



INTEGRATED DEVELOPMENT PLAN REVIEW FOR 2009/10



FINAL REPORT
MAY 2009



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LIST OF SELECTED ABBREVIATIONS

ANC:	Ante Natal Clinic
IDP:	Integrated Development Plan
IDP RF:	IDP Representative Forum
IDP SC:	IDP Steering Committee
SDF:	Spatial Development Framework
PMS:	Performance Management System
KPI's:	Key Performance Indicators
KPA's:	Key Performance Areas
GDP:	Gross Domestic Product
GVA:	Gross-Value Added
EAP:	Economically Active Population
HDI:	Human Development Index
PGDS:	Provincial Growth and Development Strategy
PSEDS:	Provincial Spatial Economic Development Strategy
NSDP:	National Spatial Development Programme
MFMA:	Municipal Finance Management Act
LED:	Local Economic Development
LM:	Local Municipality
DM:	District Municipality
ADM:	Amajuba District Municipality
CIP:	Capital Investment Programme
RED:	Regional Electricity Distributor
MIG:	Municipal Infrastructure Grant
ESDP:	Electricity Supply Development Plan
EMP:	Environmental Management Plan
IWMP:	Integrated Waste Management Plan
WSDP:	Water Supply Development Plan
SEA:	Strategic Environmental Assessment
CPTR:	Current Public Transport Record
PTP:	Public Transport Plan
ESDP:	Electricity Supply Development Plan
ALEDA:	Amajuba Local Economic Development Agency
AFLED:	Amajuba Forum for Local Economic Development
SPF:	Service Provider's Forum
P&DCC:	Planning and Development Coordination Committee
MIP:	Municipal Investment Plan
PTP:	Public Transport Plan
DOT:	Department of Transport
DAEA:	Department of Agriculture and Environmental Affairs
DWAF:	Department of Water Affairs and Forestry
DOA:	Department of Agriculture
DPLG:	Department of Provincial and Local Government
DLGTA:	Department of Local Government and Traditional Affairs
DOH:	Department of Health
DME:	Department of Minerals and Energy
STATSSA:	Statistics South Africa
IGR:	Inter-governmental Relations
NGO:	Nob-governmental Organisation
ARV's:	Anti-retroviral drugs
KZN:	KwaZulu-Natal

THE 2009/10 INTEGRATED DEVELOPMENT PLAN

FOR THE AMAJUBA DISTRICT MUNICIPALITY

SECTION A

EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION

A common perception of IDP's are that they are "wish-lists" that are *not linked to budgets, dependant on sector departments* and are *unrealistic* due to them *not being linked to the powers and functions* allocated to the respective municipalities. These negative perceptions have resulted in the credibility of IDP's being questioned. In understanding what is a "credible" IDP one needs to look at what credible actually means with the word "credible" being derived from the Greek word for "credulous" which means "realistic". In other words, a "credible" IDP should be one that is "do-able" and implementable.

For this year's IDP Review, several changes have been incorporated into the IDP to realise this goal of creating a "realistic" and "credible" IDP. These changes include:

- An update to the socio-economic data, which forms the foundation for the later phases in the IDP, with the new 2007 STATSSA Neighbourhood data;
- A process of "benchmarking" the statistical performance of the ADM against similar DM's being included into the IDP Analysis phase;
- A more rigorous analysis of the key issues facing the ADM including a "cause and effect" analysis;
- An alignment of the IDP with the NSDP principles and a re-categorisation of all the strategies in the IDP in terms of the six NSDP guiding principles. This process has allowed the ADM to identify gaps in the existing strategic framework and to develop additional strategies so as to "plug" these gaps;
- The IDP projects have also been more effectively linked to the strategies and the NSDP principles which enables the budget and PMS to be monitored and measured in terms of the NSDP principles.

1.2 BACKGROUND

This IDP is the **third** 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.

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:

1.1.1 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 STATSSA Neighbourhood study data (2007). It also compares the current rate of service delivery to the targets set by government with alarming results in many cases.

1.1.2 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.

1.1.3 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) and the Provincial Spatial Economic Development Strategy (PSEDS). The SDF has been reviewed this financial year and is aligned with the LED sector plans and captures the key interventions from the Growth Summit together with their budgets.

1.1.4 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.

1.1.5 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.

1.1.6 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 life 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 eMadlangeni 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.

The IDP has made use of the STATSSA (2007) Neighbourhood Survey data.

TABLE 1: SUMMARY OF BASIC FACTS AND FIGURES

YEAR	DANHAUSER	NEWCASTLE	EMADLANGENI	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
Total Pop: 2007 (Global Insight)	97 866	360 190	39 561	497 617
Total Pop: 2007 (Stats SA, Community Survey 2007)	91 366	327 637	23 263	442 266
No of H/holds (2005)	19 094	72 089	5 663	96 846
No of H/holds 2007 (Global Insight)	18 751	82 938	6 905	108 595
No of H/holds 2007 (Stats SA, Community Survey 2007)	18 057	77 786	5 211	101 054
Average H/hold Size (2005)	5.5	4.9	6.4	5.1
Average H/hold Size 2007 (Global Insight)	5.2	4.3	5.7	4.6
Average H/hold Size 2007 (Stats SA, Community Survey 2007)	5.1	4.2	4.5	4.4
% Growth/ annum ('01 to '05)	0.31	1.33	2.74	1.21

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
1	Economic Development
2	Integrated Service Delivery
3	Social Facilitation and Development
4	Institutional and Governance
5	Municipal Planning
6	Environmental Management

1.5 OPPORTUNITIES

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

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 a Fly-fishing Meander.
- The development of the Dunblaine Golf Estate and associated facilities.
- The development of a proposed residential estate at the Newcastle Golf Course.
- The Development of an 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 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	
Environmental Management Plan Review	Currently being prepared	
Integrated Waste Management Plan	Complete	
Integrated Waste Management Plan Review	Currently being prepared	
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 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 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 2009/10

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 ¹				
DANNHAUSER		Dannhauser (Urban) Hattingspruit	▪ KwaMdakane	▪ Alcockspruit	▪ Keel Keel ▪ Thirst ▪ Flint ▪ Naasfarm.
EMADLANGENI		Utrecht (Urban)	Groenvlei ²	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.

The SDF is aligned with the NSDP.

¹ 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.

² 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.

1.8 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.

1.9 THE 2009/10 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 2008/9, particularly during the “IDP Assessments” conducted by the DPLG and the DLG&TA at the Kerradene Hotel; 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 based on changed circumstances.

(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;
- 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.

It must be noted that the ADM’s IDP was ranked as third best in the whole of the KwaZulu-Natal province which includes 61 municipalities during the 2008 assessments, and **second** during the 2009 assessments.

The ADM’s assessment score improved from 81.48% in 2008 to 92.59% in 2009.

TABLE 5: COMMENTS FROM THE MEC

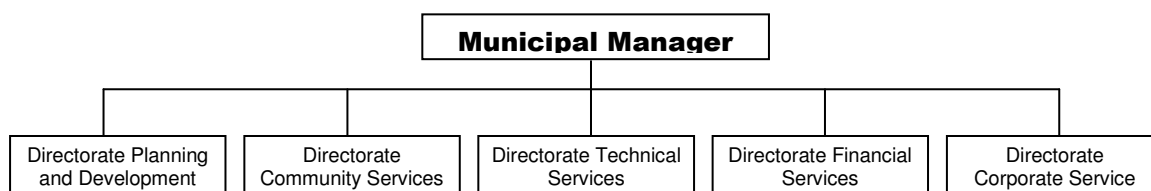
KPI	ISSUE RAISED	2009/10 IDP RESPONSE
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	DM's response to financial oversight issues	Included in financial plan section and associated annexures.
LOCAL ECONOMIC DEVELOPMENT	Include opportunities offered by the 2010 Fifa World Cup	Covered under Strategies phase.
BASIC SERVICE DELIVERY & INFRASTRUCTURE	Utilise STATSSA Community Survey 2007 backlog data	IDP and SDF updated to include new data.
FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Nil	
GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Establish an effective audit committee.	Has been established for the past two financial years and continues to function.
	Develop strategies for gender equity that promote access to economic development	Already existed in the 2008/9 IDP but given additional focus in this IDP.
SPATIAL DEVELOPMENT FRAMEWORK	Spatial expression of the capital investment framework.	Included in 2008/9 IDP review and updated in 2009/10 IDP review.

1.10 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 (IDPRF)** 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
21 November 2008	21 November 2008
10 April 2009	17 May 2009
15 May 2009	15 May 2009

Apart 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 in April 2009 at venues throughout the ADM. The outcomes of the road shows from 2009 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*.

1.11 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	SURPLUS /DEFICIT
2007/2008 (budget)	68 706 133	68 831 646	-125 513
2008/2009 (budget)	86 162 035	86 162 035	0
2009/2010 (budget)	78 869 033	78 869 033	0
2010/2011 (budget)	90 308 258	90 308 258	0

THE 2009/10 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), eMadlangeni (KZ253) and Dannhauser (KZ254). The ADM is 6 910 km² in size with eMadlangeni 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.

2.2 DATA SOURCES FOR THE 2009/10 IDP REVIEW

The ADM was selected as a pilot study for the National Spatial Development Perspective (NSDP). The implications of this are that:

- Detailed reviews of the statistics have been undertaken for the ADM; and
- The new STATSSA Community Survey (2007) data has been applied to the ADM.

Apart from the new wider range of data that the study has generated, a positive feature of the study is the comparison of the ADM to surrounding district municipalities.

2.3 THE IDP PROCESS

2.3.1 BACKGROUND

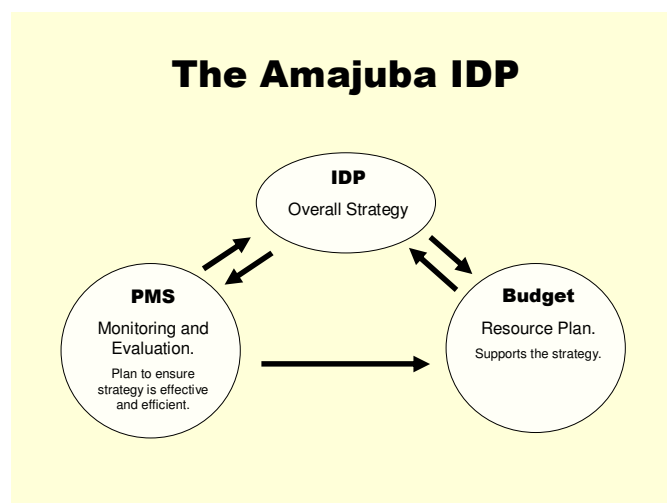
In terms of Section 25 (1) of the Municipal Systems Act (Act 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- 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 third review of the second cycle of the IDP process and reviews the 2008/9 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.

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.

2.3.2 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

2.3.3 THE APPROACH TO THE IDP REVIEW

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

1.0 ASSESSMENT ISSUES

- Comments received from the various role-players in the assessment of the IDP Review documentation for 2008/9, particularly during the "IDP Assessments" conducted by the DPLG and the DLG&TA at the Kerradene Hotel; and
- Shortcomings and weaknesses identified through self-assessment.

2.0 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 based on changed circumstances.

3.0 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;
- 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.

2.3.4 THE DISTRICT'S PROCESS PLAN

Prior to embarking on the preparation of the IDP, a Process Plan was prepared and adopted by the ADM 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 14 August 2008.

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 by mid-March 2009.

2.3.5 THE DISTRICT'S FRAMEWORK PLAN

The District Framework Plan, prepared by the ADM, provides for linkages and binding relationships to be established between the ADM 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 into the IDP document;
- 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 basis.

2.3.6 THE IDP ALIGNMENT PROCESS

(i) DISTRICT ALIGNMENT WITH 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 Coordination Committee (P&DCC). The committee met as follows:

- 11 July 2008;
- 14 November 2008;
- 5 February 2009; and
- 4 March 2009.

It is envisaged that three more meeting will be held of this committee before the end of the 2008/9 financial year.

(ii) ALIGNMENT WITH SURROUNDING DISTRICT MUNICIPALITIES

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

- Zululand DM: 25 November 2008;
- Gert Sibande DM: 13 January 2009;
- uThukela DM: 20 January 2009; and
- Thabo Mofutsanyane DM: 20 January 2009.

The alignment focussed 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**.

2.3.7 COMMENTS ON THE IDP REVIEW DOCUMENT

Three opportunities for comment were provided for during the 2008/9 IDP review which are summarised below:

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

(i) COMMENTS FROM THE 21 DAY ADVERTISING PERIOD

No written comments were received from the community during the 21 day advertising period. The Budget and IDP public road shows during April 2008 generated a lot of comments and debate on the Budget and IDP which were incorporated into the 2008/9 IDP document before it was adopted by Council.

(ii) SERVICE PROVIDER ASSESSMENT OF THE IDP

The following table summarises the outcomes of the April 2008 IDP assessment process that took place at Kerradene. As can be seen from this, the ADM was placed third overall behind Ugu and eThekweni. The average score achieved in this assessment was also an improvement on the score achieved in 2007.

TABLE 8: TOP FIVE IDP'S RANKED FOR THE PROVINCE

	Service Delivery & Infr	Instit Devt	Spatial & Env	LED	Financial Viability	Good Gov	%
Ilembe	5	4	3	4	3	5	88.89
uThungulu	4	5	3	4	3	4	85.19
Amajuba	4	4	4	4	3	3	81.48
eThekwini	5	4	2	3	4	4	81.48
Hibiscus Coast	4	4	3	3	3	4	77.78

(iii) COMMENTS FROM THE MEC

Key points noted by the MEC are highlighted below:

TABLE 9: COMMENTS FROM THE MEC

KPI	ISSUE RAISED	2009/10 IDP RESPONSE
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	DM's response to financial oversight issues	Included in financial plan section and associated annexures.
LOCAL ECONOMIC DEVELOPMENT	Include opportunities offered by the 2010 Fifa World Cup	Covered under Strategies phase.
BASIC SERVICE DELIVERY & INFRASTRUCTURE	Utilise STATSSA Community Survey 2007 backlog data	IDP and SDF updated to include new data.
FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Nil	
GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Establish an effective audit committee.	Has been established for the past two financial years and continues to function.
	Develop strategies for gender equity that promote access to economic development	Already existed in the 2008/9 IDP but given additional focus in this IDP.
SPATIAL DEVELOPMENT FRAMEWORK	Spatial expression of the capital investment framework.	Included in 2008/9 IDP review and updated in 2009/10 IDP review.

ANALYSIS PHASE

2.4 COMPARATIVE ANALYSIS OF THE AMAJUBA DISTRICT MUNICIPALITY

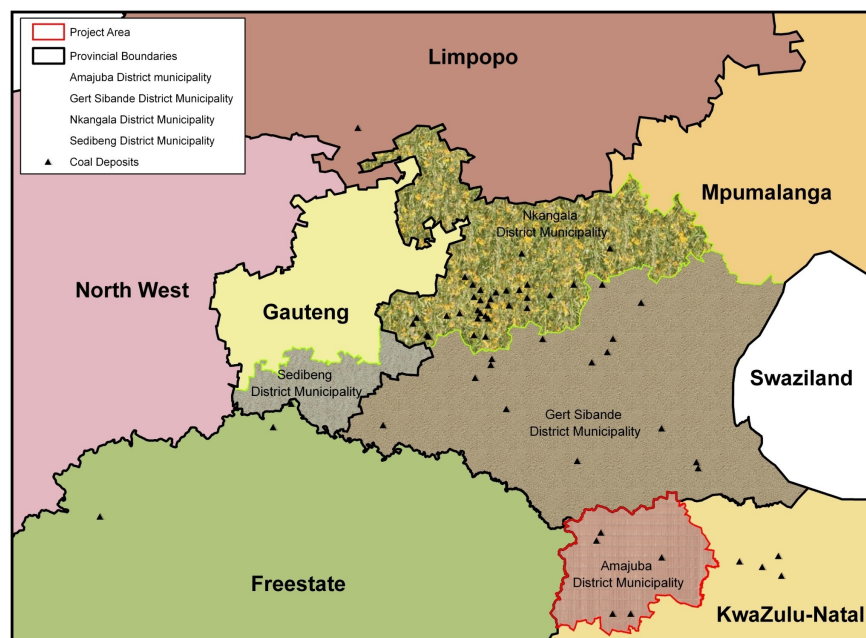
2.4.1 INTRODUCTION

One of the outcomes of the DLG&TA's Conference on *IDP Best Practices* was that “Municipalities need to benchmark themselves against other municipalities in order to improve performance”. This approach has been adopted for the 2009/10 IDP Review report.

The Amajuba NSDP Pilot Project (2009) undertook an interesting comparative analysis with similar districts based on population and key economic sectors. This analysis has been included in this year's IDP review as it provides a way of benchmarking the ADM against other similar DM's. The figure below indicates the other three comparable DM's in the Mpumalanga and Gauteng provinces, namely:

- The Nkangala DM;
- The Sedibeng DM; and
- The Gert Sibande DM.

FIGURE 3: Comparable DM's



2.4.2 BASIC FACTS AND FIGURES

The table below summarises the basic facts and figures for the four DM's. As can be seen from the table, the ADM has the smallest population of the four DM's, but the percentage of the total population involved in agriculture, mining and retail are very similar. The

percentage of household incomes greater than R1 600 per month are also fairly similar although unemployment levels in the ADM are the highest.

TABLE 10: COMPARABLE FACTS & FIGURES

VARIABLE	AMAJUBA	GERT SIBANDE	NKANGALA	SEDIBENG
Population (CS 2007)	442 269	890 700	1 226 498	800 826
% Labour Agric	1.8	2.8	1.6	0.8
% Labour mining/ manufacturing	24.8	25.4	26.9	26.2
% Labour Retail	15.4	23.9	12.0	17.2
% HH Monthly income > R1600	25.5	27.8	24.8	22.0
% Unemployment	47.7	33.2	32.0	41.1
Staff per capita ratio (2007)	9177	10714	12147	1209

Throughout the IDP *status quo* section comparisons will be made with these three DM's to **benchmark** the ADM's performance.

2.5 ANALYSIS OF BASIC FACTS AND FIGURES

2.5.1 TOTAL POPULATION

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

TABLE 11: POPULATION DYNAMICS

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	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
Total Pop: 2007 (Global Insight)	97 866	360 190	39 561	497 617
Total Pop: 2007 (Stats SA, Community Survey 2007)	91 366	327 637	23 263	442 266
No of H/holds (2005)	19 094	72 089	5 663	96 846
No of H/holds 2007 (Global Insight)	18 751	82 938	6 905	108 595
No of H/holds 2007 (Stats SA, Community Survey 2007)	18 057	77 786	5 211	101 054
Average H/hold Size (2005)	5.5	4.9	6.4	5.1
Average H/hold Size 2007 (Global Insight)	5.2	4.3	5.7	4.6
Average H/hold Size 2007 (Stats SA, Community Survey 2007)	5.1	4.2	4.5	4.4
% 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.

This trend changes with the data from the Community Survey (2007) which shows a decline in the total population of all three LM's in the DM. The eMadlangeni municipality shows the greatest decline (41%) while the DM shows a decline of 11%. The reason for the decline can be explained as follows:

- Out-migration due to limited job opportunities;
- The impacts of the high levels of HIV/ Aids in the ADM;
- Conservative/ inaccurate 2007 Community Survey techniques.

In terms of the number of households in the Community Survey (2007), there has been a decline in the number of households in Dannhauser, but an increase in both the Newcastle and eMadlangeni municipalities. The ADM as a whole shows an overall increase in the number of households in 2007. The Community Survey (2007) also indicates a decline in household size.

2.5.2 DENSITIES

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

TABLE 12: POPULATION DENSITIES (PEOPLE/ KM2)

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
1996 ¹	65.5	154.9	6.8	59.4
2001 ¹	67.8	179.5	9.1	67.7
2007 ²	67.8	179.4	9.1	67.7

1= Demarcation Board, 2001

2= Global Insight, 2008

As can be seen in both the 2001 and 2007 figures, the population densities are the highest in Newcastle where there are approximately 180 people per square kilometre.

2.5.3 AGE PROFILE

The Baseline Data Study (2005) and the Community Survey (2007) indicate that the majority of the population in the ADM are between 15 and 34 years in age. The 2007 figures of the ADM indicate, however, that there has been an increase in the population of 0 – 4 years and 5 – 14 years.

TABLE 13: AGE PROFILES

AGE	DANNHAUSER		NEWCASTLE		EMADLANGENI		AMAJUBA	
	2005	2007 ¹	2005	2007 ¹	2005	2007 ¹	2005	2007 ¹
0-4	11.6	13.1	7.8	11.5	6.1	10.7	8.6	11.8
5-14	25.8	26.2	22.8	23.7	14.4	22.5	22.9	24.2
15-34	36.2	34.5	38.4	36.4	33.2	36.3	37.4	36.0
35-64	21.7	21.3	26.6	23.9	39.6	26.1	26.4	23.5
65+	4.7	4.9	4.4	4.5	6.7	4.5	4.7	4.5
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

1= Statistics SA, Community Survey 2007

2.5.4 GENDER PROFILES

In terms of the gender profile for the ADM, both in the Baseline Data Study (2005) and the Community Survey (2007) there were more females than males. eMadlangeni, however, now shows more males than females.

TABLE 14: GENDER PROFILES (%)

GENDER	DANNHAUSER		NEWCASTLE		EMADLANGENI		AMAJUBA	
	2005	2007 ¹	2005	2007 ¹	2005	2007 ¹	2005	2007 ¹
Female	54.6	53.4	53.9	52.3	51.8	44.3	53.8	52.1
Male	45.4	46.6	46.1	47.7	48.2	55.7	46.2	47.9
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

¹= Statistics SA, Community Survey 2007

2.5.5 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. This is echoed by the Baseline Study (2005) and the Community Survey (2007) figures.

TABLE 15: EDUCATION LEVELS OF PEOPLE OVER 20 YEARS (%)

OVER 20 YEARS WITH:	DANNHAUSER			NEWCASTLE			EMADLANGENI			AMAJUBA		
	'01	'05	'07 ¹	'01	'05	'07 ¹	'01	'05	'07 ¹	'01	'05	'07 ¹
None/ basic	22.8	16.5	9.7	13.3	10.3	6.8	25.2	15.7	13.6	16.1	12.1	8.3
Primary (Grade 5)	29.5	33.4	32.3	22.5	29.8	21.7	36.2	34.1	24.0	24.8	30.9	26.2
Secondary (Grade 12)	44.3	47.4	50.8	56.0	50.3	54.5	34.1	48.7	43.7	52.1	49.5	49.5
With Higher	3.4	2.7	7.2	8.2	9.6	17.0	4.4	1.5	8.7	7.0	7.5	16.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

¹= Statistics SA, Community Survey 2007

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, and this trend is repeated further in the 2007 figures.

It is also noted that only Newcastle, of the three LM's, has a larger percentage of people with *Higher* levels of education. eMadlangeni and Dannhauser have significantly lower percentages of people with *Higher* levels of education which may correlate with the closure of the mines, although these figures have improved in 2007. The ADM also represents the district municipality with the lowest percentage of the adult population without any form of schooling (completely illiterate). A total of 7.7% of the ADM population falls within this category. This figure is significantly lower than most other district municipalities within the province, apart from the uMgungundlovu DM with a similar figure of 8.1%.

2.5.6 URBANISATION

According to the Capacity Assessment (2003) report compiled by the Demarcation Board, the Amajuba District Municipal area is predominantly urban. According to the 2007 figures, almost 60% of the 108 595 households are urban. It must be noted that 95% of these urban households are in the Newcastle Local Municipality area. The following table indicates the shifts between 1996 and 2007:

TABLE 16: URBANISATION SHIFTS IN THE AMAJUBA DM

	Population			Households								
	1996	2001	2007 ¹	Urban 1996	Urban 2001	Urban 2007 ¹	Rural 1996	Rural 2001	Rural 2007 ¹	Total 1996	Total 2001	Total 2007 ¹
Amajuba DM	410 439	468 037	497 617	46 732	57 313	64 962	27 501	39 369	43 632	74 233	96672	108 595
Newcastle	287 260	332 981	360 190	44 780	54 113	62 038	10 391	17 058	20 900	55171	71165	82 938
eMadlangeni	23 811	32 277	39 561	687	1210	1 574	2807	4978	5 331	3494	6187	6 905
Dannhauser	99 250	102 779	97 866	1265	1990	1 350	14303	17 333	17 401	15 568	19 320	18 751

¹= Calculated from Global Insight (2008) urbanization rate and population figures

There has been a steady growth in the number of households during the period 1996 to 2007 although the rate of growth has slowed down. There has been an increase in the household size of the DM and this is confirmed in the table below.

TABLE 17: COMPARATIVE HOUSEHOLD SIZE

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
2001	5.3	4.7	5.2	5.0
2005	5.5	4.9	6.4	5.1
2007 (Global Insight)	5.2	4.3	5.7	4.6
2007 (Stats SA, Community Survey 2007)	5.1	4.2	4.5	4.4

All three municipalities show a decline in the comparative household size between 2001 and 2007. The decline in household size correlates with the urbanisation trends mentioned above.

2.5.7 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.

2.5.8 INDIGENT POPULATIONS

According to the Amajuba NSDP Pilot Project (2008) the total number of people receiving some form of social grant in the Amajuba DM in 2008 was 83 265. This figure is notably lower than the comparative figures of 200 000 and upwards in the Zululand and uThungulu DM's.

The percentage of population in the ADM is the second lowest in KZN (18.8%) after uMgungundlovu (18.2%). These statistics imply that a smaller percentage of the population of the Amajuba and uMgungundlovu DM's is reliant on social grants as an important source of income compared to other district municipalities.

2.5.9 LAND TENURE PROFILE

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

TABLE 18: LAND TENURE PROFILE (2005)

TENURE TYPE	DESCRIPTION	DANNHAUSER	NEWCASTLE	EMADLANGENI	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 19: LAND OWNERSHIP PROFILE BY MAJOR TYPES (2007)³

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%

³ 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.

2.5.10 HIV/ AIDS TRENDS

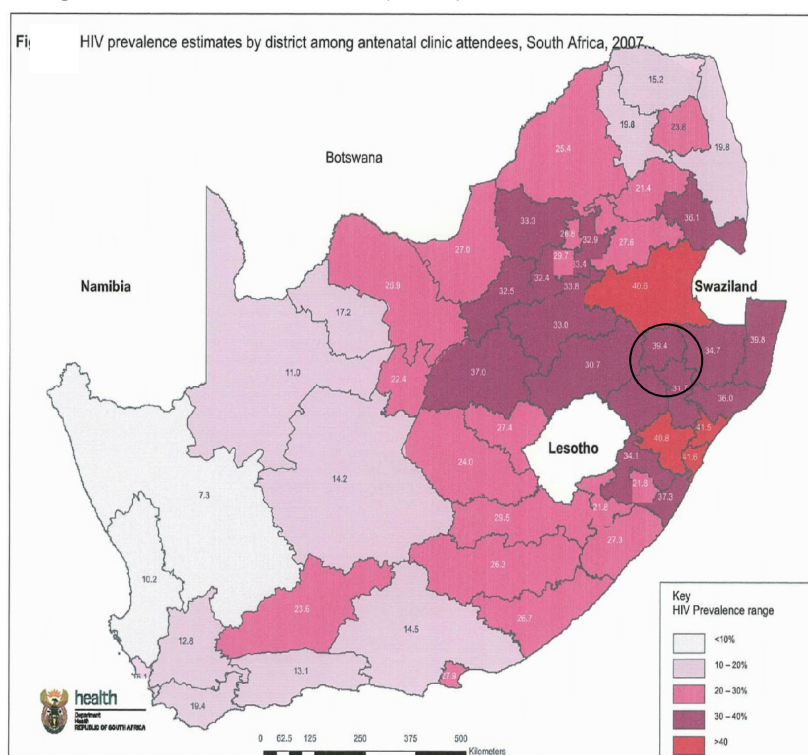
(i) NATIONAL SITUATION

Nationally the Department of Health undertakes a survey of HIV/ Aids prevalence in pregnant women in state hospitals. This survey is designed to provide trends in HIV/ Aids prevalence and based on these results, it is estimated that nationally in 2007, 28% of pregnant women are HIV/ Aids positive. This figure is down on the 2006 figure of 29.1% and the 2005 figure of 30.2% which would suggest that the disease is now stable to declining.

(ii) PROVINCIAL SITUATION

The study indicates that KZN still has the highest HIV/ Aids prevalence rate at 37.4% which like the national trend is down from the 39.1% in 2006.

Figure 4: HIV Prevalence (2007)

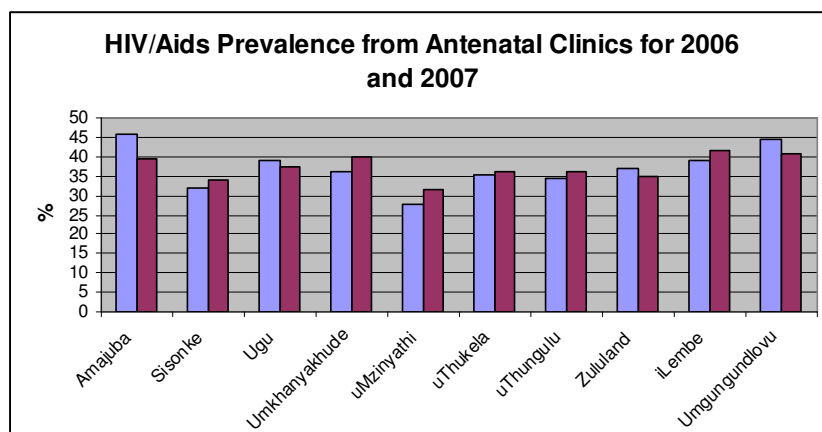


(iii) AMAJUBA DM SITUATION

In 2006, the ADM had the highest HIV/Aids prevalence estimates amongst antenatal clinic attendees in the province as well as nationally at 46%. The figure for the ADM, however, decreased to 39.4% in 2007 for antenatal clinic attendees. Although still high, this figure is exceeded in at least three other districts in the province.

It must be noted that the ADM has been the district with the strongest decrease in infection rate for the period 2006 and 2007 amongst all districts. The table below summarises the infection rates for 2006 and 2007.

Figure 5: HIV/ AIDS Prevalence for 2006 & 2007



(Source: DOH, 2008)

The Department of Health cannot fully account for the decrease in the rate of infection. Possible reasons may be, amongst other, the follow:

- (i) Educational and awareness programmes resulting in a positive reduction in infection rates;
- (ii) Greater levels of testing and awareness by individual's HIV/ Aids status; and
- (iii) More effective use of contraception reducing transmission and infections.

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

The following table summarises the roll-out of ARV's in the ADM. As can be seen, the target set for the 2009/10 financial year is 12 000 people which is up from the target of 10 300 set for 2008/9.

TABLE 20: ADM ANTI-RETROVIRAL PROGRAMME

Sub-Districts & District	2007/08 Actual	2008/09 Target	2008/09 1 st Quarter Actual	2009/10 Target
Newcastle	4320	6300	6668	8000
Emadlangeni	464	1250	566	2500
Dannhauser	0	150	0	1500
District Total	4784	7700	7234	12000

(Source: DOH, 2008)

(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 ten morbidity and mortality causes in adults and children:

TABLE 21: TOP 10 CAUSES OF MORBIDITY & MORTALITY IN ADULTS & CHILDREN IN THE ADM (2008)

CHILDREN		ADULTS	
MORTALITY	MORBIDITY	MORTALITY	MORBIDITY
1. Pneumocistis Carini Pneumonia (PCP)	1. Gastroenteritis	1. Septicaemia	1. HIV Related causes
2. Gastroenteritis	2. Pneumonia	2. Pneumonia	2. Hypertension
3. Pneumonia	3. Seizure Disorders	3. Meningitis	3. Diabetes
4. AIDS defining illness (excluding PCP)	4. Tuberculosis	4. Tuberculosis	4. Arthritis
5. Severe malnutrition	5. Severe Malnutrition	5. Severe Trauma	5. Tuberculosis
6. Septicaemia	6. Asthma	6. Diabetes related complications	6. Pneumonia
7. Asthma	7. Meningitis	7. Hypertension related complications	7. Gastroenteritis
8. Poisoning (Herbal or traditional enema)	8. Septicaemia	8. Myocardial Infarctions	8. Congestive Cardiac Failure (Stroke)
9. Meningitis	9. Poisoning (Herbal or traditional enema)	9. Congestive Cardiac Failure (Stroke)	9. Asthma
10. Hepatitis	10. Neonatal Jaundice	10. Gastroenteritis	10. Epilepsy

(Source: DOH, 2008)

2.6 THE ECONOMY

2.6.1 INTRODUCTION

Over the past eight years the ADM has developed a number of local economic development strategies and projects, many of which are now coming to fruition. The ADM has also pioneered the development of district LED *fora* which cater for the dominant economic sectors in the ADM including agriculture, tourism and commerce and industry.

This section is based on and summarises a number of information sources including:

- The Amajuba NSDP Pilot Project: Status Quo report (2008); and
- The Amajuba LED Sector Plans.

2.6.2 BASIC LED FACTS AND FIGURES

(i) CURRENT ECONOMIC TRENDS

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

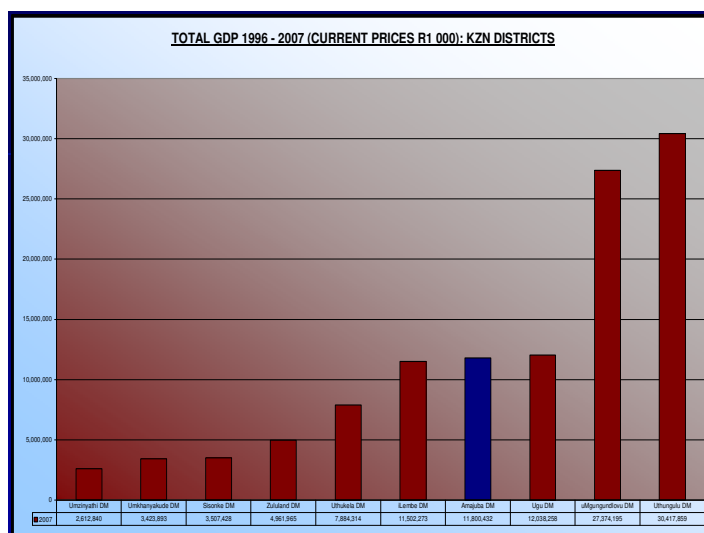
business environments, while there is a general need for the cultivation of an entrepreneurial culture in the ADM. This filters through to the creation of a more sustainable SMME sector.

- 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.

(ii) **GROSS DOMESTIC PRODUCT (GDP)**

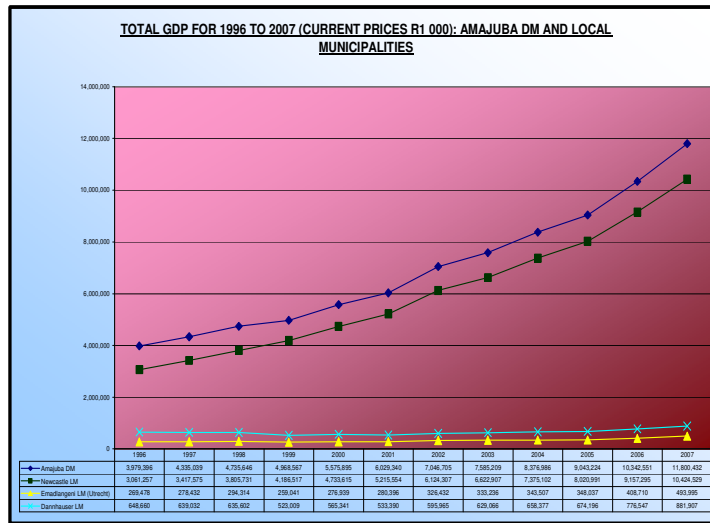
The following figures summarise the performance of the ADM provincially in terms of total GDP between 1996 and 2007. As can be seen from this, excluding eThekweni, the ADM has the fourth highest GDP of DM's in the province of approximately R11.8 billion in 2007.

Figure 6: GDP Performance of the ADM



The size of the district economy in the Amajuba District Municipality is significantly smaller than that of other comparative district municipalities outside KZN such as Sedibeng DM (R26.4 billion), Gert Sibande DM (R46.8 billion) and Nkangala DM(R53.9 billion). The total overall increase in Amajuba DM are also significantly lower than the comparative districts.

Figure 7: GDP Performance of the LM's in the ADM



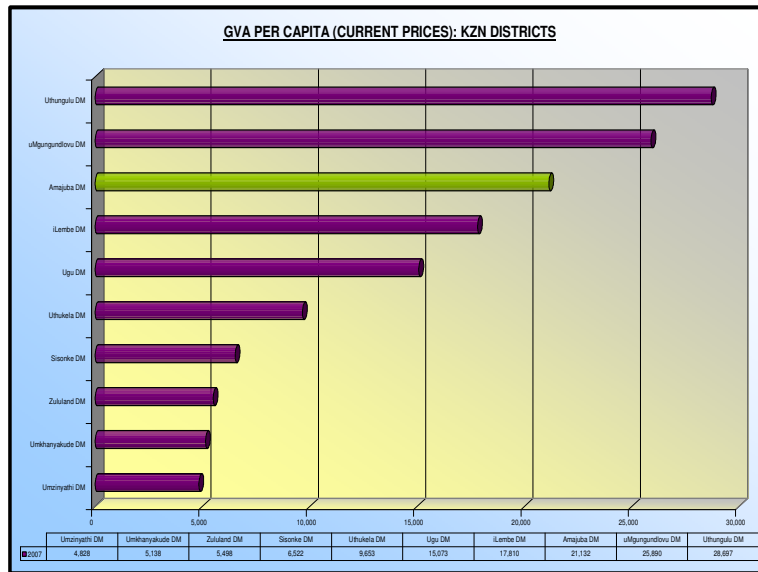
As can be seen from this figure, the GDP of Newcastle has been consistently growing during the period 1996 to 2007 to approximately R10.4 billion in 2007. The economies of the eMahlangueni and Dannhauser municipalities have, however, been more static over this period.

(iii) ECONOMIC GROWTH

Gross Value Added (GVA) can be defined as the difference between output and *intermediate consumption* for any given sector/industry (ie. The difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production).

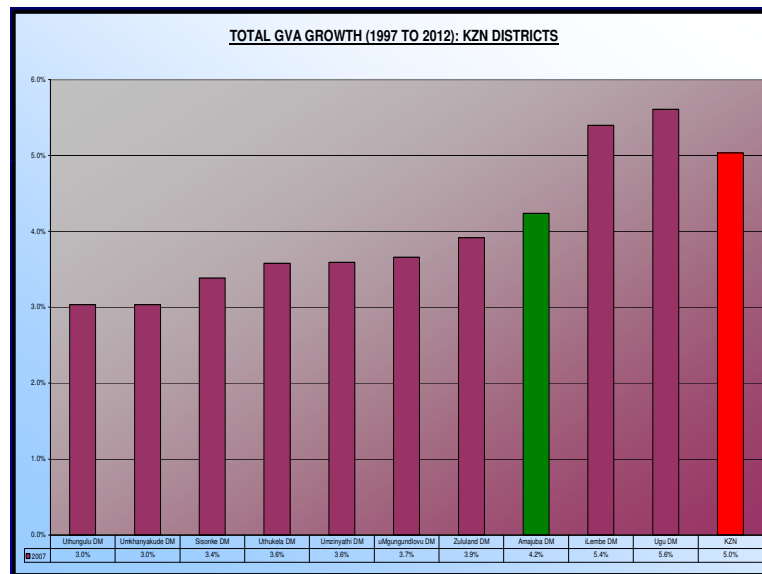
The latest annual economic growth rate (measured in total GVA growth) in the Amajuba DM for the period 2006 to 2007 has been 4.2%. The following figure summarises the GVA per capita for the DM's in KZN. As can be seen, the ADM is placed third behind the uThungulu and uMgungundlovu DM's.

Figure 8: GVA per Capita in KZN



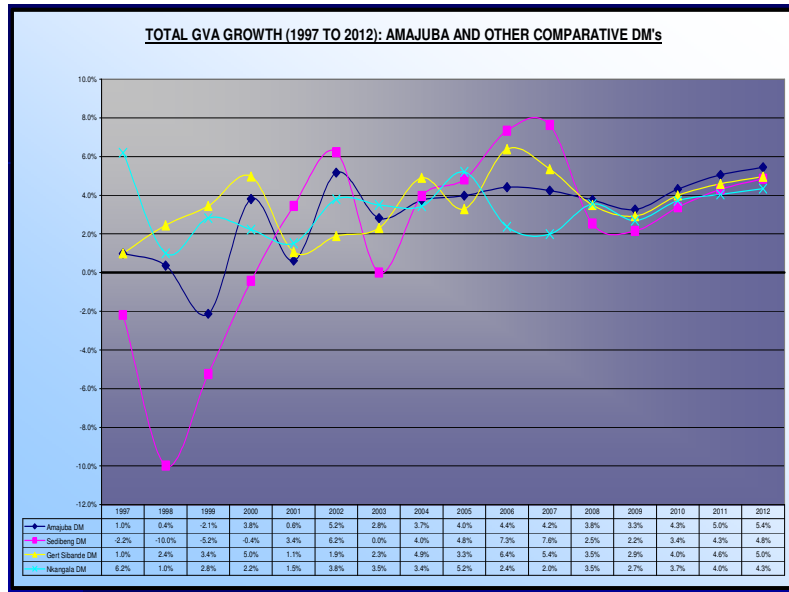
In terms of total GVA growth, the figure below indicates that the ADM is again placed third in KZN behind the uMgungundlovu and uThungulu DM's and is 8% behind the provincial average.

Figure 9: GVA Growth in KZN



Although the year-on-year economic growth rate for the ADM peaked at 4.4% in 2005, year-on-year growth in the preceding period from 1997 to 2005 has fluctuated greatly. These fluctuations are, however, not unlike those that have been experienced in the three other comparative district municipalities.

Figure 10: Comparative GVA Growth

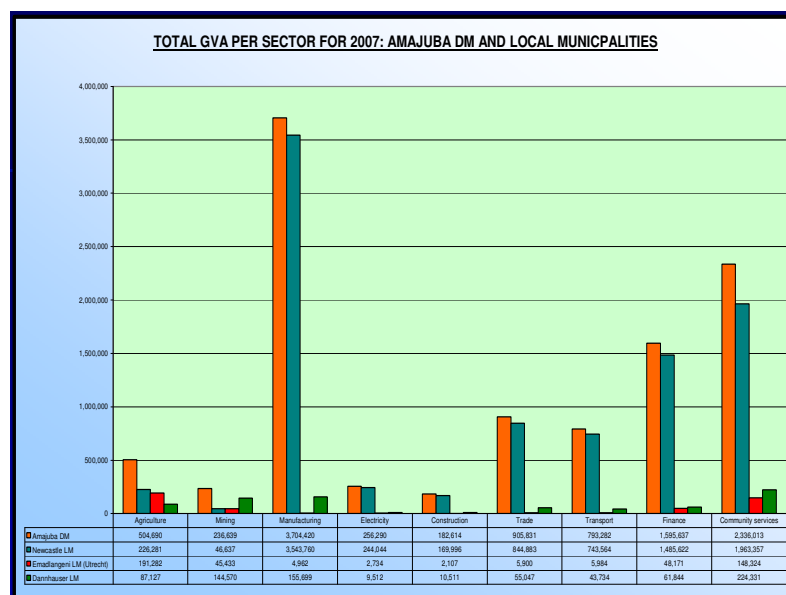


The overall growth trend in the Amajuba DM is largely influenced by the trends of the Newcastle LM which experienced economic growth rates very similar to that of the Amajuba DM as a whole. The Emadlangeni and Dannhauser Local Municipalities, on the other hand, experience significant negative growth over the period 1997 to 2002. Although recovering somewhat from 2003 onwards, the economic growth rate in these two local municipalities has fluctuated significantly in the period up to 2007.

(iv) GROSS VALUE ADDED ACCORDING TO BROAD ECONOMIC SECTORS (CURRENT PRICES)

The economy of the Amajuba DM is largely dominated by the manufacturing sector which accounted for 35% of total GVA by 2007. Other sectors of importance at a district level include the community services sector (22.2% of total GVA), financial and business services (15.2%) as well as the trade sector (8.6%).

Figure 11: GVA per Sector in the ADM & LM'S



The manufacturing output is mainly concentrated in the Newcastle municipality representing a total of R3.5 billion of the total of R3.7 billion worth of GVA in the district. At a local municipality level the following trends are evident:

- The manufacturing sector (38.2%) and community services sector (21.2%) are the dominant economic activities in the Newcastle LM;
- Economic activities in the eMadlangeni LM is largely dominated by the agricultural sector accounting for 42% of overall GVA; and
- The main contributor to GVA in the Dannhauser LM is the community services sector (28.3%), manufacturing (19.6%) and mining (18.2%).

(v) EMPLOYMENT

In terms of the Amajuba NSDP Pilot Project (2008), the ADM has the second highest economically active population in KZN (34.1%) behind the uMgungundlovu DM. The economically active population (EAP) is defined as the number of persons that are able and willing to work between the ages of 15 and 65 and it includes both employed and unemployed persons. The EAP is measured at place of residence. The study also indicates that the economically active population in the ADM has increased from 26.5% in 1996 to 31.4% in 2007.

The study also indicates that the economically active population of ADM is, however, significantly lower than the comparative figures of Sedibeng, Gert Sibande and Nkangala DM's (between 42% and 46%).

At local municipality level, the Newcastle LM has an economically active population of 37.4% with the Dannhauser LM having the lowest figure of 24.7%.

(vi) UNEMPLOYMENT

The Amajuba NSDP Pilot Project (2008) indicates that in 2007 the ADM had the lowest unemployment rate amongst the district municipalities in KZN (41.9%) and this figure is also slightly lower than the comparative provincial average of 42.3%. The unemployment rate of the district peaked at 47.2% in 2003, where after it showed a decrease to 41.9% in 2007. The high levels of unemployment have been caused by a number of factors including:

- 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.

The study also indicates that the unemployment rate of Amajuba DM is very similar to that of the Sedibeng (43%) and Nkangala DM's (41.1%), and somewhat higher than the figure of Gert Sibande DM (31.5%).

Both the Newcastle LM and eMadlangeni LM experienced a decrease in unemployment rate from the peak in 2003. However, in the case of Dannhauser LM, the unemployment rate increased unabatedly from 45.6% in 1996 to as much as 78% in 2007.

In terms of unemployment differences in gender identified in the Amajuba NSDP Pilot Study (2008) the following is noted:

- The male unemployment rate in Amajuba DM in 2007 was 36.7%, which is slightly lower than the figure for the total population. The unemployment rate of the male population showed a similar trend to that of the

total population with decreases being recorded from the high figures in 2003 to 32.2% in 2007 (Newcastle LM) and 18.8% in eMadlangeni LM. The unemployment rate of the male population in Dannhauser LM however continued to increase to a figure of 69.6% in 2007.

- The female unemployment rate in the ADM in 2007 was 46.9%, which is somewhat higher than the figure for the total population. Although there has been a slight decrease in the female unemployment rate in Newcastle and eMadlangeni LM's from 2003 onwards, the rate for the Dannhauser LM female unemployment rate stood at a staggering 87% in 2007.

(vii) EMPLOYMENT PER SECTOR

The Amajuba NSDP Pilot Project (2008) indicates that the main contributor to formal employment in the Amajuba District is the manufacturing sector (30.4%), community services (24.2%) and wholesale and retail trade sector (9.2%). The proportion of people formally employed in the manufacturing sector in Amajuba (30.4%) is significantly higher than the overall provincial comparative figure of 20.2%.

At the local municipality level, the manufacturing sector is most dominant in Newcastle where it accounts for 34.1% of formal sector employment opportunities, followed by community services (23.4%). The formal sector employment in the eMadlangeni LM is largely dominated by the agricultural sector accounting for 42.8% of all formal employment (although representing a relatively small percentage in real terms). The only other notable source of employment in the eMadlangeni municipality is the community services sector. Formal employment in the Dannhauser LM is dominated by the community services sector (28.3%), mining (16.3%) and manufacturing (13.1%).

The mining and manufacturing sectors jointly represent approximately between 25% in the case of the Sedibeng DM and 33.2% in the case of Nkangala DM. It should be noted that in the case of the ADM, the role of the mining sector has been strongly declining over the last decade, in Gert Sibande remaining relatively stable within total economy, while it has been growing as a proportion of employment opportunities in the Nkangala DM.

(viii) ECONOMIC SECTORS

▪ AGRICULTURE

The Amajuba NSDP Pilot Project (2008) indicates that the agricultural sector plays a limited role in the provision of formal employment in the ADM and only accounts for 5.4% of total formal employment. This proportional figure is the lowest amongst the district municipalities in the province. At municipal level, the agricultural sectors play an important role as a source of formal employment in the

eMadlangeni LM where it accounted for 42.8% of employment in 2007 but this figure declined somewhat from the high of 50.3% in 2001. In the Newcastle and Dannhauser LM's the agricultural sector represents only 2.7% and 9.2% of formal sector employment opportunities respectively.

In terms of the three other comparative districts outside KZN, the role of agriculture in the ADM is very similar to that of the Sedibeng and Nkangala DM's.

▪ **MANUFACTURING**

The Amajuba NSDP Pilot Project (2008) indicates that the manufacturing sector clearly plays a dominant role in providing formal employment in the ADM accounting for 30.4% of all formal employment by 2007. This proportional figure is the highest amongst all district municipalities within the province. As can be expected the role of the manufacturing sector is most prominent in the Newcastle LM where it accounted for 34.1% of all formal employment by 2007. The comparative figures for the eMadlangeni LM and Dannhauser LM are only 1.6% and 13.1% respectively. The comparative role of the manufacturing sector in the provision of formal employment has remained relatively stable over the last decade, fluctuating at a level of around 30% of employment in the district.

In terms of other comparative district municipalities, the role of manufacturing sector in the ADM is very similar to that of the Sedibeng DM.

It should be noted that there are also certain trends prevalent within the various subsectors within the manufacturing sector. For example, the contribution of the "textile, clothing and leather goods" sub-sector as a percentage of total employment decreased from around 10% in 1996 to just over 7% in 2007. Conversely, the role of the "metal products, machinery and appliances" sub-sector as a percentage of total employment has increased slightly from 16.9% in 1996 to just over 18% in 2007.

▪ **MINING**

The Amajuba NSDP Pilot Project (2008) indicates that the role of the mining sector (with specific reference to coal mining) as a source of formal employment is fairly insignificant in the ADM and only accounted for just under 2% of formal employment by 2007. It is also noted that the role of the coal mining sector as a total source of employment has decreased significantly from around 8% in 1996 to 2% in 2007. This decrease was mainly due to scaling down of coal mining activities in the Dannhauser LM where the number of people employed in the coal mining sector as a percentage of total employment decreased dramatically from 39% in 1996 to only 15% in 2007.

▪ **TRADE**

The Amajuba NSDP Pilot Project (2008) indicates that decreasing employment in mining has to some extent been offset by the growth of employment in the retail sector. The proportional share of employment provided by the retail sector increased from approximately 6% in

1996 to nearly 10% in 2007. The proportional role of the retail sector as a source of employment in the ADM is roughly equivalent to that of the uThungulu and iLembe DM's. At a local level, the growth in the retail sector has been most notable in the Newcastle area where the proportional contribution of the retail sector increased from 6.6% 1996 to 10.1% in 2007.

▪ **THE INFORMAL SECTOR**

The Amajuba NSDP Pilot Project (2008) indicates that based on the estimates of Global Insight on the extent of the informal sector, the second highest concentration of people informally employed in the province is within Amajuba (33 677). The percentage of all employment represented by the informal sector in the ADM is 35.6% which is also the highest proportional figure in the province, which seems to be indicative of the importance of informal sector activities within this district. This proportion is also higher than the other three comparative district municipalities outside KZN. The comparative figures at local municipality level clearly indicate that the vast majority of informal sector activities are concentrated in the Newcastle LM (more than 90% of all informal sector employment in the district).

(ix) INCOME LEVELS

The Amajuba NSDP Pilot Project (2008) indicates that overall household income levels in the district are low with more than 62% of all individuals aged between 15 and 65 not earning any form of income. Although this figure is very high, it is not unlike the comparative figures for other districts within the province (for example it is only in the Umgungundlovu DM and iLembe DM where less than 60% of individuals aged between 15 and 65 do not earn any form of income).

The affordability levels in the ADM are significantly lower than in the other comparative district municipalities outside of KZN. For example, only 11.7% of individuals between 15 and 65 years of age earn in excess of R1600 per month in the ADM compared to figures in excess of 20% in the Gert Sibande, Nkangala and Sedibeng district municipalities.

At the local municipality level, the percentage of households with no income ranges between 51.5% in the case of the eMadlangeni LM to as much as 65.8% in the Dannhauser LM.

(x) POVERTY

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is thus seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living. The HDI can assume a maximum level of 1, indicating a high level of

human development, and a minimum value of 0.

According to the Amajuba NSDP Pilot Project (2008), in 2007 the ADM had the second highest Human Development Index (HDI) of the KZN districts (0.54). The HDI index of Amajuba in 2007 was very similar to that of Gert Sibande and Nkangala DM's. It is however significantly lower than the comparative figure of the Sedibeng DM (0.62). A notable feature is that the HDI of the ADM has not increased notably from 2001 to 2007, having remained relatively stable at a level of 0.53 to 0.54. There is thus no notable increase in the level of human development index within the district. At a local municipality level, the highest HDI is located in Newcastle (0.57) with much lower figures of 0.42 in both the eMadlangeni and Dannhauser local municipalities.

The Amajuba DM has the highest relative degree of income inequality amongst the various districts in KZN with a Gini Coefficient of 0.68. It should be noted that the differences between the various districts are not extreme with the lowest figure being that for Umkhanyakude at 0.61, ranging to 0.68 at the other end of the scale in the case of uThungulu and Amajuba district municipalities.

Interesting to note is that the Gini Coefficient of ADM is exactly the same as that for the Sedibeng, Gert Sibande and Nkangala districts in 2007.

The level of income inequality seems to have increased in the Amajuba district from a level of 0.60 in 1996 to 0.68 in 2007. Once again this trend is not unlike that experienced in the comparative district municipalities in KZN. At a local municipality level the highest level of income inequality is located in the eMadlangeni LM with a Gini Coefficient of 0.68. This figure is marginally higher than the Coefficient of 0.67 in Newcastle and the lower figure of 0.61 in the case of Dannhauser. Over the period 1996 to 2007, the income inequality seems to have increased somewhat in both the Newcastle and Dannhauser municipalities while there was a slight decrease in the case of eMadlangeni DM.

The percentage of people living in poverty in the ADM is estimated to be around 52.2% in 2007. This is the second lowest of the ten districts in KZN after the Umgungundlovu DM (48.1%). The percentage of people living in poverty in the Amajuba district is significantly lower than the comparative figures in districts such as Zululand, uMzinyathi and uMkhanyakude where in excess of 75% of the population is classified as living in poverty.

Although comparing favourably with all other district municipalities in KwaZulu Natal, the poverty level in Amajuba is higher than all three the comparative district municipalities outside KZN (ranging between 35.2% in Sedibeng to 48.5% in the case of Gert Sibande). The

percentage of people living in poverty has peaked at 59.1% in 2002, whereafter it has decreased by around 7% to a figure of 52.2% in 2007.

At a local municipality level, a total of 40.9% of the Newcastle population is living in poverty. This figure is nearly half the extraordinary high figures of 72.6% in the case of eMadlangeni LM and as much as 85.7% in Dannhauser LM. There seems to have been some improvement in terms in the decrease in the number of people living in poverty in all three local municipalities since 2002.

The Amajuba DM has the lowest poverty gap of the districts in KZN with an estimated figure of R411 million in 2007. In comparative terms, the poverty gap in the ADM is of the same order of magnitude as in the case of the Sedibeng DM, but significantly lower than Gert Sibande and Nkangala DM's. The poverty gap in the ADM has more than doubled from R186 million in 1996 to R411 million in 2007. However, there appears to have been a slight decrease from 2005 onwards.

At local municipality level, the total poverty gap in Newcastle is R239 million compared to R45 million in eMadlangeni and R127 million in Dannhauser. However, the poverty gap has grown by nearly 400% in the eMadlangeni LM between 1996 and 2007, and has more than doubled from R50 million to R127 million in the Dannhauser LM.

2.6.3 LED STRATEGIES AND SECTOR PLANS

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.

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.

Full descriptions of the contents of these plans are included in **Section J** of this report.

2.6.4 AMAJUBA LED FORUMS

The ADM has been proactive and established a number of LED forums and structures. The Amajuba Forum for Local Economic Development (AFLED) is the over-arching LED forum with representatives from the private and public sectors. This forum has three sub-committees, two of which are currently functional, the latter which is still to be established. For the exact composition of the committees, see the diagram below.

(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.

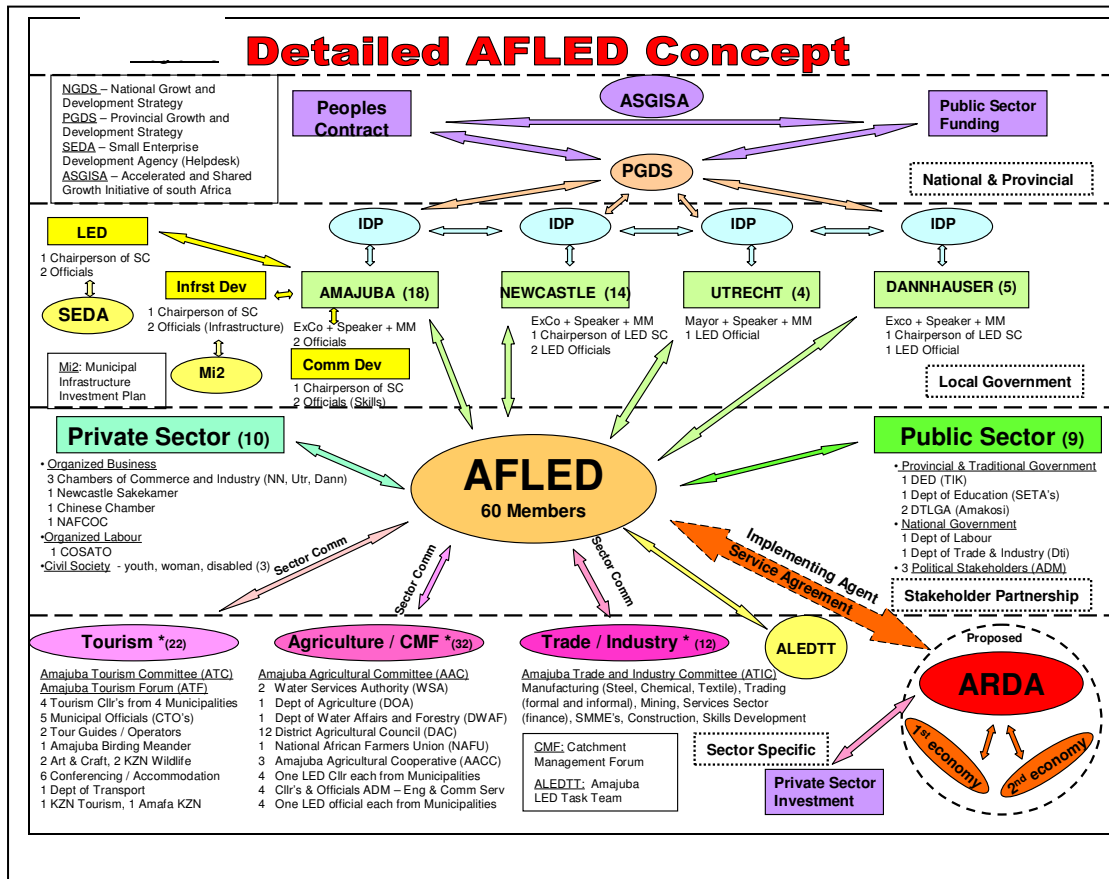
(ii) AMAJUBA AGRICULTURAL COMMITTEE

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.

(iii) 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

Figure 12: AFLED Structures



2.6.5 SMME AND SECOND ECONOMY SUPPORT

(i) SUPPORT TO SMME'S

The ADM is currently developing trade points for emerging businesses and SMME's 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.

(ii) SUPPORT TO 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 is occurring so as to ensure the creation of employment opportunities as well as entrepreneur development.

Educational tours for entrepreneurs are also being facilitated and organised by the ADM to expose them 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.

2.6.6 AMAJUBA GROWTH & DEVELOPMENT SUMMIT

The ADM will hold its third Growth Summit in May 2009. The summit will bring together members of the public, organised business as well as the public sector to deliberate on LED strategies and projects. The outcomes of the previous Summit are contained in **Section K9**.

2.6.7 LINKING THE LED STRATEGIES & PROJECTS TO THE SDF

Traditionally the LED strategies and projects have not been effectively linked to the SDF. Over the past year the ADM has been undergoing a rigorous process of alignment between the LED projects and strategies and the SDF which has resulted in the preparation of an IDP projects map. From this map it can clearly be seen where LED projects are planned, timeframes, as well as which communities are likely to benefit from them. Apart from providing certainty for potential investors, this map ensures an even spread of interventions by the ADM and the private sector.

2.6.8 LINKAGES OF THE LED PLANS TO NATIONAL & PROVINCIAL OBJECTIVES

The LED Plan is linked to the NSDP, the PGDS and the PSEDS. This was confirmed through the NSDP Pilot Project (2009).

2.7 CRIME LEVELS

2.7.1 BACKGROUND

To date the municipality has not received funding to prepare a Community Safety Plan. This section of the *status quo* seeks to address the information requirements of the Community Safety Plan, and the strategies section outlines required interventions to address the identified safety problems.

2.7.2 OVERALL CRIME SITUATION

The total overall crime index (expressed as the weighted average occurrences per 100 000 people) in the Amajuba DM is 73.7. This places the Amajuba DM at the fifth lowest position amongst the 10 district municipalities within KZN. The 2006 overall crime index of 73.7 in Amajuba is however significantly lower compared to the figures of the other comparative districts outside of KZN (e.g. 138 in Sedibeng and 139 in Nkangala DM's).

There has been a strong downward trend in terms of the overall crime index from a weighted average of 115 per 100 000 people in 2003 to 73 in 2006.

At a local municipality level the overall crime index in 2006 has been very similar across the three municipalities with the figures ranging from 65.5 in eMadlangeni, 68.9 in Dannhauser and 76 in Newcastle. In the case of Newcastle LM there has been a strong downward trend in the occurrence of the overall crime from an index of 115 in 2003 to 73 in 2006. The overall crime index in the eMadlangeni DM has fluctuated quite significantly over the period but did show a marked decrease from 2003 onwards. The overall crime index in Dannhauser remained fairly unchanged over the period 1996 to 2005 at figures of around 80 occurrences per 100 000 people, but did show some decrease from 2005 to 2006.

2.7.3 VIOLENT CRIMES

According to the Amajuba NSDP Pilot Project (2008), the violent crime index for ADM (expressed as weighted average occurrences per 100 000 people) was the third lowest in the province with a figure of 67.9. This figure is significantly lower than comparative figures in districts such as uThungulu, Ilembe and uMgungundlovu with indexes of 100 or more. The violent crime index in 2006 for the ADM (67.9) is also significantly lower than the comparative figures for other district municipalities outside KZN (e.g. Sedibeng had 128.2 and Nkangala had 132.6).

At the local municipality level the occurrence of violent crimes have decreased most notably in the Newcastle LM from 118.7 in 2003 to 69 in 2006, and the eMadlangeni LM from 96.8 to

61.6 over the same period. The violent crime index for the Dannhauser LM has fluctuated between 70 and 80 for most of the period between 1996 and 2005, but did show a decrease to 66.3 in 2006.

2.7.4 PROPERTY CRIME

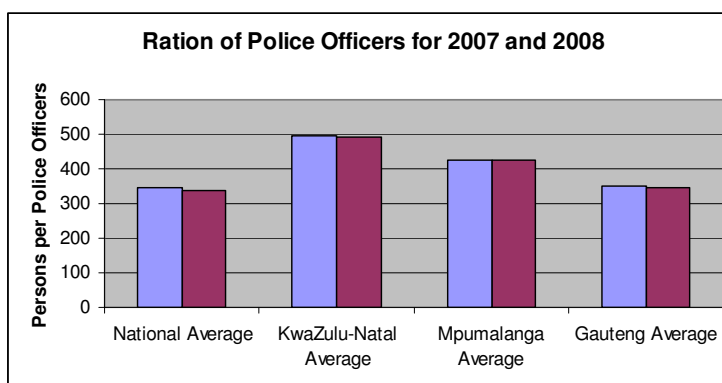
According to the Amajuba NSDP Pilot Project (2008), the property crime index (weighted average per 100 000 people) in the ADM in 2006 was the fourth highest in the province with a figure of 137.5. Although rated amongst the highest figures within KZN, the 2006 figure in the ADM is still significantly lower when compared to other comparable districts outside KZN (e.g. 249 in Sedibeng and 218 in Nkangala).

The property crime index value in the Newcastle LM is significantly higher (152) than in the eMadlangeni (107) and Dannhauser LM's (96). This could be partially explained by the urbanization rate in Newcastle which is much higher when compared to the other two local municipalities thus implying a larger concentration of properties exposed to property related crimes. The property crime index figures in the Newcastle and eMadlangeni LM's have decreased notably over the period 2002 to 2006 from 234.9 to 152 in the case of Newcastle and 186.7 to 107 in the case of eMadlangeni. The comparative figures for Dannhauser have fluctuated at levels of between 90 and 110 between 1996 and 2006.

2.7.5 POLICING RATIOS

The figure below illustrates the number of people per police officer for 2007 and 2008, nationally, for KZN, as well as within the Mpumalanga and Gauteng provinces within which the three comparable district municipalities occur. As can be seen from this, the KZN province is above the national average as well as above the provincial averages for Mpumalanga and Gauteng which means that there are fewer police officers in KZN per person than in the aforementioned provinces.

Figure 13: Ratio of Police Officers



2.8 PROVISION OF BASIC INFRASTRUCTURE & SERVICES

2.8.1 INTRODUCTION

The following data sources were used to compile this section, namely:

- The relevant infrastructural sector plans;
- The Amajuba NSDP Pilot Project (2009);
- STATSSA's Neighbourhood Survey (2007);
- The Amajuba Baseline Data Study (2005); and
- STATSSA's 1996 and 2001 Cenci.

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, as well as DWAF's revised targets for water and sanitation.

Where possible, the backlog figures for the ADM have been 'benchmarked' against the other three comparable district municipalities.

2.8.2 WATER

i) STATUS QUO ANALYSIS

The table below indicates the levels of access to water in Amajuba DM as measured in the 2007 Neighbourhood Survey (STATSSA, 2007).

TABLE 22: ACCESS TO WATER (2007)

	HOUSEHOLDS	%
Piped water inside the dwelling	40938	40.5
Piped water inside the yard	23952	23.7
Piped water from access point outside the yard	24043	23.8
Borehole	7908	12.0
Spring	676	
Dam/pool	433	
River/stream	1515	
Water vendor	189	
Rain water tank	344	
Other	1055	
Total	101053	

(Source: STATSSA, 2007)

The figures generated from the MIG-MIS backlog figures (2009) are more accurate than the above and differ slightly:

- 50,6% of households have piped water supply either to inside the home or on site which is an improvement on the 50% indicated in last year's IDP;
- 17,1% of households rely on community stand pipes within 200m which is an improvement on the previous 12%;
- 13,5% of the households use community standpipes over 200m

- which is an improvement from the 15.6% previously indicated;
- 12,1% of households are reliant on boreholes or springs as opposed to the previous 12%;
- 6,7% of households are reliant on other sources of water which has improved from the 7.6%. 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.

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.

The Amajuba Internal backlog monitoring database indicates that the following has emerged in terms of access to water within the Amajuba WSA area of jurisdiction:

TABLE 23: ACCESS TO WATER FOR EMADLANGENI & DANNHAUSER

DISTRIBUTION		
STANDARDS	DANNHAUSER	EMADLANGENI
Below basic level of services (backlog)	45.0	75.7
Basic level of service	47.0	7.3
Above basic level of service	8.0	17.0
Total	100.0	100.0

(Source: Amajuba Internal backlog monitoring database , 2009)

Positive outcomes for Dannhauser are as follows:

- Backlog data has improved from a 73.5% backlog in last year's IDP, to a 45% backlog which is as a result of several reticulation projects on the Buffalo Flats;
- Households enjoying basic levels of services have also improved from 19% in last year's IDP to 47%.
- Households above the basic levels of service have improved marginally over the past year from 7.5% to 8%.

The figures for the eMadlangeni municipality have largely remained unchanged over the past year. The situation will,

however, improve with the construction of the eMadlangeni bulk pipe line.

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

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. 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.

From the latest WSDP document that was reviewed during the 2005/6 financial year, it is concluded that R295 million of capital funds are required to eradicate the water and sanitation backlogs in the DM.

iii) ADDRESSING THE BACKLOGS

It is now, as of 2008/9, estimated that R307 million is required to eradicate the water and sanitation backlog with R 208 million required to eradicate the water backlog by 2014 in line with DWAF's revised targets as follows:

- R138 million for the Buffalo Flats;
- R25 million for the eMadlangeni bulk line; and
- R45 million for reticulation of the eMadlangeni rural

This means that in order to meet the targets set for the eradication of water backlogs, an estimated R30 million is needed per annum for the period until 2014.

TABLE 24: 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	FY13	FY14
Water	R208	R30	R30	R30	R30	R30	R30	R28
Sanitation	R99	R15	R15	R15	R15	R15	R15	R9
	R307	R45	R45	R45	R45	R45	R45	R37
Total MIG Allocation		R18	R23	R28,3	R32	R?	R?	R?
Available Capital Funding as based on the MIG Programme								
Available MIG for water services (At approx 69% of the Total MIG Allocation)		R13,6	R15,9	R18	R20,7	R?	R?	R?

When considering the capital cash flow required achieving the national target date of 2014 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 an assumed funding allocation increase in the order of 15% per annum.

TABLE 25: 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	13	15,9	18	21	24	R90,5	6
Sanitation	5	7	10	11	12	R53	9
Total	18	23	28	32	36	R143,5	9

TABLE 26: ACTUAL AND ANTICIPATED: WATER SUPPLY CASH FLOWS BUFFALO FLATS PHASE 1-3 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	12,443,074	6,116,301						24 774 480
PHASE 2-In progress		199,097	8 833 339	15,000,000	10 768 117				34 800 553
PHASE 3- Design stage			1,000,000	3,000,000	10 000 000	24,000,000	24,000,000	21535765	83 535 765
DWAF FUNDED Emandlageni Bulk line –in design stage		0	9,588, 000	15,412,000	0				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 27: 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. ▪ 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
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.

iv) 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. These figures have subsequently been amended and the new targets are included in this report.

NOTE:

In terms of financial resource capacity to address the backlogs, this is summarised in Tables 24 and 25, as well as in Section H of the IDP.

In terms of human resource capacity to address the backlogs, this is summarised in Section K.1 which indicated that there is a Water Services component in the Engineering Services department.

TABLE 28: ADDRESSING WATER BACKLOGS

ADDRESSING THE BACKLOGS	
WSDP REVIEW 2005⁴	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 ADM submitted Business Plans and has subsequently received DWAF /MIG approval for the following :</p> <p>1) Buffalo Flats phase one –R24 774 480 On the 19 October 2006 a planned scope of work was approved 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 household: R6445.00. Status: Under construction <u>Comments as at 16 Jan 2009</u> This project is for the water supply to the communities of Annieville, Alleen 2, Nelly Valley and Jessie with a population of approximately 27 000 people (3844 households). The project, when completed, will provide for approximately 277 communal standpipes within 200 meter walking distance. Construction of this project is to be completed in March 2009 with the first communities receiving water by the beginning of December 2008.</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 : Under construction <u>Comments as at 16 Jan 2008</u> This project will provide communal standpipes to approximately 36 000 people (5159 households) within 200 meter walking distance. Construction on the first section has commenced for the areas of Kielkeel, Thirst and Rutland North. Tenders for 3 other construction contracts have closed at the end of 2008 with construction anticipated to start early in 2009 and completion of the whole project by December 2010</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 :Design stage <u>Comments as at 16 Jan 2009</u> This project will complete the water supply for the Buffalo Flats area and provide communal standpipes to approximately 48 826 people (6975 households) within 200 meter walking distance. The first construction Tender will be advertised early in 2009 but progress will be limited by the amount of grant funding allocated to the District. Based on the current level of grant funding, the project will be completed by the end of 2013.</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 the 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 The project is in the design phase with construction to commence in the first half of 2009.</p> <p>Strategic & Planning issues.</p> <ul style="list-style-type: none"> ▪ Pipeline to serve areas NE of Newcastle where settlements increased dramatically, semi rural

⁴ The WSDP was approved in 2005 and is currently under review.

ADDRESSING THE BACKLOGS	
	<p>and town to be supplied. Bulk pipelines from NCTW in line with feasibility to supply Emandlangeni in the longer term. WTW in Emandlangeni town reaching end of life, mining expanding, settlements increasing, schemes short of bulk water.</p> <ul style="list-style-type: none"> ▪ In line with WSDP, PDGS and IDP. ▪ Delivery targets: 3 yr project, Tenders for pipes closed at end of 2008 Prelim design done to allow for purchase of pipes. R16m. ▪ Economic growth requirements: New mining rights requiring raw water, agric initiatives and application irrigation Licence via Gijima. This project frees up water in Buffalo River for this application. <p>Social criteria:</p> <ul style="list-style-type: none"> ▪ Number of households & people to be uplifted to basic and higher service levels : 9826 households. ▪ Number of associated services benefiting (e.g. schools, clinics, communal facilities) :18 schools and 4 clinics excluding hostels, prisons in Utrecht. <p>Economic criteria:</p> <ul style="list-style-type: none"> ▪ Number of businesses and industries to be served (by type and water use category), large number of small businesses, mining, agric, clothing & textile and abattoir, large shopping centre proposed. ▪ Preferential procurement will allow for SMMEs and BEEs depending on tenders. Water availability will allow for development of businesses in the area. <p>Technical criteria:</p> <ul style="list-style-type: none"> ▪ Water available, will limit high cost of pumping, other waterworks and pumping not viable. ▪ Compliance to water conservation objectives: Water losses high in Mad & Ozis but addressed separately (Newcastle responsibility), WDCM plan supported by DWAF, Amajuba undertaking detailed WDCM plan.
	<p>5) Emandlangeni Feasibility :R600 000 Funding required for feasibility and planning in respect of pipelines and reticulation, related to Emandlangeni 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 .</p> <p>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	DWAF's revised targets indicate that by 2014, all households in SA should have access to potable water.
BALANCE/ DIFFERENCE	In accordance with the MIG-MIS data (2008), 32.3% or 7 516 households in the WSA have below basic level of services. This equates to approximately 33 070 people based on an average household size of 4.4.
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 2016 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 2014, a funding cash flow of approximately R35 million per annum would be required.
REQUIRED FUNDING/ COMMENT	R208million is required to address the Water backlogs by 2014.

v) 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.

vi) COMPARISONS WITH SIMILAR DM'S

The table below indicates the levels of services in the three comparable DM's.

TABLE 29: WATER PROVISION IN COMPARABLE DM'S

	DC25: Amajuba	DC30: Gert Sibande	DC31: Nkangala	DC42: Sedibeng
Piped water inside the dwelling	40938	115344	111952	179355
Piped water inside the yard	23952	82691	119977	42968
Water to RDP standard	64.2	80	75.9	92.16
Piped water from access point outside the yard	24043	29429	48086	12976
Borehole	7908	6460	15106	4111
Spring	676	1285	585	125
Dam/pool	433	1577	372	89
River/stream	1515	5517	782	79
Water vendor	189	1446	3945	456
Rain water tank	344	1520	1534	178
Other	1055	2247	3228	886
Total Households	101053	247516	305567	241223

(Source: STATSSA, 2007)

As can be seen from these figures, the ADM is placed fourth (64.2%) in terms of households receiving some form of piped water to their yards. The ADM figures are based on both the ADM and Newcastle's WSA's.

vii) WATER QUALITY

The programme is set up according to the SANS 241:2005 edition that stipulates the amount of samples that need to be taken per population served with potable water. Samples are taken from the following categories:

- Potable water;
- Boreholes;
- Wastewater;
- Raw water; and
- Industrial effluent.

Each water type compliance is measured against the set standard. The SANS 241:2005 *Drinking Water Specifications* is used as standard to assess potable water quality compliance. A site fails if a single physical or chemical constituent failed the *Specification*, or the allowable microbiological limits for compliance were exceeded. For compliance purposes and quality control, final potable water samples from the Water Purification Works are on a monthly basis sent to the National Health Laboratory Services (NHLS) in Durban for analysis. On a quarterly basis, WPP final water

samples are sent to Umgeni Water for a full set of micro and chemical analyses.

All analysis results are entered on the Environmental Management Objective System, which flag non-conformities and from which reports and trends are detected and reacted on. All follow-up samples for non-conformities with reasons are also captured on the data base. Results are on a monthly basis submitted to DWAF's WQMS.

The ADM has a population of 442269, thus at 10 samples per 100000 or fractions of 10 samples per population of more than 25000, the uThukela Water needs to do **±50 samples** per month for the ADM. Similarly with the Newcastle population of 327637 uThukela Water needs to do **±40 samples** per month for Newcastle.

TABLE 30: WATER SAMPLING FOR UTHUKELA WATER

MONTH	AMAJUBA	NEWCASTLE	UMZINYATHI	WEEKS /MONTH
July 08	62	68	175	5
August 08	50	54	140	4
September 08	60	62	168	5
October 08	50	54	124	4

2.8.3 SANITATION

i) STATUS QUO ANALYSIS

According to the STATSSA (2007), about 52% of the households in Amajuba DM area have flush toilets that are connected to a sewerage system of some type, an improvement of 7% on the 2001 Census figures, and an improvement of 16% on the figures from 1996. The 2007 figures also indicate only 3.6% of households in the ADM do not have any form of sanitation which is a 3.4% improvement on the 2001 figures.

There are, however, wide variations within the district.

- 24% of households in the eMadlangeni municipality do not have access to any form of toilet facilities which is a 20.6% improvement on the 2001 figures.
- 76.7% of households within the eMadlangeni municipality are below the basic level of service (backlog).
- 76.5% of households within the Dannhauser LM are below the basic level of service (backlog).
- Out of the three municipal areas, the highest level of service is found in Newcastle Municipality, where almost 97% of households have either flush or chemical toilets or pit latrines.

While the statistics reflect that a substantial proportion of the households in the ADM have adequate sanitation, it has, however, been noted from

comments and needs analyses done within wards, that pit latrines are not ideal and many of them are full, thereby exacerbating the problems associated with poor sanitation.

TABLE 31: ACCESS TO SANITATION

Category	Newcastle	Emadlangeni	Dannhauser	Total
Flush toilet (connected to sewerage system)	46110	1769	2288	50167
Flush toilet (with septic tank)	915	193	212	1320
Dry toilet facility	7450	181	2729	10359
Pit toilet with ventilation (VIP)	9082	376	3685	13143
Pit toilet without ventilation	11429	1421	8835	21685
Chemical toilet	429	-	-	429
Bucket toilet system	310	-	-	310
None	2061	1269	308	3638
Total	77786	5208	18057	101051

(Source: STATSSA, 2007)

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.

A WSDP review is currently being prepared and should be finalised later this year. Like the previous WSDP Reviews, this includes, amongst others:

- Bulk infrastructure development; and
- Waste water treatment.

iii) ADDRESSING THE BACKLOGS

TABLE 32: ADDRESSING SANITATION BACKLOGS

ADDRESSING THE BACKLOGS	
WSDP REVIEW 2005	The Revised WSDP estimates a total of 18667 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>Current status Estimated Sanitation Backlog since 2005 : 21773 HH Total backlog eradication since 2005 Review : 3109 AMAJUBA WSA Estimated current backlog : 18667 HH</p> <p>1) NAAS Sanitation Project In December 2003 DWAF approved the NAAS Surrey sanitation project s. The project was approved for the implementation of 1003 VIP units. Project Costs :R4 219 621 Population to be served :8024 Households be served :1003 Original cost per household :R3000 @572 units VO approved: R4207 @431 units.</p> <p>PROJECT LOCATION The Naas/surrey area is comprised of the communities of Donker, Sprinkbok, Naas, Surrey, Spookmil and Kent. All are located in the Dannhauser Local Municipality. The Naas/Surrey Sanitation Project falls under the tribal authority areas of Ubuhlebomzinyathi under the traditional leadership of Inkosi Nkosi. The electoral wards are 8 and 9</p> <p>Due to limited project cashflow funding made available during the 2006/7 and 2007/8 financial years up to date, only 571 units were completed. However it must be noted that a further 71 units were completed during 2007/8 financial year.</p> <p>The balance of 361 Vip's was constructed by the DOH. Total backlog eradication : 642</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>PROJECT LOCATION The Project area is comprised of the communities of Wards 9 and 10. All are located at Dannhauser Local Municipality.</p> <p>The Inverness / Clare Sanitation fall under the tribal authority area of Buhlebomzinyati. The electoral wards are 9 and 10 and are subdivided into 6 different villages</p> <p>No. of VIPs completed to date : 2467 No. of VIPs under construction : 40 No. of VIPs still outstanding : 667</p>
NATIONAL TARGETS	DWAF targets to get rid of backlogs by 2014. Eradication of bucket toilets by 2006.

BALANCE/ DIFFERENCE	<p>Action to Eradicate Backlogs : The Implementation of the Amajuba District Household Sanitation project</p> <p>Dannhauser Local Municipality: Estimated households to be served : 16592 Population to be served : 84 121</p> <p>eMadlangeni Local Municipality: Estimated households to be served : 3000 Population to be served : 27885 Status : Planning Stage Estimated costs as per DWAF Guideline :R4500 per unit</p> <p>The proposed Amajuba Household sanitation project will help to provide access to sanitation to 102668 people or 18667 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/ 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>
PROJECTIONS	At the current funding rate, it will take 16 years to eradicate the water and sanitation backlogs.
REQUIRED FUNDING/ COMMENT	Anticipated funding requirement of approximately R315 million required from 2008 to 2014. Tables 24 and 25 above cover existing and projected funding allocations.

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.

v) COMPARISONS WITH SIMILAR DM'S

The table below indicates the levels of services in the three comparable DM's.

TABLE 33: SANITATION IN COMPARABLE DM'S

	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Dry toilet facility	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Chemical toilet	Bucket toilet system	None	Total
Amajuba	49.6	1.3	10.3	13.0	21.5	0.4	0.3	3.6	100
Gert Sibande	61.1	2.8	1.6	7.9	19.7	0.2	0.6	6.1	100
Nkangala	42.5	2.4	5.7	4.3	40.5	0.4	0.8	3.5	100
Sedibeng	86.4	1.6	1.1	1.6	7.8	0.0	0.6	0.9	100

(Source: STATSSA, 2007)

The Sedibeng DM has the highest levels of flush toilets on the four DM's which is typical of its urban nature. The ADM is placed third with approximately 51% of households having flush toilets. The ADM has the highest levels of VIP's of the four DM's.

vi) WASTE WATER TREATMENT

The ADM is the WSA or the Dannhauser and eMadlangeni Municipalities.

The Dannhauser Municipal area has two functioning waste water treatment works; one in the town of Durnacol transferred from the de-commissioned mines, and one in the town of Dannhauser. The Durnacol waste water treatment works consists of a pasveer ditch, clarifier, digester, drying beds and reed beds which all require refurbishment. The Tweediedale waste water treatment works outside Dannhauser is treating domestic waste and consists of a Petro system as well as a 28 pond system. This works requires some refurbishment as well as additional components to meet the DWAF national standards for waste water quality discharges.

The eMadlangeni Municipality area has two waste water treatment works located outside the town of Utrecht. The Utrecht ponds were transferred from the LM to the DM and require refurbishment. The other small treatment works, named the Welgedacht works, was transferred from one of the de-commissioned coal mines in the area. This works comprises a rotating single orbital disc in a pasveer ditch, clarifier and drying beds and services a school and around twenty inhabited mine houses.

The capital funding requirements to refurbish the four waste water treatment works is approximately **R 7, 36 million** inclusive of allowance for 10 % contingencies and 14 % VAT.

The analyses of the waste treatment works indicates that:

- The Durnacol and Dannhauser works will have sufficient capacity to service the anticipated future growth in the area for the next 10 to 15 years.
- The Utrecht ponds will need capacity and treatment enhancement levels to cope with the waste and grey water that can be anticipated. A number of planned housing and Tourism projects are planned in the town of Utrecht in the short term and will need to be accommodated with respect to the waste water treatment at the Utrecht ponds. This works will need upgrading in terms of capacity within the next 5 years.

The ADM is also currently participating in DWAF's "blue drop, green drop" initiative. Blue and Green Drop status will provide the citizen's of the ADM with credible information on the confidence that DWAF, the Regulator, has in drinking water and waste water management within the various Water Services Authorities.

2.8.4 ENERGY FOR LIGHTING

(i) STATUS QUO

The 2007 STATSSA Neighbourhood Survey information indicates that 79.4% of households in the ADM make use of electricity for lighting. These figures indicate that approximately 10 000 more households are receiving electricity in 2007 than were receiving electricity in 2001.

There are, however, differences across the ADM:

- 41% of households in the eMadlangeni municipality make use of electricity, while 53% make use of candles for lighting;
- 82% of households in the Dannhauser municipality make use of electricity, while 16% make use of candles for lighting; and
- 81% of households in the Newcastle municipality make use of electricity, while 15% make use of candles for lighting;

TABLE 34: ACCESS TO ELECTRICITY FOR LIGHTING

	Electricity	Gas	Paraffin	Candles	Solar	Other
2007	80236	152	3104	16988	81	490
2001	70084	570	1090	24466	54	308
1996	53737	310	1566	18166	-	7

(Source: STATSSA, 2007)

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 years 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 decided 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 IDP 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 35: 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 36: 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
DRY CUT 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

Project Name	Project Priority	Connections
AMAJUBA FOREST 100 CON: PRIORITY 12	12	100
OSIZWENI WARD D INFILLS 120 CON		120
Total Rural Backlog for Newcastle LM		5768
<i>eMadlangeni 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 eMadlangeni 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
STRIJBANK 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.

THE ROLE OF THE ADM IN ELECTRICITY PROVISION

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.

(v) COMPARISONS WITH SIMILAR DM'S

The proportion of households with access to electricity for lighting purposes in the ADM improved from 72.4% in 2001 to 79.4% in 2007. This latter figure was the second highest in the province after the uMgungundlovu District Municipality. The proportion of households with access to electricity for lighting in the ADM is very similar to the figures for Gert Sibande and the Nkangala districts (79% and 81% respectively) but lower than the 92% of households in the Sedibeng District Municipality.

2.8.5 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. In terms of the 2007 figures, this has improved to a mere 6% of the ADM's households having no access to solid waste removal. Overall approximately **60%** of households have access to refuse removed by the local authority (STATSSA, 2007).

While 90% 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:

- Only 12% of households in Dannhauser receive municipal waste removal, while 72% make use of their own refuse dump. 13% of households in the municipality do not have any form of waste disposal;
- In the eMadlangeni municipality only 34% of households have municipal refuse removal, while 47% make use of their own dumps. 17% of households do not have any form of waste disposal.
- Only 73% of households in the Newcastle municipality receive municipal waste removal, while 18% make use of their own refuse dump. A mere 4% of households in the municipality do not have any form of waste disposal;

TABLE 37: ACCESS TO REFUSE REMOVAL

	Municipality Weekly	Municipality Other	Communal Dump	Own Dump	No Disposal
2007	60358	729	4288	29533	6133
2001	53671	697	788	34760	6754
1996	42384	1436	968	25163	3375

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.

NOTE:

The Integrated Waste Management Plan is currently under review and is scheduled to be finalised by the end of September 2009. The plan will include an assessment of the environmental impacts of the various waste management options. Re-cycling options will also be explored with links to LED opportunities.

The Solid Waste Plan (2003) 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. This approach is currently under review.

iii) ADDRESSING THE BACKLOGS

TABLE 38: ADDRESSING SOLID WASTE BACKLOGS

ADDRESSING THE BACKLOGS	
2007 NEIGHBOURHOOD STUDY (STATSSA, 2007)	40% 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	Reviewed IWMP to determine and be aligned with the IDP.
PROJECTIONS	To be determined.
REQUIRED FUNDING/ COMMENT	To be determined.

iv) INDIGENT SUPPORT

Nothing is currently provided in this regards.

v) COMPARISONS WITH SIMILAR DM'S

The ADM has the largest proportion of population receiving a formal refuse removal service of all District Municipalities in KZN (in excess of 60% of households). With the exception of the uMgungundlovu District Municipality,

this figure is substantially higher than the comparative figures of the other Districts which ranges between 9% and 27% of households receiving a formal refuse removal service. The figure for the ADM is similar to that of Gert Sibande (59.7%) but higher than the 42% in the Nkangala District. It is, however, significantly lower than the 84% of households receiving a formal refuse removal service in Sedibeng District Municipality.

2.8.6 ROADS

(i) STATUS QUO

The Department of Transport was approached during this round of the IDP Review to update this section in the IDP and the department referred the ADM back to their planning document that was incorporated into the 2008/9 IDP Review document.

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 39: AMAJUBA PAVEMENT MANAGEMENT SYSTEM

Local Municipality	Surfaced Roads (km)		Unsurfaced Roads (km)		Total Length (km)
	Length	(%)	Length	(%)	
Newcastle (KZ252)	162,7	44,4%	203,9	55,6%	366,6
Utrecht (KZ253)	115,2	16,3%	592,9	83,7%	708,1
Dannhauser (KZ254)	240,5	46,5%	277,2	53,5%	517,7
Amajuba	518,4	32,6%	1 074,0	67,4%	1 592,4

(Source: PTP, 2008)

(ii) SECTOR PLANS

DEPARTMENT OF TRANSPORT SECTOR PLAN

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 and which is still the document utilised for implementation planning. 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.

PUBLIC TRANSPORT PLAN

The ADM has reviewed its PTP during the 2008/9 financial year and identified and costed associated projects. The lists of projects identified are included in Section K.3 of the IDP.

(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) that has been reviewed by the ADM compliments this and provides more accurate estimates of the needs on the public transport infrastructure.

Roads have also been identified in the IDP for “urgent attention” which are captured in the table below. A map is also included in the SDF in this regards.

TABLE 40: ROADS REQUIRING IMMEDIATE ATTENTION

ROAD NAME	APPROX LENGTH	DESCRIPTION
D96	29 km	The D96 has been identified as part of the Mountain Meander and is the structuring element along which a number of large scale tourist attractions and residential estates are developing. It also services the Dunblaine node identified in the Amajuba Mountainous Areas Study. It is envisaged that this corridor will develop along the lines of the Midlands Meander with tourism, arts and crafts, fly fishing and top class tourism accommodation occurring along this route.
Utrecht-Groenvlei-Wakkerstroom Road	48 km	This road provides the primary access route for residents residing in the mountainous areas in the rural hinterland of the eMadlangeni municipality. The tarring of this road would have primarily two positive impacts, namely: <ul style="list-style-type: none"> ▪ Allowing better access for rural and land reform communities to the urban areas of Utrecht as well as to social service dispensed in the town; and ▪ Open up the mountainous areas to tourists travelling from Gautang and Wakkerstroom.
MR483	19 km	According to the PTP and DOT statistics, the MR483 carries the highest traffic volumes. If the LED projects planned in the IDP and LED plans are to materialise along this corridor, mayor upgrades and widening of this road are required.
Madadeni-Albert Wessels Road and Bridge Link	3 km	Newcastle East and West are linked by the MR483 which serves as the only vehicular linkage. Should this bridge be closed due to an accident or other events, residents are forced to travel via Utrecht and the N11 which is a long and inconvenient distance.
R34 Newcastle to Memel	32 km	This road forms the primary linkage between Richards Bay and Newcastle, and Gauteng and the Free State. The road is carrying heavier volumes of traffic and coal trucks which is resulting in bad rutting, potholes and poor driving conditions.

(iv) INDIGENT SUPPORT

Not applicable.

(v) COMPARISONS WITH SIMILAR DM'S

Apart from pedestrians, the main mode of transport within the ADM is by mini bus taxis (10.9% of population) and by bus (7.3%). These figures also imply that the percentage of the population using public transport in the form of mini bus taxis or buses in the ADM rates amongst the highest of the districts within the province.

The use of public transport in the ADM is very similar to that of the Gert Sibande DM but significantly lower than the case of the Sedibeng and the Nkangala DM's. As can be expected with the high population densities and levels of urbanization in Newcastle, the percentage of population utilizing public transport in the form of mini bus taxis and buses is in excess of 20% compared to 12.3% in Dannhauser and 5.1% in eMadlangeni. The use of private vehicles in Newcastle is also notably higher compared to the other two local municipalities.

2.8.7 TELECOMMUNICATIONS AND INTERNET ACCESS

(i) STATUS QUO

The highest proportion of households with access to **telephones** in the district is located in the Newcastle municipality with a figure of 17%. Conversely, only 3% of households in the Dannhauser municipality have access to fixed line telephones.

Within the ADM and at a local municipality level, the proportion of households with access to **cell phones** are very similar ranging from 74% of households in Newcastle and eMadlangeni to a surprisingly high figure of 76.5% in Dannhauser.

In terms of the **internet**, the Newcastle urban area is well served by several broadband technologies, including ADSL, 3G/HSDPA, Wireless ISP's and soon Neotel. However, both the Dannhauser and eMadlangeni areas currently have no ADSL and only poor 3G/HSDPA coverage. In these areas, people have to use dial-up or expensive leased lines and in some rural areas, such as KwaMdakane, dial-up and leased lines are not even available, with Telkom having no intention of rolling out these services.

At a local municipality level the percentage of households with access to internet ranges from a low of 1.6% in Dannhauser to a high of 3.3% in Newcastle. The Newcastle area has the highest proportion of households with access to computers with a figure of 11.1%. The comparative figures for eMadlangeni and Dannhauser are significantly lower at 8.3% and 2.2% respectively.

(ii) SECTOR PLANS

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

(iii) ADDRESSING THE BACKLOGS

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

To address the problems of poor **internet** accessibility in the ADM, the ADM is planning to construct a high bandwidth wireless network to carry internet service to areas not currently covered by other broadband services. The initial purpose of this network will be to link the Amajuba, eMadlangeni and Dannhauser Municipalities to the Internet at a lower cost as well as to set up a Wide Area Network (WAN) between the municipalities. As a secondary benefit from this project, the ADM will be able to improve broadband penetration into rural areas with proposed projects such as

Internet Kiosks at libraries and community halls and wireless ISP's.

(iv) INDIGENT SUPPORT

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

The ADM does make redundant computers available to the Department of Education for allocation to schools in the ADM.

(v) COMPARISONS WITH SIMILAR DM'S

At a provincial level, the percentage of households with access to **telephones** (fixed line phones) is low ranging between 2.3% in uMkhanyakude to 23.5% in uMgungundlovu. On the other hand, the ADM has the second highest percentage of households with access to telephones in the province with a total of 14.3% of households. This figure is higher than the comparative district municipalities of Nkangala and Gert Sibande and only marginally lower than that of the Sedibeng DM.

Unlike the situation with access to fixed line phones, a significant proportion of households in all district municipalities across the province have access to **cell phones**. This ranges from 61.3% of households in the Sisonke DM to a high of 75% in ADM. Although the ADM has the highest proportion of households with access to cell phones amongst the district municipalities in KZN these figures are similar to that of the Sedibeng and Gert Sibande DM's and somewhat less than the 81.6% in the Nkangala DM.

The percentage of households with access to **internet** in the district municipalities within KZN is generally very low, ranging between 0.9% in uMkhanyakude to 7.3% in uMgungundlovu. The comparative figure for the ADM is 3% and this implies that a very limited proportion of the population has internet connectivity within the district. The percentage of households with access to internet in the ADM is also notably lower in comparison to other similar district municipalities outside KZN (e.g. 4.9% in Gert Sibande and 5.5% in Sedibeng).

2.8.8 HEALTHCARE FACILITIES

(i) STATUS QUO

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

TABLE 41: BASIC INFRASTRUCTURE SERVICES IN THE DISTRICT FACILITY NETWORK BY MUNICIPALITY 2009/10

Municipality	Facility Type	No.	% with Electricity	% with Piped Water Supply	% with Fixed Line Telephones
Dannhauser	District Hospital	Nil			
	Clinics	9	100%	100%	100%
Newcastle	District Hospital	2	100%	100%	100%
	Clinics	14	100%	100%	100%
eMadlangeni	District Hospital	1	100%	100%	100%
	Clinics	2	100%	100%	100%
District Total	District Hospital	3	100%	100%	100%
	Clinics	25	100%	100%	100%

(Source: Department of Health, 2008)

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) SECTOR PLANS

The Department of Health within the Amajuba District Municipality has prepared a District Health Plan for the 2009/10 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 42: 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%)		
	2007/08	2008/09	2009/10	2007/08	2008/09	2009/10	2007/08	2008/09	2009/10	2007/08	2008/09	2009/10
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 43: ADDRESSING HEALTHCARE BACKLOGS

ADDRESSING THE BACKLOGS	
DEPARTMENT OF HEALTH STATISTICS (2008)	100% of clinics have piped water and adequate sanitation.
NATIONAL TARGETS	DWAF targets that all clinics have safe water supply and sanitation services by 2007.
BALANCE/ DIFFERENCE	0 clinics require more reliable water supply. 0 clinics require sanitation.
PROJECTIONS	To be determined.
REQUIRED FUNDING/ COMMENT	Water: R0.00 Sanitation: R0.00

(iv) INDIGENT SUPPORT

Not applicable.

2.8.9 EDUCATION FACILITIES

(i) STATUS QUO

There are currently 265 schools at both a primary (175) and secondary (57) level in the DM, 257 of these schools being government run (including three schools to be registered and one to be confirmed). 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 44: WATER AND SANITATION BACKLOGS AT SCHOOLS

MUNICIPALITY	SCHOOL NAME	BACKLOGS	
		WATER	SANITATION
Newcastle	Intuku Primary	Yes	
	Qhawelesizwe Primary	Yes	
Dannhauser	Umzila Primary	Yes	Yes
	eManzimnyama	Yes	
Utrecht	Esidakeni	Yes	Yes

(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.

(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 45: ADDRESSING THE WATER & SANITATION BACKLOGS IN SCHOOLS

ADDRESSING THE BACKLOGS	
BASELINE 2009	2 schools (0.75%) have inadequate sanitation. 5 schools (1.89%) have inadequate water supply.
RATE PER ANNUMS (%)	There has been an overall improvement in sanitation with the rate of schools with inadequate sanitation dropping. There has also been a year-on-year improvement in the schools without adequate water supply.
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.

(v) COMPARISONS WITH SIMILAR DM'S

The total number of learners per school is 555 in the ADM. This figure is the highest amongst all district municipalities within the province and is significantly higher than the second highest figure (Ugu DM at 463 learners per school). Compared to other district municipalities outside the province, the figure for the ADM is relatively similar to that of Nkangala DM (515) and lower than that of Sedibeng (752).

Although no information is available on the number of classrooms and size, these figures may be an indication of the level of crowdedness in schools. However, the counter argument can be that this is simply indicative of larger schools and may point towards the more urbanized nature of the ADM compared to other districts, and the ability to develop and maintain larger schools for larger number of learners.

The average number of educators per school in the ADM is 16 which is the highest figure amongst the various district municipalities in KwaZulu Natal (figures ranged between 11 and 16 educators per school). The number of educators per school in the ADM is the same of that of the Nkangala DM, slightly higher than Gert Sibande DM (12) and significantly lower than in the case of Sedibeng DM (22).

The relationship between the number of educators per school and learners per school seem to support the argument that schools in more urbanized areas (such as ADM and the Sedibeng DM) is able to accommodate and sustain larger schools. The average number of learners per educator in the ordinary school sector is very similar across all district municipalities within the province. The

notable exception is the Sisonke District Municipality with an average of 42.6 learners per educator. The figure for ADM is 34.3.

EDUCATIONAL INFORMATION			
Education facilities per LM:			
TYPE OF EDUCATIONAL FACILITY	MUNICIPAL AREA		
	NEWCASTLE	DANNHAUSER	EMADLANGENI
Pre-school	2	0	0
Primary School	94	48	33
Secondary School	37	16	4
Combined School	4	4	6
LSEN (special needs)	5	0	1
Independent	8	0	0

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:
<ul style="list-style-type: none"> ▪ There are no children being taught under trees in the ADM.

2.8.10 EXTENDED PUBLIC WORKS PROGRAMME (EPWP)

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

The EPWP involves creating temporary work opportunities for the unemployed, using public sector expenditure. It builds on existing best-practice government

infrastructure and social programmes either by deepening their labour absorption or extending them.

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

The EPWP has been identified as a means of providing job opportunities and training in the ADM and has been effectively linked to the physical infrastructure projects that the ADM is rolling-out. As such, the ADM complies and is aligned with the EPWP. The following table outlines the projects have been undertaken as well as the employment that has been generated per focus group:

TABLE 46: EPWP PROJECTS AND EMPLOYMENT PER DESIGNATED GROUP

				Planned Employment (Persons)				
Project Name	Programme (MIG/CMIP/DWAF/SMTI)	Labour Intensive	Total Project Cost	Women	Men	Youth (Female)	Youth (Male)	Disabled (Female)
				(EP)	(EP)	(EP)	(EP)	(EP)
Buffalo Flats Water Supply Scheme P	MIG	Yes	R 24 000 000.00	53	95	70	133	0
Buffalo Flats Water Supply Scheme P	MIG	Yes	R 34 800 553.00	303	261	72	71	8
Buffalo Flats Water Supply Scheme P	MIG	Yes	R 83 535 765.00	700	600	170	160	20
Inverness/Clare Sanitation VO	MIG	No	R 4 499 566.00	4	20	2	12	0
Kwamataukuza footbridge	MIG	No	R 1 012 787.00	9	25	9	10	0
Rurual Multi pupose center phase tw	MIG		R 1 303 000.00	3	7	5	3	0
Bensdorp Sports field			R 1 300 000.00	0	0	2	4	0
South Park cricket field			R 1 000 000	0	0	3	6	0

(Source: Engineering Services, ADM, 2009)

2.9 ENVIRONMENTAL ANALYSIS

2.9.1 THE STATUS QUO

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 Padavlei⁵. 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 Dooringkop, 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 wetlands⁶.

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

⁵ Begg in Metroplan (1999)

⁶ Kantey and Partners

Hyparrhenia hirta with occasional *Acacia sieberana* savannas or woodlands. Disturbed areas have tall communities of *Hyparrhenia dregeana*, *Hyparrhenia tamba*, etc. The grasslands have 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 follows⁷:

- 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 includes⁸:

- 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.

⁷ Policy concerning the granting of a certificate in terms of section 12 of the minerals act, 1991, to mines releasing such mines from further regulatory responsibilities concerning environmental management and conservation, Department of Mineral and Energy.

⁸ *ibid*

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 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.

2.9.2 BIO-DIVERSITY CONSERVATION

The Amajuba District Municipality's natural environment is characterised by expansive grasslands, interspersed with mist belt forests that surround the urban environments in which most of the human populations are located. The grassland biome is one of the most threatened of the seven biomes found in South Africa. It covers an area of approximately 339 237 km² (29% of South Africa's land surface area) with approximately **30% irreversibly transformed** and only 2.8% formally conserved. Grasslands provide essential ecosystem services in the form of water production from wetlands, carbon sequestration, pollinators for crops, rangeland for stock farming as well as the natural beauty essential for tourism development. All of these ecosystem services are necessary for economic development but in some circumstances, such economic development threatens the grasslands due to the very nature of such development being unsustainable.

The key to protecting our grasslands is to ensure that unsustainable development is kept to a minimum and to **secure** the remaining 60% untransformed areas through biodiversity friendly practices and **formal conservation protection**. Such an approach is in the national interest when the contribution such grassland areas

make towards water and food security is compared to the short term gain experienced by unsustainable practices/development that could destroy the vital ecosystem services provided by such areas.

Almost 80% of the grassland areas that a) provide vital ecosystem services, b) are important from a biodiversity perspective, c) have tourism potential, d) are important from a livestock farming perspective and e) provide a range of other essential ecosystem services are **privately or communally owned**. An innovative mechanism is thus needed to ensure that such areas are secured and formally protected.

In this regard, **the KZN Biodiversity Stewardship programme** focuses on developing partnerships with private and communal landowners and land users with the aim of adequately protecting important biodiversity. Conservation Stewardship has been defined as “*the wise use, management and protection of the natural resources that have been entrusted into your care,*” and involves the development of incentives for landowners to conserve important habitats on their lands.

At a generic level, three simplified stewardship options for land owners were developed from a possible selection of 25 (from the Protected Areas Act). The exact form that stewardship will take in the area will depend on the commitment of the land owner.

The principle adopted is that the higher the level of commitment, the higher the security for the land and the greater the number of incentives for the landowner.

- The 1st option is a legally binding agreement that ensures the highest level of commitment from the landowner coupled with the most incentives. This could result in the formal proclamation of the land as a nature reserve or a protected environment.
- The 2nd option is a memorandum of agreement and is often termed a “Biodiversity Agreement.” The landowner still enjoys incentives at this level but less than option 1.
- The final or 3rd option is called a “Conservation Area” and is basically the entry level for any stewardship programme. Landowners who choose this option enjoy substantially less incentives than the first 2 but are still part of the programme.

The KZN Biodiversity Stewardship programme is the type of mechanism needed to protect and secure our threatened natural grasslands areas from disappearing altogether and thus reduce the impact on dwindling natural resources necessary for our survival.

Already, pilot stewardship initiatives are taking off in the ADM around the Ncandu forest reserve

located at the headwaters of the Ncandu river (where an additional 3500 Ha could be formally protected within the next year) as well as near Utrecht at the headwaters of the Pongola river. These initiatives will secure natural forested land as well as the surrounding high altitude grasslands located there and contribute over 10% towards the achievement of provincial conservation targets for the type of grassland located there (and nearly 2% for the natural forest conservation target)! More initiatives will develop over the next 5 years.

2.10 INSTITUTIONAL ANALYSIS

2.10.1 STAFF COMPONENT OF THE ADM

The Amajuba District Municipality has a staff component of 76, 68 of which are permanently employed, and 8 of which are on contract. The DM is currently employing 3 interns.

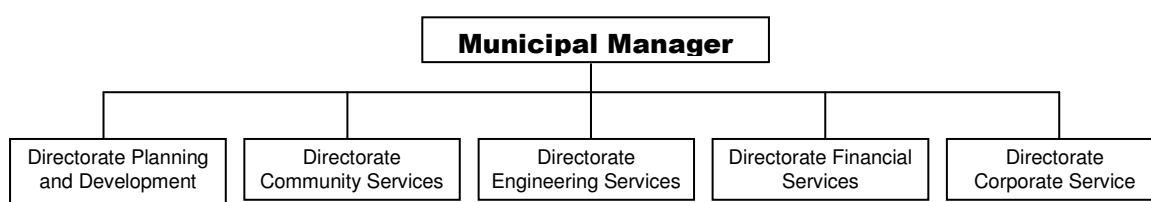
All Directors posts have been filled and the staff complement within each directorate have also been finalized and responsibilities for each department determined.

The institutional structure is aligned with the assigned powers and functions allocated to the ADM. The table below 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 46: DIRECTORATES

DIRECTORATE	DIRECTOR RESPONSIBLE	EXECUTIVE COUNCILLOR
Municipal Manager	V. Mthembu	M. S. Mlangeni
Corporate Services	H. Jacobs	Vacant
Finance	C. Masondo	M. S. Mlangeni
Engineering Services	N. Buthelezi	Vacant
Planning and Development	C. Myeza	Vacant
Community Services	M. Mtshali	M. I. Dlamini

Figure 14: Amajuba Directorates



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

TABLE 47: 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
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
Mayoral Office Staff/ Activities		Occupational Health and Safety
Youth and Gender Matters <p>Plan and coordinate matters relating to youth and gender.</p>		Fund Raising and Resourcing

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
ENGINEERING SERVICES	FINANCIAL SERVICES	COMMUNITY SERVICES
Water Service Authority ▪ 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 ▪ Fire Fighting
Land Reform ▪ Infrastructure Development.	Assets Management	Departmental Policy Development
Municipal Infrastructure Grant Programme (MIG) and other allocations ▪ Basic residential infrastructure. ▪ Public municipal services infrastructure. ▪ Social institutions infrastructure. ▪ Micro enterprise infrastructure. ▪ Departmental policy development. ▪ PMU Unit	Payroll	Municipal Health Services ▪ 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	Sport and Recreation ▪ Plan and coordinate implementation of sporting activities. Plan and coordinate implementation of cultural activities.
	Financial Reporting	Multi-purpose Community Centres ▪ Functioning thereof
	Departmental Policy Development	
	Supply Chain Management	
Audit Administration		

2.10.2 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.

2.10.3 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 48: DEMOGRAPHIC PROFILE OF EMPLOYEES

Employment Equity Implementation	Designated* Group	Non-Designated Group	Women
Top Management	83%	17%	0
Senior Management	82%	18%	18%
Middle Management	93%	7%	43%
Professional Staff	90%	10%	31%

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

The analyses show that 83% 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 Senior and 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 Senior and Middle management individuals, 61% are women.

TABLE 49: REPRESENTATION BY OCCUPATIONAL LEVEL

Occupational Level	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	5			1					6
Senior Management	6		1	2	1		1		11
Middle Management	2				1		1	1	5
Professionals	4		3	1	3				11
Other Staff	18				20		4	1	43
TOTAL	35	0	4	4	25	0	6	2	76

2.10.4 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 R610 000.00 to skills development. As of January 2009, R141 569.00 has been spent on skills development of staff.

2.10.5 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.

2.10.6 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 2009/10 financial year.

2.10.7 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.

2.10.8 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**

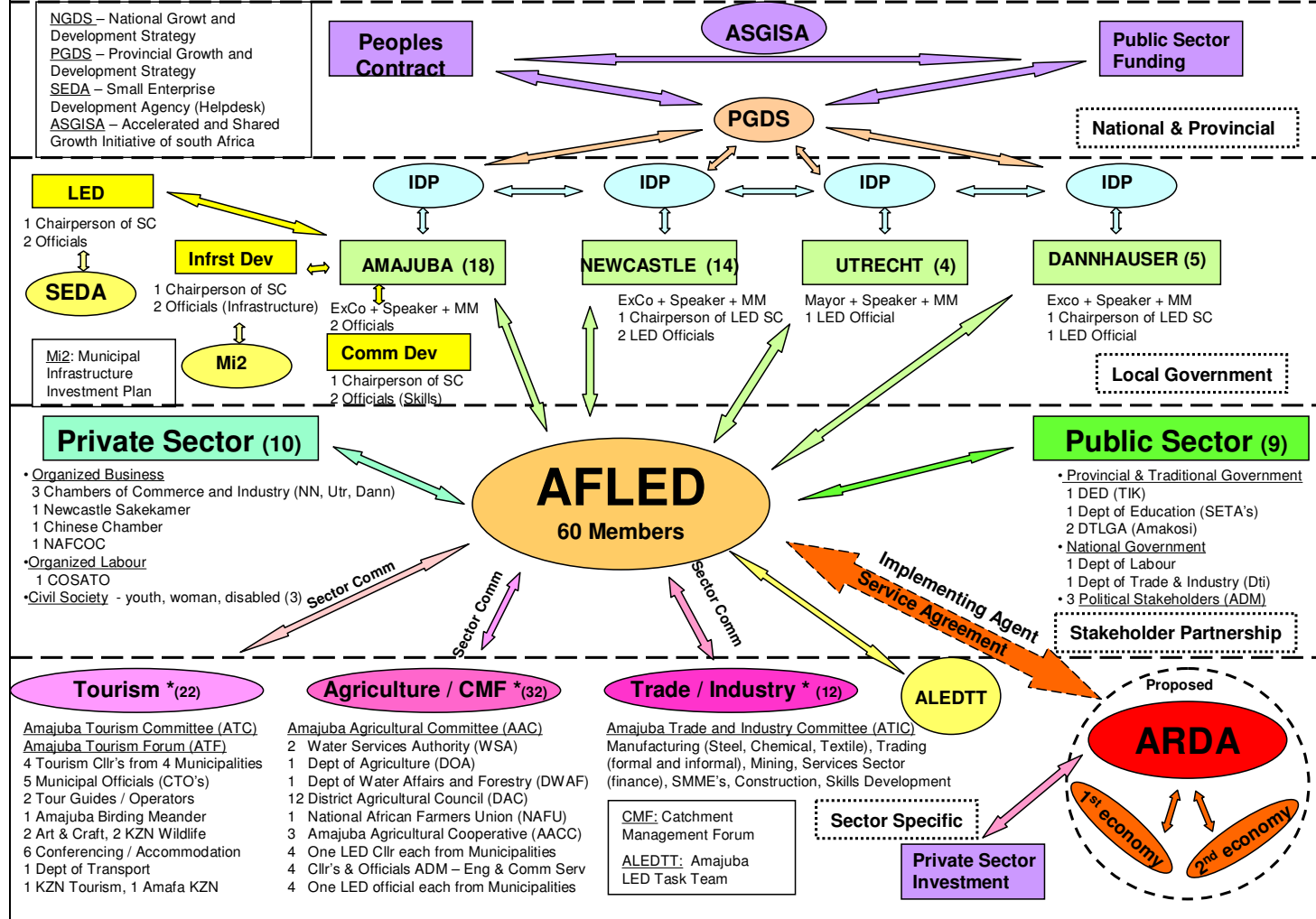
The Amajuba ICT Forum comprises officials from the four municipalities in the Amajuba Family of Municipalities who are responsible for the ICT functions in their respective municipalities.

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.

Detailed AFLED Concept



2.10.9 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.

2.10.10 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.

2.10.11 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.

2.10.12 AUDIT COMMITTEE

See Section 9.5 for a full description of the Audit Committee.

The municipality has a fully functional joint (financial and performance) audit committee which currently consists of four members.

- Declaration of interest for each member is signed annually and examined at the beginning of each meeting in order to continuously certify audit committee members independence.
- The audit committee charter is reviewed annually or as the need arises.

2.11 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 institutionalised⁹ 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 Department of Land Affairs 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

⁹ AFLED Sub-Committee on Agriculture involving farmers, farm dwellers and NGOs

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 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 2010/11 IDP Review.

KEY LAND REFORM INFORMATION¹⁰

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

¹⁰ The DLA was requested to assist with the update of this table, but at the date of going to print, no update was as yet received.

2.12 MILLENIUM DEVELOPMENT GOALS

In September 2000 world leaders came together at United Nations Headquarters in New York to adopt the United Nations Millennium Declaration, committing their nations to a new global partnership to reduce extreme poverty and setting out a series of time-bound targets, with a deadline of 2015, that have become known as the Millennium Development Goals.

The eight Millennium Development Goals (MDG's), which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2015, form a blueprint agreed to by all the world's countries and all of the world's leading development institutions. They have galvanized unprecedented efforts to meet the needs of the world's poorest people.

This section of the IDP outlines the millennium development goals and their targets and analyses the progress made in the ADM in addressing these goals.

TABLE 50: MILLENIUM DEVELOPMENT GOALS AND TARGETS

MILLENIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2009	ACTIONS REQUIRED
GOAL 1: ERADICATE EXTREME POVERTY & HUNGER	Target 1: Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day	<ul style="list-style-type: none"> - The percentage of people living with less than \$1 per day in Amajuba is estimated to be approximately 4.1%. This percentage is notably higher than the comparative figures for the other districts outside KZN which ranges from 1.9% in Nkangala DM to 2.3% in both the Sedibeng and Gert Sibande DM's. - A very positive trend has been the decrease in the percentage of people living with less than \$1 per day from 12.5% in 2002 to only 4.1% in 2007. The number of people living in extreme poverty has thus decreased significantly over this period. - At local municipality level there are huge differences between the three municipalities within the district. The percentage of people living with less than \$1 per day in Newcastle is 2.6% compared to 8.6% in eMadlangeni and 7.5% in Dannhauser. In the case of eMadlangeni and Dannhauser, these figures have decreased markedly from 27.6% and 22.9% respectively in 2002. 	<ul style="list-style-type: none"> - Implementation of the LED plan and other LED-related sector plans - Implementation of LED Legacy/ Kick-start projects.
	Target 2: Achieve full and productive employment and decent work for all, including women and young people	<ul style="list-style-type: none"> - The Amajuba DM had the lowest unemployment rate amongst the district municipalities in KZN in 2007 (41.9%). This figure is also slightly lower than the comparative provincial average of 42.3%. - The unemployment rate of the district peaked at 47.2% in 2003, where after it showed a decrease to 41.9% in 2007. - Both the Newcastle LM and eMadlangeni LM's experienced a decrease in unemployment rate from the peak in 2003. However, in the case of Dannhauser LM, - the unemployment rate increased unabatedly from 45.6% in 1996 to as much as 78% in 2007. 	<ul style="list-style-type: none"> - Implementation of the LED plan and other LED-related sector plans - Implementation of LED Legacy/ Kick-start projects. - Continued implementation of EPWP programme.
	Target 3: Halve, between 1990 and 2015, the proportion of people who suffer from hunger	<ul style="list-style-type: none"> - The Amajuba DM has the lowest poverty gap of the districts in KZN with an estimated figure of R411 million in 2007. - The poverty gap in the Amajuba DM has more than doubled from R186 million in 1996 to R411 million in 2007. However, there appears to have been a slight decrease from 2005 onwards. - At local municipality level, the total poverty gap in Newcastle is R239 million compared to R45 million in eMadlangeni and R127 million in Dannhauser. However, the poverty gap has grown by nearly 400% in the eMadlangeni LM between 1996 and 2007 and has more than doubled from R50 million to R127 million in the Dannhauser LM. 	<ul style="list-style-type: none"> - Implementation of the LED plan and other LED-related sector plans - Implementation of LED Legacy/ Kick-start projects. - Continued implementation of EPWP programme.
GOAL 2: ACHIEVE UNIVERSAL	Target 1: Ensure that, by 2015, children everywhere, boys and girls alike, will be	<ul style="list-style-type: none"> - In 2001 16.1% of adults of 20 years or older had no form of schooling, while in 2007, these figures had improved to 7.7%. - In 2001 6.4% of adults of 20 years or older had passed grade 7 as 	<ul style="list-style-type: none"> - Continued liaison with Department of Education to ensure improved attendance

MILLENIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2009	ACTIONS REQUIRED
PRIMARY EDUCATION	able to complete a full course of primary schooling	<ul style="list-style-type: none"> - their highest qualification which had improved to 6.1% in 2007. - In 2001 20.9% of adults of 20 years or older had completed grade 12, while this figure improved to 22.5% in 2007. 	<ul style="list-style-type: none"> - levels.
GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWER WOMEN	Target 1: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	<ul style="list-style-type: none"> - In 2001 56.3% of grade 7's were female, a figure that had increased to 58.2% in 2007. - In 2001 52.1% of grade 12 students were female, a figure that had decreased to 50.6% in 2007 	<ul style="list-style-type: none"> - Continued liaison with Department of Education to ensure improved attendance levels.
GOAL 4: REDUCE CHILD MORTALITY	Target 1: Reduce by two thirds, between 1990 and 2015, the under-five mortality rate	<ul style="list-style-type: none"> - 75% professional nurses trained on Integrated Management childhood illnesses and 61% Community Health Workers trained. Community Integrated Management of Childhood with Illnesses component. - All hospitals are providing Kangaroo Mother Care. - Vitamin A coverage improved from 0.5 – 25% - Malnutrition supplements are provided to underweight and malnourished children at all health facilities - Growth monitoring is done in communities by Community Health Workers using hanging-baby scales. - All HIV exposed babies are tested for HIV - The following programmes are well established: Voluntary Counselling and Testing 100 %, Prevention of Mother To Child Transmission 100% and Mothers to Mothers programme is in 10sites in the district - Establishment of community IMCI in each LM: Stafford, Groenvlei & Thandanani clinics. - Availability of Antiretroviral Therapy to children. - All hospitals are baby friendly institutions. 	<ul style="list-style-type: none"> - Strengthen education on growth monitoring. - Strengthen postnatal care at 6 weeks - Strengthen facility delivery. - Strengthen family oriented community services e.g. hand washing and oral rehydration. - Strengthen importance of breast feeding. - Strengthen importance of immunization. - Strengthen education on home accidents. - Strengthen intersectoral collaboration.
GOAL 5: IMPROVE MATERNAL HEALTH	Target 1: Reduce by three quarters the maternal mortality ratio	<ul style="list-style-type: none"> - All facilities are providing Antenatal Care services - There are 10 Mothers 2 Mothers sites established - Pregnant women attending Antenatal before 20 weeks from 15% - 37 %. - Appointment of Obstetrics & Gynaecology specialist in the district - Established referral system. - Turn around time for EMRS in rural areas is 60 minutes and 30 minutes in urban areas. All pregnant women are treated as RED code - Standardized protocol for management of pregnant woman. 	<ul style="list-style-type: none"> - Strengthen education on cervical screening - Establish and strengthen high risk clinics. - Strengthen reporting of maternal deaths especial in the community. - Strengthen education on postnatal care. - Encourage birth companions. - Encourage mothers on healthy

MILLENIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2009	ACTIONS REQUIRED
	Target 2: Achieve universal access to reproductive health	<ul style="list-style-type: none"> - Gradual increase in reproductive health (Family planning) attendance by women of child bearing age from 18 % to 26 %. - Added 2 private mobile services providing HIV & Maternal child health services - Establishment of Termination of Pregnancy services – 1 site in Newcastle Hospital. 	<ul style="list-style-type: none"> - lifestyle, good nutrition and rest and prevent smoking. - Motivate females and males on sterilization - Strengthen community awareness on family planning - Strengthen health talks on teenage pregnancy.
GOAL 6: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES	Target 1: Have halted by 2015 and begun to reverse the spread of HIV/AIDS	<ul style="list-style-type: none"> - HIV prevalence has decreased from 46% in 2006 to 39.4 % in 2007. - Sexually Transmitted Infections (STIs) incidence has decreased from 10 – 2.5%. - Male condom distribution rate 11 condoms per male per year in line with National norm. - VCT and PMTCT rolled out to all facilities fixed and mobile. - Dual therapy is provided in all fixed health facilities. - Contracted 5 NPO's for Home Community Based Programme and 2 NPO's for NIP sites. - Khomanani is working at Mndozo. Community doing house to house health promotion - Family Health International has donated a mobile service unit staff. - South African Clothing & Textile Workers Union is providing VCT at industrial area. - 12 clinics were built to increase access to health care. 	<ul style="list-style-type: none"> - Strengthen community empowerment with HIV&AIDS information. - Establish high transmission areas. - De-stigmatization of HIV&AIDS through community mobilization. - All departments and places of work to have HIV in the workplace programme. - Strengthen relationship with other stakeholders e.g. DoE, DoA, NGO's, Traditional Health Practitioners. - Facilitate programmes targeting males to take responsibility for prevention of HIV&AIDS - Strengthen HIV&AIDS education to the elderly - Support from the municipality in the establishment of HTA's 9High Transmission Areas e.g. Truck Stops) and NIP sites.
	Target 2: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it	<ul style="list-style-type: none"> - All facilities prepare patients for ART and provide treatment for opportunistic infections. - 4 accredited ART sites - 6 down referral sites - Provision of nutritional supplements to vulnerable groups. - Number of patients on ART – Adults – 8460 - Children– 1056 	<ul style="list-style-type: none"> - Ensure availability of budget for service delivery. - Strengthen tracing teams - Strengthen community based care. - Strengthen integration of programmes e.g. TB & HIV.
	Target 3:	- The malaria case fatality (death) rate in the district is 0%.	- Continue to strengthen the

MILLENIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2009	ACTIONS REQUIRED
	Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases	<ul style="list-style-type: none"> - Amajuba is NOT a malaria endemic district; however our health facilities often admit patients with malaria, often following visiting malaria endemic areas. Our climate is not suitable for malaria causing mosquitoes to survive thus all our cases are imported. 	<ul style="list-style-type: none"> - treatment of imported malaria and early diagnosis. - NB! Malaria can be treated especially if detected early thus we plan to encourage victims to report a proper history of other areas visited in order to ensure early diagnosis. - Health promotion on prophylaxis and signs is also to be strengthened.
GOAL 7: ENSURE ENVIRONMENTAL SUSTAINABILITY	Target 1: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources	<ul style="list-style-type: none"> - A total of 1.8% of the total land area of the Amajuba DM is classified as totally irreplaceable in terms of the KZN conservation plan. The highest concentration of totally irreplaceable areas is located in the Newcastle LM where 3.8% of the land area falls in this category. The comparative figures for eMadlangeni and Dannhauser are 0.89% and 1.16% respectively. No time series data is however available for this indicator. 	<ul style="list-style-type: none"> - The review of the Amajuba Environmental Management Plan
	Target 2: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss	<ul style="list-style-type: none"> - Pilot stewardship initiatives are taking off in the ADM around the Ncandu forest reserve located at the headwaters of the Ncandu river (where an additional 3500 Ha could be formally protected within the next year) as well as near Utrecht at the headwaters of the Pongola river. These initiatives will secure natural forested land as well as the surrounding high altitude grasslands located there and contribute over 10% towards the achievement of provincial conservation targets for the type of grassland located there (and nearly 2% for the natural forest conservation target)! More initiatives will develop over the next 5 years. 	<ul style="list-style-type: none"> - Formalisation of stewardship projects and conservation of threatened habitats.
	Target 3: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation	<ul style="list-style-type: none"> - The percentage of households without access to a basic level of water infrastructure in the Amajuba DM decreased from 21.7% in 2001 to 12% in 2007 (definition assumed for basic level of service is households receiving piped water, either on stand or outside the stand boundary). - At a local municipality level, the percentage of households below the basic level of service with access to water, have changed as follows over the decade from 1996 to 2007: <ul style="list-style-type: none"> o From 13% to 5.8% in Newcastle LM o From 57.1% to 49% in Emandlangeni LM o From 52.2% to 27.9% in Dannhauser LM - The percentage of households below a basic level of sanitation service in the Amajuba DM decreased from 38% in 2001 to 25.4% in 2007. 	<ul style="list-style-type: none"> - Continued implementation of the WSDP.

MILLENIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2009	ACTIONS REQUIRED
		<ul style="list-style-type: none"> - At Local Municipality level the percentage of households below the basic level of sanitation service has decreased as follows over the decade from 1996 to 2007: <ul style="list-style-type: none"> o From 33% to 17.7% in Newcastle LM o From 66.6% to 51.7% in the Emandlangeni LM o From 87.7% to 50.6% in the Dannhauser LM 	
	<p>Target 4: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers</p>	<ul style="list-style-type: none"> - Only 16.7% of the total housing stock in Amajuba is classified in the three categories considered to form part of the inadequate housing category. This percentage is significantly lower than most other district municipalities within the province. - The total number of households residing in these inadequate housing categories is 16815, a figure which is significantly lower than comparative figures for most other districts within the province. 	<ul style="list-style-type: none"> - Establishment of the Amajuba Housing and Land Forum to discuss and facilitate the development of housing.
<p>GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT</p>	<p>Target 1: Address the special needs of least developed countries, landlocked countries and small island developing states</p>	Not applicable	National Departmental Responsibility
	<p>Target 2: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system</p>	Not applicable	National Departmental Responsibility
	<p>Target 3: Deal comprehensively with developing countries' debt</p>	Not applicable	National Departmental Responsibility
	<p>Target 4: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries</p>	Not applicable	National Departmental Responsibility
	<p>Target 5: In cooperation with the private sector, make available benefits of new technologies, especially information and communications</p>	<ul style="list-style-type: none"> - The Amajuba DM has the second highest percentage of households with access to fixed line telephones in the province (14.3% of households) - The highest proportion of households with access to telephones in the district is located in the Newcastle LM with a figure of 17%. - Unlike the situation with access to fixed line phones, a significant proportion of households have access to cell phones (75% of households in Amajuba.) - The Amajuba DM has the second highest proportion of households with access to computers in KZN with a figure of 9.4%. - At local municipality level, Newcastle LM has the highest proportion 	<ul style="list-style-type: none"> - Continued operation of the Amajuba ICT forum.



MILLENIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2009	ACTIONS REQUIRED
		of households with access to computers with a figure of 11.1%. The comparative figures for eMadlangeni and Dannhauser is significantly lower at 8.3% and 2.2% respectively.	



2.13 NATIONAL AND PROVINCIAL STRATEGIC GUIDELINES

2.13.1 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.

The NSDP Principles are summarised in the table below and an analysis has been done so as to see if they have all been addressed though the ADM's strategic framework.

TABLE 51: NSDP PRINCIPLES

NUMBER	NSDP PRINCIPLE
1	Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key.
2	Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
3	Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.
4	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 demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate – if they choose to – to localities that are more likely to provide sustainable employment and economic opportunities.
5	In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

2.13.2 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

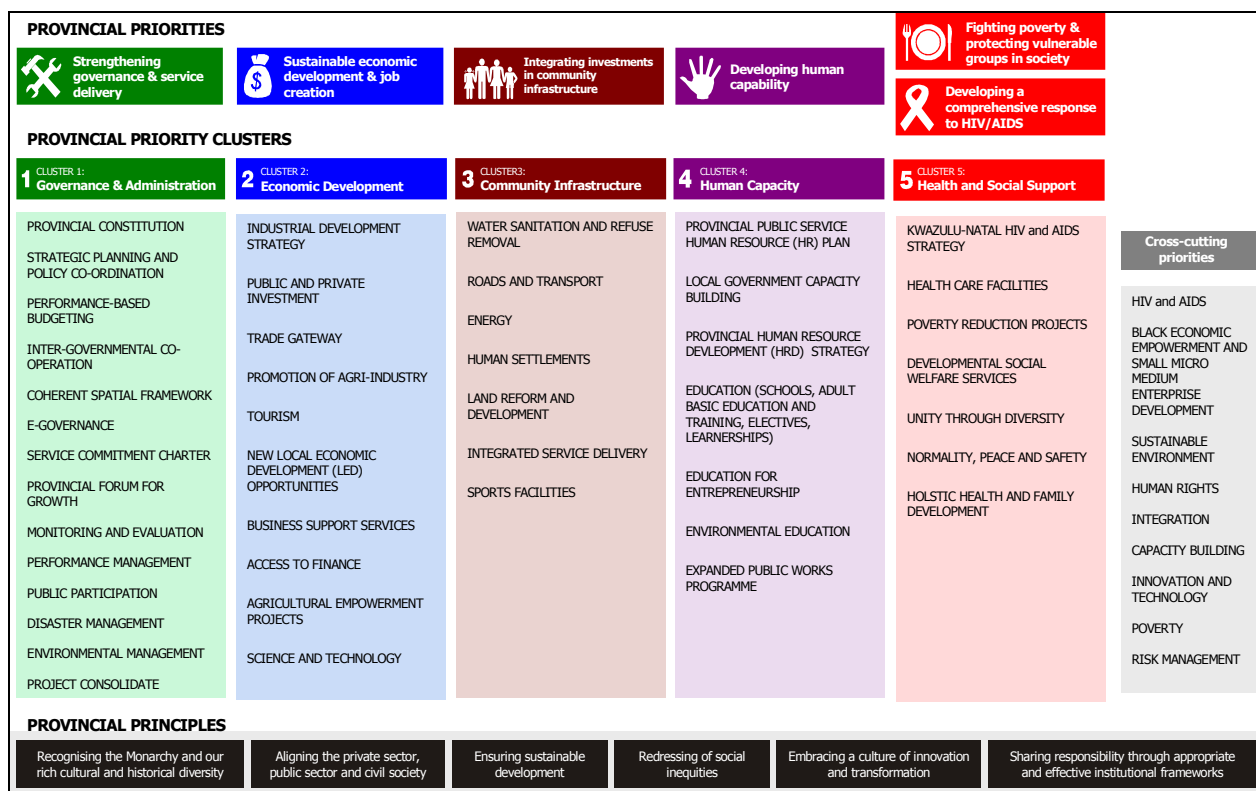
The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between the different spheres of 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 15: Summary of the Provincial Growth and Development Strategy



2.13.3 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.

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

i) **INTRODUCTION AND BACKGROUND**

ASGI-SA is a project driven by the Presidency 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.

2.14 CHALLENGES FACING THE DISTRICT MUNICIPALITY

The following key trends and associated causes and effects were identified as part of the NSDP Pilot Project Study and were confirmed with party whips and officials from the DM and the three LM's at a workshop on 20 February 2009.

TABLE 52: CAUSE AND EFFECT ANALYSIS (NSDP PILOT PROJECT, 2009)

No.	KEY TREND	CAUSE	EFFECT
1.1	Growing economy with a narrow spatial base.	<ul style="list-style-type: none"> ▪ Effect of economic globalisation ▪ Insufficient rural entrepreneurship development and support ▪ Newcastle positioning itself as a service centre for Northern KZN and NE Free State. ▪ Decline of the agricultural industry ▪ High degree of economic leakage from rural areas ▪ Inadequate transport and telecommunication infrastructure in rural areas ▪ Insufficient focus on tourism marketing and development ▪ Historical investments and incentives 	POSITIVE <ul style="list-style-type: none"> ▪ Decline in the unemployment rate ▪ Relatively small urban footprint with associated economies of scale for infrastructure provision.
			NEGATIVE <ul style="list-style-type: none"> ▪ Rural decline ▪ Pressure on infrastructure in Newcastle ▪ Sensitivity to national and global sector trends ▪ Inflation in Newcastle ▪ Problems (and opportunities) associated with urbanisation in Newcastle.
1.2	Dominance of manufacturing and community service sectors	<ul style="list-style-type: none"> ▪ Historical industrial decentralisation policies ▪ Insufficient entrepreneurship development and support for diversification ▪ Inflexible land use management system ▪ Distance to major market centres ▪ Historical natural resource endowment ▪ Insufficient focus on tourism marketing and development. ▪ Limited focus on non-traditional economic sectors in the ADM such as wholesale and retail, and business services. 	POSITIVE <ul style="list-style-type: none"> ▪ Identification of priority LED projects in new industries ▪ Introduction of more effective production technologies in Newcastle (steel industry)
			NEGATIVE <ul style="list-style-type: none"> ▪ Sensitivity to global trends in manufacturing ▪ Dependence on government activities as source of employment ▪ Impact on district economic growth
1.3	Large agricultural areas but limited role in economy.	<ul style="list-style-type: none"> ▪ Insufficient support to small scale and emerging farmers ▪ High energy prices ▪ Unresolved land reform areas ▪ Limited private sector investment ▪ Limited role of local agricultural beneficiation ▪ High crime rate ▪ Quality of infrastructure ▪ Open economy with cheap agricultural imports ▪ Climate change ▪ Mainly extensive agricultural activities in district ▪ Land degradation 	POSITIVE <ul style="list-style-type: none"> ▪ Refocus on high value products ▪ Opportunities for growth in agricultural sectors
			NEGATIVE <ul style="list-style-type: none"> ▪ Opportunities for job creation in agriculture and agricultural beneficiation not optimised ▪ Reduced supply of agricultural products ▪ Negative impact on economic growth and job creation
1.4	High (but declining) unemployment rate	<ul style="list-style-type: none"> ▪ Structural changes in key industries ▪ Changes on economic/ industrial policies ▪ Inflexible labour legislation ▪ Seasonal and cyclical unemployment ▪ Impact of economic globalisation ▪ Insufficient skills base ▪ Impact of crime on relocation of manufacturing enterprises ▪ Decline in textile industries ▪ Restructuring of business due to increasing competition ▪ Declining population growth rate 	POSITIVE <ul style="list-style-type: none"> ▪ Increased level of socio-economic stability and reduction of social problems
			NEGATIVE <ul style="list-style-type: none"> ▪ Limited local demand due to low affordability levels ▪ Socio-economic problems associated with a high unemployment rate ▪ Psychological, material and other problems experienced by unemployed individuals and their families ▪ Reliance on social grants

No.	KEY TREND	CAUSE	EFFECT
1.5	Large informal sector	<ul style="list-style-type: none"> ▪ Inability of the formal sector to create jobs ▪ Cheap infrastructure and low input costs ▪ Insufficient skills base to engage in formal sector employment ▪ Lack of enforcement of municipal by-laws ▪ Lack of ongoing entrepreneurship development and support ▪ Tax evasion 	<p>POSITIVE</p> <ul style="list-style-type: none"> ▪ Opportunities for progression to <i>first economy</i>. <p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Negative impact on existing formal business ▪ Earnings often below minimum wage levels ▪ Impact on municipal infrastructure ▪ Loss of tax revenue to government ▪ Illegal activities and occurrence of undesirable social and economic externalities and insufficient consumer protection ▪ Potential impact on foreign investment.
1.6	Low affordability levels and income leakage from the district	<ul style="list-style-type: none"> ▪ High unemployment rate ▪ Limited skills base (therefore low wages) ▪ Consumer culture characterised by demand for imported luxury goods ▪ Impact of remittances sent to members of extended families in rural areas and possibly foreign countries ▪ Relative high living costs 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Many households unable to meet their basic needs ▪ Negative impact on demand for local consumer goods and services ▪ Out-flow of income/ capital ▪ Reduced economic multiplier effect
2.1	Decline in population growth rate	<ul style="list-style-type: none"> ▪ Out migration from district ▪ Limited export opportunities ▪ Declining birth rate ▪ Higher mortality rate due to the effects of HIV/ Aids 	<p>POSITIVE</p> <ul style="list-style-type: none"> ▪ Reduced competition for lower skilled job opportunities <p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Impact on available resource base ▪ Human capital flight and smaller consumer base ▪ Problems related to urbanisation at migration destination
2.2	High but declining HIV/ Aids rate	<ul style="list-style-type: none"> ▪ Mother-to-child transmission ▪ Impact/ quality of IV/ Aids programmes. Possible language barriers. Lack of continuity. ▪ Presence of migrant workers ▪ Poverty ▪ Proportional increase in youth relative to total population (more vulnerable age category) 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Psychological impact (on individuals) ▪ Impact on long-term infrastructure planning. ▪ Pressure on healthcare system ▪ Pressure on social welfare system ▪ Impact on families ▪ Restricted economic growth ▪ Demographic changes ▪ Impact on education ▪ Increased demand for burial space/ cemeteries and growth of informal cemeteries.
2.3	Limited skills base in the district	<ul style="list-style-type: none"> ▪ Social factors such as expectations, parental involvement and absence of parents ▪ Lack of entrepreneurial spirit ▪ Low levels of pre-school attendance and early childhood development ▪ Historical factors ▪ Insufficiently qualified teachers ▪ Poor healthcare and malnourishment ▪ Relocation of skills to larger urban areas ▪ Lack of computers and technology in education ▪ Low level of education amongst parents 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Growing informal sector ▪ Increasing skills shortage and gap ▪ Negative impact on economic growth ▪ Reduced competitiveness ▪ Reduced levels of income ▪ High levels of income inequality
2.4	Comparatively high but stagnant HDI	<ul style="list-style-type: none"> ▪ Growing unemployment ▪ Jobless growth ▪ Limited natural resources 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Stagnating living standards ▪ Impact on crime levels

No.	KEY TREND	CAUSE	EFFECT
2.5	Increasing levels of income inequality	<ul style="list-style-type: none"> ▪ Differences in individual capabilities ▪ Differences in levels of willingness to take risks ▪ Differences in motivation and personality factors ▪ High dependency ratio ▪ Labour market practices ▪ Differences in levels of willingness to get involved in crime ▪ Differences in levels of education and training ▪ Low skills levels 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Exclusivity ▪ Psychological impacts ▪ crime
2.6	Slow decline in poverty levels	<ul style="list-style-type: none"> ▪ Slow decline in unemployment ▪ Poor trapped in the poverty cycle ▪ Insufficient education and low skills levels ▪ Ill health ▪ Absence of main income earner ▪ Limited natural resources 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Continued human suffering and distress associated with poverty ▪ Insufficient human capital development ▪ Impact on crime levels
2.7	High but improving crime levels	<ul style="list-style-type: none"> ▪ High poverty levels ▪ Location on main roads "imports" crime from other areas ▪ High levels of income inequality ▪ Effectiveness of community structures ▪ HIV/ Aids orphan generation ▪ Influence of the media ▪ Efficiency of the police force ▪ Organised crime ▪ Breakdown of family structures 	<p>POSITIVE</p> <ul style="list-style-type: none"> ▪ Increased investment ▪ Increased productivity and job generation ▪ Increased mobility ▪ Increased levels of trust in fellow community members and government ▪ Improved community morale ▪ Retention and even in-migration of skilled workers ▪ Reduction in costs of living ▪ Fair criminal justice system
			<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Reduced investment ▪ Lost productivity and reduced generation of income ▪ Restriction of mobility ▪ Creation of fear, anxiety and stability within communities ▪ Reduced community morale ▪ Out-migration of skilled workers ▪ Greater financial burden on households ▪ People take the law into their own hands
3.1	Low levels of connectivity (transport, telecommunication)	<ul style="list-style-type: none"> ▪ Limited municipal and provincial resources for capital investment ▪ Limited relevant skills in district ▪ Geographically dispersed population in rural areas ▪ Limited coverage by telecommunication infrastructure ▪ Topographical and physical challenges ▪ Impact of crime (ie. Theft of cables) 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ High transportational costs ▪ Negative impact on economic growth ▪ Geographical isolation ▪ Road safety risks ▪ Digital divide
3.2	Improving levels of access to basic services	<ul style="list-style-type: none"> ▪ Focus on eradication of backlogs ▪ Targeted resource allocation ▪ Complexity of services ▪ Geographically dispersed population in rural areas 	<p>POSITIVE</p> <ul style="list-style-type: none"> ▪ Improved community stability ▪ Improved public health ▪ Improved living conditions ▪ Improved education levels
4.1	Low levels of capital investment and high staff per capita ration	<ul style="list-style-type: none"> ▪ Limited municipal income base ▪ Possible sub-optimal allocation of funding ▪ Ability to retain and attract necessary skills 	<p>POSITIVE</p> <ul style="list-style-type: none"> ▪ Ability of ADM to spend allocated grants could serve as motivation for additional funding
			<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Inadequate service delivery ▪ Deteriorating municipal infrastructure due to lack of maintenance ▪ Impact on customer service

2.15 SUMMARY OF PRIORITY NEEDS

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

TABLE 53: IDP PRIORITY NEEDS

PRIORITY	ISSUE
1	Economic Development
2	Integrated Service Delivery
3	Social Facilitation and Development
4	Institutional and Governance
5	Municipal Planning
6	Environmental Management

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.

