :WBS- water bourne sewer					Status	
								Water tank list	Drill & install new borehole	New toilet List	Change system to sewer	Install new waterpipe system		Change entire water reticulation
	1	Hlabana P	Newcastle	703	703	22	Municipal	0	0	16	0	0	1	WBS
	2	Slangrivier P	Newcastle	110	110	0	Tanks	0	0	6	0	0	0	VIP
	3	Nzimende P	Newcastle	197	197	0	Municipal	0	0	8	0	1	0	VIP
	4	Lembe P	Dannhauser	300	300	6	Tanks	0	0	6	0	0	0	VIP
	5	Enhlanhleni P	Dannhauser	300	189	4	Tanks	0	0	10	0	0	0	VIP
	6	Intuku P	Newcastle	100	67	3	0	2	0	2	0	0	0	VIP
	7	Ngceka P	Dannhauser	300	238	2	Tanks	0	0	6	0	0	0	VIP
	8	Umzila P	Dannhauser	300	77	0	0	2	1	6	0	0	0	VIP
	9	Qhawelesizwe P	Newcastle	300	22	0	0	2	0	6	0	0	0	VIP
	10	Enkululekweni	Newcastle	1867	1867	13	Municipal	0	0	27	0	0	0	VIP
	11	Isibonelesihle P	Newcastle	300	157	0	Tanks	2	0	0	0	0	0	VIP
	12	Siyawela S	Dannhauser	651	651	10	0	0	0	12	0	1	0	VIP
	13	Khaselihle P	Newcastle	1575	1575	20	Municipal	0	0	10	0	0	0	WBS
	13	Sosinda P	Dannhauser	598	598	10	Borehole	0	0	12	0	0	0	VIP
	14	Mntimande P	Newcastle	1147	1147	12	Municipal	0	0	24	0	0	0	VIP
	15	Spookmill P	Dannhauser	475	475	0	Municipal	0	0	20	0	0	0	VIP
	16	Annandale	Dannhauser	471	471	0	Municipal	0	0	12	0	0	0	VIP
	17	Lingani P	Dannhauser	495	495	13	Municipal	0	0	8	0	0	0	WBS
	18	Amazulu P	Newcastle	1231	1231	22	Municipal	0	0	24	0	0	0	WBS
	19	Sesiyabonga H	Dannhauser	1081	1081	22	Municipal	0	0	24	0	0	0	WBS
	20	Esididini P	Newcastle	1869	1869	24	Municipal	0	0	14	0	0	0	WBS
	21	Sizamokuhle P	Newcastle	759	759	759	Municipal	0	0	12	0	0	0	VIP
	22	Jobstown P	Newcastle	674	674	0	Municipal	0	0	26	0	0	0	WBS
	23	Sipheni P	Newcastle	1126	1126	26	Municipal	0	0	24	0	0	0	WBS

Region	Project No.	School name	Circuit	FTE's	Pupils	Existing toilets	Existing water supply	NB :WBS- water bourne sewer					Status	
								Water tank list	Drill & install new borehole	New toilet List	Change system to sewer	Install new waterpipe system		Change entire water reticulation
	24	Sabela S	Newcastle	1346	1346			0	0	10	0	0	0	WBS
	25	Isiphosemvelo H	Newcastle	930	930			0	0	12	0	0	0	VIP
	26	Khethukuthula S	Dannhauser	191	191	6	Tanks	0	0	12	0	1	0	WBS
	27	Emfundweni H	Dannhauser	726	726	10	Tanks	0	0	10	0	1	0	VIP
	28	Iziko P	Dannhauser	620	620	8	Municipal	0	0	12	0	0	0	WBS
	29	Kwethu P	Dannhauser	682	682	11	Municipal	0	0	13	0	0	0	WBS
	30	Indoni P	Dannhauser	909	909	909	Municipal	0	0	8	0	0	0	WBS
	31	Isibonelesihle P	Newcastle	157	157	0	Tanks	0	0	4	0	0	0	VIP
	32	Mbalenhle	Newcastle	773	773	16	Municipal	0	0	12	0	0	0	WBS
	33	Sebenzani	Dannhauser	726	726	22	Municipal	0	0	12	0	0	1	WBS
	34	Vumelani P	Newcastle	882	882	23	Municipal	0	0	12	0	0	0	
	35	Arbor Park P	Newcastle	592	592	28	Municipal	0	0	24	0	0	0	WBS
	36	Emanzimnyama	Dannhauser	116	116	0	0	3	0	4	0	0	0	VIP
	37	Esidakeni	Dannhauser	78	78	4	0	2	0	6	0	0	0	VIP
	38	Mullers Pass	Newcastle	53	53	0	Tanks	0	0	4	0	0	0	VIP
	39	S E Vawda	Newcastle	1018	1018	24	Municipal	0	0	8	0	0	0	WBS
	40	Vukani P	Newcastle	451	451	22	Municipal	0	0	12	0	0	0	WBS
	41	Ziphakamiseni	Newcastle	748	748	14	Municipal	0	0	12	0	0	0	WBS
	42	Gardens P	Dannhauser	106	106	10	Borehole	0	0	4	0		0	VIP
	43	Haig P	Dannhauser	152	152	10	Tanks	0	0	10	0	0	0	VIP
	44	Clavis P	Newcastle	745	745	18	Tanks	0	0	16	0	0	0	VIP
	45	Qhubeka P	Newcastle	259	142	22	Municipal	0	0	8	0	0	0	WBS
	46	Ingwe P	Newcastle	506	506	14	Municipal	0	0	8	0	0	0	VIP
	47	Kilbarchan P	Newcastle	275	275	12	Municipal	0	0	6	0	0	0	WBS
	48	Buhle Be_Allen P	Dannhauser	599	599	12	Tanks	2	Repair	16	0	0	0	VIP
	49	Hope C	Newcastle	1239	1239	10	Municipal	0	0	8	0	0	0	WBS



Region	Project No.	School name	Circuit	FTE's	Pupils	Existing toilets	Existing water supply	NB :WBS- water bourne sewer					Status	
								Water tank list	Drill & install new borehole	New toilet List	Change system to sewer	Install new waterpipe system		Change entire water reticulation
	50	Ingogo P	Newcastle	414	414	8	Taps	0	0	8	0	0	0	VIP
	51	Kromellenboog P	Newcastle	138	138	0	Tanks	0	0	10	0	0	0	VIP
	52	Nketheni P	Newcastle	27	27	4	0	2	0	0	0	0	0	0
	53	Blaauwbosch P	Newcastle	662	662	19	Municipal	0	0	12	0	0	0	VIP
	54	Cebelihle P	Newcastle	1066	1066	18	Municipal	0	0	6	0	0	0	WBS
	55	Enkululekweni P	Newcastle	1877	1877	25	Municipal	0	0	24	0	0	0	VIP
	56	Izimbuthu P	Newcastle	491	491	12	Borehole	0	0	8	0	0	0	VIP
	57	Siyathuthuka P	Newcastle	436	436	5	Borehole	0	0	12	0	0	0	VIP
	58	Cacamezela H	Dannhauser	1043	1043	18	Municipal	0	0	12	0	0	0	WBS
	59	Inverness	Dannhauser	1462	1462	30	Municipal	0	0	24	0	1	0	WBS
	60	Qhubimfundo P	Dannhauser	837	837	22	Municipal	0	0	8	0	0	0	WBS
	61	Thembalentsha H	Dannhauser	1076	1076	12	Municipal	0	0	24	0	0	0	WBS
	62	Isikhalisezwe H	Dannhauser	830	830	26	Municipal	0	0	24	0	0	0	WBS
	63	Amajuba H	Newcastle	588	588	60	Municipal	0	0	0	0	0	1	
	64	Hope H	Newcastle	1239	1239	16	Municipal	0	0	8	0	0	1	WBS

5.5 THE DEPARTMENT OF WORKS

5.5.1 DEPARTMENTAL VISION

To be a world-class Public Works Department.

5.5.2 MISSION

Department of Public Works (DPW) aims to promote the government's objectives of economic development, good governance and rising living standards and prosperity by providing and managing the accommodation, infrastructure needs of national departments, by leading the national Expanded Public Works Programme and transformation of the construction and property industries. In pursuance of this objective the Department will endeavour to:

- Efficiently manage the asset life cycle of immovable assets under the Department's custodianship;
- Provide expert advice to all three spheres of Government and parastatals on immovable assets;
- Contribute to the national goals of job creation and poverty alleviation through programme management, leading and directing of public works programmes nationally, of which the Expanded Public Works Programme (EPWP) forms an integral part; and
- Provides strategic leadership to the Construction and Property Industries.

5.5.3 STRATEGIC GOALS

The department has identified the following strategic pillars for the current medium term expenditure period:

- **Transformation and regulation of the construction and property Industries to ensure economic growth and development**
The department recognises the need to accelerate the implementation of the charters in both industries. Measures have been put in place to ensure realization of the targets in the charters.
- **Efficient and effective strategic asset management**
The Department of Public Works must ensure proper planning for state owned and/or utilized immovable assets and devise specific strategies to meet the demands of users; optimize the performance of the asset portfolio to achieve the socio-economic objectives of government.
- **Job Creation**
The EPWP has a target of creating at least 1 million work opportunities over the next five years. The programme will contribute in the alleviation of unemployment and poverty through the creation of short term work opportunities, providing a modicum of training and facilitate exit strategy for the participants. Furthermore, the department will accelerate its contribution to skills development through recruiting 5000 young people on the National Youth Service in 2007 and increase this number over the medium term.

- **DPW's relationship with Sector Entities and other Stakeholders**

To consolidate strategic alignment of the programmes of public entities, client departments, and private sector institutions to those of the Department of Public Works for seamless service delivery.

- **Role and relationship of the department with the other two spheres of government and parliament**

To strengthen intergovernmental relations, especially between the department and the other two spheres of the government. This requires that the Department of Public Works and its regional offices are adequately resourced to foster an environment of co-operation.

5.5.4 PROJECTS

TABLE 62: DEPARTMENT OF PUBLIC WORKS PROJECTS

Client Department Description : AGRIC & ENVIRON AFFAIRS													
Category Type Code	WIMS Number	WIMS Service Description	Complex Description	Status Description	Service Create Date	Issue Date	Planning Date	Planning Complete Date	Planned Financial Tender Advert Date	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected	Final Delivery Date - Actual
H	018029	LEASE OF OFFICE ACCOM (2003/04/01 TO 2008/03/31)	NEWCASTLE : 35 HARDING ST (LOT 631)	HIRING OF BUILDINGS	2003/04/10				2003/04/10				
J	030570	DAY-TO-DAY SERVICES	BIRKEN STOCK AGRICULTURAL OFFICE	CONCURRENT AND EMERGENCY SERVICES	2005/10/25				2005/10/25				
G	019529	CONSTRUCTION OF NEW OFFICE BUILDING	UTRECHT AGRICULTURAL DISTRICT OFFICE	DESIGN STOPPED	2006/06/12		2008/02/10		2008/05/01	2009/08/25		2010/08/25	
J	033744	REPLACE WINDOW PANES, SEAL ROOF LEAKS AND PAINTING	DEPT OF AGRICULTURE : ENNIS FARM	PROJECT/SERVICE COMPLETE	2006/12/07	2006/12/06	2007/09/04		2007/01/20	2007/06/27	2007/04/23	2007/06/27	2007/04/23
Client Department Description : EDUCATION													
Category Type Code	WIMS Number	WIMS Service Description	Complex Description	Status Description	Service Create Date	Issue Date	Planning Date	Planning Complete Date	Planned Financial Tender Advert Date	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected	Final Delivery Date - Actual
G	002886	ERECTION OF 4 CLASSROOMS	GIJIMANI PRIMARY SCHOOL	DESIGN STOPPED	2000/03/08		2009/03/14		2009/04/01	2009/11/02		2010/01/31	
J	014741	DAY-TO-DAY MAINTENANCE	QOPHUMLANDO SENIOR PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2000/06/14				2000/06/14				
G	017414	NEW TYPE A SCHOOL	ZITHUTHUKISE PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2001/06/08	2001/11/06	2005/01/29	2002/09/24	2003/03/01	2005/08/17	2005/05/10	2005/11/17	2005/11/17
J	019588	DAY TO DAY MAINTENANCE	CEBELIHLE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2001/11/08				2001/11/08				
G	019631	CONSTRUCT 4 CLASSROOMS, ADMIN BLOCK AND TOILETS, ERECT BOUND	ZAMA SECONDARY SCHOOL	SERVICES TRANSFERRED TO OTHER INSTITUTIONS	2001/11/09	2001/11/06	2004/06/14		2001/02/05	2005/09/11		2005/12/10	
G	019700	CONSTRUCTION OF 4 CLASSROOMS	FAIRBREEZE PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2001/11/13	2004/01/01	2004/04/03		2005/04/01	2005/11/07	2005/11/08	2006/02/08	2006/02/08
G	019890	CONSTRUCT 4 CLASSROOMS, ADMIN BLOCK TOILETS, ERECT BOUNDARY F	MANDLAMASHA PRIMARY SCHOOL	SERVICES TRANSFERRED TO OTHER INSTITUTIONS	2001/11/20	2001/11/06	2004/06/14		2003/12/01	2005/09/11		2005/12/10	



G	019901	CONSTRUCT ADMIN BLOCK TOILETS AND ERECT BOUNDRY FENCE	NTENDEKA PRIMARY SCHOOL	DESIGN STOPPED	2001/11/21	2001/11/06	2003/09/09		2006/03/01	2004/12/06		2005/03/06	
G	019937	CONSTRUCT 3 CLASSROOMS,5 TOILETS AND ERECT BOUNDRY FENCE	ENZIMANE COMBINED SCHOOL	FIRST DELIVERY STAGE	2001/11/21	2001/11/06	2006/10/14		2006/04/01	2007/02/03	2007/02/28	2007/05/03	
J	021329	DAY TO DAY MAINTENANCE	SEBENZANI PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2002/02/19				2002/02/19				
G	022057	DEMOLISH SIX EXISTING CLASSROOMS AND BUILD 2 NEW CLASSROOMS	KROMELLENBOOG PRIMARY SCHOOL	DESIGN STOPPED	2002/03/12	2002/03/12	2001/05/14		2006/03/01	2001/06/18		2001/07/02	
J	022946	DAY TO DAY MAINTENANCE	IKHWEZI HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2002/05/20				2002/05/20				
X	023688	REPAIRS AND RENOVATIONS INCLUDING PARTITIONING	DANNHAUSER : 28 MAIN STREET - HOPEWELL FURNISH BLD	DESIGN STOPPED	2002/09/12	2002/11/01	2003/01/31		2006/03/01	2003/03/14		2003/03/28	
E	024080	NEW SCHOOL BUILDINGS	THATHUNYAWO SECONDARY SCHOOL	SERVICES TRANSFERRED TO OTHER INSTITUTIONS	2002/11/06		2003/02/06		2004/10/01	2003/03/20		2003/04/03	
J	002423	REPAIRS AND RENOVATIONS	ZAMA SECONDARY SCHOOL	CONSTRUCTION STAGE	2003/01/30	2003/01/28	2006/08/28		2006/03/01	2007/02/28		2007/05/29	
J	005211	DAY-TO-DAY MAINTENANCE	SABELA HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/02/20				2003/02/20				
J	007680	DAY TO DAY MAINTENANCE	PANORAMA HIGH SCHOOL (NEWCASTLE)	CONCURRENT AND EMERGENCY SERVICES	2003/03/18				2003/03/18				
J	008724	DAY-TO-DAY MAINTENANCE	BUHLEBOMZINYATHI SEC SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/04/03				2003/04/03				
J	008726	DAY-TO-DAY MAINTENANCE	AMAJUBA HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/04/03				2003/04/03				
J	013753	DAY-TO-DAY MAINTENANCE	SESIYABONGA HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/04/08				2003/04/08				
J	014877	DAY TO DAY MAINTENANCE	VUMELANI PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/04/11				2003/04/11				
J	018049	DAY TO DAY MAINTENANCE	OSIZWENI HIGH SCHOOL (DANNHAUSER)	CONCURRENT AND EMERGENCY SERVICES	2003/04/11				2003/04/11				
G	024289	ERECTION OF EIGHT NEW CLASSROOMS	D N C COMBINED SCHOOL (DANNHAUSER)	FIRST DELIVERY STAGE	2003/04/24	2003/03/22	2003/09/06		2003/05/01	2004/03/15	2004/03/15	2006/10/11	

J	019705	DAY TO DAY MAINTENANCE	SIPHENI HIGHER PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/05/06				2003/05/06				
J	020690	DAY-TO-DAY MAINTENANCE	MBALENHLE SECONDARY PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/05/08				2003/05/08				
J	024646	DAY TO DAY MAINTENANCE	D N C COMBINED SCHOOL (DANNHAUSER)	CONCURRENT AND EMERGENCY SERVICES	2003/05/29				2003/05/29				
J	024647	DAY TO DAY MAINTENANCE	IZIKO PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/05/29				2003/05/29				
J	024783	DAY TO DAY MAINTENANCE	DEDANGIFUNDE HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/06/06				2003/06/06				
J	024834	GENERAL REPAIRS TO SCHOOL	SIZIMELE HIGH SCHOOL	CONSTRUCTION STAGE	2003/06/10	2004/12/01	2005/08/30		2006/10/11	2008/04/06		2008/07/06	
J	024892	REPAIRS TO ROOFS AND FLOORS	INVERNESS PRIMARY SCHOOL	CONSTRUCTION STAGE	2003/06/12	2006/04/04	2003/08/17		2006/07/30	2008/03/13		2008/06/13	
J	024945	DAY TO DAY MAINTENANCE	NEWCASTLE : 11 GREAVES STREET (EDUC STAFF HOUSE)	CONCURRENT AND EMERGENCY SERVICES	2003/06/17				2003/06/17				
J	025028	DAY TO DAY MAINTENANCE	ZIZUZELE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/06/24				2003/06/24				
J	025031	DAY TO DAY MAINTENANCE	SOSINDA PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/06/24				2003/06/24				
J	025033	REPAIRS AND RENOVATIONS	KHIPHOKUHLE HIGH SCHOOL	FIRST DELIVERY STAGE	2003/06/24	2005/01/31	2006/07/12		2006/08/30	2006/12/03	2007/02/06	2007/08/30	
J	025210	DAY TO DAY MAINTENANCE	INDONSA SECONDARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/07/02				2003/07/02				
G	025219	PROVISION OF 3 CLASSROOMS, 2 TOILET BLOCKS AND ADMINISTRATIO	SIYALUNGELWA SECONDARY SCHOOL	DESIGN STAGE	2003/07/03	2003/07/01	2003/11/01		2006/03/01	2003/12/13		2003/12/27	
G	025223	PROVISION OF 6 CLASSROOMS, 2 TOILET BLOCKS	NOKUKHANYA PRIMARY SCHOOL	CONSTRUCTION STAGE	2003/07/03	2004/04/14	2004/06/14		2006/08/30	2008/06/26		2008/09/26	
J	025452	REPAIRS AND RENOVATIONS AT SCHOOL	ZIZUZELE PRIMARY SCHOOL	DESIGN STAGE	2003/07/23	2003/07/22	2004/04/14		2009/04/01	2005/07/12		2005/10/10	
E	025532	REPAIRS AND RENOVATIONS TO ENTIRE SCHOOL	AMAZULU HIGH SCHOOL	PROJECT/SERVICE COMPLETE	2003/08/01	2003/08/01	2004/06/13		2003/11/01	2005/08/08	2005/08/08	2005/12/06	2005/12/06
E	025530	REPAIRS AND RENOVATIONS	HILLTOP PRIMARY SCHOOL	DESIGN STOPPED	2003/08/01	2003/08/01	2009/01/31		2009/04/01	2010/05/11		2010/08/09	
J	025533	REPLACEMENT OF ROOF	SIPHENI HIGHER	DESIGN STOPPED	2003/08/01	2003/08/01	2009/01/31		2009/04/01	2010/05/11		2010/08/09	



		SHEETING ON ENTIRE SCHOOL	PRIMARY SCHOOL										
J	025563	REPAIRS TO ROOFS AND CEILINGS	SURYAVILLE PRIMARY SCHOOL	FINAL DELIVERY STAGE	2003/08/04	2003/08/02	2003/12/03		2007/04/01	2007/02/17	2007/02/16	2007/05/17	2007/05/05
E	025564	REPAIRS AND RENOVATIONS TO WALLS, FLOORS AND ROOF FOR THE	RUTLAND SENIOR PRIMARY SCHOOL	CONSTRUCTION STAGE	2003/08/04	2003/08/01	2004/06/03		2009/04/01	2007/12/31		2008/03/20	
J	025593	DAY TO DAY MAINTENANCE	BLAAUWBOSCH PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/08/05				2003/08/05				
J	018647	DAY TO DAY MAINTENANCE	TUGELA GIRLS HOSTEL	CONCURRENT AND EMERGENCY SERVICES	2003/08/07				2003/08/07				
J	022783	DAY TO DAY MAINTENANCE	HOPE HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/08/14				2003/08/14				
J	022827	DAY TO DAY MAINTENANCE	SURYAVILLE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/08/14				2003/08/14				
J	025670	DAY TO DAY MAINTENANCE	NOKUKHANYA PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/08/25				2003/08/25				
J	025672	DAY TO DAY MAINTENANCE	ZABALAZA INTERMEDIATE SEC SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/08/25				2003/08/25				
J	025733	DAY TO DAY MAINTENANCE	UTRECHT HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/08/29				2003/08/29				
E	025746	INSTALL NEW CEILINGS	NOKUKHANYA PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2003/09/01	2003/04/30	2003/07/08		2003/08/01	2006/06/06	2006/04/06	2006/10/20	2006/04/06
J	025774	REPAIRS AND RENOVATIONS AT THE SCHOOL	MZIWETHU HIGH SCHOOL	DESIGN STOPPED	2003/09/02	2003/08/29	2004/05/27		2006/10/15	2007/06/20		2007/08/05	
G	025792	18 CLASSROOMS,FENCING AND WATER	VULINDLELA PRIMARY	CONSTRUCTION STAGE	2003/09/02		2004/08/03		2006/10/25	2008/05/23		2008/09/15	
J	025781	INVESTIGATE AND REPORT ON CRACKING WALLS AT SCHOOL	MANA HIGH SCHOOL	DESIGN STAGE	2003/09/02	2003/08/29	2004/06/06		2009/04/01	2009/09/02		2010/05/25	
J	025789	INVESTIGATE AND REPORT ON ALL WATER RETICULATION AND GEYSERS	TUGELA HIGH SPECIAL SCHOOL	DESIGN STOPPED	2003/09/02	2003/08/29	2009/01/31		2009/04/01	2010/05/11		2010/08/09	
J	025823	DAY TO DAY MAINTENANCE	NEWCASTLE SCHOOL OF INDUSTRIES	CONCURRENT AND EMERGENCY SERVICES	2003/09/04				2003/09/04				
J	026243	DAY TO DAY MAINTENANCE	NTENDEKA PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/10/10				2003/10/10				

J	026367	DAY TO DAY MAINTENANCE	KHASILHLE JUNIOR PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2003/10/15				2003/10/15				
J	026484	REPAIRS TO ROOFS OF ADMIN AND CLASSROOMS, DEMOLISHING OLD BU	GREENOCK PRIMARY SCHOOL	CONSTRUCTION COMPLETE	2003/10/23	2003/10/01	2004/07/04		2004/01/01	2005/05/11	2005/09/08	2005/12/08	2006/06/02
E	026485	REPAIRS TO ROOFS OF ADMIN AND CLASSROOMS, FLOORS, WINDOWS AN	COOPER PRIMARY SCHOOL	CONSTRUCTION STAGE	2003/10/23	2003/10/01	2004/07/04		2009/04/01	2007/12/14		2008/03/14	
J	026486	PAINTING TO ALL ROOFS, EXTERNAL WALLS, DRESSING ROOMS IN SCH	FERRUM HIGH SCHOOL	CONSTRUCTION STAGE	2003/10/23	2003/10/01	2004/09/03		2009/04/01	2008/04/15		2008/07/15	
J	026488	REPAIRS TO ROOFS OF ADMIN AND CLASSROOMS, FLOORS, VERANDAH,	ENKULULEKWENI PRIMARY SCHOOL	DESIGN STOPPED	2003/10/23	2003/10/01	2009/01/31		2009/04/01	2010/05/11		2010/08/09	
J	023018	STORM DAMAGE - EMERGENCY	SIMANGANYAWO PRIM SCHOOL	DESIGN STAGE	2003/11/13	2006/03/02	2006/09/02		2006/10/21	2007/04/12		2007/07/15	
J	026803	REPAIRS AND RENOVATIONS	IMPALA HIGH SCHOOL	CONSTRUCTION STAGE	2003/11/27	2003/11/25	2004/10/06		2006/10/11	2008/06/26		2008/09/26	
E	021507	CONVERTING A SECTION OF SCHOOL INTO A RESOURCE CENTRE	NEWCASTLE SCHOOL OF INDUSTRIES	DESIGN STAGE	2003/12/19	2003/12/17	2004/11/14		2007/04/01	2006/10/09		2007/01/07	
G	021538	ERECT 2 X 5 CUB TOILET BLOCK	SIPHENI HIGHER PRIMARY SCHOOL	CONTRACT TERMINATED	2003/12/22	2003/07/20	2003/09/27		2003/10/30	2006/05/31	2006/05/31	2006/10/13	
J	026197	DAY TO DAY MAINTENANCE	DUCK PONDS SENIOR SEC SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/03/01				2004/03/01				
J	027054	REPAIRS AND RENOVATIONS	AMADADA SECONDARY SCHOOL	CONSTRUCTION STAGE	2004/04/06	2004/05/01	2004/07/17		2006/07/20	2007/08/30		2007/11/30	
E	027057	GENERAL MAINTENANCE	TUGELA BOYS HOSTEL	CONSTRUCTION STAGE	2004/04/06	2004/01/01	2005/11/17		2009/04/01	2008/03/09		2008/06/09	
J	027097	DAY TO DAY MAINTENANCE	ZAMA SECONDARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/04/19				2004/04/19				
J	027099	DAY TO DAY MAINTENANCE	UMCEBOWOLWAZI SENIOR PRIM SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/04/19				2004/04/19				
H	025775	LEASE OF SCHOOL (2003/04/01 - 2006/03/31)	CELE PRIMARY SCHOOL (NEWCASTLE)	PROJECT/SERVICE COMPLETE	2004/05/06				2004/05/06				
J	027269	DAY TO DAY MAINTENANCE	MNTIMANDE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/05/12				2004/05/12				
J	027452	DAY TO DAY MAINTENANCE	SIKELELA PRIMARY SCHOOL	CONCURRENT AND EMERGENCY	2004/06/02				2004/06/02				

				SERVICES									
H	027471	LEASING OF SCHOOL	ESIDAKENI PRIMARY SCHOOL	HIRING OF BUILDINGS	2004/06/03				2004/06/03				
G	027479	ERECT 6 CUBICLE TOILET BLOCK	SISONKE PRIMARY SCHOOL	CONTRACT TERMINATED	2004/06/04	2004/02/05	2004/04/14		2004/05/05	2006/06/19	2006/06/19	2006/10/08	
J	027632	DAY TO DAY MAINTENANCE	IZIMBUTHU PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/06/28				2004/06/28				
J	026235	DAY TO DAY MAINTENANCE	UMLWANE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/07/28				2004/07/28				
J	027879	DAY TO DAY MAINTENANCE	XOLANI HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/07/29				2004/07/29				
G	001155	ERECT 2 X 8 CUB TOILET BLOCK	SIZAKANCANE JUNIOR PRIMARY SCHOOL	CONTRACT TERMINATED	2004/08/17	2004/04/16	2004/06/24		2004/07/16	2006/06/19	2006/06/19	2006/10/15	
J	010621	DAY TO DAY MAINTENANCE	BERGSIG PRIMARY SCHOOL (UTRECHT)	CONCURRENT AND EMERGENCY SERVICES	2004/09/15				2004/09/15				
J	011874	DAY TO DAY MAINTENANCE	SIKHONA PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/09/21				2004/09/21				
J	012940	DAY-TO-DAY MAINTENANCE	BALLENGEICH COMBINED SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/09/27				2004/09/27				
J	014856	DAY TO DAY MAINTENANCE	VULINDLELA PRIMARY	CONCURRENT AND EMERGENCY SERVICES	2004/10/05				2004/10/05				
E	017261	REPLACEMENT ASBESTOS ROOF SHEETING WITH NEW IBR SHEETING TO	SABELA HIGH SCHOOL	CONSTRUCTION STAGE	2004/10/11	2005/03/27	2005/03/11		2006/08/15	2007/08/30		2007/11/15	
J	026263	CHANGE CLASSROOM INTO COMPUTER ROOM	ZIPHAKAMISENI PUBLIC SEC SCHOOL	CONTRACT TERMINATED	2004/10/14	2004/04/02	2004/06/10		2004/07/02	2006/10/15		2006/11/12	
E	023986	REPAIRS AND RENOVATIONS TO THE CLASSROOMS AND THE BUILDING O	EKUHLAKANIPHENI PRIMARY SCHOOL	FIRST DELIVERY STAGE	2004/10/21	2004/10/21	2005/03/09		2006/10/05	2007/10/31	2007/09/26	2007/12/26	
J	028267	DAY TO DAY MAINTENANCE	DRAKENSBERG PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/11/16				2004/11/16				
J	028270	DAY TO DAY MAINTENANCE	VUKANI JUNIOR PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/11/17				2004/11/17				
G	028320	ERECT 2 X 6 CUBICLE TOILET BLOCKS	IZIKO PRIMARY SCHOOL	CONTRACT TERMINATED	2004/11/19	2004/06/17	2004/08/25		2004/09/17	2006/05/22	2006/05/22	2006/11/12	
J	028317	DAY TO DAY MAINTENANCE	UMZILIKAZI HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/11/19				2004/11/19				



J	028318	DAY TO DAY MAINTENANCE	CHELMSFORD PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/11/19				2004/11/19				
J	028319	DAY TO DAY MAINTENANCE	THABO PRIMARY SCHOOL (NEWCASTLE)	CONCURRENT AND EMERGENCY SERVICES	2004/11/19				2004/11/19				
G	028446	CONSTRUCTION OF 3 CLASSROOMS	SIPHUTHANDO PUBLIC COMBINED SCHOOL	DESIGN STOPPED	2004/12/06	2005/10/01	2009/01/31		2009/04/01	2010/05/11		2010/08/09	
J	028552	DAY TO DAY MAINTENANCE	HLABANA PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/12/15				2004/12/15				
J	028553	DAY TO DAY MAINTENANCE	ST OSWALD'S SECONDARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/12/15				2004/12/15				
J	028582	DAY TO DAY MAINTENANCE	LINGANI PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/12/23				2004/12/23				
J	028583	DAY TO DAY MAINTENANCE	KHULAKAHLE JUNIOR PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2004/12/23				2004/12/23				
J	028584	DAY TO DAY MAINTENANCE	AMAJUBA EDUCATION CENTRE	CONCURRENT AND EMERGENCY SERVICES	2004/12/23				2004/12/23				
J	028745	DAY TO DAY MAINTENANCE	JOBSTOWN PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/02/01				2005/02/01				
J	028848	REPAIRS BROKEN WINDOW PANES AND FRAMES, DOORS AND DOOR FRAME	NEWCASTLE HIGH SCHOOL	FIRST DELIVERY STAGE	2005/02/14	2006/03/25	2005/05/09		2006/08/20	2007/02/14	2007/02/23	2007/09/15	
E	028846	REPAIRS AND RENOVATIONS	BUMBISIZWE SPEC SCHOOL (PREV:MADADENI SCHOOL)	CONSTRUCTION STAGE	2005/02/14	2006/02/28	2006/01/06		2006/10/20	2008/01/10		2008/04/10	
G	028849	CONSTRUCTION OF 4 ADDITIONAL CLASSROOMS	CEBELIHLE PRIMARY SCHOOL	DESIGN STOPPED	2005/02/14		2009/01/31		2009/04/01	2010/05/11		2010/08/09	
E	028864	REPAIRS AND RENOVATIONS TO WHOLE SCHOOL	MANA HIGH SCHOOL	FIRST DELIVERY STAGE	2005/02/15	2006/03/20	2006/01/19		2006/08/20	2008/03/04	2008/01/21	2008/04/21	
G	028863	CONSTRUCTION OF 3 CLASSROOMS	ISIPHOSMEVELO SECONDARY SCHOOL	DESIGN STOPPED	2005/02/15		2009/01/31		2009/04/01	2010/05/11		2010/08/09	
J	028885	DAY TO DAY MAINTENANCE	V S ZULU PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/02/16				2005/02/16				
J	028888	DAY TO DAY MAINTENANCE	NGCAKA PRIMARY SCHOOL	CONCURRENT & EMERGENCY SERV COMPLETE	2005/02/16				2005/02/16				



J	028896	ERECT 3 MOBILE CLASSROOMS AND TEMPORARY TOILETS AS AN EMERGE	SIPHESIHL PRIMARY SCHOOL	FINAL DELIVERY STAGE	2005/02/16	2004/10/20	2005/07/19		2005/04/01	2006/04/11	2005/07/15	2005/08/01	2005/08/01
E	028879	REPLACEMENT OF UNDERGROUND AND SURFACE MOUNTED WATER RETICUL	SIYAMUKELA HIGH SCHOOL	FIRST DELIVERY STAGE	2005/02/16	2006/03/02	2005/05/09		2006/08/15	2007/08/30	2007/08/13	2008/08/12	
E	028902	INTERNAL AND EXTERNAL REPAIRS AND RENOVATIONS TO SCHOOL BUIL	SOSINDA PRIMARY SCHOOL	CONSTRUCTION STAGE	2005/02/16	2006/06/29	2007/03/07		2006/08/15	2008/08/11		2008/11/11	
E	028883	REPAIRS AND RENOVATIONS	BERGSIG PRIMARY SCHOOL (UTRECHT)	CONSTRUCTION STAGE	2005/02/16	2006/12/15	2006/04/09		2006/08/18	2008/01/11		2008/04/11	
E	028892	REPAIRS AND RENOVATIONS TO INTERIOR AND EXTERIOR OF SCHOOL	QOPHUMLANDO SENIOR PRIMARY SCHOOL	FIRST DELIVERY STAGE	2005/02/16	2006/03/02	2006/05/10		2006/08/20	2007/01/07	2007/04/17	2007/08/30	
E	028903	REPAIRS AND RENOVATIONS	ZAMA SECONDARY SCHOOL	TENDER STAGE	2005/02/16	2006/03/02	2006/05/07		2006/08/20	2006/12/29		2007/03/29	
J	028890	INVESTIGATE AND REPORT FOR REPAIRS TO SPORT FACILITIES	NEWCASTLE SCHOOL OF INDUSTRIES	DESIGN STAGE	2005/02/16	2006/03/20	2006/12/17		2006/09/30	2008/03/15		2008/06/13	
F	028874	FIVE MOBILE CLASSROOMS	EZAMAKHANYA PRIMARY SCHOOL	DESIGN STOPPED	2005/02/16		2009/01/31		2009/04/01	2010/05/11		2010/08/09	
F	028886	ERECT 5 MOBILE CLASSROOMS AND TOILETS	LEMBE PRIMARY SCHOOL	DESIGN STOPPED	2005/02/16		2009/01/31		2009/04/01	2010/05/11		2010/08/09	
G	028897	ERECT 3 CLASSROOMS	MUZOKHANYAYO SECONDARY SCHOOL	DESIGN STOPPED	2005/02/16		2009/01/31		2009/04/01	2010/05/11		2010/08/09	
G	028901	ERECT 3 CLASSROOMS	NGCAKA PRIMARY SCHOOL	DESIGN STOPPED	2005/02/16		2009/01/31		2009/04/01	2010/05/11		2010/08/09	
G	028904	ERECT 2 CLASSROOMS	SIYATHUTHUKA PRIMARY	DESIGN STOPPED	2005/02/16		2009/01/31		2009/04/01	2010/05/11		2010/08/09	
J	028877	CONSTRUCTION OF ADMIN BLOCK AND 4 NEW CLASSROOMS	ENKULULEKWENI PRIMARY SCHOOL	DESIGN STOPPED	2005/02/16		2009/01/31		2009/04/01	2010/05/11		2010/08/09	
J	028957	REPAIRS TO GEYSERS/CALORIFIERS	SIYAMUKELA HIGH SCHOOL	PROJECT/SERVICE COMPLETE	2005/02/22	2004/08/24	2004/09/15		2004/11/24	2005/03/22	2005/03/15	2005/03/22	2005/03/15
G	029018	CONSTRUCTION OF 3 CLASSROOMS	HLOKOMANI PRIMARY SCHOOL	FIRST DELIVERY STAGE	2005/02/25	2006/08/01	2005/11/13		2006/10/30	2007/08/06	2007/08/06	2007/11/06	
J	029166	DAY TO DAY	SISONKE PRIMARY SCHOOL	CONCURRENT & EMERGENCY SERV COMPLETE	2005/03/10				2005/03/10				
J	029167	DAY TO DAY MAINTENANCE	KWAMAGIDELA SECONDARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/03/10				2005/03/10				
J	029263	DAY TO DAY MAINTENANCE	NEWCASTLE : 3 HOLME STREET	CONCURRENT AND EMERGENCY	2005/03/22				2005/03/22				



				SERVICES									
F	027318	MOVE PREFABS FROM CHARLESTOWN HIGH TO UMZILIKAZI HIGH	UMZILIKAZI HIGH SCHOOL	CONTRACT TERMINATED	2005/04/07	2004/10/17	2004/12/25		2005/01/17	2006/09/30		2006/12/15	
J	029507	DAY TO DAY MAINTENANCE	SIYAMUKELA HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/04/22				2005/04/22				
J	029508	DAY TO DAY MAINTENANCE	ISIBONELESIHLE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/04/22				2005/04/22				
J	029509	DAY TO DAY MAINTENANCE	EMALAHLENI JUNIOR PRIMARY SCHOOL (WASBANK)	CONCURRENT AND EMERGENCY SERVICES	2005/04/22				2005/04/22				
J	029543	CONVERSION OF 2 CLASSROOMS INTO COMPUTER ROOM	BLAAUWBOSCH PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2005/04/26	2004/12/10	2005/02/17		2005/03/10	2006/11/20	2006/02/06	2007/03/02	2006/02/06
E	029545	REPAIRS AND MINOR NEW WORKS	CEBELIHLE PRIMARY SCHOOL	FIRST DELIVERY STAGE	2005/04/26	2006/06/29	2006/08/30		2006/07/15	2007/05/28	2007/02/28	2007/08/28	
G	029546	TWO ROOM CLASSROOM BLOCK TO SERVE AS A COMPUTER ROOM	SOSINDA PRIMARY SCHOOL	DESIGN STOPPED	2005/04/26		2009/03/14		2009/04/01	2009/11/02		2010/01/31	
F	029594	INVESTIGATE, REPORTS WITH ESTIMATE TO ERECT 2 CLASSROOMS	NHLOSOKUHLE SECONDARY SCHOOL	DESIGN STOPPED	2005/04/29		2005/07/14		2006/03/01	2006/03/04		2006/06/02	
G	029595	ERECTION OF 1 NEW CLASSROOM	ESITILENGA PRIMARY SCHOOL	DESIGN STOPPED	2005/04/29		2005/07/14		2006/03/01	2006/03/04		2006/06/02	
G	029596	ERECT ADMINISTRATION BLOCK	CACA PRIMARY SCHOOL	DESIGN STOPPED	2005/04/29		2005/07/27		2006/03/01	2005/10/14		2006/01/12	
G	029597	ERECT TOILETS	VERDRIET PRIMARY SCHOOL	DESIGN STOPPED	2005/04/29		2005/07/14		2006/03/01	2006/03/04		2006/06/02	
G	029599	ERECT 1X8 CUBICLE TOILET BLOCK	SIZAMOKUHLE PRIMARY SCHOOL	DESIGN STOPPED	2005/04/29		2005/07/14		2006/03/01	2006/03/04		2006/06/02	
G	029600	CONSTRUCTION OF ADMIN BLOCK	CEBELIHLE PRIMARY SCHOOL	DESIGN STOPPED	2005/04/29		2005/07/14		2006/03/01	2006/03/04		2006/06/02	
G	029602	ERECT NEW ADMINISTRATION BLOCK	SIYAWELA PRIMARY SCHOOL	DESIGN STOPPED	2005/04/29		2005/07/14		2006/03/01	2006/03/04		2006/06/02	
G	029604	ERECT ADMIN BLOCK	SIPHENI HIGHER PRIMARY SCHOOL	DESIGN STOPPED	2005/04/29		2005/07/14		2006/03/01	2006/03/04		2006/06/02	
G	029606	ERECT 2 CLASSROOMS	NKABANE PRIMARY SCHOOL (LADYSMITH REGION)	DESIGN STOPPED	2005/04/29		2005/07/14		2006/03/01	2006/03/04		2006/06/02	
J	029607	REPAIRS AND RENOVATIONS TO THE BIOLOGY LAB	SIYAMUKELA HIGH SCHOOL	FIRST DELIVERY STAGE	2005/04/29	2006/01/01	2005/07/01		2007/04/01	2007/03/21	2007/01/18	2007/09/15	
J	029741	WATER RETICULATION : REPORT AND ESTIMATE	HOPE HIGH SCHOOL	FIRST DELIVERY STAGE	2005/05/12	2006/06/29	2006/08/26		2006/07/15	2007/03/15	2007/03/02	2007/08/30	
J	029742	WATER RETICULATION : REPORT AND ESTIMATE	HUTTENPARK PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2005/05/12	2006/06/29	2006/08/28		2006/07/15	2006/12/04	2006/11/14	2007/03/04	2007/02/14
J	003876	PROPOSED COMPLETION OF THE NEW	QHUBIMFUNDO JUNIOR PRIMARY	PROJECT/SERVICE COMPLETE	2005/05/25	2006/03/29	2006/08/23		2006/08/21	2007/01/14	2006/11/23	2007/01/14	2007/02/27



		ADMINISTRATION/COMPUTER HALL	SCHOOL										
E	028988	REPAIRS AND RENOVATIONS (INTERNAL AND EXTERNAL)	LENGOLA SECONDARY SCHOOL	CONSTRUCTION STAGE	2005/05/25	2006/06/29	2006/08/27		2006/08/30	2007/03/04		2007/06/02	
J	029842	DAY TO DAY MAINTENANCE	KINGSLY PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/06/13				2005/06/13				
F	029889	ERECT FENCE	BOTHA'S PASS FARM PRIMARY SCHOOL	DESIGN STOPPED	2005/06/22		2007/03/14		2007/04/01	2007/11/02		2008/01/31	
J	029939	DAY TO DAY MAINTENANCE	ENHLANHLENI SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/06/30				2005/06/30				
J	029940	DAY TO DAY MAINTENANCE	LEMBE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/06/30				2005/06/30				
J	029949	DAY TO DAY MAINTENANCE	LENNOXTON PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/07/01				2005/07/01				
H	030151	HIRE OF SCHOOL FROM 2005/05/01 TO 2008/05/01	KALABASI PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2005/08/15				2005/08/15				
J	030234	REPAIR TOILETS	AMADADA SECONDARY SCHOOL	CONTRACT TERMINATED	2005/08/31	2005/04/06	2005/06/14		2005/07/06	2006/10/15		2006/12/05	
J	030229	DAY-TO-DAY MAINTENANCE	SIZWE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/08/31				2005/08/31				
J	030230	DAY-TO-DAY MAINTENANCE	CHARLESTOWN HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/08/31				2005/08/31				
J	030231	DAY-TO-DAY MAINTENANCE	AMAZULU HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/08/31				2005/08/31				
J	030232	DAY-TO-DAY MAINTENANCE	GROENVLEI COMBINED SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/08/31				2005/08/31				
J	030233	DAY-TO-DAY MAINTENANCE	DANNHAUSER PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/08/31				2005/08/31				
J	030310	DAY-TO-DAY MAINTENANCE	DANNHAUSER : CIRCUIT INSPECTORS OFFICE	CONCURRENT AND EMERGENCY SERVICES	2005/09/14				2005/09/14				
J	030790	DAY-TO-DAY MAINTENANCE	NEWCASTLE : 1 SIPRESS ROAD - ARBOR PARK (EDUC)	CONCURRENT AND EMERGENCY SERVICES	2005/11/19				2005/11/19				
E	015735	REPLACE STORM DAMAGED ROOFS	PHATHAKAHLE HIGH SCHOOL	PROJECT/SERVICE COMPLETE	2005/11/28	2005/07/20	2005/09/27		2005/10/20	2006/10/23	2006/10/06	2007/01/20	2006/10/06
J	027426	SUPPLY AND DELIVER DOMESTIC WATER	CEBELIHLE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY	2005/12/08				2005/12/08				

J	030902	SUPPLY AND DELIVER DOMESTIC WATER	MNTIMANDE PRIMARY SCHOOL	SERVICES CONCURRENT AND EMERGENCY SERVICES	2005/12/28				2005/12/28				
J	030920	SUPPLY AND DELIVER DOMESTIC WATER	SIKELELA PRIMARY SCHOOL	SERVICES CONCURRENT AND EMERGENCY SERVICES	2005/12/28				2005/12/28				
G	030995	CONSTRUCTION OF 5 CLASSROOMS, 7 TOILETS, 1 ADMIN BLOCK	LEMBE PRIMARY SCHOOL	DESIGN STOPPED	2006/01/18		2008/02/01		2008/04/01	2009/05/11		2009/08/09	
G	031002	CONSTRUCTION OF 2 CLASSROOMS AND 2 TOILETS	ENHLANHLENI SCHOOL	DESIGN STOPPED	2006/01/18		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
G	031004	CONSTRUCTION OF 2 CLASSROOMS AND 2 TOILETS	THABO PRIMARY SCHOOL (NEWCASTLE)	DESIGN STOPPED	2006/01/19		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
G	031010	CONSTRUCTION OF 3 CLASSROOMS	NGCAKA PRIMARY SCHOOL	DESIGN STOPPED	2006/01/19		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
G	031038	CONSTRUCTION OF 5 CLASSROOMS AND 1 ADMIN BLOCK	EZAMAKHANYA PRIMARY SCHOOL	DESIGN STOPPED	2006/01/23		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
G	031039	CONSTRUCTION OF 5 CLASSROOMS 6 TOILETS, 1 ADMIN BLOCK	SIPHESIHLE PRIMARY SCHOOL	DESIGN STOPPED	2006/01/23		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
G	031042	CONSTRUCTION OF 4 CLASSROOMS AND 4 TOILETS	UMZILIKAZI HIGH SCHOOL	DESIGN STOPPED	2006/01/23		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
G	031045	CONSTRUCTION OF 5 CLASSROOMS AND 8 TOILETS	SISONKE PRIMARY SCHOOL	DESIGN STOPPED	2006/01/23		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
G	031048	CONSTRUCTION OF 3 CLASSROOMS AND 3 TOILETS	ISIBONELESIHLE PRIMARY SCHOOL	DESIGN STOPPED	2006/01/23		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
G	031050	CONSTRUCTION OF 2 CLASSROOMS AND 3 TOILETS	EMTHUNZINI PRIMARY SCHOOL (LADYSMITH)	DESIGN STOPPED	2006/01/23		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
G	031145	CONSTRUCTION OF 3 CLASSROOMS AND 2 TOILETS	ITHAMSANQU PRIMARY SCHOOL	DESIGN STOPPED	2006/02/10		2008/02/04		2008/04/04	2009/05/14		2009/08/12	
H	031684	HIRE OF SCHOOL BUILDING	EMANZIMNYAMA PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/04/11				2006/04/11				
J	023406	DAY - TO - DAY SERVICES	QHUBEKA SCHOOL	SERVICES CONCURRENT AND EMERGENCY SERVICES	2006/04/18				2006/04/18				
J	026951	DAY - TO - DAY SERVICES	SIYALUNGELWA SECONDARY SCHOOL	SERVICES CONCURRENT AND EMERGENCY SERVICES	2006/04/19				2006/04/19				
J	031741	REPAIRS AND RENOVATIONS	BERGSIG PRIMARY SCHOOL (LADYSMITH)	PRE-DESIGN STAGE	2006/05/08		2006/08/14		2006/09/01	2007/04/04		2007/07/03	

J	031772	SEWER RETICULATION	KHASELIHLE JUNIOR PRIMARY SCHOOL	FINAL DELIVERY STAGE	2006/05/10	2006/06/29	2006/08/26		2006/09/01	2006/12/03	2006/11/28	2007/03/03	2007/02/21
J	032098	DAY-TO-DAY MAINTENANCE	VUMANISABELO SPECIAL SCHOOL	CONCURRENT & EMERGENCY SERV COMPLETE	2006/06/07				2006/06/07				
J	032101	DAY-TO-DAY SERVICES	NHLOSOKUHLE SECONDARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/06/07				2006/06/07				
J	032102	DAY-TO-DAY MAINTENANCE	INDONI JUNIOR PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/06/07				2006/06/07				
J	032104	DAY-TO-DAY MAINTENANCE	NKABANE PRIMARY SCHOOL (LADYSMITH REGION)	CONCURRENT AND EMERGENCY SERVICES	2006/06/07				2006/06/07				
J	032106	DAY-TO-DAY MAINTENANCE	BUHLEBENTHUKO PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/06/07				2006/06/07				
J	032107	DAY-TO-DAY MAINTENANCE	LETHUKUTHULA PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/06/07				2006/06/07				
J	032109	DAY-TO-DAY MAINTENANCE	SIZAKANCANE JUNIOR PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/06/07				2006/06/07				
J	032111	DAY-TO-DAY MAINTENANCE	ESIDIDINI PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/06/07				2006/06/07				
J	032113	DAY-TO-DAY MAINTENANCE	OKHALWENI PRIMARY SCHOOL (DUNDEE)	CONCURRENT AND EMERGENCY SERVICES	2006/06/07				2006/06/07				
J	032172	DAY-TO-DAY MAINTENANCE	TUGELA HIGH SPECIAL SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/06/19				2006/06/19				
G	032184	ERECT 1 X 12 CUBICLE WATER BOURNE TOILET BLOCK	KHASELIHLE JUNIOR PRIMARY SCHOOL	CONSTRUCTION STAGE	2006/06/19	2005/06/20	2006/03/22		2006/06/20	2006/09/26		2006/09/26	
E	032203	REPLACE ROOF OF 2 CLASSROOMS AND REPLACE FALLING ROOF FOIL I	MADLANGENI PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/06/21	2005/06/23	2006/03/22		2006/06/23	2007/01/23	2007/06/04	2007/01/23	2007/06/04
J	032204	REPAIRS TO DANGEROUS LOOSE DOWNPIPES AND GUTTERS	AMAJUBA HIGH SCHOOL	DESIGN STOPPED	2006/06/21	2005/06/23	2006/10/02		2006/11/20	2007/05/05		2007/08/02	
J	032376	DAY-TO-DAY MAINTENANCE	MATA PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/07/27				2006/07/27				
J	032408	DAY-TO-DAY MAINTENANCE	ST LEWIS BERTRAND'S SEC SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/08/02				2006/08/02				
G	032434	DEMOLISH EXISTING	SIYAWELA PRIMARY	PROJECT/SERVICE	2006/08/04	2006/08/04	2006/07/21		2006/10/30	2007/01/01	2007/03/13	2007/01/01	2007/03/13