2.16 GROWTH POTENTIAL AND CONSTRAINTS TO DEVELOPMENT OPPORTUNITIES IN THE ADM

2.16.1 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.

2.16.2 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;

- The DM not being identified as a Presidential Node and benefiting from large allocations of funds.
- The levels of crime; and
- A lack of access to information by rural communities.

SECTION C

DEVELOPMENT STRATEGIES

3.0 STRATEGIES

3.1 INTRODUCTION

The ADM's Vision, Mission and Values were reviewed as part of the 2007/8 IDP process and have largely remained unchanged. The strategies, however, have been reviewed as part of this round of the IDP review so as to ensure the following:

- Relevance due to changing circumstances;
- Alignment with sector plans;
- Alignment with the NSDP; and
- Alignment with the PGDS and PSEDS.

3.2 VISION, MISSION & OBJECTIVES FOR THE AMAJUBA DISTRICT MUNICIPALITY

3.2.1 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.

3.2.2 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

3.2.3 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 stake holders.
- **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.

3.3 DEVELOPMENT STRATEGIES

3.3.1 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 on 24 October 2007 as well as to the NSDP and PGDS (two new columns are added in this regards), and were confirmed by EXCO members and Party Whips at a strategic planning workshop on 20 February 2009. The strategies are also linked with the new Municipal Manager's KPA's as set out in the regulations.

3.3.2 OUTCOMES OF THE GROWTH AND DEVELOPMENT SUMMIT

The ADM was scheduled to hold its Growth and Development Summit on 5 March 2009 but due to clashes with important provincial meetings as well as the upcoming elections and the unavailability of many Councillors, it was postponed until May 2009. The final 2009/10 IDP will be aligned with the outcomes of this conference. This document is, however, aligned with the outcomes of the summit held towards the end of 2007.

3.3.3 ALIGNMENT WITH THE PGDS AND NSDP

This year's IDP is fully aligned with the NSDP and PGDS and this can be seen below where the first two columns of the table reflect the corresponding NSDP and PGDS reference numbers. Through the NSDP pilot project, strategies that were missing from last year's IDP strategic framework have also been highlighted and included into the IDP.

3.4 FOCUS AREAS

The following focus areas are fundamental to the advancement of the communities of the ADM and have thus been highlighted accordingly.

FOCUS AREA: SUPPORT TO SMME'S

The ADM has developed a five year training plan for SMME's addressing all the identified skills shortages such as artisans, business management, HACCP and ISO, etc. This will address the identified skills and capacity shortages in the ADM.

The ADM is currently developing trade points for emerging businesses and SMMEs in order for them to access markets to conduct business. This will be addressed through the development of the *Amajuba Agric Hub* and *Regional Market*. This will link them to export markets such as Dube Trade port and City Deep.

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

A comprehensive database of co-operatives and SMME's has been developed so as to facilitate greater coordination amongst stakeholders. These structures are also represented on AFLED.

FOCUS AREA: STRATEGIES TO DEVELOP THE SECOND ECONOMY

Poverty Alleviation Strategy:

The ADM has developed a strategy for the implementation, monitoring and evaluation of poverty alleviation programmes. All departments that are participating in poverty alleviation programmes have contributed to the policy in order to align and coordinate poverty alleviation in the DM.

Training:

Poverty alleviation projects are aimed at empowering entrepreneurs to create projects linked with the ADM LED Strategy, and the five year training plan for SMME's 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 planning projects that will absorb current small businesses into the main stream economy. These projects include the Techno Park and tomato processing, Soya production and processing, tannery, deboning plant, abattoirs, feedlots, medicinal plants and herbs, aquaculture, mushrooms, irrigated vegetable production and Mining.

FOCUS AREA: 2010 AND BEYOND

The ADM is not a 2010 Base Camp and as such will only benefit indirectly from the 2010 games through tourism and the likes.

ACCOMMODATION:

- The ADM is currently assisting BEE and PDI accommodation establishments to obtain their gradings thereby assisting them to tap-in to the anticipated influx of visitors for 2010. Support provided by the ADM includes:
 - Training operators on how to effectively market the new establishments and networking and linking- in with existing tourism operators and establishments.
 - Training on business skills, tourism tour kits and hosting (ie. SA Hosting).

DEVELOPMENT OF TOURISM RESOURCES:

- Facilitating the establishment of a tourism Gateway Hub at the northern entrance to Newcastle alongside the Volksrust and Memel roads, as part of the northern node identified in the Newcastle and Amajuba SDF's.
- The ADM is facilitating land owners to establish and market themselves as fly-fishing destinations.
- The development of the Northern Natal Birding Route with funding from the ADM to serve as an alternative attraction for outdoor loving visitors to the 2010 World Cup.
- Marketing the ADM as a premier hunting destination for 2010 visitors.

FACILITY ESTABLISHMENT

- The establishment of centrally located fan-parks to broadcast key games in open-air and under-cover surroundings.
- Linked to the fan-parks, the ADM will be facilitating the establishment of SMME operators to sell memorabilia as well as food and beverage.

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 2008/9 Financial Year

- All structures are currently established and functional.
- Both meet regularly as the need arises.
- Workshops and youth-related functions are regularly held.

7. Youth Strategies

- See Table on page 123, 125, 133 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 all three structures are 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.
- The District Gender Forum is also established.

4. Gender Strategies

- See table on pages 133 of the IDP.

3.5 AMAJUBA STRATEGIC FRAMEWORK

TABLE 54: AMAJUBA STRATEGIC FRAMEWORK WITH THREE TO FIVE YEAR FOCUS

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
	A3	COMM	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Undertake developmental business planning and streamline business processes to meet council and community needs	Prepare departmental SDBIP as a guiding plan for the department	30-Sep-09	1
	A2	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 SDBIP	Quarterly Sectional Reports from Middle Managers	quarterly	1
3/4	A2	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	ongoing	5
	A2	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	ongoing	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
	A3	COMM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure preparation and timeous submission of statutory reports	Departmental quarterly progress reports to the MM	quarterly	1
		COMM	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO	quarterly	1
	A5	COMM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	quarterly	1
		COMM	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	quarterly	1
		COMM	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	Bi-monthly	1
		COMM	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Departmental staff training	ongoing	5
2/3	B1.2 / B7	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	30-Jun-10	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
		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	Establishment of cemeteries	30-Jun-10	5
		COMM	Basic Service Delivery	Social Facilitation			Determine the operational responsibility for the identified cemeteries in terms of powers and functions	30-Jun-10	1
		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	ongoing	1
		COMM	Good Governance and Public Participation	Social Facilitation			Conduct Public and school education and awareness programmes	ongoing	5
		COMM	Basic Service Delivery	Integrated Service Delivery	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	quarterly	1
		COMM	Basic Service Delivery	Integrated Service Delivery			Establishment of emergency communication systems	30-Sep-09	1
		COMM	Basic Service Delivery	Integrated Service Delivery			Identification, training and deployment of volunteers	30-Dec-09	3
		COMM	Basic Service Delivery	Integrated Service Delivery			Consolidation and classification of disaster risk information	ongoing	3

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
		COMM	Basic Service Delivery	Integrated Service Delivery			Community-based disaster risk assessment	ongoing	1
		COMM	Basic Service Delivery	Integrated Service Delivery			Mobilization of additional resources for disaster relief	ongoing	5
2		COMM	Good Governance and Public Participation	Social Facilitation			Development of Arts, Culture and Music Programme Implementation Plan	quarterly	1
		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	Coordination of a district committee inclusive of all arts, culture and music domains	as the need arises	1
		COMM	Good Governance and Public Participation	Social Facilitation			To fund the annual Amajuba Contemporary Music Tournament intended for moral and cultural rejuvenation	30-Dec-09	5
		COMM	Good Governance and Public Participation	Social Facilitation			Capacitate artists in their respective artistic domains	annually	5
2	C21	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

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
2	B8	COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate mass participation in sports within our communities	Establishment of a New District Sports Council Committee, Policies and Strategic Plan	30-Jun-10	1
		COMM	Good Governance and Public Participation	Social Facilitation			Preparation and Hosting of District Sports Games in preparation for Annual KZN Salga Games	annually	5
		COMM	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate mass participation in sports within our communities	Assist sports federations with funding	as the need arises	5
2	D6	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	annually	5
		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 mass participation in sports within our communities	Implementation of the 2010 and beyond initiatives	ongoing	5

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
		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 mass participation in sports within our communities	Implementation of the 2010 fan parks	ongoing	3
4	C18	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	Provincial and National Youth Day Celebrations: Celebrate and Commemorate National and Provincial Youth Day Celebrations	30-Jun-10	5
		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	30-Jun-10	5
3	B1.2	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	30-Jun-10	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
2/4	C3 / C4 / D1	COMM	Basic Service Delivery	Integrated Service Delivery	To facilitate the effective operation of the Thusong Centre	Bringing more integrated services and information closer to the community	Coordination and the roll out of phase 2 Thusong building construction	30-Jun-10	2
		COMM	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of the Thusong Centre	Providing support in terms of installation of the information communication technology (ICT) to the entire centre	To assist with the implementation of Thusong Service Centres ICT blueprint	30-Sep-09	5
		COMM	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of the Thusong Centre	To ensure continuous availability of water resource	Coordination and roll-out the automatic water back-up system at the Thusong Service Centre	30-Sep-10	1
		COMM	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of the Thusong Centre	Ensure effective operations and management of the Thusong Centre	Implementation of the 2009/10 Thusong Service Centre operational plan	30-Jun-10	1
		COMM	Good Governance and Public Participation	Social Facilitation	To ensure good public relations and marketing of the Center	Awareness of the Thusong Service Centre	Implementation of the 2009/10 Thusong Service Centre marketing plan	ongoing	1
		COMM	Good Governance and Public Participation	Municipal Planning	To ensure good public relations and marketing of the Center	Awareness of the Thusong Service Centre	Handing over of the Thusong Service Center	30-Jun-10	3
2/4	C3 / C4 / D1	COMM	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainability of the Thusong Centre	Bringing more integrated services closer to the community	Lobbying for more service providers for the Thusong Service Centre	ongoing	3

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
2/4	C3 / C4 / D1	COMM	Good Governance and Public Participation	Municipal Planning	To facilitate capacity building through established structures	Ensure effective management and coordination of the center	Coordination of the structure: LISSC, Management Committee	quarterly	1
2/4	C3 / C4 / D1	COMM	Basic Service Delivery	Integrated Service Delivery	To contribute towards the achievement of universal access to social services by 2014	To meet the national 2014 target of ensuring that all local municipalities have fully functional Thusong Service Centre	Provide support and advice to Newcastle and Emadlangeni local municipalities i.r.t. the establishment of their municipal areas Thusong Service Centres	ongoing	5
	A1 / A3 / A6	CORP	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Update of a Skills Database for the ADM staff	ongoing	5
		CORP	Municipal Institutional Development and Transformation	Institutional and Governance			Employ experience training students	28-Feb-10	5
		CORP	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Departmental staff training	ongoing	5

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
	A2	CORP	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Undertake developmental business planning and streamline business processes to meet council and community needs	Prepare departmental SDBIP as a guiding plan for the department	30-Sep-09	1
	A2	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 SDBIP	Quarterly Sectional Reports from Middle Managers	quarterly	1
	A2	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	ongoing	1
	A2	CORP	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure preparation and timeous submission of statutory reports	Departmental quarterly progress reports to the MM	quarterly	1
		CORP	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO	quarterly	1
	A4	CORP	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and	Maintain good co-operation and understanding between and	Departmental staff meetings	quarterly	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
		CORP	Good Governance and Public Participation	Institutional and Governance	governance requirements	amongst councillors, staff and customers	Departmental standing portfolio committee	quarterly	1
		CORP	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	Bi-monthly	1
	A1 / A6	MM	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Review the organisational structure and policies of the municipality in line with the strategic & operational requirements	The Reviewed Organisational Structure	ongoing	1
	A2	MM	Municipal Institutional Development and Transformation	Institutional and Governance		Undertake developmental business planning and streamline business processes to meet council and community needs	Prepare departmental SDBIP as a guiding plan for the department	30-Sep-09	1
	A3	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	31-Jul-09	1
		MM	Municipal Institutional Development and Transformation	Institutional and Governance			Assessment and reporting on S57 employees performance	Quarterly (2nd and 4th quarter assessments should be formal)	1
	A3	MM	Municipal Institutional Development and Transformation	Institutional and Governance			Monitor the implementation of all activities as set out in the SDBIP	Quarterly Sectional Reports from Middle Managers	quarterly

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		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	ongoing	1
	A2 / A4	MM	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure effective management of the municipality and its functionaries	Consideration of reports and queries from internal and external auditors	31-Jan-10	1
		MM	Municipal Financial Viability and Management	Institutional and Governance			Attendance at meetings of the Audit Committee	quarterly	1
		MM	Municipal Financial Viability and Management	Institutional and Governance			Deal with matters and queries from the Auditor General	October to end of November	1
		MM	Municipal Financial Viability and Management	Institutional and Governance			Attend audit meetings convened by the Auditor General.	as the need arises	1
		MM	Municipal Financial Viability and Management	Institutional and Governance			Submit audit reports to EXCO and Council.	31-Jan-10	1
		MM	Basic Service Delivery	Integrated Service Delivery			Attendance at meetings of the shareholders of uThukela Water	quarterly	1
		MM	Basic Service Delivery	Integrated Service Delivery			Reports to EXCO on uThukela Water	quarterly	1

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		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	ongoing	1
	A2	MM	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure preparation and timeous submission of statutory reports	Ensure preparation and timeous submission of annual financial statements to Auditor General	30-Aug-09	1
	A2	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	ongoing	5
4	D5	MM	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	Coordinate the gender related functions within the district	ongoing	5
	A2	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	ongoing	1

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	A2 / A4	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	ongoing	1
	A4	MM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Speedy mediation of disputes or disagreements between Councillors and staff	ongoing	1
		MM	Good Governance and Public Participation	Institutional and Governance			Speedy mediation of concerns and/ or complaints from the community	ongoing	1
		MM	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	quarterly	1
		MM	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	ongoing	1
		MM	Municipal Institutional Development and Transformation	Institutional and Governance			To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Departmental staff training

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	A5	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	quarterly	3
		MM	Good Governance and Public Participation	Institutional and Governance			Maintenance of the Municipal Manager's Forum	quarterly	3
	A2	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	monthly	1
		MM	Good Governance and Public Participation	Institutional and Governance			Receive and assess departmental reports	quarterly	1
	A5	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 municipal events	ongoing	3
	A5	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 municipal events and projects	monthly	5

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	A5	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 corporate marketing and material for the ADM	ongoing	5
1/4	A4/A5/B1/B7	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	Distribute investment brochures	ongoing	5
	A4	MM	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements		Print and distribute 50 000 free copies of the Amajuba Newsletter	quarterly	5
2	D6	MM	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	31-Mar-10	5
2	D6	MM	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	30-Jun-10	5

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4	C18 / D5	MM	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	ongoing	5
4	C18 / D5	MM	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	31-Aug-09	5
		MM	Good Governance and Public Participation	Social Facilitation			Celebrate, Commemorate, Awareness and Empower district women on women equity awareness issues	ongoing	5
4	C18 / D5	MM	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	ongoing	5
		MM	Good Governance and Public Participation	Social Facilitation	Advocacy for Children's Rights and Protection of Vulnerable Children		ongoing	5	

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4	C18 / D5	MM	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	30-Jun-10	5
	A2	P&DS	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Undertake developmental business planning and streamline business processes to meet council and community needs	Prepare departmental SDBIP as a guiding plan for the department	30-Sep-09	1
	A2 / A3	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 SDBIP	Quarterly Sectional Reports from Middle Managers	quarterly	1
	A2	P&DS	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure preparation and timeous submission of statutory reports	Departmental quarterly progress reports to the MM	quarterly	1
	A4	P&DS	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	quarterly	1
		P&DS	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	quarterly	1

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		P&DS	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	Bi-monthly	1
		P&DS	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Departmental staff training	ongoing	5
	A2 / B6	P&DS	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure that the IT requirements of ADM are met	Management of all IT systems hardware and software	ongoing	5
		P&DS	Municipal Institutional Development and Transformation	Institutional and Governance			Update and manage the municipal website	ongoing	5
		P&DS	Municipal Institutional Development and Transformation	Institutional and Governance			ICT Training of staff on operational matters on an ad hoc basis	ongoing	3
		P&DS	Municipal Institutional Development and Transformation	Institutional and Governance			Administer the Amajuba ICT and GIS Forum	quarterly	1
1/4	B1.2	P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011	Implementation of the Tourism Sector Plan	Tourism Route and Battlefields Marketing	ongoing	5

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		P&DS	Local Economic Development (LED)	Economic Development	To ensure 15% reduction in unemployment by 2011		Facilitate CTO Support	ongoing	5
		P&DS	Local Economic Development (LED)	Economic Development			Marketing during Tourism Shows and Exhibitions	ongoing	5
		P&DS	Local Economic Development (LED)	Economic Development			ADM Tourism Project Support (Amajuba Birding Meander Support)	ongoing	5
		P&DS	Local Economic Development (LED)	Economic Development			Sponsorship of Tourism and LED events	ongoing	5
1/4	B1.2	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	Facilitate the Erection of Tourism Signage	ongoing	5
1/4	B7 / B8	P&DS	Local Economic Development (LED)	Economic Development		Implementation of the Battlefields Development Plan	Facilitate programme through the Amajuba Tourism Forum (ATF)	quarterly	5
1/4	B1 / B8 / C7	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	LED Manufacturing Strategic Project Support	ongoing	5

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1/3	B1.1	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 interaction between local industries / key economic sectors and provincial institutes such as University of KZN and the Cedara College of Agriculture through the AFLED structures	bi-annualy	5
1/3	B1.1	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	In cooperation with the Amajuba Forum for Local Economic Development (AFLED), liaise with provincial and national treasury regarding potential incentives that could be provided to local businesses in support of technology upgrading or acquisition	annually	5



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1/3	B1.1	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	In cooperation with AFLED, through sector plans, identify and investigate technology development initiatives aimed at enhancing the international competitiveness of industries in ADM	annually	5
3/4	B3	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	Identify technical, financial and infrastructural support services available from various spheres of Government and other support organizations to new entrepreneurs, and which could be implemented at local level through the ADM	annually	5
3/4	B3	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	In cooperation with AFLED, identify potential opportunities for outsourcing or sub-contracting by large companies / industries to smaller enterprises	annually	5

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1/4	B4	P&DS	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Undertake a survey to determine the functioning, skills level, and requirements in the informal sector, and develop a strategy for increasing productivity and skills levels in the informal sector	annually	5
1/4	B4	P&DS	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Establish entrepreneurial support programs with special focus on existing informal entrepreneurs through the five year skills training plan	annually	5
1/4	B4	P&DS	Good Governance and Public Participation	Social Facilitation	To ensure poverty alleviation/reduction (national targets)	Implementation of the poverty alleviation programme and vertical alignment	Implement the ADM poverty alleviation strategy by 30 June 2010	Jun-10	1
3/4	B6	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	Encourage and support industry to upgrade its technology and technical processes and to invest in Research and Development through AFLED	annually	3

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4	D5	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	Ensure entrepreneurial support programs with special focus on women organisations	bi-annualy	5
1	F2	P&DS	Local Economic Development (LED)	Economic Development	To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	The ADM through the AFLED to liaise with tertiary institutions to identify potential available new scientific and technological knowledge applicable to the key industries in Amajuba which will enhance the competitiveness of the district	annually	5
1/4	B1 / B7 / B8	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	ongoing	3
1/4	B4 / B5 / B7	P&DS	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in	Business support (facilitate markets & capacity) for SMME's & Co-operatives	Facilitate support and training workshops for co-ops with DED	30-Jun-10	3

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1/4	B7	P&DS	Local Economic Development (LED)	Economic Development	unemployment by 2011	Facilitate Targeted Investment	4th ADM growth and development summit.	30-Jun-10	1
1/4	B5 / B7	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	Administer the Amajuba Forum for Local Economic Development (AFLED)	quarterly	1
1/4		P&DS	Local Economic Development (LED)	Economic Development			Administer the Amajuba Tourism Forum (ATF)	quarterly	1
1/4		P&DS	Local Economic Development (LED)	Economic Development			Administer the Amajuba Tourism Committee (ATC)	quarterly	1
1/4		P&DS	Local Economic Development (LED)	Economic Development			Administer the Amajuba Agricultural Committee (AAC)	quarterly	1
1/4		P&DS	Local Economic Development (LED)	Economic Development					
	A5	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	ongoing	5
	A2	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	ongoing	5

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5	C2	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	quarterly	1
		P&DS	Good Governance and Public Participation	Municipal Planning			Update and alignment of the Amajuba Spatial Development Framework (SDF)	annually	1
		P&DS	Good Governance and Public Participation	Municipal Planning			Provide inputs on development applications received	ongoing	1
	A2	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 Emadlangeni	ongoing	3
		P&DS	Good Governance and Public Participation	Municipal Planning			GIS support to Dannhauser and Emadlangeni Municipalities	ongoing	3
	A4 / A5	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	to be guided by the completion of the DLA's Area Based Plan	1

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	A4 / A5	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	ongoing	3
	A2	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	31-Aug-09	1
		P&DS	Good Governance and Public Participation	Municipal Planning			Approved IDP submitted to the DLG&TA	31-May-10	1
	A2 / A3	P&DS	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure preparation and timeous submission of statutory reports	Draft Annual Report presented to the Mayor.	31-Jan-10	1
		P&DS	Good Governance and Public Participation	Institutional and Governance			Oversight report tabled at Council.	31-Mar-10	1
		P&DS	Good Governance and Public Participation	Institutional and Governance			Public participation, advertisement and submission to MEC of Annual Report.	15-Feb-10	1
		P&DS	Good Governance and Public Participation	Institutional and Governance			Submit MFMA compliant AR to both Provincial and National Treasury.	30-Apr-10	1

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		P&DS	Good Governance and Public Participation	Institutional and Governance			Conduct customer satisfaction surveys	annually as part of the Budget roadshows	1
	A2 / A3	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.	30-Sep-09	5
1/4	B4	P&DS	Good Governance and Public Participation	Social Facilitation	To ensure poverty alleviation/reduction (national targets)	Implementation of the poverty alleviation programme and vertical alignment	Implementation of the poverty alleviation policy	30-Jun-10	5
2	E9	P&DS	Basic Service Delivery	Integrated Service Delivery	To ensure sustainable waste management 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	ongoing	5
		P&DS	Basic Service Delivery	Integrated Service Delivery			Environmental Awareness Campaigns	30-Jun-10	5
1/2 , 2/5	E7, E9	P&DS	Basic Service Delivery	Integrated Service Delivery	To ensure sustainable waste management in the district	Promoting environmental friendly methods of waste disposal in areas outside the urban areas	Preparation of Environmental Management Plan	30-Jun-10	1
2	E9	P&DS	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	30-Jun-10	5

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
		P&DS	Good Governance and Public Participation	Municipal Planning	To ensure progressive compliance with institutional and governance requirements	Monitor the implementation of Batho Pele principles within the department	Development and implementation of the Service Delivery Improvement Plan (SDIP)	30-Jun-10	1
	A2	ENG	Basic Service Delivery	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Undertake developmental business planning and streamline business processes to meet council and community needs	Prepare departmental SDBIP as a guiding plan for the department	30-Sep-09	1
	A2 / A3	ENG	Basic Service Delivery	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Monitor the implementation of all activities as set out in the SDBIP	Quarterly Sectional Reports from Middle Managers	quarterly	1
	A2	ENG	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Undertake developmental business planning and streamline business processes to meet council and community needs	Departmental quarterly progress reports to the MM	quarterly	1
		ENG	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO	quarterly	1
	A2	ENG	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and	Undertake developmental business planning and streamline	Departmental staff meetings	quarterly	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
		ENG	Good Governance and Public Participation	Institutional and Governance	governance requirements	business processes to meet council and community needs	Departmental standing portfolio committee	quarterly	1
		ENG	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	Bi-monthly	1
		ENG	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Departmental staff training	ongoing	5
	A2 / A5	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	ongoing	5
	A2	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	ongoing	1
2/3	B1.2 / B8 / C8 / C9	ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Provide supervision water services provider customer care	ongoing	5
		ENG	Basic Service Delivery	Integrated Service Delivery			Review of the Water Services Development Plan	30-Jun-10	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
3	B1.2 / B8	ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Linking potable water supply plan (WSDP) with economic development initiatives	Expanding the WSDP into the agricultural, industrial and mining sectors	30-Jun-10	5
		ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Linking potable water supply plan (WSDP) with economic development initiatives	Finalisation of the Water Extraction License	ongoing	3
		ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Linking potable water supply plan (WSDP) with economic development initiatives	The implementation of an irrigation master plan		1
3		ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Linking potable water supply plan (WSDP) with economic development initiatives	The implementation of a Water Conservation ,water demand MGT strategy.	30-Jul-09	1
3		ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Linking potable water supply plan (WSDP) with economic development initiatives	The implementation of an water /san water asset Mgt Strategy for Engineering water projects	30-Aug-09	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
3		ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Linking potable water supply plan (WSDP) with economic development initiatives	The implementation of an water Quality .BLUE DROP /GREEN DROP PLAN	15-Oct-09	1
3/4	B1.2 / C8	ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Linking potable water supply plan (WSDP) with economic development initiatives	Facilitate the Sect 78 re-assessment	30-Jun-10	5
2	C8	ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	The provision of rudimentary water services	The provision of rudimentary water services to communities living on private land.	30-Jun-10	1
		ENG	Basic Service Delivery	Integrated Service Delivery			Implementation of Emadlangeni Bulk Water	30-Jun-10	1
		ENG	Basic Service Delivery	Integrated Service Delivery			Feasibility Study for household reticulation in the Emadlangeni Municipality	30-Jun-10	3
		ENG	Basic Service Delivery	Integrated Service Delivery			Steildrift Bulk Line Link.	01-Jul-09	1
2/3	B1.2 / B8 / C8	ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Aligning water asset management with operation and maintenance requirements	To facilitate funding for refurbishment of assets (FIT)	ongoing	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
			Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Aligning water asset management with operation and maintenance requirements	Borehole Refurbishment	29-Oct-09	1
2	C8	ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers	Attract additional investment in the expansion of water networks	Buffalo Flats Phase 1 Reticulation	30-Jun-10	1
							Buffalo Flats Phase 2 Reticulation	01-Jul-12	1
							Buffalo Flats Phase 3 Reticulation	02-Jul-14	1
		ENG	Basic Service Delivery	Integrated Service Delivery			Buffalo Flats Phases 2 and 3 Business Plan	Completed and secured for implementation	1
2	C9	ENG	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation delivery to all consumers	Attract additional investment in the expansion of access to free basic sanitation	Inverness Household Sanitation	30-Jun-10	1
		ENG	Basic Service Delivery	Integrated Service Delivery			Naas Household Sanitation	30-Jun-10	1
							Amajuba Household Sanitation Feasibility-Emadlageni LM	01-Jul-09	1
							eradicate backlogs in water /sanitation at schools /clinics in conjunction with	30-Jun-10	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
							DWAF		
		ENG	Basic Service Delivery	Integrated Service Delivery			Amajuba Household Sanitation Feasibility- Buffalo Flats	01-May-09	1
2	C10	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	Sourcing funds to implement the Electrical Supply Development Plan (ESDP)	ongoing	5
		ENG	Basic Service Delivery	Integrated Service Delivery			Facilitate alignment of the ESDP with DME and LED programmes	ongoing	5
1/3	B1.2 / B8	ENG	Basic Service Delivery	Integrated Service Delivery		Explore future involvement in the generation of electricity	Liase with Eskom with regard to the rehabilitation of the Ngagane Power Station	No longer coordinated by ADM -ESKOM	5
2	B1.2 / B7 / B8	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 bridges	ongoing	3
2/3	B1.2	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	Implement Infrastructure Investment (MI2) Plan	Facilitate implementation of the municipal infrastructure investment plan	ongoing	5

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
3/4	B2	ENG	Basic Service Delivery	Economic Development	diversification and beneficiation in the economy by 2011	Employment of labour intensive methods	Adoption of EPWP guidelines into MIG projects	ongoing	3
2	D6	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	ongoing	2
2	D6	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 development of the new sport facilities	ongoing	3
2	D6	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 old Casino site and Sports Academy initiative.	30-Jun-10	3

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
4	B2 / B3	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	Training and development of local contractors	ongoing	5
1/3	B1 / B7	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	Liaison with DME with regards to the development of secure coal prospecting rights	ongoing	5
		ENG	Basic Service Delivery	Economic Development			Facilitate with land owners and establish institutional structures for implementation	ongoing	5
		ENG	Basic Service Delivery	Economic Development			Representation by engineering department on AFLED structures	ongoing	3
2/3	A5 / C8	ENG	Good Governance and Public Participation	Integrated Service Delivery	To ensure water balance between household, commercial and agricultural water	Alignment with national water resource strategies	Participate in the alignment process of water user associations	ongoing	3

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
		ENG	Good Governance and Public Participation	Integrated Service Delivery	demand		To participate in the catchment management forums	ongoing	1
2	A2 / A3	FIN	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Prepare and implement an Service Delivery and Budget Implementation Plan (SDBIP)	Preparation of the SDBIP	30-Sep-09	1
	A2	FIN	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 SDBIP	Quarterly Sectional Reports from Middle Managers	quarterly	1
	A2 / A3	FIN	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure preparation and timeous submission of statutory reports	Departmental quarterly progress reports to the MM	quarterly	1
		FIN	Good Governance and Public Participation	Institutional and Governance			Submit agenda items to EXCO	quarterly	1
	A4 / A5	FIN	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	quarterly	1
		FIN	Good Governance and Public Participation	Institutional and Governance			Departmental standing portfolio committee	quarterly	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
		FIN	Good Governance and Public Participation	Institutional and Governance			Meetings with Departmental Executive Councillor	Bi-monthly	1
		FIN	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Departmental staff training	ongoing	
	A1 / A5	FIN	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Develop and implement a policy on targeted procurement	Maintenance of the database of suppliers	quarterly	1
	A2 / A3	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	Ensuring the the municipality can meet its financial obligations	quarterly	1
	A2 / A3	FIN	Municipal Financial viability and Management	Institutional and Governance	To monitor budgetary compliance	Monitoring of votes status	Ensure that expenditure is in terms of Adj. Budget	monthly	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
	A2	FIN	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	ongoing	1
	A2 / A3	FIN	Municipal Financial viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Production of monthly income and expenditure and balance sheet reports	Annual Financial Statements ready for audit by 30 August as per MFMA	31-Aug-09	1
	A2 / A3	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	To achieve a clean unqualified report	annually	1
	A2 / A3	FIN	Municipal Financial viability and Management	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	Submit the National Treasury In year reporting	monthly	1
	A2 / A3	FIN	Municipal Financial viability and Management	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	Submit grant expenditure report to respective government departments	monthly	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
	A2 / A3	FIN	Municipal Financial viability and Management	Institutional and Governance	Compliance with relevant guidelines	Implement MFMIP	Finance management reform in compliance with the MFMIP	monthly	1
	A2 / A3	FIN	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Maintain an up to date asset register	30-Jun-10	1
	A2 / A3	FIN	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets		Insure all assets with material values	quarterly	1
	A2 / A4	FIN	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure effective management of the municipality and its functionaries	Draft Budget submitted to Council and EXCO	31-Mar-10	1
		FIN	Municipal Financial Viability and Management	Institutional and Governance			Budget approved by Council	30-May-10	1
		FIN	Municipal Financial Viability and Management	Institutional and Governance			Monthly reports to EXCO	monthly	1
		FIN	Municipal Financial Viability and Management	Institutional and Governance			Adjustment Budget approval	31-Jan-10	1
		FIN	Municipal Financial Viability and Management	Institutional and Governance			Ensure that reports to EXCO and National Treasury are submitted	monthly	1

NSDP PRINCIPLES	PGDS OBJECTIVES	RES DEPT	NATIONAL KPA	MUNICIPAL KPA	DEPARTMENTAL KPA	KPI/ STRATEGY	OBJECTIVE/ PROJECT DESCRIPTION	FREQUENCY / TIMEFRAME	TARGETED YEARS
		FIN	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure effective management of the municipality and its functionaries	Implementation of the risk management framework/plan	ongoing	3
		FIN	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure effective management of the municipality and its functionaries	Conduct the budget road shows	annually	5
		FIN	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Ensure effective management of the municipality and its functionaries	Prepare a budget process plan	annually	1

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 reviewed and updated in this round of the IDP to include the following:

- Alignment with sector plans, particularly the Amajuba Mountainous Areas Nodal Study;
- To incorporate the STATSSA (2007) Neighbourhood Data; and
- To incorporate changes arising from the cross-boundary alignment meetings with surrounding DM's.

An alignment meeting took place with the three LM's in the ADM as part of the IDP and PMS Alignment Committee in November 2008, and cross-border alignment took place with the surrounding DM's from November 2008 until March 2009.

A full copy of the SDF is attached as *Annexure J.1*. This document is aligned with the IDP and the IDP's statistical analysis which is based on the STATSSA Neighbourhood Analysis (2007). The SDF, amongst others, looks at:

- A regional economic comparative advantage (SDF Section 5.4);
- An examination of levels of social and economic infrastructure (SDF Sections 8.0, 9.0 and 10.0);
- Strategies for spatial reconstruction of the ADM including strategies for the integration of areas with economic potential with those of high household poverty (SDF Sections 12.0, 13.0 and 14.0); and
- Strategies for sustainable development (SDF Sections 5.0, 6.0 and 7.0).

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

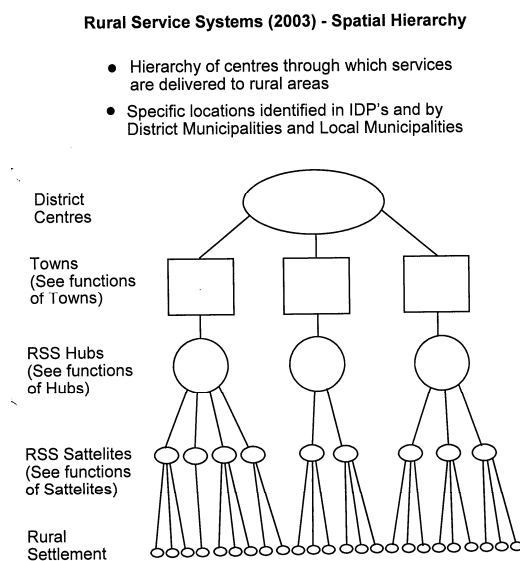
Commission and the aims of the model are to:

- 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 16: The RSS- Spatial Hierarchy



(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 55: 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 56: 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 ¹¹				
DANNHAUSER		<ul style="list-style-type: none"> ▪ 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		<ul style="list-style-type: none"> ▪ Utrecht (Urban) 	<ul style="list-style-type: none"> ▪ Groenvlei¹² 	<ul style="list-style-type: none"> ▪ Amantungwa Trust community ▪ Kingsley 	<ul style="list-style-type: none"> ▪ Nzima ▪ Mabaso; and ▪ Blue Mountain.

4.2.5 MOUNTAINOUS AREAS NODAL DEVELOPMENT POLICY

i) BACKGROUND

Due to a series of development applications in environmentally sensitive areas along the Drakensburg mountain range to the west of the District and in the Newcastle Municipality, a Mountainous Areas Nodal Development Policy was developed with grant funding from the Department of Local Government and Traditional Affairs.

ii) NORMANDIEN PASS NODE

Normandien node is an area of gentle rolling hillside and farm land, running from the low land areas up into the escarpment. This node has been extensively farmed over a period of many years, which has substantially altered the natural landscape and vegetation. However, this is not naturally detracting from the beauty of the landscape.

This area is locally known as the 'Ark' and is the area adjacent to the Normandien Pass where there are currently a number of existing developments. The Normandien Pass has been identified as part of the Drakensburg Meander route in the DM's Tourism Route Plan.

¹¹ 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.

¹² 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.

iii) MULLER'S PASS NODE

Muller's Pass node is an area of gentle rolling hillside and farm land, running from the low land areas up into the escarpment. The vegetation varies from arable grassland to areas of berg grass, arable fields and small areas of forestation. The farmland is generally well tended and scenic. Within this node there are number of established farms and these range from attractive, to the more practical establishment of agricultural buildings.

This node covers the areas adjacent to Muller's Pass and includes the Moorfield development. Mullers Pass has been identified as part of the Drakensburg Meander route in the DM's Tourism Route Plan.

iv) DUNBLANE NODE

The topography ranges from gently sloping and rolling hillsides of grassland rising towards the escarpment of the Drakensburg, where the topography is steeper. The indigenous grassland has been denuded with the introduction of forestry and plantations, which have detracted from the natural beauty of the landscape.

Within this node there are a number of established farms and these range from aesthetically attractive, to the more practical and pragmatic nature of agricultural buildings. This node also features the establishment of the Dunblane Golf and Trout Estate which is currently under development. This is promoted as an eco-estate by returning and rehabilitating the endemic flora and fauna to the landscape.

This area is adjacent to the D96 which is also part of the Drakensburg Meander route in the DM's Tourism Route Plan.

v) INGOGO/ BOTHA'S PASS NODE

The topography of the Botha's Pass Node is of gentle hills ranging to steeper approaches to the escarpment of the Drakensberg. Deep valleys lie between the hills with a number of waterfalls and fast flowing rivers. Access is good, with the tarred R34 running through the node linking Memel with Newcastle. The vegetation ranges from grassland to wooded valleys. Areas of arable land have been cultivated where the topography and soil conditions allow.

Much of the landscape has been altered by farming activities, with demarcated arable land from the natural grasslands. Farm structures and dwellings dot the landscape. Some are completely out of context with their surroundings, being garishly coloured, however some of the agricultural buildings blend in with the landscape in a most natural way.

This area is located adjacent to the headwaters of the Ingogo river and there are a number of existing tourism-related developments in this area.

vi) UTRECHT NODE

The approach and surrounding areas of the town are typical of berg grassland and scattered trees with the hills behind the town are rocky and covered with a variety of scrub vegetation and bushveld. The historical town of Utrecht is unique in that it lies in a conservancy. Established in 1854 Utrecht is a typical settler town which boasts a number of notable structures in a tight central core, surrounded by burger cottages. As a result of changing circumstances unfortunately many of the town's buildings have an air of decay and dilapidation. Utrecht remains a busy centre for local residents and those lying more distant as a meeting place and shopping centre, with a range of Government institutional buildings.

The town of Utrecht has the benefit of the unique conservancy being fenced with gates to each approach. The town's lands lie within the fence and are stocked with a variety of game and fauna.

Within the boundary of the town fence, Utrecht has a well established country club with a range of facilities.

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) EMADLANGENI

In the eMadlangeni Municipality, this is to some extent occurring with the development of the Amantungwa Trust area. This land is

strategically located between the eMadlangeni 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 ALIGNMENT OF THE SDF WITH KEY PROVINCIAL & NATIONAL POLICIES

4.4.1 THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The ADM has participated in the NSDP Pilot Project (2009) which has ensured that there is alignment between the NSDP and the IDP, the SDF and the IDP Sector Plans. Part of the project included an assessment of the SDF to see whether it fulfilled the NSDP principles. This assessment concluded that there was good alignment between the NSDP and the Amajuba SDF.

The principles for the NSDP are summarised as follows:

- 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) focus on localities of economic growth and/ or economic potential. This is in order to attract private- sector investment, stimulate sustainable economic activities and/ or create long-term employment opportunities.
- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which are poverty alleviation.
- In localities where there are both high levels of poverty and development potential, fixed capital investment beyond basic services are to be included to exploit the potential of these areas.
- Efforts to address past and current social inequalities should focus on people and not places.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.
- In localities where there is low development potential, government

spending beyond basic services should focus on providing social transfers, human resource development and labour market intelligence.

As indicated above, the NSDP Pilot Project (2009) concluded that there was good alignment between the ADM's SDF and the NSDP.

4.4.2 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

The SDF document contained in Section J.1 contains a full analysis of the PSEDS and its impacts on the ADM. A summary of the impacts of the PSEDS on the SDF are contained in the paragraphs below.

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.**

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

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).

TOURISM

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

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.

SERVICES

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

The SDF, IDP and IDP Sector Plans have been aligned with the PSEDS.

4.5 KEY INTERVENTION AREAS

4.5.1 ENVIRONMENTALLY SENSITIVE AREAS

i) WETLANDS

As has been indicated, there are four wetlands of key importance, three of which fall in the eMadlangeni 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 EMADLANGENI

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.

4.5.2 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.

4.5.3 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.

4.5.4 INTEGRATION OF AREAS OF ECONOMIC POTENTIAL WITH AREAS OF HIGH POVERTY

Strategies to link areas of economic potential with areas of poverty which are incorporated in the SDF include:

- The implementation of the Mountainous Areas Nodal Study which creates tourism nodes in the poor rural and mountainous areas;
- The development of mining rights by the ADM stretching from Madadeni in the Newcastle municipality, to the central areas of the Dannhauser municipalities where unemployment is estimated to be as high as 80%;
- The development of the Horn River Dam and associated cheese factory, cow hotel and irrigated lands in the rural areas of Newcastle; and
- The development of agriculturally-focussed projects adjacent to the areas of highest need, including the Hydroponics technpark, the Regional Agricultural Hub, the Soya Bio-diesel processing plant and the High Quality Textuarised Soya processing Plant.

4.5.5 STRATEGIES FOR SOCIAL, CULTURAL AND ECONOMIC INTEGRATION

Section E and Table 24 in the SDF which is contained in Annexure J.1 outlines how the SDF goals are linked to actions. The settlement hierarchy and corridors are used to focus development and a mix of activities so as to address social, economic and cultural integration. The anticipated results of this are as follows:

- Promoting the integration of the social, economic, institutional, and physical aspects of land development.
- Promoting integrated land development in rural and urban areas in support of each other.
- Promoting the availability of residential and employment opportunities in close proximity to or integrated with each other.
- Promoting a diverse combination of land uses, also at the level of individual erven or subdivisions of land.
- Discouraging the phenomenon of “urban sprawl” in urban areas and contribute to the development o more compact towns and cities.
- Contributing to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs.

4.6 SDF IMPLEMENTATION

The SDF is aligned with the NSDP Principles and this was tested through the recently completed Amajuba NSDP Pilot Project (2009). Section 4.4.1 above summarises there principles. The following projects have been identified for implementation through the SDF and are reflected in Section E of the SDF.

TABLE 57: SDF IMPLEMENTATION

REF	PROJECT NAME	DESCRIPTION	RESP AGENT	FINANCIAL YEAR
1	Amajuba Hydroponic Techno Park	80 ha of hydroponic tunnels	SNS Projects, ADM	2008/9
2	Amajuba Regional Agricultural Hub/ Regional Market	Includes sorting and packaging, and distribution of agricultural products	ADM, NN, Ilangabi Holdings, Spoornet, National DOT	2008/9
3	Cheese Factory	Production and processing of milk and distribution of dairy products.	M. Phillips, W. Collier, ADM, NN	2008/9
4	Sun Dried Tomatoes	Factory	SNS Projects, ADM, Amajuba Agric Coop	2008/9
5	Power Station	Power generation up to 2 000 mW and distribution into the main grid	ADM	2012/3
6	Mining	Opencast and underground mining. Approximately 7 mines to extract coal to supply power station.	ADM	2009/10
7	Ncandu River Dam	Development of new dam for agricultural and potable water supply. (437 ha)	DWAF	2009/10
8	Horn River Dam	Agricultural purposes only.	M. Phillips	2010/11
9	Regional Soya Initiative/ Bio-diesel processing plant	Processing of soya to oil.	ADM, NN, Siyanda Oils	2008/9
10	High Quality Texturised Soya Products	Soya from the plant to be manufactures into consumable soya products.	ADM, NN, Soya SA (Pty) Ltd	2008/9
11	Nodal Development	Preparation of Precinct Plans for two of the nodes	ADM DLGTA	2011/12

(Source: Table 27 of the ADM's SDF, 2009)

4.7 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).

A major problem in the finalising of the LUMS is the lack of one over-arching piece of legislation under which to adopt them. This is due to be addressed by the latter part of 2009 thereby enabling the adoption of the three LUMS.

In order to circumvent the adoption 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

It must be noted that although appeals were made to sector departments at the IDP Hearings in 2008 to provide lists of project being undertaken in the ADM, very little information was forthcoming.

This IDP Review has seen the poorest involvement by sector departments in IDP RF meetings as well as the poorest response to correspondence sent to departments requesting their budgets.

More than 35 emails 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 specifically their 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 HEALTH¹³

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.

¹³ This section was completed with assistance from the Department of Health's Amajuba Regional Office.

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 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements:

TABLE 58: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DEPARTMENT OF HEALTH)

	2009/10	20010/11	2011/12
Amajuba	812 980	935 241	1 009 201

5.2.5 PROJECTS

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

TABLE 59: SUMMARY OF DEPARTMENT OF HEALTH PROJECTS IN THE AMAJUBA DISTRICT MUNICIPALITY

PROGRAMME	AREA	PROJECT TYPE (e.g. Community Garden, NIP)	DATE COMMENCED	RESOURCES SUPPLIED BY DOH	INTERGOVERNMENTAL RELATIONS (e.g. DOA, DSD)	ACTIVITIES AND PROGRESS TO DATE
TB Programme	6 data capturers at Newcastle Hospital and Madadeni Hospital	Data Capturers Project	01 April 2008	Finances	Premier's Office	A Presidential Youth Development Project in which data capturers were recruited to ensure accurate capturing of TB statistics and timely identification of treatment defaulters. Current data capturers contract will end 31 March 2009
Health Promotion	Newcastle	Youth Ambassadors	01/12/2007	Finances	Premier's Office	On going project. 22 youth recruited to carry out community mobilization and health education in households, focusing on TB, HIV/AIDS and STIs.
PMTCT	Madadeni Hospital Madadeni Gateway clinic Rosary clinic Madadeni clinic 1 Madadeni clinic 5 Stafford clinic Newcastle Hospital Newcastle Gateway clinic Mndoza clinic Newcastle L.A. clinic Osizweni clinic 1 Osizweni clinic 2 Nellies Farm	Mothers to mothers-to-be	June 2007	HR, IT Programmes for stats capturing, Material & Medical implements	Community	On going mentorship programme where HIV +ve mothers will mentor HIV +ve mothers-to-be
VCT	Newcastle industrial area	South African Clothing and Textile Workers Union Project	22 August 2008	Administrative materials	Trade Union	A partnership programme to take HIV/AIDS education and VCT services to the industrial areas of Newcastle
HIV & AIDS	Mndoza	Khomanani	November 2008	HR, Material & Medical implements	NGO	Partnership programme to support the HIV & AIDS and STI strategic plan for SA through supporting health workers in their management of HIV & AIDS, TB and STIs and increasing the number of people going for voluntary counseling and testing. It is a communication

PROGRAMME	AREA	PROJECT TYPE (e.g. Community Garden, NIP)	DATE COMMENCED	RESOURCES SUPPLIED BY DOH	INTERGOVERNMENTAL RELATIONS (e.g. DOA, DSD)	ACTIVITIES AND PROGRESS TO DATE
Health Promotion	Newcastle, Dannhauser, Utrecht	Health promoting schools	2005	HR, Training, Material	DOE, DSD, DA	strategy to empower the community Support schools to attain HPS status through striving to improve the health of the school personnel, families and learners. The following schools have been accredited: Zabalaza, Clavis, Sisizakele, Thuthukani, Vumelani, Nokukhanya, Masihambisane, Zamokuhle, St Oswalds, Iziko, Cebelihle, Zithuthukise, Enhlokweni, Kingsley Combined Primary, Moy Primary, Iphunguphundu Primary
Health Promotion	Newcastle and Dannhauser	Health promoting clinics (HPCs)	2007	HR, Material & Medical implements	Clinic Committees	Support clinic to attain the HPC status where staff and the surrounding communities to actively take control of their own health in order to promote healthy lifestyles. Newcastle PHC, Greenock and Nellies Farm have undergone final assessment as HPCs. Awaiting results.
HIV & AIDS	Blauwbosch	Partnership with Newcastle ARV clinic	2006	Medical implements	NGO	Clinic is run by SA Catholic Bishops' Council at Blauwbosch. It's function is to put people on ARVs
HIV & AIDS	Newcastle, Dannhauser, Utrecht	Family Health International	11/2008	Consumables Parking space	NGO	Mobile unit donated by FHI to increase access to VCT and other health services
Nutrition	Newcastle, Dannhauser, Utrecht	Community and Health Promoting School Gardens			DOA, DOE	Community gardens currently being supported by DoH:
	Osizweni		01/2009	Garden Tools, seeds, manure, 2 piece overalls		Phezukomkhono Community Garden
	Charlestown		01/2009	"		Amajuba Forest
	Dannhauser		01/2009	"		Springbok Ekuhlakanipheni

PROGRAMME	AREA	PROJECT TYPE (e.g. Community Garden, NIP)	DATE COMMENCED	RESOURCES SUPPLIED BY DOH	INTERGOVERNMENTAL RELATIONS (e.g. DOA, DSD)	ACTIVITIES AND PROGRESS TO DATE
	Dannhauser		01/2009	"		Verdriet
	Ballengeigh		01/2009	"		Boschoek
	Utrecht		12/2008	"		Groenvlei
	Madadeni		09/2008	"		Hlalanathi Garden
	Madadeni		09/2008	"		Oedindlala Garden
	Madadeni		09/2008	"		Sobohla Garden
	Madadeni		11/2008	"		Mzamo Community Garden
	Charlestown		11/2008	"		Clavis Garden
						Gardens are visited by Nutrition Advisor for education
All Clinical Programmes	Newcastle, Dannhauser	Integrated Events	01/04/2008	Promotional Material		Integrated door-to-door campaigns and school events. 4 campaigns conducted this year and 2 school events.

5.3 DEPARTMENT OF HOUSING

5.3.1 DEPARTMENTAL VISION

The vision of the KwaZulu-Natal Department of Housing is:

Innovative champions of change in the housing sector to improve the quality of life for all in KwaZulu-Natal.

5.3.2 MISSION

The mission statement of the KwaZulu-Natal Department of Housing is to create an enabling environment for the development of sustainable human settlements in partnership with stakeholders to improve the quality of life for all 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 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 8):

TABLE 60: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DEPARTMENT OF HOUSING)

	2009/10	2010/11	2011/12
Amajuba	15 964	53 241	53 241

5.3.5 PROJECTS

The following table summarises the projects being undertaken by the Department in the Amajuba District Municipality¹⁴:

¹⁴ The information was obtained from the Department of Housing's website and is the most accurate data the ADM could obtain.

TABLE 61: SUMMARY OF DEPARTMENTAL PROJECTS IN THE AMAJUBA DISTRICT MUNICIPALITY

Number	RefNo	Developer	Project Name	Status	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

The vision of the Department of Education is:

A literate and skilled 21st century society that is able to benefit from participating in all democratic processes, and contribute 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 the challenges of the 21st century;
- Transform the department into a 21st century learning organisation, with the focus 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 department's human resource capacity 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 redress and equity, and to eliminate conditions of physical degradation in institutions;
- Eliminate fraud, corruption and mal-administration; and
- Deal urgently and purposefully with the impact of the HIV and AIDS pandemic, as part of an integrated provincial response.

5.4.4 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 5):

TABLE 62: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DEPARTMENT OF EDUCATION)

	2009/10	2010/11	2011/12
Amajuba	879 747	988 387	1 076 185

5.4.5 PROJECTS

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

TABLE 63: 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	Clsrms 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 64: 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	Ngcaka 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	Linqani 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	Ohubeka 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

The vision of the Department of Works is:

A thriving economy through infrastructure development and property management.

5.5.2 MISSION

The mission of the department is to lead in infrastructure development and property management in KwaZulu-Natal.

5.5.3 STRATEGIC GOALS

The department is committed to the provincial priorities and will strive, in the next three years, to achieve the following key strategic objectives:

- To provide and facilitate the provision of accommodation and property management services to satisfy client needs;
- To achieve optimal utilisation of fixed state assets through effective implementation of the Government-wide Immovable Asset Management System;
- To improve integrated service delivery;
- To create jobs through the Expanded Public Works Programme (EPWP);
- To enhance the following envisaged benefits of departmental programmes for contributing to bridging the gap between the first and second economy and the anti-poverty campaign through:
 - skills development in the built environment;
 - employment creation;
 - creation of an enabling environment to attract women, youth and the disabled to the construction industry and property industry; and
 - development of new capacity in the construction industry through active support for emerging contractors and emerging consultants.
- To implement the 'National Youth Service' (NYS) programme;
- To ensure effective and efficient management of the department's financial resources; and
- To have a competent, empowered and motivated workforce.

5.5.4 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 14):

TABLE 65: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DEPARTMENT OF WORKS)

	2009/10	2010/11	2011/12
Amajuba	3 664	1 064	1 026

5.5.5 PROJECTS

TABLE 66: 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	

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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	

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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	

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		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				

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J	026367	DAY TO DAY MAINTENANCE	KHASELIHLE 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	UMCEBOWLWAZI 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				

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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	ISIPHOSMVELO 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				

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J	028896	ERECT 3 MOBILE CLASSROOMS AND TEMPORARY TOILETS AS AN EMERGE	SIPHESIHLE 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				

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				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	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

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		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	KINGSLEY 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				

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				SERVICES									
J	030902	SUPPLY AND DELIVER DOMESTIC WATER	MNTIMANDE PRIMARY SCHOOL	CONCURRENT AND EMERGENCY SERVICES	2005/12/28				2005/12/28				
J	030920	SUPPLY AND DELIVER DOMESTIC WATER	SIKELELA PRIMARY SCHOOL	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	CONCURRENT AND EMERGENCY SERVICES	2006/04/18				2006/04/18				
J	026951	DAY - TO - DAY SERVICES	SIYALUNGELWA SECONDARY SCHOOL	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	

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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	BUHLEBENTUTHUKO 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

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		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

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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 PRIMARY 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	ISIBONLESIHLE 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 ADDITONS	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	NHLAZADLOO 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	KINGSLEY 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	SINGOBILE 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	EMALAHLANI 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	MASIHAMBISANE 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

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		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 SEC 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	MLONDOLOZI 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 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	SIPHESIHLE 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

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		SIPHESIHLE											
E	034180	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 ADDITONS	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	UOGRADES 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 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
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	

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		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 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	
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	

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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 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
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

The strategic objectives of the department for 2009/10 are aligned to the strategic goals of the five-year local government agenda.

The goal: *Mainstreaming hands-on support to local governance to improve governance, performance and accountability*, will be achieved through the following objectives:

- Management of institutional development;
- Facilitation of basic service delivery;
- Promotion of local economic development;
- Facilitation of good governance and public participation;
- Oversight of municipal transformation and organisational development; and
- Facilitation of financial viability and financial management.

The goal: *Addressing the structure and governance arrangements of the state, in order to better strengthen, support and monitor local governance*, has as its objectives:

- Monitoring of inter-governmental relations; and
- Supporting and monitoring institutional empowerment.

The objectives in respect of the goal: *Refining and strengthening the policy, regulatory and fiscal environment for local governance and giving greater attention to enforcement measures*, are as follows:

- Review of the two tier system of local government; and
- Facilitation of legislative amendments.

The goal: *Client-oriented, economical, efficient and effective management of its resources*, will be achieved by the following objectives:

- Provision of an effective and efficient service to the MEC; and
- Provision of sound corporate services.

5.6.4 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 11):

TABLE 67: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DLGTA)

	2009/10	2010/11	2011/12
Amajuba	10 335	14 580	15 961

5.6.5 PROJECT

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

TABLE 68: DLG&TA ALLOCATIONS TO THE ADM

DLG&TA Grant Amounts	Medium Term Estimates		
	2009/10	2010/11	2011/12
Infrastructure Provision for Soccer Stadia	5 963		
Spatial Development	250		
Development Administration	250		
Development Information System	250	300	250
Centre Management Support			700
Strategic Support	500	467	610
Transfers to the ADM	7 213	767	1 560

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.

5.7.2 MISSION

The strategic objectives of the department are as follows:

- Improved local, national and international trade access and competitiveness;
- Provision of food security;
- Farmer development and support;
- Integrated sustainable natural environmental management; and
- Integrated and transformed service delivery.

5.7.3 STRATEGIC GOALS

The department continues to focus on the sustainable growth of agricultural development initiatives, and the sustainable use, conservation and protection of environmental resources for sustainable livelihoods, through the following core functions:

Agricultural Development Services

- To promote a transformed and viable agricultural industry through sustainable land use;
- To provide extension, analytical and specialist advisory services to farmers and other stakeholders;
- To provide and support the development of infrastructure for sustainable agriculture;
- To undertake appropriate research and development to advance agriculture;
- To develop agricultural programmes that support the empowerment of vulnerable groups;
- To develop a master sector plan to provide support to municipalities; and
- To develop systems for the effective administration of state land.

Environmental Management

- To ensure integrated sustainable environmental planning;
- To mitigate the impact of and manage waste and pollutants;
- To empower communities with regard to sustainable resource utilisation; and
- To prevent and control the spread of invasive alien species in the province.

Veterinary Services

- To ensure prevention and control of animal diseases;
- To enable international trade access for animal products;
- To reduce the transfer of zoonotic diseases to humans;

- To promote safe handling of products of animal origin; and
- To provide primary animal health care for the improvement of herd health.

Conservation

- To ensure greater accountability of the public entity *Ezemvelo KZN Wildlife* (EKZNW) and ensure greater value for money in terms of achieving government (DAEA) objectives; and
- To ensure that EKZNW complies with the following objectives:
 - Integrated sustainable environmental management;
 - Integrated and dynamic service delivery;
 - Forming partnerships with communities to value biodiversity and share in the benefits; and
 - Maximising funding opportunities from commercial operations and other stakeholders.

5.7.4 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 3):

TABLE 69: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DAEA)

	2009/10	2010/11	2011/12
Amajuba	20 183	21 393	22 677

5.7.5 PROJECTS

TABLE 70: AGRICULTURAL INFRASTRUCTURE PROJECTS (2009/10)

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT TYPE	PROJECT ACTIVITIES	PROJECT SIZE	PROGRAMME	EST BUDGET
Dannhauser	Wesport	Irrigation Scheme	Fencing, irrigation, inputs	4 ha	Food Security	200,000
Dannhauser	Mavundla Irrigation	Irrigation Scheme	Fencing, irrigation, inputs	4 ha	Food Security	200,000
Dannhauser	Nyanyadu Women	Hydroponics	Fencing, erect tunnel, heating system inputs	1 tunnel	Food Security	250,000
Dannhauser	Skobarin (Koppie Alleen)	Livestock	Camp fencing, cattle handling facility	10 km	Infrastructure	200,000
Dannhauser	Drycut	Irrigation Scheme	Fencing, irrigation and inputs	4 ha	Food Security	200,000
Dannhauser	Ziphathele	Broiler	Broiler	A x (200 x 2) Broiler	Food Security	220,000
Dannhauser	Wulamehlo	Calf Production	Calf rearing structures and inputs	20 valves unit	Food Security	50,000
Newcastle	Memezani	Beef Project	Feedlot structure, handling facility, store shed and inputs	50 calves unit	Infrastructure	410,000
Newcastle	Hilda Ongcwele	Hydroponic	Fencing, erect tunnel	1 tunnel	Food Security	250,000
Newcastle	Ndazela	Layer Project	Erect 500 layer unit, installation	500 layer unit	Food Security	350,000

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT TYPE	PROJECT ACTIVITIES	PROJECT SIZE	PROGRAMME	EST BUDGET
Utrecht	Zamokuhle Thusanang	Broiler	Erect 2 x 200 broiler unit and inputs	1 x (200 x 2) broiler unit	Food Security	220,000
Utrecht	eKukhanyeni	Hydroponic	Fencing, erect tunnel	1 tunnel	Food Security	250,000
Utrecht	Amandla Irrigation	Irrigation	Fencing, irrigation and inputs	4 ha	Food Security	200,000
SUB-TOTAL						3,000,000

TABLE 71: CROP MASSIFICATION PROJECTS (2009/10)

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT TYPE	PROJECT ACTIVITIES	PROJECT SIZE	PROGRAMME	EST BUDGET
Dannhauser	Mafahlawane-Ennis	Maize Production	Plough, Planting, Inputs	150 ha	Corridor Massification	3,000,000
Newcastle	Inverness	Maize Production	Plough, Planting, Inputs	150 ha	Corridor Massification	3,000,000
SUB-TOTAL						6,000,000

TABLE 72: LAND REFORM INFRASTRUCTURE PROJECTS (2009/10)

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT TYPE	PROJECT ACTIVITIES	PROJECT SIZE	PROGRAMME	EST BUDGET
Newcastle	Mpondokazishi	Hydroponic	Fencing, erect 6 tunnels, heating system, inputs	6 tunnels	Food Security	2,000,000
Newcastle	Thuthukani	Hydroponic	Fencing, erect 1 tunnel, heating system, inputs	1 tunnel	Food Security	250,000
eMadlangeni	Nkosi Family Trust	Hydroponic	Fencing, erect 1 tunnel, heating system, inputs	1 tunnel	Food Security	250,000
eMadlangeni	Zwartkop	Hydroponic	Fencing, erect 6 tunnels, heating system, inputs	6 tunnels	Food Security	2,000,000
eMadlangeni	Nkosi Nzima	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000
eMadlangeni	Kaalpoort	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000
eMadlangeni	Roypoint	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000
eMadlangeni	Lennixton	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000
eMadlangeni	Nkosi Family Trust	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000
eMadlangeni	Kubheka Family Trust	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000
eMadlangeni	Waaihoek	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000
eMadlangeni	Nkosi Mabaso	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000
eMadlangeni	Nkosi Khumalo	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000
Dannhauser	Longlands	Livestock	Camp and Boundary Fencing	9 km	Food Security	90,000

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT TYPE	PROJECT ACTIVITIES	PROJECT SIZE	PROGRAMME	EST BUDGET
Dannhauser	Kwazigugu	Livestock	Camp and Boundary Fencing	25	Food Security	200,000
SUB-TOTAL						5,600,000

TABLE 73: LAND REFORM PRODUCTION INPUTS (2009/10)

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT TYPE	PROJECT ACTIVITIES	PROJECT SIZE	PROGRAMME	EST BUDGET
Dannhauser	Bahlokazi	Maize Production	Supply, deliver roundup resistant maize seed, fertilizer, herbicide	50 ha	Crop Massification	350,000
eMadlangeni	Amantungwa Phase 1	Maize Production	Supply, deliver roundup resistant maize seed, fertilizer, herbicide	170 ha	Crop Massification	1,300,000
Dannhauser	KwaZigugu	Soya Bean	Supply, deliver roundup resistant soya bean seed, fertilizer, herbicide	100 ha	Crop Massification	600,000
eMadlangeni	Lennixton	Maize Production	Supply, deliver roundup resistant maize seed, fertilizer, herbicide	50 ha	Crop Massification	400,000
eMadlangeni	Roypoint	Maize Production	Supply, deliver roundup resistant maize seed, fertilizer, herbicide	50 ha	Crop Massification	400,000
eMadlangeni	Qophumlando	Maize Production	Supply, deliver roundup resistant maize seed, fertilizer, herbicide	100 ha	Crop Massification	1,000,000
Newcastle	Leeukop Trust	Maize Production	Supply, deliver roundup resistant maize seed, fertilizer, herbicide	50 ha	Crop Massification	400,000
SUB-TOTAL						4,450,000

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

The vision of the department is:

A unified citizenry that embraces its cultural diversity and contributes to the social and economic upliftment of all the people of KwaZulu-Natal, through arts, culture and tourism.

5.8.2 MISSION

The mission of the department is to create an environment conducive to the delivery of effective, efficient and sustainable world-class services in the arts, culture, library, archival and tourism fields for the people of KwaZulu-Natal.

5.8.3 STRATEGIC GOALS

The following represent the department's strategic objectives:

- To provide effective administrative and human resources support to all programmes;
- To provide sound financial management;
- To develop an effective public entity management framework;
- To develop an effective stakeholder management strategy;
- To promote respect for cultural diversity and the advancement of artistic disciplines into viable industries;
- To promote multi-lingualism, redress past imbalances and develop the previously marginalised languages;
- To provide library and information services which are free, equitable and accessible, provide for the information, reading and learning needs of people and promote a culture of reading, library usage and lifelong learning;
- To render archival and records management services which will provide for the acquisition, preservation and documentation of public and non-public records of national/provincial significance, proper management of public records; and
- To develop and transform the tourism sector and promote the province as a preferred destination.

5.8.4 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 15):

TABLE 74: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DEPT ARTS, CULTURE & TOURISM)

	2009/10	2010/11	2011/12
Amajuba	6 555	11 608	4 651

5.8.5 PROJECTS

The Department indicated that they do not have any Amajuba-specific projects for the forthcoming financial year.

5.9 THE DEPARTMENT SOCIAL DEVELOPMENT

5.9.1 DEPARTMENTAL VISION

The vision of the Department of Social Development is to:

Enhance the quality of life through an integrated system of social development services.

5.9.2 MISSION

The department is committed to the promotion of developmental social welfare services and community development to people of KZN in partnership with stakeholders.

5.9.3 STRATEGIC GOALS

The strategic goals of the department are:

- To provide an effective and efficient institutional leadership, management and support services to ensure optimal service delivery;
- To provide transformed, accessible, equitable quality developmental social welfare services;
- To create an enabling environment for the employment of the poor, vulnerable and previously marginalised groups, including youth, women and people with disabilities to achieve sustainable livelihood; and
- To support and facilitate the implementation of the Population Policy, and monitor and evaluate progress in achieving policy objectives.

5.9.4 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 13):

TABLE 75: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DEPT SOCIAL DEVELOPMENT)

	2009/10	2010/11	2011/12
Amajuba	57 275	71 153	75 422

5.9.5 PROJECTS

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

NOTE:
Although requested, no projects were forthcoming from the Department.

5.10 THE DEPARTMENT ECONOMIC DEVELOPMENT

5.10.1 DEPARTMENTAL VISION

The vision of the Department of Economic Development is:

For KwaZulu-Natal, through the expertise and initiatives of the department, to be the leading province in economic development and to develop a globally competitive economy whose benefits are equitably shared by its citizens.

5.10.2 MISSION

The department's mission is to formulate and implement effective economic development strategies that promote sustainable economic development and job creation within the Province of 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 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 4):

TABLE 76: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DED)

	2009/10	20010/11	2011/12
Amajuba	2 303	1 214	1 336

5.10.5 PROJECTS

The DED indicated that they are currently considering the following projects:

- The Regional Agricultural Logistics Hub;
- The EIA for the Hydroponics project; and
- The Amajuba Regional Market.

5.11 THE DEPARTMENT COMMUNITY SAFETY AND LIAISON

5.11.1 DEPARTMENTAL VISION

The department's vision is to see that:

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 KZN.

5.11.3 STRATEGIC GOALS

The strategic objectives set by the department are to:

- Evaluate police service delivery and compliance with national policy standards and make recommendations for redress where required;
- Assess the effectiveness of visible policing in the province;
- Improve South African Police Service (SAPS) efficiency and effectiveness through independent service delivery evaluation and reward;
- Improve public confidence and trust in the police;
- Address service delivery complaints against the police to support the raising of service standards;
- Oversee the establishment and functioning of Community Policing Forums (CPFs) at all police stations in the province;
- Enhance the capacity of community police structures to improve co-operation between the police and the community;
- Promote community dialogue and participation in support of crime prevention initiatives and activities;
- Execute social crime prevention programmes at provincial and local level;
- Research and develop social crime prevention responses to community safety priorities;
- Consolidate the Community Safety Network structure;
- Promote the establishment of a Victim Support Network;

5.11.4 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 9):

TABLE 77: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (COMMUNITY SAFETY & LIAISON)

	2009/10	2010/11	2011/12
Amajuba	7 623	8 279	8 650

5.11.5 PROJECTS

According to representatives from the department, they do not budget per Municipality but have various cross-cutting projects. These may include for example youth from Amajuba to be trained in crime prevention, or victim

support resources be provide to the Madadeni police station.

5.12 THE DEPARTMENT SPORT & RECREATION

5.12.1 DEPARTMENTAL VISION

A winning province through sport and recreation.

5.12.2 MISSION

The department's mission is to maximise opportunities through the promotion and development of sustained Sport and Recreation programmes to improve the quality of life of the citizens of KwaZulu-Natal.

5.12.3 STRATEGIC GOALS

The strategic goals of the department are as follows:

- To promote, transform and develop sport and recreation to address the issues of nation building and quality of life;
- To promote and contribute to economic growth and opportunities through sport and recreation;
- To promote and contribute to good governance in sport and recreation; and
- To provide an effective and efficient support service.

5.12.4 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 16):

TABLE 78: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (SPORTS & RECREATION)

	2009/10	20010/11	2011/12
Amajuba	19 817	20 972	21 676

5.12.5 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 should increase the wealth and quality of life of all citizens of the province.

5.13.2 MISSION

The mission of the department is to provide the public with an integrated and accessible road and public transport infrastructure, to promote road and public transport safety and ensure that, in delivering on its mandate, the department meets the developmental needs of this province.

Furthermore, the department strives to promote transparent and accountable government, plan in accordance with the needs of its customers, and ensure effective, efficient and transparent delivery of services through appropriate involvement of the public, and through regular and accurate reporting.

5.13.3 STRATEGIC GOALS

The strategic community outcomes of the department are as follows:

- An equitable, affordable, safe and well managed transportation system;
- An equitable and economically empowered construction and transportation industry;
- Improved quality of life;
- Good governance; and
- Community supported transportation service delivery.

5.13.4 BUDGET STATEMENT

The following figures have been extracted from the 2009/10 Budget Statements (Vote 12):

TABLE 79: SUMMARY OF PAYMENTS & ESTIMATES BY DISTRICT MUNICIPAL AREA (DEPARTMENT OF TRANSPORT)

	2009/10	2010/11	2011/12
Amajuba	73 096	77 482	82 131

5.13.5 PROJECTS

The following projects were received from the department:

TABLE 80: UPGRADE TO BLACKTOP ROADS

Project Name	Road Number	Activity	Total value (R '000)	Start Km	End Km	Total output (km)
Osizweni - P272 (Arrup)	P296	Upgrade to blacktop	27 220			7.8
	A1132	Betterment of gravel	150			1.0
	A731	Upgrade to blacktop	3 000			1.0
	D1810	Betterment of gravel	1 813			12.1
Osizweni - Danhauser	P38	Upgrade to blacktop	27 500			14.0
Groenvlei - Wakkerstroom	P43	Upgrade to blacktop	231 000			77.0
Ngogo - P215	P279	Upgrade to blacktop	3 000			1.0
Ngogo - P216	P279	Upgrade to blacktop	6 000			2.0
	P329	Upgrade to blacktop	22 411			7.5
	D44	Betterment of gravel	1 200			8.0
	D91	Betterment of gravel	1 950			13.0
	D474	Betterment of gravel	1 350			9.0
Draycott	A2483	Betterment	1 800			3.5
Draycott	A1385	Betterment	500			1.7
Draycott	A2483-A1385	Bridge and causeway	6 000			
			334 894			158.6

(Source: DOT, 2009)

TABLE 81: AFRICAN RENAISSANCE ROADS UPGRADING PROGRAMME

Project Name	Road Number	Activity	Total value (R ,000)	Total output (km)	District Municipality	Budget Requirement		
						09/10	10/11	11/12
Osizweni	P296	Road Construction	R 100.71	27.3	Amajuba	R 0.00	R 0.00	R 0.00

(Source: DOT, 2009)

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 82: THREE YEAR IMPLEMENTATION PLAN WITH COMMITTED HUMAN AND FINANCIAL RESOURCES

OPERATING & CAPITAL EXPENDITURE BY VOTE				
Medium Term Revenue and Expenditure Framework				
Description		BUDGET +1	Budget Year +2	Budget Year +3
		2009/2010	2010/11	2011/12
OPERATING EXPENDITURE BY VOTE				
	Executive and Council	17 295 332.83	18 399 452.18	19503419.31
	Office of the Municipal Manager	6 522 134.57	8 243 672.23	8738292.56
	Corporate Services	7 595 997.12	8 657 304.32	9176742.58
	Community Services	9 525 685.80	11 736 102.87	12440269.04
	Financial Services	7 401 771.55	8 223 752.22	8717177.35
	Technical Services	6 046 220.42	6 658 738.50	7058262.81
	Thusong Service Centre	2 804 774.02	3 754 361.80	3979623.51
	Development and Planning	10 809 933.70	12 314 644.96	13053523.66
	Disaster Management Centre	3 087 469.65	3 897 844.44	4131715.11
	Water and Sanitation Services	19 685 533.00	20 963 366.00	22221167.96
TOTAL OPERATING EXPENDITURE BY VOTE		90 774 853	102 849 240	109020193.89

CAPITAL EXPENDITURE BY VOTE		Medium Term Revenue and Expenditure Framework		
		BUDGET +1	Budget Year +2	Budget Year +3
		2009/2010	2010/11	2011/12
	Executive and Council	21 200.00	22 472.00	23820.32
	Office of the Municipal Manager	100 000.00	200 000.00	212000
	Corporate Services	1 350 000.00	1 089 139.00	1154487
	Community Services	400 000.00	450 000.00	477000
	Financial Services	200 000.00	200 000.00	212000
	Technical Services	70 212.00	100 000.00	106000
	Thusong Service Centre	50 000.00	100 000.00	106000
	Development and Planning	500 000.00	600 000.00	636000
	Disaster Management Centre	58 300.00	411 098.40	435764.30
	Water and Sanitation Services			
	SUB TOTAL :BASIC CAPITAL	2 749 712	3 172 709	3363071.62
	Ad hoc Capital : Sports Facilities	-		-
	Ad hoc Capital : Backlogs in Water and Sanitation at schools and clinics	2 250 000	-	
	Ad hoc Capital : Infrastructure	-	-	
	Ad hoc Capital : Water and Sanitation	29 345 000	24 028 000	25469680
	Ad hoc Capital ; Library Building Projects	450 000	2 000 000	2120000
	Ad hoc Capital : MIG allocation			
	SUB TOTAL :INFRASTRUCTURE CAPITAL	32 045 000	26 028 000	27589680
	CAPITAL EXPENDITURE BY VOTE	34 794 712	29 200 709	139972946

TABLE 83: TECHNICAL SERVICES IMPLEMENTATION PLAN

Description		CURRENT YEAR	Medium Term Revenue and Expenditure Framework	
		2008/2009	Budget Year +1	Budget Year +2
		Adjustment Budget	2009/2010	2010/11
ENGINEERING SERVICES-I.D.P.PROJECTS				
MIG GRANT FUNDING PROJECTS				
0718/9999/0000	Mig Grant 2007-2008			
0718/1687/0000	Inverness Sanitation	4 500 000	3 755 454	3 542 882
0718/1684/0000	Rural Roads	0	1 647 240	1 554 000
0718/1685/0000	Kwamdakane Centre	505 902	530 000	500 000
0718/1673/0000	PMU	1 158 674	1 192 765	1 125 250
0718/1688/0000	Buffalo Flats Water Supply Scheme Phase 1	5 448 200	11 972 959	7 639 282
0718/1694/0000	Buffalo Flats Water Supply Scheme Phase 2	9 611 427	8 855 017	8 353 789
0718/1696/0000	Buffalo Flats Water Supply Scheme Phase 3	2 000 000		
0718/1685/0000	Rural Multi Purpose Centre Phase Two	1 312 797	1 391 565	1 312 797
		24 537 000	29 345 000	24 028 000
DWAF GRANT FUNDING PROJECTS				
0716/9999/0000	Backlogs in Water and Sanitation at schools and clinics	0	2 250 000	0
0718/1695/0000	Emadlangeni Bulk Water Supply	9 000 000		
0719/1711/0000	Water Coservation/Water Demand	784 000		
0719/1712/0000	Emadlangeni Bulk Feasibility Study	600 000		
	Infrastructure Asset Management	700 000		
		0	2 250 000	0
ARTS,CULTURE AND TOURISM				
0715/9999/0000	Library Services	0	450 000	2 000 000
		0	450 000	2 000 000
TOTAL IDP PROJECTS ENGINEERING		24 537 000	32 045 000	26 028 000

SECTION G

PROJECTS

7.0 PROJECTS

7.1 INTRODUCTION

This section of the IDP deals with projects and focuses primarily of the projects planned for implementation during the 2009/10 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 84: 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

7.3.1 PROJECT “WISH-LIST”

Over the past eight 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 85: PROJECT APPLICATIONS

FOCUS AREA	NUMBER OF APPLICATIONS
LED and Poverty Alleviation	611
Arts and Crafts	25
Sanitation	54
Potable Water	114
Electricity	57
Municipal Public Works	76
Housing	17
Environmental Issues	8
Social Infrastructure	14
Disaster Management	9
Municipal Health	13
Transport	2
Local Tourism	8
Municipal Planning	12
Skills Development	29
Institutional Issues	9
Sports, Culture and Recreation	58
Public Transport	12
Local Sports Facilities	33
Other Projects	5

7.3.2 “WISH-LIST PROJECTS” IMPLEMENTED IN THE 2008/9 FINANCIAL YEAR

The following projects were completed during the 2007/8 from the “wish-list”.

TABLE 86: POVERTY ALLEVIATION AND LED PROJECTS COMPLETED DURING THE 2008/9 BUDGET

PROJECT NAME	LOCATION	CONTACT PERSON	TELEPHONE	BUDGET
Community Gardens				
Asisebenzeni	NN Blawbosch Wrd 18	Jabu Nkonyane	839281526	R10 000.00
Jiyane Woman Garden	NUT Jiyane Wrd 3	Albertina Xaba	763703681	R10 000.00
Zamokuhle Veg	NDH Emafusini Wrd 2	M .Zikalala	346212233	R10 000.00
Bambanani Farming	NDH Clones Wrd 4	Tomas Malinga	720211855	R10 000.00
Morala Garden	NN Madadeni Wrd	Solomon Tsotesti	822950146	R10 000.00
Mahlamvana	NDH Ntendeka Wrd 10	Anna Zwane	726172899	R10 000.00
Poultry				
Vusimpilo (disabled)	NN Madadeni Wrd 30	Joyce Kubheka	847884679	R15 000.00
Insonyama	NN Madadenu Wrd 26	Busi Dlamini	720143766	R15 000.00
Emakhuzeni	NUT Bendsorp Wrd 2	Cynthia Nobaza	764675984	R15 000.00
Mabaso T.A Poultry	NUT Mnguni Wrd 1	A. Mabaso	732123842	R15 000.00
Izwilethu / Poona	NDH Poona Wrd 6	Grace Lwandle	842388573	R15 000.00
Ziphakamiseni	NDH Sheptonelake Wrd 9	Simon Thomo	737063077	R15 000.00
Siyazama	NDH Clonee Wrd 5	Sizakele Mazibuko	760734651	R15 000.00
Simunye	NDH Milford Farm Wrd 4	Joyce Hlongwane	839424188	R15 000.00
DNC Poultry and Veg.	NDH Ward 2	V.T Njapha	737786777	R15 000.00
Sewing				
Thungakahle	NN Madadeni Wrd 22	Pamela	735239802	R20 000.00
Zamanani	NDH Bannffa Wrd 8	Jabulile Simelane	782314819	R20 000.00
Siyathuthuka	NDH Kwamdakane Wrd 7	Lilian Manyathela	743173235	R20 000.00
Inkanyezi	NDH Rooiport Wrd 5	Rose Zwane	792276403	R20 000.00
Ubuhlebomzinyathi Youth Org	NDH Buhlebomzinyathi Wrd 9	Bongani Linda	828857676	R20 000.00
Baking/Catering				
Emthonjeni	NN Madadeni Wrd 14	Zandile Kubheka	836229736	R20 000.00
Nokuthula	NN Maadadeni Wrd 23	Nokuthula	724607328	R20 000.00
Miracle of Soul City	NUT Groenvlei Wrd 4	Zanele Kubheka	735404431	R20 000.00
Sinqobile	NDH Hudula Wrd 9	Bheki Zwane	732103615	R20 000.00
Hilltop Youth Org	NDH Hilltop Wrd 3	Kwenzi Madondo	739564097	R20 000.00
Siyathuthuka	Bannffa Farm Wrd 8	Dudu Xhakaza	730085554	R20 000.00
Car Wash				
Spinners	NN Madadeni Wrd 24	Lungiswa	782129714	R5 000.00
Togetherness Car Wash	NN Madadeni Wrd 23	Lindani Gule	769016999	R5 000.00
Arts & Craft				
Masizithuthukise	NN Madadeni Wrd 23	Zama Nkosi	794457909	R15 000.00
			TOTAL	R310 000.00
GRAND TOTAL				R440 000.00

The projects for implementation during the 2008/9 financial year are with EXCO and are currently awaiting approval.

These will be updated in the IDP before its final adoption at the end of May 2009.

7.4 2009/10 IDP PROJECTS

The following table summarises the projects planned for implementation by the municipality during the 2009/10 financial year:

TABLE 87: ONE YEAR DETAILED OPERATIONAL PLAN

OPERATING & CAPITAL PROJECTS				
SUMMARY				
		Medium Term Revenue and Expenditure Framework		
		Budget Year +1	Budget Year +2	Budget Year +3
Description		2009/2010	2010/11	2011/12
2900	OPERATING EXPENDITURE			
4400	GENERAL EXPENSE- OPERATING PROJECTS			
	Community Services			
4422	Sports & Recreation;	1 060 000	1 200 000	1 272000
4442	Disabled Programmes;	200 000	300 000	318000
4444	Placement of Health Service	1 500 000	2 500 000	2 650000
4445	Poverty Alleviation;	650 000	750 000	795000
4446	HIV/AIDS Plan Implementation	550 000	650 000	689000
4447	Environment Plan Review;	400 000	500 000	530000
4448	Environment Awareness;	150 000	250 000	265000
4449	Cemetery Implementation;	650 000	700 000	742000
4463	Youth;	500 000	650 000	689000
4464	Gender & Children;	450 000	550 000	583000
4469	Arts & Culture;	600 000	700 000	742000
	SubTotal	6 710 000	8 750 000	9 275 000
	Council			
4424	Free Basic Service Allocation	11 905 820	12 540 982	13 293 441
	SubTotal	11 905 820	12 540 982	13 293 441
	Corporate Services			
4440	Experience Training;	250 000	300 000	318000
	SubTotal	250 000	300 000	318000
	Financial Services			
4461	Shared Service Centre;	-	-	
	Finance Management Grant-Interns	750 000	750 000	1 250 000
	SubTotal	750 000	750 000	1 250 000
	Municipal Manager			
4462	Annual Report;	150 000	250 000	265000
4465	Mayors Discretionary Fund;	300 000	500 000	530000
4466	Mayors Projects;	1 500 000	2 000 000	2 120 000
4439	Senior Citizens Programme;	106 000	200 000	212000
	SubTotal	2 056 000	2 950 000	3 127 000
	Planning & Development			
4467	IDP Review Support Grant;	53 000	56 180	59551

OPERATING & CAPITAL PROJECTS				
SUMMARY				
Description		Medium Term Revenue and Expenditure Framework		
		Budget Year +1	Budget Year +2	Budget Year +3
		2009/2010	2010/11	2011/12
4468	PMS Management & Review;	550 000	600 000	636000
4472	Marketing & Corporate Imag	300 000	400 000	424000
4473	Newsletter;	-	-	
4476	Tourism Shows & Exhibitions	70 000	80 000	84800
4477	Website development & host	186 584	250 000	265000
4478	AFLED Capacity Building;	50 000	100 000	106000
4479	SEDA Establishment Contrib	550 000	600 000	636000
4480	Gijima ARDA;	-	-	-
4481	Gijima Manufacturing Plan;	-	-	-
4483	ADM Tourism Project Suppor	600 000	700 000	742000
4484	Develop Inform System Supp	100 000	200 000	212000
4485	CTO Support;	250 000	300 000	318000
4486	Amajuba Tourism Marketing;	450 000	500 000	530000
4487	LED Project Support;	600 000	650 000	689000
4488	GIS Implementation;	150 000	200 000	212000
4489	Drakensberg Nodal Study;	-	-	-
4508	LED Manufacturing Strategic Project Support	350 000	400 000	424000
4509	LED Agricultural Strategic Proj Support	350 000	400 000	424000
4510	Budget & IDP Roadshows	350 000	400 000	424000
4511	Growth & Development Summit	250 000	300 000	318000
	SubTotal	5 209 584	6 136 180	6 504 351
	Technical Services			
4470	Emergency Water Supplies;	950 000	1 200 000	1 272 000
4504	Ngagane River Footway Bridges	-	-	-
	2010 Soccer Academy			
	Infrastructure-Sport & recreational facilities			
	Inverness Sanitation	3 755 454	3 542 882	3 755 455
	Rural Roads	1 647 240	1 554 000	1 647 240
	Kwamdakane Centre	530 000	500 000	530000
	PMU	1 192 765	1 125 250	1 192 765
	Buffalo Flats Water Supply Scheme Phase 1	11 972 959	7 639 282	8 097 639
	Buffalo Flats Water Supply Scheme Phase 2	8 855 017	8 353 789	8 855 016
	Rural Multi Purpose Centre Phase Two	1 391 565	1 312 797	1 391 565
	Backlogs in Water and Sanitation at schools and clinics	2 250 000		
	SubTotal	32 545 000	25 228 000	26 741 680

OPERATING & CAPITAL PROJECTS				
SUMMARY				
Description		Medium Term Revenue and Expenditure Framework		
		Budget Year +1	Budget Year +2	Budget Year +3
		2009/2010	2010/11	2011/12
	<u>Disaster Management Services</u>			
4490	Disaster Management Centre	150 000	200 000	212000
4491	Disaster Manage Capacity B	100 000	150 000	159000
4492	Disaster Management Implem	500 000	550 000	583000
4493	Fire Fighting Services;	800 000	850 000	901000
	SubTotal	1 550 000	1 750 000	1 855 000
4600	TOTAL OPERATING PROJECTS	60 976 404	58 405 162	62364472

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 FINANCE

The Financial Statements listed below relate to the last 3 years of audited Financial Information.

TABLE 88: STATEMENT OF FINANCIAL PERFORMANCE FOR THE RESPECTIVE YEARS.

	2007/8	2006/7	2005/6
INCOME			
Levy Income	0	0	24 472 542
Water Sales	6 063 896	0	0
Grants & Subsidies	50 467 456	42 727 473	19 674 785
Other Income	8 908 871	2 673 854	2 734 354
Total Income	65 440 223	45 401 327	46 881 681

	2007/8	2006/7	2005/6
EXPENDITURE			
Salaries, wages and allowances	17 824 650	15 132 736	13 729 955
Depreciation	2 779 355		
General expenditure	33 033 591	20 557 529	14 906 190
Repair and maintenance	512 244	266 518	401 624
Capital charges	292 786	384 051	426 370
Contributions to Fixed Assets	0	1 037 863	9 825 703
Contributions to special funds	2 301 307	1 452 074	1 491 951
Projects	0	0	9 249 740
Total: Gross expenditure	55 992 082	38 830 772	50 031 532

	2007/8	2006/7	2005/6
Less: Amounts charges out	0	0	0
Total: Net expenditure	55 992 082	38 830 772	50 031 532
SURPLUS /-DEFICIT	9 448 141	6 570 555	-3 149 851

TABLE 89: STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE

	2007/8	2006/7	2005/6
CAPITAL EMPLOYED			
Statutory Funds and reserve	39 500 158	32 816 449	25 286 789
Accumulated surplus/(-deficit)	49 319 867	45 420 218	13 547 939
Long term liabilities	205 141	275 607	0
Other	18 554 763	15 000 000	
TOTAL	107 579 930	93 512 274	38 834 728
EMPLOYMENT OF CAPITAL			
Fixed assets	16 347 932	23 041 698	1 170 285
Investments	8 166 587	7121541	6 212 511
Long term debtors / other assets	0	0	27 693
Current assets	115 014 039	85 317 944	52 473 147
Debtors	21 616 676	19 475 402	3 645 755
Cash and short term investments	93 374 423	65 819 603	48 791 392
Other current assets	22 939	22 939	36 000
Current Liabilities	31 948 629	21 968 910	21 048 908
Creditors	31 504 396	21 654 214	343 908
Bank overdraft	0	0	20 606 084
Other current liabilities	444 232	314 696	98 916
TOTAL	107 579 929	93 512 273	38 834 728

TABLE 90: SUMMARY OF OPERATING AND CAPITAL BUDGET VS EXPENDITURE

Description	Preceding Year 2007/2008 Audited Actual	Current Year			
		2008/2009	2008/2009	2008/2009	2008/2009
		Original Budget	ACTUAL AS AT 31 JAN 09	AVAILABLE	% Increase/ (Decrease)
Operating Budget	55,992,082	86,162,035	38,984,216	47,177,819	45%
Capital Budget	25,807,409	43,053,800	11,225,135	31,828,665	26%
Total Budget	81,799,491	129,215,835	50,209,351	79,006,484	39%

Description	Preceding Year 2007/2008	Current Year			
		2008/2009	2008/2009	2008/2009	2008/2009
	Audited Actual	Original Budget	ACTUAL AS AT 31 JAN 09	AVAILABLE)	% Increase/ (Decrease)
Officials Remuneration	15,045,295	20,096,589	12,335,550	7,761,039	61%
Councillor Remuneration	2,779,355	3,502,097	1,277,277	2,224,820	36%
Total Budget	17,824,650	23,598,686	13,612,827	9,985,859	58%

TABLE 91: OPERATING INCOME & EXPENDITURE & PROJECTED ESTIMATE FOR CURRENT FINANCIAL YEAR.

Description	Preceding Year 2007/2008	Current Year		
		2008/2009	2008/2009	2008/2009
	Audited Actual	Original Budget	Actual	Projected forecast
REVENUE PER SOURCE				
Water & Sanitation-Entity	6,063,896	6,960,648	4,089,517	8,179,034
Interest Earned-Ext Invest	6,875,069	3,000,000	3,247,876	6,495,752
Equitable Share-FBS Portion	16,676,000	23,274,000	13,576,552	23,274,000
Performance Management Systems Grant	50,000	-	-	-
IDP Support Grant;	50,000	-	-	-
Levies Replacement Grant;	31,459,156	34,444,000	20,092,410	34,444,000
Shared Services Grant;	-	-	-	-
Finance Management Grant;	500,000	500,000	500,000	500,000
MPCC Rural Service Centre	500,000	-	-	-
MSIG Grant;	-	735,000	735,000	735,000
DWAF Water Operating Subsi	474,300	326,000	193,800	326,000
Equitable Share-Other	-	-	-	-
Municipal development Information System	-	750,000	750,000	750,000
Strategic Support	-	100,000	-	-
Special Development	-	600,000	500,000	500,000
Development Administration	-	500,000	500,000	500,000
DBSA Tannery ,Herbs,Marketing	-	-	369,805	369,805
Tender Deposits;	30,950	2,000	7,000	14,000
Tele/Cellphone Cost Recovered	118,438	70,000	118,033	236,066
Mig-PMU operating grant	758,000	-	-	-
Sundry Income-Donations	25,000	-	-	-
Sundry Income Sale of Maps	170	-	-	-
Roll-Over Reserve Fund(Financial Management Grant)	367,093	-	-	-
Transfer from Reserve Fund(Rural Service Centre)	403,777	-	-	-

Description	Preceding Year 2007/2008	Current Year		
		2008/2009 Original Budget	2008/2009 Actual	2008/2009 Projected forecast
	Audited Actual			
Skills Development Levy	88,374	-	25,739	25,739
Interest Received-Internal	-	-	-	-
Professional Fees:Transfer from Reserve Fund	-	420,264	-	-
Disaster Management Grant -Transfer from Reserve Fund	-	700,000	-	700,000
Dwaf Operating Subsidy-Transfer from Reserve Fund	-	982,671	-	982,671
Accumulated Surplus -Transfer from Fund	1,000,000	10,357,452	248,702	10,357,452
Capital Developmwnnt Fund -Transfer from Fund	-	2,440,000	-	-
TOTAL DIRECT OPERATING INCOME	65,440,223	86,162,035	44,954,434	88,389,519

Description	Preceding Year 2007/2008	Current Year		
		2008/2009 Original Budget	2008/2009 Actual	2008/2009 Projected forecast
	Audited Actual			
	-	-	-	-
EXPENDITURE PER CATERGORY				
Salaries , Wages & Allowances	15,045,295	20,096,589	12,335,550	21,409,282
Remuneration of Councillors	2,779,355	3,502,097	1,277,277	3,722,021
Depreciation	2,027,504	1,570,000	-	965,000
Repairs & Maintenance	512,244	1,031,320	321,428	542,570
Capital Costs-External Interest	292,786	100,733	54,284	108,568
Bulk Purchases	-	-	-	-
General Costs	33,033,591	54,764,496	24,282,300	45,587,524
TOTAL DIRECT OPERATING EXPENDITURE	53,690,775	81,065,235	38,270,839	72,334,965
Contributions to capital	-	4,866,800	301,118	555,686
Contributions to funds	2,301,307	230,000	412,259	1,069,422
TOTAL OPERATING EXPENDITURE	55,992,082	86,162,035	38,984,216	73,960,073
Entity -uthukela Water Expenditure		28,984,223	8,148,900	19,557,360
Entity -uthukela Water Income		28,984,223	4,338,219	10,411,726
		-	-3,810,681	-9,145,635
Surplus/(Deficit)	9,448,141	0	2,159,537	5,283,811

8.1.3 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 92: 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)	61 229 000	6 960 648	17 972 387	86 162 035
2009/2010 (budget)	68 036 000	7 656 713	3 176 320	78 869 033
2010/2011 (budget)	78 605 000	8 422 384	3 280 873	90 308 258

(Source: 2008/09 Budget)

8.1.3.1 GRANTS AND SUBSIDIES EXCLUDING OPERATING GRANTS

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

TABLE 93: 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 (DWA)	0	2 384 000	2 350 000	2 250 000	0
Department of Sports & Recreation	15 250 000	8 750 000	11 300 000	0	0
Planning & Development Services	1 042 925	1 800 000	0	0	0
Financial Services	1 000 000	0	0	0	0
Community Services	1 500 000	0	0	450 000	2 000 000
Technical Services-Other	2 800 000	485 104	0	0	0
MIG	15 008 882	19 067 989	24 537 000	29 345 000	24 028 000
TOTAL Grants Received	36 601 807	32 487 093	38 187 000	32 045 000	26 028 000

(Source: Amajuba District Municipality Budget 2006/2007, 2007/2008, 2008/2009)

8.1.3.2 OPERATING INCOME

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

TABLE 94: OPERATING INCOME (2006/2007 - 2010/2011)

INCOME	2006/2007 (actual)	2007/2008 (actual)	2008/2009 (budget)	2009/2010 (budget)	2010/2011 (budget)
Levy Income	0	0	0	0	0
Water Sales	0	6 063 896	6 960 648	7 656 713	8 422 384
Grants & Subsidies	42 727 473	50 467 456	61 229 000	68 036 000	78 605 000
Other Income	2 673 854	8 908 871	17 972 387	3 176 320	3 280 873
Total	45 401 327	65 440 223	86 162 035	78 869 033	90 3082 57

(Source: Amajuba District Municipality Multi-year Budget 2006 – 2009)

8.1.4 MUNICIPAL EXPENDITURE

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

TABLE 95: OPERATING AND CAPITAL EXPENDITURE (2005/6 TO 2010/11)

Expenditure Item	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (actual)	2008/2009 (budget)	2009/2010 (budget)	2010/2011 (budget)
Salaries, wages and allowances	13 729 955	15 132 736	17 824 650	23 598 686	24 729 024	25 770 127
Depreciation			2 779 355	1 570 000	1 786 400	2 305 620
General expenditure	14 906 190	20 557 529	33 033 591	54 764 496	48 127 519	56 957 148
Repair and maintenance	401 624	266 518	512 244	1 031 320	1 247 555	1 772 143
Capital charges	426 370	384 051	292 786	100 733	128 824	130 510
Contributions to Fixed Assets	9 825 703	1 037 863	0	4 866 800	2 749 712	3 172 709
Contributions to special funds	1 491 951	1 452 074	2 301 307	230 000	100 000	200 000
Projects	9 249 740	0	0	0	0	0
Total: Gross expenditure	50 031 532	38 830 772	55 992 082	86 162 035	78 869 033	90 308 257
Less: Amounts charges out	0	0	0	0	0	
Total: Net expenditure	50 03 532	38 830 772	55 992 082	86 162 035	78 869 033	90 308 257

(Source: Amajuba DM budget 2005/2006, 2006/2007, 2007/2008, 2008/2009)

8.1.4.1 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 96: OPERATING CAPITAL EXPENDITURE (2003/04 to 2008/9)

Asset	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (actual)	2008/2009 (budget)	2009/2010 (budget)	2010/2011 (budget)
Land	0	0	0	0	0	0
Buildings	8 000 000	153 303	116 587	2 440 000	600 000	650 000
Roads and Storm water	0	0	0			
Other Infrastructure	0	1 234 920	0			
Other Fixed Assets	740 000	541 389	0	0	0	0
Amajuba District Municipality	1 155 920	1 281 456	2 705 166	2 426 800	2 149 712	2 522 709
Uthukela Water	0	13 987 607	0			
Total	9 895 920	17 198 675	2 821 753	4 866 800	2 749 712	3 172 709

(Source: Amajuba DM Budget 2004/2005, 2005/2006, 2007/2008,2008/2009)

8.1.5 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 97: 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 , June 2005,June 2006,June 2007,and Budget 2008/2009)

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

The Amajuba District Municipality had unlisted investments totalling R 90. million as at 30 June 2008.

Of this, R8.16 million is in long-term deposits, while R 81.8 million is in short term deposit. The average rate of return on investment was 8% in the 2008 financial year, compared with 6% in the 2007 financial year. The investments increased with R63.5million at the end of the 2008 financial year.

TABLE 98: INVESTMENTS

DETAILS	TYPE	RATE	ACCOUNT NUMBER	OPENING BALANCE 01.07.2007	CLOSING BALANCE 31.12.2008
Investec 1 - 11 Years	Zero Coupon Bond	11.00%	TR 22903	7,121,540.74	8,166,586.61
ABSA - 32 Days Notice	32 Day Notice	11.90%	90-7431-6117	1,001,995.96	1,087,927.94
Absa	Call		91-1663-8293	10,781,741.06	11,779,466.68
Absa	32 Day Notice	11.95%	20-6784-2386	-	20,612,479.87
Standard	Call		068448309-001	7,615,943.00	7,615,943.00
Standard	32 Day Notice	11.18%	068448309-002		20,374,061.61
Nedbank	32 Day Notice	11.20%	03/7165008195/000001		20,388,498.20
TOTAL				26,521,220.76	90,024,963.91

8.1.6 ASSETS AND LIABILITIES

The 2008 financial statement indicated the following assets and liabilities at the end of the financial year:

TABLE 99: ASSETS AND LIABILITIES

Description	2006	2007	2008
Fixed assets	16 347 932	23 041 698	1 170 285
Investments	8 166 587	7 121 541	6 212 511
Long term debtors / other assets	0	0	27 693
Current assets	115 014 039	85 317 944	52 473 147
Debtors	21 616 676	19 475 402	3 645 755
Cash and short term investments	93 374 423	65 819 603	48 791 392
Other current assets	22 939	22 939	36 000
Current Liabilities	31 948 629	21 968 910	21 048 908
Creditors	31 504 396	21 654 214	343 908
Bank overdraft	0	0	20 606 084
Other current liabilities	444 232	314 696	98 916
TOTAL	107 579 929	93 512 273	38 834 728

8.1.7 COSTS OF SERVICES

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

TABLE 100: 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)

8.1.8 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 80 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

TABLE 101: GRANT FUNDING ALLOCATIONS: NATIONAL & PROVINCIAL GOVERNMENT

NAME OF GRANT	2008/2009	2009/2010	2010/2011	2011/2012
	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT
LOCAL GOVERNMENT FINANCIAL MANAGEMENT GRANT	500,000.00	750,000.00	1,000,000.00	1,250,000.00
MUNICIPAL INFRASTRUCTURE GRANT - MIG GRANT	24,537,000.00	30,639,000.00	36,002,000.00	30,908,000.00
WATER SERVICES OPERATING & TRANSFER SUBSIDY(DWAF)	326,000.00	165,000.00	-	-
MUNICIPAL SYSTEMS IMPROVEMENT GRANT	735,000.00	735,000.00	750,000.00	790,000.00
REGIONAL BULK INFRASTRUCTURE GRANT	-	12,919,000.00	2,493,000.00	12,030,000.00
BACKLOGS IN WATER AND SANITATION AT CLINICS AND SCHOOL GRANT	2,350,000.00	2,250,000.00	-	-
	28,448,000.00	47,458,000.00	40,245,000.00	44,978,000.00
EQUITABLE SHARE ALLOCATION	57,718,000.00	66,487,000.00	77,255,000.00	84,299,000.00

TABLE 102: DEPARTMENT OF LOCAL GOVERNMENT & TRADITIONAL AFFAIRS

NAME OF GRANT	2008/2009	2009/2010	2010/2011	2011/2012
	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT
DISTRICT GROWTH & DEVELOPMENT SUMMITS- STRATEGIC SUPPORT	100,000.00	500,000.00	467,000.00	-
SPATIAL PLANNING SHARED SERVICES-SPATIAL PLANNING	600,000.00	250,000.00	-	-
DEVELOPMENT ADMINISTRATION	500,000.00	250,000.00	-	-
MUNICIPAL DEVELOPMENT INFORMATION SHARED SERVICE	750,000.00	250,000.00	250,000.00	-
INTERGRATED DEVELOPMENT PLANNING SUPPORT GRANT		-	-	-
DISASTER MANAGEMENT GRANT		-	-	-
INTERGRATED DEVELOPMENT INFRASTRUCTURE CAPACITY BUILDING		-	-	-
INTRASTRUCTURE PROVISION OF SOCCER STADIUMS	10,000,000.00	-	-	-
MFMA ,INTERDEPARTMENTAL MONITORING DEBT MANAGEMENT		-	-	-
MUNICIPAL PERFORMANACE MANAGEMENT SYSTEM		-	-	-
LIBRARY SERVICES		450 ,0000.00	2,000,000.00	-
INFRASTRUCTURE –SPORTS & RECREATION	1,300,000.00	-	-	-
	13,250,000.00	1,700,000.00	2,467,000.00	-

8.1.9 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.

8.1.10 MANAGEMENT'S RESPONSE TO THE AG'S REPORT FOR THE YEAR ENDING 30 JUNE 2008

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 103: FINANCIAL SUPPORT TO THE LM'S IN THE ADM

GRANTS ALLOCATIONS	Current Year			Budget Year 2008/2009	Medium Term Revenue and Expenditure Framework	
	2007/08				Budget Year +1 2009/10	Budget Year +2 2010/11
	Approved Budget R'000	Adjustment Budget R'000	Full Year Forecast R'000	Budget R'000	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
<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	600 000	600 000	600 000	700 000	850 000	950 000

8.3 MAINTENANCE

The following table summarises the maintenance budget for the ADM for the 2008/9 adjustment budget. The figures for 2009/10 have as yet not been finalised.

TABLE 104: REPAIRS AND MAINTENANCE

	REPAIRS & MAINTENANCE
Contribution to Municipal Entity(Uthukela Water)	14 445 247
Amajuba District Municipality	1 899 604
TOTAL	16 344 851

8.4 SDBIP

Being a *low capacity municipality*, the ADM prepared its first SDBIP in the 2007/8 financial year.

Due to the fact that the legislation only requires municipalities to adopt their SDBIP's during the second half of 2009, the latest SDBIP is a "work in-progress" and has not been approved by Council. As such, a copy of the 2008/9 SDBIP is attached below as opposed to the 2009/10 SDBIP which is a *work in progress*.

TABLE 105: SDBIP FOR THE 2008/9 FINANCIAL YEAR

Ref	Dept	Vote No.	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Definition/ Unit of Performance Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Source of Funding	Annual Target (beginning of FY)	Sep 2008	Dec 2008	Mar 2009	Jun 2009
															proj	proj	proj	proj
MM1	MM	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	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	Sep-08	0	0	n/a	submitted BP	100%	0%	0%	0%
MM2	MM	not applicable	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 of the Office of the Mayor	Departmental Action Plans for Middle Managers of the Office of the Mayor	Section 57 Managers or Departmental KPIs	Prepared Action Plans	Sep-08	0	0	n/a	all middle managers in possession of Action Plans	100%	0%	0%	0%
MM3	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for	To formally apply for grant funding for IDP	IDP priority Projects	Correspondences and reports	Ongoing	0	0	n/a	formally apply for funding	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
						IDP projects	projects from external sources											
MM4	MM	not applicable	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	Internal financial controls that reflect data to date	Reports on expenditure	Ongoing	0	0	n/a	not exceeding budget allocated expenditure	25%	25%	25%	25%
MM5	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Office of the Mayor quarterly reports to the MM	0	Reports submitted to MM	Quarterly	0	0	n/a	four reports submitted to MM	25%	25%	25%	25%
MM6	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit agenda items to EXCO	0	ExCo items	Ongoing	0	0	n/a	submit items to ExCo	25%	25%	25%	25%
MM7	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Maintain good co-operation and understanding between and amongst councillors, staff and	Mananagement Committee (ManCo) meetings	0	Agenda and minutes	Monthly	0	0	n/a	at least 10 meetings	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					by 2009/2010	customers												
MM8	M M	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
MM9	M M	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Correspondences and reports	Monthly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
MM10	M M	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Organisational staff meetings	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings held	25%	25%	25%	25%
MM11	M M	not applicable	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	Monthly	0	0	n/a	at least 10 ManCo meetings held	25%	25%	25%	25%
MM12	M M	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional	Review the organisational structure and policies of the municipality in	Reviewed Organisational Structure	Existing Policies and Amajuba DM's	ExCo resolutions	Sept-08	0	0	n/a	approved organisational structure	100%	0%	0%	0%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
			n		and governance requirements by 2009/2010	line with the strategic & operational requirements		IDP										
MM13	MM	not applicable	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	Sect 57 Performance Contracts and ExCo resolution	Sept-08	0	0	n/a	signed PAs	100%	0%	0%	0%
MM14	MM	not applicable	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	Assessment and reporting on S57 employees performance	0	Report and ExCo resolution	Quarterly	0	0	Amajuba DM	four assessments (two informal and two formal)	25%	25%	25%	25%
MM5	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Office of the Mayor quarterly reports to the MM	0	Reports submitted to MM	Quarterly	0	0	n/a	four reports submitted to MM	25%	25%	25%	25%
MM6	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit agenda items to EXCO	0	ExCo items	Ongoing	0	0	n/a	submit items to ExCo	25%	25%	25%	25%
MM7	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Management Committee (ManCo) meetings	0	Agenda and minutes	Monthly	0	0	n/a	at least 10 meetings	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
MM8	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
MM9	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Correspondence and reports	Monthly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
MM10	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Organisational staff meetings	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings held	25%	25%	25%	25%
MM11	MM	not applicable	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	Monthly	0	0	n/a	at least 10 ManCo meetings held	25%	25%	25%	25%
MM12	MM	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Review the organisational structure and policies of the municipality in line with the strategic & operational requirements	Reviewed Organisational Structure	Existing Policies and Amajuba DM's IDP	ExCo resolutions	Sept-08	0	0	n/a	approved organisational structure	100%	0%	0%	0%
MM13	MM	not applicable	Municipal Institutional Development and	Institutional and Governance	To ensure ongoing implementation and review of the	Measure the performance of senior managers	Performance contracts of senior managers	0	Sect 57 Performance Contracts and ExCo resolution	Sept-08	0	0	n/a	signed PAs	100%	0%	0%	0%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
			Transformation		Performance Management System		approved by the EXCO											
MM1 4	MM	not applicable	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	Assessment and reporting on S57 employees performance	0	Report and ExCo resolution	Quarterly	0	0	Amajuba DM	four assessments (two informal and two formal)	25%	25%	25%	25%
MM1 5	MM	not applicable	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	Effective management of the Office of the Mayor through regular meetings with Mayor and Manager in his office	0	Office of the Mayor meetings held - agenda, minutes and correspondences	Ongoing	0	0	n/a	six meetings held	25%	25%	25%	25%
MM1 6	MM	0110/4465/0000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Mayors Discretionary Fund	Powers and Functions of Municipality	quarterly reports on how funds are being	Jun-09	250,000	0	Amajuba DM	not exceeding budget allocated expenditure	25%	25%	25%	25%
MM1 7	MM	0110/4466/0000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Mayors Projects	Powers and Functions of Municipality	quarterly reports on how fund is being	Jun-09	1,000,000	0	Amajuba DM	quarterly progress reports	25%	25%	25%	25%
MM1 8	MM	0110/4439/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the promotion of scarce sport codes in identified areas	Senior Citizens Programmes	0	0	Jun-09	100,000	0	Amajuba DM	reports on programmes held	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
MM19	MM	0110/4442/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the promotion of scarce sport codes in identified areas	Run activities for people living with disability	0	Correspondence s and reports	Jun-09	180,000	0	Amajuba DM	reports on programmes held	25%	25%	25%	25%
MM21	MM	0110/4464/0000	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	Gender and Children matters	0	Number of capacitated officers	Jun-09	400,000	0	Amajuba DM	reports on programmes held	25%	25%	25%	25%
MM27	MM	0110/4469/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate arts and culture activities in the Amajuba District	Arts and Culture	0	Established Committees - Reports on progress to date	June-09	400,000	0	Amajuba DM	reports on programmes held	25%	25%	25%	25%
MM28	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Draft Adjustment Budget submitted to Council and EXCO	Budget 2008/09	ExCo resolution	Feb-09	0	0	n/a	Draft Adj Budget submitted to ExCo	0%	0%	100%	0%
MM29	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Budget approved by Council	0	Council resolution	annually by end of June	0	0	n/a	Approved 2008/09 Budget	0	0%	0%	100%
MM30	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance	Ensure effective management of the municipality and its functionaries	Monthly reports to EXCO	0	ExCo resolution	Monthly	0	0	n/a	12 monthly reports submitted to ExCo	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					requirements by 2009/2010													
MM3 1	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Adjustment Budget approval	Budget 2008/09	Council resolution	annually by end of Jan	0	0	n/a	Approved Adj Budget	0%	0%	100%	0%
MM3 2	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Ensure that reports to EXCO and National Treasury are submitted	0	ExCo resolution and correspondences to Treasury	Monthly	0	0	n/a	All required reports submitted to NT	25%	25%	25%	25%
MM3 3	MM	0110/4453/0000	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Consideration of reports and queries from internal and external auditors and ensuring continuous functioning of the internal audit unit	0	Audit Committee minutes & ExCo resolution	Quarterly	350,000	0	Amajuba DM	all queries addressed efficiently and effectively, at least four IA reports produced per financial year	25%	25%	25%	25%
MM3 5	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attendance at meetings of the Audit Committee	0	Agenda, Minutes & Register	Quarterly	0	0	DPLG	four scheduled AC meetings and Special AC meetings attended	25%	25%	25%	25%
MM3 6	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Deal with matters and queries from the Auditor General.	0	Reports and Correspondences	Jan-09	0	0	n/a	all AG queries addressed by mid-FY	0%	0%	100%	0%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					requirements by 2009/2010													
MM3 7	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attend audit meetings convened by the Auditor General.	0	Reports and Correspondences	As required	0	0	n/a	all Ags meetings attended	0%	0%	0%	100%
MM3 8	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Submit audit reports to EXCO and Council.	0	ExCo resolution	Quarterly and as required	0	0	n/a	all audit reports submitted to ExCo and Council	25%	25%	25%	25%
MM3 9	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attendance at meetings of the shareholders of uThukela Water	0	Reports and Correspondences	ongoing	0	0	n/a	all scheduled and proposed shareholders meetings attended	25%	25%	25%	25%
MM4 0	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Reports to EXCO on uThukela Water	0	Reports/Minutes of uThukela Water shareholders' meeting submitted to ExCo	ongoing	0	0	n/a	all reports and minutes submitted to ExCo	25%	25%	25%	25%
MM4 1	MM	0110/4424/0000	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	WSP Contribution in support of uThukela Water	0	reports	ongoing	28,984,223	0	Amajuba DM	reports on how uThukela utilised funds	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
MM4 2	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attendance at meetings and workshops on municipal entities or dealing with shareholder matters at uThukela Water.	0	Workshop reports and Correspondences	ongoing	0	0	n/a	queries pertaining to uThukela Water resolved	25%	25%	25%	25%
MM4 3	MM	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Ensure preparation and timeous submission of annual financial statements to Auditor General	0	Correspondences and reports	annually by end of Aug	0	0	n/a	AFS submitted	100%	0%	0%	0%
MM4 4	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that governance and statutory requirements are met in joint operations with municipal entities	Regular reports to EXCO and Council	0	ExCo items & resolutions	Monthly	0	0	n/a	all matters reported to ExCo accordingly	25%	25%	25%	25%
MM4 5	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that governance and statutory requirements are met in joint operations with municipal entities	Attendance of meetings in line with the requirements of the MSA.	0	Reports and Correspondences	ongoing	0	0	n/a	number of meetings attended as legislated	25%	25%	25%	25%
MM4 6	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Speedy mediation of disputes or disagreements between Councillors and staff	0	Correspondences and reports	ongoing	0	0	n/a	all disputes resolved	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
MM4 7	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Speedy mediation of concerns and/or complaints from the community	0	Correspondences and reports	ongoing	0	0	n/a	all disputes resolved	25%	25%	25%	25%
MM4 8	MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	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	ongoing	0	0	n/a	have all functions of the municipality advertised and reported on to the community	25%	25%	25%	25%
MM4 9	MM	not applicable	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	0	Agenda and minutes	Quarterly	0	0	n/a	four reports of IGF attended	25%	25%	25%	25%
MM5 0	MM	not applicable	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	Maintenance of the Municipal Manager's Forum	0	Agenda and minutes	ongoing	0	0	n/a	four reports of MM's Fora attended	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
						non-government organisations												
MM5 1	MM	not applicable	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	Receive and assess departmental reports	Departmental Business Plans	Assessment reports and Comments thereof	Quarterly	0	0	n/a	all dept reports assessed and comments submitted to the relevant HoD	25%	25%	25%	25%
MM5 2	MM	0110/4472/0000	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	Ongoing	0	0	n/a	process at least 12 applications per quarter	25%	25%	25%	25%
MM5 3	MM	0110/4472/0000	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	Ensure marketing of the ADM during events.	Communication Strategy	Report pertaining to the event	Ongoing	300,000	0	Amajuba DM	have all functions of the municipality advertised and reported on to the community	25%	25%	25%	25%
MM5 3	MM	0110/4472/0000	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	Ensure marketing of the ADM during events.	Communication Strategy	Report pertaining to the event	Ongoing	300,000	0	Amajuba DM	have all functions of the municipality advertised and reported on to the community	25%	25%	25%	25%
MM5 4	MM	0110/4472/0000	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events	Corporate Image and marketing.	Develop and stock corporate gifts	Existing corporate gifts	Availability of Amajuba Corporate gifts	Jun-09		0	Amajuba DM	have required corporate gifts on stock all the time	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					management and marketing for the municipality													
MM5	MM	0110/4472/0000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	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	150,000	0	Amajuba DM	no less than 50 000 copies of newsletters printed and distributed per quarter	25%	25%	25%	25%
MM5	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	Facilitate municipal events	Contribute to the ADM events.	0	Report on Amajuba Newsletter	Ongoing	250,000	0	Amajuba DM	have all functions of the municipality advertised and reported on to the community	25%	25%	25%	25%
MM5	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	Ensure good relations with the press	Prepare and submit press statements on specific events and projects	0	Prepared press statements	Ongoing		0	Amajuba DM	have all functions of the municipality advertised and reported on to the community	25%	25%	25%	25%
MM5	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	Ensure good relations with the press	Develop and maintain press-representative's database	0	Developed database and update	Quarterly		0	Amajuba DM	have a database in place; update database quarterly	25%	25%	25%	25%
MM5	MM	0110/4437/0000	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing	Ensure good relations with the press	Invite the press to all applicable events	0	Correspondence and reports to invite press	Ongoing	250,000	0	Amajuba DM	have all functions of the municipality advertised and reported on to the community	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					for the municipality													
MM60	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	Jun-09		0	Amajuba DM	have required marketing material on stock all the time	25%	25%	25%	25%
COR1	CORP	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	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	Sep-08	0	0	n/a	submitted BP	100%	0%	0%	0%
COR2	CORP	not applicable	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	Section 57 Managers or Departmental KPIs	Prepared Action Plans	Sep-08	0	0	n/a	all middle managers in possession of Action Plans	100%	0%	0%	0%
COR3	CORP	not applicable	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	IDP priority Projects	Correspondence and reports	Ongoing	0	0	n/a	formally apply for funding	25%	25%	25%	25%
COR4	CORP	not applicable	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet	Manage the organisation within the budgetary and policy frameworks of	Implement effective expenditure control measures within the	Internal financial controls that reflect data to date	Reports on expenditure	Ongoing	0	0	n/a	not exceeding budget allocated expenditure	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					the annual performance objectives of the district	the municipality	budget allocated to the department											
COR 5	COR P	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	0	Reports submitted to MM	Quarterly	0	0	n/a	four reports submitted to MM	25%	25%	25%	25%
COR 6	COR P	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit agenda items to EXCO	0	ExCo items	Ongoing	0	0	n/a	submit items to ExCo	25%	25%	25%	25%
COR 7	COR P	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings held	25%	25%	25%	25%
COR 8	COR P	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
COR 9	COR P	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Correspondence and reports	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
COR 10	COR P	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	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	Jun-09	0	0	n/a	Existence of functional skills database	20%	50%	20%	10%
COR 11	COR P	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Review of Workplace Skills Plan for the ADM	Previous Plan	Completed Plan	Jun-09	0	0	n/a	existence of the WSP 08/09	0%	25%	25%	50%
COR 12	COR P	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Undertake developmental business planning and streamline business processes to meet council and community needs	Employment Equity Plan established	Previous Plan	Legally compliant EEP	Oct-09	0	0	n/a	existence of the EEP to cover 08/09	0%	100%	0%	0%
COR 13	COR P	0120/4440/0000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Employ experience training students	0	At least two students	Jan-09	216,000	0	Amajuba DM	no less than two students employed	0%	0%	0%	100%
COR 14	COR P	0120/4441/0000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Undertake developmental business planning and streamline business processes to	Occupational Health and Safety (OHS) Administration	OHS policy	Reports and correspondences	Jun-09	10,000	0	Amajuba DM	have personnel responsible for OHS and ensure that they have necessary skills and that OHS is effectively	40%	10%	20%	30%

														Sep 2008	Dec 2008	Mar 2009	Jun 2009	
						meet council and community needs								administered				
COR 15	COR P	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Ensure effective use of the MunAdmin and necessary municipal records keep on the MunAdmin	MunAdmin System	MunAdmin is effectively utilised for safekeeping of information and distribution thereof	Jun-09	0	0	n/a	all correspondences scanned on the MunAdmin; where applicable even ExCo and Council items	25%	25%	25%	25%
COR 16	COR P	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Coordinate, manage and provide administrative support to ExCo and Council meetings	Municipal Structures Act, sect 29 & 50	ExCo and Council meetings agenda submitted timeously and minutes prepared	Jun-09	0	0	n/a	agenda of all scheduled meetings timeously distributed and minutes prepared in both English and isiZulu	25%	25%	25%	25%
FIN1	FIN	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	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	Sep-08	0	0	n/a	submitted BP	100%	0%	0%	0%
FIN2	FIN	not applicable	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	Section 57 KPIs	Prepared Action Plans	Sep-08	0	0	n/a	all middle managers in possession of Action Plans	100%	0%	0%	0%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
FIN3	FIN	not applicable	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	IDP priority Projects	Correspondence s and reports	Ongoing	0	0	n/a	formally apply for funding	25%	25%	25%	25%
FIN4	FIN	not applicable	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	Internal financial controls that reflect data to date	Reports on expenditure	Ongoing	0	0	n/a	not exceeding budget allocated expenditure	25%	25%	25%	25%
FIN5	FIN	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	0	Reports submitted to MM	Quarterly	0	0	n/a	four reports submitted to MM	25%	25%	25%	25%
FIN6	FIN	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit agenda items to EXCO	0	ExCo items	Ongoing	0	0	n/a	submit items to ExCo	25%	25%	25%	25%
FIN7	FIN	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings held	25%	25%	25%	25%
FIN8	FIN	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and	Ensure preparation and timeous submission of	Departmental standing portfolio committee	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					governance requirements by 2009/2010	statutory reports												
FIN9	FIN	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Correspondence and reports	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
FIN10	FIN	not applicable	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Full compliance with Chapter 11 of the MFMA (SCM)	Compliance with Chapter 11 of the MFMA	SCM Plan	Percentage of the SCM Implementation Plan implemented	Ongoing	0	0	n/a	to implement the plan in full	25%	25%	25%	25%
FIN11	FIN	not applicable	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	0	Submit monthly expenditure reports to ExCo and ManCo	Quarterly	0	0	n/a	four expenditure reports submitted to exCo and ManCo	Yes	Yes	Yes	Yes
FIN12	FIN	not applicable	Municipal Financial viability and Management	Institutional and Governance	To monitor budgetary compliance	Monitoring of votes status	Budget monitoring	0	Ensure that spending is within allocated amounts	Quarterly	0	0	n/a	not exceeding budget allocated expenditure	1	1	1	1
FIN13	FIN	not applicable	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	0	Deviation within 30% from projected monthly balance	Ongoing	0	0	n/a	all differences corrected	5%	5%	5%	5%
FIN14	FIN	not applicable	Municipal Financial viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	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 and submission of 07/08 financial statements by 30 August 2008	Quarterly	0	0	n/a	Legally compliant AFS submitted on time	100%	0%	0%	0%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
FIN15	FIN	not applicable	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	Queries raised in the 2006/7 report	Reduction in number of external audit queries	Ongoing	0	0	n/a	all queries raised by AG addressed	Yes	Yes	Yes	Yes
FIN16	FIN	not applicable	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 and s 72 reports and number of days within which submitted to the Mayor and NT	Monthly	0	0	n/a	submit the s71 (12 reports) and s72 report within the prescribed timeframe	3 reports within 5 days of month end	3 reports within 5 days of month end	3 reports within 5 days of month end	3 reports within 5 days of month end
FIN17	FIN	not applicable	Municipal Financial viability and Management	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	0	Number of monthly budget monitoring reports to the Mayor	Ongoing	0	0	n/a	12 reports submitted to the Mayor	3 reports within 5 days of month end	3 reports within 5 days of month end	3 reports within 5 days of month end	3 reports within 5 days of month end
FIN18	FIN	not applicable	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	Ongoing	0	0	n/a	all reports required by NT submitted on time	3 reports within 5 days of month end	3 reports within 5 days of month end	3 reports within 5 days of month end	3 reports within 5 days of month end
FIN19	FIN	not applicable	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.	% Compliance with NT Statistical reporting requirements	Ongoing	0	0	n/a	all reports required by NT submitted on time	70%	70%	70%	70%
FIN20	FIN	not applicable	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	Record of reconciliations done is not kept	Number of reconciliations done divided by total number of reconciliations	Monthly	0	0	n/a	reconciliations conducted monthly	50%	15%	15%	20%

														Sep 2008	Dec 2008	Mar 2009	Jun 2009	
							end											
FIN2 1	FIN	not applicable	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	Ongoing	0	0	n/a	100% compliance as required by MFMP	50%	60%	70%	80%
FIN2 2	FIN	not applicable	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	Ongoing	0	0	n/a	100% compliance as per evaluation checklist	50%	60%	70%	80%
FIN2 3	FIN	not applicable	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	Ongoing	0	0	n/a	fully functional asset register	80%	85%	90%	95%
FIN2 4	FIN	0414/0501/0000	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Management of the Fixed Asset Register	Fixed Asset Register (FAR)	All assets recorded in the FAR	Ongoing	0	0	n/a	all assets entered into the register	80%	85%	90%	95%
FIN2 5	FIN	not applicable	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	Ongoing	0	0	n/a	all municipal assets insured	70%	75%	80%	85%
FIN2 6	FIN	0401/0199/0000	Municipal Institutional Development and Transformation	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Municipal Systems Improvement grant	0	reports on personnel capacitated	Jun-09	735,000	0	n/a		25%	50%	75%	100%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					district													
FIN2 7	FIN	0401/0217/0000	Municipal Institutional Development and Transformation	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	To promote and support reforms in financial management by building the capacity in municipalities to implement the MFMA	Municipal Finance Management Grant	0	reports and correspondences	Jun-09	500,000	0	n/a	proper implementation of the MFMA requirements	25%	50%	75%	100%
FIN2 8	FIN	0403/0226/0000	Municipal Institutional Development and Transformation	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district		Shared Service Centre	0	financial reports on how funds are being utilised	Jun-09	400,000	0	n/a		25%	50%	75%	100%
CO M1	CO MM	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	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	Sep-08	0	0	n/a	submitted BP	100%	0%	0%	0%
CO M2	CO MM	not applicable	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	Section 57 Managers or Departmental KPIs	Prepared Action Plans	Sep-08	0	0	n/a	all middle managers in possession of Action Plans	100%	0%	0%	0%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
CO M3	CO MM	not applicable	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	IDP priority Projects	Correspondence s and reports	Ongoing	0	0	n/a	formally apply for funding	25%	25%	25%	25%
CO M4	CO MM	not applicable	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	Internal financial controls that reflect data to date	Reports on expenditure	Ongoing	0	0	n/a	not exceeding budget allocated expenditure	25%	25%	25%	25%
CO M5	CO MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	0	Reports submitted to MM	Quarterly	0	0	n/a	four reports submitted to MM	25%	25%	25%	25%
CO M6	CO MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit agenda items to EXCO	0	ExCo items	Ongoing	0	0	n/a	submit items to ExCo	25%	25%	25%	25%
CO M7	CO MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings held	25%	25%	25%	25%
CO M8	CO MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and	Ensure preparation and timeous submission of	Departmental standing portfolio committee	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					governance requirements by 2009/2010	statutory reports												
CO M9	CO MM	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Correspondence s and reports	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
CO M10	CO MM	0406/0341/0000	Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District	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	Jun-09	0	0	Amajuba DM	Reviewed PTP	0%	25%	25%	50%
CO M11	CO MM	0125/0406/0341	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Reconstitution and continuation of the Passenger Transport Forum	The reconstitution and continuation of the Amajuba Passenger Transport Forum	0	Correspondence s and reports	Jun-09	0	0	Amajuba DM	at least four meetings conducted	25%	25%	25%	25%
CO M12	CO MM	0150/4504/0000	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 - Ingagane Footbridge	Montly reports	Correspondence s and reports	Jun-09	500,000	0	Amajuba DM		5%	0%	0%	0%
CO M13	CO MM	0125/4449/0000	Basic Service Delivery	Social Facilitation	To contribute towards the achievement of universal access to social services	Support local municipalities in implementing the cemetery plan	Establishment of cemeteries	Cemetry Implementation	Reports on progress made	Jun-09	600,000	0	Amajuba DM	2 cemeteries to be implemented	0%	25%	25%	50%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					by 2011													
CO M14	CO MM	0205/4490/0000	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	Disaster Management Centre Forum	0	Agenda, minutes and attendance register	Quarterly	100,000	0	Amajuba DM	four meetings to be held	25%	25%	25%	25%
CO M15	CO MM	0205/4491/0000	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	Disaster Management Capacity Building	0	Report	ongoing	60,000	0	Amajuba DM	at least four workshops to be held	25%	25%	25%	25%
CO M16	CO MM	0205/4492/0000	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	Maintain a fully functioning District Disaster Management Centre	Disaster Management Implementation	0	Report	ongoing	450,000	0	Amajuba DM	implementation of the DM as outlined in the plan	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					recovery activities													
CO M17	CO MM	0205/4493/0000	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	Fire Fighting Services	0	Report	ongoing	700,000	0	Amajuba DM	have in place fully functional fire fighting services	25%	25%	25%	25%
CO M18	CO MM	0125/4445/0000	Good Governance and Public Participation	Social Facilitation	To ensure poverty alleviation/reduction (national targets)	Implementation of the poverty alleviation programme and vertical alignment	Identification and funding of poverty alleviation projects	Existing Poverty Alleviation Policy	Policy submitted to ExCo	Jun-09	500,000	0	Amajuba DM	fund poverty alleviation projects as per poverty alleviation policy	0%	50%	0%	50%
CO M19	CO MM	0125/4446/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the implementation of the HIV & AIDS plan	Facilitation of HIV & Aids activities through the HIV & Aids Council	HIV & AIDS Plan	Correspondence s and reports on programmes conducted	Ongoing	500,000	0	Amajuba DM	facilitation of the HIV/AIDS activities as outlined in the plan	25%	25%	25%	25%
CO M20	CO MM	0125/4444/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate access of social services to all communities	Placement of Environmental Health Services	0	Correspondence s and reports	Ongoing	1,000,000	0	Amajuba DM	placement of personnel	0%	0%	0%	100%
CO M21	CO MM	0125/4422/0000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the promotion of scarce sport codes in identified areas	Coordinate and run programmes for sports development, promotion and	0	Correspondence s and reports	Jun-09	1,000,000	0	Amajuba DM	to conduct at least 8 major sport events	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
							recreation											
CO M22	CO MM	0125/4463/0000	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 matters (Youth Summit, Youth day celebration)	0	Correspondence and reports	Jun-09	400,000	0	Amajuba DM	to conduct at least a youth function bi-monthly	25%	25%	25%	25%
CO M23	CO MM	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	The on-going operation of the Thusong Service Centre	0	Correspondence s and reports	Jun-09	1,000,000	0	Amajuba DM	quarterly reports on functioning of the centre	25%	25%	25%	25%
P&D 1	PD	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	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	Sep-08	0	0	n/a	submitted BP	100%	0%	0%	0%
P&D 2	PD	not applicable	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.	Section 57 Managers or Departmental KPIs	Prepared Action Plans	Sep-08	0	0	n/a	all middle managers in possession of Action Plans	100%	0%	0%	0%
P&D 3	PD	not applicable	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP	To formally apply for grant funding for IDP projects from external	IDP priority Projects	Correspondence s and reports	Ongoing	0	0	n/a	formally apply for funding	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
						projects	sources											
P&D 4	PD	not applicable	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	Internal financial controls that reflect data to date	Reports on expenditure	Ongoing	0	0	n/a	not exceeding budget allocated expenditure	25%	25%	25%	25%
P&D 5	PD	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to MM	0	Reports submitted to MM	Quarterly	0	0	n/a	four reports submitted to MM	25%	25%	25%	25%
P&D 6	PD	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit agenda items to EXCO	0	ExCo items	Quarterly	0	0	n/a	four departmental performance reports submitted to MM	25%	25%	25%	25%
P&D 7	PD	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
P&D 8	PD	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	0	Agenda and minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%

AMAJUBA DISTRICT MUNICIPALITY IDP: 2009/10

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					2009/2010													
P&D 09	PD	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Correspondence and reports	Monthly	0	0	n/a	reports on meetings with dept ExCo cllr	25%	25%	25%	25%
P&D 10	PD	0190/4470/0000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	Update and manage the municipal website	Existing website	Updated website every three months	Quarterly	139,920	0	Amajuba DM	report on website updates	25%	25%	25%	25%
P&D 11	PD	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	ICT Training of ADM staff	0	Number of trainings provided as the need arises	Ongoing	0	0	n/a	report on staff trained	25%	25%	25%	25%
P&D 12	PD	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	Administer the Amajuba ICT Forum	Existing forum	Agenda and Minutes of the meeting	Quarterly	0	0	n/a	4 meetings conducted	25%	25%	25%	25%
P&D 13	PD	0190/3807/0000 & 0190/3808/0000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	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	Ongoing	0	0	n/a	resolved all errors and IT system maintained	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
P&D 14	PD	0190/4513/0000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that municipal planning requirements of ADM are met	Special Planning Development and Administration Shared Service	0	Reports	Jun-09	1,000,000	0	DLGTA	report on the utilisation of grant as per business plan or grant conditions	25%	25%	25%	25%
P&D 15	PD	0190/4484/0000	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 Tourism Sector Plan	Development Information System Support	0	Facilitate Amajuba District-wide GIS shared services	ongoing	750,000	0	DLGTA	report on District Shared Services	25%	25%	25%	25%
P&D 16	PD	0190/4486/0000	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 Tourism Sector Plan	Tourism Route Marketing and Battlefields	2007/08 Tourism Route and Battlefield Marketing	Advertisements and facilitating in order to increase routes participants	Quarterly	400,000	0	Amajuba DM	report on advertisement and marketing conducted	25%	25%	25%	25%
P&D 17	PD	0190/4485/0000	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 Tourism Sector Plan	CTO Support	2007/08 CTO Support	Facilitate CTO support within the three LMs - Minutes, Correspondence and Reports	Ongoing	150,000	0	Amajuba DM	transfer of funds to 3 LMs	25%	25%	25%	25%
P&D 18	PD	0190/4476/0000	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 Tourism Sector Plan	Marketing during Tourism Shows and Exhibitions	0	As per TKZN Schedule	Ongoing	63,600	0	Amajuba DM	report on tourism and exhibition attended	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
P&D 19	PD	0190/4476/0000	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 Tourism Sector Plan	Sponsorship of Tourism and LED events	0	As per proposals of key tourism district events	Ongoing		0	Amajuba DM	report on events sponsored	25%	25%	25%	25%
P&D 20	PD	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	Jun-09	0	0	Amajuba DM	no less than 10 000 copies of brochures printed and distributed per quarter	25%	25%	25%	25%
P&D 21	PD	0190/4483/0000	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 Tourism Sector Plan	Tourism Projects Support	2007/08 Amajuba Birding Meander Support	Facilitate Amajuba Birding Meander Support with Birdlife Northern Natal - Minutes, Correspondence and Reports	Jun-09	60,000	0	Amajuba DM	transfer of funds to Amajuba Birding Meander	25%	25%	25%	25%
P&D 22	PD	0190/4483/0000	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 Battlefields Development Plan	Facilitate programme through the Amajuba Tourism Forum (ATF)	Battlefields Development Plan	Engagements with Amafa KZN and land owners - correspondence and reports	Ongoing	150,000	0	Amajuba DM	implementation of battlefield development plan recommendation	25%	25%	25%	25%
P&D 23	PD	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	LED Project Support	LED Strategy	Facilitate the development of two primary economy projects into secondary economy	Ongoing	530,000	0	Amajuba DM	development of two projects into secondary economy	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
P&D 24	PD	0190/4508/0000	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	LED Manufacturing Strategic Project Support	Manufacturing Plan	Facilitate the development of two manufacturing projects as recommended in the manufacturing plan	Ongoing	300,000	0	Amajuba DM	development of two projects into secondary economy	25%	25%	25%	25%
P&D 25	PD	0190/4509/0000	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	LED Agricultural Strategic Project Support	Agricultural Plan	Facilitate the development of two agricultural projects as recommended in the agricultural plan	Ongoing	300,000	0	Amajuba DM	development of two projects into secondary economy	25%	25%	25%	25%
P&D 26	PD	not applicable	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	Appointment of mining operator	Facilitation - Correspondence and Reports	Ongoing	0	0	n/a	report on the development of mining sector	25%	25%	25%	25%
P&D 27	PD	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 in 2007/08	Funds transferred during the financial year	Jun-09	500,000	0	Amajuba DM	report of funds transferred to SEDA	0%	0%	100%	0%
P&D 28	PD	0190/4475/0000	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	LED/Tourism training facilitation - Facilitate support and training workshops for co-ops with	0	Two workshops facilitated	Jun-09	53,000	0	Amajuba DM	two workshops conducted	25%	25%	25%	25%

AMAJUBA DISTRICT MUNICIPALITY IDP: 2009/10

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
							DED											
P&D 29	PD	0190/4478/0000	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	AFLED capacity building - Institutional consultation on growth and development	0	Two workshops facilitated	Jun-09	31,800	0	Amajuba DM	two workshops conducted	25%	25%	25%	25%
P&D 30	PD	0190/4511/0000	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	3rd ADM growth and development summit.	2007/08 Growth and Development Summit	Growth and Development Summit	Mar-09	200,000	0	Amajuba DM	conduct of G&D Summit	0%	0%	100%	0%
P&D 31	PD	not applicable	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	Administer the Amajuba Forum for Local Economic Development (AFLED)	2007/08 AFLED	Agenda and Minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
P&D 32	PD	not applicable	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	Administer the Amajuba Tourism Forum (ATF)	2007/08 ATF	Agenda and Minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
P&D 33	PD	not applicable	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	Administer the Amajuba Tourism Committee (ATC)	2007/08 ATC	Agenda and Minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
P&D 34	PD	not applicable	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	Administer the Amajuba Agricultural Committee (AAC)	2007/08 AAC	Agenda and Minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
P&D 35	PD	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	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	Monthly	0	0	n/a	report on updates submitted	25%	25%	25%	25%
P&D 36	PD	not applicable	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	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
P&D 37	PD	not applicable	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	Provide inputs on development applications received	2007/08 inputs	Table summarising issues addressed	Ongoing	0	0	n/a	report on issues raised	0%	0%	0%	100%
P&D 38	PD	not applicable	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	2007/08 Town Planning support	Provision of assistance as the need arises - notes of meetings	Ongoing	0	0	n/a	report on support rendered	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
P&D 39	PD	not applicable	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	GIS Implementation	2007/08 GIS support	Facilitation of the GIS Forum - agenda and minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
P&D 40	PD	grant yet to be received	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	GIS Shared Service	GIS Shared Service Implementation Plan	Backlog Study finding report, Building Plan Database System	Jun-09	750,000	0	DLGTA	Finalisation of the Backlog Study and Database existence	25%	25%	25%	25%
P&D 41	PD	0190/0403/0230	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	Drakensburg Nodal Study	0	conduct nodal study	Jun-09	300,000	0	n/a	completed nodal study	0%	0%	0%	100%
P&D 42	PD	not applicable	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)	Mar-09	0	0	n/a	established AHF	0%	0%	100%	0%
P&D 43	PD	not applicable	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	Agenda and Minutes	Jun-09	0	0	n/a	at least four meetings conducted	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
P&D 44	PD	not applicable	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	Update and alignment of the Amajuba Spatial Development Framework (SDF)	2007/08 SDF as part of the IDP	Completed and aligned SDF	Jun-09	0	0	n/a	SDF Completed	0%	0%	0%	100%
P&D 45	PD	not applicable	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)	2007/08 SDF as part of the IDP	Completed and aligned SDF	Jun-09	0	0	n/a	SDF Completed	0%	0%	0%	100%
P&D 46	PD	not applicable	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	Aug-08	0	0	n/a	approved process plan	100%	0%	0%	0%
P&D 47	PD	not applicable	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	Approved IDP submitted to the DLG&TA	2008/09 IDP	Council resolution and minutes of the IDPRF	Jun-09	0	0	n/a	approved IDP document	0%	0%	0%	100%
P&D 48	PD	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Draft Annual Report presented to the Mayor for tabling to Council	2006/07 AR	Item sent to Council and the resolution	Jun-09	0	0	n/a	approved draft AR for publicising	0%	0%	100%	0%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
P&D 49	PD	0110/4462/0000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Public participation, advertisement and submission to MEC of Annual Report.	2006/07 AR	Advert Article	Apr-09	100,000	0	Amajuba DM	AR advertised for public comments	0%	0%	100%	0%
P&D 50	PD	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Oversight report and AR tabled at Council for approval without reservations	0	Item sent to Council and the resolution	Apr-08	0	0	n/a	item sent to council for approval	0%	0%	0%	100%
P&D 51	PD	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit MFMA compliant AR to both Provincial and National Treasury.	2006/07 AR	AR document	Apr-09	0	0	n/a	AR distributed accordingly	0%	0%	0%	100%
P&D 52	PD	0190/4468/0000	Good Governance and Public Participation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	Review of the performance management system.	Existing Policy	Policy document	Jul-09	500,000	0	Amajuba DM	reviewed PMS	0%	0%	0%	100%
P&D 53	PD	0190/4447/0000	Good Governance and Public Participation	Institutional and Governance	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	Environmental Plan Review	Existing Plan	Approval of reviewed EMP	Jun-09	350,000	0	Amajuba DM	reviewed EMP	0%	0%	0%	100%
P&D 54	PD	0190/4448/0000	Good Governance and Public Participation	Institutional and Governance	To facilitate and plan for ongoing sustainable human	Provide guidance that ensures intergrated service delivery	Environmental Awareness	0	Conduct of campaing	Jun-09	100,000	0	Amajuba DM	at least one campaing conducted	0%	0%	0%	100%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
					settlement and economic development in the district	in the District												
P&D 55	PD	0190/4510/0000	Good Governance and Public Participation	Social Facilitation	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	IDP & Budget roadshows strategic support	0	road shows report on community comments	Annually before end of May	300,000	0	Amajuba DM	2009/10 roadshow conducted	0%	0%	0%	100%
P&D 56	PD	0190/4514/0000	Good Governance and Public Participation	Social Facilitation	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	Development Administration - Establish Amajuba District-Wide Land Development Administration shared service	0	Establish and facilitate land developed shared services	Jun-09	500,000	0	DLGTA	established LDASS	0%	0%	0%	100%
P&D 57	PD	0125/4448/0000	Good Governance and Public Participation	Environmental Management	To ensure sustainable waste management in the district	Address the pollution of water catchments by mining and industrial activity	Education and awareness programmes	0	Reports	Jun-09	0	0	Amajuba DM	at least three awareness programmes conducted	0%	0%	50%	50%
P&D 58	PD	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	Quarterly	0	0	Amajuba DM	at least four meeting conducted	25%	25%	25%	25%
ENG 1	ENG	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to	Draft a departmental business plan	Adopted SDBIP	Prepared Buss Plan & Submit to EXCO	Sep-08	0	0	n/a	Prepared BP and submitted to ExCo	100%	0%	0%	0%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
						meet council and community needs												
ENG 2	ENG	not applicable	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2008/09	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Prepared Action Plans	Sep-08	0	0	n/a	all middle managers in possession of Action Plans	100%	0%	0%	0%
ENG 3	ENG	not applicable	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	IDP priority Projects	Correspondences and reports	Ongoing	0	0	n/a	formally apply for funding	25%	25%	25%	25%
ENG 4	ENG	not applicable	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	Internal financial controls that reflect data to date	Reports on expenditure	Ongoing	0	0	n/a	not exceeding budget allocated expenditure	25%	25%	25%	25%
ENG 5	ENG	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	Dept Business Plans	Reports submitted to MM	Quarterly	0	0	n/a	four reports submitted to MM	25%	25%	25%	25%
ENG 6	ENG	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit agenda items to EXCO	Scheduled ExCo Meetings	ExCo items	Ongoing	0	0	n/a	submit items to ExCo	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
ENG 7	ENG	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	Planned Staff meetings	Agenda and minutes	Quarterly	0	0	n/a	four meetings held	25%	25%	25%	25%
ENG 8	ENG	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	Planned Staff meetings dates	Agenda and minutes	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
ENG 9	ENG	not applicable	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	Current KPI Targets	Correspondence s and reports	Quarterly	0	0	n/a	four meetings conducted	25%	25%	25%	25%
ENG 10	ENG	0403/269/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Implement and supervise water services customer care	WSDP/DWAF KPI-roll over grant	Mothly Reports	Ongoing	0	55,586	DWAF	Eradicating the backlog on the WSDP/backlog study	10%	10%	15%	15%
ENG 11	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 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	The development of a Potable Water Services Development Plan and Backlogs Eradication	WSDP/Backlog STUDY	Number of households served	Ongoing	0	1,037,259	DWAF	Eradicating the backlog as per the backlog study and WSDP	5%	5%	10%	5%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
ENG 12	ENG	0150/4470/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Finalisation of the Water Resource Plan/ Augmentation Plan (Dams)	WATER CONSERVATION /WATER DEMAND	Water Resource Plan/WCWD	Jun-09	0	784,000	DWAF	Development of strategies that would ensure finalisation of Wcwd	0%	10%	15%	15%
ENG 13	ENG	0419/0586/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Finalisation of the Water Extraction License	Water Agric Plan/Gijima a Business Plans	Water Agric Plan/Gijima Outcomes	Jun-09	0	0	Gijima	6x Gijima Business plans that would support LED Agric objectives	0%	20%	20%	20%
ENG 14	ENG	0421/0157/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	The implementation of an irrigation master plan	WSDP	Reports	Ongoing	0	0	DBSA	MIG /DWAF monthly KPI reports	25%	25%	25%	25%
ENG 15	ENG	0403/0268/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Review of the Water Services Plan mechanisms	WSDP	Contract Document of appointed services provider	Ongoing	0	432,987	DLGTA	Intergrated waste mgt plan ,Distaster mgt plan: water	5%	5%	5%	10%
ENG 16	ENG	0716/9999/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Linking potable water supply plan (WSDP) with economic development initiatives	Section 78 re- assessment	Existing WSDP and Agric Plan	MIP	Jun-09	0	0	DWAF	Gijima Outcomes	5%	5%	5%	5%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
ENG 17	ENG	0716/9999/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Linking potable water supply plan (WSDP) with economic development initiatives	Expanding the WSDP into the agricultural, industrial and mining sectors	WSDP	Reports	Ongoing	0	0	DWAF	Investigation and the feasibility & plan new boreholes	5%	15%	40%	40%
ENG 18	ENG	0719/1712/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	The provision of rudimentary water services	Emadlangeni Bulk Water / Feasibility Study	WSDP	Correspondences and Reports	Ongoing	0	600,000	DWAF	Feasibility study towards the Mig/DWAF water b/p	10%	20%	20%	50%
ENG 19	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 2009/10	The provision of rudimentary water services	Steildrift Bulk Line Link.	Steildrift Business Plan	Reports	Jun-09	0	1,859,302	DWAF	Eradicate water backlog in the Steildrift area .	40%	20%	100%	0%
ENG 20	ENG	0403/01229/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	The provision of rudimentary water services	To facilitate funding for refurbishment of assets (FIT)	DWAF recommendation to submit b/p /capacity grant	Reports and Correspondences	Ongoing	0	700,000	DWAF	Achieve funding and implement according to submission	5%	5%	40%	50%
ENG 21	ENG	0718/9999/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Aligning water asset management with operation and maintenance requirements	To facilitate funding for refurbishment of assets (FIT)	WSP agreement /			0	0	MIG	WSA to monitor WSP on an ongoing basis	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
ENG 22	ENG	718/1688/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats Phase 1 Reticulation	Buffalo Flats-1 Technical Report	Buffalo Flats Phase 1 monthly progress reports	Jun-09	0	8,148,282	MIG	Eradicate water backlog in the buffalo flats phases 1	25%	25%	10%	10%
ENG 23	ENG	0718/1670/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water 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	Dec-08	0	8,353,719	MIG	Eradicate water backlog in the buffalo flats phases 1-6 .	0%	10%	40%	50%
ENG 24	ENG	0718/1670/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats Phases 2	Buffalo Flats 2 Technical Report and MIG application	Business Plan and Technical Report to MIG, EXCo and DWAF	Dec-08	0		MIG	Eradicate water backlog in the buffalo flats 2	5%	5%	5%	5%
ENG 25	ENG	0718/1670/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats phase 3	Buffalo Flats 3 Technical Report and MIG application	Business Plan and Technical Report to MIG, EXCo and DWAF	Dec-08	0		MIG	Eradicate water backlog in the buffalo flats 3	0%	5%	5%	10%
ENG 26	ENG	0718/1671/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in facilities for communities	Rural Multi pupose center phase 2	Construct phase two of the multi pupose center	MIG montly reports	Dec-08	0	1,312,797	MIG	Provide a multi purpose center .	10%	20%	30%	40%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
ENG 27	ENG	0716/9999/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Dwaf school /clinic sanitation	Backlogs in Water and Sanitation at schools and clinics	reports	Dec-08	0	2,350,000	DWAF	Eradicate water backlog in the at schools and clinics	0%	5%	5%	5%
ENG 28	ENG	0718/1687/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Inverness Household Sanitation	Inverness Technical Report	Sanitation Co-ordination meetings and Monthly progress reports	Jun-09	0	3,542,882	MIG	Eradicate sanitation backlog in the Inverness area	25%	25%	25%	25%
ENG 29	ENG	0718/1686/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of access to free basic sanitation	Naas Household Sanitation	Naas Household Sanitation: Technical Report	Sanitation Co-ordination meetings and Monthly progress reports	Jun-09	0	0	MIG	Eradicate sanitation backlog in the Inverness area	10%	20%	30%	30%
ENG 30	ENG	n/a	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of access to free basic sanitation	Amajuba Household Sanitation Feasibility	Technical Report	Amajuba Household Sanitation Technical Report	Jun-09	0	0	MIG	Complete business plans for sanitation within the district	5%	5%	20%	25%
ENG 31	ENG	0421/0157/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of access to free basic sanitation	Flint irrigation project	Technical Report	Water /Agric plan	Jun-09	0	0	DBSA	AGRIC PLAN	0%	10%	15%	20%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
ENG 32	ENG	0421/0157/0000	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)	Existing ESDP	Electrification of all households	Jun-09	0	0	DBSA	Monitor ESDP	10%	20%	30%	40%
ENG 33	ENG	0421/0157/0000	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	Facilitate alignment of the ESDP with DME and LED programmes	Existing ESDP	Electrification of all LED projects	Ongoing	0	0	DBSA	Comply with LED electrification requirements	5%	5%	5%	10%
ENG 34	ENG	0403/0229/0000	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	Pre-feasibility study into the rehabilitation of the Ngagane Power Station	MIIP feasibility	feasibility report	Ongoing	0	0	DBSA	Jul-08	5%	0%	0%	0%
ENG 35	ENG	0718/1684/0000	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implement Infrastructure Investment Plan	Adoption of EPWP guidelines into MIG projects	MIIP Plan	Reports and Correspondences	Ongoing	0	0	MIG	Access further funding to undertake MIIP	0%	0%	5%	5%
ENG 36	ENG	not applicable	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Employment of labour intensive methods	Adoption of EPWP guidelines into MIG projects	EPWP guidelines	Number of people to be trained	Ongoing	0	0	n/a	Comply with EPWP guidelines	25%	25%	25%	25%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
ENG 37	ENG	0717/1664/0000	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	Dannhauser South Park Cricket Stadium b/p	Reports and Correspondences	Jun-10	0	244,899	DSR	Upgrade stadia	15%	20%	25%	25%
ENG 38	ENG	0717/1654/0000	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	Berouw Sport Stadium-b/p	Reports and Correspondences	Nov-08	0	78,679	DSR	Completion	90%	10%	0%	0%
ENG 39	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	Facilitate the promotion of scarce sport codes in identified areas	Facilitate the incorporation of multi-sports facilities within stadium developments	Blue Mountains recommendations	Reports and Correspondences	Jun-09	0	1,300,000	DSR	Upgrade stadia	5%	5%	5%	5%
ENG 40	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	Development of the 2010 Base Camp and Sports Academy initiative.	Facilitate the incorporation of multi-sports facilities within stadium developments	Sports Plan ,b/p	Technical Progress Report	Jun-09	0	10,000,000	DLGTA	Upgrade stadia	10%	15%	20%	10%
ENG 41	ENG	0403/0229/0000	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Undertake developmental business planning and streamline business processes to meet council and community needs	Develop an environmental management plan for mining	Prospecting Rights Block 1-4 Document	Prospecting Rights Block 1-4	Jun-09	0	0	DLGTA	Ensure investor criteria is fulfilled and community participation.	50%	100%	0%	0%

															Sep 2008	Dec 2008	Mar 2009	Jun 2009
ENG 42	ENG	0403/0228/0000	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Undertake developmental business planning and streamline business processes to meet council and community needs	Develop an environmental management plan for mining	Block , 113- APPEAL	Completed EMP	Jun-09	0	0	DLGTA	Ensure investor criteria is fulfilled and community participation.	0%	100%	0%	0%

SECTION I

ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.0 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.1 INTRODUCTION AND BACKGROUND

The Municipal Planning and Performance Management Regulations (2001) stipulates that a “municipality’s 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, including determining the roles of the different role-players” (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

Performance management is an organisational process that links what individuals and teams do on a daily basis with the larger goals, values and cultural practices of Amajuba District Municipality and the needs of its community; it is a process for establishing a shared understanding about what is to be achieved and how it is to be achieved; it is an approach to managing people that, when done well, contributes to an enduring and healthy organisation.