		TOILETS AND ERECT 2 X 12 CUB PIT LATRINE	SCHOOL	COMPLETE									
E	031149	REPLACE ROOFS TO THREE CLASSROOMS, OFFICE & CARETAKERS COTT	SLAGVELD PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/08/08	2006/08/08	2007/05/10		2006/08/11	2006/09/28	2006/10/23	2006/09/28	2006/10/24
J	032468	REPAIR STORM DAMAGED ROOF	LINCOLN HEIGHTS SCHOOL	PROJECT/SERVICE COMPLETE	2006/08/14	2006/08/10	2007/05/12		2006/08/10	2006/10/15	2006/10/05	2006/11/25	2006/10/24
J	032615	DAY-TO-DAY MAINTENANCE	SIMANGANYAWO PRIM SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/08/21				2006/08/21				
G	032639	CONSTRUCT A TWELVE (12) CUBICLE TOILET BLOCK	ENKULULEKWENI PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/08/22	2006/08/21	2007/05/20		2006/11/24	2006/11/29	2007/03/12	2006/11/29	2007/03/12
J	032614	DAY-TO-DAY MAINTENANCE	ZIBAMBELENI SECONDARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/08/31				2006/08/31				
J	032602	FIT WINDOW FRAMES AND PANES PLUS FOUR DOORS	EKUHLAKANIPHENI PRIMARY SCHOOL	DESIGN STOPPED	2006/08/31	2006/08/31	2007/05/30		2006/09/08	2008/08/26		2008/11/24	
J	032605	ELECTRICAL REPAIRS TO ENTIRE SCHOOL	HUTTENPARK PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/08/31	2006/08/31	2007/05/30		2006/09/08	2007/04/12	2007/06/07	2007/09/07	2007/07/25
J	032606	ELECTRICAL REPAIRS TO ENTIRE SCHOOL	MDUMISENI HIGH SCHOOL	PROJECT/SERVICE COMPLETE	2006/08/31	2006/08/31	2007/05/30		2006/09/08	2007/02/05	2007/04/10	2007/07/10	2007/04/10
J	032607	ELECTRICAL REPAIRS TO ENTIRE SCHOOL	BUSY BEE PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/08/31	2006/08/31	2007/05/30		2006/09/08	2007/05/04	2007/05/04	2007/08/04	2007/05/04
J	032609	ELECTRICAL REPAIRS TO THE ENTIRE SCHOOL	SEKUSILE SENIOR SECONDARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/08/31	2006/08/31	2007/05/30		2006/09/08	2007/02/05	2007/06/18	2007/09/18	2007/06/18
X	032531	REPAIRS AND RENOVATIONS	ENZIMANE COMBINED SCHOOL	CONSTRUCTION STAGE	2006/09/04	2006/07/01	2006/08/01		2006/08/01	2007/03/09		2007/06/09	
X	032532	REPAIRS AND RENOVATIONS	UTRECHT PRIMARY SCHOOL	DESIGN STAGE	2006/09/04	2006/03/15	2006/10/31		2006/12/01	2007/07/04		2007/10/02	
J	032826	DAY-TO-DAY MAINTENANCE	BUHLE BE ALLEN PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/09/11				2006/09/11				
J	032827	DAY-TO-DAY MAINTENANCE	FAIRBREEZE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/09/11				2006/09/11				
J	032852	REPAIR GEYSER, SERVICE HOT WATER SYSTEM	SIYAMUKELA HIGH SCHOOL	FINAL DELIVERY STAGE	2006/09/13	2006/09/13	2007/06/12		2006/09/14	2006/12/14	2007/04/02	2007/12/14	2007/09/04
J	032882	ELECTRICAL REPAIRS TO THE ENTIRE SCHOOL	SIZAKANCANE JUNIOR PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/09/14	2006/09/14	2007/06/13		2006/09/22	2007/03/15	2007/03/13	2007/06/12	2007/03/13
J	032884	ELECTRICAL REPAIRS TO THE ENTIRE SCHOOL	PANORAMA HIGH SCHOOL (NEWCASTLE)	PROJECT/SERVICE COMPLETE	2006/09/14	2006/09/14	2007/06/13		2006/09/22	2007/04/11	2007/06/05	2007/04/11	2007/06/05
J	008737	ELECTRICAL REPAIRS TO THE ENTIRE SCHOOL	THEMBALENTSHA HIGH SCHOOL	PROJECT/SERVICE COMPLETE	2006/09/14	2006/09/14	2006/10/16		2006/12/15	2007/04/11	2007/05/04	2007/08/07	2007/05/04



J	033048	25ED 1158 - TOILET REPAIRS	SEBENZANI PRIMARY SCHOOL	CONSTRUCTION STAGE	2006/09/27	2005/09/28	2006/06/27		2005/09/28	2006/12/06		2006/12/06	
J	032737	COMPLETION OF 2 X 5 UNCOMPLETED TOILET BLOCKS	SIPHENI HIGHER PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/10/05	2006/10/06	2007/07/05		2006/10/05	2006/12/16	2007/05/14	2007/08/14	2007/05/14
J	033113	DAY-TO-DAY MAINTENANCE	MZIMENDE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/10/09				2006/10/09				
J	033124	DAY-TO-DAY MAINTENANCE	MADLANGENI PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/10/09				2006/10/09				
J	033142	DAY-TO-DAY MAINTENANCE	ENHLONIPHWENI SECONDARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/10/10				2006/10/10				
J	033146	DAY-TO-DAY MAINTENANCE	GARDENS PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/10/11				2006/10/11				
J	033178	REPAIR TOILETS	KHULAKAHLE JUNIOR PRIMARY SCHOOL	CONSTRUCTION STAGE	2006/10/13	2006/10/16	2007/07/15		2006/10/17	2007/02/04		2007/02/04	
F	033226	ERECT SECURITY FENCE 390M	LINGANI PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/10/26	2006/10/26	2007/07/25		2006/10/27	2007/02/28	2007/03/12	2007/02/28	2007/03/12
G	033241	CONSTRUCT 12 CUBICLE WATER BOURNE TOILETS	SIZWE PRIMARY SCHOOL	FIRST DELIVERY STAGE	2006/10/30	2006/10/30	2006/08/14		2006/11/01	2007/02/20	2007/10/08	2008/01/08	
J	033253	REPAIRS TO TOILETS	DRAKENSBERG PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/11/01	2006/11/01	2006/07/21		2006/11/03	2006/12/21	2007/01/18	2006/12/21	2007/01/18
E	033403	UPGRADES AND ADDITONS	SIPHESIHLE PRIMARY SCHOOL	DESIGN STOPPED	2006/11/09	2006/11/22	2007/09/24		2006/04/01	2009/08/18		2009/11/16	
F	033431	ERECT SECURITY FENCE	EMALAHLENI COMBINED SCHOOL	PROJECT/SERVICE COMPLETE	2006/11/09	2006/11/09	2007/08/08		2006/11/10	2007/02/28	2007/04/02	2007/07/02	2007/05/02
E	032601	UPGRADES AND ADDITIONS	VUMANISABELO SPECIAL SCHOOL	DESIGN STOPPED	2006/11/09	2006/11/22	2008/01/08		2007/03/01	2010/08/29		2010/11/27	
E	033402	UPGRADES AND ADDITONS	EZAMAKHANYA PRIMARY SCHOOL	CONSTRUCTION STAGE	2006/11/09	2006/11/22	2007/09/22		2007/04/01	2008/02/12		2008/05/12	
E	033406	UPGRADES AND ADDITIONS	UMZILIKAZI HIGH SCHOOL	DESIGN STOPPED	2006/11/09	2006/10/30	2007/09/24		2007/04/01	2009/08/18		2009/11/16	
E	033407	UPGRADES AND ADDITIONS	SISONKE PRIMARY SCHOOL	CONSTRUCTION STAGE	2006/11/09	2006/11/22	2007/09/28		2007/04/01	2008/04/07		2008/07/07	
E	033409	UPGRADES AND ADDITIONS	ISIBONELESIHLE PRIMARY SCHOOL	DESIGN STOPPED	2006/11/09	2006/11/27	2007/07/25		2007/04/01	2008/12/20		2009/03/20	
E	033411	UPGRADES AND ADDITIONS	BLUE MOUNTAIN PRIMARY SCHOOL	CONSTRUCTION STAGE	2006/11/09	2006/11/22	2007/07/24		2007/04/01	2007/12/08		2008/03/08	
E	033412	UPGRADES AND ADDITIONS	EMTHUNZINI PRIMARY SCHOOL (LADYSMITH)	DESIGN STOPPED	2006/11/09	2006/11/22	2007/07/25		2007/04/01	2008/12/20		2009/03/20	
E	033413	UPGRADES AND ADDITONS	V S ZULU PRIMARY SCHOOL	DESIGN STOPPED	2006/11/09		2007/07/25		2007/04/01	2008/12/20		2009/03/20	
E	033521	SUPPLY & FIT NEW VINYL FLOOR COVERING TO 16 CLASSR AND REPLA	QHUBEKA SENIOR PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/11/13	2006/11/13	2007/08/12		2006/11/14	2007/06/11	2007/04/19	2007/07/19	2007/04/19
F	033522	ERECT SECURITY FENCE	SLAGVELD PRIMARY	FINAL DELIVERY	2006/11/13	2006/11/13	2007/08/12		2006/11/14	2007/02/05	2007/07/31	2007/10/31	2007/10/03

			SCHOOL	STAGE									
J	033531	REPLACE EXISTING RETAINING WALL	NEWCASTLE SENIOR PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/11/13	2006/11/13	2007/08/12		2006/11/14	2007/03/26	2007/07/25	2007/03/26	2007/07/25
J	033537	REPAIR ROOF AND FIT CEILINGS	QEDIZABA JUNIOR PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/11/14	2006/11/14	2007/08/13		2006/11/14	2007/02/26	2007/07/09	2007/09/11	2007/07/09
J	033597	DAY-TO-DAY MAINTENANCE	SISIZAKELE PRIMARY SCHOOL (AMAJUBA)	CONCURRENT AND EMERGENCY SERVICES	2006/11/16				2006/11/16				
G	033594	PROPOSED TOILET BLOCK	UTRECHT PRIMARY SCHOOL	CONSTRUCTION STAGE	2006/11/16	2006/11/16	2007/08/15		2006/11/17	2007/06/20		2007/06/20	
J	033699	DAY-TO-DAY MAINTENANCE	MUZOKHANYAYO SECONDARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/11/29				2006/11/29				
J	033700	DAY-TO-DAY MAINTENANCE	LETHIMFUNDO PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2006/11/29				2006/11/29				
F	033721	NEW ELECTRICAL INSTALLATION TO ENTIRE SCHOOL	NHLAZADLO SECONDARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/12/05	2006/12/05	2007/09/03		2007/02/01	2007/06/29	2007/06/06	2007/09/06	2007/06/06
F	033723	NEW ELECTRICAL INSTALLATION TO ENTIRE SCHOOL	KINGSLY PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/12/05	2006/12/05	2007/09/03		2007/02/20	2007/06/29	2007/06/11	2007/09/11	2007/06/11
F	033724	NEW ELECTRICAL INSTALLATION TO ENTIRE SCHOOL	SIYATHUTHUKA PRIMARY	DESIGN STAGE	2006/12/05	2006/12/05	2007/09/03		2007/02/20	2008/11/30		2009/02/28	
F	033725	25ED 0877 - NEW ELECT. INSTALLATION	KHETHUKUTHULA SECONDARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/12/05	2006/12/05	2007/09/03		2007/02/20	2007/10/30	2007/10/08	2007/10/30	2007/10/08
F	033726	ELECTRICAL INSTALLATION TO ENTIRE SCHOOL	SINQOBILE COMBINED SCHOOL (NEWCASTLE)	PROJECT/SERVICE COMPLETE	2006/12/05	2006/12/05	2007/09/03		2007/02/20	2007/06/29	2007/05/03	2007/08/03	2007/05/03
J	033722	25ED 0883 ELECTRICAL REPAIRS	EMALAHLENI COMBINED SCHOOL	PROJECT/SERVICE COMPLETE	2006/12/05	2006/12/05	2007/09/03		2007/02/20	2007/10/30	2007/10/30	2008/01/30	2007/10/30
E	033753	REPLACE STORM DAMAGED ROOF OVER 2 CLASSROOMS	INGABADE HIGH SCHOOL	PROJECT/SERVICE COMPLETE	2006/12/07	2006/12/07	2007/09/05		2007/01/30	2007/05/11	2007/05/15	2007/08/15	2007/07/13
G	033752	COMPLETE EXISTING 2 X 8 CUB TOILET BLOCK	SIZAKANCANE JUNIOR PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/12/07	2006/12/07	2007/09/05		2007/01/30	2007/04/25	2007/08/23	2007/11/23	2007/09/21
J	033770	REPAIRS AND RENOVATIONS	DANNHAUSER PRIMARY SCHOOL	PRE-DESIGN STAGE	2006/12/08		2007/01/19		2007/04/01	2008/04/17		2008/07/16	
F	033257	25ED 1222 REPLACING ALL DEFECTIVE CHALKBOARDS	ENKULULEKWENI PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2006/12/11	2005/12/11	2006/09/09		2005/12/11	2007/03/27	2007/04/16	2007/07/16	2007/04/16
G	033285	ERECTION OF SIX (6) ADDITIONAL TOILETS	SISONKE PRIMARY SCHOOL	CONSTRUCTION STAGE	2006/12/14	2006/12/14	2007/09/12		2005/12/14	2007/08/23		2007/11/23	
E	033824	INSTALL NEW CEILINGS TO 15 CLASSROOMS	MASHAMBISANE PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/01/04	2007/01/04	2007/10/03		2007/02/28	2007/04/05	2007/07/06	2007/04/05	2008/02/11
G	033851	REPLACE STORM DAMAGED ROOF OVER 3	SIKHONA PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/01/12	2007/01/12	2007/10/11		2007/02/15	2007/04/26	2007/04/03	2007/04/26	2007/04/03



		CLASSROOMS											
G	033852	NEW WATER RETICULATION COMPLETE WITH NEW WATER METER	KHETHUKUTHULA SECONDARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/01/12	2007/01/12	2007/10/11		2007/02/15	2007/04/02	2007/05/07	2007/09/20	2007/09/03
J	033849	REPAIRS AND RENOVATIONS TO WATER BOURNE TOILETS	QEDIZABA JUNIOR PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/01/12	2007/01/12	2007/10/11		2007/02/15	2007/04/11	2007/03/12	2007/04/11	2007/03/12
J	033872	REPAIRS TO FLOORS AND NEW CHALKBOARDS	ZIZUZELE PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/01/17	2007/01/17	2007/10/16		2007/01/17	2007/03/20	2007/04/20	2007/10/31	2007/04/20
J	033871	PART REPAIRS AND RENOVATIONS	ZIZUZELE PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/01/17	2007/01/17	2007/10/16		2007/02/20	2007/04/11	2007/04/30	2007/10/30	2007/04/30
J	033788	DAY-TO-DAY MAINTENANCE	SLANGRIVIER PRIMARY SCHOOL	CONCURRENT & EMERGENCY SERV COMPLETE	2007/01/26				2007/01/26				
F	033954	SUPPLY & FIT CHALKBOARDS, REPLACE WINDOW PANES AND PAVE	MNTIMANDE PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/01/29	2007/01/29	2007/10/28		2007/02/20	2007/06/25	2007/08/23	2007/11/23	2007/09/10
E	033961	SUPPLY AND FIT NEW CEILING BOARDS TO ALL CLASSROOMS AND ADMI	NHLOSOKUHLE SECONDARY SCHOOL	DESIGN STOPPED	2007/01/30	2007/01/30	2007/10/29		2007/02/07	2009/01/25		2009/04/25	
F	033958	SUPPLY & FIT 3 WATER TANKS AND TANK STANDS	HAIG PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/01/30	2007/01/30	2007/10/29		2007/02/10	2007/04/10	2007/04/11	2007/04/10	2007/04/11
E	033975	SUPPLY & FIT FASCIA, BARGE BOARDS, GUTTES & DOWNPIPES	HLOKOMANI PRIMARY SCHOOL	TENDER STAGE	2007/02/01	2007/02/01	2007/10/31		2007/02/20	2008/03/04		2008/06/02	
E	033988	DRILL BOREHOLE	UMZILIKAZI HIGH SCHOOL	PROJECT/SERVICE COMPLETE	2007/02/02	2007/02/02	2007/11/01		2007/02/20	2007/10/12	2007/12/07	2007/10/12	2007/12/07
E	034126	25ED 0220 REP. FLOOR TO 16 C/ROOMS & LAY VINYL TILES	SABELA HIGH SCHOOL	PROJECT/SERVICE COMPLETE	2007/02/26	2007/02/26	2007/11/25		2007/02/28	2007/12/24	2007/12/20	2007/12/24	2007/12/20
E	034129	NEW WATER RETICULATION COMPLETE WITH NEW WATER METER AND WAT	PHUZUKUBONA PUBLIC SECONDARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/02/26	2007/02/26	2007/11/25		2007/02/28	2008/03/23	2007/07/02	2007/10/02	2007/10/09
E	034132	REPLACE ROOF OVER 14 CLASSROOMS	MLONDLOZI SENIOR PRIMARY SCHOOL	CONTRACT TERMINATED	2007/02/26	2007/02/26	2007/11/25		2007/02/28	2007/11/27		2008/02/27	
J	032654	REPLACE WINDOW PANES, SERVICE WINDOW FURNITURE, LAY NEW VINYL	OKHALWENI PRIMARY SCHOOL (DUNDEE)	PROJECT/SERVICE COMPLETE	2007/02/26	2007/02/26	2007/11/25		2007/02/28	2007/10/04	2007/10/24	2008/01/04	2008/02/21
J	034128	REPAIRS TO COMPUTER ROOM	ZIPHAKAMISENI PUBLIC SEC SCHOOL	PROJECT/SERVICE COMPLETE	2007/02/26	2007/02/26	2007/11/25		2007/02/28	2007/10/22	2007/10/16	2008/01/22	2007/10/16
J	034133	COMPLETION OF UNCOMPLETED TOILETS	ENHLONIPHWENI SECONDARY PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/02/26	2007/02/26	2007/11/25		2007/02/28	2007/08/09	2007/08/10	2007/11/10	2007/08/27
J	034134	REMOVE PREFABS FROM UMCEBOWOLWAZI TO	SIPHESIHLA PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/02/26	2007/02/26	2007/11/25		2007/02/28	2007/08/20	2007/08/20	2007/11/20	2007/08/20

E	034180	SIPHESIHL REPLACE CONCRETE FLOORS, DOORS, CEILINGS AND REMOVE CHIMNEY	NDWAKAZANA COMBINED SCHOOL	DESIGN STAGE	2007/03/01	2007/03/01	2007/11/28		2006/03/09	2009/02/24		2009/05/25	
E	034179	PROPOSED WATER RETICULATION	EZAMAKHANYA PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/03/01	2007/03/01	2007/11/28		2007/03/09	2007/04/23	2007/07/02	2007/10/02	2007/08/03
J	034181	25ED 1257 REPAIR TOILETS	SOSINDA PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/03/01	2007/03/01	2007/11/28		2007/03/09	2007/10/04	2007/10/05	2008/01/05	2007/10/05
J	034185	DAY-TO-DAY SERVICES	EMFUNDWENI HIGH SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2007/03/02				2007/03/02				
E	034195	REMOVE PREFABS FROM TRANSPORT UTRECHT AND TRANSPORT TO QHAWE	QHAWELESIZWE PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/03/05	2007/01/01	2007/09/30		2007/01/25	2007/07/09	2007/10/25	2007/09/01	2007/11/02
E	033397	REPLACE BOUNDARY WALLS TO SIDE OF SCHOOL	NEWCASTLE SENIOR PRIMARY SCHOOL	PROJECT/SERVICE COMPLETE	2007/03/07	2007/03/07	2007/12/04		2007/03/09	2007/06/01	2007/08/17	2007/11/17	2008/02/05
F	034255	SUPPLY AND FIT NEW AIR CONDITIONING	AMAJUBA COLLEGE OF EDUCATION (NEWCASTLE)	PROJECT/SERVICE COMPLETE	2007/03/13	2006/01/31	2006/10/30		2007/01/31	2007/06/30	2007/03/31	2007/10/06	2007/07/06
J	033341	HIRE CHEMICAL TOILETS	MZILA PRIMARY SCHOOL (NEWCASTLE)	CONCURRENT & EMERGENCY SERV COMPLETE	2007/03/14				2007/03/14				
J	034288	ELECTRICAL REPAIRS AND UPGRADING OF POWER SUPPLY	ENKULULEKWENI PRIMARY SCHOOL	DESIGN STAGE	2007/03/22	2007/03/22	2007/12/19		2007/03/30	2009/03/17		2009/06/15	
J	035100	25ED 1346 - REPAIR STORM DAMAGES	AMAJUBA HIGH SCHOOL	DESIGN STAGE	2007/08/01	2006/08/01	2007/05/21		2008/08/29	2008/08/17		2008/11/15	
J	036211	COMPLETION OF OUTSTANDING WORK	LENGOLA SECONDARY SCHOOL	DESIGN STAGE	2008/01/31	2008/01/31	2008/10/29		2008/04/01	2010/01/26		2010/04/26	
G	036269	UPGRADES AND ADDITIONS	HILLTOP PRIMARY SCHOOL	PRE-DESIGN STAGE	2008/02/11		2008/12/29		2008/05/01	2010/11/23		2011/02/21	
G	036270	UPGRADES AND ADDITIONS	ITHAMSANQU PRIMARY SCHOOL	PRE-DESIGN STAGE	2008/02/11		2009/03/29		2008/06/01	2011/06/21		2011/09/19	
E	036346	UPGRADES AND ADDITIONS	SLANGRIVIER PRIMARY SCHOOL	PRE-DESIGN STAGE	2008/02/19		2008/12/08		2008/07/01	2010/05/06		2010/08/04	
Client Department Description : HEALTH													
Category Type Code	WIMS Number	WIMS Service Description	Complex Description	Status Description	Service Contract Date	Issue Date	Planning Date	Planning Complete Date	Planned Financial Tender Advert Date	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected	Final Delivery Date - Actual
E	005867	(L97/101) REPAIR/REPLACE FLOOR FINISHES WARD B26 LEVEL 2-5	NEWCASTLE HOSPITAL	DESIGN STOPPED	1997/06/05		2007/03/27		2007/04/01	1996/07/29		1996/10/04	
Q	006578	UPGRADE - INCREASE EXAMINATION/DRESSING/	MADADENI CLINIC NO 7	FINAL DELIVERY STAGE	1997/06/26	1995/06/04	1996/12/19		1996/06/04	1998/02/03		2000/02/03	



		LAY-IN ROOMS											
E	012514	REPLACE MORTUARY	MADADENI HOSPITAL	FIRST DELIVERY STAGE	1999/08/24	1999/05/04	1999/11/14		2006/09/30	2007/08/30	2007/07/26	2007/11/15	
E	006667	UPGRADE MAIN KITCHEN	MADADENI HOSPITAL	DESIGN STOPPED	2001/05/03	2001/09/27	2009/03/14		2009/04/01	2002/02/08		2002/06/07	
J	021820	SERVICING AND REPAIRS TO MV SWITCHGEAR	MADADENI HOSPITAL	PROJECT/SERVICE COMPLETE	2002/03/06	2002/01/01	2002/11/15		2003/06/01	2003/11/23	2003/11/23	2003/12/06	2003/12/06
G	024850	CONSTRUCTION OF NURSES HOME, CRECHE AND RELATED FACILITIES	UTRECHT HOSPITAL	CONSTRUCTION STAGE	2003/06/10	2004/01/01	2004/11/01		2006/07/06	2007/11/20		2008/11/24	
Q	025067	CLINIC MAINTENANCE CLINIC	STAFFORD CLINIC	CONSTRUCTION STAGE	2003/06/26	2003/06/01	2004/12/23		2003/10/01	2007/09/10		2008/02/20	
Q	025068	CLINIC MAINTENANCE PROGRAMME	MADADENI CLINIC NO5	CONSTRUCTION STAGE	2003/06/26	2003/06/01	2004/04/14		2003/10/01	2007/03/15		2007/06/15	
Q	025066	CLINIC MAINTENANCE PROGRAMME	MADADENI CLINIC NO 7	CONTRACT TERMINATED	2003/06/26	2003/06/01	2004/04/14		2006/07/01	2006/11/14		2007/02/14	
Q	025069	CLINIC MAINTENANCE PROGRAMME	OSIZWENI CLINIC NO 2	TENDER STAGE	2003/06/26	2003/06/01	2008/09/01		2006/10/20	2008/04/14		2008/07/14	
Q	026533	PHASE 9 NEW CLINIC	GROENVLEI CLINIC (HEALTH)	SERVICES TRANSFERRED TO OTHER INSTITUTIONS	2003/10/28	2004/10/01	2004/07/04		2005/04/01	2005/11/30		2006/02/28	
Q	026534	PHASE 9 - NEW CLINIC	VERDRIET CLINIC (HEALTH)	SERVICES TRANSFERRED TO OTHER INSTITUTIONS	2003/10/28	2004/01/21	2004/01/21		2005/04/01	2004/03/03		2004/03/17	
Q	026535	PHASE 9 NEW CLINIC	CHARLESTOWN CLINIC (HEALTH)	SERVICES TRANSFERRED TO OTHER INSTITUTIONS	2003/10/28	2004/01/01	2004/01/21		2005/04/01	2004/03/03		2004/03/17	
H	025448	RENT FOR OFFICE ACCOMMODATION (2004/03/01-2007/02/28)	NEWCASTLE : ONE PENNY BUILDING, 38 VOORTREKKER ST	PROJECT/SERVICE COMPLETE	2004/04/06				2004/04/06				
K	019208	PH 1 : PMTCT MEDICAL UNIT	MADADENI HOSPITAL	SERVICES TRANSFERRED TO OTHER INSTITUTIONS	2004/07/16		2007/03/14		2007/04/01	2007/11/02		2008/01/31	
K	021314	PH 1 : PMTCT MEDICAL UNIT	NEWCASTLE HOSPITAL	SERVICES TRANSFERRED TO OTHER INSTITUTIONS	2004/07/16		2007/03/14		2007/04/01	2007/11/02		2008/01/31	
Q	022564	CLINIC UPGRADE PROGRAMME : ADDITIONAL TOILETS, STORE AND WAI	NAAS FARM CLINIC	CONSTRUCTION STAGE	2004/12/23	2005/04/03	2005/09/15		2006/07/30	2007/10/15		2008/01/15	
Q	025236	CLINIC UPGRADE PROGRAMME : ADDITIONAL GUARD HOUSE AND TOILET	THEMBALIHLE CLINIC	CONSTRUCTION STAGE	2004/12/23	2005/02/01	2005/09/15		2006/07/30	2007/08/30		2007/11/15	
Q	028588	REPAIRS AND RENOVATIONS	LADYBANK CLINIC	FIRST DELIVERY STAGE	2004/12/23	2005/04/03	2005/09/15		2006/07/30	2007/10/04	2007/10/25	2008/01/25	



Q	028590	REPAIRS AND RENOVATIONS AND MINOR NEW WORKS	NELLIES FARM CLINIC	CONSTRUCTION STAGE	2004/12/24	2005/01/01	2005/09/14		2006/08/30	2008/04/07		2008/07/07	
Q	028591	CLINIC UPGRADE PROGRAMME SECURITY GUARD HOUSE AND PATIENTS T	DURNACOL CLINIC	CONSTRUCTION STAGE	2004/12/28	2005/03/01	2005/11/14		2007/01/14	2007/08/30		2007/11/15	
Client Department Description : WELFARE													
Category Type Code	WIMS Number	WIMS Service Description	Complex Description	Status Description	Service Date	Issue Date	Planning Date	Planning Complete Date	Planned Financial Tender Advert Date	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected	Final Delivery Date - Actual
E	001435	CONVERSION OF HOSTELS TO_SECURE CENTRE	NEWCASTLE SCHOOL OF INDUSTRIES	CONSTRUCTION STAGE	2001/01/24	2006/01/01	2002/09/19		2007/03/05	2009/06/06		2010/06/06	
J	017683	DAY TO DAY MAINTENANCE	NEWCASTLE PENSION AND WELFARE OFFICE	CONCURRENT AND EMERGENCY SERVICES	2001/06/28				2001/06/28				
H	018031	LEASE OF OFFICE ACCOMM(2002/10/01-2004/09/30)	1 VOOR ST UTRECHT	PROJECT/SERVICE COMPLETE	2003/04/10				2003/04/10				
H	024253	LEASE OF PROPERTY 20030301 TO 20080228	DANNHAUSER : 16B MAIN STREET (WELFARE)	HIRING OF BUILDINGS	2003/04/23				2003/04/23				
J	024365	DAY-TO-DAY MAINTENANCE	WELFARE OFFICE : OSIZWENI	CONCURRENT AND EMERGENCY SERVICES	2003/05/05				2003/05/05				
J	024934	DAY TO DAY MAINTENANCE	MADADENI WELFARE OFFICE	CONCURRENT AND EMERGENCY SERVICES	2003/06/13				2003/06/13				
E	024937	CONVERSION OF EXISTING DORMITORIES AND BUILDING OF ADDITIONA	INGAGANE PLACE OF SAFETY (WELFARE)	DESIGN STOPPED	2003/06/13	2004/09/18	2005/02/08		2007/01/24	2009/08/25		2010/08/25	
G	024938	CONSTRUCTION OF NEW DISTRICT OFFICE	UTRECHT NEW WELFARE DISTRICT OFFICE	DESIGN STOPPED	2003/06/13	2004/01/01	2004/12/19		2008/04/01	2009/08/25		2010/08/25	
J	028565	DAY TO DAY MAINTENANCE	WELFARE OFFICE : DANNHAUSER	CONCURRENT AND EMERGENCY SERVICES	2004/12/21				2004/12/21				
J	029965	DAY TO DAY MAINTENANCE	MADADENI REHABILITATION CENTRE	CONCURRENT AND EMERGENCY SERVICES	2005/07/07				2005/07/07				
J	003231	DAY TO DAY MAINTENANCE	WELFARE OFFICE : DANNHAUSER	CONCURRENT AND EMERGENCY SERVICES	2005/11/23				2005/11/23				
J	028801	TO CONVERT STEAM RETICULATION INTO POWER SUPPLY, RENOVATIONS	MADADENI REHABILITATION CENTRE	FIRST DELIVERY STAGE	2005/12/06	2006/05/08	2006/10/01		2006/11/30	2007/08/16	2007/09/06	2008/01/16	



J	031600	DAY-TO-DAY MAINTENANCE	NEWCASTLE SCHOOL OF INDUSTRIES	CONCURRENT AND EMERGENCY SERVICES	2006/03/17				2006/03/17				
J	032578	REPLACE GUTTERS AND PAINT EXTERIOR WALLS	OSIZWENI HANDICRAFT CENTRE	PROJECT/SERVICE COMPLETE	2006/08/21	2006/08/21	2007/05/20		2006/08/28	2007/04/20	2007/05/30	2007/08/30	2007/06/04
J	033207	REPAIRS TO STEEL FENCING	MADADENI WELFARE OFFICE	PROJECT/SERVICE COMPLETE	2006/10/19	2006/10/19	2006/07/29		2006/10/20	2007/04/20	2007/04/10	2007/07/10	2007/04/10
J	033526	REPAIR DEFECTIVE MAIN CONTRACTOR AND UPGRADE 200A CIRCUIT BR	MADADENI REHABILITATION CENTRE	DESIGN STAGE	2006/11/13	2006/11/13	2007/08/12		2006/11/14	2008/11/08		2009/02/06	
J	033256	REPLACE ALL EXIST. CLEAR GLAZING WITH PERSPEX	NEWCASTLE SCHOOL OF INDUSTRIES	DESIGN STOPPED	2006/12/11	2006/12/11	2007/09/09		2005/12/11	2008/12/06		2009/03/06	
G	033841	PROPOSED SHELTER	CHARLESTOWN WELFARE DISTRICT OFFICE	CONSTRUCTION STAGE	2007/01/11	2007/01/11	2007/10/10		2007/01/11	2007/03/12		2007/03/12	
G	033842	PROPOSED CONSERVANCY TANK, WATER AND SEWER RETICULATIONS	CHARLESTOWN WELFARE DISTRICT OFFICE	PROJECT/SERVICE COMPLETE	2007/01/11	2007/01/11	2007/10/10		2007/01/11	2007/04/12	2007/04/10	2007/04/12	2007/07/04
G	033844	PROPOSED WALKWAYS	CHARLESTOWN WELFARE DISTRICT OFFICE	PROJECT/SERVICE COMPLETE	2007/01/11	2007/01/11	2007/10/10		2007/01/11	2007/04/26	2007/05/04	2007/08/04	2007/05/04
J	033839	DAY TO DAY MAINTENANCE	CHARLESTOWN WELFARE DISTRICT OFFICE	CONCURRENT AND EMERGENCY SERVICES	2007/01/11				2007/01/11				
G	032306	PROPOSED 10 BAY CARPORT	CHARLESTOWN WELFARE DISTRICT OFFICE	CONSTRUCTION STAGE	2007/01/11	2007/01/11	2007/10/10		2007/02/20	2007/04/12		2007/04/12	
G	033850	SUPPLY & FIT 16 BULLETIN BOARDS AND 12 POSTER FRAMES	WELFARE OFFICE : DANNHAUSER	CONSTRUCTION STAGE	2007/01/12	2007/01/12	2007/10/11		2007/02/25	2007/05/04		2007/05/04	
J	033873	WATER CONNECTION AND CONCRETE PATHWAY TO PARK-HOME AT	NEWCASTLE PENSION AND WELFARE OFFICE	PROJECT/SERVICE COMPLETE	2007/01/17	2007/01/17	2007/10/16		2007/01/17	2007/03/08	2007/04/23	2007/07/13	2007/04/23
G	033947	REPLACE STORM DAMAGED ROOF AT HOSTEL A	MADADENI REHABILITATION CENTRE	PROJECT/SERVICE COMPLETE	2007/01/25	2007/01/25	2007/10/24		2007/01/25	2007/06/25	2007/03/23	2007/06/25	2007/07/04
J	033959	REPAIRS AND RENOVATIONS TO HOSTEL NO 3	NEWCASTLE SCHOOL OF INDUSTRIES	DESIGN STAGE	2007/01/30	2007/02/13	2007/12/19		2009/04/01	2010/06/21		2010/09/25	
F	034178	SUPPLY AND INSTALL WATER TANK AND TANK STAND	WELFARE OFFICE : OSIZWENI	DESIGN STAGE	2007/03/01	2007/03/01	2007/11/28		2007/03/02	2009/02/24		2009/05/25	

Client Department Description : WORKS - CAPITAL													
Category Type Code	WIMS Number	WIMS Service Description	Complex Description	Status Description	Service Contract Date	Issue Date	Planning Date	Planning Complete Date	Planned Financial Tender Advert Date	First Delivery Date - Projected	First Delivery Date - Actual	Final Delivery Date - Projected	Final Delivery Date - Actual
E	034614	EXTENSION TO EXISTING OFFICES	NEWCASTLE WORKS DEPOT	DESIGN STAGE	2007/05/17	2007/02/02	2008/04/20		2008/06/04	2008/08/15		2009/08/15	
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5.6 THE DEPARTMENT OF LOCAL GOVERNMENT & TRADITIONAL AFFAIRS

5.6.1 DEPARTMENTAL VISION

People centred sustainable local governance which focuses on effective service delivery responsive to the needs of the communities

5.6.2 MISSION

The Department will promote people-centred, accountable and viable local governance that accelerates Service delivery and ensures sustainable communities.

5.6.3 STRATEGIC GOALS

- Refocusing Local Government towards accelerated basic service delivery;
- People focused, effective and efficient institutions;
- Building confidence of community in system of local governance;
- Align institution of Traditional Leadership within local governance; and
- Alignment of Integrated Development Plans (IDP) and the Provincial Growth and Development Strategy (PGDS).

5.6.4 PROJECT

The table below summarise the allocations to the ADM from the department:

TABLE 63: DLG&TA ALLOCATIONS TO THE ADM

DLG&TA Grant Amounts	Main Budget	Adjusted Budget	Estimated Actual	Medium Term Estimates		
	2007/8			2008/9	2009/10	2010/11
Provincial Management Assistance Programme	1 500					
Infrastructure Provision for Soccer Stadia	8 000	8 000	8 000	10 000		
Strategic Support		50	50	100	500	467
Spatial Development					600	250
Development Administration				500	250	
Development Information System				750	250	250
LED Catalyst		700	700			
Transfers to the ADM	9 500	8 750	8 750	11 950	1 250	717

5.7 THE DEPARTMENT AGRICULTURE AND ENVIRONMENTAL AFFAIRS

5.7.1 DEPARTMENTAL VISION

A champion for a prosperous agricultural productive land use, food security and environmentally sustainable livelihoods.

(i) ENVIRONMENTAL MANAGEMENT SUPPORT SERVICES

In pursuit of service excellence, we desire a holistic approach to sustainable environmental management practices.

5.7.2 MISSION

The Department of Agriculture & Environmental Affairs (DAEA) will provide quality agricultural, veterinary, environmental and conservation services together with our partners and our communities

(i) ENVIRONMENTAL MANAGEMENT SUPPORT SERVICES

We, in recognition of our stakeholders, will develop and maintain an environmental management strategy that supports sustainable livelihoods.

In doing so, we as a team, are committed to continual improvement, and by the demonstration of our expertise and professionalism, will render an efficient and effective service to our clients; be accountable and promote equity in the context of local, national, regional and international obligations.

5.7.3 STRATEGIC GOALS

The essence of the DAEA's Strategy is how to utilise agricultural potential and environmental stability as key vehicles in building a prosperous community. The notion of prosperous transcends the current challenges of poverty and unemployment and instead focuses on self-reliance, entrepreneurship, empowerment and continuous growth and development.

(i) ENVIRONMENTAL MANAGEMENT SUPPORT SERVICES

The strategic objectives of the component are aligned with the legislative mandate and strategic outcomes of Department. The aim of this component is to ensure the sustainable use and protection of the environment of KwaZulu-Natal through appropriate regulatory and empowerment mechanisms.

- To facilitate sound co-operative environmental governance through participative planning and information system development, and capacity building;
- To participate in the development and facilitation of

implementation of environmental policies, regulations, legislation and guidelines;

- To develop a framework and operational tools (norms and standards, decision support mechanism, internal policies, training manuals and templates) for the improvement of the environmental impact assessment process including appeals, whilst ensuring environmentally sustainable socio-economic development in KwaZulu-Natal;
- To facilitate and co-ordinate effective integrated pollution, chemical and waste management practices, cleaner production principles and sustainable utilization and re-use of resources in KwaZulu-Natal and to provide strategic support to the regional offices to facilitate implementation of such practices;
- To facilitate the attainment of acceptable air quality and the development of mitigation measures to combat climate change;
- To facilitate and co-ordinate effective integrated coastal management and sustainable coastal development in KZN, and provide strategic support to the management and implementation of special area management in KZN;
- To promote environmental empowerment and capacity building; as well as BBEE
- To promote natural and community-based sustainable resource use and management so as to ensure sustainable job creation;
- To facilitate environmental information management for informed decision making;
- To ensure effective financial management that complies with PFMA;
- To facilitate environmental impact mitigation so as to promote sustainable development; and a safe, healthy and sustainable environment; and
- To establish opportunities for developing communities.

5.7.4 PROJECTS

TABLE 64: DEPARTMENT OF AGRICULTURE PROJECTS

LM	PROJECT NAME	PROJECT TYPE	PROGRAMME	BUDGET
Dannhauser	Asibambimpila	Hydroponics	Food Security	150 000.00
Dannhauser	Vamukuzama	Poultry	Food Security	350 000.00
Newcastle	Zonkizizwe	Poultry	Food Security	350 000.00
Newcastle	Siyalima	Vegetables	Food Security	100 000.00
Newcastle	Sakhisizwe	Nursery	Food Security	200 000.00
Dannhauser	Cathulani	Vegetables	Food Security	350 000.00
Newcastle	Charlestown	Hydroponics	Land Reform	1 500 000.00
Utrecht	Nkosi Shabalala	Hydroponics	Land Reform	1 700 000.00
TOTAL				4 700 000.00

NOTE:

Although requested, no projects were forthcoming from the Environmental Management Support Services.

5.8 THE DEPARTMENT ARTS, CULTURE AND TOURISM

5.8.1 DEPARTMENTAL VISION

Empowerment through Art, Culture and Tourism.

5.8.2 MISSION

To provide and promote innovative and vibrant cultural and tourism services which address the diverse needs of our people in order to enhance their quality of life.

5.8.3 STRATEGIC GOALS

TABLE 65: DEPARTMENTAL STRATEGIC GOALS

No.	Strategic Goal	Strategic Theme
1	Facilitate Economic Growth through investment in arts, culture and tourism.	Transform Entrepreneurs from second economy to the first economy.
2	To fight poverty and create jobs within communities.	Eradication and alleviation of poverty through creation of new rural income opportunities.
3	To establish private public partnerships to ensure effective and efficient service.	Creating a positive image of the province (building on cultural diversity multiculturalism/multilingualism).

5.8.4 PROJECTS

NOTE:

Although requested in writing, no projects were received from the department.

5.9 THE DEPARTMENT SOCIAL WELFARE

5.9.1 DEPARTMENTAL VISION

Promote self-reliance, sustainable development and beat poverty.

5.9.2 MISSION

The Department of Social Welfare and Population Development is committed, through an empowered staff, to the provision, promotion and development of comprehensive, people-centered, social welfare services to the community, in order to maximise the inherent potential of every individual in KwaZulu-Natal.

5.9.3 STRATEGIC GOALS

No strategies were listed on the department's website but the following programmes are initiated by the department:

- Flagship Projects
- Children & Families
- Services for the Aged
- Services to the Disabled
- Services to people with substance abuse problems
- Women & Victim Empowerment
- National Integrated Programme for Children and Youth Affected and Infected by HIV/AIDS
- Social Crime Prevention
- Development Centres

5.9.4 PROJECTS

The following is a summary of projects received from the department to be undertaken within the ADM:

TABLE 66: SOCIAL WELFARE PROJECTS

DESCRIPTION	PROJECT	AMOUNT	2008/2009
SOCIO ECONOMIC	6 SELF HELP PROJECTS	R818 961.00	R620 000.00
YOUTH DEVELOPMENT	3 PROJECTS (SKILLS PROJECTS)	R425 000.00	R2 700 000.00
WOMEN EMPOWERMENT	4 PROJECTS (PRODUCTION COMPANIES)	R1 600 000.00	R281 650.00
FOOR SECURITY	5 PROJECTS (FLAGSHIP PROGRAMMES)	R1 140 000.00	R281 650.00
HIV SUPPORT	6 PROJECTS (SOUP KITCHEN)	R1 784 692.00	R5 551 616.00

TABLE 67: SPECIFIC PROJECTS IN THE ADM

NO	STRATGY DESCRIPTION	PROJECT	AMOUNT	FINANCIAL YEAR		
				08/09	09/10	10/11
1	Services to Children	1. Children's Home	R1000 000	R1 344 000		
2		2. Welfare Organizations	R870 000	R1 334 400		
		3. ECD Services (Creches)	R3000 000	R4 950 000		
3		4. Shelters for Street Children	R600 000	R700 000		
		5. Private Places of Safety	R9 000	R12 000		
4	Services to Families	1. Family Preservation Projects	R312 500	R350 000		
5	Services to the Aged	1. Homes for the Aged	R1 900 000	R2 402 000		
		2. Service Centres + Luncheon Club(67)	R601 000	R890 600		
6	Services to the Disabled	1. Home for the Disabled	R350 000	R375 000		
		2. Protective Workshop	-	R42 900		
		3. Welfare Organization (APC)	R40 000	R64 200		
7	Services to Persons Dependent on Substances and Alcohol	1. Welfare Organizations	R747 000	R882 000		
		2. Local Drug Action Committee	R50 000	R60 000		
8	Crime Prevention Services	1. Section 21 Company	R963 000	R2 000 000		
9	Victim Empowerment Services	1. Shelters for Abused Women	R500 000	R550 000		
10	HIV/AIDS Projects	1. NIP Sites (10) (National Integrated Program)	R3 978 395	R4 376 234		

5.10 THE DEPARTMENT ECONOMIC DEVELOPMENT

5.10.1 DEPARTMENTAL VISION

KZN to be the leader in Economic Development and be globally competitive thereby ensuring improved quality of life for our citizens.

5.10.2 MISSION

Will formulate and implement effective economic development strategies that create sustainable jobs in KwaZulu-Natal.

5.10.3 STRATEGIC GOALS

(i) TO REDUCE POVERTY BY 50% BY 2014

- Creating sustainable jobs
- Skills development and capacity building for govt and civil society
- Facilitating access to asset base for the poor
- Promotion of social enterprises (co-operatives, S21, trusts)

(ii) GROW THE ECONOMY BY 8% BY 2014

- Promotion of integrated Economic Development planning
- Facilitate improved global competitiveness in industries
- Promotion of new SMME's
- Facilitate the improvement of infrastructure platform
- Promotion of Foreign Direct Investment
- Promotion and advancement of Black Economic Empowerment

(iii) TO PROMOTE GOOD CORPORATE GOVERNANCE

- Promotion of compliance with government policies and law
- Facilitate strategic stakeholder partnerships in the development of provincial economy

(iv) TO AIM TO BE THE CENTRE OF EXCELLENCE

- Becoming a learning organisation
- Promoting a culture of good governance
- Lead in R & D & Innovation
- Becoming an information hub

5.10.4 PROJECTS

The following is a summary of the Gijima projects in the ADM:

TABLE 68: GIJIMA PROJECTS IN THE ADM

Project name	Grant amount
Business Enabling Fund	
Develop economic opportunities result from synergies between Water & Agric	R 539 004.00
Emadlangeni LED Development Plan	R 200 000.00
Sub-total	R 739 004.00
LCF CAP	
Charlestown Community Trust : Ezzebarrow project	R 341 507.00
Feasibility and Business Plan for Dannhauser Flour Mill	R 324 250.00
Sub-total	R 665 757.00
LCF Implementation	
Crosswind Business Projects (Pty) Ltd: Expansion of CBP's Milling Plant	R 3 799 922.00
Sub-total	R 3 799 922.00
Total	R 5 204 683.00

DED PROJECT

Local Economic Development Directorate	
Appointment of LED Officer in NN municipality	R 350 000.00
Total	R 350 000.00

5.11 THE DEPARTMENT COMMUNITY SAFETY AND LIAISON

5.11.1 DEPARTMENTAL VISION

The people of KwaZulu-Natal live in a safe and secure environment.

5.11.2 MISSION

The Mission of the Department is to be the lead agency in driving the integration of community safety initiatives, towards a crime free KwaZulu-Natal.

5.11.3 STRATEGIC GOALS

- Promote democratic accountability and transparency in the police service and direct the South African Police Service towards effectively addressing provincial needs and priorities.
- To promote good relations and establish partnerships between the police and the communities
- To co-ordinate social crime prevention initiatives
- To promote and support Victim Empowerment
- Manage and implement inter-sectoral and special projects effectively

5.11.4 PROJECTS

NOTE:

Although requested in writing, no projects were received from the department.

5.12 THE DEPARTMENT SPORT & RECREATION

5.12.1 DEPARTMENTAL VISION

A winning province through sport and recreation.

5.12.2 MISSION

We will improve the quality of life of the citizens of KwaZulu-Natal by maximizing opportunities for Recreation and Sporting excellence through mass participation and development.

5.12.3 STRATEGIC GOALS

- Development and participation of Sport and Recreation at all levels to address the issues of transformation, nation-building and quality of life.
- Promote and contribute to economic growth and opportunities sport and recreation.
- Promote and contribute to good governance in Sport and Recreation.
- Highly capacitated and skilled staff.

5.12.4 PROJECTS

NOTE:

Although requested in writing, no projects were received from the department.

5.13 THE DEPARTMENT TRANSPORT

5.13.1 DEPARTMENTAL VISION

The KwaZulu-Natal Department of Transport's vision is:

"PROSPERITY THROUGH MOBILITY"

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

5.13.2 MISSION

"We will provide the public with a safe, integrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province."

AND

We will promote transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting."

5.13.3 STRATEGIC GOALS

The strategic objectives of the department are as follows:

- Improving and ensuring road and public transport safety;
- Developing the people, the economy and the infrastructure of KwaZulu-Natal;
- Institutionalising public participation and strengthening democratic governance;
- Facilitating rural development, reducing poverty and inequality and ensuring an infrastructure balance;
- Facilitating the growth and development of the road construction industry in KwaZulu-Natal, so as to be fully representative of the demographic profile of the province; and
- Ensuring financial accountability, value based resource management and development of integrated management systems.

5.13.4 PROJECTS

NOTE:

Although requested in writing, no projects were received from the department.

SECTION F

IMPLEMENTATION PLAN

6.0 IMPLEMENTATION PLAN

The following table summarises the three year Implementation Plan for the ADM with committed human (departmental) and financial resources.

TABLE 69: THREE YEAR IMPLEMENTATION PLAN WITH COMMITTED HUMAN AND FINANCIAL RESOURCES

OPERATING & CAPITAL EXPENDITURE BY VOTE				
		Medium Term Revenue and Expenditure Framework		
		BUDGET +1	Budget Year +2	Budget Year +3
	Description	2008/2009	2009/10	2010/11
	OPERATING EXPENDITURE BY VOTE			
	Executive and Council	15 299 779.69	17 295 332.83	18 399 452.18
	Office of the Municipal Manager	5 472 842.15	6 522 134.57	8 243 672.23
	Corporate Services	6 766 940.00	7 595 997.12	8 657 304.32
	Community Services	8 505 525.00	9 525 685.80	11 736 102.87
	Financial Services	6 574 175.01	7 401 771.55	8 223 752.22
	Technical Services	6 005 982.65	6 046 220.42	6 658 738.50
	Thusong Service Centre	3 104 383.00	2 804 774.02	3 754 361.80
	Development and Planning	9 618 810.40	10 809 933.70	12 314 644.96
	Disaster Management Centre	3 206 826.00	3 087 469.65	3 897 844.44
	Water and Sanitation Services	18 626 771.00	19 685 533.00	20 963 366.00
	TOTAL OPERATING EXPENDITURE BY VOTE	83 182 035	90 774 853	102 849 240

CAPITAL EXPENDITURE BY VOTE		Medium Term Revenue and Expenditure Framework		
		BUDGET +1	Budget Year +2	Budget Year +3
		2008/2009	2009/10	2010/11
	Executive and Council	20 000.00	21 200.00	22 472.00
	Office of the Municipal Manager	50 000.00	100 000.00	200 000.00
	Corporate Services	1 016 000.00	1 350 000.00	1 089 139.00
	Community Services	600 000.00	400 000.00	450 000.00
	Financial Services	200 000.00	200 000.00	200 000.00
	Technical Services	30 000.00	70 212.00	100 000.00
	Thusong Service Centre	630 000.00	50 000.00	100 000.00
	Development and Planning	402 800.00	500 000.00	600 000.00
	Disaster Management Centre	405 000.00	58 300.00	411 098.40
	Water and Sanitation Services			
	SUB TOTAL :BASIC CAPITAL	3 353 800	2 749 712	3 172 709
	Ad hoc Capital : Sports Facilities	10 000 000	-	-
	Ad hoc Capital : Backlogs in Water and Sanitation at schools and clinics	2 350 000	2 250 000	-
	Ad hoc Capital : Infrastructure	1 300 000	-	-
	Ad hoc Capital : Water and Sanitation	24 537 000	29 345 000	24 028 000
	Ad hoc Capital ; Library Building Projects	-	450 000	2 000 000
	Ad hoc Capital : MIG allocation			
	SUB TOTAL :INFRASTRUCTURE CAPITAL	38 187 000	32 045 000	26 028 000
	CAPITAL EXPENDITURE BY VOTE	41 540 800	34 794 712	29 200 709

SECTION G

PROJECTS

7.0 PROJECTS

7.1 INTRODUCTION

This section of the IDP deals with projects and focusses primarily of the projects planned for implementation during the 2008/9 financial year.

7.2 PROJECT PRIORITISATION MODEL

The ADM has developed a project prioritisation model which is summarised as follows:

Project prioritisation is required in order to guide project implementation and the allocation of funding to each project. The project prioritisation model is applied to projects and programmes funded from municipality's own funding. Projects funded by external service providers (e.g. Department of Water Affairs & Forestry) do not require prioritisation by the Amajuba District Municipality for funding and implementation.