This system seeks to facilitate the shift to a strategic approach to the management of performance and empowers managers and employees to see the performance as an integrated and dynamic, real-time feature of work life. It is not a separate stand-alone process. It must be integrated with the department of the municipality, and operational/business plans and municipal budgets. In the 2009/10 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)

For the first time, and through the work completed as part of the Amajuba NSDP Pilot Project, the IDP Strategies and the PMS system have been properly linked and aligned to the PGDS and NSDP. This process has also lead to the identification of

strategies required for inclusion in the IDP that are not currently there or which are the responsibility of other sector departments.

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.

Benefits of the PMS include:

- Provides appropriate management information for informed decision-making.
- Manages expectations and ensuring increased accountability between the role-players within and external to the municipality.
- Provides early warning signals .
- Identifies major or systematic blockages and guides future planning.
- Encourages the direction of resources
- Checking that the delivery is happening as planned.
- Promotes the efficient utilization of resources.
- Promotes the delivery of the envisaged quality of service.
- Assists municipalities in making timeous and appropriate adjustments in the delivery and management of resources.
- Identifies capacity gaps in both human and non-human resources, assists in determining right-sizing requirements.
- Identifies communities and areas that lag behind others in terms of development and thus assists in spatial and sectoral integration.
- Assists municipalities in their “developmental” role/focus.

TABLE 106: KEY ELEMENTS OF THE PMS

Element	Implementation Challenges	Review 2007/08	2008/09	2009/10	2010/11
Organisational Performance Management	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	To put in place 2010/11 SDBIP
Section 57 Performance Contracts	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	To set annual KPIs in accordance with the SDBIP
Employee Performance Appraisal System (EPAS)	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	Middle Managers to provide quarterly reports for their respective units	Middle Managers to provide quarterly reports for their respective units
IT System		Utilising an Excel spreadsheet	To utilise an Excel spreadsheet	To utilise an Excel spreadsheet	To utilise an Excel spreadsheet
Financial and Performance Audit Committee	There are no locally based PMS experts that would be willing to serve on the committee	This is a legislative requirement (Sect 166 of the MFMA) Joint Audit Committee responsible for both financial and performance audit has been established. Five members appointed in late-November 2006	Audit committee members' contracts end in September 2009. To ensure existence of an effective audit committee	To ensure existence of an effective financial and performance audit committee	To ensure existence of an effective financial and performance audit committee
Annual Report	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	To ensure that 2009/10 Annual Report meet the legislative requirements
Quarterly & Annual		This is a legislative			

Element	Implementation Challenges	Review 2007/08	2008/09	2009/10	2010/11
Reports -Section 57 Employees		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	System to gather and process data on time and ensure reliability	Organisational reports prepared on a quarterly basis on an excel 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	To prepare organisational reports on a quarterly basis on an excel 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	To assess the SDBIP on a quarterly basis	To assess the SDBIP on a quarterly basis
Public Participation	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.	Continuing working through the IDP Representative Forum. To conduct a customer satisfaction survey during the budget road shows.

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 shows in the tables below.

TABLE 107: 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 108: 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 • 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 • To ensure access to free basic sanitation delivery to all consumers by 2011 • 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 • 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.

NOTE:
The strategies, KPI's and Objectives contained in the IDP and that will inform the SDBIP and OPMS have been catagorised according to 3 to 5 year targets.

9.4 SECTION 57 MANAGERS

There are six Section 57 Managers who are all in possession of approved performance agreements. The section 57 assessments are conducted by evaluation committee mid-yearly and at the end of the financial year. The first and third quarter assessments are informal and are performed by the Municipal Manager in

the case of the Directors and by the Mayor in the case of the Municipal Manager.

The mid year assessments for 2007/08 were performed on 03 and 12 March 2008 and assessments for the year ended 30 June 2008 were performed on 20 August 2008. Mid year assessments for 2008/09 financial year are yet to be performed.

9.5 PERFORMANCE AND FINANCIAL AUDIT COMMITTEE

9.5.1 AUDIT COMMITTEE

The municipality has a fully functional joint (financial and performance) audit committee which currently consists of four members.

- Declaration of interest for each member is signed annually and examined at the beginning of each meeting in order to continuously certify audit committee members independence.
- The audit committee charter is reviewed annually or as the need arises.

The audit committee meets on quarterly basis. It has met five times in the current financial year on 06 October 2008, 17 November 2008, 04 December 2008, 15 December 2008, and 23 January 2009.

Proposed dates for forthcoming meetings are as follows: 17 April 2009, 22 July 2009 and 18 September 2009. There are special audit committee meetings to be scheduled as the need arises.

As guided by Section 14(2)(h) of the Municipal Planning and Performance Management Regulations of 2001, the district audit committee is utilised by Amajuba DM's low capacity local municipalities, that is, Dannhauser and Emadlangeni municipalities.

9.5.2 INTERNAL AUDITING AND RISK MANAGEMENT

Internal auditing is outsourced. The internal auditors prepare internal audit reports on a quarterly basis and bi-yearly basis in terms of performance management. The municipality has developed a Municipal Enterprise-Wide Risk Management Framework from which the internal auditors have based the internal audit plan for 2008/09 financial year.

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.

9.7 ANNUAL REPORT

The Municipal Finance Management Act requires all municipalities to compile an annual report, which must amongst others include a municipality's performance report compiled in terms of section 46 of the MSA. The annual report timeline and process plan as guided by the relevant legislations are as stated in the tables below.

TABLE 109: ANNUAL REPORT PROCESS PLAN

MONTH	ACTIVITIES	
July	4th Quarterly Report (Previous Year)	
August	MAPR & AFS to AG	
September		
October	1st Quarterly Report	
November	AG Audit Report	
December		
January	Mayor AR to Council	2nd Quarterly Report
February		
March	Oversight Report	
April	Publicise AR Submit AR to Provincial Legislature	3rd Quarterly Report
May		
June		

9.7.1 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) was submitted together with the annual financial statement (AFS) to Auditor General. The Annual Report in the process of being approved by Council.

Once approved by Council on 23 March 2009¹⁵, the following will be undertaken:

- Advertising the document for public comments for 21 days;
- The draft oversight report will then be prepared taking into account the anticipated public comments;
- Resubmission of document to Council for approval without reservations.

9.7.2 2008/9 ANNUAL REPORT

The preparation of this report will commence in November 2009. The preparation and approved process will be as per the annual report process plan table above.

9.8 CUSTOMER SATISFACTION SURVEY

A critical element of performance management systems is the survey of perceptions of customers (the community) serviced by the municipality.

Chapter 6, section 42 of the MSA 2000 stipulates that “*a municipality must in terms of Chapter 4 of the said act, involve the local community in the development; implementation and review of the municipality’s performance management system and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality*”. Chapter 4, Section 16 (1) of the said act highlights the significance of developing a culture of community participation in the municipal affairs.

Some of the benefits of the survey are as follows:

- *It would assist the municipality in determining the level of community satisfaction with services delivered by the District Municipality.*
- *It would assist the municipality to identify or confirm gaps in service delivery.*
- *It is also one of the tools that assist decision making in relation to forward planning.*

The questionnaire of the survey is divided into 7 sections as follows:

- Section A: Looks at the situation of the household. This section will give us information in terms of poverty levels in the district
- Section B: Focuses on the services and programmes provided by Amajuba DM either on its own or in partnership with other role players
- Section C: Illustrates the perception of households on their interaction with government departments which in their own right provide services or

¹⁵ EXCO have not sat since October 2008 making approval of documents difficult.

- programmes to communities
- Section D: Illustrates how households perceive the departments of Amajuba DM
- Section E: Provides households perceptions about the 3 local municipalities in our district as well as about the district entity which is a WSA
- Section F: Deals with issues of involvement of households in public participation meetings and whether information communicated via different media does reach them
- Section G: Allows interviewee to give general comments

The municipality intends to conduct this kind of survey on an annually basis. In the 2006/07 financial year, the ADM conducted the first customer satisfaction survey, within its local municipalities, which aimed at assessing the level of community satisfaction. The study was conducted during the IDP, PMS and Budget road shows. In 2007/2008, the municipality again conducted the survey and the municipality will do so again this year. Findings received will be compared to the previous years findings and comprehensive analysis will be performed.

9.9 IMPLEMENTATION OF BATHO PELE

In 2008/09 Amajuba District Municipality embarked on implementing the eleven KZN Batho Pele principles in order to ensure effective, efficient and economic service delivery. The municipality is currently preparing the 2009/10 Service Delivery Improvement Plan as a mechanism for assuring the implementation of the Batho Pele principles.

Batho Pele principles are as follows:

- **CONSULTATION:** Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered. In terms of consultation, Amajuba DM conducts Public Participation roadshows on an annual basis.
- **SETTING SERVICE STANDARDS:** Citizens should be told what level and quality of public services they would receive so that they know what to expect. There exists an SDBIP, which illustrates municipality's objectives, outputs and targets to be achieved as per IDP.
- **INCREASING ACCESS:** All citizens should have equal access to the services to which they are entitled. There exists the KwaMdakane Thusong Service Centre where services are integrated in one centre.
- **ENSURING COURTESY AND ETHICS:** Citizens should be treated with courtesy and consideration.
- **PROVIDING INFORMATION:** Citizens should be given full, accurate information about the public services they are entitled to receive.
- **OPENNESS AND TRANSPARENCY:** Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.
- **REDRESS/DEALING WITH COMPLAINTS:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints

are made, citizens should receive a sympathetic, positive response.

- **BEST VALUE FOR MONEY:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money.
- **ENCOURAGING INNOVATION AND REWARDING EXCELLENCE:** National and Provincial departments must ensure that an environment conducive to the delivery of services is created to enhance their staff's capacity to deliver good services.'
- **LEADERSHIP AND STRATEGIC DIRECTION:** Good leadership is one of the most critical ingredients for successful organisations. Those who do well in serving their customers usually have leaders who lead by example, who set the vision and ensure that the strategy for achieving the vision and mission is owned by all and properly deployed throughout the organisation.
- **SERVICE DELIVERY IMPACT:** This principle calls for a holistic approach to the implementation of Batho Pele. It is all about demonstrating to what extent through the sum total of all their Batho Pele initiatives organisations are achieving the aims of Batho Pele.

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 110: 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	
Environmental Management Plan Review	Currently being prepared	
Integrated Waste Management Plan	Complete	
Integrated Waste Management Plan Review	Currently being prepared	
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 *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 an 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 officials 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

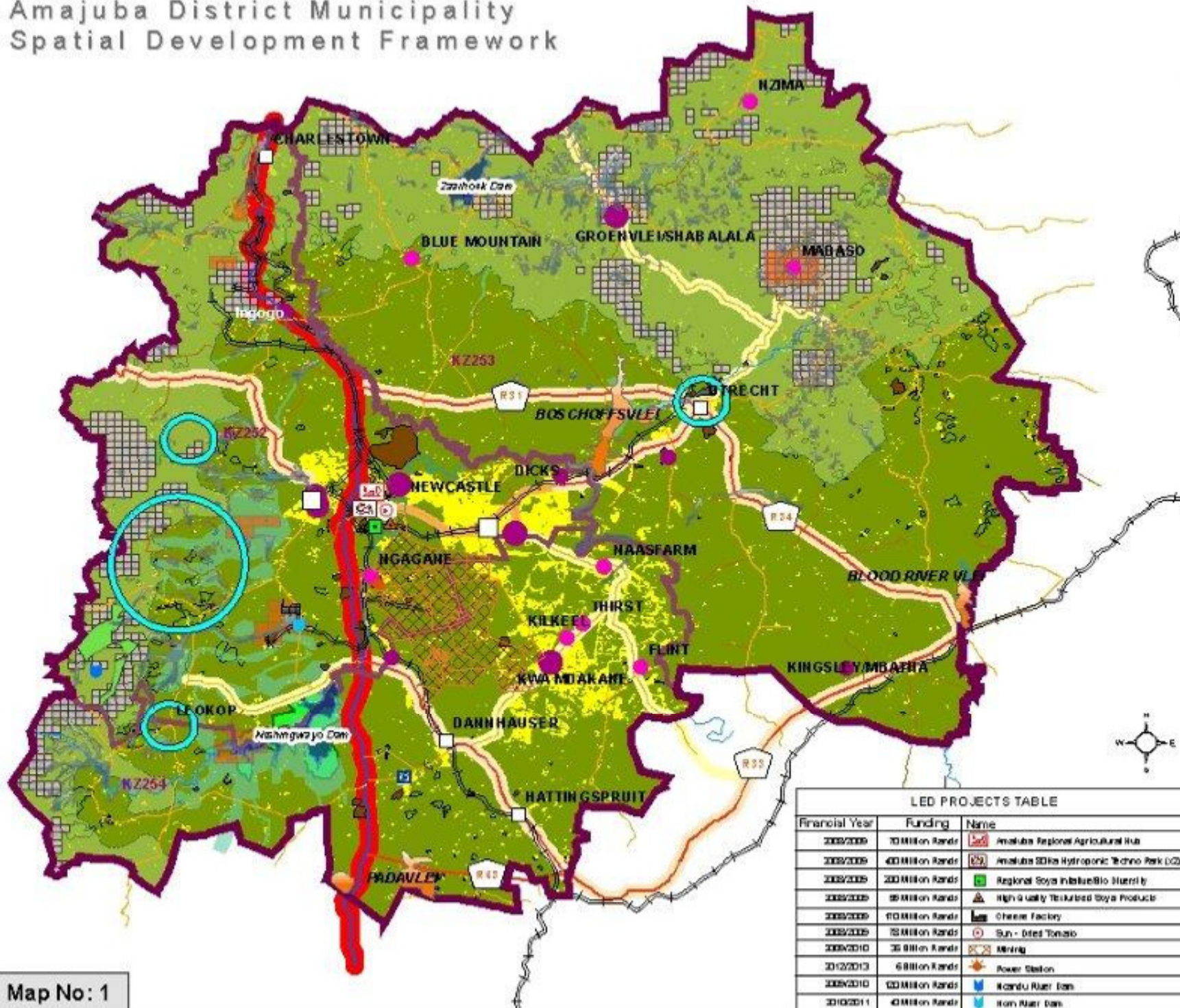
The key objectives of this plan are as follows:

- 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

Amajuba District Municipality Spatial Development Framework



Legend

Information

- Amajuba
- Local Municipalities
- Main Rivers
- Dams
- Tourism Nodes
- National Routes
- Major Arterial Routes
- Provincial Roads
- District Roads

Settlement Hierarchy

- District Centre
- Towns
- Service Hubs
- Service Satellites
- Service Sub Satellites

Land Use Categories

- Density Polygons
- Mines and Quarries
- Indigenous Forests
- Forest Plantations
- Agriculture
- Conservation

Key Intervention Areas

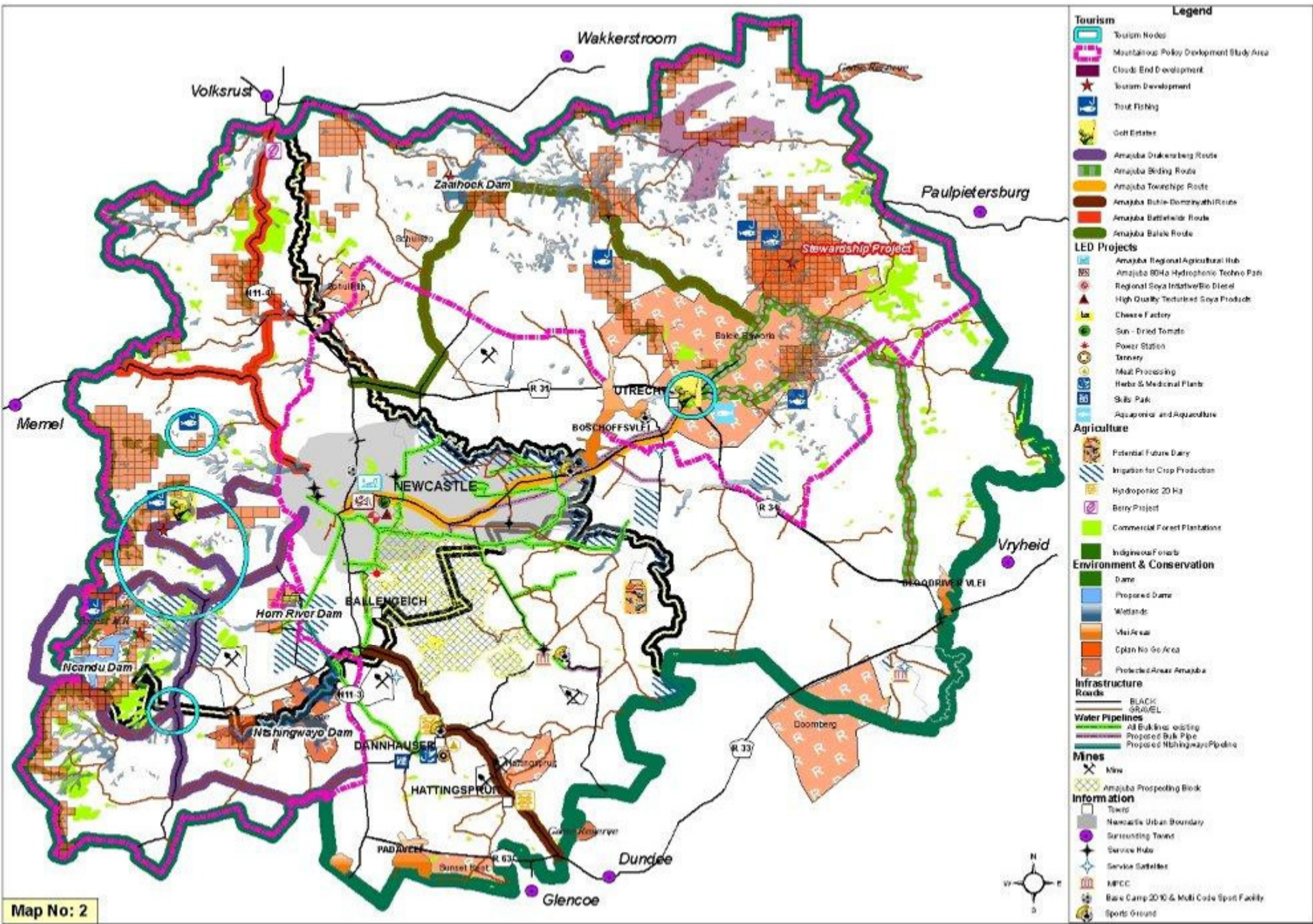
- Vlei Areas
- Wetlands
- Environmentally Sensitive Areas
- Kzn_Wildlife_cplan (1 Totally Irreplaceability)
- Ekangala cplan (1 Totally Irreplaceability)
- Zone Mtn Escarpment
- Zone Conservation

Movement Hierarchy

- Primary Corridor
- Secondary Corridor
- Tertiary Corridor
- Mixed Activity Corridor

LED PROJECTS TABLE

Financial Year	Funding	Name
2009/2009	70 Million Rands	Amajuba Regional Agricultural Hub
2009/2009	400 Million Rands	Amajuba SOE's Hydroponic Techno Park L2D
2009/2009	200 Million Rands	Regional Soya Intellectual Hub 1
2009/2009	25 Million Rands	High quality Textured Soya Products
2009/2009	10 Million Rands	Cheese Factory
2009/2009	75 Million Rands	Sun - Dried Tomato
2009/2010	35 Billion Rands	Mining
2012/2013	6 Billion Rands	Power Station
2009/2010	100 Million Rands	Kondeu River Dam
2010/2011	40 Million Rands	Iron River Dam

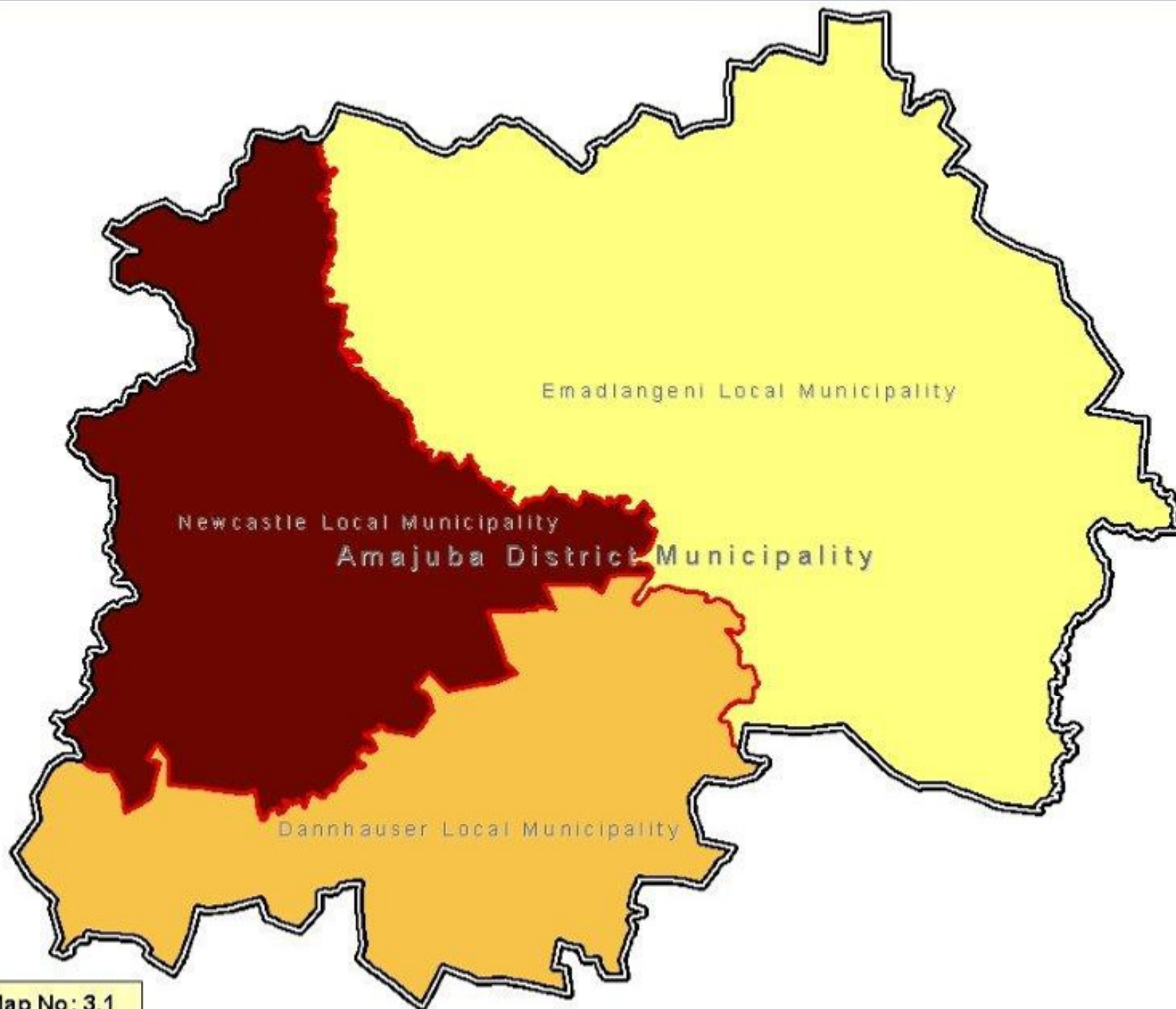


Map No: 2

Legend	
	Tourism Nodes
	Mountainous Policy Development Study Area
	Clouds End Development
	Tourism Development
	Trout Fishing
	Gold Estates
	Amajuba Drakenberg Route
	Amajuba Biding Route
	Amajuba Townships Route
	Amajuba Botie-Dominyathi Route
	Amajuba Battleheide Route
	Amajuba Balak Route
LED Projects	
	Amajuba Regional Agricultural Hub
	Amajuba 80Ha Hydroponic Techno Park
	Regional Soya Initiative/Bio Diesel
	High Quality Textured Soya Products
	Cheese Factory
	Sun - Dried Tomato
	Power Station
	Tannery
	Meat Processing
	Herbs & Medicinal Plants
	Skiis Park
	Aquaponic and Aquaculture
Agriculture	
	Potential Future Dairy
	Irrigation for Crop Production
	Hydroponic 20 Ha
	Berry Project
	Commercial Forest Plantations
	Indigenous Forest
Environment & Conservation	
	Dam
	Proposed Dam
	Wetlands
	Mal Area
	Optim No Go Area
	Protected Areas Amajuba
Infrastructure	
	Roads
	GRAVEL
Water Pipelines	
	All Bulklines existing
	Proposed Bulk Pipe
	Proposed Nthingwayo Pipelines
Mines	
	Mine
	Amajuba Prospecting Block
Information	
	Towns
	Newcastle Urban Boundary
	Surrounding Towns
	Service Hubs
	Service Centres
	MPCC
	Base Camp 2010 & Multi Code Sport Facility
	Sports Ground

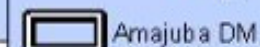


Access to Piped Water for Household Weighted - Amajuba DM



Map No: 3.1

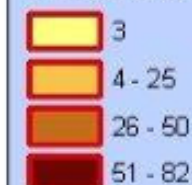
Legend



Amajuba DM

Access to Piped Water LMs

PERCENTAGE



Notes:

Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN



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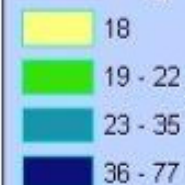


Access to Energy for cooking for Household Weighted - Amajuba DM

Legend

 Amajuba DM

Energy for Cooking LMs Percentages



Notes:

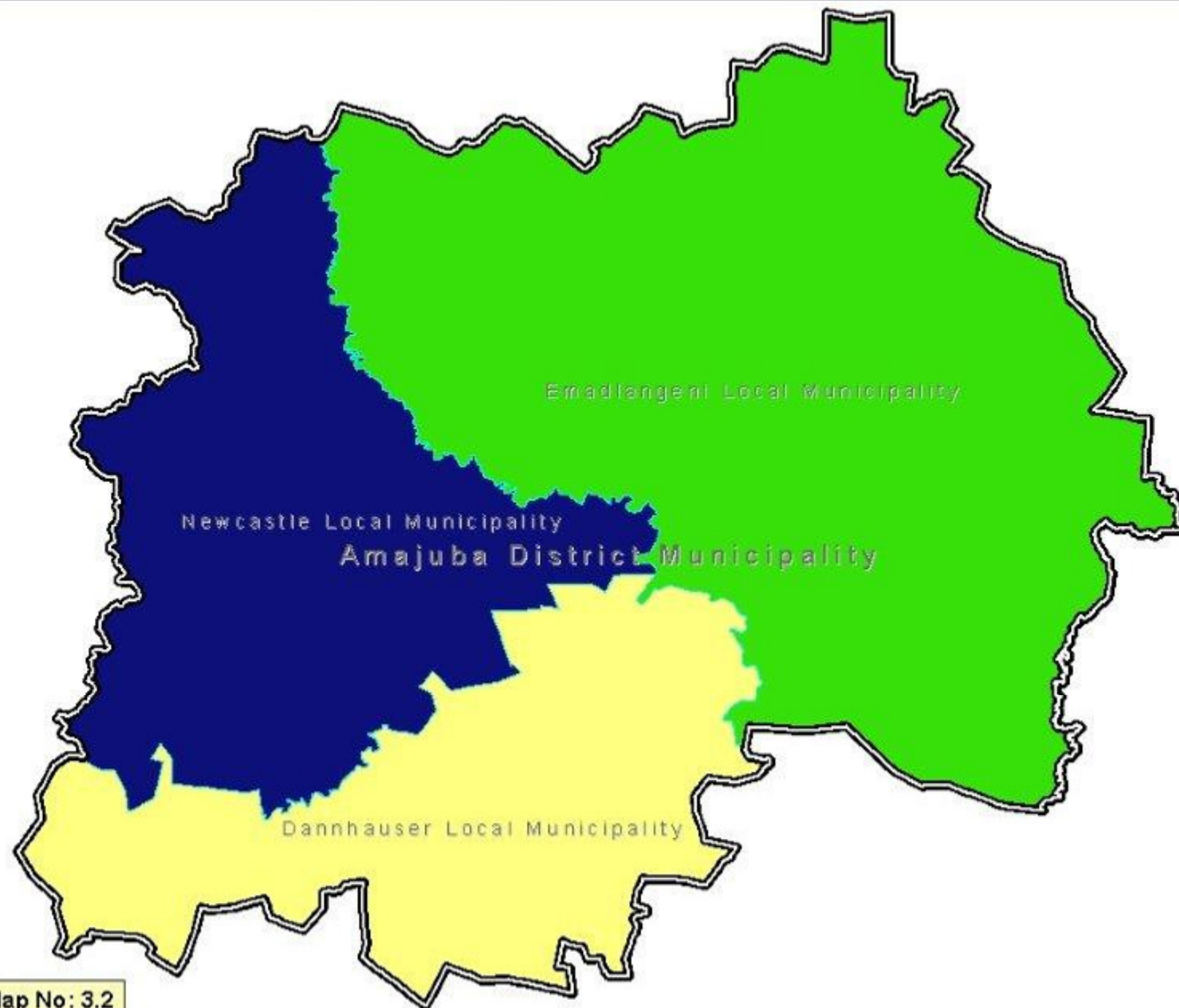
Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN




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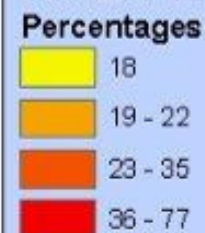


Access to Energy for Heating for Household Weighted - Amajuba DM

Legend

 Amajuba DM

Energy for Heating LMs Percentages



Notes:

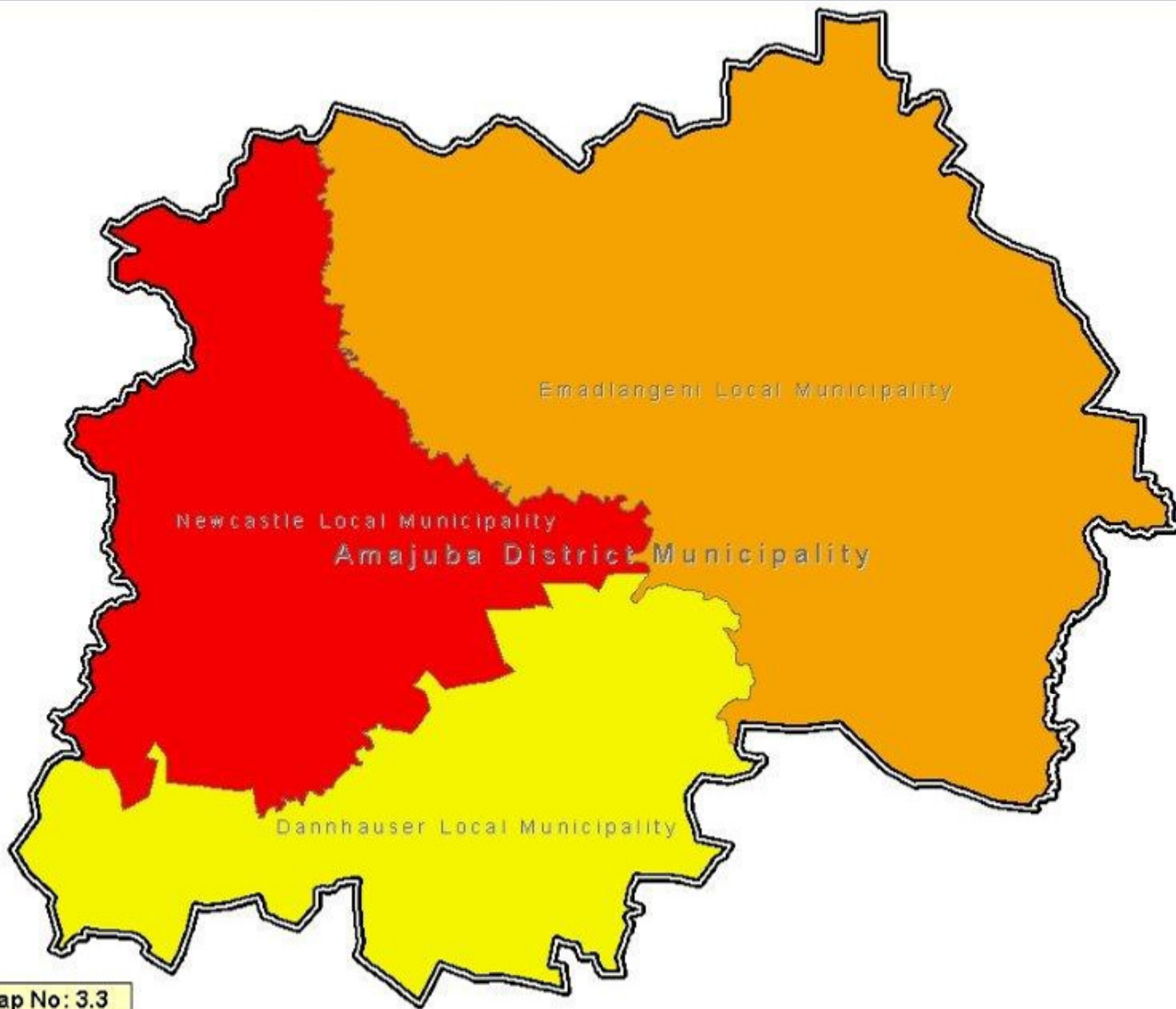
Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN




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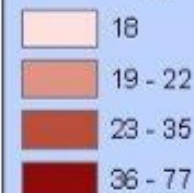


Access to Energy for Lighting for Household Weighted - Amajuba DM

Legend

 Amajuba DM

Energy for Lighting LMs Percentages



Notes:

Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN



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Emadlangeni Local Municipality


Newcastle Local Municipality

Amajuba District Municipality


Dannhauser Local Municipality


Flush Toilets for Household Weighted - Amajuba DM

Legend

 Amajuba DM

Flush Toilets LMs Percentages

 5

 6 - 44

 45 - 91

Notes:

Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN



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Emadlangeni Local Municipality


Newcastle Local Municipality

Amajuba District Municipality


Dannhauser Local Municipality


Refuse Removal for Household Weighted - Amajuba DM

Legend

 Amajuba DM

Refuse Removal LMs Percentages

 18

 19 - 22

 23 - 36

 36 - 77

Notes:

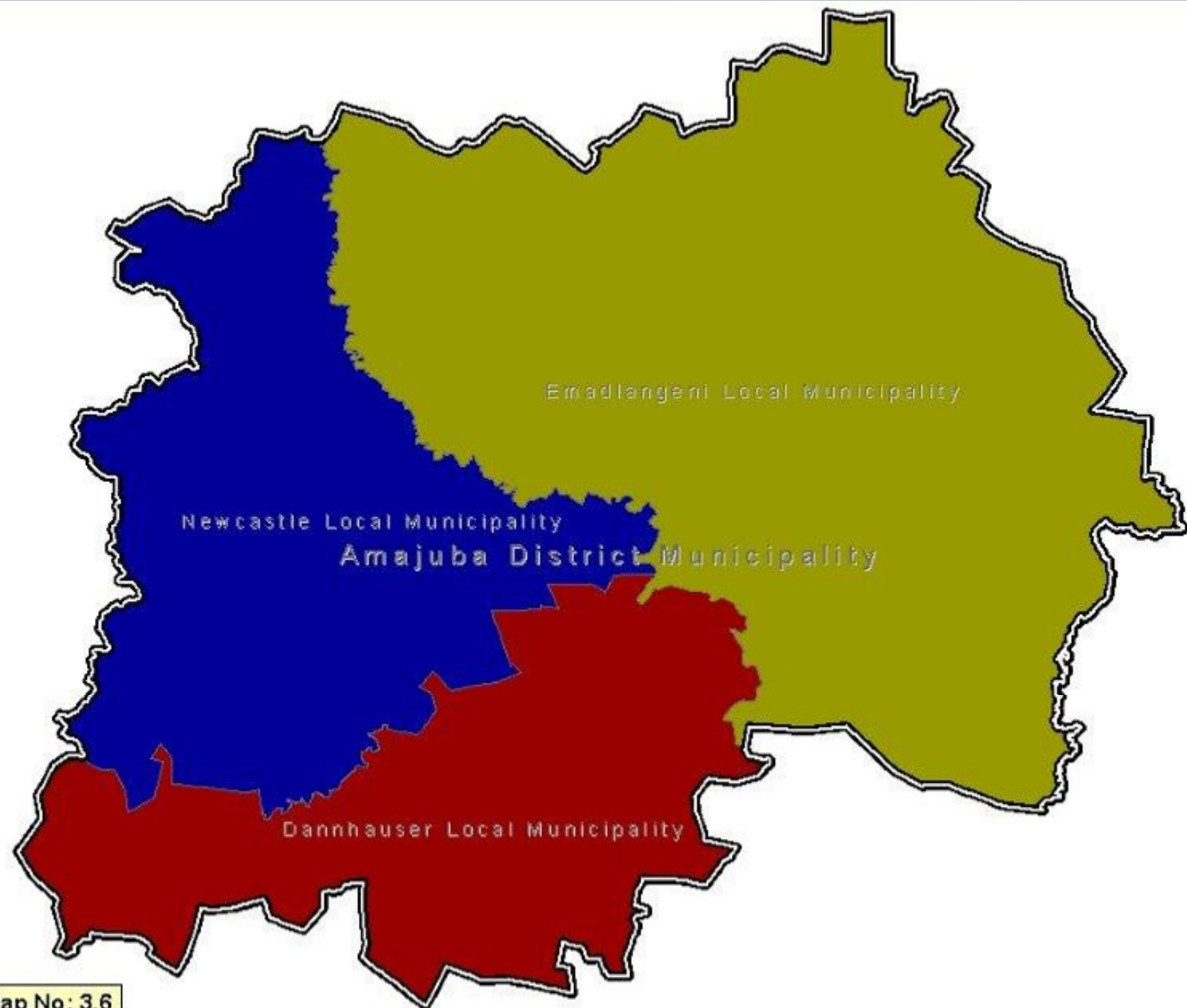
Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN



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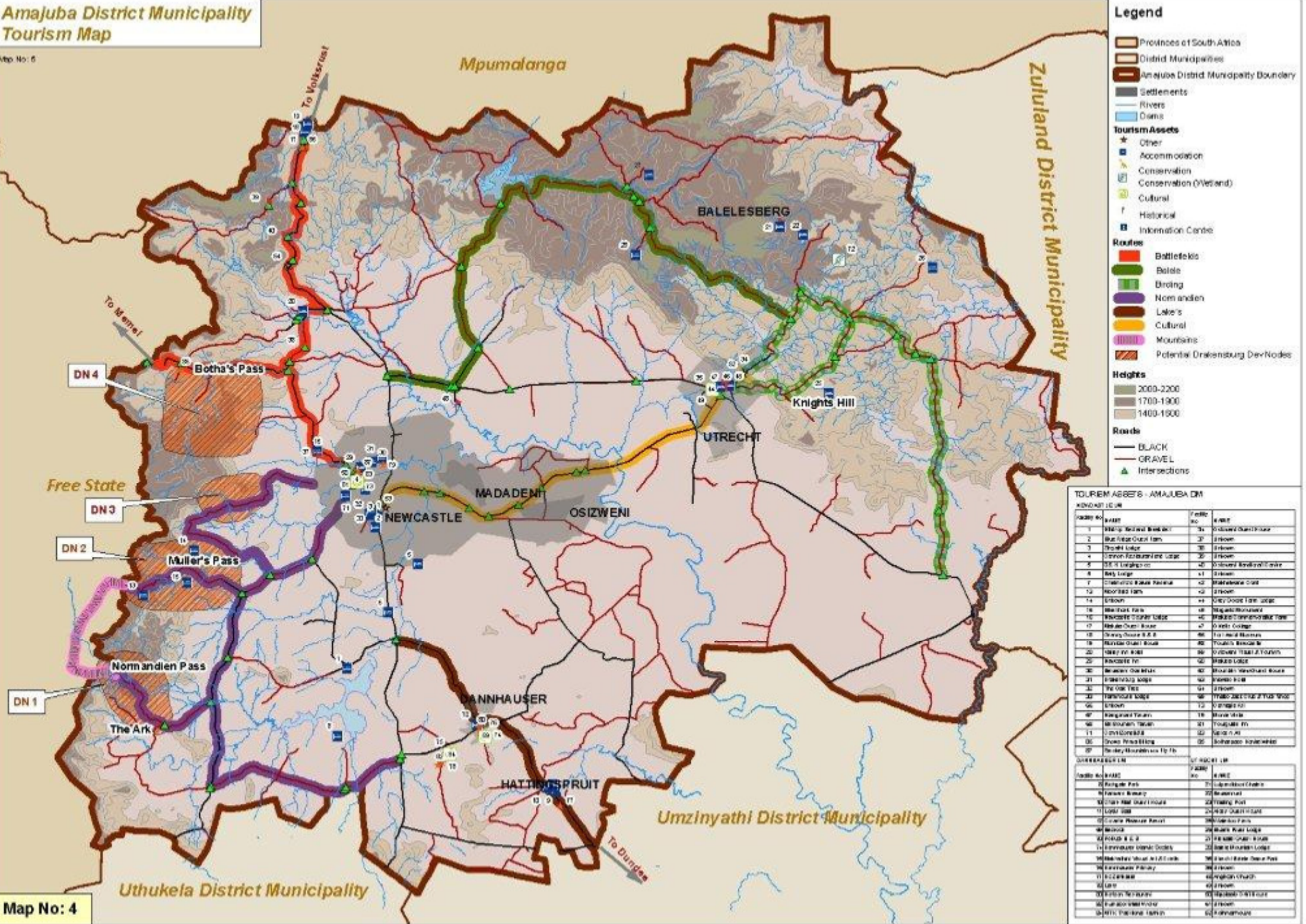
While every effort has been taken to verify information displayed on this map, Amajuba DM takes no responsibility for the correctness, accuracy and completeness of the information shown and will not be liable for any damages or loss incurred by using the information contained here for whatsoever purposes.



Amajuba District Municipality Tourism Map

Map No: 6

Map No: 4



Legend

- Provinces of South Africa
- District Municipalities
- Amajuba District Municipality Boundary
- Settlements
- Rivers
- Dams

Tourism Assets

- Other
- Accommodation
- Conservation
- Conservation (Overland)
- Cultural
- Historical
- Information Centre

Routes

- Battlefields
- Battle
- Brong
- Normandien
- Lake's
- Cultural
- Mounbains
- Potential Drakensburg DevNodes

Heights

- 2000-2200
- 1700-1900
- 1400-1900

Roads

- BLACK
- GRAVEL
- Intersections

TOURISM ASSETS - AMAJUBA DM

Asset No	Name	Type	Asset No	Name	Type
1	Botha's Pass	Historical	31	Knights Hill	Accommodation
2	Botha's Pass	Historical	32	Knights Hill	Accommodation
3	Botha's Pass	Historical	33	Knights Hill	Accommodation
4	Botha's Pass	Historical	34	Knights Hill	Accommodation
5	Botha's Pass	Historical	35	Knights Hill	Accommodation
6	Botha's Pass	Historical	36	Knights Hill	Accommodation
7	Botha's Pass	Historical	37	Knights Hill	Accommodation
8	Botha's Pass	Historical	38	Knights Hill	Accommodation
9	Botha's Pass	Historical	39	Knights Hill	Accommodation
10	Botha's Pass	Historical	40	Knights Hill	Accommodation
11	Botha's Pass	Historical	41	Knights Hill	Accommodation
12	Botha's Pass	Historical	42	Knights Hill	Accommodation
13	Botha's Pass	Historical	43	Knights Hill	Accommodation
14	Botha's Pass	Historical	44	Knights Hill	Accommodation
15	Botha's Pass	Historical	45	Knights Hill	Accommodation
16	Botha's Pass	Historical	46	Knights Hill	Accommodation
17	Botha's Pass	Historical	47	Knights Hill	Accommodation
18	Botha's Pass	Historical	48	Knights Hill	Accommodation
19	Botha's Pass	Historical	49	Knights Hill	Accommodation
20	Botha's Pass	Historical	50	Knights Hill	Accommodation
21	Botha's Pass	Historical	51	Knights Hill	Accommodation
22	Botha's Pass	Historical	52	Knights Hill	Accommodation
23	Botha's Pass	Historical	53	Knights Hill	Accommodation
24	Botha's Pass	Historical	54	Knights Hill	Accommodation
25	Botha's Pass	Historical	55	Knights Hill	Accommodation
26	Botha's Pass	Historical	56	Knights Hill	Accommodation
27	Botha's Pass	Historical	57	Knights Hill	Accommodation
28	Botha's Pass	Historical	58	Knights Hill	Accommodation
29	Botha's Pass	Historical	59	Knights Hill	Accommodation
30	Botha's Pass	Historical	60	Knights Hill	Accommodation
31	Botha's Pass	Historical	61	Knights Hill	Accommodation
32	Botha's Pass	Historical	62	Knights Hill	Accommodation
33	Botha's Pass	Historical	63	Knights Hill	Accommodation
34	Botha's Pass	Historical	64	Knights Hill	Accommodation
35	Botha's Pass	Historical	65	Knights Hill	Accommodation
36	Botha's Pass	Historical	66	Knights Hill	Accommodation
37	Botha's Pass	Historical	67	Knights Hill	Accommodation
38	Botha's Pass	Historical	68	Knights Hill	Accommodation
39	Botha's Pass	Historical	69	Knights Hill	Accommodation
40	Botha's Pass	Historical	70	Knights Hill	Accommodation
41	Botha's Pass	Historical	71	Knights Hill	Accommodation
42	Botha's Pass	Historical	72	Knights Hill	Accommodation
43	Botha's Pass	Historical	73	Knights Hill	Accommodation
44	Botha's Pass	Historical	74	Knights Hill	Accommodation
45	Botha's Pass	Historical	75	Knights Hill	Accommodation
46	Botha's Pass	Historical	76	Knights Hill	Accommodation
47	Botha's Pass	Historical	77	Knights Hill	Accommodation
48	Botha's Pass	Historical	78	Knights Hill	Accommodation
49	Botha's Pass	Historical	79	Knights Hill	Accommodation
50	Botha's Pass	Historical	80	Knights Hill	Accommodation
51	Botha's Pass	Historical	81	Knights Hill	Accommodation
52	Botha's Pass	Historical	82	Knights Hill	Accommodation
53	Botha's Pass	Historical	83	Knights Hill	Accommodation
54	Botha's Pass	Historical	84	Knights Hill	Accommodation
55	Botha's Pass	Historical	85	Knights Hill	Accommodation
56	Botha's Pass	Historical	86	Knights Hill	Accommodation
57	Botha's Pass	Historical	87	Knights Hill	Accommodation
58	Botha's Pass	Historical	88	Knights Hill	Accommodation
59	Botha's Pass	Historical	89	Knights Hill	Accommodation
60	Botha's Pass	Historical	90	Knights Hill	Accommodation
61	Botha's Pass	Historical	91	Knights Hill	Accommodation
62	Botha's Pass	Historical	92	Knights Hill	Accommodation
63	Botha's Pass	Historical	93	Knights Hill	Accommodation
64	Botha's Pass	Historical	94	Knights Hill	Accommodation
65	Botha's Pass	Historical	95	Knights Hill	Accommodation
66	Botha's Pass	Historical	96	Knights Hill	Accommodation
67	Botha's Pass	Historical	97	Knights Hill	Accommodation
68	Botha's Pass	Historical	98	Knights Hill	Accommodation
69	Botha's Pass	Historical	99	Knights Hill	Accommodation
70	Botha's Pass	Historical	100	Knights Hill	Accommodation

**Amajuba District Municipality
Current Economic Sectors**

Legend

-  Amajuba Boundary
-  Local Municipalities
-  Towns
-  Large Scale Industrial
-  Small Scale Industrial

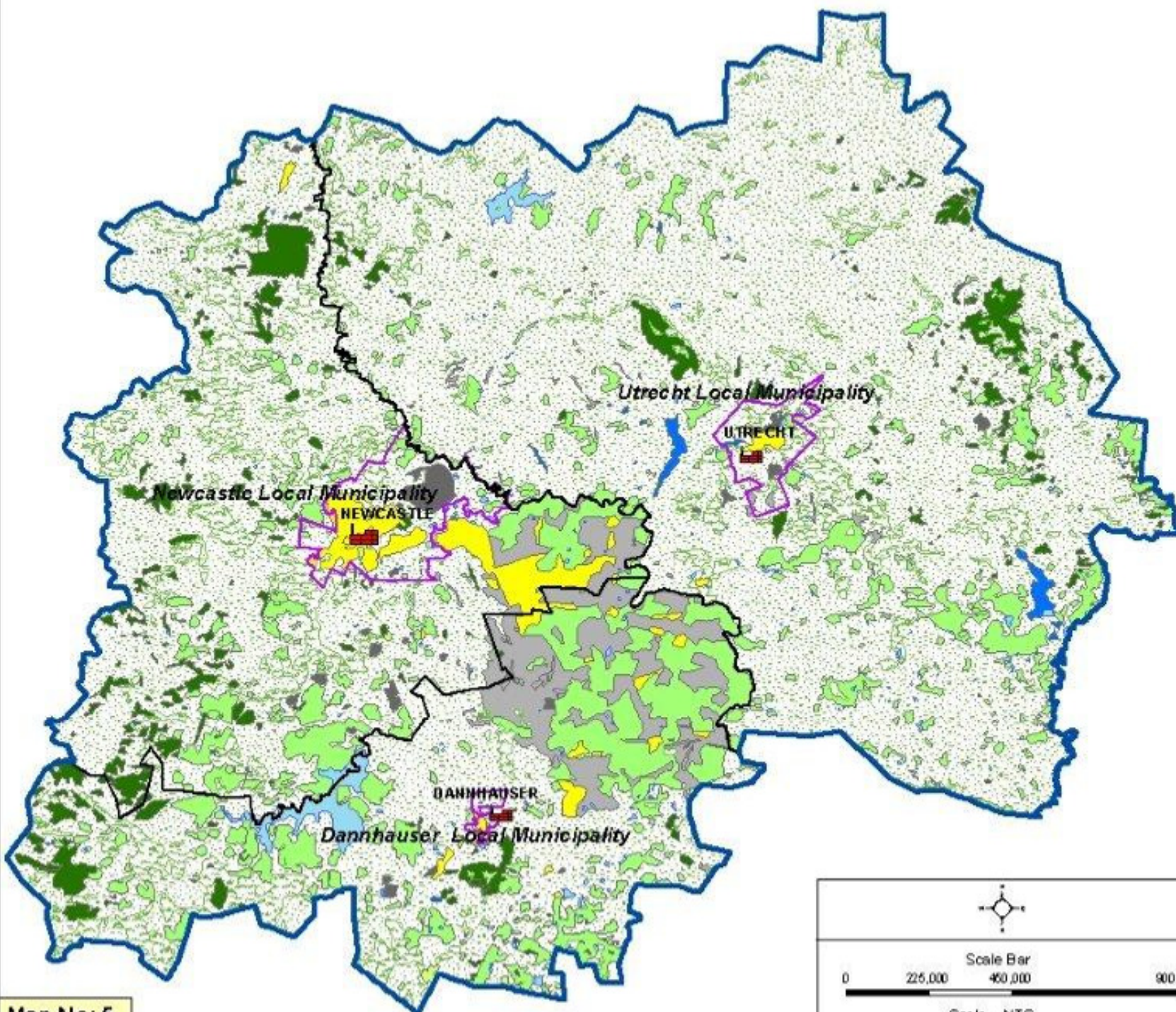
Land Cover Satellite

DESCRIPTION

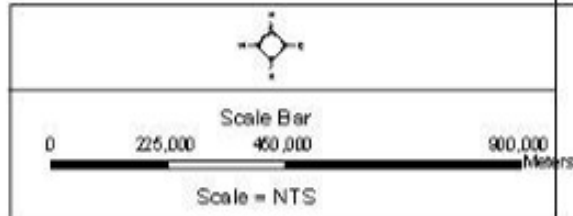
-  Barren rock
-  Cultivated temporary
-  Degraded: thicket & bushland (etc)
-  Forest
-  Improved grassland
-  Mines & quarries
-  Shrubland and low Fynbos
-  Unimproved grassland
-  Urban / built-up land: commercial
-  Waterbodies
-  Wetlands

Disclaimer
While every effort has been taken to ensure information displayed on this map, Amajuba takes no responsibility for the correctness, accuracy and completeness of the information shown, and will not be liable for any damages or loss caused by using the information contained here for whatsoever purposes.

Locality of DC25 within KZN



Map No: 5

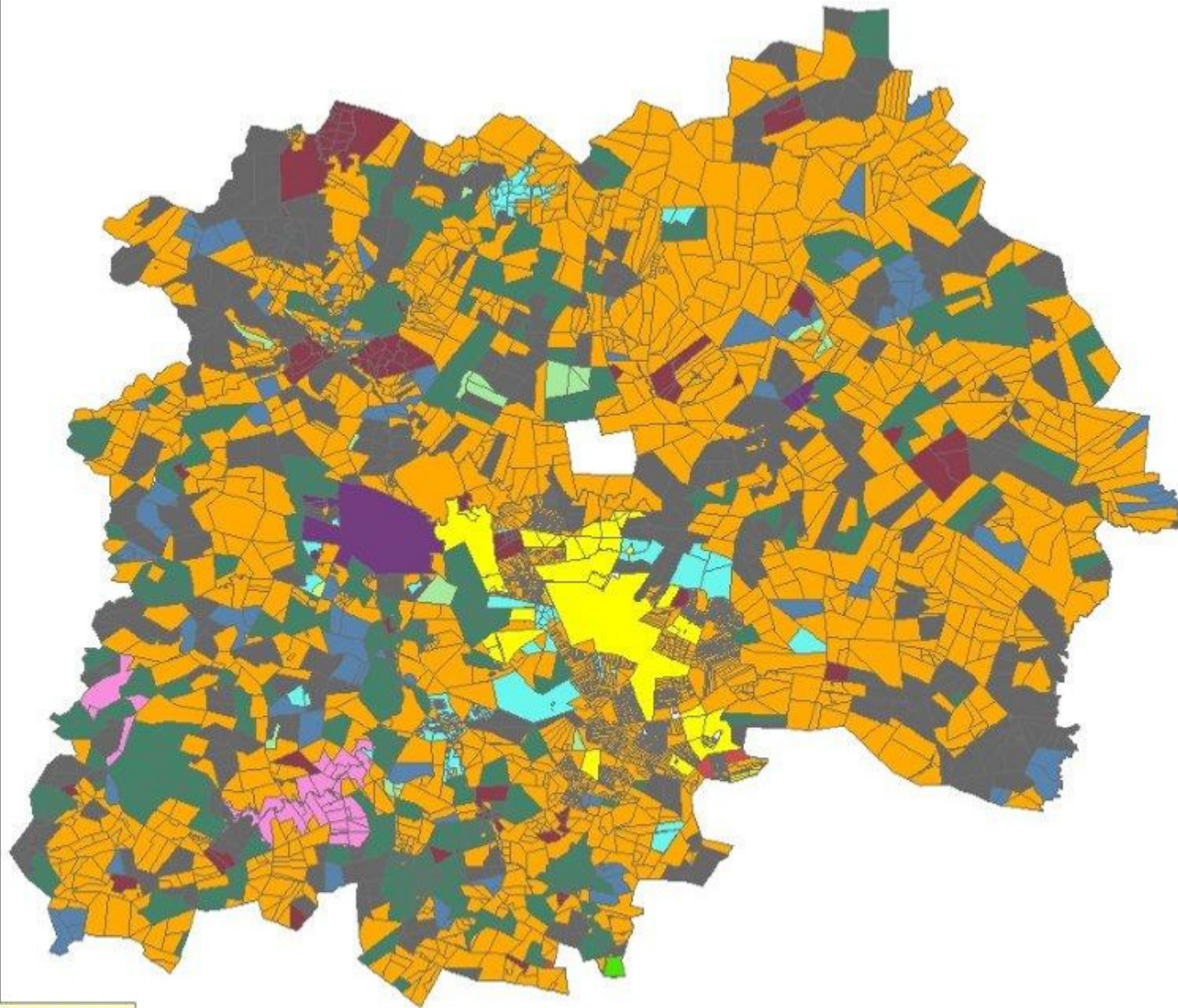


Amajuba District Municipality Ownership Classes

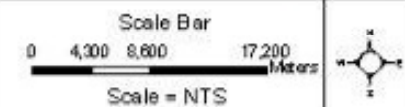
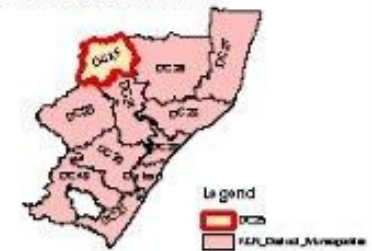
Legend

Ownership Classes

-  Association
-  Board
-  Church
-  Closed Corp
-  Conservation
-  Corporation
-  Ingonyama
-  Municipal
-  PTYLTD
-  Private
-  State Land
-  Transnet
-  Trust
-  Unknown



Locality of DC25 within KZN



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Map No: 6

Amajuba District Municipality Capital Projects




Legend

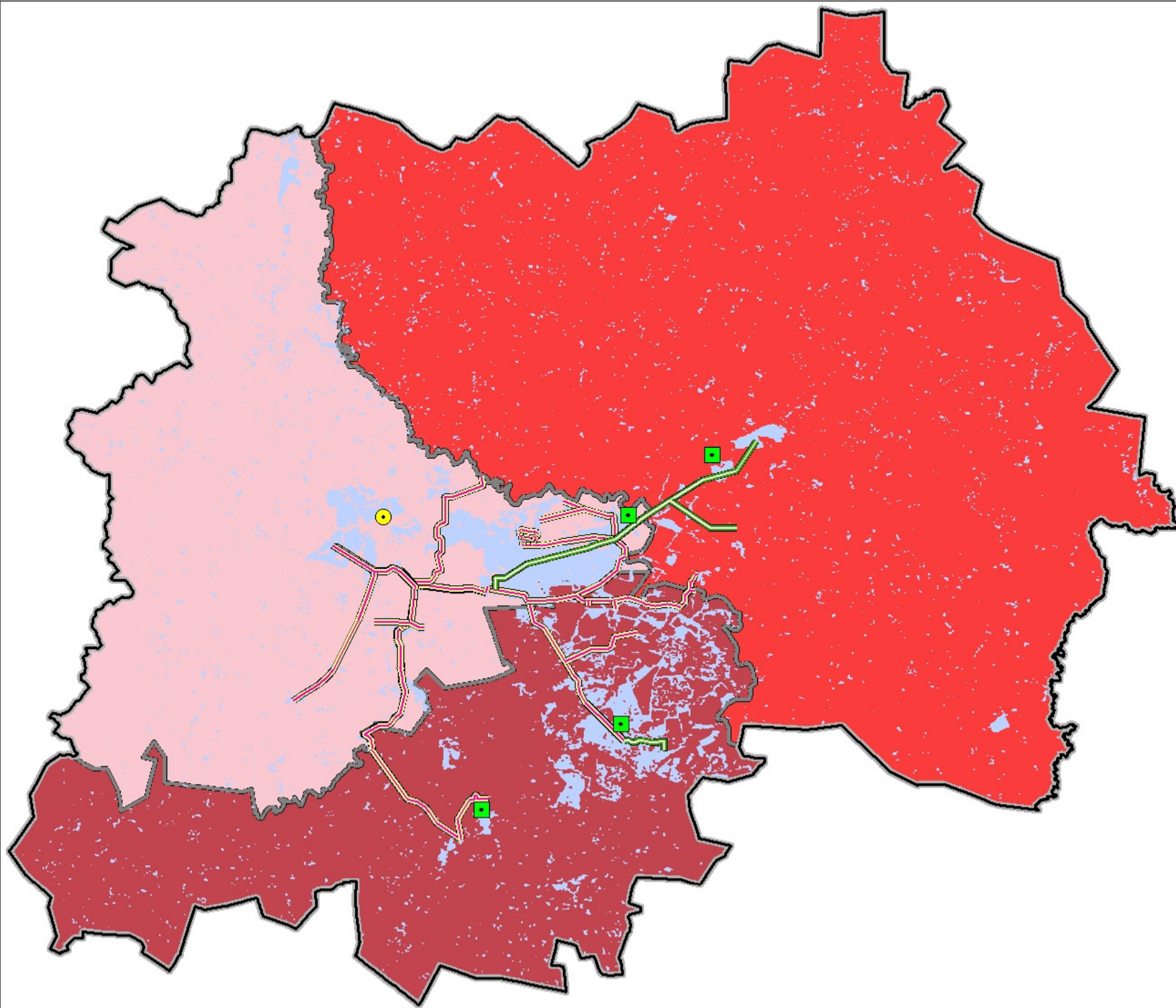
-  Amajuba
-  Density Polygons
-  Proposed Bulk Pipe

Amajuba Local Municipalities

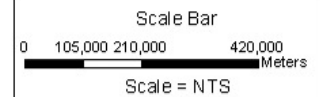
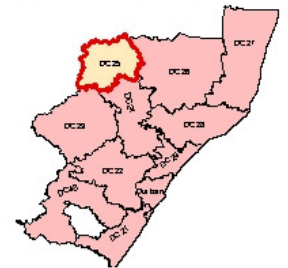
-  Dannhauser Local Municipality
-  Newcastle Local Municipality
-  Utrecht Local Municipality

Capital Projects

-  Existing Bulkline
-  Dannhauser Sports Ground
-  Proposed 2010 Training Facility



Locality of DC25 within KZN



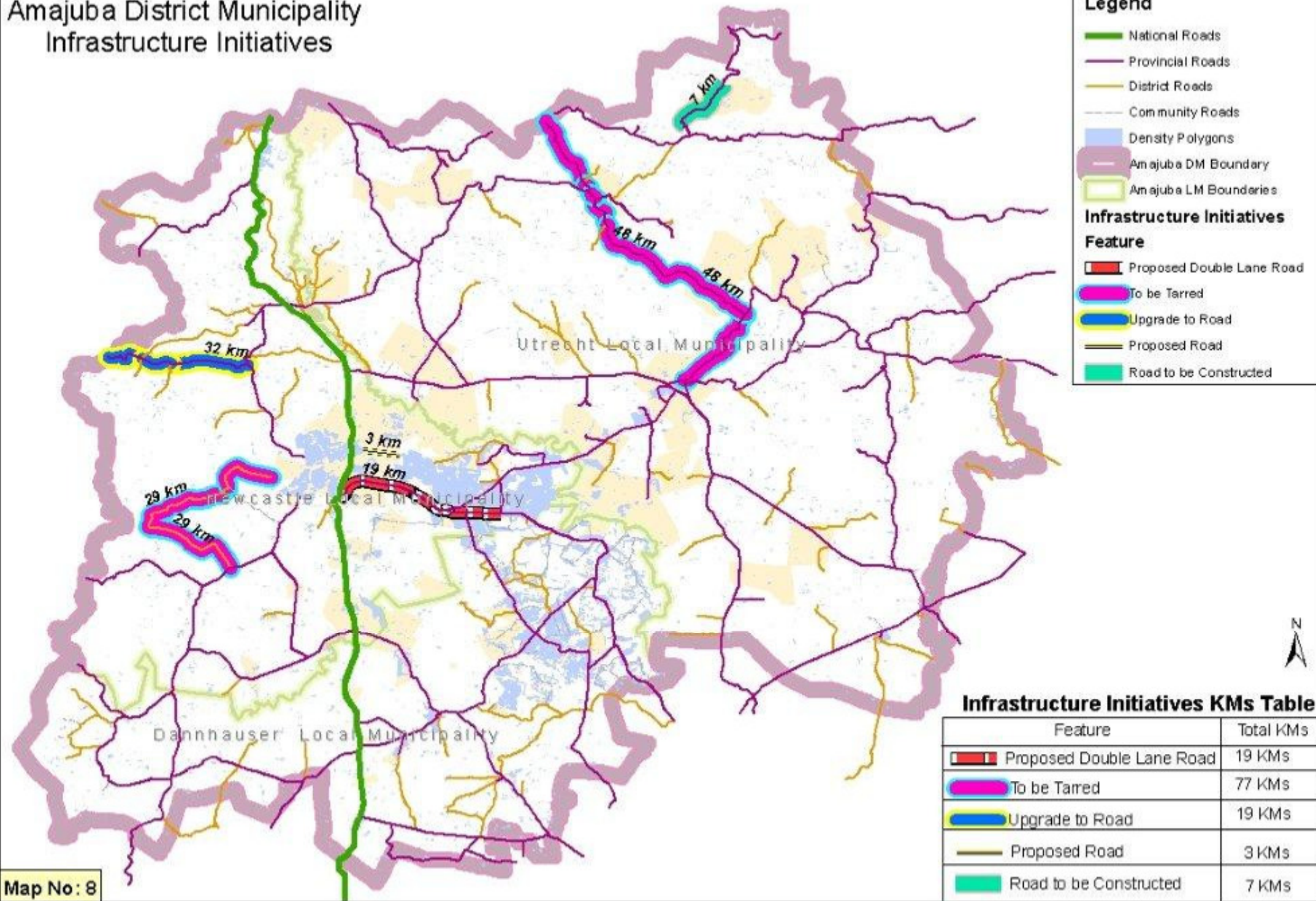
Contact Details

Tel: (034 329 7259)
Fax: (034 314 3785)
email: udivb@amajuba.gov.za
<http://www.amajuba.gov.za>

Private Bag 6615
Newcastle
2940



Amajuba District Municipality Infrastructure Initiatives



Legend

- National Roads
- Provincial Roads
- District Roads
- Community Roads
- Density Polygons
- Amajuba DM Boundary
- Amajuba LM Boundaries

Infrastructure Initiatives

Feature

- Proposed Double Lane Road
- To be Tarred
- Upgrade to Road
- Proposed Road
- Road to be Constructed

Infrastructure Initiatives KMs Table

Feature	Total KMs
Proposed Double Lane Road	19 KMs
To be Tarred	77 KMs
Upgrade to Road	19 KMs
Proposed Road	3 KMs
Road to be Constructed	7 KMs

AMAJUBA SPATIAL FRAMEWORK

2009/10 IDP REVIEW

SECTION A: INTRODUCTION

1.0 INTRODUCTION

1.1 BACKGROUND AND APPROACH

1.1.1 LOCATION

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 1 855 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.

1.1.2 BACKGROUND

The ADM's SDF has been reviewed annually since the first draft appeared in the 2001/2 financial year. The reviews ensure the following:

- The inclusion of new and relevant data;
- Alignment within the DM (ie. Between the DM and LM's);
- Alignment with surrounding DM's.

The SDF has been reviewed during the 2009/10 IDP Review to include, amongst others, the outcomes of the *Mountainous Areas Nodal Study* (Udidi, 2009), and the new data forthcoming from the STATSSA Neighbourhood Survey (2007).

1.2 STRUCTURE OF THE DOCUMENT

This document is based on the methodology used by the Msunduzi municipality and is structured as follows:

Part 1 comprises Sections A and B which are as follows:

Section A: This section outlines the purpose, function and fundamental principles guiding the preparation of the ADM's SDF.

Section B: This section outlines the following:

- The legislative context for the preparation of the SDF and outlines the potential impacts each policy or piece of legislation has.

- Existing plans and policies of the ADM and the LM's.
- The history and culture, the bio-physical environment, agriculture and the agricultural potential, biological characteristics, environmental conservation, human settlement, public services and physical infrastructure, and the economic environment of the ADM.

Part 2 comprises Sections C, D and E as follows:

- Section C:** This section consolidates the issues raised in Section B.
- Section D:** This section provides a guidance framework for the ADM. It aligns the ADM's vision and goals with the SDF, and outlines a toolbox of concepts.
- Section E:** This section, together with the SDF map, provides a graphic generation of the ADM's development concept and outlines the status quo as well as required actions for key land uses.

Part 3 and Section F provides an implementation framework for the SDF.

2.0 SPATIAL DEVELOPMENT FRAMEWORK

2.1 DEFINITION AND STATUS

There are two pieces of legislation that govern the formulation of Spatial Development Frameworks, namely:

- The Municipal Systems Act, Sections 26 and 35; and
- The Municipal Planning and Performance Management Regulations, Chapter 2 and Sections 3 and 4.

See **Annexure A** for a detailed description of the relevant sections of the legislation.

The SDF was reviewed as part of the 2009/10 IDP Review process.

2.2 PURPOSE OF THE SDF

The primary purpose for a SDF is to provide spatial reference for decisions regarding public investment in the medium to short term timeframes. The SDF is also used to inform:

- Private decisions on location, intensity of development and land use;
- Indicate the location of future physical development and the spatial implications of all IDP programmes; and
- Manage spatial change through integration.

2.3 SPECIFIC FUNCTIONS OF THE SDF

The DLG&TA (2004, p1) outlines the aims of a SDF as follows:

- *"To promote sustainable functional and integrated settlement patterns in order to:*
 - *Discourage low density urban sprawl;*
 - *Generate social and economic opportunities for people; and*
 - *Promote easy accessibility to those opportunities.*

- *To maximise resource efficiency; for example:*
 - *Ensure the protection of the available environmental resources within a municipality;*
 - *Protect productive land for agricultural purposes.*
- *To enhance the regional identity and unique character of a place.*
- *To ensure conformance with the neighbouring district's and provincial spatial development frameworks".*

2.4 FUNDAMENTAL PRINCIPLES OF THE SDF

The three fundamental spatial challenges facing most municipalities in South Africa are as follows:

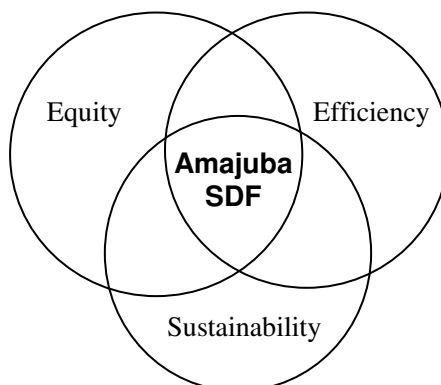
- Spatial Equity;
- Spatial Efficiency; and
- Spatial Sustainability.

Spatial Equity refers to the equal and fair access to land. It is also recognised that the playing field is not always level in the competition between competing land uses. Spatial equity should ensure that all potential users have the opportunity to use suitable land to address their basic needs. This should be in line with the principles of the Development Facilitation Act.

Spatial Efficiency refers to the most viable and economical means of achieving development within the limited spatial resources available. Spatial efficiency should result in greater coordination as well as the resolution of conflicts between competing activities. This should all be done while strengthening market access and opening development opportunities essential to economic growth.

Spatial Sustainability refers to the finding of a balance between the equally important elements of economic, environmental and social development. As such, a development in any one of these three sectors should take cognisance of the potential impacts on the other two sectors.

FIGURE 1: Key Elements of the Amajuba SDF



2.5 ELEMENTS OF THE SDF

The primary challenge of any SDF is to ensure the balance between Equity, Efficiency and Sustainability. Key components of these three elements that will be addressed through the SDF are summarised below:

TABLE 1: Key Efficiency, Sustainability and Equity Issues for the SDF

EFFICIENCY	SUSTAINABILITY	EQUITY
<ul style="list-style-type: none"> a) Infill planning resulting in more cost effective service delivery. b) The maintenance, upgrading or provision of key distribution routes. c) The promotion of sufficient market thresholds through the stimulation of economic districts and nodes. d) Ensuring more cost effective developments by planning bulk services around capacities. e) Where possible and sustainable, the promotion of economic opportunities close to residential areas. 	<ul style="list-style-type: none"> a) Service standards to be planned around environmental and economic affordability. b) Counteracting urban sprawl and spatial fragmentation. c) Focusing on maintaining and conserving infrastructure as opposed to its replacement. d) Improved land management measures to control potential conflicts. e) Planning should encourage sustainable utilisation of resources as opposed to the exclusion of use. 	<ul style="list-style-type: none"> a) Provision, upgrading and maintenance of key distribution routes. b) Promotion of economic activities in closer proximity to the unemployed. c) Cluster social and community facilities at more accessible points. d) Promotion of private sector investment in the disadvantaged areas. e) Spatial focus of resources to redress inequalities in quality of life and service standards.

(Source: Newcastle, 2006)

SECTION B: SOCIAL, ECONOMIC AND BIO-PHYSICAL ENVIRONMENTAL SCAN AND STRATEGIC ANALYSIS

3.0 PLANNING CONTEXT AND APPROACH

3.1 LEGISLATION AND POLICY

3.1.1 SOUTH AFRICAN CONSTITUTION AND PRINCIPLES OF SUSTAINABLE DEVELOPMENT

Chapter 7 of the Constitution deals with *local government* and section 152 deals with the *objectives of local government*. It indicates that these objectives are:

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

3.1.2 MUNICIPAL SYSTEMS ACT

Section 23 (1) of the act indicates that a municipality must undertake developmentally- orientated planning and Section 24 (1) indicates that planning undertaken by the municipality must be aligned with and compliment plans of other municipalities and organs of state.

Section 26 of the Act indicates that a core component of an IDP is a SDF which must include the provision of basic guidelines for a land use management system for the municipality.

Section 35 of the Act also indicates that a SDF contained in an IDP prevails over a plan as identified in Section 1 of the Physical Planning Act (No. 125 of 1991).

Regulation promulgated in terms of the act outline the following requirements for a SDF:

“A spatial development framework reflected in a municipality’s integrated development plan must:

- a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);*
- b) set out objectives that reflect the desired spatial form of the municipality;*

- c) *contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-*
- i) *indicate desired patterns of land use within the municipality;*
 - ii) *address the spatial reconstruction of the municipality; and*
 - iii) *provide strategic guidance in respect of the location and nature of development within the municipality.*
- d) *Set out basic guidelines for a land use management system in the municipality;*
- e) *Set out a capital investment framework for the municipality's development programmes;*
- f) *Contain a strategic assessment of the environmental impact of the spatial development framework;*
- g) *Identify programmes and projects for the development of land within the municipality;*
- h) *Be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and*
- i) *provide a visual representation of the desired spatial form of the municipality, which representation-*
- i) *must indicate where public and private land development and investment should take place;*
 - ii) *must indicate desired or undesired utilisation of space in a particular area;*
 - iii) *may delineate the urban edge;*
 - iv) *must identify areas where strategic intervention is required; and*
 - v) *must indicate areas where priority spending is require.*

3.1.3 THE DEVELOPMENT FACILITATION ACT

Chapter 1 of the Act outlines key principles that apply to the development of all land. There are several principles, however, that apply directly to the content and formulation of a SDF, which are outlined below:

- a) *Policies, administrative practice and law should:*
- i) *Provide for urban and rural land development;*
 - ii) *Facilitate the development of formal and informal, existing and new settlement;*
 - iii) *Discourage the illegal occupation of land, with due recognition of informal land development processes;*
 - iv) *Promote speedy land development;*
 - v) *Promote efficient and integrated land development in that they:*
 - *Promote the integration of the social, economic, institutional, and physical aspects of land development;*
 - *Promote integrated land development in rural and urban areas in support of each other;*

- *Promote the availability of residential and employment opportunities in close proximity to or integrated with each other;*
 - *Optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;*
 - *Promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;*
 - *Discourage the phenomenon of “urban sprawl” in urban areas and contribute to the development of more compact towns and cities;*
 - *Contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and*
 - *Encourage environmentally sustainable land development practices and processes.*
- b) *Members of communities affected by land development should actively participate in the process of land development.*
- c) *The skills and capacities of disadvantaged persons involved in land development should be developed.*
- d) *Policy, administrative practice and laws should promote sustainable land development at the required scale in that they should-*
- i) *Promote land development which is within the fiscal, institutional and administrative means of the Republic;*
 - ii) *Promote the establishment of viable communities;*
 - iii) *Promote sustained protection of the environment;*
 - iv) *Meet the basic needs of all citizens in an affordable way; and*
 - v) *Ensure the safe utilisation of land by taking into consideration factors such as geological formations and hazardous undermined areas.*
- e) *Each proposed land development areas should be judged on its own merits and no particular use of land, such as residential, commercial, conservational, industrial, community facility, mining, agricultural or public use, should in advance or in general be regarded as being less important or desirable than any other use of land;*
- f) *Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading of existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for land or homes occupied by them to be utilised for other purposes, their interests in such land or homes occupied by them to be utilised for other purposes, their interests in such land or homes should be reasonable accommodated in some other manner.*
- g) *A competent authority at national, provincial and local government level should coordinate the interests of various sectors involved in or affected by land development so as to minimise conflicting demands on scarce resources.*

- h) Policy, administrative practice and laws relating to land development should stimulate the effective functioning of a land development market based on open competition between suppliers of goods and services.*

3.1.4 THE PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

(i) INTRODUCTION

The PSEDS 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 relating to poverty, Newcastle has the third highest levels 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:

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).

TOURISM

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

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.

SERVICES

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

(vi) NATIONAL ENVIRONMENTAL MANAGEMENT ACT

The National Environmental Management Act (No. 27 of 1998) was drawn up to provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.

Section 28 of the Act that falls within Chapter 7 – Compliance, Enforcement and Protection can be related to future developments. Part 1 of the Chapter focuses on environmental hazards and Section 28 relates to the duty care and redemption of environmental damage. Section 28 provides that every person who causes, has caused, or may cause, significant pollution or degradation of the environment, must take reasonable measures to prevent such pollution or degradation from occurring, continuing or reoccurring or, insofar as such harm to the environment is authorised by law or cannot reasonably be avoided or stopped, to minimise and rectify such pollution or degradation of the environment.

(vii) ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA

ASGI-SA is a project driven by the Deputy President Phumizile Mlambo-Ngcuka which attempts to factor in the Second Economy in development initiatives, particularly the 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 the empowerment of the poor and mainstreaming them into the mainstream economy.

The programme's goal is the creation of small enterprise jobs in the Second Economy with a focus on the creation of 1 million jobs over a period of five years. ASGI-SA sets out the following principles and broad national goals:

- Accelerated growth in the economy to more than 4.5% in the period 2009, and more than 6% from 2010 to 2014.
- Ensure that social security reaches all who are eligible.
- Reduce the gap between the first and second economies, and halve poverty and unemployment by 2014.

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

The KZN provincial government committed itself to the policy and objectives of ASGI-SA. In 2005, it launched the Economic Growth and Development Strategy which is aimed at transforming the structure of the provincial economy. The strategy is built on four fundamental principles. These are:

- Principle 1: Increasing investment in the province
- Principle 2: Skills and capacity building
- Principle 3: Broadening participation in the economy, and
- Principle 4: Increasing competitiveness

The KZN provincial government has further substantiated its support for ASGI-SA by initiating several programmes and strategic interventions in the provincial economy, these include:

- Promotion and attraction of Foreign Direct Investment
- Investment in infrastructure:
 - Dube Trade Port
 - Provincial Growth Fund
 - 2010 Soccer World Cup – supporting infrastructure
- Sector Development

- Corridor Development

(viii) NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective (NSDP) was prepared by national government to guide the national spatial allocation of resources and to inform decisions with spatial implications. The two key questions it seeks to confront are summarised as follows:

- To address poverty and the challenge to economic growth and job creation, where should government direct its investment and development initiatives to ensure sustainable and maximum impact?
- What kind of spatial forms and arrangements are more conducive to the achievement of our objectives of democratic nation building and socio-economic inclusion?

The 2003 and 2005 versions consist of a development context, some development theory, an assessment of our development reality and government's response to this reality. There are two key interventions, namely:

- A set of principles; and
- A framework for taking decisions on infrastructure investment and development spending in all spheres of government.

The NSDP has developed a number of principles to frame all of government's decisions. This provides a concrete mechanism through which integrated development planning can take place at all levels of government to support national priorities and objectives.

The principles for the NSDP are summarised as follows:

- 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) focus on localities of economic growth and/ or economic potential. This is in order to attract private- sector investment, stimulate sustainable economic activities and/ or create long- term employment opportunities.
- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which are poverty alleviation.
- In localities where there are both high levels of poverty and development potential, fixed capital investment beyond basic services are to be included to exploit the potential of these areas.
- Efforts to address past and current social inequalities should focus on people and not places.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

- In localities where there is low development potential, government spending beyond basic services should focus on providing social transfers, human resource development and labour market intelligence.

(ix) WHITE PAPER ON SPATIAL PLANNING AND LAND USE MANAGEMENT

The Minister of Land Affairs, as the Minister responsible for land, proposes to introduce new legislation to parliament that provides a uniform, effective and efficient framework for spatial planning and land use management in both urban and rural contexts. This legislation will clear up the extraordinary legislative mess inherited from apartheid in this area of governance. The most dramatic effect of the White Paper is that it will rationalise the existing plethora of planning laws into one national system that will be applicable in each province, in order to achieve the national objective of wise land use.

The main elements of the new system proposed in the White Paper are as follows:

Principles. The basis of the system will be principles and norms aimed at achieving efficiency, equality, sustainability, fairness and good governance in spatial planning and land use management.

Land use regulators. The White Paper proposes a category of authorities able to take the different types of decision falling into the realm of spatial planning and land use management: land use regulators.

IDP-based local spatial planning. This element is of most use to this study. The White Paper spells out the minimum elements that must be included in a spatial development framework. It also proposes that the spatial development framework operate as an indicative plan, whereas the detailed administration of land development and land use changes is dealt with by a land use management scheme, which will actually record the land use and development permissions accruing to a piece of land. The inclusion of the spatial development framework, with a direct legal link to the land use management scheme, is an essential step towards integrated and coordinated planning for sustainable and equitable growth and development.

A uniform set of procedures for land development approvals. Where a proposed development is not permissible in terms of the prevailing land use management scheme, then permission is required from the appropriate land use regulator.

National spatial planning frameworks. In order to achieve more integrated and coordinated spending of public funds it is proposed that the Minister, in consultation, with cabinet, is able to prescribe national spatial planning frameworks around particular programmes or regions.

3.2 EXISTING PLANS AND POLICIES

3.2.1 AMAJUBA IDP (2007/8)

The 2007/8 IDP is the first IDP for the newly elected Amajuba Council and is for the period of their term of office. As such, the IDP saw the updating of the *Vision*, *Mission* and the inclusion of *Values*.

The Vision for the ADM is as follows:

“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”.

The amended Mission is as follows:

“The ADM 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.”*

Other key changes in the IDP with spatial implications include:

- The alignment of the IDP with the NSDP;
- The alignment of the IDP with the PSEDS; and
- The alignment of the outcomes of the Amajuba Growth and Development Summit with the IDP.

3.2.2 NEWCASTLE IDP AND SDF

No major changes with spatial implications were made to the Newcastle IDP and SDF. The settlement hierarchy and road hierarchy remain unchanged.

3.2.3 EMADLANGENI IDP AND SDF

No major changes with spatial implications were made to the eMadlangeni IDP and SDF. The settlement hierarchy and road hierarchy remain unchanged. The ADM assisted the LM in reviewing and updating the SDF map and linking the SDF to the ADM's sector plans, particularly the LED sector plans.

3.2.4 DANNHAUSER IDP AND SDF

No major changes with spatial implications were made to the Dannhauser IDP and SDF. The settlement hierarchy and road hierarchy remain unchanged. The ADM assisted the LM in reviewing and updating the SDF map and linking the SDF to the ADM's sector plans, particularly the LED sector plans.

3.2.5 OTHER PLANS/ POLICIES/ SECOR PLANS

3.2.5.1 THE MOUNTAINOUS AREAS NODAL STUDY

The outcomes of the Mountainous Areas Nodal Study have been incorporated into the 2009/10 IDP and SDF.

3.2.5.2 LAND REFORM AREA BASED PLAN

It was intended to align the SDF with the ABP but due to the delays of the consulting team, the November 2007 and November 2008 deadlines for alignment could not be reached. The ABP will only be aligned with the SDF in the following review. The concerns associated with the delays have been discussed with the DLA.

3.3 IDENTIFIED KEY ISSUES

The following key issues were identified:

- The need for stronger alignment of the IDP and SDF with the NSDP and other national and provincial government legislation and policies.
- The need for the alignment of the SDF with incomplete sector plans like the DLA's Area Based Plan.
- The need for the LM's in the ADM to actively review and update their SDF's on an annual basis as circumstances change.

3.4 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

The following spatial objectives are identified:

- The promotion of improved systems of access, both physical in terms of connection, but also in terms of improved access to economic and social opportunities;
- At a district level, linking settlements with opportunities thereby creating a meaningful and functional whole and addressing the imbalances created by Apartheid planning;

- Seeking to maximise inherent potentials and opportunities within the DM; and
- The creation of a system of opportunities which includes the improved distribution of services, access to improved facilities, and access to economic opportunities.

4.0 HISTORY AND CULTURE

4.1 EARLY PIONEERS AND SPATIAL FORM

4.1.1 NEWCASTLE

Newcastle was deeply involved in the Anglo-Boer War, and today is the largest town in northern KwaZulu-Natal. Newcastle was the fourth town founded in 'Natal' and featured prominently in the Transvaal's First War of Independence, and is where the penultimate battle was fought, at Schuinshoogte in 1881. Newcastle also featured prominently in the Anglo-Boer War and featured in both the Boer and English defences.

Coal was discovered in the area in the 1800's, but Newcastle's original industry was the washing and spinning of wool from sheep which were farmed in the area. The first train reached the area in 1890 and the town was proclaimed a Borough in 1891. With the discovery of the large coal deposits came an era of prosperity which saw the construction of a number of ambitious projects including the Town Hall.

The town shares its name with a further 27 sister Newcastle's worldwide.

Newcastle was originally known as *Post Halt Two* and was a stop on the journey from Port Natal-Durban and the then Transvaal. Whilst today's major road, the N3, between the two provinces no longer runs through Newcastle, the town is worth a visit for the battle sites just outside of town, which include Laing's Nek, Majuba and Schuinshoogte.

4.1.2 DANNHAUSER

Dannhauser is a town that was based on coal mining and was laid out in 1870 on the farm owned by Dann Hauser. It was proclaimed a village in 1937.

4.1.3 EMADLANGENI

Until recently, the municipality was known as Utrecht. Its history started in 1852 when Voortrekker settlers traded 100 head of cattle with the Zulu King Mpande for grazing rights in Zululand. The settlers then claimed the land as their own and formed the Republic of Utrecht in 1854. The 32 km by 64 km Boer republic was named after the larger city of Utrecht in the Netherlands. Given its tiny population and the Boer aversion from central authorities, it was simply governed by a Landdrost or magistrate.

On 8 May 1958 the republic was incorporated into the Boer Republic of Lydenburg but ultimately it was returned to the British colony of Natal under the Boer treaty in 1860. This happened together with Vryheid and Wakkerstroom.

4.2 ARCHITECTURE

The three urban centres of Newcastle, Utrecht and Dannhauser have a good mix of Voortrekker, Colonial and Eastern Structures.

4.3 MONUMENTS/ CULTURAL TOUISM ASSETS

There are a number of monuments and memorials in Newcastle, including:

- Hilldrop House, once the dwelling place of author Rider Haggard whose books included *King Solomon's Mines*, *She* and *Jess* - said to be based on his time at Hilldrop House;
- General Buller's Headquarters;
- The Carnegie Art Gallery which was the old library;
- Fort Amiel;
- The Hindu Temple in Kirkland Street with the largest dome in the southern hemisphere;
- The Armoury now used as the MOTH's shellhole; and
- O'Neil's Cottage, used as a makeshift hospital during the war, including a number of grave sites.

Utrecht has 10 national monuments and 10 historical sites

4.4 IDENTIFIED KEY ISSUES

The following key issues relate to the protection of historical and cultural assets within the ADM:

- Poor maintenance of buildings and maintenance with out of character materials;
- Painting and plastering of red brick buildings;
- The identification and listing of noteworthy buildings;
- Stripping buildings of doors, fireplaces, and other noteworthy items;
- Protecting of buildings over 60 years in age; and
- Policing of transgressions.

4.5 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

Strategic interventions identified include:

- Closer working relations between the municipality and AMAFA;
- The development of tax incentives to preserve buildings of cultural and historical significance.

5.0 BIO-PHYSICAL ENVIRONMENT

5.1 TOPOGRAPHY

5.1.1 RELIEF

The DM is characterised by a low lying central bowl (< 900 msl) underlain by Karoo Sequence sediment), surrounded by a horseshoe of higher lying areas to the north, west and south. These higher lying areas are largely comprised of the more resistant 'Combination' geological formations.

5.1.2 SLOPE

Much of the central portion is characterised by slopes less than 1:20, while slopes steeper than 1:5 can be found in the northern 'Combination' formations, extending along the higher lying western boundaries.

5.1.3 ESCARPMENT MOUNTAINOUS ZONE

The EMZ consists of deeply incised broken terrain – this is a highly sensitive or fragile environment, with a high proportion of this zone indicated as of Very Restricted or Restricted Land Use Potential Agricultural Land Potential. This zone is intended to protect and manage agricultural and other uses in this sensitive area.

5.1.4 APPROACHES ZONE

The Approaches Zone comprises the lower lying plains, with relatively gentle slope gradients and soil types that in places are well-suited for arable and intensive forms of agriculture. Most of this zone contains land of High, Good and Moderate Agricultural Potential. The Approaches Zone plays an important buffer function, in the protection of landscape quality of the Escarpment Mountainous Zone.

5.1.5 INFLUENCE ON DEVELOPMENT

Topography has influenced the settlement pattern in the DM with the majority of the people being located along the flat basin of the DM and in the three urban centres.

The population concentrations in the mountainous area of the eMadlangeni are very low.

5.2 CLIMATE

The rainfall over the region varies from 700 mm in the south-east to 900 mm in the west, on the Drakensberg range.

TABLE 2: Rainfall Figures (Newcastle- Doornkop)

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Ann.
Mean	60	93	116	129	112	85	41	22	10	15	13	23	719
COV%	63	64	50	60	51	40	125	172	217	166	176	110	25
%MAP	8	13	16	18	16	12	6	3	1	2	2	3	100

TABLE 3: Mean Annual Evaporation

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Ann.
Mean	207	212	239	224	186	174	133	118	96	106	151	168	2014
Min	147	172	191	161	161	123	100	89	77	89	112	26	1449
Max	257	249	304	303	231	217	162	136	112	146	181	208	2506

TABLE 4: Mean Annual Temperatures (Degrees Celsius)

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Ann.
Mean	20	22	23	23	23	22	19	16	12	13	15	19	18.9
Min	12	15	16	17	17	15	12	7	4	5	7	11	11.5
Max.	27	29	30	30	30	29	27	23	21	21	24	27	26.5

5.3 HYDROLOGY AND WATER MANAGEMENT

5.3.1 NEWCASTLE

The Slang river with the Zaaihoek dam

The Slang River is the first major tributary of the Buffalo River, joining the Buffalo River 4 km east of Volksrust. Rising at 2275msl south of Wakkerstroom on the high Balelesberg-Skurweberg Plateau, the Slang River flows westerly - a unique feature in Natal - to the Zaaihoek dam, from where water is pumped to the Majuba coal-fired power station at a rate of 55 Mm³/annum. The yield of the Zaaihoek dam according to White Paper WPE 86, is 47Mm³/annum. The excess water is allocated to the Vaal system. The Zaaihoek dam is situated at approximate coordinates 30°03' East; 27°26' South. Refer to 1:50 000 map 2730AC. Only water for ecological purposes and for irrigators at an agreed pattern is generally released from this dam on a continuous basis. In emergency situations, depending on the urgency of supply to the Vaal system, water may be released into the Buffalo river system.

The Buffalo River with the Mahawane dam

The Buffalo River rises in the Transvaal, 4 km north of Volksrust on Verkykkop at 2047msl and has in its headwall erosion, captured and diverted the course of the Slang River in a narrow gorge 4km east of Charlestown. The Mahawane dam, situated in a tributary of the Buffalo river, just north of Volksrust, with capacity of 2,1 m³, supply water to Volksrust. No irrigation is possible from this dam. The domestic water supply to Volksrust/Charlestown and Wakkerstroom may be supplemented from the Zaaihoek dam.

Hereafter the flow is southerly, collecting east-flowing drainage from the Drakensberg range as well as streams draining west from the Balelesberg.

A raw water pump station for domestic purposes is situated on the Utrecht-Osizweni road.

The buffalo river bisects the southeastern boundary of the Amajuba district 10 km northwest of the R33 (Vryheid-Dundee road) near Tayside. A raw water pump station to supplement the domestic/industrial requirement of Dundee and surrounding towns is situated on the Buffalo River, near the Vryheid-Dundee road.

The Ncandu River with the Amcor dam

The Ncandu River rises at 1994msl near Die Ark on the Normandien Pass, flows easterly and then northerly to join the Ngagane River east of Newcastle. The Amcor dam, situated in Newcastle, with capacity estimated at 720 000 m³, is relatively small in relation to the mean annual runoff (MAR) and will therefore not have a long life. No irrigation is possible from this dam as it is badly silted up at this stage and is used for recreational and environmental purposes only.

The Ngagane River with the Ntshingwayo and Mfushane dams

The Ngagane River rises at 1993mMSL near Die Ark on the Normandien Pass on the opposite side of the watershed of the Ncandu River. The Ntshingwayo Dam captures the flow of the river south of Newcastle. The capacity of the dam is 194 Mm³ with an available reserve yield of 21 m³/annum, which should be reserved for the expected domestic and industrial growth of the supply area of between 11 and 39 Mm³ over the next 20 years if other dams are not constructed in the demand area not taking account of the associated increase in return flow. The Ncandu River joins northwest of Madadeni from where the Ngangane River flows in an easterly direction to join the Buffalo River just north of Madadeni. The Mfushane dam is a relative small dam in a tributary to the Ngagane River, near Durnacol. No further irrigation is possible from this dam. Domestic water for Durnacol and Dannhauser is supplied from the Ntshingwayo dam.

The Horn River

The Horn River rises at approximately 1800msl north of the Normandien Pass, between the Ncandu and Ngagane rivers. The Horn River joins the Ngangane River near Ballengeich. Allegedly, the water quality of the Horn River is not very good for irrigation purposes. This and the effect that a dam will have on the water quality, needs to be investigated before major costs are incurred.

5.3.2 DANNHAUSER

The Ngagane River with the Ntshingwayo and Mfushane dams

The Ngagane River rises at 1993msl near Die Ark on the Normandien Pass on the opposite side of the watershed of the Ncandu River. The Ntshingwayo Dam captures the flow of the river south of Newcastle. The capacity of the dam is 199 m³ with an available reserve yield of 23 m³/annum, which should be reserved for the expected domestic and industrial growth of the supply area of between 11 and 39 m³ over the next 20 years if other dams are not constructed in the demand area. The Ncandu River joins northwest of Madadeni from where the Ngagane River flows in an easterly direction to join the Buffalo River just north of Madadeni. The Mfushane dam is a relative small dam in a tributary to the Ngagane River, near Durnacol. No further irrigation is possible from this dam. Domestic water for Durnacol and Dunnhauser is supplied from the Ntshingwayo dam.

The Mzinyashane river with the Tom Worthington ,Verdruk and Mpate dams

Rising at 1380 msl approximately 11 km north of Hattingspruit, the river follows a southerly course and veers off to the east some 7 km from Hattingspruit, crossing the Amajuba boundary north of Dundee and joins the Buffalo river north-east of Dundee. The Tom Worthington dam with capacity of 1.9 Mm³ and the Verdruk dam with capacity of 0.8 m³ supply water to Hattingspruit. The capacity of the Mpate dam is 0.26m³. No further irrigation is possible from these dams. Purified water to Hattingspruit is also supplied from Dundee. Raw water supply to Dundee is supplemented from the Buffalo river, via a pump station on the Buffalo River near the Vryheid Dundee road, when the water level in the Donald McHardy dam east of Glenco is too low.

The Buffalo river downstream of the Blood river confluence (outside Amajuba district)

Further south the Buffalo River enters deeply incised topography in a spectacular gorge west of Qudeni, joining the uThukela River 7 km downstream of the Mooi River confluence. A major domestic water pump station is situated just north of the Dundee/ Nqutu road bridge across the river. This pump station supplies water to Nqutu and the surrounding villages.

5.3.3 EMADLANGENI

The Slang river with the Zaaihoek dam

The Slang river is the first major tributary of the Buffalo river, joining the Buffalo river 4 km east of Volksrust. Rising at

2275msl south of Wakkerstroom on the high Balelesberg-Skurweberg Plateau, the Slang River flows westerly - a unique feature in Natal - to the Zaaihoek dam, from where water is pumped to the Majuba coal-fired power station at a rate of 55 Mm³/annum. The yield of the Zaaihoek dam according to White Paper WPE 86, is 61m³/annum. The excess water is allocated to the Vaal system. The Zaaihoek dam is situated at approximate coordinates 30°03' East; 27°26' South. Refer to 1:50 000 map 2730AC. Only water for ecological purposes is generally released from this dam on a continuous basis. In emergency situations, depending on the urgency of supply to the Vaal system, water may be released into the Buffalo river system.

The Buffalo River with the Mahawane dam

The Buffalo River rises in the Transvaal, 4 km north of Volksrust on Verkykkop at 2047msl and has in its headwall erosion, captured and diverted the course of the Slang River in a narrow gorge 4km east of Charlestown. The Mahawane dam, situated in a tributary of the Buffalo river, just north of Volksrust, with capacity of 2,1 m³, supply water to Volksrust. No irrigation is possible from this dam. The domestic water supply to Volksrust/Charlstown and Wakkerstroom may be supplemented from the Zaaihoek dam.

Hereafter the flow is southerly, collecting east-flowing drainage from the Drakensberg range as well as streams draining west from the Balelesberg.

A raw water pump station for domestic purposes is situated on the Utrecht-Osizweni road.

The buffalo river bisects the southeastern boundary of the Amajuba district 10 km northwest of the R33 (Vryheid-Dundee road) near Tayside. A raw water pump station to supplement the domestic/industrial requirement of Dundee and surrounding towns is situated on the Buffalo River, near the Vryheid-Dundee road.

The Blood River with the Blood river dam

The Blood River rises at Aasvoëlkrans (1681msl) near the headwaters of the White Umfolozi River, 17 km west of Vryheid. A meandering southerly course forming the northern boundary of the Amajuba district in the vicinity of Bloodriver railway station. The Amajuba district boundary veers away from the Blood river in a westerly direction, some 10km southeast of the R 33 (Vryheid-Dundee road) The Blood river joins the Buffalo river approximately 25 km east of Dundee. A fairly large private earth dam captures the water just downstream of the Dundee-Vryheid road.

Pongola river

Rising at approximately 2200msl southeast of Wakkerstroom in the Donkerhoek/Nauwhoek vally, the Pongola River flows easterly, crossing the Amajuba boundary south-west of Luneburg, and passing PaulPietersburg on the north, forming the northern boundary of KwaZulu-Natal. The Pongola poort dam at Jozini captures the flow of the river. The water is used extensively around Pongola, mainly for the growing of sugarcane. Any new applications for water will only be considered when DWAF has completed a major study to establish the "reserve". The Pandana and Tsakwane rivers are tributaries of the Pongola River and the same ruling therefore applies.

Bivane river

The Bivane river rises due North of Utrech at Bivaanspoort, south of the Pongola river. The Bivane River crosses the Amajuba boundary just west of the Vryheid-Paul Pietersburg road. The water of the Bivane is captured by the Bivane dam, west of Coronation in the Zululand District. This dam was constructed recently to augment the water supply to the Pongola farmers. It forms part of the Pongola system and any new applications for water will only be considered when DWAF has completed a major study to establish the "reserve"

The White Umfolozi

The White Umfolozi rises just west of Vryheid on the eastern boundary of the Amajuba District. The Klipfontein dam captures the flow just southeast of Vryheid. This dam is not of adequate size and the water supply to Vryheid and Ulundi is often under stress, with the result that additional abstraction from the rivers feeding the dam will most likely not be allowed unless the wall is raised or additional dams are constructed. The domestic and industrial demand of Vryheid/Ulundi will always receive first priority.

5.4 AGRICULTURE AND AGRICULTURAL POTENTIAL

5.4.1 AGRICULTURAL ZONES AND POTENTIALS

A detailed Agriculture Sector Plan has been prepared for the ADM and should be read in conjunction with the SDF.

The typical soil problems that are found in Amajuba area are the following:

- In the higher rainfall regions of BRU's highly leached soils occur which usually have a high acid saturation. This has an effect on crop performance; however this is easily rectified if determined by using the correct amount of fertilizer and following a liming programme.

- In the areas on the sandstone geology (i.e. BRU TUc1) due to the inherent low clay, leaching of nutrients is prevalent (notably mainly potassium and nitrogen). In addition wind erosion and soil compaction are further challenges.
- The soils that have a plinthic origin and are shallow tend to be susceptible to erosion especially if on a slope and water logging if found in the lower mid slope and foot slope positions.

It is therefore imperative that a qualified pedologist be used to determine the soil potentials of a specific area. No agronomic enterprise should be allowed before a detailed soil survey has been done so that recommendations can be made regarding their use suitability.

Amajuba is divided into seven Bioresource Groups* (BRG's) namely 8, 9, 11, 12, 13, 14, and 18. The table below shows the areas of the various BRG's in Amajuba.

TABLE 5- Bio-resource Group Areas for the Amajuba District Municipality

BRG No.	Amajuba (Ha's)	Total (Ha's)	Percentage
8	40430.2	879379.9	4.6
9	27422.1	375311.6	7.3
11	54314.5	772487.9	7
12	16023.6	416295	3.8
13	30751.6	478034	6.4
14	15820.1	519301.7	3

5.4.2 AGRICULTURAL PRACTICE

According to the DAEA, the climate, slope and soil conditions combine to determine the potential of a region or site. The DAEA has used the BRU classifications to identify areas of similar agricultural land potentials and this has been applied to the Amajuba DM. The DAEA information classifies land into eight different categories ranging from "Very High Potential" to "Very Low Potential". Of the eight classes, only seven occur within the Amajuba DM with the "Very High Potential" class being absent. This information is summarised below:

TABLE 6: Description of Land Potential Classes (DA&EA, 1998, p5)

	Intensity	Description of Land Potential Classes
L1	Intensive Farming	Very High Potential: No limitations. Appropriate contour protection must be implemented and inspected.
L2		High Potential: Very infrequent and/ or minor limitations due to slope, temperature or rainfall. Appropriate contour protection must be implemented and inspected.
L3	Semi-intensive	Good Potential: Infrequent and/ or moderate limitations due to soil, slope, temperature or rainfall. Appropriate contour protection must be implemented and inspected.
L4	Semi-Extensive	Moderate Potential: Moderately regular and/ or severe to moderate limitations due to soil, slope, temperatures or rainfall. Appropriate permission is required before ploughing virgin land.
L5		Restricted Potential: Regular and/ or moderate to severe

		limitations due to soil, slope, temperature or rainfall.
L6	Extensive	Very Restricted Potential: Regular and/ or severe limitations due to soil, slope, temperatures or rainfall. Non arable.
L7		Low Potential: Severe limitations due to soil, slope, temperature or rainfall. Non arable.
L8		Very Low Potential: Very severe limitations due to soil, slope, temperatures or rainfall. Non arable.

The main commercial crops that are produced in Amajuba are the following:

- Maize,
- Soybeans,
- Peanuts,
- Wheat,
- Drybeans,
- Potatoes,
- Cabbage, and
- In more recent times barely has been tried.

The following crops have been identified in the Agricultural Development Plan as being suitable for cultivation in the District Municipality:

- Cabbage
- Dry Beans
- Potatoes
- Peanuts
- Soya beans
- Walnuts
- Pecan nuts
- Maize
- Sorghum
- Oats
- Wheat
- Barley
- Grapes
- Cheery
- Plumbs and Prunes
- Lemon
- Olive
- Herb
- Cut Flowers

5.4.3 IDENTIFIED KEY ISSUES

The following key issues have been identified:

- Further development of crops identified as having potential for future development in the ADM.
- The development of additional dams sites for irrigation.
- The protection of the higher potential agricultural land in the DM and the prevention of urban sprawl.
- The need for mentoring of land reform projects by the Department of Agriculture to prevent uncontrolled settlement as well as the loss of agricultural outputs from the DM.

Key issues related to the Escarpment Mountainous Zone:

- Commercial arable agriculture;
- Uncontrolled or subsistence agriculture;
- Land reform programmes implemented without proper consideration of environmental factors such as the presence of sensitive areas;
- Commercial afforestation;
- Mining;
- Poorly planned and/or large scale tourism development;
- Incorrect burning practices and wildfire; and
- Alien and invasive trees (such as wattle).

Key issues related to the Approaches Zone:

- Poorly planned agriculture and commercial afforestation;
- Poorly planned mining;
- Poorly planned large-scale infrastructural development;
- Poorly planned and/or large scale tourism development;
- Incorrect burning practices and wildfire; and
- Alien and invasive trees (gums and wattle).

5.4.4 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

- **Irrigation, dry land, stock farming, piggeries, poultry, dairies, feedlots projects:**
 - Conduct, as a matter of urgency, micro soil surveys along the rivers mentioned to confirm the irrigation potential of the soils.
 - Compile generic business plans for projects on the identified available land.
 - Develop terms of reference for the appointment of specialists to mentor and assist future farmers.
- **Soils:**
 - It is proposed that a micro soil survey be conducted for all the relevant proposed cultivation projects in the Agricultural Plan, as a matter of urgency, to confirm the potential from a soils perspective, as only macro soils information is available at present. A detailed stock carrying capacity/veld type survey needs to be conducted for the potentially upgradeable grazing areas in order to establish a feasible veld management system. It is further recommended that Agricultural Engineers be appointed to assist with the project specific detailed analysis, designs and contract

6.0 BIOLOGICAL CHARACTERISTICS

6.1 FLORA

6.1.1 WETLANDS

According to Begg (1984) in Udidi (2003, p8) Wetlands are considered one of the most seriously endangered ecosystems in the world and this is no more evident than in KwaZulu-Natal. The Amajuba DM has four wetlands of importance identified by Begg which include:

- Paddavlei
- Groenvlei
- Boschoffs Vlei
- Blood River Vlei

There are, however, numerous smaller wetlands within the District.

6.1.2 FORESTS

According to Rutherford and Westfall (1994) in Udidi (2003, p13), indigenous forests represent the smallest biome in southern Africa although they still support a high portion of the regions floral and faunal diversity. The integrity of indigenous forests and the conservation of the species therein are vulnerable for a number of reasons, including:

- Climatic conditions favour agriculture in KwaZulu-Natal which has lead to a major land transformation over a number of years;
- The encroachment of plantation species has had a detrimental effect due to the increased incidence and severity of fires; and
- The illegal removal of natural resources has the potential to cause the extinction of species within the forests.

6.1.3 GRASSLANDS

All of the ADM falls within the Grassland Biome (Rutherford and Westfall 1994) with patches of forest along the escarpment in fire-protected sites. South African grasslands are unique within Africa and are extremely rich in plant and animal species. Many species are endemic to this biome. Within the Grassland Biome are several different types of grassland dependant on soils and climatic factors. The ADM contains the majority of the KZN-endemic Natal Sour Sandveld grassland type, and hence has a very important role to play in terms of ensuring its conservation.

Despite their biodiversity value, grasslands are poorly protected. Internationally only 1.4% of grasslands are protected, the lowest of any terrestrial vegetation type. In South Africa less than 2% of the Grassland Biome is protected, the majority of this being made up of mountain grasslands in the Drakensberg. Almost no lower-lying grasslands are protected. One of the reasons for the lack of grassland conservation relates to the high agricultural potential (and hence high land value) of grassland areas. **The ADM has the smallest area under protection of any District Municipality in KZN.**

To make matters worse, grasslands are under considerable threat with the majority of this biome having already been transformed by agriculture, mining, alien plant invasion and infrastructural development. In many countries and areas virtually all grasslands have disappeared. Many of the low-lying grasslands within the ADM have been lost or degraded

through the same factors thus making the remaining grasslands very important. The ADM is also fortunate in that the higher-altitude grasslands are relatively less impacted (approximately 30% transformed) thus providing opportunities for conservation and economic development based on ecotourism and sustainable use.

On a positive note government and international NGO's are starting to recognize the necessity for urgent action to protect grasslands and there are many opportunities to obtain funding for projects to link grassland conservation and development.

6.2 FAUNA

In Amajuba the game species that are suited to the different BRG's are described in the table below.

TABLE 7: Game Species that are Suited to the Different Bio-resource Groups in the Amajuba District Municipality Area

BRG number	Description
8	Game species that do well in this BRG are blesbok, eland, common reedbuck, mountain reedbuck, grey rhebuck, oribi, black wildebeest, red hartebeest, with grey duiker and bushbuck on forest verges. Common reedbuck have benefited from the extensive winter pastures in this BRG.
9	Game species that do well in this BRG are blesbok, eland, common reedbuck, mountain reedbuck, grey rhebuck, oribi, black wildebeest, red hartebeest, with grey duiker and bushbuck on forest verges. Common Reedbuck have benefited from the extensive winter pastures in this BRG. Springbok were not originally found in this BRG, but could perform satisfactorily here.
11	Game species include black wildebeest, red hartebeest, blesbok, oribi, common reedbuck with grey duiker and bushbuck in forest areas.
12	Game species suited to this area include black wildebeest, red hartebeest, springbok, steenbok, blesbok, mountain reedbuck, common reedbuck, grey duiker, oribi and zebra.
13	Game species suited to this BRG include blesbok, springbok, red hartebeest and black wildebeest in the grassland areas, and steenbok, zebra and impala in areas invaded by woody species.
14	This BRG has a low potential for game species but these could include blesbok, springbok and black wildebeest. Because of the fragility of the veld numbers would have to be limited and animal and veld performance carefully monitored.
18	With the bush encroachment that is the main feature of this BRG, the introduction of browsers in the form of goats and game can raise the potential for animal production, utilising the grassland with grazing animals and the woody species with browsers. Management of a high quality is necessary to successfully apply this type of farming. There is a potential for game farming, as the success of the Weenen Game Reserve indicates, and a wide range of species can be considered. Based on the results in this game reserve, game species include black and white rhino, blue wildebeest and impala (the latter two providing the veld is in good condition), buffalo, bushbuck, bushpig, eland, giraffe, grey duiker, red hartebeest, waterbuck [Weenen G.R.], klipspringer [rocky areas], kudu, mountain reedbuck, common reedbuck, steenbok, zebra, warthog and ostrich. The opportunity for tourism can be considered by land owners, because most of this BRG is ideally suitable, with ready access from the main centers of the Province.

Oribi antelope exist in the south-western regions of the DM. Their habitat is threatened by land transformation due to the land being of good agricultural potential.

The breeding habitats of Wattled Cranes are in marshes and grasslands and there are several of these sites in the District. According to Udidi (2003, p15), direct threats to the Crane Breeding sites are:

- Drainage for ridge and furrow agriculture;
- Damming to provide irrigation;
- Recreational water; and
- Forestry.

6.3 C-PLAN AND MINSET

The first product of the conservation planning analysis in C-Plan is an irreplaceability map of KwaZulu-Natal. This map is divided into 2 by 2 km grid cells called 'planning units'. Each cell has associated with it an 'Irreplaceability Value' which is one reflection of the cells importance with respect to the conservation of biodiversity. Irreplaceability reflects the planning units ability to meet set 'targets' for selected biodiversity 'features'. The irreplaceability value is scaled between 0 and 1.

a. Irreplaceability value – 0

Where a planning unit has an Irreplaceability value of 0, all biodiversity features recorded here are conserved to the target amount, and there is unlikely to be a biodiversity concern with the development of the site.

b. Irreplaceability value – 1

These planning units are referred to as totally irreplaceable and the conservation of the features within them are critical to meet conservation targets.

These areas are indicated on the SDF map with seven such areas in the ADM.

c. Irreplaceability value > 0 but < 1

Some of these planning units are required to meet biodiversity conservation targets. If the value is high (e.g. 0.9) then most units are required (few options available for alternative choices). If the value is low, then many options are available for meeting the biodiversity targets.

6.4 IDENTIFIED KEY ISSUES

The following key issues have been identified:

- The small amount of formally conserved land in the DM.
- Several C-Plan areas of irreplaceability falling outside of formally conserved areas.
- The loss of natural forests through invasion of alien plant species.
- Land reform settlements in environmentally sensitive, inaccessible and highly erosive mountainous areas in the eMadlangeni municipality.

- Pressure for residential and tourism developments in the mountainous areas of the ADM.

6.5 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

The following spatial objectives and strategic intervention options have been identified:

- The implementation of the ADM's *Mountainous Areas Nodal Study*.
- Support for the eKangala Grassland Trust's initiatives to conserve grassland areas of significance with farmers and land owners.
- Protection of wetlands, particularly those identified by Begg.
- Encouraging land reform in areas identified in the Area Based Plan which takes cognisance of the natural environment.
- Encouraging KZN Wildlife's Stewardship

7.0 ENVIRONMENTAL CONSERVATION

7.1 FORMALLY CONSERVED AREA

7.1.1 FORMALLY CONSERVED AREAS

There are only two formally conserved areas within the Amajuba DM, namely the Chelmsford Nature Reserve bordering the Ntshingwayo dam (57 km²), and the Ncandu Nature Reserve (12 km²).

Developments within these areas are planned and implemented by KZN Wildlife in accordance with management and development plans, subject to authority granted by DAEA and the DEAT.

Both of these protected areas are of very high conservation value. Chelmsford Nature Reserve is the only protected area to conserve the endemic vegetation type known as Natal Sour Sandveld (Acock's Veld Type 66) and protects the single largest oribi population in South Africa (approximately 170 animals (oribi are classified as Endangered)). Ncandu Nature Reserve protects important patches of Northern KZN Mistbelt Forest and the source of the Ncandu River. Ncandu also has a dwarf chameleon that may be a new species and that is not known from anywhere else.

7.1.2 CONSERVANCIES

There are several registered conservancies in the Amajuba DM. According to the Amajuba SEA (Udidi, p19), some of these have been developed with the tourism sector in mind, while others are purely for conservation purposes.

Conservancies within the Amajuba DM include:

- Schuilklip;
- Balele Bawaria;
- Doornberg;

- Hattingspruit; and
- Sunset Rest.

Membership of a conservancy by farmers is on a voluntary basis.

7.1.3 CONSERVATION ZONE

The area for potential conservation within the EMZ is substantial and extends into the Approaches Zone. The Conservation Zone will maintain these pockets of potential conservation areas within the AZ. The areas covered by this zone were determined using the Bioregional plans of Ezemvelo KZN Wildlife and eKangala Grassland Project C-Plans. These Bioregional plans highlight areas of biological diversity that are irreplaceable and as such require protection from particular forms of development. Linkages to those plans are reflected in the AZ and other land use control mechanisms such as buffers around rivers, streams, wetlands and large storage dams. These have been included in the Conservation Zones so as to limit potential negative impacts of development on these natural features.

It is further recommended that the Strategic Interventions, as proposed in Chapter 4 of the Policy, be reviewed and incorporated into this section under the Spatial Objectives and Strategic Interventions/Options.

7.2 MONUMENTS AND ARCHITECTURE

7.2.1 MONUMENTS

The following are located in the Newcastle municipality:

TABLE 8: Formally protected sites in the Newcastle municipality

NEWCASTLE MUNICIPALITY		
Heritage Resource	Landmark Status <i>Heritage (section 37); Provincial (section 38)</i>	Erf / Farm No.
1. Town Hall, Scott Street, Newcastle District	Provincial	Lot 433 Newcastle
2. Old Carnegie Library, Voortrekker Street, Newcastle District	Provincial	Rem of Lot 435 Newcastle
3. Old Magazine, Scott Street, Newcastle District	Provincial	Lot 13051, Newcastle (figure ABCD on Diag. SG 2570/1977)
4. Fort Amiel, Fort Street, Newcastle District	Provincial	Lot 4589 Newcastle (Extension 22)
5. Buffalo River Bridge, Farms Milton 1007 and Kromellenboog 170, Newcastle District	Provincial	Portions of farms Milton 15007 and Homer 8692, County of Klip River
6. Old Residency, 96 Allen Street, Newcastle	Provincial LISTED	Lot 11902 Newcastle
7. Old State School, Albert (Cnr Havelock) Street, Charlestown	Provincial LISTED	Lot 199 Charlestown

NEWCASTLE MUNICIPALITY		
Heritage Resource	Landmark Status <i>Heritage (section 37); Provincial (section 38)</i>	Erf / Farm No.
8. Old Court House, Holland Street, Charlestown	Provincial LISTED	Rem of Lot 312 Charlestown
9. Battlefield, Farm Majuba North 11267, Newcastle District	Heritage	Farms Majuba North No.11267, Majuba South No.10614 and Laing's Nek A, No.8441, Klip River County
10. Majuba Battlefield: Conservation Area, Farm Majuba North 11267, Newcastle District	Heritage CONSERVATION AREA (unproclaimed area of Farm Majuba North No.11267)	Farms Majuba North No.11267
11. O'Neill's Cottage, Farm Stonewall 3109, Newcastle District	Heritage	Rem of Sub 5 farm Stonewall No.3109 County of Klip River
11. St Dominic's Academy Pavilion, St Dominic's Street, Newcastle	Heritage	Consolidated Lot 382, Newcastle Township
12. Hilldrop House, Hilldrop Road, Newcastle	Heritage	Sub 36 (a sub of 1) of the farm Bosch Hoek 3345, County of Klip River
13. Kliphuis, 64 Voortrekker Street, Newcastle	Heritage LISTED	Erf 679 Newcastle

The following are located in the eMadlangeni municipality:

TABLE 9: Formally protected sites in the eMadlangeni municipality

EMADLANGENI MUNICIPALITY		
Heritage Resource	Landmark Status <i>Heritage (section 37); Provincial (section 38)</i>	Erf / Farm No.
1. Pieter Lafras Uys Monument and Grave, Church Street, Utrecht	Provincial	Lot 190 Utrecht (situated on)
2. Old Residency, 60 Church (Cnr van Rooyen) Street, Utrecht	Provincial	Erf 186 Utrecht
3. Magistrate's Court, 57 Voor Street, Utrecht	Provincial	Portion of Erf 190, Utrecht
4. Town Hall, 55 Voor Street, Utrecht	Provincial	Rem of Erf 188 Utrecht
5. Old Powder Magazine, President Street, Utrecht	Provincial	Portion of Lot 739 Utrecht
6. Blood River / Ncome Battlefield, Farm Vechtkop 168, Utrecht District	Heritage	Portion of the Township of Blood River, on Rem of Charl Cilliers of A of Vechtkop 168, District of Utrecht
7. Dutch Reformed Church, 50 Church (Bloem) Street, Utrecht	Heritage	Erven 236, 237 & 238 Utrecht
8. George Shaw House, 67 Church Street, Utrecht	Heritage	Erf 246 Utrecht
9. Rothman House, 65 Church (Cnr van Rooyen) Street, Utrecht	Heritage	Erf 244 Utrecht
10. Dirk Uys House, 61 Church Street, Utrecht	Heritage	Sub 3 of Lot 242 Utrecht
11. Old Dutch Reformed Church Parsonage (De Oude Pastorie), Church (Cnr Loop) Street, Utrecht	Provincial	Sub 1 of Erf 192 Utrecht

7.2.2 ARCHITECTURE

There are numerous examples of Voortrekker, British and Indian architecture in the urban centres of the municipality.

7.3 IDENTIFIED KEY ISSUES

The following key issues have been identified:

- Insufficient areas under formal conservation.
- Vandalism and looting of war graves and monuments.
- Ineffective control over buildings older than 60 years due to lack of human resources.

7.4 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

The following spatial objectives and strategic interventions have been identified:

- The spatial referencing of all monuments and buildings of historical significance by the ADM and Amafa.
- Negotiations with land owners for the inclusion of land of conservation potential into conservation initiatives by organisations like the eKangala Grasslands Trust and KZN Wildlife.

8.0 HUMAN SETTLEMENT

8.1 LOCATION AND DESCRIPTION OF LAND USES

The following table summarises the land uses in the ADM (Sabalala, 2007):

TABLE 10: Estimated major land use categories in the ADM

TOTAL AREA (ha)		693 769
	Association	8 605
	Board	123
	Church	313
	Education	11 237
	Trust	121 756
	Private	351 466
	Commercial	110 881
	Municipal	9 450
	State Land	16 613
	Traditional Authority	29 083
	Transnet	430
	Conservation	645
	Unknown	33 168
SETTLEMENT AREAS		17 759
	Association	331
	Church	22
	Trust	946
	Private	1 169
	Commercial	8 147
	Municipal	10
	State Land	622
	Traditional Authority	4 752
	Transnet	34
	Unknown	1 724

TABLE 11: Land Ownership Profile by Major Types (2007)¹

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%

8.2 DEVELOPMENT NODES

Large undeveloped areas can be preserved by concentrating development in strategically located nodes. Nodes should provide a wide variety of accommodation types and facilities across the nature orientated and facility orientated spectrum. Access to and within these nodes requires planning as well as the provision of services.

8.3 IDENTIFIED KEY ISSUES

The following key issues have been identified, namely:

- The productive agricultural land area is about 608,862 hectares. Thirty percent of this area amounts to 182,659 hectares. Some 73,212 hectares has already been transferred, either through government redistribution programmes (about 54,461 ha) or through private transactions (18,600 ha), leaving 109,447 hectares to be transferred to achieve the objective. Currently there is an area of about 210,883 ha which is either subject to restitution claim redistribution projects underway or for Labour Tenant claims. It would be in all stakeholders' interests to concentrate on resolving these outstanding projects as speedily as possible.
- Good to high potential land make up 105,847 hectares or only 15.3% of the total area. Of this only 6,000 ha is irrigated. This shows that the ADM has a somewhat limited agricultural potential and one that requires careful management for success. The conclusion therefore is that good potential agricultural land needs to be kept productive and lower potential land will have to be well managed (i.e. not overstocked) to conserve the limited production potential that does exist.
- The area under unresolved gazetted restitution claim amounts to 151,937 ha, involving 826 farms
- The total estimated number of formally employed households in the agricultural sector, who would ultimately require secure tenure rights, is 3,846. In addition it is estimated that there could be an additional 5,873 households that need their security of tenure addressed so as to pursue household livelihood strategies.
- The average land prices per hectare for 2005, 2006 and 2007 were R 1,551, R 1,758 and R 1,692 respectively; with the level of market activity in decline over the 2004 to 2006 period (area transacted having declined from 37,127 ha in 2004 to 15,040 ha in 2006). This is possibly ascribed to unresolved restitution claims, the high level of labour tenant claims and rising interest rates.

¹ 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.

- The importance of a vibrant efficient market for land (and land rights) for a Municipality is in assuring a system that promotes economic growth and investment through an institutional system (the mores and practices of society in the treatment of property rights) that create incentives to invest in productive use of land, promotion of equity (fairness) considerations and economic growth to benefit the local economy and the communities the municipality serve.
- Renting or leasing of agricultural land can become an important instrument in addressing access to land by the poor and is a means of achieving equity and fairness. An institutional system that is supportive of a rental market based on voluntary arrangements should contribute to economic growth and enable those not endowed with the wealth to purchase land immediately to climb the ladder of economic prosperity.
- The pursuit of the LED projects identified by Amajuba and assistance to land reform beneficiaries to be integrated into these initiatives will contribute to the integration with the provincial and municipal development frameworks but should also contribute to sustainability and inter-government relations.
- The total quantity of housing stock under construction and planning is 15,891. The total area is circa 450 ha. Additional possible demand for new housing stock will be about 9,500 per year for five years with land required of the order of 267 ha per year, all on the periphery of centres of employment (Newcastle, Madadeni, Utrecht and Dannhauser).
- Consideration needs to be given when developing projects and institutional structures for flexibility to accommodate the needs and likely aspirations of future generations. Beneficiaries should not be locked into investments forever and mechanisms for exiting investments should be provided for. Not all younger people wish to hold on to investments in agricultural or rural land but would rather have security of tenure in a city where they work and live. A land market therefore allows for aspirant farmers to acquire sufficient land over time to become commercial scale ventures.
- There are case studies of redistribution projects which have not achieved the objective of sustainable agricultural ventures but have become places of rural housing, which creates difficulty in the provision of municipal services.
- Future land reform projects should be located in accessible areas of the district on land with the potential to be viable under different forms of production. Locality should follow the national and provincial spatial planning principles.
- In the identification of future land reform projects the following distinction should be made:
 - households currently using land for residential and subsistence use(72% farm dweller survey);
 - households currently using land for residential purposes only (28% farm dweller survey);
 - no households interviewed are using land for commercial production purposes (farm dweller survey)
- Based on the farm dweller survey the following land demands were noted:
 - 70% of the households need land for security reasons including subsistence, housing and grazing;
 - 30% of the households indicated the need for land for commercial farming purposes;
- In future land reform projects DLA should take into account these different land needs by households in order to avoid non-viable and sustainable projects being implemented;
- Each of the above land demand categories should be linked to appropriate models for land acquisition to ensure sustainability.

- For land reform projects that will take up hectares of productive land it is important that they are located on areas of high potential, with good access to markets and the necessary support to ensure viability;
- For land reform projects that require land for residential purposes, it is important that these are located in identified nodes and corridors to ensure that municipalities are able to provide services and opportunities for economic growth and development as contained in the NSDP principles and the district SDF;
- For land reform projects that require land for subsistence purposes, it is important that clarity is reached on the type of farming activities and the numbers of people to be settled on the land. Once this has been established then appropriate land can be located to accommodate this type of development where strict controls are placed on numbers of households and livestock.

8.4 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

These will only be finalised once the ABP has been finalised.

9.0 PUBLIC SERVICES AND INFRASTRUCTURE

9.1 GENERAL INFORMATION AND INFRASTRUCTURE

The highest level of infrastructure provision is focussed on the erstwhile TLC areas within the ADM. Areas of higher need are on the peripheries of these areas as well as in the Ingonyama trust and rural farming areas.

9.2 SEWERAGE DISPOSAL SERVICE STANDARDS AND STATUS

9.2.1 CENSUS INFORMATION

According to the STATSSA (2007), about 52% of the households in Amajuba DM area have flush toilets that are connected to a sewerage system of some type, an improvement of 7% on the 2001 Census figures, and an improvement of 16% on the figures from 1996. The 2007 figures also indicate only 3.6% of households in the ADM do not have any form of sanitation which is a 3.4% improvement on the 2001 figures.