TABLE 70: PROJECT PRIORITISATION MODEL

Criteria	Description	Score (Yes=1, No=0)
Legal requirement	Is the project legally required by legislation with grant funding and guidelines available? Ensure the project is not an unfunded mandate.	
Contractually committed	Has the project already commenced and were appointments done to date?	
Safety / Basic Needs	Will the postponement of the project create a safety risk to the community and is the project addressing a basic need?	
Maintenance Cost	Will the maintenance cost for the project be affordable in future?	
Total		

7.3 PROJECTS IDENTIFIED BY THE IDP REPRESENTATIVE FORUM MEMBERS

Over the past seven years, IDP RF members have forwarded projects for their areas to the municipality, and each year these projects are reviewed and considered as part of the budget process. The project

applications received are contained in **Annexure K.4** and are summarised per sector as follows:

TABLE 71: PROJECT APPLICATIONS

FOCUS AREA	NUMBER OF APPLICATIONS
LED and Poverty Alleviation	511
Arts and Crafts	24
Sanitation	54
Potable Water	167
Electricity	57
Municipal Public Works	76
Housing	17
Environmental Issues	8
Social Infrastructure	14
Disaster Management	9
Municipal Health	12
Transport	2
Local Tourism	8
Municipal Planning	12
Skills Development	28
Institutional Issues	9
Sports, Culture and Recreation	58
Public Transport	12
Local Sports Facilities	33
Other Projects	4

7.4 2008/9 IDP PROJECTS

The following table summarises the projects planned for implementation by the municipality during the 2008/9 financial year.

TABLE 72: ONE YEAR DETAILED OPERATIONAL PLAN

OPERATING & CAPITAL PROJECTS				
SUMMARY				
Description		Medium Term Revenue and Expenditure Framework		
		Budget Year +1	Budget Year +2	Budget Year +3
		2008/2009	2009/10	2010/11
2900	OPERATING EXPENDITURE			
4400	GENERAL EXPENSE- OPERATING PROJECTS			
	Community Services			
4422	Sports & Recreation;	1 000 000	1 060 000	1 200 000
4442	Disabled Programmes;	180 000	200 000	300 000
4444	Placement of Health Servic	1 000 000	1 500 000	2 500 000
4445	Poverty Alleviation;	500 000	650 000	750 000
4446	HIV/AIDS Plan Implementati	500 000	550 000	650 000
4447	Environment Plan Review;	350 000	400 000	500 000
4448	Environment Awareness;	100 000	150 000	250 000
4449	Cemetry Implementation;	600 000	650 000	700 000
4463	Youth;	400 000	500 000	650 000
4464	Gender & Children;	400 000	450 000	550 000
4469	Arts & Culture;	500 000	600 000	700 000
	SubTotal	5 530 000	6 710 000	8 750 000
	Council			
4424	Free Basic Service Allocation	10 357 452	11 905 820	12 540 982
	SubTotal	10 357 452	11 905 820	12 540 982
	Corporate Services			
4440	Experience Training;	216 000	250 000	300 000
	SubTotal	216 000	250 000	300 000
	Financial Services			
4461	Shared Service Centre;	-	-	-
	Finance Management Grant-Interns	500 000	750 000	750 000
	SubTotal	500 000	750 000	750 000
	Municipal Manager			
4462	Annual Report;	100 000	150 000	250 000
4465	Mayors Discretionary Fund;	250 000	300 000	500 000
4466	Mayors Projects;	1 000 000	1 500 000	2 000 000
4439	Senior Citizens Programme;	100 000	106 000	200 000
	SubTotal	1 450 000	2 056 000	2 950 000
	Planning & Development			
4467	IDP Review Support Grant;	50 000	53 000	56 180
4468	PMS Management & Review;	500 000	550 000	600 000

4472	Marketing & Corporate Imag	240 000	300 000	400 000
4473	Newsletter;	-	-	-
4476	Tourism Shows & Exhibitions	63 600	70 000	80 000
4477	Website development & host	139 920	186 584	250 000
4478	AFLED Capacity Building;	31 800	50 000	100 000
4479	SEDA Establishment Contrib	500 000	550 000	600 000
4480	Gijima ARDA;	-	-	-
4481	Gijima Manufacturing Plan;	-	-	-
4483	ADM Tourism Project Suppor	500 000	600 000	700 000
4484	Develop Inform System Supp	80 000	100 000	200 000
4485	CTO Support;	150 000	250 000	300 000
4486	Amajuba Tourism Marketing;	400 000	450 000	500 000
4487	LED Project Support;	530 000	600 000	650 000
4488	GIS Implementation;	106 000	150 000	200 000
4489	Drakensberg Nodal Study;	-	-	-
4508	LED Manufacturing Strategic Project Support	300 000	350 000	400 000
4509	LED Agricultural Strategic Proj Support	300 000	350 000	400 000
4510	Budget & IDP Roadshows	300 000	350 000	400 000
4511	Growth & Development Summit	200 000	250 000	300 000
	SubTotal	4 391 320	5 209 584	6 136 180
	Technical Services			
4470	Emergency Water Supplies;	900 000	950 000	1 200 000
4504	Ngagane River Footway Bridges	500 000	-	-
	2010 Soccer Academy	10 000 000		
	Infrastructure-Sport & recreational facilities	1 300 000		
	Inverness Sanitation	3 542 882	3 755 454	3 542 882
	Rural Roads	1 554 000	1 647 240	1 554 000
	Kwamdakane Centre	500 000	530 000	500 000
	PMU	1 125 250	1 192 765	1 125 250
	Buffalo Flats Water Supply Scheme Phase 1	8 148 282	11 972 959	7 639 282
	Buffalo Flats Water Supply Scheme Phase 2	8 353 789	8 855 017	8 353 789
	Rural Multi Purpose Centre Phase Two	1 312 797	1 391 565	1 312 797
	Backlogs in Water and Sanitation at schools and clinics	2 350 000	2 250 000	
	SubTotal	39 587 000	32 545 000	25 228 000
	Disaster Management Services			
4490	Disaster Management Centre	100 000	150 000	200 000
4491	Disaster Manage Capacity B	60 000	100 000	150 000
4492	Disaster Management Implem	450 000	500 000	550 000
4493	Fire Fighting Services;	700 000	800 000	850 000
	SubTotal	1 310 000	1 550 000	1 750 000
4600	TOTAL OPERATING PROJECTS	63 341 772	60 976 404	58 405 162

SECTION H

FINANCIAL PLAN AND SDBIP

8.0 FINANCIAL PLAN AND SDBIP

8.1 FINANCIAL PLAN

8.1.1 LEGISLATIVE FRAMEWORK

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

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

A comprehensive summary of the above legislation is contained in Section 9 (page 118) of the Amajuba District Municipality IDP Review (2003) dated August 2003.

8.1.2 MUNICIPAL INCOME

The municipality is dependent on two primary types of income – operating income and grants and subsidies as indicated in the table below.

TABLE 73: TOTAL MUNICIPAL INCOME (2006/2007 – 2009/2010)

	Grants and Subsidies	Tariffs, service charges etc	Projects (Own Fund)	Total
2006/2007 (budget)	49 214 900	15 206 969	0	64 421 869
2007/2008 (budget)	49 493 000	19 213 133	0	68 706 133
2008/2009 (budget)	59 703 000	23 479 035	0	83 182 035
2009/2010 (budget)	67 913 000	22 861 853	0	90 774 853
2010/2011 (budget)	78 605 000	24 244 240	0	102 849 240

Source: 2007/08 Draft Budget.

8.1.2.1 GRANTS AND SUBSIDIES EXCLUDING OPERATING GRANTS

The grants and subsidies received by the municipality are set out in the table below.

TABLE 74: GRANTS AND SUBSIDIES RECEIVED 2006/7 TO 2010/11

Government and Provincial Grants and Subsidies	2006/2007 Received YTD Jun 2007	2007/2008 Received YTD Jun 2008	2008/2009 Budget YTD June 2009	2009/2010 Budget YTD June 2010	2010/2011 Budget YTD Jun 2011
Department of Water Affairs and Forestry (DWAF)	0	1 232 000	2 350 000	2 250 000	0
Consolidated Municipal Infrastructure Programme Grant (CMIP)	0	0			
Land Reform Grants	0	0			
Department of Public Works	0	0			
Department of Sports & Recreation	15 250 000	8 425 000	11 300 000	0	0
Planning & Development Services	1 042 925	965 601	700 000	750 000	467 000
Financial Services	1 000 000	0	500 000	250 000	0
Community Services	1 500 000	500 000	0	450 000	2 000 000
Technical Services-Other	2 800 000	0	0	0	0
MIG	15 008 882	17 958 000	24 537 000	29 345 000	24 028 000
TOTAL Grants Received	36 601 807	29 080 601	39 387 000	33 045 000	26 495 000

Source: Amajuba District Municipality Budget 2006/2007, 2007/2008

8.1.2.2 OPERATING INCOME

The levy income was scrapped on the 1st of July 2006. Levy Replacement grant was then introduced.

TABLE 75: OPERATING INCOME (2006/2007 - 2010/2011)

INCOME	2006/2007 (actual)	2007/2008 (budget)	2008/2009 (budget)	2009/2010 (budget)	2010/2011 (budget)
Levy Income	0	0	0	0	0
Water Sales	0	4 956 864	6 960 648	7 656 713	8 422 384
Grants & Subsidies	42 727 473	49 493 000	59 703 000	67 913 000	78 605 000
Other Income	2 673 854	14 25 269	16 518 387	15 205 140	15 821 856
Total	45 401 327	68 706 133	83 182 035	90 774 853	102 849 240

Source: Amajuba District Municipality Multi-year Budget 2005 - 2008

8.1.3 MUNICIPAL EXPENDITURE

The major expenditure categories for the Amajuba District Municipality are set out in the table below.

TABLE 76: OPERATING AND CAPITAL EXPENDITURE (2005/6 TO 2010/11)

Expenditure Item	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (budget)	2008/2009 (budget)	2009/2010 (budget)	2010/2011 (budget)
Salaries, wages and allowances	13 729 955	15 132 736	25 652 146	30 607 658	32 162 576	33 654 895
General expenditure	14 906 190	20 557 529	36 823 838	42 584 350	48 854 403	57 958 595
Repair and maintenance	401 624	266 518	3 477 800	5 193 920	5 659 911	6 449 240
Capital charges	426 370	384 051	1 652 211	1 063 853	1 090 888	1 246 998
Contributions to Fixed Assets	9 825 703	1 037 863	992 000	3 353 800	2 749 712	3 172 709
Contributions to special funds	1 491 951	1 452 074	233 651	378 454	257 362	366 803
Projects	9 249 740	0	0	0		
Total: Gross expenditure	50 031 532	38 830 772	68 831 646	83 182 035	90 774 853	102 849 240
Less: Amounts charges out						
Total: Net expenditure	50 031 532	38 830 772	68 831 646	83 182 035	90 774 853	102 849 240

Source: Amajuba DM budget 2004/2005, 2005/2006, 2007/2008

8.1.3.1 CONTRIBUTION TO FIXED AND MOVABLE ASSETS

Capital expenditure on fixed & moveable assets during the period under review is presented in the Table below. This does not include capital projects for these years.

TABLE 77: OPERATING EXPENDITURE (2003/04 to 2007/8)

Asset	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (budget)	2008/2009 (budget)	2009/2010 (budget)	2010/2011 (budget)
Land	0	0	0	0	0	0
Buildings	8 000 000	153 303	150 000	750 000	600 000	650 000
Roads and Storm water	0	0	0	2 350 000	2 250 000	0
Other Infrastructure	0	1 234 920	9 200 000	13 112 797	1 921 565	1 812 797
Other Fixed Assets	740 000	541 389	0	0	0	0
Amajuba District Municipality	1 155 920	1 281 456	842 000	2 603 800	2 149 712	2 522 709
Regional Water Services	0	13 987 607	16 758 000	22 724 203	27 873 435	24 215 203
Total	9 895 920	17 198 675	26 950 000	41 540 800	34 794 712	29 200 709

Source: Amajuba DM Budget 2004/2005, 2005/2006, 2007/2008

The capital expenditure of the 2004/2005 budget reflected R9, 000,000 to build Council chamber and offices. The R8 000 000 reflects a roll-over from the 2004/2005 financial year for the building of Council chambers and offices. This building was to be funded from surplus funds. Current income is allocated to assets for the establishment of the municipal assets such as computers. The R740,000 is for vehicles. Capital Development Fund is budgeted to fund water and electricity infrastructure.

8.1.4 INVESTMENTS, LOANS AND LOSSES

The Amajuba District Municipality had unlisted investments totalling R 40.5 million as at 30 June 2005.

Of this, R6.25 million is in long-term deposits, while R 34.2 million is in short term deposit. The average rate of return on investment was 8% in the 2005 financial year, compared with 6% in the 2004 financial year. The investments decreased with R1.2 million at the end of the 2005 financial year.

The Amajuba District Municipality has the following external loans:

TABLE 78: EXTERNAL LOANS

Loan	Type	Interest Rate	Redeemable	Balance 30/06/04	Balance 30/06/05	Balance 30/06/06	Balance 30/06/07	Balance 30/06/08	Balance 30/06/09
DWAF	Annuity	14.82%	2027	22 442 750	0	0	0	0	0
INCA Loan	Other	16.85%		12 467 240	0	0	0	0	0
DBSA Loan	Other	12.00%		1 429 409	0	0	0	0	0
Finance Leases	Lease		2011	549 536	300 515	0	275 607	201 432	116 186
Total				36 888 935	300 515	0	275 607	201 432	116 186

Source: Amajuba District Municipality Financial Statements for the periods ending June 2003, June 2004 and June 2005.

The finance leases are secured by assets of the Amajuba District Municipality.

8.1.5 ASSETS AND LIABILITIES

The 2005 financial statement indicated the following assets and liabilities at the end of the financial year:

TABLE 79: ASSETS AND LIABILITIES

Description	2005	2006	2007
Net Fixed assets	1 391 110	1 170 285	1 304 203
Current Assets and Liabilities			
Current Assets	52 705 502	58 713 351	61 590 442
Stock		0	0
Debtors	1 856 509	3709448	19 498 341
Short Term Investments	34 257 197	38985929	2 6521 221
Bank and Cash	16 591 796	16017974	46 419 923
Current Liabilities	20 840 977	21048908	21 968 910
Provisions	378 347	343908	243 843
Creditors	20 269 914	20 606084	21 654 214
Short term portion of long term liabilities	192 717	98 916	70 853
Net Current Assets/Liabilities	31 864 524	37 664 443	70 470 575

8.1.6 COSTS OF SERVICES

The cost of service delivery is as per the tariff schedule below:

TABLE 80: NEW TARIFFS FOR THE 2008/2009 FINANCIAL YEAR

CATEGORY	TARIFF	
RESIDENTIAL	0 – 6 kl	Free
	7 – 20 kl	R4.18/ kl
	21 – 40 kl	R4.43/ kl
	41 – 60 kl	R4.70/ kl
	Above 60 kl	R4.98/ kl
BUSINESS AND INDUSTRY	(for all consumption)	R4.18/ kl
RAW WATER		R2.65/ kl
SANITATION		R4.18/ kl
EMPTYING OF SEPTIC TANKS		R190.00/ draw
AVAILABILITY CHARGE	(for all serviced vacant land)	R79.50/ month

Source: Amajuba District Municipality Budget 2007/8

8.1.7 POTENTIAL SOURCES OF INCOME AND REVENUE RAISING STRATEGIES

In addition to the existing sources of income, the municipality could access further income from a variety of funding organisations. Each of these has strategic priorities for their funding allocations, and conditions to be complied with. The municipality can approach these organisations for assistance in funding unfunded IDP projects. Possible funding sources include:

- Intergovernmental grants and subsidies;
- Private investment;

- Local community financial resources, and
- Donor funding.

National grant funding sources include programmes such as:

- Local Government Equitable Share; and
- Municipal Service Partnership.

The municipality is also embarking upon the following two initiatives that will bring in revenue to the municipal coffers, namely:

- Coal mining initiative; and
- The hydroponics initiative.

In terms of the coal mining initiative, the ADM has the prospecting rights to approximately R20 billion rands worth of coal which stretches from the south of Madadeni, all the way through to the former TLC area of Dannhauser. The municipality is seeking to release these rights in such a way that will maximise job creation, as well as generate an income for the municipality.

In terms of the hydroponics initiative, the ADM is in the process of initiating the construction of 20 hectares of hydroponics adjacent to the Newcastle airport. It is envisaged that community groups or cooperatives will lease the tunnels from the municipality and that this will again generate an income for the ADM.

8.1.8 DEBT CONTROL MEASURES

The billing of water users is currently undertaken by uThukela Water who is the water service provider (WSP) for the ADM. Debt control measures are in place and implemented by the WSP.

8.1.9 MANAGEMENT'S RESPONSE TO THE AG'S REPORT FOR THE YEAR ENDING 30 JUNE 2007

See **Section K.6** for the AG's report. **It also contains Management's response to the issues raised.**

8.2 SUPPORT TO LOCAL MUNICIPALITIES

The following table summarises the budget support the ADM provides to the LM's in the Amajuba district.

TABLE 81: FINANCIAL SUPPORT TO THE LM'S IN THE ADM

GRANTS ALLOCATIONS	Preceding Year 2006/2007 Audited Actual	Current Year 2007/08			Budget Year 2008/2009	Medium Term Revenue and Expenditure Framework	
		Approved Budget R'000	Adjustment Budget R'000	Full Year Forecast R'000	Budget R'000	Budget Year +1 2009/10	Budget Year +2 2010/11
						Budget R'000	Budget R'000
<u>Allocations to Other Municipalities</u>							
1. Newcastle Local Municipality		95 000	113 000	113 000	36 000	41 667	50 000
2. Utrecht Local Municipality		45 000	63 000	63 000	36 000	41 667	50 000
3. Dannhauser Municipality		95 000	113 000	113 000	36 000	41 667	50 000
TOTAL ALLOCATIONS TO MUNICIPALITIES	-	235 000	289 000	289 000	108 000	125 000	150 000
<u>Allocations to Entities & Other external Mechanisms</u>							
1. Uthukela Water Pty LTD		9 000 000	9 000 000	9 000 000	10 357 452	11 905 820	12 540 982
TOTAL ALLOCATIONS TO ENTITIES	-	9 000 000	9 000 000	9 000 000	10 357 452	11 905 820	12 540 982

GRANTS ALLOCATIONS	Preceding Year 2006/2007	Current Year 2007/08			Budget Year 2008/2009	Medium Term Revenue and Expenditure Framework	
		Audited Actual	Approved Budget	Adjustment Budget	Full Year Forecast	Budget Year +1	Budget Year +2
	R'000		R'000	R'000	R'000	2009/10	2010/11
<u>Allocations to Other Organisations</u>							
1. SEDA Organisations		500 000	500 000	500 000	500 000	550 000	600 000
2. CTO Support		50 000	50 000	50 000	150 000	250 000	300 000
3. LED Support		50 000	50 000	50 000	50 000	50 000	50 000
TOTAL ALLOCATIONS TO OTHER ORGANISATIONS	0	600 000	600 000	600 000	700 000	850 000	950 000

8.3 SDBIP

The ADM prepared its first SDBIP for the 2007/8 financial year. A copy of the SDBIP is attached below. The new SDBIP for the 2008/9 financial year will be prepared and adopted in accordance with the legislation and finalised by August 2008.

TABLE 82: SDBIP FOR 2007/8

Ref	Res Dept	Vote No.	National KPA	Municipal KPA	Depart KPA	Key Performance Indicator (KPI)	Project Description	Baseline	Definition/ Measurement / Performance Target	Operating Budget	Capital Budget	Source of Funding	Frequency-Timeline	Performance Target per Quarterly Assessment			
														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
COM1	COMM	No vote available	Basic Service Delivery	Integrated Service Delivery	To ensure sustainable waste management in the district	Review of the Waste Management Plan	Implementation of the Waste Management Plan	0	Waste Management Plan	0	0	0	Jun-09	0	40%	35%	25%
COM2	COMM	No vote available	Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District	Promoting environmental friendly methods of waste disposal in areas outside the urban areas	Coordination of waste recycling educational initiatives in the district.	2006/07 initiatives	Implemented initiatives	0	0	0	ongoing	0	Conducting workshops and training to communities & schools (50%)	Conducting workshops and training to communities & schools (25%)	Conducting workshops and training to communities & schools (25%)
COM3	COMM	No vote available	Basic Service Delivery	Integrated Service Delivery		Environmental Awareness Campaign	0	Correspondences and reports	50,000	0	Amajuba DM	Jun-08	0	0	50%	50%	
COM4	COMM	0406/0341/0000	Basic Service Delivery	Integrated Service Delivery		Ensure greater accessibility for rural communities.	Review of the Public Transport Plan i.t.o the white paper on the Provincial Transport Policy	Public Transport Plan	Review of PTP	0	356,583	Grant Funding	Jun-08	Procurement phase (25%)	Drafting of the plan (25%)	Drafting of the plan (25%)	Drafting of the plan (25%)

Ref	Res Dept	Vote No.	National KPA	Municipal KPA	Depart KPA	Key Performance Indicator (KPI)	Project Description	Baseline	Definition/ Measurement / Performance Target	Operating Budget	Capital Budget	Source of Funding	Frequency-Timeline	Performance Target per Quarterly Assessment			
														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
COM5	COMM	0125/4449/0000	Basic Service Delivery	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Support local municipalities in implementing the cemetery plan	Preparation of an Environmental Scoping report for two sites	Cemetery Plan	Reports on progress made	0	600,000	Amajuba DM	Jun-09	Udidi to cury-out the project as per Exco Resolution (25%)	Awaiting for the report (15%)	Awaiting for the report (15%)	Presentatio n of the report and submission to Exco (45%)
COM6	COMM		Basic Service Delivery	Social Facilitation			Establishment of cemeteries							Awaiting for scooping report (0)	Awaiting for scooping report	Awaiting for scooping report	Awaiting for scooping report
COM7	COMM		Basic Service Delivery	Social Facilitation			Determine the operational responsibility for the identified cemeteries in terms of powers and functions.	0	Cemetery Policy	0	0	0	Jun-08	Drafting and finalisation of the Cemetery policy (25%)	Considerat ion of the policy by the Portfolio committee & presentati on to Exco (25%)	Presentat ion of the policy to LMs (25%)	Presentatio n of the policy to LMs (25%)
COM8	COMM	Admin	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	0	Business Plan File	0	0	0	Sep-07	100%	0	0	0
COM9	COMM	Admin	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management	Monitor the implementation of all activities as set out in the Action Plans of Middle	Development of Departmental Action Plans for Middle Managers.	0	Prepared Action Plans	0	0	0	Sep-07	100%	0	0	0

Ref	Res Dept	Vote No.	National KPA	Municipal KPA	Depart KPA	Key Performance Indicator (KPI)	Project Description	Baseline	Definition/ Measurement / Performance Target	Operating Budget	Capital Budget	Source of Funding	Frequency-Timeline	Performance Target per Quarterly Assessment			
														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
					System	Managers											
COM10	COMM	Admin	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	0	Correspondences and reports	0	0	0	Ongoing	25%	25%	25%	25%
COM11	COMM	Admin	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	0	Reports on expenditure	6,684,147		Amajuba DM	Ongoing	25%	25%	25%	25%
COM12	COMM	Admin	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft IDP Project Implementation plans to be approved by EXCO for implementation	0	Reports submitted to MM	0	0	0	Quarterly	25%	25%	25%	25%
COM13	COMM	Admin	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional	Ensure preparation and timely submission of statutory	Departmental reports to the MM	0	Reports on activities conducted by the department	0	0	Amajuba DM	Quarterly	25%	25%	25%	25%

Ref	Res Dept	Vote No.	National KPA	Municipal KPA	Depart KPA	Key Performance Indicator (KPI)	Project Description	Baseline	Definition/ Measurement / Performance Target	Operating Budget	Capital Budget	Source of Funding	Frequency-Timeline	Performance Target per Quarterly Assessment				
														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
			n		and governance requirements by 2007/2008	reports												
COM14	COMM	Admin	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO	0	ExCo resolution	0	0	Amajuba DM	ongoing	25%	25%	25%	25%	
COM15	COMM	Admin	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Agenda, minutes and attendance register	0	0	0	Bi-Monthly	25%	25%	25%	25%	
COM16	COMM	Admin	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	0	Agenda, minutes and attendance register	0	0	0	Quarterly	25%	25%	25%	25%	
COM17	COMM	Admin	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	0	Correspondences and reports	0	0	0	Monthly	25%	25%	25%	25%	
COM18	COMM	0403/0278/0000	Good Governance and Public Participation	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage,	Implement and maintain an effective Disaster Management Plan and Framework	Simulation exercises	0	Correspondences and reports	0	200,000	Grant Funding	ongoing	awaiting for the adoption of the DM plan (0)	awaiting for the adoption of DM plan (0)	Conduct one assimilation exercise (50%)	review of the assimilation exercise and institute adjustments (50%)	

Ref	Res Dept	Vote No.	National KPA	Municipal KPA	Depart KPA	Key Performance Indicator (KPI)	Project Description	Baseline	Definition/ Measurement / Performance Target	Operating Budget	Capital Budget	Source of Funding	Frequency-Timeline	Performance Target per Quarterly Assessment			
														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
COM19	COMM	0205/4491/0000	Good Governance and Public Participation	Social Facilitation	respond to disasters and facilitate post recovery activities		Conduct Public and school education and awareness programmes	0	Report	0	0	0	ongoing	Preparation of the course work and invitation of the schools (25%)	conduct three sessions (25%)	conduct three sessions (25%)	conduct three sessions (25%)
COM20	COMM	0403/0237/0000	Good Governance and Public Participation	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functioning District Disaster Management Centre	District Disaster Management Advisory Forum	0	Agenda, minutes and attendance register	0	38,402	Grant Funding	Quarterly	Facilitate one meeting per quarter (25%)	Facilitate one meeting per quarter (25%)	Facilitate one meeting per quarter (25%)	Facilitate one meeting per quarter (25%)
COM21	COMM	0403/0279/0000	Good Governance and Public Participation	Social Facilitation			Identification and/or upgrading of communication network	0	Correspondences and reports	0	211,308	Grant Funding	Jun-09	communicate with potential service providers (10%)	communicate with potential service providers (10%)	Procurement phase (40%)	Appointment of the service provider (40%)
COM22	COMM		Good Governance and Public Participation	Social Facilitation			Coordinate the training of volunteers	0	Correspondences and reports	0	0	0	as the need arises	When necessary	When necessary	When necessary	When necessary
COM23	COMM		Good Governance and Public Participation	Social Facilitation			Coordinate the activities of volunteers in Disaster management	0	Correspondences and reports	0	0	0	ongoing	When necessary	When necessary	When necessary	When necessary
COM24	COMM	0205/4445/0000	Good Governance and Public Participation	Social Facilitation			To ensure poverty alleviation/reduction (national targets)	Implementation of the poverty alleviation programme and vertical alignment	Updating of the poverty alleviation policy	Existing Poverty Alleviation Policy	Policy submitted to ExCo	500,000	0	Amajuba DM	Sep-07	Policy presented to portfolio committee and adopted by Exco	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
														(25%)				
COM2 5	COMM		Good Governance and Public Participation	Social Facilitation			Identification and funding of poverty alleviation projects	0	Identified projects submitted to ExCo	0	0	0	Jun-08	Projects identified and assessed before submission to Exco (100%)	0	0	0	
COM2 6	COMM		Good Governance and Public Participation	Social Facilitation			Coordination of the activities of the ADM with provincial and national programmes.	0	Correspondence and reports	0	0	0	Ongoing	When necessary	When necessary	When necessary	When necessary	
COM2 7	COMM		Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate arts and culture activities in the Amajuba District	Development of Arts, Culture and Music Programme Implementation Plan.	0	Report inclusive of the implementation Plan	300,000	0	Amajuba DM	June-08	Programmes compiled & submitted to Exco as pre business plan (25%)	25%	25%	25%	

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
COM28	COMM	0125/4469/0000	Good Governance and Public Participation	Social Facilitation			Establishment of a District Committee inclusive of all arts, culture and music domains.	0	Established Committees - Reports on progress to date	5,000	0	Amajuba DM	June-08	0	50%	0	50%
COM29	COMM		Good Governance and Public Participation	Social Facilitation			To fund the annual Amajuba Contemporary Music Tournament intended for moral and cultural rejuvenation	0	Reports	55,000	0	Amajuba DM	June-08	Preparation and getting ExCo approval (10%)	Implementation of the programme (25%)	15%	50%
COM30	COMM		Good Governance and Public Participation	Social Facilitation			Capacitate artists in their respective artistic domains.	0	Reports	50,000	0	Amajuba DM	June-08	Preparation for capacity building (10%)	programme submitted to Exco (10%)	Acquire all necessities for the implementation of the programme (20%)	Implementation of the programme (60%)
COM31	COMM	0125/4446/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate the implementation of the HIV & AIDS plan	Coordination of HIV & Aids activities through the HIV & Aids Council	HIV & AIDS Plan	Correspondences and reports	350,000	0	Amajuba DM	Ongoing	0	25%	25%	50%
COM32	COMM	0125/4444/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate access of social services to all communities	Improve the accessibility of social services through the concentration of service	0	Correspondences and reports	0	0	0	Ongoing	25%	25%	25%	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
							provision at a central point or hub.											
COM33	COMM	0125/4422/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate access of social services to all communities	Establishment of a New District Sports Council Committee, Policies and Strategic Plan.	0	Established Coommittee	5,000	0	Amajuba DM	Dec-07	Amajuba Sport Council established and given terms of reference (100%)	0	0	0	
COM34	COMM		Good Governance and Public Participation	Social Facilitation			Preparation and Hosting of District Sports Games in preparation for Annual KZN Salga Games.	0	Correspondences	10,000	0	Amajuba DM	Dec-07	Preparstion and hosting of Amajuba games (50%)	50%	0	0	
COM35	COMM	0125/4422/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Participation in Annual SALGA Games.	0	Report	800,000	0	Amajuba DM	Dec-07	0	100%	0	0	
COM36	COMM	0125/4439/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Recreational games for senior citizens.	0	0	100,000	0	Amajuba DM	Jun-08	0	0	0	100%	

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COM37	COMM	0125/4442/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Run activities for people living with disability.	0	Correspondences and reports	55,000	0	Amajuba DM	Jun-08	Establishment of the disabled people (15%)	Formation of the course of action by the forum (15%)	Acknowledge and recognise the district day for the disabled (40%)	30%
COM38	COMM	0125/4422/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Coordinate and run programmes for sports development and promotion.	0	Correspondences and reports	20,000	0	Amajuba DM	Jun-08	0	conduct clinics for various codes (33%)	conduct clinics for various codes (33%)	conduct clinics for various codes (33%)
COM39	COMM	0125/4464/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Establishment of a District Gender coordinating structure.	0	Established structure - Reports	240,000	0	Amajuba DM	Dec-07	100%	0	0	0
COM40	COMM	0125/4464/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable	Facilitate programmes that promote the rights of women, children and the disabled	Capacitate elected district gender machinery officers.	0	Number of capacitated officers	10,000	0	Amajuba DM	Mar-08	0	0	100%	0

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
					groups													
COM4 1	COMM	0125/446 4/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Celebrate and commemorate national women's day.	0	Report	50,000	0	Amajuba DM	Aug-07	100%	0	0	0	
COM4 2	COMM	0125/446 4/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups		Celebrate, Commemorate, Awareness and Empower district women on women equity awareness issues.	0	Report	50,000	0	Amajuba DM	Sept-07	100%	0	0	0	
COM4 3	COMM	0125/446 4/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Bring about awareness on children and women abuse.	0	Report	20,000	0	Amajuba DM	Dec-07	50%	50%	0	0	
COM4 4	COMM	0125/446 4/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups		Advocacy for Children's Rights and Protection of Vulnerable Children.	0	Report	30,000	0	Amajuba DM	Mar-08	0	0	100%	0	

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COM4 5	COMM	0125/446 4/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Fund Gender Equity and Awareness Programmes within and outside the district.	0	Correspondence and reports	20,000	0	Amajuba DM	Jun-08	0	0	50%	50%
COM4 6	COMM	0125/446 3/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate youth empowerment programmes	Youth Audit Meeting: Phase 2: Collect Data for Youth Organisations and Service Providers within the District.	Youth Audit Meeting: Phase 1	0	0	0	0	Dec-07	0	100%	0	0
COM4 7	COMM		Good Governance and Public Participation	Social Facilitation			Youth Structural Conference: Establishment of the District Youth Unit	0	Report	15,000	0	Amajuba DM	Dec-07	0	100%	0	0
COM4 8	COMM		Good Governance and Public Participation	Social Facilitation			Provincial and National Youth Day Celebrations: Celebrate and Commemorate National and Provincial Youth Day Celebrations.	0	Correspondence and reports	50,000	0	Amajuba DM	Jun-08	0	0	0	100%

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COM49	COMM		Good Governance and Public Participation	Social Facilitation			Amajuba District Youth Day Celebration: Celebrate, Commemorate and Empower Youth in the District on Youth Development Policies and Programmes	0	Correspondence and reports	15,000	0	Amajuba DM	Jun-08	0	0	0	100%
COM50	COMM	0125/4448/0000	Good Governance and Public Participation	Integrated Service Delivery	To ensure sustainable waste management in the district	Regular monitoring of environmental health hazards associated with waste disposal sites	District Environmental Co-ordination Forum	0	Agenda and minutes	50,000		Amajuba DM	Quarterly	25%	25%	25%	25%
COM51	COMM		Good Governance and Public Participation	Environmental Management		Address the pollution of water catchments by mining and industrial activity	Education and awareness programmes	0	Reports	0	0	0	Jun-08	0	0	50%	50%
COM52	COMM	0406/0341/0000	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Implementation of the Public Transport Plan	Development of the Blood River Corridor Feasibility Study	0	Feasibility Study - Correspondences and Report	0	200,000	Grant Funding	Jun-09	0	25%	25%	50%
COM53	COMM		Good Governance and Public Participation	Municipal Planning		Reconstitution and continuation of the Passenger Transport	The reconstitution and continuation of the Amajuba	0	Correspondences and reports	0	0	0	Jun-08	0	25%	25%	50%

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			n			Forum	Passenger Transport Forum											
COM54	COMM	0155/0000/0000	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Coordination of the roll-out of phase 2 building construction	First generation of Thusong Service Centre	Correspondences and reports	638,258	286,000	Amajuba DM/Grant Funding	ongoing	0	10%	40%	50%	
COM55	COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	The on-going operation of the Thusong Service Centre	Thusong Service Centre Building	Correspondences and reports			Amajuba DM/Grant Funding	Jun-08	25%	25%	25%	25%	
COM56	COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Establishment of the structure: LISSC, Management Committee, DISSC	0	Correspondences and reports			Amajuba DM/Grant Funding	Jun-08	0%	25%	50%	25%	
COM57	COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Marketing and promotion of the Thusong Service Centre	0	Correspondences and reports			Amajuba DM/Grant Funding	Jun-08	10%	40%	25%	25%	
COM58	COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Managing the Centre competently	0	Correspondences and reports			Amajuba DM/Grant Funding	Jun-08	25%	25%	25%	25%	

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COM59	COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Ensure that the centre space is managed cost effectively and in a sustainable manner	0	Correspondences and reports			Amajuba DM/Grant Funding	Jun-08	10%	10%	40%	40%
CORP1	CORP	0120/4428/0000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Preparation of a Skills Database for the DM staff	0	Skills Database for Amajuba DM staff developed	0	0	0	30 June 2008	20%	50%	20%	10%
CORP2	CORP		Municipal Institutional Development and Transformation	Institutional and Governance			Review of Skills Development Plan for the ADM	Previous Plan	Completed Plan	0	0	Amajuba DM	Jun-08	0%	25%	25%	50%
CORP3	CORP	0120/4440/0000	Municipal Institutional Development and Transformation	Institutional and Governance			Employ experience training students	0	At least two students	R270 000	0	Amajuba DM	Jan-08	0%	0%	0%	100%
CORP4	CORP		Municipal Institutional Development and Transformation	Institutional and Governance			Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	0	Prepared Business Plan submitted to ExCo	0	0	Amajuba DM	Sep-07	100%	0%	0%

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CORP 5	CORP		Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	0	Prepared Action Plans	0	0	Amajuba DM	Sep-07	100%	0%	0%	0%
CORP 6	CORP		Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	0	0	0	0	0	as a need arises	0	0	0	0
CORP 7	CORP	0120/0000/0000	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	0	Reports on expenditure	R 6 095,359	250,000	Amajuba DM	ongoing	25%	25%	25%	25%
CORP 8	CORP		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft IDP Project Implementation Report to be approved by EXCO for implementation	0	0	0	0	0	Quarterly	0	0	0	0

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CORP 9	CORP		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timeous submission of statutory reports	Departmental reports to the MM	0	Reports on activities conducted by the department	0	0	Amajuba DM	Quarterly	25%	25%	25%	25%
CORP 10	CORP		Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO	0	ExCo resolution	0	0	Amajuba DM	ongoing	25%	25%	25%	25%
CORP 11	CORP		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Agenda, minutes and attendance register	0	0	0	Bi-Monthly	25%	25%	25%	25%
CORP 12	CORP		Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	0	Agenda, minutes and attendance register	0	0	0	Quarterly	25%	25%	25%	25%
CORP 13	CORP		Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	0	Correspondences and reports	0	0	0	Monthly	25%	25%	25%	25%
MM1	MM		Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Review the organisational structure and policies of the municipality in line with the strategic & operational requirements	The Reviewed Organisational Structure	Existing Policies and Amajuba DM's IDP	ExCo resolutions	0	0	0	Ongoing	25%	25%	25%	25%

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MM2	MM		Municipal Institutional Development and Transformation	Institutional and Governance		Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	0	Prepared Business Plan submitted to ExCo	0	0	0	Sept-07	100%	0	0	0
MM3	MM	0110/4468/0000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Performance contracts of senior managers approved by the EXCO	0	ExCo resolution	205,000	50,000	Amajuba DM/Grant Funding	End of July 2008	0	0	0	100%
MM4	MM		Municipal Institutional Development and Transformation	Institutional and Governance			Assessment and reporting on S57 employees performance	0	Report and ExCo resolution	0	0	0	Quarterly	25%	25%	25%	25%
MM5	MM		Municipal Institutional Development and Transformation	Institutional and Governance			Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	0	Prepared Action Plans	0	0	0	Sep-07	100%	0	0	0
MM6	MM		Municipal Institutional Development and Transformation	Institutional and Governance			Effective management of the Office of the Mayor through regular meetings with Mayor and	0	Office of the Mayor meetings held - agenda, minutes and correspondences	0	0	0	Ad Hoc	0	0	0	100%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
							Manager in his office											
MM7	MM		Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure effective management of the municipality and its functionaries	Draft Budget submitted to Council and EXCO	0	ExCo resolution	0	0	0	Feb-08	0	0	100%	0	
MM8	MM		Municipal Financial Viability and Management	Institutional and Governance			Budget approved by Council	0	Council resolution	0	0	0	Mar-08	0	0	100%	0	
MM9	MM		Municipal Financial Viability and Management	Institutional and Governance			Monthly reports to EXCO	0	ExCo resolution	0	0	0	Monthly	25%	25%	25%	25%	
MM10	MM		Municipal Financial Viability and Management	Institutional and Governance			Adjustment Budget approval	0	Council resolution	0	0	0	Jan-08	0	0	100%	0	
MM11	MM		Municipal Financial Viability and Management	Institutional and Governance			Ensure that reports to EXCO and National Treasury are submitted	0	ExCo resolution and correspondences to Treasury	0	0	0	Monthly	25%	25%	25%	25%	

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MM12	MM	0110/4453/0000	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure effective management of the municipality and its functionaries	Consideration of reports and queries from internal and external auditors	0	Audit Committee minutes & ExCo resolution	350,000	0	Amajuba DM	Quarterly	25%	25%	25%	25%
MM13	MM		Municipal Financial Viability and Management	Institutional and Governance			Attendance at meetings of the Audit Committee	0	Agenda, Minutes & Register	0	0	0	Quarterly	25%	25%	25%	25%
MM14	MM		Municipal Financial Viability and Management	Institutional and Governance			Deal with matters and queries from the Auditor General.	0	Reports and Correspondences	0	0	0	As required	All matters raised by AG attended to			
MM15	MM		Municipal Financial Viability and Management	Institutional and Governance			Attend audit meetings convened by the Auditor General.	0	Reports and Correspondences	0	0	0	As required	Attended meetings scheduled by AG when invited			
MM16	MM		Municipal Financial Viability and Management	Institutional and Governance			Submit audit reports to EXCO and Council.	0	ExCo resolution	0	0	0	Quarterly and as required	25%	25%	25%	25%
MM17	MM		Municipal Financial Viability and Management	Institutional and Governance			Attendance at meetings of the shareholders of uThukela Water	0	Reports and Correspondences	0	0	0	ongoing	Shareholders meetings scheduled by uThukela Water attended			

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MM18	MM		Municipal Financial Viability and Management	Institutional and Governance			Reports to EXCO on uThukela Water	0	Reports/Minutes of uThukela Water shareholders' meeting submitted to ExCo	0	0	0	ongoing	Reported to ExCo on all discussions pertaining to uThukela Water			
MM19	MM		Municipal Financial Viability and Management	Institutional and Governance			Attendance at meetings and workshops on municipal entities or dealing with shareholder matters at uThukela Water.	0	Workshop reports and Correspondences	0	0	0	ongoing	Attended uThukela Water workshops			
MM20	MM		Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timeous submission of statutory reports	Ensure preparation and timeous submission of annual financial statements to Auditor General	0	Correspondences and reports	0	0	0	Sep-07	100%	0	0	0
MM21	MM		Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	0	Correspondences and reports	0	0	0	ongoing	25%	25%	25%	25%
MM22	MM		Municipal Financial Viability and Management	Institutional and Governance	Source resources & controls to meet the annual performance objectives of	Manage the organisation within the budgetary and policy frameworks of the	Implement effective expenditure control measures within the budget	0	Reports on expenditure				ongoing	25%	25%	25%	25%

Ref	Res Dept	Vote No.	National KPA	Municipal KPA	Depart KPA	Key Performance Indicator (KPI)	Project Description	Baseline	Definition/ Measurement / Performance Target	Operating Budget	Capital Budget	Source of Funding	Frequency-Timeline	Performance Target per Quarterly Assessment				
														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
					the district	municipality	allocated to the department											
MM23	MM	0110/4467/0000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft IDP Project Implementation plans to be approved by EXCO for implementation	0	ExCo resolution	50,000	50,000	Amajuba DM/Grant Funding	ongoing	25%	25%	25%	25%	
MM24	MM		Good Governance and Public Participation	Institutional and Governance		Ensure that governance and statutory requirements are met in joint operations with municipal entities	Regular reports to EXCO and Council	0	ExCo items & resolutions	0	0	0	Monthly	25%	25%	25%	25%	
MM25	MM		Good Governance and Public Participation	Institutional and Governance		Maintain good co-operation and understanding between and amongst councillors,	Attendance of meetings in line with the requirements of the MSA.	0	Reports and Correspondences	0	0	0	ongoing	25%	25%	25%	25%	
MM26	MM		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance	Speedy mediation of disputes or disagreements between Councillors and staff	0	Correspondences and reports	0	0	0	ongoing	Attended to and implemented ways to resolve all councillors and staff matters					

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
MM27	MM		Good Governance and Public Participation	Institutional and Governance	requirements by 2007/2008	staff and customers	Speedy mediation of concerns and/or complaints from the community	0	Correspondences and reports	0	0	0	ongoing	Attended to and implemented ways to resolve all councillors and staff complaints			
MM28	MM		Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	0	Correspondences and reports	0	0	0	Quarterly	25%	25%	25%	25%
MM29	MM		Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	0	Correspondences and reports	0	0	0	Monthly	25%	25%	25%	25%
MM30	MM		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Ensure customers (community) are informed regularly about matters of local government	0	Advertisements and correspondence	0	0	0	ongoing	25%	25%	25%	25%
MM31	MM		Good Governance and Public Participation	Institutional and Governance	Maintain ongoing intergovernmental relations among the three spheres	Establish and maintain forums that meet regularly in order to ensure sound	Maintain DM's Intergovernmental Forum	0	Agenda and minutes	0	0	0	Quarterly	25%	25%	25%	25%

Ref	Res Dept	Vote No.	National KPA	Municipal KPA	Depart KPA	Key Performance Indicator (KPI)	Project Description	Baseline	Definition/ Measurement / Performance Target	Operating Budget	Capital Budget	Source of Funding	Frequency-Timeline	Performance Target per Quarterly Assessment			
														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
MM32	MM		Good Governance and Public Participation	Institutional and Governance	of government	relations between the ADM and local councils, service providers and other government and non-government organisations	Maintenance of the Municipal Manager's Forum	0	Agenda and minutes	0	0	0	ongoing	25%	25%	25%	25%
MM33	MM	0110/4468/0000	Good Governance and Public Participation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Hold management meetings	0	Agenda and minutes	0	0	0	Monthly	25%	25%	25%	25%
MM34	MM		Good Governance and Public Participation	Institutional and Governance			Receive and assess departmental reports	Departmental Business Plans	Assessment reports	0	0	0	Quarterly	25%	25%	25%	25%
MM35	MM	0110/4462/0000	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality.	Facilitate municipal events	Process applications for the sponsorship of events.	0	Number of completely processed applications	1,200,000	0	Amajuba DM	Ongoing	Process application as they are received			
MM36	MM		Good Governance and Public Participation	Public Relations			Contribute to the ADM events.	0	Report on Amajuba Newsletter	0	0	0	Ongoing	Report on all Amajuba DM's events as they happen			
MM37	MM		Good Governance and Public	Public Relations			Ensure marketing of the ADM during events.	Communication Strategy	Report pertaining to the event	0	0	0	Ongoing	As event occur			

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
			Participation														
MM38	MM		Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality.	Ensure good relations with the press.	Prepare and submit press statements on specific events and projects	0	Prepared press statements	0	0	0	Ongoing	As events occur			
MM39	MM		Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality.	Ensure good relations with the press.	Develop and maintain press-representatives database	0	Developed database and update	0	0	0	Quarterly	25%	25%	25%	25%
MM40	MM		Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality.	Ensure good relations with the press.	Invite the press to all applicable events	0	Correspondences and reports to invite press		0	Amajuba DM	Ongoing	As the need arises			
MM41	MM	0110/4437/0000	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality.	Corporate Image and marketing.	Develop corporate marketing and material for the ADM	Existing marketing material	Availability of Amajuba DM's corporate marketing and material	350,000	0	Amajuba DM	Jun-08	As the need arises			
MM42	MM		Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality.	Corporate Image and marketing.	Develop and stock corporate gifts	Existing corporate gifts	Availability of Amajuba Corporate gifts		0	Amajuba DM	Jun-08	As the need arises			

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
MM43	MM	0190/4473/0000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate Targeted Investment	Develop and distribute investment brochures	Existing investment brochures	Developed investment brochures	150,000	0	Amajuba DM	Jun-08	25%	25%	25%	25%
MM44	MM	0110/4462/0000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Print and distribute 50 000 free copies of the Amajuba Newsletter	0	Number of printed and distributed Amajuba Newsletter				Quarterly	25%	25%	25%	25%
P&D1	P&DS	0190/4474/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	0	Prepared Buss Plan & Submit to EXCO	0	0	Amajuba DM	Sep-07	100%	0	0	0
P&D2	P&DS	0190/3807/0000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure that the IT requirements of ADM are met	Management of all IT systems hardware and software	0	Database of errors logged and responded to and upgrade and maintenance of hardware and software	70,000	0	0	Monthly	25%	25%	25%	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
P&D3	P&DS	0190/3808/0000	Municipal Institutional Development and Transformation	Institutional and Governance			Update and manage the municipal website	Existing website	Updated website every three months	0	0	0	Quarterly	25%	25%	25%	25%
P&D4	P&DS		Municipal Institutional Development and Transformation	Institutional and Governance			ICT Training of ADM staff	0	Number of trainings provided as the need arises	0	0	0	Ongoing	25%	25%	25%	25%
P&D5	P&DS		Municipal Institutional Development and Transformation	Institutional and Governance			Administer the Amajuba ICT Forum	Existing forum	Agenda and Minutes of the meeting	0	0	0	Quarterly	25%	25%	25%	25%
P&D6	P&DS		Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers.	0	Prepared Action Plans	0	0	0	Sep-07	100%	0	0	0
P&D7	P&DS	0190/4486/0000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in	Implementation of the Tourism Sector Plan	Tourism Route Marketing and Battlefields	2006/07 Tourism Route and Battlefield Marketing	Advertisements and facilitating in order to increase routes participants	100,000	0	Amajuba DM	Quarterly	25%	25%	25%	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
P&D8	P&DS	0190/4485/0000	Local Economic Development (LED)	Economic Development	unemployment by 2011		CTO Support	2006/07 CTO Support	Facilitate CTO support within the three LMs - Minutes, Correspondence and Reports	50,000	0	Amajuba DM	Ongoing	25%	25%	25%	25%
P&D9	P&DS	0190/4476/0000	Local Economic Development (LED)	Economic Development			Marketing during Tourism Shows and Exhibitions	0	As per TKZN Schedule	60,000	0	Amajuba DM	Ongoing	33%	0%	33%	33%
P&D10	P&DS	0190/4483/0000	Local Economic Development (LED)	Economic Development			Amajuba Birding Meander Support	2006/07 Amajuba Birding Meander Support	Facilitate Amajuba Birding Meander Support with Birdlife Northern Natal - Minutes, Correspondence and Reports	50,000	0	Amajuba DM	Jun-08	25%	25%	25%	25%
P&D11	P&DS		Local Economic Development (LED)	Economic Development			Sponsorship of Tourism and LED events	0	As per proposals of key tourism district events	0	0	Amajuba DM	Ongoing	0	0	0	100%
P&D12	P&DS		Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011	Implementation of the Signage Development Plan	Erect Tourism Signage	Tourism Signage Plan	As per planned phases guided by the budget	0	0	0	Jun-08	0	0	0	100%
P&D13	P&DS		Local Economic Development (LED)	Economic Development	To ensure 15% reduction in unemployment by 2011	Implementation of the Battlefields Development Plan	Facilitate programme through the Amajuba Tourism Forum (ATF)	Battlefields Development Plan	Engagements with Amafa KZN and land owners - correspondence and reports	0	0	0	Ongoing	25%	25%	25%	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
P&D14	P&DS	0190/4487/0000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	Soya production	0	Soya Production Business Plan	500,000	0	Amajuba DM	Ongoing	0	100%	0	0	
COM127							Soya production	0	Completion of pilot study					Jun-08	0	0	50%	50%
P&D15	P&DS		Local Economic Development (LED)	Economic Development			Facilitate the development of a dairy production parlour	0	Facilitation through AAC - Minutes, Correspondence and Reports	0	0	0	0	Jun-08	0	0	0	100%
P&D16	P&DS		Local Economic Development (LED)	Economic Development			Facilitate the development of a feasibility study on tomato production and processing plant	0	Facilitation through AAC - Minutes, Correspondence and Reports	0	0	0	0	Jun-08	0	0	0	100%
P&D17	P&DS		Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	Development of new crops as identified in the agricultural plan	0	Facilitation through AAC - Minutes, Correspondence and Reports	0	0	0	Jun-08	0	0	0	100%	
P&D18	P&DS		Local Economic Development (LED)	Economic Development			Facilitate the development of vegetable and seedling production	0	Facilitation through AAC - Minutes, Correspondence and Reports	0	0	0	0	Jun-08	0	0	0	100%
P&D19	P&DS		Local Economic Development (LED)	Economic Development			Facilitate the development of Aqua Culture	0	Facilitation through AAC - Minutes, Correspondence and Reports	0	0	0	0	Jun-08	0	0	0	100%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
									ce and Reports									
P&D20	P&DS		Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	Facilitate the development of poultry production by co-ops.	0	Facilitation through AAC - Minutes, Correspondence and Reports	0	0	0	Jun-08	0	0	0	100%	
P&D21	P&DS	Local Economic Development (LED)	Economic Development	Facilitate the development of piggery production by co-ops.			0	Facilitation through AAC - Minutes, Correspondence and Reports	0	0	0	0	Jun-08	0	0	0	100%	
P&D22	P&DS	Local Economic Development (LED)	Economic Development	Facilitate the development of feedlot production by co-ops.			0	Facilitation through AAC - Minutes, Correspondence and Reports	0	0	0	0	Jun-08	0	0	0	100%	
P&D23	P&DS		Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2014	Implementation of the Agricultural Sector Plan	Facilitate the establishment of a new fresh produce market	0	Presentation by Ilangabi Holdings	0	0	0	Jun-08	0	0	100%	0	
P&D24	P&DS	Local Economic Development (LED)	Economic Development	Facilitate the development of the Horn River project for emerging farmers			0	Facilitation through AAC - Minutes, Correspondence and Reports	0	0	0	0	Ongoing	0	0	0	100%	