There are, however, wide variations within the district.

- 24% of households in the eMadlangeni municipality do not have access to any form of toilet facilities which is a 20.6% improvement on the 2001 figures.
- 76.7% of households within the eMadlangeni municipality are below the basic level of service (backlog).
- 76.5% of households within the Dannhauser LM are below the basic level of service (backlog).
- Out of the three municipal areas, the highest level of service is found in Newcastle Municipality, where almost 97% of households have either flush or chemical toilets or pit latrines.

While the statistics reflect that a substantial proportion of the households in the ADM have adequate sanitation, it has,

however, been noted from comments and needs analyses done within wards, that pit latrines are not ideal and many of them are full, thereby exacerbating the problems associated with poor sanitation.

TABLE 12: Access to Sanitation

Category	Newcastle	Emadlangeni	Dannhauser	Total
Flush toilet (connected to sewerage system)	46110	1769	2288	50167
Flush toilet (with septic tank)	915	193	212	1320
Dry toilet facility	7450	181	2729	10359
Pit toilet with ventilation (VIP)	9082	376	3685	13143
Pit toilet without ventilation	11429	1421	8835	21685
Chemical toilet	429	-	-	429
Bucket toilet system	310	-	-	310
None	2061	1269	308	3638
Total	77786	5208	18057	101051

(Source: STATSSA, 2007)

9.2.2 REVISED WSDP (2005) REVIEW

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.

A WSDP review is currently being prepared and should be finalised later this year. Like the previous WSDP Reviews, this includes, amongst others:

- Bulk infrastructure development; and
- Waste water treatment.

9.3 WATER SUPPLY AND RETICULATION STANDARDS AND STATUS

9.3.1 CENSUS INFORMATION

The table below indicates the levels of access to water in Amajuba DM as measured in the 2007 Neighbourhood Survey (STATSSA, 2007).

TABLE 13: Access to Water

	HOUSEHOLDS	%
Piped water inside the dwelling	40938	40.5
Piped water inside the yard	23952	23.7
Piped water from access point outside the yard	24043	23.8
Borehole	7908	12.0
Spring	676	
Dam/pool	433	
River/stream	1515	
Water vendor	189	
Rain water tank	344	
Other	1055	
Total	101053	100

(Source: STATSSA, 2007)

The figures generated from the MIG-MIS backlog figures (2009) are more accurate than the above and differ slightly:

- 50,6% of households have piped water supply either to inside the home or on site which is an improvement on the 50% indicated in last year's IDP;
- 17,1% of households rely on community stand pipes within 200m which is an improvement on the previous 12%;
- 13,5% of the households use community standpipes over 200m which is an improvement from the 15.6% previously indicated;
- 12,1% of households are reliant on boreholes or springs as opposed to the previous 12%;
- 6,7% of households are reliant on other sources of water which has improved from the 7.6%. 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.

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.

The Amajuba Internal backlog monitoring database indicates that the following has emerged in terms of access to water within the Amajuba WSA area of jurisdiction:

TABLE 14: Access to Water

DISTRIBUTION		
STANDARDS	DANNHAUSER	EMADLANGENI
Below basic level of services (backlog)	45.0	75.7
Basic level of service	47.0	7.3
Above basic level of service	8.0	17.0
Total	100.0	100.0

(Source: Amajuba Internal backlog monitoring database , 2009)

Positive outcomes for Dannhauser are as follows:

- Backlog data has improved from a 73.5% backlog in last year's IDP, to a 45% backlog which is as a result of several reticulation projects on the Buffalo Flats;
- Households enjoying basic levels of services have also improved from 19% in last year's IDP to 47%.
- Households above the basic levels of service have improved marginally over the past year from 7.5% to 8%.

The figures for the eMadlangeni municipality have largely remained unchanged over the past year. The situation will, however, improve with the construction of the eMadlangeni bulk pipe line.

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.

9.3.2 REVISED WSDP (2005) REVIEW

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.

9.4 WASTE/ REFUSE REMOVAL SERVICE STANDARDS AND STATUS

9.4.1 CENSUS INFORMATION

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. In terms of the 2007 figures, this has improved to a mere 6% of the ADM's households having no access to solid waste removal. Overall approximately **60%** of households have access to refuse removed by the local authority (STATSSA, 2007).

While 90% 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:

- Only 12% of households in Dannhauser receive municipal waste removal, while 72% make use of their own refuse dump. 13% of households in the municipality do not have any form of waste disposal;
- In the eMadlangeni municipality only 34% of households have municipal refuse removal, while 47% make use of their own dumps. 17% of households do not have any form of waste disposal.
- Only 73% of households in the Newcastle municipality receive municipal waste removal, while 18% make use of their own refuse dump. A mere 4% of households in the municipality do not have any form of waste disposal;

TABLE 15: Access to Refuse Removal

	Municipality Weekly	Municipality Other	Communal Dump	Own Dump	No Disposal
2007	60358	729	4288	29533	6133
2001	53671	697	788	34760	6754
1996	42384	1436	968	25163	3375

9.4.2 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. This plan is currently under review and should be finalised by August 2009.

The Solid Waste Plan (2003) 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. This approach is currently under review.

9.5 TELECOMMUNICATIONS AND INTERNET ACCESS

The highest proportion of households with access to **telephones** in the district is located in the Newcastle municipality with a figure of 17%. Conversely, only 3% of households in the Dannhauser municipality have access to fixed line telephones.

Within the ADM and at a local municipality level, the proportion of households with access to **cell phones** are very similar ranging from 74% of households in Newcastle and eMadlangeni to a surprisingly high figure of 76.5% in Dannhauser.

In terms of the **internet**, the Newcastle urban area is well served by several broadband technologies, including ADSL, 3G/HSDPA, Wireless ISP's and soon Neotel. However, both the Dannhauser and eMadlangeni areas currently have no ADSL and only poor 3G/HSDPA coverage. In these areas, people have to use dial-up or expensive leased lines and in some rural areas, such as KwaMdakane, dial-up and leased lines are not even available, with Telkom having no intention of rolling out these services.

At a local municipality level the percentage of households with access to internet ranges from a low of 1.6% in Dannhauser to a high of 3.3% in Newcastle. The Newcastle area has the highest proportion of households with access to computers with a figure of 11.1%. The comparative figures for eMadlangeni and Dannhauser are significantly lower at 8.3% and 2.2% respectively.

9.6 ELECTRICITY SUPPLY CONDITION

9.6.1 CENSUS INFORMATION

The 2007 STATSSA Neighbourhood Survey information indicates that 79.4% of households in the ADM make use of electricity for lighting. These figures indicate that approximately 10 000 more households are receiving electricity in 2007 than were receiving electricity in 2001.

There are, however, differences across the ADM:

- 41% of households in the eMadlangeni municipality make use of electricity, while 53% make use of candles for lighting;
- 82% of households in the Dannhauser municipality make use of electricity, while 16% make use of candles for lighting; and
- 81% of households in the Newcastle municipality make use of electricity, while 15% make use of candles for lighting;

TABLE 16: Access to Electricity for Lighting

	Electricity	Gas	Paraffin	Candles	Solar	Other
2007	80236	152	3104	16988	81	490
2001	70084	570	1090	24466	54	308
1996	53737	310	1566	18166	-	7

(Source: STATSSA, 2007)

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.

9.6.2 ELECTRICAL 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.

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 years 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.

9.7 HEALTH SERVICES

There are good coverages of clinics and hospitals in the ADM, with mobile clinics addressing areas where communities have poor access to permanent facilities.

9.8 EDUCATION SERVICES

There is a relatively good coverage of both primary and secondary schools within the ADM. Some of the rural communities in Normandien and in the mountainous areas of the eMadlangeni municipality do not have as good access to these facilities, but the population densities in these areas are very low making provisions of facilities very expensive.

9.9 CEMETERIES

A Cemetery Plan was prepared by the ADM and potential sites were identified in the three LM's for use. On undertaking more detailed geotechnical studies of the target sites, it was found that the majority of them were not fully suitable for use and as such, a review of the plan was embarked upon.

9.10 IDENTIFIED KEY ISSUES

The following key issues were identified:

- There are large backlogs in water and sanitation requiring large sums of money to address within the timeframes set by government. Funding allocations are insufficient to address the backlogs within the target timeframes.
- There is a need for more and better located cemeteries due to the high death rates in the ADM which may be attributed to the high HIV/ Aids levels in the ADM.

9.11 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS / OPTIONS

The following strategic interventions are required although they may not have spatial implications:

- More funds are needed from national government to increase the roll-out of water, sanitation and electricity by the ADM.
- The development of Agri-villages in the rural and remote areas will facilitate effective service provision and would create densities that would allow for the construction of educational and health care facilities.

10.0 ECONOMIC ENVIRONMENT

10.1 SOCIO-ECONOMIC STATUS

10.1.1 TOTAL POPULATION

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

TABLE 17: POPULATION DYNAMICS

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	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
Total Pop: 2007 (Global Insight)	97 866	360 190	39 561	497 617
Total Pop: 2007 (Stats SA, Community Survey 2007)	91 366	327 637	23 263	442 266
No of H/holds (2005)	19 094	72 089	5 663	96 846
No of H/holds 2007 (Global Insight)	18 751	82 938	6 905	108 595
No of H/holds 2007 (Stats SA, Community Survey 2007)	18 057	77 786	5 211	101 054
Average H/hold Size (2005)	5.5	4.9	6.4	5.1
Average H/hold Size 2007 (Global Insight)	5.2	4.3	5.7	4.6
Average H/hold Size 2007 (Stats SA, Community Survey 2007)	5.1	4.2	4.5	4.4
% 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. This trend changes with the data from the Community Survey (2007) which shows a decline in the

total population of all three LM's in the DM. The eMadlangeni municipality shows the greatest decline (41%) while the DM shows a decline of 11%. The reason for the decline can be explained as follows:

- Out-migration due to limited job opportunities;
- The impacts of the high levels of HIV/ Aids in the ADM;
- Conservative/ inaccurate 2007 Community Survey techniques.

In terms of the number of households in the Community Survey (2007), there has been a decline in the number of households in Dannhauser, but an increase in both the Newcastle and eMadlangeni municipalities. The ADM as a whole shows an overall increase in the number of households in 2007. The Community Survey (2007) also indicates a decline in household size.

10.1.2 AGE PROFILE

The Baseline Data Study (2005) and the Community Survey (2007) indicate that the majority of the population in the ADM are between 15 and 34 years in age. The 2007 figures of the ADM indicate, however, that there has been an increase in the population of 0 – 4 years and 5 – 14 years.

TABLE 18: Age Profiles

AGE	DANNHAUSER		NEWCASTLE		EMADLANGENI		AMAJUBA	
	2005	2007 ¹	2005	2007 ¹	2005	2007 ¹	2005	2007 ¹
0-4	11.6	13.1	7.8	11.5	6.1	10.7	8.6	11.8
5-14	25.8	26.2	22.8	23.7	14.4	22.5	22.9	24.2
15-34	36.2	34.5	38.4	36.4	33.2	36.3	37.4	36.0
35-64	21.7	21.3	26.6	23.9	39.6	26.1	26.4	23.5
65+	4.7	4.9	4.4	4.5	6.7	4.5	4.7	4.5
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

¹= Statistics SA, Community Survey 2007

10.1.3 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. This is echoed by the Baseline Study (2005) and the Community Survey (2007) figures.

TABLE 19: Education Levels of People Over 20 Years (%)

OVER 20 YEARS WITH:	DANNHAUSER			NEWCASTLE			EMADLANGENI			AMAJUBA		
	'01	'05	'07 ¹	'01	'05	'07 ¹	'01	'05	'07 ¹	'01	'05	'07 ¹
None/ basic	22.8	16.5	9.7	13.3	10.3	6.8	25.2	15.7	13.6	16.1	12.1	8.3
Primary (Grade 5)	29.5	33.4	32.3	22.5	29.8	21.7	36.2	34.1	24.0	24.8	30.9	26.2
Secondary (Grade 12)	44.3	47.4	50.8	56.0	50.3	54.5	34.1	48.7	43.7	52.1	49.5	49.5
With Higher	3.4	2.7	7.2	8.2	9.6	17.0	4.4	1.5	8.7	7.0	7.5	16.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

¹= Statistics SA, Community Survey 2007

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, and this trend is repeated further in the 2007 figures.

It is also noted that only Newcastle, of the three LM's, has a larger percentage of people with *Higher* levels of education. eMadlangeni and Dannhauser have significantly lower percentages of people with *Higher* levels of education which may correlate with the closure of the mines, although these figures have improved in 2007. The ADM also represents the district municipality with the lowest percentage of the adult population without any form of schooling (completely illiterate). A total of 7.7% of the ADM population falls within this category. This figure is significantly lower than most other district municipalities within the province, apart from the uMgungundlovu DM with a similar figure of 8.1%.

10.2 CURRENT ECONOMIC EMPLOYMENT ACTIVITIES

10.2.1 AGRICULTURE

The Amajuba NSDP Pilot Project (2008) indicates that the agricultural sector plays a limited role in the provision of formal employment in the ADM and only accounts for 5.4% of total formal employment. This proportional figure is the lowest amongst the district municipalities in the province. At municipal level, the agricultural sectors play an important role as a source of formal employment in the eMadlangeni LM where it accounted for 42.8% of employment in 2007 but this figure declined somewhat from the high of 50.3% in 2001. In the Newcastle and Dannhauser LM's the agricultural sector represents only 2.7% and 9.2% of formal sector employment opportunities respectively.

In terms of the three other comparative districts outside KZN, the role of agriculture in the ADM is very similar to that of the Sedibeng and Nkangala DM's.

10.2.2 MANUFACTURING

The Amajuba NSDP Pilot Project (2008) indicates that the manufacturing sector clearly plays a dominant role in providing formal employment in the ADM accounting for 30.4% of all formal employment by 2007. This proportional figure is the highest amongst all district municipalities within the province. As can be expected the role of the manufacturing sector is most prominent in the Newcastle LM where it accounted for 34.1% of all formal employment by 2007. The comparative figures for the eMadlangeni LM and Dannhauser LM are only 1.6% and 13.1% respectively. The comparative role of the manufacturing sector in the provision of formal employment has remained relatively stable over the last decade, fluctuating at a level of around 30% of employment in the district.

In terms of other comparative district municipalities, the role of manufacturing sector in the ADM is very similar to that of the Sedibeng DM.

It should be noted that there are also certain trends prevalent within the various subsectors within the manufacturing sector. For example, the contribution of the “textile, clothing and leather goods” sub-sector as a percentage of total employment decreased from around 10% in 1996 to just over 7% in 2007. Conversely, the role of the “metal products, machinery and appliances” sub-sector as a percentage of total employment has increased slightly from 16.9% in 1996 to just over 18% in 2007.

10.2.3 TOURISM

The current tourism strategy document does not present a detailed breakdown of the economic impact of the tourism sector upon the municipality except to highlight that the annual 44000 visitors to the municipality for the Vodacom/Amajuba Winter Festival generate approximately R26m in revenue. There are no formal figures of local tourism related employment or multipliers indicating the multipliers of tourism experienced within the local economy with the exception of the rate payers levy and a related approximated injection of R700 000.00 in salaries within the entire district.

Other estimates based on the Amajuba District Municipality Strategic Business Plan indicate that Newcastle town generates approximately R116m in tourism related business per annum, with tourism related establishments generating R165m and creating 1066 jobs in the Newcastle municipality (Tourism Sector Report: 2004).

10.2.4 UNEMPLOYMENT LEVELS

The Amajuba NSDP Pilot Project (2008) indicates that in 2007 the ADM had the lowest unemployment rate amongst the district municipalities in KZN (41.9%) and this figure is also slightly lower than the comparative provincial average of 42.3%. The unemployment rate of the district peaked at 47.2% in 2003, where after it showed a decrease to 41.9% in 2007. The high levels of unemployment have been caused by a number of factors including:

- 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.

The study also indicates that the unemployment rate of Amajuba DM is very similar to that of the Sedibeng (43%) and Nkangala DM's (41.1%), and somewhat higher than the figure of Gert Sibande DM (31.5%).

Both the Newcastle LM and eMadlangeni LM experienced a decrease in unemployment rate from the peak in 2003. However, in the case of Dannhauser LM, the unemployment rate increased unabatedly from 45.6% in 1996 to as much as 78% in 2007.

In terms of unemployment differences in gender identified in the Amajuba NSDP Pilot Study (2008) the following is noted:

- The male unemployment rate in Amajuba DM in 2007 was 36.7%, which is slightly lower than the figure for the total population. The unemployment rate of the male population showed a similar trend to that of the total population with decreases being recorded from the high figures in 2003 to 32.2% in 2007 (Newcastle LM) and 18.8% in eMadlangeni LM. The unemployment rate of the male population in Dannhauser LM however continued to increase to a figure of 69.6% in 2007.
- The female unemployment rate in the ADM in 2007 was 46.9%, which is somewhat higher than the figure for the total population. Although there has been a slight decrease in the female unemployment rate in Newcastle and eMadlangeni LM's from 2003 onwards, the rate for the Dannhauser LM female unemployment rate stood at a staggering 87% in 2007.

10.3 IDENTIFIED KEY ISSUES

The following key issues have been identified:

- There are extremely high levels of unemployment within the ADM;
- The agricultural, tourism, and mining sectors offer the greatest possibilities for the ADM;
- The ADM has rich but under-utilised coal deposits; and
- The ADM has developed a number of sector plans to facilitate development. Investors are now needed to initiate these projects and thereby create jobs and lower the unemployment levels.

10.4 LOCAL ECONOMIC DEVELOPMENT OPPORTUNITIES

- There are opportunities for the development of a number of agricultural activities in the ADM, namely:
 - Barley and Soya production
 - Feedlots for emerging farmers
 - Vegetable production
 - Tunnel Farming
 - Fruit and Nut cultivation
 - Intensive farming
 - Agri-processing

- There are a number of tourism opportunities in the ADM, namely:
 - Further promotion of Battlefields, fishing, hunting and birding
 - Developing tie-ins to 2010 World Cup
 - Participating in land use planning to insure better integration of tourism activities within the municipality
 - Cultural tourism opportunities
 - Enhance business tourism by promoting specialised products
 - Tourism transport system linking
 - Sports tourism

- The following manufacturing opportunities exist:
 - aluminum-based beneficiation products
 - leather goods production
 - textiles and textile products
 - automotive components
 - metal products and machinery and
 - retail

10.5 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS / OPTIONS

Key LED projects identified and approved at the Amajuba Growth and Development Summit include:

- The Amajuba Regional Agricultural Hub;
- The Amajuba Hydroponic Techno Park (60 ha);
- The Sun-dried Tomato project;
- The Cheese Factory; and
- The Amajuba Mining opportunities.

SECTION C: CONSOLIDATED STRATEGIC FRAMEWORK

11.0 CONSOLIDATION OF KEY ISSUES, SPATIAL OBJECTIVES AND STRATEGIC INTERVENTION OPTIONS

11.1 HISTORY AND CULTURE

11.1.2 KEY ISSUES

The following key issues relate to the protection of historical and cultural assets within the ADM:

- The identification and listing of noteworthy buildings;
- Protecting of buildings over 60 years in age;
- Poor maintenance of buildings and maintenance with out of character materials;
- Painting and plastering of red brick buildings;
- Stripping buildings of doors, fireplaces, and other noteworthy items;
- Policing of transgressions.

11.1.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

Strategic interventions identified include:

- Closer working relations between the municipality and AMAFA;
- The development of tax incentives to preserve buildings of cultural and historical significance.

11.2 BIO-PHYSICAL ENVIRONMENT

11.2.1 KEY ISSUES

The following key issues have been identified:

- Further development of crops identified as having potential for future development in the ADM.
- The development of additional dams sites for irrigation.
- The protection of the higher potential agricultural land in the DM and the prevention of urban sprawl.
- The need for mentoring of land reform projects by the Department of Agriculture to prevent uncontrolled settlement as well as the loss of agricultural outputs from the DM.
- Uncontrolled or subsistence agriculture;
- Land reform programmes implemented without proper consideration of environmental factors such as the presence of sensitive areas;
- Commercial afforestation;
- Mining;
- Poorly planned and/or large scale tourism development;

- Incorrect burning practices and wildfire; and
- Alien and invasive trees (such as wattle).

11.2.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

- **Irrigation, dry land, stock farming, piggeries, poultry, dairies, feedlots projects:**
 - Conduct, as a matter of urgency, micro soil surveys along the rivers mentioned to confirm the irrigation potential of the soils.
 - Compile generic business plans for projects on the identified available land.
 - Develop terms of reference for the appointment of specialists to mentor and assist future farmers.
- **Soils:**
 - It is proposed that a micro soil survey be conducted for all the relevant proposed cultivation projects in the Agricultural Plan, as a matter of urgency, to confirm the potential from a soils perspective, as only macro soils information is available at present. A detailed stock carrying capacity/veld type survey needs to be conducted for the potentially upgradeable grazing areas in order to establish a feasible veld management system. It is further recommended that Agricultural Engineers be appointed to assist with the project specific detailed analysis, designs and contract

11.3 BIOLOGICAL CHARACTERISTICS

11.3.1 KEY ISSUES

The following key issues have been identified:

- The small amount of formally conserved land in the DM.
- Several C-Plan areas of irreplaceability falling outside of formally conserved areas.
- The loss of natural forests through invasion of alien plant species.
- Land reform settlements in environmentally sensitive, inaccessible and highly erosive mountainous areas in the eMadlangeni municipality.
- Pressure for residential and tourism developments in the mountainous areas of the ADM.

11.3.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

The following spatial objectives and strategic intervention options have been identified:

- The implementation of the ADM's *Mountainous Areas Nodal Study*.
- Support for the eKangala Grassland Trust's initiatives to conserve grassland areas of significance with farmers and land owners.
- Protection of wetlands, particularly those identified by Begg.
- Encouraging land reform in areas identified in the Area Based Plan which takes cognisance of the natural environment.
- Encouraging KZN Wildlife's Stewardship

11.4 ENVIRONMENTAL CONSERVATION

11.4.1 KEY ISSUES

The following key issues have been identified:

- Insufficient areas under formal conservation.
- Vandalism and looting of war graves and monuments.
- Ineffective control over buildings older than 60 years due to lack of human resources.

11.4.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

The following spatial objectives and strategic interventions have been identified:

- The spatial referencing of all monuments and buildings of historical significance by the ADM and Amafa.
- Negotiations with land owners for the inclusion of land of conservation potential into conservation initiatives by organisations like the eKangala Grasslands Trust and KZN Wildlife.

11.5 HUMAN SETTLEMENT

11.5.1 KEY ISSUES

The following key issues have been identified:

- The productive agricultural land area is about 608,862 hectares. Thirty percent of this area amounts to 182,659 hectares. Some 73,212 hectares has already been transferred, either through government redistribution programmes (about 54,461 ha) or through private transactions (18,600 ha), leaving 109,447 hectares to be transferred to achieve the objective. Currently there is an area of about 210,883 ha which is either subject to restitution claim redistribution projects underway or for Labour Tenant claims. It would be in all stakeholders' interests to concentrate on resolving these outstanding projects as speedily as possible.
- Good to high potential land make up 105,847 hectares or only 15.3% of the total area. Of this only 6,000 ha is irrigated. This shows that the ADM has a somewhat limited agricultural potential and one that requires careful management for success. The conclusion therefore is that good potential agricultural land needs to be kept productive and lower potential land will have to be well managed (i.e. not overstocked) to conserve the limited production potential that does exist.
- The area under unresolved gazetted restitution claim amounts to 151,937 ha, involving 826 farms
- The total estimated number of formally employed households in the agricultural sector, who would ultimately require secure tenure rights, is 3,846. In addition it is estimated that there could be an additional 5,873 households that need their security of tenure addressed so as to pursue household livelihood strategies.

- The average land prices per hectare for 2005, 2006 and 2007 were R 1,551, R 1,758 and R 1,692 respectively; with the level of market activity in decline over the 2004 to 2006 period (area transacted having declined from 37,127 ha in 2004 to 15,040 ha in 2006). This is possibly ascribed to unresolved restitution claims, the high level of labour tenant claims and rising interest rates.
- The importance of a vibrant efficient market for land (and land rights) for a Municipality is in assuring a system that promotes economic growth and investment through an institutional system (the mores and practices of society in the treatment of property rights) that create incentives to invest in productive use of land, promotion of equity (fairness) considerations and economic growth to benefit the local economy and the communities the municipality serve.
- Renting or leasing of agricultural land can become an important instrument in addressing access to land by the poor and is a means of achieving equity and fairness. An institutional system that is supportive of a rental market based on voluntary arrangements should contribute to economic growth and enable those not endowed with the wealth to purchase land immediately to climb the ladder of economic prosperity.
- The pursuit of the LED projects identified by Amajuba and assistance to land reform beneficiaries to be integrated into these initiatives will contribute to the integration with the provincial and municipal development frameworks but should also contribute to sustainability and inter-government relations.
- The total quantity of housing stock under construction and planning is 15,891. The total area is circa 450 ha. Additional possible demand for new housing stock will be about 9,500 per year for five years with land required of the order of 267 ha per year, all on the periphery of centres of employment (Newcastle, Madadeni, Utrecht and Dannhauser).
- Consideration needs to be given when developing projects and institutional structures for flexibility to accommodate the needs and likely aspirations of future generations. Beneficiaries should not be locked into investments forever and mechanisms for exiting investments should be provided for. Not all younger people wish to hold on to investments in agricultural or rural land but would rather have security of tenure in a city where they work and live. A land market therefore allows for aspirant farmers to acquire sufficient land over time to become commercial scale ventures.
- There are case studies of redistribution projects which have not achieved the objective of sustainable agricultural ventures but have become places of rural housing, which creates difficulty in the provision of municipal services.
- Future land reform projects should be located in accessible areas of the district on land with the potential to be viable under different forms of production. Locality should follow the national and provincial spatial planning principles.
- In the identification of future land reform projects the following distinction should be made:
 - households currently using land for residential and subsistence use(72% farm dweller survey);
 - households currently using land for residential purposes only (28% farm dweller survey);
 - no households interviewed are using land for commercial production purposes (farm dweller survey)

- Based on the farm dweller survey the following land demands were noted:
 - 70% of the households need land for security reasons including subsistence, housing and grazing;
 - 30% of the households indicated the need for land for commercial farming purposes;
- In future land reform projects DLA should take into account these different land needs by households in order to avoid non-viable and sustainable projects being implemented;
- Each of the above land demand categories should be linked to appropriate models for land acquisition to ensure sustainability.
- For land reform projects that will take up hectares of productive land it is important that they are located on areas of high potential, with good access to markets and the necessary support to ensure viability;
- For land reform projects that require land for residential purposes, it is important that these are located in identified nodes and corridors to ensure that municipalities are able to provide services and opportunities for economic growth and development as contained in the NSDP principles and the district SDF;
- For land reform projects that require land for subsistence purposes, it is important that clarity is reached on the type of farming activities and the numbers of people to be settled on the land. Once this has been established then appropriate land can be located to accommodate this type of development where strict controls are placed on numbers of households and livestock.

11.5.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

Still to be developed as part of the Area Based Plan.

11.6 SERVICE AND INFRASTRUCTURE

11.6.1 KEY ISSUES

The following key issues were identified:

- There are large backlogs in water and sanitation requiring large sums of money to address within the timeframes set by government. Funding allocations are insufficient to address the backlogs within the target timeframes.
- There is a need for more and better located cemeteries due to the high death rates in the ADM which may be attributed to the high HIV/ Aids levels in the ADM.

11.6.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

The following strategic interventions are required although they may not have spatial implications:

- More funds are needed from national government to increase the roll-out of water, sanitation and electricity by the ADM.
- The development of Agri-villages in the rural and remote areas will facilitate effective service provision and would create

densities that would allow for the construction of educational and health care facilities.

11.7 ECONOMIC ENVIRONMENT

11.7.1 KEY ISSUES

The following key issues have been identified:

- There are extremely high levels of unemployment within the ADM;
- The agricultural, tourism, and mining sectors offer the greatest possibilities for the ADM;
- The ADM has rich but under-utilised coal deposits; and
- The ADM has developed a number of sector plans to facilitate development. Investors are now needed to initiate these projects and thereby create jobs and lower the unemployment levels.

11.7.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

Key LED projects identified and approved at the Amajuba Growth and Development Summit include:

- The Amajuba Regional Agricultural Hub;
- The Amajuba Hydroponic Techno Park (80 ha);
- The Sun-dried Tomato project;
- The Cheese Factory; and
- The Amajuba Mining opportunities.

PART 2: CONCEPTUALISATION

SECTION D: AMAJUBA GUIDANCE FRAMEWORK

12.0 VISION AND GOALS

12.1 GUIDING VISION STATEMENTS

The vision for the ADM is as follows:

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.

12.2 GOALS

The goals of the Amajuba SDF are in accordance with those contained in the Development Facilitation Act and are summarised as follows:

- Provide for urban and rural land development;
- Facilitate the development of formal and informal, existing and new settlement;
- Discourage the illegal occupation of land, with due recognition of informal land development processes;
- Promote speedy land development;
- Promote efficient and integrated land development by:
 - Promoting the integration of the social, economic, institutional, and physical aspects of land development;
 - Promoting integrated land development in rural and urban areas in support of each other;
 - Promoting the availability of residential and employment opportunities in close proximity to or integrated with each other;
 - Optimising the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
 - Promoting a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
 - Discouraging the phenomenon of “urban sprawl” in urban areas and contribute to the development of more compact towns and cities;
 - Contributing to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and

- Encouraging environmentally sustainable land development practices and processes.

12.3 CONCEPT FOR THE REDRESSING OF THE IMBALANCES CREATED BY APARTHEID

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.

12.3.1 EMADLANGENI

In the eMadlangeni 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.

12.3.2 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.

12.3.3 DANNHAUSER

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

12.4 STANDARDISED TERMS AND SDF DESIGN CONCEPTS “TOOLBOX”

12.4.1 SUSTAINABLE DEVELOPMENT

Sustainability refers to the fair and efficient use of resources to meet basic human needs whilst ensuring long term continuity, diversity, and adaptability. It promotes *Compaction* in order to protect natural resources.

12.4.2 URBAN INTEGRATION

The ideas of urban integration are similar to *Urban Densification* in that they promote the creation of an urban environment that integrates areas of work, residence and play. It also refers to the linking of poorly connected areas by improving the existing road network and public transport system. The objectives of urban integration include ensuring that social and economic opportunities are equally accessible to all people of the city, and ensuring that there is a mixture of compatible land uses.

12.4.3 URBAN DENSIFICATION

This refers to a process of carefully and meaningfully increasing densities in developed areas to ensure the most effective and efficient use of scarce resources. The process of densification needs to be carefully managed and applied in appropriate areas, as it cannot merely be applied across the city. Urban densification can be regarded as a broader strategy of improving the urban environment whereby an area of work, residence and play can be created.

12.4.4 COMPACTION

Compaction refers to the process of managing urban sprawl by limiting expansion of urban developments. The objectives of managing urban sprawl include the need to protect agricultural, natural and recreational areas from destructive urban developments. Compaction promotes *Urban Densification* and seeks to efficiently use resources whilst reducing the costs to providing services.

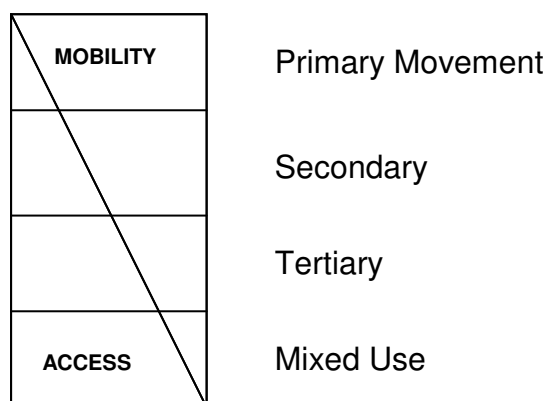
12.4.5 REDRESSING IMBALANCE

Redressing imbalances refers to the process of “levelling the playing fields” with particular focus on previously disadvantaged areas. This means that future planning should seek to direct a large portion of public sector investments into areas that were previously marginalised.

12.4.6 CORRIDORS

The following figure summarises the functions of corridors in terms of mobility and access.

FIGURE 2: Classification of Corridors



(i) PRIMARY MOVEMENT

These corridors are primarily movement corridors between the municipality and other regions outside of the municipality. Opportunity points exist along these corridors where development can be encouraged.

(ii) SECONDARY

The primary function of these corridors is long distance traffic movement within the ADM and these corridors link places of residence with places of economic opportunity. Development can be encouraged at appropriate locations along these corridors.

(iii) TERTIARY

Tertiary corridors link lower order settlements within the ADM and the LM's.

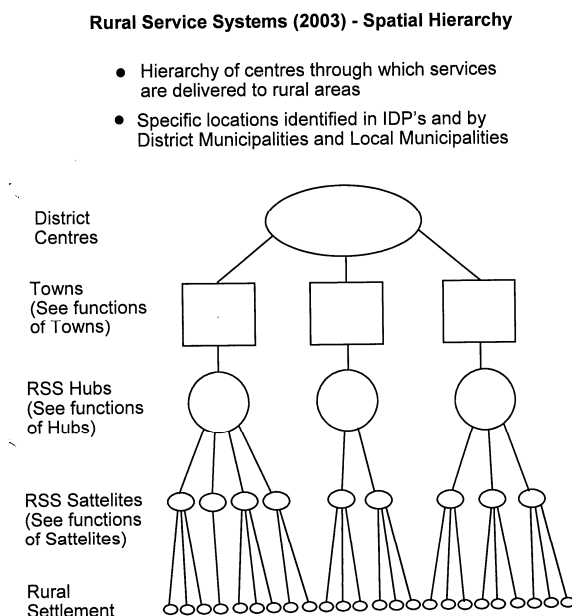
(iv) MIXED ACTIVITY CORRIDOR

These corridors permit the development of different land uses on adjoining land parcels along an identified corridor. A variety of land uses occur side by side and create a rich fabric of everyday life.

12.4.7 NODES

The ADM's settlement hierarchy is based on the Rural Service System (RSS) developed by the Town Planning Commission. The concept is summarised below:

FIGURE 3: Rural Service System



(i) DISTRICT CENTRE/ PRIMARY NODE

A district centre or primary node refers to the dominant node in the larger region or district. Service levels and the nature of facilities are generally the highest in these nodes. These nodes cover relatively large areas. These nodes have, amongst others, the following functions:

- 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.

(ii) TOWNS

These refer to the former TLC areas some of which are quite small and are not likely to develop any further up the settlement hierarchy but represent sites of significant infrastructural investment.

(iii) SERVICE HUB

These nodes are spatially smaller than the *Primary* nodes and include fewer facilities than their counterparts. A service hub is a distribution point with a greater variety, higher order and more permanent range of services than which is present at a satellite. Typical facilities at these centres include:

- Civic administration and service coordination including facilities like the MPCC's;
- Engineering and communication and infrastructure services;
- Information services;
- Social and support services including:
 - Periodic courts
 - Clinics
 - Social work offices
 - Tribal courts
 - Local schools
 - Local police station
- Economic and business support services and tourism enterprises.

(iv) SERVICE SATELLITES

A hub is serviced by a number of satellites which deliver supplementary services.

(v) SUB-SATELLITE/ RURAL SETTLEMENTS

Service satellites are served by a number of sub-satellites which provide additional supplementary services.

(vi) NODAL POLICY DEVELOPMENT NODES

Large undeveloped areas can be preserved by concentrating development in strategically located nodes. Nodes should provide a wide variety of accommodation types and facilities across the nature orientated and facility orientated spectrum. Access to and within these nodes requires planning as well as the provision of services.

12.4.8 PROTECTED AREA

This refers to formally protected areas within the municipality.

12.4.9 ESCARPMENT MOUNTAINOUS ZONE

The EMZ consists of deeply incised broken terrain – this is a highly sensitive or fragile environment, with a high proportion of this zone indicated as of Very Restricted or Restricted Land Use Potential Agricultural Land Potential. This zone is intended to protect and manage agricultural and other uses in this sensitive area.

12.4.10 APPROACHES ZONE

The Approaches Zone comprises the lower lying plains, with relatively gentle slope gradients and soil types that in places are well-suited for arable and intensive forms of agriculture. Most of this zone contains land of High, Good and Moderate Agricultural Potential. The Approaches Zone plays an important buffer function, in the protection of landscape quality of the Escarpment Mountainous Zone.

12.4.11 CONSERVATION ZONE

The area for potential conservation within the EMZ is substantial and extends into the Approaches Zone. The Conservation Zone will maintain these pockets of potential conservation areas within the AZ. The areas covered by this zone were determined using the Bioregional plans of Ezemvelo KZN Wildlife and eKangala Grassland Project C-Plans. These Bioregional plans highlight areas of biological diversity that are irreplaceable and as such require protection from particular forms of development. Linkages to those plans are reflected in the AZ and other land use control mechanisms such as buffers around rivers, streams, wetlands and large storage dams. These have been included in the Conservation Zones so as to limit potential negative impacts of development on these natural features.

12.4.12 URBAN GROWTH BOUNDARY/ URBAN EDGE

The urban growth boundary or urban edge, is a clearly defined boundary between urban development and the valuable rural or agricultural hinterland. The primary purpose of the urban edge is to limit and control urban expansion thus containing “urban sprawl”.

SECTION E: GRAPHIC GENERATION OF THE ADM'S DEVELOPMENT CONCEPT

13.0 INFORMANTS

13.1 SPATIAL REPRESENTATION OF PROPOSED/ SUGGESTED INTERVENTIONS/ OPTIONS

Map 1 outlines the proposed interventions and Section 5.0 provides a narrative for these actions.

13.2 GUIDANCE FRAMEWORK

13.2.1 APPLICATION OF VISION AND GOALS

The vision for the ADM is broad and the various strategies contained in the IDP and the SDF seek to achieve this. The goals of the SDF, however, are more actionable and the table below summarises how these have been actioned.

TABLE 24: Linking the SDF Goals to Actions

SDF GOALS		ACTIONS
Provide for urban and rural land development.		A settlement hierarchy is used for the rationale for the allocation of resources. Development is also aligned with the principles of the NSDP.
Facilitate the development of formal and informal, existing and new settlement.		All settlements are identified in the SDF. Allocation of resources as per settlement hierarchy as well as the principles of the NSDP.
Discourage the illegal occupation of land, with due recognition of informal land development processes.		Tribal areas/ Ingonyama Trust land clearly identified.
Promote speedy land development.		The SDF is aligned to the draft Land Reform Area Based Plan.
Promote efficient and integrated land development by:	Promoting the integration of the social, economic, institutional, and physical aspects of land development.	The use of a settlement hierarchy and nodes to focus development and a mix of activities and services.
	Promoting integrated land development in rural and urban areas in support of each other.	
	Promoting the availability of residential and employment opportunities in close proximity to or integrated with each other.	
	Optimising the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities.	This has been done through the alignment of the Amajuba sector plans with the IDP as well as the SDF.
	Promoting a diverse combination of land uses, also at the level of	This is done through the SDF's and LUMS of the LM's which have been aligned with the

SDF GOALS		ACTIONS
	individual erven or subdivisions of land.	ADM's SDF.
	Discouraging the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities.	The identification of urban growth boundaries that are aligned with those identified in the LM's SDF's.
	Contributing to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs.	The use of concepts like "urban growth boundaries", "nodes" and a "settlement hierarchy" as well as "in-fill" and "densification".
	Encouraging environmentally sustainable land development practices and processes.	The alignment of the SDF with KZN Wildlife and the eKangala Grassland Trust's C-Plan and MinSets. Implementation of the ADM's Mountainous Areas Nodal Study.

13.2.2 APPLICATION OF "TOOLBOX"

The following is a summary of the how each of the issues in the "Tool Box" has been addressed:

TABLE 25: Matching the Elements from the Concept Development Framework

TOOLBOX	MATCHING ELEMENTS FROM THE <i>CONCEPT DEVELOPMENT FRAMEWORK</i>	
Sustainable development	Section 5.1.1 Section 5.1.2 Section 5.1.3 Section 5.1.4 Section 5.1.5 Section 5.1.6 Section 5.1.7 Section 5.1.8 Section 5.1.9 Section 5.1.10	Mine Rehabilitation Rehabilitation of Damaged or Degraded Areas Protection of Wetlands Rivers and Aquifers Forests Grasslands Wattled Crane Breeding Sites Oribi Habitat Historical/ Cultural Heritage KZN Wildlife and eKangala Grassland Trust C-Plan Areas
Urban integration	Section 5.2 Section 5.3	Corridors Nodes
Urban densification	Section 5.5	Urban Growth Boundaries
Compaction	Section 5.5	Urban Growth Boundaries
Redressing imbalances	Section 5.3	Nodes
Corridors	Section 5.2.1 Section 5.2.2 Section 5.2.3 Section 5.2.4	Primary Corridors Secondary Corridors Tertiary Corridors Mixed Activity Corridor
Nodes	Section 5.3.1 Section 5.3.1 Section 5.3.2 Section 5.3.3 Section 5.3.4 Section 5.3.5	District Centre/ Primary Node Towns Service Hubs Service Satellites Service Sub-satellites Mountainous Areas Development Nodes
Protected areas	Section 5.4.1 Section 5.4.2	Formally Protected Areas Conservancies
Urban growth boundary	Section 5.5	Urban Growth Boundaries

13.3 PRELIMINARY ALIGNMENT/ INTEGRATION OF SDF

The SDF of the ADM was aligned with the SDF's of the three LM's at an IDP and PMS Committee workshop on November 2008. Alignment with surrounding DM's took place in January 2009. Alignment issues are summarised below:

13.3.1 MPUMALANGA: GERT SIBANDE DISTRICT MUNICIPALITY (GSDM)

(i) SERVICE LINKAGES

The settlement of Charlestown has a very strong linkage with Volksrust and obtains water directly from the adjoining municipality. The residents of Charlestown shop in Volksrust and make use of the social services and facilities of the town.

The Nzima settlement and the communities to the north of Groenvlei make use of the services and facilities in Wakkerstroom. Due to its restrictive road access, the Nzima community has stronger linkages with the Wakkerstroom community than with the urban areas of the erstwhile Utrecht TLC.

(ii) TOURISM LINKAGES

There is a potential to further develop the tourism linkages between the Amajuba DM and the Gert Sibande DM. Linkages identified include:

- The strong linkages between Volksrust and the Majuba Mountain Battlefield;
- The birding linkages between Wakkerstroom and the northern portions of the Utrecht Municipality, particularly around Groenvlei and the Zaaihoek Dam; and
- The trout fishing linkages between Wakkerstroom and the northern portions of the Utrecht Municipality.

Like with what the Amajuba DM has initiated with the Tourism Route Development Plan, it has been recommended that the GSDM initiate a similar plan. Further investigations should also be undertaken by the ADM to extend the identified Amajuba Tourism Routes across the boundaries into the GSDM.

It has also been recommended that the local Tourism Associations meet to facilitate alignment and integration.

(iii) CONSERVATION

Many of the eKangala Grassland Trust C-Plan areas fall across the boundaries of the two DM's and require protection and conservation. Previously KZN Wildlife had attempted an initiative to protect these areas together with land owners. It

has been recommended that this initiative be re-launched so that these environmentally sensitive areas are formally conserved.

13.3.2 ZULULAND DISTRICT MUNICIPALITY

(i) EDUMBE (PAULPIETERSBURG)

The north-eastern portions of the eMadlangeni municipality have strong linkages with the eDumbe municipality, particularly with regards to timber farming. Many farmers own farms in both municipalities and many of the residents in the north-eastern portion of the municipality shop in the erstwhile Paulpietersburg TLC.

With the potential tarring of the road from Utrecht to Groenvlei and northwards, it is hoped that many of the farmers from the northern portions of Utrecht will enter the local economy and the economic leakages to the eDumbe municipality will be “plugged”.

(ii) ABAQULUSI (VRYHEID)

The commercial farming enterprises in the eastern portions of the municipality have strong linkages to the urban core of Vryheid and services offered in the Abaqulusi Municipality are of a higher order than those offered in the eMadlangeni urban area.

The Kingsley and Blood River communities are located along the R33, the major access route to Vryheid, and are in close proximity to the erstwhile Vryheid TLC.

(iii) PROPOSED ROAD LINKAGES

The Provincial Department of Transport is currently reviewing a number of proposals for an upgraded road linking Richards Bay and Gauteng. There are a number of proposals for the new road, one of which is the upgrade of the R34, which will serve to further strengthen the linkages between the ADM and the Zululand DM.

(iv) PROPOSED AGRICULTURAL LINKAGES

The Bio-diesel initiative currently being pursued in the ADM has potential spin-off's for the Zululand DM in that additional soya will need to be sourced for the plant. This will be sourced from, amongst others, farmers in the ZDM.

(v) PROPOSED TOURISM LINKAGES

Although the ZDM is not classified as part of the Battlefields Route, several important battlefields occur in the ZDM. The cross-border linkage must be further pursued.

13.3.3 UMZINYATHI: ENDUMENI (DUNDEE)

The southern portions of the eMadlangeni municipality, as well as the Dannhauser Municipality, including Dannhauser, Hattingspruit and the southern portions of the Buffalo Flats, have strong linkages to the erstwhile Dundee and Glencoe TLC's.

(i) PROPOSED ROAD LINKAGES

The Provincial Department of Transport is currently reviewing a number of proposals for an upgraded road linking Richards Bay and Gauteng. There are a number of proposals for the new road, one of which is the upgrade of the R33 through Tugela Ferry, which will serve to further strengthen the linkages between the ADM and the uMzinyathi DM.

(ii) PROPOSED AGRICULTURAL LINKAGES

With regards to commercial agricultural enterprises, the headquarters of NatalAgri are located in Dundee which reinforces this linkage.

The Bio-diesel initiative currently being pursued in the ADM has potential spin-off's for the uMzinyathi DM in that additional soya will need to be sourced for the plant. This will be sourced from, amongst others, farmers in the uMzinyathi DM.

(iii) PROPOSED AGRICULTURAL LINKAGES

With regards to tourism:

- The Battlefields initiative straddles both District Municipalities and is a joint initiative.
- The "Maria Meander" straddles both District Municipalities and is a joint initiative.

The regional agricultural hub will also attract agricultural produce from the DM.

(iv) SERVICES

With regards to water and sanitation provision, both municipalities are part of the uThukela Water Partnership.

13.3.4 UTHUKELA: EMNAMBITHI (LADYSMITH)**(i) PROPOSED AGRICULTURAL LINKAGES**

The southern portions of the Dannhauser Municipality border on the uThukela District Municipality. Linkages of the Normandien area are largely agricultural in nature with both adjoining areas sharing the same farmers association.

The Bio-diesel initiative currently being pursued in the ADM has potential spin-off's for the uThukela DM in that additional soya will

need to be sourced for the plant. This will be sourced from, amongst others, farmers in the uThukela DM.

The N11 forms the major transportational linkage between the two municipalities. The regional agricultural hub will also attract agricultural produce from the DM.

(ii) PROPOSED TOURISM LINKAGES

Although the uThukela DM is not classified as part of the Battlefields Route, several important battlefields occur in the municipality. The cross-border linkage must be further pursued.

(iii) ROAD LINKAGES

The primary linkage between the two municipalities is the N11 which traverses both DM's and links the Durban port to Gauteng as an alternative route.

13.3.4 FREE STATE: THABO MOFUTSANYANE MUNICIPALITY

The eastern portions of the Free State are linked to the Amajuba District Municipality by a number of passes, including:

- Botha's Pass
- Muller's Pass
- The Normandien Pass; and
- Kwagga's Neck Pass.

The Kwagga's Neck pass is the most widely used pass and links the Amajuba District Municipality with centres in the Free State as well as with Gauteng.

(i) PROPOSED AGRICULTURAL LINKAGES

The Bio-diesel initiative currently being pursued in the ADM has potential spin-off's for the Thabo Mofutsanyane DM in that additional soya will need to be sourced for the plant. This will be sourced from, amongst others, farmers in the Thabo Mofutsanyane DM.

The regional agricultural hub will also attract agricultural produce from the DM.

(ii) PROPOSED TOURISM LINKAGES

The proposed tourism routes straddle both of these Districts and make use of the aforementioned passes. The Thabo Mofutsanyane SDF identifies Memel as a tourism node with above average tourism around the node. Stronger tourism linkages can be created between the ADM and the Thabo Mofutsanyane DM through the tourism routes.

14.0 CONCEPT DEVELOPMENT FRAMEWORK

14.1 ENVIRONMENTAL REHABILITATION AND CONSERVATION

14.1.1 MINE REHABILITATION

(i) DESCRIPTION

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

(ii) REQUIRED ACTIONS

The following actions are recommended:

- 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.

14.1.2 REHABILITATION OF DAMAGED OR DEGRADED AREAS

(i) DESCRIPTION

The Amajuba Strategic Environmental Assessment (SEA) (Udidi, 2003, p22 and 34) identifies the need for the rehabilitation of damaged and degraded areas within the ADM, most of which occur in the rural areas. Major causes of this damage, as identified in the SEA, include:

- Developers not paying attention to the potential consequences of developments;
- The lack of rehabilitation of quarries both for road building and for the mining of minerals and rock;
- The lack of implementation of rehabilitation plans by developers, even when they are blatantly necessary;
- The high costs of rehabilitation;
- The lack of interdepartmental co-operation between key departmental stakeholders (ie. DOT, Department of Mineral and Energy Affairs, and municipalities); and
- Ignorance of communities in the practicing of effective veld management.

(ii) REQUIRED ACTIONS

The following actions are recommended:

- Instituting tighter controls for developers through the respective municipal LUMS; and
- The education of residents as to the use of preventative measures that can be employed to retard soil erosion.

14.1.3 PROTECTION OF WETLANDS

(i) DESCRIPTION

According to Begg (1984) in Udidi (2003, p8) Wetlands are considered one of the most seriously endangered ecosystems in the world and this is no more evident than in KwaZulu-Natal. The Amajuba DM has four wetlands of importance identified by Begg which include:

- Paddavlei
- Groenvlei
- Boschoffs Vlei
- Blood River Vlei

There are, however, numerous smaller wetlands within the District.

(ii) REQUIRED ACTIONS

The following actions are recommended:

- Where not zoned for development, wetlands to be given conservation status.
- Wetlands should not be drained, filled or in any way artificially altered.
- Where the construction or dredging of canals is necessary, these be designed to minimize the degradation of wetland functions.
- Roads should not be constructed through wetlands, but if absolutely essential shall be elevated above wetland surfaces. If this is not possible, culvert pipes must be significantly large and spread throughout the length of the wetland to cause the least disruption to the natural system.
- Access to wetlands by off-road vehicles, man and livestock must be prevented.
- Degraded wetlands shall be rehabilitated.
- Wetland vegetation shall be maintained and all exotic vegetation removed.

14.1.4 RIVERS AND AQUIFERS

(i) DESCRIPTION

There are several important aquifers on the western boundaries of the Amajuba DM as well as important river catchment systems to the north. Udidi (2003, p12) identify that the DM has an extensive system of rivers and tributaries, with those in the Utrecht LM forming the headwaters of the Pongola, the Slang and the Vaal Rivers. Accordingly, the provincial SEA has categorised them as being of high to intermediate value.

(ii) REQUIRED ACTIONS

The following actions are recommended, namely:

- Flow or level of water shall not be artificially altered;
- Strict policing of illegal dumping is to be undertaken;
- All vegetation on the banks of rivers or streams must be protected;
- All vegetation within 10m of the banks of the rivers or to the 1:100 year flood line, and within 3m of the banks of all streams must be given conservation status;
- Pollution by toxic substances, excessive nutrients (phosphates and nitrates) and suspended particle matter is to be avoided; and
- Contamination by aquatic weeds is to be strictly forbidden.

14.1.5 FORESTS

(i) DESCRIPTION

According to Rutherford and Westfall (1994) in Udidi (2003, p13), indigenous forests represent the smallest biome in southern Africa although they still support a high portion of the regions floral and faunal diversity. The integrity of indigenous forests and the conservation of the species therein are vulnerable for a number of reasons, including:

- Climatic conditions favour agriculture in KwaZulu-Natal which has lead to a major land transformation over a number of years;
- The encroachment of plantation species has had a detrimental effect due to the increased incidence and severity of fires; and
- The illegal removal of natural resources has the potential to cause the extinction of species within the forests.

(ii) REQUIRED ACTIONS

The following actions are recommended, namely:

- All forests are protected in terms of the Forest Act, and the felling of any trees or disturbance to any forest requires a permit from DWAF.
- This vegetation is to be retained and given conservation status;
- No undergrowth may be removed or the natural forest structure interfered with in any way;
- All forests along streams and rivers must be conserved to prevent bank erosion; and
- Wherever possible, patches of forest must be linked to form a continuous network to facilitate the migration of fauna and flora.

14.1.6 GRASSLANDS

(i) DESCRIPTION

All of the ADM falls within the Grassland Biome (Rutherford and Westfall 1994) with patches of forest along the escarpment in fire-protected sites. South African grasslands are unique within Africa and are extremely rich in plant and animal species. Many species are endemic to this biome. Within the Grassland Biome are several different types of grassland dependant on soils and climatic factors. The ADM contains the majority of the KZN-endemic Natal Sour Sandveld grassland type, and hence has a very important role to play in terms of ensuring its conservation.

Despite their biodiversity value, grasslands are poorly protected. Internationally only 1.4% of grasslands are protected, the lowest of any terrestrial vegetation type. In South Africa less than 2% of the Grassland Biome is protected, the majority of this being made up of mountain grasslands in the Drakensberg. Almost no lower-lying grasslands are protected. One of the reasons for the lack of grassland conservation relates to the high agricultural potential (and hence high land value) of grassland areas. **The ADM has the smallest area under protection of any District Municipality in KZN.**

To make matters worse, grasslands are under considerable threat with the majority of this biome having already been transformed by agriculture, mining, alien plant invasion and infrastructural development. In many countries and areas virtually all grasslands have disappeared. Many of the low-lying grasslands within the ADM have been lost or degraded through the same factors thus making the remaining grasslands very important. The ADM is also fortunate in that the higher-altitude grasslands are relatively less impacted (approximately 30% transformed) thus providing opportunities for conservation and economic development based on ecotourism and sustainable use.

On a positive note government and international NGO's are starting to recognize the necessity for urgent action to protect grasslands and there are many opportunities to obtain funding for projects to link grassland conservation and development.

(ii) **REQUIRED ACTIONS**

The following actions are recommended, namely:

- The ADM has an important role to play in ensuring that both conservation and development goals can be obtained, and specifically in promoting activities (such as bird routes) that link economic development to the maintenance of healthy grasslands.
- The municipalities within the ADM need to adopt rates policies that promote conservation, or at least do not encourage destruction, of the natural grasslands i.e. serious consideration should be given to rates exclusions for landowners/communities who are prepared to formally protect grassland habitat (KZN Wildlife and the Botanical Society can be contacted for further discussions on this subject).
- As far as possible land settlement and infrastructural development should be encouraged on existing transformed sites, and not on virgin grassland.
- Any activity by the municipalities or any other landowner that destroys grassland requires authority and a Record of Decision from the Department of Agriculture and Environmental Affairs.
- The ADM should lobby government for payment for environmental services for landowners that are prepared to forgo development opportunities in order to maintain water production from high-yielding catchments.
- Recommended agricultural stocking rates and grazing systems must be adhered to, and burning should not take place annually.

14.1.7 WATTLED CRANE BREEDING SITES

(i) DESCRIPTION

The breeding habitats of Wattled Cranes are in marshes and grasslands and there are several of these sites in the District. According to Udidi (2003, p15), direct threats to the Crane Breeding sites are:

- Drainage for ridge and furrow agriculture;
- Damming to provide irrigation;
- Recreational water; and
- Forestry.

(ii) REQUIRED ACTIONS

The following action is recommended:

- Goodman (2002) in Udidi (2003) recommends the maintenance of a 5km radius of natural grassland around nesting sites.

14.1.8 ORIBI HABITAT

(i) DESCRIPTION

Oribi antelope exist in the south-western regions of the DM. Their habitat is threatened by land transformation due to the land being of good agricultural potential.

(ii) REQUIRED ACTIONS

The following actions are recommended:

- Although parts of the habitat are protected within the Chelmsford Nature Reserve, there is a need to extend the protection of this habitat.
- Negotiations need to be entered into between the LM, KZN Wildlife and property owners to protect these areas through conservancies as well as through the introduction of controls in the LM's LUMS.

14.1.9 HISTORICAL/ CULTURAL HERITAGE

(i) DESCRIPTION

There are several historical battlefields within the DM including:

- Amajuba;
- Laingsnek;
- Schuinshoogte/ Ingogo Heights; and
- Blood River's Poort.

The majority of these battlefields are on private land and do not form part of any formally conserved area. There are also other culturally significant resources in the DM including San paintings.

According to Mr Murimbika of the Natal Museum, the management and protection of the cultural heritage environment is regulated by the

National Heritage Resources Act (1999) executed by the South African Heritage Resources Agency (SAHRA) and its respective Provincial Heritage Resources Authorities. In KwaZulu-Natal, the Amafa Kwa-Zulu-Natali executes this role. Any development that alters the *status quo* requires assessment for potential impact on the heritage environment. As part of the environmental authorisation, developers are required to satisfy the heritage authorities that they have met the laid out procedures.

(ii) REQUIRED ACTIONS

The following actions are recommended, namely:

- Developers that require Environmental Authorisation for their projects would also need clearance from the KwaZulu-Natal Heritage Council (Amafa Kwa-Zulu-Natali). While this council does not conduct the assessments where they are needed, they do however make recommendations for heritage assessment conducted by Independent Archaeologist Specialists.
- Any change in land-use *status quo* should be treated as a potential threat to archaeological sites. Such sites may not be clearly visible but may be encountered immediately once the development begins. This may lead to Environmental Authorities ordering the development to stop to allow specialists to deal with the finds. Usually developments usually dig up human remains and such cases may lead to delays on the development. It is highly recommended that developers fulfil the basic requirements of pre-development authorisation including the archaeological assessment to avoid potential delays and costs.
- Should developers encounter archaeological and other cultural materials on site, they are advised to call the Heritage Authorities in order to rectify the situation without unnecessary delays or authorization complications.
- The law specially protects human burials and graves and they may not be destroyed or tampered with without prior permit from the heritage authorities. Where development is due and burials or graves have been found, the developer should conduct mitigation studies with recommendations. Should the development warrant the relocation of the burial, Burial and graves permits must be obtained from SAHRA. Note that burials may be moved only if all concerned/ interested parties and other stakeholders agree on the mitigation measures. Only then can a permit be motivated for and be issued.
- No person may excavate an archaeological site for artifacts or any other reason without prior permission from the relevant heritage authorities. Archeological sites are sensitive and non-renewable heritage resources and they should be accorded the necessary respect as stipulated in the various environmental and heritage legislation.
- In situations where the landowner wants to develop archeological sites such as rock paintings on their sites for access by the public or for commercial purposes, they are required to apply for the relevant permits from the South African Heritage Agency. The permit also requires the landowner or developer to design a Site Management Plan detailing how the site is going to be protected and sustainably used. Such services may be provided by independent Cultural heritage Management Specialists.

- Where a landowner wants to collect archeological materials on their land, they are required to obtain the relevant permit for collection and storage of archeological heritage material from SAHRA.

14.1.10 KZN WILDLIFE C-PLAN AREAS

(i) DESCRIPTION

The KZN C-Plan identifies areas of “irreplaceability” within the ADM. Which are referred to as totally irreplaceable and the conservation of the features within them are critical to meet conservation targets.

(ii) REQUIRED ACTIONS

The following actions are recommended, namely:

- Approach KZN Wildlife for approval of development prior to initiating any development.
- EIA very definitely required and depending on the nature of the proposal unlikely to be granted.

14.2 CORRIDORS

(i) DESCRIPTION

Movement Corridors are the connecting infrastructure linking:

- The District to surrounding districts; and
- The Service Hub to the Service Satellites and Sub-satellites.

The SDF’s corridors are aligned with the Dm’s Public Transport Plan (PTP) and the Community Public Transport Record (CPTR).

14.2.1 PRIMARY CORRIDORS

(i) DESCRIPTION

The primary movement corridor for the District is the N11 which runs in a north/ south direction and bisects the District. In terms of the settlements on the corridor, the District Centre is located on the corridor.

The Primary corridor serves to facilitate movement as efficiently as possible through the area. As a result, there should be little interruption to traffic flow along the corridor, although there is a potential for development at nodes along it.

The N11 is the main movement corridor north to Gauteng, and south to Ladysmith, Pietermaritzburg and Durban in terms of both goods and passenger transit. The corridor is reinforced as the primary corridor by the location of the railway line that largely runs parallel to the N11 until the R621.

With it being identified as an alternative route from Gauteng to Durban, as well as the increasing number of toll roads along the N3,

heavy vehicular traffic is increasingly making use of the N11. This is having a negative impact on the quality of the road surface.

14.2.2 SECONDARY CORRIDORS

(i) DESCRIPTION

The road linking Newcastle via Madadeni-Osizweni to Utrecht has been identified as a secondary corridor. This has been done in terms of the location of the corridor in terms of the number of settlements it passes, the location of a number of land reform projects and low income housing initiatives, and the population it serves.

This corridor has also been identified as an activity/ mixed use corridor which is being investigated further by the Newcastle municipality.

This corridor links the District Centre with the Utrecht Service Hub.

- From Utrecht, the secondary corridor outlined above continues east along the R34 to Kingsley which continues to Vryheid (R33) and eventually to Richards Bay. It also continues west to the N11.
- A further secondary corridor is the R34 from Newcastle West to Memel and on to the N3, north to Gauteng.
- The R621 linking the N11 south of Newcastle to Dannhauser and Dundee has also been identified as a secondary corridor. This corridor links the Dannhauser Service Hub with the District Centre.

14.2.3 TERTIARY CORRIDORS

(i) DESCRIPTION

Tertiary corridors link lower order settlements within the district and local municipalities. As these are local links, they are generally slower moving corridors in terms of social interaction and economic activities. The following have been identified as tertiary movement corridors:

- The road linking Utrecht to Groenvlei and Wakkerstroom;
- The road in the south-west of the district, from the N11, which follows a westerly direction to Normandien; and
- The road linking Dannhauser to KwaMdakane and Madadeni.

14.2.4 MIXED ACTIVITY CORRIDOR

(i) DESCRIPTION

The Madadeni road linking Newcastle West to Madadeni, Osizweni and Utrecht has been identified as a mixed activity corridor. Mixed-use development allows for the development of parcels of land as different land uses on adjoining sites.

Nodal points of activity will develop along this corridor thereby providing points of opportunity for the provision of services as well as economic activities. The Newcastle Municipality is developing a plan for the regulation of development along this corridor.

A study in this regards is being undertaken by the Newcastle Municipality during the 2004/5 financial year. The findings of this plan will be integrated back into future IDP SDF's.

14.3 NODES

(i) DESCRIPTION

The SDF's for Newcastle and the ADM use differing approaches to identify nodes, although these are not incompatible, these have been aligned. The following table summarises this and develops the SDF settlement hierarchy:

TABLE 26: 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 and surrounds). ▪ Southern Gateway (Casino Development and surrounds). ▪ Madadeni CBD. ▪ Osizweni CBD. 	<ul style="list-style-type: none"> ▪ Ingogo 	<ul style="list-style-type: none"> ▪ Ngagane
	Proposed future node at Newcastle East ²				
DANNHAUSER		<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> Utrecht (Urban) 	Groenvlei ³	<ul style="list-style-type: none"> ▪ Amantungwa Trust community ▪ Kingsley 	<ul style="list-style-type: none"> Nzima Mabaso; and Blue Mountain.

14.3.1 DISTRICT CENTRE/ PRIMARY NODE

(i) DESCRIPTION

The Urban core for the District has been identified as the CBD of Newcastle West. A potential second Primary Node has been identified as developing between Madadeni and Osizweni as part of the Newcastle SDF process. This node will, however, take many years to mature.

14.3.2 TOWNS

(i) DESCRIPTION

As opposed to the previous SDF's where Utrecht and Dannhauser were identified as Service Hubs, these urban cores have been identified as *Towns* in this review of the SDF. In accordance with the

² 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.

³ 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.

Provincial Planning and Development Commission (2004, P37) definitions, Towns are identified as the seats of local municipalities in terms of the 2000 demarcation process, one in each of the local municipalities.

The settlement of Hattingspruit has also been identified as a Town.

14.3.3 SERVICE HUBS

(i) DESCRIPTION

A service Hub is a distribution and co-ordination point with a greater variety, higher order and more permanent range of services than that which is present in a satellite.

In the Amajuba District Municipality, Service Hubs have been identified as KwaMdakane in Dannhauser, and Groenveli in Utrecht. The District has developed a Multi-purpose Community Centre (MPCC) at KwaMdakane which strengthens its role as a service hub. The Utrecht Municipality intends developing a MPCC at Groenveli as part of the roll out of the second generation MPCC's.

The concept of Service Hubs corresponds with the Secondary Node concept in the Newcastle SDF. Secondary nodes have been identified as the Northern Gateway (Amajuba Mall and surrounds), the Southern Gateway (Casino development and surrounds), and the Madadeni and Osizweni CBD areas.

14.3.4 SERVICE SATELLITES

(i) DESCRIPTION

In terms of the Rural Service System Model developed by the Town Planning Commission, a hub is serviced by a number of service satellites which deliver supplementary services.

In the Amajuba District Municipality, the following communities have been identified as a Service Satellites:

- Ingogo
- Alcockspruit
- Amantungwa Trust community; and
- Kingsley.

14.3.5 SERVICE SUB SATELLITES

(i) DESCRIPTION

Satellites are served by a series of sub-satellites to deliver supplementary services.

In the Amajuba District Municipality, the following sub-satellites have been identified:

NEWCASTLE

- Ngagane

DANNHAUSER

- Keel Keel;
- Thirst;
- Flint; and
- Naasfarm.

EMADLANGENI

- Nzima
- Mabaso; and
- Blue Mountain.

14.3.6 MOUNTAINOUS AREAS NODAL DEVELOPMENT POLICY

i) BACKGROUND

Due to a series of development applications in environmentally sensitive areas along the Drakensburg mountain range to the west of the District and in the Newcastle Municipality, a Mountainous Areas Nodal Development Policy was developed with grant funding from the Department of Local Government and Traditional Affairs.

ii) NORMANDIEN PASS NODE

Normandien node is an area of gentle rolling hillside and farm land, running from the low land areas up into the escarpment. This node has been extensively farmed over a period of many years, which has substantially altered the natural landscape and vegetation. However, this is not naturally detracting from the beauty of the landscape.

This area is locally known as the 'Ark' and is the area adjacent to the Normandien Pass where there are currently a number of existing developments. The Normandien Pass has been identified as part of the Drakensburg Meander route in the DM's Tourism Route Plan.

iii) MULLER'S PASS NODE

Muller's Pass node is an area of gentle rolling hillside and farm land, running from the low land areas up into the escarpment. The vegetation varies from arable grassland to areas of berg grass, arable fields and small areas of forestation. The farmland is generally well tended and scenic. Within this node there are number of established farms and these range from attractive, to the more practical establishment of agricultural buildings.

This node covers the areas adjacent to Muller's Pass and includes the Moorfield development. Mullers Pass has been identified as part of the Drakensburg Meander route in the DM's Tourism Route Plan.

iv) DUNBLANE NODE

The topography ranges from gently sloping and rolling hillsides of grassland rising towards the escarpment of the Drakensburg, where the topography is steeper. The indigenous grassland has been denuded with the introduction of forestry and plantations, which have detracted from the natural beauty of the landscape.

Within this node there are a number of established farms and these range from aesthetically attractive, to the more practical and pragmatic nature of agricultural buildings. This node also features the establishment of the Dunblane Golf and Trout Estate which is currently under development. This is promoted as an eco-estate by returning and rehabilitating the endemic flora and fauna to the landscape.

This area is adjacent to the D96 which is also part of the Drakensburg Meander route in the DM's Tourism Route Plan.

v) INGOGO/ BOTHA'S PASS NODE

The topography of the Botha's Pass Node is of gentle hills ranging to steeper approaches to the escarpment of the Drakensberg. Deep valleys lie between the hills with a number of waterfalls and fast flowing rivers. Access is good, with the tarred R34 running through the node linking Memel with Newcastle. The vegetation ranges from grassland to wooded valleys. Areas of arable land have been cultivated where the topography and soil conditions allow.

Much of the landscape has been altered by farming activities, with demarcated arable land from the natural grasslands. Farm structures and dwellings dot the landscape. Some are completely out of context with their surroundings, being garishly coloured, however some of the agricultural buildings blend in with the landscape in a most natural way.

This area is located adjacent to the headwaters of the Ingogo river and there are a number of existing tourism-related developments in this area.

vi) UTRECHT NODE

The approach and surrounding areas of the town are typical of berg grassland and scattered trees with the hills behind the town are rocky and covered with a variety of scrub vegetation and bushveld. The historical town of Utrecht is unique in that it lies in a conservancy. Established in 1854 Utrecht is a typical settler town which boasts a number of notable structures in a

tight central core, surrounded by burger cottages. As a result of changing circumstances unfortunately many of the town's buildings have an air of decay and dilapidation. Utrecht remains a busy centre for local residents and those lying more distant as a meeting place and shopping centre, with a range of Government institutional buildings.

The town of Utrecht has the benefit of the unique conservancy being fenced with gates to each approach. The town's lands lie within the fence and are stocked with a variety of game and fauna.

Within the boundary of the town fence, Utrecht has a well established country club with a range of facilities.

14.4 PROTECTED AREAS

14.4.1 FORMALLY PROTECTED AREAS

(i) DESCRIPTION

There are only two formally conserved areas within the Amajuba DM, namely the Chelmsford Nature Reserve bordering the Ntshingwayo dam (57 km²), and the Ncandu Nature Reserve (12 km²).

Developments within these areas are planned and implemented by KZN Wildlife in accordance with management and development plans, subject to authority granted by DAEA and the DEAT.

Both of these protected areas are of very high conservation value. Chelmsford Nature Reserve is the only protected area to conserve the endemic vegetation type known as Natal Sour Sandveld (Acock's Veld Type 66) and protects the single largest oribi population in South Africa if approximately 170 animals (oribi are classified as Endangered). Ncandu Nature Reserve protects important patches of Northern KZN Mistbelt Forest and the source of the Ncandu River. Ncandu also has a dwarf chameleon that may be a new species and that is not known from anywhere else.

(ii) REQUIRED ACTIONS

The following action is recommended:

- Developments within these areas are to be planned and implemented by KZN Wildlife in accordance with management and development plans, subject to authority granted by DAEA and the DEAT.

14.4.2 CONSERVANCIES

(i) DESCRIPTION

There are several registered conservancies in the Amajuba DM. According to the Amajuba SEA (Udidi, p19), some of these have been developed with the tourism sector in mind, while others are purely for conservation purposes.

Conservancies within the Amajuba DM include:

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

Membership of a conservancy by farmers is on a voluntary basis.

(ii) REQUIRED ACTIONS

The following action is recommended, namely:

- Encouraging land owners with KZN Wildlife C-Plan or MinSet identified areas to establish conservancies to protected environmentally significant areas.

14.5 URBAN GROWTH BOUNDARIES

(i) DESCRIPTION

These correspond with the boundaries of developed, 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.

14.5.1 NEWCASTLE

The urban edge of the Newcastle-Madadeni-Osizweni-Blaauwbosch complex is defined so as to prevent urban sprawl in the 2005/6 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.

14.5.2 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.

14.5.3 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.

14.6 FUTURE RESIDENTIAL DEVELOPMENT

14.6.1 HOUSING DELIVERY

The provision of future housing should be concentrated in the *Towns*, *Service Hubs* followed by the *Service Satellites* and *Sub-satellites*. Each of the municipalities is developing Housing Plans at present which it is anticipated will reinforce the settlement hierarchy model.

14.6.2 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) EMADLANGENI

In the eMadlangeni Municipality, this is to some extent occurring with the development of the Amantungwa Trust area. This land is strategically located between the eMadlangeni 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.

14.7 LAND REFORM**(i) DESCRIPTION**

The prime purpose of the country's land reform programme is to address the skewed land ownership patterns inherited from the apartheid past. The most immediate stated target that this project is focused on is to ensure that 30% of white owned land has been redistributed to black ownership by 2014 for sustainable agricultural development.

Contained within the land reform are a wide variety of legislative and policy tools to achieve the goal of greater equity in land ownership and land rights. These tools cover such areas as:

- Promoting tenure security which includes upgrading of tenure rights;
- Protection against eviction;
- Restitution of land to those who were forcibly removed from land under apartheid;
- Redistribution of land on a willing buyer, willing seller basis;
- Protection of informal rights in land;
- Providing support for new beneficiaries of land (financial, capacity, aid programmes);
- Addressing labour tenants issues; and
- Addressing communal land rights.

While the package of legislation and policy is fairly comprehensive, the Department of Land Affairs and the Regional Land Claims Commission (RLCC) who administer the land reform programme have recognised that the process of land transfer has been slow as it has been based on individual properties; that it has not been aligned with other development aims and objectives in terms of poverty alleviation, job creation, economic growth and skills development; that there have been poor post-transfer support services and that the programme has not been aligned with the priorities of district and local municipalities in terms of their Integrated Development Plans (IDP's).

The DLA is, together with the ADM, preparing an Area Based Plan (ABP) for the ADM and its LM's. The documentation had not been finalised at the date of the preparation of the SDF and alignment will only be possible in 2008.

(ii) REQUIRED ACTIONS

The following actions are recommended:

- Alignment of the vision, mission and strategies of the ADM with the SDF and IDP.
- Capturing the ABP's projects into the SDF.

PART 3: IMPLEMENTATION

SECTION E: SDF IMPLEMENTATION PLAN

15.0 PROJECT IDENTIFICATION

The following projects have been identified for implementation through the SDF, namely:

TABLE 27: SDF Implementation

REF	PROJECT NAME	DESCRIPTION	RESP AGENT	FINANCIAL YEAR
1	Amajuba Hydroponic Techno Park	80 ha of hydroponic tunnels	SNS Projects, ADM	2008/9
2	Amajuba Regional Agricultural Hub/ Regional Market	Includes sorting and packaging, and distribution of agricultural products	ADM, NN, Ilangabi Holdings, Spoornet, National DOT	2008/9
3	Cheese Factory	Production and processing of milk and distribution of dairy products.	M. Philips, W. Collier, ADM, NN	2008/9
4	Sun Dried Tomatoes	Factory	SNS Projects, ADM, Amajuba Agric Coop	2008/9
5	Power Station	Power generation up to 2 000 mW and distribution into the main grid	ADM	2012/3
6	Mining	Opencast and underground mining. Approximately 7 mines to extract coal to supply power station.	ADM	2009/10
7	Ncandu River Dam	Development of new dam for agricultural and potable water supply. (437 ha)	DWAF	2009/10
8	Horn River Dam	Agricultural purposes only.	M. Philips	2010/11
9	Regional Soya Initiative/ Bio-diesel processing plant	Processing of soya to oil.	ADM, NN, Siyanda Oils	2008/9
10	High Quality Texturised Soya Products	Soya from the plant to be manufactures into consumable soya products.	ADM, NN, Soya SA (Pty) Ltd	2008/9
11	Nodal Development	Preparation of Precinct Plans for two of the nodes	ADM DLGTA	2011/12

ANNEXURE A: LAND USE MANAGEMENT FRAMEWORK

1.0 INTRODUCTION

The ADM decided not to prepare a Land Use Management Framework (LUMF) and to allow for the SDF to provide guidance to the three local municipalities in formulating their Land Use Management Systems (LUMS). This was fulfilled during the preparation stages of the LUMS which was finalised during 2007 by all three LM's in the ADM.

With the review of the SDF and its capture into the new format, some of these sections, which include land use specific guidelines, have been omitted from the body of the SDF report. To prevent the loss of this information, which is aligned with the DM's Sector Plans, this Annexure has been created which is now the repository of this data.

2.0 LAND USE MANAGEMENT FRAMEWORK

2.1 WETLANDS

Recommendations for these areas, as identified in the Amajuba EMP (Udidi, p9), include:

- Where not zoned for development, wetlands be given conservation status.
- Wetlands should not be drained, filled or in any way artificially altered.
- Where the construction or dredging of canals is necessary, these be designed to minimize the degradation of wetland functions.
- Roads should not be constructed through wetlands, but if absolutely essential shall be elevated above wetland surfaces. If this is not possible, culvert pipes must be significantly large and spread throughout the length of the wetland to cause the least disruption to the natural system.
- Access to wetlands by off-road vehicles, man and livestock must be prevented.
- Degraded wetlands shall be rehabilitated.
- Wetland vegetation shall be maintained and all exotic vegetation removed.

2.2 AQUIFERS AND RIVERS

Recommendations in general for these areas, as identified in the Amajuba EMP (Udidi, p13), include

- Flow or level of water shall not be artificially altered;
- Strict policing of illegal dumping is to be undertaken;
- All vegetation on the banks of rivers or streams must be protected;
- All vegetation within 10m of the banks of the rivers or to the 1:100 year flood line, and within 3m of the banks of all streams must be given conservation status;
- Pollution by toxic substances, excessive nutrients (phosphates and nitrates) and suspended particle matter is to be avoided; and
- Contamination by aquatic weeds is to be strictly forbidden.

2.3 VEGETATION

2.3.1 FORESTS

Recommendations in general for these areas, as identified in the Amajuba EMP (Udidi, p13), include

- All forests are protected in terms of the Forest Act, and the felling of any trees or disturbance to any forest requires a permit from DWAF.
- This vegetation is to be retained and given conservation status;
- No undergrowth may be removed or the natural forest structure interfered with in any way;
- All forests along streams and rivers must be conserved to prevent bank erosion; and
- Wherever possible, patches of forest must be linked to form a continuous network to facilitate the migration of fauna and flora.

2.3.2 GRASSLANDS

Recommendation for use of grasslands:

- The ADM has an important role to play in ensuring that both conservation and development goals can be obtained, and specifically in promoting activities (such as bird routes) that link economic development to the maintenance of healthy grasslands.
- The municipalities within the ADM need to adopt rates policies that promote conservation, or at least do not encourage destruction, of the natural grasslands i.e. serious consideration should be given to rates exclusions for landowners/communities who are prepared to formally protect grassland habitat (KZN Wildlife and the Botanical Society can be contacted for further discussions on this subject).
- As far as possible land settlement and infrastructural development should be encouraged on existing transformed sites, and not on virgin grassland.
- Any activity by the municipalities or any other landowner that destroys grassland requires authority and a Record of Decision from the Department of Agriculture and Environmental Affairs.
- The ADM should lobby government for payment for environmental services for landowners that are prepared to forgo development opportunities in order to maintain water production from high-yielding catchments.
- Recommended agricultural stocking rates and grazing systems must be adhered to, and burning should not take place annually.

2.4 WATTLED CRANE NESTING SITES

Recommendations in general for these areas, as identified in the Amajuba EMP (Udidi, p15), include:

- Goodman (2002) in Udidi (2003) recommends the maintenance of a 5km radius of natural grassland around nesting sites.

2.5 ORIBI HABITAT

Recommendations in general for these areas, as identified in the Amajuba EMP (Udidi, p16), include

- Although parts of the habitat are protected within the Chelmsford Nature Reserve, there is a need to extend the protection of this habitat.

2.6 HISTORICAL/ CULTURAL HERITAGE

2.6.1 HERITAGE PROTECTION MEASURES

- An area earmarked for development should be assessed for the availability of archeological, historical and cultural sites. If there are none available, a qualified Archeological heritage specialist would recommend accordingly. Should there be such sites in the area, the specialist would recommend the necessary mitigation measures.
- Where mitigation has been recommended, the heritage sites would be evaluated and classified according to a predetermined level of importance and significance. The scale of classification is in two ways: High, medium or low significance; and National, Provincial, Local importance.
- National and Provincial Sites are usually marked and maintained sites that may not be altered or destroyed at any cost.
- Most archaeological sites are not readily visible to none specialists. Therefore, as part of Environmental Impact Assessment, an Archaeologist is included as a Heritage Specialist to survey the area and make the necessary recommendations.
- Archaeological Assessments are conducted in phases starting with Phase 1. This is a basic reconnaissance survey conducted by walking in transects over the land to be developed. All archeological sites identified would be recorded. A report is produced in this regard which would also include recommendations as well as heritage resources value classification. Phase 1 may also include site testing where large and potentially important sites are discovered. Phase 2 may only be conducted if archeological sites have been discovered and classified as important. This phase involves mitigation measures. This may be an archeological excavation aimed at rescuing the site by documentation to allow the development to go ahead. Phase 3 involves monitoring. This is done during the development to assess whether archaeological materials are being destroyed. Should such materials be identified, the relevant heritage authorities could call for archeological salvage and rescue exercises. Thereafter, the development would proceed.

2.6.2 RECOMMENDATIONS TO DEVELOPERS

- Developers that require Environmental Authorisation for their projects would also need clearance from the Kwa-Zulu-Natal Heritage Council (Amafa Kwa-Zulu-Natali). While this council does not conduct the assessments where they are needed, they do however make recommendations for heritage assessment conducted by Independent Archaeologist Specialists.

- Any change in land-use *status quo* should be treated as a potential threat to archeological sites. Such sites may not be clearly visible but may be encountered immediately once the development begins. This may lead to Environmental Authorities ordering the development to stop to allow specialists to deal with the finds. Usually developments usually dig up human remains and such cases may lead to delays on the development. It is highly recommended that developers fulfill the basic requirements of pre-development authorisation including the archaeological assessment to avoid potential delays and costs.
- Should developers encounter archaeological and other cultural materials on site, they are advised to call the Heritage Authorities in order to rectify the situation without unnecessary delays or authorization complications.
- The law specially protects human burials and graves and they may not be destroyed or tampered with without prior permit from the heritage authorities. Where development is due and burials or graves have been found, the developer should conduct mitigation studies with recommendations. Should the development warrant the relocation of the burial, Burial and graves permits must be obtained from SAHRA. Note that burials may be moved only if all concerned/ interested parties and other stakeholders agree on the mitigation measures. Only then can a permit be motivated for and be issued.
- No person may excavate an archaeological site for artifacts or any other reason without prior permission from the relevant heritage authorities. Archeological sites are sensitive and non-renewable heritage resources and they should be accorded the necessary respect as stipulated in the various environmental and heritage legislation.
- In situations where the landowner wants to develop archeological sites such as rock paintings on their sites for access by the public or for commercial purposes, they are required to apply for the relevant permits from the South African Heritage Agency. The permit also requires the landowner or developer to design a Site Management Plan detailing how the site is going to be protected and sustainably used. Such services may be provided by independent Cultural heritage Management Specialists.
- Where a landowner wants to collect archeological materials on their land, they are required to obtain the relevant permit for collection and storage of archeological heritage material from SAHRA.

2.7 KZN WILDLIFE C-PLAN AREAS

Recommendations:

- Approach KZN Wildlife for approval of development prior to initiating any development.
- EIA very definitely required and depending on the nature of the proposal unlikely to be granted.

2.8 CONSERVED AREAS

2.8.1 FORMALLY CONSERVED AREAS

- Developments within these areas are planned and implemented by KZN Wildlife in accordance with management and development plans, subject to authority granted by DAEA and the DEAT.

2.8.2 CONSERVANCIES

- Encouraging land owners to establish conservancies.

2.9 THE ABILITY OF THE LANDSCAPE TO MEET HUMAN NEEDS

In terms of the development of sustainable agriculture in general, as identified by the Amajuba EMP (Udidi, p28), the following generic recommendations are made⁴:

a. Conserve and create healthy soils

- Stop soil erosion by terracing, strip cropping and repair gullies;
- Add organic matter to soils;
- Conservation tillage;
- Plant wind breaks by using indigenous trees; and
- Rotate crops with hay, pastures or cover crops.

b. Conserve water and protect its quality

- Reduce the use of chemicals;
- Establish conservation buffers adjacent to sensitive areas (ie. Wetlands and indigenous forests);
- Cultivate crops appropriate to the soil type and climate of an area; and
- Use efficient irrigation methods.

c. Manage organic wastes and farm chemicals so that pollution is minimized.

d. Manage pests with minimal environmental impact

e. Select plants and animals adapted to the environment of the Amajuba DM

f. Encourage Biodiversity

- Diversify types and generic make-up of crops and livestock raised;
- Leave habitats for wildlife (ie. Field margins, unmowed strips, pond and stream borders, etc.);
- Maintain the health of streams;
- Provide wildlife corridors; and
- Rotate row crops with hay crops.

⁴ For a complete listing of all recommendations, refer to the Amajuba EMP.

ANNEXURE J.2
DETAILED DISASTER MANAGEMENT PLAN

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TOWARDS DISASTER MANAGEMENT PLANS IN THE AMAJUBA DISTRICT MUNICIPALITY

1 Introduction

1.1 Setting the Scene

South Africa is prone to a variety of natural and human-induced hazards, which occasionally lead to loss of property and lives. In the past decade, these hazard occurrences have become more frequent and severe.

The National Government recognised a need to establish an institutional framework that allows for risk prevention and rapid action during an occurrence and has taken certain steps towards this end, such as:

- ☞ **White Paper on Disaster Management:** The White Paper introduced a new paradigm in the management of disasters, by placing an emphasis on risk reduction and preparedness.
- ☞ **Disaster Management Act:** The White Paper led to the promulgation of the Disaster Management Act, Act 57 of 2002, which is the regulatory framework for disaster management in South Africa. The Department of Provincial and Local Government (DPLG), through the National Disaster Management Centre (NDMC), administers the Act.
- ☞ **National Disaster Management Framework:** The NDMC is currently in the process of preparing a National Disaster Management Framework, which will aim to guide the development and implementation of disaster management in the country.
- ☞ **National Disaster Management Centre Guidelines:** The NDMC has developed guidelines for the establishment of disaster management centres (DMC's).
- ☞ **National Disaster Management Planning Guidelines:** The NDMC has requested proposals to prepare "**Guidelines for Preparing Disaster Management Plans**" that will assist Municipalities in the drafting of their **disaster management plans**.

1.2 The Disaster Management Act

The Disaster Management Act, Act 57 of 2002, requires that, inter alia, the three spheres of government prepare **Disaster Management Plans** (Sections 39 and 53 of the Act).

Section 39 of the Disaster Management Act address the disaster management planning requirements for Provinces, namely:

- "(1) Each province must-
- (a) prepare a disaster management plan for the province as a whole;
 - (b) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and
 - (c) regularly review and update its plan.
- (2) A disaster management plan for a province must-
- (a) form an integral part of development planning in the province;
 - (b) anticipate the types of disaster that are likely to occur in the province and their possible effects;
 - (c) guide the development of measures that reduce the vulnerability of disaster-prone areas, communities and households;
 - (d) seek to develop a system of incentives that will promote disaster management in the province;
 - (e) identify the areas or communities at risk;
 - (f) take into account indigenous knowledge relating to disaster management;
 - (g) promote disaster management research;

h) identify and address weaknesses in capacity to deal with possible disasters:

- (i) provide for appropriate prevention and mitigation strategies;
- (j) facilitate maximum emergency preparedness; and
- (k) contain contingency plans and emergency procedures in the event of a disaster, providing for-
 - (i) the allocation of responsibilities to the various role-players and
 - (ii) prompt disaster response and relief;
 - (iii) the procurement of essential goods and services;
 - (iv) the establishment of strategic communication links;
 - (v) the dissemination of information; and
 - (vi) other matters that may be prescribed.

(3) Municipal organs of state in the province, to the extent required by the province, may be requested to co-operate with the province in preparing a disaster management plan for the province.

(4) A province must submit a copy of its disaster management plan and of any amendment to the plan to the National Centre and each municipal disaster management centre in the province."

Section 53 of the Disaster Management Act address the disaster management planning requirements for Municipal Entities, namely:

"(1) Each municipality must, within the applicable municipal disaster management framework-

- (a) prepare a disaster management plan for its area according to the circumstances prevailing in the area;

- (b) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;

- (c) regularly review and update its plan; and

- (d) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

(2) A disaster management plan for a municipal area must-

- (a) form an integral part of the municipality's integrated development plan;

- (b) anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;

- (c) place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;

- (d) seek to develop a system of incentives that will promote disaster management in the municipality;

- (e) identify the areas, communities or households at risk;

- (f) take into account indigenous knowledge relating to disaster management;

- (g) promote disaster management research;

- (h) identify and address weaknesses in capacity to deal with possible disasters;

- (i) provide for appropriate prevention and mitigation strategies:

- (j) facilitate maximum emergency preparedness; and

- (k) contain contingency plans and emergency procedures in the event of a disaster, providing for-
 - (i) the allocation of responsibilities to the various role-players and co-ordination in the carrying out of those responsibilities;

- (ii) prompt disaster response and relief;
- (iii) the procurement of essential goods and services;
- (iv) the establishment of strategic communication links;
- (v) the dissemination of information; and
- (vi) other matters that may be prescribed.

(3) A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other.

(4) A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district municipality or a local municipality, to every municipal disaster management centre within the area of the district municipality concerned.”

The current understanding of the Act as it relates to **Disaster Management Plans** is that Municipalities must plan for the following:

- ☞ **Disaster Risk Reduction (Disaster Mitigation) Planning:** *Disaster Risk Reduction Plans* should reduce the risks to which vulnerable communities are exposed to acceptable levels (described in Sections 39 (2) and 53 (2) (a); (b); (c); (e); (f); (h) and (i) of the Act). In preparing their Risk Reduction Plans, Municipalities should apply their minds and come up with cost-effective and innovative risk reduction solutions. The majority of these plans will be linked to the **Integrated Development Plan (IDP)** as projects and programmes.
- ☞ **Disaster Preparedness (Response & Relief) Planning:** *Disaster Preparedness Plans* (described in Sections 39 (2) and 53 (2) (b); (e); (f); (h) (j) and (k) of the Act), should address response and relief actions to be implemented should a disaster hit a community that is not particularly vulnerable to risks and/or find it acceptable to live with such risks.
- ☞ **Disaster Impact Assessment and Recovery Planning (Recovery, Rehabilitation & Reconstruction) Planning:** *Disaster Impact Assessment and Recovery Planning* should focus on assessing the impact of a disaster; identifying appropriate reconstruction and rehabilitation measures; and monitoring the effectiveness of the reconstruction and rehabilitation measures.

The State President, President Thabo Mbeki, has recently enacted the Disaster Management Act, Act 57 of 2002. The enactment of the Disaster Management Act states the following:

- ☞ **National and Provincial Government Departments:** All National and Provincial Government Departments MUST comply with the Act as from **April 2004**.
- ☞ **District and Local Municipalities:** All District and Local Municipalities MUST comply with the Act as from **June 2004**.
- ☞ **Implementation Time Frame:** All National and Provincial Government Departments, as well as, District and Local Municipalities have been given a two-year period for implementing all the requirements of the Act. After this time period, all National and Provincial Government Departments, as well as, District and Local Municipalities must fully comply with the Act.

1.3 The Amajuba District Municipality¹

1.3.1 Background

The Amajuba District Municipality (DC25) is located in the north-west of KwaZulu-Natal. It comprises of three Local Municipalities, namely Newcastle (KZ252), Utrecht (KZ253) and Dannhauser (KZ254). The district comprises of a small proportion of urban (built-up) settlement, commercial agricultural areas, forestry and areas with inherent economic opportunity such as the tourism areas. Urban areas are concentrated along the Newcastle-Madadeni-Osizweni axis and around Utrecht, Charlestown, Dannhauser, Hattingspruit and the Blaauwbosch/Buffal Flats area. Mining and quarrying are distributed along the east-west seam extending from Newcastle to Utrecht and north-south extending from Newcastle to Dundee. Landuse is predominantly agriculture. Dry land and irrigated commercially cultivated areas are clustered in the southern part (Ladysmith) . Irrigated agriculture, mainly maize and wheat, is concentrated along the Buffalo River. Subsistence agriculture is dominant in the Buffalo Flats-Blaauwbosch area. Grassland, utilized for grazing, however forms the greatest proportion of the district. Forestry is prevalent in the higher-lying areas. Transportation infrastructure is concentrated in the central portion of the district, with the N11 linking Amajuba to Gauteng and Durban.

¹ www.Amajuba.org.za. IDP, July 2002. Deloitte & Touche consortium

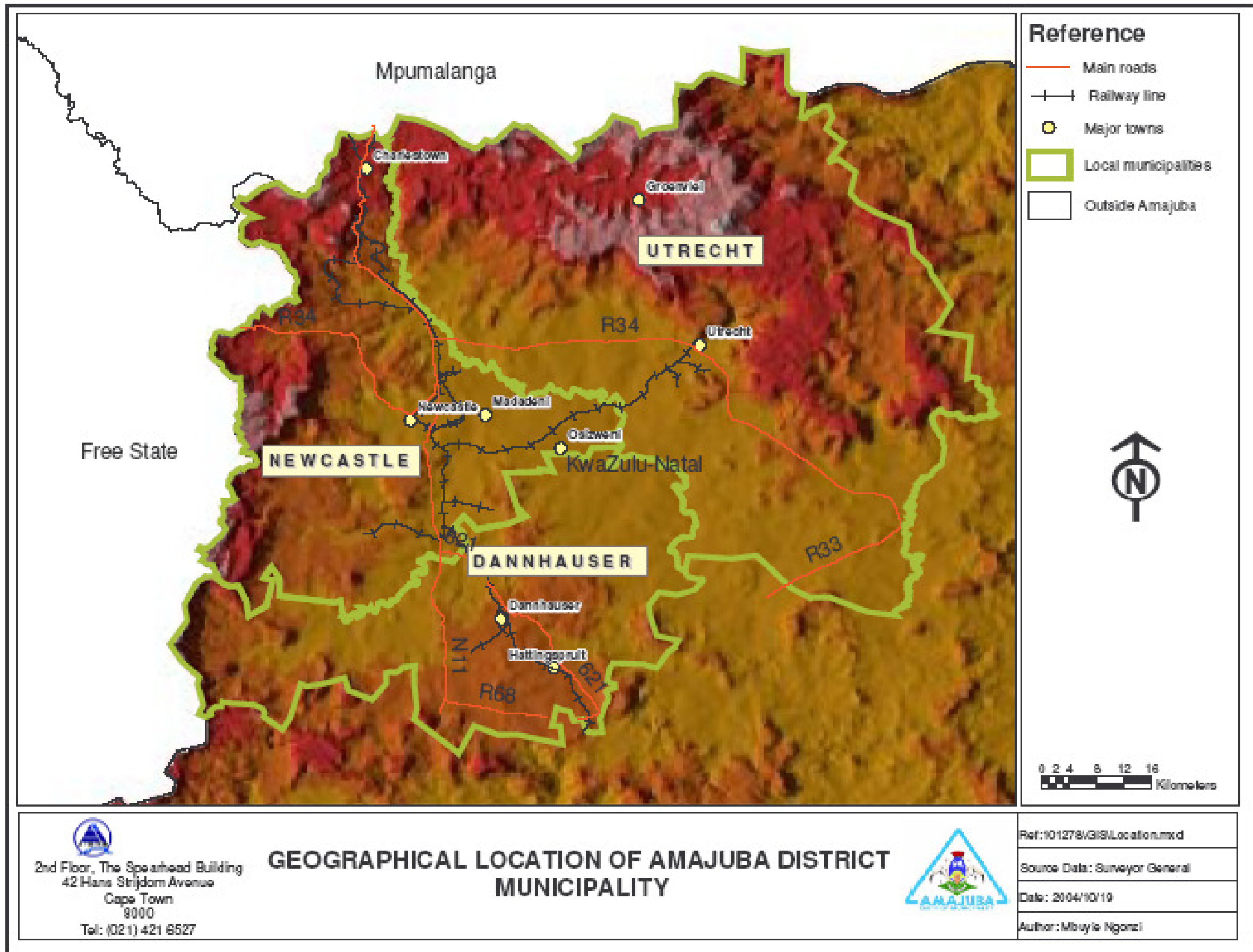


Figure 1: Overview of the Amajuba District Municipality

1.4 Terminology

The following terminology² is used in this document:

- ☞ **Development Planning:** Development planning is an integrated, multi-sectoral process through which governmental institutions streamline social, economic and spatial growth.
- ☞ **Disaster:** A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses that exceed the ability of the affected community or society to cope, using its own resources.
- ☞ **Disaster Risk:** The possibility, or chance, of harmful consequences, or expected loss (of lives, people injured, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human induced hazards and vulnerable conditions. Within this context, the following terms are often used in this document:
 - ◆ **Disaster Risk Reduction:** The adage “*Prevention is better than cure*” has never been more applicable than in the case of disaster management. **Disaster risk reduction** is the science of reducing the risks to which vulnerable communities are being exposed. The Disaster Management Act consequently requires that Municipalities and Provinces should seek to mitigate or reduce the risk of disasters occurring in vulnerable communities as a first prize.
 - ◆ **Disaster Risk Reduction Goals** are general guidelines that explain what you want to achieve. They are usually broad policy-type statements, long term, and represent global visions, such as:
 - The economic vitality of the community will not be threatened by future flood events.
 - The continuity of local government operations will not be significantly disrupted by disasters.
 - ◆ **Disaster Risk Reduction Objectives** define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific and measurable, such as:
 - Protect structures in the historic downtown area from flood damage.
 - Educate citizens about wildfire defensible space actions.
 - ◆ **Disaster Risk Reduction Measures** are specific actions that help you achieve your risk reduction goals and objectives. For example:
 - Elevate three historic structures located in the downtown district.
 - Retrofit the police department to withstand high wind damage.
 - ◆ **Disaster Residual Risk Management:** When the risks have been reduced to the extent that communities are not very vulnerable to risks and/or find it acceptable to live with these risks, the residual risk management phase kicks in. **Residual risk management** can be defined as the discipline of being prepared to manage any of the residual risks with the utmost speed and efficiency.
- ☞ **Hazards:** A potentially damaging physical event, phenomenon or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
- ☞ **Impact:** The terms **Primary Impact** and **Secondary Impact** are used to describe the different causes and scales of potential impacts from a hazard event:
 - ◆ **Primary Impacts** are also called direct impacts.
 - ◆ **Secondary Impacts** are often referred to as indirect or induced impacts.This does not imply that **Secondary Impacts** are of secondary importance ~ in many cases the effects on biodiversity and the environment from secondary impacts are much more significant than those of primary impacts.
- ☞ **Manageability:** The degree to which a community can intervene and manage the negative consequences of a hazard event.

² “Living with Risk: A Global Review of Disaster Reduction Initiatives”, International Strategy for Disaster Reduction (ISDR) Secretariat, July 2002.

- ☞ **Preparedness:** Readiness for the possibility of harmful consequences, or expected loss. See also **Residual Risk Management**.
- ☞ **Preventative Measures:** See **Risk Reduction Measures**.
- ☞ **Resilience:** The capacity of a system, community or society to resist or to change in order that it may obtain an acceptable level in functioning and structure.
- ☞ **Response:** See Residual Risk Management under Disaster Risk.
- ☞ **Vulnerability:** Vulnerability refers to a set of conditions resulting from physical, social, economical and environmental factors, which increase the susceptibility of a community to the impact of a hazard.

1.5 Acknowledgements

The approach adopted for this report came from the following sources and the Project Team would like to acknowledge their valuable contribution, namely:

- ☞ The “*Integrated Development Planning (IDP) Guidelines*”³ from the National Department of Provincial and Local Government.
- ☞ The “*Water Services Development Plan (WSDP) Guidelines ~ General Overview*”⁴, July 2001, from the Department of Water Affairs and Forestry.
- ☞ Guidelines from the Federal Emergency Management Agency (FEMA) of the U.S. Department of Homeland Security titled, “*Understanding Your Risks ~ Identifying Hazards and Estimating Losses*”⁵, August 2001, FEMA 386-2.
- ☞ Guidelines from FEMA of the U.S. Department of Homeland Security titled, “*Developing the Mitigation Plan ~ Identifying Mitigation Actions and Implementation Strategies*”, April 2003, FEMA 386-3.
- ☞ Guidelines from the U.S. National Oceanic and Atmospheric Administration (NOAA) Coastal Services Centre on “*Community Vulnerability Assessment*”⁶.
- ☞ Guidelines from the United Nations Disaster Management Training Programme (UNDMTP) on “*Vulnerability and Risk Assessment*”⁷.
- ☞ Guidelines from the UNDMTP on “*Disaster Mitigation*”⁸.
- ☞ “*Vulnerability and Risk Assessment*”, Cranfield Disaster Management Centre.

In addition, the Project Team would like to acknowledge the support received from the following Institutions:

³ http://www.dplg.gov.za/documents/Publications_b.htm

⁴ http://www.dwaf.gov.za/dir_ws/wsdp/

⁵ <http://www.fema.gov/library/prepandprev.shtm>

⁶ <http://www.csc.noaa.gov/products/nchaz/startup.htm>

⁷ http://www.undmtp.org/english/vulnerability_riskassessment/vulnerability.pdf

⁸ http://www.undmtp.org/english/Disaster_mitigation/disaster_mitigation.pdf

2 Project Approach

2.1 Context of this document

The Act requires that the Disaster Management Plans form an integral part of the Integrated Development Planning process. The IDP process is run in five distinct phases:

- ☞ **Phase 1 ~ Analysis:** Municipality analyse potential risks and determine priorities, with inputs from communities and stakeholders
- ☞ **Phase 2 ~ Strategies:** It is the phase in which the basic decisions on the direction of the municipality have to be made
- ☞ **Phase 3 ~ Projects:** This is the “nuts and bolts” phase, during which the municipality has to make sure that concrete project proposals are designed, which can be used for implementation
- ☞ **Phase 4 ~ Integration:** The municipality has to make sure that the project proposals are in line with the objectives and the agreed strategies, with the resource frames (financial and institutional) and with legal requirements
- ☞ **Phase 5 ~ Approval:** In this phase, the IDP (including the budget) is approved by the Council

The purpose of this report is to document the results of the corresponding analysis phase of disaster management planning. It will include a risk and vulnerability assessment and risk prioritisation for the Amajuba District Municipality.

Based on the results of the analysis, risks will either be classified as tolerable, requiring preparedness planning, or as intolerable, requiring urgent risk reduction measures. The local municipalities will then have to take the necessary steps to address these risks in their Disaster Management Plans. The full process is shown in Figure 2 and detail regarding the methodology for the analysis phase is discussed in the next section.

2.2 Towards Disaster Management Plans in the Amajuba District Municipality

The analysis phase includes a **hazard identification analysis**, a **risk profiling assessment** and a **risk prioritisation** for the Amajuba District Municipality, involving the following action steps:

- ☞ **Step 1 ~ Information collection:** Information regarding hazards must be collected. **Seasonal climate forecasts** from the South African Weather Services (SAWS) web site⁹ and the Global Forecasting Centre for Southern Africa (GFCSA) web site¹⁰ are, amongst others invaluable tools for disaster risk planning.
- ☞ **Step 2 ~ Hazard Assessment:** Once the basic data for an area, such as the forecast, has been collected, the **potential hazards** for the area must be assessed. The various hazards are generally grouped into a range of categories, called a **Hazard Classification**.
- ☞ **Step 3 ~ Risk Profiling Assessment:** The **Risk Profiling Assessment** will take this a step further, to identify which communities or societies are vulnerable to what hazards (or risks). The **Risk Profiling Assessment** will normally address the following aspects:
 - ◆ **Primary Impact Mapping:** The focus of the first step in the **Risk Profiling Assessment** is to map the primary impact areas for each of the potential hazards identified in the **Hazard Assessment**.

- ◆ **Societal Vulnerability Analysis:** The focus of this step is to identify those neighbourhoods where individual resources are minimal. The limited availability of resources in a community suggests that the community might be vulnerable, or susceptible, to the hazard event.
- ◆ **Environmental Vulnerability Analysis:** The purpose of this analysis is to identify locations where there is potential for secondary environmental impacts from natural hazards and to target vulnerable locations for risk reduction activities.
- ◆ **Economic Vulnerability Analysis:** The purpose of this analysis is to identify the economic vulnerabilities to hazard impacts.
- ◆ **Critical Facilities Vulnerability Analysis:** This analysis focuses on determining the vulnerability of key individual facilities or resources within your area.

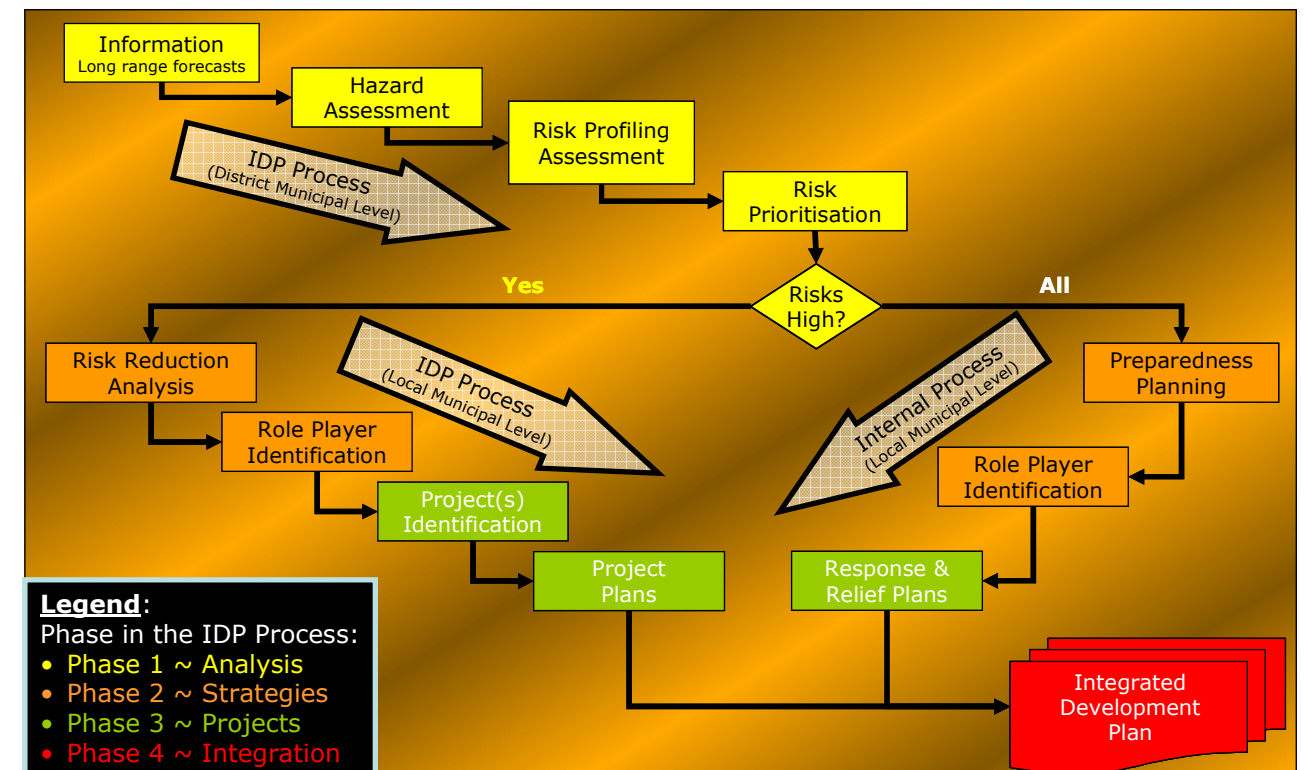


Figure 2: The Disaster Management Planning process

- ☞ **Step 4 ~ Risk Prioritisation:** The Risk Profiling Assessment normally produces so many risks that must be addressed that the sheer volume of work tends to be overwhelming. Consequently, it is recommended that you **prioritise the risks** to be addressed.
- ☞ **Step 5 ~ Upload to Spatial Development Framework:** Once the mapping of the risk profiles for communities in the Province have been completed, it is necessary to upload the risk profiles to the Spatial Development Framework (SDF) for the Province.

This information can be passed to the Local Municipalities in the District to prepare their disaster management plans, which can then be amalgamated into a district disaster management plan, as depicted in Figure 3

Ideally, this process should become a continuous one and the data updated every year, as hazards and associated risks may change over time.

⁹ <http://www.weathersa.co.za/>

¹⁰ <http://www.gfcsa.net>

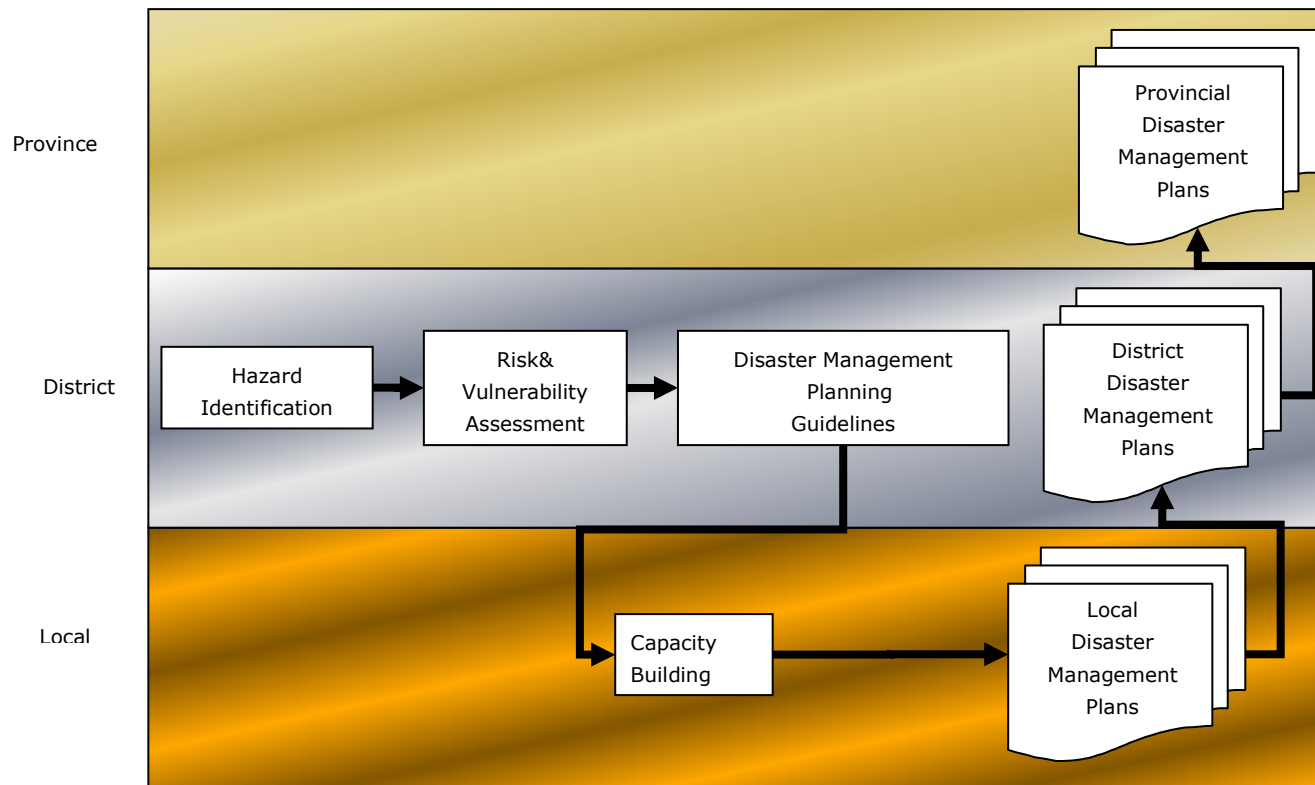


Figure 3: Interaction between the spheres of government in the Disaster Management Planning process.

3 Information Collection

This phase requires that all available information relating possible disasters in the area are collected. This should be a continuous process, and should include taking note of (and later planning for) major events that may occur in the area, such as a major political gathering, elections, a major sports event or an outbreak of a non-endemic disease. The weather, however, plays a major role in disasters, and information regarding weather events should be monitored constantly. The weather forecast is the most important tool for achieving this. There are essentially two kinds of forecasts, namely:

- ☞ **Short term** weather forecasts, that provide weather forecasts for the next 24 to 36 hours, and
- ☞ **Seasonal**, climate forecasts that attempt to give an indication of what the rainfall and temperatures will be over the next 3 to 6 months. This is used for medium term planning purposes.

The figures (Figure 4 and Figure 5) below is an example of the rainfall and temperature outlook for the country, for a three-month period, available from the Weather Bureau's website¹¹. This is updated continuously.

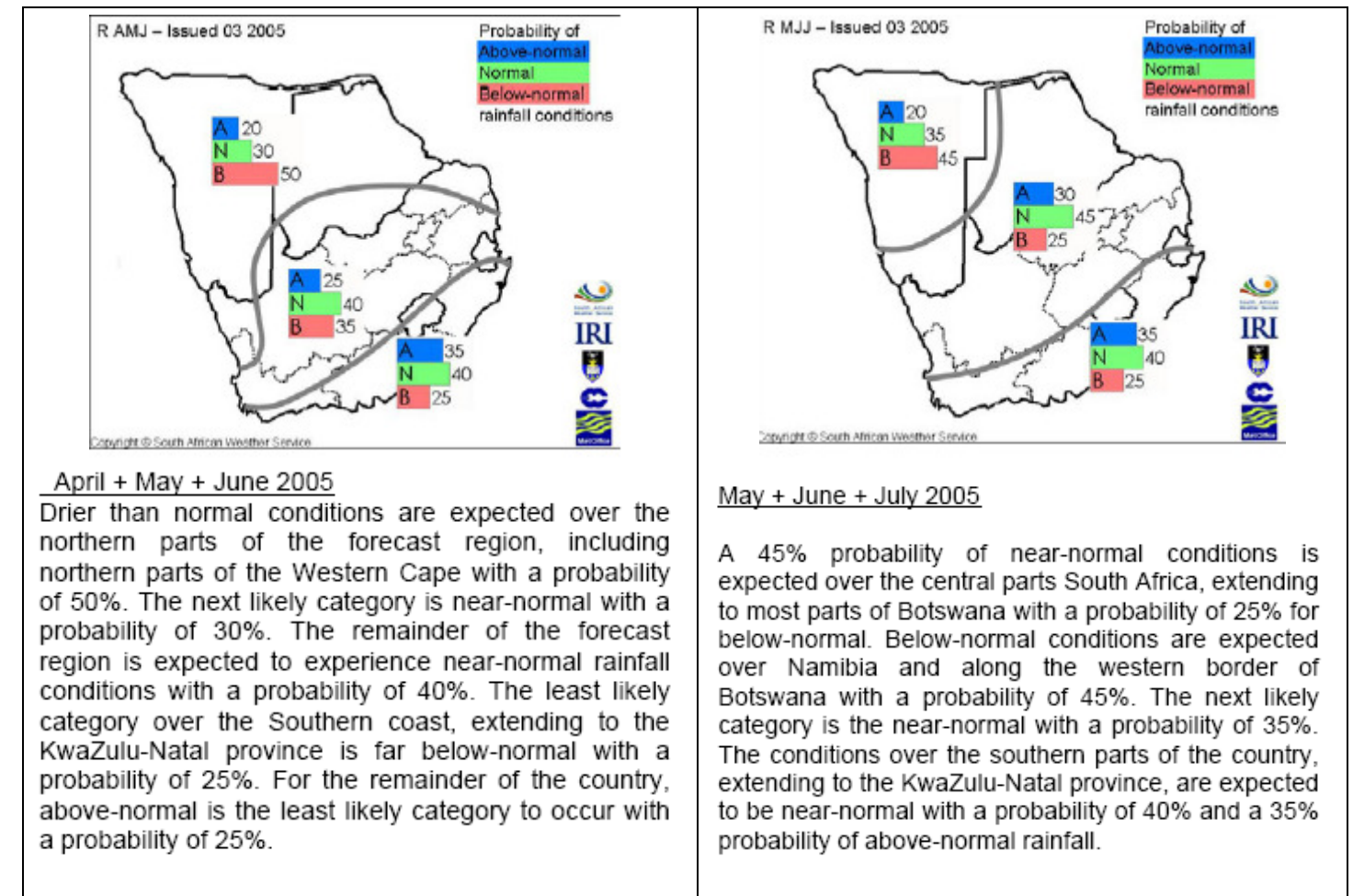


Figure 4: Seasonal outlook for Rainfall

¹¹ <http://www.weathersa.co.za>

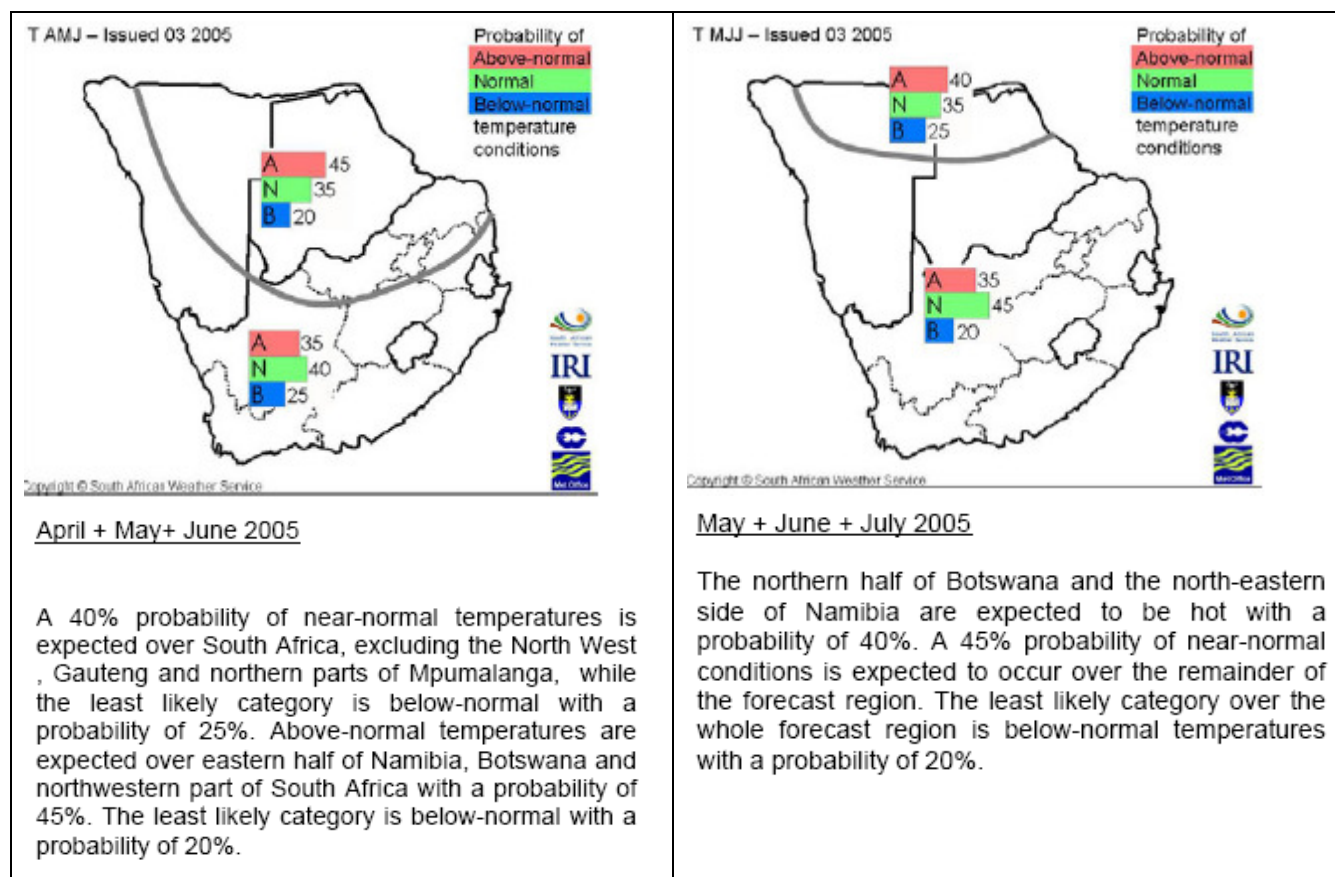


Figure 5: Seasonal outlook for mean temperature

Another source of climate-related information is Famine Early Warning Systems Networks (FEWS.NET)¹². FEWS.NET is an automated (computer-generated) product that uses Meteosat data, GTS rain gauge reports, model analyses of wind, topography and relative humidity and an algorithm that takes into account geography and seasonality. The result is a spatial estimate of rainfall in millimetres (mm). Seasonal forecasts for South Africa can also be obtained from www.qfcsa.net. It is important to note that there is a distinct difference between weather and climate. The seasonal forecast is a climate forecast, and can be described as the "average weather" calculated over a long period of many years (30 years). Climate forecasts are different from weather forecasts since the former involves the prediction of deviations in the seasonal average of the weather. The weather at particular locations and at specific times can therefore seem to contradict the seasonal forecast¹¹.

4 Hazard Identification

In order to distinguish between different hazard types, numerous institutions have developed a variety of hazard classifications. The hazard classification developed by the ISDR¹³ (see Table 1) summarises current thinking, namely:

HAZARDS
A potentially damaging physical event, phenomenon or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
NATURAL HAZARDS
These are natural processes or phenomena occurring in the biosphere that may constitute a damaging event. Natural Hazards are typically classified into: <ul style="list-style-type: none"> ☞ <i>Geological Hazards:</i> Natural earth processes or phenomena in the biosphere, which include geological, neo-tectonic, geo-physical, geo-morphological, geo-technical and hydro-geological nature. ☞ <i>Hydro Meteorological Hazards:</i> Natural processes or phenomena of atmospheric, hydrological or oceanographic nature. ☞ <i>Biological Hazards:</i> Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances.
TECHNOLOGICAL HAZARDS
Danger originating from technological or industrial accidents, dangerous procedures or certain human activities, which may cause the loss of life or injury, property damage, social and economic degradation.
ENVIRONMENTAL DEGRADATION
"Processes induced by human behaviour and activities (sometimes combined with natural hazards), that damage the natural resource base or adversely alter natural processes or ecosystems."

Table 1: A typical classification of hazard types

To identify the typical hazards in the District, a checklist was compiled which was circulated to all the Municipalities. These checklists were returned to the Project Team listing the following hazards (see Table 2) :

¹² <http://www.fews.net/centers/current/imagery/>

¹³ "Living with Risk: A Global Review of Disaster Reduction Initiatives", International Strategy for Disaster Reduction (ISDR) Secretariat, July 2002.

NATURAL HAZARDS	
Geological Hazards	
☞ landslide	☞ mudslide
Hydro Meteorological Hazards	
☞ drought	☞ fire
☞ flood	☞ hailstorm
☞ severe storm	☞ snow
☞ storm surge	☞
Biological Hazards	
☞ anthrax	☞ cholera
☞ food poisoning	☞ measles
☞ polio	☞ rabies
☞ shygella dysentry	☞ tuberculosis
TECHNOLOGICAL HAZARDS	
☞ dam failures	☞ hazardous installations
☞ hazardous materials: road	☞ hazardous materials: rail
ENVIRONMENTAL DEGRADATION	
☞ air pollution	☞ land degradation
☞ water pollution	

Table 2: Identified hazards in Amajuba District Municipality

Specific hazards as identified by the local municipality indicated are summarised in Table 3.

	Natural										Biological					Technological				Environmenta					
	Drought	Fire	Flood	Hail Storm	Landslide	Mudflow	Severe Storm	Storm Surge	Snow	Anthrax	Cholera	Food Poisoning	Measles	Polio	Rabies	Shygella Dysentry	TB	Dam Failure	Hazardous Installations	Harmful by Road	Harmful by Rail	Air Craft Accident	Air Pollution	Land Degradation	Water Pollution
Danhauser																									
Goodevefarm	Y																								
Kalabas							Y																		
Azalla Street	Y																								
Patak Street	Y																								
Ingosana	Y																								
Funty Farm	Y																								
De Lange Farm	Y																								
Annevale District	Y																								
Koppe Allen Farm	Y																								
Moen Farm	Y																								
ILH Motors	Y																								
Nutland Farm	Y																								
NG Manqule	Y																								
Dhowan Street	Y																								
Angora Hills	Y																								
Fort Mielake	Y																								
Danhauser District																	Y								
Zone 8 Buhlebonzinyalhi							Y																		
Ward 10 Ulliyk South							Y																		
Ward 8 Rutland							Y																		

	Natural									Biological					Technological				Environmenta						
	Drought	Fire	Flood	Hail Storm	Landslide	Mudflow	Severe Storm	Storm Surge	Isaw	Amoebae	Cholera	Food Poisoning	Malaria	Polio	Rabies	Singella Dysentery	TB	Dam Failure	Hazardous Installations	Harmful by Road	Harmful by Rail	Air Craft Accident	Air Pollution	Land Degradation	Water Pollution
Ward 6 Ntamoeka									Y																
SAP - Danhauser	Y																								
Newcastle																									
Newcastle CBD			Y							Y															
Carbide Plant																							Y		
Memel Road																									Y
Noandu Park				Y																					
Amajuba Park					Y																				
Along Noandu River			Y																						
Along Ngagane River			Y																						
Madadeni			Y																						
Lennoxton			Y																						
Normandien	Y																								
Amajuba Mountains	Y																								
Horn River																									Y
High parts of Amajuba District																									Y
Chrome International																							Y		
ISPAT ISCOR																							Y		
Utrecht Road																			Y						
N11																			Y						
Karborhem																					Y		Y		

	Natural									Biological					Technological				Environmenta						
	Drought	Fire	Flood	Hail Storm	Landslide	Mudflow	Severe Storm	Storm Surge	Isaw	Amoebae	Cholera	Food Poisoning	Malaria	Polio	Rabies	Singella Dysentery	TB	Dam Failure	Hazardous Installations	Harmful by Road	Harmful by Rail	Air Craft Accident	Air Pollution	Land Degradation	Water Pollution
Chemmsford Dam																						X			
Drakensberg																							X		
Oelizweni			Y								Y				Y										
Unknown	Y										Y														
Ingogo			Y																						
Utrecht																									
Specific Area Not Specified	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	

Table 3: Reported hazards per local municipality

5 Primary Impacts

5.1 Natural Hazards

5.1.1 Geological hazards¹⁴

The two main geohazards (*sensu stricto*) under consideration in the Amajuba region are (1) earthquakes, and (2) catastrophic slope failures or other kinds of ground instability. The latter hazard may frequently be associated with or triggered by the first, although slope failure is more commonly triggered by hydro-meteorological factors, such as rainstorm or flood.

5.1.1.1 Earthquakes

A major earthquake with its associated aftermath of human casualty and civic destruction is widely regarded as the most terrifying and shocking of all natural phenomena, not least for the often-experienced element of complete surprise by which its victims are taken, and the sense of utter panic that accompanies it. The big earthquake, especially one in a densely populated urban environment is therefore the professional disaster manager's ultimate nightmare. The nearby uThungulu region is the site of South Africa's largest historical earthquake, a magnitude 6.5 event (M6.5) on the "Richter" scale, which occurred on the continental margin near Cape St Lucia on 31 December 1932. Seismic map show that the Amajuba region is located close to the edge of a belt of natural earthquake activity extending along the Great Escarpment between Limpopo, Mpumalanga, Swaziland and KZN, towards the offshore epicentre of the 1932 St Lucia earthquake. This seismic belt is probably a southern extension of the branch of the East African Rift System (EARS; Hartnady 1990) that continues southwards from Lake Malawi and crosses the lower reaches of the Zambezi and Save Rivers in the Beira region of Mozambique. Results from a recent probabilistic seismic hazard assessment (Figure 6; after Kijko et al., 2003) do not account for the plate-boundary or triple-junction character of the neighbouring Zululand-uThungulu region, and therefore underestimate the seismic hazard in this area¹⁵

¹⁴ Information in this section researched and prepared by Umvoto Africa (Pty) Ltd.. See Appendix for full report.

¹⁵ Refer to report in appendix for full references on authors.

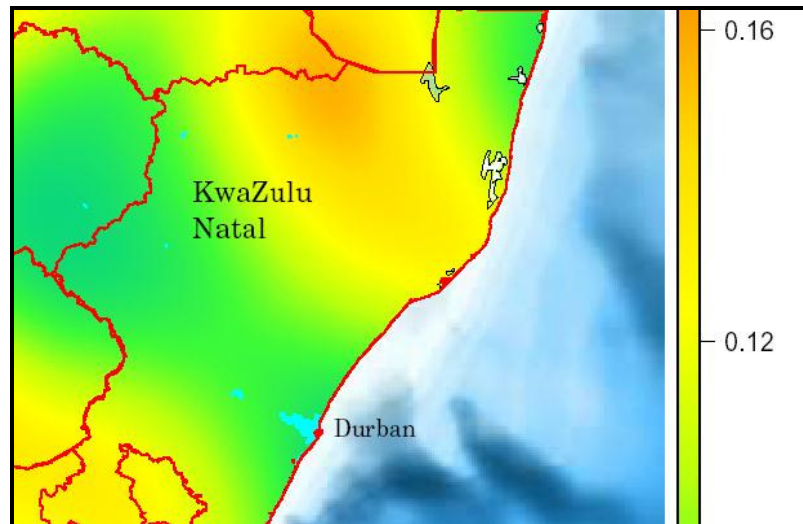


Figure 6: Map showing peak ground acceleration for which there is a 10% probability of exceedence in a time interval of 50 years. Units at right are a fraction of g ($=9.81 \text{ m/s}^2$) (after Kijko et al., 2003).

5.1.1.2 Slope instability

The KwaZulu-Natal Geohazards Database (Richards and Grow, 2003) currently identifies no record of slope failures of whatever type within the Amajuba area. The absence of an historical record for a particular type of geohazard is a significant disadvantage to analysis and assessment. Botha (1996)¹⁵ has investigated the distribution, morphology and nature of colluvial hillslope deposits at selected sites in KZN, and compared these with similar sediments in the southeastern Free State and Swaziland. The **Masotcheni Formation** is a distinct lithostratigraphic unit of colluvial sediments, typically exposed in erosion gullies (dongas) mainly concentrated in the Dundee-Nqutu-Vryheid area, which lies to the southeast of the Amajuba district. On the basis of the distribution of localised contiguous deposits incised by donga erosion, it is inferred to extend into the Amajuba area along the valley of the Buffalo River (Figure 7).

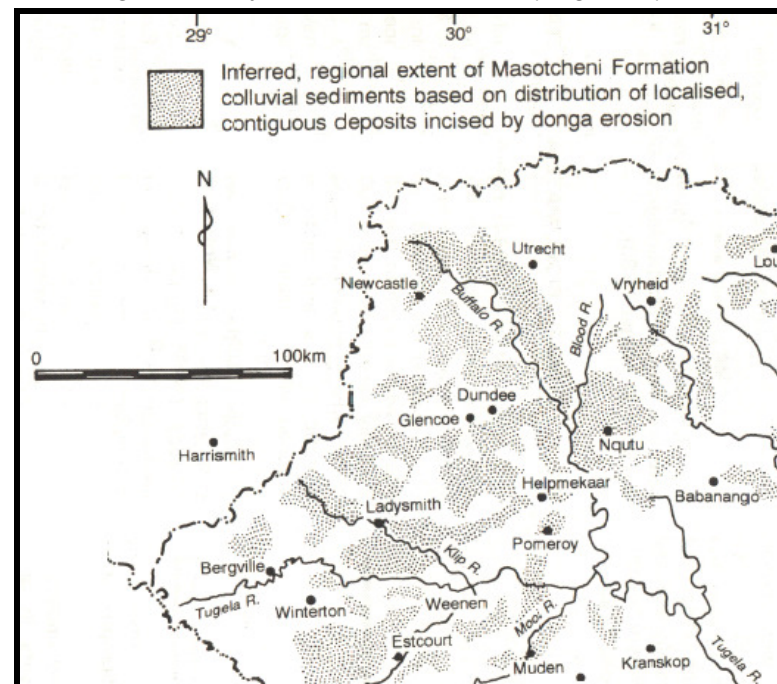


Figure 7: Distribution of the Masotcheni Formation in the Amajuba (Newcastle-Utrecht) area and surrounding districts.

In general, those parts of the Amajuba area that are underlain by the Masotcheni Formation may be prone to localised ground stability problems, if they happen to be close to areas of active donga erosion. In this connection the results of satellite-based land-use classification studies, such as have been undertaken as part of the National Land Cover (1995 and 2000) studies, could be applied to the identification of these hazard-prone areas, because areas of recent or active donga erosion are one of the mapping categories of this exercise.

5.1.1.3 General recommendations: georisk assessment

- ☞ The Amajuba municipality is close to apparent junction of two seismically active belts:
 - A N/S-trending belt along the escarpment zone between Limpopo, Mpumalanga, Swaziland and northern KZN;
 - An offshore NE/SW-trending belt crossing the KZN-Mozambique continental margin in the Mozambique Channel, within which occurred South Africa's largest historical earthquake (Cape St Lucia, 1932).
- ☞ These seismic belts are related to the ongoing separation of the Nubia and Somalia plates, which occurs at a slow rate of 1.5-2.5 mm/yr in the Mozambique-Swaziland-KZN region. Current plate-kinematic models place both Richard's Bay and the Cape St Lucia epicentre on or close to the southwestern edge of the Somalia plate.
- ☞ According to current probabilistic seismic hazard assessment, in any 50-year time interval there is a 10% probability that peak ground accelerations between 12-16% of g will be exceeded in the escarpment seismic zone (2a above), corresponding to shaking with intensity of 7 on the Modified Mercalli (MM) scale in a "1:100 year event".
- ☞ Although the area along the KZN border with Swaziland (in the neighbouring Zululand district municipality) is shown to have a greater seismic-hazard potential, due to its proximity to the 1919 Swaziland earthquake epicentre, the eastern Amajuba (Utrecht) area probably has at least equal hazard level, because of the epicentre-location uncertainties for both the 1919 and 1932 events, and because the probability of events of equal or greater magnitude occurring in the intervening section of the escarpment seismic zone cannot be accounted for with existing methods of seismic-hazard assessment.
- ☞ For certain key or "lifeline" infrastructure (dams, pipelines, railways, major trunk roads and bridges), the 50-year assessment interval is inappropriate. For this infrastructure the hazard from large earthquakes of low annual probability (1:1000 or greater) is significant.
- ☞ Hazard probability curves for a representative location in the centre of the escarpment seismic zone (uThungulu-Zululand border area) show that the event with an annual probability of 0.001 (1:1000) is associated with a ~30% g acceleration, equivalent to shaking of intensity ~9 on the Modified Mercalli Scale, but also indicate that there is an upper bounding limit of ~60% g (or MM intensity 10). This upper limit, above which the annual probability falls to zero, implies a "maximum magnitude" around M6.6.
- ☞ The current method of estimating this maximum magnitude over the northern KZN (Amajuba-uThungulu) region is based on a seismic catalogue for a period which is extremely short in comparison with the ~1000-year recurrence interval for events of this size. A new (as yet unimplemented) method that incorporates the GPS-measured rates of displacement across the seismic belts may indicate that the maximum magnitude is an underestimate, and that events of M8 (~1:10 000 year events) are in fact necessary to account for observed rates of motion.
- ☞ The potential for slope instability – which could be either earthquake-, rainstorm- or flood-triggered - exists in parts of Amajuba because of the deep incision of the major rivers, and local steep slopes between the flood plains and the surrounding plateau areas.

5.1.2 Hydro-meteorological hazards

5.1.2.1 Drought

A drought occurs when there is a deficiency in rainfall or other forms of precipitation for an extended period of time. This effects run-off, soil moisture levels, dam levels, food production and ultimately the ability to supply potable water and to maintain the natural ecology of a particular area. Depending on which of these are affected, a drought can typically be defined as being a meteorological, agricultural or hydrological drought.¹⁶

- ☞ A *meteorological drought* occurs when moisture supply (rainfall or other forms of precipitation such as snow or mist) at a given place is consistently below a climatically approved level. The South African Weather Services defined drought on the basis of the degree of dryness in comparison to 'normal' or average amounts of rainfall for a particular area or place and the duration of the dry period. Less than 76% of normal rainfall is regarded as a severe meteorological drought, but a shortfall of 80% of normal will cause crop and water shortages which will ultimately affect social and economic factors. Normal rainfall for a particular place is calculated over a 30 year period using rainfall figures from 1960 to 1990.¹⁷ The mean annual precipitation for the area is shown in **Error! Reference source not found.**
- ☞ An *agricultural drought* occurs when moisture is inadequate to meet the needs of a particular crop, livestock or other dry land agricultural operation and generally occurs during or after a meteorological drought.
- ☞ A *hydrological drought* occurs when deficiencies in surface and sub-surface water supplies occur and can be measured as stream flow, dam levels and groundwater levels and generally occurs after an agricultural drought.

Other climatic factors such as high temperature, high wind, low soil moisture and low relative humidity can significantly aggravate the severity of drought conditions and these additional factors should also be taken into account.

The climate of southern Africa is influenced by, amongst others, the variability in sea-surface temperatures in the region of the eastern equatorial Pacific Ocean. The so-called El Niño event is associated with anomalously high (warmer than usual) sea surface temperatures in this region and La Niña with anomalously low (cooler than usual) sea surface temperatures. changes in the atmosphere above the equatorial Pacific Ocean can be described by means of the Southern Oscillation Index (SOI). Combined they are referred to as an ENSO event. The El Niño phenomenon is associated with drier conditions in the summer rainfall regions of South Africa. A 60% probability for a weak El Niño event is forecasted for 2004/2005.

It is very important to constantly asses rainfall in the area. The South African Weather Service provides maps every 10 days to show the deviation of the rainfall from the normal. It also provides monthly and seasonal maps for every area, as shown in Figure 8 . A constant pattern of below normal rainfall will be the first indictaion that precautions in terms of drought should be taken.

5.1.2.2 Floods

A flood event may be defined as that event that results in water occurring in areas it does not normally occur. The extent of his event would determine the impact of the event. Floods are described in terms of the return period. A 2 year flood has a 50% probability of occurring in any year and a 10 year flood has a 10% probability of occurring in any year. More than 7000 flood events, the most in any province, have occurred in KwaZulu-Natal since 1900.¹⁸ Damaging flood events have increased substantially since 1950. The number of floods recorded per Water Management area are shown in Figure 9.

¹⁶ KwaZulu Natal Drought Report : February 2004

¹⁷ www.weathersa.co.za

¹⁸ RAVA workshop, 3 October 2002, Dirk van Bladeren, SRK consulting,

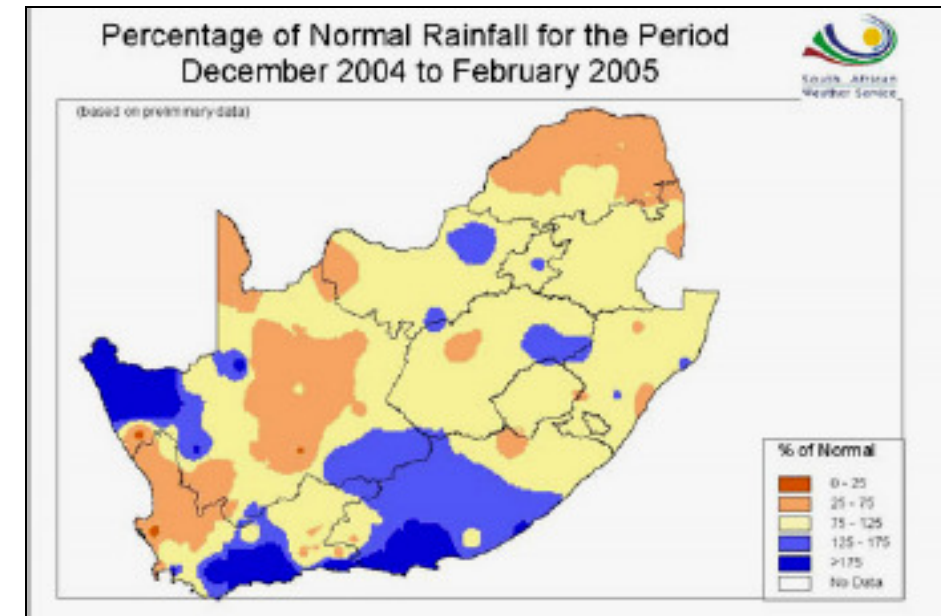


Figure 8: Percentage of normal rainfall for the season December 2004 to March 2005.