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P&D25	P&DS		Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2014	Implementation of the Agricultural Sector Plan	Facilitate the development of the mining sector		Facilitation - Correspondence and Reports	0	0	0	Ongoing	25%	25%	25%	25%
P&D26	P&DS	0190/4479/0000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Business support (facilitate markets & capacity) for SMME's & Co-operatives	Support SEDA	Funds transfer to SEDA of R500,000	Funds transferred during the financial year	500,000	0	Amajuba DM	Jun-08	0	0	100%	0
P&D27	P&DS	0190/4475/0000	Local Economic Development (LED)	Economic Development			Facilitate support and training workshops for co-ops with DED	0	Two workshops facilitated	50,000	0	Amajuba DM	Jun-08	0	0	50%	50%
P&D28	P&DS		Local Economic Development (LED)	Economic Development			Institutional consultation on growth and development	0	Two workshops facilitated	0	0	0	Jun-08	0	0	50%	50%
P&D29	P&DS		Local Economic Development (LED)	Economic Development			Facilitate Targeted Investment	2nd ADM growth and development summit.	2006/07 Growth and Development Summit	Growth and Development Summit	0	0	0	Mar-08	0	100%	0
P&D30	P&DS	0190/4478/0000	Local Economic Development (LED)	Economic Development	To ensure ongoing partnership development and coordination among various	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Forum for Local Economic Development (AFLED)	2006/07 AFLED	Agenda and Minutes	30,000	0	Amajuba DM	Quarterly	25%	25%	25%	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
P&D3 1	P&DS		Local Economic Development (LED)	Economic Development	stakeholders		Administer the Amajuba Tourism Forum (ATF)	2006/07 ATF	Agenda and Minutes	0	0	0	Quarterly	25%	25%	25%	25%
P&D3 2	P&DS		Local Economic Development (LED)	Economic Development			Administer the Amajuba Tourism Committee (ATC)	2006/07 ATC	Agenda and Minutes	0	0	0	Quarterly	25%	25%	25%	25%
P&D3 3	P&DS		Local Economic Development (LED)	Economic Development			Administer the Amajuba Agricultural Committee (AAC)	2006/07 AAC	Agenda and Minutes	0	0	0	Quarterly	25%	25%	25%	25%
P&D3 4	P&DS		Local Economic Development (LED)	Economic Development			Administer the Amajuba Trade and Industry Committee (ATIC)	2006/07 ATIC	Agenda and Minutes	0	0	0	Quarterly	25%	25%	25%	25%
P&D3 5	P&DS		Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	0	Correspondences and reports	0	0	0	Ongoing	25%	25%	25%	25%
P&D3 6	P&DS	0190/0000/0000	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	0	Reports on expenditure	6,684,147		Amajuba DM	Ongoing	25%	25%	25%	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
P&D37	P&DS		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timely submission of statutory reports	Departmental reports to the MM	0	Reports submitted to MM	0	0	0	Quarterly	25%	25%	25%	25%
P&D38	P&DS		Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO	0	ExCo items	0	0	0	Ongoing	25%	25%	25%	25%
P&D39	P&DS		Good Governance and Public Participation	Institutional and Governance			Submit IDP implementation reports to MM	0	Reports submitted to MM	0	0	0	Quarterly	25%	25%	25%	25%
P&D40	P&DS		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Agenda and minutes	0	0	0	Bi-Monthly	25%	25%	25%	25%
P&D41	P&DS		Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	0	Agenda and minutes	0	0	0	Quarterly	25%	25%	25%	25%
P&D42	P&DS		Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	0	Correspondences and reports	0	0	0	Monthly	25%	25%	25%	25%

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P&D4 3	P&DS		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Provide and update Departmental information on the municipal website	Existing departmental section on website	Monthly updates	0	0	0	Monthly	25%	25%	25%	25%	
P&D4 4	P&DS		Good Governance and Public Participation	Institutional and Governance	Encourage & promote ongoing public participation in the affairs of the district municipality	Develop and implement a public participation policy for the district municipality	Implementation of a Public Participation Policy	Policy tabled at Portfolio Committee	Council resolution	0	0	0	Jun-08	0	100%	0	0	
P&D4 5	P&DS		Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures intergrated service delivery in the District	Administer the Amajuba Planning and Development Coordination Committee (P&DCC)	Existing P&DCC	Agenda and Minutes	0	0	0	Quarterly	25%	25%	25%	25%	
P&D4 6	P&DS		Good Governance and Public Participation	Municipal Planning			Update and alignment of the Amajuba Spatial Development Framework (SDF)	2006/07 SDF as part of the IDP	Completed and aligned SDF	0	0	0	0	Jun-08	0	0	0	100%
P&D4 7	P&DS		Good Governance and Public Participation	Municipal Planning			Provide inputs on development applications received	2006/07 inputs	Table summarising issues addressed	0	0	0	0	Ongoing	25%	25%	25%	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
P&D48	P&DS	0190/4488/0000	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Develop shared service systems to provide co-ordinated service delivery	Town Planning support and advice to Dannhauser and Utrecht	2006/07 Town Planning support	Provision of assistance as the need arises - notes of meetings	0	100,000	Grant Funding	Ongoing	25%	25%	25%	25%
P&D49	P&DS		Good Governance and Public Participation	Municipal Planning			GIS support to Dannhauser and Utrecht Municipalities	2006/07 GIS support	Facilitation of the GIS Forum - agenda and minutes	0	0	0	Ongoing	25%	25%	25%	25%
P&D50	P&DS		Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support local municipalities in the facilitation of the provision of housing	Establish the Amajuba Housing Forum (AHF)	0	Establish the Amajuba Housing Forum (AHF)	0	0	0	Jun-08	0	0	0	100%
P&D51	P&DS		Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support the facilitation of integrated planning and implementation of land reform projects in the District	Facilitate and coordinate the roll-out of the DLA's Area Based Plan	Existing Area Based Plan Steering Committee	Minutes	0	0	0	Jun-08	0	0	0	100%
P&D52	P&DS		Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development	Support the facilitation of integrated planning and implementation of land reform projects in the	Update and alignment of the Amajuba Spatial Development Framework (SDF)	2006/07 SDF as part of the IDP	Completed and aligned SDF	0	0	0	Jun-08	0	0	0	100%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
					in the district	District												
P&D53	P&DS		Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approval of the Budget and IDP Process Plan by EXCO and Council	0	Council resolution	0	0	0	Aug-07	100%	0	0	0	
P&D54	P&DS		Good Governance and Public Participation	Municipal Planning			Approved IDP submitted to the DLG&TA	2007/08 IDP	Council resolution and minutes of the IDPRF	0	0	0	Jul-07	0	0	0	100%	
P&D55	P&DS		Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support the facilitation of integrated planning and implementation of land reform projects in the District	Update and alignment of the Amajuba Spatial Development Framework (SDF)	2006/07 SDF as part of the IDP	Completed and aligned SDF	0	0	0	Jun-08	0	0	0	100%	
P&D56	P&DS		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timely submission of statutory reports	Annual Report presented to the Mayor.	2006/07 AR	Item sent to Council and the resolution	0	0	0	Jan-08	0	25%	75%	0	
P&D57	P&DS		Good Governance and Public Participation	Institutional and Governance			Oversight report tabled at Council.	0	Item sent to Council and the resolution	0	0	0	Mar-08	0	0	100%	0	

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
P&D58	P&DS		Good Governance and Public Participation	Institutional and Governance			Public participation, advertisement and submission to MEC of Annual Report.	2006/07 AR	Advert Article	50,000	0	0	Apr-08	0	0	0	100%
P&D59	P&DS		Good Governance and Public Participation	Institutional and Governance			Submit MFMA compliant AR to both Provincial and National Treasury.	2006/07 AR	AR document		0	0	Apr-08	0	0	0	100%
P&D60	P&DS		Good Governance and Public Participation	Institutional and Governance			Conduct customer satisfaction surveys	2006 CCS	2007 CSS	100,000	0	0	Apr-09	0	0	0	100%
P&D61	P&DS		Good Governance and Public Participation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	Review of the performance management system.	Existing Policy	Policy document	200,000	0	0	Jun-08	0	0	0	100%
ENG1	ENG	0403/0267/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Implement and supervise water services customer care	2030 Service Plan	Monthly Reports	0	50,000	DWAF	Ongoing	0	0	0	100%
ENG2	ENG	0403/0629/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	The development of a Potable Water Services Development	Redo Backlog Study	Number of households served	0	254,794	DLGTA	Ongoing	0	0	0	100%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
							Plan and Backlogs Eradication											
ENG3	ENG		Basic Service Delivery	Integrated Service Delivery			Finalisation of the Water Resource Plan/ Augmentation Plan (Dams)	0	Water Resource Plan	0	0	0	Jun-08	0	25%	25%	50%	
ENG4	ENG	0419/0586/0000	Basic Service Delivery	Integrated Service Delivery			Finalisation of the Water Extraction License	0	Water Agric Plan/Gijima Outcomes	0	0	0	Mar-08	25%	0%	75%	0	
ENG5	ENG		Basic Service Delivery	Integrated Service Delivery			The implementation of an irrigation master plan	0	Reports	0	0	0	Jun-08	0	0	0	100%	
ENG6	ENG	0401/0202/0000	Basic Service Delivery	Integrated Service Delivery			Review of the Water Services Plan mechanisms	WSDP	Reports	303,867	0	Roll-over grant	Ongoing	Reestablish committee (15%)	0	50%	35%	
ENG7	ENG		Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Linking potable water supply plan (WSDP) with economic development initiatives	Section 78 re-assessment	0	Contract Document of appointed services provider	0	0	0	Ongoing	25%	75%	0%	0%	

Ref	Res Dept	Vote No.	National KPA	Municipal KPA	Depart KPA	Key Performance Indicator (KPI)	Project Description	Baseline	Definition/ Measurement / Performance Target	Operating Budget	Capital Budget	Source of Funding	Frequency-Timeline	Performance Target per Quarterly Assessment			
														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
ENG8	ENG	0401/0202/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Linking potable water supply plan (WSDP) with economic development initiatives	Expanding the WSDP into the agricultural, industrial and mining sectors	Existing WSDP and Agric Plan	MiIP	50,000	0	DTLGA	Jun-08	0	0	0	100%
ENG9	ENG	0403/2085/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	The provision of rudimentary water services	The provision of rudimentary water services to communities living on private land.	0	Reports	800,000	0	Amajuba DM	Ongoing	0	0	50%	75%
ENG10	ENG		Basic Service Delivery	Integrated Service Delivery			Emadlangeni Bulk Water / Feasibility Study	0	Correspondences and Reports	0	0	0	Ongoing	0	0	75%	25%
ENG11	ENG		Basic Service Delivery	Integrated Service Delivery			Steidrift Bulk Line Link.	0	Reports	0	0	MIG	Jun-08	0	0	0	100%
ENG12	ENG	0401/0208/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Aligning water asset management with operation and maintenance requirements	To facilitate funding for refurbishment of assets (FIT)	0	Reports and Correspondences	0	877,965	DWAF	Ongoing	25%	25%	25%	25%
ENG13	ENG	0718/1688/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water	Attract additional investment in the expansion of water	Buffalo Flats Phase 1 Reticulation	Buffalo Flats Technical Report	Buffalo Flats monthly progress reports	0	12,000,000	MIG	Jun-09	25%	25%	25%	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
ENG14	ENG	0718/1693/0000	Basic Service Delivery	Integrated Service Delivery	service delivery to all consumers by 2009	networks	Buffalo Flats Phases 2 - 6 Business Plan	Buffalo Flats Technical Report and MIG application	Business Plan and Technical Report to MIG, EXCo and DWAF	0	120,000	MIG	Dec-07	25%	25%	25%	25%
ENG15	ENG	0718/1687/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation delivery to all consumers by 2011-2012	Attract additional investment in the expansion of access to free basic sanitation	Inverness Household Sanitation	Technical Report	Sanitation Co-ordination meetings and Monthly progress reports	0	4,000,000	MIG	Jun-08	25%	25%	25%	25%
ENG16	ENG		Basic Service Delivery	Integrated Service Delivery			Naas Household Sanitation	Technical Report	Sanitation Co-ordination meetings and Monthly progress reports	0	0	0	Jun-08	0	0	0	0
ENG17	ENG		Basic Service Delivery	Integrated Service Delivery			Amajuba Household Sanitation Feasibility	Technical Report	Amajuba Sanitation Technical Report	0	0	MIG	Jun-08	25%	25%	25%	25%
ENG18	ENG		Basic Service Delivery	Integrated Service Delivery			Flint irrigation project	Technical Report						Jun-09	25%	25%	25%
ENG19	ENG		Basic Service Delivery	Integrated Service Delivery	To ensure implementation of the electricity supply	Facilitate additional investment for the extension of grid and	Finalisation of the Electrical Supply Development Plan (ESDP)	Existing ESDP	Electrification of all households	0	300,000	DLGTA	Jun-08	0	50%	0	50%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
ENG20	ENG		Basic Service Delivery	Integrated Service Delivery	development plan for the district in line national targets	non-grid system to areas that are currently not serviced	Facilitate alignment of the ESDP with DME and LED programmes	Existing ESDP	Electrification of all LED projects	0	0	0	Ongoing	25%	25%	25%	25%	
ENG21	ENG		Basic Service Delivery	Integrated Service Delivery		Explore future involvement in the generation of electricity	Pre-feasibility study into the rehabilitation of the Ngagane Power Station	0	Feasibility study	0	0	0	Ongoing	25%	25%	25%	25%	
ENG22	ENG		Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District.	Ensure greater accessibility for rural communities.	Facilitate construction of a pedestrian access bridge	0	Reports and Correspondences	0	0	0	Mar-07	25%	25%	50%	0	
ENG23	ENG	150/2315/0000	Basic Service Delivery	Integrated Service Delivery			Ingagane Footbridge	0	Reports and Correspondences	0	0	0	0	Jun-08	25%	25%	25%	25%
ENG24	ENG		Basic Service Delivery	Integrated Service Delivery			Utrecht rural roads upgrade	Existing Plan	Reports on a number of access roads upgraded	0	0	0	MIG	Jun-09	25%	25%	25%	25%
ENG25	ENG		Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011	Implement Infrastructure Investment (MI2) Plan	Facilitate implementation of the municipal infrastructure investment plan	MI2 Plan	Reports and Correspondences	0	0	0	Ongoing	25%	25%	25%	25%	
ENG26	ENG		Basic Service Delivery	Economic Development	To ensure 15% reduction in unemployment by 2011		Employment of labour intensive methods	Adoption of EPWP guidelines into MIG projects	EPWP	Number of people to be trained	0	0	0	Ongoing	50%	0%	0%	50%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
ENG27	ENG		Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Facilitate the incorporation of multi-sports facilities within stadium developments	0	Reports and Correspondences	0	8,000,000	DTLGA	Dec-07	25%	25%	25%	25%
ENG28	ENG		Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Dannhauser South Park Cricket Stadium	0	Reports and Correspondences	0	1,000,000	DSR	01-Jun	25%	25%	25%	25%
ENG29	ENG		Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Berouw Sport Stadium	0	Reports and Correspondences	0	680,195	DSR	Nov-07	50%	50%	0%	0%
ENG30	ENG	0717/1667/0000	Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Implementation of sports facilities	Development of the 2010 Base Camp and Sports Academy initiative.	Sports Plan	Technical Progress Report	8,000,000	0	DTLGA	Jun-09	25%	25%	25%	25%
ENG31	ENG		Basic Service Delivery	Institutional and Governance	To ensure progressive compliance with institutional and governance	Undertake developmental business planning and streamline business processes to	Draft a departmental business plan	0	Prepared Business Plan to submitted to ExCo	0	0	0	Sep-07	100%	0	0	0

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
					requirements by 2007/2008	meet council and community needs												
ENG3 2	ENG		Basic Service Delivery	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers.	0	Prepared Action Plans	0	0	0	Sep-07	100%	0	0	0	
ENG3 3	ENG		Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Skills Analysis & Development	Facilitate contract labour reporting and database system	0	Reports and Correspondences	0	0	0	Ongoing	25%	25%	25%	25%	
ENG3 4	ENG		Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Revitalisation of the Formal Mining Sector	Secure coal prospecting rights	Prospecting Rights Block 1-4 Document	Prospecting Rights Block 1-4	0	0	0	Jun-08	50%	15%	15%	20%	
ENG3 5	ENG		Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011		Facilitate the preparation of a mining business	Prospecting Rights Block 1-	Completed Mining Business Plan	0	0	0	Ongoing	0	0	0	100%	

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
							plans	4 Document										
ENG36	ENG		Basic Service Delivery	Economic Development			Develop an environmental management plan for mining	Block 108 - 111, 113	Completed EMP	0	0	0	Jun-08	100%	0	0	0	
ENG37	ENG		Basic Service Delivery	Economic Development			Facilitate with land owners and establish institutional structures for implementation	0	Reports and Correspondences	0	0	0	Jun-08	0	0	0	100%	
ENG38	ENG		Basic Service Delivery	Economic Development			Facilitate the power station returning to full service						Jun-09	10%	30%	20%	40%	
ENG39	ENG		Basic Service Delivery	Economic Development			Facilitate investor engagement	0	Correspondences and reports	0	0	0	Ongoing	25%	25%	25%	25%	
ENG40	ENG		Basic Service Delivery	Economic Development			Representation by engineering department on AFLED structures	0	Attendance Report	0	0	0	Quarterly	25%	25%	25%	25%	
ENG41	ENG		Basic Service Delivery	Economic Development	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	0	Correspondences and reports	0	0	0	Ongoing	25%	25%	25%	25%	
ENG42	ENG		Basic Service Delivery	Economic Development		Manage the organisation within the budgetary and policy frameworks of	Implement effective expenditure control measures within the	0	Reports on Expenditure	0	0	0	Ongoing	25%	25%	25%	25%	

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
						the municipality	budget allocated to the department											
ENG4 3	ENG		Good Governance and Public Participation	Institutional and Governance			Departmental reports to the MM	0	Reports submitted to MM	0	0	0	Quarterly	25%	25%	25%	25%	
ENG4 4	ENG		Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO	0	ExCo Items	0	0	0	Ongoing	25%	25%	25%	25%	
ENG4 5	ENG		Good Governance and Public Participation	Institutional and Governance			Submit IDP implementation reports to MM	0	Reports submitted to MM	0	0	0	Quarterly	25%	25%	25%	25%	
ENG4 6	ENG		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Undertake developmental business planning and streamline business processes to meet council and community needs	Departmental staff meetings	0	Agenda and Minutes	0	0	0	Bi-Monthly	25%	25%	25%	25%	
ENG4 7	ENG		Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	0	Agenda and Minutes	0	0	0	0	Quarterly	25%	25%	25%	25%
ENG4 8	ENG		Good Governance and Public	Institutional and Governance			Meetings with Departmental Executive Councillor	0	Correspondences and reports	0	0	0	0	Monthly	25%	25%	25%	25%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
			Participation															
ENG49	ENG		Good Governance and Public Participation	Integrated Service Delivery	To ensure water balance between household, commercial and agricultural water demand by 2009	Alignment with national water resource strategies	Participate in the alignment process of water user associations	0	Monthly reports	0	0	0	Ongoing	25%	25%	25%	25%	
ENG50	ENG		Good Governance and Public Participation	Integrated Service Delivery			To participate in the catchment management forums	Existing forum coordinated by DWAF	Monthly reports	0	0	0	Ongoing	25%	25%	25%	25%	
FIN1	FIN	0401/0199/0000	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Prepare and implement an Service Delivery and Budget Implementation Plan (SDBIP)	Preparation of the SDBIP	No SDBIP in place	Approved SDBIP			Grant Funding	Quarterly	Yes	Yes	Yes	Yes	
FIN2	FIN		Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Full compliance with Chapter 11 of the MFMA (SCM)	Compliance with Chapter 11 of the MFMA	25%	Percentage of the SCM Implementation Plan implemented			Grant Funding	Quarterly	25%	50%	75%	100%	

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
FIN3	FIN		Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Develop and implement a policy on targeted procurement	The development of a policy on targeted procurement	Policy not in place	Policy in place			Grant Funding	Quarterly	No	Yes	Yes	Yes
FIN4	FIN		Municipal Financial Viability and Management	Institutional and Governance	To manage expenditure, cash and investments	Monitoring of expenditure and cash flow position on a regular basis	Expenditure Management - cash and investments	Monthly reports are lagging one month behind deadline	All available cash and investments divided by monthly fixed costs			Grant Funding	Quarterly	1	1	1	1
FIN5	FIN		Municipal Financial viability and Management	Institutional and Governance	To monitor budgetary compliance	Monitoring of votes status	Budget monitoring	No votes are overspent yet	Percentage of overspent votes after adjustment			Grant Funding	Quarterly	5%	5%	5%	5%
FIN6	FIN		Municipal Financial viability and Management	Institutional and Governance	To monitor adherence to annual cash flow plan	Monitor cash position against planned position	Monitoring of differences between cash flow and actual	Monthly reports are lagging one month behind deadline	Deviation from projected monthly balance			Grant Funding	Quarterly	10%	9%	8%	7%
FIN7	FIN		Municipal Financial viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance	Production of monthly income and expenditure and balance sheet reports	Annual Financial Statements ready for audit by 30 August as per MFMA	No record of previous non-compliance	Completion of 07/08 financial statements by 30 August 2008			Grant Funding	Quarterly	Yes	Yes	Yes	Yes

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
					requirements by 2007/2008													
FIN8	FIN		Municipal Financial viability and Management	Institutional and Governance	To provide an efficient, sound, economically viable and sustainable financial support service	A clean unqualified audit report except for issues relating to Uthukela Water	Annual Financial Statements	24 queries were raised in the 2006 report	Reduction in number of external audit queries			Grant Funding	Quarterly	24	20	15	10	
FIN9	FIN		Municipal Financial viability and Management	Institutional and Governance		Tightening internal control procedures	24 queries were raised in the 2006 report				Grant Funding	Quarterly						
FIN10	FIN		Municipal Financial viability and Management	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	Monthly reports are lagging one month behind deadline	Number of s 71 reports and number of days within which submitted to the Mayor and NT			Grant Funding	Quarterly	3-20	3-15	3-10	3-10	
FIN11	FIN		Municipal Financial viability and Management	Institutional and Governance						Number of monthly budget monitoring reports to the Mayor			Grant Funding					

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08
FIN12	FIN		Municipal Financial viability and Management	Institutional and Governance	Compliance with legislation	Monitoring of deadlines	National Treasury reporting	Monthly reports are lagging one month behind deadline	Reports acquired by National treasury on time			Grant Funding	Quarterly	50%	75%	80%	90%
FIN13	FIN		Municipal Financial viability and Management	Institutional and Governance				Monthly reports are lagging one month behind deadline	% Compliance with NT Statistical reporting requirements			Grant Funding	Quarterly				
FIN14	FIN		Municipal Financial viability and Management	Institutional and Governance	Efficiency in operations	Monitoring of deadlines	Reconciliation and demonstration of the number of financial reconciliations done within 10 working days of month end	Record of reconciliations done is not kept	Number of reconciliations done divided by total number of reconciliations			Grant Funding	Quarterly	50%	60%	70%	80%
FIN15	FIN		Municipal Financial viability and Management	Institutional and Governance	Compliance with relevant guidelines	Implement MFMP	Finance management reform in compliance with the MFMP	No structured programme in place	% Compliance as required by the MFMP			Grant Funding	Quarterly	0	20%	40%	60%
FIN16	FIN		Municipal Financial viability and Management	Institutional and Governance	Compliance with legislation	Monitor budget process deadlines in relation to the MFMA	Budget Quality	As per MFMA	% Compliance with Budget evaluation checklist			Grant Funding	Quarterly	50%	60%	70%	80%

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
FIN17	FIN	0401/0199/0000	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Establish an asset register	Non GRAP compliant asset register in place	% of assets barcoded and entered into the register			Grant Funding	Quarterly	50%	100%	100%	100%	
FIN18	FIN		Municipal Institutional Development and Transformation	Institutional and Governance			Source service provider to draw up the FAR	No SLA in place		Grant Funding	Quarterly							
FIN19	FIN		Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	Insure all assets with material values	Insurance/Risk management	Policy in place but not been checked for adequacy of cover	Value insured as a % of insurable asset value			Grant Funding	Quarterly	50%	65%	80%	100%	
FIN20	FIN		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure preparation and timeous submission of statutory reports	Departmental reports to the MM	Reports being submitted to Exco	Reports submitted to MM	0	0	0	Quarterly	25%	25%	25%		
FIN21	FIN		Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO	Items submitted as necessary	ExCo items	0	0	0	Ongoing	25%	25%	25%		
FIN22	FIN		Good Governance and Public Participation	Institutional and Governance			Draft IDP Project Implementation plans to be approved by EXCO for	Reports being submitted to Exco	Reports submitted to MM	0	0	0	Quarterly	25%	25%	25%		

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														30-Sep-07	31-Dec-07	31-Mar-08	30-Jun-08	
							implementation											
FIN23	FIN		Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	Staff meeting minutes have not been taken	Agenda and minutes	0	0	0	Bi-Monthly	25%	25%	25%		
FIN24	FIN		Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	Meetings have not sat	Agenda and minutes	0	0	0	Quarterly	25%	25%	25%		
FIN25	FIN		Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	Informal meetings taking place	Correspondences and reports	0	0	0	Monthly	25%	25%	25%		

SECTION I

ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.0 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.1 INTRODUCTION AND BACKGROUND

Performance management is a strategic management approach that equips the Mayor, ExCo, Municipal Manager, Head 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 performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed.

Amajuba District Municipality initiated a process of institutionalising performance management system (PMS) in 2003. The system was initially developed by Van Zyl Ruud and Associates now Friday Management Solutions (FMS) in 2002/2003 financial year. In its adoption some of the PMS elements, as outlined in Chapter 2 of this review, were not implemented. In 2004 the municipality appointed the performance management consultant, A Cubed Institute, to undertake a review of PMS; to manage performance of Section 57 Managers and to implement elements which were never implemented. In 2007/08 financial year, the municipality reviewed its PMS in-house.

The system is informed by the following policies and legislations:

- The Constitution (1996)
- The Batho Pele White Paper (1998)
- The White Paper on Local Government (1998)
- The Municipal Systems Act (2000)
- Municipal Planning and Performance Management Regulations (2001)
- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006)
- Integrated Development Plan – Amajuba District Municipality (2007/8)
- Municipal Finance Management Act (2003)

The table below indicates the key elements of the system and their implementation status to date as well as challenges to undertake in the said review.

TABLE 83: KEY ELEMENTS OF THE PMS

Element	Status 2004/05	Implementation Challenges	Review 2007/08	2008/09	2009/10
Organisational Performance Management	Never implemented	Organisational KPIs Organisational Targets Linkage with National KPIs Linkage with the IDP Model (Balanced Score Card, Spreadsheet, Municipal Score Card, etc)	IDP, PMS and Budget has been linked. SDBIP in place.	To put in place 2008/09 SDBIP	To put in place 2009/10 SDBIP
Section 57 Performance Contracts	Implemented over the last two years	Compliance in respect of setting annual KPIs and Targets	Annual KPIs have been set and performance agreements have been signed	To set annual KPIs in accordance with the SDBIP	To set annual KPIs in accordance with the SDBIP
Employee Performance Appraisal System (EPAS)	Training of staff done	Staff rejected EPAS	Instead of implementing EPAS, the municipality has developed Action Plans for the Middle Managers	To ensure that all the Middle Managers fully understand PMS and to evaluate whether 'Action Plan' is a workable strategy to assess performance of the employees	Should 'Action Plan' be a workable framework to roll it down to the rest of the employees
IT System	Never implemented		Utilising an Excel spreadsheet	To utilise an Excel spreadsheet	To utilise an Excel spreadsheet
Financial and Performance Audit Committee	Never implemented	There are no locally based PMS experts that would be	This is a legislative requirement (Sect 166 of the MFMA) Joint	Audit committee members' contracts end in September 2009. To	To ensure existence of an effective financial and performance audit

Element	Status 2004/05	Implementation Challenges	Review 2007/08	2008/09	2009/10
		willing to serve on the committee	Audit Committee responsible for both financial and performance audit has been established. Five members appointed in late-November 2006	ensure existence of an effective audit committee	committee
Annual Report	Never implemented	Capacity to meet the legislative requirement	This is a legislative requirement (Sect 121 of the MFMA). First Annual Report developed in 2004/05. The 2006/07 Annual Report is to meet the legislative requirements	To ensure that 2007/08 Annual Report meet the legislative requirements	To ensure that 2008/09 Annual Report meet the legislative requirements
Quarterly & Annual Reports -Section 57 Employees	Up-to-date		This is a legislative requirement (Sect 121 (3) (c) of the MFMA). Organisational performance reports are done on a quarterly basis in a spreadsheet format. This and other quarterly reports prepared by the HoDs will be consolidated with the AFS and submitted to AG end of Aug as an Annual Performance Report.		
Quarterly Reports - Organisational Performance	Done Partially through the IDP Implementation	System to gather and process data on time and ensure	Organisational reports prepared on a quarterly basis on an excel	To prepare organisational reports on a quarterly basis on an excel	To prepare organisational reports on a quarterly basis on an excel

Element	Status 2004/05	Implementation Challenges	Review 2007/08	2008/09	2009/10
	Monitoring Reports	reliability	spreadsheet. These reports illustrate the status quo of tangible and non tangible projects. Each project is linked to a municipal KPA which is informed by the legislated KPA	spreadsheet. These reports should illustrate the status quo of tangible and non tangible projects. Each project is linked to a municipal KPA which is informed by the legislated KPA	spreadsheet. These reports should illustrate the status quo of tangible and non tangible projects. Each project is linked to a municipal KPA which is informed by the legislated KPA
Public Participation	Done through the IDP Representative Forum	Capacity building for officials, councillors and the public	Continuing working through the IDP Representative Forum. Conducted the first customer satisfaction survey in 2006/07 financial year	Continuing working through the IDP Representative Forum. To conduct a customer satisfaction survey during the budget road shows. Findings captured and data analyses done by means of access database.	Continuing working through the IDP Representative Forum. To conduct a customer satisfaction survey during the budget road shows and to have a sample of business organisations where the survey will be conducted. Findings captured and data analyses done by means of access database. f

9.2 PERFORMANCE MANAGEMENT POLICY STATEMENTS

The guidelines of the performance management of the municipality are as follows:

Policy Statement 1: Amajuba District Municipality views performance management as a business process

Performance management is an integral part of the Municipality's business process, and hinges on strong teamwork amongst management and employees in order to achieve the organisations goals.

Policy Statement 3: Performance management is viewed by Amajuba District Municipality as an approach and a system to manage people and performance

The focus of performance management in Amajuba District Municipality is on connecting people to one another, and to the company as a whole, and its values. Managers and supervisors are required to support people to work together to achieve shared aims.

Policy Statement 4: In Amajuba District Municipality, managers and employees will use the management of performance for the health, and long-term growth of the municipality according to the strategies and objectives set, and agreed to, by the Council.

Policy Statement 5: Competencies and standards drive the process of achieving performance, results and development

Managers and employees are required to identify and define the competencies and standards to steer the work unit, teams, and individuals to produce superior performance, and foster a learning climate conducive to continuous development.

Policy Statement 6: In Amajuba District Municipality judgment will be the most important factor in determining competence and performance ratings; mathematical calculations cannot be a substitute for the use of good judgement and common sense when it comes to performance assessments

Managers and employees are directed to rely on a combination of subjective and objective interpretation of performance information to reach a rounded conclusion about performance and competence.

Policy Statement 7: In Amajuba District Municipality clear, consistent, and visible involvement by EXCO and managers is mandatory for successful performance measurement and management.

Senior leadership is directed to personally articulate/spread the word about the mission, vision, and goals to various levels within the Municipality, and are also involved in the dissemination of both performance expectations and results throughout the organisation.

Policy Statement 8: Effective and open communication by all levels of management and employees is mandatory

Internal communication is an inherent requirement for all employees and managers to ensure accomplishment of organisational goals.

Policy Statement 9: Accountability for results must be clearly assigned and well understood by everyone

Management and employees are required to proactively identify what it takes to determine success and make sure that all managers and employees understand what they are accountable for. Accountability is a key success factor.

Policy Statement 10: Measures must be linked to performance planning and assessment for both teams and individuals

Managers and employees are required to identify the correct measures by which performance and competence will be assessed. The municipality will have valid and reliable data for the selected measures.

Policy Statement 11: Targets should be linked to appraisal and assessment discussions

Targets that are linked to appraisal and assessment discussions are designed to make managers, teams, and employees at all levels accountable for their contributions to the achievement of the overall strategy.

Policy Statement 12: Results, and progress toward achieving outputs and results, will be openly shared / communicated with employees, customers, and stakeholders by EXCO and managers

While sensitive information generally must be protected, performance measurement information will be openly and widely shared with managers and employees to the greatest extent practicable. Information about performance objectives and specific progress toward these objectives can be provided on an organisation's Intranet site, employee bulletin boards, and public notice boards.

Policy Statement 13: Performance measurement results will be used to effect continuous performance change and improvement

It is mandatory to use assessment results to build towards continuous performance improvement, and to set stretch goals for managers and employees.

Note: There are certain significant aspects of using the results of performance measurement that should be kept in mind when deploying a performance management system. Performance measures should be used to assess strategic and 1-year goals and objectives; provide timely, relevant, and concise information for use by decision-makers at all levels to assess progress toward achieving predetermined goals.

Policy Statement 14: Managers are to be sufficiently well briefed and trained to take responsibility to implement a formal performance management system.

Everyone involved in the management of the process needs to know:

- The purpose of performance management
- How all role players (EXCO, managers, employees, shop stewards and the community) will benefit from the process

- The performance management policies that guide the management of the process
- How each phase of the process works and the role they play in each phase (planning, managing, evaluating, compensating)
- How decisions about performance reviews and rewards will be made; how conflict and disagreements about ratings, and remuneration will be handled
- How flexible objectives and accountabilities will be?
- The performance and cultural values that the business seeks to conduct its affairs by (the what and how of performance)

Policy Statement 15: Section 57 employees are mandated to sign a performance agreement beginning of each financial year

9.3 KEY PERFORMANCE AREAS

IDP is linked to PMS and in turn the organisational KPAs are linked to the five national KPAs as shown in the tables below.

TABLE 84: LINKAGES OF THE IDP TO THE LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATIONS FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGERS (2006)

Key Performance Areas (KPAs)	IDP
Basic Service Delivery	Integrated Service Delivery; Economic Development; Social Facilitation; Institutional and Governance;
Municipal Institutional Development and Transformation	Institutional and Governance; Economic Development
Local Economic Development (LED)	Economic Development; Integrated Service Delivery
Municipal Financial Viability and Management	Institutional and Governance
Good Governance and Public Participation	Institutional and Governance; Social Facilitation; Environmental Management; Municipal Planning

TABLE 85: NATIONAL KPA'S CORRESPONDING TO ORGANISATIONAL KPAs

NATIONAL KPA's	ORGANISATIONAL KPAs
Institutional and Governance matters	<ul style="list-style-type: none"> • To ensure progressive compliance with institutional and governance requirements by 2007/2008 • To ensure ongoing implementation and review of the Performance Management System • Source alternative funding for appropriate projects • Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district • Maintain ongoing intergovernmental relations among the three spheres of government

NATIONAL KPA's	ORGANISATIONAL KPAs
Integrated Service delivery	<ul style="list-style-type: none"> • To ensure access to free basic water and expansion of water service delivery to all consumers by 2009 • To ensure access to free basic sanitation delivery to all consumers by 2011-2012 • To ensure sustainable waste management in the district • To ensure implementation of the electricity supply development plan for the district in line national targets • To ensure greater accessibility for communities in the District. • To ensure water balance between household, commercial and agricultural water demand by 2009 • To ensure implementation of the electricity supply development plan for the district in line national targets
Economic Development	<ul style="list-style-type: none"> • To ensure 4% economic growth per annum by 2011 • To ensure 15% reduction in unemployment by 2011 • To ensure diversification and beneficiation in the economy by 2011 • To ensure ongoing partnership development and coordination among various stakeholders
Social Facilitation and Development	<ul style="list-style-type: none"> • To contribute towards the achievement of universal access to social services by 2011 • To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011 • To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities • To ensure poverty alleviation/reduction (national targets) • To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups
Environmental Management	<ul style="list-style-type: none"> • To ensure sustainable human settlement in the district by 2011.
Municipal Planning	<ul style="list-style-type: none"> • To facilitate and plan for ongoing sustainable human settlement and economic development in the district

Each organisational KPA is cascaded down to a level at which it could be allocated to the department and thus the specific individual Section 57 Managers who need to fulfil 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 together with a timeline for that particular function is assigned. In turn the Performance Contracts/Agreements of each Section 57 Manager will be formed. Each of the 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.

9.4 EMPLOYEE PERFORMANCE APPRAISAL SYSTEM (EPAS) TO ACTION PLANS

EPAS was proposed as part of the 2004/5 PMS Policy. The process of institutionalising EPAS continued to the 2005/06 financial year. EPAS was rejected by staff and SALGA advised that the SALGBC needed to approve the system before it could be implemented. The municipality has reached a decision not to implement EPAS. This has subsequently been replaced by Middle Management Action Plans which have been rolled out to all Middle Management posts by the respective directors.

Unlike the Section 57 Managers, the Middle Managers will not be assessed. There are also neither rewards nor punitive measures attached to the action plans. The approach is a way of reporting to the respective directors on the day to day activities; which then feeds into the reports generated by the Section 57 Manager. This report is then submitted to the Municipal Manager.

9.5 PERFORMANCE AND FINANCIAL AUDIT COMMITTEE

In November 2006, new members were appointed on a three year contract. The committee consists of five members.

- Declaration of interest for each member has been signed. This is verbally confirmed at the beginning of each meeting in order to continuously certify audit committee members independence.
- The audit committee charter has been developed and approved.

9.6 PERFORMANCE AND FINANCIAL AUDIT COMMITTEE CHARTER

9.6.1 AUDIT COMMITTEE CHARTER PURPOSE

To assist the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the Municipality's process or monitoring compliance with laws and regulations and the code of conduct.

9.6.2 AUTHORITY

The audit committee has authority to conduct or authorize investigations into any matters within its scope of responsibility. It is empowered to:

- Investigate any activity within its terms of reference or require any employee of the company to attend meetings of the committee, or part thereof.
- Appoint, compensate, and oversee the work of any registered public accounting firm employed by the organisation.
- Resolve any disagreements between management and the auditor regarding financial reporting.
- Pre-approve all auditing and non-audit services.
- Retain independent counsel, accountants, or others to advise the committee or assist in the conduct of an investigation.
- Seek any information it requires from employees—all of whom

are directed to cooperate with the committee's requests—or external parties.

- Meet with company officers, external auditors, or outside counsel, as necessary.
- Access by the chairperson, at the own request of the committee, to discuss any matter with the Municipal Manager, Mayor, Executive Committee of Council or Council itself.

9.6.3 MEETINGS

The committee meets at least four times a year, with authority to convene additional meetings, as circumstances require. All committee members are expected to attend each meeting, in person or via tele- or video-conference. The committee may invite members of management, auditors or others to attend meetings and provide pertinent information, as necessary. It also holds private meetings with the auditors as well as executive sessions. Meeting agendas are prepared and provided in advance to members, along with appropriate briefing materials.

9.6.4 RESPONSIBILITIES

The committee will carry out the following responsibilities:

(i) Financial Statements

- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- Review with management and the external auditors the results of the audit, including any difficulties encountered.
- Review the annual financial statements, and consider whether they are complete, consistent with information known to committee members, and reflect appropriate accounting principles.
- Review other sections of the annual report and related regulatory filings before release and consider the accuracy and completeness of the information.
- Review with management and the external auditors all matters required to be communicated to the committee under generally accepted auditing Standards.
- Understand how management develops interim financial information, and the nature and extent of internal and external auditor involvement.
- Review interim financial reports with management and the external auditors before filing with regulators, and consider whether they are complete and consistent with the information known to committee members.
- Consider any problems identified in the going concern statement or the statement on the effectiveness of internal controls.
- Review any legal matter that could have a significant impact on the financial statements.

(ii) Internal Control

- Consider the effectiveness of the Municipality's internal control system, including information technology security and internal financial control.
- Understand the scope of internal and external auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.

(iii) Internal Audit

- Review with management and the chief audit executive the charter, plans, activities, staffing, and organizational structure of the internal audit function.
- Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, replacement, or dismissal of the chief audit executive.
- Review the effectiveness of the internal audit function, including compliance with The Institute of Internal Auditors' Standards for the Professional Practice of Internal Auditing.
- Assess the adequacy of available internal audit resources, including the qualifications of internal audit employees.
- Review significant matters reported by the internal audit function and the adequacy of corrective action taken in response to significant internal audit findings.
- Review significant differences of opinion, if any, between management and the internal audit function.
- Review significant difficulties in the completion of the audit plan, including any restrictions on the scope of work or access to required information.
- Review the co-ordination between the internal audit function and external auditors and deal with any issues of material or significant dispute or concern.
- On a regular basis, meet separately with the chief audit executive to discuss any matters that the committee or internal audit believes should be discussed privately.

(iv) External Audit

- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.
- On a regular basis, meet separately with the external auditors to discuss any matters that the committee or auditors believe should be discussed privately.
- Identify key matters arising from all reports submitted by the external auditors and satisfy itself that these are being properly followed up.
- Review significant difficulties in the completion of the audit, including any restrictions on the scope of work or access to required information.
- Obtain assurance from the external auditors that adequate records are being maintained.

(v) Risk Management

- Review the processes and procedures for enterprise risk identification, analysis and quantification.
- Review the processes implemented to monitor the ongoing

management of enterprise risks.

- Review reports from Internal Audit on the effectiveness of the processes and procedures of enterprise risk management.

(vi) Performance Management

- Review the alignment of the organizational structure of the Municipality with its IDP.
- Review the processes and procedures employed for Performance Management, including the organization of the municipality's objectives and strategies to address the national KPAs, community consultation, the setting of measures KPIs and targets, measurement, reporting and monitoring.
- Obtain satisfactory assurance that systems for storing relevant information and data are in place.

(vii) Compliance

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance.
- Review the findings of any examinations by regulatory agencies, and any auditor observations.
- Review the process for communicating the code of conduct to company personnel, and for monitoring compliance therewith.
- Obtain regular updates from management and company legal counsel regarding compliance matters.

(viii) Organisational Integrity/ethics

- Review any statements on ethical standards or requirements for the company and the procedures or review system implemented to promote and enforce compliance;
- Review significant cases of employee conflicts of interest, misconduct or fraud, or any other unethical activity by employees or the company;
- Where requested, make recommendations on any material potential conflict of interest or questionable situations.

(ix) Reporting Responsibilities

- Regularly report to the Council about committee activities, issues, and related recommendations.
- Provide an open avenue of communication between internal audit, the external auditors, and the Council.
- Report annually to the Council, describing the committee's composition, responsibilities and how they were discharged, and any other information required by rule, including approval of non-audit services.
- Review any other reports the company issues that relate to committee responsibilities.

(x) Other Responsibilities

- Perform other activities related to this charter as requested by the Council.
- Institute and oversee special investigations as needed.

- Review and assess the adequacy of the committee charter annually, requesting Council's approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.
- Confirm annually that all responsibilities outlined in this charter have been carried out.
- Evaluate the committee's and individual members' performance on a regular basis.
- Evaluate and review the Municipality's whistleblower process and conduct or authorise investigations.

9.6.5 CODE OF CONDUCT

The Code of Conduct for councillors contained in Schedule I of the Local Government: Municipal Systems Act 32 of 2000 as amended, with the necessary modifications to suit the tasks and responsibilities of the committee, shall apply to the members of the audit committee.

Adopted at the meeting of the Audit Committee of 6 March 2007.

9.7 ANNUAL REPORT

9.7.1 2006/7 ANNUAL REPORT

As guided by the Municipal Finance Management Act and Municipal Systems Act, the 2006/07 draft annual report was submitted to Council on its meeting held on 28 January 2008. On adoption of the draft annual report by Council, it was resolved that the draft annual report be publicised for community comments.

The community within the Amajuba District jurisdiction was advised regarding the availability of the 2006/07 Annual Report through print media and radio broadcasting. The report was advertised for 21 days. The closing date for submission of comments was 29 February 2008. Comments were only received from Auditor General on financial statements and performance information of the municipality. No comments were received from the community.

Both the oversight report and an annual report were submitted to Council on 10 April 2008, for Council to fully consider and approve the annual report without reservations.

9.7.2 2007/8 ANNUAL REPORT

As required by Section 46 of the MSA in conjunction with Chapter 12 of the MFMA, the annual municipal performance report (AMPR) will be submitted together with the annual financial statement (AFS) to auditor general end of August. The municipality will fully comply with the prescribed format of AMPR reporting once a backlog study for 2008/09 and 2009/10 has been conducted.

The Mayor will table the draft AR to Council by the 31 January as indicated in section 127(2) of the MFMA. AR will be advertised at least 21 days for public comments. AG's comments and public comments will be considered and incorporated in an oversight report. Council will then fully consider and annual report and adopt the oversight report.

It is anticipated that by mid-April, an AR will then be publicised and copies to be distributed to relevant stakeholders.

SECTION J

ANNEXURES

10.0 SECTOR PLANS

10.1 CURRENT STATUS OF SECTOR PLANS

The following Sector Plans have been prepared by the ADM since 2001 and are aligned to the IDP. They are attached in **Part 2** of the IDP in **Sections K.10.1** onwards with this section providing a brief summary of each plan

TABLE 86 CURRENT STATUS OF IDP SECTOR PLANS

SECTOR PLAN	STATUS	COMMENTS
Integrated Environmental Programme	To be reviewed	Funding from DAEA to review
Environmental Management Plan	Complete	
Integrated Waste Management Plan	Complete	
Cemetery Plan	Complete	
Public Transport Plan	Complete	
HIV/ Aids Plan	Complete	
Water Service Development Plan	Review Complete	
Tourism Development Plan	Complete	
Tourism Route Development Plan	Complete	
Tourism Signage Development Plan	Complete	
Battlefields Development Plan	Complete	
LED Plan	Complete	
Manufacturing Sector Plan	Complete	
Agricultural Development Plan	Complete	
Electricity Supply Development Plan	Complete	
Disaster Management Plan	Complete	
Performance Management System	Review Complete	
Municipal Infrastructure Investment Plan	Complete	
Backlog Study	Complete	
Backlog Study review	To Review	To be initiated in 2008/9
Sports Sector Plan	Complete	
Area Based Plan	Currently being prepared	Status Quo and Strategies complete. Projects to be finalised.

The IDP incorporates and aligns itself to the Sector Plans in the following ways:

- The *Status Quo* section incorporates information from the Sector Plans;
- The Projects section includes all projects identified in the Sector Plans; and
- The Sector Plans and their contents are summarised in the Strategies section of the IDP.

10.2 DESCRIPTIONS OF SECTOR PLANS

10.2.1 LOCAL ECONOMIC DEVELOPMENT

10.2.1.1 INTRODUCTION

In terms of the DPLG's Policy Guidelines for Implementing LED in South Africa (2005, p10), the vision for LED is to create:

“robust and inclusive local economies that exploit local opportunities, address local opportunities, address local needs and contribute to national development objectives such as economic growth and poverty alleviation”.

The DPLG report (2005, p13) goes further to indicate what LED is not. They indicate that LED is not about municipalities or other public bodies financing small local projects from the public purse. Nor is it about Mayors, Councillors or Municipal Officials trying to run and manage these or even larger projects. They indicate that all too frequently these have been initiated without real business plans or any serious notion of sustainability, and they only last and provide temporary employment for as long as the public grant which created them lasts.

10.2.1.2 LOCAL ECONOMIC DEVELOPMENT SECTOR PLANS

The Amajuba District Municipality has prepared the following LED reports to guide and inform LED within its area of jurisdiction, namely:

- Amajuba LED Plan;
- Amajuba Tourism Plan, including:
 - Tourism Signage Plan, and
 - Battlefields Development Plan.
- Agricultural Development Plan; and
- The Manufacturing Development Plan.

(i) LED SECTOR PLAN

The objective of the LED plan was to provide a framework for the integration and coordination of activities and decisions made by development agencies in the DM. As part of the plan was a comprehensive assessment of the Economic *Status Quo* of the DM. The LED plan identified the three potential growth sectors in the DM as Agriculture, Commerce and Industry, and Tourism.

One of the key outcomes of the LED Plan involved the creation of new institutional structures required to facilitate LED. These structures include, amongst others, the following:

- Amajuba Forum for Local Economic Development (AFLED);
- Amajuba Agricultural Committee (sub-committee);
- Amajuba Tourism Committee (sub-committee); and
- Amajuba Commerce and Industry (sub-committee).

These structures typically meet on a monthly basis and provide key inputs into the LED Sector Plans. The Sector Plan proposes the creation of a LED Help Desk to provide the following services. These services are now rendered by Amajuba Small Enterprise Development Agency (SEDA):

- Business Support to entrepreneurs;
- Capacitation of emerging contractors with regards to responding to tender documents, VAT advice, financial advice, etc;
- Access to information on government programmes and initiatives;
- Information workshops.

The Sector Plan also identified the need for the establishment of a Local Economic Development Agency which has been termed the Amajuba Regional Development Agency (ARDA). The main objectives of ARDA are as follows:

- Strengthening the partnership between the public and private sectors;
- Creating an enabling economic environment;
- Ensuring sustainable economic growth;
- Increasing access to the previously disadvantaged; and
- Promoting cooperation and establishing linkages with relevant economic institutions/ organisations.

A comprehensive description of this agency as well as its composition can be viewed in the Sector Plan. The Development Agency Concept is currently being investigated by the ADM and will be completed by the end of May 2007.

(ii) **TOURISM PLAN**

The Tourism Plan was prepared so as to put the district on a competitive edge in terms of its tourism attractions. At a provincial level, the uMzinyathi and Amajuba DM's have been branded as the "*Battlefields*". The ADM has subsequently embarked upon the following tourism-specific sector plans emanating from the Tourism Plan:

- The Tourism Signage Development Plan;
- The Amajuba Tourism Route; and
- The Battlefields Development Plan.

Tourism Route

The aim of this sector plan was to cluster tourism products in order to market them collectively. The project involved the three LM's in the ADM as well as key tourism role players and SMME's. The Routes have currently been published in local newspapers and in the DM's newsletter. The DM is planning to host the tourism routes on the internet once the signage upgrading, which is highlighted below, is complete.

Tourism Signage

Tourism signage has been a major challenge that the DM has been faced with. The need was therefore identified to prepare a plan aimed at identify gaps in tourism signage and areas for upgrading so as to facilitate the free movement of tourists around the DM. As a result, a Tourism Signage Plan was prepared which is linked to the Amajuba Tourism Route project which is outlined above. The objectives of the study were as follows:

- Analyse the status of existing Tourism Signage; and
- Develop a Business Plan to guide the development of all Tourism Signage in the DM.

The DM is currently in the process of implementing the plan.

Battlefields Development Plan

Since DM is branded as the "*Battlefields*", it has been the intention of the DM to offer tourists a complete battlefields package. Key to this has been the need to upgrade existing battlefield sites in order for them to be in an acceptable state for visits from tourists. This project has been linked to a Study Tour undertaken by the ADM's EXCO where key battlefields in Europe were visited.

The objectives of the project are summarised below:

- The analysis of the existing status of all the Battlefields in the ADM;
- The conservation of sites of conflict within the ADM;
- The provision of sustainable business opportunities for local communities;
- The development of facilities at the local Battlefields to attract more tourists;
- Develop a Business Plan to guide the development of all the Battlefields in the DM.

Key stakeholders and land owners have been involved in the project. Battlefields involved in the project include:

- Majuba Battlefield;
- Schuinshoogte Battlefield;
- Laingsnek Battlefield;
- O' Neil's Cottage;
- Mount Prospect Military Cemetery;
- Newcastle Military Cemetery;

- Fort Amiel and Fort Amiel Military Cemetery;
- Newcastle Armoury; and
- Botha's Pass.