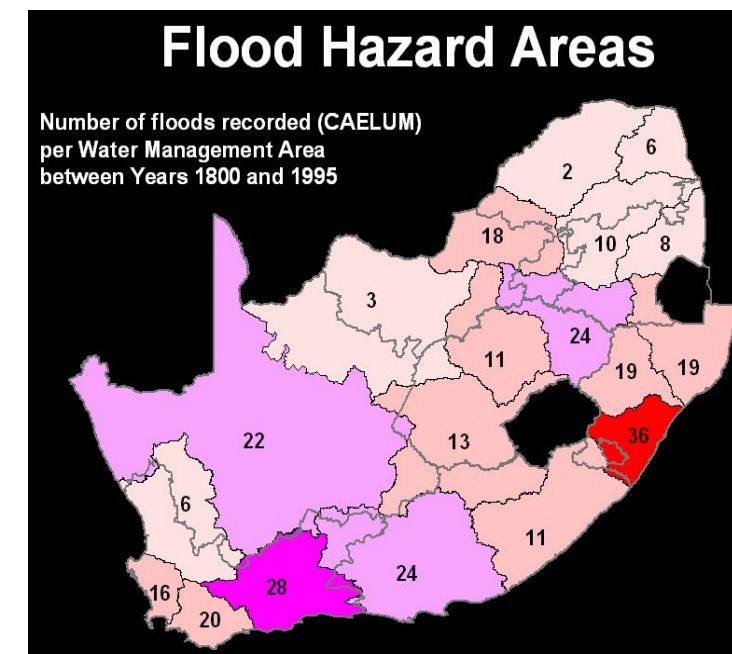


Figure 9: Flood Hazard Areas¹⁹

The annual probability of flood occurrence is mapped in Figure 10 below. Amajuba falls into one of the highest risk zones in the country. Flooding is however also affected by local conditions, such as the level of urbanisation (which is currently increasing), the soil type and the level of environmental degradation, the local stormwater management and assessment of drainage capacity.

¹⁹ www.dwaf.gov.za

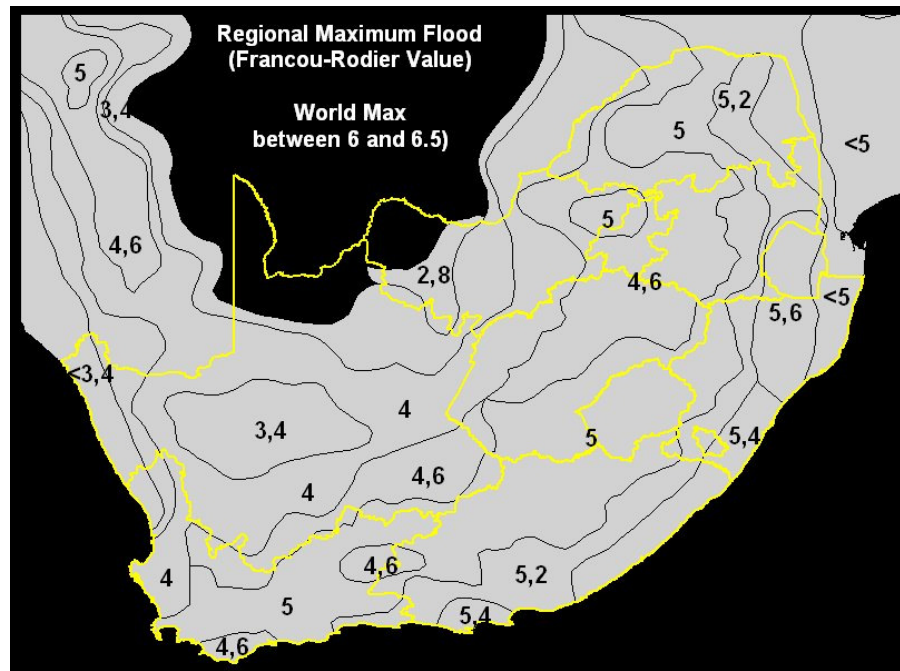


Figure 10: Regional Maximum FloodError! Bookmark not defined.

It is the responsibility of each municipality to determine the specific flood lines for rivers in their area. The Department of water Affairs carries the responsibility to determine flood lines for dam break scenarios for all category 1 and 2 dams.

5.1.2.3 Veld fires, wild fires and informal settlement fires

The Department of Water Affairs and Forestry has classified each metro pole and local municipality according to classes of veldfire risk, as a national framework for the implementation of the National Veld and Forest Fire Act²⁰. The risk assessment follows the international standard, as adapted for South Africa. The classification is therefore **preliminary**, but is intended to serve as a **working guide** until further research improves the assessment in due course. It is shown in Figure 11.

The risk classification is based upon available ecological information on the prevailing natural vegetation and readily available reports on the incidence, behaviour and consequence of veldfires. For each kind of vegetation the likelihood of veldfires occurring in that vegetation, and the consequences that arise in modern times when such veldfires occur was established. This combination of likelihood and consequence allows the risk to be rated. Then, using geographical information, a risk class is assigned to each metropole, municipality, or district management area. All three municipalities in Amajuba have been classified as having an extremely high risk.

²⁰ Department of Water Affairs and Forestry, Veldfire risk classification of municipalities. Explanation of preliminary classification March 2003.

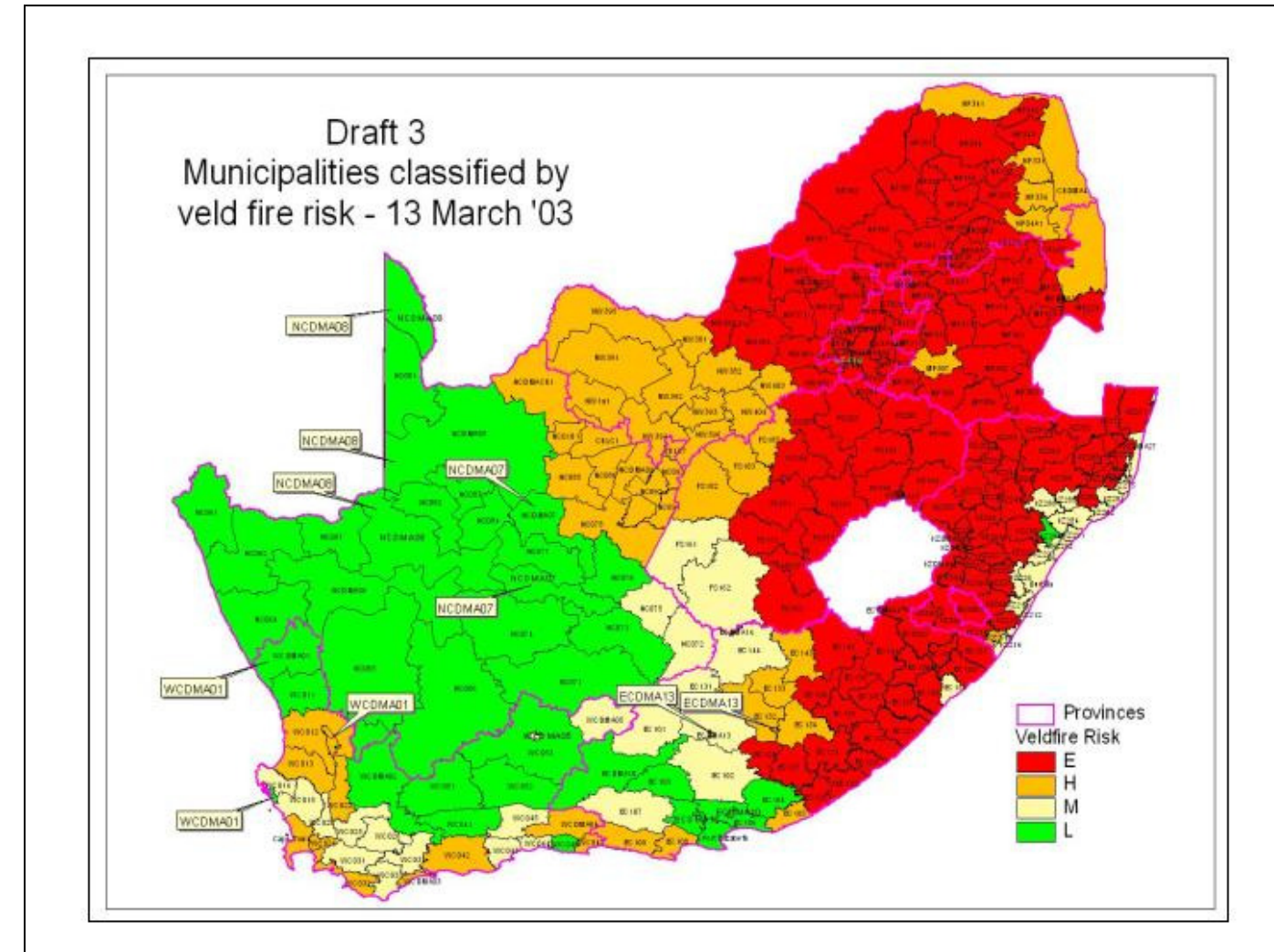


Figure 11: Municipalities classified by veld fire risk²¹

²¹ <http://www.dwaf.gov.za/forestry/fireawareness>

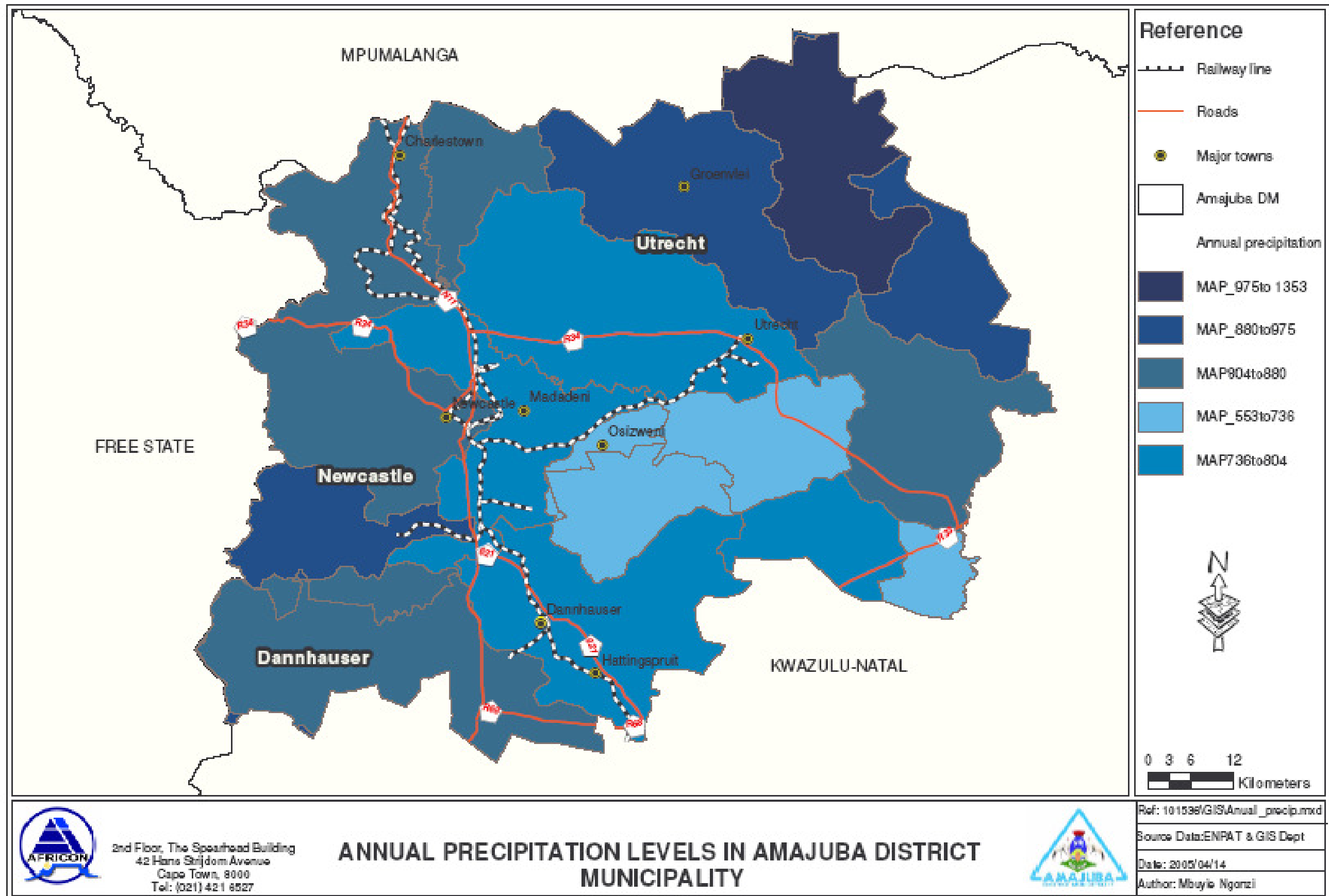


Figure 12: Mean annual precipitation

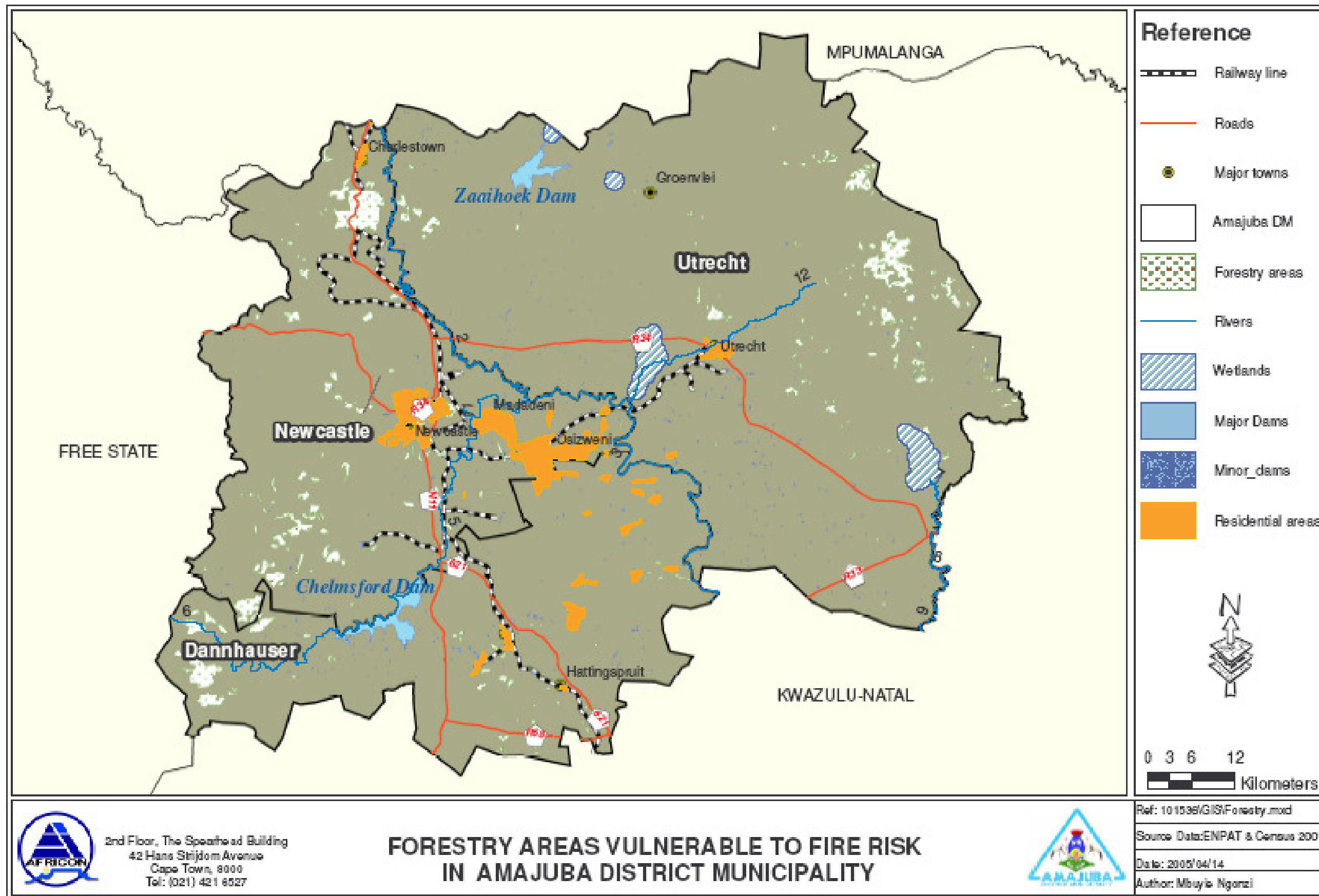


Figure 13: Location of Forestry areas

5.1.3 Biological hazards²²

Biological hazards are naturally occurring substances such as bacteria and moulds or animals such as insects that are able to cause illness in humans and animals.

Unlike hazards such as geological hazards where the existing geological formations provide scientific clues to possible risks, biological hazards need not be habitually present in an area to give rise to an unexpected disaster. In the sphere of biological agents of risk, a survey of diseases that are habitually or usually present in a region does not adequately cover the possible (or even probable!) risks posed by human and animal diseases. Disease-causing organisms (called pathogens) do not respect borders and can invade a region in so many ways that only a general overview of the pathways of disease transmission and examples of the pathogens involved can be given here.

The categories of biological health hazards include much more than just the microbiological organisms causing human disease. It also includes, amongst others, animal diseases with an impact on human health or economic well-being, proliferation of pest plants or plant diseases causing crop failure, upsurge in the numbers of problem animals, etc. In this section the emphasis is placed on disease as an important primary cause of disaster events, but also as a very important secondary risk in the aftermath of disasters triggered by other causes such as floods, earthquakes, fires and the like.

5.1.3.1 Animal diseases²³

A characteristic of outbreaks of plant or animal diseases is that they often transcend boundaries (even state boundaries) and these outbreaks themselves can be the cause of emergencies. They are of particular importance to food security and sustained economic development and trade in many areas, especially those whose economy is deeply rooted in agriculture. The impact of such emergencies is most keenly felt where strict quarantine measures are put in place to prevent spread as well as where heavy culling of animals suspected of being exposed takes place. Outbreaks of such a nature can cause serious food shortages, destabilize markets and trigger embargoes. Anthrax, foot-and-mouth disease, rinderpest, African swine fever, virulent avian influenza and outbreaks of locust swarms are examples of such emergencies.

A particular problem with outbreaks of animal disease is the rumour mongering that develops even before the authorities actually impose quarantine restrictions to curb the outbreak. Farmers, especially subsistence farmers with poor resources and inadequate knowledge, take livestock away in secret to uninfected areas, fearing that the animals will be culled. This spreads the epidemic even faster and involves increasingly larger areas in the outbreak. The only longterm solutions are heroic efforts at communication during the initial phases of an outbreak and continuing education in the agricultural community.

Apart from their economic impact and the impact on food supplies, some animal diseases can cause illness in humans as well. Mosquitoes, lice, fleas and ticks are pests that have been known as carriers of serious diseases since ancient times. Larger warm-blooded animals (wild as well as domesticated) have also been identified as disease carriers for millennia. Animals can either be the mode of transmission of disease (called a vector of disease) or a source (called a reservoir) of disease.

²² Except where stated otherwise, this section is quoted from the expert report by Dr J Barnes. The full report with applicable references is available in the annexure.

²³ Provincial Administration Western Cape; Communicable disease emergency plan 2001

Rabies is primarily a disease of animals, but the rabies virus can be transmitted to humans, commonly through the bite of an infected carnivore. Dogs are the most important transmitters of the disease to humans. The virus is present in the saliva of the biting animal, and spreads along nerves, not blood. No particular geographical area are at risk. The population at risk is mostly people who have an occupational risk of exposure such as veterinarians or staff at animal welfare organisations.

Foot-and-mouth disease is a highly contagious virus that affects cloven-hooved animals, such as cattle, pigs, sheep and antelope. The virus is found in saliva, faeces, urine and milk. The disease does not affect humans. The incidence of the disease can however result in a ban on the export of all agricultural products to foreign countries. Foot-and-mouth disease spread when sick animals infect others by means of their excrement. People handling infected animals can also spread the disease to other animals. Geographically the disease can spread via all routes and forms of transport – road, air, water, railway and the physical movement of livestock. It can be transported in the form of sick animals, saliva, urine, organs, semen, bones, wool, hides, meat and people who have been in contact with animals.

5.1.3.2 Human Diseases²³

Certain health-related events may be rare or only occur after a series of unrelated factors all happen at the same time. This will include the introduction of a life-threatening disease hitherto unknown in the area or an outbreak of an animal disease that causes severe quarantine measures to be introduced. Even though the chance may not be great, when such an event happens, the ripple effects can seriously jeopardize people's survival, food production, and movement of people or the economic stability of the area. These hazards are referred to as "low probability - high consequence" events. Such events require particular co-operation between public and private organizations to cope with the domino effects of the consequences. Usually individuals and organizations do not take preventative action unless there are incentives to do so and thus the co-ordination to deal with such events is of crucial importance.

The pathway of infection can involve food, water, person-to-person contact as well as airborne transmission.

The classic outbreak of foodborne disease familiar to most people is the outbreak of diarrhoeal disease following ingestion of spoiled food. Although this can affect a large number of people, most of the cases resolve spontaneously and usually the mortality rate is low. If the food was contaminated with a chemical toxin however, such as using empty poison containers for food preparation, the death rate may be considerable.

Food can be contaminated with pathogens during the whole chain of production, transport, storage and processing. The changing nature of food provision has seen many foodstuffs being produced and processed outside the area where it is consumed; so tracing the source of the contamination may prove very difficult.

Food handlers who are called into service in emergency situations are sometimes poorly trained in hygiene and sanitation, or poorly educated. Such individuals may work with food while ill with an infectious disease themselves, increasing the risk of the spread of disease.

Waterborne infections pose a particular problem in disaster scenarios. If the infrastructure for water distribution and waste disposal is damaged, then some water contamination is almost inevitable.

Existing endemic diseases and conditions such as poverty and poor food supplies can make the population of an area more prone to mortality and morbidity during a disaster. With that in mind, it

is important to know what endemic diseases and other aggravating factors exist in an area where disaster planning is to be undertaken.

In the district of Amajuba there are too few verifiable data sets available to write a detailed assessment of the present state of health of the population in the area. That does however, not preclude assuming that the area will have much the same disease profile as the rest of the province of KwaZulu-Natal. Diseases identified as posing a disaster risk are discussed.

Anthrax is caused by *Bacillus Anthracis*. Most cases occur within 48 hours of contact. It is mainly a disease of animals, but occurs in humans where contact with animals or animal products take place. There is no person to person spread. People at risk are those who have contact with animals or animal products such as veterinarians, agricultural workers, wildlife workers and workers who process animal products.

Cholera is caused by *Vibrio cholerae*. The incubation period varies from a few hours to 5 days. It is spread via the faecal-oral route. Sources of infection include contaminated water and food, including shellfish taken from contaminated water. Soiled hands can contaminate drinking water and foods. In the case of cholera, Africa contributes more than 80% of all cases worldwide. Natural disasters like the 2000 flood in Mozambique generally lead to new outbreaks of the disease. In 2000/1, more than 105 000 cases of cholera were reported KwaZulu-Natal, and in 2002 there were 13 536 cases reported. In 2003, at the tail-end of the epidemic, only 560 cases were reported, of which Amajuba had the highest incidence (282 cases, mostly amongst children). This can change very rapidly if the right environmental conditions are in place and the situation regarding the provision of clean water and improved sanitation is not at the very least maintained. The last cholera outbreak in South Africa was declared over in May 2004.

Measles is caused by the measles virus and spread through droplets from person to person. Children, particularly in absence of immunisation programs are at risk, and infection is more severe among malnourished children.

Meningococcal disease is caused by *Neisseria Meningitidis*. The incubation period is 2 to 10 days and it is transmitted through respiratory droplets from the nose and throat of infected persons.

Shigella Dysentery is caused by *Shigella Dysenteriae* and occurs most commonly through person-to-person contact and through contaminated food and water. Overcrowded areas with poor sanitation, poor hygiene and unsafe water supplies are at risk. It occurs in hot, wet, weather and tends to be seasonal. Young children, the elderly and malnourished are most severely affected.

Typhoid is caused by *Salmonella typhi* and the incubation period is 1 to 2 weeks. Water contaminated by faeces and urine of patients and carriers are the main sources of infection, as well as shellfish from contaminated beds, vegetables and milk products. The mode of transmission is the oral-faecal route through consumption of contaminated water or food.

Typhus fever is caused by *Rickettsia prowazekii* and is transmitted by the human body louse. Infected lice excrete the organism. Humans are infected through scratching or rubbing louse faecal matter into a bite wound. Populations at risk are persons living in crowded, unsanitary, louse-infested conditions and conditions that bring them into contact with rats.

Bilharzia is a parasitic disease caused by worms and the second most prevalent tropical disease. *Schistoma mansoni* and *Schistoma haematobium* are found in Southern Africa. (see Figure 15) and respective causes intestinal and urinary bilharzia. A person gets bilharzia when his/her skin

comes in contact with contaminated fresh water from where the parasite advances to either the intestine or the bladder. Extreme poverty, unawareness of risks, inadequacy of health facilities, unsanitary living conditions, rapid urbanisation and migratory patterns from countries or areas where the disease are endemic, are all underlying causes of the disease. It commonly affects adult workers in agriculture and children aged 10 to 14.²⁴

Tuberculosis, commonly referred to as "TB", is a non-diarrhoeal disease, caused by *Mycobacterium tuberculosis*. It is linked to malnutrition and especially prevalent among the poorer and rural part of the population. In 2002, there were 52016 cases reported in the province. The cure rate among the new cases reported in 2001 was only 36,5%, with a large number of cases not completing their treatment. This is almost sure to lead to increasing levels of resistance to anti-TB drugs.

The HIV/AIDS pandemic is already underway in Africa south of the Sahara, and a large proportion of the cases occur in South Africa. In 2002, according to antenatal surveys, the HIV positivity prevalence in KwaZulu-Natal was 36,5% and there were an estimated 120 167 AIDS orphans in the province. The percentage of all deaths in the province that was due to AIDS was 51,7%. It was also estimated that 17,1% of health workers in the province was HIV positive themselves. The MRC estimates that over half the deaths of the population within the 15-49 age group are due to AIDS. Amajuba have some of the highest prevalence rates in the province (see

Figure 14). Of a sample done in 2000 by the Faculty of Medicine, University of Natal, 42% of all people in Utrecht were HIV positive, and 32% in Mdadeni²⁵. The Department of Health has advised that there may be errors in terms of calculating AIDS figures. These data however indicate a slow disaster already in progress.

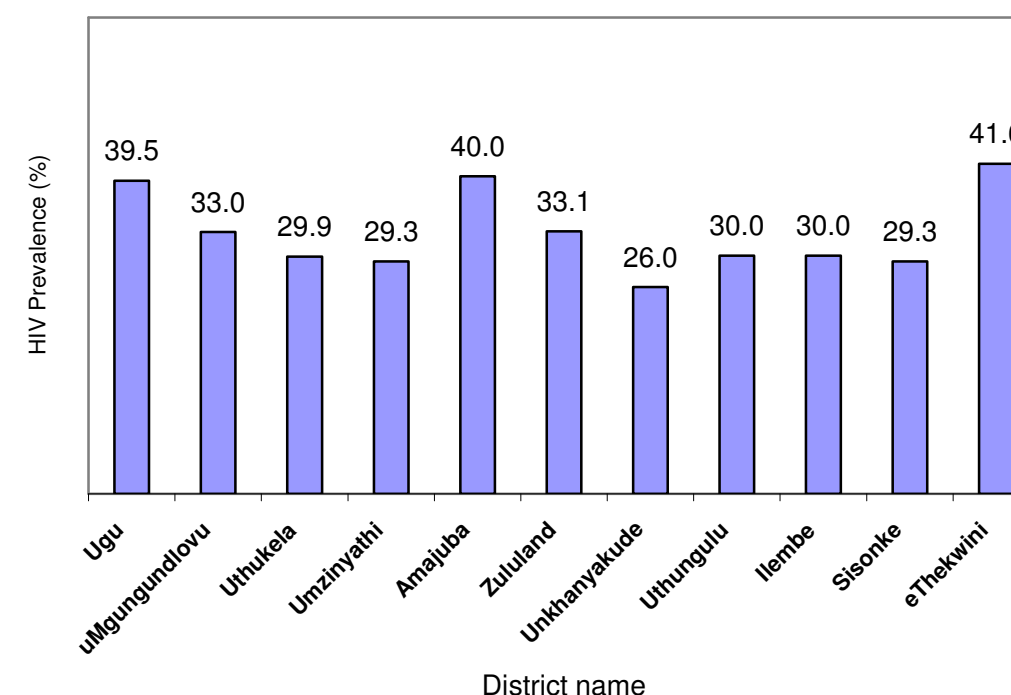


Figure 14: HIV prevalence % per District in KZN.²⁶

²⁴ http://www.health24.com/medical/condition_centres

²⁵ Medical Research Council of SA, Annual report 2000-2001.

²⁶ Source: Department of Health, KZN. Contact: Shannon Rushworth

In general, the health of children is often taken as an indicator of the general health status of the population and also the status of health care in that area. In Amajuba district the incidence (i.e. new cases per year) of diarrhoea for children under 5 years of age is given as 276 per 1000 of the population at risk. The annualized incidence of severe malnutrition for the under 5's is given as 35,8 per 1000 of the population at risk. Both these figures are very high and indicate a population that is poverty-stricken and labouring under restraints such as inadequate knowledge as well as inadequate health services.

The percentage of 15 year olds in the province who will die before they are 60 years old was estimated to be 64% for men and 53% for women in 2002.

According to a survey published in 2004, patient satisfaction with the nursing care they received in the Amajuba district was extremely low, with 87% of patients giving a rating below 10 out of a possible total of 28 (35,7% approval). Coupled with the under-provision of health care services in the district, this indicates that the present facilities and staff are already unable to deal satisfactorily with the normal day-to-day demands. When faced with a disaster or other extreme event carrying health risks, the health services will probably collapse unless aided and supported with heroic intervention measures from outside sources.

5.2 Technological Hazards

Technological hazards are defined as danger originating from technological or industrial accidents, dangerous procedures or certain human activities, which may cause the loss of life or injury, property damage, social and economic degradation.

5.2.1 Hazardous installations

5.2.2 Hazardous material by road and rail

Where ever hazardous materials are transported by road and rail, it poses a hazard, both to the population and to the environment. Spillage of hazardous materials can result in death or injury due to contact with toxic substances, resulting explosions and/or fires. Where spillage occurs in environmental sensitive areas, it can result in death of fauna and flora and can cause severe contamination of resources, such as groundwater and surface water. Areas dependant on groundwater sources (boreholes) are specifically vulnerable, as this may be the only water source for a community.

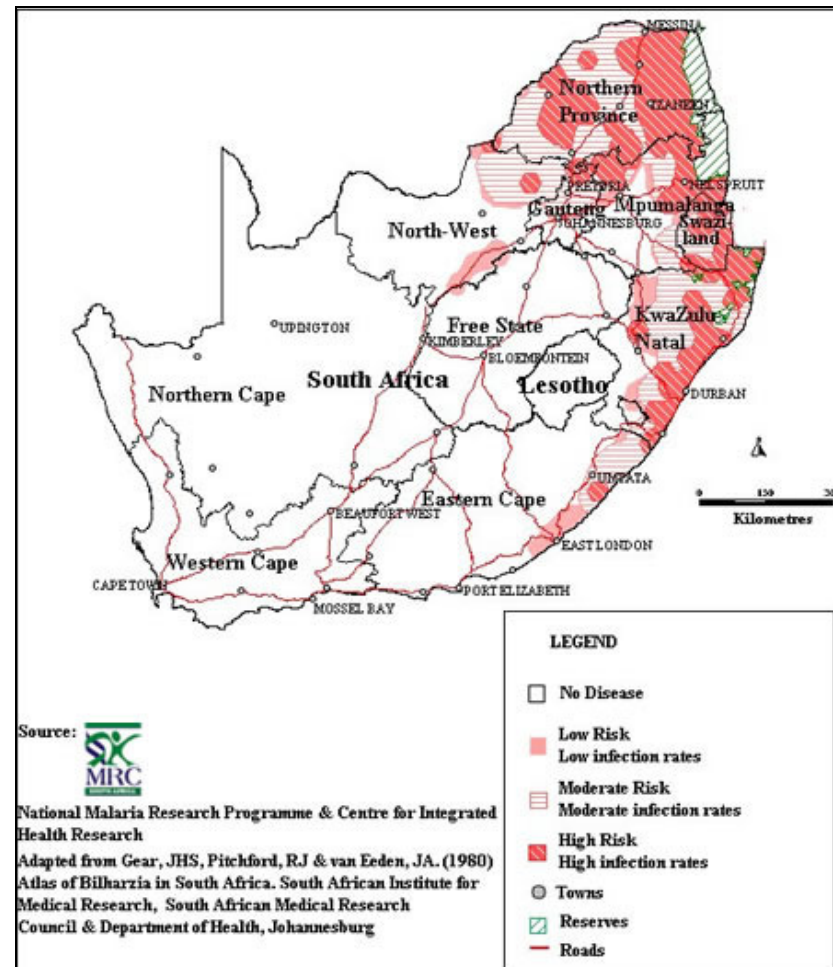


Figure 15: Bilharzia incidence in South Africa

Malaria is not endemic to the district and only a few cases are reported every year, probably due to people travelling from adjacent endemic areas.

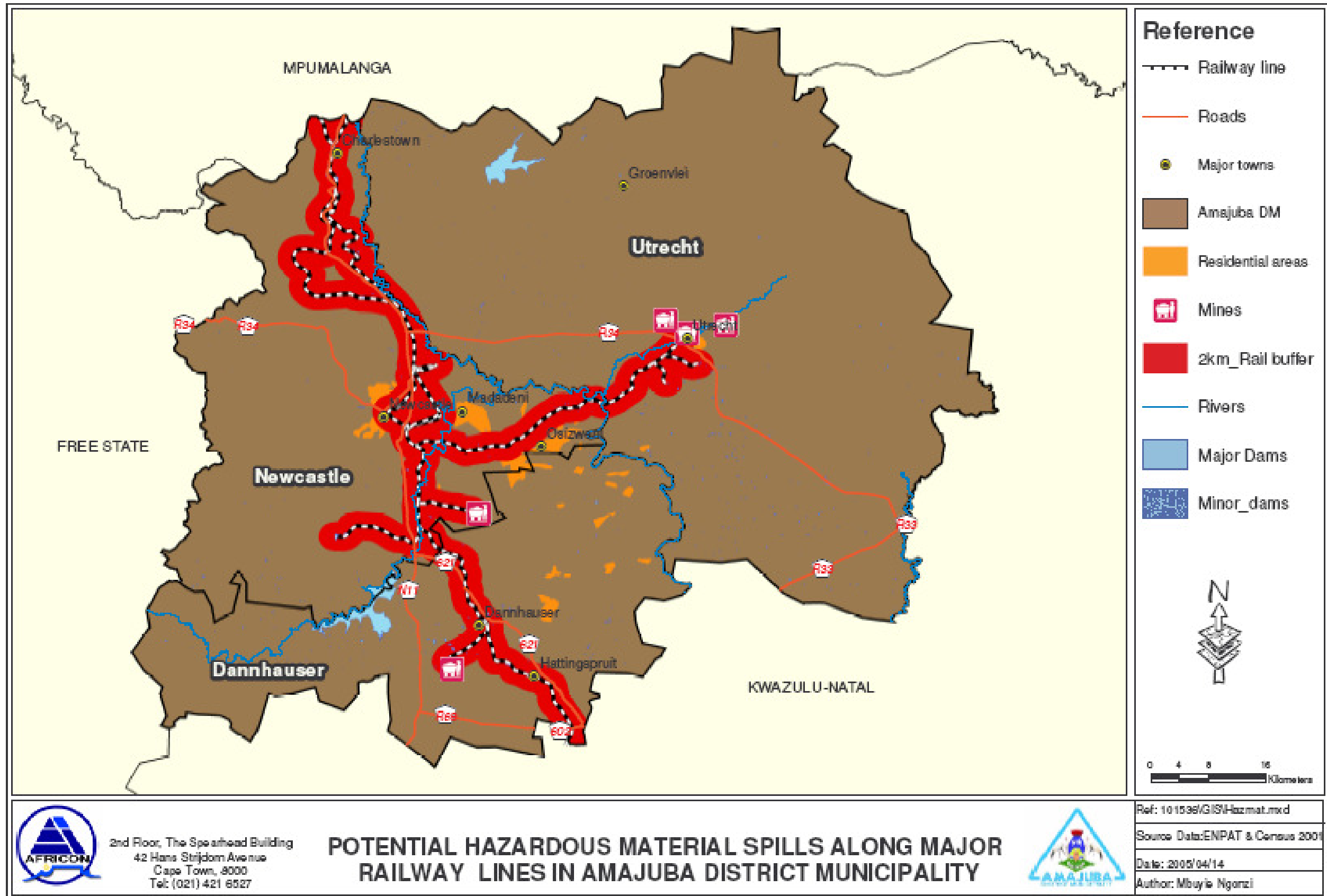


Figure 16: Hazardous materials by rail

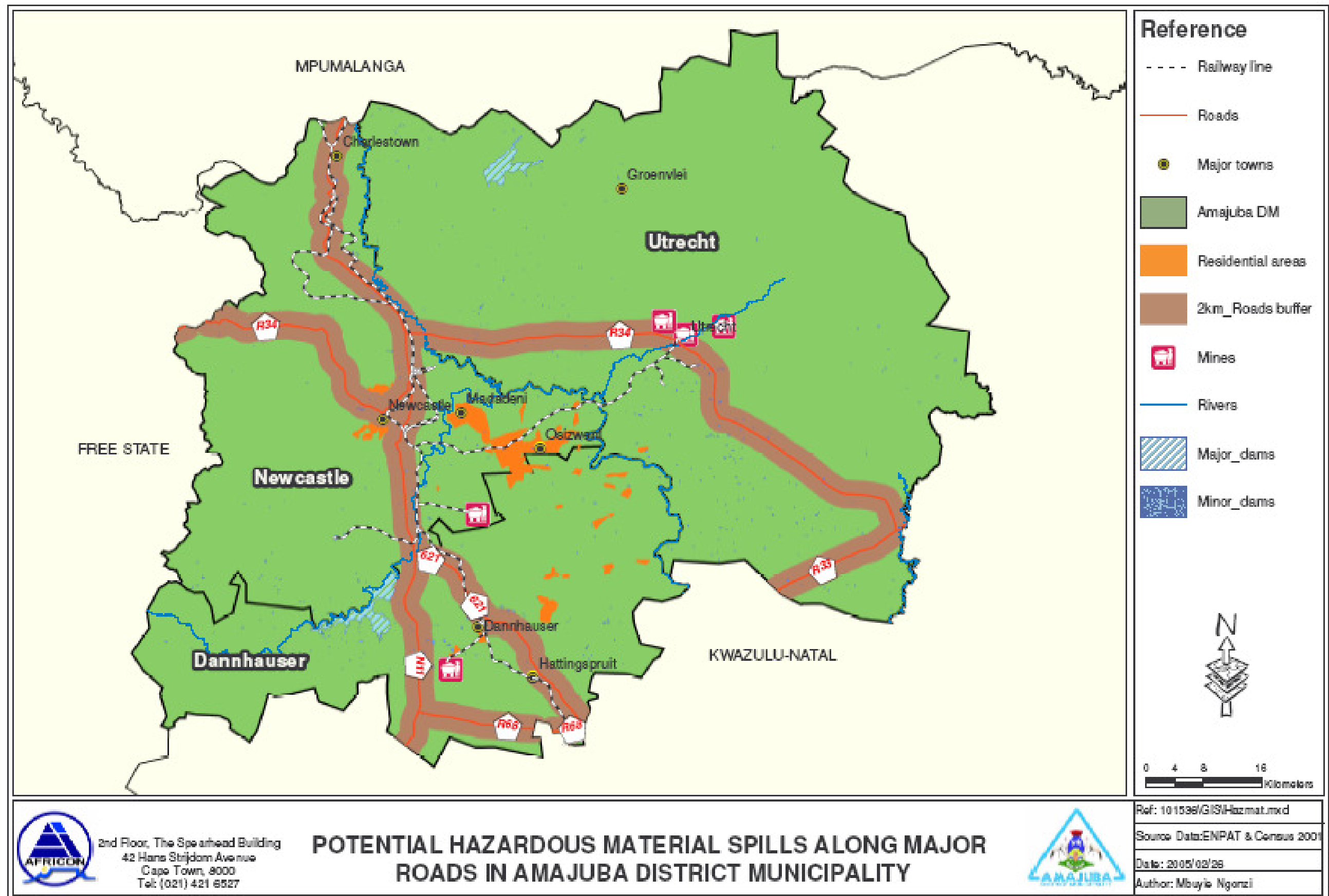


Figure 17: Hazardous material by road

5.2.3 Aircraft accidents

In the “*Annual Review of Aircraft Accident Data*” of the National Transportation Safety Board²⁷ in Washington, D.C., it is mentioned that aircraft accidents typically occur at the following points (see Figure 18):

☞ **Airport / Airstrip:** Accidents that occur on or near an airport or airstrip typically involve aircraft at relatively low altitudes and airspeeds that are taking off, landing, or manoeuvring to land.

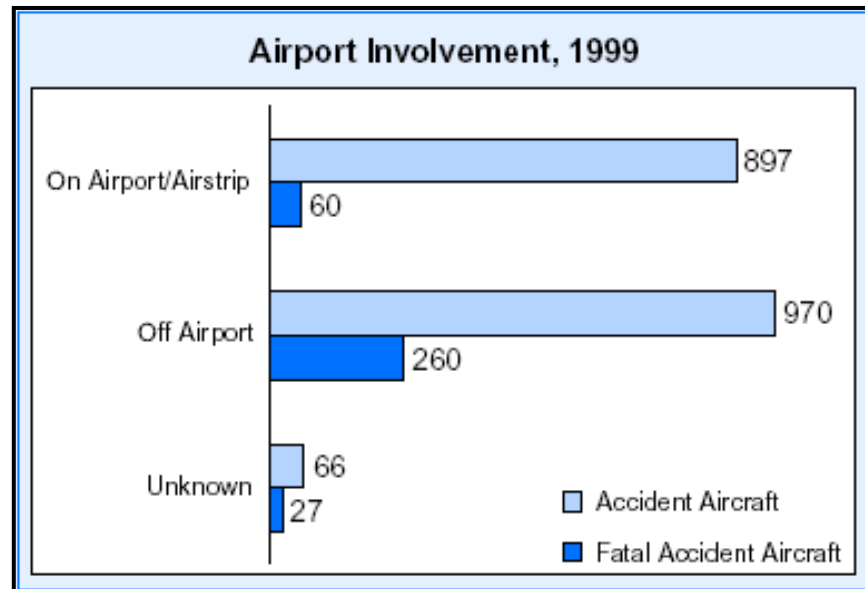


Figure 18: Location of Aircraft Incidents in the USA during 1999

☞ **En Route:** Accidents that occur away from an airport typically include aircraft in the climb, cruise, manoeuvring, and decent phases of flight. They are typically at higher altitudes and higher airspeeds than aircraft in the immediate vicinity of an airport.

Because of these differences, accidents that occur away from an airport are more likely to result in higher levels of injury and aircraft damage.

Table 4 lists the total number of incidents that have been reported to the civil aviation authority in South Africa between 1999 and 2004:

The Project Team has consequently mapped the following:

☞ **Airports and Airstrips:** Figure 19 gives a sense of where aircraft accidents are likely to occur in the Province. The map was prepared by:

- ◆ Creating a 50 km buffer around all of the major airports in the Province that is available in a digital format.
- ◆ Similarly, creating a 20 km buffer around the minor airports that is available in a digital format.
- ◆ Lastly, by creating a buffer along the major flight lines (routes).

	1999	2000	2001	2002	2003	2004
Eastern Cape	15	11	11	9	5	2

²⁷ <http://www.nts.gov/publicn/2003/ARG0302.pdf>

Gauteng	46	33	45	49	28	24
KwaZulu Natal	13	18	15	23	17	7
Mpumalanga	15	24	7	11	16	8
Northern Cape	2	6	9	2	3	4
Northern Province	7	13	5	15	12	5
North-West	9	7	7	15	13	5
Freestate	8	9	16	12	4	5
Western Cape	18	13	7	18	14	9
Over Border	17	19	24	15	27	6
Total	150	153	146	169	139	75

Table 4: Aircraft accidents reported to the Civil Aviation Authority

5.2.4 Vehicle accidents

Vehicle accidents are common on all the major routes., specifically in the Utrecht area.

5.2.5 Dam failures

Dam failures constantly pose a threat, specifically during periods of heavy rainfall. Risk reduction measures should be put in place to reduce the risk of dam breaks by their owners. The Department of Water Affairs is only responsible to map possible flooding for category 1 and 2 dams.

5.3 Environmental Degradation

5.3.1 Air pollution

A seemingly high level of air pollution resulting from industrial activity in the industrial areas of Newcastle are present.

5.3.2 Water pollution

All surface and groundwater areas should be continuously monitored especially in areas surrounding mining activity

5.3.3 Land degradation and Desertification

Land degradation is common in areas where over-grazing occurs It is also characterised/caused by burning of veld for grazing, soil erosion, sheet, gully and land slide, siltation, invader species, communal tenure and collection of firewood.

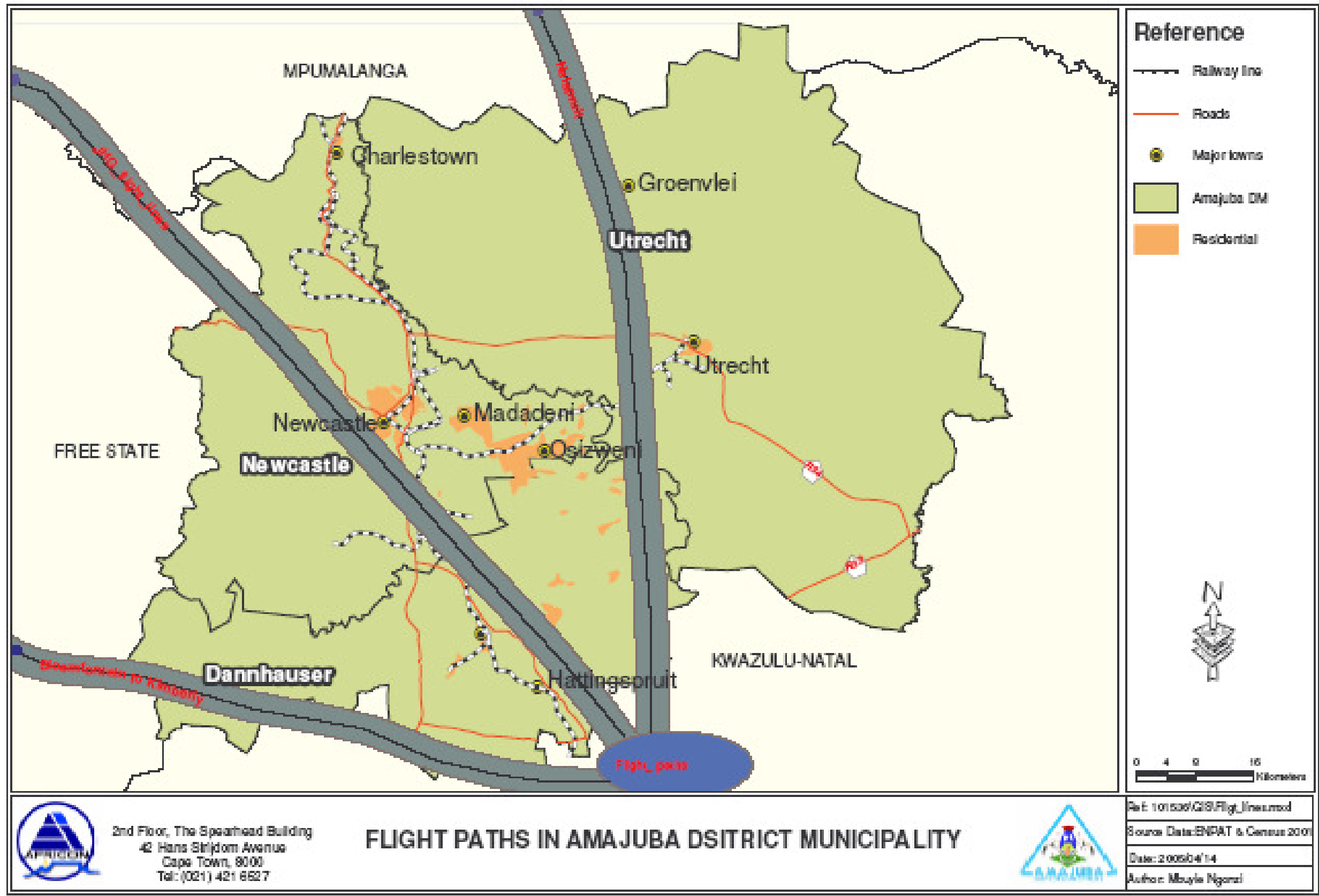


Figure 19: Major Flight paths over aMajuba

KwaZulu-Natal has the second highest provincial soil degradation index in South Africa²⁸. Rates of soil degradation are increasing in grazing lands. Communal areas are significantly more degraded than commercial farming areas. Gully and sheet erosion affect croplands, grazing lands, commercial forestry and settlement areas. The province has the second highest provincial veld degradation index in South Africa and the rate is increasing. Loss of plant cover and change in plant species composition are problems in the grassland. Desertification is a concern in some communal areas in the savannah biome. Bush encroachment is a priority in a few magisterial districts. Alien plants such as black wattle have invaded most river systems, and triffid weed, lantana and bugweed are problems in coastal and mistbelt areas. Alien plants use about 17% of the annual runoff in KwaZulu-Natal. Many of the upper reaches of rivers are eroded and turbid because of trampling and grazing by cattle. If all magisterial districts in South Africa are considered together, seven of the twenty districts requiring priority attention in terms of land degradation are in KwaZulu-Natal. The erodibility of the soil is shown in Figure 22

In general, an examination of the interactions of the earth's systems reveals a fine mesh of interrelationships – changes in one system will eventually affect another. Environmental degradation, classified as a disaster itself, can inevitably lead to secondary disasters²⁹. The following figure illustrates the domino effect of environmental degradation.

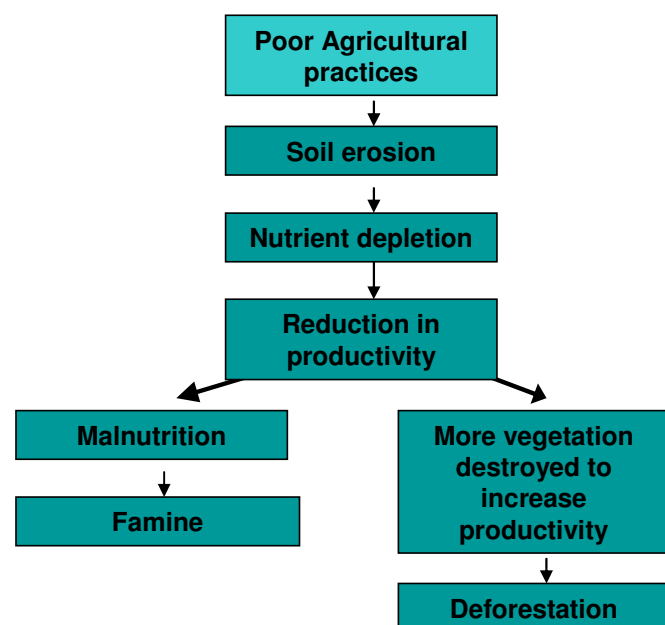


Figure 20: The domino effect of environmental degradation

6 Vulnerability analysis

In this section of the report, the Project Team will attempt to identify specific vulnerable communities, by conducting:

- ☞ **Societal Vulnerability Analysis:** The focus of this analysis is to identify those neighbourhoods where individual resources are minimal. The limited availability of resources in a community suggests that the community might be vulnerable, or susceptible, to any hazard event.

²⁸ Provincial fact Sheet; Land degradation Department of Agriculture.

²⁹ United Nations Disaster Management training programme: Disaster and the Environment, 2nd edition 1995

- ☞ **Environmental Vulnerability Analysis:** The purpose of this analysis is to identify locations where there is potential for secondary environmental impacts from natural hazards and to target vulnerable locations for risk reduction activities.
- ☞ **Economic Vulnerability Analysis:** The purpose of this analysis is to identify the economic vulnerabilities to hazard impacts.
- ☞ **Critical Facilities Vulnerability Analysis:** This analysis focuses on determining the vulnerability of key individual facilities or resources within your area.

6.1 Societal Vulnerability Analysis

The societal vulnerability analysis was based on the 2001 Census information.

- ☞ **Map Areas of Societal Vulnerabilities:** Societal vulnerability areas are those locations (preferably at the neighbourhood level) where community resources are limited. These areas could be most dependent on public resources after a hazard event and thus could be good investment areas for risk reduction activities. It could also imply that some communities need special attention during a disaster event, such as making sure the language used in official communications is understood by all.

Typical examples of societal vulnerability areas are:

- ◆ **Indigent Households:** Indicates that resources in this community are limited and that assistance will be required.
- ◆ **Housing Units with No Vehicles:** Indicates possible mobility considerations. This is an important factor to consider during a hazard event as evacuation will be much slower. Public transport will have to be arranged. See Figure 25.
- ◆ **Cultural Communities:** indicates potential language or cultural considerations. The area is fairly homogenous in terms of culture and language and practices should therefore not play a big role. See Figure 26.
- ◆ **Citizens over Age 65:** Indicates possible mobility and frail care considerations. The aged need special attention in times of emergency evacuation, and also indicates areas that are more susceptible to disease.
- ◆ **Access to water and sanitation:** Communities that do not have access to clean water and sanitation are extremely vulnerable to disease. In Amajuba, approximately 4% of households have no access to toilets at all. 42% have pit latrines and 53% have flush/chemical toilets. Out of the three municipalities, Utrecht has the lowest level of service. Where communities depend on water from a river as their main source of water, the probability of outbreaks of cholera and other water-borne diseases increase substantially.
- ◆ **HIV/AIDS:** poorer households are more vulnerable and is likely to deepen poverty and compromise upward mobility. It will place a greater demand on health care facilities and welfare and support for orphans.

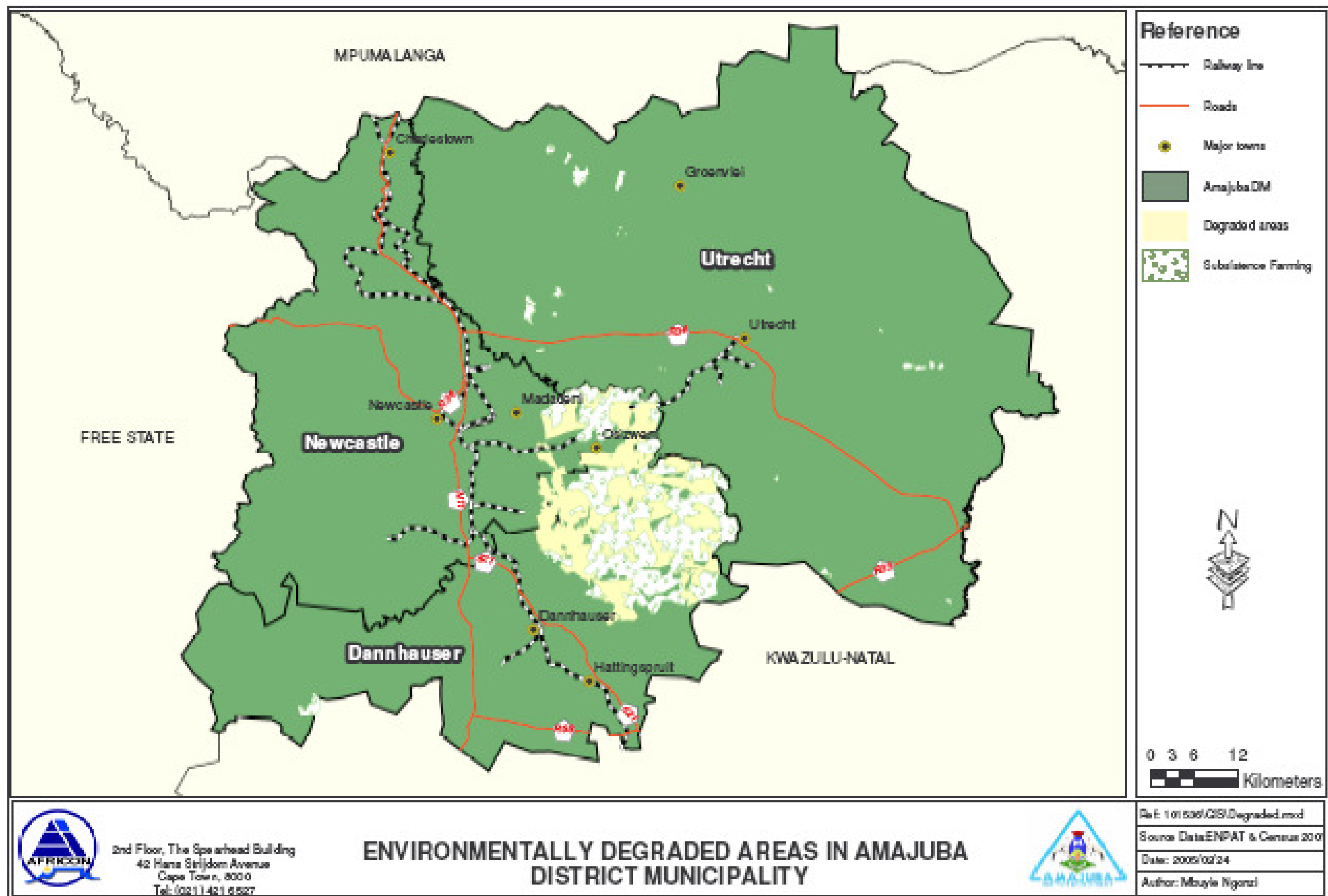


Figure 21: Degraded areas

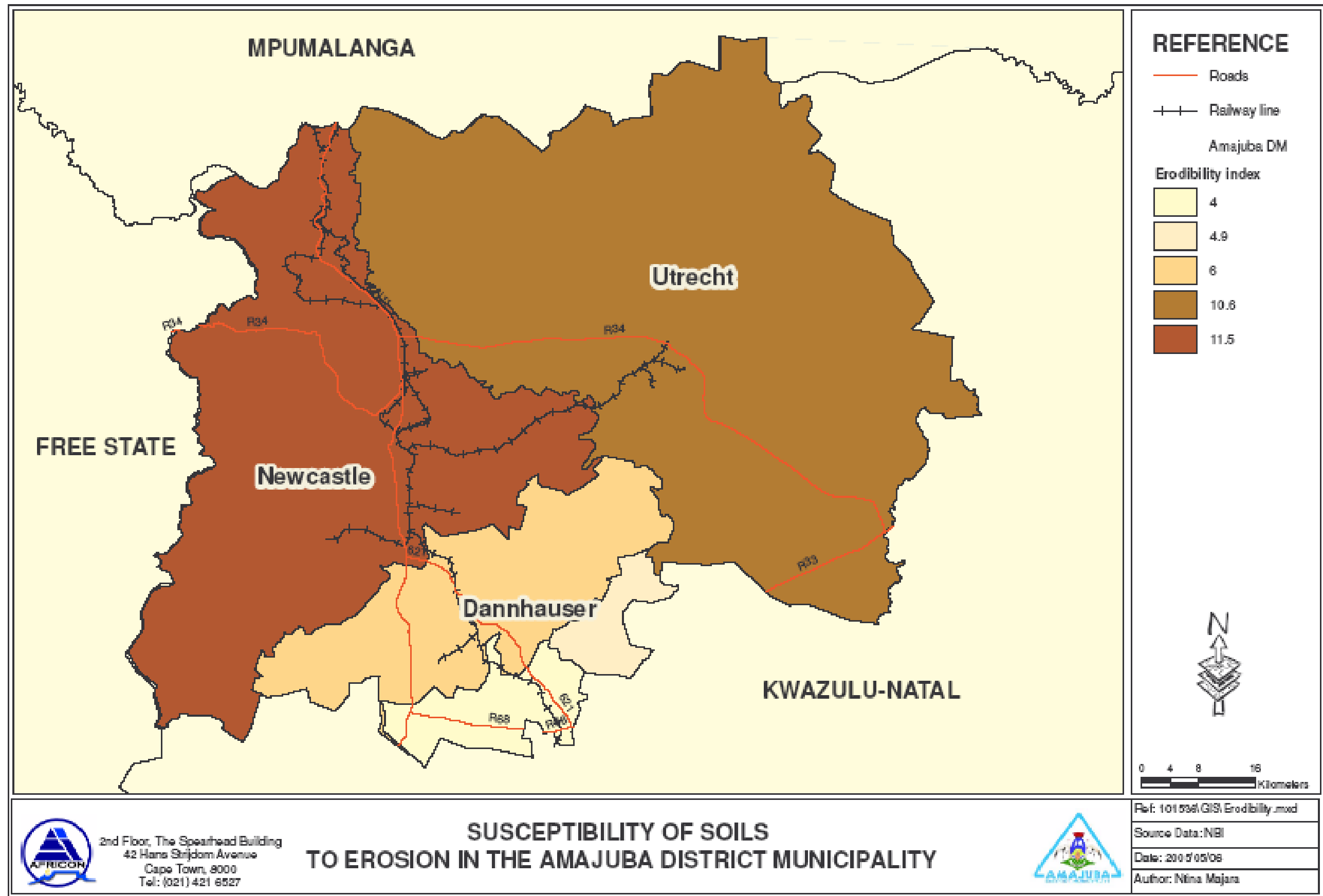


Figure 22: Erodibility of the soil

6.2 Environmental Vulnerability Analysis

The environment is especially vulnerable in terms of the quality and quantity of the water resource where people are directly dependant on it for potable water supply. Wetlands, lakes, rivers, protected areas and game ranches are vulnerable to any form of pollution. The ecological health of these systems are of extreme importance to ensure sustainable development, a healthy biosphere and therefore encouraging eco-tourism.. The four wetlands identified as particularly sensitive as the Blood River Vlei, Boschoffsvlei, Groenvlei and Paddavlei. According to the IDP, many of the land reform projects in the district are in proximity to wetland and riverine areas, which may result in negative impacts on the wetland. Doornkop, Amatungwa, Nkosi Shabalala and Zenzelani Community land reform projects will require careful management and monitoring. The wetland in the Zaaihoek Dam vicinity links to the Wakkerstroom Wetland, the habitat of important bird species. The Slangriver catchment is regarded as pristine, but is increasingly under threat of forestry permit applications. The district is dominated by grassland which has been identified as of 'intermediate' value in a provincial Strategic Environmental Analysis conducted by KZN wildlife. The Grassland Biosphere initiative in the district was launched to protect this resource. Other areas identified as 'intermediate' by the SEA are natural forest, including:

- ☞ Amajuba Forest south of Charlestown,
- ☞ Ncandu Forest on the western border of the district,
- ☞ Areas to the south of Donkerhoek on the western order of the district,
- ☞ Areas north of Utrecht

Although many environmentally sensitive areas exist in the district, only a few are formal conservation areas:

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

Several registered conservancies exist, some developed for joint conservation and tourism purposes, as listed in Table 5.

Conservancy	Purpose
Doornberg	Catchment, game, security
Balele	Game conservation
Sunset Rest	Crop theft, security, game
Helpmekaar	Game conservation, security, accommodation, game farming
Dundee Research	Game conservation, security
Gregory's Neck	Game farming, security, accommodation
Buffelshoek	Game farming, security
Ilanga	Game farming, security, accommodation
Vants Drift	Catchment conservation, game farming, accommodation, hiking trails, security
Hattingspruit	Game conservation, security
Aalwynkop	Game conservation, security
Boschfontein	Game conservation, crop theft, security
Isibindi	Game farming, security, accommodation

Fugitives Drift	Game farming, security, accommodation
Ndumeni	
Valhalla	Game farming, security, accommodation

Table 5: Registered conservancies in Amajuba (source: Amajuba IDP July 2002)

The areas of greatest environmental concern are mines and quarries. Mining causes pollution and alters the landscape, that may result in more severe floods and land degradation (loss of top soil) specifically during a natural hazard event. "According to the Department of Mineral and Energy Affairs, the re-working of coal dumps appears to be feasible for smaller mining concerns. Mining of these dumps, while limiting development, lessens the burden on the environment with regard to pollution."¹ Error! Bookmark not defined.

6.3 Economic Vulnerability Analysis

Economic vulnerability is important in two ways:

- ☞ Communities with low incomes are vulnerable in terms of coping with a disaster event and recovering. Relatively speaking, they are often the hardest hit in terms of loss of income, loss of breadwinner, and housing. The annual household income per local municipality are shown in Figure 33..
- ☞ Economic engines, industrial or financial centres and areas that have large work forces per unit area, are also extremely vulnerable as a single event can result in a large absolute loss and disrupt the economy of the area through loss of products, workforce, premises, skill and a disruption of business processes.
- ☞ Economically speaking, subsistence farmers are more susceptible to drought, pests, fire and floods due to their lack of coping mechanisms. A severe event can imply the total loss of income for a community, with resulting secondary implications, such as land degradation, societal factors, food deficiency and disease. Commercial farmers often have mechanisms in place to assist them, such as irrigation, access to insurance and early warning systems to adapt to changing conditions. Although they are not as vulnerable to a specific event as subsistence farmers, the resulting absolute monetary impact and losses for the farmer and the economy will be much higher in case of a destructive severe event. The importance of the sector is not only in terms of its contribution to the economy of the district but its potential to contribute to rural livelihoods and its general potential to stimulate local economic development.. The location of farmers are shown in Figure 31 and Figure 32. The impact of HIV/AIDS on the economy will mean a shift from savings to current expenditure, thus limiting investment and growth. It will also influence the workforce as healthy workers will stay at home to care for the sick, and will put increased pressure on the district's skill level, as the most effected are the young, economically active. Increased spending on medicine and funerals will also occur.

6.4 Critical Facilities Vulnerability Analysis

Critical facilities play an important role in case of a disaster event. It is necessary to know the locations of these facilities, as they often play a crucial part during the response phase. It is for example necessary to know where the closest hospitals, clinics, church halls, mortuaries, airfields, helicopter pads etc are to be able to house, bury, evacuate people, or to bring in additional resources. The location of water supplies, pipelines, telephone cables, power stations etc are important resources that's operation and accessibility should be given priority during a disaster event. Loss of electrical power causing lack of heating, lack of refrigeration, limited fuel supplies inhibiting rescue operations, and lack of communications can severely impact on disaster coordination capability. A few critical facilities are shown in Figure 34.

Critical Facilities is especially vulnerable to the impact of HIV/AIDS. According to a survey published in 2004, patient satisfaction with the nursing care they received in the Amajuba district was extremely low, with 87% of patients giving a rating below 10 out of a possible total of 28 (35,7% approval). Coupled with the under-provision of health care services in the district, this indicates that the present facilities and staff are already unable to deal satisfactorily with the normal day-to-day demands. When faced with a disaster or other extreme event carrying health risks, the health services will probably collapse unless aided and supported with heroic intervention measures from outside sources.²² Population growth and structure will change in terms of age, and gender. Demand for services such as schools, housing and health care facilities will change, as well as impacting on the capacity of institutions



2nd Floor, The Spearhead Building
42 Hans Strijdom Avenue
Cape Town, 8000
Tel: (021) 421 6527

CONSERVATION AREAS IN AMAJUBA DISTRICT MUNICIPALITY



Ref: 101536/GIS/Conservation.mxd

Source Data: ENPAT & Dept of Trad
& Local Govt Affairs

Date: 2005/04/14

Author: Mbuye Ngonzi

Figure 23 Conservation areas

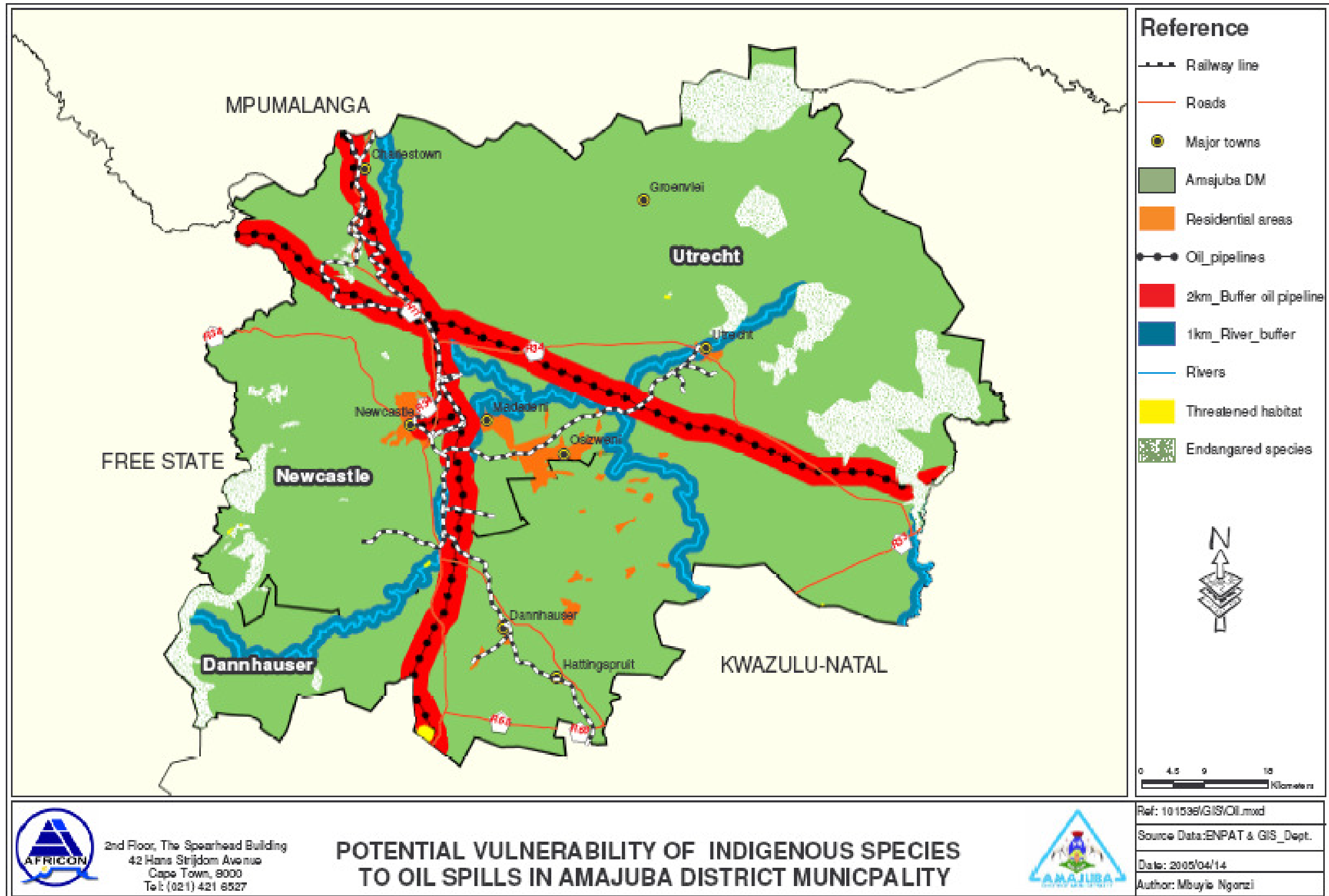


Figure 24: Environmental vulnerability to oil spills

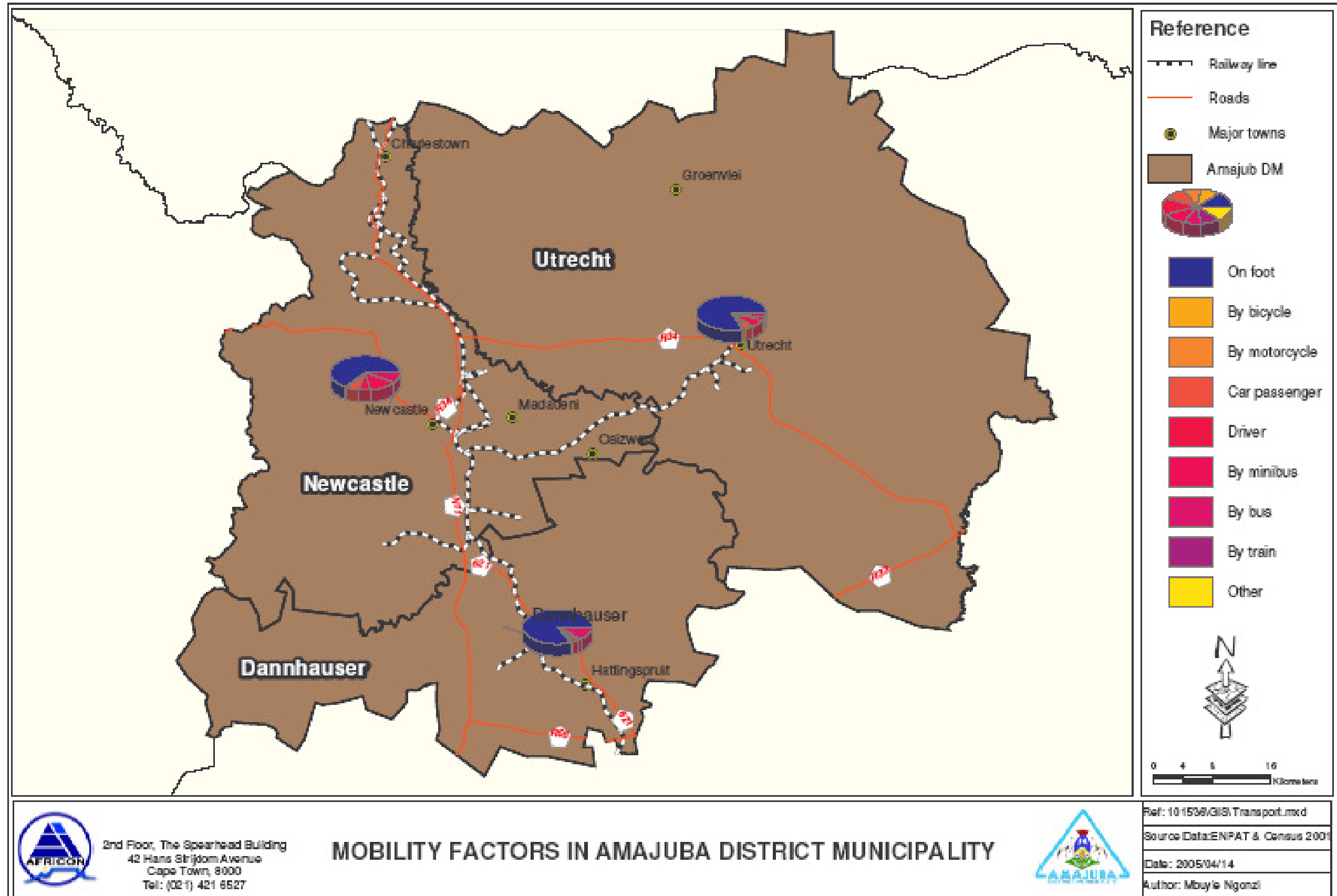


Figure 25: Mobility as an indicator of societal vulnerability

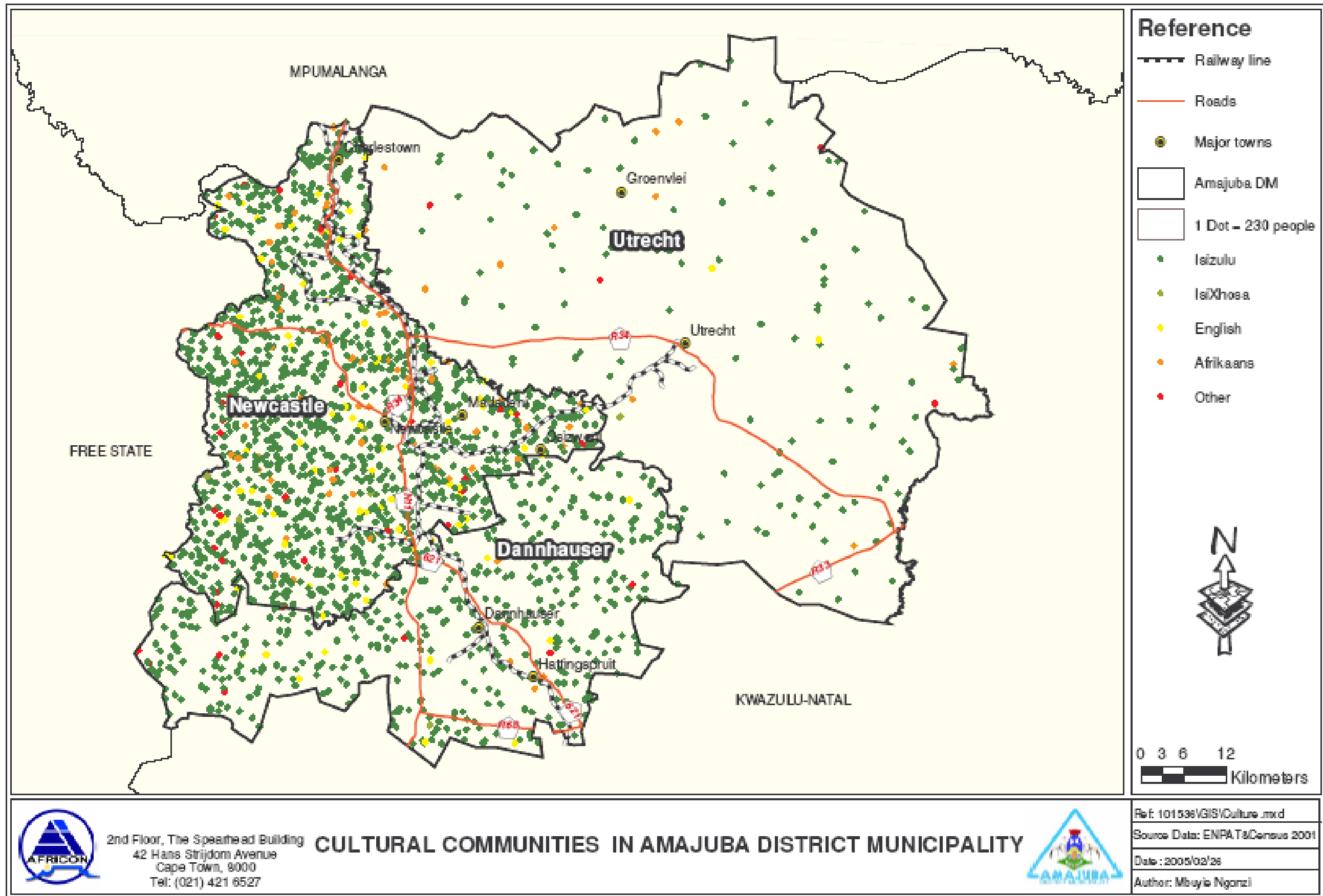


Figure 26: Cultural communities as indicator of societal vulnerability

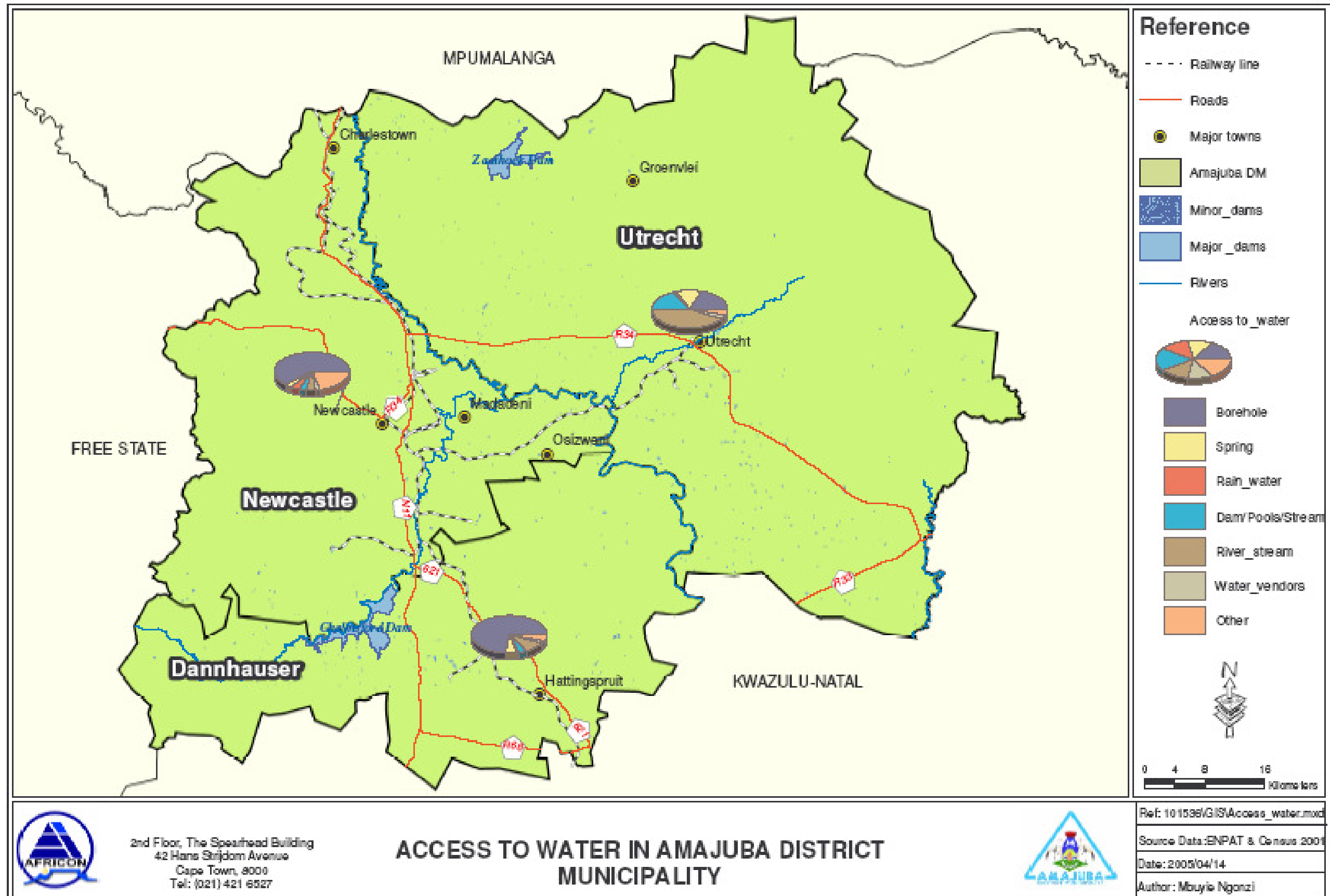


Figure 27: Access to water resources as indication of societal vulnerability

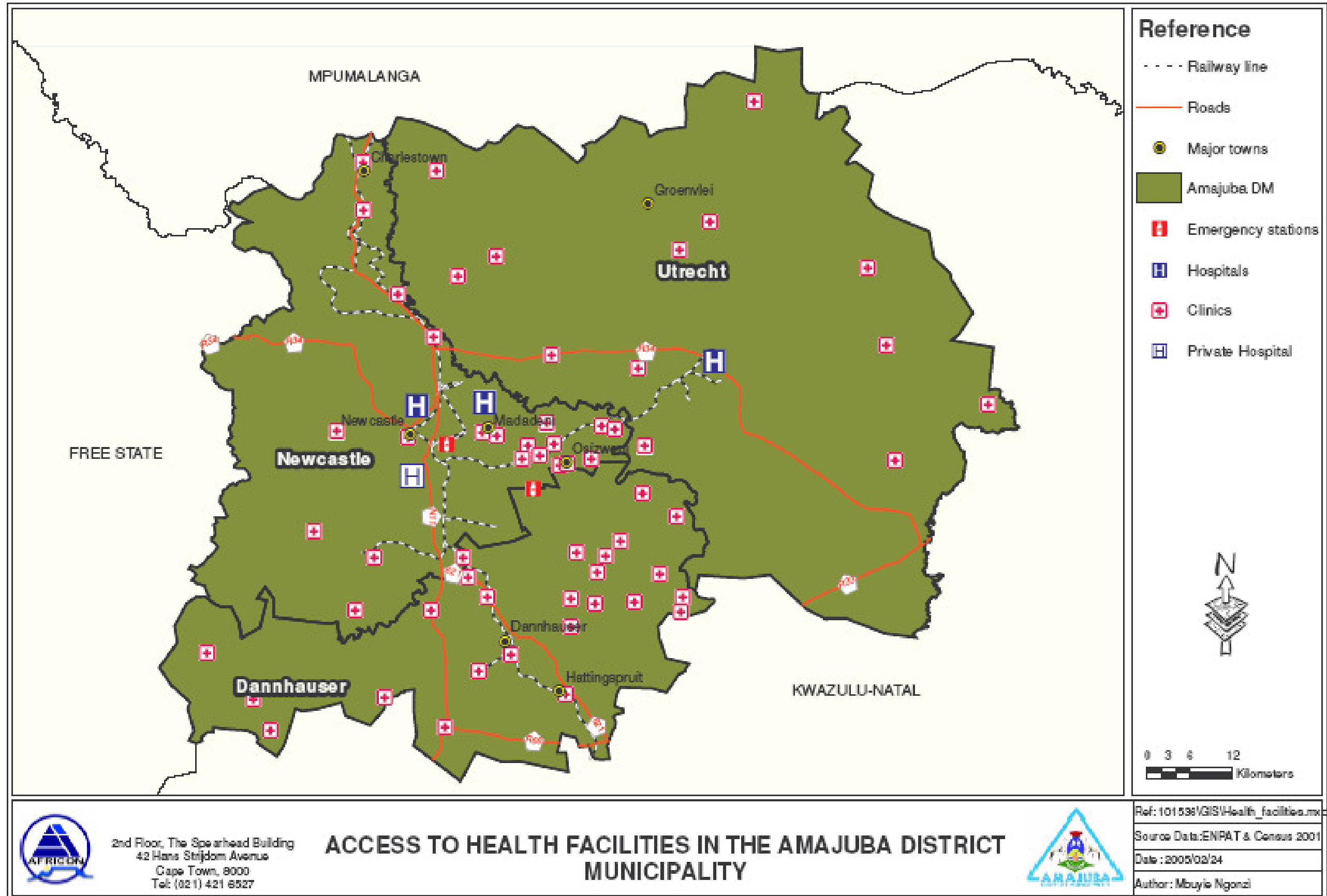


Figure 28: Access to health facilities as indication of societal vulnerability

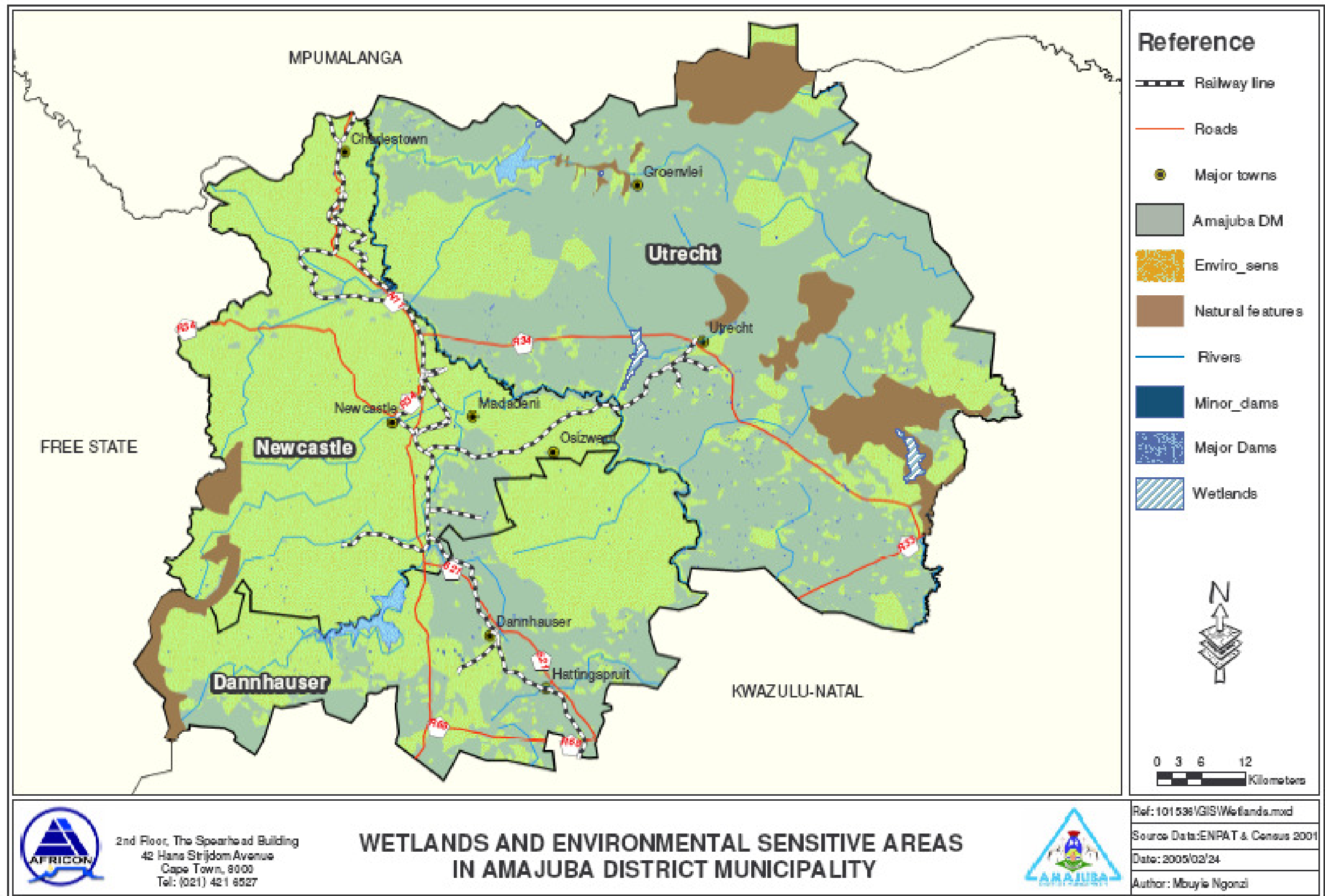


Figure 29: Environmental sensitive areas

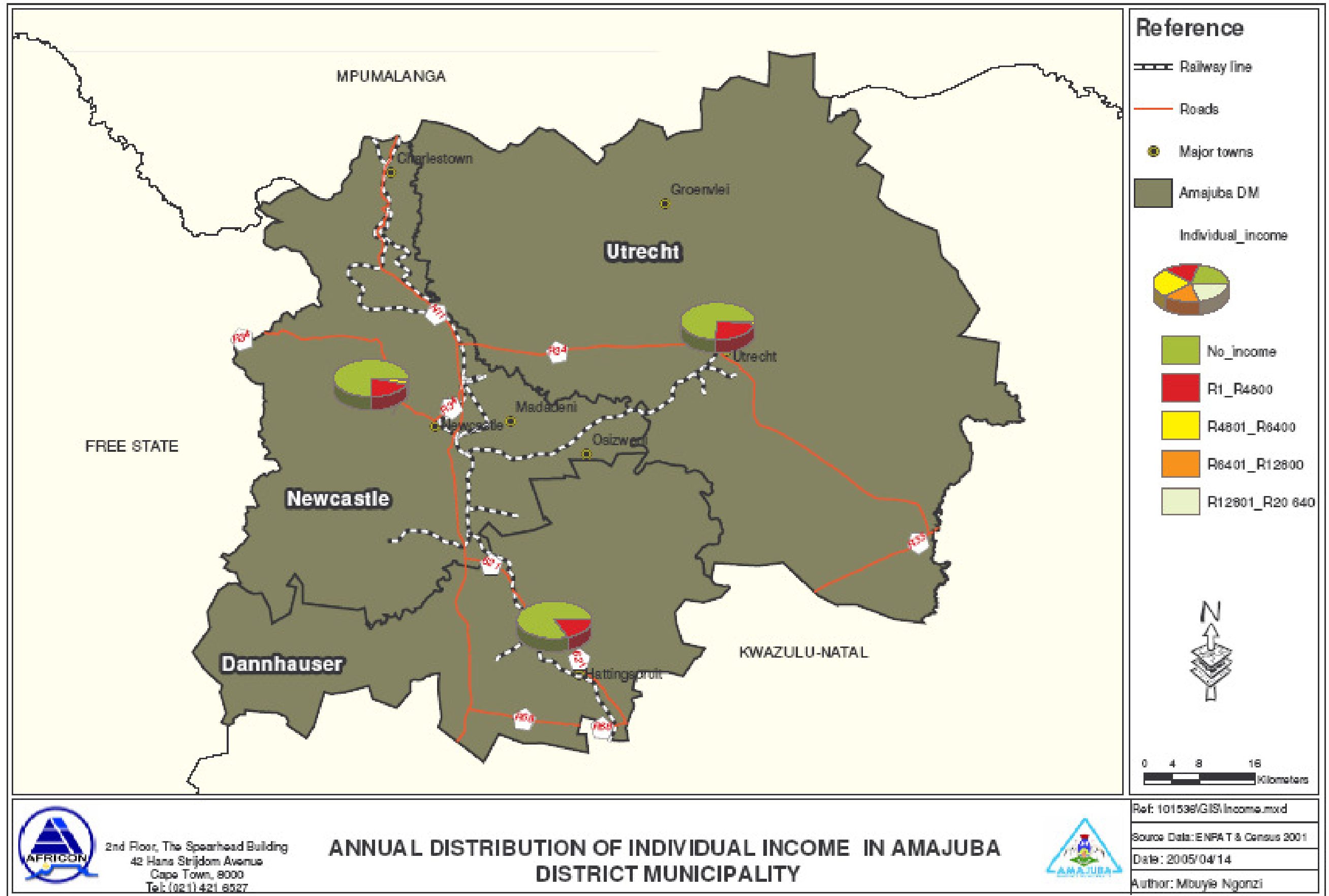


Figure 30: Distribution of income

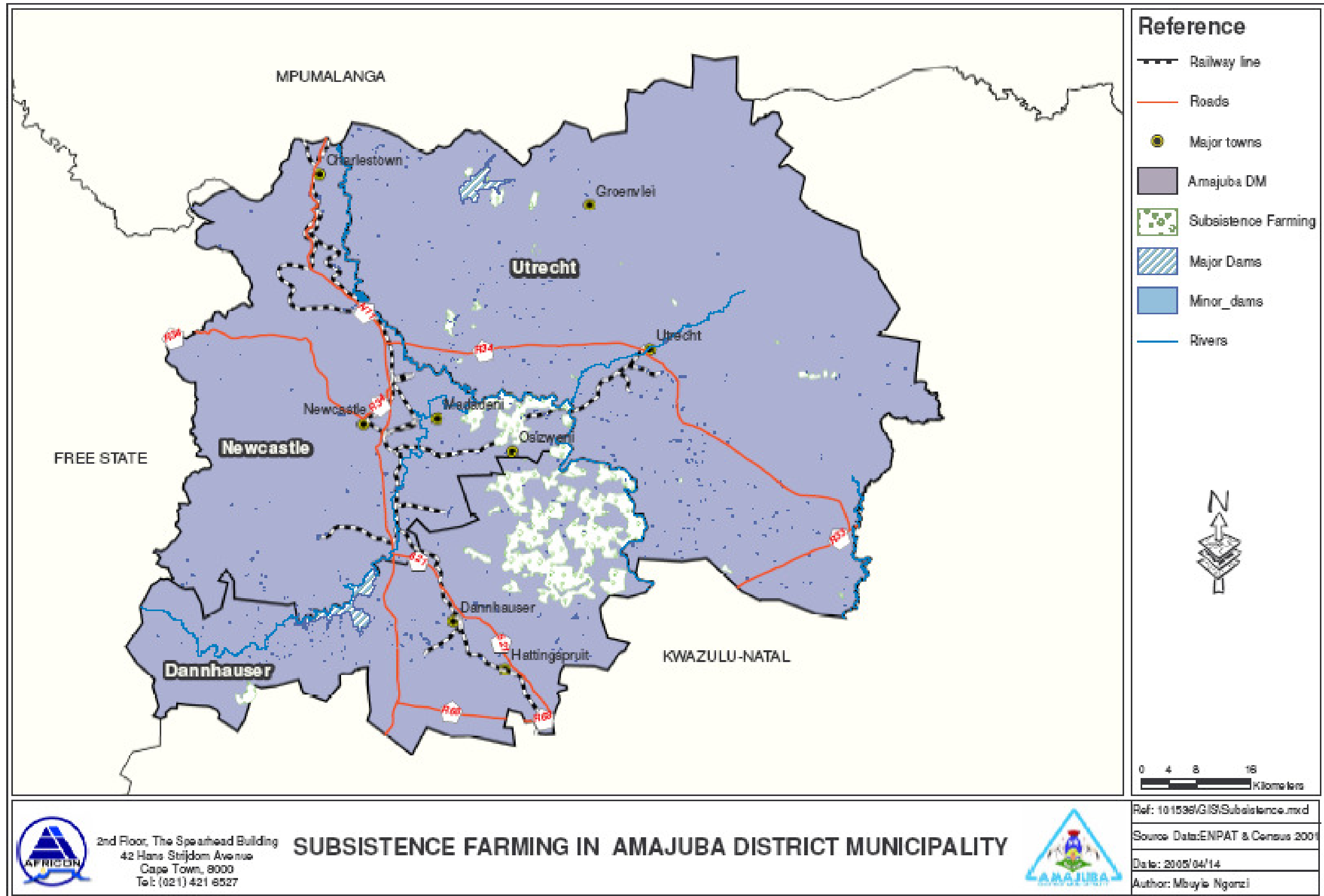


Figure 31: Location of Subsistence farming

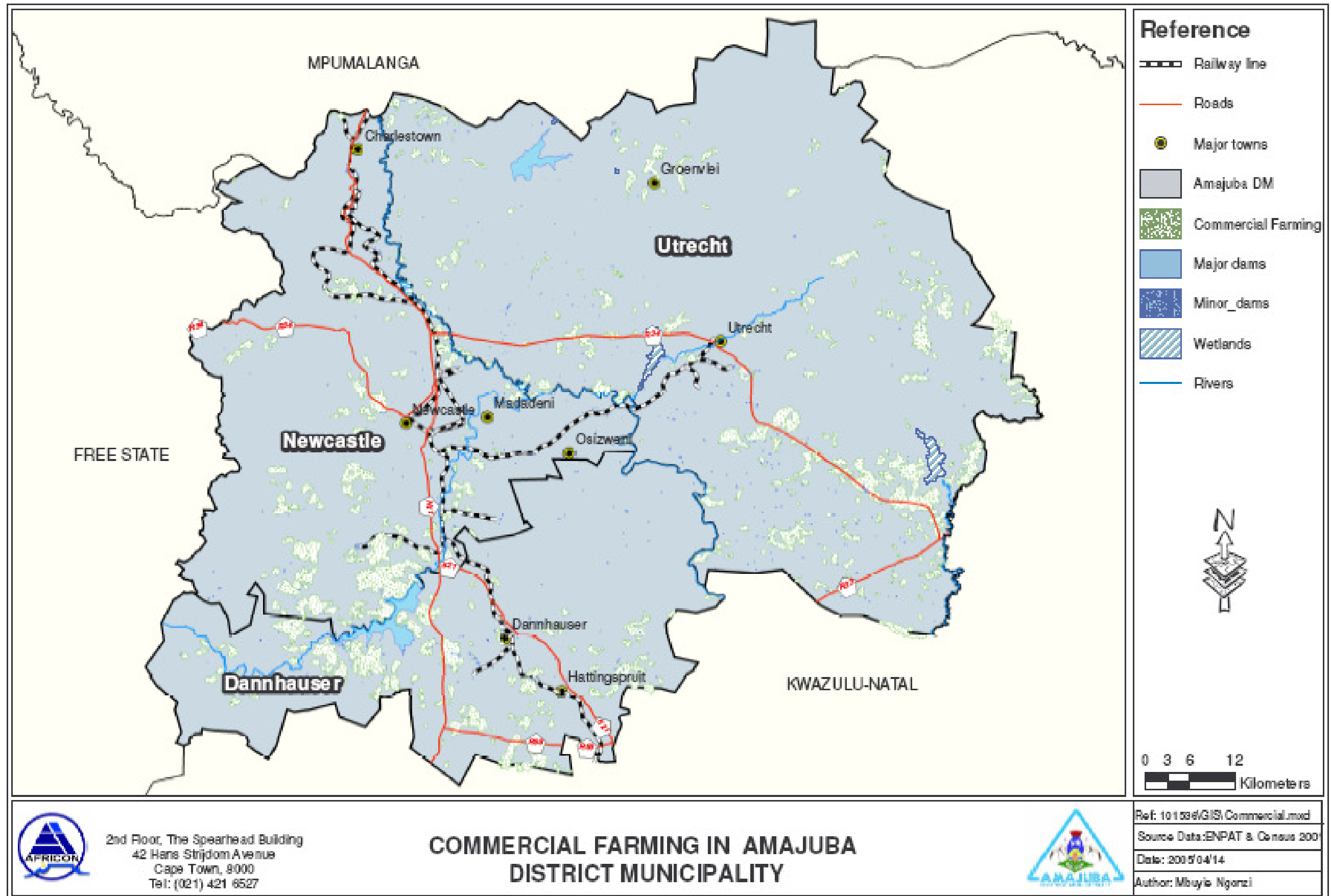


Figure 32: Commercial farming

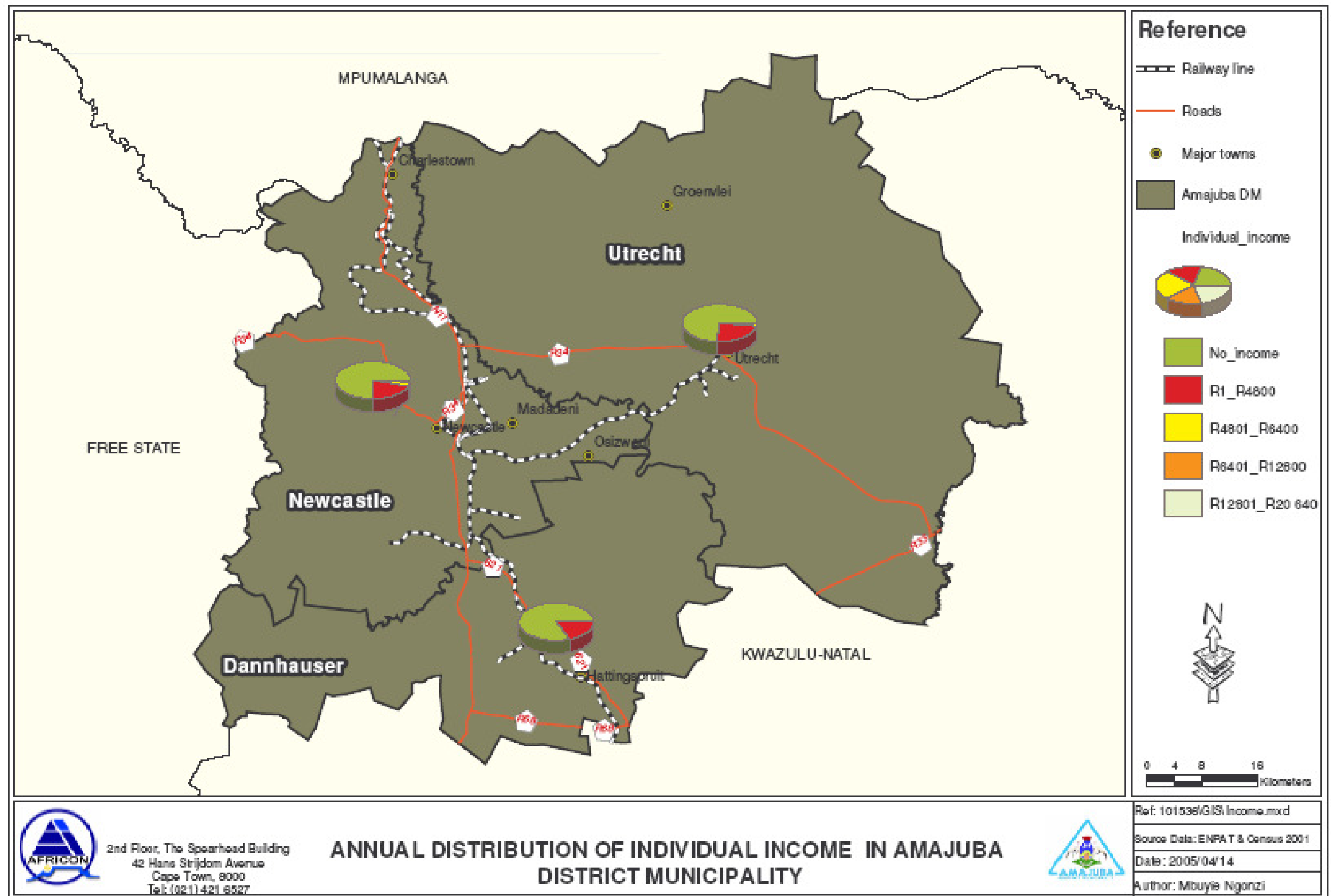


Figure 33: Annual income an indicator of economic vulnerability

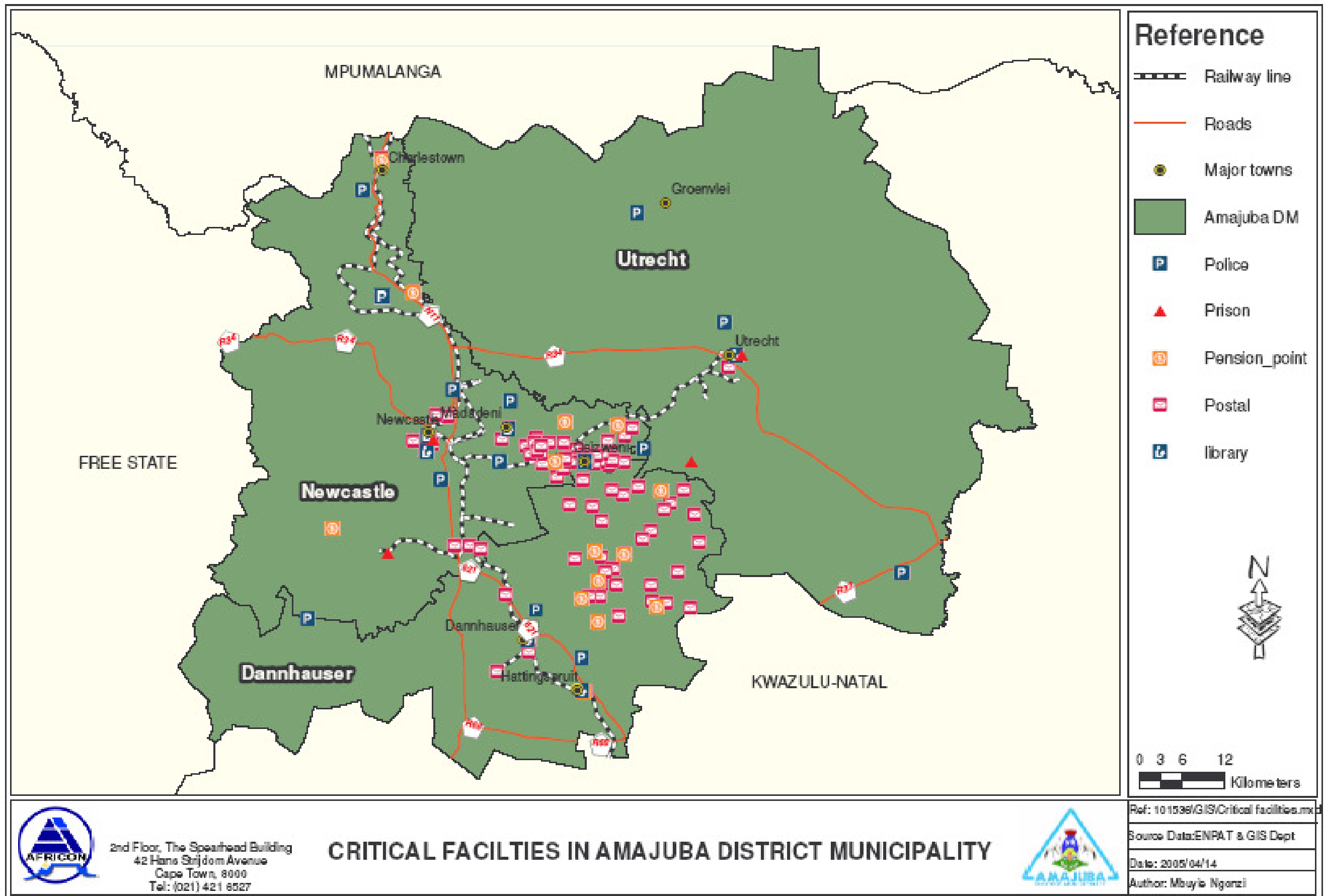


Figure 34: Some Critical Facilities in Amajuba

7 Relative Risk prioritisation

7.1 Methodology

The disaster risk profiling assessment normally produces so many hazards that must be addressed that the sheer volume of work tends to be overwhelming. Consequently, a **Relative Risk Prioritisation Assessment** is conducted to assist the Local Municipalities in their risk management planning. A **Relative Risk Prioritisation Assessment** will normally involve the following action steps:

- ☞ **Quantify Risks of Communities:** The first step would be to quantify the risks to which communities in the region are exposed.
- ☞ **Conduct Risk Manageability Analysis:** Thereafter, an assessment of the degree to which a community can intervene and manage the negative consequences of a hazard event must be conducted.
- ☞ **Determine Risk Priorities:** Lastly, the relative risk priorities must be calculated, using a relative risk prioritisation model.

The Relative Risk Prioritisation (refer to

Criteria	Model	Total Risk	Disaster Management Interventions Required
Exposure	Continuous	Destructive	Urgent Mitigation Interventions
	Occasional		
	Seldom		
Probability	Likely	Tolerable	Mitigation Interventions
	Normal		
	Unlikely		
Severity	Extreme	Safe	Preparedness Planning
	Moderate		
	Insignificant		

Table 6 for a graphical depiction of the mathematical prioritisation model) typically assess the following:

- ☞ **Exposure:** The exposure of a community to a particular risk, or hazard, is assessed and classified in three categories, namely:
 - ◆ **Continuous** ~ should a community be continuously exposed to a hazard, such as, a toxic waste site, they might be extremely vulnerable to the hazard.
 - ◆ **Occasional** ~ should a community occasionally be exposed to a hazard, they might not be vulnerable to that hazard.
 - ◆ **Seldom** ~ Communities that are never exposed to a hazard will not be vulnerable to that hazard.

Criteria	Model	Total Risk	Disaster Management Interventions Required
Exposure	Continuous	Destructive	Urgent Mitigation Interventions
	Occasional		
	Seldom		
Probability	Likely	Tolerable	Mitigation Interventions
	Normal		
	Unlikely		
Severity	Extreme	Safe	Preparedness Planning
	Moderate		
	Insignificant		

Table 6: Relative Risk Prioritisation Model

- ☞ **Probability:** The probability of a hazard occurring will be assessed and classified in three categories, namely:
 - ◆ **Likely** ~ hazards in this category will have a very high probability of occurring
 - ◆ **Normal** ~ hazards in this category will have a normal probability of occurring
 - ◆ **Unlikely** ~ hazards in this category will have an unlikely probability of occurring
- ☞ **Severity:** The severity of the hazard, should it occur, will be assessed and the hazards will be classified into the following three categories:
 - ◆ **Extreme** ~ hazards in this category will hold extreme consequences to a community. (rating = 3)
 - ◆ **Moderate** ~ hazards in this category will hold moderate consequences to a community. (rating = 2)
 - ◆ **Insignificant** ~ hazards in this category will hold Insignificant consequences to a community. (rating = 1)
 - ◆ This information immediately show which hazards must be addressed as a matter of extreme urgency and it is strongly recommended that the Municipality initially address these hazards in their disaster management planning cycle. A practical example of the output generated by the hazard prioritisation model is given in

, from which the following is evident:

- ☞ **Food Insecurity:** The region in the example is currently in a drought, the unemployment in the region is very high, but the population of the region is relatively small. Consequently:
 - ◆ **Exposure:** The exposure of the community to food insecurity is **Continuous**, as most of the residents are subsistence farmers and the worsening drought means that their crops are failing. Every meal is therefore a challenge to the residents and the community is extremely vulnerable to the hazard.
 - ◆ **Probability:** The probability of the hazard occurring is **Likely**, as the area is currently experiencing a drought and the seasonal forecasts indicate that the drought will worsen.
 - ◆ **Severity:** The severity of the hazard is **Moderate**, because the number of people residing in the area is small.
 - ◆ The resulting Hazard Prioritisation is therefore

Risk	Exposure	Probability	Severity	Total Risk	Disaster Management Planning Required
Food Security	Continuous (3/3)	Likely (3/3)	Moderate (2/3)	Destructive (18/27)	Urgent Mitigation Planning
Veld Fires	Occasional (2/3)	Normal (2/3)	Extreme (3/3)	Tolerable (12/27)	Mitigation & Preparedness Planning
Flooding	Seldom (1/3)	Unlikely (1/3)	Moderate (2/3)	Safe (2/27)	Preparedness Planning
Landslides	Seldom (1/3)	Unlikely (1/3)	Moderate (2/3)	Safe (2/27)	Preparedness Planning

Table 7: A typical example of the output from the hazard prioritisation model

- ☞ **Veld Fires:** Veld fires has also been identified as a hazard:
 - ◆ **Exposure:** Veld fires occur occasionally, hence the exposure to the hazard was assessed as “Occasional”.
 - ◆ **Probability:** The probability of the hazard occurring was assessed as “Normal”.
 - ◆ **Severity:** The severity of the hazard occurring was assessed as “Extreme”, because of the large plantations in the region.
- ☞ **Flooding:** Flooding was also identified as a hazard:
 - ◆ **Exposure:** Floods only occur seldom, hence the exposure to the hazard was assessed as “Seldom”.
 - ◆ **Probability:** The probability of the hazard occurring was assessed as “Unlikely”.
 - ◆ **Severity:** The severity of the hazard occurring was assessed as “Moderate”, because of the number of people residing adjacent to rivers in the region.

7.2 Risk Quantification

This analysis focuses on quantifying the risks to which communities in the region are exposed. The Risk Quantification has been conducted at a Local Municipality level.

7.3 Risk Manageability

This analysis focuses on determining the degree to which a community can intervene and manage the negative consequences of a hazard event. Questionnaires were sent out to all municipalities to determine their ability to manage risk. The degree to which a community can intervene and manage the negative consequences of a hazard event will depend on the following:

- ☞ **Awareness:** The over-all awareness of people living in a potential impact area of a hazard to that hazard is one of the factors that determine the risk manageability of a community. Rate the awareness of people in the primary impact area of a hazard to that particular hazard on a three-point scale (good = 3; modest =2; poor = 1).
- ☞ **Legislative Framework:** The legislative framework that governs a particular hazard

event is one of the factors that determine the risk manageability of a community. Rate the legislative framework of a hazard occurrence on a three-point scale.

- ☞ **Early Warning Systems:** Rate the early warning system for a hazard event on a three-point scale.
- ☞ **Government Response:** Rate the response of your municipality and the provincial government to a hazard event on a three-point scale.
- ☞ **Government Resources:** Rate the resources available to your municipality and the provincial government for a hazard event on a three point scale.
- ☞ **Existing Risk Reduction Measures:** Rate the existing risk reduction measures of the municipality and the provincial government to a hazard event on a three-point scale.
- ☞ **Public Participation Measures:** Rate the existing public participation measures of the municipality and the provincial government to a hazard event on a three-point scale.
- ☞ **Municipal Management Capabilities:** Rate the over-all management capability of the municipality for a hazard event on a three-point scale.

A simple mathematical model (formula given below) can be utilised to quantify the degree to which a community can intervene and manage the negative consequences of a hazard event:

- ☞ **Risk Manageability Score ≥ 18 :** Should the risk manageability score of a particular hazard event impacting on a community be higher than 18, that community has a very **high** level of manageability and it is unlikely that the hazard event will impact negatively on the community.
- ☞ **8 < Risk Manageability Score < 18:** If the risk manageability score of a particular hazard event impacting on a community is between 8 and 18, that community has a **modest** level of manageability and it is likely that the hazard event will impact negatively on the community.
- ☞ **Risk Manageability Score ≤ 8 :** Risk manageability scores of a particular hazard event impacting on a community lower than 8 account for a community with a **poor** level of manageability and it is highly likely that the hazard event will impact negatively on the community.

7.4 Relative Risk Priorities

This analysis focuses on calculating the relative risk priorities of a hazard event, using a simplified risk prioritisation model. A simple mathematical model (formula given below) was utilised to calculate the relative priorities of the risk to which communities in your region are exposed:

- ☞ **Relative Risk Priority ≥ 2 :** Should the relative risk priority of a particular hazard event impacting on a community be higher than 2, that community faces a potentially **destructive** risk with a high probability of occurrence, for which they are **unprepared**. This combination is a disaster in the making and indicates that you must prepare **Urgent Risk Reduction Interventions** for these hazard events!
- ☞ **1 < Relative Risk Priority < 2:** If the relative risk priority of a particular hazard event impacting on a community is between 1 and 2, the risks to which these communities are exposed are **tolerable** and the community is modestly prepared for the hazard event. You must prepare a combination of **Risk Reduction Interventions** and **Preparedness Planning** for these hazard events.
- ☞ **Relative Risk Priority ≤ 1 :** Relative risk priorities of a particular hazard event impacting on a community lower than 1 translate in very little risk for a largely prepared community. You must prepare **Preparedness Plans** for these hazard events.

$$\text{Relative Risk Priority Score} = \frac{\text{Total Risk Score}}{\text{Total Risk Manageability Score}}$$

7.5.2 Newcastle

7.5 Results for aMajuba per local Municipality

7.5.1 Dannhauser

Risk Prioritisation Table for Dannhauser Local Municipality

Hazard	Exposure	Severity	Probability	Actions Needed
Fires	Continuous	Extreme	Likely	Urgent Risk Reduction Interventi
Storm Surges	Occasional	Extreme	Likely	Risk Reduction Interventions and
Snow	Seldom	Extreme	Unlikely	Preparedness Planning

Risk Manageability Detail Table of Dannhauser Local Municipality

Hazard	Awareness	Legislative Framework	Early Warning Systems	Government Response	Municipal Government Resources	Existing Risk Reduction Measures	Public Participation	Municipal Management Capabilities
Fires	Good	Poor	Poor	Poor	Poor	Poor	Poor	Good
Storm Surges	Good	Poor	Poor	Poor	Poor	Poor	Poor	Good
Snow	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Good

Relative Risk Priorities Table for Dannhauser Local Municipality

Hazard	Total Risk	Total Risk Manageability	Relative Risk Priority	Actions Needed
Fires	Destructive	Modest	Destructive	Urgent Risk Reduction Interventi
Storm Surges	Destructive	Modest	Tolerable	Risk Reduction Interventions and
Snow	Safe	Modest	Safe	Preparedness Planning

Risk Prioritisation Table for Newcastle Local Municipality

Hazard	Exposure	Severity	Probability	Actions Needed
Drought	Occasional	Moderate	Normal	Preparedness Planning
Fires	Continuous	Moderate	Likely	Risk Reduction Interventions and
Floods	Occasional	Moderate	Normal	Preparedness Planning
Hail Storm	Occasional	Insignificant	Normal	Preparedness Planning
Snow	Occasional	Insignificant	Unlikely	Preparedness Planning
Anthrax	Seldom	Insignificant	Unlikely	Preparedness Planning
Cholera	Continuous	Extreme	Likely	Risk Reduction Interventions and
Food Poisoning	Continuous	Moderate	Normal	Preparedness Planning
Rabies	Continuous	Moderate	Normal	Preparedness Planning
Aircraft Accidents	Seldom	Extreme	Unlikely	Preparedness Planning
Air Pollution	Continuous	Moderate	Likely	Preparedness Planning
Water Pollution	Continuous	Extreme	Likely	Risk Reduction Interventions and

Risk Manageability Detail Table of Newcastle Local Municipality

Hazard	Awareness	Legislative Framework	Early Warning Systems	Government Response	Municipal Government Resources	Existing Risk Reduction Measures	Public Participation	Municipal Management Capabilities
Drought	Modest	Good	Poor	Good	Good	Good	Modest	Good
Fires	Poor	Good	Poor	Modest	Poor	Modest	Modest	Modest
Floods	Good	Good	Good	Good	Good	Modest	Modest	Good
Hail Storm	Modest	Poor	Poor	Good	Good	Poor	Poor	Good
Snow	Good	Good	Poor	Good	Poor	Poor	Modest	Modest
Anthrax	Good	Modest	Modest	Good	Good	Modest	Modest	Modest
Cholera	Good	Modest	Good	Good	Modest	Modest	Modest	Modest
Food Poisoning	Modest	Good	Good	Modest	Poor	Modest	Poor	Modest
Rabies	Good	Good	Good	Modest	Modest	Good	Modest	Modest
Aircraft Accidents	Modest	Poor	Modest	Good	Good	Modest	Poor	Modest
Air Pollution	Good	Good	Good	Good	Good	Modest	Modest	Modest
Water Pollution	Good	Modest	Modest	Good	Modest	Modest	Poor	Modest

Relative Risk Priorities Table for Newcastle Local Municipality

Hazard	Total Risk	Total Risk Manageability	Relative Risk Priority	Actions Needed
Drought	Tolerable	High	Safe	Preparedness Planning
Fires	Destructive	Modest	Tolerable	Risk Reduction Interventions
Floods	Tolerable	High	Safe	Preparedness Planning
Hail Storm	Safe	Modest	Safe	Preparedness Planning
Snow	Safe	Modest	Safe	Preparedness Planning
Anthrax	Safe	High	Safe	Preparedness Planning
Cholera	Destructive	High	Tolerable	Risk Reduction Interventions
Food Poisoning	Tolerable	Modest	Safe	Preparedness Planning
Rabies	Tolerable	High	Safe	Preparedness Planning
Aircraft Accidents	Safe	Modest	Safe	Preparedness Planning
Air Pollution	Destructive	High	Safe	Preparedness Planning
Water Pollution	Destructive	Modest	Tolerable	Risk Reduction Interventions

7.5.3 Utrecht

Risk Prioritisation Table for Utrecht Local Municipality

Hazard	Exposure	Severity	Probability	Actions Needed
Dam Failures	Seldom	Insignificant	Unlikely	Preparedness Planning
Hazardous Installations	Seldom	Insignificant	Unlikely	Preparedness Planning
Hazmat by Roads	Seldom	Insignificant	Unlikely	Preparedness Planning
Hazmat by Rail	Seldom	Insignificant	Unlikely	Preparedness Planning
Air Pollution	Seldom	Insignificant	Unlikely	Preparedness Planning
Land Degradation	Seldom	Insignificant	Unlikely	Preparedness Planning
Drought	Occasional	Moderate	Normal	Preparedness Planning
Fires	Continuous	Extreme	Likely	Urgent Risk Reduction Interventions
Floods	Seldom	Insignificant	Unlikely	Preparedness Planning
Hail Storm	Occasional	Moderate	Normal	Preparedness Planning
Severe Storms	Occasional	Extreme	Normal	Preparedness Planning
Strom Surges	Occasional	Extreme	Normal	Preparedness Planning
Landslides	Seldom	Insignificant	Unlikely	Preparedness Planning
Mudflows	Seldom	Insignificant	Unlikely	Preparedness Planning
Cholera	Seldom	Insignificant	Normal	Preparedness Planning
Food Poisoning	Occasional	Insignificant	Unlikely	Preparedness Planning
Measles	Continuous	Moderate	Normal	Preparedness Planning
Polio	Seldom	Insignificant	Unlikely	Preparedness Planning
Shigella Dysentery	Seldom	Insignificant	Unlikely	Preparedness Planning
Tuberculosis	Continuous	Extreme	Likely	Risk Reduction Interventions and Preparedness Planning

Risk Manageability Detail Table of Utrecht Local Municipality

Hazard	Awareness	Legislative Framework	Early Warning Systems	Government Response	Municipal Government Resources	Existing Risk Reduction Measures	Public Participation	Municipal Management Capabilities
Dam Failures	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Hazardous Installations	Poor	Poor	Poor	Modest	Modest	Poor	Poor	Poor
Hazmat by Roads	Modest	Modest	Poor	Modest	Modest	Poor	Poor	Poor
Hazmat by Rail	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Air Pollution	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Land Degradation	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Drought	Modest	Modest	Modest	Modest	Modest	Modest	Modest	Modest
Fires	Modest	Modest	Modest	Modest	Modest	Poor	Poor	Poor
Floods	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Hail Storm	Modest	Modest	Modest	Modest	Modest	Poor	Poor	Poor
Severe Storms	Modest	Modest	Modest	Modest	Modest	Poor	Poor	Poor
Strom Surges	Modest	Modest	Modest	Modest	Modest	Poor	Poor	Poor
Landslides	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Mudflows	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Cholera	Good	Good	Good	Good	Good	Good	Good	Modest
Food Poisoning	Good	Good	Good	Good	Good	Good	Good	Good
Measles	Good	Good	Good	Good	Good	Good	Good	Good
Polio	Good	Good	Good	Good	Good	Good	Good	Good
Shigella Dysentery	Good	Good	Good	Good	Good	Good	Good	Good
Tuberculosis	Good	Good	Good	Good	Good	Good	Good	Good

Relative Risk Priorities Table for Utrecht Local Municipality

Hazard	Total Risk	Total Risk Manageability	Relative Risk Priority	Actions Needed
Dam Failures	Safe	Poor	Safe	Preparedness Planning
Hazardous Installations	Safe	Modest	Safe	Preparedness Planning
Hazmat by Roads	Safe	Modest	Safe	Preparedness Planning
Hazmat by Rail	Safe	Poor	Safe	Preparedness Planning
Air Pollution	Safe	Poor	Safe	Preparedness Planning
Land Degradation	Safe	Poor	Safe	Preparedness Planning
Drought	Tolerable	Modest	Safe	Preparedness Planning
Fires	Destructive	Modest	Destructive	Urgent Risk Reduction Interventions
Floods	Safe	Poor	Safe	Preparedness Planning
Hail Storm	Tolerable	Modest	Safe	Preparedness Planning
Severe Storms	Tolerable	Modest	Safe	Preparedness Planning
Strom Surges	Tolerable	Modest	Safe	Preparedness Planning
Landslides	Safe	Poor	Safe	Preparedness Planning
Mudflows	Safe	Poor	Safe	Preparedness Planning
Cholera	Safe	High	Safe	Preparedness Planning
Food Poisoning	Safe	High	Safe	Preparedness Planning
Measles	Tolerable	High	Safe	Preparedness Planning
Polio	Safe	High	Safe	Preparedness Planning
Shigella Dysentry	Safe	High	Safe	Preparedness Planning
Tuberculosis	Destructive	High	Tolerable	Risk Reduction Interventions and Preparedness Planning

8 Conclusion and Recommendations

It is recommended that the necessary steps be taken to initiate the disaster management planning process – both risk reduction and preparedness. It is also recommended that this report be reviewed on an annual basis as risks change over time.

Please note that the effects of climate change were not considered, but it poses a serious threat to future Disaster Risk Planning as it is predicted to result in more extreme events.

ANNEXURE A
GEORISK ASSESMENT



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AMAJUBA DISTRICT MUNICIPALITY

**Preliminary Georisk Assessment for the
Amajuba Region**

February 2005

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EXECUTIVE SUMMARY

The Amajuba district municipality is close to the intersection of two seismically active belts related to the ongoing separation of the Nubia and Somalia plates, which occurs at a slow rate of 1.5-2.5 mm/yr in this region. Current probabilistic seismic hazard assessment predicts that, in any 50-year time interval, there is a 10% probability that peak ground acceleration (PGA) will exceed 0.12g-0.16g, corresponding to shaking with intensity of 7 (VII) on the Modified Mercalli (MM) scale. However, seismic hazard in the Amajuba area is probably underestimated. Future large earthquakes of low annual probability (1:1000 or greater, associated with at least ~0.3g acceleration, equivalent to shaking of MM intensity ~9 (IX)) are a significant hazard, particularly for “lifeline” infrastructure (dams, pipelines, railways, major trunk roads and bridges). Although a “maximum earthquake magnitude” around $M_s6.6$ is implied by a calculated upper bounding PGA limit of 0.6g (or MM intensity 10 (X)), a revised method that incorporates the GPS-measured rates of displacement across the seismic belts is necessary in case this parameter has been underestimated.

Information on historic slope instability events is non-existent in the Amajuba area, but palaeopedological studies indicate that in areas underlain by the distinctive colluvial sediments of the Masotcheni Formation, there has been episodic recurrence of relatively sudden-onset intervals of net landscape instability, the causal relations of which are still not understood. Deep incision of the major rivers and local steep slopes between the flood plains and the surrounding plateau areas, increase the potential for slope instability – which could be either earthquake-, rainstorm- or flood-triggered - in the many parts of Amajuba.

Recommendations for earthquake disaster risk reduction in the Amajuba area include:

- Revision of the earthquake catalogue for the region
- Critical re-assessment of probabilistic seismic hazard, with particular regard to the estimation of maximum magnitude and the recurrence of rare extreme events
- Compilation and analysis of geospatial databases (geological, pedological, topographic) relevant to localized amplification of seismic waves
- Field-based investigations aimed at the recognition and mapping of seismogenic source zones
- Improvement of local seismological monitoring for microearthquakes

ACRONYMS

AN	Antarctica
AR	Arabia
ARS	Acceleration-Response Spectra
DBM	Digital Bathymetry Model
DEM	Digital Elevation Model
DMC	Disaster Management Centre
EARS	East African Rift System
GPS	Global Positioning System
GSHAP	Global Seismic Hazard Assessment Program
HRAO	Hartebeeshoek
IRIS	Incorporated Research Institutes for Seismology
ISC	International Seismological Centre
IUGG	International Union of Geodesy and Geophysics
KZN	Kwazulu-Natal
MM	Modified Mercalli
NU	Nubia
PGA	Peak Ground Acceleration
PSHA	Probabilistic Seismic-Hazard Assessment
QSA	Quanthlamba Seismicity Axis
RBAY	Richard's Bay
RV	Rovuma
SANSN	South African National Seismological Network
SIMO	Simon's Town
SMCP	Seismic Moment Conservation Principle
SNuRF	Stable Nubia Reference Frame
SO	Somalia
SRTM	Shuttle Radar Topography Mission
SUTH	Sutherland
U	uThungulu Region
WWSSN	World Wide Standardized Seismographic Network

PRELIMINARY GEORISK ASSESSMENT FOR THE AMAJUBA REGION

C.J.H. Hartnady
Umvoto Africa (Pty) Ltd

9 INTRODUCTION

The Amajuba district municipality in the province of Kwazulu-Natal (**Figure 1**) includes the towns of Newcastle, Utrecht and Dannhauser (**Figure 2**).

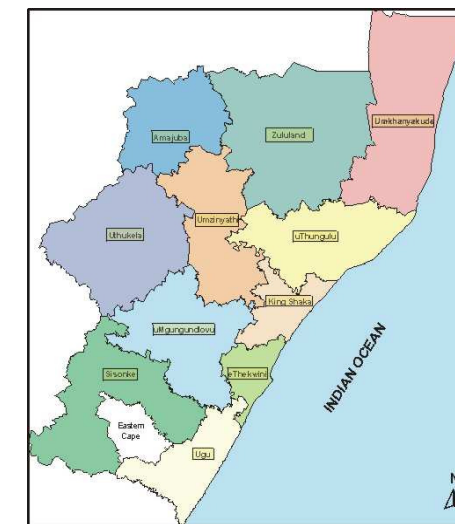


Figure 1. District municipalities of Kwazulu-Natal, showing location of Amajuba (sky-blue area; after Grow and Richards, 2003)

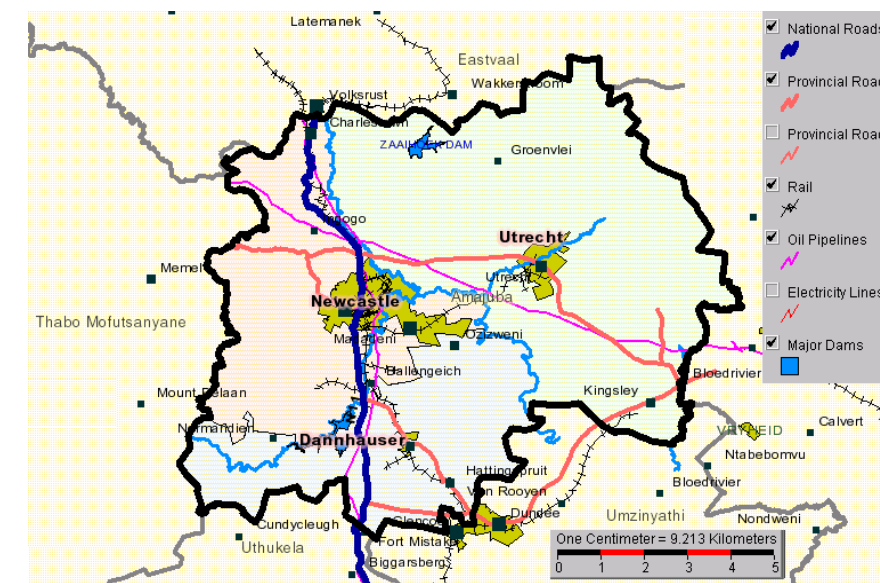


Figure 2. Main geographic and infrastructure features of the Amajuba district municipality

The term GeoRisk is recognized scientific shorthand for “geophysical risk”, as defined by the “Commission on Geophysical Risk and Sustainability” (GeoRisk Commission), which was formed in August 2000 by the Executive of the International Union of Geodesy and Geophysics (IUGG). The GeoRisk Commission’s focus is on the geophysical hazards to which cities are subject, the risks that these hazards pose to their inhabitants and their infrastructure. Its purpose is the promotion of scientific studies applied to the reduction of risk from natural hazards in an increasingly urbanised world.

The word “risk” itself incorporates hazards, their intrinsic likelihood or probability of occurrence, and their social and economic impact or consequences on more or less vulnerable communities in the affected areas. The main difference between “geophysical hazard” and “geophysical risk” is that consideration of the risk also involves consideration of the people who are at risk, their housing and property, and degrees of vulnerability.

In the urbanization context, the basic GeoRisk problems include:

- Loss of life and property because of natural hazards;
- Geotechnical issues related to ground (in)stability (foundation engineering, landslides, and subsidence);
- Natural resources needed for city growth and maintenance;
- Health issues related to dust, air, and water.

This initial report focuses only on the first two topics, which are obviously interrelated. Its scope is also limited by consideration of strictly geophysical/geological hazards, and not the wider category of “natural hazard”, which also includes hazards of a “hydrometeorological” nature, such as extreme weather (cyclones), windstorm (tornadoes), flood and drought. In some contexts, hydrometeorological hazards are included among the “geohazards”.

10 MAIN GEORISK TYPES

The two main geohazards (*sensu stricto*) under consideration in the Amajuba region are (1) earthquakes, and (2) catastrophic slope failures or other kinds of ground instability. The latter hazard may frequently be associated with or triggered by the first, although slope failure is more commonly triggered by hydro-meteorological factors, such as rainstorm or flood.

11 EARTHQUAKE HAZARD ASSESSMENT

A major earthquake with its associated aftermath of human casualty and civic destruction is widely regarded as the most terrifying and shocking of all natural phenomena, not least for the often-experienced element of complete surprise by which its victims are taken, and the sense of utter panic that accompanies it. The big earthquake, especially one in a densely populated urban environment is therefore the professional disaster manager’s ultimate nightmare.

11.1 Regional patterns of seismic activity

The nearby uThungulu region is the site of South Africa’s largest historical earthquake, a magnitude 6.5 event (M6.5) on the “Richter” scale, which occurred on the continental margin near Cape St Lucia on 31 December 1932 (Krige and Venter, 1933). Different catalogues put the 1932 epicentre in slightly different locations (**Figures 3 and 4**). However, this earthquake is one of those reviewed and relocated by modern techniques during preparation of the 20th century “Centennial” catalogue of global seismicity (Engdahl and Villaseñor, 2002). Its revised epicentral

coordinates are now 29.084°S 32.957°E (open yellow circle in **Figure 4**), compared to earlier locations at 28.3°S 32.5°E (Fernandez and Guzman, 1979) and 28.5°S 32.75°E (Triep and Sykes, 1997; red symbol in **Figure 4**).

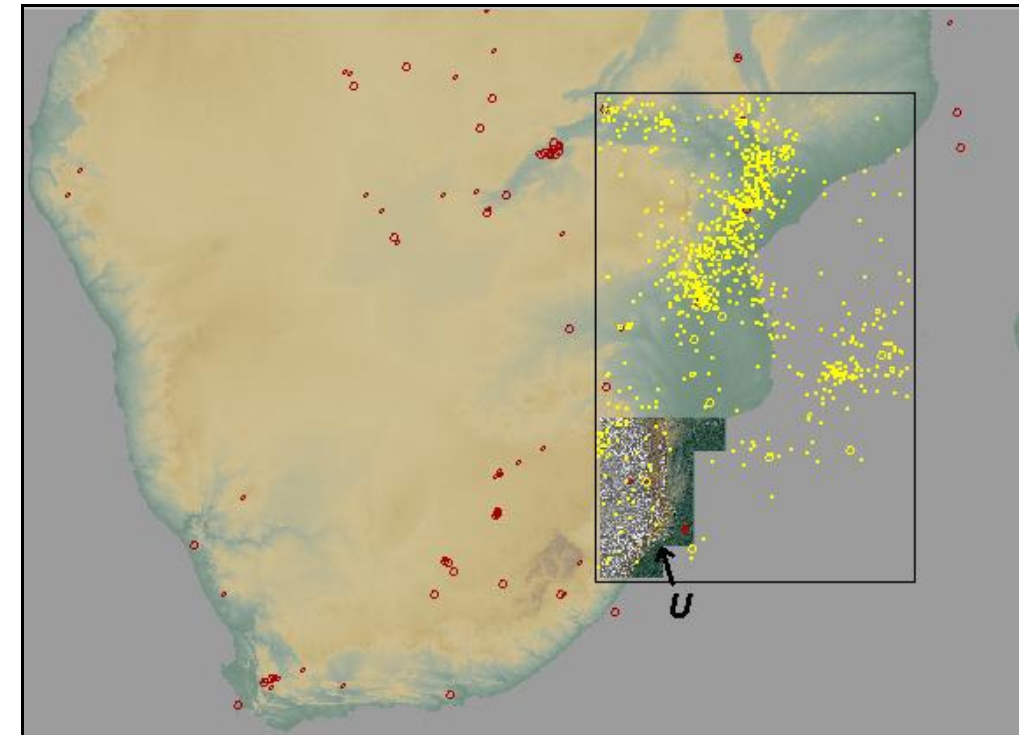


Figure 3. The Amajuba (A) and uThungulu regions (U) in relation to earthquake epicentres from three seismic catalogues. Red symbols are the African earthquakes from the catalogue of Triep and Sykes (1997) for global continental regions, generally showing only events greater than magnitude 5.5. Yellow symbols are earthquake epicentres in the block bounded by latitude 15°-30°S, longitudes 30°-40°E, from catalogues of the International Seismological Centre (ISC) for events prior to 1964 (establishment of the World Wide Standardized Seismographic Network – WWSSN), and from the Incorporated Research Institutes for Seismology (IRIS) for post-1964 events.

Seismic maps (**Figures 3-5**) show that the Amajuba region is located close to the edge of a belt of natural earthquake activity extending along the Great Escarpment between Limpopo, Mpumalanga, Swaziland and KZN, towards the offshore epicentre of the 1932 St Lucia earthquake. This seismic belt is probably a southern extension of the branch of the East African Rift System (EARS; Hartnady 1990) that continues southwards from Lake Malawi and crosses the lower reaches of the Zambezi and Save Rivers in the Beira region of Mozambique (dense pattern of yellow symbols in **Figure 3**). It includes such strong earthquakes as the M6.3 Inhambane Province event on 19 May 1940 (Fernandez and Guzman, 1979), and the M6.3 Swaziland event on 31 October 1919 (**Figure 4**).

Another belt of seismic activity extends in a NE/SE direction across the deep ocean floor of the Mozambique Channel towards the 1932 St Lucia epicentre (**Figures 3 and 4**). This “Quathlamba Seismicity Axis” (QSA; Hartnady, 1990) has a gap in the epicentre distribution between Cape St Lucia and the seismicity around the offshore Almirante Leite Banks, east of Maputo (**Figure 4**). However, this apparent hiatus may simply reflect the comparatively short duration of the instrumental record, relative to the recurrence times of earthquakes of different magnitude in this area. It is reasonable to anticipate the future filling of this seismic gap.

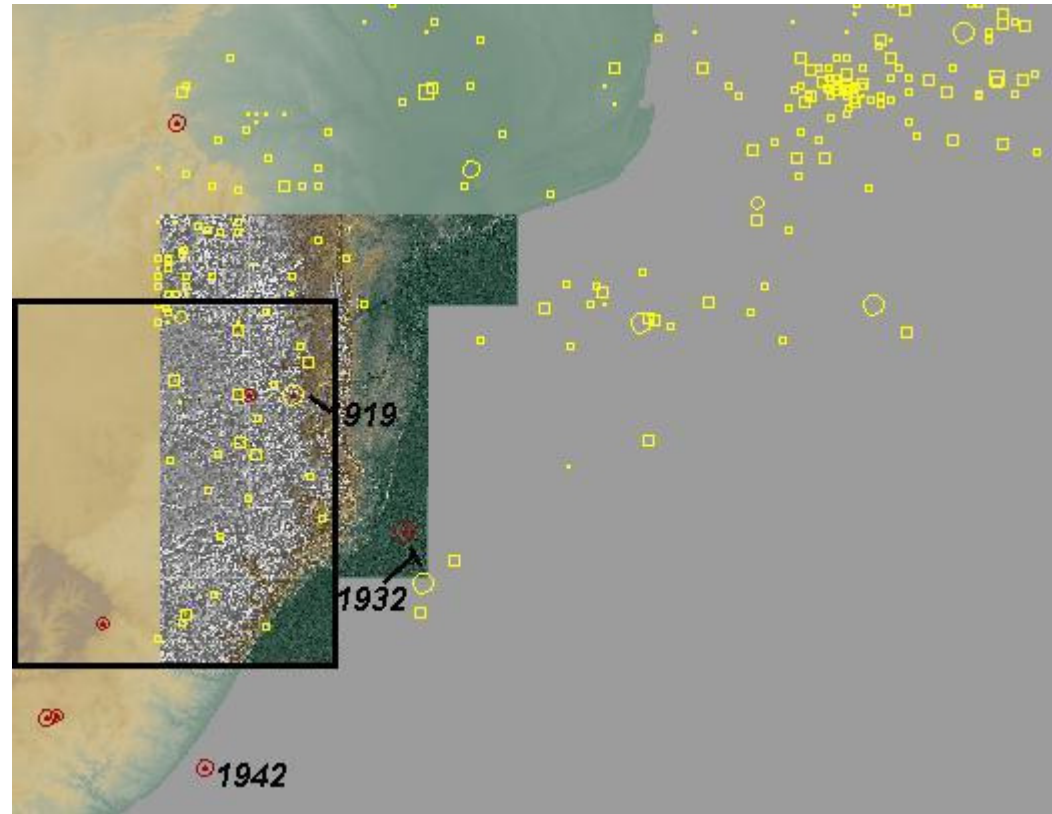


Figure 4. Detail of earthquake epicentre distribution east of the Amajuba area (A). The base maps are digital elevation models from the Shuttle Radar Topography Mission (SRTM). The 30-arc-second (SRTM30) DEM covers the larger area, with an inset of 3-arc-second (SRTM03) DEM data in the blocks bounded by latitudes 25°-30°S, longitudes 30°-34°E. Earthquake epicentre symbols as in Fig. 3, with distinction between pre-WWSSN earthquakes from ISC catalogue (yellow circles) and post-WWSSN earthquakes from IRIS catalogue (yellow squares) now visible. Swaziland event of 1919 and significant KZN events of 1932 and 1942 (M5.5 offshore Port Shepstone) labelled. Box represents area covered by Figure 5.

Older historical records show that in June 1860 a moderate earthquake seriously shook the then tiny village of Durban, now the vast and still rapidly growing Ethekewini metropolitan municipality. The epicentre of this event is shown at Durban in the South African seismic catalogue (Fernandez and Guzman, 1979), but it could have been elsewhere in inland Kwazulu Natal (KZN), or even somewhere offshore on the continental shelf. This kind of uncertainty presents a big problem in interpreting historical accounts of earthquakes felt in sparsely populated coastal locations, such as early 20th century accounts of earthquakes felt along the northern KZN coast in the uThungulu and King Shaka areas (Fernandez and Guzman, 1979). In most cases they are from villages where literate people happened to live, and write down their earthquake experience, but do not reliably locate the seismically active faults around that area.

The International Seismological Centre (ISC) and Incorporated Research Institutions for Seismology (IRIS) online catalogues for an area (26-30°S, 28-32°E) roughly centred on Amajuba, and the period following the establishment of the World-Wide Standardized Seismographic Network (1964-2002), are represented in Figure 5 at top and bottom, respectively. The dense epicentre clusters of small earthquakes in the NW corner of the area correspond to areas of mining-induced seismicity (or undifferentiated blasting activity) extending from the East Rand

goldfields in to the Mpumalanga coalfields. Along the top of the Mpumalanga escarpment, north of the Amajuba district, there may be localised NW/SE- and NE/SW-aligned clusters of natural seismicity. Otherwise, natural earthquake activity is diffuse, with Amajuba located in the northern part of a zone of generally low seismicity.

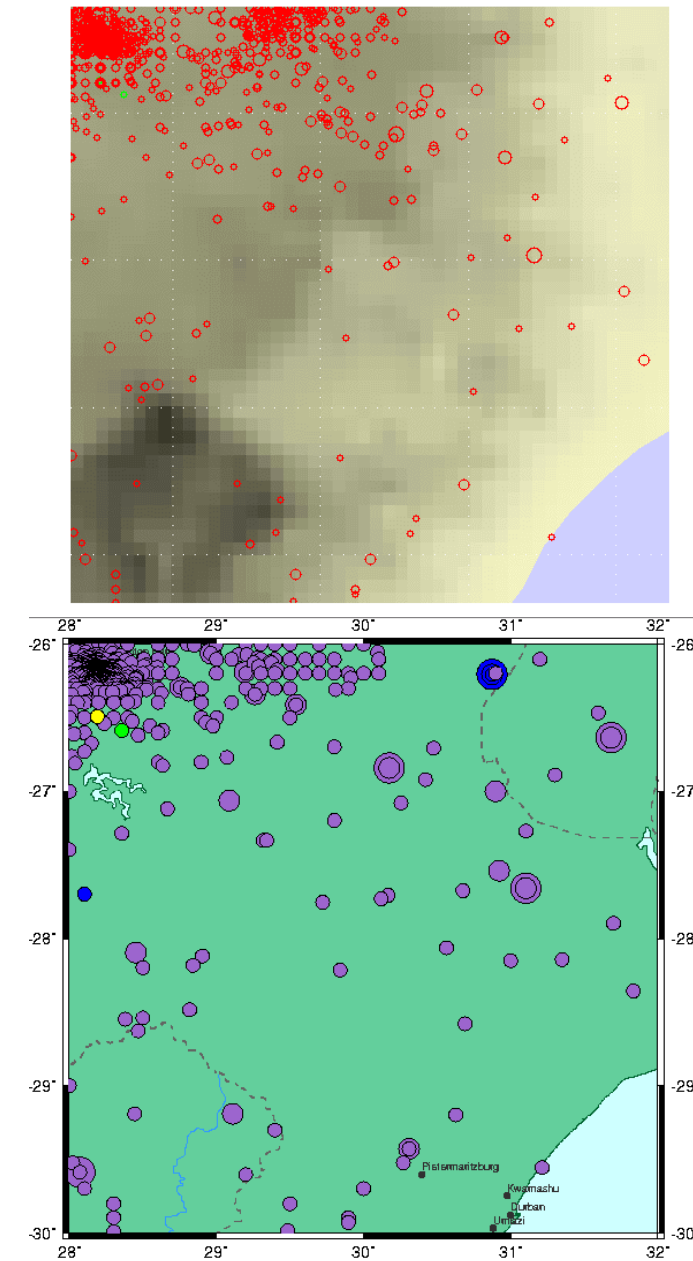


Figure 5. Maps showing earthquake epicentres in the area around Amajuba for the post-WWSSN period 1964-2002. Symbol size corresponds to magnitude, with the largest symbols representing magnitude 5, and the smallest representing magnitudes 2-3.

Probabilistic Seismic Hazard Assessment

Results from a recent probabilistic seismic hazard assessment (**Figures 6 and 7**; after Kijko et al., 2003) do not account for the plate-boundary (Fernandes et al., 2004) or triple-junction character (Hartnady, 2002) of the neighbouring Zululand-uThungulu region, and therefore underestimate the seismic hazard in this area for reasons given below.

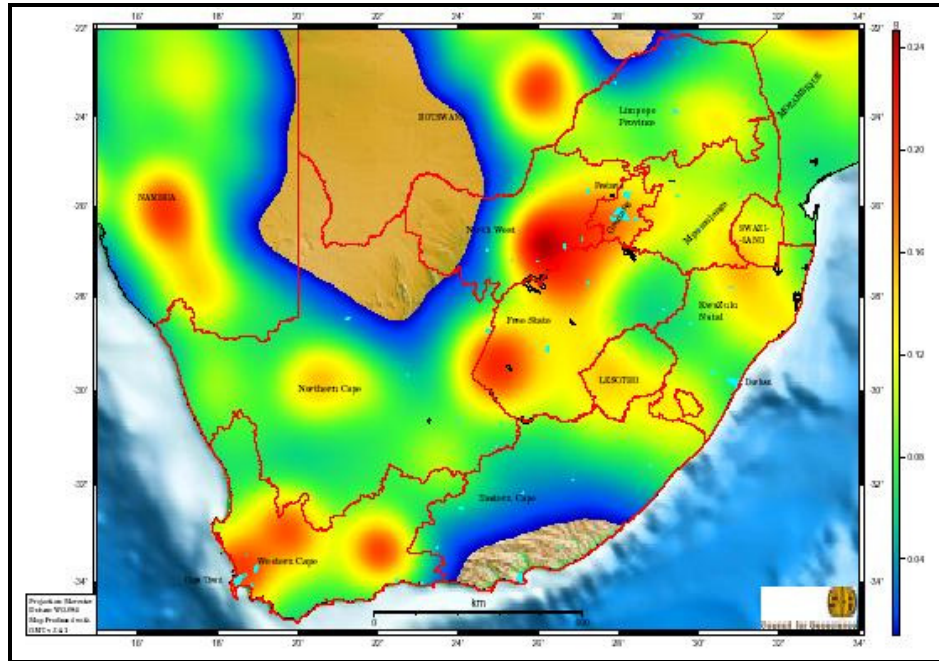


Figure 6. Map showing the peak ground acceleration (PGA) for which there is a 10% probability of exceedance in a time interval of 50 years (after Kijko et al., 2003). Warm colours indicate areas of higher hazard ($PGA > 0.2g$) and cold colours indicate areas of lower seismic hazard ($PGA > 0.04g$), where $g = 9.81 \text{ m/s}^2$.

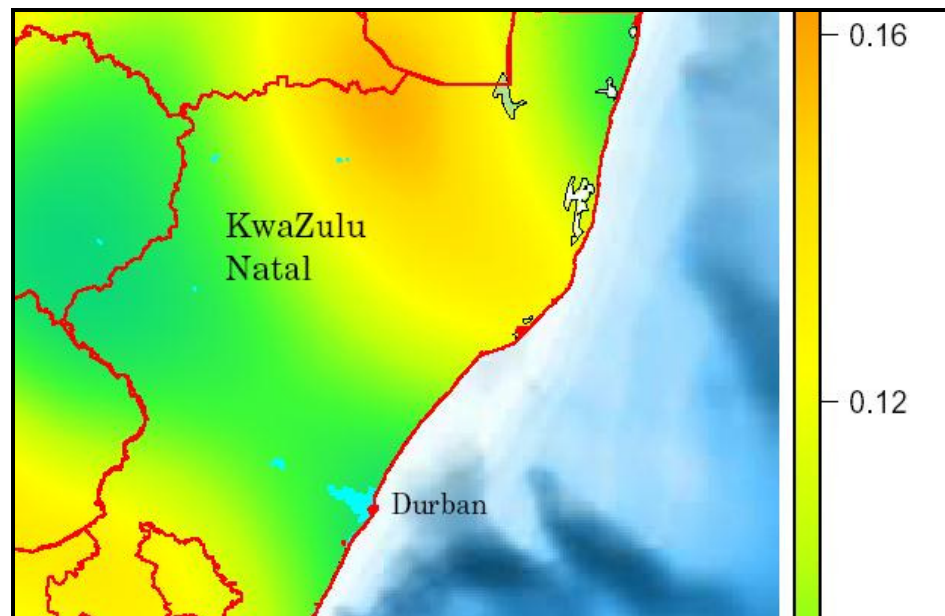


Figure 7. Detail of Figure 6 covering the KZN province (after Kijko et al., 2003). Units at right are a fraction of g ($=9.81 \text{ m/s}^2$)

For a representative location in the centre of the escarpment seismic zone (i.e., Dlebe at 28.17°S 31.33°E , near the uThungulu-Zululand border area) a graph is constructed (**Figure 8**) showing the annual probability that a specified ground acceleration will be exceeded at the site (Kijko et al., 2003). It indicates that an event with an annual probability of exceedance of 0.001 (10^{-3} or 1:1000) is associated with a $\sim 30\%$ g acceleration. An event with this annual probability produces shaking equivalent to intensity ~ 9 (IX) on the Modified Mercalli (MM) scale (**Figure 9**; see **Appendix A** for MM intensity definitions).

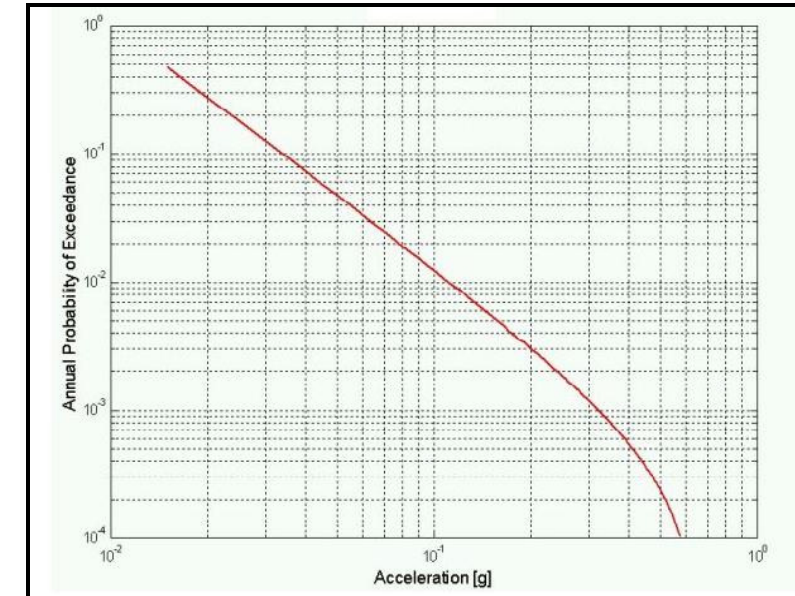


Figure 8. Annual probability that the specified acceleration will be exceeded at the Dlebe site (after Kijko et al., 2003)

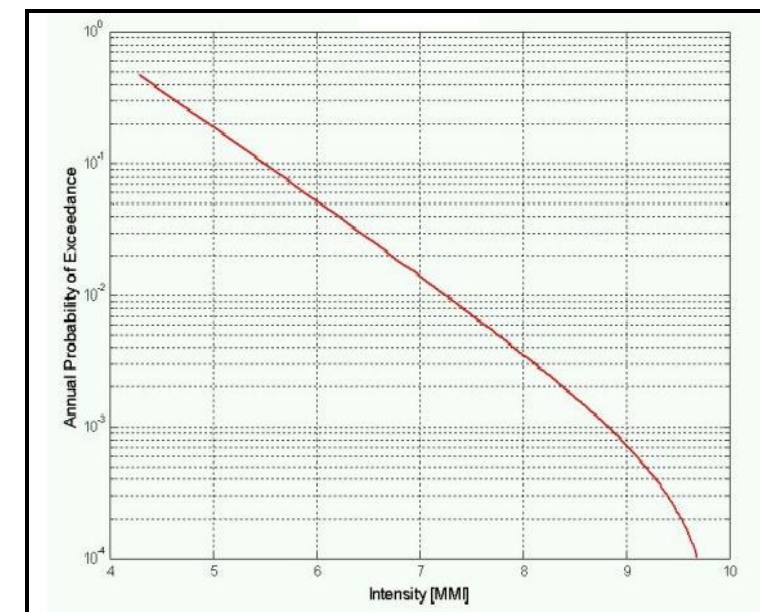


Figure 9. Annual probability that the specified MM intensity will be exceeded at the Dlebe site (after Kijko et al., 2003)

At lower acceleration/intensity, the probability distribution is linear in the double-logarithmic plot, indicating a power-law relation between frequency of occurrence and acceleration/intensity. Both graphs deviate from the linear at higher levels of acceleration ($>0.2g$) and intensity ($> \text{MMI } 8$), which indicates that there is an upper bounding limit of acceleration at $\sim 0.6g$ (**Figure 7**) or of intensity at $\text{MMI } 10$ (**Figure 8**), which is approached asymptotically as the probability of exceedance decreases to $<10^{-4}$ zero. This asymptotic approach is the consequence of an upper

truncation of the probability distribution, above which it falls to zero. Such truncation implies a “maximum magnitude” (Kijko, 2004), in this instance probably around M6.6.

The current method of estimating this maximum magnitude uses a seismic catalogue for a period that is extremely short in comparison with the long recurrence interval, on the order of hundreds of years, for events of this size. Accordingly, the estimate is biased by the size of the largest earthquake in the catalogue, namely the Cape St Lucia, for which there is no reliable magnitude determination. A method of magnitude calculation from maximum intensity (Fernandez and Guzman, 1979) would yield approximately M6.3.

However, the original magnitude estimates for this event, by Gutenberg and Richter (cited in Engdahl and Villasenor, 2002) is M6.8, which is exactly the same as estimated for the strong Mozambique Channel event of 8 May 1915, near 23°S 39°E. In the case of the 1915 event, Ambraseys and Adams (1992), using a standardized formula, recalculated the surface-wave magnitude from the data of 12 stations and obtained a value of $M_s 6.5 \pm 0.2$. This magnitude estimate may therefore reasonably be applied also to the 1932 earthquake.

The uncertainty about the true magnitude of the largest event close to the Amajuba region creates a problem for the current method for estimating maximum magnitude (Kijko, 2004). An alternative is the use of the seismic moment conservation principle (SMCP) to calculate a maximum earthquake size (Hartnady, 2002). This procedure has yet to be implemented in this region because it requires the measurement of rates of crustal motion through space-geodetic methods, such as GPS (Sella et al., 2002; Fernandes et al., 2004; Hartnady et al., 2004).

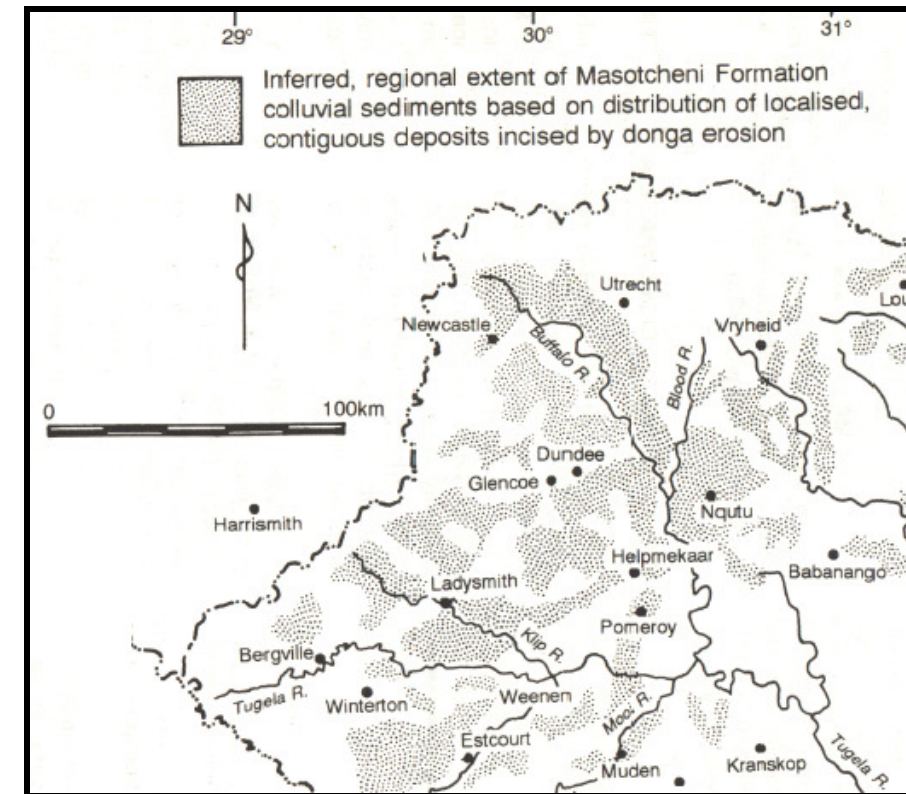


Figure 10. Distribution of the Masotcheni Formation in the Amajuba (Newcastle-Utrecht) area and surrounding districts.

12 SLOPE INSTABILITY HAZARD ASSESSMENT

The Kwazulu-Natal Geohazards Database (Richards and Grow, 2003) currently identifies no record of slope failures of whatever type within the Amajuba area. The absence of an historical record for a particular type of geohazard is a significant disadvantage to analysis and assessment.

Botha (1996) has investigated the distribution, morphology and nature of colluvial hillslope deposits at selected sites in KZN, and compared these with similar sediments in the southeastern Free State and Swaziland. The **Masotcheni Formation** is a distinct lithostratigraphic unit of colluvial sediments, typically exposed in erosion gullies (dongas) mainly concentrated in the Dundee-Nqutu-Vryheid area, which lies to the southeast of the Amajuba district. On the basis of the distribution of localised contiguous deposits incised by donga erosion, it is inferred to extend into the Amajuba area along the valley of the Buffalo River (**Figure 10**; after Botha, 1996, Fig. 2.3).

In general, those parts of the Amajuba area that are underlain by the Masotcheni Formation may be prone to localised ground stability problems, if they happen to be close to areas of active donga erosion. In this connection the results of satellite-based land-use classification studies, such as have been undertaken as part of the National Land Cover (1995 and 2000) studies, could be applied to the identification of these hazard-prone areas, because areas of recent or active donga erosion are one of the mapping categories of this exercise.

The KZN palaeo-pedological studies (Botha, 1996) have shown that donga cut-and-fill processes, followed by soil formation episodes, have operated in a cyclical manner during the late Quaternary period. There have been periods of “net landscape instability” at certain intervals (e.g., around 135-107 ka, 68-52 ka, 47-41 ka and 11 ka; Botha, 1996, Fig. 11.2), interspersed with periods of “net landscape stability”. The onset of each of the periods of instability marked by erosion and colluvial sedimentation appears to have occurred relatively suddenly, whereas the transitions back to stability have been gradual, such as appears to have occurred since the most recent interval of instability (1420-170 a BP).

Botha (1996, p. 106) suggests that the interface between colluvial and alluvial sediments should be the focus of future research, in order to relate the sequence of raised terraces along major rivers in the region – which suggest late Quaternary uplift of the landscape and relative lowering of base levels – to the periodic destabilization of hillslopes. This geologically young, deep erosion of river valleys is probably related to the ongoing tectonic uplift of the region along the NU-SO plate boundary, which is supported by the present day (2000-2005) vertical uplift rate of ~1-5 mm/yr recorded by monitoring of the continuously-recording GPS station at Richard’s Bay (RBAY). While individual slope instability events may have a specific, localised environmental trigger – such as rainstorm, flood or earthquake – the abrupt transitions to sustained intervals of widespread slope instability, lasting centuries or millenia, may be linked to possible major to great earthquake events that occasionally punctuate the tectonic history of this near-plate boundary zone.

13 CONCLUSIONS AND RECOMMENDATIONS

13.1 Conclusions

1. The Amajuba municipality is close to apparent junction of two seismically active belts:
 - a. A N/S-trending belt along the escarpment zone between Limpopo, Mpumalanga, Swaziland and northern KZN;
 - b. An offshore NE/SW-trending belt crossing the KZN-Mozambique continental margin in the Mozambique Channel, within which occurred South Africa's largest historical earthquake (Cape St Lucia, 1932).
2. These seismic belts are related to the ongoing separation of the Nubia and Somalia plates, which occurs at a slow rate of 1.5-2.5 mm/yr in the Mozambique-Swaziland-KZN region. Current plate-kinematic models place both Richard's Bay and the Cape St Lucia epicentre on or close to the southwestern edge of the Somalia plate.
3. According to current probabilistic seismic hazard assessment, in any 50-year time interval there is a 10% probability that peak ground accelerations between 12-16% of g will be exceeded in the escarpment seismic zone (2a above), corresponding to shaking with intensity of 7 on the Modified Mercalli (MM) scale in a "1:100 year event".
4. Although the area along the KZN border with Swaziland (in the neighbouring Zululand district municipality) is shown to have a greater seismic-hazard potential, due to its proximity to the 1919 Swaziland earthquake epicentre, the eastern Amajuba (Utrecht) area probably has at least equal hazard level, because of the epicentre-location uncertainties for both the 1919 and 1932 events, and because the probability of events of equal or greater magnitude occurring in the intervening section of the escarpment seismic zone cannot be accounted for with existing methods of seismic-hazard assessment.
5. For certain key or "lifeline" infrastructure (dams, pipelines, railways, major trunk roads and bridges), the 50-year assessment interval is inappropriate. For this infrastructure the hazard from large earthquakes of low annual probability (1:1000 or greater) is significant.
6. Hazard probability curves for a representative location in the centre of the escarpment seismic zone (uThungulu-Zululand border area) show that the event with an annual probability of 0.001 (1:1000) is associated with a ~30%g acceleration, equivalent to shaking of intensity ~9 on the Modified Mercalli Scale, but also indicate that there is an upper bounding limit of ~60%g (or MM intensity 10). This upper limit, above which the annual probability falls to zero, implies a "maximum magnitude" around M6.6.
7. The current method of estimating this maximum magnitude over the northern KZN (Amajuba-uThungulu) region is based on a seismic catalogue for a period which is extremely short in comparison with the ~1000-year recurrence interval for events of this size. A new (as yet unimplemented) method that incorporates the GPS-measured rates of displacement across the seismic belts may indicate that the maximum magnitude is an underestimate, and that events of M8 (~1:10 000 year events) are in fact necessary to account for observed rates of motion.
8. The potential for slope instability – which could be either earthquake-, rainstorm- or flood-triggered - exists in parts of Amajuba because of the deep incision of the major rivers, and local steep slopes between the flood plains and the surrounding plateau areas.

13.2 Recommendations

1. A new earthquake catalogue should be prepared for the region centred on the Amajuba area, and extending in all directions to a distance of 300 km from the municipal boundaries. This catalogue should meet certain defined, best-practice standards of compilation procedure and format, be based on actual inspection and re-analysis of primary sources of information (seismographs and

original macroseismic reports), and also incorporate a standardization and "homogenisation" of earthquake magnitudes, plus an empirically calibrated magnitude-to-moment conversion algorithm.

2. The earthquake catalogue should be routinely updated through a formal process and form part of the GIS and spatial data infrastructure for the Amajuba disaster management centre, for immediate access and display during real or simulated seismic emergency situations. This would have future use as an educational and awareness-raising tool throughout the municipal area, such as through online Internet access by local schools, NGOs and interested individuals.
3. The revised earthquake catalogue should form the new basis for a more detailed, updated assessment of seismic hazard over the Amajuba area to provide:
 - a. a set of seismic-hazard maps for peak ground acceleration (PGA) and acceleration-response spectra (ARS) at a scale of ~1:250 000;
 - b. a set of graphs for the three main towns in the municipality, and a few selected key sites for infrastructure facilities, which graphs should provide the annual probability of exceeding the specified acceleration at each site, and also the annual probability of exceeding the specified Modified Mercalli Intensity at each site.
4. The revised probabilistic seismic-hazard assessment (PSHA) should be based upon a careful re-estimation of the "maximum magnitude" parameter in the PSHA procedure, in which use is made of the GPS velocity of the RBAY site, in conjunction with a Nubia-Somalia plate-motion model and the constraint of seismic moment conservation.
5. Digital soils and geological maps should be compiled for the entire Amajuba area and used in conjunction with the revised PGA/ARS maps, to
 - a. provide quantitative estimations of the seismic amplifications due to localised soft-ground environments, particularly with regard to the distribution of the Masotcheni Formation, and
 - b. provide indicators for any areas prone to liquefaction during severe seismic shaking (e.g., flood plains and wetlands).
6. A digital elevation model (DEM) of equal or better spatial resolution than the available SRTM data, should be prepared and quantitatively analysed for slope gradients for
 - a. detection of any scarp and local drainage ("morphotectonic") anomalies indicative of active fault displacements in the land surface, and also the possible concentration of donga erosion in the Masotcheni Formation along these features
 - b. areas of steeper slope in weaker geological formations (e.g., shales) that may be particularly susceptible to slope instability problems.
7. Based on the outcome of investigation 5 above, the morphotectonic analysis of selected satellite imagery and digital aerial photography should be undertaken to confirm any morphotectonic evidence for surface-breaking, active faults, and to locate possible palaeo-landslide features for further field investigation.
8. Field-based palaeoseismological studies, involving the detailed mapping and local trenching of possible active fault scarps and palaeo-landslide phenomena located during investigations 5 and 6, should aim at
 - a. defining potential seismic source zones for further updating of the seismic hazard assessment (see 3 above), and
 - b. obtaining materials for dating the fault or slump movements, thereby providing a chronological framework for prehistoric earthquakes in the region, if any.
9. Undertake a morphotectonic analysis of new digital elevation models for the Amajuba region in order to establish cumulative displacements crossing fault scarps that can trigger landslides and slope failures during seismic activity or severe weather conditions, and thus impact key infrastructure.

10. On completion of investigations 5-9, the Amajuba municipality, in association with the KZN provincial disaster management centre, should enter into negotiations with the Council for Geoscience concerning an upgrading of the South African National Seismological Network (SANSN) station at Newcastle (code NWL) within the municipal Amajuba area. Siting of one or more new SANSN stations should also be considered but made contingent on previous results from 5-8 above, and directed towards spatially accurate monitoring of microearthquakes ($M < 3$) along particular features suspected of being tectonically active.
11. The existing (NWL) and any new seismological stations within the Amajuba municipal boundary should have a telemetered feed of data to the local and provincial disaster management centres, such that near-real time (~30 minute updatable) display of seismographs is possible. DMC staff should be trained in the quick discrimination of local from global seismic signals, possibly assisted by automated seismographic analysis routines, and follow pre-defined procedures in responding to significant events of a local nature.

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15 APPENDIX A

Modified Mercalli Intensity Scale

1. (I) People do not feel any Earth movement.
2. (II) A few people might notice movement if they are at rest and/or on the upper floors of tall buildings.
3. (III) Many people indoors feel movement. Hanging objects swing back and forth. People outdoors might not realize that an earthquake is occurring.
4. (IV) Most people indoors feel movement. Hanging objects swing. Dishes, windows, and doors rattle. The earthquake feels like a heavy truck hitting the walls. A few people outdoors may feel movement. Parked cars rock.
5. (V) Almost everyone feels movement. Sleeping people are awakened. Doors swing open or close. Dishes are broken. Pictures on the wall move. Small objects move or are turned over. Trees might shake. Liquids might spill out of open containers.
6. (VI) Everyone feels movement. People have trouble walking. Objects fall from shelves. Pictures fall off walls. Furniture moves. Plaster in walls might crack. Trees and bushes shake. Damage is slight in poorly built buildings. No structural damage.
7. (VII) People have difficulty standing. Drivers feel their cars shaking. Some furniture breaks. Loose bricks fall from buildings. Damage is slight to moderate in well-built buildings; considerable in poorly built buildings.
8. (VIII) Drivers have trouble steering. Houses that are not bolted down might shift on their foundations. Tall structures such as towers and chimneys might twist and fall. Well-built buildings suffer slight damage. Poorly built structures suffer severe damage. Tree branches break. Hillsides might crack if the ground is wet. Water levels in wells might change.
9. (IX) Well-built buildings suffer considerable damage. Houses that are not bolted down move off their foundations. Some underground pipes are broken. The ground cracks. Reservoirs suffer serious damage.
10. (X) Most buildings and their foundations are destroyed. Some bridges are destroyed. Dams are seriously damaged. Large landslides occur. Water is thrown on the banks of canals, rivers, lakes. The ground cracks in large areas. Railroad tracks are bent slightly.
11. (XI) Most buildings collapse. Some bridges are destroyed. Large cracks appear in the ground. Underground pipelines are destroyed. Railroad tracks are badly bent.
12. (XII) Almost everything is destroyed. Objects are thrown into the air. The ground moves in waves or ripples. Large amounts of rock may move.

Biological Hazards during emergencies and disasters

ANNEXURE B

BIOLOGICAL HAZARD REPORT

Biological hazards are naturally occurring substances such as bacteria and moulds or animals such as insects that are able to cause illness in humans and animals. This section of the document can only give a brief overview of the many possible biological hazards that can result in disastrous conditions in the region.

Unlike hazards such as geological hazards where the existing geological formations provide scientific clues to possible risks, biological hazards need not be habitually present in an area to give rise to an unexpected disaster. In the sphere of biological agents of risk, a survey of diseases that are habitually or usually present in a region does not adequately cover the possible (or even probable!) risks posed by human and animal diseases. Disease-causing organisms (called pathogens) do not respect borders and can invade a region in so many ways that only a general overview of the pathways of disease transmission and examples of the pathogens involved can be given here.

The categories of biological health hazards include much more than just the microbiological organisms causing human disease. It also includes, amongst others, animal diseases with an impact on human health or economic well-being, proliferation of pest plants or plant diseases causing crop failure, upsurge in the numbers of problem animals, etc. In this section the emphasis is placed on human disease as an important primary cause of disaster events, but also as a very important secondary risk in the aftermath of disasters triggered by other causes such as floods, earthquakes, fires and the like.

Chain of infection

Communicable diseases occur as a result of an interaction of:

1. Disease-causing agent (called the pathogen),
2. Transmission process and
3. Host (usually humans and/or animals).

There is a vast array of possible disease-causing agents and it is not practical to discuss each one in depth. Here it is necessary to point out that, apart from reliable identification of the specific organism involved in a disaster episode, the following aspects are of crucial importance in judging the risk of specific pathogens to cause an outbreak of disastrous proportions:

- *Infective dose* (number of organisms required to cause infection)
- *Pathogenicity* (ability of the pathogen to produce disease, measured by the percentage of persons exposed to the pathogen who will develop the disease)
- *Infectivity* (the ability of the organism to invade the host such as a human or animal)
- *Virulence* (an indication of the severity of the disease)
- *Incubation period* (time between entry of the pathogen into the host and the appearance of the first sign or symptom of the disease. This can vary from a few hours to weeks or even years)
- *Condition of the host* (persons who are not in good health because they are already burdened by malnutrition, other diseases, poor housing and sanitation, etc. are more susceptible to infection)

The information on these important attributes is essential to predict the scale of the outbreak and to decide how to manage the consequences most effectively. Once the specific pathogen

involved in an outbreak has been identified, the information needed to judge the above-mentioned aspects ought to be obtained from the medical literature or infectious disease specialists. The last-mentioned aspect, namely the health and nutritional status of the local population should be monitored by the local primary health care services.

Transmission of the disease can be *direct* or *indirect*. In direct transmission, the transfer of the pathogen takes place by direct contact such as touching, kissing, sexual intercourse or, for instance, during childbirth. During indirect transmission the pathogen infects the host via contaminated articles such as food, water, insects, airborne droplets, etc. Such routes of transmission are sometimes very difficult to trace. Routes of infection of disease outbreaks caused by indirect transmission can be problematic to identify. In general, the interruption of indirect transmission of disease rests on improved sanitation, improved food production and handling practices, the reduction of poverty and overcrowding, etc - all of which are costly and difficult to achieve, especially in areas disrupted by damaged infrastructure or in informal settlements and remote rural areas.

In order to terminate an outbreak or stop the spread of disease it is necessary to:

1. Remove or eliminate the source of the pathogen;
2. Block the transmission process;
3. Eliminate in certain cases the susceptibility to the pathogen by vaccination or medication.

Low probability - high consequence events

Certain health-related events may be rare or only occur after a series of unrelated factors all happen at the same time. This will include the introduction of a life-threatening disease hitherto unknown in the area or an outbreak of an animal disease that causes severe quarantine measures to be introduced. Even though the chance may not be great, when such an event happens, the ripple effects can seriously jeopardize people's survival, food production, and movement of people or the economic stability of the area. These hazards are referred to as "low probability - high consequence" events¹. Such events require particular co-operation between public and private organizations to cope with the domino effects of the consequences. Usually individuals and organizations do not take preventative action unless there are incentives to do so and thus the co-ordination to deal with such events is of crucial importance.

Decisions on identification and causes of outbreaks of disease²

A massive outbreak of disease in a very short space of time is not difficult to identify although the particular pathogen(s) causing the illnesses may not immediately be known. The problem in identification usually lies with the situation when small clusters of cases occur and an assessment has to be made on whether these clusters indicate the start of an outbreak. It has to be pointed out that in many situations a so-called cluster happens by chance and the persons involved do not share a common exposure source. Thus such a random collection of cases is unlikely to represent advance warning of an outbreak. All small clusters of cases do not herald a disastrous outbreak. Surveillance of small clusters is needed however in order to act appropriately and timeously.

When a few cases of disease are brought to the attention of health authorities, they need to ascertain as soon as possible what the exact pool of people (called the population at risk) is from where these cases came. Ten cases of tuberculosis out of a many thousands of people are not excessive, but ten cases from a village of fifty inhabitants are cause for alarm. Thus the

population at risk should at least in theory be estimated. The authorities should also ascertain whether the cases brought to their attention are likely to be all there exist at that point in time.

Unless an area has a very good routine surveillance system that can alert authorities to the possible existence of clusters of cases that could herald an outbreak (not often encountered in the developing world), clusters are usually brought to the attention of the health authorities by a keen observer. Traditionally this astute observer is a clinician or worker with an increased awareness of environmental or occupational health effects or a good knowledge of the expected rates of disease in the particular population. This committed individual can be a help or a hindrance in subsequent investigations. If the cluster turns out to be coincidental, this individual may find this difficult to accept or harbour suspicions of a cover-up. If the cluster turns out to be the start of a large-scale outbreak and the authorities do not take note of this in time, a sense of grievance about the avoidable disease and possible loss of life can cause disruption of subsequent management of the disaster.

Careful definition or design consideration of the following is crucial to the believability of the investigation:²

1. Identification and verification of the cause(s) of the outbreak being investigated
2. Measurement of the exposure experienced by people, animals and environment at risk
3. Size and spatial limits of the population at risk
4. Choice of fair comparison groups (controls) - comparing the incidence rate of suspected cases to the rest of the same population at risk in order to decide whether the number of cases actually consist an outbreak
5. Potential confounding factors - what other unrelated factors could also have resulted in cases with similar symptoms?
6. Potential biases - were the cases diagnosed and causes determined in a scientific way?

A very important issue here is that early in the suspected outbreak one should keep in mind that any one disease cluster could also have arisen purely by chance. This is a difficult concept to explain to most lay persons who may nevertheless be important decision-makers in the investigation. A few children from the same neighbourhood who over a relatively short time period develop the same type of leukaemia may nevertheless be due to chance and not to due to a common source of exposure.

The first case that brought the disease occurrence to the notice of the authorities is referred to as the index case. The index case(s) in these investigations pose a particular problem. Such a case focused the attention on the problem in the first instance and may shape the nature of the subsequent investigation unfairly. For instance, if the index case was a rural dweller with intimate contact with cattle, the authorities may waste some time looking for more cases only in rural areas where cattle is kept. The same goes for the role of the investigator(s) after they were acquainted with the index cases. The investigators supply the definitions of time and/or place as well as the in- and exclusion criteria defining the disease. These decisions can easily bias the early and crucial investigation as a sort of self-fulfilling prophecy, thereby wasting time that could have been spent on preventing the spread of the epidemic.

The existence of a cluster of cases that indicates a possible looming disaster is often a highly emotional situation for all involved. Too often the initial alarm raised by an astute observer is brushed off for too long and labelled as scaremongering. Preliminary investigations are then put off for such a long time that suspicions of a cover-up can never afterwards be entirely laid to rest. Speedy, transparent and thorough investigations of possible clusters of suspiciously large numbers of cases, where all parties have access to the results, are always the best, but this is not

necessarily the view of some local authority managements whose knee-jerk reactions sometimes rest on denial, followed by threat and secrecy. A checklist of tasks facing an outbreak control team is listed in Addendum A.

Preparing for extreme events requires an understanding of the interdependency of many risks. A security plan is always only as strong as its weakest link. Therefore any plan for coping with disastrous outbreaks of any disease or occurrence of a large-scale biological hazard requires co-operation between public and private organizations. Individuals usually do not take action to prevent or address risks that they regard as low probability events unless there are incentives for them to do so. Any planning exercise should keep this in mind.

Epidemic outbreaks of disease

The pathway of infection can involve food, water, person-to-person contact as well as airborne transmission.

The classic outbreak of foodborne disease familiar to most people is the outbreak of diarrhoeal disease following ingestion of spoiled food. Although this can affect a large number of people, most of the cases resolve spontaneously and usually the mortality rate is low. If the food was contaminated with a chemical toxin however, such as using empty poison containers for food preparation, the death rate may be considerable.

Food can be contaminated with pathogens during the whole chain of production, transport, storage and processing. The changing nature of food provision has seen many foodstuffs being produced and processed outside the area where it is consumed; so tracing the source of the contamination may prove very difficult.

Food handlers who are called into service in emergency situations are sometimes poorly trained in hygiene and sanitation, or poorly educated. Such individuals may work with food while ill with an infectious disease themselves, increasing the risk of the spread of disease.

Waterborne infections pose a particular problem in disaster scenarios. If the infrastructure for water distribution and waste disposal is damaged, then some water contamination is almost inevitable.

Table 1 Some important diseases often encountered in disaster scenarios³

Pathogen	Disease	Main reservoir
A: Diarrhoeal Diseases:		
<i>Escherichia coli</i> variants (entero-adherent, entero-toxigenic, entero-invasive)	Diarrhoea	Humans
<i>Escherichia coli</i> O157:H7 (enterohaemorrhagic)	Haemorrhagic colitis	Cattle
<i>Salmonella enteridis</i> and other <i>Salmonella</i> species	Food poisoning	Domestic animals
<i>Vibrio cholerae</i>	Cholera	Various foods, water
<i>Shigella</i> spp	Dysentery	Various foods, water

<i>Salmonella typhi</i>	Typhoid	Humans, food, flies, water
<i>Schistosomiasis mansoni</i>	Bilharzia (also other symptoms)	Water infested by infected snails
B: Non-diarrhoeal diseases		
<i>Yersinia pestis</i>	Plague	Rodents
<i>Mycobacterium tuberculosis</i>	Tuberculosis	Humans
Hepatitis A, B, E virus	Hepatitis (jaundice)	Humans, food, water
Human Immunodeficiency Virus	HIV/AIDS	Humans
<i>Bacillus anthracis</i>	Anthrax	Animals, soil
Respiratory viruses	E.g. SARS, Influenza, Avian influenza	Animals, humans, food, water
Rabies virus	Rabies	Mammals, especially dogs
<i>Plasmodium falciparum</i>	Malaria	Mosquitoes

Table 2 Orally transmitted waterborne pathogens and their significance in water supplies⁴

Pathogen	Health significance	Persistence in water supplies ^a	Resistance to chlorine ^b	Relative infective dose ^c
Bacteria:				
<i>Campylobacter jejuni</i> <i>C. coli</i>	High	Moderate	Low	Moderate
Pathogenic <i>Escherichia coli</i>	High	Moderate	Low	High
<i>Salmonella typhi</i>	High	Moderate	Low	High
Other <i>Salmonellae</i>	High	Long	Low	High
<i>Shigella</i> spp.	High	Short	Low	Moderate
<i>Vibrio cholerae</i>	High	Short	Low	High
<i>Yersinia enterocolitica</i>	High	Long	Low	High
<i>Pseudomonas aeruginosa</i>	Moderate	May multiply	Moderate	High (?)
<i>Aeromonas</i> spp.	Moderate	May multiply	Low	High (?)
Viruses				
Adenoviruses	High	?	Moderate	Low

Enteroviruses	High	Long	Moderate	Low
Hepatitis A	High	?	Moderate	Low
Enterically transmitted Non-A, non-B hepatitis viruses, hepatitis E	High	?	?	Low
Norwalk virus	High	?	?	Low
Rotavirus	High	?	?	Moderate
Small round viruses	Moderate	?	?	Low (?)
Protozoa				
<i>Entamoeba histolytica</i>	High	Moderate	High	Low
<i>Giardia intestinalis</i>	High	Moderate	High	Low
<i>Cryptosporidium parvum</i>	High	Long	High	Low

^aDefinition of period detected in water at 20°C:- *Short*: up to 7 days, *Moderate*: 7-30 days, *Long*: >30 days

^bWater treated at conventional doses and contact times - Moderate resistance: organisms not completely destroyed

^cDose required to cause infection in 50% of healthy adult volunteers. May be as little as one infective unit for some viruses.

Pre-existing endemic disease profile of the area

Existing endemic diseases and conditions such as poverty and poor food supplies can make the population of an area more prone to mortality and morbidity during a disaster. With that in mind, it is important to know what endemic diseases and other aggravating factors exist in an area where disaster planning is to be undertaken.

In the district of Amajuba there are too few verifiable data sets available to write a detailed assessment of the present state of health of the population in the area. That does however, not preclude assuming that the area will have much the same disease profile as the rest of the province of KwaZulu-Natal.

HIV positivity and AIDS, malaria, tuberculosis, gastrointestinal illnesses, and other conditions associated with poverty such as malnutrition are without doubt present in the area and are especially prevalent among the poorer and more rural part of the population. All these conditions will make the members of any community that is suddenly hit by disaster much more vulnerable to high mortality and severe after-effects.

There are many factors that increase the vulnerability of a population to for instance malaria epidemics or increase the severity of the disease outcome should an epidemic occur.⁵ Co-infection with other diseases such as HIV/AIDS is a major consideration for the Amajuba district. Patient resistance to treatment drugs and mosquito resistance to insecticides, poverty and related food insecurity and the consequent population movements between areas of differing endemicity combine to make certain sectors of the population more vulnerable to epidemics.

There were only 2 042 cases of malaria reported in KwaZulu-Natal in 2003, in contrast with the 27 238 cases reported in 1998 at the height of the previous outbreak of malaria.⁶ Vigilance in mosquito control measures must be maintained at all costs to prevent an upsurge of this epidemic.

The AIDS pandemic is already underway in Africa south of the Sahara, and a large proportion of the cases occur in South Africa. In 2002, according to antenatal surveys, the HIV positivity prevalence in KwaZulu-Natal was 36,5% and there were an estimated 120 167 AIDS orphans in the province.⁶ The percentage of all deaths in the province that was due to AIDS was 51,7%. It was also estimated that 17,1% of health workers in the province was HIV positive themselves. These data indicate a slow disaster already in progress.

In the case of cholera, Africa contributes more than 80% of all cases worldwide. Natural disasters like the 2000 flood in Mozambique generally lead to new outbreaks of the disease. In 2000/1, more than 105 000 cases of cholera were reported KwaZulu-Natal, and in 2002 there were 13 536 cases reported.⁶ In 2003, at the tail-end of the epidemic, only 560 cases were reported. This can change very rapidly if the right environmental conditions are in place and the situation regarding the provision of clean water and improved sanitation is not at the very least maintained.

In 2002, there were 52 016 cases of TB reported in the province.⁶ The cure rate among the new cases reported in 2001 was only 36,5% with a large number of cases not completing their treatment. This is almost sure to lead to increasing levels of resistance to existing anti-TB drugs.

The percentage of 15 year olds in the province who will die before they are 60 years old was estimated to be 64% for men and 53% for women in 2002.⁶

According to a survey published in 2004,⁷ patient satisfaction with the nursing care they received in the Amajuba district was extremely low, with 87% of patients giving a rating below 10 out of a possible total of 28 (35,7% approval). ***Coupled with the under-provision of health care services in the district, this indicates that the present facilities and staff are already unable to deal satisfactorily with the normal day-to-day demands.*** When faced with a disaster or other extreme event carrying health risks, the health services will probably collapse unless aided and supported with heroic intervention measures from outside sources.

The health of children is often taken as an indicator of the general health status of the population and also the status of health care in that area. In Amajuba district the incidence (i.e. new cases per year) of diarrhoea for children under 5 years of age is given as 276 per 1000 of the population at risk. The annualized incidence of severe malnutrition for the under 5's is given as 35,8 per 1000 of the population at risk. Both these figures are very high and indicate a population that is poverty-stricken and labouring under restraints such as inadequate knowledge as well as inadequate health services.

These data paint a bleak picture of an area already under stress due to the combined effects of poverty, poor infrastructure and high disease burdens. Any disaster occurring in these already strained circumstances is bound to have an impact beyond what would normally be expected due to the vulnerability of the communities involved.

Plant and animal disease emergencies⁸

A characteristic of outbreaks of plant or animal diseases is that they often transcend boundaries (even state boundaries) and these outbreaks themselves can be the cause of emergencies. They are of particular importance to food security and sustained economic development and trade in many areas, especially those whose economy is deeply rooted in agriculture. The impact of such emergencies is most keenly felt where strict quarantine measures are put in place to prevent spread as well as where heavy culling of animals suspected of being exposed takes place. Outbreaks of such a nature can cause serious food shortages, destabilize markets and trigger embargoes. Anthrax, foot-and-mouth disease, rinderpest, African swine fever, virulent avian influenza and outbreaks of locust swarms are examples of such emergencies.

A particular problem with outbreaks of animal disease is the rumour mongering that develops even before the authorities actually impose quarantine restrictions to curb the outbreak. Farmers, especially subsistence farmers with poor resources and inadequate knowledge, take livestock away in secret to uninfected areas, fearing that the animals will be culled. This spreads the epidemic even faster and involves increasingly larger areas in the outbreak. The only longterm solutions are heroic efforts at communication during the initial phases of an outbreak and continuing education in the agricultural community.

Apart from their economic impact and the impact on food supplies, some animal diseases can cause illness in humans as well. Mosquitoes, lice, fleas and ticks are pests that have been known as carriers of serious diseases since ancient times. Larger warm-blooded animals (wild as well as domesticated) have also been identified as disease carriers for millennia. Animals can either be the mode of transmission of disease (called a vector of disease) or a source (called a reservoir) of disease.

Two fundamental components of animal disease emergency preparedness are:

- Early warning systems,
- Early reaction to epidemics and other emergencies.

These aspects should be incorporated in any disaster preparedness plan, not only on an area-wide basis, but nationally.

Outbreaks of pest (invader) plants are rarely first order emergencies, but they can contribute to a considerable degree to slow disasters such as drought and famine by curtailing the available land to cultivate food and/or invading crops and thus reduce harvests and increase production costs. Plant diseases can directly contribute to large-scale crop losses and compromise natural resources such as timber and firewood. Invader plants can also consume large quantities of water along natural water courses in streams and rivers, thereby contributing to drought.

Secondary outbreaks of disease after disasters caused by other emergencies⁹

Apart from injury and trauma, the five most common health-related causes of death⁹ in emergencies and disasters are diarrhoea, acute respiratory infection, measles, malnutrition and malaria in endemic zones (such as Amajuba). All except malnutrition are communicable diseases

directly related to environmental health conditions, and even malnutrition is greatly exacerbated by communicable disease.

People affected by disaster are particularly vulnerable to infectious diseases when the disaster and its immediate consequences reduce resistance to disease because of malnutrition, stress, fatigue, etc. or where post-disaster living conditions are unsanitary.

The control of communicable diseases depends on the best efforts at creating a healthy environment (clean water, adequate sanitation, vector control, shelter), immunization, and health workers trained in early diagnosis and treatment. Thanks to effective environmental health measures, epidemics following disasters are no longer common.⁹ Exceptions are the epidemics occurring in chronic emergencies triggered by drought and civil strife, such as those that occurred in central Africa in the 1980s and 1990s, and the epidemics of communicable diseases that have swept refugee camps in Africa and other parts of the world.

Functioning disease surveillance systems and intact environmental health services are crucial in protecting public health and in responding to these outbreaks when they occur in times of disaster. The conditions leading to an epidemic are caused mostly by secondary effects and not by the primary hazard, except in the case of flooding, which can cause an increase in waterborne and vector-borne diseases.⁹

Other hazards may leave standing water, or may pollute or interrupt drinking water supplies. High winds, coastal storms, mud slides and even earthquakes can all result in standing water, especially where a “cascade” of physical effects occurs. Earthquakes can trigger landslides that block rivers, causing flooding. In all these cases, excess standing water can promote the breeding of insect disease vectors such as mosquitoes, or contaminate water supplies with waste or sewage. Both natural disasters and armed conflict may result in the breakage of water mains or the interruption of electricity supplies required to pump water. Sewer pipes and sewage treatment works may also be broken or rendered inoperable.

Besides waterborne and vector-borne disease, there may also be major epidemics of highly contagious diseases—those spread by personal contact. These are most commonly the result of survivors living in crowded temporary accommodation without adequate ventilation or adequate facilities for personal hygiene and washing of clothes. These communicable diseases include meningitis, hepatitis sexually transmitted diseases and TB (especially among long-term inhabitants of refugee camps).

The length of time that people spend in temporary settlements is an important determinant of the risk of disease transmission. The prolonged mass settlement of refugees in temporary shelters with only minimal provision for essential personal hygiene is typical of a situation that may cause epidemic outbreaks of infectious diseases.

Camps established to provide food relief during famine are a special case, as large numbers of people who are already weak and possibly ill are likely to remain in such camps for a long time.

Environmental health problems associated with evacuations⁹

After a disaster, there is almost always some movement of people out of affected areas. Such persons sometimes have to be moved into areas with little or no infrastructure to cope with the numbers involved. Any large-scale population movements into an area are of primary concern for environmental health. Such movements involve settlement on marginal land, usually away from

services. Relocation can result in high population densities, associated with wholly inadequate water supplies and sanitation. There is almost always an increased risk of faecal–oral transmission of diseases related to poor hygiene. Diseases associated with displaced persons are listed in Addendum B.

Other risks include contact of refugees with pathogens not found in the home area (e.g. the malarial parasite), including those transmitted by vectors unfamiliar to the evacuated population. Generally, the evacuated population will be more susceptible to these diseases than the local population, as occurs in areas endemic for malaria.

The relocation of a population into a high-density emergency settlement will usually greatly increase the risk of outbreaks of common childhood diseases. Measles is a particular risk when the population has low immunization coverage. Health conditions and nutritional status before displacement are also important. Evacuation can also place people in the vicinity of unfamiliar environmental hazards (e.g. dispersal of refugees into damaged industrial areas where toxic substances are stored).

Even if the disaster did not strike the area that a particular local authority has jurisdiction over, the large-scale influx of displaced persons fleeing a distant disaster area can create a second emergency for a previously unaffected local authority. Few health services and local authority services can at short notice provide emergency housing, water and sanitation and food for a large-scale influx of displaced people.

Control measures for communicable diseases and epidemics during disasters

Preparedness and prevention⁹

Measures taken before a disaster can greatly increase the ability to control communicable diseases and prevent epidemics.

Such measures include:

- Training health and outreach staff in the identification and management of specific diseases considered to be a threat;
- Creating local stocks of supplies and equipment for diagnosis, treatment and environmental health measures in case of disease outbreaks;
- Strengthening health surveillance systems and practicing protocols for managing information on certain diseases;
- Raising awareness among the population likely to be affected by a disaster on communicable diseases and the need for early referral to a health facility.

Acute respiratory infections and diarrhoea are often the major killers in emergency situations. To prevent them, hygiene promotion, the provision of adequate quantities of safe water, sanitation facilities and appropriate shelter are absolutely necessary. Measles outbreaks are a common hazard in emergencies, often with a high case fatality rate. Early vaccination campaigns should be considered before any cases appear.

Strategies for control⁹

The two main strategies for controlling outbreaks of communicable disease are to reduce the number of cases through preventive activities and to reduce mortality due to the disease through

early case detection and effective treatment. These measures should be put into place rapidly, and should not be delayed while waiting for laboratory confirmation of the disease in question. The key to effective outbreak control is a rapid response, before the outbreak develops into a major epidemic. Mass immunization is a priority in emergency situations, where people are displaced, where there is disruption of normal services, where there are crowded or unsanitary conditions and/or where there is widespread malnutrition, regardless of whether a single case of measles has been reported or not. One confirmed case of cholera should prompt all diarrhoea cases to be treated as cholera.

Preventive and curative measures work together to reduce the sources of infection. Rapidly isolating and treating patients and controlling animal reservoirs can protect susceptible persons through immunization, nutritional support and possibly chemoprophylaxis (e.g. to protect vulnerable individuals in the case of a malaria outbreak). Meanwhile, transmission should be reduced through improvements in hygiene conditions and hygiene behaviour.

Prevention of infection by controlling waste disposal⁹

Human faeces may contain a range of disease-causing organisms, including viruses, bacteria and eggs or larvae of parasites. The micro-organisms contained in human faeces can enter the human body through contaminated food, water, eating and cooking utensils and by contact with contaminated objects. Diarrhoea, cholera and typhoid are spread in this way and are major causes of illness and death in disasters and emergencies. Some fly species and cockroaches are attracted to or breed in faeces, but while they theoretically can carry faecal material on their bodies, the evidence that this contributes significantly to the spread of many diseases is equivocal. However, high fly densities will increase the risk of transmission of trachoma and *Shigella* dysentery. Intestinal worm infections (hookworm, whipworm and others) are transmitted through contact with soil contaminated with faeces and may spread rapidly where open defecation occurs and people are barefoot. These infections will contribute to anemia and malnutrition, and therefore also render people more susceptible to other diseases. The intestinal form of schistosomiasis (also known as bilharzia), caused by parasitic worm species living in the veins of the intestinal tract and liver, is transmitted through faeces. Infection occurs through skin contact with contaminated water (e.g. wading, swimming).

Children are especially vulnerable to all the above infections, particularly when they are under the stress of disaster dislocation, high-density camp living and malnutrition. While specific measures can be taken to prevent the spread of infection through contamination by human faeces (e.g. chlorinating the water supply, providing hand-washing facilities and soap), the first priority is to isolate and contain faeces.

The importance of safe food^{9,10}

Food may become difficult to obtain in an emergency or following a disaster. Crops may be destroyed in the fields, animals may be drowned, food supply lines may become disrupted, and people may be forced to flee to areas where they have no access to food. Moreover, the safety of whatever food there is may be affected, resulting in a greater risk of epidemics of foodborne disease.

Food safety problems vary in nature, severity and extent, and depend on the situation during the emergency or disaster. For example, during floods and hurricanes, food may become

contaminated by surface water that has itself been contaminated by sewage and wastewaters. Floodwaters often pick up large quantities of waste and pathogenic bacteria from farms, sewer systems, latrines and septic tanks. The crowding of survivors after disasters may aggravate the situation, particularly if sanitary conditions are poor.

Any breakdown in vital services, such as water supply or electricity, also severely affects food safety. In the absence of electricity, cold storage may be more difficult, if not impossible, and foods may be subject to bacterial growth. This may happen at all stages of the food chain, from production to consumption. Lack of safe drinking water and sanitation hampers the hygienic preparation of food and increases the risk of food contamination. While contamination can occur at all points of the food chain, inadequate washing, handling and cooking of food just before consumption are still prime causes of foodborne disease.

Populations of pests and stray animals, such as dogs and cats, may also increase in the aftermath of disasters. Flies and other rapidly breeding insects may increase dramatically in numbers. All of these problems can impact on health and food safety. People may be tempted to eat drowned animals after floods, which carries a risk. Food is especially susceptible to contamination when it is stored and prepared out of doors or in damaged homes where windows and possibly even walls are no longer intact.

Fires or explosions may result in foodstuffs becoming contaminated with dangerous chemicals or microorganisms, as well as being damaged by water. Food may be damaged by smoke, chemicals used in fire fighting, or by other chemicals originating from the accidental release or improper use of insecticides and other toxic substances.

Disaster-affected people eating food from centralized kitchens that are not properly equipped or run are extremely vulnerable to outbreaks of foodborne disease. The combination of environmental contamination and improper handling of food increases the risk of epidemics of diseases such as cholera and shigellosis. In emergencies and disasters, food safety authorities should review all stages of the food supply, from production, processing and manufacturing, transport, distribution, and sale, to preparation in food service and catering establishments and households.

Management and protection of water supply^{9,11}

Water sources are exposed to a variety of hazards that may damage or contaminate them, but they can be protected against disasters to some extent.¹¹ It is useful to distinguish between large-scale, formal water-supply systems and small-scale, scattered supplies. The distinction is not so much between urban and rural areas as one based on the level of technology and the institutional arrangements for management, maintenance, and protection.

Roof catchment systems are often damaged by wind in tropical storms. People who depend on canals are vulnerable to chronic and acute illnesses where sewage systems were damaged, or, where the canal drains an industrial zone, or when poisoning from the release of toxic chemicals occur. Pipes or canals may also be easily washed away or broken during floods, cutting water supplies. Shallow wells in areas with a high water table are more prone to contamination from flooding than are deep boreholes. They may also dry up sooner in a drought. Hillside springs may be destroyed in a landslide. Wells near rivers can be contaminated and filled with sand during unusual flash flooding. All piped systems are subject to breaks and disruption during earthquakes, landslides or civil strife.

In all activities to provide or improve water supplies during "normal" times, it is important that those responsible are aware of the specific hazards to which water sources might be subject. This hazard mapping should be as much a part of the planning of water supply systems as other factors such as water quality and taste, distance to users, and capital and recurrent costs.

In addressing the water needs of a community hit by disaster, consultation with water users should take place as a matter of priority. Many people use multiple sources of water. Some will prefer certain sources for drinking water and others for washing, bathing, watering animals and irrigation. Wherever a hazard, or the potential for disruption of the water supply, exists, the primary health-care workers or other disaster management staff should discuss alternative drinking-water sources with the people concerned. After implementation, the alternative sources should be visited regularly to check on their status to detect undesirable extraction practices and potential pollution early.

Contingency plans for speedy ensuring of the safety of drinking water reserves should be in place. These will usually involve stockpiling a limited amount of disinfectant chemicals (taking into consideration the shelf-life of these chemicals), plus fencing of the source. The first priority should always be water for drinking, cooking and personal hygiene.

What can we expect from the future?

Emerging infectious diseases

We can expect more new diseases to emerge, seemingly out of nowhere, especially from areas which were previously uninhabited and that humans are encroaching on (e.g. tropical rain forests, remote rural areas, etc). Another situation giving rise to emerging infectious diseases is the existence of human beings living in poor sanitary conditions in close proximity to animals. This has happened in the Far East with increasing regularity and has given rise to new or modified viruses previously known to attack domestic animals and that carry high fatality rates.

Influenza is an emerging and re-emerging disease. Health authorities agree that the world is overdue for a pandemic of influenza.¹² A pandemic can happen when different influenza virus strains mutate into a new strain that people's bodies have no immunity against and that is easily spread from person to person. Three pandemics occurred in the 20th century.¹³ The first and most devastating was the "Spanish Flu" pandemic of 1918-1919 that was estimated to have caused 20-50 million deaths worldwide, with an unusually high mortality among young adults. In 1957 "Asian Flu" and in 1968 "Hong Kong Flu" pandemics were less severe, with the highest mortality in the elderly and persons with chronic diseases. However considerable morbidity, social disruption and economic losses occurred during both these pandemics. It is impossible to predict when the next pandemic will occur and what the severity of the illness will be. Signs of a build-up in the risk have already been seen in the outbreaks of avian flu originating from the Far East.

Conflict/war, breakdown of social services and law and order or peri-urban slums with poor sanitation all contribute to the increasing risk of outbreaks. Famine or serious food shortages are likely to follow any outbreak of an epidemic, especially in conflict areas in developing countries.

An illustration of the ability of such emerging pathogens to catch the world by surprise is the emergence of severe acute respiratory syndrome (SARS).¹⁴ On March 12, 2003, the World Health Organization (WHO) issued a historic global alert for SARS, a deadly new infectious disease with the potential for rapid spread from person to person and via international air travel. WHO and its partners, including the Centers for Disease Control and Prevention (CDC) in America, promptly initiated a rapid, intense, and coordinated investigative and control effort that

led within 2 weeks to the identification of the etiologic agent, SARS-associated coronavirus (SARS-CoV), and to a series of decisive and effective containment efforts. By the time SARS-CoV transmission was brought to an end in July 2003, more than 8 000 cases and 780 deaths had been reported to WHO.

The emergence of SARS-CoV provided a dramatic illustration of the potential for a new disease to suddenly appear and spread, leading to widespread health, social, and economic consequences. Fortunately, the world also witnessed the power of traditional public health measures—including surveillance, infection control, isolation, and quarantine—to contain and control an outbreak. It is not possible to predict whether SARS-CoV will reappear, but it could re-emerge from its original animal reservoir, from persistent infection in humans, or from the laboratory. To achieve the type of swift and decisive response that is required to control a SARS outbreak, we must be prepared.

In contrast to the reassuring picture emerging from the experience with SARS-CoV, there is now general consensus amongst the world's leading infectious disease epidemiologists that the human form of avian flu (subtypes H5N1 and H9N2) is the most likely candidate to cause the next worldwide pandemic. SARS and avian influenza have many common features. They both arose in Asia and they originated from animal viruses that are now endemic in the domestic poultry populations. The World Health Organization already issued a warning that avian flu virus is rapidly mutating and could pose a severe threat of a pandemic. In South Africa with so many inhabitants already compromised by poverty, HIV/AIDS and malnutrition, avian flu can cause outbreaks of epidemic proportions in a very short space of time.

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ADDENDUM A

CHECKLIST OF OUTBREAK CONTROL TEAM (OCT) TASKS¹⁶

The principal aim of the OCT is to investigate the cause of the outbreak and to implement action to identify the source, minimise spread and prevent recurrence of the communicable disease. The following tasks must be undertaken in order to deal effectively with an outbreak. The step-by-step approach does not imply that each action must follow the one preceding it. In practice, some steps must be carried out simultaneously and not all steps will be required on every occasion.

Preliminary Phase

Consider whether or not cases have the same illness and establish a tentative diagnosis.
Determine if there is a real outbreak and not just a random cluster of cases.
Establish single comprehensive case list.
Collect relevant clinical or environmental specimens for laboratory analysis.
Conduct unstructured, in-depth interviews of index cases.
Conduct appropriate environmental investigation including inspection of premises involved.
Identify population at risk.
Identify persons posing a risk of further spread.
Initiate immediate control measures.
Assess the availability of adequate resources to deal with the outbreak.

Descriptive Phase

Establish a case definition (clinical and/or microbiological).
Search for other cases.
Collect and collate data from affected and unaffected persons using a standardised questionnaire.
Describe cases by time, place and person.
Construct an epidemic curve.
Form preliminary hypotheses on the cause of the outbreak.
Make decision about whether to undertake detailed analytical studies.

Analytical Phase

Carry out analytical epidemiological study.
Calculate attack rates.
Confirm factors common to all or most cases.
Test and review hypotheses of the cause.
Collect further clinical or environmental specimens for laboratory analysis.
Ascertain source and mode of spread.

Control Measures

Control the source: animal, human or environmental.
Control the spread by:

- Isolation or exclusion of cases and contacts;
- Screening and monitoring of contacts;

- Protection of contacts by immunisation or chemo-prophylaxis;
- Closure and/or disinfection of premises; and
- Instigation of legal proceedings where appropriate.

Monitor control measures by continued surveillance for disease.
Declare the outbreak over.

Evaluation

Evaluate the management of the outbreak and make recommendations for the future.

ADDENDUM B

Diseases that can affect displaced populations in disasters

Disease	Symptoms	Environmental risk factors	Health hazards
Acute upper respiratory tract infections	All symptoms of the common cold, fever and heavy coughing. Chest pain and pain between shoulder blades in pneumonia	Crowding, poor hygiene	Influenza and pneumonia may cause severe complications, especially in groups at risk
Diarrhoea	Watery stools at least three times a day, with or without blood or slime. May be accompanied by fever, nausea or vomiting.	Contaminated drinking-water or food, or poor sanitation	Dehydration, especially in children, shown by dark coloration of urine, dry tongue or leathery skin. Severe risk to immunocompromised persons.
Measles	A disease of early childhood, characterized by fever and catarrhal symptoms, followed by maculopapular rash in the mouth.	Crowding, poor hygiene	Severe constitutional symptoms, high case fatality rate
Malaria	Painful muscles and joints, high fever with chills, headache, possibly diarrhoea and vomiting.	Breeding of <i>Anopheles</i> mosquitoes in stagnant water bodies.	Disease may rapidly become fatal, unless medical care is provided within the first 48 hours.
Meningococcal meningitis	Infected persons may show no symptoms for a considerable time. When an epidemic is in progress, headache, fever and general malaise will suggest the diagnosis, which must be confirmed by lumbar puncture.	Crowding.	Often fatal if untreated at an early stage; neurological problems in survivors
Shigella dysentery	Diarrhoea with blood in the stools, fever, vomiting and abdominal cramps.	Contaminated drinking-water or food, or poor sanitation, poor hygiene	Case fatality rate may be high
Viral hepatitis A	Nausea, slight fever, pale-coloured stools, dark-coloured urine, jaundiced eye whites and skin after several days.	Poor hygiene	Long-term disabling effects
Louse borne typhus	Prolonged fever, headache, body pains	Unhygienic conditions leading to lice infestations	May be fatal without treatment
Typhoid fever	Starts off like malaria, sometimes with diarrhoea, prolonged fever, occasionally with delirium.	As for diarrhoea	Without appropriate medical care, may lead to fatal complications in a few weeks

Cholera	Modest fever, severe, but liquid diarrhoea (rice water stools), abdominal spasms, vomiting, rapid weight loss and dehydration.	As for diarrhoea	As for diarrhoea
Diphtheria	Inflamed and painful throat, coughing.	Crowding, poor hygiene	A secretion is deposited in the respiratory tract, which can lead to asphyxiation.
Rabies	Fatigue, disorientation, hyperactivity, headache, paralysis,	Bite from infected animal host	Fatal if untreated.

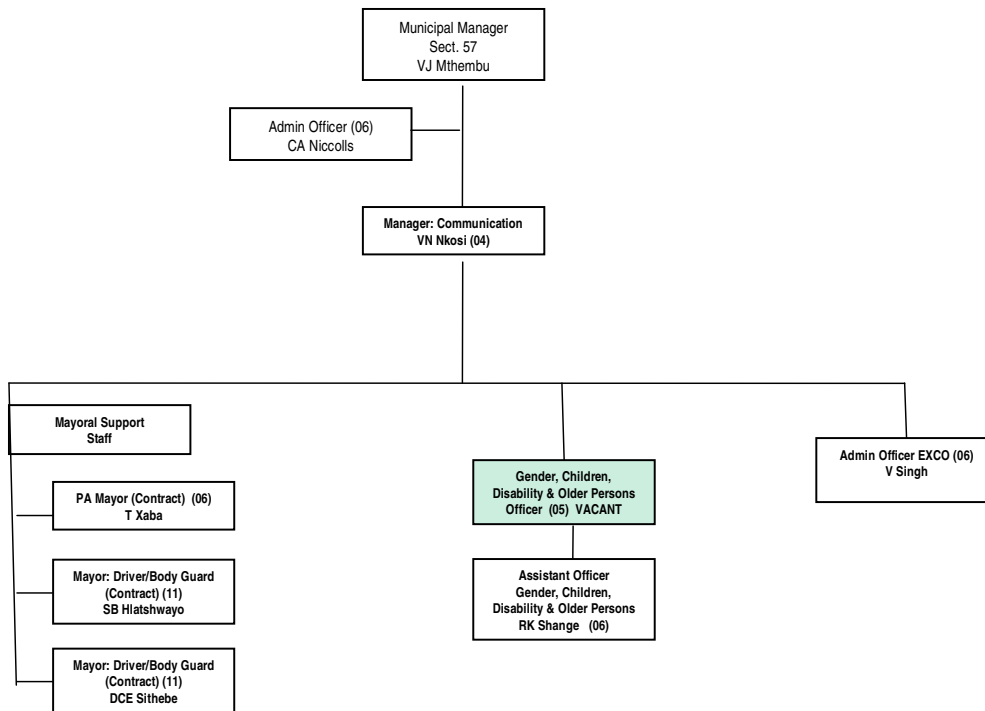
SECTION K

APPENDICES

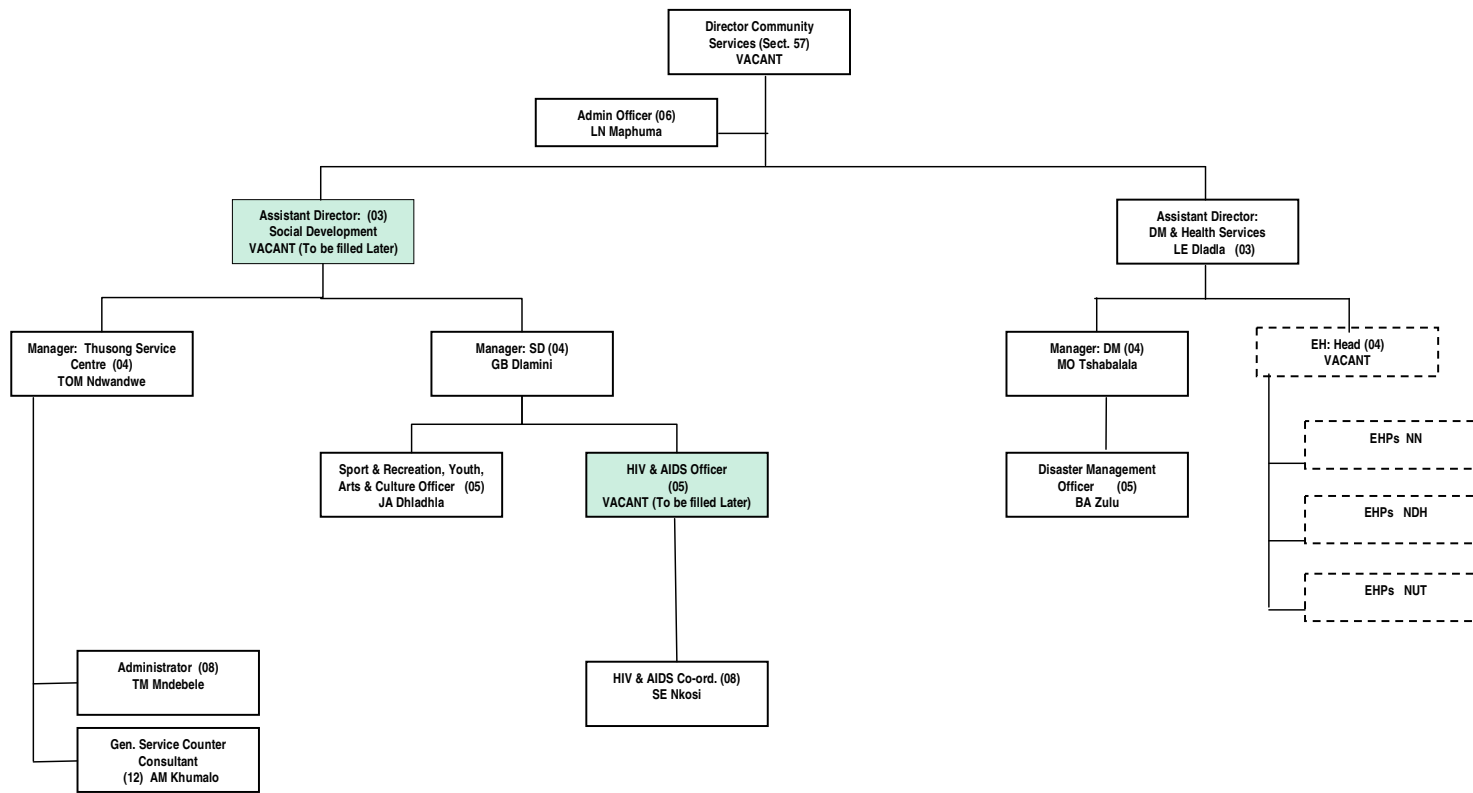
K1: INSTITUTIONAL STRUCTURE

The following organograms summarise the departmental structure and also indicate vacancies in the organisation:

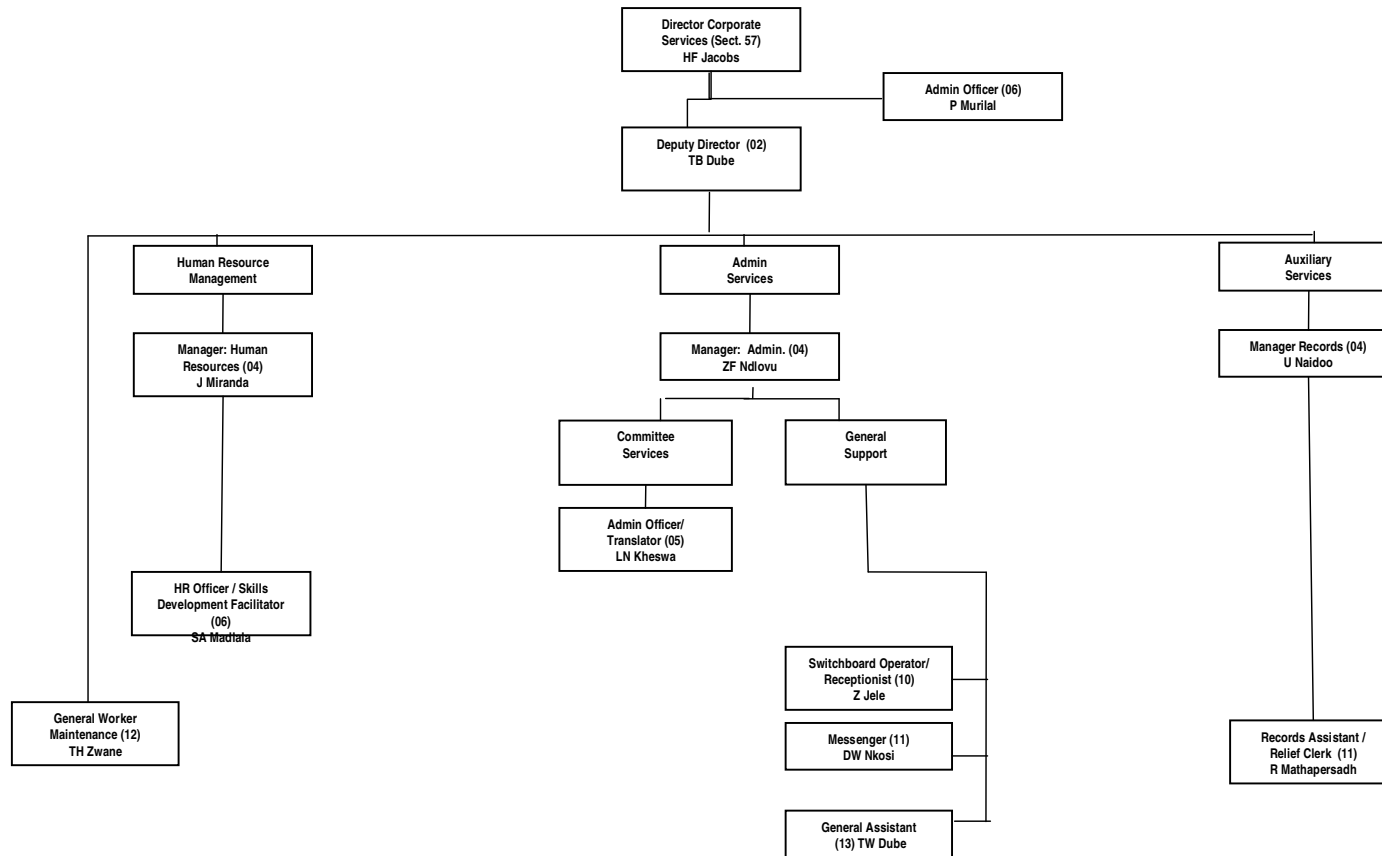
OFFICE OF MUNICIPAL MANAGER



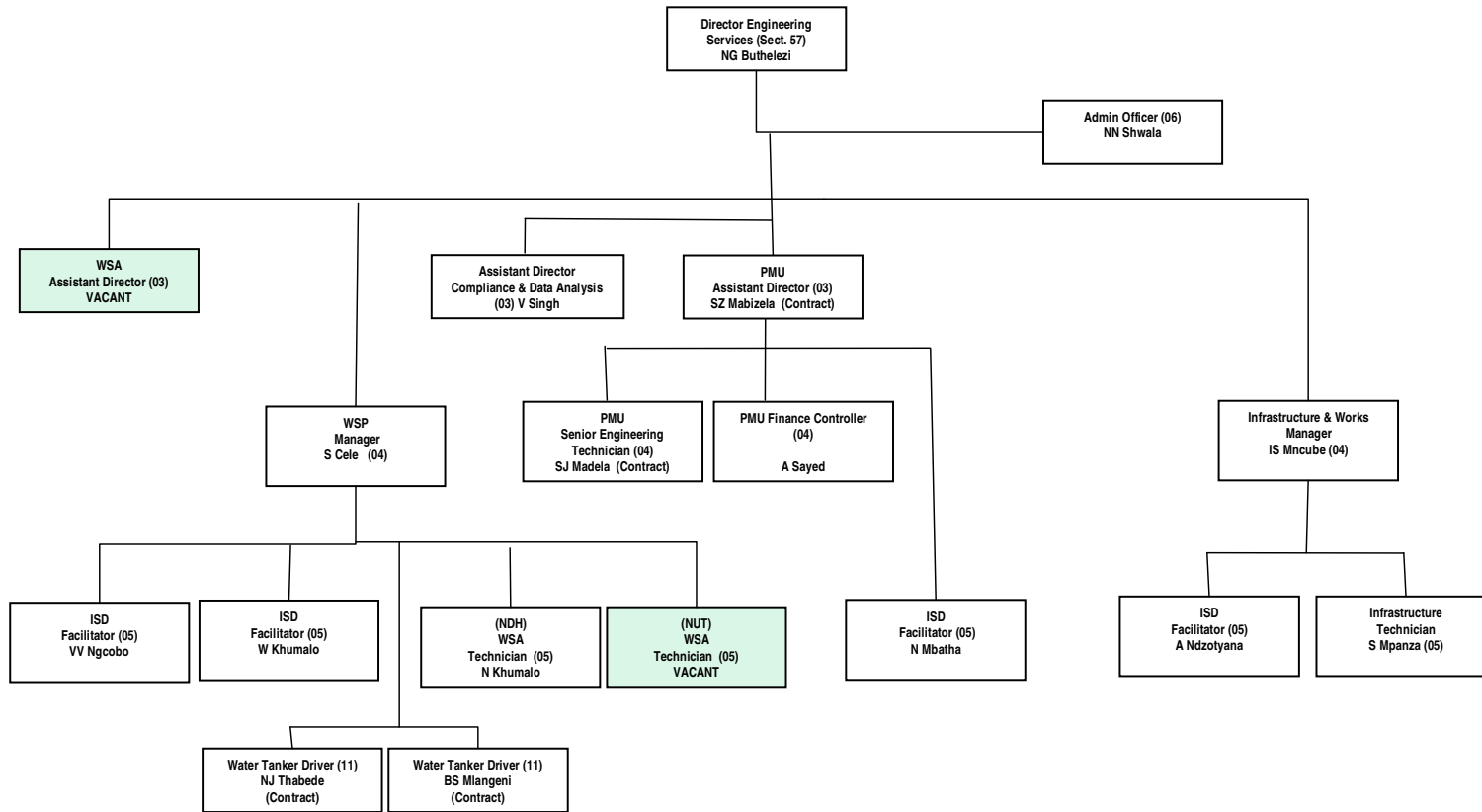
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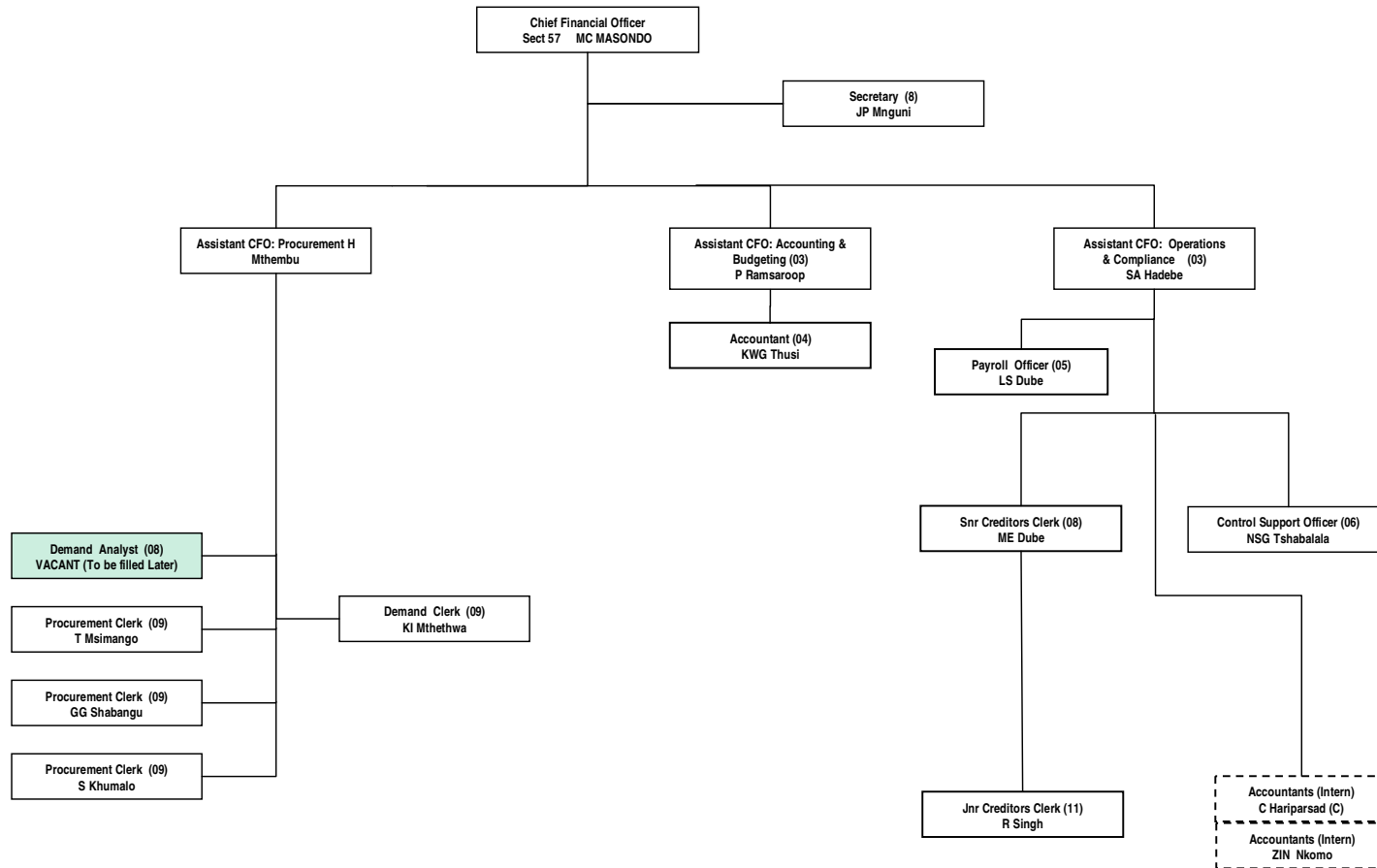
CORPORATE SERVICES



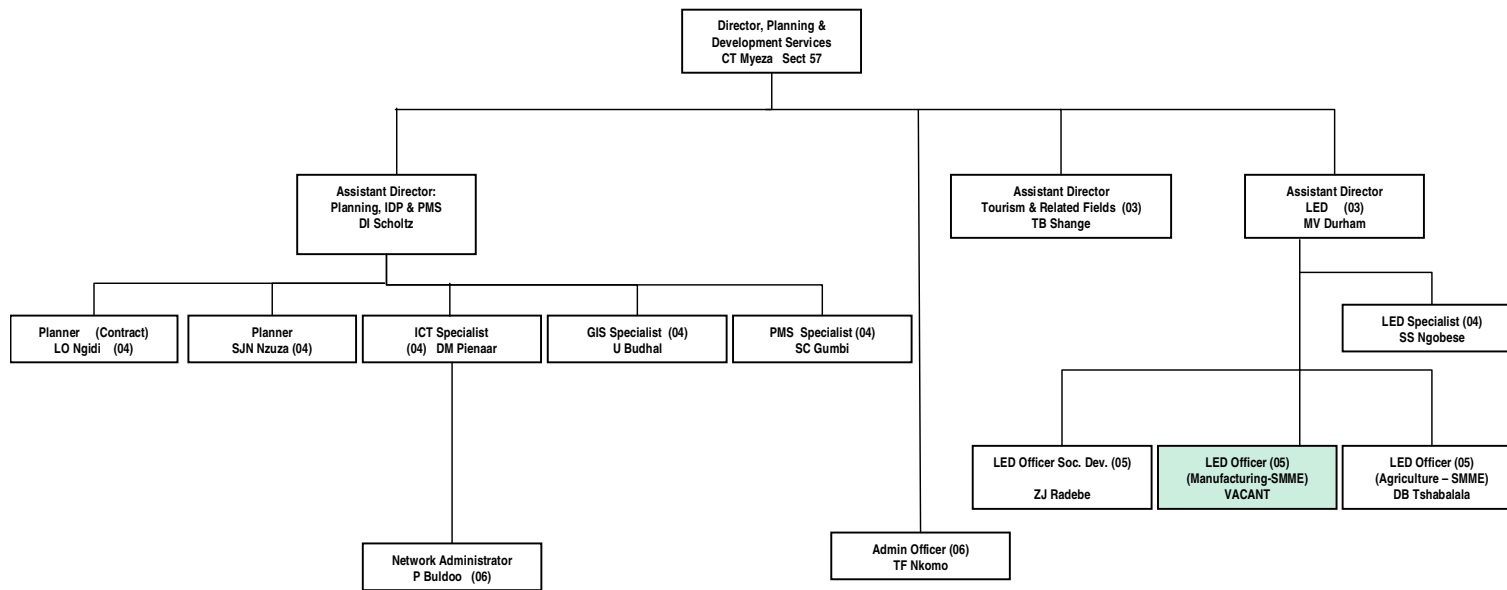
ENGINEERING SERVICES



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 an 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: Public Transport Plan Review			
Name of Facility	Number of Passengers	Type of Improvement	Expected Cost
Top Rank	3374	New Ranking facility	> R 1.5 mil
Dannhauser Bus Rank	2595	New Ranking facility	> R 1.5 mil
9 Mile Rank	1738	New Ranking facility	Between R 1 mil and R1.5 mil
Madadeni sec 4&5	1018	New Loading facility	Less than R 1 mil
Moyomuhle Rank	703	New Ranking facility	Between R 1 mil and R 1.5 mil
Madadeni Sec 7	N/A	New Ranking facility	Less than R 1 mil
Dannhauser Taxi Rank	1728	Rank upgrade	Less than R 1 mil
Additional Ranking facility – New Castle Taxi/Bus rank	>32 000	Additional ranking facility	> R 1.5 mil
Bus and Taxi rank at Amantungwa	N/A	New Ranking facility	Less than R1 mil
Shelters and seating at pick points on PT routes in rural areas	N/A	Shelters and seating	Less than R 1 mil

SECTOR PLAN NAME: Public Transport Plan Review		
PUBLIC TRANSPORT CORRIDOR ID	PASSENGER VOLUMES	EXPECTED COST
P02 (Newcastle Municipal Area)	> 35 000	Between R 200 000 and R 300 000
P05 and P06 (Newcastle to Utrecht via MR483)	> 55 000	Between R 350 000 and R 500 000
S04 (Osizweni to Mdakane)	> 21 000	Between R 200 000 and R 300 000
S05 (Mdakane to Dannhauser)	> 15 000	Between R 200 000 and R 300 000
T02 (Mdakane to P34-2)	> 10 000	Between R 200 000 and R 300 000
/investigation input the Feasibility of reinstating the Commuter rail service	> 20 000	Between R 350 000 and R 500 000

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 ¹⁶	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 ¹⁷	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 ¹⁸	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
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

¹⁶ Projects to be implemented within the next 3 years.

¹⁷ Projects to be implemented between 3 to 5 years.

¹⁸ Projects to be implemented after 5 years.

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	Annvile	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
49	Annvile	Roads EPWP	Annvile Bridge (x2) Rd No. 1	Dannhauser LM	R 80 000.00

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
50	Annville	Roads EPWP	Annville culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00
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

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
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 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
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 EMANATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PRJECT 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 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
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 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
		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 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)				
9	Sanitation	Clinic Sanitation		R 878 500
		which clinics to be determined		
10	Water	Utrecht Storage Dam (Rehabilitation)	Utrecht	R 1 300 000
		Buffalo Flats Bulk and Retic		R 136 449 919
11	Water	Buffalo Flats BULK, including:	Dannhauser	R 45 987 368
		Phase 1: Kilkeel to Blackbank		
		Blackbank / Ngagane Bulk ring		
		Springboklaagte / Cupar		
		South Western		
		South Eastern		
		Ngagane Bulk / Annandale link)		
12	Water	Reticulation (can be linked off existing Ngagane Bulk):	Dannhauser	R 17 699 355
		Including		
		Alleen 1		
		Alleen 2		
		Annieville		
		Poona		
		Jessie		
		Nellie Valley		
		Vlaklaagte		

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 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)				
		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 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)				
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 Ironside 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 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)				
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 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)				
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
		Mosssdale		R 93 000
		Rhena		R 75 000
		Trimkork		R 1 530 000



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
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

Name	Location	Source	5 YEAR -Multi-Term Funding									TOTAL
			STATUS	DSR	Provincial Treasury							
					2003 - 06	2007/8	2008/9	2009/10	2010/11	2011/12	2012/2013	
Regional Facilities												
Newcastle												
	Madadeni College Stadium			-	-							
		Phase 1	No funding				280 000	6 500 000	3 700 000			10480000
		Phase 2	No funding						4 300 000	-		4 300 000
		Phase 3 ?	No funding							5 200 000		5200 000
	Newcastle Sports Academy (Ex Casino)											5 200 000
		Phase 1 (upgrade)	Procument Stage		17 500 000	15 500 000			1 000 000			34 000 000
		Phase 2 (Funding not yet acquired)	No funding				10 000 000			14 800 000		15 800 000
		Phase 3 (Funding not yet acquired)	No funding					36 000 000				36 000 000
Sports Grounds												
Newcastle												-
	Clemont											-
		Construction										-
		Upgrades	Completed and handed to NWC LM	880000			-					-
	Osizweni Stadium											880 000
		Upgrades	Completed and handed to NWC LM	700000								



Name	Location	Source	5 YEAR -Multi-Term Funding									TOTAL
			STATUS	DSR		Provincial Treasury						
				2003 - 06	2007/8	2008/9	2009/10	2010/11	2011/12	2012/2013	2013/14	
		Athletic Track					1 440 000					-
		Phelindaba : Seating & ablutions	No funding				800 000					800 000
	Arbor Park : Seating							100 000				100000
		Resurface Tennis Court	No funding					100 000				100000
	Paradise : Resurface Tennis Courts								100 000			100 000
		Floodlights	No funding					100 000				100 000
		Ablutions	No funding					50 000				50 000
	Fernwood : Seating							100 000				100 000
		Ablutions	No funding					50 000				50 000
	Fairleigh : Ablutions		No funding					50 000				50 000
Dannhauser												
	Kwamdakane											-
		Construction	Completed	1 500 000								1500 000-
		Athletic Track					-					-
	Kwamdakane rural sports center											
		Indoor sports /multi purpose	Completed as multi purpose centre (Hall) for community services				700 000					700 000-
	Emafuseni											
		Upgrade:seating -lighting	No funding				880 000					880 000
	Durnacol											
		rugby/cricket	No funding				1 200 000					1200 000

Name	Location	Source	5 YEAR -Multi-Term Funding									TOTAL
			STATUS	DSR		Provincial Treasury						
				2003 - 06	2007/8	2008/9	2009/10	2010/11	2011/12	2012/2013	2013/14	
		Field										
	Dannhauser											
		South park Cricket/seating /public amenities	IN progress			1 000 000	700000					1700 000
	Verdiet -ward 1											
		Soccer field and seating	No funding				400 000					400 000
	Milford ward 4											
		Soccer field and seating	No funding				400 000					400 000
	Mossdale ward 1											
		Soccer field and seating	No funding				400 000					400 000
	Alcockspruit											
		Soccer field and seating	No funding				400 000					400 000
Utrecht												
	Berouw											
			Completed and handed over to EMAD LM	1 500 000								1500 000
		Construction Athletic Track	No funding	-								-
	Groenvlei											
		Construction of a sportsfield	No funding				1 440 000					1440 000
	Kingsley											
		Construction of a sportsfield	No funding				75 000					75 000
	Nzima											
		Construction of a sportsfield	No funding				75 000					75 000
	Mabaso											
		Construction of a sportsfield	No funding				75 000					75 000
	Blue Mountain											

Name	Location	Source	5 YEAR -Multi-Term Funding									TOTAL	
			STATUS	Provincial Treasury					2011/12	2012/2013	2013/14		
				DSR	2003 - 06	2007/8	2008/9	2009/10					2010/11
		Construction of a sportsfield	No funding					75 000					75 000
	Wit Umflozi												
		Construction of a sportsfield	No funding					75 000					75 000
	Impophoma												
		Construction of a sportsfield	No funding					75 000					75 000
	Esidakeni												
		Construction of a sportsfield	No funding					75 000					75 000
	Inkululeko Yomphakathi												
		Construction of a sportsfield	No funding					75 000					75 000
	Enzimane												
		Construction of a sportsfield	No funding	-				75 000					75 000
	Vaalbank												
		Construction of a sportsfield	No funding					75 000					75 000
	Utrecht town												
		Construction of a sportsfield	No funding					1 500 000					1500 000
		Bensdorp Sportsfield	In progress			1300 000							1300 000
				4 580 000	17 500 000			20 565 000	7 200 000	11 900000	20 000 000		
								21 365 000					
Total 5 year Plan				4 580 000	17 500 000			7 050 000	11 900000	20 000 000			64 39 5000

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	LED	300 000
2	Spatial Framework		
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	LED	600 000
	Transaction Advisor - Amajuba		
	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		LED	
	Development vendorised transport model		
			3 140 000

K4: PROJECTS IDENTIFIED BY COMMUNITY MEMBERS¹⁹

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	Vukuzakhele Crop Production	Newcastle	9	Inverness	TJ Mthembu
1.24	Zib work Crop Production	Newcastle	25	Madadeni	MP Sibisi
1.25	Zib work Poultry	Newcastle	25	Madadeni	N Kubheka
1.26	Zifunele Sewing & Printing co-op	Newcastle	22	Madadeni	TL Nkosi
1.27	Miracles of Soul City - Garden	Utrecht	4	Groenvlei	S Masondo
1.28	Amajuba Dynamic Youth-Baking Project	Newcastle	29	Madadeni	Z Nyembe
1.29	Amajuba Dynamic Youth-Sewing Project	Newcastle	29	Madadeni	Z Nyembe
1.30	Amandlamadelwa Catering	Newcastle		Osizweni	M Ngobese
1.31	Simakade Gardens	Newcastle		Madadeni	JM Khumalo
1.32	Sisonke Poultry	Newcastle	24	Madadeni	D Khumalo
1.33	Okumnandi Catering	Newcastle	21	Madadeni	B Jele
1.34	Hlanganani Community-Bricks Making Project	Newcastle	7	Manzana	J J Zwane
1.35	Ithembalethu-Cotton Production	Dannhauser	3	Mourne Farm	ST Nkala
1.36	Sizabantu Block Making	Utrecht	4	Groenvlei	TZ Hlatshwayo
1.37	Thembalethu Poultry & Gardening	Utrecht		Langspruit Farm	S Masondo
1.38	Thembalethu Poultry Enterprise Cc	Newcastle		Osizweni	SE Hlatshwayo
1.39	Bambelela Agricultural Co-op (Chicken Abattoir)	Newcastle		Newcastle LM	RM Ndlovu
1.40	Masinikane Ulwazi Bakery and Catering	Newcastle	20	Madadeni	PP Mofokeng

¹⁹ The projects contained in the table are for the projects received on the Amajuba District Municipality's project application forms on or before 10 March 2009.

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.41	Imilomo Izayonke Co-op (Sewing)	Newcastle	19	Madadeni	PN Nkosi
1.42	AIU Co-op: Fish Farming	Newcastle	24	Madadeni	ML Makhafola
1.43	Thuthukani Poultry	Newcastle	14	Stafford Hill	PN Mbonane
1.44	Thuthuka Fashion Designers co-op	Newcastle	24	Madadeni	L Ndaba
1.45	Bhekumvusi Pigs Co-op	Newcastle	6	Mndoza	EJ Kunene
1.46	Kwazi Sewing, Printing & Embroidery	Newcastle	20	Madadeni	BB Zwane
1.47	Sisonke Block Making & Construction	Newcastle	9	Osizweni	NG Sokhela
1.48	Inkanyezi Women's club-Vegetable garden	Dannhauser	6	Moy Farm	
1.49	Safety Pins Fashion Designer	Newcastle		Madadeni	SF Mbatha
1.50	Simunye Farming	Newcastle		Madadeni	M Hlophe
1.51	Masithuthuke Sompisi Livestock	Newcastle	28	Madadeni	PEB Banda
1.52	Siqalimpilo Sewing Co-op	Newcastle	26	Madadeni	O Selepe
1.53	Simelokuhle Chicken Farming	Newcastle	23	Madadeni	Simelokuhle Dev Project
1.54	Bhekisisa Vegetable Production	Dannhauser	6	Thirst	M Mkhonza
1.55	Bambanani Poultry Club	Dannhauser	9	Fairbreeze	A Gama
1.56	Manong Bakery Co-op	Newcastle	24	Madadeni	MJ Mpungose
1.57	Sigeda usizi community garden	Utrecht	1	KwaLembe	LJ Yonola
1.58	Mgundeni Board of Trustees-Community Garden	Utrecht	1	KwaMabaso	
1.59	Mbatheni School-Poultry Project	Utrecht	1		F Nzima
1.60	Nu Africa Training & Development - Bakery	Utrecht	2	Bensdorp	C Nobaza
1.61	Emakhuzeni Dev. & Training-Leather wear & sewing	Utrecht	2	Bensdorp	C Nobaza
1.62	Feedlot & community garden	Utrecht	2	Umgala Mine	Clr Wright
1.63	Utrecht AIDS Council-Cattle Branding	Utrecht	2	Bensdorp	SD Olifant
1.64	Mbatha TA-Community garden & Poultry	Utrecht	3	Kingsley	Inkosi Mbatha
1.65	Siphokuhle Poultry & Gardening	Utrecht	2	Balgrey	J Zikhali
1.66	Intokozo Baking Project	Newcastle	5	Majuba Park	N Masangane
1.67	Luyanda Catering	Newcastle	17	Osizweni	T Khumalo
1.68	Siyaphila Vegetables	Dannhauser		Thirst/Emfundweni	S Thwala
1.69	Akwande Catering	Newcastle		Madadeni	P Radebe
1.70	Qaphelani Garden	Newcastle	10	Madadeni	S Sangweni
1.71	Sukuma Uzenzele Agriculture	Newcastle		Osizweni	TC Mazibuko
1.72	Zisize Community Dev - Gardening	Newcastle		Madadeni	JZ Kunene
1.73	Moy Farmers	Dannhauser		Moy	NE Kunene
1.74	Sinethemba Vegetable Garden	Dannhauser	5	Ntendeka	N Nsele
1.75	Amandlesizwe Block making	Dannhauser	4	Milford Farm	Clr Manyathi
1.76	Lindokuhle Poultry	Dannhauser	7		Mrs Zungu
1.77	Duma Construction-Block making	Dannhauser			M Ngobese
1.78	Ikhaya Lenkukhu Poultry	Dannhauser	8		T Vilakazi
1.79	Hlanganani Bricks	Newcastle	7		JJ Zwane
1.80	Sizamokwethu Poultry	Newcastle		Lister Farm	NR Mabaso
1.81	Senzokwethu Poultry	Newcastle	9	Ncandu	SF Khazi
1.82	Masibumbane Sewing Club	Utrecht		Kerk Street	HP Mtshali
1.83	Simunye Baking & Catering	Newcastle	27	Madadeni	VT Myeni
1.84	Qedusizi Poultry	Dannhauser	1	Goodien Farm	AB Thusi
1.85	Zibambeziqine Community Garden	Dannhauser	1	Verdriet Farm	AB Thusi
1.86	Qedumona Community Garden	Dannhauser	1	Kliproots Farm	AB Thusi
1.87	Jessie Farm Tree Planting Project	Dannhauser		Jessie Farm	Dannhauser LM
1.88	Emafusini indigenous pilot Project	Dannhauser			Dannhauser LM
1.89	Naasfarm indigenous pilot Project	Dannhauser			Dannhauser LM

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.90	Flint indigenous pilot Project	Dannhauser			Dannhauser LM
1.91	Thirst indigenous pilot Project	Dannhauser			Dannhauser LM
1.92	Kilkeel indigenous pilot Project	Dannhauser			Dannhauser LM
1.93	Silambile Women's Farmers Ass.	Dannhauser			Dannhauser LM
1.94	Madoda Hlanganani Cattle Farming	Dannhauser	5	Ntendeka	Dannhauser LM
1.95	Mbabane Bakery	Dannhauser			Dannhauser LM
1.96	Uhlosimpilo Vaseline making Project	Dannhauser	4	Currah	Dannhauser LM
1.97	Intsongo block making project	Dannhauser	4	Mullinger	Dannhauser LM
1.98	Masibambisane Bakery Project	Dannhauser			Dannhauser LM
1.99	Sibuyile Candle making project	Dannhauser	1	Skobaren	Dannhauser LM
1.100	Brick making project	Dannhauser	6	Poona	Dannhauser LM
1.101	Zibambeziqine block making	Dannhauser		Verdriet Farm	Dannhauser LM
1.102	Block making Project	Dannhauser	6	Peach hill Farm	Dannhauser LM
1.103	Siyenza Candle making	Dannhauser	1	Mosssdale	Dannhauser LM
1.104	Sukumani siqobe candle making	Dannhauser		Ekuthokozeni	Dannhauser LM
1.105	Zenzele Block making project	Dannhauser	4	Currah	Dannhauser LM
1.106	Thandanani candle making project	Dannhauser	4	Trimcork	Dannhauser LM
1.107	Thuthukani Block making	Dannhauser	4		Dannhauser LM
1.108	Masibumbane catering Project	Dannhauser	4	Milford Farm	Dannhauser LM
1.109	Buhle beLadybank candle making	Dannhauser	4	Ladybank	Dannhauser LM
1.110	Skobaren Bakery Project	Dannhauser	1	Skobaren	Dannhauser LM
1.111	Sizanani candle making Project	Dannhauser	1		Dannhauser LM
1.112	Sizakancane candle making Project	Dannhauser			Dannhauser LM
1.113	Sekusile Candle making Project	Dannhauser	1	Hlonyane	Dannhauser LM
1.114	Ukukhanda Amakhandlela Candle making project	Dannhauser	6	Moy	Dannhauser LM
1.115	Impilo catering project	Dannhauser	9	Phillip Farm	Dannhauser LM
1.116	Siyakha blocks Project	Dannhauser	6	Jessie Farm	Dannhauser LM
1.117	Ithuba elihle block makers	Dannhauser	6	Emfundweni	Dannhauser LM
1.118	Khuluma wenze window & block makers	Dannhauser	6	Thirst	Dannhauser LM
1.119	Qedumona brick makers	Dannhauser	5	Ntendeka	Dannhauser LM
1.120	Rutland Sewing club	Dannhauser		Rutland	Dannhauser LM
1.121	Cardwell Sewing Project	Dannhauser	2	Dumacol	Dannhauser LM
1.122	Kranskop Sewing Project	Dannhauser	2	Dumacol	Dannhauser LM
1.123	Mooiplaas Sewing Project	Dannhauser	1		Dannhauser LM
1.124	Low Valley Sewing Project	Dannhauser	2	Dumacol	Dannhauser LM
1.125	Hansford Farm Sewing Project	Dannhauser	2	Dumacol	Dannhauser LM
1.126	Junction Sewing Project	Dannhauser	2	Dumacol	Dannhauser LM
1.127	Stern Drive-In Sewing Project	Dannhauser	2	Hattingspruit	Dannhauser LM
1.128	Khiphokuhle Sewing Club-Material	Dannhauser	6	Peach Hill	Dannhauser LM
1.129	Sukumani Sinqobe Sewing Club	Dannhauser		Ekuthokozeni	Dannhauser LM
1.130	M.D.U. Family and Friends Sewing CC	Dannhauser	7	Annievill	Dannhauser LM
1.131	Sizamani Community Project	Dannhauser	1	Skobaren	Dannhauser LM
1.132	Masibambisane Sewing Project	Dannhauser			Dannhauser LM
1.133	Buhlebuyeza Sewing Club	Dannhauser	6	Rutland	Dannhauser LM
1.134	Sizakancane Sewing Project	Dannhauser	4	Magdalena	Dannhauser LM
1.135	Zicabangele Sewing Club	Dannhauser			Dannhauser LM
1.136	Uhlosimpilo Sewing Project	Dannhauser	4	Currah	Dannhauser LM
1.137	Impumelelo Yentsha Sewing Project	Dannhauser	4	Dorset	Dannhauser LM
1.138	Zizameleni Sewing Club	Dannhauser	4	Chester Devon	Dannhauser LM

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.139	Intsongo Sewing Project	Dannhauser	4	Mullinger	Dannhauser LM
1.140	Thandanani Sewing Project	Dannhauser	4	Trimcork	Dannhauser LM
1.141	Thuthukani Sewing Project	Dannhauser	4		Dannhauser LM
1.142	Thandulwazi Sewing Club	Dannhauser	4	Westport	Dannhauser LM
1.143	Masibumbane Sewing Club	Dannhauser	4	Millford	Dannhauser LM
1.144	Buhle Beladybank Sewing Club	Dannhauser	4	Ladybrook	Dannhauser LM
1.145	Impilo Sewing Project	Dannhauser	9	Phillip Farm	Dannhauser LM
1.146	Lethukukhanya Sewing Project	Dannhauser	5	Ntendeka	Dannhauser LM
1.147	Vukuzenzele Sewing Club	Dannhauser	4	Annandale	Dannhauser LM
1.148	Emfundweni Poultry	Dannhauser	6	Emfundweni	Dannhauser LM
1.149	Kranskop Poultry Project	Dannhauser	2	Kranskop	Dannhauser LM
1.150	Stern Drive-In Poultry Project	Dannhauser	2	Hattingspruit	Dannhauser LM
1.151	Sofunda Poultry Club	Dannhauser	6	Peach hill Farm	Dannhauser LM
1.152	Ramaphosa Poultry Project	Dannhauser	2	Hattingspruit	Dannhauser LM
1.153	Zibambeziqine Poultry Project	Dannhauser		Verdriet Farm	Dannhauser LM
1.154	Siyenza Poultry Project	Dannhauser	1	Mosssdale	Dannhauser LM
1.155	Sukumani siqobe Poultry	Dannhauser		Ekuthokozeni	Dannhauser LM
1.156	Sibuyile Poultry Project	Dannhauser	1	Skobaren	Dannhauser LM
1.157	Roopoot Poultry Project	Dannhauser	5		Dannhauser LM
1.158	Masibambisane Poultry Project	Dannhauser			Dannhauser LM
1.159	Zenzele Poultry Project	Dannhauser	4	Currah	Dannhauser LM
1.160	Zizameleni Poultry Project	Dannhauser	4	Chester Devon	Dannhauser LM
1.161	Intsongo Poultry Project	Dannhauser	4	Mullinger	Dannhauser LM
1.162	Thandanani Poultry Project	Dannhauser	4	Trimcork	Dannhauser LM
1.163	Thuthukani Poultry Project	Dannhauser	4		Dannhauser LM
1.164	Buhle BeLadybank Poultry	Dannhauser	4	Ladybank	Dannhauser LM
1.165	Thubelihle Poultry Club	Dannhauser	1	Mosssdale	Dannhauser LM
1.166	Masakhane Poultry Project	Dannhauser	1	Mosssdale	Dannhauser LM
1.167	Tholulwazi Poultry Project	Dannhauser	5	Ntendeka	Dannhauser LM
1.168	Vukuzenzele Poultry Project	Dannhauser	5	JT Farm	Dannhauser LM
1.169	Zibambeziqine Poultry Project	Dannhauser	1	Verdriet Farm	AB Thusi
1.170	Qedumona Community Garden	Dannhauser	1	Goodien Farm	AB Thusi
1.171	Zibambeziqine Community Garden	Dannhauser	1	Verdriet Farm	AB Thusi
1.172	Zibuyile Sewing Club	Dannhauser	3	Sleeve Donald	TP Mlambo
1.173	Sesiyathuthuka Gardensville Association - Community Gardening	Dannhauser	1	Ballengeich	CM Mthanti
1.174	Sitholile Poultry Farming	Newcastle	30	Madadeni	D Petse
1.175	Mandla Esizwe Poultry	Newcastle	12	Osizweni	ZA Zwane
1.176	Zinikele Piggery & Pork	Newcastle	12	Jobstown	BD Dhladhla
1.177	Sinenhlanhla Community Garden	Newcastle	9	Mafahlwane	J Sibiya
1.178	Woza Nawe Blocks and Bricks	Newcastle	22	Madadeni	SM Mlangeni
1.179	Isu Labasha Chicken Sales	Newcastle	22	Madadeni	ME Zulu
1.180	Masakhane Poultry Project	Newcastle	31	Riversmeet	TS Luthuli/S Hlophe
1.181	Hluzingqondo Block Makaers	Dannhauser	8	Clifton Farm	I Molefe
1.182	Zizameleni Garden Project	Dannhauser	8	Newport Farm	N Buthelezi
1.183	Siphamandla TD Initiative - Baking	Newcastle		Blaaubosch	JK Gabuza
1.184	Siphamandla Youth - Poultry	Newcastle	18	Blaaubosch	S Nene
1.185	Muzi Okhanyayo Community Garden	Newcastle	15	Carvam	T Makhaza
1.186	Impumelelo Garden	Newcastle	12	Madadeni	M Mazibuko
1.187	Zwide's Coal Yard	Dannhauser	7	Anneville	MC Nxumalo

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.188	Khuphukani Community Project	Dannhauser	7	KwaMdakane	T Xaba
1.189	Phakamani Piggery Project	Dannhauser	4	Clones	R Hlongwane/D Buthelezi
1.190	Slot Poultry Project	Newcastle	13	Osizweni	D Khumalo
1.191	Smaco Business Dev Community Garden	Newcastle	25	Fairview	ME Twala
1.192	Bhayisikombe Sewing and Poultry Project	Dannhauser	2	Hattingspruit	PM Phungula
1.193	Sizakancane Catering	Newcastle	6	Mndozo (Wetiekiep)	TP Mabaso
1.194	DNC Poultry, Veg and Nursery	Dannhauser			SE Jiyane
1.195	Alcockspruit Land Owners - Community Dev	Newcastle		Madadeni	G Masondo
1.196	Zuzimpilo Sewing Project	Newcastle	15	Gavan	B Mabaso
1.197	Shenge School of Fashion Design	Newcastle	9	Osizweni	N Buthelezi
1.198	SMACO Livestock Coop Trust (Feedlot)	Newcastle	7	Fairview Farm	SMACO Dev Trust
1.199	SMACO Poultry Farm	Newcastle	7	Fairview Farm	SMACO Dev Trust
1.200	Inkanyezi Yesizwe Poultry	Newcastle	1	Hope Farm	Inkanyezi Yesizwe
1.201	Masakhane Poultry	Dannhauser	1	Mossdale	Masakhane
1.202	Doringkop Livestock (Goat Project)	Dannhauser	1	Dooringkop Farm	Nhlosokuhle
1.203	Philisisizwe Vegetable Project	Dannhauser	1	Dooringkop Farm	Inhlosokuhle
1.204	Nqanawe Piggery & Dairy	Dannhauser	6	Poona	Nqanawe Farm Association
1.205	Piggery Farming Club	Dannhauser	6	Poona	Isulethu
1.206	Poona Poultry	Dannhauser	6	Poona	Bambisanani
1.207	Poona Garden Club	Dannhauser	6	Poona	Vuka Sime
1.208	Glencalder Poultry & Gardening	Newcastle	1	Glen Calder	Glen Calder Siyazenzela
1.209	Khulani Community Garden	Dannhauser		Dumacol	Joy
1.210	Zakhele Poultry	Dannhauser	3	Steeve Donald	Zakhele Club
1.211	Emfundweni Vegetable Garden	Dannhauser	6	Emfundweni	Thandanani
1.212	Garden Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.213	Poultry Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.214	Crop Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.215	Barley Cropping Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.216	Mabuya Crop Farming & Tractor Hiring	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.217	Mabuya Livestock & Processing	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.218	Amajuba Business Centre (Implementation)	District Wide		Newcastle	Amajuba DM
1.219	LED Business Plans	District Wide		District wide	Amajuba DM
1.220	LED Support to LMs	District Wide		District wide	Amajuba DM
1.221	Local Business Centre	Newcastle	Munic Wide	Newcastle	Newcastle LM
1.222	LED Capacity Building	Newcastle		Newcastle	Newcastle LM
1.223	Soyabean & Biodiesel Production	Newcastle		Newcastle	Newcastle LM/Madadeni District Farmers Union
1.224	Cluster Study for Textile Industry	Newcastle	Munic Wide	Newcastle	Newcastle LM
1.225	Mabuya Poultry Project	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.226	Mabuya Vegetable Gardens & Nursery	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.227	Mabuya Block & Brick Making	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.228	Mabuya Sewing & Dressmaking	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.229	Poona Youth Caterers	Dannhauser		Poona	Poona Youth Cateres
1.230	Zikhanyiseleni Candles	Dannhauser	1	Dooringkop Farm	Inhlosokuhle
1.231	Poona Sewing Club	Dannhauser	6	Poona	Siyacathula
1.232	Zamokuhle Sewing	Dannhauser	6	Moy Farm	Zamokuhle
1.233	Empondo Sewing	Newcastle	1	Empondo	Empondo Comm Sewing

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.234	Siyazama Blocks Manufacturing	Dannhauser	6	Rutland Farm	Siyazama Blocks
1.235	Flint Block Making	Dannhauser	6	Flint Farm	Vukuzakhe
1.236	Thembaletu (Welding, Burglar Guards, Painting & Glazing)	Dannhauser	6	Emfundweni	Develop Comm
1.237	LED Projects	District Wide		District Wide	
1.238	Mabuya Guest House	Dannhauser	1	Upper Crane Valley	Mabuya Community Development Project
1.239	Silandeleni Building Blocks	Dannhauser	8	Springbok	P Luthuli
1.240	Mabuya Crop Farming & Tractor Hiring	Dannhauser	1	Upper Crane Valley	NC Luthuli
1.241	Sakhisizwe Poultry Project	Dannhauser		Hattingspruit	Sakhisizwe Development Committee
1.242	Sakhisizwe Community Garden	Dannhauser		Hattingspruit	Sakhisizwe Development Committee
1.243	Sakhisizwe Sewing Project	Dannhauser		Hattingspruit	Sakhisizwe Development Committee
1.244	Imilomo Izayonke Sewing Co-op	Newcastle		Madadeni	G Nkosi
1.245	Siyathuthuka Farming	Dannhauser		Gardenia	IB Khumalo
1.246	Masibambaneni Mantimande Poultry	Newcastle	25	Madadeni	SR Ngwenya
1.247	ZM Poultry	Newcastle	31	Riversmeet	Z Kunene & M Gama
1.248	Lesley Pig Farmers	Newcastle	6	Lesley	M Mazibuko
1.249	Sinenkosi Sewing Project	Newcastle	1	Charlestown	A Chiba
1.250	Madadeni District Farmers Association	Newcastle		Madadeni	CS Hadebe
1.251	Vukuzani Farmers Co-op	Newcastle	29	Madadeni	BH Nkosi
1.252	Ikhayaletu Upholestry	Dannhauser	6	Rutland Farm	P Mkhize
1.253	Siphemba okuhle Piggery	Dannhauser	6	Rutland Farm	VA Buthelezi
1.254	Siyaphemba okuhle Poultry	Dannhauser	6	Rutland Farm	G Buthelezi
1.255	Sizanani Gardening	Newcastle	20	Ballangeich	N Dlamini/T Ngwenya
1.256	Sinothile Piggery	Dannhauser	7	Nkosibomvu	FG Ndlovu
1.257	Greenock welding	Newcastle		Osizweni	
1.258	Poona Poultry	Dannhauser	6	Poona	F Mbatha
1.259	Poona Block Making	Dannhauser	6	Poona	A Mbuyisa
1.260	Poona Piggery Farm	Dannhauser	6	Poona	M Xaba
1.261	Inhlosokuhle Vegetable Garden	Dannhauser	1	Dorenkop	TG Shabalala
1.262	Inhlosokuhle Candle Making	Dannhauser	1	Dorenkop	Z Mlangeni
1.263	Khanyisani Candle Making	Dannhauser	1	Normadien	M Mfusi
1.264	Hlosokuhle Livestock Project	Dannhauser	1	Dorenkop	S Mbambo
1.265	Siyazama Community Garden	Dannhauser	1	Mossedale	N Beula
1.266	Masakhane Poultry	Dannhauser	1	Mossedale	T Ndaba
1.267	Smaco Development Trust	Newcastle	7	Fairview Farm	MN Masikane
1.268	Smaco Piggery Farming	Newcastle	7	Fairview Farm	ME Twala
1.269	Smaco Community Project	Newcastle	7	Fairview Farm	MH Nzuzi
1.270	Flint Poultry Project	Dannhauser	6	Flint Farm	N Makhathini
1.271	Sukumani Nisebenza Garden	Dannhauser	6	Emfundweni	S Sibeko
1.272	Khulani Community Garden	Dannhauser		Durnacol	N Buthelezi
1.273	Koningsberg Poultry, Piggery and Garden	Newcastle	1	Koningsberg	BZ Maduna
1.274	Zakhele Poultry	Dannhauser	3	Sleeve Donald	M Khumalo
1.275	Thandanani Garden	Dannhauser	6	Emfundweni	M Mjiyako
1.276	Ama-Flower Agri				Amajuba DM
1.277	SMME LED Support				Amajuba DM
1.278	Inesigqi Farmers Association	Dannhauser	5	Annandale	MG Kunene
1.279	Siyazamanathi Poultry	Newcastle	8	Naas Farm	B Mbambo

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.280	NG Kerk Garden	Newcastle	11	Osizweni	P Mahlangu
1.281	Ukukhanya kweNyanyadu Farmers	Dannhauser	4	Nyanyadu	Cllr Manyathi
1.282	Siyaphambili Confectionary Bakery	Newcastle	30	Blaaubosch	NM Mngomezulu
1.283	Poultry Project	Dannhauser	7		J Sibisi
1.284	Zamokuhle Sewing	Newcastle	31	Massondale	TA Ntombela
1.285	Vukakusile Poultry	Newcastle	22	Madadeni	D Mashinini
1.286	Minenhle Sewing Project	Newcastle	25	Madadeni	V Vilakazi
1.287	Entrepreneurial Skills Development (Piggery)	Newcastle	17	Osizweni	M Shabalala
1.288	Sibuyle Poultry Project	Dannhauser	1	Kopjie Alleen	JG Ngobese/TE Dlamini
1.289	Sizamiseni Poultry	Newcastle		Osizweni	FS Nkabinde
1.290	Ithembalokuphila Garden	Newcastle	13,15,17	Osizweni	MM Mbanguli
1.291	Sithuthukisa umsebenzi Catering & Ceremonies Equipment	Newcastle	25	Madadeni	S Ntuli / S Nkosi
1.292	Ithembalokuphila Poultry	Newcastle	13,15,17	Osizweni	MM Mbanguli
1.293	Zabalaza Goats Project	Utrecht	1	KwaLembe	D Makhoba
1.294	Kwazi Community Sewing & Garden	Newcastle		Madadeni	N Mthembu
1.295	Siphamandla Agriculture	Newcastle	18	Blaaubosch-Nxumalo Stand	T Msane
1.296	Senzokwethu Sewing (uniforms)	Newcastle	22	Madadeni	D Thwala
1.297	Vukuzakhe Youth-Community Garden	Newcastle	6	Manzana	V Hlophe
1.298	Uxhaso youth Club - Food Wholesalers)	Newcastle	25	Madadeni	C Khoza
1.299	Khumalo Farming	Newcastle	21	Madadeni	KK Khumalo
1.300	Vukusebenze Sewing Club	Newcastle		Inverness	M Mthembu
1.301	Victoria sewing	Newcastle	21	Madadeni	V Khumalo
1.302	Vukuzithathe Broiler Club	Dannhauser	4	Emafusini	R Xaba
1.303	Inkombandlela Farming & Vegetables	Newcastle	7	Fairview	F Nxumalo
1.304	Inkombandlela Sewing & Cloth Painting	Newcastle	7	Fairview	S Phakathi
1.305	Dipping Tanks	Dannhauser	4		NGT Manyathi/S Thwala
1.306	Xoshindlala Poultry Project	Newcastle	26	Madadeni	MS Ngwenya
1.307	Fisokuhle Poultry Project	Newcastle	26	Madadeni	M Ngwenya
1.308	Siyasebenza Welding	Dannhauser	5	Ntendeka	S Khanyi
1.309	Hlanganani Poultry Project	Dannhauser	4	Clones	M Mahlangu
1.310	Poverty Relief Programme	Newcastle	24	Madadeni	T Nkosi
1.311	Youth With Vision Poultry Project	Newcastle	26	Madadeni	DA Mhlongo
1.312	Khombindlela Sewing Project	Utrecht			Eldah Dudu
1.313	Hlanganani Sewing Club	Dannhauser	4	Clones	M Mahlangu
1.314	Esidakeni Organisation - Poultry	Utrecht			M Mabasi
1.315	Siyafufusa Catering and Bakery		4	Westport	E Magwaza/Cllr Mkhwanazi
1.316	Zizameleni Multipurpose Club		9	Uitzicht Farm	M Hadebe
1.317	Newcastle New Horizon-Poultry Farming	Newcastle	4	Fairleigh	S Olifant
1.318	Zakheni Cattle Project	Dannhauser	8	Greenoak	JV Gumbi
1.319	Ziphakamiseni Poultry	Dannhauser	10	Shepstone Lake	S Thomo
1.320	Ikhwezi Garden	Newcastle	19	Madadeni	GN Mangele
1.321	Farming Vukuzani	Newcastle	29	Madadeni	Vukuzani Farmers Co-op
1.322	Imilomo Farming Co-op	Newcastle		Madadeni	G Nkosi
1.323	Zabalaza Agriculture	Newcastle	14	Madadeni	E Magudulela
1.324	Makgulong Co-operative	Newcastle		Madadeni	ND Ndlovu

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.325	Piggery Project	Newcastle		Madadeni	Madadeni District Farmers Union
1.326	Newcastle New Horizon-HIV/AIDS Garden	Newcastle	4	Fairleigh	S Olifant
1.327	Asizakhe Development Agency-Block Making	Newcastle		Madadeni	MR Mathebula
1.328	Asizakhe Development Agency-Agriculture	Newcastle		Madadeni	MR Mathebula
1.329	Mgundeni Trust-Siyavuna Programme	Utrecht			Inkosi ZG Mabaso
1.330	Hlonyane Broiler Club	Dannhauser	1	Normandien	P Msimanga
1.331	Horison Chickens	Newcastle		Cavan Farm	SS Mangala
1.332	Zibambeleni Piggeries	Newcastle		Cavan Farm	MP Mangala
1.333	Intibane Piggery	Newcastle	21	Madadeni	ND Gama
1.334	Thandanani Tunnel Farming x2		5	Mbabane	SP Nkosi
1.335	Sukumani Sheeps Project	Newcastle	26	Madadeni	S Xaba
1.336	Sukumani Poultry Project	Newcastle	26	Madadeni	S Xaba
1.337	Sicelimpilo Poultry	Newcastle	1	Chayindoda	ML Hadebe
1.338	Sicelimpilo Sewing	Newcastle	1	Chayindoda	ML Hadebe
1.339	Thuthuka Fashion Designs	Newcastle	21	Madadeni	D Msezane
1.340	Masibambisane Women's Club - Poultry Project	Newcastle	22	Madadeni	M Khumalo
1.341	Siyathuthuka vegetable Production	Newcastle	7	Madadeni	GP Shange
1.342	Isizwe Sivumelene Crop Production Project	Newcastle	9	Inverness	MH Gama
1.343	Hlalanyoni Brick Laying and Touch Roofing	Newcastle	6		BM Dlamini
1.344	Minenhle Poultry Farming	Newcastle		Madadeni	DE Mkhabela
1.345	Qedindlala Farmers Association	Dannhauser	9	Uitzicht Farm	M Buthelezi
1.346	Zamimpilo Farmers Association	Dannhauser	9	Mafahlwane	D Zwane
1.347	Ekuthuleni Fire Bricks Trading & Services - Bricks	Newcastle	13	Osizweni	G Thwala
1.348	Amathalente Stock Farmers - Raising of Livestock	Newcastle			S Mthembu
1.349	National African Farmers Union - Isobohla Farming	Newcastle	29	Madadeni	ME Mathabela
1.350	Umasibonisane Agriculture	Dannhauser			L Mthembu
1.351	Vukuzakhele Crop Production	Newcastle	9	Inverness	TJ Mthembu
1.352	Zib work Crop Production	Newcastle	25	Madadeni	MP Sibisi
1.353	Zib work Poultry	Newcastle	25	Madadeni	N Kubheka
1.354	Zifunele Sewing & Printing co-op	Newcastle	22	Madadeni	TL Nkosi
1.355	Miracles of Soul City - Poultry	Utrecht	4	Groenvlei	S Masondo
1.356	Amajuba Dynamic Youth-Baking Project	Newcastle	29	Madadeni	Z Nyembe
1.357	Amajuba Dynamic Youth-Sewing Project	Newcastle	29	Madadeni	Z Nyembe
1.358	Amandlamadelwa Catering	Newcastle		Osizweni	M Ngobese
1.359	Simakade Gardens	Newcastle		Madadeni	JM Khumalo
1.360	Sisonke Poultry	Newcastle	24	Madadeni	D Khumalo
1.361	Okumnandi Catering	Newcastle	21	Madadeni	B Jele
1.362	Hlanganani Community-Bricks Making Project	Newcastle	7	Manzana	J J Zwane
1.363	Ithembaletu-Cotton Production	Dannhauser	3	Mourne Farm	ST Nkala
1.364	Sizabantu Block Making	Utrecht	4	Groenvlei	TZ Hlatshwayo
1.365	Thembaletu Poultry & Gardening	Utrecht		Langspruit Farm	S Masondo
1.366	Duma Block Making	Dannhauser	7	KwaMdakane	T Xaba
1.367	Thandumphakathi Trading	Newcastle	21		Nxoneleni Esther Kubheka
1.368	Towc Egg Producers	Newcastle	10		Thabisile Eunice Khoza
1.369	Asikhulisane	Dannhauser	7		Gugu Nxumalo
1.370	Blockmaking	Utrecht	3		Cir Manyathi
1.371	Bosworth Farm Community Garden	Newcastle	29		K. J. Mashinini
1.372	Edugain	Newcastle	21		R. Fitzpatrick

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.373	<u>Ekuphumuleni Sewing</u>	Newcastle	14		F.T.Sibisi
1.374	<u>Fencing</u>	Utrecht	3		Clr Mabaso
1.375	<u>Goat Farming</u>	Utrecht	3		Clr Mabaso
1.376	<u>Hlanganani Project</u>	Newcastle	1		Esau Kubheka
1.377	<u>Iifa Authenjwa</u>	Newcastle	29		W. Mbatha
1.378	<u>Imaphamlando HIV/ Aids Treatment Education and Awareness</u>	Newcastle	29		K. J. Mashinini
1.379	<u>Ingagane Farmers</u>	Newcastle	21		S.Kunene
1.380	<u>Isibanisethu Poultry Project</u>	Newcastle	6		S. M Xulu
1.381	<u>Kwamdakane Hiv & Aids Youth Centre</u>	Dannhauser	7		Ntombifuthi Mfusi
1.382	<u>Lindelani Youth Project</u>	Dannhauser	7		Makhosi Nxumalo
1.383	<u>Mahlase's Fast Food</u>	Dannhauser	7		Zanele G. Mokoena
1.384	<u>Masibambisane Poultry Club</u>	Dannhauser	9		K.W Sithole
1.385	<u>Masibumbane Womans Club</u>	Newcastle	21		Zamandosi Cele
1.386	<u>Mbokodo Dropping Centre Orphans Care</u>	Newcastle	21		Zamandosi Jele
1.387	<u>Mifa Catering and Projects</u>	Newcastle	30		N. Mngomezulu
1.388	<u>Nellies's Fashion Designing</u>	Utrecht	3		Ms. N. Mdakane
1.398	<u>Old Age Development Project</u>	Newcastle	9		K. W. Mbatha
1.390	<u>Phembindlela</u>	Newcastle	13		M. N. Sithole
1.391	<u>Poultry</u>	Newcastle	11		Mbali Mabaso
1.392	<u>Qhubulwazi Pork Group</u>	Newcastle	17		N/A
1.393	<u>Sebenzani Poultry Project</u>	Newcastle	17		R. T. Zwane
1.394	<u>Senzokuhle Block Making</u>	Dannhauser	7		Lindiwe Khumalo
1.395	<u>Sinosiguma Co-Operative</u>	Newcastle	9		Sibongile R. Sokhela
1.396	<u>Siphamanda Project</u>	Newcastle	18		Khosana Gabuza
1.397	<u>Siyakhula Poultry</u>	Newcastle	1		Mlamuli Khumalo
1.398	<u>Siyathuthuka Nkukhu Project</u>	Newcastle	21		Sthembile P. Dladla
1.399	<u>Sizanani</u>	Dannhauser	7		Lungile Khumalo
1.400	<u>Super Eagels Poultry Abbatoir Service</u>	Newcastle	21		Ms. P.A. Dlomo
1.401	<u>Thembaletu Poultry</u>	Newcastle	18		S. V. Mncube
1.402	<u>Tmuomo Izayoake</u>	Dannhauser	9		N. G. Nkosi
1.403	<u>Tractor for Ploughing Fields</u>	Utrecht	3		Clr Mabaso
1.404	<u>Vukuzakhe Youth Development Centre</u>	Newcastle	1		S. Yende
1.405	<u>Vukuzenzele</u>	Newcastle	21		M. Mthombeni
1.406	<u>Zethembe Baking Project</u>	Newcastle	17		Makhosazane Nkonyane
1.407	<u>Zimisele Catering</u>	Dannhauser	7		Dudu Mchunu
1.408	<u>Zizameleni</u>	Newcastle	24		Bhekani Mdletshe
1.409	<u>Bambelela Dairy Project</u>	Newcastle	10		Richard Mzomuhle Ndlovu
1.410	<u>Bambelela Hatchery</u>	Newcastle	1		Richard Mzomuhle Ndlovu
1.411	<u>Inqobile Multi-purpose Co-op</u>	Newcastle	28		Bhekinkosi Jele
1.412	<u>Siphiwo Building Construction</u>	Dannhauser	7		Siphiwo Madondo
1.413	<u>Siyasebenza</u>	Dannhauser	7		Mxolisi Masondo
1.414	<u>Umbizo</u>	Dannhauser	5		khethiwe D. Mbatha
1.415	<u>Amanda Ethu Garden Project</u>	Newcastle	1		Ms. L.M. Dlovu
1.416	<u>DNC Wholesale Nursery</u>	Dannhauser	2		Pauline Maritz
1.417	<u>Izithelo Zama Juba Potatoes Project</u>	Newcastle	21		J. Shabalala
1.418	<u>Simele'Kuhle Development Project</u>	Newcastle	23		Bongani Mabaso
1.419	<u>Sukuma Sewing Club</u>	Dannhauser	9		K.W Sithole
1.420	<u>Zizameleni Multi-Purpose</u>	Dannhauser	9		Vuyisile Hadebe
1.421	<u>Hlanganani Bricks Project</u>	Newcastle	Ward 1		Esau Kubheka
1.422	<u>Izithelezinhle Trade Enterprise</u>	Newcastle	Ward 15		Mthethwezwe Ngubane

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.423	<u>Villex Printing Stationery</u>	Newcastle	Ward 1		Lindiwe Mabaso
1.424	<u>Izigi Zendoda</u>	Dannhauser	Ward 7		Mike Nkabinde
1.425	<u>Okhokho Farmers Co-op</u>	Utrecht	Ward 3		Bhekamehlo Nkosi
1.426	<u>Zamazizi</u>	Newcastle	Ward 2		Muriel D. Zuma
1.427	<u>Zamuthule Co-operative</u>	Newcastle	Ward 2		Muriel D. Zuma
1.428	<u>Enkululeko Yomphakathi</u>	Utrecht	Ward 3		Cllr Mabaso
1.429	<u>Izithelo Zamajuba</u>	Newcastle	Ward 1		Catherine Nzimande
1.430	<u>Esizakancane Chicken Project</u>	Utrecht	Ward 3		Mfaniseni Jackson Kunene
1.431	<u>Good Vision Landscape&Cleaning</u>	Newcastle	Ward 9		Sphamandla Sikhosana
1.432	<u>Impumelelo</u>	Newcastle	Ward 16		Sipho Malinga
1.433	<u>Kumnandi Catering Co-operative</u>	Utrecht	Ward 3		Bongani Mweli
1.434	<u>Temba&Tembakazi Suppliers &Services</u>	Newcastle	Ward 26		Tembakazi Peter
1.435	<u>Together Catering</u>	Newcastle	Ward 22		Gugulethu Kubheka
1.436	<u>Zizameleni Poultry Project</u>	Newcastle	Ward 1		Thoko Hadebe
1.437	<u>Emxhakeni Community Club</u>	Utrecht	Ward 3		Cllr Mabaso
1.438	<u>Goodhope Support Group</u>	Newcastle	Ward 31		David Masole Setenane
1.439	<u>Senzokuhle CC</u>	Dannhauser	Ward 1		Themba B. Kubheka
1.440	Ethokozani Car Wash	Newcastle	26		Tebogo Lesala
1.441	D & N Catering	Newcastle	7		Dolly N Mnguni
1.442	St Project (Poultry)	Newcastle	22		Thabani Vilakazi
1.443	Ntozonke Car wash	Newcastle	10		Phumzile Msibi
1.444	Vuk'uze Recycling	Amajuba District	7		Mduzuzi Freddy Ngema
1.445	MMK cakes	Amajuba	25		Ndumisa Mtshali
1.446	Indlulamithi Cooperative LTD	Newcastle	10		Thamsanqa Nkosi
1.447	Poultry production	Amajuba	13		Betty Z Gama
1.448	Toilet tissues suppliers	Dannhauser	8		John Victor Gumbi
1.449	Isabelo co-op	Amajuba	26		Jabulile D Buthelezi
1.450	Tsibha car wash poject	Newcastle	15		Zakhele Dube
1.451	Ithemba lamadoda building construction	Newcastle	15		Jeremiah PB Shongwe
1.452	Newcastle Mirando project company	Newcastle	15		Nkosinathi Emmanuel Kunene
1.453	Songqoba Simunye co-op	Amajuba	7		DL Machi
1.454	Siyaama Project	Newcastle	23		Lindani Luvuno
1.455	Rising project	Newcastle	23		Mzabalazo Khumalo
1.456	Perfect project	Newcastle	22		Syanda Mgaga
1.457	Sekunjalo	Amajuba	7		DL Madi
1.458	Songqobasimunye Co-op	Amajuba	7		DL Madi
1.459	Madumana project cc	Amajuba	15		Gordon Nxumalo
1.460	Isabelosami Disinfectants & sewing	Amajuba	14		Jutaita Sonto Makhubu
1.461	Ibunda trading and projects	Amajuba	15		AMM Mashinini
1.462	Sweet Dreams Traiding	Newcastle	10		Funeka J Ndlovu
1.463	Ceteris paribus brands	Newcastle			Azande Sokhela
1.464	Just do it cleaning service	Newcastle	29		Gugu Langa
1.465	Sisonke Baking club	Newcastle			Makhosazane Mbokazi
1.466	Inhloso property dev Pty Ltd	Newcastle			Richard M Ndlovu
1.467	Ukukhanya SLMC	Amajuba	23		Bonginkosi thabede
1.468	Vukuzenzele car wash	Amajuba	19		Mathuba Khumalo
1.469	Thulawenze Co-operative LTD	Amajuba	29		Gladys Jele
1.470	Andile car wash	Newcastle	20		Sbusiso Mbokazi
1.471	Medi-clean cc	Osizweni	4		Nobesuthu S Nkambule