(iii) THE AGRICULTURAL PLAN

The ADM completed its agricultural development plan during the last financial year. The sector plan develops an implementation plan which includes a Vision, Mission and Objectives for agriculture.

The vision of the ADM is to develop the ADM area and its people to full potential. One of the development areas is agriculture and the vision for this is to develop and agricultural development plan.

The Mission of the ADM Agricultural Development Plan is to guide all LM's in the DM area and other stakeholders, on the development of the agricultural sector, ensuring well planned and successful enterprises that will not have a negative impact on the natural environment and other land users (industries, residential, mining), in order to provide long term economic upliftment, especially for the previously disadvantaged groups and economic sustainability for all the existing agricultural related enterprises.

The plan also develops a number of objectives to address the problems and challenges within Amajuba Agriculture with reference to:

- Agricultural development strategies,
- Identification of viable agricultural enterprises in terms of available bio-resources;
- Project identification of potentially viable projects;
- Simplified economic feasibility analysis of selected potential enterprises;
- Identification of the beneficiaries, funders, stakeholders, etc.
- 10 year development programme; and
- Capital and cash-flow requirements.

Amongst others, the plan covers the following:

- Potential dry land projects;
- Potential irrigation projects;
- Hydroponics;
- Potential stock farming projects;
- Game farming potentials;
- Potential intensive farming such as piggeries, poultry, dairy, and feedlots;
- Various agricultural- related resources of the DM;
- Livestock profiles;
- Water availability, sources and balance, major rivers and existing dams, climate, ground water resources, direct river abstraction availability, bio-resource units, rainfall, temperature, climate capability classification, soils and veld classification of available land;
- Agriculturally-related physical infrastructural capabilities including

- road, rail and electricity;
- Marketing and finance opportunities;
- Crops, aforestration and pasturing; and
- Environmental issues affecting agriculture.

New crops identified by the plan for planting within the District, subject to further detailed land capability studies, include:

- Potatoes;
- Peanuts;
- Dry beans;
- Walnuts
- Pecan nuts
- Grapes;
- Cherries;
- Plums and prunes;
- Lemons;
- Olives;
- Chillies; and
- Herbs including thyme, taro, sage, and chickory.

(iv) MANUFACTURING PLAN

The purpose of the plan was to formulate an integrated and holistic manufacturing plan to revive the steadily dwindling state of the manufacturing sector in the district. The key objectives were to:

- Inform and guide the District to facilitate development of the manufacturing sector;
- Unlock the latent economic development potential of the sector through the identification of opportunities and gaps;
- Direct public sector investment and expenditure;
- Encourage and retain private sector investment.
- Create economic development and sustainable job opportunities for the local communities through the expansion of the existing industries and
- Ensure the involvement and participation of all the key role players in the development of the manufacturing sector in the district.

The specific issues dealt within the plan were:

- Manufacturing Trend Analysis (trend analysis, policy aspect analysis, labour market analysis, data and trends analysis);
- Sector Profiling;
- Strategic Framework (formulation of vision and strategic thrust, Identification and description of opportunities, and Impact analysis);
- Development Framework (Identification of programmes and projects for intervention, packaging of projects) and
- Implementation Plan (scheduling of prioritised interventions, identification of resources and mobilisation.

To achieve the opportunities inherent in the ADM, five strategic thrust were identified to revive the manufacturing sector of Amajuba, namely:

- Sector development;

- Removal of manufacturing development barriers;
- Creation of conducive business environment;
- SMME and Entrepreneurship development, and
- Human resource development.

10.2.2 ENVIRONMENTAL MANAGEMENT PLAN

The Environmental Management Plan (EMP) was prepared by the Amajuba DM in 2003 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 objects 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's Spatial Development Framework (SDF) and the projects identified have been incorporated into the project tables. A problem with the projects identified is that they require large capital outlays and with limited municipal budgets and other competing priorities, it may take some time before these are addressed.

10.2.3 INTEGRATED WASTE MANAGEMENT PLAN

The District undertook the preparation of an Integrated Waste Management Plan during the 2002/3 financial year. A *status quo* document was prepared which investigated the existing waste disposal and management practices in the three LM's as well as their potential life spans. 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 official as part of this process.

The plan explored the feasibility of providing a regional waste disposal site, but due to the distances between urban centres in the DM, the plan recommended that regional management

of waste was not advisable and that each LM should continue with its own sites.

10.2.4 CEMETERY PLAN

During the 2002/3 to 2004/5 financial years, the ADM prepared a cemetery plan which covered the three LM's. The plan covered five key issues/ guidelines on the establishment of cemeteries, namely:

- The identification and selection of cemetery sites;
- The design and layout of cemeteries;
- Community participation;
- Legal aspects; and
- Administrative considerations.

The cemetery plan, through community consultation and thorough analysis of geological elements, identified key 'windows of opportunity' where cemeteries could be located. The cemetery plan preparation process then, however, broke down as a number of the Amakosi in the DM felt that they had not made significant inputs and identified potential 'windows of opportunity' in their areas. Further consultation was then undertaken and additional sites identified.

Funds were then allocated as part of the 2004/5 budget for the development of a cemetery but due to the additional sites being identified, the terms of reference for the consultants had to be adjusted. Currently the DM is undertaking a process of 'negative mapping' whereby geologically unsuitable sites are being eliminated and the remaining sites re-prioritised. Once this process is completed, the top priority site will be developed.

Apart from the implementation of the Cemetery Plan, a future focus identified for this plan will be to investigate the current status of unlicensed cemeteries in the ADM.

10.2.5 PUBLIC TRANSPORT PLAN

The District has completed its CPTR and is currently involved with the preparation of the PTP. The objective of the CPTR is to provide a record of public transport services, routes, facilities and infrastructure, which will form the basis for the development of the PTP and the Integrated Transport Plan (ITP) for the ADM. The CPTR and the subsequent future updates of the CPTR will also be used for performance monitoring of the public transport services provided with the ADM, as well as to provide the ADM with a management and decision making tool.

This report has been utilised to update and cross-check the corridors identified in the Amajuba SDF.

10.2.6 HIV/ AIDS POLICY

A policy document has been developed to guide all of Council's activities on HIV/ Aids matters. One of the outcomes of the policy has been the establishment of an HIV/ Aids Council for the District.

10.2.7 DISASTER MANAGEMENT PLAN

The ADM 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.

The ADM also undertook a DM Section 78 Assessment to assess the capacity of the DM to undertake provide Disaster Management and Fire services. The study concluded that the Newcastle LM's Protection Services should fulfil this function on behalf of the DM.

The DM also appointed a Head of Disaster Management during this period in accordance with the Disaster Management Act.

10.2.8 WATER SERVICES DEVELOPMENT PLAN

The Amajuba DM is a Water Services Authority and in order to comply with the relevant legislative requirements, the Amajuba DM initiated the preparation of a WSDP in June 2002. The WSDP covered, amongst others, the following:

- The WSDP work process included an extensive assessment of all water sector aspects and was the input to the design of a viable and sustainable WSDP;
- The planning process considered several options including both technical and customer service level options;
- The WSDP addresses the delivery of basic services but proposes a solution which will increase efficiency and promote development (economy of scale and yard connections to all customers); and
- The information was collected in the prescribed format and collated in accordance with the WSDP guidelines.

The WSDP has been utilised to prioritise water provision projects and funding allocations throughout the DM and the budget has been aligned extensively with it.

It must be noted that the WSDP is currently under review during the 2005/6 financial year. This is the first major review of the WSDP.

10.2.9 BACKLOG STUDY

The last Census for the country was undertaken in 2001 by STATSSA with the next comprehensive Census scheduled for 2010. In the interim, municipalities are

expected to utilise the dated 2001 figures or undertake their own assessments of backlogs. In response to this, the ADM initiated a Backlog Study with funding from Province during the 2005/6 financial year. The figures from this study have been integrated into the 2006/7 IDP Review document.

10.2.10 ELECTRICITY SUPPLY DEVELOPMENT PLAN

The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Amajuba District Municipality within as short a time as possible, within the national as well as provincial electrification guidelines and budget available.

10.2.11 MUNICIPAL INFRASTRUCTURE PLAN

The Municipal Infrastructure Plan was formed in order to facilitate the development of the basic infrastructure necessary to support the various local economic development initiatives. MIP was also tasked with carrying out a number of feasibility studies across the spectrum of water, transport, electricity and basic resources and the revival of the coal mining sector.

The key projects and activities identified by MIP are summarised below:

(i) AGRICULTURE

The agricultural production opportunities include:

- A BBBEE initiative to grow winter and summer crops including soya beans, maize, wheat and barley. This initiative is being implemented under the auspices of the Independent Development Trust and is a regional initiative with the Zululand and uMzinyathi districts.
- A BBBEE initiative to grow tomatoes for drying.
- A BBBEE initiative to promote Urban Farming of high value crops on small plots of land including KENAF, herbs, peanuts, citrus and other appropriate crops.
- A BBBEE initiative to revive the dairy industry.
- A number of other local agricultural opportunities are also under investigation and close to finalisation of feasibility studies.

(ii) TRADE AND INDUSTRY

Agri-processing and value addition opportunities include:

- Providing soya beans to supply the bio-diesel plant that is being planned for Newcastle. The bio-diesel plan is a Siyanda, Sasol and Central Energy Fund initiative.
- Drying tomatoes for export.
- Producing long-life milk for export to the Middle East.

Coal Mining

This initiative would exploit the synergy between the coal mining and the development of the Power Station through:

- Providing the coal supply to the Power Station (as the main market) through the mining of the existing coal reserves and the rehabilitation of the coal dumps in the district.
- Support the provision of coal for sale on the open market.
- Providing mining opportunities for cooperatives run by the local community.

Ngagane Power Station

The Eskom power station at Ngagane has been out of use for some years, but the feasibility of rehabilitating it has been confirmed. This would

- Provide Eskom with electricity for the national grid.
- Create the synergy with the coal mining and rehabilitation of coal dumps in the district.
- Create employment at a number of levels.

(iii) TOURISM

With its ideal geographic location and long history, the ADM is an ideal tourist destination. In this regards, a number of initiatives have been identified, including:

- The development of the Battlefields tourist route, the upgrading of facilities, improved signage and effective promotion.
- Promotional support for a number of local private initiatives, such as the Dunblane Golf Estate.
- Various other tourism promotion initiatives.

(iv) SERVICES

A key success factor in the implementation of the economic development initiatives is the provision of infrastructure to support these initiatives.

Water

All of the new economic development and service backlog eradication initiatives require water, from raw industrial through agriculture, to potable. Initiatives include:

- Construction of dams to augment water supply to the ADM to provided infrastructure, mining and commercial projects.
- Reticulation of potable water to communities in the Buffalo Catchment area.

- Implementation of irrigated agricultural projects along the Buffalo River.

Electricity

An Integrated Electricity Services Development Plan is constantly being updated with all service backlog and new economic development initiatives in order to ensure that electrical infrastructure will be in place to support the various initiatives.

Transport

A further requirement is effective transport infrastructure. In the ADM, this is being addressed from three perspectives, namely:

- Commercial/ Industrial transport to provide for the needs of agriculture, commerce and industry in terms of getting raw materials in and getting finished products out.
- Public transport requirements in order to ensure effective transport of people to and from work and their homes.
- Development corridor requirements in terms of participating in the development corridor from Gauteng to Richards Bay.

10.2.12

SPORTS SECTOR PLAN

The key objectives of this plan are as follows:

- To provide the framework for sport development within the ADM;
- To influence and facilitate the development of sports facilities;
- To encourage public participation in sport for health related and other reasons;
- To strengthen the administrative structures and capacities of sport governing bodies;
- To provide a structure for the development of individual/team performers; and
- To provide a systematic and programmed education for coaches.

The plan concludes by saying that it is clear that partnership links are the key to success and quality of sports and recreation over the next five years. The complexity, costs and logistics of sport and recreation within the DM is such that municipalities will increasingly find it difficult to maintain being the main providers of facilities and services.

ANNEXURE J.1
DETAILED SPATIAL DEVELOPMENT FRAMEWORK

ANNEXURE J.2
DETAILED DISASTER MANAGEMENT PLAN

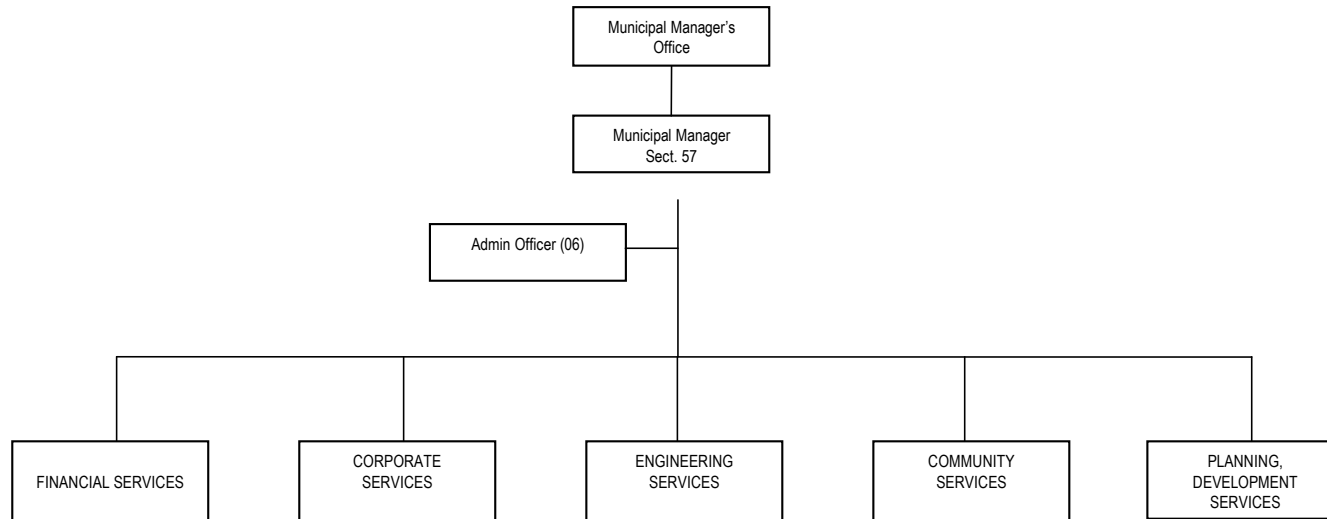
SECTION K

APPENDICIES

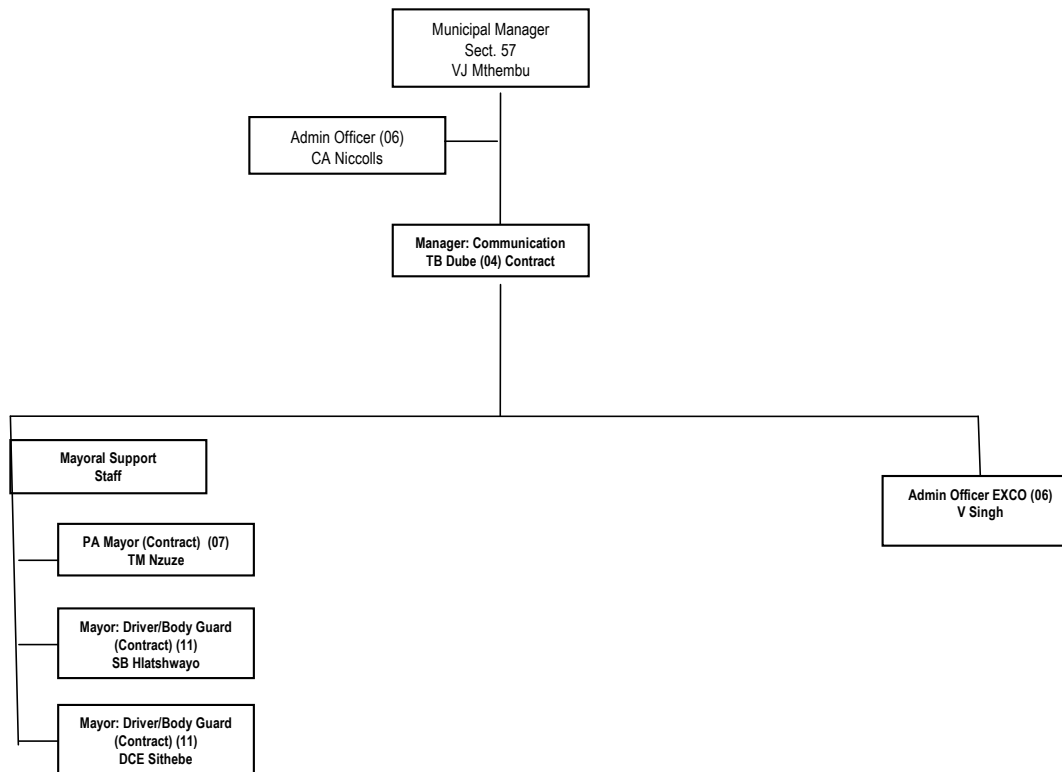
K1: INSTITUTIONAL STRUCTURE

The following organograms summarise the departmental structure and also indicate vacancies in the organisation:

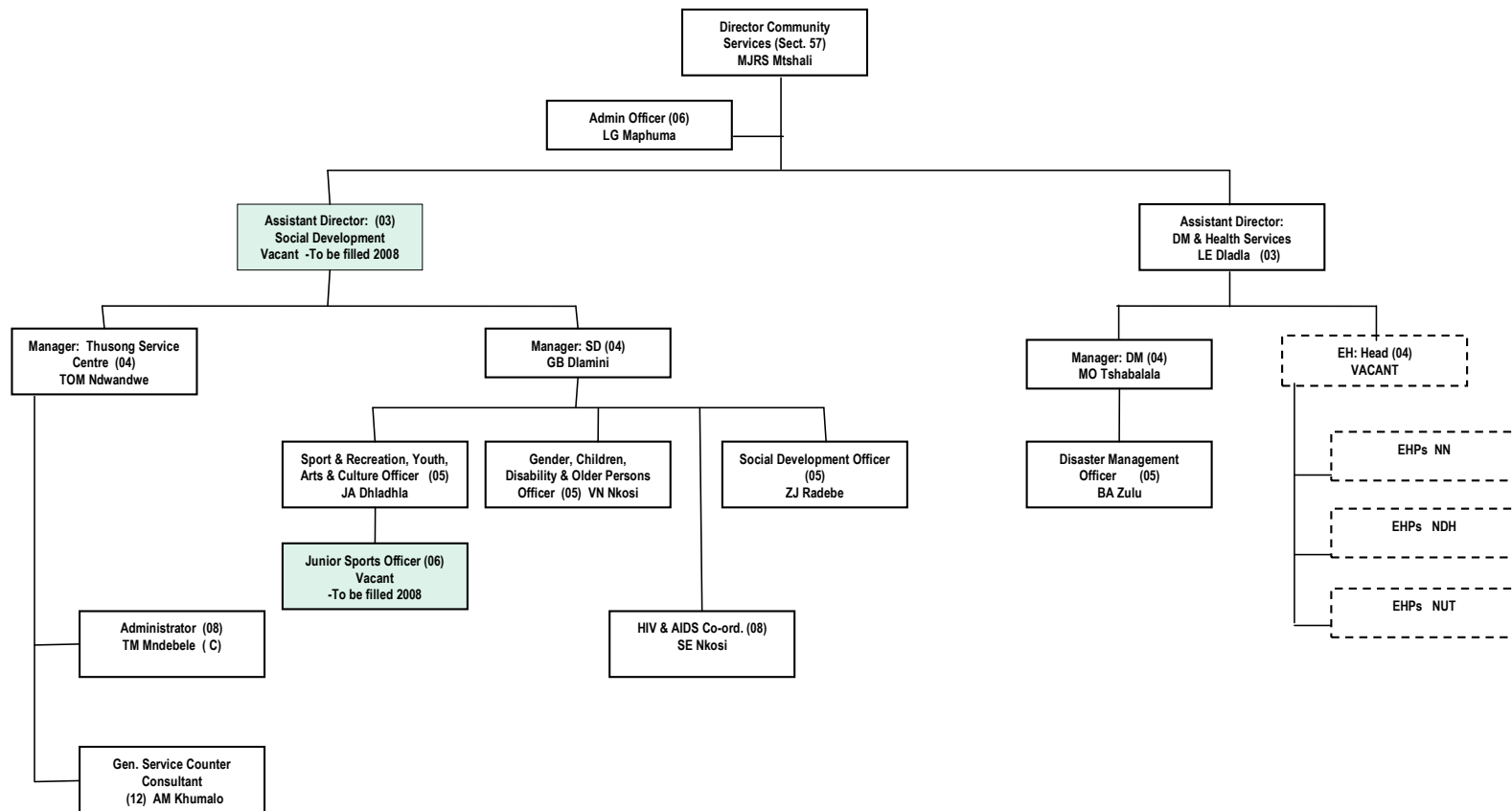
OFFICE OF MUNICIPAL MANAGER - 1



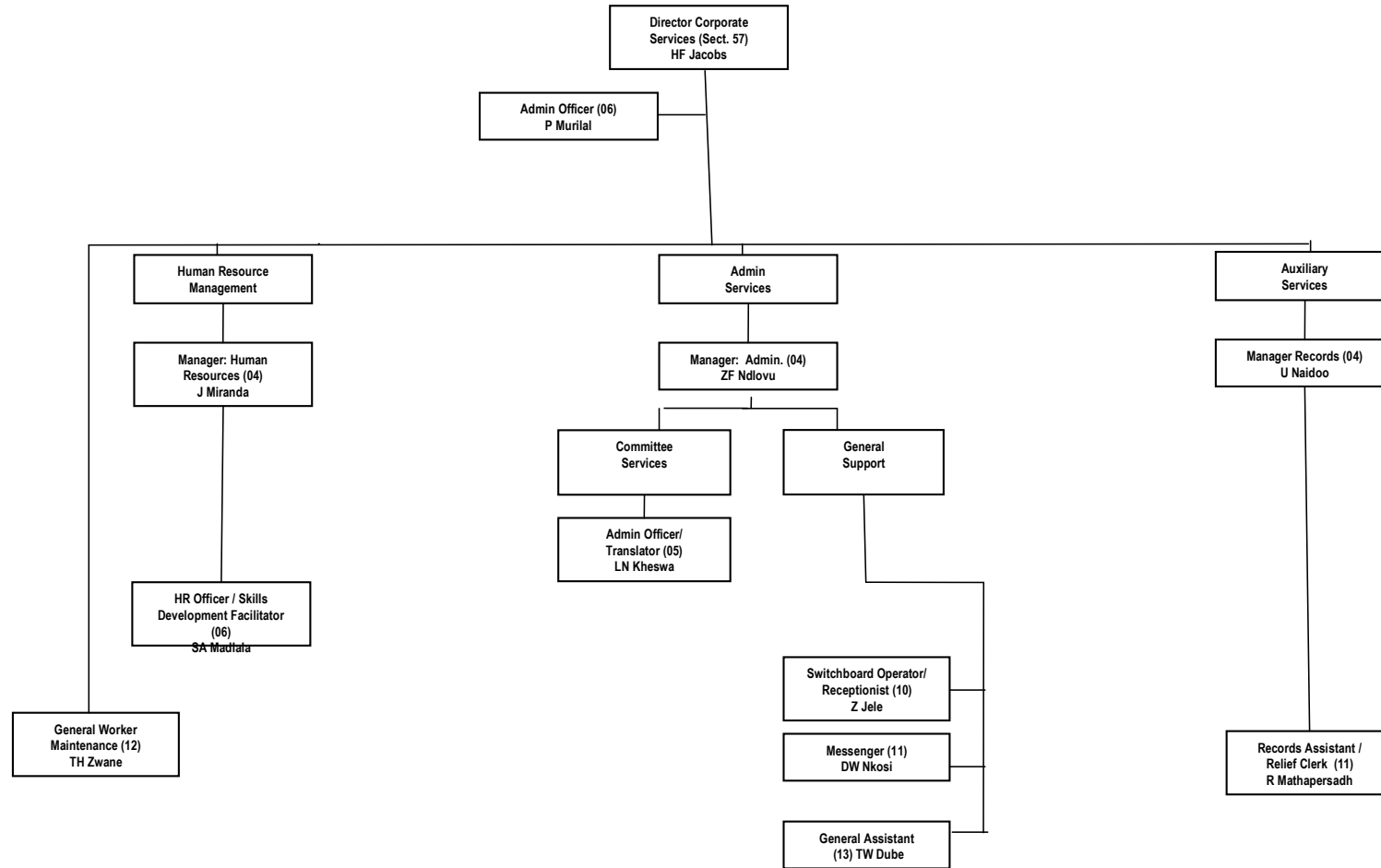
OFFICE OF MUNICIPAL MANAGER - 2



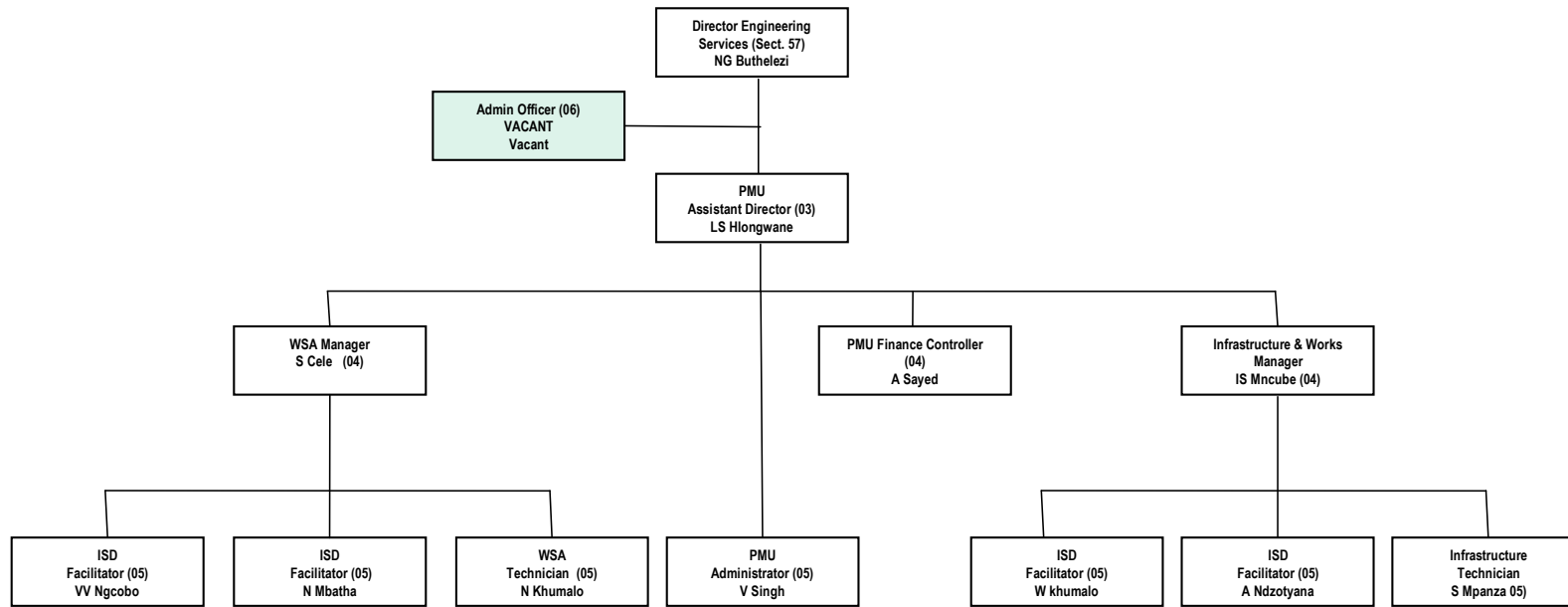
COMMUNITY SERVICES



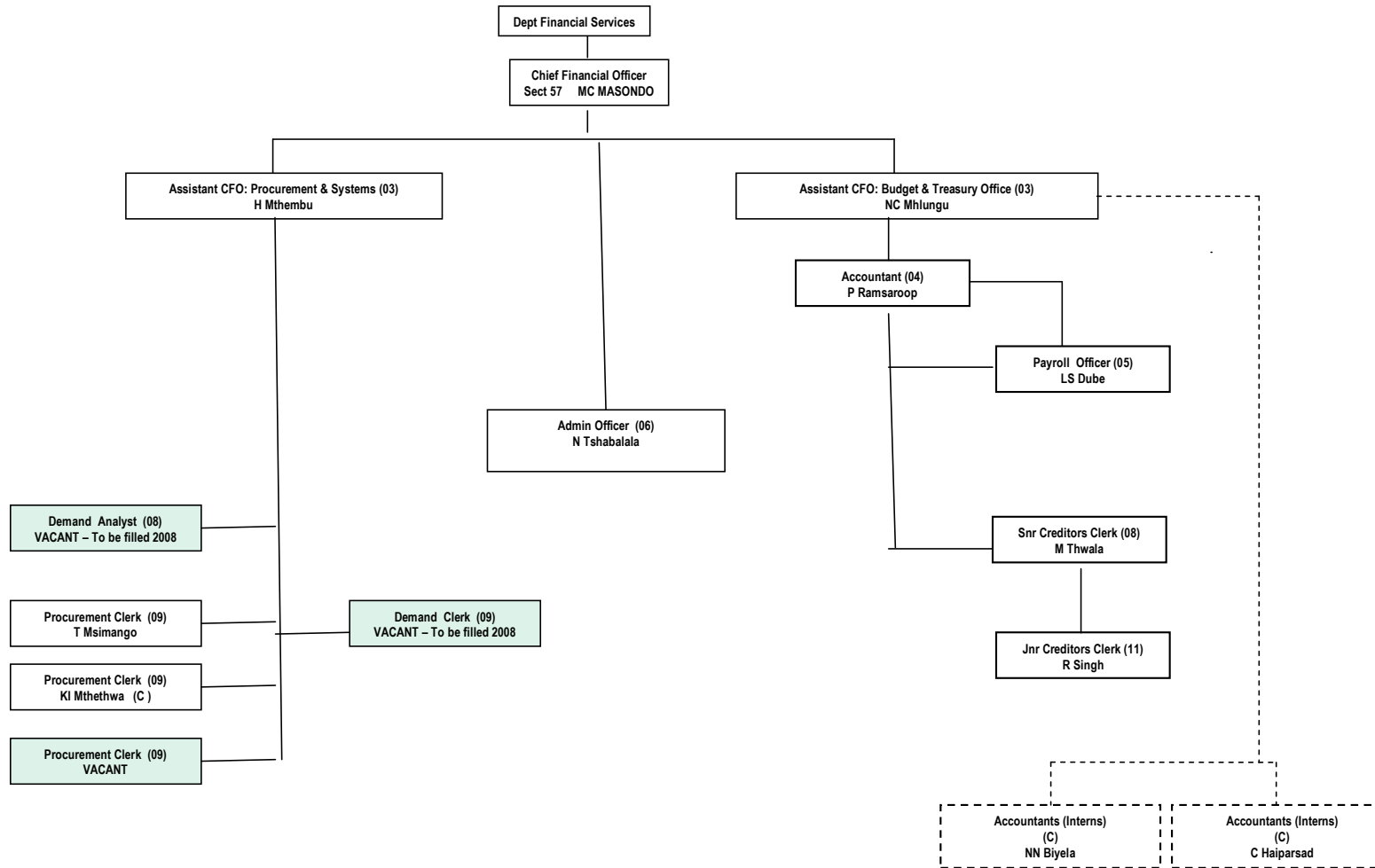
CORPORATE SERVICES



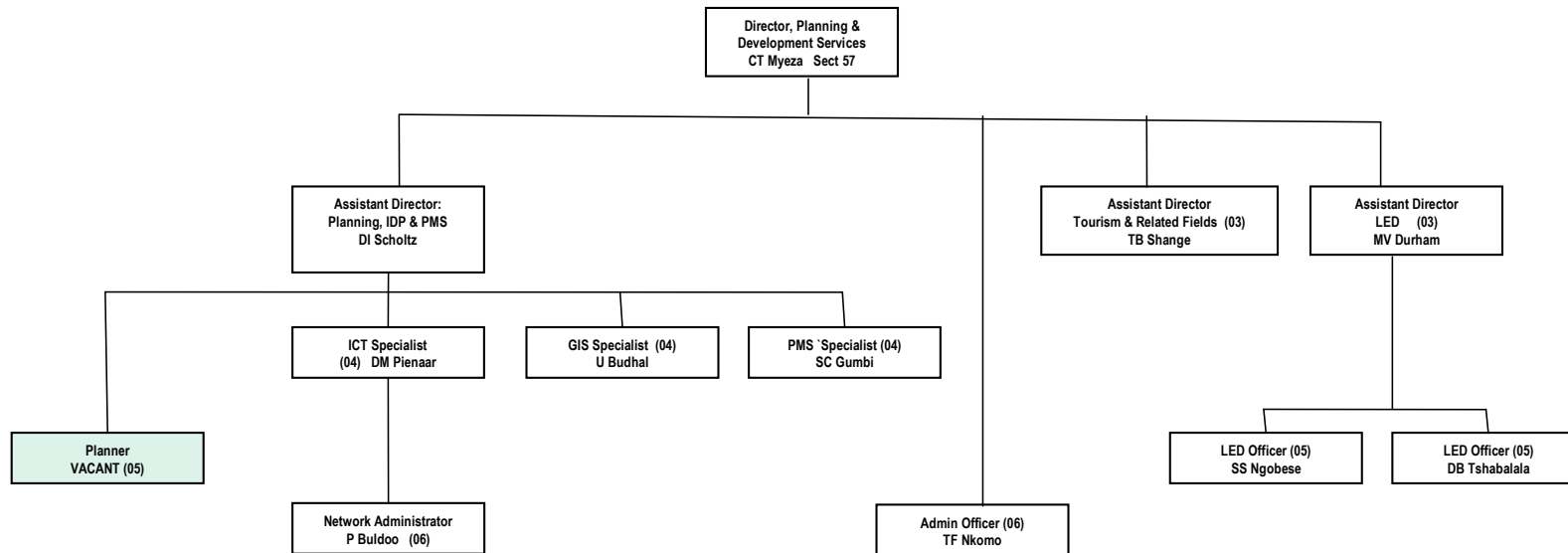
ENGINEERING SERVICES



FINANCIAL SERVICES



PLANNING & DEVELOPMENT SERVICES



K2: POWERS AND FUNCTIONS

LEGISLATION IMPACTING ON THE POWERS & FUNCTIONS OF THE ADM

1.0 THE CONSTITUTION

1.1 OBJECTS OF LOCAL GOVERNMENT

Section 152 of the Constitution deals with the objectives of local government. It indicates that the objectives of local government are:

- i) Provide democratic and accountable government to local communities;
- ii) To ensure the provision of service to communities in a sustainable manner;
- iii) To promote social and economic development;
- iv) To promote a safe and healthy environment; and
- v) To encourage the involvement of communities and community organisations in the matters of local government.

Section 152 concludes by saying that a municipality must strive, within its financial and administrative capacity, to achieve these objectives.

1.2 DEVELOPMENTAL DUTIES OF MUNICIPALITIES

Section 153 indicates that a municipality must:

Structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and

Participate in national and provincial development programmes.

1.3 POWERS AND FUNCTIONS OF MUNICIPALITIES

Section 156 deals with powers and functions of a municipality. This section indicates that:

- i) A municipality has executive authority in respect of, and has the right to administer:
 - The local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and
 - Any other matter assigned to it by national or provincial legislation.
- ii) A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer;
- iii) Subject to Section 151 (4), a by-law that conflicts with national or provincial legislation is invalid.
- iv) The national and provincial governments must assign to a municipality, by agreement and subject to any conditions, the

administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government if:

- If the matter would most effectively be administered locally; and
 - The municipality has the capacity to administer it.
- v) A municipality has the right to exercise and power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.

1.4 SCHEDULE 4: FUNCTIONAL AREAS OF CONCURRENT COMPETENCE

The following is a summary of the local government matters to the extent set out in Section 155 (6)(a) and (7) as highlighted in Part B of Schedule 4:

- Air pollution;
- Building Regulations;
- Childcare facilities;
- Electricity and gas reticulation;
- Firefighting services;
- Local tourism;
- Municipal airports;
- Municipal planning;
- Municipal health services;
- Municipal public transport;
- Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under the Constitution or any other law;
- Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping matters related thereto;
- Storm water management in built-up areas;
- Trading regulations; and
- Water and sanitation services limited to potable water supply system and domestic waste-water and sewerage disposal systems.

1.5 SCHEDULE 5: FUNCTIONAL AREAS OF EXCLUSIVE PROVINCIAL COMPETENCE

The following is a summary of local government powers and functions as set out in Part B of Schedule 5:

- Beaches and amusement facilities;
- Billboards and the display of advertisements in public places;
- Cemeteries, funeral parlours and crematoria;
- Cleansing;
- Control of public nuisances;
- Control of undertakings that sell liquor to the public;
- Facilities for the accommodation, care and burial of animals;
- Fencing and fences;
- Licensing of dogs;
- Licensing and control of undertakings that sell food to the public;
- Local amenities;

- Local sports facilities;
- Markets;
- Municipal abattoirs;
- Municipal parks and recreation;
- Municipal roads;
- Noise pollution;
- Pounds;
- Public places;
- Refuse removal, refuse dumps and solid waste disposal;
- Street trading;
- Street lighting; and
- Traffic and parking.

2.0 THE MUNICIPAL SYSTEMS ACT

Chapter 5, Part 1, and Section 23 of the Municipal Systems Act, which deals with Integrated Development Plans, indicates that Municipal planning must be developmentally oriented:

- 1) A municipality must undertake developmentally-oriented planning so as to ensure that it:
 - (a) Strives to achieve the objects of local government set out in **section 152** of the Constitution;
 - (b) Gives effect to its developmental duties as required by **section 153** of the Constitution; and
 - (c) Together with other organs of state contribute to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

3.0 THE LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT

Division of Municipal Functions and Powers in Terms of Section 85(1) of the Local Government: Municipal Structures Act, 1998 (Act No.117 of 1998)

No.	Name of Municipality	The district municipality performs the following local functions defined in the Constitution in the local areas in brackets, and that the local municipalities perform the following district functions defined in the Local Government: Municipal Structures Act, (Act no. 117 of 1998) in their respective local areas:
DC25	Amajuba District Municipality	No local functions allocated to the district to perform on behalf of the local municipalities in the local area
KZ252	Newcastle Municipality	No district functions allocated to the local municipality to perform in its local area
KZ253	Utrecht Municipality	No district functions allocated to the local municipality to perform in its local area
KZ254	Dannhauser Municipality	No district functions allocated to the local municipality to perform in its local area

Source: KZN Provincial Gazette, no.6186 dated 30 June 2003

In terms of Section 84 of the Municipal Structures Act (1998), the District has the following functions and powers:

- (a) Integrated Development Planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality.
- (b) Potable water supply systems.
- (c) Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity.
- (d) Domestic waste-water and sewage disposal systems.
- (e) Solid waste disposal sites, in so far as it relates to-
 - i. The determination of a waste disposal strategy;
 - ii. The regulation of waste disposal;
 - iii. The establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.
- (f) Municipal roads which form an integral part of road transport system for the area of the district municipality as a whole.
- (g) Regulation of passenger transport services.
- (h) Municipal airports serving the area of the district municipality as a whole.
- (i) Municipal health services.
- (j) Fire fighting services serving the area of the district municipality as a whole, which includes-
 - i. Planning, co-ordination and regulation of fire services;
 - ii. Specialised fire fighting services such as mountain, veld and chemical fire services;
 - iii. Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures;
 - iv. Training of fire officers.
- (k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.
- (l) The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.
- (m) Promotion of local tourism for the area of the district municipality.
- (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.
- (o) The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.

- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

4.0 ENVIRONMENTAL MANAGEMENT ISSUES

4.1 THE CONSTITUTION

Section 24 of the Constitution deals with environmental issue and indicates that everyone has the right:

- i) To and environment that is not harmful to their health or well-being; and
- ii) To have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:
 - Prevent pollution and ecological degradation;
 - Promote conservation; and
 - Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

4.2 THE NATIONAL HEALTH ACT (61 OF 2003)

Section 32 (1) of the Act indicates that every metropolitan and district municipality must ensure that appropriate municipal health services are effectively and equitably provided in their respective areas.

Section 32 (2) indicates that the relevant member of the Executive Council must assign such health services to a municipality in his/ her province as are contemplated in Section 156 (4) of the Constitution.

Section 32 (3) indicates that an agreement contemplated in Section 156 (4) of the Constitution is known as a service level agreement and must provide for:

- The services to be rendered by the municipality;
- The resources that the relevant member of the Executive Council must make available;
- Performance standards which must be used to monitor services rendered in the municipality; and
- Conditions under which the agreement may be terminated.

Section 34 indicates that until a service level agreement contemplated in Section 32 (3) is concluded, municipalities must continue to provide, within the resources available to them, the health services that they were providing in the year before the Act took effect.

4.3 THE KWAZULU-NATAL HEALTH ACT (4 OF 2000)

In terms of Section 68 (1) of the Act, the Minister may, to realize the intent of Section 24 (a) of the Constitution, make regulations to determine provincial environmental health standards and the scope of authority,

responsibilities and procedures for environmental health officers.

4.4 ENVIRONMENTAL HEALTH PROFESSIONALS (EHP)

Environmental health is a statutory function. Apart from the appointment of an environmental health professional (EHP) in terms of the Health Act 1977 (Act 63 of 1977), and his conduct in terms of regulations attached thereto, a variety of other statutes require the services of EHP's for their execution in part or as a whole. These include:

- Foodstuffs, Cosmetics and Disinfectants Act 1972 (Act 54 of 1972) and amendments
- Occupational Health and Safety Act 1993 (Act 85 of 1993) and amendments
- Atmospheric Pollution Prevention Act 1965 (Act 45 of 1965) and amendments
- National Building Regulations & Building Standards Act 1977 (Act 103 of 1977) and amendments
- Tobacco Products Control Act 1993 (Act 83 of 1993) and amendments
- Businesses Act 1991 (Act 71 of 1991) and amendments
- Meat Safety Act 2000 (Act 40 of 2000) and amendments
- Abattoir Hygiene Act 1992 (Act 121 of 1992) and amendments
- Cemeteries and Crematoria Act (KZN)
- Municipal By-Laws (various)

K3: PROJECTS PER SECTOR PLAN

IDP PROJECTS IDENTIFIED IN THE AMAJUBA SECTOR PLANS

SECTOR PLAN NAME: Amajuba Agricultural Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Bio Diesel Processing / Soya Production	SIYANDA	District Wide	350 000 000
6	Dairy Processing Plant & Production Parlors	NYIKA Resources	District Wide	900 000 000
4	Irrigation	Buffalo Flats Farmer Development	Dannhauser/Utrecht	180 000 000
2	Tomato Production / Processing Plant/ Dried Tomato for Export	Amajuba Tomato Project	District Wide	20 000 000
3	Aqua Culture	Amajuba Aqua Culture Project	District Wide	240 000 000
9	30 000 Bird Poultry Units	Amajuba Poultry Projects	District Wide	7 000 000
8	300 sow unit Piggery	Amajuba Piggery Project	District Wide	15 000 000
7	1200 Beast Feedlot	Amajuba Feedlot Project	District Wide	6 000 000
10	Development of Herb Production	Amajuba Herb Project	District Wide	3 000 000
11	Development of new Crops as Identified in the Agric Plan	Amajuba New Crop Project	District Wide	10 000 000
5	Emerging Farmer Development Horn River Dam / Irrigation Project	Horn River Project	Newcastle	200 000 000
Total				1 931 000 000

SECTOR PLAN NAME: Amajuba Local Economic Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Small Enterprise Development Agency	Amajuba Small Enterprise Development Agency	District Wide	6 000 000
2	Regional Development Agency	Amajuba Regional Development Agency (ARDA)	District Wide	12 000 000
2	ARDA Implementation Plan	ARDA	District Wide	600 000
2	Manufacturing Development Plan	Amajuba Manufacturing Development Plan	District Wide	350 000
3	Dried Tomato Production & Processing Feasibility Study	Amajuba Tomato Project	District Wide	350 000
4	Regional Market Feasibility Study	Amajuba Regional Market	District Wide	380 000
5	Regional Market Implementation	Amajuba Regional Market	District Wide	20 000 000
1	Co Funding for LED Grants (Gijima & DBSA)	Amajuba Sector Plans	District Wide	800 000
1	Led Facilitation & Project Support (Co Funding Implementation of Gijima & Other)	Amajuba LED Facilitation & Support	District Wide	5 000 000
Total				45 480 000

SECTOR PLAN NAME: Amajuba Tourism Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Tourism Route Development	Amajuba Route	District Wide	150 000 (complete)
2	Detailed Battlefields Development Plan	Amajuba Battlefields Development Plan	District Wide	150 000 (complete)
3	Tourism Signage Development Plan	Amajuba Tourism Signage Development Plan	District Wide	150 000 (complete)
4	Marketing	Amajuba Tourism Marketing	District Wide	300 000
5	Kiosk Development	Amajuba Tourism Kiosk / information stations	District Wide Nobiouring districts	500 000
6	Precent Development (infrastructure)	Newcastle Precent Development	Newcastle	4 000 000
Total				5 250 000

SECTOR PLAN NAME: Amajuba Battlefields Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Battlefields Development	Upgrade Schuinshoogte Battlefield	Newcastle	50 000
2	Battlefields Development	Upgrade Amajuba Hill Battlefield	Newcastle	270 000
3	Battlefields Development	Upgrade Fort Amiel and Cemetery	Newcastle	240 000
4	Battlefields Development	Upgrade O'Niels Cottage	Newcastle	1 200 000
5	Battlefields Development	Upgrade Bothas Pass (viewpoint)	Newcastle	30 000
6	Battlefields Development	Upgrade Langs Nek Battlefield	Newcastle	990 000
7	Battlefields Development	Upgrade Mount Prospect Cemetery	Newcastle	1 415 000
8	Battlefields Development	Upgrade Newcastle Armoury	Newcastle	130 000
Total				4 325 000

SECTOR PLAN NAME: Amajuba Tourism Signage Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Management	Tourism Signage Management	District Wide	102 150
2	Marketing	Development of Maps and Brochures	District Wide	200 000
3	Signage	Signage Implementation	District Wide	62 700
4	Signage	Route Signage	District Wide	860 165
5	Support	Technical support	District Wide	22 800
Total				1 247 815

SECTOR PLAN NAME: PUBLIC TRANSPORT PLAN				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST
A ²¹	State of Readiness	Workshop with TAXI operators	ADM	R40, 000.00
A	State of Readiness	Workshop with BUS operators	ADM	R40, 000.00
A	State of Readiness	Section 78 Assessment	ADM	R500, 000.00
B ²²	Facility	Top Rank (New)	Newcastle	R2,000 000.00
B	Facility	Dannhauser BUS Rank	Dannhauser	R2,500 000.00
B	Facility	9 Mile Rank	Newcastle	R1,500 000.00
C ²³	Facility	Madadeni Section 4&5 New Rank	Newcastle	R1,000 000.00
B	Facility	Moyomuhle Rank	Newcastle	R1,500 000.00
C	Facility	Madadeni Section 7 New Rank	Newcastle	R1,000 000.00
C	Facility	Dannhauser TAXI Rank	Newcastle	R750,000.00
A	Road	P 272	Dannhauser	R10 000 000.00
A	Road/Bridge	Madadeni Bridge Link	Newcastle	R20,000 000.00
B	Road	9 Mile to Kilbargan	Newcastle	R15,000 000.00
A	Road	Utrecht to Wakkerstroom	Utrecht	R60,000 000.00
A	Planning	Public Transport Corridor study 1: P02	Newcastle	R 300 000.00

²¹ Projects to be implemented within the next 3 years.

²² Projects to be implemented between 3 to 5 years.

²³ Projects to be implemented after 5 years.