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1.472	Buyelekhaya Womens club	Newcastle	23		Dolly P Nkabinde
1.473	Amahalanjonjo	Utrecht	2		Jabulile M Tshabalala
1.474	Ponderosa Pine Trading	Newcastle	22	Newcastle	BE Ndlovu
1.475	Mzansi cleaning project	Newcastle	13	Newcastle	Thembelen P Khumalo
1.476	Gheto car wash	Newcastle	21	Newcastle	Sbusiso Mkhasibe
1.477	charlestown Community Trust	Newcastle		Newcastle	Sikhumbuzo Simelane
1.478	Sinethemba PROJECTS	Newcastle	10	Newcastle	Mali J Khulu
1.479	Lwazilwethu Live stock and Farming	Newcastle	12	Newcastle	Themba Nkomzwayo
1.480	Skhotha Trading	Newcastle	31	Newcastle	Tladie Madida
1.481	Poultry	Newcastle	9	Newcastle	Sipho J Moloi
1.482	Siyalondoloza	Amajuba District	20	Amajuba District	Sibongile Shabangu
1.483	Zilindile cooperative ltd	Newcastle	24	Newcastle	Sabelo A Vilakazi
1.484	Akwande ndumi contractors	Amajuba district	24	Amajuba district	Nokuzola Xaba
1.485	Isabelosami disinfectants & sewing	Amajuba District	14	Amajuba District	Jutaita Makhubu
1.486	Pansulas car wash	Newcastle	20	Newcastle	Lucky Mncube
1.487	Mthandis and Donsi car wash	Newcastle		Newcastle	GT Mbokazi
1.488	Construction	Newcastle	13	Newcastle	Jabu Vilakazi
1.489	Rethabile project	Newcastle	21	Newcastle	Phindile Dlamini
1.490	Zamani Sawing project	Newcastle	10	Newcastle	Nomvula J Nxumalo
1.491	Vukuzakhe youth project	Amajuba District	6	Amajuba District	vusi hlophe
1.492	Just do it cleaning service	Amajuba District	29	Amajuba District	Gugu Langa
1.493	Thembaletu Poultry project	Newcastle	12	Newcastle	Maria Ndlozi
1.494	Red line construction	Amajuba	31	Amajuba	Sibongile Khumalo
1.495	Greenfields catering service	Amajuba	31	Amajuba	thuli madonsela
1.496	vuka uzithathe	Amajuba	31	Amajuba	Andile Kunene
1.497	Vukuzakhe	Amajuba	31	Amajuba	Sipho Mntungwa
1.498	Zabalaza Building Construction	Newcastle	31	Newcastle	Vincent Mngomezulu
1.499	Hands to hands security services	Amajuba	31	Amajuba	Zibuyisile Xulu
1.500	Togetherness car wash	Amajuba	23	Amajuba	Lindani Gule
1.501	Broadways Success &Media Entertainment	Amajuba	23	Amajuba	Bongane Mabaso
1.502	Skhwebu sombila	Newcastle	7	Newcastle	Maria Thwala
1.503	Amalangeni catering co-op	Amajuba		Amajuba	Zwakele Makhubu
1.504	Sibongqa nombika Trading Enterprise	Dannhauser	2	Dannhauser	Busisiwe Buthelezi
1.505	Intokozo yabashaba gospels choir	Amajuba	6	Amajuba	Jabulile Msimango
1.506	Vezubuhle checkin farm	Amajuba	21	Amajuba	Phumzile Nkosi
1.507	Siyathuthuka projects	Amajuba	6	Amajuba	Thembi Mdletshe
1.508	Zamani project	Amajuba	6	Amajuba	Busisiwe L Zwane
1.509	Thembeke's bakery	Amajuba	6	Amajuba	Thembeke Sibaya
1.510	Vukuzenzele ABET centre	Amajuba	31	Amajuba	Nelisiwe I Thwala
1.511	Inkanyezi	Amajuba	17	Amajuba	Thulisile Dlamini
1.512	Themba lethu	Amajuba	17	Amajuba	Delisile Hlophe
1.513	Sukumani project	Amajuba	6	Amajuba	Zama Sibisi
1.514	Vuka project	Amajuba	6	Amajuba	Elizabeth Nkosi
1.515	Kuhle project	Amajuba	6	Amajuba	Masesi I Zulu
1.516	Phumelela project	amajuba	6	amajuba	Linda Nkosi
1.517	Mazibuyemasisweni	Newcastle	1	Newcastle	Sdudla Mnisi
1.518	Sizakancane poultry project	Newcastle		Newcastle	Petros Dube
1.519	Charlestown cleaning service	Newcastle	1	Newcastle	Nonhlanhla Gininda
1.520	Siyanoqoba sewing project	Newcastle	1	Newcastle	Bongi Madida
1.521	Vulindlela community gardens	Newcastle	1	Newcastle	Buselaphi Ndima

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.522	Hope active car wash	Amajuba	5	Amajuba	Sibongiseni
1.523	Tiger Agricultural farming	Emadlangeni	22	Emadlangeni	Bongani Sithebe
1.524	Vungula sawing and construction	Emadlangeni	4	Emadlangeni	Thulani Shabalala
1.525	Zizameleni poultry	Amajuba	12	Amajuba	Samuel Maxase
1.526	Smaco gardening co-operative	Amajuba	7	Amajuba	Smaco Development Trust
1.527	kuhle-kuhle	Newcastle	10	Newcastle	Thokozile Zwane
1.528	Vezubuhle chicken farm	Amajuba	21	Amajuba	Phumzile Nkosi
1.529	Mzamo Project	Dannhauser	6	Dannhauser	Thobile Khumalo
1.530	Sithandle co-operative	Emadlangeni	2	Emadlangeni	Ntongolozzi Bophela
1.531	Sinothando Home based care	Amajuba	2	Amajuba	Gugu Manyoni
1.532	Siyavuka women's group	Amajuba	2	Amajuba	Sibongile Twala
1.533	Sisihlangene car wash	Dannhauser	2	Dannhauser	Buyani V Hlatshwayo
1.534	Woza weekend	Newcastle	6	Newcastle	Linda Nkosi
1.535	Khuba catering and decoration services	Amajuba	24	Amajuba	Thembeni P Mpungose
1.536	Thozabumthembe trading enterprise	Amajuba	24	Amajuba	Mxolisi J Mphungose
1.537	Indondakusuka	Newcastle	29	Newcastle	Sellinah Mkhwanazi
1.538	Crech	Emadlangeni		Emadlangeni	Inkosi uNzima
1.539	Siphosehu caterin and hire bus	Newcastle	7	Newcastle	Noxolo Khumalo
1.540	Ntandoyethu catering	Newcastle	8	Newcastle	Zandile F Nkosi
1.541	Isandlangesandla poultry women's club	Amajuba	14	Amajuba	Ntombi Dladla
1.542	Hlomelikusasa Project	Newcastle	7	Newcastle	MA Mbatha
1.543	Izaqheqhe	Newcastle	7	Newcastle	Maxwell Mnguni
1.544	Sewing for life	Amajuba	25	Amajuba	Maria Z Masondo
1.545	Kwanobamba poultry	Amajuba	31	Amajuba	Zithulele P Kunene
1.546	Mickey adherence and care	Newcastle	31	Newcastle	Madida Tladie
1.547	Zamokuhle catering	Amajuba	2	Amajuba	Rebecca Ntombela
1.548	Nkosi and Msibi's catering	Amajuba	1	Amajuba	Patricia M Nkosi
1.549	Nomanini Sophumelela	Amajuba	13	Amajuba	Thembi Nkosi-Khumalo
1.550	Mandlesizwe garden	Newcastle	7	Newcastle	B Thwala
1.551	Impumelelo catering	Newcastle		Newcastle	Zandile Khumalo
1.552	Inkombandlela CDP	Amajuba	7	Amajuba	Jabulile
1.553	Inyengelezi cooperative	Dannhauser	4	Dannhauser	Joyce N Ngwenya
1.554	DJ School	Amajuba	28	Amajuba	Themba Mokoena
1.555	Bambisanda Construction	Newcastle	31	Newcastle	Vika Godfrey Khumalo
1.556	Evergreen Community Garden	Dannhauser	10	Dannhauser	Alinah Ndlovu
1.557	Ulovu	Newcastle	10	Newcastle	Jabulane A Malinga
1.558	Siyabonga Njomane Trading Enterprise	Newcastle	2	Newcastle	Mduzuzi Mhlongo
1.559	Prosperity for women trading	Newcastle	5	Newcastle	Maureen Mbatha
1.560	Qhubuthando Arts and Crafts	Newcastle	9	Newcastle	Queen Mbatha
1.561	Mthunzini Soup Kitchen	Newcastle	24	Newcastle	Nondumiso Xaba
1.562	Zamani sizwe agric coop	Dannhauser	6	Dannhauser	MR BM Mpanza
1.563	Zembese Tradition enterpres	Newcastle	9	Newcastle	Nomusa A Sigasa
1.564	Futhi Upholstery project	Newcastle	02	Newcastle	Ntombifuthi Nkosi
1.565	Distinctive Choice 1539cc	Newcastle	28	Newcastle	Bongani Chili
1.566	Sithandle cooperative	Emadlangeni		Emadlangeni	Sithandle Cooperative
1.567	Scebangempilo	Newcastle	31	Newcastle	Sithembile Mthethwa
1.568	Fast Food retail	Newcastle	29	Newcastle	Siphezile M Thwala
1.569	Zisize Club	Dannhauser	5	Dannhauser	Mrs SJ Ndlovu
1.570	Imhlananipho Multi purpose centre	Newcastle	20	Newcastle	Dr EET Buthelezi
1.571	Inqubeko dress making	Dannhauser	2	Dannhauser	Khanyisile B Khumalo

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
1.572	Siyazama community project	Newcastle	31	Newcastle	Tholwephi Xulu
1.573	Pheko Mkhono	Amajuba	10	Amajuba	Bhekinkosi Nkosi
1.574	Zizamele Tuck shop	Newcastle	16	Newcastle	Mduduzi Zondo
1.575	Phikela mawande cc	Newcastle	17	Newcastle	Phumzile Hlatshwayo
1.576	Masiakhe poetry project	Newcastle	18	Newcastle	Smangele Mavis Mabaso
1.577	Osizweni IT services	Newcastle		Newcastle	Nonhlanhla Methula
1.578	Thululalele construction cc	Dannhauser	5	Dannhauser	Phumlani Sithebe
1.579	Isiqalo cooperation	Newcastle	31	Newcastle	Thembi Dorris
1.580	siyaphemba soup kitchen	Newcastle	18	Newcastle	Joslina Masondo
1.581	Asisukume your organisation	Newcastle	13	Newcastle	Percy Maistry
1.582	Big Five friends saloon	Dannhauser	1	Dannhauser	Nokulunga Simelane
1.583	Siyanoqoba community Care centre	Newcastle	12	Newcastle	Thulile Ndllovu
1.584	Beauty for Africa	Newcastle	29	Newcastle	Lecken Busisiwe
1.585	Novuka trading enterprise	Newcastle	12	Newcastle	Magret Makhathini
1.586	Carnival city car wash	Newcastle	10	Newcastle	SS Cele
1.587	Mseni Hospitality catering	Newcastle	8	Newcastle	MM Khumalo
1.588	Ekuthuleni daycare centre	Newcastle	9	Newcastle	ZE Mthembu
1.589	Christ our ark church	Newcastle	8	Newcastle	MC Masikane
1.590	Tutukani hospice	Newcastle	8	Newcastle	BM Java
1.591	Kopanog trading enterprise	Newcastle	22	Newcastle	Bongane Sithebe
1.592	Tiger agricultural coop	Newcastle	22	Newcastle	Bongane Sithebe
1.593	Mphemba baker	Newcastle		Newcastle	Khethiwe
1.594	Bhekani yekwayani	Dannhauser	4	Dannhauser	Acute V Sibiya
1.595	Khulani poultry project	Newcastle	9	Newcastle	Ntombencane Mhlongo
1.596	Fast food retail	Newcastle	29	Newcastle	Siphezile M Thwala
1.597	Zethembe poultry project	Newcastle	19	Newcastle	Ntombi Ntombela
1.598	Zizamele catering youth club	Newcastle	24	Newcastle	Makhosazane Luvuno
1.599	Noswa enterprise	Newcastle	26	Newcastle	Nothando Mahaye
1.600	Wholesale (SMME)	Newcastle		Newcastle	Margaret Mthombeni
1.601	Sawing	Newcastle	6	Newcastle	Bongumusa Gwebu
1.602	Catering	Newcastle	6	Newcastle	Bongumusa Gwebu
1.603	Salon	Newcastle	6	Newcastle	Zamokuhle P Tshabalala
1.604	Imvelo cooperative	Newcastle	15	Newcastle	Senzeni E Mthembu
1.605	Manzi construction	Newcastle	7	Newcastle	Mandla Sibisi
1.606	Sphumelela catering	Newcastle	7	Newcastle	Tholakele Dlangalala
1.607	Masiphakame coop	Newcastle	7	Newcastle	Ntombikayise Dlamini
1.608	Lesly development com	Newcastle	6	Newcastle	Amos Mlotshwa
1.609	Poultry	Newcastle	20	Newcastle	Andries S Khumalo
1.610	Candle	Newcastle	20	Newcastle	Andries S Khumalo
1.611	Zenzele into yakho poultry farming	Newcastle	15	Newcastle	Jabulane N Mnisi
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

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
2.9	Ubhule 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	<u>Khanyisa</u>	Dannhauser	7		Thulile Kubheka
2.24	Biko Land centre project	Amajuba	9		Papa Lord
2.25	Beads and Crafts	Newcastle	14	Newcastle	Nokuphila R Sithole
3	SANITATION				
3.1	Glen Calder School	Newcastle	1	Normandien	Cllr 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
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

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
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	Enhlanhleri 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 Mguni
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	Emalaheni	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
4.	POTABLE WATER				
4.1	Kingsley				Kingsley Comm. Trust
4.2	Dannhauser Rural Areas	Dannhauser			Dannhauser Municipality
4.3	Othandweni Creche	Dannhauser	1	Goodien Farm	AB Thusi
4.4	Goodien Farm	Dannhauser	1	Goodien Farm	AB Thusi
4.5	Enhlanhleri Lower Primary School	Dannhauser	1	Kliproots Farm	Principal
4.6	Dorienkop Dam construction	Dannhauser	1	Dorienkop	AB Thusi
4.7	Kilkeel Dam construction	Dannhauser			Dannhauser LM
4.8	Clones Trust Farms	Dannhauser		Clones	Clones Rural Youth
4.9	Hilltop Community Project	Dannhauser		Hilltop	S Naidoo
4.10	Siyotha Community Pump	Dannhauser		Annieville	MS Duma
4.11	Mona High School	Dannhauser			The principal
4.12	Amajuba boreholes	District Wide	District wide		ES-ADM
4.13	Amantungwa	Utrecht	KZ253		ES-ADM
4.14	Basic rural water supply	Dannhauser	KZ254		DH-IDP
4.15	Bluemountain	Utrecht	KZ253		Cllrs Vundla & Khoza
4.16	Breary Farm	Dannhauser	5		Cllr Mayisela
4.17	Bulk water lines	Dannhauser	KZ254		DH-IDP
4.18	Bulk water lines	Dannhauser	1		DH-IDP
4.19	Chester	Dannhauser	4		Cllr Manyathi
4.20	Cloneen	Dannhauser	5		Cllr Mayisela
4.21	Complete water meters	Dannhauser	KZ254		DH-IDP
4.22	Cooper	Dannhauser	8		Cllr Jele
4.23	Durnacol	Dannhauser	KZ254		DH-IDP

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
4.24	Enzimane	Utrecht	KZ253		Cllrs Vundla & Khoza
4.25	Gavin Farm	Dannhauser	5		Cllr Mayisela
4.26	Groenvlei/Zaaihoek	Utrecht	KZ253		Cllrs Vundla & Khoza
4.27	Grootgeluk Farm	Dannhauser	Dannhauser		
4.28	Hlokomani CP School	Dannhauser	4		Cllr Manyathi
4.29	Impophoma	Utrecht	KZ253		Cllrs Vundla & Khoza
4.30	Ingabade H School	Dannhauser	4		Cllr Manyathi
4.31	Investigate water provision	Dannhauser	KZ254		DH-IDP
4.32	Iphunguphundu School	Dannhauser	Dannhauser		
4.33	Jersey	Dannhauser	6		Cllr Hlatshwayo
4.34	Kingsley	Utrecht	KZ253		Cllrs Vundla & Khoza
4.35	Martha	Dannhauser	KZ254 (Ward 10)		Cllr Sokhela
4.36	Nyanyadu CP School	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.37	Okhalweni CP School	Dannhauser	Dannhauser		
4.38	Simanganyo Primary School	Dannhauser	Dannhauser		
4.39	Siphosemvelo H School	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.40	Sizanani Creche	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.41	Spring protection programme	Dannhauser	KZ254		DH-IDP
4.42	Upgrade Desludge System	Dannhauser	KZ254		DH-IDP
4.43	Upgrade H/spruit Water Supply	Dannhauser	KZ254		DH-IDP
4.44	Utrecht Farms	Utrecht	Utrecht		
4.45	Water projects in KZ254	Dannhauser	KZ254		DH-IDP
4.46	Water Supply	Dannhauser	Hattingspruit		DH-IDP
4.47	Water Supply Network	Dannhauser	Dannhauser		DH-IDP
4.48	Wiltzee 1	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.49	Wiltzee 2	Dannhauser	KZ254 (Ward 4)		Cllr Manyathi
4.50	Witmfoloji	Utrecht	KZ253		Cllrs Vundla & Khoza
4.51	WSDP	Dannhauser	KZ254		DH-IDP
4.52	Ground Water for Nellie Farm	Dannhauser	7	Nellie Valley	Nellie Valley Farm Syndicate
4.53	Engodini Primary School	Utrecht		Engodini	Engodini Sch Principal
4.54	KwaMagidlela Secondary	Utrecht		kwaMagidlela	Principal & SGB
4.55	Utrecht Storage Dams	Utrecht	2	Utrecht	Utrecht LM
4.56	Utrecht: Upgrade Water Retic	Utrecht	2	Utrecht	Utrecht LM
5.57	Water Provision	Utrecht		Groenvlei & Waaihoek	Utrecht LM
4.58	Rural Distributors	District Wide		District Wide	Engineering Services
4.59	Water Widgets	District Wide		District Wide	Engineering Services
4.60	Nellie Farm Livestock Pond	Dannhauser	7	Nellie Valley	Nellie Valley Farm Syndicate
4.61	Malambule High School	Dannhauser			IVT Nxumalo
4.62	Inhakanipho Creche	Dannhauser	1	Verdriet	TE Ngema
4.63	Isikhwebu Segolide Pigs and Garden Project - Water	Dannhauser		Kilkeel	TS Khumalo
4.64	Ward 10c	Dannhauser	10	Emapoto	Ward Committee Members
4.65	Ikusasa Liyakhanya Creche	Dannhauser		Inverness	T Qwabe
4.66	Umasibonisane Agriculture	Dannhauser			L Mthembu
4.67	Elizabeth Farm	Dannhauser	4	Madevu	Cllr Manyathi
4.68	Ngisana Farm	Dannhauser	4	Carolina	Cllr Manyathi
4.69	St George Farm	Dannhauser	4	Madevu	Cllr Manyathi
4.70	Adelade Farm	Dannhauser	4	Kwatoto	Cllr Manyathi
4.71	Wirthferts Farm	Dannhauser	4	Kwasiyabhema	Cllr Manyathi
4.72	Lionel Shore Farm	Dannhauser	4	Eskilandi	Cllr Manyathi

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
4.73	Amajuba Agricultural Co-op	District Wide		Madadeni	RM Ndlovu
4.74	Thandukwenza Garden-water	Dannhauser	6	Jessie Farm	J Shabangu
4.75	Siqeda usizi community garden-water	Utrecht	1	KwaLembe	LJ Yonola
4.76	Sizakancane Community Garden-water	Utrecht		Zaaihoek	SizakancaneWomen's Organisatio
4.77	Mbatha Trust Community Garden-Irrigation Scheme	Utrecht	3	Kingsley	Inkosi Mbatha
4.78	Ngcaka School	Utrecht			Utrecht LM
4.79	Protes School	Utrecht			Utrecht LM
4.80	Sibabe School	Utrecht			Utrecht LM
4.81	Gelykwater School	Utrecht			Utrecht LM
4.82	Lembe School	Utrecht			Utrecht LM
4.83	Willachie Farm	Utrecht			Utrecht LM
4.84	Waterfall School	Utrecht			Utrecht LM
4.85	Strydfontein	Utrecht			Utrecht LM
4.86	Prischwaagdi	Utrecht			Utrecht LM
4.87	Endwakazana	Utrecht			Utrecht LM
4.88	Ballespruit	Utrecht			Utrecht LM
4.89	Gumba Grove	Utrecht			Utrecht LM
4.90	Odoland/Enkululekweni	Utrecht			Utrecht LM
4.91	Magdalena/Ezimbutu	Utrecht			Utrecht LM
4.92	Sandspruit	Utrecht			Utrecht LM
4.93	Berouw	Utrecht			Utrecht LM
4.94	Vaalbank	Utrecht			Utrecht LM
4.95	Dorienkop Mange	Utrecht			Utrecht LM
4.96	Rooival	Utrecht			Utrecht LM
4.97	Boschvlei	Utrecht			Utrecht LM
4.98	Novembersdrift	Utrecht			Utrecht LM
4.99	Groethoek	Utrecht			Utrecht LM
4.100	Goedehoop	Utrecht			Utrecht LM
4.101	Emalaheni	Utrecht			Utrecht LM
4.102	Utrecht AIDS Council-Irrigation Scheme	Utrecht	2	Bensdorp	SD Olifant
4.103	Farmdwellers	District Wide		District Wide	Farm Dwellers Committee
4.104	Enzimane C.School	Utrecht			SJ Mlotshwa-Principal
4.105	<u>Ward 3 Water</u>	Utrecht	3		Clr Mabaso
4.106	<u>Borehole at Verdriet</u>	Dannhauser	3		Clr Hlatshwayo
4.107	<u>Borehole at Waaihoek</u>	Utrecht	3		Clr Mabaso
4.108	<u>Water Tanks at Milford</u>	Dannhauser	4		Clr Manyathi
4.109	<u>Watertank at Sivananda Combined School</u>	Utrecht	3		Clr Mabaso
4.110	<u>Watertank at Slagveld Primary School</u>	Utrecht	3		Clr Mabaso
4.111	<u>Jojo Tanks</u>	Dannhauser	Ward 4		Clr Manyathi
4.112	<u>New borehole at Clones Farm</u>	Dannhauser	Ward 4		Clr Manyathi
4.113	<u>New Borehole in Ward 4 Dannhauser</u>	Dannhauser	Ward 4		Clr Manyathi
4.114	<u>Springs Protection in Ward 4 Dannhauser</u>	Dannhauser	Ward 4		Clr Manyathi
5.	ELECTRICITY				
5.1	Ikusasa Liyakhanya Creche	Dannhauser		Inverness	T Qwabe
5.2	Elizabeth Farm	Dannhauser	4	Madevu	Clr Manyathi
5.3	Ngisana Farm	Dannhauser	4	Carolina	Clr Manyathi
5.4	St George Farm	Dannhauser	4	Madevu	Clr Manyathi
5.5	Adelade Farm	Dannhauser	4	Kwatoto	Clr Manyathi
5.6	Wirthferts Farm	Dannhauser	4	Kwasiyabhema	Clr Manyathi

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
5.7	Lionel Shore Farm	Dannhauser	4	Eskilandi	Cllr Manyathi
5.8	Emfundweni Community Hall	Dannhauser		Emfundweni	Dannhauser LM
5.9	Milford Hall	Dannhauser	4	Milford	Cllr Manyathi
5.10	Amajuba Agricultural Co-op	Newcastle		Madadeni	RM Ndlovu
5.11	Inqola Yabasha Poutry-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
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	Kaalvlakte (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 Sakhisizwe Dev. Committee
5.52	Hattingspruit	Dannhauser		Hattingspruit	
5.53	Ezamakhanya 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

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
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 Renovations	Newcastle	18	Osizweni	NE Shabalala
6.2	Manzana-Pedestrian Crossing Bridge Construction	Newcastle	7	Manzana	Clr Mpanza
6.3	Moy Primary School-Classroom	Dannhauser		Moy	RMG Mndaweni
6.4	Siyamukela Creche-Construction	Newcastle	11	Osizweni	QJ Mbhele
6.5	Ekuhlakanipheni P. School-Buffalo river Bridge constr.				Regional General Manager
6.6	Imvulamehlo Multi Youth Centre-Construction	Newcastle	23	Madadeni	N Ngwenya
6.7	Ingola 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 Ndlozi
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 Clr 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	Clr 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	Nhlosokuhle 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-Umfoloji 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 Sonqoba Theatre Co.	Dannhauser	10	Buhlebozinyathi	Z Nkosi
6.34	Khetha Ukuphila (Home for the HIV+)	Newcastle	25	Madadeni	AG Hoosen
6.35	Izwilabantu Community Building	Dannhauser		Emfundweni	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	Itheku Football Ass - Fields Construction	Newcastle	31	Osizweni	CB Duma
6.39	Ezamakhanya 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

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
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
6.48	Storm Water Drains	Dannhauser	7	Nellie Valley	Nellie Valley Farm Syndicate
6.49	Kilkeel Roads	Dannhauser	7	Kilkeel	Kilkeel Development 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	Inhlananipho Creche-Construction	Dannhauser	1	Verdriet	TE Ngema
6.60	Iphunguphundu Primary School-School Hall	Dannhauser			AM Mhlongo-Principal
6.61	Phillie 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 Renovations	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-Buffer 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

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
7.13	Rural Housing Support	Dannhauser		Annieville	Vukuzakhe Disabled Housing
7.14	Independent Baptist Church-Reverand's house	Newcastle		Claremont farm	MZ Mshali
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 Estehuizen
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	Cemetry site - Dry cut	Newcastle	16	Dry Cut Farm No. 8198	Newcastle LM
9.8	Thuthukani Cemetry 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	CIr 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	InqophamlendoHIV/AIDS HBC, Educ, & Awareness	Newcastle		Madadeni	K Mashinini
11.6	Kwaphumphele NPO-HIV/AIDS & Primary Health Care	Dannhauser			AB Thusi
11.7	Masikhulume Organisation- HIV/AIDS Awareness Project	Dannhauser	7		PB Linda

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
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	Igqabho 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	Clr MS Duma Regional Land Claims COMmission
14.12	Longlands Restitution Project- Land Reform	Dannhauser			
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
15.13	Amajuba DM Reassement 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

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
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 Disabled Housing
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	<u>African Renaissance Movie</u>	Dannhauser	4		Acute V Sibiya
15.27	<u>Amajuba Forum</u>	Newcastle	21		Bhekinkosi Jele
15.28	<u>United Supply and Support students Financially</u>	Newcastle	13		Bungani Shabalala
15.29	Mthunzini training and development	Newcastle	24	Newcastle	Nokuzola Xaba
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
17.18	Rugby Development Program	Amajuba	N/A	N/A	KZN Rugby Union
17.19	Support for the dance club	Newcastle	9	Madadeni	Nhlapho 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

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
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 Nhlapho
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	<u>Fikile Mamba</u>	Newcastle	6		F. Mamba
17.58	<u>Masikhulume Organisation</u>	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
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

	Proposed Project Name	Municipal Area	Ward	Locality	Applicant
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		Principlal-HM Madi
19.2	Siyathuthuka Primary School - Sport Facilities	Newcastle		Osizweni	TA Lukhele
19.3	Depot Ground renewal	Newcastle		Manzana	J Nkwanyana
19.4	Thiyasizwe ground renewal	Newcastle		Manzana	J Nkwanyana
19.5	Nyonini ground renewal	Newcastle		Nyonini	J Nkwanyana
19.6	Mndoza ground renewal	Newcastle		Mndoza	J Nkwanyana
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		Principlal-HM Madi
19.21	Siyathuthuka Primary School - Sport Facilities	Newcastle		Osizweni	TA Lukhele
19.22	Depot Ground renewal	Newcastle		Manzana	J Nkwanyana
19.23	Thiyasizwe ground renewal	Newcastle		Manzana	J Nkwanyana
19.24	Nyonini ground renewal	Newcastle		Nyonini	J Nkwanyana
19.25	Mndoza ground renewal	Newcastle		Mndoza	J Nkwanyana
19.26	Inverness ground renewal	Newcastle		Fulathela	J Nkwanyana
19.27	Superstars Football Club	Newcastle		Osizweni	D Kubheka
19.28	Inverness ground renewal	Newcastle		Fulathela	J Nkwanyana
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
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 SECOND
QUARTER OF THE 2008/9 FINANCIAL YEAR**

MID-YEAR ASSESSMENT OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2008/09

Ref	Res. Dept.	Vote No.	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll-over 2007/08	Source of Funding	Exp YTD	Annual Target (beginning of FY)	Sep 2008 targets		Dec 2008 targets		% Actual Performance (Jul-Dec or YTD)	Explanation (where applicable)
																	projected	actual	projected	actual		
MM1	MM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	0	Sep-08	0	0	n/a	n/a	n/a	n/a	submitted BP	100%	100%	0%	0%	100%	complete
MM2	MM	n/a	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 of the Office of the Mayor	Departmental Action Plans for Middle Managers of the Office of the Mayor	Section 57 Managers or Departmental KPIs	Sep-08	0	0	n/a	n/a	n/a	n/a	all middle managers in possession of Action Plans	100%	100%	0%	0%	100%	complete
MM3	MM	n/a	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	IDP priority Projects	Ongoing	0	0	n/a	n/a	n/a	n/a	formally apply for funding	25%	100%	25%	100%	50%	in progress
MM4	MM	n/a	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	Internal financial controls that reflect data to date	Ongoing	0	0	n/a	n/a	n/a	n/a	not exceeding budget allocated expenditure	25%	100%	25%	100%	50%	in progress
MM5	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Office of the Mayor quarterly reports to the MM	0	Quarterly	0	0	n/a	n/a	n/a	n/a	four reports submitted to MM	quarter 1 report	Completed	quarter 2 report	Completed	50%	in progress
MM6	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Mananagement Committee (ManCo) meetings	0	Monthly	0	0	n/a	n/a	n/a	n/a	at least 10 meetings	quarter 1 staff meeting held	Meeting Held	quarter 2 staff meeting held	Meeting held	50%	in progress
MM7	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	0	Quarterly	0	0	n/a	n/a	n/a	n/a	four meetings conducted	quarter 1 standing portfolio meeting held	One meeting Held	quarter 2 standing portfolio meeting held	One Meeting Held	50%	in progress
MM8	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Monthly	0	0	n/a	n/a	n/a	n/a	four meetings conducted	reports on meetings with Dept ExCo cllr	Adhoc meetings held with portfolio Cllr	reports on meetings with Dept ExCo cllr	Adhoc meetings held with portfolio Cllr	50%	in progress
MM9	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Organisational staff meetings	0	Quarterly	0	0	n/a	n/a	n/a	n/a	four meetings held	25%	100%	25%	100%	50%	in progress

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																	projected	actual	projected	actual		
MM10	MM	n/a	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	Monthly	0	0	n/a	n/a	n/a	n/a	at least 10 ManCo meetings held	25%	100%	25%	100%	50%	in progress
MM11	MM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Review the organisational structure and policies of the municipality in line with the strategic & operational requirements	Reviewed Organisational Structure	Existing Policies and Amajuba DM's IDP	Sept-08	0	0	n/a	n/a	n/a	n/a	approved organisational structure	100%	100%	0%	0%	100%	complete
MM12	MM	n/a	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	Sept-08	0	0	n/a	n/a	n/a	n/a	signed PAs	100%	100%	0%	0	100%	complete
MM13	MM	n/a	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	Assessment and reporting on S57 employees performance	0	Quarterly	0	0	n/a	n/a	Amajuba DM	n/a	four assessments (two informal and two formal)	25%	informal meetings held	25%	25%	25%	mid-year formal assessments to be held in February 2009
MM14	MM	n/a	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	Effective management of the Office of the Mayor through regular meetings with Mayor and Manager in his office	0	Ongoing	0	0	n/a	n/a	n/a	n/a	six meetings held	25%	100%	25%	100%	50%	in progress
MM15	MM	0110/4465/000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Mayors Discretionary Fund	Powers and Functions of Municipality	Jun-09	250 000	0	250 000	0	Amajuba DM	590 955	not exceeding budget allocated expenditure	25%	100%	25%	100%	50%	in progress
MM16	MM	0110/4466/000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Mayors Projects	Powers and Functions of Municipality	Jun-09	1 000 000	0	1 000 000	0	Amajuba DM	1 629 506	quarterly progress reports	25%	100%	25%	100%	50%	in progress
MM17	MM	0110/4439/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the promotion of scarce sport codes in identified areas	Senior Citizens Programmes	0	Jun-09	100 000	0	100 000	0	Amajuba DM	1 334 571	reports on programmes held	25%	100%	25%	100%	50%	in progress
MM18	MM	0110/4442/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the promotion of scarce sport codes in identified areas	Run activities for people living with disability	0	Jun-09	180 000	0	180 000	0	Amajuba DM	226 177	reports on programmes held	25%	100%	25%	100%	50%	in progress
MM19	MM	0110/4464/000	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	Gender and Children matters	0	Jun-09	400 000	0	400 000	0	Amajuba DM	305 155	reports on programmes held	25%	100%	25%	100%	50%	in progress

Ref	Res. Dept.	Vote No.	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll-over 2007/08	Source of Funding	Exp YTD	Annual Target (beginning of FY)	Sep 2008 targets		Dec 2008 targets		% Actual Performance (Jul-Dec or YTD)	Explanation (where applicable)
																	projected	actual	projected	actual		
MM20	MM	0110/4469/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate arts and culture activities in the Amajuba District	Arts and Culture	0	June-09	500 000	0	500 000	0	Amajuba DM	1 068 025	reports on programmes held	25%	100%	25%	100%	50%	in progress
MM21	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Draft Adjustment Budget submitted to Council and EXCO	Budget 2008/09	Feb-09	n/a	n/a	n/a	n/a	n/a	n/a	Draft Adj Budget submitted to ExCo	0%	0%	0%	50%	50%	in progress
MM22	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	2009/10 Budget approved by Council	0	annually by end of June	n/a	n/a	n/a	n/a	n/a	n/a	Approved 2009/10 Budget	0	0%	0%	25%	25%	in progress
MM23	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Monthly expenditure reports to EXCO	0	Monthly	n/a	n/a	n/a	n/a	n/a	n/a	12 monthly expenditure reports submitted to ExCo	25%	100%	25%	0%	25%	in progress
MM24	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Adjustment Budget approval	Budget 2008/09	annually by end of Jan	n/a	n/a	n/a	n/a	n/a	n/a	Approved Adjustment Budget	0%	0%	0%	50%	50%	in progress
MM25	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Ensure that reports to EXCO and National Treasury are submitted	0	Monthly	n/a	n/a	n/a	n/a	n/a	n/a	All required reports submitted to NT	25%	100%	25%	100%	50%	in progress
MM26	MM	0110/4453/000	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Consideration of reports and queries from internal and external auditors and ensuring continuous functioning of the internal audit unit	0	Quarterly	350 000	0	350 000	0	Amajuba DM	118 125	all queries addressed efficiently and effectively, at least four IA reports produced	25%	100%	25%	100%	50%	in progress
MM27	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attendance at meetings of the Audit Committee	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four scheduled AC meetings and Special AC meetings attended	25%	100%	25%	100%	50%	5 audit committee meetings held to date for the year under review
MM28	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Deal with matters and queries from the Auditor General	0	Jan-09	n/a	n/a	n/a	n/a	n/a	n/a	all AG queries addressed by mid-FY	0%	0%	0%	75%	75%	AG report received mid January 2009. Report submitted the Audit Committee. Some queries have been addressed.

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																	projected	actual	projected	actual			
MM29	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attend audit meetings convened by the Auditor General.	0	As required	n/a	n/a	n/a	n/a	n/a	n/a	n/a	all AGs meetings attended	0%	0%	0%	25%	25%	all AG meetings attended
MM30	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Submit audit reports to EXCO and Council.	0	Quarterly and as required	n/a	n/a	n/a	n/a	n/a	n/a	n/a	all audit reports submitted to ExCo and Council	25%	0%	25%	0%	0%	AG report to be submitted to Council mid-February
MM31	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attendance at meetings of the shareholders of uThukela Water	0	ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	all scheduled and proposed shareholders meetings attended	25%	0%	25%	0%	0%	in progress
MM32	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Reports to EXCO on uThukela Water	0	ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	all reports and minutes submitted to ExCo	25%	100%	25%	100%	50%	in progress
MM33	MM	0100/4424/000	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Water Service Provide (WSP) Contribution in support of uThukela Water	0	ongoing	28 984 223	0	28 984 223	0	Amajuba DM	3 400 000	n/a	reports on how uThukela utilised funds	25%	100%	25%	50%	38%	in progress
MM34	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attendance at meetings and workshops on municipal entities or dealing with shareholder matters at uThukela Water	0	ongoing	0	0	n/a	n/a	n/a	n/a	n/a	queries pertaining to uThukela Water resolved	25%	25%	25%	25%	13%	in progress
MM35	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Ensure preparation and timeous submission of annual financial statements to Auditor General	0	annually by end of Aug 08	0	0	n/a	n/a	n/a	n/a	n/a	AFS submitted	100%	0%	0%	100%	100%	Submission of AFS delayed due to delays in the preparation of the fixed asset register.
MM36	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that governance and statutory requirements are met in joint operations with municipal entities	Regular reports to EXCO and Council	0	Monthly	0	0	n/a	n/a	n/a	n/a	n/a	all matters reported to ExCo accordingly	25%	100%	25%	100%	50%	in progress
MM37	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that governance and statutory requirements are met in joint operations with municipal entities	Attendance of meetings in line with the requirements of the MSA	0	ongoing	0	0	n/a	n/a	n/a	n/a	n/a	number of meetings attended as legislated	25%	100%	25%	100%	50%	in progress
MM38	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Speedy mediation of disputes or disagreements between Councillors and staff	0	ongoing	0	0	n/a	n/a	n/a	n/a	n/a	all disputes resolved	25%	100%	25%	100%	50%	disputes resolved at staff meetings

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																	projected	actual	projected	actual		
MM39	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Speedy mediation of concerns and/ or complaints from the community	0	ongoing	0	0	n/a	n/a	n/a	n/a	all disputes resolved	25%	50%	25%	50%	25%	in progress of installing the suggestion box
MM40	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	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	ongoing	0	0	n/a	n/a	n/a	n/a	have all functions of the municipality advertised and reported on to the community	25%	50%	25%	50%	25%	in progress
MM41	MM	n/a	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	0	Quarterly	0	0	n/a	n/a	n/a	n/a	four reports of IGF attended	25%	100%	25%	100%	50%	in progress
MM42	MM	n/a	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	Maintenance of the Municipal Manager's Forum	0	ongoing	0	0	n/a	n/a	n/a	n/a	four reports of MM's Fora attended	25%	100%	25%	100%	50%	in progress
MM43	MM	n/a	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	Receive and assess departmental reports	Departmental Business Plans	Quarterly	0	0	n/a	n/a	n/a	n/a	all dept reports assessed and comments submitted to the relevant HoD	25%	50%	25%	50%	25%	in progress
MM44	MM	0110/4472/000	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	Ongoing							process at least 12 applications per quarter	25%	25%	25%	25%	13%	in progress
MM45	MM	0110/4472/000	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	Ensure marketing of the ADM during events	Communication Strategy	Ongoing	350 000	0	350 000	0	Amajuba DM	544 694	have all functions of the municipality advertised and reported on to the community	25%	100%	25%	100%	50%	
MM46	MM	0110/4472/000	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	Jun-09						have required corporate gifts on stock all the time	25%	100%	25%	100%	50%		

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																	projected	actual	projected	actual			
MM47	MM	0110/4472/000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	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	Quarterly	100 000	0	100 000	0	Amajuba DM	0	no less than 50 000 copies of newsletters printed and distributed per quarter	25%	0%	25%	0%	0%	in progress	
MM48	MM	0110/4437/000	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	Contribute to the ADM events	0	Ongoing		0		0			have all functions of the municipality advertised and reported on to the community	25%	100%	25%	100%	50%		
MM49	MM	0110/4437/000	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	Ongoing	250 000	0	250 000				have all functions of the municipality advertised and reported on to the community	25%	100%	25%	100%	50%		
MM50	MM	0110/4437/000	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	Quarterly		0			Amajuba DM	637 292	have a database in place; update database quarterly	25%	100%	25%	100%	50%	in progress	
MM51	MM	0110/4437/000	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	Ongoing	250 000	0	250 000	0			have all functions of the municipality advertised and reported on to the community	25%	100%	25%	100%	50%		
MM52	MM	0110/4437/000	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	Jun-09		0					have required marketing material on stock all the time	25%	100%	25%	100%	50%		
MM53	MM	0110/4462/000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit MFMA compliant AR to both Provincial and National Treasury.	2006/07 AR	Apr-09	100 000	0	100 000	0	Amajuba DM	123 082	AR distributed accordingly	0%	10%	0%	50%	60%	draft annual report due end of Jan	
MM54	MM	0408/0381/000	Municipal Institutional Development and Transformation	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	To promote and support reforms in financial management by building the capacity in municipalities to implement the MFMA	Professional Assistance	0	Jun-09	0	0	0	492 149	T&LGA	492 149	meet commitments that derive from any legal ations	25%	100%	75%	100%	100%	all funds have been spent on advisory services for mining prospects	
COR1	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	0	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	submitted BP	100%	100%	0%	0%	100%	complete	
COR2	CORP	n/a	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	Section 57 Managers or Departmental KPIs	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	n/a	all middle managers in possession of Action Plans	100%	100%	0%	0%	100%	complete

Ref	Res. Dept.	Vote No.	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll-over 2007/08	Source of Funding	Exp YTD	Annual Target (beginning of FY)	Sep 2008 targets		Dec 2008 targets		% Actual Performance (Jul-Dec or YTD)	Explanation (where applicable)	
																	projected	actual	projected	actual			
COR3	CORP	n/a	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	IDP priority Projects	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	formally apply for funding	25%	100%	25%	100%	50%	in progress
COR4	CORP	n/a	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	Internal financial controls that reflect data to date	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	not exceeding budget allocated expenditure	25%	100%	25%	100%	50%	in progress
COR5	CORP	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	four reports submitted to MM	quarter 1 report	Completed	quarter 2 report	Completed	50%	in progress
COR6	CORP	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	four meetings held	quarter 1 staff meeting held	Meeting Held	quarter 2 staff meeting held	Meeting held	50%	in progress
COR7	CORP	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	quarter 1 standing portfolio meeting held	One meeting Held	quarter 2 standing portfolio meeting held	One Meeting Held	50%	in progress
COR8	CORP	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	reports on meetings with Dept ExCo cltr	Adhoc meetings held with portfolio Cltr	reports on meetings with Dept ExCo cltr	Adhoc meetings held with portfolio Cltr	50%	in progress
COR9	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	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	Jun-09	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Existence of functional skills database	20%	100%	25%	100%	45%	Database continuously updated
COR10	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Review of Workplace Skills Plan for the ADM	Previous Plan	Jun-09	n/a	n/a	n/a	n/a	n/a	n/a	n/a	existence of the WSP 08/09	0%	0%	100%	100%	100%	complete
COR11	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Undertake developmental business planning and streamline business processes to meet council and community needs	Employment Equity Plan established	Previous Plan	Oct-09	n/a	n/a	n/a	n/a	n/a	n/a	n/a	existence of the EEP to cover 08/09	25%	100%	25%	100%	50%	in progress

Ref	Res. Dept.	Vote No.	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll-over 2007/08	Source of Funding	Exp YTD	Annual Target (beginning of FY)	Sep 2008 targets		Dec 2008 targets		% Actual Performance (Jul-Dec or YTD)	Explanation (where applicable)
																	projected	actual	projected	actual		
COR12	CORP	0120/4440/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Employ experience training students	0	Jan-09	216 000	0	216 000	0	Amajuba DM	328 082	no less than two students employed	0%	0%	50%	100%	50%	in progress
COR13	CORP	0120/4441/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Undertake developmental business planning and streamline business processes to meet council and community needs	Occupational Health and Safety (OHS) Administration	OHS policy	Jun-09	10 000	0	10 000	0	Amajuba DM	4 613	have personnel responsible for OHS and ensure that they have necessary skills and that OHS is effectively administered	40%	100%	25%	100%	65%	in progress
COR14	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Ensure effective use of the MunAdmin and necessary municipal records keep on the MunAdmin	MunAdmin System	Jun-09	n/a	n/a	n/a	n/a	n/a	n/a	all correspondences scanned on the MunAdmin; where applicable even ExCo and Council items	25%	100%	25%	100%	50%	in progress
COR15	CORP	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Coordinate, manage and provide administrative support to ExCo and Council meetings	Municipal Structures Act, sect 29 & 50	Jun-09	n/a	n/a	n/a	n/a	n/a	n/a	agenda of all scheduled meetings timeously distributed and minutes prepared in both English and isiZulu	25%	100%	25%	100%	50%	in progress
FIN1	FIN	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	0	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	submitted BP	100%	100%	0%	0%	100%	complete
FIN2	FIN	n/a	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 Job descriptions of Middle Managers	Job descriptions for Middle Managers	Section 57 KPIs	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	all middle managers in possession of Action Plans	100%	100%	0%	0%	100%	staff in position of job descriptions

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																	projected	actual	projected	actual		
FIN3	FIN	n/a	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	IDP priority Projects	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	formally apply for funding	25%	100%	25%	100%	50%	in progress
FIN4	FIN	n/a	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	Internal financial controls that reflect data to date	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	not exceeding budget allocated expenditure	25%	100%	25%	100%	50%	in progress
FIN5	FIN	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four reports submitted to MM	quarter 1 report	Completed	quarter 2 report	Completed	50%	in progress
FIN6	FIN	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings held	quarter 1 staff meeting held	Meeting Held	quarter 2 staff meeting held	Meeting held	50%	in progress
FIN7	FIN	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	quarter 1 standing portfolio meeting held	One meeting Held	quarter 2 standing portfolio meeting held	One Meeting Held	50%	in progress
FIN8	FIN	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	reports on meetings with Dept ExCo cllr	Adhoc meetings held with portfolio Cllr	reports on meetings with Dept ExCo cllr	Adhoc meetings held with portfolio Cllr	50%	in progress
FIN9	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Full compliance with Chapter 11 of the MFMA (SCM)	Compliance with Chapter 11 of the MFMA	SCM Plan	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	to implement the plan in full	25%	100%	1	100%	50%	in progress
FIN10	FIN	n/a	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	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four expenditure reports submitted to exCo and ManCo	Yes	Yes	5%	100%	40%	in progress
FIN11	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To monitor budgetary compliance	Monitoring of votes status	Budget monitoring	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	not exceeding budget allocated expenditure	1	100%	0%	100%	50%	in progress

Ref	Res. Dept.	Vote No.	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll-over 2007/08	Source of Funding	Exp YTD	Annual Target (beginning of FY)	Sep 2008 targets		Dec 2008 targets		% Actual Performance (Jul-Dec or YTD)	Explanation (where applicable)	
																	projected	actual	projected	actual			
FIN12	FIN	n/a	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	0	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	all differences corrected	5%	100%	Yes	Yes	50%	in progress
FIN13	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	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	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Legally compliant AFS submitted on time	100%	0%	3 reports within 5 days of month end	100%	50%	in progress
FIN14	FIN	n/a	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	Queries raised in the 2006/7 report	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	all queries raised by AG addressed	Yes	n/a	3 reports within 5 days of month end	n/a	10%	AG report received mid January 2009. Report submitted the Audit Committee. Some queries have been addressed
FIN15	FIN	n/a	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.	Monthly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	submit the s71 (12 reports) and s72 report within the prescribed timeframe	3 reports within 5 days of month end	100%	3 reports within 5 days of month end	10%	40%	in progress
FIN16	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	0	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	12 reports submitted to the Mayor	3 reports within 5 days of month end	100%	3 reports within 5 days of month end	10%	40%	in progress
FIN17	FIN	n/a	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	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	all reports required by NT submitted on time	3 reports within 5 days of month end	100%	3 reports within 5 days of month end	10%	40%	in progress
FIN18	FIN	n/a	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	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	all reports required by NT submitted on time	3 reports within 5 days of month end	100%	3 reports within 5 days of month end	10%	40%	in progress
FIN19	FIN	n/a	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	Monthly	n/a	n/a	n/a	n/a	n/a	n/a	n/a	reconciliations conducted monthly	50% of all possible reconciliations	100%	60% of all possible reconciliations	100%	50%	in progress
FIN20	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	Compliance with relevant guidelines	Implement MFMP	Finance management reform in compliance with the Municipal Financial Management Internship Programme (MFMP)	No structured programme in place	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	100% compliance as required by MFMP	50% compliance with MFMP	50%	85% compliance with MFMP	50%	40%	in progress
FIN21	FIN	n/a	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	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	100% compliance as per evaluation checklist	50% compliance with checklist	50%	85% compliance with checklist	100%	75%	in progress
FIN22	FIN	n/a	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	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	n/a	fully functional asset register	80% complete	100%	75% complete	100%	75%	Asset register established and updated regularly

Ref	Res. Dept.	Vote No.	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll-over 2007/08	Source of Funding	Exp YTD	Annual Target (beginning of FY)	Sep 2008 targets		Dec 2008 targets		% Actual Performance (Jul-Dec or YTD)	Explanation (where applicable)
																	projected	actual	projected	actual		
FIN23	FIN	0401/0199/000	Municipal Institutional Development and Transformation	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Municipal Systems Improvement grant	0	Jun-09	735 000	0	735 000	782 204	n/a	88 945	all financial services staff fully competent	25%	100%	50%	100%	75%	in progress
FIN24	FIN	0401/0199/000	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Management of the Fixed Asset Register	Fixed Asset Register (FAR)	Ongoing					n/a		n/a	n/a	n/a	n/a	all assets entered into the register	80% complete	50%
FIN25	FIN	n/a	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	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	all municipal assets insured	70% insured	50%	75% insured	50%	50%	assets regularly checked for insurance
FIN26	FIN	0130/1607/000	Municipal Institutional Development and Transformation	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	To promote and support reforms in financial management by building the capacity in municipalities to implement the MFMA	Municipal Finance Management Grant	0	Jun-09	500 000	0	500 000	0	National Treasury	184 538	proper implementation of the MFMA requirements	25%	100%	50%	100%	75%	in progress
FIN27	FIN	0403/0226/000	Municipal Institutional Development and Transformation	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	To promote and support reforms in financial management by building the capacity in municipalities to implement the MFMA	Shared Service Centre (Joint Audit Functions)	0	Jun-09	0	0	0	514 056	DLGTA	59 140	effective management of shared services within the district	25%	100%	50%	100%	75%	in progress
FIN28	FIN	0414/0501/000	Municipal Institutional Development and Transformation	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	To promote and support reforms in financial management by building the capacity in municipalities to implement the MFMA	Municipal Assistance Programme (MAP)	0	Jun-09	0	0	0	675 406	DLGTA	106 466	implementation of effective debt recovery strategy	25%	100%	50%	50%	50%	in progress
COM1	COMM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/10	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	0	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	submitted BP	100%	100%	0%	0%	100%	complete

Ref	Res. Dept.	Vote No.	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll-over 2007/08	Source of Funding	Exp YTD	Annual Target (beginning of FY)	Sep 2008 targets		Dec 2008 targets		% Actual Performance (Jul-Dec or YTD)	Explanation (where applicable)
																	projected	actual	projected	actual		
COM2	COMM	n/a	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	Section 57 Managers or Departmental KPIs	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	all middle managers in possession of Action Plans	100%	100%	0%	0%	100%	all departmental staff in possession of job descriptions
COM3	COMM	n/a	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	IDP priority Projects	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	formally apply for funding	25%	0%	25%	0%	0%	in progress
COM4	COMM	n/a	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	Internal financial controls that reflect data to date	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	not exceeding budget allocated expenditure	25%	100%	25%	100%	50%	in progress
COM5	COMM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four reports submitted to MM	quarter 1 report Completed	quarter 2 report Completed	50%		in progress	
COM6	COMM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings held	quarter 1 staff meeting held Meeting Held	quarter 2 staff meeting held Meeting held	50%		in progress	
COM7	COMM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	quarter 1 standing portfolio meeting held One meeting Held	quarter 2 standing portfolio meeting held One Meeting Held	50%		in progress	
COM8	COMM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Meetings with Departmental Executive Councillor	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	reports on meetings with Dept ExCo cltr Adhoc meetings held with portfolio Cltr	reports on meetings with Dept ExCo cltr Adhoc meetings held with portfolio Cltr	25%		in progress	
COM9	COMM	0406/0341/000	Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District	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	Jun-09	0	0	0	312 186	Amajuba DM	134 385	Reviewed PTP	0%	0%	25%	100%	25%	PTP review in progress
COM10	COMM	0205/4490/000	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	Disaster Management Centre Forum	0	Quarterly	100 000	0	0	0	T&LGA	0	four meetings to be held	25%	0%	25%	0%	0%	in progress

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																	projected	actual	projected	actual		
COM11	COMM	0205/4491/000	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	Disaster Management Capacity Building	0	ongoing	60 000	0	0	0	T&LGA	14 904	at least four workshops to be held	25%	50%	25%	50%	25%	in progress
COM12	COMM	0205/4492/000	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	Disaster Management Plan Implementation	0	ongoing	450 000	0	0	236 246	T&LGA	60 063	implementation of the DM as outlined in the plan	25%	50%	50%	50%	38%	in progress
COM13	COMM	0403/0279/000	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	Disaster Management Centre	0	Jun-09	0	0	0	844 137	Amajuba DM	72 582	effective management DM Centre	25%	0%	25%	50%	13%	in progress
COM14	COMM	0205/4443/000	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	Fire Fighting Services	0	ongoing	700 000	0	0	0	T&LGA	2 200	have in place fully functional fire fighting services	25%	0%	0%	0%	0%	in progress
COM15	COMM	0125/4446/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the implementation of the HIV & AIDS plan	Facilitation of HIV & Aids activities through the HIV & Aids Council	HIV & AIDS Plan	Ongoing	500 000	0	500 000	0	Amajuba DM	885 851	facilitation of the HIV/AIDS activities as outlined in the plan	25%	0%	25%	0%	0%	in progress
COM16	COMM	0125/4444/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate access of social services to all communities	Placement of Environmental Health Services	0	Ongoing	1 000 000	0	1 000 000	0	Amajuba DM	7 800	placement of personnel	0%	0%	25%	0%	0%	in progress
COM17	COMM	0125/4422/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the promotion of scarce sport codes in identified areas	Coordinate and run programmes for sports development, promotion and recreation	0	Jun-09	1 000 000	0	1 000 000	0	Amajuba DM	3 408 549	to conduct at least 8 major sport events	25%	100%	0%	100%	25%	in progress
COM18	COMM	0125/4463/000	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 matters (Youth Summit, Youth day celebration)	0	Jun-09	400 000	0	400 000	0	Amajuba DM	634 623	to conduct at least a youth function bi-monthly	25%	100%	0%	40%	65%	in progress
COM19	COMM	0155/0000/000	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	0	Jun-09	1 946 745	0	0	0	Amajuba DM	566 339	quarterly reports on functioning of the centre	25%	100%	25%	100%	50%	in progress
COM20	COMM	0401/0224/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the promotion of scarce sport codes in identified areas	Sports and Recreational Grant	0	Jun-09	0	11 300 000	10 325 000	7 075 328	DLGTA	0	management of sport facilities	20%	0%	25%	0%	0%	in progress
COM21	COMM	0717/1664/000	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	Dannhauser South Park Cricket Stadium b/p	Jun-10	0	244 899	0	0	DSR	0	Upgrade stadia	15%	0%	25%	0%	0%	In progress

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																	projected	actual	projected	actual		
P&D1	PD	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	0	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	submitted BP	100%	100%	0%	0%	100%	complete
P&D2	PD	n/a	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.	Section 57 Managers or Departmental KPIs	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	all middle managers in possession of Action Plans	100%	100%	0%	0%	100%	complete
P&D3	PD	n/a	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	IDP priority Projects	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	formally apply for funding	25%	100%	25%	100%	50%	in progress
P&D4	PD	n/a	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	Internal financial controls that reflect data to date	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	not exceeding budget allocated expenditure	25%	100%	25%	100%	50%	in progress
P&D5	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timely submission of statutory reports	Quarterly departmental progress reports to MM	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four departmental performance reports submitted to MM	quarter 1 report	Completed	quarter 2 report	Completed	50%	In progress
P&D6	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	quarter 1 staff meeting held	Meeting Held	quarter 2 staff meeting held	Meeting held	50%	in progress
P&D7	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timely submission of statutory reports	Departmental standing portfolio committee	0	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	quarter 1 standing portfolio meeting held	One meeting Held	quarter 2 standing portfolio meeting held	One Meeting Held	50%	in progress
P&D8	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timely submission of statutory reports	Meetings with Departmental Executive Councillor	0	Monthly	n/a	n/a	n/a	n/a	n/a	n/a	reports on meetings with Dept ExCo clir	reports on meetings with Dept ExCo clir	Adhoc meetings held with portfolio Clir	reports on meetings with Dept ExCo clir	Adhoc meetings held with portfolio Clir	50%	in progress
P&D9	PD	0190/4477/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	Website Development & Host	Existing website	Quarterly	139 920	0	139 920	0	Amajuba DM	5 000	report on website updates	upload updates to website as required	required updates uploaded	upload updates to website as required	required updates uploaded	50%	in progress
P&D10	PD	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	ICT Training of ADM staff	0	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	report on staff trained	train staff as need arises	Staff trained as per requests	train staff as need arises	Staff trained as per requests	50%	in progress
P&D11	PD	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	Administer the Amajuba ICT Forum	Existing forum	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	4 meetings conducted	quarter 1 ICT Forum meeting held	Meeting Held	quarter 2 ICT Forum meeting held	Meeting Held	50%	in progress

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																	projected	actual	projected	actual		
P&D12	PD	0190/3807/000 & 0190/3808/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	Management of all IT systems hardware and software	0	Ongoing	74 200	0	74 200	0	Amajuba DM	11 514	resolved all errors and IT system maintained	Maintanance and error rectification conductedd as required	Maintanance conducted	Maintanance and error rectification conductedd as required	Maintanance conducted	50%	in progress

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																	projected	actual	projected	actual			
P&D13	PD	0190/4515/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that municipal planning requirements of ADM are met	Spatial Planning Development	0	Jun-09	600 000	0	1 000 000	100 000	DLGTA	0	report on the utilisation of grant as per business plan or grant conditions	Report on Quarterly target	Report completed	Report on Quarterly target	Report completed	20%	in progress	
P&D14	PD	0190/4514/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that municipal planning requirements of ADM are met	Administration Shared Service	0	Jun-09								Report on Quarterly target	Report completed	Report on Quarterly target	Report completed	20%	in progress	
P&D15	PD	0190/4484/000	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	Development Information System Support	0	ongoing	750 000	0	750 000	0	DLGTA	0	report on District Shared Services	Report on Quarterly target	Report completed	Report on Quarterly target	Report completed	40%	In progress	
P&D16	PD	0190/4486/000	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	2007/08 Tourism Route and Battlefield Marketing	Quarterly	400 000	0	400 000	0	Amajuba DM	89 034	report on advertisement and marketing conducted	report on advertisement and marketing conducted	proof of advertisement conducted	report on advertisement and marketing conducted	proof of advertisement conducted	50%	in progress	
P&D17	PD	0190/4485/000	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	CTO Support	2007/08 CTO Support	Ongoing	150 000	0	150 000	0	Amajuba DM	0	transfer of funds to 3 LMs	0%	0%	0%	0%	0%	0%	in progress
P&D18	PD	0190/4476/000	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	Marketing during Tourism Shows and Exhibitions	0	Ongoing	63 600	0	63 600	0	Amajuba DM	0	report on tourism and exhibition attended	report on tourism and exhibition attended	Report completed	report on tourism and exhibition attended	Report completed	40%	In progress	
P&D19	PD		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	Sponsorship of Tourism and LED events	0	Ongoing	0	0	0	0	Amajuba DM		report on events sponsored	report on events sponsored	Report completed	report on events sponsored	Report completed	40%	in progress	
P&D20	PD	0190/4473/000	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	Jun-09	0	0	0	0	n/a	28 265	no less than 10 000 copies of brochures printed and distributed per quarter	10 000 copies distributed	10 000 copies distributed	10 000 copies distributed	10 000 copies distributed	35%	in progress	
P&D21	PD	0190/4483/000	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 Projects Support	2007/08 Amajuba Birding Meander Support	Jun-09	500 000	0	500 000	0	Amajuba DM	196 550	transfer of funds to Amajuba Birding Meander	0%	100%	100%	Funds transferred	100%	complete	
P&D22	PD	0190/4483/000	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 Battlefields Development Plan	Facilitate programme through the Amajuba Tourism Forum (ATF)	Battlefields Development Plan	Ongoing							implementation of battlefield development plan recommendation	25%	100%	25%	50%	38%	in progress	
P&D23	PD	0190/4487/000	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	LED Project Support	LED Strategy	Ongoing	530 000	0	530 000	0	Amajuba DM	394 715	development of two projects into secondary economy	preparation for one project implementation	Preparations conducted	one project implemented	Project implemented	30%	in progress	

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																	projected	actual	projected	actual		
P&D24	PD	0190/4510/000	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	LED Manufacturing Strategic Project Support	Manufacturing Plan	Ongoing	300 000	0	300 000	0	Amajuba DM	0	development of two projects into secondary economy	preparation for one project implementation	Preparations conducted	one project implemented	Project implemented	10%	in progress

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																	projected	actual	projected	actual		
P&D25	PD	0190/4511/000	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	LED Agricultural Strategic Project Support	Agricultural Plan	Ongoing	300 000	0	300 000	0	Amajuba DM	248 701	development of two projects into secondary economy	preparation for one project implementation	Preparations conducted	one project implemented	Project implemented	45%	in progress
P&D26	PD		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	Appointment of mining operator	Ongoing							report on the development of mining sector	25%	50%	25%	50%	25%	in progress
P&D27	PD	0190/4479/000	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	SEDA Establishment Contribution	Funds transfer to SEDA in 2007/08	Jun-09	500 000	0	500 000	0	DBSA	0	report of funds transferred to SEDA	0%	0%	25%	0%	0%	project funding reallocated to LED support
P&D28	PD	0190/4475/000	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	LED/Tourism training facilitation - Facilitate support and training workshops for co-ops with DED	0	Jun-09	53 000	0	53 000	0	Amajuba DM	17 095	two workshops conducted	25%	100%	25%	25%	31%	in progress
P&D29	PD	0190/4478/000	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	AFLED capacity building - Institutional consultation on growth and development	0	Jun-09	31 800	0	31 800	0	Amajuba DM	10 500	two workshops conducted	25%	100%	25%	25%	31%	in progress
P&D30	PD	0190/4513/000	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	3rd ADM growth and development summit.	2007/08 Growth and Development Summit	Mar-09	200 000	0	200 000	0	Amajuba DM	0	conduct of G&D Summit	0%	0%	100%	0%	0%	Summit postponed to 05 March 2009
P&D31	PD	n/a	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	Administer the Amajuba Forum for Local Economic Development (AFLED)	2007/08 AFLED	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	one AFLED meeting held	Meeting Held	one AFLED meeting held	Meeting held	50%	in progress
P&D32	PD	n/a	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	Administer the Amajuba Tourism Forum (ATF)	2007/08 ATF	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	one ATF meeting held	Meeting Held	one ATF meeting held	Meeting held	50%	in progress
P&D33	PD	n/a	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	Administer the Amajuba Tourism Committee (ATC)	2007/08 ATC	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	one ATC meeting held	Meeting Held	one ATC meeting held	Meeting held	50%	in progress
P&D34	PD	n/a	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	Administer the Amajuba Agricultural Committee (AAC)	2007/08 AAC	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	one AAC meeting held	Meeting Held	one AAC meeting held	Meeting held	50%	in progress
P&D35	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	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	n/a	n/a	n/a	n/a	n/a	n/a	report on updates submitted	report on updates submitted	Report completed	report on updates submitted	Report completed	50%	in progress

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																	projected	actual	projected	actual		
P&D36	PD	n/a	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	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	one P&DCC meeting held	Meeting Held	one P&DCC meeting held	Meeting held	50%	in progress
P&D37	PD	n/a	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	Provide inputs on development applications received	2007/08 inputs	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	report on issues raised	report on issues raised	Report completed	report on issues raised	Report completed	50%	in progress
P&D38	PD	n/a	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	2007/08 Town Planning support	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	report on support rendered	report on support rendered	Report completed	report on support rendered	Report completed	50%	in progress
P&D39	PD	n/a	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	GIS Implementation	2007/08 GIS support	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	one GIS Support meeting held	Meeting Held	GIS Support meeting held	0%	10%	Process has been halted until further notice
P&D40	PD	0190/4484/000	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	GIS Shared Service	GIS Shared Service Implementation Plan	Jun-09	750 000	0	750 000	50 672	DLGTA	0	Finalisation of the Backlog Study and Database existence	preparation for project implementation	Preparations conducted	preparation for project implementation	0%	10%	Process has been halted until further notice
P&D41	PD	0403/0230/000	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	Drakensburg Nodal Study	0	Jun-09	300 000	0	0	345 094	DLGTA	89 900	completed nodal study	implementation of project milestones	20%	implementation of project milestones	15%	35%	Study underway as guided by project milestones
P&D42	PD	n/a	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	Mar-09	n/a	n/a	n/a	n/a	n/a	n/a	established AHF	0%	0%	0%	0%	0%	to be established
P&D43	PD	n/a	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	Jun-09	n/a	n/a	n/a	n/a	n/a	n/a	at least four meetings conducted	25%	100%	0%	0%	25%	in progress
P&D44	PD	n/a	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)	2007/08 SDF as part of the IDP	Jun-09	n/a	n/a	n/a	n/a	n/a	n/a	SDF Completed	0%	5%	0%	10%	15%	in progress
P&D45	PD	n/a	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	Aug-08	n/a	n/a	n/a	n/a	n/a	n/a	approved process plan	2009/10 process plan approved	Process plan approved	0%	0%	100%	complete

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																	projected	actual	projected	actual				
P&D46	PD	n/a	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	Approved IDP submitted to the DLG&TA	2008/09 IDP	Jun-09	n/a	n/a	n/a	n/a	n/a	n/a	n/a	approved IDP document	0%	0%	0%	0%	0%	in progress as legislated	
P&D47	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Draft Annual Report presented to the Mayor for tabling to Council	2006/07 AR	Jun-09	n/a	n/a	n/a	n/a	n/a	n/a	n/a	approved draft AR for publicising	0%	0%	0%	50%	50%	in progress as legislated	
P&D48	PD	0110/4462/000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Public participation, advertisement and submission to MEC of Annual Report.	2006/07 AR	Apr-09	100 000	0	100 000	n/a	Amajuba DM	123 081	AR advertised for public comments	0%	0%	0%	0%	0%	to be advertised in February as legislated		
P&D49	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Oversight report and AR tabled at Council for approval without reservations	0	Apr-08	n/a	n/a	n/a	n/a	n/a	n/a	n/a	item sent to council for approval	Item Submitted for approval	0%	0%	0%	0%	0%	oversight report to be prepared once the draft AR has been advertised for public comments
P&D50	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit MFMA compliant AR to both Provincial and National Treasury.	2006/07 AR	Apr-09	n/a	n/a	n/a	n/a	n/a	n/a	n/a	AR distributed accordingly	0%	0%	0%	0%	0%	to be distributed as legislated	
P&D51	PD	0190/4468/000	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	PMS Review	Existing Policy	Jul-09	500 000	0	500 000	0	Amajuba DM	15 990	reviewed PMS	0%	0%	25%	100%	25%	in progress		
P&D52	PD	0190/4447/000	Good Governance and Public Participation	Institutional and Governance	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	Environmental Plan Review	Existing Plan	Jun-09	350 000	0	350 000	0	Amajuba DM	0	reviewed EMP	0%	0%	0%	0%	0%	in progress		
P&D53	PD	0190/4448/000	Good Governance and Public Participation	Institutional and Governance	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	Environmental Awareness	0	Jun-09	100 000	0	100 000	0	Amajuba DM	9 520	at least one campaign conducted	One campaign conducted	Campaign conducted	0%	0%	15%	in progress		
P&D54	PD	0190/4512/000	Good Governance and Public Participation	Social Facilitation	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	IDP & Budget roadshows strategic support	0	Annually before end of May	300 000	0	300 000	0	Amajuba DM	0	2009/10 roadshow conducted	0%	0%	0%	0%	0%	Roadshows to be held late April 2009		

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																	projected	actual	projected	actual		
P&D55	PD	0125/4448/000	Good Governance and Public Participation	Environmental Management	To ensure sustainable waste management in the district	Address the pollution of water catchments by mining and industrial activity	Education and awareness programmes	0	Jun-09	0	0	0	0	n/a	0	at least three awareness programmes conducted	0%	0%	conduct 1 programme	Programme conducted	15%	in progress
P&D56	PD	0125/4448/000	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	Quarterly	0	0	0	0	n/a	0	at least four meeting conducted	one DECF meeting held	Meeting Held	one DECF meeting held	Meeting held	50%	in progress
P&D57	PD	0401/0203/000	Good Governance and Public Participation	Integrated Service Delivery	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	Development Planning Capacity	0	Jun-09	0	0	0	125 601	DLGTA	0	Development Planning Capacity	25%	0%	25%	0%	0%	in progress
P&D58	PD	0190/4467/000	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	IDP Review Support Grant	0	Jun-09	50 000	0	50 000	0	T&LGA	34 004	IDP Review	25%	0%	25%	50%	13%	in progress
P&D59	PD	0401/0203/000 & 0410/0421/000	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	IDP Review Grant	1	Jun-09	0	0	0	199 807	DLGTA	0	IDP Review	25%	100%	25%	100%	50%	grant being utilised as per its conditions
P&D60	PD	0401/0233/000	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	DBSA Tomatoe Project	0	Jun-09	0	0	0	162 428	DBSA	0	DBSA Tomatoe Project	25%	0%	25%	0%	0%	in progress
P&D61	PD	0403/0235/000	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	KZN Amajuba Hydroponics Tech	0	Jun-09	0	0	0	745 165	DLGTA	469 480	KZN Amajuba Hydroponics Tech	60%	100%	10%	100%	70%	in progress, business plan completed
P&D62	PD	0403/0271/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	DIMMS Grant	0	Jun-09	0	0	0	43 442	DLGTA	0	DIMMS Grant	80%	100%	5%	100%	85%	in progress
P&D63	PD	0190/4449/000	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	Establishment of cemeteries	Cemetery Implementation	Jun-09	600 000	0	600 000	0	Amajuba DM	0	2 cemeteries to be implemented	0%	0%	25%	0%	0%	in progress
P&D64	PD	0190/4445/000	Good Governance and Public Participation	Social Facilitation	To ensure poverty alleviation/reduction (national targets)	Implementation of the poverty alleviation programme and vertical alignment	Identification and funding of poverty alleviation projects	Existing Poverty Alleviation Policy	Jun-09	500 000	0	500 000	0	Amajuba DM	291 340	fund poverty alleviation projects as per poverty alleviation policy	0%	0%	25%	100%	25%	in progress
P&D65	PD	0416/0541/000	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	Cemetery Plan -DBSA	0	Jun-09	0	0	0	21 948	DBSA	0	management of cemeteries	0%	0%	25%	0%	0%	in progress

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																	projected	actual	projected	actual		
ENG1	ENG	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	Adopted SDBIP	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	Prepared BP and submitted to ExCo	100%	100%	0%	0%	100%	complete
ENG2	ENG	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-08	n/a	n/a	n/a	n/a	n/a	n/a	all middle managers in possession of Action Plans	100%	100%	0%	0%	100%	all departmental staff in possession of job descriptions
ENG3	ENG	n/a	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	IDP priority Projects	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	formally apply for funding	25%	100%	25%	100%	50%	in progress
ENG4	ENG	n/a	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	Internal financial controls that reflect data to date	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	not exceeding budget allocated expenditure	25%	100%	25%	100%	50%	in progress

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																	projected	actual	projected	actual		
ENG5	ENG	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timely submission of statutory reports	Quarterly departmental progress reports to the MM	Dept Business Plans	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four reports submitted to MM	quarter 1 report	Completed	quarter 2 report	Completed	50%	in progress
ENG6	ENG	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	Planned Staff meetings	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings held	quarter 1 staff meeting held	Meeting Held	quarter 2 staff meeting held	Meeting held	50%	In progress
ENG7	ENG	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timely submission of statutory reports	Departmental standing portfolio committee	Planned Staff meetings dates	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	quarter 1 standing portfolio meeting held	One meeting Held	quarter 2 standing portfolio meeting held	One Meeting Held	50%	in progress
ENG8	ENG	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timely submission of statutory reports	Meetings with Departmental Executive Councillor	Current KPI Targets	Quarterly	n/a	n/a	n/a	n/a	n/a	n/a	four meetings conducted	reports on meetings with Dept ExCo clir	Adhoc meetings held with portfolio Clir	reports on meetings with Dept ExCo clir	Adhoc meetings held with portfolio Clir	50%	in progress
ENG9	ENG	0403/0269/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Implement and supervise water services customer care	Backlog Study - WSDP/DWAF KPI- roll over grant	Ongoing	0	0	0	55 586	DWAF	0	Eradicating the backlog on the WSDP/backlog study	10%	100%	25%	5%	11%	Planning stage to apply Regulatory Performance Measurement System to uThukela Water. MEC intervened - Consider restructure uThukela and also conduct Section 78 assessment
ENG10	ENG	0401/0202/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	The development of a Potable Water Services Development Plan and Backlogs Eradication	WSDP/Backlog STUDY	Ongoing	0	0	0	1 037 259	DWAF	121 538	Eradicating the backlog as per the backlog study and WSDP	5%	100%	25%	10%	8%	Planning stage - WSDP Terms of Reference for the appointment of professional service provider completed
ENG11	ENG	0419/0586/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Finalisation of the Water Extraction License	Water Agric Plan/Gijima Business Plans	Jun-09	0	0	0	306 804	Gijima	283 588	6x Gijima Business plans that would support LED Agric objectives	0%	0%	5%	100%	5%	In progress - Await Gijima Outcomes
ENG12	ENG	0403/0268/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Review of the Water Services Plan mechanisms	WSDP	Ongoing	0	0	0	138 243	DLGTA	0	Integrated waste mgt plan ,Distaster mgt plan: water	5%	0%	20%	25%	5%	Planning stage
ENG13	ENG	0719/1712/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	The provision of rudimentary water services	Emadlangeni Bulk Water / Feasibility Study	WSDP	Ongoing	0	0	0	638 713	DWAF	0	Feasibility study towards the Mig/DWAF water b/p	10%	100%	20%	0%	10%	Service provider appointed. Inception report and project plan to be submitted.

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																	projected	actual	projected	actual		
ENG14	ENG	0403/0267/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	The provision of rudimentary water services	Steildrift Bulk Line Link.	Steildrift Business Plan	Jun-09	0	0	0	1 638 453	DWAF	327 992	Eradicate water backlog in the Steildrift area	40%	40%	5%	100%	21%	Commissioning stage
ENG15	ENG	0403/0229/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	The provision of rudimentary water services	Institute and Capacity Support - To facilitate funding for refurbishment of assets (FIT)	DWAF recommendation to submit b/p /capacity grant	Ongoing	0	0	0	587 369	DWAF	0	Achieve funding and implement according to submission	5%	100%	10%	100%	15%	in progress
ENG16	ENG	0718/9999/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Aligning water asset management with operation and maintenance requirements	To facilitate funding for refurbishment of assets (FIT)	WSP agreement	Ongoing	0	0	0	0	MIG	0	WSA to monitor WSP on an ongoing basis	25%	100%	20%	100%	45%	in progress
ENG17	ENG	0718/1688/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats Phase 1 Reticulation	Buffalo Flats-1 Technical Report	Jun-09	0	8 148 282	4 878 476	0	MIG (DPLGA)	4 878 476	Eradicate water backlog in the buffalo flats phases 1	25%	100%	5%	100%	30%	Construction phase
ENG18	ENG	0718/1694/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats Phases 2 - 6 Business Plan	Buffalo Flats Technical Report and MIG application	Dec-08	0			0	MIG		Eradicate water backlog in the buffalo flats phases 1-6 .	0%	0%	0%	100%	100%	Completed
ENG19	ENG	0718/1694/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats Phases 2	Buffalo Flats 2 Technical Report and MIG application	Dec-08	0	8 353 719	7 574 804	0	MIG	1 593 500	Eradicate water backlog in the buffalo flats 2	5%	100%	0%	5%	10%	Inception of construction stage
ENG20	ENG	0718/1694/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats phase 3	Buffalo Flats 3 Technical Report and MIG application	Dec-08	0			0	MIG		Eradicate water backlog in the buffalo flats 3	0%	0%	25%	20%	5%	Design stage
ENG21	ENG	0718/1671/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in facilities for communities	Rural Multi purpose center phase 2	Construct phase two of the multi purpose center	Dec-08	0	1 312 797	0	0	MIG	0	Provide a multi purpose center .	10%	100%	20%	50%	20%	Construction phase
ENG22	ENG	0719/1714/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Dwarf school /clinic sanitation	Backlogs in Water and Sanitation at schools and clinics	Dec-08	0	2 350 000	2 194 950	0	DWAF	0	Eradicate water backlog in the at schools and clinics	0%	0%	10%	50%	5%	Currently being implemented by DWAF, WSA to monitor DWAF
ENG23	ENG	0718/1687/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Inverness Household Sanitation	Inverness Technical Report	Jun-09	0	3 542 882	2 026 276	0	MIG	2 026 276	Eradicate sanitation backlog in the Inverness area	25%	100%	5%	100%	30%	Construction phase
ENG24	ENG	n/a	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Employment of labour intensive methods	Adoption of EPWP guidelines into MIG projects	EPWP guidelines	Ongoing	n/a	n/a	n/a	n/a	n/a	n/a	Comply with EPWP guidelines	15%	100%	20%	100%	35%	Align all projects to EPWP and report on Quarterly basis
ENG25	ENG	0150/4470/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Finalisation of the Water Resource Plan/ Augmentation Plan (Dams)	Emergency Water Supplies	Jun-09	0	700 000	700 000	0	Amajuba DM	388 079	Development of strategies that would ensure finalisation of Wwod	0%	10%	10%	100%	10%	in progress

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																	projected	actual	projected	actual		
ENG26	ENG	0401/0202/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	WSDP Grant	0	Jun-09	0	0	0	1 101 651	T&LGA	121 537	WSDP Grant	0%	0%	100%	25%	25%	in progress
ENG27	ENG	0401/0208/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	The provision of rudimentary water services	DWAF Refurbishment	0	Jun-09	0	0	0	1 046 075	DWAF	0	DWAF Refurbishment	0%	0%	20%	0%	0%	in progress
ENG28	ENG	0403/0228/000	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implement Infrastructure Investment Plan	Inter Development Infrastructure Capacity	0	Jun-09	0	0	0	142 977	T&LGA	0	Inter Development Infrastructure Capacity	0%	0%	25%	0%	0%	in progress
ENG29	ENG	0150/4504/000	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 - Ingagane Footbridge	Monthly reports	Jun-09	500 000	0	500 000	0	Amajuba DM	555 395	pedestrian access bridge	5%	50%	25%	100%	28%	in progress
ENG30	ENG	0403/0283/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Water Conservation/Water Demand	0	Jun-09	0	0	0	828 829	DWAF	0	Water Conservation/Water Demand	10%	0%	15%	0%	0%	in progress
ENG31	ENG	0403/0284/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Drought Relief Grant	0	Jun-09	0	0	0	1 064 522	DWAF	327 993	Drought Relief Grant	5%	0%	10%	0%	0%	in progress
ENG32	ENG	0412/0461/000	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	Inkululeko Yomphakathi Trust	0	Jun-09	0	0	0	1 124	Land Affairs	0	Inkululeko Yomphakathi Trust	5%	0%	15%	0%	0%	in progress
ENG33	ENG	0413/0481/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Amantungwa Trust Fund	0	Jun-09	0	0	0	63 486	Land Affairs	0	Amantungwa Trust Fund	15%	0%	5%	0%	0%	in progress
ENG34	ENG	0718/1692/000	Basic Service Delivery	Integrated Service Delivery	Ensure effective management of the MIG projects - Operational costs	Ensure effective management of the MIG projects - Operational costs	PMU	0	Jun-09	1 125 250	0	0	0	MIG	0	PMU	10%	0%	5%	0%	0%	in progress
ENG35	ENG	0718/1683/000	Basic Service Delivery	Integrated Service Delivery	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM	KwaMdadakane Centre	0	Jun-09	500 000	0	0	0	MIG (DPLGA)	0	KwaMdadakane Centre	0%	0%	5%	0%	0%	in progress
ENG36	ENG	0718/1684/000	Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District	Ensure greater accessibility for rural communities	Rural Roads	0	Jun-09	1 554 000	0	0	0	MIG (DPLGA)	0	Rural Roads	0%	0%	15%	0%	0%	in progress
TOTAL										52 253 738	35 952 579	73 617 249	21 376 960		29 687 874							

K6: AUDITOR GENERAL'S REPORT AND RESPONSES



The Municipal Manager
Dr VJ Mthembu
Private Bag 6615
Newcastle
2940

18 December 2008

Reference:60631REG07-08

Dear Dr Mthembu

FINAL MANAGEMENT REPORT ON THE REGULARITY AUDIT AND THE AUDIT OF PERFORMANCE INFORMATION OF AMAJUBA DISTRICT MUNICIPALITY FOR THE YEAR ENDED 30 JUNE 2008

INTRODUCTION

1. We have completed the audit of the financial statements of Amajuba District Municipality for the year ended 30 June 2008. This management report is provided to the accounting officer and communicates any matters that came to our attention during the audit which, in our opinion, are relevant to the municipality.

AUDITOR'S RESPONSIBILITY

2. Our responsibility is to express an opinion on the financial statements and to report on findings related to our review of performance information.
3. Our audit was conducted in accordance with the International Standards on Auditing read with *General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008.*
4. The auditing standards require us to plan and perform the audit as well as to obtain all the information and explanations that we consider necessary in order to obtain reasonable assurance that the financial statements are free of material misstatements, whether caused by fraud or error. This involves performing procedures to obtain assurance about the amounts and disclosures in the financial statements.
5. The procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments we consider the internal controls relevant to the preparation and presentation of the financial statements. Our audit also includes evaluating the appropriateness of the accounting policies and the reasonableness of the accounting estimates made by management, as well as the overall presentation of the financial statements.
6. We do not examine every transaction, nor do we guarantee complete accuracy of the financial statements or performance information, or compliance with all applicable legislation. Because of the test nature and other inherent limitations of an audit, together with the inherent limitations

of any information and internal control systems, there is an unavoidable risk that some, even material, misstatements might remain undiscovered.

7. In addition to our responsibility to express an opinion on the financial statements, we have also performed procedures of an audit nature to obtain evidence about the performance information and related systems, processes and procedures. The procedures selected depend on our judgement.
8. Our audit report arising from the annual audit will also contain an elaboration on non-compliance with any applicable legislation relating to financial matters, financial management and other related matters.
9. In addition, we will read other information accompanying the financial statements to determine whether there are material inconsistencies between the audited financial statements and the other information.

RESPONSIBILITY OF THE ACCOUNTING OFFICER

10. The responsibility for the preparation of financial statements that fairly present the financial position, financial performance and cash flows of the municipality in accordance with the applicable basis of accounting is that of the accounting officer. Our audit report will explain that the accounting officer is responsible for the fair presentation of the financial statements in accordance with the applicable financial reporting framework. This responsibility includes:
 - designing, implementing and maintaining internal controls relevant to the preparation of financial statements that are free from misstatement, whether due to fraud or error
 - selecting and applying appropriate accounting policies
 - making accounting estimates that are appropriate in the circumstances.
11. In addition, the accounting officer is responsible for ensuring, through oversight of management, that the municipality establishes and maintains internal control to provide reasonable assurance with regard to the effectiveness and efficiency of operations and compliance with applicable legislation. The systems of financial and risk management and internal control should provide reasonable assurance that adopted policies and prescribed procedures are adhered to for the prevention and detection of errors and irregularities, including fraud and illegal acts. They should also provide for the regular monitoring of performance against objectives, and ensure that waste is minimised and business is conducted with due regard to probity.
12. The financial statements, maintenance of effective control measures and compliance with any applicable legislation are the responsibility of the accounting officer.
13. Furthermore it is the responsibility of the accounting officer/authority to provide us with:
 - all information, such as records and documentation, and other matters that are relevant to the preparation and presentation of the financial statements
 - any additional documentation that we may request from management and, where appropriate, those charged with governance
 - unrestricted access to those within the entity from whom we determine it necessary to obtain audit evidence.
14. The accounting officer also has specific responsibilities as legislated in the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003 (MFMA) to report information related to performance against predetermined objectives.

SIGNIFICANT FINDINGS FROM THE AUDIT

Amendments to the applicable basis of accounting

15. The National Treasury approved a deviation from the basis of accounting applicable to the municipality in terms of *General Notice 552 of 2007*, issued in *Government Gazette No. 30013 of 29 June 2007* with regard to property, plant and equipment, which has been accounted for using GRAP 17.

Internal controls – root causes

16. Section 62(1)(c)(i) of the MFMA states that the accounting officer must ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The table below depicts the root causes that gave rise to the inefficiencies in the system of internal control, which led to the qualified opinion. The root causes are categorised according to the five components of an effective system of internal control. In some instances deficiencies exist in more than one internal control component.

Reporting item	Creditors	Irregular expenditure
Risk assessment		
Risk identification	✓	
Control activities		
Financial	✓	✓
Operational		✓
Integration with risk assessment		✓
Monitoring		
Reporting deficiencies		✓

Control environment: establishes the foundation for the internal control system by providing fundamental discipline and structure for financial reporting.

Risk assessment: involves the identification and analysis by management of relevant financial reporting risks to achieve predetermined financial reporting objectives.

Control activities: policies, procedures and practices that ensure management's financial reporting objectives are achieved and financial reporting risk mitigation strategies are carried out.

Information and communication: supports all other control components by communicating control responsibilities for financial reporting to employees and by providing financial reporting information in a form and time frame that allows people to carry out their financial reporting duties.

Monitoring: covers external oversight of internal controls over financial reporting by management or other parties outside the process; or the application of independent methodologies, like customised procedures or standard checklists, by employees within a process.

Non-compliance with applicable legislation

17. Non compliance with the following legislation was noted:

- Preferential Procurement Policy Framework Act
- Municipal Finance Management Act
- Municipal Systems Act
- Basic Conditions of Employment Act
- Unemployment Insurance Contributions Act
- Value Added Tax Act
- Supply Chain Regulations and policy
- Municipal Planning and Performance Management Regulations

Matters of governance

18. The MFMA tasks the accounting officer with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of certain key governance responsibilities, which we have assessed as follows:

No.	Matter of governance	Yes	No
	Audit committee		
1(a)	The municipality had an audit committee in operation throughout the financial year.	Yes	
1(b)	The audit committee operates in accordance with approved written terms of reference.	Yes	
1(c)	The audit committee substantially fulfilled its responsibilities for the year, as set out in section 166(2) of the MFMA.		No
	Internal audit		
2(a)	The municipality had an internal audit function in operation throughout the financial year.	Yes	
2(b)	The internal audit function operates in terms of an approved internal audit plan.	Yes	
2(c)	The internal audit function substantially fulfilled its responsibilities for the year, as set out in section 165(2) of the MFMA.	Yes	
	Other matters of governance		
3	The annual financial statements were submitted for audit as per the legislated deadlines in Section 126 of the MFMA.		No
4	The annual report was submitted for the auditor for consideration prior to the date of the auditor's report.		No
4	The financial statements submitted for audit were not subject to any material amendments resulting from the audit.		No
5	No significant difficulties were experienced during the audit concerning delays or the unavailability of expected information and/or the unavailability of senior management.		No
6	The prior year's external audit recommendations have been substantially implemented.		No
7	There are documented policies and procedures and control systems to ensure the reliability of financial reporting.	Yes	
8	There are documented policies and procedures and control systems to ensure compliance with applicable laws and regulations.	Yes	
9	The information systems were appropriate to facilitate the preparation of financial statements that are free from material misstatement.	Yes	
10	Delegations of responsibilities are in place.	Yes	
11	Supply chain management policies and procedures were appropriately applied.		No

No.	Matter of governance	Yes	No
12	There is a functioning performance management system.	Yes	
13	Based on the available information, performance bonuses are only paid after proper assessment and approval by those charged with governance.	Yes	
	Implementation of Standards of Generally Recognised Accounting Practice (GRAP)		
16	The municipality submitted an implementation plan, detailing progress towards full compliance with GRAP, to the National Treasury and the relevant provincial treasury before 30 October 2007.		No
17	The municipality substantially complied with the implementation plan it submitted to the National Treasury and the relevant provincial treasury before 30 October 2007, detailing its progress towards full compliance with GRAP.		No
18	The municipality submitted an implementation plan, detailing further progress towards full compliance with GRAP, to the National Treasury and the relevant provincial treasury before 31 March 2008.		No

Misstatements in the financial statements submitted for audit on 30 August 2008

Material misstatements corrected that were not initially identified by the entity's control systems

19. The financial statements, approved by the accounting officer and submitted for audit on 10 October 2008, have been significantly revised in respect of the following misstatements identified during the audit:

- A contingent liability at year end which the municipality was certain that they had to pay, but uncertain in timing and amount was not disclosed as a note
- A difference of R5,8 million existed between the disclosure note and the listing for commitments
- Current years depreciation was understated as a result of journals totalling R8,9 million incorrectly captured
- Fixed assets totalling R12,9 million were incorrectly disclosed in the financial statements and comparative opening balances for fixed assets totalling R28,9 million were adjusted due to the implementation of GRAP 17
- A difference of R4,8 million existed between the disclosure note for fixed assets and the trial balance
- Contributions to the Capital Development Fund of R1,96 million were incorrectly reflected as Interest earned on accumulated funds in appendix A to the financial statements

Significant difficulties experienced during the audit

Late submission of financial statements

20. Section 126(1)(a) of the MFMA requires the accounting officer of a municipality to submit its financial statements for auditing within two months after year-end. The Amajuba District Municipality only submitted its financial statements to the Auditor-General for auditing on 8 October 2008, which severely impacted on the time available to complete the audit to meet the deadlines set out in MFMA.

Significant delays in management providing required information

21. The Chief Financial Officer and other key financial staff were on leave during the audit which hampered the progress of the audit to the extent that they were not readily available to provide responses to exceptions in a timely manner and answer various interview questions relating to the municipal finances and internal controls.

Performance information

22. The following shortcoming was identified in relation to the managing of and reporting on performance information:

- The integrated development plan did not include the key performance indicators, as well as the performance targets, as required by the MSA

RATINGS OF DETAILED AUDIT FINDINGS

23. For the purposes of this report, the detailed audit findings included in annexures A to C have been classified as follows:

- Matters to be included in the audit report

These matters should be addressed as a matter of urgency.

- Other important matters – deficiencies that could adversely affect the entity's ability to initiate, record, process and report financial data consistent with the assertions of management on the financial statements and in accordance with the applicable basis of accounting. Unacceptable risk that errors and irregularities may occur that will not be prevented or detected by the internal controls in good time.

These matters should be addressed within the next 12 months.

- Administrative matters – non-material non-compliance with applicable legislation, or misstatements in the financial statements that are unlikely to affect the decisions of a user and do not affect the financial statements as a whole, or opportunities for improvement, or other matters of governance interest.

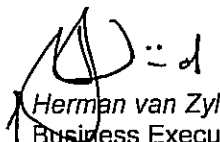
These matters should be addressed at the discretion of the entity.

Failure to address matters reported in a particular category may result in the matter being rated as more significant in the next financial year.

APPRECIATION

24. We would like to express our appreciation for the courtesy extended and assistance rendered by the staff of the Amajuba District Municipality during the audit.

Yours sincerely



Herman van Zyl

Business Executive: KwaZulu-Natal

Enquiries: Merusha Vather
Telephone: (033) 264 7432
Fax: (033) 264 7596
Email: merushav@agsa.co.za

Distribution:

CFO
Audit committee chair
Head of internal audit

SUMMARY OF AUDIT FINDINGS

Page no.	Finding	Classification	Control Component	Impact on audit report				Other important matters	Administrative matters	Reported in previous years	In which years was it reported		
				Qualification	Emphasis of matter	Other matters	Other reporting responsibilities				2006/07	2005/06	2004/05
CASH AND CASH EQUIVALENTS													
26	No evidence of review by municipal manager of audit trail batch report for EFT payments.	Control	Control activities					✓		No			
27	Balance per Bank reconciliation did not agree General ledger	Financial	Control activities					✓		No			
28	Preparation and review of bank reconciliation	Financial	Control activities					✓		Yes	✓		
28	Petty cash	Control	Control activities					✓		Yes	✓		
29	Processing of cheques paid on the system	Control	Control activities					✓		No			
EMPLOYEE COSTS													
30	Overtime - more than 30 percent	Control	Control activities					✓		No			
30	Councillors not contributing to UIF	Control	Control activities					✓		No			
48	Overtime not approved in advance	Control	Control activities						✓	No			
48	Incorrect payment for overtime	Financial	Control activities						✓	No			
49	Leave provision	Financial	Control activities						✓	No			
50	Leave gratuity	Financial	Control activities						✓	Yes	✓		

Page no.	Finding	Classification	Control Component	Impact on audit report					Administrative matters	Reported in previous years	In which years was it reported		
				Qualification	Emphasis of matter	Other matters	Other reporting responsibilities	Other important matters			2006/07	2005/06	2004/05
OPERATING EXPENDITURE													
12	Three quotations not obtained	Compliance (Non-AFS)	Control activities			✓			No				
13	Purchase requisitions not completed	Compliance (Non-AFS)	Control activities			✓			No				
14	Tax clearance certificate not obtained	Compliance (Non-AFS)	Control activities			✓			No				
15	MBD4 form not completed	Compliance (Non-AFS)	Control activities			✓			No				
17	Documentation not submitted for public invitation of bids	Compliance (Non-AFS)	Control activities			✓			No				
18	Non-compliance with procurement requirements	Control	Control activities			✓			No				
31	Report of contracts above R100 000 not submitted to Treasury	Compliance (Non-AFS)	Control activities				✓		No				
32	Invoices not paid within 30 days	Compliance (Non-AFS)	Control activities				✓		Yes		✓		
33	No order form attached to supporting documentation	Compliance (Non-AFS)	Control activities				✓		No				
34	GL amount does not agree to invoice	Control	Control activities				✓		No				
OTHER													
18	Investment in Uthukela Water	Control	Control activities	✓					Yes		✓	✓	
19	Audit committee responsibilities	Compliance (Non-AFS)	Control environment			✓			No				
20	Declarations of interest	Compliance	Control			✓			Yes		✓	✓	

Page. no.	Finding	Classification	Control Component	Impact on audit report					Administrative matters	Reported in previous years	In which years was it reported		
				Qualification	Emphasis of matter	Other matters	Other reporting responsibilities	Other important matters			2006/07	2005/06	2004/05
21	In-year monitoring reporting	(Non-AFS) Compliance (Non-AFS)	activities Control environment		✓				No				
22	Non-compliance with section 123(1)(d) & (e) of the MFMA	Compliance (Non-AFS)	Control activities	✓					No				
23	Submission of financial statements	Financial	Control activities	✓					No				
35	Journal entry weaknesses	Control	Control activities				✓		Yes		✓		
36	Oversight report not timeously approved	Compliance (Non-AFS)	Control environment				✓		No				
37	Reconciliations	Control	Control activities				✓		Yes		✓		
PAYABLES													
23	Purchases and Payables - VAT not accounted for correctly	Compliance (Non-AFS)	Control activities	✓					No				
38	VAT is not accounted for on payments made through Petty Cash	Compliance (Non-AFS)	Monitoring of controls				✓		No				
39	Inadequate controls over the receiving of deliveries - no GRN prepared	Control	Control activities				✓		No				
50	No purchase requisition for purchase of a vehicle	Control	Control activities					✓	No				
51	Misstatement of the creditors amount in the financial statements - other deposits	Financial	Control activities					✓	No				
PERFORMANCE INFORMATION													
25	Non-compliance with section 26(i) of the Municipal	Compliance						✓	No				

Page no.	Finding	Classification	Control Component	Impact on audit report				Other important matters	Administrative matters	Reported in previous years	In which years was it reported		
				Qualification	Emphasis of matter	Other matters	Other reporting responsibilities				2006/07	2005/06	2004/05
	Systems Act	(Non-AFS)											
45	Municipal entity's KPI's	Performance information					✓		No				
46	Performance targets	Performance information					✓		No				
46	Approval of Service Delivery and Budget Implementation Plan	Performance information	Control activities				✓		No				
PROPERTY, PLANT & EQUIPMENT													
40	Depreciation	Financial	Control activities				✓		No				
41	Authority for write-offs	Compliance (Non-AFS)	Control activities				✓		No				
42	Only one cheque signatory signed the cheque when 2 are required	Control	Control activities				✓		No				
42	Accounting for firearms with supplier	Financial	Control activities				✓		No				
44	Input VAT claimed for a prohibited input	Compliance (Non-AFS)	Control activities				✓		No				
52	Wrong vehicle registration number on schedule of insured motor vehicles	Control	Control activities					✓	No				

MATTERS AFFECTING THE AUDIT REPORT**OPERATING EXPENDITURE****1. EX.42 - Three quotations not obtained****Audit finding**

In terms of Treasury Circular No. 01/2006 - Supply Chain Management Processes for values between R10 000 and R200 000 (VAT included), "The SCM Unit is to obtain at least three quotations from the list of accredited prospective suppliers."

However it was noted that the following purchases were made without three quotations being obtained:

Description	Voucher no.	Amount
SIKHULUMI TRADING ENTERPR	15003739	27 200.00
SINEZWI CONSTRUCTION & SU	15002697	20 494.92
SOUTHERN AFRICAN DIRECTOR	15002241	20 514.30
STREET WIRE DESIGNER CAR	15002275	25 080.00
TABEISA TA MNCEZA COMMUNI	15004427	25 000.00
STEINER HYGIENE	15002610	25 795.69
NASHUA NEWCASTLE	15003389	29 483.00
NASHUA NEWCASTLE	15003738	21 751.20
NASHUA NEWCASTLE	15003348	21 125.86
VLAM PANELBEATERS	15002799	26 536.81
UBUNTU BUS ADVISORY & CON	15004213	168 368.99
ZAMOKWAKHE CONSTRUCTION C	15004353	130 985.37
ARUP SA (PTY)LTD	15003934	114 000.00
ICEBO LAMAKHUZE	15003901	30 000.00
MAYPOLE (PTY) LTD	15002642	36 999.86
PURPLE MOSS 1078 CC	15004014	145 920.00
AWABULELE TRADING AND PRO	15004455	77 713.65
DIKBLOK CC	11000559	140 698.80
NEWCASTLE MILLS	11000621	57 240.80
BAGABISILE TRADING	11000647	45 302.50
KWEZI V3 ENGINEERS	11000551	85 800.63
Total		1 276 012.38

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Non-compliance with laws and regulations.

Recommendation

Management should implement controls to ensure that at least three quotations are obtained for all purchases between R10 000 and R200 000.

Management response

We agree with the recommendations made.

However, we would like to clarify the following exceptions:

- 1 Existing tender invoices.
- 2 Where a specific media is a requirement.
- 3 Where a specific Program Director (motivational speaker) is required
- 4 Where consumables are linked to the specific equipment (Nashua)
- 5 Where "urgent" requisitions do not follow the SCM procedure

The meeting is scheduled for emphasizing the importance of SCM Delegation at 08h30 Friday, 12th December 2008 with all stakeholders.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit. As management agree with the finding, the non-compliance results in irregular expenditure being incurred. In terms section 125(2)(d) of the MFMA, this must be appropriately disclosed. Non-disclosure will result in an audit qualification.

2. EX.43 - Purchase requisitions not completed

Audit finding

In terms of Treasury Circular no. 01/2006 - Supply Chain Management Processes for values between R10 000 and R30 000 (VAT included) "The department concerned must submit to the SCM unit a completed purchase requisition duly authorized by the responsible HOD."

It was however noted that purchase requisitions were not completed and authorised by the responsible HOD for the following expenditure:

Description	Voucher	Amount
SINEZWI CONSTRUCTION & SU	15002697	20 494.92
STEINER HYGIENE	15002610	25 795.69
VLAM PANELBEATERS	15002799	26 536.81
KANGLY PRINTERS	15002907	42 000.00
ICEBO LAMAKHUZE	15003901	30 000.00
MVUMENI INVESTMENTS CC	15002905	130 815.00
DIKBLOK CC	11000559	140 698.80
NEWCASTLE MILLS	11000621	57 240.80
Total		473 582.02

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Purchases could be made for expenditure that is not budgeted for or approved.

Recommendation

Management should implement controls to ensure that purchase requisitions are completed and approved prior to the expenditure being incurred.

Management response

We agree with the recommendations made. However, for accommodation proforma invoices are approved by HOD's.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit. As management agree with the finding, the non-compliance results in irregular expenditure being incurred. In terms section 125(2)(d) of the MFMA, this must be appropriately disclosed. Non-disclosure will result in an audit qualification.

3. EX.57 - Tax clearance certificate not obtained

Audit finding

In terms of the Preferential Procurement Policy Framework Act, section 16, "No contract may be awarded to a person who has failed to submit an original Tax Clearance Certificate from the South African Revenue Service (SARS) certifying that the taxes of that person to be in order or that suitable arrangements have been made with SARS."

In terms of the Supply Chain Management Policy, section 13, "A written quotation or bid may not be considered unless the provider who submitted the quotation or bid has authorised the municipality to obtain a tax clearance from the South African Revenue Service that the provider's tax matters are in order."

It was however noted that the following supplier's tax clearance certificates were not obtained:

Description	Payment voucher	Amount	Transaction date
SIKHULUMI TRADING ENTERPR	15003739	27 200.00	2008/04/08
TABEISA TA MNCEZA COMMUNI	15004427	25 000.00	2008/06/19
TRANSNAT COACHLINES(PTY)L	15003193	27 100.00	2008/01/22
STEINER HYGIENE	15002610	25 795.69	2007/11/09
NASHUA NEWCASTLE	15003738	21 751.20	2008/04/08
NASHUA NEWCASTLE	15003348	21 125.86	2008/02/12
SEAMLU PROMOTIONS	15002276	27 257.40	2007/09/14
VLAM PANELBEATERS	15002799	26 536.81	2007/11/29
KWEZI V3 ENGINEERS	15002358	26 054.19	2007/10/01
TRANSNAT COACHLINES(PTY)L	15002628	49 450.00	2007/11/09
ICEBO LAMAKHUZE	15003901	30 000.00	2008/04/29
NASHUA NEWCASTLE	15003712	35 727.60	2008/03/31
ROADSHOW EXPRESS	15004221	30 000.00	2008/05/29
SEBEWELA TRADING	15002214	150 102.00	2007/09/10
SEBEWELA TRADING	15003882	100 288.60	2008/04/29
COMPUTER CONCEPTS	15004242	36 694.32	2008/05/23
ORIBI GORGE HOTEL	15001984	35 700.00	2007/08/01
KWEZI V3 ENGINEERS	15003750	175 932.51	2008/04/08
AWABULELE TRADING AND PRO	15004455	77 713.65	2008/06/24
AWABULELE TRADING AND PRO	15004335	60 500.00	2008/06/06
SABALALA CONSULTING PTY L	11000596	45 600.00	2008/06/30

Description	Payment voucher	Amount	Transaction date
LOXION RECORDS	11000500	63 442.50	2008/04/24
NEWCASTLE MILLS	11000621	57 240.80	2008/06/30
Total		1 176 213.13	

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Council may be conducting business with suppliers whose taxes may not be in order.

Recommendation

Management should implement controls to ensure that Tax Clearance Certificates are obtained from suppliers to ensure that the supplier's taxes are in order.

Management response

We agree with the recommendations made.

The SCM delegation implementation process is in progress to prevent the recurrence of the above. However, the taxi industry does not have Tax Clearance Certificates.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit. As management agree with the finding, the non-compliance results in irregular expenditure being incurred. In terms section 125(2)(d) of the MFMA, this must be appropriately disclosed. Non-disclosure will result in an audit qualification.

4. EX.61 - MBD4 form not completed

Audit finding

In terms of the Supply Chain Management Policy, section 13(c), "A written quotation or bid may not be considered unless the provider who submitted the quotation or bid has indicated whether he or she is in the service of the state, or has been in the service of the state in the previous 12 months, if the provider is not a natural person, whether any of its directors, managers, principal shareholders or stakeholder is in the service of the state, or has been in the service of the state in the previous 12 months, or whether a spouse, child or parent of the provider or of a director, manager, shareholder or has been in the service of the state in the previous 12 months."

It was noted that the following suppliers were considered for supplying goods and services without completing MBD4 forms indicating compliance with section 13(c) of the SCM policy:

Description	Voucher Number	Amount	Date
TRANSNAT COACHLINES(PTY)L	15002936	149 000.00	2007/12/12
TRANSNAT COACHLINES(PTY)L	15002628	49 450.00	2007/11/09
UBUNTU BUS ADVISORY & CON	15004213	168 368.99	2008/05/29

Description	Voucher Number	Amount	Date
UMZINYATHI REGIONAL TAXI	15003900	62 500.00	2008/04/29
ZAMA AND THEMBI TRADING E	15003919	37 482.79	2008/04/30
KANGLY PRINTERS	15002907	42 000.00	2007/12/12
ICEBO LAMAKHUZE	15003901	30 000.00	2008/04/29
ROADSHOW EXPRESS	15004119	60 000.00	2008/05/16
ROADSHOW EXPRESS	15004221	30 000.00	2008/05/29
SEE YOU THERE CC	15002316	32 400.00	2007/09/21
COMPUTER CONCEPTS	15004242	36 694.32	2008/05/23
MAYPOLE (PTY) LTD	15002642	36 999.86	2007/11/09
ORIBI GORGE HOTEL	15001984	35 700.00	2007/08/01
SEAMLU PROMOTIONS	15002594	77 524.56	2007/11/02
BAGABISILE TRADING	15004317	35 450.00	2008/06/06
DELL ON LINE SALES	15003475	46 811.99	2008/03/05
TM BUSES AND SERVICES CC	15004066	118 500.00	2008/05/09
TM BUSES AND SERVICES CC	15003910	47 300.00	2008/04/30
UMZINYATHI REGIONAL TAXI	11000607	100 000.00	2008/06/30
UMZINYATHI REGIONAL TAXI	11000496	47 600.00	2008/10/04
DIGITAL VIEW	11000534	71 603.40	2008/06/30
LOXION RECORDS	11000500	63 442.50	2008/04/24
BAGABISILE TRADING	11000647	45 302.50	2008/06/30
MVUMENI INVESTMENTS CC	11000539	153 900.00	2008/06/30
Total		1 578 030.91	

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Non-compliance with approved policies and procedures and applicable laws and regulations.

Recommendation

Management should implement controls to ensure that tenders are awarded according to the applicable laws and regulations and approved policies.

Management response

We agree with the recommendations made. The SCM delegation implementation process is in progress to prevent the recurrence of the above.

The responsible person is Assistant CFO: Procurement.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit. As management agree with the finding, the non-compliance results in irregular expenditure being incurred. In terms section 125(2)(d) of the MFMA, this must be appropriately disclosed. Non-disclosure will result in an audit qualification.

5. EX.64 - Documentation not submitted for public invitation of bids

Audit finding

In terms of the Supply Chain Management Policy, section 20(b) - (h), "The procedures of a competitive bidding process are as follows:

- Public invitation of bids
- Site meetings or briefing sessions
- Evaluation of bids by the Bid Evaluation Committee as set in par. 28
- Award of contracts as detailed in par. 29 (Bid Adjudication Committees)
- After approval of a bid, the Accounting Officer and the bidder must enter into a written agreement."

It was noted however that the supporting documentation indicating that the procedure for the competitive bidders was followed, could not be produced for the following payment made:

Description	Amount	Voucher	Date
MVUMENI INVESTMENTS CC	310 859.76	15003836	2008/04/18

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The most appropriate supplier may not have been selected.

Recommendation

Management should ensure that the procedure for competitive bids as set out in the SCM policy is followed.

Management response

We agree with the recommendations made. The SCM delegation implementation process is in progress to prevent the recurrence of the above.

The responsible person is Assistant CFO: Procurement.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit. As management agree with the finding, the non-compliance results in irregular expenditure being incurred. In terms section 125(2)(d) of the MFMA, this must be appropriately disclosed. Non-disclosure will result in an audit qualification.

6. EX.1 - Non-compliance with procurement requirements

Audit finding

In terms of the Supply Chain Management Policy, any purchases between R30 000 and R200 000 must involve the bid specification committee.

- When the SCM department is informed of a requisition for goods priced in this range, a bid specification committee is formed, comprising the Head of Department of the department requesting the goods, department staff and the SCM unit.

- The bid specification committee must prepare the tender document which contains the specifications of the goods required.

A bulk order of T-shirts was purchased for R63 840 from Mvuneni Uniforms and Promotional Wear. However, the bid specification committee was not consulted and a tender document was not completed. Instead, three written quotes were obtained. This is in contravention of the documented and approved SCM Policy.

Root cause

Execution of transactions and events. Transactions and other significant events were not authorized and performed by the appropriate personnel.

Risk

There is a risk that the T-shirts purchased are not of the correct quality or do not meet the needs of the municipality as no specific details were formally decided upon.

Recommendation

Every purchase over R30 000 should be presented to a bid specification committee who should formally document the needs of the department who requested the purchase. The bid specification committee should then complete a formal tender document that stipulates the details of the intended purchase. No exceptions should be made to this policy.

OTHER

7. EX.67 - Investment in Uthukela Water

Audit finding

The municipality has entered into an agreement with Uthukela Water (Pty) Ltd for the provision of water services, a district municipal function. Certain disclosures with respect to transactions with Uthukela Water have been recorded in the financial statements of the municipality:

Opening balance Creditor:	R11 533 324.89
Water sales revenue:	R(6 063 896.00)
WSP expenditure:	R15 912 155.62
Uthukela Creditor at year end:	R21 348 589.00

In terms of the agreement between the two organisations, Uthukela Water is responsible for submitting monthly reports on revenue and expenditure to the municipality. Since its inception, none of these reports have been submitted, nor has Uthukela Water submitted financial statements for audit purposes.

Revenue and expenditure are recognised based on statements received from Uthukela, but which do not include any statistics such as quantities distributed or amounts recovered from consumers.

As a result hereof, we were unable to verify the amounts recorded as water sales and the related expenditure.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The amounts disclosed may be misstated.

Recommendation

Controls with regard to the entity should be improved as a matter of urgency.

Management response

Your recommendation is accepted.

Auditor's response

The comments are noted.

8. EX.17 - Audit committee**Audit finding**

In terms of section 166(4) of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003), a municipality must appoint an audit committee which must consist of "at least three members with appropriate experience". If this audit committee is also serving as the performance audit committee, then according to section 14(2) the Municipal Planning and Performance Management Regulations (GRN 796) at least one member must be an expert in performance management.

A review of the composition of the audit committee showed that:

- the audit committee consists of only two full members;
- none of the members have much appropriate experience;
- none of the members is a performance management expert.

Also, as per the audit committee charter adopted by the audit committee, the audit committee has the following responsibilities:

4.3 Internal audit: "Review the effectiveness of the internal auditors, including compliance with The Institute of Internal Auditors Standards for the Professional Practicing of Internal Auditing."

4.4 External audit: "Identify key matters arising from all reports submitted by the external auditors and satisfy itself that they are being properly followed up."

No items appear in the minutes of the committee meetings showing that either of these responsibilities had been discharged in accordance with the charter.

Root cause

The entity has not performed analyses of the knowledge, skills, and abilities needed to perform jobs appropriately.

Risk

Non-compliance with the applicable legislation. The audit committee may not be adding value to the municipality. The entity did not take appropriate follow-up actions with regard to findings and recommendations of audits and other reviews.

Recommendation

Steps should be taken to ensure that the audit committee composition and functioning is in terms of the aforementioned legislation and charter.

Management response

The Municipal planning and Performance Management Regulations of 2001 (Section 14(2)) stipulates that:

(2) (a) A municipality must annually appoint and budget for a performance audit committee consisting of at least three members, the majority of which may not be involved in the municipality as a councillor or an employee.

(b) A performance audit committee appointed in terms of paragraph (a) must include at least one person who has expertise in performance management.

The Municipal Finance Management Act, 56 of 2003, reinforces the need to establish an audit committee which it defines (Section 166) as:

an independent advisory body which must—

(a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality ... on matters relating to—

(i) internal financial control and internal audits;

(v) performance management;

(viii) performance evaluation

Composition and functioning of Amajuba District Municipality Audit Committee

- The existing audit committee was established in November 2006. Three full audit committee members and two youth graduates were appointed to all serve as the financial and performance audit committee for the period of three years.
- The chairperson of the audit committee resigned end of January 2008. A post was subsequently advertised and applications received. The Executive Committee will on 6 November 2008 shortlist candidates for interviews (see attached item). Appointments to be made before end of November 2008.
- To find performance management systems (PMS) experts who willing to serve on the audit committee has been a challenge since the establishment of the committee in 2004.
- The term of existing committee ends end of October 2009, we intend to advertise nationwide so as to seek suitably qualified individuals to serve in the audit committee.
- The municipality has showed interest in the audit committee training which is being organised by Vantage Holding. This training is said to take place on the 4th and 5th of November 2008 (See attached documentation). Should this training not materialize, the municipality plans to hold an in-house training.
- In future, the municipality will adhere to the audit committee charter so that the audit committee can perform its duties efficiently and effectively.

Auditor's response

The comments and difficulties experienced to full vacant positions is noted, however due to the importance of the functions of the audit committee this matter will have to be reported.

9. EX.21 - Declarations of interest

Audit finding

In terms of the Code of Conduct for Councillors, contained in Schedule 1, sections 5 and 7 of the Municipal Systems Act, 2000 (Act 32 of 2000) (MSA), Councillors must:

- (i) disclose an interest at meetings of council or Council committees; and
- (ii) annually declare their financial interests in writing to the Municipal Manager.

It was noted that the following 3 councillors had not made full declarations of their interests, as a search on the Companies and intellectual property registration office website (CIPRO) revealed that they had interests in the following additional enterprises:

Dhlomo, Love-Joy Phumlile Thembile - Active member - Mkhabela Contracting and Trading
Dlamini, Makosazana Irene - Active member - Nxantathu Trading Enterprise
Khumalo, Jabulile Cynthia Nightingale - Active founding member/director - Inqanawe Yomama
Khumalo, Jabulile Cynthia Nightingale - Active director - Indonsa Socio Economic Development Agency
Khumalo, Jabulile Cynthia Nightingale - Active member - MZJBA Contractors
Khumalo, Jabulile Cynthia Nightingale - Active member - Indonsa Business Management and Development Services
Khumalo, Jabulile Cynthia Nightingale - Active member - Khombindlena Project Team

Root cause

Appropriate policies, procedures, techniques, and control mechanisms have been developed and are in place to ensure adherence to established directives but the control activities identified as necessary are not actually being applied properly.

Risk

The municipality may unknowingly have dealings with the businesses the councillors have interests in.

Recommendation

Management should consider investigating the breach in the code, as permitted in terms of section 14 of the aforementioned code.

Management response

No response received.

10. EX.22 - In-year monitoring reporting

Audit finding

The municipality has failed to conform to the legislative requirements outlined by section 71 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) for the reporting period ending 30 June 2008 (fourth quarter). The municipality has failed to comply with their reporting obligations in terms of the MFMA, and more specifically, did not submit signed returns on their Conditional Grant spending for the period ending 30 June 2008 in terms of section 31(2) of the Division of Revenue Act, 2007 (Act No. 1 of 2007).

Root cause

Management does not have an appropriate attitude toward financial, budgetary, and operational/programmatic reporting.

Risk

In terms of section 171 of the MFMA, municipal officials may be committing acts of financial misconduct either deliberately or negligently by contravening a provision of this Act

Recommendation

Steps should be taken to ensure that legislated deadline dates for reports and reportable matters are strictly adhered to.

Management response

In response to the said finding, I do agree with the finding, though I do not agree with the root cause identified.

The omission in preparing and submitting the said reports arose as a result of the ill health and subsequent death of the the Assistant CFO : Budget and Treasury office, Mr N Mhlungu. However the problem will not recur as his position is in the process of being filled. The new incumbent will assume duties on the 1st of November 2008. .

I trust that the explanation given suffices.

Auditor's response

The comments are noted, however due to the nature thereof we have an obligation to report thereon.

11. EX.52 - Non-compliance with section 123(1)(d) & (e) of the MFMA**Audit finding**

In terms of section 123(1)(d) and (e) of the MFMA, the municipality must disclose information on whether the municipality has complied with the conditions of the allocations received and in cases of non-compliance reasons thereto. It was noted that such information is not disclosed in the financial statements.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Disclosure information in the financial statements may be incomplete.

Recommendation

Steps should be taken to ensure that legislated disclosures are made in the financial statements.

Management response

Your recommendation is accepted.

Auditor's response

The comments are noted.

12. EX.68 - Submission of financial statements

Audit finding

Municipal Finance Management Act, section 126(1)(a) and (b) states that, "The accounting officer of a municipality must prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing and must in addition, in the case of a municipality referred to in section 122(2), prepare consolidated annual financial statements in terms of that section and, within three months after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing."

This was contravened as the financial statements were not submitted on the 31 August 2008. They were subsequently submitted on 10 October 2008.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

This impacts on public accountability and the achievement of timeous reporting.

Recommendation

Management should ensure that the municipality complies with all the laws and regulations governing it.

Management response

Your recommendation is accepted

Auditor's response

The comments are noted.

PAYABLES

13. EX.3 - Purchases and Payables - VAT not accounted for correctly

Audit finding

The municipality is a registered VAT vendor. Therefore, any payments made by them that are inclusive of VAT and is not a prohibited input must be split when recorded in the financial statements as follows:

Debit: Asset / Expense	R100	(Payment less VAT fraction = 100/114)
Debit: VAT Control Account	R 14	(Vat fraction = 14/114)
Credit: Creditors / Bank	R114	(Total payment)

However, a number of transactions were inspected, and although the VAT and expense / asset allocations were correctly recorded on the supporting documentation (quote, order form, invoice, payment voucher), the transactions were not captured correctly on the system. The system reflected the expense/asset account inclusive of VAT and there was no entry in the VAT Control accounts.

ERRORS FOUND:

(1) Purchase requisition 2209

DR: Municipal Systems Improvement Grant Expense (0401/0199/0000)

R63 840.00

NOTE: The VAT portion of the payment was NOT captured correctly. (Should have been R56 000 expense & R7 840 VAT)

CR: Creditors Category 1000 (0506/0752/0000)

R63 840.00

(2) Purchase requisition 2224

DR: Municipal Systems Improvement Grant Expense (0401/0199/0000)

R310 859.76

NOTE: The VAT portion of the payment was NOT captured correctly. (Should have been R272 864.00 expense & R38 175.76 VAT)

CR: Creditors (0506/0752/0000)

R310 859.76

(3) Payment voucher 15004154

DR: Household Removal Cost (Vote 0190/4508/0000)

R6 535.01

CR: Creditors (Vote 0506/0751/0000)

R6 535.01

Note: VAT has NOT been allocated correctly. (Should have been R5 732.46 Expense & R802.55 VAT)

(4) Payment voucher 11000394

DR: Mayors Projects (Vote 0110/4466/0000)

R32 140.00

Note: VAT was NOT accounted for. (Should have been R28 192.98 Expense and R3 947.02 VAT)

CR: Creditors (Vote 0506/0751/0000)

R32 140.00

Root cause

Information processing. The entity did not employ a variety of control activities suited to information processing systems to ensure accuracy and completeness.

Risk

VAT is not being accounted for correctly. As this is a contravention of the VAT Act, the municipality could face fines for not complying. Also, as the errors found relate to input VAT, the municipality is losing money as it is not claiming the input VAT back, which would increase the VAT refund.

Recommendation

Before the payment voucher is approved, the CFO should agree the payment as per the payment voucher to the invoice and the order. In the cases above, the supporting documentation had correctly recorded the VAT but the capturing on the system was incorrect. When the senior creditors clerk enters a batch onto the system, the transaction should be checked to determine whether VAT has been correctly captured. (Look at the separate expense/asset and VAT components, instead of just the total inclusive of VAT) Only once the CAPTURED batch has been approved and checked should the system be updated.

Management response

Recommendation accepted.

Auditor's response

The comments are noted.

PERFORMANCE INFORMATION**14. EX.72 - Non-compliance with section 26(i) of the Municipal Systems Act****Audit finding**

In terms of section 26(i) of MSA 32 of 2000 "an integrated development plan must reflect the key performance indicators and performance targets determined in terms of section 41."

It was noted that the integrated development plan does not include the key performance indicators as well as the performance targets, as required by the Municipal Systems Act.

Recommendation

Management should ensure that the municipality complies with all the relevant laws and regulations.

Management response

Annexure K contains the linkage of the IDP to the PMS. Although the word "KPI" was not clearly used in the tables but the "Specific Strategy" column was utilised as KPI's in the preparation of the PMS. This will be rectified in future IDP's.

Annexure J which indicates the IDP implementation report contains "performance targets".

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

OTHER IMPORTANT MATTERS

CASH AND CASH EQUIVALENTS

15. EX.13 - No evidence of review by municipal manager of audit trail batch report for EFT payments.

Audit finding

The policy and procedure that should be taken regarding EFT payments is as follows:

- The senior creditor will prepare the payment batch for the period (attached with payment vouchers and supporting documents).
- EFT Transfers are effected via ABSA Cash focus system. Access to this module is limited only to user operators.
- Multi-level passwords are required to effect and authorise payments.
- The payment batch is entered onto the system and an audit trail batch report is printed.
- This report together with the payment vouchers are reviewed by the CFO and signed as proof of evidence of review and approval.
- The CFO then accesses the EFT system using his password and agrees the audit trail report to the system. Once he is happy that there are no errors in the batch, and bank details are valid, he transmits the batch.
- The CFO, being 1 of the signatories, also approves the transmitted batch.
- The transfer batch report is then printed.
- The transfer batch report together with the payment vouchers are checked and compared by the municipal manager/ CFO designate.
- This is then signed as proof of review and evidence of approval.
- The municipal manager/ CFO designate then accesses the system using their password and provide a second approval of the batch.

During the bank and cash walkthrough, payment voucher 15004154 dated 19 May 2008, was selected for testing. The audit trail batch report and the transfer batch report could not be found, and therefore no evidence of review by the municipal manager could be confirmed.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

With no review being performed, there could be errors in the payments of creditors or fraudulent creditors could be receiving payment.

Recommendation

The policy in place should be strictly followed. The printed and signed audit trail batch reports should be filed in date order as evidence of review by the municipal manager. One person in the finance department should be responsible for keeping these as this will isolate responsibility should there be a report missing.

Management response

Recommendation accepted.

Auditor's response

The comments are noted and this matter will be followed up during the 2008-09 audit.

16. EX.53 - Bank reconciliation vs General ledger

Audit finding

Municipal Finance Management Act, section 62(2) states that the accounting officer is responsible for and must account for all bank accounts of the municipality.

The following unexplained discrepancy exists in the bank account:

Item	Amount (R)
Note 19- Financials	11 504 576
<u>Bank confirmation</u>	<u>11 512 846</u>
Difference	(8 270)

Furthermore, there were long outstanding cheques which were issued more than six months ago and which were not cancelled:

Payee	Voucher no.	Date of issue	Amount
Ikhwezi High school	11000298	30/09/07	2 400
Majuba Centre for people Deve	11000378	30/11/07	1 650
Makhathini NR	11000205	31/07/07	250
Total			<u>4 300</u>

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The bank balance per financial statements could be misstated.

Recommendation

An explanation for the difference is sought, and steps should be taken to write the stale cheques back and adjust the financial statements accordingly.

Management response

The necessary adjustments will be effected on the AFS. Stale cheques were followed up and are to be written back.

Auditor's response

The comments are noted and will be followed up to the amended financial statements once submitted.

17. EX.54 - Preparation and review of bank reconciliation

Audit finding

Municipal Finance Management Act, section 62(2) states that the accounting officer is responsible for and must account for all bank accounts of the municipality.

On inspection of the monthly bank reconciliations, it was noted that the following bank reconciliations were not prepared or reviewed on time:

Month ending	Reviewed date
July	8-Oct-2007
August	22-Oct-2007
September	1-Nov-2007
November	15-Feb-2008
June	5-Sep-2008

Furthermore, this control weakness was also identified in the previous financial year.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Delays in the reconciliation of bank accounts compromise the accuracy and reliability of monthly management accounts.

Recommendation

Timeous monthly bank reconciliations accompanied by independent monitoring and reviews are fundamental to negate the risks of errors, omissions and possible fraud.

Management response

Your recommendations are accepted.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

18. EX.56 - Petty cash

Audit finding

It was established that the cash replenishment for the petty cash is deposited into the individual bank account of the person responsible for petty cash, which contravenes the principles of good governance and accountability.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The petty cash could be easily misappropriated.

Recommendation

Steps should be taken to ensure that public monies are not deposited into individual/private bank accounts.

Management response

Your recommendations are accepted. In future an uncrossed cheque will be issue to be presented for cashing at the bank.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

19. EX.55 - Processing of cheques paid on the system**Audit finding**

Section 65(2)(c) of the MFMA states that the accounting officer must for the purpose of subsection (1), take all reasonable steps to ensure that the municipality has and maintains a system of internal control in respect of creditors and payments. The following cheques were processed on the system (SEBATA) after they had been cashed by the payees:

Voucher number	Process Date	Date(cashing of cheques)	Payee	Amount (R)
11000529	30-Jun-08	20-Jun-08	Actual change	40 000.00
11000562	30-Jun-08	11-Jun-08	Newcastle funeral home	1 800.00
11000624	30-Jun-08	21-Jun-08	Crinoline Medical Supplies	50 100.00
11000566	30-Jun-08	19-Jun-08	Telkom SA	11 177.62
11000621	30-Jun-08	24-Jun-08	Newcastle Mills	57 240.80
11000568	30-Jun-08	13-Jun-08	Department of Minerals & Energy	6 269.83
11000569	30-Jun-08	20-Jun-08	Lakhis Cash & Carry	14 040.80
11000570	30-Jun-08	21-Jun-08	Amakhulekani	1 500.00
11000572	30-Jun-08	25-Jun-08	Newcastle Volkswagen	8 099.00
11000593	30-Jun-08	11-Jun-08	Cashbuild South Africa PTY LTD	128 991.42
Total				<u>319 219.47</u>

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The non-processing of cheque payments on the system on time could jeopardize the completeness of cheques processed, and could result in the overstatement of the bank account and creditors in the financial statements.

Recommendation

Transactions affecting bank accounts should be processed on the system immediately.

Management response

Recommendation accepted

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

EMPLOYEE COSTS**20. EX.34 - Overtime - more than 30 percent****Audit finding**

Section 10 of the Basic Conditions of Employment Act, 1997 states that the maximum permissible overtime is 3 hours on any 1 day or 10 hours in any 1 week.

It was noted that the compensation for overtime for the following employees constituted more than 30% of their salary, and are possibly in contravention of the aforementioned:

Name	Amount	Month
Ndzotyana A	5 230.26	June 2008
Simelane L.C	1 241.27	April 2008

Root cause

The control activities identified as necessary were not in place and being applied

Risk

Council is contravening the aforementioned act and may possibly be incurring excessive overtime expenses.

Recommendation

Management should take the necessary steps to ensure that the above legislation is complied with.

Management response

Recommendation accepted.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

21. EX.49 - Councillors not contributing to UIF**Audit finding**

Our audit revealed that full time councillors did not contribute to the UIF.

The Unemployment Insurance Contributions Act No 4 of 2002 states that: Application of Act.— (1) This Act applies to all employers and employees, other than—(c) employees in the national and provincial spheres of government who are officers or employees as defined in section 1 (1) of the Public Service Act, 1994 (Proclamation No. 103 of 1994), and their employers." The councillors are not appointed in terms of the public service act and are therefore not exempt from paying UIF,

however upon inspection of the councillors' payslips it was noted that UIF contributions were not deducted off the councillor's salary nor are the employer payments made by the municipality. This is in contravention with the Contributions Act No. 4 of 2002. Section 17 (1) of the aforementioned act states that "A person commits an offence if that person— (a) fails to pay any amount due in terms of this Act on the day determined for payment thereof.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Penalties could be levied against the municipality for non-compliance with the applicable legislation.

Recommendation

Management should ensure that councillors are contributing to UIF.

Management response

Councillors are elected office bearers. They are elected for a fixed term of 5 years. They are not employees.

Auditor's response

The comments are noted but not considered satisfactory.

OPERATING EXPENDITURE

22. EX.50 - Expenditure - Report of contracts above R100 000 not submitted to Treasury

Audit finding

In terms of the Municipal Finance Management Act Circular no. 34, " Reports must be submitted to National Treasury within 15 days of the end of each month for contracts awarded above R100 000."

During the audit of expenditure it was noted that no reports were submitted to Treasury as required, for contracts above R100 000.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Non-compliance with applicable laws and regulations.

Recommendation

Management should implement controls to ensure that the MFMA circular is complied with in terms of submitting reports to National Treasury.

Management response

We agree with the recommendations made. The process of compliance with legislative requirements is in progress.

The responsible person is Assistant CFO: Procurement.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

23. EX.40 - Invoices not paid within 30 days

Audit finding

In terms of the Municipal Finance Management Act, section 65(2)(e), "The accounting officer must for the purpose of subsection (1) take all reasonable steps to ensure that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure".

It was noted that the following expenditure was not paid within 30 days of receiving the invoice/statement:

Voucher	Description	Amount	Invoice date	Payment date
15002595	UDIDI	37 726.89	31/07/2007	02/11/2007
15002911	MINOLCO	33 155.17	3/10/2007	12/12/2007
15003442	LAKHI & CO	128 250.00	10/12/2007	28/02/2008
15004328	MHP GEOSPACE	22 551.82	26/04/2008	06/06/2008
15002086	BCP ENGINEERS	389 880.00	6/8/2007	24/08/2007
15003033	SEBEWELA TRADING	136 568.10	5/10/2007	19/12/2007
15004354	INDWE RISK SERVICES	24 861.00	26/02/2008	12/06/2008

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The municipality might incur interest on late payments and is not complying with the requirements of the MFMA.

Recommendation

Management should implement controls to ensure that creditors are paid on time to avoid being charged interest.

Management response

We agree with the recommendations made.

1 However we would like to clarify the following:

The invoice date does not reflect the date on which the ADM received the invoice. The suggested controls henceforth are as follows:

Invoice Control Register:

- Record the date on which the invoice was received from registry at Finance
- Signature when the user department receives the invoice for approval
- Signature when the Finance department official receive the approved invoice for payment
- HOD approval should be accompanied the date of approval

The responsible person is the Junior Creditors Clerk

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

24. EX.39 - No order form attached to supporting documentation**Audit finding**

In terms of the Supply Chain Management Policy, section 39(c) and (d), "The accounting officer must establish and implement an effective system of logistics management, which must include the placing of manual or electronic orders for all acquisitions other than those from petty cash and before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and is in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged is as quoted in terms of a contract."

It was however noted that the following payments were made without the order forms being completed and approved:

Description	Voucher no.	Amount	Transaction date
SINEZWI CONSTRUCTION & SU	15002697	20 494.92	2007/11/21
STEINER HYGIENE	15002610	25 795.69	2007/11/09
VLAM PANELBEATERS	15002799	26 536.81	2007/11/29
UBUNTU BUS ADVISORY & CON	15004213	168 368.99	2008/05/29
ZAMOKWAKHE CONSTRUCTION C	15004353	130 985.37	2008/06/12
ICEBO LAMAKHUZE	15003901	30 000.00	2008/04/29
SEBEWELA TRADING	15002214	150 102.00	2007/09/10
ORIBI GORGE HOTEL	15001984	35 700.00	2007/08/01
KWEZI V3 ENGINEERS	15003750	175 932.51	2008/04/08
MVUMENI INVESTMENTS CC	15002905	130 815.00	2007/12/12
M.F MADONDO CONSTRUCTION	15002700	122 527.64	2007/11/21
AWABULELE TRADING AND PRO	15004335	60 500.00	2008/06/06
AWABULELE TRADING AND PRO	15003544	46 200.00	2008/03/07
DIKBLOK CC	11000559	140 698.80	2008/06/30
SEBEWELA TRADING	11000556	73 210.60	2008/06/30
UBTA	15001718	33 600.00	2007/07/06
UBTA	15001763	28 800.00	2007/07/09
I L G M	15004442	24 750.00	2008/06/23
CPMD (MF)	15002254	20 000.00	2007/09/11
DIKBLOK CC	15003469	151 683.84	2008/03/04
DIKBLOK CC	15004332	105 900.30	2008/06/06
SHORIES MARQUEES	15001754	89 000.00	2007/07/09
VANTAGE HOLDINGS	15003173	85 386.00	2008/01/22
PHUMUZINYAWO TRANSLINE	15001757	32 800.00	2007/07/09
INTUTHUKO TAXI ASSOCIATIO	15001753	29 900.00	2007/07/09
LUNGISANI TRADING & CONST	15003141	98 482.00	2008/01/10
LUNGISANI TRADING & CONST	15002749	123 713.42	2007/11/26

Description	Voucher no.	Amount	Transaction date
LUNGISANI TRADING & CONST	15002909	76 021.58	2007/12/12
THANDINKOSI MULTISERVE	15003760	27 736.20	2008/04/08
HORATIA INVESTMENTS 18 (P	15001982	372 096.00	2007/08/01
SHINE THE WAY CC 108	11000599	22 500.00	2008/06/30
STEVE'S PHOTOGRAPHIC	15004107	20 000.00	2008/05/16
THUMEKA COMMUNICATION	15004067	22 900.00	2008/05/09
THANDINKOSI MULTISERVE	11000565	22 572.00	2008/06/30
A & H MANUFACTURERS	11000652	24 000.00	2008/06/30

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Losses may be incurred as a result of expenditure not being approved prior to being incurred.

Recommendation

Management should implement controls to ensure that order forms are completed and approved prior to the expenditure being incurred.

Management response

We agree with the recommendations made.

- 1 However we would like to clarify the following with regards to tender agreement payments:
 - 1.1 The order is issued for the full tender amount to successful bidder and progressive payments are made as per payment certificates (contract invoice).
- 2 Where the service provider is appointed by ADM contractor (insurer instruction) we pay as per insurer's instructions.
- 3 For accommodation, where ADM does not have an account the payment is based on proforma invoice approved by HOD.
- 4 Renewal of ADM institutional membership fees (ILGM) is paid on approval of renewal statement.

The recommendation will be implemented onwards.

The responsible person is Assistant CFO: Procurement

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

25. EX.41 – General ledger amount does not agree to invoice

Audit finding

During the audit of expenditure the following discrepancies were noted between the amount recorded in the general ledger, and payment voucher/invoice:

Voucher	Description	GL Amount	Invoice amount	Difference
15002615	PHAPHAMA AFRICA STAFF SER	168 439.33	243 064.35	74 625.02
15002311	PHAPHAMA AFRICA STAFF SER	135 724.97	195 856.28	60 131.31

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The financial statements could be misstated.

Recommendation

Management should implement procedures and controls to ensure that invoices captured on the system are correct and reviewed by a senior official.

Management response

The PAYE was always deducted from the Labour brokers' invoice until they provided proof of tax registration.

Auditor's response

The comments are not clear and do not address the audit finding.

OTHER

26. EX.16 - Journal entry weaknesses

Audit finding

In terms of section 62.1.(c)(i) of the Municipal Finance Management Act, the accounting officer of the municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.

A review of the control environment over general journals revealed numerous weaknesses which include the following:

- a) There was no documented approved policy and procedure manual for journal initiation, approval and processing.
- b) The official who initiates the journal also process it on the system and the approval is only manual.
- c) There is no evidence of management review of all the processed journals and exception reports.
- d) The journals were not always authorised by the CFO.

Furthermore the matter was reported in the previous financial year but no corrective action has been taken.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Fictitious or erroneously processed journal entries could not be detected timely resulting in misrepresentation of financial statements.

Recommendation

The accounting officer should develop policy and procedures on initiation, checking, approval and processing of journals as a matter of urgency. There should be a segregation of duties between the initiator and processor of the journal especially when the approval is manual. There should be set limits on the amount of journals to be approved. Exception reports should be available and extracted for unusual journal activity, which should be independently reviewed. Systems should be interfaced to reduce the number of manual journals, thus mitigating the risk of human error...

Management response

Recommendation accepted.

Auditor's response

The comments are noted, and the matter will be followed up during the 2008-09 audit.

27. EX.5 - Oversight report not timeously approved**Audit finding**

According to section 129(1) of the Municipal Finance Management Act, (Act No. 56 of 2003), Oversight reports on annual reports: "The council of a municipality must consider the annual report of the municipality and of any municipal entity under the municipality's sole or shared control, and by no later than two months from the date on which the annual report was tabled in the council in terms of section 127, adopt an oversight report containing the council's comments on the annual report, which must include a statement whether the council—

- (a) has approved the annual report with or without reservations;
- (b) has rejected the annual report; or
- (c) has referred the annual report back for revision of those components that can be revised."

The minutes of council meetings however, show that while the Annual report was presented to council on the 28 January 2008, the oversight report was only adopted nearly four months later on May 29 2008.

Root cause

Within the entity, there were no mechanisms in place to monitor and review operations and programmes.

Risk

Non-compliance with the MFMA.

Recommendation

The municipality should take steps to ensure that legislation and legislated timelines are complied with/adhered to.

Management response

A draft of the report was submitted to Council before the end of January 2008. It was then advertised for public comments, however no comments were received. Item was then submitted to the Executive Committee and Council for noting and approval. In future, an oversight report will be tabled to Council on time regardless of whether comments have been received from the public.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

28. EX.18 - Reconciliations

Audit finding

In terms of section 62(1)(c)(i) of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. It was established that the following internal controls were not performed:

1. Reconciliations between the system (SEBATA & PAYDAY).
2. Reconciliation and clearing of the suspense account.
- 3 Reconciliation of subsidiary ledgers to general ledger (eg. Creditors).

Furthermore the matter was reported in the previous financial year but no corrective action has been taken.