SECTOR PLAN NAME: PUBLIC TRANSPORT PLAN				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST
A	Planning	Public Transport Corridor study 2: P05&06	Newcastle to Utrecht via MR 483	R 500 000.00
A	Planning	Public Transport Corridor study 3: 84	Newcastle & Dannhauser	R 300 000.00
A	Planning	Public Transport Corridor study 4: 55	Dannhauser	R 300 000.00
A	Planning	Public Transport Corridor study 5: T02	Dannhauser	R 300 000.00

SECTOR PLAN NAME: CEMETERY PLAN				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST
	Facility	Ngagane Cemetery	Newcastle	
	Facility	Charlestown Cemetery	Newcastle	
	Facility	Ingogo Cemetery	Newcastle	
	Facility	Hilltop Cemetery	Dannhauser	
	Facility	Kliprand Cemetery	Dannhauser	
	Facility	Fairbreeze Cemetery	Dannhauser	
	Facility	Amantungwa Cemetery	Utrecht	
	Facility	Mabaso Cemetery	Utrecht	
	Facility	Kingsley Cemetery	Utrecht	
	Facility	Ndlamlenze Cemetery	Utrecht	
	Facility	Shabalala Cemetery	Utrecht	

SECTOR PLAN NAME: Extended Public Works Programme					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST-Estimated
1	Gavin Farm	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
2	Gavin Farm	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
3	Gavin Farm	Roads EPWP	Gavin farm culvert Rd No. 2	Dannhauser LM	R 20 000.00
4	Gavin Farm	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
5	Gavin Farm	Roads EPWP	Gavin farm Bridge Rd No. 3	Dannhauser LM	R 40 000.00
6	Dundee drive in	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
7	Dundee drive in	Roads EPWP	Dundee drive in bridge Rd No 3	Dannhauser LM	R 40 000.00
8	Cadwell	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
9	Cadwell	Roads EPWP	Cadwell culvert Rd No. 1	Dannhauser LM	R 20 000.00
10	Bonga Bisyo	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
11	Klipproet	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
12	Klipproet	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
13	Klipproet	Roads EPWP	Klipproet bridge Rd No. 2	Dannhauser LM	R 40 000.00
14	Klipproet	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
15	Klipproet	Roads EPWP	Klipproet bridge Rd No. 3	Dannhauser LM	R 40 000.00
16	Sleeve Donald	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
17	Sleeve Donald	Roads EPWP	Sleeve donald bridge Rd No. 3	Dannhauser LM	R 40 000.00
18	Sleeve Donald	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
19	Sleeve Donald	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
20	Sleeve Donald	Roads EPWP	Grading Rd No. 4	Dannhauser LM	R 2800.00
21	Millford	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
22	Millford	Roads EPWP	Millford bridge Rd No. 1	Dannhauser LM	R 40 000.00
23	Lydybank	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
24	Lydybank	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
25	Moy Farm	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00

SECTOR PLAN NAME: Extended Public Works Programme					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST-Estimated
26	Moy Farm	Roads EPWP	Moy Farm bridge Rd No. 1	Dannhauser LM	R 40 000.00
27	Moy Farm	Roads EPWP	Moy Farm culvert Rd No. 1	Dannhauser LM	R 20 000.00
28	Moy Farm	Roads EPWP	Moy Farm culvert Rd No. 1	Dannhauser LM	R 20 000.00
29	Moy Farm	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
30	Moy Farm	Roads EPWP	Moy Farm culvert Rd No. 2	Dannhauser LM	R 20 000.00
31	Moy Farm	Roads EPWP	Moy Farm culvert Rd No. 2	Dannhauser LM	R 20 000.00
32	Jessie	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
33	Jessie	Roads EPWP	Jessie culvert Rd No. 1	Dannhauser LM	R 20 000.00
34	Jessie	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
35	Jessie	Roads EPWP	Jessie culvert Rd No. 2	Dannhauser LM	R 20 000.00
36	Jessie	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
37	Jessie	Roads EPWP	Jessie culvert Rd No. 3	Dannhauser LM	R 20 000.00
38	Rutland	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
39	Rutland	Roads EPWP	Rutland culvert Rd No. 1	Dannhauser LM	R 20 000.00
40	Rutland	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
41	Rutland	Roads EPWP	Rutland culvert (x 4) Rd No. 2	Dannhauser LM	R 80 000.00
42	Rutland	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
43	Rutland	Roads EPWP	Rutland culvert (x 3) Rd No. 3	Dannhauser LM	R 60 000.00
44	Emfundweni	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
45	Emfundweni	Roads EPWP	Emfundweni Bridge Rd No. 1	Dannhauser LM	R 40 000.00
46	Flint	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
47	Flint	Roads EPWP	Flint culvert Rd No. 2	Dannhauser LM	R 20 000.00
48	Annville	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
49	Annville	Roads EPWP	Annville Bridge (x2) Rd No. 1	Dannhauser LM	R 80 000.00
50	Annville	Roads EPWP	Annville culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00

SECTOR PLAN NAME: Extended Public Works Programme					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST-Estimated
51	Nelliville	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
52	Nelliville	Roads EPWP	Nelliville culvert (x2) Rd No. 2	Dannhauser LM	R 40 000.00
53	Nkosibovu	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
54	Nkosibovu	Roads EPWP	Nkosibovu culvert (x2) Rd No. 3	Dannhauser LM	R 40 000.00
55	Springbok laagte	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
56	Springbok laagte	Roads EPWP	Springbok laagte culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00
57	Greenock	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
58	Greenock	Roads EPWP	Greenock culvert Rd No. 2	Dannhauser LM	R 20 000.00
59	Greenock	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
60	Greenock	Roads EPWP	Greenock culvert Rd No. 3	Dannhauser LM	R 20 000.00
61	Uitsig	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
62	Uitsig	Roads EPWP	Uitsig culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00
63	Blackbank	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
64	Blackbank	Roads EPWP	Blackbank culvert (x2) Rd No. 2	Dannhauser LM	R 40 000.00
65	Fairbreeze	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
66	Fairbreeze	Roads EPWP	Fairbreeze culvert (x2) Rd No. 3	Dannhauser LM	R 40 000.00
67	Grootgeluck	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
68	Grootgeluck	Roads EPWP	Grootgeluck bridge Rd No. 1	Dannhauser LM	R 40 000.00
69	Grootgeluck	Roads EPWP	Grootgeluck culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00
70	Kheshe	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
71	Kheshe	Roads EPWP	Kheshe bridge Rd No. 2	Dannhauser LM	R 40 000.00
72	Kheshe	Roads EPWP	Kheshe culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00
73	Uitkyk	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
74	Uitkyk	Roads EPWP	Uitkyk culvert (x2) Rd No. 3	Dannhauser LM	R 40 000.00

SECTOR PLAN NAME: Extended Public Works Plan (EPWP)					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST- Estimated
1	Lesley	Roads EPWP	Grading Rd No. 1	Newcastle LM	R 2800.00
2	Lesley	Roads EPWP	Lesley culvert Rd No. 1	Newcastle LM	R 20 000.00
3	Hlololwazi	Roads EPWP	Grading Rd No. 2	Newcastle LM	R 2800.00
4	Hlololwazi	Roads EPWP	Hlololwazi culvert Rd No. 1	Newcastle LM	R 20 000.00
5	Mdozo	Roads EPWP	Grading Rd No. 3	Newcastle LM	R 2800.00
6	Mdozo	Roads EPWP	Mdozo culvert Rd No. 1	Newcastle LM	R 20 000.00
7	Jackals farm	Roads EPWP	Grading Rd No. 1	Newcastle LM	R 2800.00
8	Jackals farm	Roads EPWP	Lesley culvert (x4) Rd No. 1	Newcastle LM	R 80 000.00
9	Johnston farm	Roads EPWP	Grading Rd No. 2	Newcastle LM	R 2800.00
10	Johnston farm	Roads EPWP	Johnston farm culvert Rd No. 2	Newcastle LM	R 20 000.00
11	Johnston farm	Roads EPWP	Grading Rd No. 3	Newcastle LM	R 2800.00
12	Johnston farm	Roads EPWP	Johnston farm culvert Rd No. 3	Newcastle LM	R 20 000.00
13	Thego	Roads EPWP	Grading Rd No. 1	Dannhauzer LM	R2800.00
14	Thego	Roads EPWP	Thego culvert Rd No. 1	Newcastle LM	R 20 000.00
15	Emahalizhomeni	Roads EPWP	Grading Rd No. 2	Dannhauzer LM	R2800.00
16	Emahalizhomeni	Roads EPWP	Emahalizhomeni culvert Rd No. 2	Newcastle LM	R 20 000.00
17	AME church rd	Roads EPWP	Grading Rd No. 3	Newcastle LM	R 2800.00
18	AME church rd	Roads EPWP	AME church rd culvert Rd No. 3	Newcastle LM	R 20 000.00
19	9-Mile	Roads EPWP	Grading Rd No. 1	Dannhauzer LM	R2800.00
20	9-Mile	Roads EPWP	9-Mile bridge Rd No. 1	Dannhauzer LM	R 40 000.00
21	9-Mile	Roads EPWP	Grading Rd No. 2	Dannhauzer LM	R 2800.00
22	9-Mile	Roads EPWP	9-Mile culvert Rd No. 2	Dannhauzer LM	R 20 000.00
23	9-Mile	Roads EPWP	Grading Rd No. 3	Dannhauzer LM	R 2800.00
24	Shabalala-Masondezi	Roads EPWP	Grading Rd No. 1	Dannhauzer LM	R 2800.00
25	Nondela-Soul City	Roads EPWP	Grading Rd No. 2	Dannhauzer LM	R 2800.00
26	Riversmith-Soul City	Roads EPWP	Grading Rd No. 3	Dannhauzer LM	R 2800.00

SECTOR PLAN NAME: Extended Public Works Plan (EPWP)					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST- Estimated
27	Riversmith-Soul City	Roads EPWP	Riversmith culvert Rd No. 3	Dannhauzer LM	R 20 000.00

ESDP PROJECTS**2007/2008**

LOCAL MUNIC	PROJECT NAME	NO. OF CONNECTIONS	COST PER CONNECTION	TOTAL PROJECT COSTS
NEWCASTLE	MADADENI D	193	R 4,179.00	R 806,547.00
NEWCASTLE	OSIZWENI D & E	911	R 4,817.00	R 4,388,371.00
NEWCASTLE	CHARLESTOWN	300	R 2,412.00	R 723,580.00
NEWCASTLE	MADADENI K	1,400	R 2,029.00	R 2,840,350.00
NEWCASTLE	DRYCOT	406	R 2,532.00	R 1,027,963.00
NEWCASTLE	JACKALSPAN	608	R 2,748.00	R 1,670,536.00
NEWCASTLE	BOSWITH	310	R 2,554.00	R 791,766.00
NEWCASTLE	FAIRVIEW	308	R 4,435.00	R 1,365,980.00
SUBTOTAL		6,039		R 16,665,568.00
UTRECHT	EMXHAKENI	502	R 3,081.00	R 1,546,851.00
SUBTOTAL		502		R 1,546,851.00
DANNHAUSER	MAFAHLAWANA	165	R 4,136.00	R 682,392.00
DANNHAUSER	SPRINGBOKE	120	R 7,263.00	R 871,508.00
DANNHAUSER	ALCORKSPRUIT	476	R 4,352.00	R 2,071,552.00
SUBTOTAL		761		R 3,625,452.00
TOTAL				R 21,837,871.00

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
COMMITTED PROJECTS (projects in process)				
1	Water	Ngagane Bulk Water Supply Scheme Phase 4: Including Karachi Ironsides Brae Uitzicht Shepstone Lake Kaalvlakte Cloneen Drangaan Vaalbank	Dannhauser	R 14 355 891
2	Water	Ngagane 1 (Ngagane Phase 2B Water Retic): Including Clare Naas Springboklaagte Surrey Spookmill Kent Donker	Dannhauser	R 13 340 623

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
3	Sanitation	Naas / Surrey Sanitation: Including	Dannhauser	R 2 407 202
		Naas (500 VIPs)		
		Surrey (74 VIPs)		
		Donker (110 VIPs)		
		Springbok (1 220 VIPs)		
		Spookmill (42 VIPs)		
		Kent (20 VIPs)		
4	Sanitation	Inverness Household Sanitation: Including	Dannhauser	R 7 521 600
		Inverness (1 154 VIPs)		
		Clare (60 VIPs)		
		Birkenstock (500 VIPs)		
		Kaalvlakte (36 VIPs)		
		Grootgeluk (580 VIPs)		
		Nkanini/Milliebult (200 VIPs)		
		Eastbourne (504 VIPs)		
5	Water	Amajuba Rudimentary: Including		R 2 723 760
		Streetfontain	Wakkerstroom	
		New Boreholes	Newcastle	
		New Boreholes	Utrecht	
		New Boreholes	Dannhauser	

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
6	Water	Alcockspruit Reticulation: Including	Dannhauser	R 1 925 139
		Alcockspruit		
		Bosworth		
7	Water	Amajuba Small Schemes: Including		R 3 965 087
		Blaaubosch Cavan Johnstown	Newcastle	
		Steildrift	Dannhauser	
		Fairbreeze A	Dannhauser	
		Fairbreeze B	Dannhauser	
		Fairbreeze C	Dannhauser	
		Amantungwa	Utrecht	
		Tanker Services	tbd	
		Yenzanawe (Jakkalspan)	Newcastle	
		Riversmeet	Newcastle	
		Witteklip	Newcastle	
		Fairview	Dannhauser	
		Ubuhlebomzinyathi	tbd	
		Groenvlei	Utrecht	
		Zaaihoek	Utrecht	
		Eastbourne farm ext.	Dannhauser	

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
		Verdriet	Dannhauser	
		Normandien	Newcastle	
		Inkululeko Yomphakathi	tbd	
		Milford Eskom Scheme	Dannhauser	
		Fairleigh	tbd	
		Majorisu Hall Connection	Newcastle	
		Annandale	Dannhauser	
		Emfundweni	tbd	
		Mabaso - Production Borehole	Utrecht	
		Mbatha - Production Borehole	Utrecht	
		Nzima - Production Borehole	Utrecht	
		Shabalala - Production Borehole	Utrecht	
8	Water	Amajuba Drought Relief: Including		R 2 500 000
		<u>Provision for Schools</u>	Utrecht	R 248 088
		Utrecht Schools		
		Ngcaka School		
		Protes School		
		Sibabe School		
		Gelykwater School		
		Lembe School		
		Waterval School		
		<u>Dannhauser Schools</u>	Dannhauser	R 415 716

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
9	Sanitation	Clinic Sanitation which clinics to be determined		R 878 500
10	Water	Utrecht Storage Dam (Rehabilitation)	Utrecht	R 1 300 000
Buffalo Flats Bulk and Retic				
11	Water	Buffalo Flats BULK, including: Phase 1: Kilkeel to Blackbank Blackbank / Ngagane Bulk ring Springboklaagte / Cupar South Western South Eastern Ngagane Bulk / Annandale link)	Dannhauser	R 136 449 919 R 45 987 368
12	Water	Reticulation (can be linked off existing Ngagane Bulk): Including Alleen 1 Alleen 2 Annieville Poona Jessie Nellie Valley Vlaklaagte	Dannhauser	R 17 699 355

PROJECTS EMANATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
13	Water	Reticulation (can be linked off Kilkeel/Blackbank Bulk): Including Blackbank Fairbreeze (additional) Kilkeel Uitkyk	Dannhauser	R 33 931 157
14	Water	Reticulation (link off Springboklaagte / Cupar Bulk): Including Greenock Bluff (Banff) Clifton Cupar Newport	Dannhauser	R 5 602 663
15	Water	Reticulation (link off South Eastern Bulk): Including Patricia Hill Moy Thirst Village Ennis Rutland Flint Emasimini 1 Emasimini 2 Ladybank Perth 1 Perth 2	Dannhauser	R 18 796 895

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
		The Curragh		
		Dorset		
		Devon 1		
		Devon 2		
		Chester		
		Wilts		
		Milford		
		Clones		
		Cork		
		Uitkyk 2		
		Nyanyadu		
		Mullingar		
		Westport		
16	Water	Reticulation (link off South Western Bulk): Including	Dannhauser	R 12 137 943
		Mourne		
		Hilltop		
		Goudine		
		Verdriet		
		Strijbank		
		Mount Johanna 1		
		Mount Johanna 2		
		Kempshoek		
		Slieve Donald		

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
17	Water	Reticulation (link off Ngagane Bulk / Annandale link): Including Annandale 2 Rooiport Doornsluiten Diepsluiten	Dannhauser	R 2 144 538
18	Water	Amantungwa Bulk Services Business Plan	Utrecht	R 150 000
Amajuba Household Sanitation				
19	Sanitation	Phase 1 (areas in the process of being supplied with water): Including Fairbreeze Alcockspruit/Kopje Karachi Ironsides Brae Uitzicht Shepstone Lake Cloneen Drangaan Vaalbank	Utrecht	R 2 010 000 R 1 800 000 R 1 560 000 R 450 000 R 420 000 R 429 000 R 1 140 000 R 405 000 R 1 440 000

PROJECTS EMANATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
20	Sanitation	Phase 2 (areas that can be supplied with water off existing Ngagane Bulk): Including	Utrecht	
		Alleen 1		R 1 140 000
		Alleen 2		R 690 000
		Annieville		R 9 000 000
		Poona		R 66 000
		Jessie		R 330 000
		Nellie Valley		R 1 200 000
		Vlaklaagte		R 939 000
21	Sanitation	Phase 3 (areas that can be supplied with water off Kilkeel/Blackbank bulk): Including	Utrecht	
		Blackbank		R 5 400 000
		Kilkeel		R 6 000 000
		Uitkyk		R 204 000
22	Sanitation	Phase 4 (areas that can be supplied with water off Springboklaagte/Cupar bulk): Including	Utrecht	
		Greenock		R 330 000
		Bluff (Banff)		R 540 000
		Clifton		R 360 000
		Cupar		R 375 000
		Newport		R 90 000

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
23	Sanitation	Phase 5 (areas that can be supplied with water off South Eastern Bulk): Including	Utrecht	
		Patricia Hill (Peech		R 873 000
		Moy		R 345 000
		Thirst Village		R 1 170 000
		Ennis		R 9 000
		Rutland		R 1 800 000
		Flint		R 1 170 000
		Ladybank		R 930 000
		Perth 1		R 132 000
		Perth 2		R 660 000
		The Curragh		R 642 000
		Dorset		R 450 000
		Devon 1		R 33 000
		Devon 2		R 105 000
		Chester		R 93 000
		Wilts		R 216 000
		Milford		R 369 000
		Clones		R 660 000
		Cork		R 129 000
		Uitkyk 2		R 156 000
		Mullinger		R 177 000
		Westport		R 72 000

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
24	Sanitation	Phase 6 (areas that can be supplied with water off South Western Bulk): Including	Utrecht	
		Mourne		R 192 000
		Hilltop		R 750 000
		Goudine		R 735 000
		Verdriet		R 2 670 000
		Mount Johanna 1		R 138 000
		Mount Johanna 2		R 288 000
		Kempshoek		R 63 000
		Slieve Donald		R 327 000
25	Sanitation	Phase 7 (areas that can be supplied with water off Ngagane Bulk / Annandale link): Including	Utrecht	
		Annandale (1)		R 630 000
		Annandale (2)		R 450 000
		Rooiport		R 108 000
		Diepsluiten		R 111 000
26	Sanitation	Phase 8 (outlying areas): Including	Utrecht	
		Bismark		R 48 000
		Gretna		R 66 000
		Kliprose		R 90 000
		Mhlaba		R 450 000
		Mossdale		R 93 000
		Rhena		R 75 000
		Trimkork		R 1 530 000

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
IMMINENT PROJECTS (funding to be allocated)				
27	Water	Yard Connection Pilot Project: Including Shepstone Lake Fairbreeze		R 991 858
28	Water	Supply a basic water service to Impophoma (Bulk and Retic)	Utrecht	R 1 565 797
29	Water	Supply a basic water service to Wit Umfolozi (Bulk and Retic)	Utrecht	R 1 607 186
30	Sanitation	Impophoma sanitation	Utrecht	R 285 000
31	Sanitation	Wit Umfolozi sanitation	Utrecht	R 420 000
32	Water	Replace old AC Pipes in Utrecht, Goedehoop, Bendsdorp	Utrecht	R 500 000

PROJECTS EMANATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PRIORITIZED PROJECTS (funding to be allocated)				
33	Water	Amantungwa Bulk through Ngagane WPP / Utrecht WPP regionalization project (by utilizing the existing Witteklip P/S and pump line to provide purified water to Utrecht)	Utrecht	R 19 421 289
		Design		
		Link the Buffalo Flats bulk pipeline with the existing Witteklip P/S		
		Provide a reservoir at existing Witteklip P/S		
		Provision to convert Witteklip P/S and Utrecht WPP		
		Provision for dual line up to Amantungwa (raw water supply)		
34	Water	Amantungwa Reticulation: Including	Utrecht	R 7 539 740
		Magdalele/Ezimbuthu		
		Sandspruit		
		Berouw		
		Vaalbank		
35	Water	Supply a basic water service to Groenvlei: Including	Utrecht	R 8 275 608
		Bulk		
		Groenvlei reticulation		
		Shabalala reticulation		
36	Water	Provide water to 523 lots at Kingsley: Including	Utrecht	R 4 184 000
		Bulk		
		Kingsley		

PROJECTS EMANATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
37	Water	Provision of water at Nkosi Maboso: Including Bulk Mabaso	Utrecht	R 4 618 384
38	Sanitation	Provision of sanitation to 523 lots at Kingsley	Utrecht	R 3 138 000
39	Water & Sa	Goedehoop Ext Water & Sanitation	Utrecht	tbd
40	Water & Sa	Emalahleni Water & Sanitation (30 lots)	Utrecht	tbd
41	Sanitation	Install a sewerage network for Bensdorp	Utrecht	R 6 846 246
42	Water	Create pressure zones in Utrecht Town	Utrecht	tbd
43	Water	Provision of Water to Farmland / Labour Tenants: Including Willachie Farm Strydfontein Prischwaagd Endwakazana Ballespruit Gumba Grove Odoland/Enkulukweni Magdalela/Ezumbuthu Doornkop Mange Rooival Boshvlei Novembersdrift Magdalane Groethoek etc	Utrecht	R 6 924 924

PROJECTS EMANATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
OTHER WSDP PROJECTS				
44	Water	Provision of water to Nzima (Bulk and Retic)	Utrecht	R 5 144 063
45	Water	Provision to upgrade supply: Doringberg	Utrecht	R 75 097
46	Water	Provision to upgrade supply: Blue Mountain	Utrecht	R 84 963
47	Water	Provision to upgrade supply: Blood River	Utrecht	R 75 097
48	Water	Provision of water to Mbatha	Utrecht	R 1 699 251
49	Sanitation	Amangthungwa Sanitation	Utrecht	R 3 012 000
50	Sanitation	Bloodriver Sanitation	Utrecht	R 30 000
51	Sanitation	Blue Mountain Sanitation	Utrecht	R 240 000
52	Sanitation	Doringberg Sanitation	Utrecht	R 30 000
53	Sanitation	Mabaso Sanitation	Utrecht	R 900 000
54	Sanitation	Mbatha Sanitation	Utrecht	R 1 200 000
55	Sanitation	Nzima Sanitation	Utrecht	R 1 110 000
57	Sanitation	Shabalala/Groenvlei Sanitation	Utrecht	R 2 115 000
58	Sanitation	Provision to supply sanitation to rural schools: Including		R 3 941 140
		Utrecht	Utrecht	
		Dannhauser	Utrecht	
59	Water	Repair Durnacol raw water supply from Ntsingwayo	Dannhauser	R 6 561 900
60	Water	Alcockspruit Reservoir	Dannhauser	R 1 052 049
61	Water	Upgrade water provision in Alockspruit	Dannhauser	R 2 608 377
62	Water	Provision to Rehabilitate Hattingspruit Water Supply	Dannhauser	R 147 842

SPORTS SECTOR PLAN

	Source	Multi-Term Funding						TOTAL
		BSR	2010	Provincial Treasury				
		2003 - 6	2005/6	2006/7	2007/8	2008/9	Additional ?	
Regional Facilities								
Newcastle								
	Madadeni College Stadium							
	Phase 1	-	-	280 000	6 500 000	3 700 000		10 480 000
	Phase 2					4 300 000	-	4 300 000
	Phase 3 ?						5 200 000	5 200 000
	Newcastle Sports Academy (Ex Casino)							
	Phase 1 (upgrade)					1 000 000		1 000 000
	Phase 2 ?						14 800 000	14 800 000
Sports Grounds								
Newcastle								
	Clemont							
	Construction	1 000 000						1 000 000
	Upgrades		880 000	-				880 000
	Osizweni Stadium							
	Upgrades		700 000					700 000
	Athletic Track			1 440 000				1 440 000
	Phelindaba : Seating & ablutions					150 000		150 000
	Arbor Park : Seating					100 000		100 000
	Resurface Tennis Court					100 000		100 000
	Paradise : Resurface Tennis Courts					100 000		100 000
	Floodlights							
	Ablutions					50 000		50 000
	Fernwood : Seating					100 000		100 000
	Ablutions					50 000		50 000
	Fairleigh : Ablutions					50 000		50 000
Dannhauser								
	Kwamdakane							
	Construction	1 500 000						1 500 000
	Athletic Track							
	Kwamdakane rural sports center							
	Indoor sports /multi purpose			700 000				
	Emafuseni							
	Upgrade:seating -lighting			880 000				
	Durnacol							
	rugby/cricket Field			1 200 000				
	Dannhauser							

	Source	Multi-Term Funding						TOTAL
		BSR	2010	Provincial Treasury				
		2003 - 6	2005/6	2006/7	2007/8	2008/9	Additional ?	
	Cricket/seating /public amenities			700 000				
Verdriet -ward 1	Soccer field and seating			400 000				
Milford ward 4	Soccer field and seating			400 000				
Mossdale ward 1	Soccer field and seating			400 000				
Alcockspruit	Soccer field and seating			400 000				
Utrecht								-
Berouw	Construction	1 500 000						1 500 000
	Athletic Track	-		1 440 000				1 440 000
Groenvlei	Construction of a sportsfield			75 000				
Kingsley	Construction of a sportsfield			75 000				
Nzima	Construction of a sportsfield			75 000				
Mabaso	Construction of a sportsfield			75 000				
Blue Mountain	Construction of a sportsfield			75 000				
Wit Umflozi	Construction of a sportsfield			75 000				
Impophoma	Construction of a sportsfield			75 000				
Esidakeni	Construction of a sportsfield			75 000				
Inkululeko Yomphakathi	Construction of a sportsfield			75 000				
Enzimane	Construction of a sportsfield			75 000				75 000
Vaalbank	Construction of a sportsfield			75 000				
Utrecht town	Construction of a sportsfield			1 500 000				1 500 000
		4 000 000	1 580 000	10565000	7 200 000	9 000 000	20 000 000	52 345 000

Mi2 : Municipal Infrastructure Implementation (MI2) Plan			
ASSIGNMENT	DESCRIPTION	RESP DEPT	EST AMT
WATER / AGRI			
*	WSP Sec 78 review		
	Sec 78 Assessment	Eng	60 000
*	Coordination		
	1 Domestic / Irrigation / Balance / Impoundment		
	2 Spatial Framework	LED	300 000
	3 Services Provision Strategies		
	Customer Increase		
	Raw Water		
	Household pilot		
	O&M Cost reduction		
1	Domestic		
	1 Bulk		
	Emadlangeni DWAF BP	Eng	60 000
	Dannhasuer / Biggarsberg DWAF BP	Eng	180 000
	2 Retic		
	Orthophotos	Plan.	580 000
	MIG BPs	Eng	120 000
	WSDP Review / housing strategies	Eng	120 000
	3 Sanitation		
	Review + MIG BPs	Eng	120 000
2	Irrigation		
	Gijima 'in-cash' contribution	Eng	240 000
3	Water Balance		
	Conservation and Demand Management	Eng	-
4	Internal Strategic Perspective		
	Impoundment / Dams	Eng	180 000
POWER / MINING			
*	Coordination		
	Eskom Cooperation Agreement		
	Transaction Advisor - Amajuba	LED	600 000
	Spatial Framework		
	Information & IT		
	Power Station Business Plan		
	Mining Business Plan		
*	Transaction Advisor		
	Institutional Structure	LED	180 000
	Demand / Acquisition Management Support		
1	Power Station Operator / Investor	LED	R 6bn
2	Mining Operator / Investor	LED	R 24bn
TRANSPORT			
1	Transport Appraisal		
	Dependant Assessment for proposed development	LED	400 000
	Infrastructure and Services Review		
	Infrastructure and Services Development needs Assessment		

2 Vendorised Transport Model Development vendorised transpoort model	LED	
		3 140 000

K4: PROJECTS IDENTIFIED BY COMMUNITY MEMBERS²⁴

The following projects have been collated from project application forms submitted by community members.

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1	LED AND POVERTY ALLEVIATION				
1.1	Asizakhe Development Agency-Block Making	Newcastle		Madadeni	MR Mathebula
1.2	Asizakhe Development Agency-Agriculture	Newcastle		Madadeni	MR Mathebula
1.3	Mgundeni Trust-Siyavuna Programme	Utrecht			Inkosi ZG Mabaso
1.4	Hlonyane Broiler Club	Dannhauser	1	Normandien	P Msimanga
1.5	Horison Chickens	Newcastle		Cavan Farm	SS Mangala
1.6	Zibambeleni Piggeries	Newcastle		Cavan Farm	MP Mangala
1.7	Intibane Piggery	Newcastle	21	Madadeni	ND Gama
1.8	Thandanani Tunnel Farming x2		5	Mbabane	SP Nkosi
1.9	Sukumani Sheeps Project	Newcastle	26	Madadeni	S Xaba
1.10	Sicelimpilo Poultry	Newcastle	1	Chayindoda	ML Hadebe
1.11	Sicelimpilo Sewing	Newcastle	1	Chayindoda	ML Hadebe
1.12	Thuthuka Fashion Designs	Newcastle	21	Madadeni	D Msezane
1.13	Masibambisane Women's Club - Poultry Project	Newcastle	22	Madadeni	M Khumalo
1.14	Siyathuthuka vegetable Production	Newcastle	7	Madadeni	GP Shange
1.15	Isizwe Sivumelene Crop Production Project	Newcastle	9	Inverness	MH Gama
1.16	Hlalanyoni Brick Laying and Touch Roofing	Newcastle	6		BM Dlamini
1.17	Minenhle Poultry Farming	Newcastle		Madadeni	DE Mkhabela
1.18	Qedindlala Farmers Association	Dannhauser	9	Uitzicht Farm	M Buthelezi
1.19	Zamimpilo Farmers Association	Dannhauser	9	Mafahlawane	D Zwane
1.20	Ekuthuleni Fire Bricks Trading & Services - Bricks	Newcastle	13	Osizweni	G Thwala
1.21	Amathalente Stock Farmers - Raising of Livestock	Newcastle			S Mthembu
1.22	National African Farmers Union - Isobohla Farming	Newcastle	29	Madadeni	ME Mathabela
1.23	Nokuthula's Baking and Catering Trading	Newcastle	24	Madadeni	N Mavundla
1.24	Vukuzakhele Crop Production	Newcastle	9	Inverness	TJ Mthembu
1.25	Zib work Crop Production	Newcastle	25	Madadeni	MP Sibisi
1.26	Zib work Poultry	Newcastle	25	Madadeni	N Kubheka
1.27	Zifunele Sewing & Printing co-op	Newcastle	22	Madadeni	TL Nkosi
1.28	Insonyama Poultry & Farming	Newcastle	26	Madadeni	B Dlamini
1.29	Miracles of Soul City - Garden	Utrecht	4	Groenvlei	S Masondo
1.30	Miracles of Soul City - Poultry	Utrecht	4	Groenvlei	S Masondo
1.31	Imisebe Sewing Club	Newcastle	28	Madadeni	ME Mnguni
1.32	Amajuba Dynamic Youth-Baking Project	Newcastle	29	Madadeni	Z Nyembe
1.33	Amajuba Dynamic Youth-Sewing Project	Newcastle	29	Madadeni	Z Nyembe
1.34	Amandlamadelwa Catering	Newcastle		Osizweni	M Ngobese
1.35	Simakade Gardens	Newcastle		Madadeni	JM Khumalo
1.36	Sisonke Poultry	Newcastle	24	Madadeni	D Khumalo

²⁴ The projects contained in the table are for the projects received on the Amajuba District Municipality's project application forms on or before 13 May 2008.

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.37	Okumnandi Catering	Newcastle	21	Madadeni	B Jele
1.38	Hlanganani Community-Bricks Making Project	Newcastle	7	Manzana	J J Zwane
1.39	Ithembaletu-Cotton Production	Dannhauser	3	Mourne Farm	ST Nkala
1.40	Sizabantu Block Making	Utrecht	4	Groenvlei	TZ Hlatshwayo
1.41	Thembaletu Poultry & Gardening	Utrecht		Langspruit Farm	S Masondo
1.42	Thembaletu Poultry Enterprise Cc	Newcastle		Osizweni	SE Hlatshwayo
1.43	Bambelela Agricultural Co-op (Chicken Abattoir)	Newcastle		Newcastle LM	RM Ndlovu
1.44	Masinikane Ulwazi Bakery and Catering	Newcastle	20	Madadeni	PP Mofokeng
1.45	Imilomo Izayonke Co-op (Sewing)	Newcastle	19	Madadeni	PN Nkosi
1.46	AIU Co-op: Fish Farming	Newcastle	24	Madadeni	ML Makhafola
1.47	Thuthukani Poultry	Newcastle	14	Stafford Hill	PN Mbonane
1.48	Thuthuka Fashion Designers co-op	Newcastle	24	Madadeni	L Ndaba
1.49	Bhekumvusi Pigs Co-op	Newcastle	6	Mndozo	EJ Kunene
1.50	Kwazi Sewing, Printing & Embroidery	Newcastle	20	Madadeni	BB Zwane
1.51	Sisonke Block Making & Construction	Newcastle	9	Osizweni	NG Sokhela
1.52	Inkanyezi Women's club-Vegetable garden	Dannhauser	6	Moy Farm	
1.53	Safety Pins Fashion Designer	Newcastle		Madadeni	SF Mbatha
1.54	Moralla Garden	Newcastle		Madadeni	SF Tsotetsi
1.55	Simunye Farming	Newcastle		Madadeni	M Hlophe
1.56	Masithuthuke Sompisi Livestock	Newcastle	28	Madadeni	PEB Banda
1.57	Siqalimpilo Sewing Co-op	Newcastle	26	Madadeni	O Selepe
1.58	Simelokuhle Chicken Farming	Newcastle	23	Madadeni	Simelokuhle Dev Project
1.59	Vukasime Garden	Dannhauser	6	Poona	A Mbuyisa
1.60	Bhekisisa Vegetable Production	Dannhauser	6	Thirst	M Mkhonza
1.61	Bambanani Poultry Club	Dannhauser	9	Fairbreeze	A Gama
1.62	Manong Bakery Co-op	Newcastle	24	Madadeni	MJ Mpungose
1.63	Siqeda usizi community garden	Utrecht	1	KwaLembe	LJ Yonola
1.64	Mgundeni Board of Trustees-Community Garden	Utrecht	1	KwaMabaso	
1.65	Mbatheni School-Poultry Project	Utrecht	1		F Nzima
1.66	Nu Africa Training & Development - Bakery	Utrecht	2	Bensdorp	C Nobaza
1.67	Emakhuzeni Dev. & Training-Poultry and Garden	Utrecht	2	Bensdorp	C Nobaza
1.68	Emakhuzeni Dev. & Training-Leather wear & sewing	Utrecht	2	Bensdorp	C Nobaza
1.69	Feedlot & community garden	Utrecht	2	Umgala Mine	Clr Wright
1.70	Utrecht AIDS Council-Cattle Branding	Utrecht	2	Bensdorp	SD Olifant
1.71	Mbatha TA-Community garden & Poultry	Utrecht	3	Kingsley	Inkosi Mbatha
1.72	Mabaso TA-Poultry	Utrecht	1	Mgundeni	Inkosi Mabaso
1.73	Dorothea School-Sewing Project	Utrecht	1		Clr Masina
1.74	Miracle of Soul City-Community Garden	Utrecht	4	Groenvlei	JZ Zikhali
1.75	Siphokuhle Poultry & Gardening	Utrecht	2	Balgrey	J Zikhali
1.76	Intokozo Baking Project	Newcastle	5	Majuba Park	N Masangane
1.77	Luyanda Catering	Newcastle	17	Osizweni	T Khumalo
1.78	Siyaphila Vegetables	Dannhauser		Thirst/Emfundweni	S Thwala
1.79	Thungakahle sewing	Newcastle	22	Khwezi	M Mkhwanazi
1.80	Akwande Catering	Newcastle		Madadeni	P Radebe
1.81	Qaphelani Garden	Newcastle	10	Madadeni	S Sangweni
1.82	Sukuma Uzenzele Agriculture	Newcastle		Osizweni	TC Mazibuko

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.83	Zisize Community Dev - Gardening	Newcastle		Madadeni	JZ Kunene
1.84	Moy Farmers	Dannhauser		Moy	NE Kunene
1.85	Sinethemba Vegetable Garden	Dannhauser	5	Ntendeka	N Nsele
1.86	Amandesizwe Block making	Dannhauser	4	Milford Farm	Cllr Manyathi
1.87	Lindokuhle Poultry	Dannhauser	7		Mrs Zungu
1.88	Duma Construction-Block making	Dannhauser			M Ngobese
1.89	Ikhaya Lenkukhu Poultry	Dannhauser	8		T Vilakazi
1.90	Hlanganani Bricks	Newcastle	7		JJ Zwane
1.91	Sizamokwethu Poultry	Newcastle		Lister Farm	NR Mabaso
1.92	Senzokwethu Poultry	Newcastle	9	Ncandu	SF Khazi
1.93	Vusimpilo Poultry	Newcastle	30	Blaaubosch	NJ Kubheka
1.94	Masibumbane Sewing Club	Utrecht		Kerk Street	HP Mtshali
1.95	Simunye Baking & Catering	Newcastle	27	Madadeni	VT Myeni
1.96	Qedusizi Poultry	Dannhauser	1	Goodien Farm	AB Thusi
1.97	Zibambeziqine Community Garden	Dannhauser	1	Verdriet Farm	AB Thusi
1.98	Qedumona Community Garden	Dannhauser	1	Kliproots Farm	AB Thusi
1.99	Jessie Farm Tree Planting Project	Dannhauser		Jessie Farm	Dannhauser LM
1.100	Emafusini indigenous pilot Project	Dannhauser			Dannhauser LM
1.101	Naasfarm indigenous pilot Project	Dannhauser			Dannhauser LM
1.102	Flint indigenous pilot Project	Dannhauser			Dannhauser LM
1.103	Thirst indigenous pilot Project	Dannhauser			Dannhauser LM
1.104	Kilkeel indigenous pilot Project	Dannhauser			Dannhauser LM
1.105	Silambile Women's Farmers Ass.	Dannhauser			Dannhauser LM
1.106	Madoda Hlanganani Cattle Farming	Dannhauser	5	Ntendeka	Dannhauser LM
1.107	Mbabane Bakery	Dannhauser			Dannhauser LM
1.108	Uhlosimpilo Vaseline making Project	Dannhauser	4	Currah	Dannhauser LM
1.109	Intsongo block making project	Dannhauser	4	Mullinger	Dannhauser LM
1.110	Masibambisane Bakery Project	Dannhauser			Dannhauser LM
1.111	Sibuyile Candle making project	Dannhauser	1	Skobaren	Dannhauser LM
1.112	Brick making project	Dannhauser	6	Poona	Dannhauser LM
1.113	Zibambeziqine block making	Dannhauser		Verdriet Farm	Dannhauser LM
1.114	Block making Project	Dannhauser	6	Peach hill Farm	Dannhauser LM
1.115	Siyenza Candle making	Dannhauser	1	Mossdale	Dannhauser LM
1.116	Sukumani singobe candle making	Dannhauser		Ekuthokozeni	Dannhauser LM
1.117	Zenzele Block making project	Dannhauser	4	Currah	Dannhauser LM
1.118	Thandanani candle making project	Dannhauser	4	Trimcork	Dannhauser LM
1.119	Thuthukani Block making	Dannhauser	4		Dannhauser LM
1.120	Masibumbane catering Project	Dannhauser	4	Milford Farm	Dannhauser LM
1.121	Buhle beLadybank candle making	Dannhauser	4	Ladybank	Dannhauser LM
1.122	Izwilabantu Women's Baking, Catering & Sewing	Dannhauser	6	Emfundweni	Dannhauser LM
1.123	Skobaren Bakery Project	Dannhauser	1	Skobaren	Dannhauser LM
1.124	Sizanani candle making Project	Dannhauser	1		Dannhauser LM
1.125	Sizakancane candle making Project	Dannhauser			Dannhauser LM
1.126	Sekusile Candle making Project	Dannhauser	1	Hlonyane	Dannhauser LM
1.127	Ukukhanda Amakhandela Candle making project	Dannhauser	6	Moy	Dannhauser LM
1.128	Impilo catering project	Dannhauser	9	Phillip Farm	Dannhauser LM

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.129	Siyakha blocks Project	Dannhauser	6	Jessie Farm	Dannhauser LM
1.130	Ithuba elihle block makers	Dannhauser	6	Emfundweni	Dannhauser LM
1.131	Khuluma wenze window & block makers	Dannhauser	6	Thirst	Dannhauser LM
1.132	Qedumona brick makers	Dannhauser	5	Ntendeka	Dannhauser LM
1.133	Imizamoyethu Sewing club	Dannhauser		Jessie Farm	Dannhauser LM
1.134	Rutland Sewing club	Dannhauser		Rutland	Dannhauser LM
1.135	Cardwell Sewing Project	Dannhauser	2	Durnacol	Dannhauser LM
1.136	Kranskop Sewing Project	Dannhauser	2	Durnacol	Dannhauser LM
1.137	Mooiplaas Sewing Project	Dannhauser	1		Dannhauser LM
1.138	Low Valley Sewing Project	Dannhauser	2	Durnacol	Dannhauser LM
1.139	Hansford Farm Sewing Project	Dannhauser	2	Durnacol	Dannhauser LM
1.140	Junction Sewing Project	Dannhauser	2	Durnacol	Dannhauser LM
1.141	Stern Drive-In Sewing Project	Dannhauser	2	Hattingspruit	Dannhauser LM
1.142	Khiphokuhle Sewing Club-Material	Dannhauser	6	Peach Hill	Dannhauser LM
1.143	Sukumani Sinqobe Sewing Club	Dannhauser		Ekuthokozeni	Dannhauser LM
1.144	M.D.U. Family and Friends Sewing CC	Dannhauser	7	Annievill	Dannhauser LM
1.145	Rooipoint Sewing Project	Dannhauser	5	Rooipoint	Dannhauser LM
1.146	Sizamani Community Project	Dannhauser	1	Skobaren	Dannhauser LM
1.147	Masibambisane Sewing Project	Dannhauser			Dannhauser LM
1.148	Buhlebuyeza Sewing Club	Dannhauser	6	Rutland	Dannhauser LM
1.149	Sizakancane Sewing Project	Dannhauser	4	Magdalena	Dannhauser LM
1.150	Zicabangele Sewing Club	Dannhauser			Dannhauser LM
1.151	Uhlosimpilo Sewing Project	Dannhauser	4	Currah	Dannhauser LM
1.152	Impumelelo Yentsha Sewing Project	Dannhauser	4	Dorset	Dannhauser LM
1.153	Zizameleni Sewing Club	Dannhauser	4	Chester Devon	Dannhauser LM
1.154	Intsongo Sewing Project	Dannhauser	4	Mullinger	Dannhauser LM
1.155	Thandanani Sewing Project	Dannhauser	4	Trimcork	Dannhauser LM
1.156	Thuthukani Sewing Project	Dannhauser	4		Dannhauser LM
1.157	Thandulwazi Sewing Club	Dannhauser	4	Westport	Dannhauser LM
1.158	Masibumbane Sewing Club	Dannhauser	4	Millford	Dannhauser LM
1.159	Buhle Beladybank Sewing Club	Dannhauser	4	Ladybrook	Dannhauser LM
1.160	Impilo Sewing Project	Dannhauser	9	Phillip Farm	Dannhauser LM
1.161	Lethukukhanya Sewing Project	Dannhauser	5	Ntendeka	Dannhauser LM
1.162	Vukuzenzele Sewing Club	Dannhauser	4	Annandale	Dannhauser LM
1.163	Emfundweni Poultry	Dannhauser	6	Emfundweni	Dannhauser LM
1.164	Kranskop Poultry Project	Dannhauser	2	Kranskop	Dannhauser LM
1.165	Stern Drive-In Poultry Project	Dannhauser	2	Hattingspruit	Dannhauser LM
1.166	Sofunda Poultry Club	Dannhauser	6	Peach hill Farm	Dannhauser LM
1.167	Ramaphosa Poultry Project	Dannhauser	2	Hattingspruit	Dannhauser LM
1.168	Zibambeziqine Poultry Project	Dannhauser		Verdriet Farm	Dannhauser LM
1.169	Siyenza Poultry Project	Dannhauser	1	Mossdale	Dannhauser LM
1.170	Sukumani sinqobe Poultry	Dannhauser		Ekuthokozeni	Dannhauser LM
1.171	Sibuyile Poultry Project	Dannhauser	1	Skobaren	Dannhauser LM
1.172	Rooipoort Poultry Project	Dannhauser	5		Dannhauser LM
1.173	Masibambisane Poultry Project	Dannhauser			Dannhauser LM
1.174	Zenzele Poultry Project	Dannhauser	4	Currah	Dannhauser LM
1.175	Simunye Poultry Project	Dannhauser	4	Millford	Dannhauser LM

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.176	Zizameleni Poultry Project	Dannhauser	4	Chester Devon	Dannhauser LM
1.177	Intsongo Poultry Project	Dannhauser	4	Mullinger	Dannhauser LM
1.178	Thandanani Poultry Project	Dannhauser	4	Trimcork	Dannhauser LM
1.179	Thuthukani Poultry Project	Dannhauser	4		Dannhauser LM
1.180	Buhle BeLadybank Poultry	Dannhauser	4	Ladybank	Dannhauser LM
1.181	Thubelihle Poultry Club	Dannhauser	1	Mossdale	Dannhauser LM
1.182	Masakhane Poultry Project	Dannhauser	1	Mossdale	Dannhauser LM
1.183	Sizanani Poultry Project	Dannhauser	1	Skobaren	Dannhauser LM
1.184	Tholulwazi Poultry Project	Dannhauser	5	Ntendeka	Dannhauser LM
1.185	Vukuzenzele Poultry Project	Dannhauser	5	JT Farm	Dannhauser LM
1.186	Zibambeziqine Poultry Project	Dannhauser	1	Verdriet Farm	AB Thusi
1.187	Qedumona Community Garden	Dannhauser	1	Goodien Farm	AB Thusi
1.188	Zibambeziqine Community Garden	Dannhauser	1	Verdriet Farm	AB Thusi
1.189	Zibuyile Sewing Club	Dannhauser	3	Sleeve Donald	TP Mlambo
1.190	Sesiyathuthuka Gardensville Association - Community Gardening	Dannhauser	1	Ballengeich	CM Mthanti
1.191	Sitholile Poultry Farming	Newcastle	30	Madadeni	D Petse
1.192	Mandla Esizwe Poultry	Newcastle	12	Osizweni	ZA Zwane
1.193	Zinikele Piggery & Pork	Newcastle	12	Jobstown	BD Dhladhla
1.194	Sinenhlanhla Community Garden	Newcastle	9	Mafahlawane	J Sibiya
1.195	Woza Nawe Blocks and Bricks	Newcastle	22	Madadeni	SM Mlangeni
1.196	Isu Labasha Chicken Sales	Newcastle	22	Madadeni	ME Zulu
1.197	Masakhane Poultry Project	Newcastle	31	Riversmeet	TS Luthuli/S Hlophe
1.198	Hluzingqondo Block Makers	Dannhauser	8	Clifton Farm	I Molefe
1.199	Zamanani Sewing Project	Dannhauser	8	Cupar	J Simelane
1.200	Zizameleni Garden Project	Dannhauser	8	Newport Farm	N Buthelezi
1.201	Siyathuthuka Baking Project	Dannhauser	8	Banniff Farm	F Mnguni
1.202	Siphamandla TD Initiative - Baking	Newcastle		Blaaubosch	JK Gabuza
1.203	Siphamandla Youth - Poultry	Newcastle	18	Blaaubosch	S Nene
1.204	Muzi Okhanyayo Community Garden	Newcastle	15	Carvarn	T Makhaza
1.205	Impumelelo Garden	Newcastle	12	Madadeni	M Mazibuko
1.206	Sizanani Poultry Organisation	Newcastle	29	Madadeni	MJ Mncube
1.207	Buhlebomzinyathi Youth Organisation	Dannhauser	10	Buhlebomzinyathi	B Linda/M Dlodla
1.208	Zwide's Coal Yard	Dannhauser	7	Anneville	MC Nxumalo
1.209	Khuphukani Community Project	Dannhauser	7	KwaMdakane	T Xaba
1.210	Phakamani Piggery Project	Dannhauser	4	Clones	R Hlongwane/D Buthelezi
1.211	Bambanani Farmers Ass Garden Project	Dannhauser	4	Clones	T Malinga
1.212	Slot Poultry Project	Newcastle	13	Osizweni	D Khumalo
1.213	Smaco Business Dev Community Garden	Newcastle	25	Fairview	ME Twala
1.214	Bhayisikombe Sewing and Poultry Project	Dannhauser	2	Hattingspruit	PM Phungula
1.215	Sizakancane Catering	Newcastle	6	Mndoza (Wetiekiep)	TP Mabaso
1.216	DNC Poultry, Veg and Nursery	Dannhauser			SE Jiyane
1.217	Alcockspruit Land Owners - Community Dev	Newcastle		Madadeni	G Masondo
1.218	Zuzimpilo Sewing Project	Newcastle	15	Gavan	B Mabaso
1.219	Shenge School of Fashion Design	Newcastle	9	Osizweni	N Buthelezi
1.220	SMACO Livestock Coop Trust (Feedlot)	Newcastle	7	Fairview Farm	SMACO Dev Trust
1.221	SMACO Poultry Farm	Newcastle	7	Fairview Farm	SMACO Dev Trust

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1.222	Inkanyezi Yesizwe Poultry	Newcastle	1	Hope Farm	Inkanyezi Yesizwe
1.223	Masakhane Poultry	Dannhauser	1	Mossdale	Masakhane
1.224	Doringkop Livestock (Goat Project)	Dannhauser	1	Dooringkop Farm	Nhlosokuhle
1.225	Philisisizwe Vegetable Project	Dannhauser	1	Dooringkop Farm	Inhlosokuhle
1.226	Nqanawe Piggery & Dairy	Dannhauser	6	Poona	Nqanawe Farm Association
1.227	Piggery Farming Club	Dannhauser	6	Poona	Isulethu
1.228	Poona Poultry	Dannhauser	6	Poona	Bambisanani
1.229	Poona Garden Club	Dannhauser	6	Poona	Vuka Sime
1.230	Glencalder Poultry & Gardening	Newcastle	1	Glen Calder	Glen Calder Siyazenzela
1.231	Khulani Community Garden	Dannhauser		Durnacol	Joy
1.232	Zakhele Poultry	Dannhauser	3	Steeve Donald	Zakhele Club
1.233	Emfundweni Vegetable Garden	Dannhauser	6	Emfundweni	Thandanani
1.234	Garden Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.235	Poultry Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.236	Amandla - Ethu Poultry Project	Newcastle	30	Blauwbosch	Amandla Ethu Co-op
1.237	Crop Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.238	Barley Cropping Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.239	Mabuya Crop Farming & Tractor Hiring	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.240	Mabuya Livestock & Processing	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.241	Amajuba Business Centre (Implementation)	District Wide		Newcastle	Amajuba DM
1.242	LED Business Plans	District Wide		District wide	Amajuba DM
1.243	LED Support to LMs	District Wide		District wide	Amajuba DM
1.244	Local Business Centre	Newcastle	Munic Wide	Newcastle	Newcastle LM
1.245	LED Capacity Building	Newcastle		Newcastle	Newcastle LM
1.246	Soyabean & Biodiesel Production	Newcastle		Newcastle	Newcastle LM/Madadeni District Farmers Union
1.247	Cluster Study for Textile Industry	Newcastle	Munic Wide	Newcastle	Newcastle LM
1.248	Mabuya Poultry Project	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.249	Mabuya Vegetable Gardens & Nursery	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.250	Mabuya Block & Brick Making	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.251	Mabuya Sewing & Dressmaking	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.252	Poona Youth Caterers	Dannhauser		Poona	Poona Youth Cateres
1.253	Zikhanyiseleni Candles	Dannhauser	1	Dooringkop Farm	Inhlosokuhle
1.254	Poona Sewing Club	Dannhauser	6	Poona	Siyacathula
1.255	Zamokuhle Sewing	Dannhauser	6	Moy Farm	Zamokuhle
1.256	Empondo Sewing	Newcastle	1	Empondo	Empondo Comm Sewing
1.257	Siyazama Blocks Manufacturing	Dannhauser	6	Rutland Farm	Siyazama Blocks
1.258	Sinqobile Baking	Dannhauser	10	Grootgeluk (Hudula)	B Zwane
1.259	Flint Block Making	Dannhauser	6	Flint Farm	Vukuzakhe
1.260	Thembalethu (Welding, Burglar Guards, Painting & Glazing)	Dannhauser	6	Emfundweni	Develop Comm
1.261	LED Projects	District Wide		District Wide	
1.262	Mabuya Guest House	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.263	Silandeleni Building Blocks	Dannhauser	8	Springbok	P Luthuli
1.264	Mabuya Crop Farming & Tractor Hiring	Dannhauser	1	Upper Crane Valley	NC Luthuli

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.265	Sakhisizwe Poultry Project	Dannhauser		Hattingspruit	Sakhisizwe Development Committee
1.266	Sakhisizwe Community Garden	Dannhauser		Hattingspruit	Sakhisizwe Development Committee
1.267	Sakhisizwe Sewing Project	Dannhauser		Hattingspruit	Sakhisizwe Development Committee
1.268	Hilltop Youth Poultry	Dannhauser		Hilltop	Hilltop Youth Project
1.269	Imilomo Izayonke Sewing Co-op	Newcastle		Madadeni	G Nkosi
1.270	Siyathuthuka Sewing Club	Dannhauser		Mdakane	M Mathebula
1.271	Siyathuthuka Farming	Dannhauser		Gardenia	IB Khumalo
1.272	Masibambaneni Mantimande Poultry	Newcastle	25	Madadeni	SR Ngwenya
1.273	ZM Poultry	Newcastle	31	Riversmeet	Z Kunene & M Gama
1.274	Lesley Pig Farmers	Newcastle	6	Lesley	M Mazibuko
1.275	Sinenkosi Sewing Project	Newcastle	1	Charlestown	A Chiba
1.276	Madadeni District Farmers Association	Newcastle		Madadeni	CS Hadebe
1.277	Vukuzani Farmers Co-op	Newcastle	29	Madadeni	BH Nkosi
1.278	Ikhayaletu Upholestry	Dannhauser	6	Rutland Farm	P Mkhize
1.279	Siphemba okuhle Piggery	Dannhauser	6	Rutland Farm	VA Buthelezi
1.280	Siyaphemba okuhle Poultry	Dannhauser	6	Rutland Farm	G Buthelezi
1.281	Sizanani Gardening	Newcastle	20	Ballangeich	N Dlamini/T Ngwenya
1.282	Sinothile Piggery	Dannhauser	7	Nkosibomvu	FG Ndlovu
1.283	Greenock welding	Newcastle		Osizweni	
1.284	Poona Poultry	Dannhauser	6	Poona	F Mbatha
1.285	Poona Block Making	Dannhauser	6	Poona	A Mbuyisa
1.286	Poona Piggery Farm	Dannhauser	6	Poona	M Xaba
1.287	Inhlosokuhle Vegetable Garden	Dannhauser	1	Dorenkop	TG Shabalala
1.288	Inhlosokuhle Candle Making	Dannhauser	1	Dorenkop	Z Mlangeni
1.289	Khanyisani Candle Making	Dannhauser	1	Normadien	M Mfusi
1.290	Hlosokuhle Livestock Project	Dannhauser	1	Dorenkop	S Mbambo
1.291	Siyazama Community Garden	Dannhauser	1	Mossedale	N Beula
1.292	Masakhane Poultry	Dannhauser	1	Mossedale	T Ndaba
1.293	Smaco Development Trust	Newcastle	7	Fairview Farm	MN Masikane
1.294	Smaco Piggery Farming	Newcastle	7	Fairview Farm	ME Twala
1.295	Smaco Community Project	Newcastle	7	Fairview Farm	MH Nzuza
1.296	Flint Poultry Project	Dannhauser	6	Flint Farm	N Makhathini
1.297	Sukumani Nisebenza Garden	Dannhauser	6	Erfundweni	S Sibeko
1.298	Khulani Community Garden	Dannhauser		Durnacol	N Buthelezi
1.299	Koningsberg Poultry, Piggery and Garden	Newcastle	1	Koningsberg	BZ Maduna
1.300	Zakhele Poultry	Dannhauser	3	Sleeve Donald	M Khumalo
1.301	Thandanani Garden	Dannhauser	6	Erfundweni	M Mjiyako
1.302	Ama-Flower Agri				Amajuba DM
1.303	SMME LED Support				Amajuba DM
1.304	Inesigqi Farmers Association	Dannhauser	5	Annandale	MG Kunene

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1.305	Siyazamanathi Poultry	Newcastle	8	Naas Farm	B Mbambo
1.306	NG Kerk Garden	Newcastle	11	Osizweni	P Mahlangu
1.307	Ukukhanya kweNyanyadu Farmers	Dannhauser	4	Nyanyadu	Cllr Manyathi
1.308	Siyaphambili Confectionary Bakery	Newcastle	30	Blaaubosch	NM Mngomezulu
1.309	Poultry Project	Dannhauser	7		J Sibisi
1.310	Zamokuhle Sewing	Newcastle	31	Massondale	TA Ntombela
1.311	Vukakusile Poultry	Newcastle	22	Madadeni	D Mashinini
1.312	Vukakusile vegetable garden	Newcastle	22	Madadeni	D Mashinini
1.313	Minenhle Sewing Project	Newcastle	25	Madadeni	V Vilakazi
1.314	Entrepreneurial Skills Development (Piggery)	Newcastle	17	Osizweni	M Shabalala
1.315	Sibuyile Poultry Project	Dannhauser	1	Kopje Alleen	JG Ngobese/TE Dlamini
1.316	Sizamiseni Poultry	Newcastle		Osizweni	FS Nkabinde
1.317	Ithembalokuphila Garden	Newcastle	13,15,17	Osizweni	MM Mbanguli
1.318	Sithuthukisa umsebenzi Catering & Ceremonies Equipment	Newcastle	25	Madadeni	S Ntuli / S Nkosi
1.319	Ithembalokuphila Poultry	Newcastle	13,15,17	Osizweni	MM Mbanguli
1.320	Zabalaza Goats Project	Utrecht	1	KwaLembe	D Makhoba
1.321	Kwazi Community Sewing & Garden	Newcastle		Madadeni	N Mthembu
1.322	Siphamandla Agriculture	Newcastle	18	Blaaubosch-Nxumalo Stand	T Msane
1.323	Senzokwethu Sewing (uniforms)	Newcastle	22	Madadeni	D Thwala
1.324	Vukuzakhe Youth-Community Garden	Newcastle	6	Manzana	V Hlophe
1.325	Uxhaso youth Club - Food Wholesalers)	Newcastle	25	Madadeni	C Khoza
1.326	Khumalo Farming	Newcastle	21	Madadeni	KK Khumalo
1.327	Vukusebenze Sewing Club	Newcastle		Inverness	M Mthembu
1.328	Victoria sewing	Newcastle	21	Madadeni	V Khumalo
1.329	Mahlamvana vegetable garden	Dannhauser	5	Ntendeka	A Mgaga
1.330	Vukuzithathe Broiler Club	Dannhauser	4	Emafusini	R Xaba
1.331	Inkombandlela Farming & Vegetables	Newcastle	7	Fairview	F Nxumalo
1.332	Inkombandlela Sewing & Cloth Painting	Newcastle	7	Fairview	S Phakathi
1.333	Dipping Tanks	Dannhauser	4		NGT Manyathi/S Thwala
1.334	Xoshindlala Poultry Project	Newcastle	26	Madadeni	MS Ngwenya
1.335	Fisokuhle Poultry Project	Newcastle	26	Madadeni	M Ngwenya
1.336	Siyasebenza Welding	Dannhauser	5	Ntendeka	S Khanyi
1.337	Hlanganani Poultry Project	Dannhauser	4	Clones	M Mahlangu
1.338	Poverty Relief Programme	Newcastle	24	Madadeni	T Nkosi
1.339	Youth With Vision Poultry Project	Newcastle	26	Madadeni	DA Mhlongo
1.340	Khombindlela Sewing Project	Utrecht			Eidah Dudu
1.341	Hlanganani Sewing Club	Dannhauser	4	Clones	M Mahlangu
1.342	Esidakeni Organisation - Poultry	Utrecht			M Mabasi
1.343	Siyafufusa Catering and Bakery		4	Westport	E Magwaza/Cllr Mkhwanazi
1.344	Zizameleni Multipurpose Club		9	Uitzicht Farm	M Hadebe
1.345	Newcastle New Horizon-Poultry Farming	Newcastle	4	Fairleigh	S Olifant
1.346	Zakheni Cattle Project	Dannhauser	8	Greenoak	JV Gumbi
1.347	Ziphakamiseni Poultry	Dannhauser	10	Shepstone Lake	S Thomo
1.348	Ikhwezi Garden	Newcastle	19	Madadeni	GN Manqele
1.349	Farming Vukuzani	Newcastle	29	Madadeni	Vukuzani Farmers Co-op

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1.350	Imilomo Farming Co-op	Newcastle		Madadeni	G Nkosi
1.351	Zabalaza Agriculture	Newcastle	14	Madadeni	E Magudulela
1.352	Makgulong Co-operative	Newcastle		Madadeni	ND Ndlovu
1.353	Piggery Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.354	Newcastle New Horizon-HIV/AIDS Garden	Newcastle	4	Fairleigh	S Olifant
1.355	Asizakhe Development Agency-Block Making	Newcastle		Madadeni	MR Mathebula
1.356	Asizakhe Development Agency-Agriculture	Newcastle		Madadeni	MR Mathebula
1.357	Mgundeni Trust-Siyavuna Programme	Utrecht			Inkosi ZG Mabaso
1.358	Hlonyane Broiler Club	Dannhauser	1	Normandien	P Msimanga
1.359	Horison Chickens	Newcastle		Cavan Farm	SS Mangala
1.360	Zibambeleni Piggeries	Newcastle		Cavan Farm	MP Mangala
1.361	Intibane Piggery	Newcastle	21	Madadeni	ND Gama
1.362	Thandanani Tunnel Farming x2		5	Mbabane	SP Nkosi
1.363	Sukumani Sheeps Project	Newcastle	26	Madadeni	S Xaba
1.364	Sukumani Poultry Project	Newcastle	26	Madadeni	S Xaba
1.365	Sicelimpilo Poultry	Newcastle	1	Chayindoda	ML Hadebe
1.366	Sicelimpilo Sewing	Newcastle	1	Chayindoda	ML Hadebe
1.367	Thuthuka Fashion Designs	Newcastle	21	Madadeni	D Msezane
1.368	Masibambisane Women's Club - Poultry Project	Newcastle	22	Madadeni	M Khumalo
1.369	Siyathuthuka vegetable Production	Newcastle	7	Madadeni	GP Shange
1.370	Isizwe Sivumelene Crop Production Project	Newcastle	9	Inverness	MH Gama
1.371	Hlalanyoni Brick Laying and Touch Roofing	Newcastle	6		BM Dlamini
1.372	Minenhle Poultry Farming	Newcastle		Madadeni	DE Mkhabela
1.373	Qedindlala Farmers Association	Dannhauser	9	Uitzicht Farm	M Buthelezi
1.374	Zamimpilo Farmers Association	Dannhauser	9	Mafahlwane	D Zwane
1.375	Ekuthuleni Fire Bricks Trading & Services - Bricks	Newcastle	13	Osizweni	G Thwala
1.376	Siyamukela Garden	Newcastle		Fairbreeze	S Nkomuzwayo
1.377	Amathalente Stock Farmers - Raising of Livestock	Newcastle			S Mthembu
1.378	National African Farmers Union - Isobohla Farming	Newcastle	29	Madadeni	ME Mathabela
1.379	Umasibonisane Agriculture	Dannhauser			L Mthembu
1.380	Nokuthula's Baking and Catering Trading	Newcastle	24	Madadeni	N Mavundla
1.381	Vukuzakhele Crop Production	Newcastle	9	Inverness	TJ Mthembu
1.382	Zib work Crop Production	Newcastle	25	Madadeni	MP Sibisi
1.383	Zib work Poultry	Newcastle	25	Madadeni	N Kubheka
1.384	Zifunele Sewing & Printing co-op	Newcastle	22	Madadeni	TL Nkosi
1.385	Insonyama Poultry & Farming	Newcastle	26	Madadeni	B Dlamini
1.386	Miracles of Soul City - Garden	Utrecht	4	Groenvlei	S Masondo
1.387	Miracles of Soul City - Poultry	Utrecht	4	Groenvlei	S Masondo
1.388	Imisebe Sewing Club	Newcastle	28	Madadeni	ME Mnguni
1.398	Amajuba Dynamic Youth-Baking Project	Newcastle	29	Madadeni	Z Nyembe
1.390	Amajuba Dynamic Youth-Sewing Project	Newcastle	29	Madadeni	Z Nyembe
1.391	Amandlamadelwa Catering	Newcastle		Osizweni	M Ngobese
1.392	Simakade Gardens	Newcastle		Madadeni	JM Khumalo
1.393	Sisonke Poultry	Newcastle	24	Madadeni	D Khumalo
1.394	Okumnandi Catering	Newcastle	21	Madadeni	B Jele

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.395	Hlanganani Community-Bricks Making Project	Newcastle	7	Manzana	J J Zwane
1.396	Ithembalethu-Cotton Production	Dannhauser	3	Mourne Farm	ST Nkala
1.397	Sizabantu Block Making	Utrecht	4	Groenvlei	TZ Hlatshwayo
1.398	Thembaletu Poultry & Gardening	Utrecht		Langspruit Farm	S Masondo
1.399	Duma Block Making	Dannhauser	7	KwaMdakane	T Xaba
1.400	Thandumphakathi Trading	Newcastle	21		Nxoneleni Esther Kubheka
1.401	Towc Egg Producers	Newcastle	10		Thabisile Eunice Khoza
1.402	Asikhulisane	Dannhauser	7		Gugu Nxumalo
1.403	Blockmaking	Utrecht	3		Clr Manyathi
1.404	Bosworth Farm Community Garden	Newcastle	29		K. J. Mashinini
1.405	Edugain	Newcastle	21		R. Fitzpatrick
1.406	Ekuphumuleni Sewing	Newcastle	14		F.T.Sibisi
1.407	Fencing	Utrecht	3		Clr Mabaso
1.408	Goat Farming	Utrecht	3		Clr Mabaso
1.409	Hlanganani Project	Newcastle	1		Esau Kubheka
1.410	Ifa Authenjwa	Newcastle	29		W. Mbatha
1.411	Imaphamlando HIV/ Aids Treatment Education and Awareness	Newcastle	29		K. J. Mashinini
1.412	Ingagane Farmers	Newcastle	21		S.Kunene
1.413	Isibanisethu Poultry Project	Newcastle	6		S. M Xulu
1.414	Kwamdakane Hiv & Aids Youth Centre	Dannhauser	7		Ntombifuthi Mfusi
1.415	Lindelani Youth Porject	Dannhauser	7		Makhosi Nxumalo
1.416	Mahlase's Fast Food	Dannhauser	7		Zanele G. Mokoena
1.417	Masibambisane Poultry Club	Dannhauser	9		K.W Sithole
1.418	Masibumbane Womans Club	Newcastle	21		Zamandosi Cele
1.419	Mbokodo Dropping Centre Orphans Care	Newcastle	21		Zamandosi Jele
1.420	Mifa Catering and Projects	Newcastle	30		N. Mngomezulu
1.421	Nellies's Fashion Designing	Utrecht	3		Ms. N. Mdakane
1.422	Old Age Development Project	Newcastle	9		K. W. Mbatha
1.423	Phembindlela	Newcastle	13		M. N. Sithole
1.424	Poultry	Newcastle	11		Mbali Mabaso
1.425	Qhubulwazi Pork Group	Newcastle	17		N/A
1.426	Sebenzani Poultry Project	Newcastle	17		R. T. Zwane
1.427	Senzokuhle Block Making	Dannhauser	7		Lindiwe Khumalo
1.428	Sinosiguma Co-Operative	Newcastle	9		Sibongile R. Sokhela
1.429	Siphamandla Project	Newcastle	18		Khosana Gabuza
1.430	Siyakhula Poultry	Newcastle	1		Mlamuli Khumalo
1.431	Siyathuthuka Nkukhu Project	Newcastle	21		Sthembile P. Dladla
1.432	Sizanani	Dannhauser	7		Lungile Khumalo
1.433	Spinner's Car Wash	Newcastle	24		L. E. Sokudela
1.434	Super Egels Poultry Abbatoir Service	Newcastle	21		Ms. P.A. Dlomo
1.435	Thembaletu Poultry	Newcastle	18		S. V. Mncube
1.436	Tmuomo Izayoake	Dannhauser	9		N. G. Nkosi
1.437	Tractor for Ploughing Fields	Utrecht	3		Clr Mabaso
1.438	Tukza Car Wash	Newcastle	20		Thulani Masondo
1.439	Vukuzakhe Youth Development Centre	Newcastle	1		S. Yende
1.440	Vukuzenzele	Newcastle	21		M. Mthombeni

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.441	Zethembe Baking Project	Newcastle	17		Makhosazane Nkonyane
1.442	Zimisele Catering	Dannhauser	7		Dudu Mchunu
1.443	Zizameleni	Newcastle	24		Bhekani Mdletshe
1.444	Bambelela Dairy Project	Newcastle	10		Richard Mzomuhle Ndlovu
1.445	Bambelela Hatchery	Newcastle	1		Richard Mzomuhle Ndlovu
1.446	Inqobile Multi-purpose Co-op	Newcastle	28		Bhekinkosi Jele
1.447	Siphiwo Building Construction	Dannhauser	7		Siphiwo Madondo
1.448	Siyasebenza	Dannhauser	7		Mxolisi Masondo
1.449	Umbizo	Dannhauser	5		khethiwe D. Mbatha
1.450	Amandla Ethu Garden Project	Newcastle	1		Ms. L.M. Dlovu
1.451	DNC Wholesale Nursery	Dannhauser	2		Pauline Maritz
1.452	Izithelo Zama Juba Potatoe Project	Newcastle	21		J. Shabalala
1.453	Simele'Kuhle Development Project	Newcastle	23		Bongani Mabaso
1.454	Sukuma Sewing Club	Dannhauser	9		K.W Sithole
1.455	Zizameleni Multi-Purpose	Dannhauser	9		Vuyisile Hadebe
1.456	Hlanganani Bricks Project	Newcastle	Ward 1		Esau Kubheka
1.457	Izithelezinhle Trade Enterprise	Newcastle	Ward 15		Mthethowezwe Ngubane
1.458	Villex Printing Stationery	Newcastle	Ward 1		Lindiwe Mabaso
1.459	Izigi Zendoda	Dannhauser	Ward 7		Mike Nkabinde
1.460	Okhokho Farmers Co-op	Utrecht	Ward 3		Bhekamehlo Nkosi
1.461	Kuzoqophumlando	Newcastle	Ward 6		W.J.Nkala
1.462	Zamazizi	Newcastle	Ward 2		Muriel D. Zuma
1.463	Zamuthule Co-operative	Newcastle	Ward 2		Muriel D. Zuma
1.464	Enkululeko Yomphakathi	Utrecht	Ward 3		Cllr Mabaso
1.465	Jiyane Womens Gardening Project	Utrecht	Ward 3		Cllr Mabaso
1.466	Asisebenzeni Project	Newcastle	Ward 18		Jabulile Nkonyane
1.467	Izithelo Zamajuba	Newcastle	Ward 1		Catherine Nzimande
1.468	Esizakancane Chicken Project	Utrecht	Ward 3		Mfaniseni Jackson Kunene
1.469	Good Vision Landscape&Cleaning	Newcastle	Ward 9		Sphamandla Sikhosana
1.470	Impumelelo	Newcastle	Ward 16		Sipho Malinga
1.471	Kumnandi Catering Co-operative	Utrecht	Ward 3		Bongani Mveli
1.472	Temba&Tembakazi Suppliers &Services	Newcastle	Ward 26		Tembakazi Peter
1.473	Together Catering	Newcastle	Ward 22		Gugulethu Kubheka
1.474	Zizameleni Poultry Project	Newcastle	Ward 1		Thoko Hadebe
1.475	Emxhakeni Community Club	Utrecht	Ward 3		Cllr Mabaso
1.476	Goodhope Support Group	Newcastle	Ward 31		David Masole Setenane
1.477	Senzokuhle CC	Dannhauser	Ward 1		Themba B. Kubheka
1.478	Ethokozani Car Wash	Newcastle	26		Tebogo Lesala
1.479	D & N Catering	Newcastle	7		Dolly N Mnguni
1.480	St Project (Poultry)	Newcastle	22		Thabani Vilakazi
1.481	Ntozonke Car wash	Newcastle	10		Phumzile Msibi
1.482	Vuk'uze Recycling	Amajuba District	7		Mduduzi Freddy Ngema
1.483	MMK cakes	Amajuba	25		Ndumisa Mtshali
1.484	Indlulamithi Cooperative LTD	Newcastle	10		Thamsanqa Nkosi
1.485	Poultry production	Amajuba	13		Betty Z Gama
1.486	Toilet tissues suppliers	Dannhauser	8		John Victor Gumbi

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.487	Isabelo co-op	Amajuba	26		Jabulile D Buthelezi
1.488	Tsibha car wash project	Newcastle	15		Zakhele Dube
1.489	Ithemba lamadoda building construction	Newcastle	15		Jeremiah PB Shongwe
1.490	Newcastle Mirando project company	Newcastle	15		Nkosinathi Emmanuel Kunene
1.491	Songqoba Simunye co-op	Amajuba	7		DL Machi
1.492	Siyaama Project	Newcastle	23		Lindani Luvuno
1.493	Rising project	Newcastle	23		Mzabalazo Khumalo
1.494	Perfect project	Newcastle	22		Syanda Mgaga
1.495	Sekunjalo	Amajuba	7		DL Madi
1.496	Songqobasimunye Co-op	Amajuba	7		DL Madi
1.497	Madumana project cc	Amajuba	15		Gordon Nxumalo
1.498	Isabelosami Disinfectants & sewing	Amajuba	14		Jutaita Sonto Makhubu
1.499	Ibunda trading and projects	Amajuba	15		AMM Mashinini
1.500	Sweet Dreams Trading	Newcastle	10		Funeka J Ndlovu
1.501	Ceteris paribus brands	Newcastle			Azande Sokhela
1.502	Just do it cleaning service	Newcastle	29		Gugu Langa
1.503	Sisonke Baking club	Newcastle			Makhosazane Mbokazi
1.504	Inhloso property dev Pty Ltd	Newcastle			Richard M Ndlovu
1.505	Ukukhanya SLMC	Amajuba	23		Bonginkosi thabede
1.506	Vukuzenzele car wash	Amajuba	19		Mathuba Khumalo
1.507	Thulawenze Co-operative LTD	Amajuba	29		Gladys Jele
1.508	Andile car wash	Newcastle	20		Sbusiso Mbokazi
1.509	Medi-clean cc	Osizweni	4		Nobesuthu S Nkambule
1.510	Buyelekhaya Womens club	Newcastle	23		Dolly P Nkabinde
1.511	Amahalanjonjo	Utrecht	2		Jabulile M Tshabalala
1.512	Ponderosa Pine Trading	Newcastle	22	Newcastle	BE Ndlovu
1.513	Mzansi cleaning project	Newcastle	13	Newcastle	Thembele P Khumalo
1.514	Gheto car wash	Newcastle	21	Newcastle	Sbusiso Mkhasibe
1.515	carlestown Community Trust	Newcastle		Newcastle	Sikhumbuzo Simelane
1.516	Sinethemba PROJECTS	Newcastle	10	Newcastle	Mali J Khulu
1.517	Lwazilwethu Live stock and Farming	Newcastle	12	Newcastle	Themba Nkomzwayo
1.518	Skhotha Trading	Newcastle	31	Newcastle	Tladie Madida
1.519	Poultry	Newcastle	9	Newcastle	Sipho J Moloi
1.520	Siyalondoloz	Amajuba District	20	Amajuba District	Sibongile Shabangu
1.521	Zilindile cooperative ltd	Newcastle	24	Newcastle	Sabelo A Vilakazi
1.522	Akwande ndumi contractors	Amajuba district	24	Amajuba district	Nokuzola Xaba
1.523	Isabelosami disinfectants & sewing	Amajuba District	14	Amajuba District	Jutaita Makhubu
1.524	Pansulas car wash	Newcastle	20	Newcastle	Lucky Mncube
1.525	Siyazama Poultry	Newcastle	21	Newcastle	Lindiwe Mngomezulu
1.526	Mthandis and Donsi car wash	Newcastle		Newcastle	GT Mbokazi
1.527	Construction	Newcastle	13	Newcastle	Jabu Vilakazi
1.528	Rethabile project	Newcastle	21	Newcastle	Phindile Dlamini
1.529	Zamani Sawing project	Newcastle	10	Newcastle	Nomvula J Nxumalo
1.530	Vukuzakhe youth project	Amajuba District	6	Amajuba District	vusi hlophe
1.531	Just do it cleaning service	Amajuba District	29	Amajuba District	Gugu Langa
1.532	Thembaletu Poultry project	Newcastle	12	Newcastle	Maria Ndlozi
1.533	Red line construction	Amajuba	31	Amajuba	Sibongile Khumalo

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.534	Greenfields catering service	Amajuba	31	Amajuba	thuli madonsela
1.535	vuka uzithathe	Amajuba	31	Amajuba	Andile Kunene
1.536	Vukuzakhe	Amajuba	31	Amajuba	Sipho Mntungwa
1.537	Zabalaza Building Construction	Newcastle	31	Newcastle	Vincent Mngomezulu
1.538	Hnads to hands security services	Amajuba	31	Amajuba	Zibuyisile Xulu
1.539	Emthonjeni	Amajuba	14	Amajuba	Zandile Kubheka
1.540	Togetherness car wash	Amajuba	23	Amajuba	Lindani Gule
1.541	Broadways Success &Media Entertainment	Amajuba	23	Amajuba	Bongane Mabaso
1.542	Skhwebu sombila	Newcastle	7	Newcastle	Maria Thwala
1.543	Amalangen catering co-op	Amajuba		Amajuba	Zwakele Makhubu
2	ARTS & CRAFTS				
2.1	Shoes and Bags handwork	Newcastle		Madadeni	M Mkhonza
2.2	Madadeni Self-help: Beadwork	Newcastle	25	Madadeni	MK Mntambo
2.3	Sizisa Ukhanyo Trading-Cultural Village	Newcastle	21	Madadeni	ZEN Thanjekwayo
2.4	Trias Enterprise-Bead work & traditional articles	Utrecht	2	Bensdorp	C Nobaza
2.5	Siphokuhle art and craft	Utrecht	2	Balgrey	J Zikhali
2.6	Masithuthuke Youth T.A Lokothwayo cc- Arts & Crafts	Newcastle	28	Madadeni	XC Dlamini
2.7	Zisize Community Dev.- Beadwork	Newcastle		Madadeni	JZ Kunene
2.8	Malandela Woodcraft-Carpentry	Newcastle		Osizweni	ZS Mbatha
2.9	Ubuhle bukaZulu Beadwork	Newcastle	26	Madadeni	MK Mntambo
2.10	Izwi Lethu Furniture Making	Dannhauser	6	Poona	Dannhauser LM
2.11	Our Hope Arts & Crafts Projects	Dannhauser	3	Mourne Farm	Dannhauser LM
2.12					
2.13	Arts and Crafts	Newcastle			TA Hadebe
2.14	Arts & Crafts Project	Newcastle	2	Newcastle	Siphukukhanya Women's Project
2.15	Newcastle Art & Culture Gallery	District Wide		Newcastle	Newcastle LM
2.16	Making it Better	Newcastle		Madadeni	VP Ndlangamandla
2.17	Kancane Kancane B&B Craft Centre	Newcastle		Madadeni	N Nkosi
2.18	Sifufusa ngembazo sisize makhelwane Craft & Woodcaving	Newcastle		Ingogo	A Mthethwa
2.19	Thuthuka Beadwork	Newcastle	21	Madadeni	D Msezane
2.20	Reet sleeping mats & Pillows	Newcastle		Osizweni	L Mthanti
2.21	Masizithuthukise Multi-cultural arts, craft & tourism	Newcastle	24	Madadeni	VP Ndlangamandla
2.22	Bumbanani Crochet and Bead	Newcastle	17	Osizweni	A Thabede
2.23	Khanyisa	Dannhauser	7		Thulile Kubheka
2.24	Biko Land centre project	Amajuba	9		Papa Lord
3	SANITATION				
3.1	Glen Calder School	Newcastle	1	Normandien	ClIr BZ Maduna
3.2	Haig Combined School	Newcastle			Principal-AN Nkosi
3.3	Sigobile High School	Dannhauser		Normandien	Normandien Farmers Ass.
3.4	Hlalunolwazi Primary School	Newcastle		Manzana	Principal-SA Zwane
3.5	Goodien Farm	Dannhauser	1	Goodien Farm	AB Thusi
3.6	Kliproots Farm	Dannhauser	1	Kliproots Farm	AB Thusi
3.7	Bensdorp Sanitation	Utrecht	2	Bensdorp	Utrecht LM
3.8	Ward 7 Sanitation Project	Dannhauser	7	Ward 7	Ward Councillor

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
3.9	Household Sanitation	District Wide		District Wide	Engineering Services
3.10	Disabled Housing Support Centre	Dannhauser	7	Annie Valley	Vukuzakhe Disabled People of SA
3.11	Chester/Devon	Dannhauser	4		Cllr Manyathi
3.12	Clones	Dannhauser	4		Cllr Manyathi
3.13	Currah	Dannhauser	4)		Cllr Manyathi
3.14	Household VIP's	District Wide	District wide		ES-ADM
3.15	Impala High School	Dannhauser	Dannhauser		
3.16	Jersey	Dannhauser	6		Cllr Hlatshwayo
3.17	Kaalvlakte (Osizweni)	Newcastle	KZ252		Mr ME Thwala
3.18	Ladybank	Dannhauser	4		Cllr Manyathi
3.19	Magdalena	Dannhauser	4		Cllr Manyathi
3.20	Mbabane	Dannhauser	Dannhauser		
3.21	Milford	Dannhauser	4		Cllr Manyathi
3.22	Mullinger	Dannhauser	4		Cllr Manyathi
3.23	Peach Hill	Dannhauser	6		Cllr Hlatshwayo
3.24	Perth	Dannhauser	4		Cllr Manyathi
3.25	Poona	Dannhauser	6		Cllr Hlatshwayo
3.26	Sanitation projects	Dannhauser	KZ254		DH-IDP
3.27	Trimcork	Dannhauser	4		Cllr Manyathi
3.28	VIP Toilets all schools	Dannhauser	KZ254		DH-IDP
3.29	Westport	Dannhauser	4		Cllr Manyathi
3.30	Wiltzee 1&2	Dannhauser	4		Cllr Manyathi
3.31	KwaMagidlela Secondary	Utrecht			Principal & SGB
3.32	Acoda Sanitation	Dannhauser	7	Nellivalle	Ward Councillor
3.33	Enhlanhleni Lower Primary School	Dannhauser	1	Kliproots Farm	Principal
3.34	Sizamokuhle Primary School	Newcastle			NM Mtshali-Principal
3.35	Inhlikanipho Creche	Dannhauser	1	Verdriet	TE Ngema
3.36	Ward 3 VIP Toilets	Dannhauser	3	Ward 3	Cllr Sibeko
3.37	Siyathuthuka Primary School	Newcastle		Osizweni	TA Lukhele
3.38	Nkululeko Creche-Sanitation	Newcastle		Madadeni	NR Mabaso
3.39	Fairbreeze Primary School	Dannhauser	9	Fairbreeze	NE Mnguni
3.40	Wilts Church	Dannhauser	4	Nyanyadu	Cllr Manyathi
3.41	Siqeda usizi community garden-sanitation	Utrecht	1	KwaLembe	LJ Yonola
3.42	Impophoma	Utrecht			Utrecht LM
3.43	Wit-Mfolozi	Utrecht			Utrecht LM
3.44	Kingsley	Utrecht			Utrecht LM
3.45	Goedehoop	Utrecht			Utrecht LM
3.46	Emalahleni	Utrecht			Utrecht LM
3.47	Farmdwellers	District Wide		District Wide	Farm Dwellers Committee
3.48	Jojo Tanks	Dannhauser	4		Cllr Manyathi
3.49	New borehole at Clones Farm	Dannhauser	4		Cllr Manyathi
3.50	New Borehole in Ward 4 Dannhauser	Dannhauser	4		Cllr Manyathi
3.51	Springs Protection in Ward 4 Dannhauser	Dannhauser	4		Cllr Manyathi
3.52	Toilets	Utrecht	3		Cllr Mabaso
3.53	Ward 3 Sanitation	Utrecht	3		Cllr Mabaso
3.54	New Borehole in Ward 4 Dannhauser	Dannhauser	Ward 4		Cllr Manyathi

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
4.	POTABLE WATER				
4.1	Water Supply	Newcastle			Andre Esterhuize
4.2	Ntendeka Combined School	Newcastle		Breary Farm	The Principal
4.3	Haig Combined School	Newcastle			Principal-AN Nkosi
4.4	Hlalunolwazi Primary School	Newcastle		Manzana	Principal-SA Zwane
4.5	Currah Farm	Dannhauser	4	Currah Farm	Cllr Manyathi
4.6	Ingogo Primary School	Newcastle	1	Ingogo	M Kubheka/BJ Mntambo
4.7	Kingsley				Kingsley Comm. Trust
4.8	Dannhauser Rural Areas	Dannhauser			Dannhauser Municipality
4.9	Othandweni Creche	Dannhauser	1	Goodien Farm	AB Thusi
4.10	Goodien Farm	Dannhauser	1	Goodien Farm	AB Thusi
4.11	Enhlanhleri Lower Primary School	Dannhauser	1	Kliproots Farm	Principal
4.12	Emfundweni High School	Dannhauser			Dannhauser LM
4.13	Dorienkop Dam construction	Dannhauser	1	Dorienkop	AB Thusi
4.14	Kilkeel Dam construction	Dannhauser			Dannhauser LM
4.15	Clones Trust Farms	Dannhauser		Clones	Clones Rural Youth
4.16	Spookmill Water Service	Dannhauser			ME Buthelezi
4.17	Dannhauser Ward One	Dannhauser	1		NR Zwane
4.18	Sizamiseni - Water tanks	Newcastle		Osizweni	FS Nkabinde
4.19	Thirst Farm	Dannhauser		Thirst Farm Village	SEC Kunene
4.20	Ward 4 Dannhauser	Dannhauser	4		NGJ Manyathi
4.21	Hilltop Community Project	Dannhauser		Hilltop	S Naidoo
4.22	Annieville Senior Primary School	Dannhauser		Annieville	HM Hadebe
4.23	Siyotha Community Pump	Dannhauser		Annieville	MS Duma
4.24	Mona High School	Dannhauser			The principal
4.25	Allen	Dannhauser	3		Cllr Zulu
4.26	Amajuba boreholes	District Wide	District wide		ES-ADM
4.27	Amantungwa	Utrecht	KZ253		ES-ADM
4.28	Basic rural water supply	Dannhauser	KZ254		DH-IDP
4.29	Birckenstock Farm	Newcastle	Newcastle		
4.30	Bluemountain	Utrecht	KZ253		Cllrs Vundla & Khoza
4.31	Breary Farm	Dannhauser	5		Cllr Mayisela
4.32	Bulk water lines	Dannhauser	KZ254		DH-IDP
4.33	Bulk water lines	Dannhauser	1		DH-IDP
4.34	Chester	Dannhauser	4		Cllr Manyathi
4.35	Cloneen	Dannhauser	5		Cllr Mayisela
4.36	Complete water meters	Dannhauser	KZ254		DH-IDP
4.37	Cooper	Dannhauser	8		Cllr Jele
4.38	Dorset	Dannhauser	4		Cllr Manyathi
4.39	Drangaan	Dannhauser	10		Cllr Sokhela
4.40	Eastborne Farm	Dannhauser	Dannhauser		
4.41	Dumacol	Dannhauser	KZ254		DH-IDP
4.42	Enzimane	Utrecht	KZ253		Cllrs Vundla & Khoza
4.43	Gavin Farm	Dannhauser	5		Cllr Mayisela
4.44	Groenvlei/Zaaihoek	Utrecht	KZ253		Cllrs Vundla & Khoza
4.45	Grootgeluk Farm	Dannhauser	Dannhauser		
4.46	Hlokomani CP School	Dannhauser	4		Cllr Manyathi

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
4.47	Impophoma	Utrecht	KZ253		Cllrs Vundla & Khoza
4.48	Ingabade H School	Dannhauser	4		Cllr Manyathi
4.49	Inverness Farm (Fulathela)	Dannhauser	Dannhauser		
4.50	Investigate water provision	Dannhauser	KZ254		DH-IDP
4.51	Iphunguphungu School	Dannhauser	Dannhauser		
4.52	Jersey	Dannhauser	6		Cllr Hlatshwayo
4.53	Kaalfakte Farm	Dannhauser	Dannhauser		
4.54	Kingsley	Utrecht	KZ253		Cllrs Vundla & Khoza
4.55	Magdalena	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.56	Martha	Dannhauser	KZ254 (Ward 10)		Cllr Sokhela
5.57	Mata CP School	Newcastle	Newcastle		
4.58	Milford	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.59	Milleubelt Farm	Dannhauser	Dannhauser		
4.60	Moy Primary School	Dannhauser	Dannhauser		
4.61	Mullinger	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.62	Nyanyadu CP School	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.63	Okhalweni CP School	Dannhauser	Dannhauser		
4.64	Poona	Dannhauser	Dannhauser		
4.65	Shepstone Lake	Dannhauser	KZ254 (Ward 10)		Cllr Sokhela
4.66	Simanganyo Primary School	Dannhauser	Dannhauser		
4.67	Siphosemvelo H School	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.68	Sizanani Creche	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.69	Spring protection programme	Dannhauser	KZ254		DH-IDP
4.70	Steve Donald Community	Dannhauser	Dannhauser		
4.71	Thirst Creche	Dannhauser	KZ254 (Ward 6)		Cllr Hlatshwayo
4.72	Uitkyk	Dannhauser	KZ254 (Ward 10)		Cllr Sokhela
4.73	Upgrade Desludge System	Dannhauser	KZ254		DH-IDP
4.74	Upgrade H/spruit Water Supply	Dannhauser	KZ254		DH-IDP
4.75	Utrecht Farms	Utrecht	Utrecht		
4.76	Vaalbank	Dannhauser	KZ254 (Ward 5)		Cllr Mayisela
4.77	Ward 1	Newcastle	Newcastle		
4.78	Ward 3	Dannhauser	Dannhauser		
4.79	Ward 6	Dannhauser	KZ254 (Ward 6)		Cllr Hlatshwayo
4.80	Ward 7	Dannhauser	Dannhauser		
4.81	Water projects in KZ254	Dannhauser	KZ254		DH-IDP
4.82	Water Supply	Dannhauser	Hattingspruit		DH-IDP
4.83	Water Supply Network	Dannhauser	Dannhauser		DH-IDP
4.84	Westport	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.85	Wiltzee 1	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.86	Wiltzee 2	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.87	Witmfoloji	Utrecht	KZ253		Cllrs Vundla & Khoza
4.88	WSDP	Dannhauser	KZ254		DH-IDP
4.89	Ground Water for Nellie Farm	Dannhauser	7	Nellie Valley	Nellie Valley Farm Syndicate
4.90	Engodini Primary School	Utrecht		Engodini	Engodini Sch Principal
4.91	KwaMagidlela Secondary	Utrecht		kwaMagidlela	Principal & SGB
4.92	Utrecht Storage Dams	Utrecht	2	Utrecht	Utrecht LM
4.93	Utrecht: Upgrade Water Retic	Utrecht	2	Utrecht	Utrecht LM

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
4.94	Water Provision	Utrecht		Groenvlei & Waaihoek	Utrecht LM
4.95	Rural Distributors	District Wide		District Wide	Engineering Services
4.96	Water Widgets	District Wide		District Wide	Engineering Services
4.97	Nellie Farm Livestock Pond	Dannhauser	7	Nellie Valley	Nellie Valley Farm Syndicate
4.98	Ezamakanya P School	Newcastle	15	Cavan-Blaaubosch	S Dlamini
4.99	Malambule High School	Dannhauser			IVT Nxumalo
4.100	Peach Hill	Dannhauser		Peach Hill	V Madela
4.101	Clifton	Dannhauser		Clifton	V Madela
4.102	Banff	Dannhauser		Banff	V Madela
4.103	Greenock	Dannhauser		Greenock	V Madela
4.104	Inhlakanipho Creche	Dannhauser	1	Verdriet	TE Ngema
4.105	Isikhwebu Segolide Pigs and Garden Project - Water	Dannhauser		Kilkeel	TS Khumalo
4.106	Ward 10c	Dannhauser	10	Emapoto	Ward Committee Members
4.107	Greenoak	Dannhauser	8	Greenoak	JV Gumbi
4.108	Manzana	Newcastle	7	Manzana	Cllr Mpanza
4.109	Depo 3 @ Manzana	Newcastle	7	Manzana	Cllr Mpanza
4.110	Leokop Water Project	Newcastle		Leokop	M Gamede
4.111	Kiel-Kiel	Dannhauser	7	Kiel-Kiel	ADM Engineering Services
4.112	Fairbreeze	Dannhauser	9	Fairbreeze	ADM Engineering Services
4.113	Ikusasa Liyakhanya Creche	Dannhauser		Inverness	T Qwabe
4.114	Umasibonisane Agriculture	Dannhauser			L Mthembu
4.115	Blackbank	Dannhauser	9	Blackbank	ADM Engineering Services
4.116	Clones	Dannhauser	4	Clones	Cllr Manyathi
4.117	Elizabeth Farm	Dannhauser	4	Madevu	Cllr Manyathi
4.118	Ngisana Farm	Dannhauser	4	Carolina	Cllr Manyathi
4.119	St George Farm	Dannhauser	4	Madevu	Cllr Manyathi
4.120	Adelade Farm	Dannhauser	4	Kwatoto	Cllr Manyathi
4.121	Wirthferts Farm	Dannhauser	4	Kwasiyabhema	Cllr Manyathi
4.122	Lionel Shore Farm	Dannhauser	4	Eskilandi	Cllr Manyathi
4.123	Amajuba Agricultural Co-op	Newcastle		Madadeni	RM Ndlovu
4.124	Inqola Yabasha-Water Tank	Newcastle	29	Madadeni	BM Mbatha
4.125	Thandukwenza Garden-water	Dannhauser	6	Jessie Farm	J Shabangu
4.126	Manzana	Newcastle	7	Manzana	Cllr Mpanza
4.127	Siqeda usizi community garden-water	Utrecht	1	KwaLembe	LJ Yonola
4.128	Sizakancane Community Garden-water	Utrecht		Zaaihoek	Sizakancane Women's Organisatio
4.129	Mbatha Trust Community Garden-Irrigation Scheme	Utrecht	3	Kingsley	Inkosi Mbatha
4.130	Ngcaka School	Utrecht			Utrecht LM
4.131	Protes School	Utrecht			Utrecht LM
4.132	Sibabe School	Utrecht			Utrecht LM
4.133	Gelykwater School	Utrecht			Utrecht LM
4.134	Lembe School	Utrecht			Utrecht LM
4.135	Willachie Farm	Utrecht			Utrecht LM
4.136	Waterfall School	Utrecht			Utrecht LM
4.137	Strydfontein	Utrecht			Utrecht LM
4.138	Prischwaagdi	Utrecht			Utrecht LM
4.139	Endwakazana	Utrecht			Utrecht LM

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
4.140	Ballespruit	Utrecht			Utrecht LM
4.141	Gumba Grove	Utrecht			Utrecht LM
4.142	Odoland/Enkululekweni	Utrecht			Utrecht LM
4.143	Magdalena/Ezimbuthu	Utrecht			Utrecht LM
4.144	Sandspruit	Utrecht			Utrecht LM
4.145	Berouw	Utrecht			Utrecht LM
4.146	Vaalbank	Utrecht			Utrecht LM
4.147	Dorienkop Mange	Utrecht			Utrecht LM
4.148	Rooival	Utrecht			Utrecht LM
4.149	Boschvlei	Utrecht			Utrecht LM
4.150	Novembersdrift	Utrecht			Utrecht LM
4.151	Groethoek	Utrecht			Utrecht LM
4.152	Goedehoop	Utrecht			Utrecht LM
4.153	Emalahleni	Utrecht			Utrecht LM
4.154	Utrecht AIDS Council-Irrigation Scheme	Utrecht	2	Bensdorp	SD Olifant
4.155	eMadanyini	Newcastle	7	Osizweni	S Mazibuko
4.156	Farmdwellers	District Wide		District Wide	Farm Dwellers Committee
4.157	Enzimane C.School	Utrecht			SJ Mlotshwa-Principal
4.158	Ward 3 Water	Utrecht	3		Clr Mabaso
4.159	Borehole at Verdriet	Dannhauser	3		Clr Hlatshwayo
4.160	Borehole at Waaihoek	Utrecht	3		Clr Mabaso
4.161	Water Tanks at Milford	Dannhauser	4		Clr Manyathi
4.162	Watertank at Sivananda Combined School	Utrecht	3		Clr Mabaso
4.163	Watertank at Slagveld Primary School	Utrecht	3		Clr Mabaso
4.164	Jojo Tanks	Dannhauser	Ward 4		Clr Manyathi
4.165	New borehole at Clones Farm	Dannhauser	Ward 4		Clr Manyathi
4.166	New Borehole in Ward 4 Dannhauser	Dannhauser	Ward 4		Clr Manyathi
4.167	Springs Protection in Ward 4 Dannhauser	Dannhauser	Ward 4		Clr Manyathi
5.	ELECTRICITY				
5.1	Ikusasa Liyakhanya Creche	Dannhauser		Inverness	T Qwabe
5.2	Elizabeth Farm	Dannhauser	4	Madevu	ClIr Manyathi
5.3	Ngisana Farm	Dannhauser	4	Carolina	ClIr Manyathi
5.4	St George Farm	Dannhauser	4	Madevu	ClIr Manyathi
5.5	Adelade Farm	Dannhauser	4	Kwatoto	ClIr Manyathi
5.6	Wirthferts Farm	Dannhauser	4	Kwasiyabhema	ClIr Manyathi
5.7	Lionel Shore Farm	Dannhauser	4	Eskilandi	ClIr Manyathi
5.8	Emfundweni Community Hall	Dannhauser		Emfundweni	Dannhauser LM
5.9	Milford Hall	Dannhauser	4	Milford	ClIr Manyathi
5.10	Amajuba Agricultural Co-op	Newcastle		Madadeni	RM Ndlovu
5.11	Inqola Yabasha Poultry-Electricity	Newcastle	29	Madadeni	BM Mbatha
5.12	eMadanyini	Newcastle	7	Osizweni	S Mazibuko
5.13	Farmdwellers	District Wide		District Wide	Farm Dwellers Committee
5.14	Kromellenboog School	Newcastle			TE Gama
5.15	Peach Hill	Dannhauser		Peach Hill	V Madela
5.16	Clifton	Dannhauser		Clifton	V Madela
5.17	Banff	Dannhauser		Banff	V Madela

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
5.18	Greenock	Dannhauser		Greenock	V Madela
5.19	Esidakeni Primary School				Principal-KNM Kunene
5.20	Wit-Umfolozi Combined School	Abaqulusi			Principal-BM Magubane
5.21	Kingsley				Kingsley Comm. Trust
5.22	Dorienkop	Dannhauser	1	Dorienkop	AB Thusi
5.23	Electricity Supply Development Plan	District Wide		District Wide	Engineering Services
5.24	Allen	Dannhauser	KZ254 (Ward 3)		Cllr Zulu
5.25	Chester/Devon	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.26	Cooper	Dannhauser	KZ254 (Ward8)		Cllr Jele
5.27	Dannhauser Schools	Dannhauser	Dannhauser		ES-ADM
5.28	Dicks	Newcastle	KZ252 (Ward 6)		Ward Committee
5.29	Drangaan	Dannhauser	KZ254 (Ward 10)		Cllr Sokhela
5.30	Eastborne	Dannhauser	KZ254 (Ward 10)		Cllr Sokhela
5.31	Eastborne Hall	Dannhauser	KZ254 (Ward 10)		Cllr Sokhela
5.32	Green Oak	Dannhauser	KZ254 (ward 8)		Cllr Jele
5.33	Hlokomani CP School	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.34	Ingabade H School	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.35	Kaalvlakke (Osizweni)	Newcastle	KZ252		Mr ME Thwala
5.36	Kromellenboog P School	Utrecht	Utrecht		ES-ADM
5.37	Ladybank	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.38	Magdalena	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.39	Moun Farm	Dannhauser	KZ254 (Ward 3)		Cllr Zulu
5.40	Moun Joan	Dannhauser	KZ254 (Ward 3)		Cllr Zulu
5.41	Mullinger	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.42	Nyanyadu CP School	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.43	Perth	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.44	Simanganyo Primary School	Newcastle	Osizweni		ES-ADM
5.45	Siphosemvelo H School	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.46	Sleeve Donald	Dannhauser	KZ254 (Ward 3)		Cllr Zulu
5.47	Surrey	Dannhauser	KZ254 (Ward 8)		Cllr Jele
5.48	Trimcork	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.49	Uitkyk	Dannhauser	KZ254 (Ward 10)		Cllr Sokhela
5.50	Westport	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
5.51	Electrification of Structures	District Wide			Engineering Services
5.52	Hattingspruit	Dannhauser		Hattingspruit	Sakhisizwe Dev. Committee
5.53	Ezamakanya P School	Newcastle	15	Cavan-Blaaubosch	S Dlamini
5.54	Madadeni	Newcastle	23	Madadeni	BE Mabaso
5.55	Madadeni Grid Electrification Programme	Newcastle	24	Madadeni	T Nkosi
5.56	kwaMagidlela Secondary	Utrecht			Principal & SGB
5.57	Electricity at Waaihoek	Utrecht	3		Clr Mabaso
6.	MUNICIPAL PUBLIC WORKS				
6.1	The Christian Reformed Apostolic Church in zion-Upgrading and Rennovations	Newcastle	18	Osizweni	NE Shabalala
6.2	Manzana-Pedestrian Crossing Bridge Construction	Newcastle	7	Manzana	Cllr Mpanza
6.3	Moy Primary School-Classroom	Dannhauser		Moy	RMG Mndaweni
6.4	Siyamukela Creche-Construction	Newcastle	11	Osizweni	QJ Mbhele

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
6.5	Ekuhlakanipheni P. School-Bufferal river Bridge constr.				Regional General Manager
6.6	Imvulamehlo Multi Youth Centre-Construction	Newcastle	23	Madadeni	N Ngwenya
6.7	Inqola Yabasha Poultry-Construction	Newcastle	29	Madadeni	BM Mbatha
6.8	African Gospel Church-Upgrading Church Buildings	Newcastle	27	Madadeni	TM Nkosi
6.9	Osizweni Youth Development & Art Centre-Renovation & Construction	Newcastle	9	Osizweni	GV Ndozi
6.10	Sizakancane Community Garden-Construction of strong room	Utrecht		Zaaihoek	Sizakancane Women's Organisatio
6.11	Development of Zaaihoek dam	Utrecht		Zaaihoek	Utrecht LM
6.12	Agri-village: Construction of dam	Utrecht	2		M Ndlovu
6.13	Mbatha Trust Community Garden-Strong room	Utrecht	3	Kingsley	Inkosi Mbatha
6.14	Training Centre	Utrecht	2	Umgala Mines	D Dlamini
6.15	Enzimane C.School- 4x Classrooms	Utrecht			SJ Mlotshwa-Principal Cllr MS Duma/TNE Khumalo
6.16	Holy Catholic Church - Building	Dannhauser	7	Nellie Valley	
6.17	Utrecht enlargement of storage dam	Utrecht	2		Utrecht LM
6.18	SleeveDonald Bridge & Road	Dannhauser	3	SleeveDonald Farm	Cllr MA Sibeko
6.19	Emafusini Bridge Construction	Dannhauser			Dannhauser LM
6.20	Verdriet access bridge	Dannhauser			Dannhauser LM
6.21	Dorienkop Flat Concrete Bridges x3	Dannhauser	1	Dorienkop	AB Thusi
6.22	Nhlolosokuhle High School-2xClassrooms	Newcastle	27	Blaaubosch	Principal & SGB
6.23	Siyathuthuka Primary School-Classrooms	Newcastle		Lesley Farm	TA Lukhele
6.24	Kalabasi Primary School	Dannhauser	1	Durnacol	Principal-MZ Hlomuka
6.25	Gijimani CP School	Dannhauser		Ballengeich	Dlamini
6.26	Ebenezer Family Church	Newcastle		Osizweni	CB Nzimande
6.27	Sat-Chit-Ananda Temple Church	Newcastle			D Mahabeer
6.28	Wit-Umfolozi Combined School	Abaqulusi			Principal-BM Magubane
6.29	Dorienkop Primary School	Dannhauser	1	Dorienkop	AB Thusi
6.30	Emafusini Sewing Club	Dannhauser	2	Emafusini	Dannhauser LM
6.31	Oupas Mini Shopping Complex	Newcastle		Blaaubosch	AJ Masiteng
6.32	Simanganyawo P School	Newcastle	10	Grootgeluk Farm	TN Thabede
6.33	Victory Songqoba Theatre Co.	Dannhauser	10	Buhlebomzionyathi	Z Nkosi
6.34	Khetha Ukuphila (Home for the HIV+)	Newcastle	25	Madadeni	AG Hoosen
6.35	Izwilabantu Community Building	Dannhauser		Erfundweni	SJ Nkosi
6.36	Smaco Business Dev (Bridge Construction)	Newcastle	25	Fairview	ME Twala
6.37	Mzilikazi School - Classrooms	Utrecht		Magdaleni Ffarm	E Mtshali
6.38	Itheke Football Ass - Fields Construction	Newcastle	31	Osizweni	CB Duma
6.39	Ezamakanya P School - Classrooms	Newcastle	15	Cauan-Blaaubosch	S Dlamini
6.40	Intuku P School-Classrooms	Newcastle		Intuku	Chairperson-Intuku SGB
6.41	Poona Dam Construction	Dannhauser	6	Poona	SC Xaba
6.42	Amajuba DM - Construction and Alterations				Director - Corporate
6.43	Amajuba DM - Renovations & Alterations	Amajuba	N/A	N/A	ADM Corporate Services
6.44	Flint Cluster Project	Dannhauser	6	Flint Farm	Flint Devel Comm
6.45	KwaMdakane Rural Service Centre	Dannhauser	7	Nellie Valley	Cllr MS Duma
6.46	New Council Chamber	Amajuba DM		Madadeni	DCS-ADM
6.47	Sinethemba	Dannhauser	2	Cadwell Farm	Sinethemba Nellie Valley Farm Syndicate
6.48	Storm Water Drains	Dannhauser	7	Nellie Valley	
6.49	Kilkeel Roads	Dannhauser	7	Kilkeel	Kilkeel Development

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
					Forum
6.50	Access Roads for Nellie Farm	Dannhauser	7	Nellie Valley	Nellie Valley Farm Syndicate
6.51	Municipal Roads	District Wide			ES-ADM
6.52	Flint Dam (Repairing)	Dannhauser	6	Flint Farm	Flint Devel Comm
6.53	Baphile Madadeni Hospice (Accom. HIV/AIDS)	Newcastle		Madadeni	NAN Mgaga
6.54	Bhayisikombe Creche Construction	Dannhauser	2	Bhayisikombe	PM Phungula
6.55	Bhayisikombe bridge slab	Dannhauser	2	Bhayisikombe	PM Phungula
6.56	SMACO Goedhoop Clust Trust-Agri village & Market Cluster	Dannhauser	10	Ntendeka	ME Twala
6.57	Enhlanhleni Lower Primary School-7xClassrooms	Dannhauser	1	Kliproots	Principal
6.58	Sizamokuhle Primary School-Classrooms	Newcastle			NM Mtshali-Principal
6.59	Inhlanipho Creche-Construction	Dannhauser	1	Verdriet	TE Ngema
6.60	Iphunguphunu Primary School-School Hall	Dannhauser			AM Mhlongo-Principal
6.61	Philile Creche - Construction	Dannhauser	9		J Buthelezi/A Magugu
6.62	Zamile Pre School-Construction	Newcastle		Madadeni	MJ Dube-Principal
6.63	The Christian Reformed Apostolic Church in zion-Upgrading and Rennovations	Newcastle	18	Osizweni	NE Shabalala
6.64	Manzana-Pedestrian Crossing Bridge Construction	Newcastle	7	Manzana	Cllr Mpanza
6.65	Moy Primary School-Classroom	Dannhauser		Moy	RMG Mndaweni
6.66	Siyamukela Creche-Construction	Newcastle	11	Osizweni	QJ Mbhele
6.67	Ekuhlakanipheni P. School-Buffalo river Bridge constr.				Regional General Manager
6.68	Imvulamehlo Multi Youth Centre-Construction	Newcastle	23	Madadeni	N Ngwenya
6.69	Dicks Cluster Development	Newcastle	6	Dicks	Newcastle LM
6.70	Mathukuza Pedestrian Bridge	Newcastle		Newcastle	ADM
6.71	Utrecht Pedestrian Bridge	Utrecht		Utrecht	ADM
6.72	HIV and AIDS Counselling	Dannhauser	9		Nelisiwe Chagwe
6.73	Khulakahle Resources Centre and Pre-school	Newcastle	29		L. P. Langa
6.74	Masibonisane Club	Newcastle	11		Godfrey Thwala
6.75	Sizakancane School Hall	Newcastle	16		M. Gampu and Z.C Nkosi
6.76	Zamangothando Pre school	ADM	24		Phindile Mkhonza
7.	HOUSING				
7.1	Kilkeel Housing Project	Dannhauser	7	Kilkeel	Kilkeel Devel Forum
7.2	Ward 7 Housing Development	Dannhauser	7	Allen 1 & 2	ACODA
7.3	Annie Valley Housing Develop	Dannhauser	7	Annie Valley	ACODA
7.4	Nellie Valley Housing Develop	Dannhauser	7	Nellie Valley	ACODA
7.5	Social Welfare Housing Support Centre	Dannhauser	7	Annie Valley	Elite Organisation, Rural Social Welfare & Housing
7.6	Consolidation Rural Housing	Dannhauser	7	Annie Valley	Elite Organisation, Rural Social Welfare & Housing
7.7	Hattingspruit Rural Housing	Dannhauser		Hattingspruit	Sakhisizwe Development Committee
7.8	Ward 3 Rural Housing Project	Dannhauser	3	Ward 3	Cllr Sibeko
7.9	Cecil Farm-Remainder Greenfield Housing Project	Dannhauser	1	Cecil Farm	SH Mthembu
7.10	Cecil Farm-Sub 1 Greenfield Housing Project	Dannhauser	1	Cecil Farm	DN Ngubeni
7.11	Mangala Housing Trust	Newcastle		Buffalo Flats	SS Mangala
7.12	Eastborne Farm Housing	Newcastle		Osizweni	SJ Jiyane
7.13	Rural Housing Support	Dannhauser		Annieville	Vukuzakhe Disabled Housing

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
7.14	Independent Baptist Church-Reverand's house	Newcastle		Claremont farm	MZ Mtshali
7.15	Farmdwellers	District Wide		District Wide	Farm Dwellers Committee
7.16	Elite Organisation	Dannhauser	15		Dawood Khoza
7.17	Elite Organisation	Dannhauser	15		Vusi Patrick Mabaso
8.	ENVIRONMENTAL ISSUES				
8.1	Osizweni Mine Rehabilitation	Newcastle		Newcastle	Newcastle LM
8.2	Makgulong Youth Project	Newcastle	27	Madadeni	Makgulong Coop
8.3	Erosion Control	District Wide		District Wide	Engineering Services
8.4	EMP Implementation	District Wide			P&D-ADM
8.5	Weighbridge: Waste Disposal Site	Newcastle	20	Newcastle	Newcastle LM
8.6	Environmental Awareness & Education	District Wide			A Esthuizen
8.7	Dannhauser Refuse Site	Dannhauser			DL Walker
8.8	Environmental Health Awareness	Newcastle		Newcastle	
9.	SOCIAL INFRASTRUCTURE (CEMETERIES & CRIMETORIA)				
9.1	Lakude Ikhaya (Cemetery Renovation)	Newcastle	22	Madadeni	SM Mlangeni
9.2	Amantungwa Cemetery	Utrecht	2	Amantungwa	Utrecht LM
9.3	Cemeteries	District Wide		District wide	ADM Community Services
9.4	Rutland Funeral Home	Dannhauser	6	Rutland	ZM Zwane
9.5	New Cemetery - Kingsley	Utrecht			Utrecht IDP
9.6	New Cemetery - Nzima	Utrecht			Utrecht IDP
9.7	Cemetery site - Dry cut	Newcastle	16	Dry Cut Farm No. 8198	Newcastle LM
9.8	Thuthukani Cemetery Redevelopment	Newcastle	22	Madadeni	G Khumalo
9.9	Ziphakamiseni Youth Club-Development of graves	Newcastle		Osizweni	NI Hashe
9.10	New Cemetery - Mabaso	Utrecht			Utrecht IDP
9.11	Groenvlei Cemetery	Utrecht			Utrecht LM
9.12	Swartkop Farm Cemetery	Utrecht			Utrecht LM
9.13	Vaalspruit Farm Cemetery	Utrecht			Utrecht LM
9.14	New Cemetery - Shabalala	Utrecht			Utrecht LM
10.	DISASTER MANAGEMENT				
10.1	Communication system	District Wide		District wide	ADM Community Services
10.2	Rural Fire Fighting Units	District Wide		District wide	ADM Community Services
10.3	Disaster Management Centre				ADM Community Services
10.4	Disaster Management Relief Fund	District Wide			DCS
10.5	Disaster Management Plan	District Wide		District wide	ADM Community Services
10.6	Centralised Emergency Centre	Newcastle		Newcastle	Newcastle LM
10.7	Portable Fire Fighting units	Utrecht	3	Kingsley	CJ De Villiers
10.8	Portable Fire Fighting unit	Dannhauser	4	Dannhauser	Cllr Manyathi
10.9	Medical Rescue Station & Fire Abridge	Newcastle	23	Madadeni	BE Mabaso
11.	MUNICIPAL HEALTH				
11.1	Environmental Health Awareness	District Wide		District wide	ADM Community Services
11.2	Imbokodo Arts Company-HIV/AIDS Awareness	Newcastle		Osizweni	S Mlangeni
11.3	Sizonqoba HIV/AIDS awareness & Hospice Centre	Newcastle			T Mbuyisa
11.4	Empumelelweni HIV/AIDS Feeding Scheme Programme	Newcastle		Newcastle	KSB Thwala
11.5	Inqophamlendo HIV/AIDS HBC, Educ, & Awareness	Newcastle		Madadeni	K Mashinini
11.6	Kwaphumphele NPO-HIV/AIDS & Primary Health Care	Dannhauser			AB Thusi

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
11.7	Masikhulume Organisation- HIV/AIDS Awareness Project	Dannhauser	7		PB Linda
11.8	Qaphelani Home Base Care	Newcastle	10	Madadeni	S Sangweni
11.9	HIV and AIDS Counselling	Dannhauser	Ward 9		Nelisiwe Chagwe
11.10	Siyathuthuka Drop in centre	Amajuba	6		Sifiso Khumalo
11.12	Mickey adherence and care organisation	Amajuba	31		Tladie Madida
11.13	Simama Health care and Dev service	Amajuba	20	Amajuba	Sithembile Zulu
12.	TRANSPORT				
12.1	Thembalabantu Transport and Tourism	Newcastle	26	Madadeni	TM Dube
12.2	Road and Rail Network	District Wide			P&D-ADM
13.	LOCAL TOURISM				
13.1	Majuba Travellers	Newcastle	25	Section D Madadeni	Newcastle LM
13.2	CTO Support	District Wide		District wide	Amajuba DM
13.3	Lang's Nek Battlefield road	Newcastle		Newcastle	Dave Sutcliffe
13.4	Tourism Business Plans	District Wide		District wide	Amajuba DM
13.5	Amajuba Winter Festival	Newcastle		Newcastle	Amajuba DM
13.6	Tourism Promotion	Newcastle		Newcastle	Newcastle LM
13.7	Iggabho Lama Africa	Newcastle			P Hlatshwayo
13.8	Ncamndwane Community Conservation reserve	Utrecht	1	Ndlamlenze	Inkosi Nzima
14.	MUNICIPAL PLANNING				
14.1	Servitudes	District Wide			SE Lauterbach
14.2	Market Research - Industrial Development	Newcastle		Newcastle	Newcastle LM
14.3	LED Business Development	District Wide			Amajuba DM
14.4	Mining Quality Identification	Newcastle			Newcastle LM
14.5	Cluster of Projects	Utrecht		Utrecht	Amajuba DM
14.6	Cluster Study for Textile Industry	Newcastle			Newcastle LM
14.7	Land Identification Study	Newcastle			Newcastle LM
14.8	Dicks Halt Cluster Dev	Newcastle	6	Dicks Halt	Newcastle LM
14.9	Osizweni Illegal Mine Rehabilitation	Newcastle		Osizweni	Newcastle LM
14.10	Local Business Centre	Newcastle			Newcastle LM
14.11	Land availability for projects	Dannhauser	Ward 7	kwaMdakane	Cllr MS Duma
14.12	Longlands Restitution Project- Land Reform	Dannhauser			Regional Land Claims Commission
15.	SKILLS DEVELOPMENT				
15.1	LED Capacity Building	Newcastle			Newcastle LM
15.2	Up & Coming Theatre Production (HIV/AIDS)	Newcastle		Osizweni	SH Mlangeni
15.3	Amajuba Agri Centre Co-op Ltd	Dannhauser			RM Ndlovu
15.4	Children's Resource Centre	Newcastle		Madadeni & Inggayizivele	BM Vilakazi
15.5	Mining Quality Identification Training Programme	Newcastle		Newcastle	Newcastle LM
15.6	MQA-MDA Social Plan Support	District Wide		District wide	ADM Community Services
15.7	Amajuba Agric Coop (Traning Emerging Farmers)	Newcastle		District wide	Amajuba Agri-Centre
15.8	Zizamele Poultry Projects	Dannhauser			S Madide
15.9	Juice Life skills Programme	Newcastle	27	Madadeni	T Mbatha
15.10	Lethintuthuko Development Society-Skills Development	Dannhauser	3	Sleeve Donald	M Khoza
15.11	Ukhaliphile Saturday classes for grade 12				N Sithole
15.12	Amajuba DM Staff Training				Director - Corporate

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
15.13	Amajuba DM Reassessment of Skill Dev Plan				Director - Corporate
15.14	Amajuba DM Councillors Training				Director - Corporate
15.15	Amajuba Agri Centre Co-op Ltd	Newcastle			ML Phillips
15.16	Education For Life	District-Wide			Elet & SANCO
15.17	Amajuba DM Emplementation of ABC				Amajuba DM
15.18	Amajuba Youth Parliament				Thami
15.19	Philani Capacity Building Centre-Skills Dev Project	Newcastle			M Mathews
15.20	Skills Dev. In Cultural Industry	Newcastle	23	Madadeni	BE Mabaso
15.21	SMACO Education Youth Co-operation	Newcastle	31	Madadeni	BS Mpanza/DL Kubheka
15.22	SMACO Education Youth Co-operation Trust	Newcastle	7	Fairview	ME Twala
15.23	Rural Social Welfare - Housing Dev and Health	Dannhauser		Annieville	Vukuzakhe Housing Disabled
15.24	Bambisanani Youth Organisation-Business Conference & Establishment of Business Information Centre for Rural Areas under ADM	Dannhauser		District wide	K Ngwenya
15.25	Sizakancane Community Garden-Capacity Building	Utrecht		Zaaihoek	Sizakancane Women's Organisatio
15.26	African Renaissance Movie	Dannhauser	4		Acute V Sibiya
15.27	Amajuba Forum	Newcastle	21		Bhekinkosi Jele
15.28	United Supply and Support students Financially	Newcastle	13		Bungani Shabalala
16.	INSTITUTIONAL ISSUES				
16.1	Amajuba DM Financial ByLaws Promulgation	Amajuba	N/A	N/A	ADM Corporate Services
16.2	Amajuba DM to promulgate Rules of Order	Amajuba	N/A	N/A	ADM Corporate Services
16.3	Amajuba DM Water Services By Laws Compilation	Amajuba	N/A	N/A	ADM Corporate Services
16.4	Sanitation	District Wide		District Wide	Engineering Services
16.5	Human Rights & Gender Issues	District Wide		District wide	ADM Community Services
16.6	Amajuba Bursary Scheme	District Wide		District wide	Mayor
16.7	Experiential Training	District Wide		District wide	Mayor
16.8	Democracy & Human Rights	District Wide		Madadeni	Nqoba Association
16.9	Mabaso Community Stewardship Project	Utrecht		Masaso Land Reform	eKangala Grassland Trust
17	SPORT, CULTURE & RECREATION				
17.1	SA Championships				ADM Community Services
17.2	KwaNaloga Games				ADM Community Services
17.3	Amajuba Games	District Wide		District wide	ADM Community Services
17.4	Sport Promotion				ADM Community Services
17.5	Sport Council Costs	District Wide		District wide	ADM Community Services
17.6	Membership & Affiliations				ADM Community Services
17.7	Eyethu Theatre Production-Anti crime & HIV/AIDS	Newcastle	18		M Dube
17.8	Imbalenhle Young Singers	Dannhauser			M Khuzwayo
17.9	National Horse Centre	Utrecht	2		F Van Schalkwyk
17.10	Amajuba Horse Riders Association	Utrecht			M Gama
17.11	Soccer Club the under 15 (Soccer kits and related products)	Newcastle		Kilbarchan	PD Thabethe
17.12	Imbizo Sports Against Crime			Uthukela Area	BKG Ngidi
17.13	Osizweni Theatre Production	Newcastle		Osizweni	S Sithole
17.14	Drama Writing	Newcastle		Madadeni	B Khumalo
17.15	Senze-Nje	District Wide		District wide	ADM Community Services
17.16	Cultural Zulu Dance	District Wide		District wide	ADM Community Services
17.17	Sport & Culture Development	District Wide		District wide	ADM Community Services

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
17.18	Rugby Development Program	Amajuba	N/A	N/A	KZN Rugby Union
17.19	Support for the dance club	Newcastle	9	Madadeni	Nhlapo Richman
17.20	Uthando Youth Project	Newcastle	29	Madadeni	Guliwe XF
17.21	Girls of Peace Zulu Dance	Dannhauser	5	Emfundweni	Khumalo Mavis
17.22	SA Championships				ADM Community Services
17.23	KwaNaloga Games				ADM Community Services
17.24	Amajuba Games	District Wide		District wide	ADM Community Services
17.25	Sport Promotion				ADM Community Services
17.26	Indigenous Games	District Wide		District wide	ADM Community Services
17.27	Sport Council Costs	District Wide		District wide	ADM Community Services
17.28	Membership & Affiliations				ADM Community Services
17.29	Dance Sport for KZN	Newcastle		Madadeni	Zozi S
17.30	Traditional Dance Project	Newcastle	9	Madadeni	Mndebele MLZ
17.31	Osizweni Stadium Renovation	Newcastle		Osizweni	Nxumalo Nkanyezi
17.32	International Recreation Facility Study	District Wide			CS-ADM
17.33	Recreation Facilities	District Wide			CS-ADM
17.34	Dannhauser Youth Marathon	Dannhauser		Dannhauser	A Mthembu
17.35	Life Notice Gospel Group	Newcastle		Madadeni	ZB Dube
17.36	Sakhisizwe - Soccer Kits&Netball Kits	Dannhauser		Hattingspruit	Sakhisizwe Dev. Committee
17.37	Music Recording	Newcastle		Madadeni	Nelly Mthabela
17.38	Sakhisizwe Theathre Production	Newcastle	30	Blaaubosch	ZH Mkhwanazi
17.39	The Voices of Youth	Utrecht	4	Amantungwa Berou	M Khumalo
17.40	Magasela Entertainment	Newcastle	29	Madadeni	S Mlangeni
17.41	Drama writing	Newcastle		Madadeni	B Khumalo
17.42	Osizweni Cricket Oval	Newcastle	10	Osizweni	Newcastle LM
17.43	Young Movers FC (Soccer kits and related products)	Newcastle		Osizweni	KSM Gubevu
17.44	Dannhauser Soccer kit	Dannhauser	6	Rutland	P Shabalala
17.45	Hlokomani - Soccer items	Dannhauser	6	Dorset	J Dlamini
17.46	Athletics Development	Dannhauser			A Mthembu
17.47	Ubuntu namalungelo drama acting & publishing	Newcastle		Osizweni	Ubuntu bamalungelo
17.48	Sports Field	Utrecht	3	Kingsley	Utrecht LM
17.49	Boyz II Men Football Club	Newcastle	27	Madadeni	KS Sibeko
17.50	Music Recording	Newcastle		Madadeni	PG Majola
17.51	Creation Centre & Sponsorship	Newcastle		Madadeni	XF Guliwe
17.52	Ballroom Dance	Newcastle	29	Madadeni	R Nhlapo
17.53	Womens' Day Celebration	Newcastle	11	Madadeni	MN Nkambule
17.54	Imambemnyama (singing attire)	Dannhauser	3	Verdriet Farm	M Khumalo
17.55	Bhayisikombe Soccer & Netball	Dannhauser	2	Bhayisikombe	PM Phungula
17.56	Sport Development Programmes	Newcastle	23	Madadeni	BE Mabaso
17.57	Fikile Mamba	Newcastle	6		F. Mamba
17.58	Masikhulume Organisation	Dannhauser	Ward 7		Philane Linda
18.	PUBLIC TRANSPORT				
18.1	Amajuba District School Sports Ass (Means of transport)	Newcastle		Madadeni	MG Nkosi
18.2	Integrated Transport Plan	Newcastle			Newcastle LM
18.3	Intuthuko Taxi Association - Rank Renovation	Dannhauser		Dannhauser Main Street	BV Molife

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
18.4	Madadeni & Newcastle Taxi Owners Association	Newcastle			Chairman & Secretary
18.5	New Bus Rank	Dannhauser		Dannhauser Main Street	Dannhauser LM
18.6	Tarring of Knights hill & Burgers passes	Utrecht		Utrecht	Utrecht LM
18.7	Re-opening of the road linkage between ISCOR & Utrecht via Kruger bridge	Utrecht		Utrecht	Utrecht LM
18.8	Access Road to Nzima area	Utrecht		Utrecht	Utrecht LM
18.9	Bus & Taxi rank @ Amantungwa	Utrecht		Utrecht	Utrecht LM
18.10	Shelter & Pick up points in Utrecht & surroundings	Utrecht		Utrecht	Utrecht LM
18.11	Groenvlei Taxi Rank & shelters	Utrecht		Groenvlei	Utrecht LM
18.12	Taxi Ranks in different areas in Utrecht	Utrecht		Utrecht	Utrecht LM
19.	LOCAL SPORT FACILITIES				
19.1	Ingwe Primary School-upgrading soccer & Netball field	Newcastle	20		Principial-HM Madi
19.2	Siyathuthuka Primary School - Sport Facilities	Newcastle		Osizweni	TA Lukhele
19.3	Depot Ground renewal	Newcastle		Manzana	J Nkwananya
19.4	Thiyasizwe ground renewal	Newcastle		Manzana	J Nkwananya
19.5	Nyonini ground renewal	Newcastle		Nyonini	J Nkwananya
19.6	Mndozo ground renewal	Newcastle		Mndozo	J Nkwananya
19.7	Osizweni Football Association	Newcastle		Osizweni	NV Nxumalo
19.8	Tornado Football Club	Newcastle	1	Ingogo	T Ngcobo
19.9	Kingsley Sportfield	Utrecht	3	Kingsley	Utrecht LM
19.10	Sportfield Fencing	Dannhauser	6	Poona	Sport Committee
19.11	Upgrading of Local Sport Facilities	District Wide		District wide	ADM Community Services
19.12	Bluemountain	Utrecht			CS-ADM
19.13	Playgrounds Rural Service Centre	Dannhauser			CS-ADM
19.14	Mbalenhle Primary School - Play Grounds	Newcastle	22	Madadeni	JN Sibanyoni
19.15	Dumblane Golf trout game estate	Newcastle			BRS Wilson
19.16	Ground renewal-Grading	Newcastle	22	Madadeni	M Nyembe/Summer Boys
19.17	Groenvlei Combined Secondary School	Utrecht		Wakkerstroom	MJ Sithebe-Educator
19.18	Sizamokuhle Primary School-Play Grounds	Newcastle			NM Mtshali-Principal
19.19	Ikhwezi Valley Soccerfield-Reconstruction	Newcastle		Madadeni	DE Mkhabela
19.20	Ingwe Primary School-upgrading soccer & Netball field	Newcastle	20		Principial-HM Madi
19.21	Siyathuthuka Primary School - Sport Facilities	Newcastle		Osizweni	TA Lukhele
19.22	Depot Ground renewal	Newcastle		Manzana	J Nkwananya
19.23	Thiyasizwe ground renewal	Newcastle		Manzana	J Nkwananya
19.24	Nyonini ground renewal	Newcastle		Nyonini	J Nkwananya
19.25	Mndozo ground renewal	Newcastle		Mndozo	J Nkwananya
19.26	Inverness ground renewal	Newcastle		Fulathela	J Nkwananya
19.27	Superstars Football Club	Newcastle		Osizweni	D Kubheka
19.28	Inverness ground renewal	Newcastle		Fulathela	J Nkwananya
19.29	YOUTH MATTERS				
19.30	Youth Awareness Project	Newcastle		Madadeni	Sthembile Mabaso
19.31	Youth Care Facilitation	District Wide			ADM Community Services
19.32	Drama & Dance	Newcastle	29	Madadeni	Uthando Youth Group
19.33	Youth Centre	Newcastle	20	Madadeni	Newcastle LM
20.	OTHER PROJECTS				
20.1	The wash.com	Newcastle	5	Ncadu Park	MI Zungu

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
20.2	Sakhisizwe Sethu Organisation-Car Wash	Utrecht	2		T Vundla
20.3	Siphokukuhle Car Wash	Utrecht	2		J Zikhali
20.4	De cabinet Car Wash & entertainment	Newcastle		Madadeni	T Mokoena
20.5	Presbyterian church of Africa	Dannhauser		Dannhauser	Bheki AJ Hadebe

**K5: IDP IMPLEMENTATION REPORT FOR THE THIRD
QUARTER OF THE 2007/8 FINANCIAL YEAR**

K6: AUDITOR GENERAL'S REPORT AND RESPONSES

K7: PUBLIC PARTICIPATION PROCESS & PARTICIPATION PLAN

1.0 BACKGROUND

The Amajuba District Municipality embarked upon a series of community road shows from 12 to 19 April 2008 at key locations in all three local municipalities as follows:

AREA	DATE	TIME	VENUE
Dannhauser	12-Apr-08	10H00	Emafusini Hall
Newcastle	14-Apr-08	10H00	Madadeni Community Hall
Newcastle (AFLED members meeting)	15-Apr-08	10H00	Amajuba DM
Newcastle	16-Apr-08	10H00	Osizweni Hall
Utrecht	17-Apr-08	10H00	Rothman Esigayweni
Dannhauser	18-Apr-08	10H00	Thusong Centre
Newcastle	22-Apr-08	10H00	Normadien Sportfield
Newcastle (district-wide meeting)	27-Apr-08	10H00	Ephelandaba Sportfield

AMAJUBA PUBLIC PARTICIPATION PLAN

1.0 BACKGROUND

'Participatory governance' is described by the International Institute of Labour Studies (2005) as "a regulatory framework in which the task of running public affairs is not solely entrusted to government and the public administration, but involves co-operation between state institutions and civil society groups."

Similarly 'co-operative governance', which is a similar concept, has been defined by Edigheji (2002) as "the interlocking of the state and societal groups in a mix of public-private policy networks in the formulation and implementation of public policy".

Both of these definitions envisage arrangements in which governments include organized citizens' groups in both making and implementing policy.

This Plan seeks to encourage public participation in the activities of the Amajuba District Municipality (ADM) to ensure both meaningful community involvement in the decision making of the municipality, as well as to ensure legislative compliance.

2.0 GUIDING PRINCIPLES

2.1 INTRODUCTION

In the Draft National Policy Framework for Public Participation (2005, p6) prepared by the DPLG, in order to make public participation a reality, a series of guiding principles must be followed:

- **Inclusivity** - embracing all views and opinions in the process of community participation.
- **Diversity** - In a community participation process it is important to understand the differences associated with race, gender, religion, ethnicity, language, age, economic status and sexual orientation. These differences should be allowed to emerge and where appropriate, ways sought to develop a consensus. Planning processes must build on this diversity.
- **Building community participation** – Capacity-building is the active empowerment of role players so that they clearly and fully understand the objective of public participation and may in turn take such actions or conduct themselves in ways that are calculated to achieve or lead to the delivery of the objectives.
- **Transparency** - promoting openness, sincerity and honesty among all the role players in a participation process.
- **Flexibility** - the ability to make room for change for the benefit of the participatory process. Flexibility is often required in respect of timing and methodology. If built into the participatory processes upfront, this principle

allows for adequate public involvement, realistic management of costs and better ability to manage the quality of the output.

- **Accessibility** – at both mental and physical levels - collectively aimed at ensuring that participants in a public participation process fully and clearly understand the aim, objectives, issues and the methodologies of the process, and are empowered to participate effectively. Accessibility ensures not only that the role players can relate to the process and the issues at hand, but also that they are, at the practical level, able to make their input into the process.
- **Accountability** - the assumption by all the participants in a participatory process of full responsibility for their individual actions and conduct as well as a willingness and commitment to implement, abide by and communicate as necessary all measures and decisions in the course of the process.
- **Trust, Commitment and Respect** - Above all, trust is required in a public participatory process. Invariably, however, trust is used to refer to faith and confidence in the integrity, sincerity, honesty and ability of the process and those facilitating the process. Going about participation in a rush without adequate resource allocations will undoubtedly be seen as a public relations exercise likely to diminish the trust and respect of community in whoever is conducting the process in the long term, to the detriment of any public participation processes.
- **Integration** – that public participation processes are integrated into mainstream policies and services, such as the IDP process and service planning.

2.2 LEGAL FRAMEWORK

There are several pieces of legislation that regulate the community participation process, including:

- The Constitution (Act 108 of 1996);
- The Local Government Municipal Systems Act (Act 32 of 2000);
- The Local Government Municipal Finance Management Act (Act 56 of 2003);
- and

2.2.1 THE CONSTITUTION

Section 152 (1) of the Constitution outlines the objectives of local government as follows:

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

This plan seeks to implement Section 152 (1) (e) of the Constitution.

2.2.2 THE MUNICIPAL SYSTEMS ACT

Chapter 4 of the MSA outlines how municipalities are to involve the community in the processes of local government. Sections 16 to 23 are summarised as follows:

- Development of culture of community participation
- Mechanisms, processes and procedures for community participation
- Communication of information concerning community participation
- Public notice of meetings of municipal councils
- Admission of public to meetings
- Communications to local community
- Regulations and guidelines

These sections and the content therein are used as the foundation for the Amajuba Public Participation Plan.

2.2.3 THE MUNICIPAL FINANCE MANAGEMENT ACT

Chapter 4 of the MFMA deals with Municipal Budgets and Sections 21 and 23 deal with the *Budget Preparation Process* and *Consultations on the Tabled Budget* respectively. These sections have also been built into the Amajuba Public Participation Plan.

2.3 THE COMMUNITY PARTICIPATION STRATEGY

In order for successful participation to occur, the following issues must be addressed:

- There must be a genuine intent and attitude by the Municipality and its citizens to engage in a public process to help make better decisions;
- There must be clearly defined process that identify the roles of participants;
- Participation must occur early enough in the process so that it can influence the outcomes;
- There is a need to identify and invite people who are affected or interested in the issue being debated to be part of the process;
- There must be sufficient dialog and deliberation as part of the process;
- That all participants work hard, listen to all sides, and attempt to understand opposing viewpoints; and
- There is a need to consider the “public good” perspective on all issues, especially when personal interests differ.

3.0 ISSUES TO BE COMMUNICATED

The municipality is required to engage the community on a range of issues with particular emphasis on the following:

- The Integrated Development Planning (IDP) process;
- The annual Budget preparation process;

- The Performance Management System (PMS) and the overall performance of the municipality;
- Policies and By-laws that the municipality has developed and is implementing;
- Pressing issues of LED and unemployment, as well as HIV/ Aids;
- Project planning, implementation and monitoring;
- The future strategic plans of the municipality; and
- Issues relating to development in general.

4.0 METHODS FOR PUBLIC PARTICIPATION

4.1 COUNCIL MEETINGS

4.1.1 LEGAL REQUIREMENTS

Section 20 (1) of the MSA (32 of 2000) indicates that:

“(1) Meetings of a municipal council and those of its committees are open to the public, including the media, and the council or such committee may not exclude the public, including the media, from a meeting, except when—

- (a) it is reasonable to do so having regard to the nature of the business being transacted; and*
- (b) a by-law or a resolution of the council specifying the circumstances in which the council or such committee may close a meeting and which complies with paragraph (a). authorises the council or such committee to close the meeting to the public”.*

4.1.2 STRATEGY TO BE IMPLEMENTED

In order to ensure public participation in Council meetings, the municipality will make people aware that they are welcome at Council meetings by widely publicising these meetings. To achieve this, an annual calendar for official meetings of the Council will be distributed through the media as well as through the Municipal Newsletter.

4.1.3 ACTION AND RESPONSIBILITY

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Draft an annual calendar of events	June	Dir Corp Services
2	Publish annual calendar of events in the local media	July	Dir Corp Services
3	Publish annual calendar of events in the Amajuba Newsletter	July	Assist Dir Tourism & Communication
4			

4.2 IDP REPRESENTATIVE FORUMS

4.2.1 LEGAL REQUIREMENTS

In terms of community participation in the drafting of the Integrated Development Plan (IDP), Section 29 (1) of the MSA (32 of 2000) indicates that:

“29. (1) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must—

- (a) be in accordance with a predetermined programme specifying timeframes for the different steps;*
- (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for—*
 - (i) the local community to be consulted on its development needs and priorities;*
 - (ii) the local community to participate in the drafting of the integrated development plan; and*
 - (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;*
- (c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and*
- (d) be consistent with any other matters that may be prescribed by regulation”.*

4.2.2 STRATEGY TO BE IMPLEMENTED

The Amajuba IDP RF will be the primary public participation forum for the Annual IDP and Budget preparation/ review process. The IDP RF will be chaired by the Mayor and in his/ her absence, the deputy Mayor, the Municipal Manager or the IDP Manager depending on availability.

4.2.3 ACTION AND RESPONSIBILITY

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Draft annual Process Plan for the IDP and Budget.	July	IDP Manager CFO
2	A minimum of three IDP RF meetings per financial year.	Ongoing	IDP Manager CFO
3			
4			

4.3 IDP AND BUDGET ROADSHOWS

4.3.1 LEGAL REQUIREMENTS

Section 16 (1) of the MSA (32 of 2000) indicates that:

“16. (1) A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose-

(a) Encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in—

- (i) The preparation, implementation and review of its integrated development plan in terms of Chapter 5;*
- (ii) The establishment, implementation and review of its performance management system in terms of Chapter 6;*
- (iii) The monitoring and review of its performance, including the outcomes and impact of such performance;*
- (iv) The preparation of its budget; and strategic decisions relating to the provision of municipal services in terms of Chapter 8.”*

4.3.2 STRATEGY TO BE IMPLEMENTED

In order to address this section of the legislation, since the 2005/6 financial year, the ADM annually embarks upon road shows of its IDP and budget during April of each year.

The Municipal Manager annually convenes a Community Road shows Steering Committee, in March of each, comprising key officials involved in the Road show process, to make arrangements for the proceedings.

The Road shows afford the broader district community with the opportunity to comment verbally on the draft IDP and Budget, as well as to provide comments and raise issues on service delivery in general.

4.3.3 ACTION AND RESPONSIBILITY

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Convening of Road shows Steering Committee and preparatory meetings	Beginning of March	Municipal Manager
2	Roll-out of Community Road shows	First week in April	Municipal Manager Assist Director Tourism & PRO
3			
4			

4.4 IZIMBIZO PROGRAMMES

4.4.1 LEGAL REQUIREMENTS

There is no direct legislation resulting in Imbizo, but the concept addresses Section 152 (1) of the Constitution.

4.4.2 STRATEGY TO BE IMPLEMENTED

Public participation also has a role to play in giving feedback directly to provincial and national levels. The approach taken by government has been to roll-out Imbizo's.

An Imbizo is essentially a heightened period of unmediated communication between the people and government. The people essentially raise their concerns or issues directly with government officials in a meeting format and get direct responses to their queries. Imbizo's have been part of government's commitment to get closer to the people and to promote both accountability and transparency. It is a campaign taken up by all spheres of government and affords government an opportunity to have an insight into people's concerns over the delivery of services and the betterment of their lives.

The campaign promotes partnership between the Government and the people and thus promotes participatory democracy and as such encourages ordinary citizens to be active participants in the transformation of the South African society. Izimbizo's also fulfil the strategic objective of achieving effective government communication that will empower citizens to become agents of change.

4.4.3 ACTION AND RESPONSIBILITY

According to GCIS's Government Communicator's Handbook, a Task Team should be established and charged with the overall responsibility of implementing the Imbizo. The Task Team should preferably consist of selected government communicators from the department, representatives from protocol and security; a senior person who will be the link with the provincial department and others as may be deemed fit.

The significance of having communicators in the Task Team is that of ensuring that the communication objectives of the Imbizo are strictly maintained. Protocol and security have to be taken on board at all times as their understanding of the Imbizo is crucial to its success. Neglecting to brief them thoroughly may result in the failure of the Imbizo, as they are critical and responsible for the movements of the principal on the ground.

Personnel from the Province are also important in the process of implementing Imbizo. Preferably, it has to be someone with direct access to the Premier or the entire Executive Council, the MEC in the province, depending on the nature of the Imbizo.

The Task Team must have a designated Project Leader who will oversee the overall work of the Task Team and also have direct and full access to all those who need to be consulted to sign off things and approve the programme.

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Convening of a Task Team and preparatory meetings	When required	Municipal Manager
2			
3			
4			

4.5 WARD COMMITTEES

4.5.1 LEGAL REQUIREMENTS

Ward committees are established in those municipalities that have opted for a ward-based participatory system and in the ADM, all three LM's have opted for this approach.

The role of the ward committee is to enhance participatory democracy in local government with Ward committees being seen as an independent advisory body that must be impartial. In terms of the legislation, the specific roles of ward committees are to:

- Make recommendations on any matters affecting the ward to the ward councillor or through the ward councillor to the municipality;
- Serve as an official specialised participatory structure;
- Create formal unbiased communication channel as well as co-operative partnerships between the community and the council;
- Serve as a mobilising agent for community action, in particular through the IDP process and the municipality's budgetary process; and
- Hold other duties as delegated by the municipality.

4.5.2 STRATEGY TO BE IMPLEMENTED

In terms of community participation in Council business, National Government expects ward committees to be at the forefront. Ward Committees are implemented and maintained by local municipalities. The ADM should therefore forge cooperation with local municipalities to satisfy itself that ward committee meetings are held regularly and that relevant issues are discussed in these

meetings. Such meetings should always have a secretariat support and depending on the issues on the agenda relevant officials from either the district or local municipality, or both, must be in attendance.



4.5.3 ACTION AND RESPONSIBILITY

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	The Director Corporate Service to liaises with the relevant local municipality to ensure that items from the DM are placed on the relevant Ward Committee Agendas.	Ongoing	Director Corporate Service
2	The Director Corporate Services to obtain minutes of relevant Ward Committee meetings and to ensure that these are reported back to the ADM.	Ongoing	Director Corporate Service
3			
4			

4.6 OTHER PARTICIPATION STRUCTURES MAINTAINED BY THE ADM

A number of other structures have been created by the ADM which ensure public participation. These are outlined below:

4.6.1 AMAJUBA FORUM FOR LOCAL ECONOMIC DEVELOPMENT (AFLED)

A need was identified to coordinate and create partnerships between the activities of both the public and private sector within the ADM and as a result, AFLED was established. The role of AFLED can be summarised as follows:

- Coordinate the formulation and implementation of LED policies and strategies;
- Ensure communication and alignment of LED between all stakeholders;
- Identify projects within the Municipalities as part of the IDP process;
- Evaluate LED applications, projects, and business plans;
- Monitor LED implementation;
- Source funding for LED projects;
- Resolve LED roles and responsibilities;
- Coordinate and develop Strategic Development Plans; and
- Create partnerships between the Public and Private Sectors.

AFLED comprises of 60 members, as follows (See diagram below for exact composition and lines of communication):

- 22 members from the Tourism Forum (ATF) which includes the Amajuba Tourism Committee (ATC);
- 32 members from the Agriculture Committee (AAC) and the Catchment Management Forum (CMF);
- 12 members from the Trade and Industry Committee;
- 10 private sector individuals including organised business, organised labour, and civil society; and
- 9 public sector representatives including provincial and national government departments.

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Coordination of sector plans and ensuring public participation in their compilation.	Ongoing	Director Planning & Development
2	Ensure broad-based participation in project planning.	Ongoing	Director Planning & Development
3	Ensure broad-based participation in recommendations to EXCO.	Ongoing	Director Planning & Development
4			

AFLED envisages the creation of three sub-committees, two of which are currently functional, the latter which is still to be established:

i) AMAJUBA TOURISM FORUM

The Tourism Forum comprises of 22 members made up of the main tourism stakeholders in the ADM. The Tourism Forum played an important role as the Project Steering Committee for a number of tourism-related sector plans including the Tourism Sector Plan, the Tourism Route Development Plan, the Tourism Signage Development Plan, and the Battlefields Development Plan, and the development of the Amajuba Tourism Routes.

For the exact composition of the forum, see the diagram below. This forum forms the primary

participation structure for tourism-related organisations within the ADM.

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Organisation of quarterly meetings to ensure information dissemination.	Quarterly	Assistant Director Tourism and Communication
2	Circulation of minutes of meetings to EXCO and AFLED members.	Bi-monthly	Assistant Director Tourism and Communication
3	Recommendations arising from meetings to be compiled and submitted to EXCO for decisions.	Ongoing	Assistant Director Tourism and Communication
4	Ensure participation in tourism development and promotion at all levels of the tourism industry within the DM.	Ongoing	Assistant Director Tourism and Communication

ii) AMAJUBA AGRICULTURAL COMMITTEE

The Agriculture Committee comprises of 32 members (see the diagram below for the exact composition). Like the Tourism Committee, the Agriculture Committee served as the Project Steering Committee for the development of the Agricultural Plan for the ADM.

This committee provides a good platform for organised and disorganised agriculture to participate as well as to provide coordination between the public and private sectors.

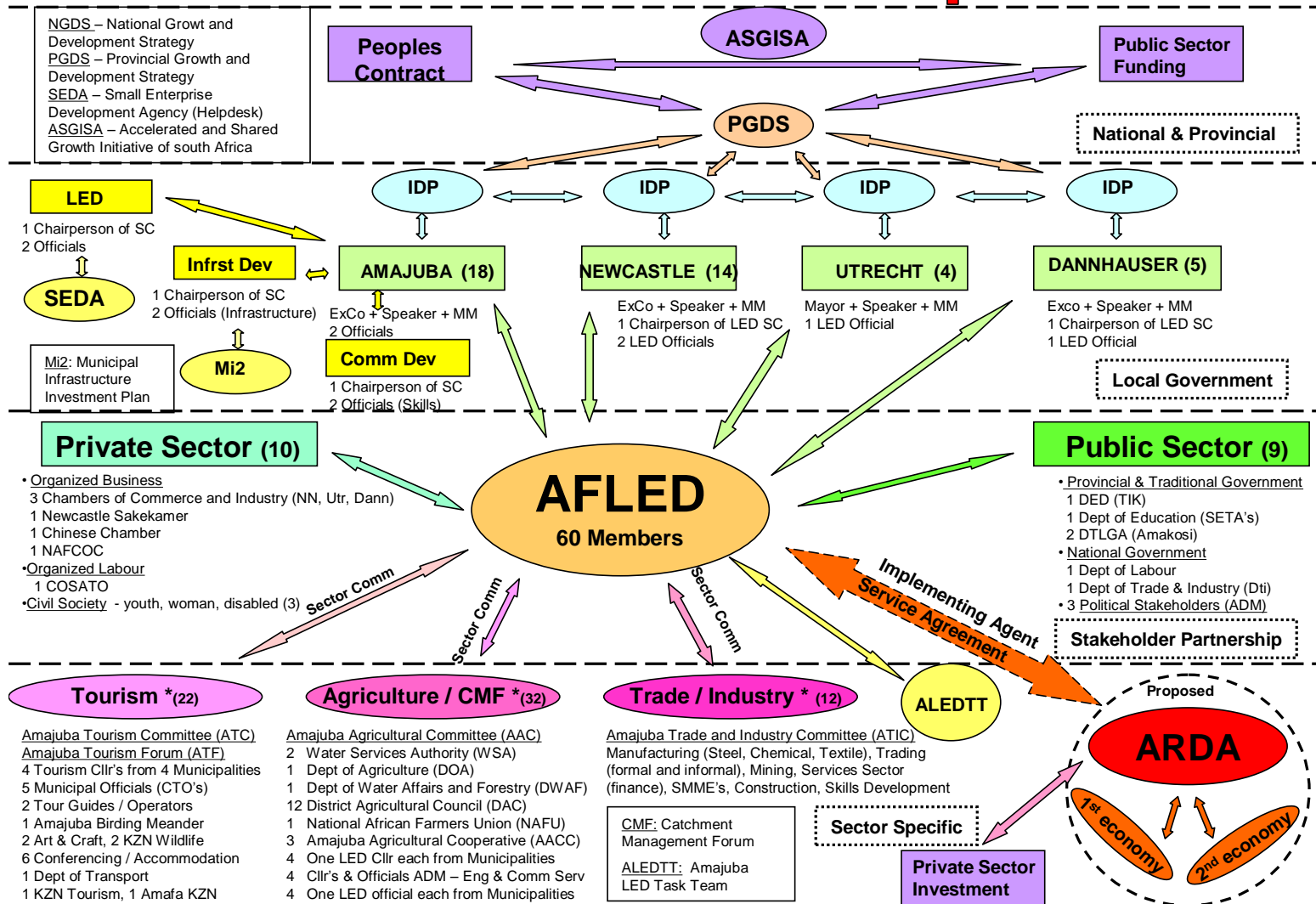
No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Organisation of monthly meetings to ensure information dissemination.	Monthly	LED Manager
2	Circulation of minutes of meetings to EXCO and AFLED members.	Bi-monthly	LED Manager
3	Recommendations arising from meetings to be compiled and submitted to EXCO for decisions.	Ongoing	LED Manager
4	Ensure linkages between entrepreneurs (BBBEEE) and organised agriculture.	Ongoing	LED Manager

iii) AMAJUBA TRADE AND INDUSTRY COMMITTEE

This has yet to be established but will cover commerce and industry issues. This will provide a platform for the commercial and industrial sectors to participate in the municipality. This committee will ensure the coordination of sector activities.

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Organisation of bi-monthly meetings to ensure information dissemination.	Bi-Monthly	LED Manager
2	Circulation of minutes of meetings to EXCO and AFLED members.	Bi-monthly	LED Manager
3	Recommendations arising from meetings to be compiled and submitted to EXCO for decisions.	Ongoing	LED Manager
4	Ensure linkages between entrepreneurs (BBBEEE) and organised business.	Ongoing	LED Manager

Diagram 2 Detailed AFLED Concept



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K8: COMMUNICATION PLAN

K9: OUTCOMES OF THE GROWTH SUMMIT

- 353 - 25 OPPORTUNITY	CONSTRAINTS/ CHALLENGES/ GAPS	PROPOSED INTERVENTION	Target Date (Short/Medium/ Long Term)	Responsible Agents	REF	RESPONSIBLE OFFICIAL	COMMENT
Summer Crops Soya / Maize Winter Crops Wheat / Barley	Markets	Establish Off take Agreement	Process underway	AA Co-Op	A1.1	ADM Dir P & D	AFGRI and Siyanda Oils. Negotiations continue
	Agronomy /Irrigation Skills	Skills Development	Process underway	ADM: IDT: Dept. Labour: NDA, DA&E: EPWP: FET: CO-OPS	A1.2		40 Farmers trained in Agronomy & Irrigation. 12 Trained in Diesel Mechanics
	Agronomy / Water Extraction License	DWAF Water License Application	Process underway	ADM: DWAF: DA&E:	A1.3		Currently being addressed through the Gijima funded Water/Agric synergies project to be completed in May 2008
	Water User Associations	Establishment of four WUAs in the district aligned through Catchment Management Forum	Process Underway	DWAF, ADM.	A1.4		Completed awaiting final registration with DWAF
	Irrigation Plan	Irrigation Master Plan	Short	ADM	A1.5		Ref A1.3
	Infrastructure Development	Implementation	Short to Long	ADM: IDT; EPWP:DBSA: DED: BANKs :	A1.6		MOA has been signed with IDT ADM; Umzinyathi & Zululand. Project support has been obtained from DAEA; DLA. However funding for the project remains a challenge.
		Lobby for Funding	Short	IDC: DLA: NDA,DA&E: LB			
	Transport Logistics	Transport / Corridor Plan	Process Underway	ADM	A1.7		Newcastle LM Dir LED
Electricity Supply	Electricity Supply Plan	Process Underway	ADM: ESCOM	A1.8	ADM Director Engineering	Completed. Plan needs to be aligned with projects	
Dried Tomatoes	Markets	Establish Off take Agreement	Short	AA Co-Op	A2.1	ADM Dir P & D	Letters of intent from Italian buyers have been obtained
	Centralised / Decentralised Implementation Model	Undertake Implementation Model Study	Process underway	ADM	A2.2		Completed initial feasibility study. Layout plan is currently being developed and should be completed by February 08
	Institutional Model	Complete	Achieved	ADM: AA Co- Op: Producers Trust: Italian	A2.3		Institutional model has been developed and will be finalized with the Layout plan
25	Infrastructure Funding	Lobby for Funding	Short	ADM: IDT; DBSA: DEDF:	A2.4		Currently lobbying for funding to draft the project layout plan.

				BANKs : IDC: TIKZN: DLA: DA&E: LB			Investors are interested in investing in the project.
	Transport Logistics	Transport / Corridor Plan	Process Underway	ADM	A2.5	ADM Dir Engineering	Ref A1.7
Vegetable & Seedling Production	Markets	Establish Regional Market	Short	NAFU: Potato SA: DA&E: Dept Labour: DLA: ADM: Co- Ops	A3.1	ADM Dir P & D	Market demand exceeds production throughout the district
	Hydroponic production skills	Skills Development	Process Underway	ADM: IDT: DA&E: EPWP: FET: AA Co-op	A3.2		Theory training complete. Awaiting practical training
	Water	Water Master Plan	Process Underway	ADM	A3.3	ADM Dir Engineering	Currently being compiled. Awaiting the completion of current studies to enable the compilation of one Water Master Plan
	Covered Infrastructure	Lobby for Funding	Short	ADM: IDT; DBSA: DEDF: BANKs : IDC: TIKZN: DLA: DA&E: LB	A3.4	ADM Dir P & D	Currently Lobbying for funding to implement the projects
	Transport Logistics	Transport / Corridor Plan	Process Underway	ADM	A3.5	ADM Dir Engineering	Ref A1.7
	Electricity Supply	Electricity Supply Plan	Process Underway	ADM: ESCOM	A3.6		Ref A1.8

OPPORTUNITIES	CONSTRAINTS	PROPOSED INTERVENTION	Target Date (Short/Medium/Long Term)	Responsible Agents	REF	RESPONSIBLE OFFICIAL	COMMENT
Dairy	Develop Sustainable Market	Secure off take agreements with existing markets	Short	Newcastle LM: ADM Farmers Associations	A4.1	Newcastle LM Dir LED	<i>Private sector proposal to develop the industry needs to be developed by the private sector.</i>
	Develop sustainable milk supply	Develop Parlors	Short	ADM ADM: IDT; DBSA: DEDF: BANKs : IDC: TIKZN: DLA: DA&E: LB	A4.2	ADM Dir P & D	
	Water	Water Master Plan	Process Underway	ADM	A4.3	ADM Dir Engineering	Currently being compiled. Awaiting the completion of current studies to enable the compilation of one Water Master Plan
	Transport Logistics	Transport / Corridor Plan	Process Underway	ADM	A4.4		Ref A1.7
	Electricity Supply	Electricity Supply Plan	Process Underway	ADM	A4.5		Ref A1.8
KENAF	Feasibility Study	Pending Feasibility Outcomes	Process Underway	ADM: Newcastle LM	A5.1	ADM Dir P & D	Feasibility plan & BP complete ADM has Allocated a budget for a Kenaf Pilot project
Aqua Culture	Feasibility Study	Pending Feasibility Outcomes	Medium	Newcastle LM OPI	A6.1	Newcastle LM Dir LED	Although this project is reflected in the ADM Agric Plan as a priority the private sector has not actively pursued the establishment of Aquaculture
Poultry 30 000 Bird Unit	Facilitation	Consolidate small existing CO-Ops	Medium	ADM: DA&E: DED&F: CO-Ops	A7.1	ADM Dir P & D	Although this project is reflected in the ADM Agric Plan as a priority the private sector has not actively pursued the establishment of a Poultry Unit
Piggery 300 Sow Unit	Facilitation	Consolidate small existing CO-Ops	Medium	ADM: DA&E: DED&F: CO-Ops	A8.1	ADM Dir P & D	Although this project is reflected in the ADM Agric Plan as a priority the private sector has not actively pursued the establishment of a Piggery
Feedlot 1200 Beast	Facilitation	Consolidate small existing CO-Ops	Medium	ADM: DA&E: DED&F: CO-Ops	A9.1	ADM Dir P & D	Although this project is reflected in the ADM Agric Plan as a priority the private sector has not actively

OPPORTUNITIES	CONSTRAINTS	PROPOSED INTERVENTION	Target Date (Short/Medium/ Long Term)	Responsible Agents	REF	RESPONSIBLE OFFICIAL	COMMENT
							pursued the establishment of a Feedlot
Horn River Project Emerging Farmer Development	Infrastructure Development	Implementation Lobby for Funding	Short to Long Short	ADM: IDT; EPWP:DBSA: DED: BANKS : IDC: DLA: DA&E: LB	A10.1	ADM Dir P & D	Business Plan Complete. Lobbying for funding to implement the project
	Agronomy /Irrigation Skills	Skills Development	Process underway	ADM: IDT: DA&E: EPWP: FET: CO-OPS	A10.2	ADM Dir Engineering	Ref A1.4 &A1.3
	Water	Water Master Plan	Process Underway	ADM	A10.3		Currently being compiled. Awaiting the completion of current studies to enable the compilation of one Water Master Plan
	Electricity Supply	Electricity Supply Plan	Process Underway	ADM	A10.4		Ref A1.8

K10: ANNUAL REPORT