Root cause

Appropriate policies, procedures, techniques, and mechanisms did not exist with respect to each of the entity's activities.

Risk

The absence of reconciliations compromises reliance over the completeness and accuracy of recorded employee costs, creditors and debtors accounts. Suppliers could be overpaid without being detected timeously. Non-payment of accounts may not be detected within established timeframes, resulting in the payment of avoidable interest and penalties.

Recommendation

Monthly reconciliations between statements and ledger accounts need to be performed by the senior payables/receivables clerks and supported with documentation. These reconciliations must be reviewed by senior management and signed as proof of review.

Management response

Reconciliations between SEBATA and PAYDAY

Before loading the PAYDAY journal, all affected ledger accounts will be printed and their status checked (signature as evidence of checking).

After loading the PAYDAY journal, all affected ledger accounts will be printed and checked against the journal for accuracy of processing (signature as evidence of checking).

Target date: 30 November 2008
Responsible person: Asst CFO Operations and Compliance
2nd Responsible person: Payroll Officer

Reconciliation and clearing of suspense accounts

The recommendation will be implemented as suggested

Target date: 31 January 2009
Responsible person: Asst CFO Accounting and Budgeting
2nd Responsible person: Accountant

Reconciliation of subsidiary ledgers to the general ledger

Debtors ledger

The municipality does not have standing debtors that we bill on a regular basis, and therefore no debtors ledger.

Creditors ledger

The municipality also does not have standing creditors, because in terms of our SCM policy, we use a different supplier for every purchase and settle our obligations within a month.

However for Eskom, Telkom and other standing contracts, we are going to keep a register of payments made in order to avoid duplicate payments.

Target date: 31 December 2008
Responsible person: Asst CFO Operations and Compliance
2nd Responsible person: Senior Creditors Clerk

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

PAYABLES

29. EX.10 - VAT is not accounted for on payments made through Petty Cash

Audit finding

Any purchase made by the municipality for an amount of R400 or less is paid through petty cash.

In terms of the VAT Act, any purchase that was vatable and not a prohibited input should be recorded net of VAT as an expense in the financial statements.

However, any payment that is paid through the petty cash system is recorded inclusive of VAT and the VAT is not claimed back as input VAT.

The petty cash payments that were inspected had supporting documentation (petty cash voucher, invoice and payment voucher) that was completed correctly by allocating the expense/asset and VAT components separately. However, when the payment was recorded on the SEBATA system, that VAT was not accounted for correctly.

Root cause

Information processing. The entity did not employ a variety of control activities suited to information processing systems to ensure accuracy and completeness.

Risk

VAT is not being accounted for correctly. As this is a contravention of the VAT Act, the municipality could face fines for not complying. Also, as the errors found relate to input VAT, the municipality is losing money as it is not claiming the input VAT back which would increase their VAT refund.

Recommendation

Every time the petty cash needs to be replenished, all the payments for that batch should be entered onto a Batch Control Sheet that correctly allocates the VAT and expense components of each transaction. The Batch Control Sheet should be compared to the captured transactions to determine whether VAT is being accounted for correctly, and these transactions should be reviewed and approved by an authorised person before the SEBATA system is updated.

Management response

Recommendation accepted.

Auditor's response

The comment is noted and the matter will be followed up during the 2008-09 audit.

30. EX.4 - Inadequate controls over the receiving of deliveries - no GRN prepared

Audit finding

The SCM Policy states that:

- When the supplier delivers the goods that were ordered, the employee from the department who requested the goods receives the goods.
- The employee compares the goods received to the invoice and the purchase requisition in the requisition book.
- If the goods received are correct as per the purchase requisition, the employee prepares a pre-numbered goods received note (GRN) in duplicate.
- The employee is required to complete the following information on the GRN:
 1. the department receiving the goods,
 2. the description, quantity and price of the goods,
 3. the corresponding requisition number,
 4. the name of the employee receiving the goods & their signature.
- Each department has its own goods received note book which is kept by the admin officer.

Whilst performing walkthrough tests, it was noted that no good received notes were made out for the delivery of goods.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Failure to complete a GRN may result in payment to suppliers before the goods are even delivered or payment for incorrect or damaged goods.

Recommendation

The GRN serves as proof of delivery and should be compared to the purchase requisition and order to confirm the correct quantity, description etc. of the goods. No supplier should be paid unless there is an invoice and a GRN is completed as proof of delivery.

Management response

We disagree with the finding as our policy does not stipulate as per your finding.

Auditor's response

The comment is noted, but not considered satisfactory.

PROPERTY, PLANT & EQUIPMENT

31. EX.29 - Depreciation

Audit finding

Paragraph 51 of GAMAP 17 states that the depreciable amount of an item of property, plant and equipment shall be allocated on a systematic basis over its useful life. The depreciation method used shall reflect the pattern in which the asset's economic benefits or service potential is consumed by the entity.

On review of the asset register the following assets had a depreciation charge, though they were acquired at the end of the year (30 June 2008)

Asset no.	Description	Purchase date	Price	Book value	Depreciation charge
00499	COMPUTER PRINTER MAGICOLOR	30/06/2008	12 500.00	12 294.52	205.48
00701	COMPUTER LAPTOP	30/06/2008	17 542.98	17 254.60	288.38
01384	CABINET DISPLAY GLASS AND/OR WOODEN DOORS	30/06/2008	12 250.00	12 106.16	143.84
01477	COMPUTER LAPTOP	30/06/2008	16 094.00	15 829.44	264.56
01563	MACHINE PLOTTER A4	30/06/2008	62 810.00	61 777.51	1 032.49
01846	SIREN	30/06/2008	22 000.00	21 638.36	361.64
02116	MOTOR VEHICLE ISUZU TRUCK TANKER	30/06/2008	748 097.00	735 799.52	12 297.48
02198	COMPUTER LAPTOP	30/06/2008	16 094.00	15 829.44	264.56
02199	MOTOR VEHICLE TOYOTA COROLLA 1.6	30/06/2008	159 999.99	157 369.85	2 630.14
02200	G.P.S GARMIN	30/06/2008	2 192.11	2 156.08	36.03
X0016	BUILDING MADADENI	30/06/2008	4 993.20	4 979.52	13.68
X0016	BUILDING MADADENI	30/06/2008	720.00	718.03	1.97
Z0156	CAMERA DIGITAL	30/06/2008	1 784.56	1 735.67	48.89
Z0171	FURNITURE	30/06/2008	4 502.63	4 449.76	52.87
Z0173	COMPUTER DESKTOP	30/06/2008	6 198.24	6 096.35	101.89

Asset no.	Description	Purchase date	Price	Book value	Depreciation charge
Z0174	COMPUTER DESKTOP	30/06/2008	6 198.24	6 096.35	101.89
Z0175	COMPUTER DESKTOP	30/06/2008	6 198.25	6 096.36	101.89
Z0176	RACK BROCHURE	30/06/2008	6 578.95	6 501.70	77.25
Z0177	FRIDGE BAR	30/06/2008	788.60	766.99	21.61
Total					18 046.54

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

This could lead to an overstatement of depreciation and an understatement of property, plant and equipment.

Recommendation

Steps should be taken to rectify the above and the Auditor-General furnished with an explanation.

Management response

The Baud System calculates a full month depreciation on assets purchased within a certain month irrespective of the actual purchase dates, so if assets is purchased on the 30/06/2008, it will calculate depreciation from 01/06/2008. This is how the Asset Management System works and will be discussed with the Service Provider of the System if changes can be made to address your concerns.

Name: Calvin Masondo
Position: Chief Financial Officer
Date: 18 November 2008

Auditor's response

The comments are noted and we await your further communication in this regard.

32. EX.46 - Authority for write-offs

Audit finding

As per note 6 of the financial statements a write-off/disposal with a net book value of R7 488 015 is reflected. Authority for the write-off/disposal was not provided for audit purposes.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The depreciation expenditure could be over/understated resulting in misrepresentation of property, plant and equipment in the financial statements.

Recommendation

The authority for the write off of the assets should be provided.

Management response

The Exco meeting in which such authority was sought did not sit. The Municipal Manager as Accounting officer has signed an interim authority to be ratified when Exco meets.

The agenda item meant for the Exco meeting is attached. However, you already have the MM's signed authority in your possession.

Auditor's response

The comments are noted. Once the agenda item has been ratified by council, evidence thereof should be submitted to the Auditor-General.

33. EX.12 - Only one cheque signatory signed the cheque when 2 are required

Audit finding

Regarding cheques, the SCM Policy states:

- The cheque is completed with the creditor details and attached to the payment voucher above.
- The documents above are then presented to 2 of the authorised cheque signatories for review and if they approve, they sign the cheque and payment voucher.

During the bank and cash walkthrough, payment voucher 11000394 was selected to be tested. The cheque was signed by the municipal manager but there was no second cheque signatory.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

There is a risk that unauthorised payments may be made when there is only one cheque signatory.

Recommendation

No payment should be processed and no cheque posted without 2 cheque signatories.

Management response

The bank only processes payments/ transactions that are signed for by the two authorized signatories as per their mandate from us.

Auditor's response

The comment is noted however, our audit evidence indicates otherwise.

34. EX.45 - Accounting for firearms with supplier

Audit finding

Paragraph 9 of GAMAP 17 defines property, plant and equipment as tangible assets that:

- (a) are held by an entity for use in the production or supply of goods or services, for rental to others, or for administrative purposes, and
- (b) are expected to be used during more than one reporting period.

Paragraph 51 also states that the depreciable amount of an item of property, plant and equipment shall be allocated on a systematic basis over its useful life. The depreciation method used shall reflect the pattern in which the asset's economic benefits or service potential is consumed by the entity.

The municipality has accounted for the following items as their property, plant and equipment and has also depreciated the assets, however these items were still in the custody of the supplier and have not been used:

Asset no.	Description	Class description	Purchase date	Price	Book value	Location description
Z0001	WEAPONS	FIRE ARMS	30/06/2007	13 333.24	10 659.29	COUNCIL GENERAL
Z0141	WEAPON 9MM PISTOL	FIRE ARMS	13/05/2008	11 842.05	11 446.24	MLANGENI M.S CLLR
Z0142	WEAPON 9MM PISTOL	FIRE ARMS	13/05/2008	11 842.05	11 446.24	MLANGENI M.S CLLR
Total				37 017.34	33 551.77	

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The property, plant and equipment figure in the financial statements could be overstated.

Recommendation

The supplier with the custody of the firearms should be raised as a debtor and the firearms should be removed from the asset register.

Management response

The weapons purchased were still undergoing a licensing process upon finalization of the Asset Register therefore it could not be verified and tagged, because the Asset was purchased within the financial year 2007/2008 it had to be accounted for on the fixed asset register. If not it would have resulted in an understatement of fixed assets because the transaction had already taken place.

Name: Calvin Masondo
 Position: Chief Financial Officer
 Date: 18 November 2008

Auditor's response

The comments are noted however, not all issues raised have been addressed and a further response is required.

35. EX.8 - Input VAT claimed for a prohibited input

Audit finding

The VAT Act has certain prohibited inputs that may not be claimed as input VAT by a vendor. One of the prohibited inputs is motor vehicles that are passenger vehicles. A double cab is considered a passenger vehicle as it can accommodate more than 2 people. Therefore, input VAT may not be claimed on the purchase of a double cab vehicle. The input VAT must be raised as part of the expense with no amount being allocated to VAT.

Payment voucher 1100380 (Inspected on SEBATA system):

DR: Community Services – Motor Vehicles (Vote 0125/6302/0000) R187 045.00

DR: VAT (Vote 1512/0938/0000) R26186.00

CR: Creditors (Vote 0506/0752/0000) R213 231.00

Should have been:

DR: Community Services – Motor Vehicles (Vote 0125/6302/0000) R213 231.00

CR: Creditors (Vote 0506/0752/0000) R213 231.00

Root cause

Appropriate policies, procedures, techniques, and mechanisms did not exist with respect to each of the entity's activities.

Risk

VAT is not being accounted for correctly. As this is a contravention of the VAT Act, the municipality could face fines for not complying. They have claimed VAT and received a refund on a prohibited input.

Recommendation

It is suggested that the senior creditor's clerk who captures the payments attends a VAT course as VAT is being incorrectly accounted for repeatedly.

When the senior creditor's clerk enters a batch onto the system, the transaction should be checked to determine whether the VAT has been correctly captured. The reviewer should look at the separate expense/asset and VAT components, instead of just the total payment to the creditor inclusive of VAT.

Only once the captured batch has been approved and checked should the system be updated.

Management response

Recommendation accepted.

Auditor's response

The comments are noted, and the matter will be followed up during the 2008-09 audit.

PERFORMANCE INFORMATION

36. EX.70 - Municipal entity's KPI's

Audit finding

Regulation 9.1.(a) and 9.2.(b) (ii) of the Municipal Planning and Performance Management Regulations, 2001 states that a municipality must set key performance indicators, including input indicators, output indicators and outcome indicators, in respect of each of the development priorities and objectives referred to in section 26 (c) of the Act and in setting key performance indicators, a municipality must ensure that the key performance indicators inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement

On inspection of the Performance Management System review for 2007-08, the KPI's for the municipal entity (uThukela Water (PTY) LTD were not included.

Section 87(11) of the MFMA further states that the accounting officer of a municipal entity must by no later than seven working days after the end of each month submit to the accounting officer of the parent municipality a statement in the prescribed format on the state of the entity's budget reflecting the following particulars for that month and for the financial year up to the end of that month:

- (a) Actual revenue, per revenue source;
- (b) actual borrowings;
- (c) actual expenditure;
- (d) actual capital expenditure;
- (e) the amount of any allocations received;
- (f) actual expenditure on those allocations, excluding expenditure on allocations exempted by the annual Division of Revenue Act from compliance with this paragraph; and
- (g) when necessary, an explanation of—
 - (i) any material variances from the entity's projected revenue by source, and from the entity's expenditure projections;
 - (ii) any material variances from the service delivery agreement and the business plan; and
 - (iii) any remedial or corrective steps taken or to be taken to ensure that projected revenue and expenditure remain within the entity's approved budget

Section 88 requires further that:

- (1) The accounting officer of a municipal entity must by 20 January of each year—
 - (a) assess the performance of the entity during the first half of the financial year, taking into account—
 - (i) the monthly statements referred to in section 87 for the first half of the financial year and the targets set in the service delivery, business plan or other agreement with the entity's parent municipality; and
 - (ii) the entity's annual report for the past year, and progress on resolving problems identified in the annual report; and
 - (b) submit a report on such assessment to—
 - (i) the board of directors of the entity; and
 - (ii) the parent municipality of the entity.
- (2) A report referred to in subsection (1) must be made public.

No evidence could be produced supporting the compliance by the municipal entity.

Recommendation

Management must ensure that the municipality complies with applicable legislation.

Management response

Noted. This has not been addressed to date.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

37. EX.76 - Performance targets**Audit finding**

Section 41(1)(b) of Municipal Systems Act 32 of 2000 states that a municipality must in terms of its performance management system and in accordance with any regulations and guidelines that may be prescribed, set measurable performance targets with regard to each of those development priorities and objectives.

Regulations 12(1) and 12(2)(a)(b)(e) of the Municipal Planning and Performance Management Regulations, 2001 states that a municipality must, for each financial year, set performance targets for each of the key performance indicators set by it and must be practical and realistic; measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set and be consistent with the municipality's development priorities and objectives set out in its integrated development plan.

The targets that were set on the service delivery and budget implementation plan were not measurable and reflected percentages of unknown quantities/targets.

Recommendation

The management should ensure that the municipality complies with all the laws and regulations governing it.

Management response

The ADM's performance targets are in accordance with Section 41(1)(b) and are measurable and this can be seen in our Organisation Performance Report. The municipality is currently using percentages and in future SDBIP's projected targets, exact measurables will be utilised.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

38. EX.75 - Approval of Service Delivery and Budget Implementation Plan**Audit finding**

Municipal Finance Management Act section 53(1)(c)(i) states that the mayor of a municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget. This was contravened as the budget was approved on 31 May 2007 and the service delivery and budget implementation plan was approved on 5 July 2007, which was more than legislated 28 days.

Recommendation

Management should ensure that the municipality complies with all the laws and regulations governing it.

Management response

Noted. New directors were appointed in July 2007 and as a result, the process of approval was delayed.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

ADMINISTRATIVE MATTERS**EMPLOYEE COSTS****39. EX.35 - Overtime not approved in advance****Audit finding**

In terms of paragraph 2.1 of the overtime policy, overtime may only be worked with prior consent of the relevant head of department.

It was noted that overtime worked by the following employees was not approved in advance:

Name	Employee no.	Dates
Ndzotyana A	7100	14,15,16,22 /06/ 2007
Mthembu H	1154	27/04/2008
Nkomo T.F	7239	27/04/2008
Radebe Z.J	7247	21/04/2008, 01,11/05/ 2008
Buldoo P	7226	27/04/2008
Dladia L.E	7249	27/04/2008
Simelane L.C	7257	12,14,15,17,21,26,27/04/2008
Nkosi S.E	7199	29/03/2008, 05,06 /04/2008

Root cause

The control activities identified as necessary were in place but were not being applied.

Risk

Unauthorised overtime may impact on employee cost.

Recommendation

Care should be taken to ensure that overtime is approved according to council policy.

Management response

Your recommendation is accepted. A pre approval form is to be designed.
Responsible person: Manco

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

40. EX.36 - Incorrect payment for overtime**Audit finding**

It was noted that the incorrect number of hours were used for the calculation of overtime for the following employees, resulting in incorrect payments being made.

Surname	Initials	Emp.No	Amount paid	Should be
Radebe	Z.J	7247	3 487.82	3 683.72
Simelane	L.C	7257	1 241.27	1 214.19

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Overpayment or underpayment of employees overtime.

Recommendation

Steps should be taken to improve the control environment surrounding the calculation and approval of overtime.

Management response

Recommendation accepted

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

41. EX.37 - Leave provision**Audit finding**

Leave pay expenses should be debited against the provision for staff leave in the general ledger.

It was noted that leave payout for the following employees was not reflected in the general ledger:

Name	Emp. no.	Amount
Ndzotyana A	7100	5 312
Nkosi D.W	7133	4 546

Root cause

The control activities identified as necessary were not in place and being applied

Risk

The leave pay provision may be overstated.

Recommendation

Management should ensure that control activities are in place and are applied.

Management response

Your recommendation is accepted. A correcting journal will be passed

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

42. EX.38 - Leave gratuity

Audit finding

Leave gratuity should be calculated based on basic salary, according to council policy. It was noted that the leave gratuity for S.T. Biyela, employee no. 7114 was not calculated using basic salary, and the basis of the calculation could not be determined during the audit. This has resulted in an overpayment of R2 898.99.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Overpayment of leave gratuity.

Recommendation

Management should ensure that payments made are checked thoroughly prior to being approved.

Management response

Recommendation accepted.

Auditor's response

The comments are noted and confirmation is sought that the overpayment will be recovered.

PAYABLES

43. EX.6 - No purchase requisition for purchase of a vehicle

Audit finding

The SCM Policy states:

- The officer within the user department will identify the need and meets with the HOD of the user department for the HOD to approve the request.
- (Vehicles are purchased according to the budget)
- On the requisition the following information is completed:
 - Department requesting the goods.
 - Date.
 - Vote number.
 - Description of the goods.
 - Signature of the person requesting the goods and the HOD's signature.
- The officer will complete the requisition and the HOD will approve the requisition based on the budget availability within the vote.
- The requisition will then be sent to SCM by the officer.

A vehicle was purchased for R213 231.00 (Payment voucher 1100380) without a purchase requisition detailing who requested the purchase, which department and who authorised the purchase.

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

The risk is that invalid purchases are made by an employee not required by the municipality, and the municipality effects the payment for the goods. There is also a risk of fruitless and wasteful expenditure.

Recommendation

No purchase should be able to reach the quotation, order or payment stage without a valid and authorised purchase requisition in place. Before payment is effected to any supplier, the senior creditors clerk must ensure that a valid, complete and approved purchase requisition is attached to the other supporting documentation.

Management response

The pre-formatted requisition was not used but a detailed requisition in the form of a memo was submitted to the Financial Services department to initiate the purchase. Memo available in my office.

Auditor's response

The comment is noted however, it is felt that a copy of the memorandum should have been filed with the payment voucher.

44. EX.65 - Misstatement of the creditors amount in the financial statements - other deposits**Audit finding**

Based on the audit work performed the following amounts should have been written-off, by means of a council resolution. Per discussion with the Assistant CFO the following was established:

1. Ahmed's salary refund was paid in the previous financial years but never cleared from the financial system due to irregular reconciliation made between the salary and the finance system.
2. Tender deposits are from the early 2000's years and were never collected by their owners.
3. DBSA was settled but never cleared on the system.

Description	Amount
Ahmed salary refund	2 837.97
Tender deposits refund	4 700.00
Creditor: Pension fund	15 638.82
DBSA	689.36
	23 866.15

Root cause

The control activities identified as necessary were not in place and being applied.

Risk

Possible misstatement of the creditors account

Recommendation

Management should obtain a council resolution to write off these amounts.

Management response

We do not need a council resolution to write off these balances, however they will be written off.

Auditor's response

The comments are noted and will be followed up during the 2008-09 audit.

PROPERTY, PLANT & EQUIPMENT**45. EX.9 - Wrong vehicle registration number on schedule of insured motor vehicles****Audit finding**

When a new vehicle is bought, a copy of the invoice is sent through to the municipality's insurers in order to be covered immediately. On inspection of the list of insured vehicles and their respective registration numbers received from the insurers, it was noted that the vehicle registration number listed by the insurers did not agree to the licensing documents.

A 2007 Nissan LDV, registration NN58295, was listed on the schedule of insured motor vehicles and insured for R214 000. However, the vehicle registration is actually NN59295.

Root cause

Appropriate policies, procedures, techniques, and mechanisms did not exist with respect to each of the entity's activities.

Risk

The listing by the insurance company of the incorrect vehicle registration number may result in non-payment by the insurance company should the vehicle be stolen or involved in an accident, as they may deny insuring the municipality's vehicle at all since the registration numbers are different.

Recommendation

When a new vehicle is bought, instead of only sending the invoice through to the insurance company, a copy of the registration documents including the motor licence number should be sent to the insurance company.

Evidence must be obtained from the insurance company of the documents and they should send back the details as verification. These should be compared to the original documents to ensure they are correct.

Periodically, or when the insurance is updated, each class and category of insured assets must be checked to determine if the details held by the insurance company are correct and whether the assets are adequately covered.

Management response

Recommendation accepted.

Auditor's response

The comment is noted, and will be followed up during the 2008-09 audit.

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

The ADM's public participation process on the IDP and Budget will take place in May 2009. Dates and venues are in the process of finalisation and will be integrated into the final report.

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*



- (b) *specifying timeframes for the different steps; 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

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

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

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

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.

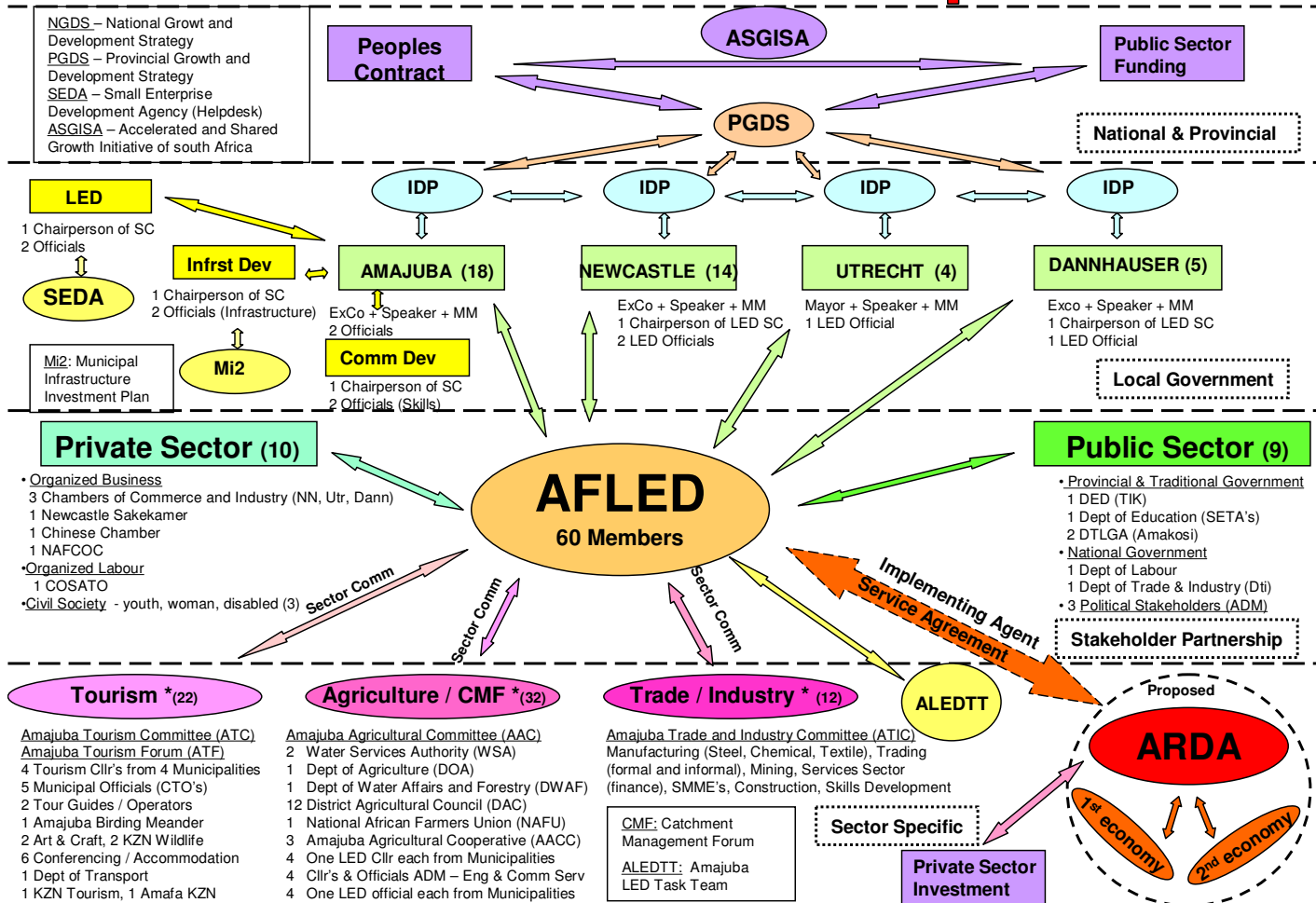
No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Organisation of monthly meetings to ensure information dissemination.	Monthly	LED Manager
2	Circulation of minutes of meetings to EXCO and AFLED members.	Bi-monthly	LED Manager
3	Recommendations arising from meetings to be compiled and submitted to EXCO for decisions.	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

A COMMUNICATION POLICY FOR THE AMAJUBA DISTRICT MUNICIPAL AREA



by Friday Management Solutions

1 March 2004

Acronyms

ADM	Amajuba district municipality
ADR	Alternative dispute resolution
CBO	Community based organisation
DM	District municipality
DMA	District management area
DPLG	Department of Provincial and Local Government
DTLG	Department of Traditional and Local Government Affairs (Kwazulu Natal)
EXCO	Executive Committee
IDP	Integrated development plan
KPI	Key performance indicator
Kwanaloga	Kwazulu Natal Local Government Association
KZN	Kwazulu Natal
LGWSETA	Local government and water sector education and training authority
LM	Local municipality
MEC	Minister of the Executive Council
MFMA	Municipal finance management act
MM	Municipal Manager
MSA	Local government Municipal Structures Act no. 117 of 1998
MSYA	Local government Municipal Systems Act no. 32 of 2000
NGO	Non-governmental organisation
OAG	Office of the Auditor-General
PCC	Presidential Coordinating Committee on Local Government
PMS	Performance management system
PR	Proportional representation
PRC	Presidential Review Commission
RSA	Republic of South Africa
SALGA	South African local government association
SMME	Small, medium and macro enterprise

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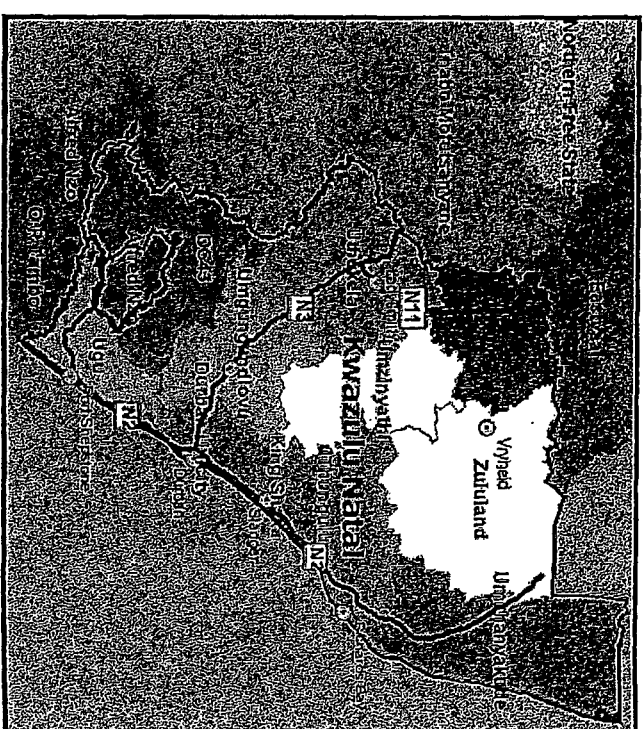
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Chapter 1: Introduction

The Amajuba District municipality (DM) is found in the province of KwaZulu Natal. It is home to three local municipalities (LMS) – Newcastle, Utrecht and Dannhauser. This study arose out of a need identified by all four municipalities of the Amajuba District municipality (ADM) area to enhance communication in their areas.

Section A: Introduction



This document is a communication policy for the ADM area, i.e. the four municipalities of Amajuba, Newcastle, Utrecht and Dannhauser.

It is divided into 6 sections. Section A provides an introduction through an overview of the report, as well as the context.

Section B sets out the key pillars of the ADM area's communication policy. Chapter 3 examines some of the conceptual issues surrounding communication, as well as its importance to local government. Chapter 4 sets out the target audience for the ADM area – both internal and external. Special mention is made of traditional leaders. Chapter 5 highlights the array of communication tools that may be used in a municipal communication strategy, both written and verbal.

Section C focuses on the internal target audience. Chapter 6 sets out recommendations to enhance communication *within* a municipality. Chapter 7, on the other hand, is centred on enhancing communication *amongst* municipalities in the ADM area.

The next two sections look at the external target audience. Section D is concerned with promoting cooperative government: it looks at communication with national and provincial government. Section E focuses more on promoting good governance: it looks at community participation – and the structures, mechanisms and tools that may be used in this endeavour.

This document concludes with a set of policy recommendations in Chapter 13.

Chapter 2: The context

2.1 Local government in the province of Kwazulu Natal

The province of Kwazulu Natal (KZN) has 61 municipalities, which includes 10 district municipalities and 50 local municipalities. There are 728 wards in the province, although the number of established wards is unknown (DPLG, 2003).

Unlike many provinces, most municipalities in KZN did not opt for a ward participatory system during the last local government election. A recent DPLG study revealed that in the case of Kwazulu Natal, the impact of ward committees on existing tribal arrangements and development forums were some of the reasons that delayed the establishment of more ward committees (DPLG, 2003). Recent indications, however, suggest that at least eighteen municipalities have since decided to establish ward committees and that this process is currently underway (DPLG, 2003).

2.2 About the Amajuba District Municipality

The Amajuba District municipality is found in the province of Kwazulu Natal. It has three local municipalities within it – Newcastle, Dannhauser and Utrecht. It has a total population of 410 439 people and covers an area of 6900 square kilometres.

The vision of the DM is that it 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."

Political structure

The ADM council has 25 councillors. The executive committee (EXCO) consists of 5 councillors. There are 5 portfolio standing committees that correspond to the administrative departments. There are also 3 special purpose standing committees that address issues like financial and performance audits and rules and order.

Administrative structure

The ADM administrative structure has 5 directorates: Corporate services, community services, planning and development services, engineering services and financial services

Key priorities

Through its Integrated Development Plan (IDP), the Amajuba District Municipality identified key needs that the municipality needs to address. These include:

- Safety and security: Crime prevention
- Land reform: Reform and distribution
- Environment: Potential/resources
- Job creation: Agriculture, economic development, inward investment, arts and culture, tourism, sports and recreation (business), skills facilitation
- Social Infrastructure: HIV/Aids, pension pay-points, health facilities
- Infrastructure: Informal settlements, refuse collection and disposal, hazardous waste disposal, reticulated sewerage, reticulated water supply, cemetery and crematoria (www.amajuba.gov.za)

Existing communication initiatives

Although the ADM doesn't have a formal communication policy, it undertakes the following initiatives:

- Road shows
- Newspaper (Amajuba News)
- Print and electronic media
- 2 brochures
- IDP Representative Forum

Community participation imperatives

The ADM council's objectives include the need to annually review:

- The needs of the community
- Its priorities to meet those needs
- Its processes for involving the community

The local municipalities of Newcastle, Utrecht and Dannhauser have community participation imperatives of their own.

Section B: Key pillars of the ADM area's communication policy

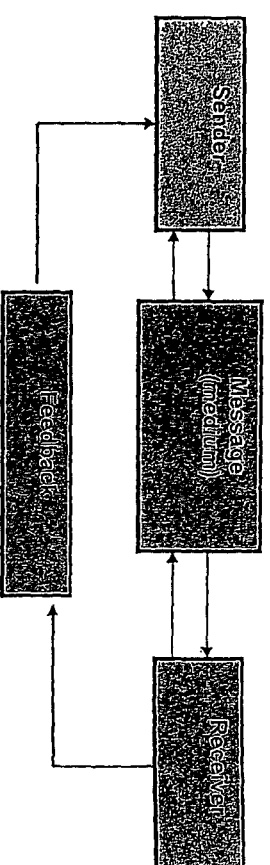
Chapter 3: Developing a communication policy

Developing a communication policy requires some understanding of what works and what doesn't. This chapter provides an overview of some of the conceptual issues within the communication field. As such, it acts as an important precursor to the chapters that follow.

3.1 What is communication?

Communication is usually defined as the exchange of information and the transmission of meaning (du Toit et al, 1998). It involves three steps:

- **Sending:** The sender decides what he wants to say, formulates a message and transmits it to people on the receiving end
- **Transmitting:** The message itself is transmitted through a communication channel/medium (e.g. phone line or personal contact)
- **Receiving the message:** The receiver hears and interprets the message (the communication is now received). However, this doesn't necessarily mean that the message has been understood. Communication is only successful only when the sender is sure that the receiver has understood the message.



3.2 Barriers to communication

Certain barriers may impede or distort communication. It is important for municipalities to pay attention to these barriers as they could result in serious governance problems if left unattended – national government may unfairly reject a municipal report, communities may ignore their responsibilities (e.g. to pay rates and taxes) or neighbouring municipalities may misinterpret your plans and engage in counterproductive plans of their own. *Within a municipality*, councillors and officials may talk past each other, different departments may engage in uncoordinated action and councillors themselves may continuously misinterpret each other's viewpoints and priorities. In brief, certain barriers impede both internal and external communication efforts. This ultimately hinders good governance.

Communication barriers may include:

- **Physical space:** If a public meeting is held in a noisy venue, for example, community members may not accurately hear the message that councillors are trying to convey. This may result in numerous problems later on.
- **Differences in perceptions:** People with different backgrounds and home languages tend to interpret things differently from each other. Hence, the same message may be communicated by a Municipal Manager (MM) to councillors, who may then interpret the same information quite differently from each other.
- **Semantics:** This often happens when people from different professions (e.g. planners, lawyers, engineers) use different terminology.

- **Filtering:** People often, deliberately or unintentionally, filter or distort messages. Hence, when a message moves down the bureaucratic chain through various layers, it may eventually become something quite different from the original message.
- **Nonverbal communication:** Research has shown that people form more than 90% of their first impressions of another person from nonverbal communication (body language, gestures, facial expression, tone of voice) rather than what that person actually says. A councillor addressing a public meeting, for example, may be telling the community the truth about the current state of municipal affairs. However, if he comes across as uncomfortable (e.g. not making eye contact), his audience will not believe anything he says

It is evident that all these barriers may impede a municipality's ability to govern effectively and with authority. Communication then is a crucial managerial skill that councillors and officials must acquire. It is equally important that this set of skills permeate all elements of an organisational communication policy (e.g. the hosting of public meetings, the drafting of unambiguous reports to other spheres of government, the writing of clear press releases, etc.).

3.3 Specialised areas of communication

It is worth briefly noting 3 specialised areas of communication:

- Marketing
- Negotiation
- Public relations

Marketing

Municipalities across the globe have come under the spotlight in recent years for their role as service providers. Increasingly, municipalities are being benchmarked against the private sector in terms of customer relations. As a result, local government has increasingly begun to adopt a set of tools and aptitudes designed to assess and promote customer satisfaction. Marketing is one such tool.

Successful marketing initiatives usually begin with an identification of market segments. In other words, a municipality must identify the various users (or groups of users) that it services, e.g. large industrial firms, domestic users, SMEs, etc. Invariably, these different market segments have needs and priorities that differ from each other. Understanding these differences allows a municipality to provide more customised (and therefore more effective) service. Segmentation also allows a municipality to make more informed decisions when developing its IDP.

Market research is another important component. Municipalities should use a range of methodologies – surveys, focus groups or direct interviews – to ascertain how users really feel about the services they receive. This ultimately facilitates customer satisfaction, in line with the Batho Pele principles.

Negotiation

Negotiation may be defined as "a process of interaction between parties directed at reaching some form of agreement that will hold and that is based upon common interests with the purpose of resolving conflict" (quoted in du Toit et al., 1998). This is usually achieved through the creation of common ground and the establishment of alternatives.

Specific negotiation skills include:

- Understanding the nature of conflict
- Developing objectives for negotiations
- Obtaining relevant information on your opponent, your own situation and on the key issues at stake
- Being sensitive to cultural and other differences between team members

Public relations

Public relations is the external, community-orientated role of public servants and office-bearers. It seeks to build mutually beneficial relations with external stakeholders. Municipal managers or EXCO

chairs are often called upon to play this role, whilst promoting (or defending) a municipality's plans or projects.

An important aspect of public relations is to involve the community in the internal functioning of public institutions. This notion is also enshrined in local government policy and legislation, including the Municipal Systems Act.

3.4 The importance of communication in public affairs

Good communication is not simply a tool that the private sector adopts in its bid to attract and retain customers. Public managers are increasingly being compelled to develop effective communication skills.

Effective communication is an important prerequisite for a range of other public 'goods' – good governance, cooperative government and the deepening of democracy. This has become important within the South African local government sector as well. In November 2001, the Presidential Coordinating Committee on Local Government (PCC) adopted a set of resolutions aimed at the comprehensive transformation of local government. The PCC resolutions included the imperative to deepen democracy through, inter alia, promoting community participation. DPLG's recent initiatives around the ward committee system, for instance, flow out of that mandate.

Communication is also an important prerequisite for cooperative government. Chapter 3 of the South African Constitution sets out a number of principles of cooperative government and intergovernmental relations. These include the injunction to cooperate, coordinate, inform and consult.

In brief, developing an effective communication policy is not an unessential add-on, but an inextricable part of a municipality's core business.

Finally, there are two important distinctions that need to be drawn in this communication policy:

- The difference between *organisational* and *individual communication* skills: No communication policy will be truly effective unless its leaders are good communicators.
- The difference between *communication within government (internal communication)* and *with the public (external communication)*. External communication is usually articulated as community participation.

3.5 The legal imperatives

The importance of effective communication by the public sector is evidenced by the plethora of policies and legislation that attempt to give expression to it. This includes both internal and external communication initiatives.

The Constitution

Open communication is a fundamental principle enshrined in the South African Constitution. Section 32 of the Constitution states that every person has the right of access to all information held by the state if this information is required to exercise or protect his rights (RSA, 1996, s32).

Chapter 3 of the Constitution sets out a number of principles of cooperative government and intergovernmental relations. One of the principles espoused in Section 41 states that all spheres and organs of state must cooperate with one another in mutual trust and good faith by:

- Fostering friendly relations
- Assisting and supporting one another
- Informing one another of, and consulting one another on, matters of common interest
- Coordinating their actions and legislation with one another
- Adhering to agreed procedures
- Avoiding legal proceedings against one another (RSA, 1996, s41(1h)).

This is endorsed in the Municipal Systems Act (MSYA).

Open Democracy Bill

The Open Democracy Bill (1998) expands on this injunction. The Bill's objectives are to:

- Give effect to the constitutional right of access to any information held by the state
- Provide the public with information about the functions of government bodies
- To provide people with access to their personal information held by private bodies
- To enable the correction of that personal information held by public or private institutions – and to regulate the use and disclosure of that information
- To provide for the protection of people disclosing evidence of government corruption or maladministration (van Niekerk, 2001)

National communication policy

Government's national communication policy calls for a consistent approach to communication across all spheres. It provides the following guidelines in this regard:

- *Policy communication campaigns:* The communication of policy initiatives should be well planned and timed. These campaigns should also be consistent with national objectives
- *Publicity campaigns:* The most cost-effective way of communicating with the public is to use existing mass media. This requires expert liaison with the press and an understanding of news
- *Government communication shouldn't be confined to rhetoric:* Communication opportunities should be used to confirm government's commitment to its national objectives. It should include, for example, news of development projects
- *High-level communication:* Government communicators should be able to communicate at a high level with opinion formers – the media, academic, community and business leaders, etc. This means that they need to be able to explain the philosophy behind government policy choices
- *Grass-roots communication:* Government should also be able to communicate with the general public, through community liaison and use of the mass media
- *Educational communication:* Government should be in a position to launch educational campaigns on road safety, HIV AIDS, etc.
- *Advertising campaigns:* Advertising campaigns are a very effective means of communication. However, they are expensive and must be professionally managed. They should therefore be used carefully. (van Niekerk, 2001)

Presidential Review Commission

The Presidential Review Commission (PRC) of 1998 also made a few recommendations to improve government communication. The PRC's guidelines include:

- The development of guidelines to ensure more effective liaison between departments and the relevant legislative committees
- The development of information management systems within departments to facilitate the effective, timely generation and dissemination of information
- Electronic capturing of public and official data (van Niekerk, 2001)

Many of these principles and policy prescripts may be distilled down into the workings of municipal councils and administrations.

3.6 Communication and local government

The four municipalities in the ADM area obviously have a clear mandate to develop and implement a communication policy. Some of the approaches, tools and principles of such a strategy are already laid down in policy and legislation, such as the policy prescripts for community participation contained in the Municipal Systems Act of 2000. This document draws on these as far as possible, since they do represent a minimum set of (legal) obligations placed on municipalities.

However, this document also supplements the legislative framework in instances where there are gaps.

What is clear is that municipalities must define their target audience before developing a communication policy. They must also set out the full range of communication tools that have at their disposal. The next two chapters address both these issues.

Chapter 4: The target audience

The ADM municipal area has a range of stakeholders that it considers important. Identifying these stakeholders is important as each group will necessarily have different needs and priorities. A municipality's message must therefore be targeted according to the priorities of each group. It's also quite likely that a municipality may employ different communication tools to reach the various groups contained within its target audience – e.g. a website to provide information to established businesses and information fliers to reach an informal settlement without electricity (and computers).

A convenient way of classifying one's target audience is to separate them into internal and external recipients.

4.1 Internal target audience

The internal audience of the municipalities within the ADM area consists of the following:

- Departments and administrative structures within each municipality
- Political structures within each municipality – portfolio committees, etc.
- Municipal managers
- Executive mayors or EXCO chairpersons
- EXCO members
- Ordinary councillors
- Officials at all levels
- Representative unions
- Municipalities within the same district of jurisdiction

4.2 External target audience

The external audience of the municipalities within the ADM area consists of the following:

- National government administrative departments (e.g. DPLG, National Treasury)
- National political structures (e.g. Parliament, Mirmec, etc.)
- Provincial government administrative departments
- Provincial political structures
- Organised local government
- Media
- The community

Defining the community

A common governance problem is how to define 'the community'. A useful differentiation to make is that the community consists of both organised and unorganised elements. The unorganised elements are those individuals who haven't joined any community association. They do, nonetheless, have an interest in municipal affairs and should therefore be part of any communication initiative. In many ways, these individuals are harder to target than the organised elements – and will probably require different communication tools and messages. The mass media – newspapers, radio and television – will prove important tools when communicating with the unorganised sections of the community, mainly because they have greater outreach.

The organised formations within society are generally easier to reach. It is important, however, that municipalities differentiate between the different groups, as they require substantively different types of interaction and information.

Local government policy (and DPLG's recent guidelines on ward committees¹) tend to suggest that organised groups within a municipal area be differentiated according to:

- Sectors
- Geographic areas

¹ A communication policy for the Amajuba District municipal area

Sectors include the following:

- Youth
- Women
- Religious groups
- Sports groups
- Cultural groups
- Health and welfare groups
- Business formations
- Environmental groups
- Educational groups
- Senior citizen organisations
- Community safety forums
- Community based organisations (CBOs)
- Ratepayers associations
- Traditional leaders
- Agricultural associations
- Informal traders' associations
- Groups representing the disabled
- Employment groups
- Farmworkers
- Tourism groups
- (DPLG, 2003a; Heydenrych, 2004)

Importantly, local government policy also suggests the classification of special interest groups within the broader sectoral category. The most common special interest groups that municipalities should take note of are:

- Women
- Youth
- The disabled
- Traditional leaders

Organised elements within the community may also be differentiated according to geographic areas. Hence, a municipal communication policy could target different local municipalities, wards, ratepayers associations or different types of constituencies (farms, informal settlements, CBDs, etc.).

4.3 A note on traditional leaders

Traditional leaders are an important constituency within the ADM area. As such, they deserve focused attention as a special interest group. This document therefore recommends that traditional leaders be invited to development meetings with the municipality's EXCO. This elevates their status in that they are separated from the more general community meetings. Bilateral development meetings may be held once every 3 months. Although traditional leaders will not have any voting power, they will receive special attention through these meetings.

¹ A communication policy for the Amajuba District municipal area

Chapter 5: Communication tools

Government communicates with its public in order to keep citizens informed of its policies and procedures, to comply with citizens' requests and to acquire feedback (van Niekerk et al, 2001). Government institutions provide public information through written reports, public meetings, electronic media (Internet, Intranet, e-mail, etc.), press conferences, public service announcements, newspapers, television and radio.

The various spheres of government are also required to communicate with each, in line with the notion of cooperative government espoused in the Constitution. Local government, in particular, is legally compelled to provide a continual stream of information – in the form of performance reports, budgets, etc. – to other spheres of government that have an oversight role over it.

It's obvious then that the municipalities of the ADM area must use a range of communication tools that are appropriate for both the target audience and the occasion. Communication tools may generally be divided into written and verbal communication, although this isn't necessarily a neat distinction (a face-to-face media briefing may be preceded by a written press release, for example).

5.1 Written communication

Written communication takes the form of the following tools:

- Formal reports (e.g. annual performance reports to provincial government)
- Accessible publications (e.g. summary of IDP for citizens)
- Glossy publications (e.g. aimed at tourism market)
- Newsletters, brochures, pamphlets and posters
- Press releases and other media briefings
- Electronic media (Internet, e-mails, etc.)
- Etc.

Choosing an appropriate tool

Choosing between these tools obviously requires an assessment of:

- The audience
(Are you consulting sophisticated business chambers about your IDP – or largely illiterate community members?)
- The occasion
(Are you informing your citizens of your progress - or formally reporting to National Treasury on your annual expenditure?)
- The communication message
(Are you communicating a long-term message about the dangers of HIV/AIDS – or informing the public about the next council meeting?)

Effective communication skills

Good written communication should:

- Be logical and consistent
- State your arguments and preferences in an unambiguous way
- Be succinct and clear
- Be backed up with facts
(SALGA, 2000)

5.2 Verbal communication

Verbal communication includes the following tools:

- Speeches and other verbal briefings at public meetings, etc.
- Face-to-face meetings and house visits
- Television and radio appearances/interviews

- Road shows, community theatre and videos

Choosing an appropriate tool

Again, the use of these communication tools depends on the audience, occasion and message.

Effective communication skills

Good verbal communication involves a set of skills that may be acquired by anyone over time. They include the following:

- Adapt your speech to suit your specific target audience
- Adopt positive body language – make eye contact, don't fidget, etc.
- Speak in a clear, well-modulated tone of voice
- Express your different ideas logically and clearly
- Remain calm when faced with aggression from the audience
- Use humour
- Be honest and don't evade difficult questions
(SALGA, 2000)

Chapter 6: Communication within a municipality

Most municipalities have a large number of people and specialised structures within it. As municipal tasks grow more complex, it becomes fairly easy for these people and structures to lose sight of each other. Adopting and conscientiously implementing an (internal) communication policy then becomes an important means of keeping the organisation together. This chapter looks at communication *within* a municipality.

6.1 Inter-departmental communication

The first layer of intra-municipality communication concerns the different administrative departments. As this is the organisational layer that conducts the real substance of municipal affairs, it is vital that the different departments coordinate their actions.

Since 1994, a number of structural models have been used throughout government to promote inter-departmental coordination. These include:

- Establishing a (powerful or otherwise) coordinating unit within a key department, usually the Municipal Manager's Office, municipal treasury or municipal planning department) – the RDP Office option
- Elevating the status of an existing department so that it provides strategic direction to other departments (usually the municipal treasury or municipal planning department)
- Establishing a completely new office/department that reports directly to the mayor or MM

These structural options enforce communication by bringing different parts of the organisation together.

There are also a number of non-structural options to promote communication amongst departments:

- Intranet
- E-mails
- Information management systems
- Internal newsletters
- Formal meetings
- Informal or less formal information sharing sessions, including regular brainstorming sessions over lunch, etc.
- Establishment of inter-departmental or multi-disciplinary task teams

These can be either regular or ad hoc.

6.2 The political-administrative interface

Councillors and officials also have to communicate well if they are to govern effectively. Since 1995, however, these relationships have been far from smooth throughout the country. A communication policy should note these tensions and find rational ways of resolving them. An important first step is to develop overt communication channels between officials and political office-bearers.

The political-administrative interface can occur through both structural and non-structural means. The former include:

- A structural relationship between an administrative department and a related political structure (e.g. a portfolio standing committee, as exists in the ADM today)
- A structural relationship between the Offices of the Mayor and the Municipal Manager (e.g. a coordinating committee)
- A forum of departmental heads and EXCO members
- A forum of departmental heads and ward committee chairpersons
- Ad hoc committees dealing with specific (crisis) issues, e.g. non-payment of services

Section C: Internal communication within the ADM area

It should be noted, however, that a municipality should ensure that it doesn't overburden overworked staff or EXCO members by forcing them into an endless stream of forums¹ meetings. Generally, the more effective structures are those that come together for a specific purpose and are results-orientated. Structures are not ends in themselves.

For this reason, the municipalities in the ADM area should use as many non-structural options as possible. These include:

- E-mail circulation within a predefined distribution list
- Intranet
- Information management systems
- Newsletters
- Verbal and written briefings at council meetings
- Informal sessions between councillors and officials (either general or issue-specific)
- Formal meetings
- Joint participation in projects

6.3 Communication amongst political office-bearers

Finally, councillors do not necessarily always communicate well with each other. This too is an impediment to good governance and destroys the positive energy and enthusiasm that many office-bearers originally bring to the job.

Some of the impediments to good communication amongst political office-bearers include:

- An unwillingness to cooperate outside political party circles
- The exclusion of ordinary councillors from real decision-making (which happens within EXCO or an exclusive party caucus)
- The exclusion of opposition parties from real decision-making, even if they have valid opinions to offer
- Tensions between ward and proportional representation (PR) councillors
- The lack of real debate at council meetings as councillors reiterate (predefined) party lines

It's important to note that these problems are being experienced by municipalities throughout the country and are, in many ways, the natural teething problems of a new democracy. As democracy (and politics) mature in South Africa, many of these issues will resolve themselves.

Nevertheless, it is still important for the municipalities in the ADM area to define creative ways for their political office-bearers to communicate with each other. These could include the myriad of options mentioned in this chapter.

Chapter 7. Communication amongst municipalities in the ADM area

Internal communication within the ADM area also involves communication amongst the municipalities of Amajuba, Newcastle, Utrecht and Dannhauser. Since the December 2000 elections, many district and local municipalities throughout the country have experienced some tension between them. In addition, many local municipalities that fall within the same district have failed to cooperate – or even communicate – adequately with each other. This chapter examines some of these issues.

7.1 Cooperative government within the municipal sphere

Local government policy prescribes a two-tier system. The inference is that both a district and a local municipality have a specific, but inter-related, role to play in that geographic area. An additional supposition is that all the local municipalities are inter-connected in some way and should therefore cooperate with each other.

Cooperation and coordination require a baseline of communication. This should be done within the spirit of cooperative government.

7.2 The relationship between district and local municipalities

The relationship between DMs and LMs is a cause for concern in many parts of the country. The Municipal Structures Act of 1998 states that:

- DMs and LMs must cooperate with each other by supporting and assisting each other
 - If a LM requests financial, technical and administrative support services from a DM, the DM has to provide this
 - If a DM requests financial, technical and administrative support services from a LM, the LM has to provide this
 - If a DM or LM requests financial, technical and administrative support services from another LM, the LM approached has to provide this (DPLG, 1998b, s88)
- The last 3 prescripts are based on the assumption that the municipality that has been approached has the capacity to accede to the request.

It is generally accepted, however, that national policy and legislation do not provide adequate guidelines on managing this relationship. As a result, some provincial governments have begun to issue legislation of their own.

Kwazulu Natal's Department of Traditional and Local Government Affairs (DTLGA) recently issued a draft protocol concerning the relationship between DMs and LMs (DTLGA, 2003).² Some of its stipulations are:

- A DM and LMs are equal in status to each other
- Both PR and LM councillors that are members of a district council should be equitably represented on all standing committees of the district council – and be able to participate in all debates of council and committees of which they are members
- DM and LMs should enter into formal agreements to regulate institutional and service delivery arrangements
- A forum of mayors, speakers and deputy mayors of the DM and LMs, which will meet at least every 3 months, should be established
- A forum of municipal managers of the DM and LMs, which will meet at least every 2 months, should be established
- Mayors, speakers, deputy mayors and MLMs may attend the meetings of other councils as observers

7.3 Communication channels amongst municipalities in the ADM area

Emerging provincial policy

DTLGA's draft protocol also sets out a framework for communication. Some of its prescripts are:

- Properly structured and transparent communication channels must be developed between the DM and LMs
- Agendas and minutes of LM meetings must be provided to the district MM
- Agendas and minutes of DM meetings must be provided to the LM representatives on the district council, as well as the MMs of all LMs
- The DM's MM must inform the MM of the relevant LM of any activity that is planned by the DM in the area of a specific LM beforehand.
- The MM of the LM must ensure that the information's shared with the ward councillor in whose ward the activity will take place
- DMs may only establish structures in the area of a LM in consultation with the relevant LM
- Joint sessions of the DM and LMs' EXCCOs must occur at least quarterly to discuss matters of common interest
- The chairpersonship and venue of all joint sittings will rotate (DTLGA, 2003)

This protocol has not been finalised as yet.

Communication between ward committees and municipalities

In the ADM area, every effort must be made to ensure that any ward committees established (see Chapter 10) communicate effectively with both the district and local municipalities. In this way, the voices of communities will be distilled into the plans and policies of both the district and the local municipality.

There are a number of ways to structure the communication between ward committees and municipalities. As Chapter 10 of this document indicates, the thinking behind current guidelines on ward committees is that the relationship between the ward committee and the local municipality will unfold largely through the relevant ward councillor (who is also chairperson on the ward committee). However, these guidelines do not preclude more direct interaction between local municipalities and ward committees. Nor do they preclude regular and structured interaction between ward committees and the DM.

Communication could occur through either structural or non-structural options. The latter could take the following forms:

- Regular (formal or informal) meetings between ward committees and EXCO, where relevant issues are thoroughly discussed and mutual solutions found
- Regular (formal or informal) meetings between ward committees and portfolio committees
- Ad hoc brainstorming or focused workshops aimed at tackling a specific problem (e.g. response to a natural disaster)
- Inviting ward committee members to special sessions of council
- Inviting ward committee members to more technical meetings hosted by the municipal administration, which would also enhance community members' understanding of local government
- More structured interaction between ward committees and the municipality during important municipal processes, especially the drafting of the Integrated Development Plan (IDP), municipal budget and key decisions around service delivery.

Communication could also occur through more formal structural means. A general rule of thumb here is that the ADM area desists from establishing too many structures, as this tends to make for confusing institutional arrangements. A more considered approach would be to utilise structures that

already exist. For this reason, this document proposes that the current system of IDP Representative Forums be utilised as the basis for community participation for the Amajuba District Municipality.

7.4 Dispute resolution

DTLGA's draft protocol sets out certain prescripts for dispute resolution between district and local municipalities. These are:

- Consideration must be given to the use of Alternative Dispute Resolution (ADR) procedures, which are premised on the principles of negotiation, mediation and arbitration
- One or both parties must report the dispute to the MEC for Local Government, who may appoint a mediator or facilitator to assist them to reach a mutually acceptable solution
- Should the parties fail to reach a solution through negotiation and mediation, the matter may be resolved by arbitration
- The MEC may appoint an arbitrator agreed to by both parties or, failing agreement, by the KwaZulu Natal State Attorney
- Both parties will share the costs of the ADR initiatives, unless the arbitrator decides otherwise (DTLGA, 2003)

Chapter 8: Promoting cooperative government: Communication with national and provincial government

Municipalities within the ADM area must also communicate with their external target audience. This audience may be divided into two categories: other spheres of government and the community. Community participation is the subject of the next section. This chapter looks at how cooperative government may be promoted through effective communication with national and provincial government.

8.1 Intergovernmental relations

Communication amongst the different spheres of government in South Africa must be understood against the backdrop of our intergovernmental system. South Africa has three spheres of government – national, provincial and local – which are “distinctive, interdependent and interrelated” (RSA, 1996, s40). Early Constitutional debates were dominated by questions of how to effectively govern a country that covered a fairly large geographical area, and how to bring government closer to a citizenry that had been disenfranchised for years. The result of these policy debates was a fairly decentralised system of government with a relatively powerful local government sphere. South Africa is one of the few countries in the world that enshrines local government in its Constitution (and municipalities are therefore not a creature of statute, as happens elsewhere).

This fairly progressive (and decentralised) intergovernmental system, however, had to be balanced with other prescripts that ensure consistency of policies and governing styles – and that the South African state was pulling in the same direction. The notion of cooperative government was born within this context.

Decentralisation also had to be moderated by mechanisms to ensure that organs of state were complying with good governance norms. As a result, the Constitution grants national and provincial government oversight over local government. Provincial government, in particular, is charged with capacitating, monitoring and, in cases of serious maladministration, intervening in local government.

Subsequent legislation has given more substance to this oversight role. The rest of this chapter looks at the legal prescripts for communicating with national and provincial government. In other words, it sets out a *minimum* set of obligations placed upon municipalities in terms of intergovernmental communication.

8.2 Communication with national and provincial government

Municipalities are obliged to communicate with national and provincial government about their core development policies and plans. The most important of these are the:

- Integrated development plan (IDP)
- Municipal budget
- Performance management
- Ad hoc information

Integrated development plan

The Municipal Systems Act states that a municipality must consult other organs of state during the drafting of the IDP (DPLG, 2000, s29 (1)(f)). Once adopted by Council, the MM must submit a copy of the IDP to the MEC for Local Government within 10 days of adoption. This must be accompanied by:

- A summary of the drafting process
- A statement that the process has been complied with
- A copy of the framework established by DMs and LMs (DPLG, 2000, s32 (1) (a and b))

Municipal budget

The recently enacted Municipal Finance Management Act (MFMA) sets out certain prescripts concerning the communication of information about municipal budgets (National Treasury, 2003). The

Section D: Promoting cooperative government: Communication with national and provincial government

Act states, for instance, that the mayor must consult the relevant provincial Treasury as well as National Treasury, when requested, when preparing the annual budget (National Treasury, 2003, s21(2)). During this process, the Mayor may also have to consult certain national or provincial organs of state that may be prescribed. During budget preparation, the Mayor must also provide any budget information to National Treasury; the national departments responsible for water, sanitation, electricity and any other prescribed service; any prescribed national or provincial organs of state as well as another municipality affected by the budget, if requested to do so (National Treasury, 2003, s21(2)(e)).

Once the annual budget (or a subsequent adjustments budget) is tabled in a council, the MM must submit this budget to both National and Provincial Treasury in printed and electronic formats. The MM may also have to submit the budget, either electronically or in printed form, to any prescribed national or provincial organs of state and to other municipalities affected by the budget (National Treasury, 2003, s22(b) and s28(7)). Once the budget's been tabled, the council must consider the views of National Treasury, provincial Treasury and any provincial or national organs of state or municipalities that *prae* submissions on the budget (National Treasury, 2003, s23(1)(b)). The council must also give the Mayor an opportunity to respond to the submissions and, if necessary, to revise the budget and table amendments. Finally, the MM must submit the approved annual budget (or any adjustments budgets) to National Treasury and Provincial Treasury (National Treasury, 2003, s24(3) and s28(7)).

The MFMA also places certain oversight responsibilities on the Mayor of a municipality. If the Mayor becomes aware of any impending non-compliance with the MFMA (or related legislation) by the municipality, he's obliged to inform the provincial MEC for Finance in writing (National Treasury, 2003, s27(1)). If the Mayor becomes aware of any actual non-compliance with the MFMA by the municipality, he's obliged to inform his council, the provincial MEC for Finance and National Treasury in writing of such non-compliance, as well as any remedial action the municipality intends to implement to avoid a recurrence (National Treasury, 2003, s27(3)).

There are other specific instances when a municipality is obliged to communicate budgetary information to national and provincial government. One such circumstance is when funds are shifted between multi-year appropriations. When this occurs:

- Prior written approval must be obtained from the Mayor for the increase
- The MM must certify that actual revenue for the financial year is expected to exceed budgeted revenue – and that sufficient funds are available for the increase without incurring further borrowing beyond the annual budget limit

In both these instances, the relevant documents must be submitted to the Provincial Treasury and the Auditor-General (National Treasury, 2003, s31(e)).

Another instance is in the event of irregular expenditure. If this occurs, the MM is obliged to promptly inform the Mayor, the Local Government MEC and the Auditor-General in writing of any "unauthorised, irregular or fruitless and wasteful expenditure" incurred by the municipality (National Treasury, 2003, s32(4)). This must include information about whether any person is responsible or under investigation for this deed, as well as any remedial steps taken or planned.

Finally, a municipality must communicate with national and provincial government when entering into a contract that has future budgetary implications. If a municipality is to enter a contract that will impose financial obligations on it beyond the 3 financial years covered in the annual budget for that financial year, the MM is obliged to solicit the views and recommendations of National Treasury, Provincial Treasury, the national Department of Provincial and Local Government (DPLG) and, if the contract involves the provision of water, sanitation, electricity or any other prescribed service, the responsible national department (National Treasury, 2003, s33). The final approval of the proposed contract must take any written views and recommendations of these stakeholders into account.

Performance management

Municipalities are obliged to establish a process of regular reporting to appropriate organs of state (DPLG, 2000, s41 (1)(e)). A municipality must prepare an annual report for each financial year, which consists of:

- A performance report

- Financial statements in line with the Public Finance Management Act no 1 of 1999
- An audit report on the financial statements and the Auditor-General's report
- Any other reporting requirements

Municipalities must also inform the Auditor-General and the MEC for Local Government in writing of council meetings where the annual report will be tabled. In addition, minutes of those meetings must be submitted to the Auditor-General and the MEC.

Within 14 days of adoption, the final annual report must be submitted to the Auditor-General, Local Government MEC and other institutions prescribed by regulation.

Ad hoc information

The Municipal Systems Act also states that municipalities have to supply specified information to provincial government, upon request by the Local Government MEC through a notice in the Provincial Gazette (DPLG, 2000, s105 (2); s105 (3)(b) and s106 (1)(a)).

National government may make similar requests of local government, through notice in the Gazette (DPLG, 2000, s107).

Chapter 9: Deepening democracy: Promoting community participation in municipal governance

In 1994, the South African government committed itself to good governance, in line with international best practice. Part of promoting good governance is a willingness on the part of government to engage communities, as citizens and consumers of services, in issues affecting their lives. It is also about a willingness to bring government closer to the people. The new system of local government was born in this context.

9.1 Approaches to community participation: A snapshot since 1994

When the new government was elected in 1994, South African society already had a rich history of civic struggle and community organisations. Years of political struggle had given birth to a number of active, politically articulate formations within previously disadvantaged communities. The new government sought to tap into the energy of these groupings, believing that they would be an invaluable resource in re-building the country.

As a result, various government initiatives were developed that were aimed at enhancing both community participation and local development. These initiatives included a range of structures, including general community fora (such as the local development forums encouraged by the Reconstruction and Development Programme) or sector-specific structures (local water committees, district health offices, etc.). These early attempts at structural options for community participation largely took place outside of the evolving local government context. In many instances, line departments were, in fact, sceptical of the efficacy of the embryonic local government system and, hence, sought to establish their own local structures.

When democratic local government was first elected in 1995, elected representatives found themselves surrounded by a range of almost parallel structures, also sanctioned by government. In many instances, this led to conflict and tensions within local areas. Parallel structures also led to a wasteful duplication of government resources and energy.

As the new local government system took shape, national line departments began to take it more seriously. Many departments, such as Water Affairs and Forestry (DWAF), underwent a fundamental policy shift away from establishing their own local structures towards working with and capacitating local government itself.

Not all these dilemmas have been resolved, however. Institutional arrangements at the local level remain murky and municipalities often find themselves in conflict with other local structures that have been set up by government.

Indeed, a large part of the local government sector's policy agenda is to promote the idea of municipalities – and their associated structures (such as ward committees) – as the primary vehicle for local governance. Local government policy since 1994 has sought to accomplish exactly that.

9.2 Community participation and local government policy

The importance of community participation has long been recognised within the South African local government sector. Indeed, the rationale behind the new local government system was to bring government closer to the people. The Constitution made the first significant statement in this regard when it enjoined local government to "encourage the involvement of communities and community organisations in the matters of local government" (RSA, 1996, s152(1)).

The White Paper on Local Government (1998) expanded on this injunction. It articulated the concept of *developmental local government*, defined as "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives" (DPLG, 1998a: p17). One of the key tools for achieving developmental local government was the need to work with local citizens and partners. In other words, the White Paper recognised the central importance of local people in meeting all the objectives of government – the socio-economic development of local spaces, the upliftment and empowerment of South African citizens and so forth. Government is unable to do this by itself.

Section E: Promoting good governance: Community participation in the ADM area

The White Paper also recognised that local communities engage with organs of state at different levels. It argued that municipalities required active participation by citizens in four ways:

- As voters
- As citizens who express their views so that municipal policies reflect their preferences
- As consumers who expect value-for-money services
- As organised partners involved in resource mobilisation through NGOs, CBOs, etc. (DPLG, 1998a)

Gearing municipalities for community participation

Subsequent national legislation took these ideas forward. The Municipal Structures Act no 117 of 1998 (MSA) puts forward the idea of ward committees, the object of which is to 'enhance participatory democracy in local government' (DPLG, 1998b, s72 (3)). A ward committee, then, is a statutory structure to enhance community participation in municipal affairs. It does not preclude the existence of other community structures that may arise organically (such as ratepayers associations or youth groups). However, it is the formal structure established by government to ensure it takes the views of communities seriously. Ward committees are the *only* structural option for community participation proposed in local government legislation.

Later legislation, however, expands on the myriad of other ways to enhance the involvement of the public in municipal affairs. The Municipal Systems Act no 32 of 2000 (MSYA) devotes an entire chapter to community participation (DPLG, 2000). Chapter 4 of the Act argues that it is of vital importance to create a culture of community participation in localities. The Act states that community participation must take place through:

- Political structures for participation
 - Ward committees
- Appropriate mechanisms, processes and procedures
 - The preparation, implementation and review of integrated development plans (IDPs)
 - The establishment, implementation and review of municipal performance management system (PMS)
 - The monitoring and review of performance
 - The preparation of municipal budgets
 - Strategic decisions concerning municipal services
- Councillors

The next chapters expand on the first two pre-requisites.

Empowering communities to participate

It is important to note that local government legislation does not see the promotion of community participation as a passive affair. In other words, it is not enough for municipalities to simply establish the prescribed structures and set up the appropriate processes in the hope that communities will participate. Instead, municipalities have to take a far more assertive role in empowering communities to take an active interest in municipal life.

The Municipal Systems Act in particular sets out a number of tools to empower communities. These include:

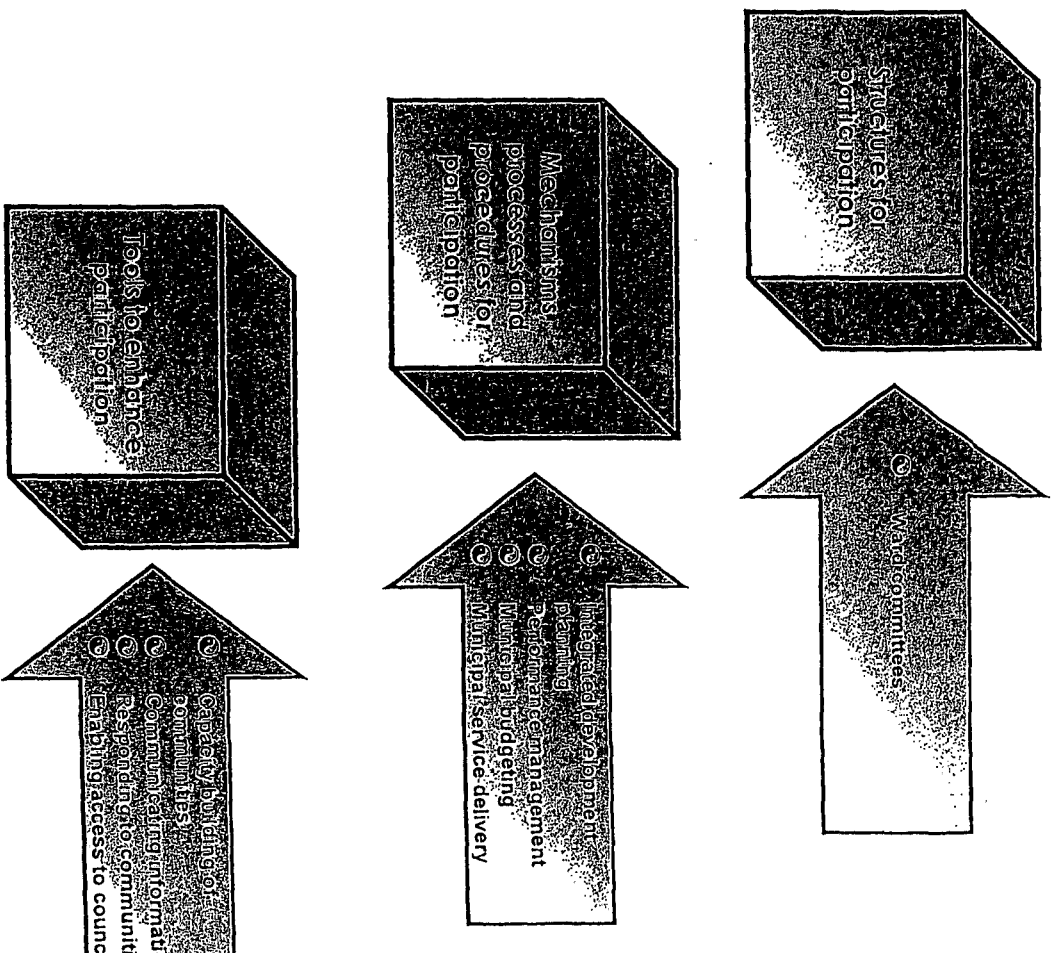
- Capacity building of communities
- Communicating information
- Responding to communities
- Enabling access to council

As later chapters discuss, these are not mutually exclusive categories.

9.3 Building blocks for community participation

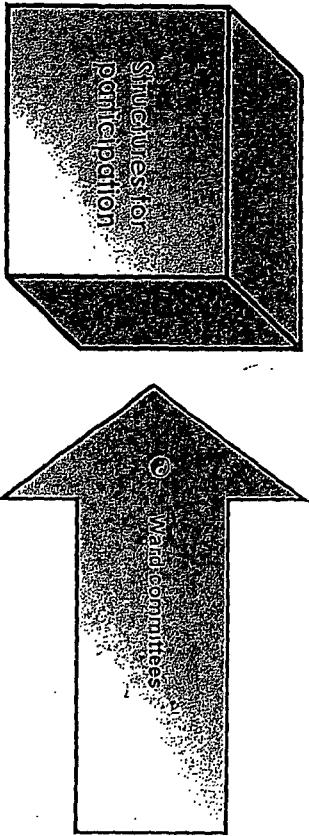
In summary, local government legislation sets out a number of ways to enhance community participation in municipal affairs. These prescriptions are by no means the exclusive range of activities that a municipality can undertake in this endeavour. However, they do represent the minimum set of (statutory) requirements that all municipalities *must* undertake in the execution of their normal duties and responsibilities. As such, they represent an important first step in deepening democracy in the Amajuba district municipal area.

These prescriptions, then, may be seen as a set of building blocks for community participation. Once in place, they will create the space for continuous, meaningful interaction between a municipality and its local communities.



Chapter 10: Structures for participation: Ward committees

Ward committees are structures that are intended to enhance participatory democracy in local government (DPLG, 1998). They are independent, advisory bodies that must be impartial and perform their functions without prejudice (DPLG, 2003d). Ward committees, however, are not mandated to govern the ward. This is the sole responsibility of elected representatives such as ward councillors (DPLG, 2003c). However, encouraging community members to serve on structures like these deepens community involvement in municipal affairs.



10.1 The objective of ward committees

Ward committees are seen as primary vehicles of community participation. A recent DPLG discussion document defined the policy objectives of the ward committee system as:

- Ensuring that local government works in partnership with communities for improved service delivery and sustainable development
 - Building consensus between communities and municipal councils on the needs and strategic interventions necessary for development
 - Promoting community buy-in of strategic municipal programmes in order to enhance project sustainability
 - Continuously informing communities about municipal affairs, in line with the notion of transparency
 - Providing a platform to communities to engage with municipalities, thereby enhancing accountability and good governance (DPLG, 2003c)
- Ward committees, then, are pivotal structures that form the focal point of interaction between a municipality and its community.

10.2 The establishment of ward committees

The establishment of ward committees is prescribed by national legislation. The Municipal Structures Act set out the framework for establishment (DPLG, 1998b). This has recently been amplified by draft guidelines from the Department of Provincial and Local Government, as well as resolutions adopted at a recent national conference (DPLG, 2003a; DPLG, 2003b; DPLG, 2003c; DPLG, 2003d; DPLG, 2003e).

Which municipalities may establish ward committees?

According to the Municipal Structures Act, only metropolitan and local municipalities (LMs) may establish ward committees. Furthermore, only the following local municipal types may establish ward committees:

- Collective executive system combined with a ward participatory system (s9b, MSA)
- Mayoral executive system combined with a ward participatory system (s9d, MSA)
- Plenary executive system combined with a ward participatory system (s9f, MSA)

A municipality's type is specified in its section 12 (establishment) notice. If a local municipality is not currently classified as one of the three types mentioned above, it needs to apply to the MEC for Local Government to amend its section 12 notice before it is able to set up ward committees. This application must be preceded by a formal municipal council resolution on the matter.

Amending the section 12 notice

The Municipal Structures Act also sets out guidelines for the amendment of establishment notices. Before the MEC for Local Government amends any municipality's s12 notice, he must provide written notice of the proposed amendment to the Kwazulu Natal Local Government Association (Kwanaloga), as well as the affected municipalities. The MEC must then actively consult Kwanaloga and the affected municipalities about the proposed amendment.

Finally, the MEC must publish particulars of the proposed notice for public comment. Only then is he allowed to amend the s12 notice by notice in the Provincial Gazette. This amendment will categorise the municipal type differently, thereby paving the way for a municipality to establish ward committees.

Defining the rules of the game

Once a municipality is legally allowed to establish ward committees, its council is obliged to define the rules of the game. LMs must make rules regulating the following:

- The procedure to elect the (non-chair) ward committee members. This procedure should be sensitive to gender equity and the representation of diverse interests (business, labour, ratepayers, etc.)
- The circumstances under which the ward committee members (except the chairperson) must vacate office
- The frequency of ward committee meetings

Some of these issues are covered by recent draft guidelines from DPLG (DPLG, 2003a; DPLG, 2003d) and are highlighted later in this chapter.

Recent national policy developments
Ward committees have already been established in other provinces, have adopted a multitude of approaches when defining the rules of the game (DPLG, 2003d). There is currently some debate as to whether a more uniform approach should be encouraged throughout the country. DPLG is in the process of finalising a national guideline on these and other matters. Although not as prescriptive as the regulations allowed by the MSA, these guidelines address some of the Municipal Structures Act's requirements, such as: (a) the need for a public comment period; (b) the need for a draft to be gazetted in the final draft which will be finalised within the next 2 months; (c) the Department doesn't anticipate that its final version will differ significantly from the current draft (Heydenrych, 2004).

Election of ward committees

If a municipality decides to establish ward committees, it must do so for every ward in the municipality. This is done through an election. The ward councillor for that area will always be the chairperson of the ward committee. The committee is allowed to have a maximum of 11 other people drawn from the community.

Election criteria

Municipal councils have to devise rules to regulate the procedure to elect ward committee members. According to recent DPLG guidelines, potential ward committee members should:

- Be registered as a voter in the ward
- Not be a staff member of the DM or LM in the area
- Not be in arrears to the municipality for rates and service charges for longer than 3 months
- Not be an unrehabilitated insolvent

- Not be under curatorship
- Not, after February 1997, have been convicted of an offence and sentenced to imprisonment without the option of a fine for a period of not less than 12 months
- Not have been declared of unsound mind by a competent court
- Be active in the sector or geographic area they represent and should be committed to a better life for their constituency (DPLG, 2003a)

Election procedure

DPLG guidelines also suggest that two different election models may be used:

- Sectoral representation model
 - Geographic representation model (DPLG, 2003a)
- Municipalities may use one or a combination of these, and amend it to suit their own contexts if necessary.

The key difference between the two is that the sectoral model identifies interest groups on the basis of the ward's key performance areas or sectors (e.g. LED, safety and security). The council then clusters *sectoral interest groups* that qualify for election – and voting is done for a representative of a cluster. With the geographic model, councils identify interest groups according to physical spaces – villages, farms, etc. – that represent an equitable spread of residents in the ward. Voting is done for a representative of a village.

In addition, municipal councils may hold elections in one of two ways:

- The ward councillor calls for a meeting in the ward for the election of a ward committee
- The municipal council calls a meeting of all councillors for the election of ward committees to which all residents have been invited (DPLG, 2003a)

In the first instance, only residents who are registered voters may vote at that meeting. In the second instance, councillors are also entitled to vote. Votes are cast for representatives of either clusters of identified interest groups or representatives of villages, etc. (see election models above). In both cases, the meeting votes by majority (50% plus one) for a representative of the cluster or village. In the case of the sectoral model, if no one gets a majority, the top 3 candidates go through to the next round.

DPLG also recommends the following election procedures:

- The ward councillor and Speaker's office must coordinate a schedule of meetings for election purposes
 - The ward councillor and administrative assistant, if applicable, must ensure that:
 - Meetings are fully representative of almost all villages/stakeholders within the ward (although the election doesn't formally require a quorum)
 - An attendance register is completed
 - All people taking part are, in fact, registered voters of that ward
 - Women are equitably represented
- Voting can take place by a majority show of hands or formal ballot (DPLG, 2003a)

The election process should be coordinated by municipal administrations, with the consent of municipal councils.

10.3 The functioning of ward committees

There are also certain statutory provisions that govern the day-to-day functioning of ward committees. DPLG's recent guidelines flesh out earlier thinking contained in the Municipal Structures Act.

Composition

Ward committees are chaired by elected representatives – the ward councillor of that particular ward. A maximum of 10 additional members may also be elected through procedures and regulations defined by the municipal council.

Unless a ward councillor wishes to appoint a secretary, the ward committee may appoint a secretary, assistant secretary and treasurer from within its ranks. A ward committee may also establish sub-committees to enable it to function more effectively and to engage organisations more meaningfully (DPLG, 2003a). Furthermore, ward committees should encourage stakeholders within the community to participate in the sub-committees that are of interest to them.

An important proviso is that ward committees' membership promotes gender representivity and the participation of a range of different interest groups (business, labour, ratepayers, youth, etc.). In fact, a recent DPLG national conference resolved that municipalities should ensure representivity through legislative and other means (DPLG, 2003e). This should be supported by a continuously updated register of interest groups. The same conference also resolved that municipalities introduce innovative, but legal, measures to incentivise participation of interest groups. Another important resolution was that municipalities put monitoring systems in place to ensure that representivity norms are complied with (DPLG, 2003e).

Powers and functions of ward committees

According to legislation, ward committees are able to:

- Make recommendations on any matter affecting their wards
- Exercise any duties delegated to them by the local council (see below)

It is also important to note that certain powers and functions may not be delegated, according to the Constitution and the Municipal Systems Act. These are:

Passing of bylaws	X
Approval of budgets	X
Imposition of rates, levies, duties and other taxes	X
Raising of loans	X
Approval and amendment of IDP	X
Power to set tariffs	X
Decision to enter into an external service delivery agreement (RSA, 1996; DPLG, 1998b; DPLG, 2000)	X

It is envisaged that ward committees would play a critical role in other processes aimed at enhancing community participation, including:

The preparation, implementation and review of IDPs	✓
The establishment, implementation and review of the municipalities' performance management system	✓
The monitoring and review of a municipality's performance	✓
Preparation of a municipality's budget	✓
Decisions about the provision of municipal services (DPLG, 2003c)	✓

Recent DPLG guidelines suggest that the following duties and powers may be delegated to ward committees by municipalities:

- To serve as an official specialised participatory structure in the municipality
- To create formal unbiased communication channels and cooperative partnerships between the community and the council
- To serve as a mobilising agent for community action (DPLG, 2003a)

The guidelines also state that ward committees may conduct an annual satisfaction survey, if they have the prerequisite capacity and resources. Such a survey would have administrative support of the municipality (DPLG, 2003a).

DPLG's recent national conference on ward committees resolved that the Ministry of Provincial and Local Government "consider legislative and other means towards a uniform system with respect to powers and functions of ward committees" (DPLG, 2003e). A further resolution of the same conference states that municipalities must define clear powers and functions to ward committees by January 2004 in planning, implementation, monitoring and ensuring accountability.

Ward committee meetings

The chairperson convenes and chairs meetings. Ward committee members must submit items to be discussed to the Chairperson in advance. The chair then prepares the agenda.

The frequency of meetings is determined by rules and regulations established by the municipal council. DPLG guidelines say that a ward committee must meet at least quarterly. The guidelines also recommend that regular meeting intervals be determined and that a programme of meetings be drafted at the beginning of the year to coincide with municipal council meetings (DPLG, 2003a). DPLG guidelines further state that a quorum of 50% + 1 member be present before a vote is taken on any matter.

Ward committees may also determine their own procedures, although this is subject to any directions from the councilor. Ward committees should also submit a work programme with specific outputs for one year to the Municipal Manager's Office in July of each year.

Term of office

Municipal councils determine the term of office of ward committee members. DPLG guidelines recommend that this be between 2 – 3 years (DPLG, 2003a). The guidelines also recommend that a municipality apply the same term of office with regard to all its ward committees.

Vacancies

Vacancies must be filled according to procedures determined by the municipal council. DPLG guidelines suggest that this may occur through:

- The ward councillor declaring as elected the person who received the 2nd highest number of votes in the previous election
- Repeating the election process if the above isn't possible (DPLG, 2003a)

10.4 Empowering ward committees

Since the passage of national legislation, key stakeholders in the local government sector have begun to think seriously about the need to empower ward committees. Two recent studies by the Portfolio Committee on Local Government and DPLG, respectively, highlighted some of the key challenges faced by other municipalities when establishing ward committees (see box elsewhere on this page). The main conclusion drawn was that ward committees need to be empowered if they are to play the dynamic role envisaged for them in local government legislation.

Reality check: key challenges facing ward committees
Some of the challenges facing ward committees in other provinces include the following:
• The establishment process itself wasn't governed by a uniform set of legal prescripts. Some municipalities used national legislation, others passed their own, and others used their own.
• Some wards are too big (some with a population of 50 000).
• Others are quite small, making it very difficult to have a representative committee.
• Some wards have quite disparate communities with different borders (affluent white suburbs, informal settlements, etc.). This disparity makes it very more difficult to make public participation work.
• Some municipalities experienced trouble finding enough people to represent them.

• District municipalities faced specific challenges in promoting community participation as they did not have ward committees or ward councillors.
• There is often no clear delegation of powers and functions to ward committees from the municipal councils.
• Some ward committees have complained that they lack sufficient power. If they are to be taken seriously by the community, they argue, they have to be able to deliver on issues.
• Many ward committees are under-resourced, both in terms of finance and administrative support.
• Lack of compensation leads to low morale amongst ward committee members.
• Training and capacity building needs are not being fully taken care of. Training should also not be seen as one-off events.
• There was a perceived need for a national ward committee development strategy. Communication strategies were also seen as important.
• Many municipalities felt that the one-year term wasn't enough for a ward committee because of the 'brain drain' of constant elections, and wasted capacity building (Portfolio Committee, 2003).
• Communication between the municipal manager/council and ward committees was not always satisfactory.
• Tensions sometimes arose between the ward councillor and other committee members, although this wasn't true of most municipalities interviewed.
• Ward committee members sometimes felt that they were unable to meaningfully engage with council meetings since they don't receive the agenda in advance, which would enable them to offer their views to the ward councillor (Portfolio Committee, 2003; DPLG, 2003e).

Remuneration

According to the MSA, the additional members of the ward committee should not receive any remuneration (DPLG, 1998). Recent DPLG guidelines reiterate that position, but state that municipalities may budget for out-of-pocket expenses incurred in the exercise of their functions (DPLG, 2003a).

DPLG guidelines also speak of the need to budget for capacity building and training programmes (DPLG, 2003a).

Capacity building and training

DPLG's 2003 guidelines also recommend that ward committees conduct an annual capacity building and training needs assessment for committee members. This should be followed by an annual capacity building and training programme, with an accompanying budget. Training needs could revolve around municipal policy and processes, specialised needs like budgeting or more generic needs like communication.

A recent DPLG national conference on ward committees resolved that DPLG, SALGA, provinces and the LGWSETA develop a targeted national support programme for ward committees by September 2003. The conference further resolved that municipalities conduct capacity building and training needs assessments, develop and implement programmes (with a budget) and include ward committees in their skills development plans (DPLG, 2003e).

Administrative support

According to DPLG guidelines, municipalities must make administrative arrangements to enable ward committees to perform their work. This is in line with prescriptions in the Municipal Systems Act, which states that municipalities should allot part of their annual budget to community participation.

DPLG guidelines state that administrative support may include:

- Promoting the notion of ward committees amongst communities (e.g. by issuing ward committee members with formal ID cards)

- Making administrative staff capacity available, in proportion to the overall size of the municipality
- Building or arranging central meeting places in the ward
- Providing logistical support (furniture, computers, stationery, etc.)
- Translating information and documentation for the community
- Assisting ward committees fulfil their tasks (e.g. communication strategies to advertise public meetings)
- Providing municipal transport to committee members in specific circumstances
- Developing capacity building and training programmes for ward committees
- Facilitating ward committee elections (DPLG, 2003a)

10.5 Monitoring ward committees

The work of a municipal council does not end once ward committees are up and running. Instead, councils have a continual oversight role to play in terms of ward committees.

Conduct

As members of an internal structure of an elected organ of state, ward committee members are expected to conduct themselves in a certain manner. DPLG guidelines recommend that once ward committee members are elected, they should sign a Code of Conduct.

Accountability

The ward councillor is the accounting officer of the ward committee. As such, he should keep records of minutes, income, expenditure, etc. The ward councillor is also expected to ensure the preparation of financial statements in accordance with generally accepted accounting practice within a month after the end of each financial year (DPLG, 2003a).

The ward councillor forms a critical link between the ward committee and the municipal council. As such, he should ensure that ward committee decisions are formally presented to council, that progress reports are submitted and that his representations to council are based on the ward committee view, and not just his own.

Dispute resolution

DPLG guidelines recommend that if a dispute arises within a ward committee, the ward councillor should appoint up to two mediators to resolve it. If mediation fails, the matter should be referred to the ward councillor for arbitration, unless the dispute involves him and the majority of committee members. If this doesn't work either, the matter could be referred to the council (DPLG, 2003a).

Termination of membership

DPLG guidelines also suggests that the following may be considered reason to terminate ward committee membership:

- Death
- Resignation
- Relocation from ward
- Election to councillor
- Failure to attend 3 consecutive meetings without apology
- Proven involvement in corruption
- Misconduct during meetings
- Submits priorities without the mandate of the community
- Undermines council or ward councillor's authority
- Dismissed in accordance with a resolution of the ward committee or by the executive mayor in consultation with the ward councillor
- Ends membership of the organisation which he represents

- Insolvency or proven mental incompetence (DPLG, 2003a)

Dissolution

Municipal councils may dissolve a ward committee if it fails to meet its objective. That could be signalled by the following instances:

- It fails to meet 3 consecutive times
- Members decide to dissolve
- Maladministration, fraud, corruption or any serious malpractice is occurring (DPLG, 2003a)

Municipal councils should ensure, however, that it gives due notice before dissolving a ward committee.

10.6 Strategic issues⁴

The ward committee system is still evolving, as discussion in this chapter reveals. DPLG's recent national conference, as well as the practical experiences of municipalities, has thrown up a number of strategic issues.

The first issue is whether to oblige the formation of ward committees by municipalities whose section 12 notices already classify them as ward participatory systems⁵ (DPLG, 2003f). This was, in fact, a formal resolution of the DPLG national conference. Once legislated, this stipulation would hold implications for those municipalities that opted for a ward participatory system in 2000, but have not yet actually established ward committees.

The next key policy question that has begun to emerge is whether the establishment of ward committees should continue to occur in a decentralised manner - or whether there needs to be more central regulation to ensure uniformity. If the recent issuing of guidelines is anything to go by, it's likely that the latter viewpoint will prevail. This means that the establishment process itself will need to be carefully undertaken to ensure compliance with national norms and standards.

A third and related discussion is whether to make ward committees mandatory throughout the country. Those provinces and municipalities that opted not to adopt a ward participatory system in 2000 have, in many instances, begun to re-think their original stance. On 10 July 2003, the Western Cape, for example, opted to change the type of municipality in its province to ward participatory systems, thereby paving the way for the establishment of ward committees

Many of these new issues will probably be captured in a forthcoming amendment to the Municipal Structures Act, anticipated to be passed in 2004 (Heydemrych, 2003; Hartman, 2003). The Amendment, *which has not been drafted as yet*, would probably explore the creation of public participation mechanisms for municipalities outside the ward participatory system – district municipalities, district management areas and plenary municipalities. It is possible, then, that district municipalities such as Amajuba may have a new set of prescriptions for community participation at the end of 2004.

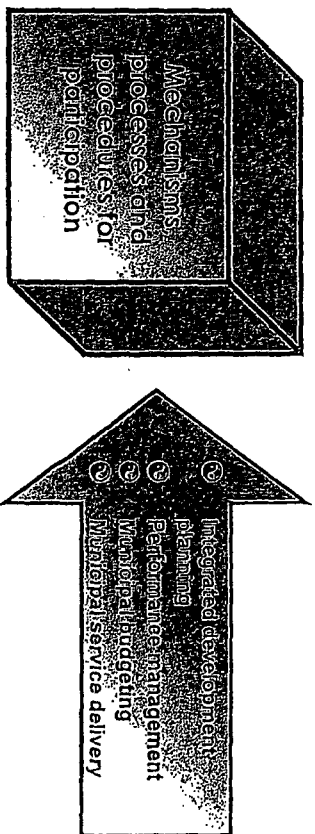
New legislation may also address how ward committees can be used to address a range of development challenges in a local area. The current experience of most ward committees is that communities approach them on a number of matters, including those outside their scope of reference (e.g. child support grants). The general expectation is that ward committees will address every issue. National policy thinking is currently considering how other developmental sectors and areas of government work can be channelled into the work of ward committees.

Finally, DPLG is also looking at more concerted support and capacity building to ward committees, in line with its forthcoming National Capacity Building strategy

These strategic issues, whilst primarily the responsibility of national support bodies, should be noted by all municipalities who are in the process of establishing ward committees.

Chapter 11: Mechanisms, processes and procedures for participation

Local government legislation sets out a range of 'mechanisms, processes and procedures' to enhance community participation in municipal affairs. These include integrated development planning (IDP), performance management systems (PMS), municipal budgeting and service delivery issues.



11.1 Integrated development planning

Integrated development planning (IDP) is a key instrument of developmental local government. Municipal councils have to adopt a single, inclusive, strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. This IDP must also align the municipality's resources and capacity with its implementation.

According to the MSYA, municipalities are encouraged to promote community participation in the preparation, implementation and review of their IDPs. Even before the IDP process begins, municipalities must adopt a process (set out in writing) that will guide the planning, drafting, adoption and review of its IDP. Municipal councils must both give notice to, as well as actively consult, local communities before such a process is adopted, using the range of tools mentioned in the next chapter.

The actual preparation of the IDP also requires community input. Legislation decrees that local communities be consulted on their development needs and priorities during the drafting process. Traditional authorities should also be consulted during the drafting of the IDP. If there is disagreement between a municipality and its local communities, the provincial MEC may take appropriate steps to resolve this.

Local communities are also allowed input in the final stages of the IDP process. Within 14 days of the IDP's adoption, councils must give notice to the public of the adoption. Councils are also obliged to make copies of the IDP available for public inspection at specified places. Finally, councils must publicise a summary of the IDP (DPLG, 2000).

11.2 Performance management

Municipalities are required by law to develop performance management systems (PMS) in line with the objectives set out in their IDPs. A municipality's PMS includes key performance indicators (KPIs) and performance targets.

According to the MSYA, municipalities are encouraged to promote community participation in the establishment, implementation and review of its PMS. Municipalities are also asked to encourage participation in the monitoring and review of its performance, including the outcomes and impact of such performance.

The legislation states that local communities should be particularly involved in the setting of appropriate KPIs and performance targets.

Once these are developed, municipal councils are obliged to notify the general public about its KPIs and targets.

Every year, municipal councils have to report on their performance. This is done primarily through an annual report, consisting of a performance report, financial statements and an audit report from the Office of the Auditor-General (OAG). Within 1 month of receiving the OAG's report, municipal councils must table their annual reports at a meeting open to the public. The Municipal Manager (MM) must inform communities of this meeting by prior notice in the media. These meetings must be attended by the MM so that he can answer questions on the report.

Once the annual report is formally adopted, municipal councils must make copies accessible to the public (including the media) within 14 days. These copies must be made accessible free of charge or at a reasonable price.

11.3 Municipal budgeting

According to the MSYA, municipalities are encouraged to promote community participation in the preparation of municipal budgets. This is taken forward in the Municipal Finance Management Act (MFMA) (National Treasury, 2003). The MFMA states that the Municipal Manager must make the annual budget and supporting documents public immediately after the budget is tabled in council (National Treasury, 2003, s22). The local community must then be invited to submit representations on the budget.

Municipal councils must take community views into account when the annual budget has been tabled. The council must also give the Mayor an opportunity to respond to the submissions and, if necessary, to revise the budget and table amendments (National Treasury, 2003, s23(2)).

The MFMA also calls for community feedback under special circumstances: when a municipality is to enter a contract which will impose financial obligations on it beyond the 3 financial years covered in the annual budget for that financial year⁸ (National Treasury, 2003, s33). In these situations, the MM is obliged to make the draft contract public, accompanied by an information statement summarising the municipality's obligations under the proposed contract. The MM must do so at least 60 days before the council meeting at which the contract is to be approved. Furthermore, the local community and other interested persons must be invited to submit comments or representations on the proposed contract. The final approval of the proposed contract must take these community views into account.

11.4 Municipal service delivery

According to the MSYA, municipalities are encouraged to promote community participation in strategic decisions relating to the provision of municipal services.

The MM, for instance, is obliged to develop and maintain a system whereby community satisfaction with municipal services is assessed. In order for the community to stay abreast of municipal financial affairs, a municipality must, on or before 31 October of each year, publish in the media the salary scales and benefits applicable to posts of the municipal manager and every manager that is directly accountable to the municipal manager.

If a municipality decides to consider the provision of any municipal service by means of an external service delivery mechanism, it must, amongst other things, establish and take into account, the views of the community.

In relation to the levying of rates and other taxes and the charging of fees for municipal services, a municipality must, within its financial and administrative capacity, amongst other things:

- Establish mechanisms for users of services and ratepayers to give feedback to the municipality or other service provider regarding the quality of the services and the performance of the service provider
- Take reasonable steps to ensure that users of services are informed of the costs involved in service provision, the reasons for the payment of service fees, and the manner in which monies raised from the service are utilised

- Ensure that persons liable for payments, receive regular and accurate accounts that indicate the basis for calculating the amounts due
- Provide accessible mechanisms for those persons to query or verify accounts and metered consumption and appeal procedures which allow such persons to receive prompt redress for inaccurate accounts
- Provide accessible mechanisms for dealing with complaints from such persons, together with prompt replies and corrective action by the municipality
- Provide accessible pay points and other mechanisms for settling accounts or for making pre-payments for services

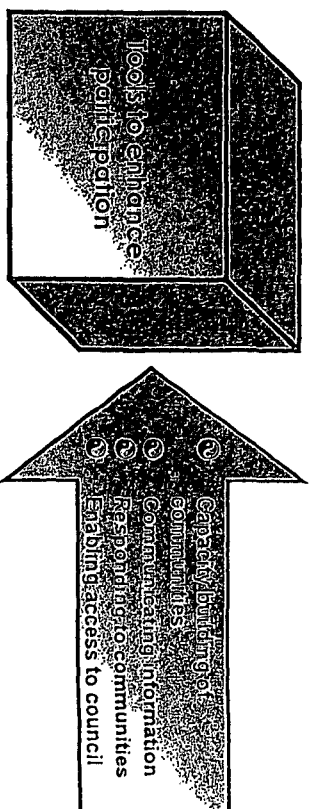
The MSYA also states that the MM must immediately after the council passed a resolution regarding tariffs and charges:

- Conspicuously display a copy of the resolution for a period of at least 30 days at the main administrative office of the municipality and at such other places within the municipality to which the public has access as the municipal manager may determine
- Publish in a newspaper of general circulation in the municipality a notice stating that a resolution regarding fees, charges or tariffs has been passed by the council and that a copy of the resolution is available for public inspection during office hours at the main administrative office of the municipality and at the other places specified in the notice
- Seek to convey the information to the community by means of radio broadcasts covering the area of the municipality

Chapter 12: Tools to enhance participation

Local government legislation also describes a number of tools that may be used to enhance community participation. The tools mentioned in laws like the MSYA may be clustered into 4 categories: capacity building, communicating information, responding to communities and enabling access to council. These are not mutually exclusive categories, as this chapter demonstrates.

It is also important to note that the tools mentioned in this chapter are not the only ones that a municipality may use. However, they do represent the minimum set of legal prescriptions that a municipality is obliged to meet. Once these tools are being fully utilised, a municipality is free to find different, more creative communication tools to engage with its local communities.



12.1 Capacity building of communities

The Municipal Systems Act explicitly states that municipalities should build the capacity of communities to allow them to participate more meaningfully. Capacity building exercises should include annual allocations from the budget.

In other words, it isn't enough for municipalities to merely open up their processes to the public. They also have to actively seek to capacitate their local communities to participate more effectively. At one level, this involves informing people of the available mechanisms, processes and procedures to encourage and facilitate community participation – as well as the matters on which community participation is encouraged. Communities should also be informed on their rights and duties, as well as on general issues of municipal governance, management and development. All of this must occur by taking note of language preferences, as well as the special needs of the illiterate members of the community.

Legislation also suggests more direct ways of capacitating communities. The MSYA states that municipalities must take special note of those community members who are illiterate, women, disabled and otherwise disadvantaged. It also suggests a few ways of helping these groups. When the municipality invites people to submit written comment on any matter, for example, the invitation must also state that anyone who cannot write can come into municipal offices during office hours where an identified staff member will assist that person to transcribe the representation. Similarly, if a municipal council requires a community member to fill in a form, municipal staff must assist people who cannot read and write to understand and complete the form.

12.2 Communicating information

Municipalities are legally obliged to facilitate community participation through a number of channels. These could include:

- Notification and public comment procedures
- Public meetings hosted by councils
- Hearings hosted by councils

- Consultative sessions with recognised community organisations and traditional authorities
- Report backs to the community

Any municipal notice published in the Provincial Gazette or the media in terms of local government legislation must also be displayed at the municipal offices.

The Municipal Systems Act also states that when a municipality notifies a community about anything through the media, it must do so:

- In the local newspaper(s)
- In notable newspaper(s) circulating in that local area
- Through local radio broadcasts

These notifications must be in the language preferred by people of that area.

Public meetings hosted by ward committees

Ward committees may also hold ward wide public meetings to contribute to community concerns and to report back on issues. Ward committees must publish a notice in a local newspaper stating the time, date and venue, which should allow convenient access to allow the greatest number of people to attend. Other communication tools that a ward committee must use, whenever appropriate, include radio, mail, ouis, posters and notices in public areas. Traditional authorities in the ward concerned must also be informed of the public meeting.

Certain types of behaviour are encouraged at public meetings. It is important for example that ward committee members make an effort to explain the rationale behind their decisions to the audience – and that any outcome, like minutes, are accessible to them. It is also significant to note that DPLG guidelines actively discourage the use of public meetings as political platforms.

12.3 Responding to communities

It is not enough for municipalities to simply communicate its information to communities. Municipal staff and political representatives must also ensure that they respond to issues and concerns raised by the community. They may do so through:

- The receipt, processing and consideration of petitions and complaints lodged by community members
- Public meetings hosted by the municipal council
- Hearings hosted by the municipal council
- Consultative sessions with recognised community organisations and traditional authorities
- Report backs to the community

12.4 Enabling access to council

Finally, it is crucially important for municipal councils to enable access to their proceedings as far as possible. National legislation states that the public should be allowed to attend council meetings, although not necessarily executive/mayoral committee meetings.

According to the MSYA, the municipal manager must give notice to the public (in a manner pre-determined by the council) of the time, date and venue of every ordinary council meeting, as well as special/urgent meetings, except if time constraints make the latter impossible.

In general, municipal council meetings (and those of its committees) are open to the public and the media. It is especially important to allow the public admission when a draft by-law, budget, IDP, PWS or service delivery agreement is being tabled. Furthermore, municipal councils should, within their financial and administrative capacity, facilitate such involvement by providing space for the public in council chambers, as well as taking reasonable steps to regulate public access to and public conduct at council meetings.

The only exceptions council meetings being closed to the public are when:

- The nature of the business being transacted prohibits such attendance
- A specific council bylaw or resolution justifies such a closure

Executive and mayoral committee meetings may be closed to the public, including the media.

It is also possible for a municipal council to establish advisory committees of non-councillors who can advise council on any matter. Gender representivity is encouraged in these fora.

Chapter 13: Conclusion

The municipalities within the ADM area are tasked with a huge responsibility in terms of the Constitution and the White Paper on Local Government. In executing these responsibilities, they have to engage with a number of stakeholders, both inside and outside their organisations. This communication policy represents an attempt to structure this engagement professionally and effectively.

13.1 Policy recommendations

The immediate recommendations it makes are that:

- The principle of establishing ward committees in terms of sections 72 and 73 of the Municipal Structures Act no 117 of 1998 be approved for Category B municipalities
- Ward committees only be established as soon as the communication policy has been finally approved by all councils involved
- Utrecht and Dannhauser apply for amendments to their section 12 establishment notices to allow for the establishment of ward committees
- Traditional leaders be recognised as a special interest group and structures be established to ensure communication every 3 months
- That all community meetings adhere to the standards set out in DPLG's *Draft guidelines for the establishment and operation of municipal ward committees in terms of section 120 (DPLG, 2000a)*, to be issued in terms of the Municipal Systems Act no 32 of 2000, to ensure compliance with the spirit of community participation as stipulated in existing legislation
- That the Amajuba IDP Representative Forum be utilised as the basis for community participation for the Amajuba District Municipality

Section F: Conclusion

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www.amajuba.gov.za

¹ See later chapters for more details

² DTLGA's draft protocol (26 June 2003) has not been finalised as yet. Officials anticipate that it will be completed in the next few months, once all stakeholders have been thoroughly consulted (Mahomed, 2004)

³ The exceptions are contracts for long-term debt, employment, prescribed categories of goods or where the financial obligation on the municipality is below a prescribed value or a prescribed percentage of the approved budget for that year (National Treasury, 2003, s33(2)).

⁴ Based on discussions with DPLG officials

⁵ This is currently a voluntary action

⁶ The exceptions are contracts for long-term debt, employment, prescribed categories of goods or where the financial obligation on the municipality is below a prescribed value or a prescribed percentage of the approved budget for that year (National Treasury, 2003, s33(2)).

⁷ These are the author's own categories, although their substance is drawn from the Municipal Systems Act (2000)

K9: OUTCOMES OF THE GROWTH SUMMIT

- 413 - 20 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 Lobby for Funding	Short to Long Short	ADM: IDT; EPWP:DBSA: DEDF: BANKs : IDC: DLA: NDA,DA&E: LB	A1.6		MCA has been signed with IDT ADM; Umzinyathi & Zululand. Project support has been obtained from DAEA; DLA. However funding for the project remains a challenge.	
	Transport Logistics	Transport / Corridor Plan	Process Underway	ADM	A1.7		Newcastle LM Dir LED	Awaiting Feasibility of the Amajuba Agric Hub Development project to be completed.
	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	
	Infrastructure Funding	Lobby for Funding	Short	ADM: IDT; DBSA: DEDF: BANKs : IDC: TIKZN: DLA:	A2.4		Currently lobbying for funding to draft the project layout plan. Investors are interested in investing in the project.	

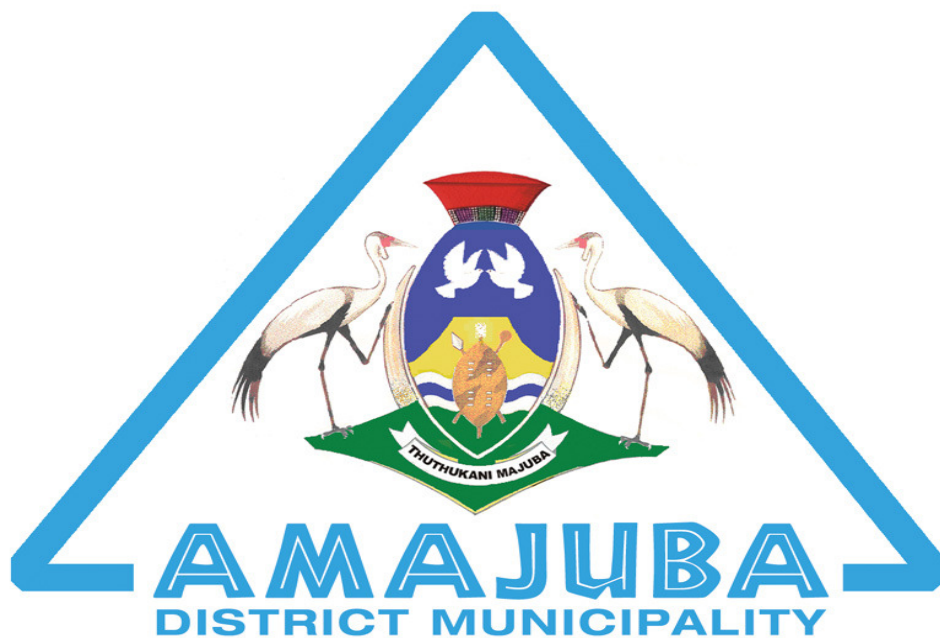
	Transport Logistics	Transport / Corridor Plan	Process Underway	DA&E: LB ADM	A2.5	ADM Dir Engineering	Ref A1.7
Vegetable & Seedling Production	Markets	Establish Regional Market	Short	NAFU: Potato SA: DA&E: Dept Labour: DLA: ADM: Co-Ops	A3.1	ADM Dir P & D	Market demand exceeds production throughout the 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: DEDF: 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

DRAFT ANNUAL REPORT 2007/08



Compiled by

Amajuba District Municipality

Postal Address

Private Bag X6615

Newcastle

2940

Physical Address

B9356 Main Street, Section 1

Madadeni

2951

For more copies of the report contact:

Ms Sanele Gumbi

PMS Specialist

Amajuba District Municipality

Tel : 034 329 7200

Fax : 034 314 3785

Email : saneleg@amajuba.gov.za

Website: www.amajuba.gov.za

2007/08 ANNUAL REPORT



AMAJUBA DISTRICT MUNICIPALITY
A PLACE OF OPPORTUNITY

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SELECTED ACRONYMS

ADM	Amajuba District Municipality
AFLED	Amajuba Forum for Local Economic Development
ARV	Anti-Retro Viral
BEE	Black Economic Empowerment
CDW	Community Development Worker
CTO	Community Tourism Organisation
DAEA	Department of Agriculture and Environmental Affairs
DBSA	Development Bank of Southern Africa
DIMS	District Information Systems
DLA	Department of Land Affairs
DLGTA	Department of Local Government and Traditional Affairs
DM	District Municipality
DME	Department of Minerals and Environmental Affairs
DSR	Department of Sports and Recreation
DWAF	Department of Water Affairs
EPWP	Extended Public Works Programme
ESDP	Electricity Supply Development Plan
GCIS	Government Communications and Information Systems
IDP	Integrated Development Planning
IDP RF	Integrated Development Planning Representative Forum
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LGSETA	Local Government Sector of Education & Training Authorities
LM	Local Municipality
LUMS	Land Use Management System
Mi2	Municipal Infrastructure Investment
MIPA	Man In Partnership Against AIDS
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPCC	Multi-Purpose Community Centre (also know as Thusong Service Centre)
NQF	National Qualification Framework



SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
UAP	Universal Access Plan
PMU	Project Management Unit
PMS	Performance Management Systems
PPP	Public Private Partnership
SCM	Supply Chain Management
SEDA	Small Enterprise Development Agency
SMME	Small Medium and Micro Enterprise
WSA	Water Service Authority
WSDP	Water Service Development Plan



FOREWORD BY HIS WORSHIP THE MAYOR



Cllr Dr MS Mlangeni
His Worship the Mayor

Honourable Speaker
Members of Council
Executive Committee
Municipal Manager
Officials
All protocol observed

I am pleased to present to you an annual report of Amajuba District Municipality for year ended 30 June 2008.

The 2007/08 financial year has seen a continued commitment and in many areas, we have made substantial progress. We have lived upon our vision statement which says ***by twenty fifteen 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.***

It has always been in the best interest of the Amajuba District Municipality to uplift the quality of life of the citizens of Amajuba District. In the 2007/08 financial year a number of projects and programmes were funded and implemented. The Amajuba District Municipality again honoured the best matriculant achievers of the class of 2007.

Schools with best achievers received accolades. This has been done in order to encourage the current Grade 12 as well as the schools to perform even better in years to follow. In addressing poverty, the municipality has since 2005 involved itself in the "Municipal Infrastructure Investment (MI2)" initiative, which has created a number of job opportunities. The municipality also conducted its second Growth and Development Summit, which is an initiative to create an enabling environment from the private sector to create jobs.

During the year under review, we again conducted the public participation meetings, izimbizo and various functions where community members were given an opportunity to indicate challenges encountered in their respective communities. This report represents how the municipality met its development challenges and addressed the previous financial year shortcomings.

Lastly, I would like to thank all members of Council, the Municipal Manager and his staff for their support, cooperation, dedication and hard work during the year under review.

CLLR DR MS MLANGENI
HIS WORSHIP THE MAYOR

2007/08 ANNUAL REPORT



AMAJUBA DISTRICT MUNICIPALITY
A PLACE OF OPPORTUNITY

FOREWORD BY THE MUNICIPAL MANAGER



Dr VJ Mthembu
Municipal Manager

our stakeholders confirm our management style, which is in line with Chapter IV of the Municipal Systems Act No. 32 of 2000.

My sincere appreciation goes to His Worship the Mayor Cllr Dr SM Mlangeni and his Executive Committee, the entire Council members and the Staff members for their support. May I also pay special thanks to a number of stakeholder groups; inter alia, the Department of Local Government and Traditional Affairs, National Treasury, and the various Government Departments for their continued interest and support. The success of the Municipality would not have been possible without your continued commitment and dedication.

The compilation of the annual report is a landmark in the institutional history of any organization, more so it affords one the opportunity to stand out of the daily work objectives and reflect on the organisational accomplishments over period under review.

It therefore gives me a great pleasure to present the 2007/08 annual report to His Worship the Mayor Cllr Dr SM Mlangeni for presentation at Council.

In an attempt to fight poverty, the municipality has formed the Municipal Infrastructure Investment Programme to facilitate the development of the basic infrastructure necessary to support the various local economic development initiatives. The integration of all aligned objectives is the key to maximizing efficacy in eliminating the poverty trap that we confront within our district. It is of vital importance to pay special attention to the district economic growth through a direct engagement and support of Local Economic Development (LED). It is at this level that I would see Amajuba District Municipality actively engaging and complementing these efforts.

DR VJ MTHEMBU
MUNICIPAL MANAGER

Our district prides itself in effective management that is in line with fiscal discipline, which will be entrenched even further. The existing sound relationship with

VISION, MISSION AND OBJECTIVES

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.

OBJECTIVES

The following objectives have been agreed to guide development in the Amajuba District:

- To achieve sound management, administration and equity within the Amajuba by 2010 in line with applicable legislation and Organized Local Government Guidelines
- To ensure provision of basic infrastructure and community services to all communities within acceptable norms and standards by 2015
- To facilitate, encourage and support the development of an enabling environment for Local Economic Development and job creation
- To promote the development of a safe and healthy environment in line with the applicable legislation on an ongoing basis

MISSION

The Amajuba District Municipality will through good governance (accountable, transparent, democratic and developmental local government) 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

VALUES

The following are the values to be followed by the organisation:

- **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 stake holders.
- **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.

FUNCTIONS, POWERS AND DUTIES

In terms of Section 84 of the Municipal Structures Act (No. 117 of 1998), the District Municipality 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.
- (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; and
 - (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.
- (g) Regulation of passenger transport services.
- (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 standardization 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.

MANDATES

SPECIFIC MANDATES

- Municipal Finance Management Act, No. 56 of 2003;
- Municipal Systems Act , No. 32 of 2000;
- Municipal Structures Amendment Act, 2000;
- Local Government Municipal Planning and Performance Management Regulation, 2001; and
- Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006; and
- Integrated Development Planning document

SUPPORTING MANDATES

- The Constitution of the Republic of South Africa, No. 108 of 1996;
- White Paper on Transforming Public Service Delivery (Batho Pele), 1997;
- The White Paper on Service Delivery
- Basic Conditions of Employment No. 75 of 1997
- Compensation for Occupational Injuries and Health Diseases Act No. 130 of 1993
- Employment Equity Act No. 55 of 1998
- Labour Relations Act No. 66 of 1995
- Occupational Health & Safety Act No. 85 of 1993
- Skills Development Levies Act No. 9 of 1999
- Skills Development Act No. 97 of 1998
- Unemployment Contributions Act No. 4 of 2002
- Unemployment Insurance Act No. 63 of 2001

POLICIES AND PROCEDURES

- Amajuba District Municipality Financial Rules
- Amajuba District Municipality Code of Conduct
- Amajuba District Municipality Supply Chain Management Policy

MEMBERS OF THE COUNCIL

The Amajuba District Municipality consists of 25 Councillors as follows:

1. Cllr Dr MS Mlangeni (Mayor)
2. Cllr TMM Phiri (Deputy Mayor)
3. Cllr NP Stannard (Speaker)
4. Cllr MI Dlamini (Executive Committee)
5. Cllr JCN Khumalo
6. Cllr DB Mabuyakhulu
7. Cllr AT Zwane
8. Cllr BL Zulu
9. Cllr JP Khumalo
10. Cllr NS Matthews
11. Cllr AN Radebe
12. Cllr EB Ndlovu
13. Cllr BJ Mntambo
14. Cllr TV Buthelezi
15. Cllr LPT Dhlomo
16. Cllr TC Thungo
17. Cllr HS Madonsela
18. Cllr P Croft
19. Cllr RB Ndimba
20. Cllr NJ Ndebele
21. Cllr A Chuang-Lui
22. Cllr JME Damons
23. Cllr MA Sibeko
24. Cllr MF Zikhali
25. Cllr NJ Hadebe

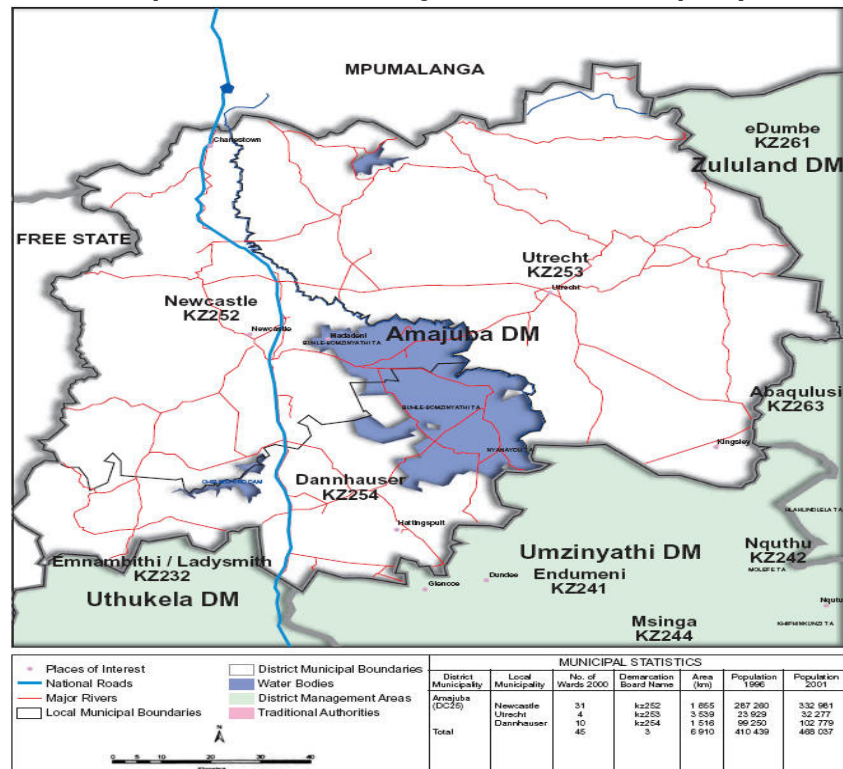


OVERVIEW OF THE MUNICIPALITY

1.1 BACKGROUND OF AMAJUBA DISTRICT

The Amajuba District Municipality (ADM) is situated in the north-western corner of KwaZulu-Natal and comprises the three local municipalities of Newcastle (KZ252), Emadlangeni (KZ253) and Dannhauser (KZ254). The alternative route from the east coast to Gauteng, the N11 passes through Amajuba. The route links the district to both the major port of Durban and the industrial complex of Gauteng, the main rail line from the Durban harbour to Gauteng also travels through Amajuba. The R34 bisects the district from east to west and provides a linkage from the port city of Richards Bay to the hinterland. The district is viewed as a major industrial centre with several key industries anchoring development in the region, notably: steelworks, textiles, chemicals and petroleum products.

Map 1: Location of Amajuba District Municipality



Agricultural activities (dairy and crop farming) are well organised within the district and there is considerable scope for expansion into agri-beneficiation activities. A well developed tourism sector with numerous natural beauty attractions and an emphasis on the battlefields, adventure tourism and the accommodation requirements of business visitors is also evident in Amajuba.

Amajuba is 6 910 km² in size with Emadlangeni occupying the largest area of 3 539 km², Newcastle some 1855 km² and Dannhauser some 1 516 km².

1.1.1 NEWCASTLE LOCAL MUNICIPAL AREA

The municipality is linked by both road and rail to Johannesburg and the port cities of Richard Bay and Durban. In addition, the municipality has a modern airport with tarred runway and night landing system situated close to the Newcastle CBD.

Newcastle Local Municipality is the largest contributor to the districts' economy, and manufacturing is the predominant sector. Amajuba manufacturing contribution to KZN's economy is 5%, of this Newcastle comprises 58.3% of the input, the municipality is the major economic driver within the district.

1.1.2 DANHAUSER LOCAL MUNICIPAL AREA

The average growth rate of the Dannhauser economy was about -2.5% per annum between 1995 and 2004. This was due mainly to the high negative growth rates for the two biggest sectors of the Dannhauser economy, i.e. mining and manufacturing, growing at an average of -5.9% and -4% per annum between 1995 and 2004 respectively. The mining sector contributed about 30% to the local economy in 2004, and the manufacturing sector 13.8%. Coal mining, the dominant mining activity in Dannhauser, declined by nearly 50% between 1995 and 2004.

1.1.3 EMADLANGENI LOCAL MUNICIPAL AREA

Emadlangeni is predominantly agrarian focused, and the major node, the town of Emadlangeni is located within the Balele Game Park which comprises 2500ha of the municipality. The municipality also incorporates a significant area that was previously a transitional local council area. There has been an increase in the total population of the Emadlangeni Municipality between 2001 Census data and 2005 Amajuba Baseline Data Study. Emadlangeni's population growth rate has decreased from 6.2% per annum in 2001 to 2.7% in 2005, which shows stabilisation. This may also relate to the high prevalence of HIV/Aids and due to high levels of migration. Amajuba Agricultural Sector Plan (2004) identified opportunities for development identified for Emadlangeni Municipality are: organic vegetable farming; game farming; and dairy farming.

1.2 DEMOGRAPHIC PROFILE

Amajuba's demographic situation shows a concentration of people in the Newcastle-Madadeni-Osizweni area, a smaller concentration in the Blaaubosch area and dispersed population in the remainder of the district, with notable exception of the area in the northeast of the Dannhauser municipal area, encompassing Ubuhlebomzinyathi Community Authority Area.

The total population of the district was recorded as 483 509 in the 2005 Amajuba Baseline Study. Of this 73% was located in Newcastle Municipality, 22% in Dannhauser Municipality and 7% in Emadlangeni Municipality.

The district is the fifth most densely populated district in the KwaZulu-Natal province. Demographic data is reflected in table 1.1 below*.

Table 1.1: Key Data

Description	Newcastle	Emadlangeni	Dannhauser	Amajuba
Area (km ²)	1855 km ²	3539 km ²	1516 km ²	6910 km ²
Density (people/km ²)	189.3	10.2	68.6	70.0
Population	351 075	35 962	104 065	483 509
Population Distribution (%)	72.6%	7.4%	21.5%	100%
Population Growth Rate 2001-2005 (%per annum)	1.33%	2.74%	0.31%	1.21%
Male	102 755 (46%)	107 223 (48%)	100 521 (45%)	223 381 (46%)
Female	140 469 (54%)	135 267 (52%)	143 070 (55%)	260 128 (54%)
Age:				
0-4				41 582 (9%)
5-14				110 724 (23%)
15-34				180 832 (37%)
35-64				127 646 (26%)
over 65				22 725 (5%)
No. of Households	72 089	5 663	19 094	96 846
Household size	4.87	6.35	5.45	5.07
Employment (%)	42%	52.7%	21.4%	38.5%
Unemployment (%)	58%	47.3%	78.6%	61.5%
% Growth per annum	1.33%	2.74%	0.31%	1.21%

Source : Amajuba Baseline Study, 2005

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. Emadlangeni 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 district.

1.3 PRIORITY NEEDS

There are sector plans that have been established to channel service delivery. The following are the sector plans that have been prepared since the inception of Amajuba District Municipality in 2001. The sector plans are aligned to the IDP and are reviewed as the need arises.

All projects identified in the sector plans are included in the projects section and the contents of the sector plans form part of the strategies section.

The following table demonstrates the status of the sector plans at the end of the year under review.

Table 1.2: Sector Plans

SECTOR PLAN	STATUS 2007/08	PURPOSE OF THE PLAN AND OTHER COMMENTS
Integrated Environmental Programme	To be reviewed	Promoting environmental friendly methods of waste disposal in area outside the urban area
Environmental Management	Complete	The EMP addresses schedules, resources and responsibilities

* The statistics used are from the Amajuba Baseline Study, 2005.

Plan		for achieving Council's environmental objectives and targets.
Integrated Waste Management Plan	Complete	This plan investigated the potential for waste minimisation and recycling as well as the potential alternatives to the current treatment and disposal regimes.
Cemetery Plan	Complete	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.
Public Transport Plan	Complete	PTP provides 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.
HIV and AIDS Policy	Complete	A policy document has been developed to guide all of Council's activities on HIV/ Aids matters.
Water Service Development Plan	Review Complete	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.
Tourism Development Plan	Complete	This plan was prepared so as to put the district on a competitive edge in terms of its tourism attractions.
Tourism Route Development Plan	Complete	The aim of this sector plan was to cluster tourism products in order to market them collectively.
Tourism Signage Development Plan	Complete	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 area for upgrading so as to facilitate the free movement of tourists around the DM.
Battlefields Development Plan	Complete	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.
Local Economic Development Plan	Complete	Plan prepared to provide a framework for the integration and coordination of activities and decisions made by development agencies. The plan identified three potential growth sectors in the district as Agriculture, Commerce and Industry and Tourism
Manufacturing Sector Plan	Complete	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.
Agricultural Development Plan	Complete	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.
Electricity Supply Development Plan	Complete	The purpose of the plan is to formulate a rational basis for extending grid and non-grid electrification service supply within the district. During the year under review, electrification and bulk infrastructure creation funding formed part of the MIG programme.
Disaster Management Plan	Complete	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.
Performance Management System	To be reviewed	PMS is 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
Municipal Infrastructure Investment Plan	Complete	This is an initiative that is meant to address backlogs and provide infrastructure for LED. The initiative is a joint force

		with the Amajuba LED Forum.
Backlog Study	Complete	To identify backlogs in relation to provision of basic services so as to meet the required standards in terms of service delivery
Area Based Plan	Currently being prepared	DLA has appointed consultants to prepare the plan. Status Quo and Strategies sections complete.

Source: Integrated Development Plan Review 2006/07 & 2007/08

1.4 **CONSTRAINTS TO DEVELOPMENT**

Economic growth of the district is growing. Economic growth currently seat at 10% per annum as compared to about 8.09% in 2004/05. Sectors with highest economic development potential include mining, agriculture, manufacturing, wholesale and retail. These sectors face various constraints to development such as the ones stated below.

Constraints to Development in Mining

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

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

Constraints that impact on service delivery

- Lack of municipal
- Deterioration of existing infrastructure
- Funding and financial issues
- HIV and AIDS epidemic

Amajuba District has seen an increase from 40% in 2001 to 46% in 2006 (Antenatal Survey 2006). It is unclear why there has been this increase in the HIV and AIDS statistics. The district has also noted an increase in unemployment from 41% in 1996 to 55% in 2001 and 61.5% in 2005 (Backlog Study 2005)

Table 1.3: HIV and AIDS Statistics

Description	2001	2005/06 (Baseline Data Study)
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: 40.7% Provincial Average ADM: 38.5% Antenatal Survey (2004) ADM: 46% Antenatal Survey (2006)

Source: Integrated Development Plan Review 2006/07 & 2007/08



CHAPTER 2

HUMAN RESOURCES DEVELOPMENT AND OTHER ORGANISATION MANAGEMENT

2.1 INSTITUTIONAL FRAMEWORK

2.1.1 ORGANISATIONAL CHART/ORGANOGRAM

The organizational structure of the District Municipality is depicted in the organogram below.

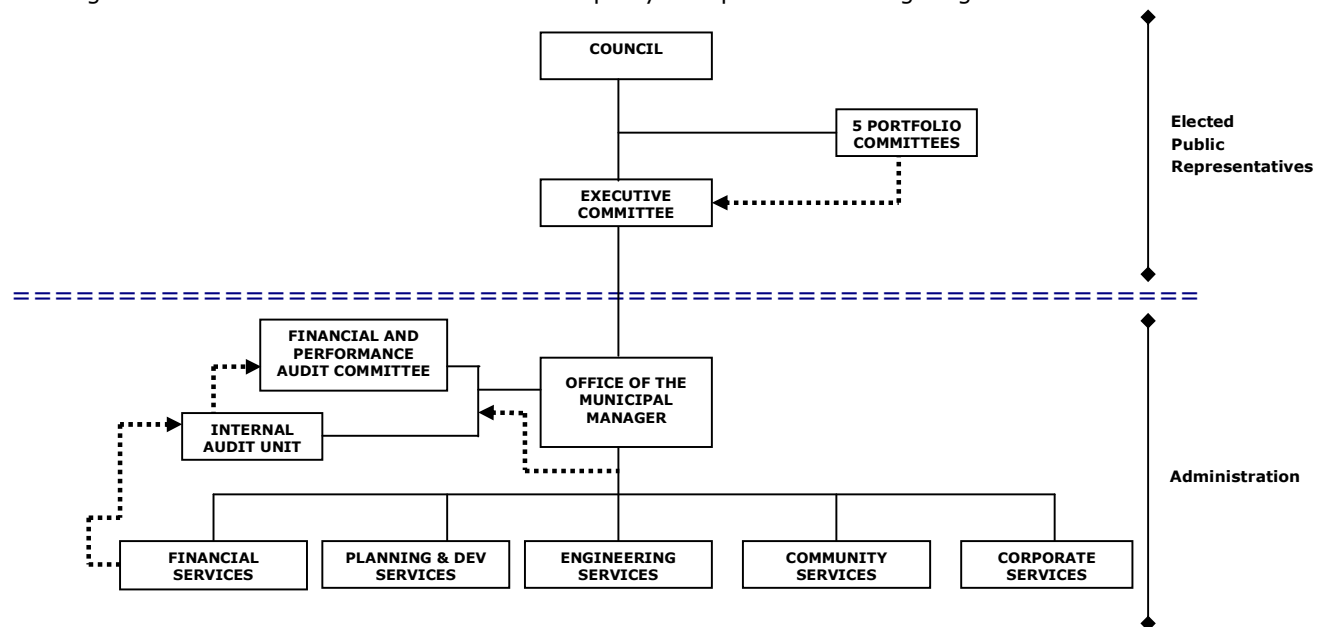


Figure 1: Organisational Chart

As depicted in the organogram above, the Amajuba District Municipality has six departments and two units. Each department is headed by a political head who is an Executive Councillor. Below the political head is the director who is a section 57 employee (meaning that he/she is on a five-year employment contract and a yearly performance agreement and reports directly to the Municipal Manager). The Municipal Manager in turn reports to the Executive Committee, via the Mayor, who is the chairperson of the Executive Committee. The Municipal Manager is assisted by the internal audit and independent performance and financial audit committee in meeting his accountability requirements as prescribed in the MFMA. The internal audit unit is outsourced. This unit provides an array of audit and evaluation activities. More information pertaining to functioning of internal audit and audit committee is described in chapter 5.

There are five portfolio committees; each one corresponding to the municipal departments. Portfolio Committees are headed by a chairperson, who is not an Executive Committee member but a member of Council.

2.2 HUMAN CAPITAL

2.2.1 STAFF COMPLEMENT

During the period under review, the municipality had a staff complement of 68, 62 of which are permanently employed and 6 of which are Section 57 Performance Contract Managers. Table 2.1 below shows the staff complements per department.

Table 2.1: Staff Complement as at 30 June 2008

DEPARTMENT	NO. OF STAFF
Office of the Municipal Manager	07
Corporate Services	13
Financial Services	11
Planning and Development	12
Engineering Services	13
Community Services	12
TOTAL NUMBER OF STAFF	68

During the year under review, three youth graduates were appointed as experiential trainees. Financial services appointed two MFMA interns.

Table 2.2: Departmental Responsibilities

OFFICE OF THE MUNICIPAL MANAGER	FINANCIAL SERVICES	CORPORATE SERVICES
Strategic Leadership	Management of Grants, Tax, Levies	General administration
Overall responsibility for the organisation	Debtor management	Secretariat
Form & develop efficient & effective administration	Income, Expenditure and Cash flows	Council Support
Advise political structures & political office bearers	Budgets (Planning, Implementation and Control)	Legal services
Ensure implementation of decisions of political structures	Assets Management	Policies and Procedures
Ensure implementation of national & provincial legislation/laws	Logistics	Municipal Office Building Management
Accountability for financial & other resources of the municipality	Payroll	Capacity Building / Training
Internal Audit	Procurement	Human Resources
Intergovernmental & International Relations	Insurance	Occupational Health and Safety
Miscellaneous responsibilities outlined in the MSA, MFMA and other legislation.	Loans and Investments	Facilities Management
	Risk Management	

Source: Integrated Development Plan Review 2006/07 & 2007/08

COMMUNITY SERVICES	PLANNING & DEVELOPMENT SERVICES	ENGINEERING SERVICES
Regulate Passenger Transport.	Strategic Planning & Monitoring: - IDP in terms of MSA & MFMA - PMS in terms of MSA & MFMA	Water Service Authority ▪ Governance, Planning and Regulation
Municipal Airports	Development Planning ▪ Spatial Development Framework ▪ IDP Alignment and Institutional Support ▪ Land Use Management System coordination. ▪ Geographic Information System Relevant IDP Sector Plans	Electricity
Cemeteries & Crematoria	Housing and Land Reform	Integrated Waste Management
Disaster Management ▪ Fire Prevention ▪ Emergency Services ▪ Civil Defense	Dept Policy Development	Municipal Roads
Environmental Health (Monitoring & Control) ▪ Water quality monitoring ▪ Food Control ▪ Waste Management ▪ Health surveillance of premises ▪ Vector Control ▪ Environmental Pollution Control ▪ Surveillance & Prevention of common diseases ▪ Disposal of the dead ▪ Chemical safety	Municipal (Corporate) Marketing	Land Reform: post settlement
National Qualifications Fund (NQF) Support	Economic Development ▪ Local Tourism, Agriculture, Commerce and Industry. ▪ SMME Support	Municipal Infrastructure Grant Program (MIG): ▪ Basic Residential Infrastructure ▪ Public Municipal Service Infrastructure ▪ Social Institutions Infrastructure ▪ Micro Enterprise Infrastructure
Special Programmes: Youth, Gender, Arts and Culture	Information Technology: ▪ Network Administration ▪ Policy development and implementation ▪ District Information Management Systems	Dept Policy Development
HIV/AIDS Coordination	Planning & Implementation Management Support (PIMS)	
Dept Policy Development		
Environmental Management		

Source: Integrated Development Plan Review 2006/07 & 2007/08



2.2.2 SENIOR MANAGEMENT

During the year under review, all senior management posts were filled.

Table 2.3: Amajuba DM Directorate

DIRECTORATE	DIRECTOR RESPONSIBLE	DATE OF APPOINTMENT	EXECUTIVE COUNCILLOR OR PORFOLIO COUNCILLOR
Municipal Manager	Dr VJ Mthembu	January 2007	Cllr Dr MS Mlangeni
Corporate Services	H. Jacobs	July 2007	Cllr JCN Khumalo
Finance	C. Masondo	July 2007	Cllr Dr MS Mlangeni
Engineering Services	N. Buthelezi	March 2008	Cllr TMM Phiri
Planning & Development	C. Myeza	July 2007	Cllr DB Mabuyakhulu
			Cllr Dr MS Mlangeni (for Econ Dev component)
Community Services	M. Mtshali	July 2007	Cllr MI Dlamini



**DR V.J. MTHEMBU
MUNICIPAL MANAGER**



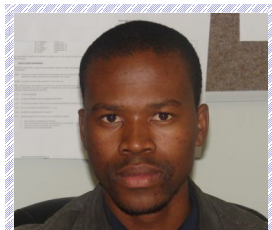
**MR. H. JACOBS
CORPORATE SERVICES**



**MR. C MASONDO
FINANCIAL SERVICES**



**MR. M MTSHALI
COMMUNITY SERVICES**



**MR. N. BUTHELEZI
ENGINEERING SERVICES**



**MR. C. MYEZA
PLANNING & DEVELOPMENT**

2.2.3 EMPLOYMENT EQUITY DEVELOPMENT

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**AMAJUBA DISTRICT MUNICIPALITY
A PLACE OF OPPORTUNITY**

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 was submitted to the Department of Labour. The Plan reflects the significant progress the District Municipality has achieved with actions to address challenges relating to enhanced demographic representivity, skills development, succession planning, fast-tracking, mentorship, 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 table 2.4A and 2.4B below.

Table 2.4A: Demographic profile of employees

Employment Equity Implementation	Designated* Group	Non-Designated Group	Women
Top Management	83%	17%	0%
Middle Management	78%	22%	22%
Professional Staff	67%	33%	25%

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

The analyses show that 83% 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. Progress still need to be made to address these imbalances.

At the middle management (deputy and assistant directorate) level, however the District Municipality has achieved far beyond the expectations and has employed 78% of the designated group at this level. Of the total middle management individuals, 22% are women.

Table 2.4B: Representation by Occupational Level

Occupational Level	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior	5	0	0	1	0	0	0	0	6
Middle (Deputy & Assistant Directorate)	5	0	1	2	1	0	1	0	10
Other Staff	19	0	4	0	22	0	5	2	52
Total	29	0	5	3	23	0	6	2	68

Source: Employment Equity Plan

What is notable in table 2.4 above is that 54% of the staff complement is males, of which 43% are Africans, 7% are Indians, and there existed no Coloureds during the year under review. 46% of the staff complement is females, of which 34% are Africans.

2.2.4 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 and the Plan was submitted to the Department of Labour as required by the Act.

The District Municipality is registered with the Local Government Sector Education and Training Authority (LGWSETA) 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 R254,421.00 to skills development and claimed R88, 374.17 in skills levies from the LGSETA. The District Municipality also provided experiential training to eight previously disadvantaged unemployed candidates as well as two MFMA interns.

2.3 **EXPENDITURE MANAGEMENT OF EMPLOYEES AND COUNCIL**

In terms of the MFMA the municipality is required to disclose all expenditure of staff and councillors, in compliance with Section 65-66 of the MFMA. Below are tables illustrating the said expenditures:

Table 2.5A: Personnel expenditure for the past four years

Financial Year	Municipal Audited Expenditure – Section 12(6) R	Personnel Expenditure R	Personnel Expenditure as a % of administration – Section 12(6)
2004/2005	50,616,652	11,207,148	22%
2005/2006	50,031,532	10,895,779	22%
2006/2007	38,830,772	11,933,918	31%
2007/2008	55,992,079	17,824,649	31%

From table 2.5A above, it must be noted that the 2004/2005 to 2005/06 as well as 2006/07 and 2007/08 audited expenditure and personnel expenditure are similar. This shows a momentum to maintain efficiency and effectiveness.

Table 2.5B: Councillors' expenditure for the past four years

Financial Year	Municipal Audited Expenditure – Section 12(6) R	Councillors Expenditure R	Personnel Expenditure as a % of administration – Section 12(6)
2004/2005	50,616,652	2,193,192	4%
2005/2006	50,031,532	2,834,168	6%
2006/2007	38,830,772	2,698,559	7%
2007/2008	55,992,079	2,779,354	5%

2.4 PENSION AND MEDICAL AID FUNDS – STATISTICS

Table 2.6 below indicates a summary of pension and medical aid funds utilized by Council employees and councillors from 01 July 2007 to 30 June 2008:

Table 2.6A: Summary of Pension Funds

Description	Number of Members	Employee Contribution (R)	Employer Contribution (R)	Total (R)
Natal Joint Municipal Employees Provident Fund (5%)	46	520,708	621,127	1,141,835
Natal Joint Municipal Employees Provident Fund (7%)	04	114,395	53,211	167,606
Natal Joint Municipal Employees Provident Fund (9.25%)	07	166, 243	220,855	387,098
Natal Joint Municipal Employees Superannuation Fund	03	46,452	125,546	171,998
Govern Employees Pension Fund	02	27,482	47,635	75,117
Municipal Councillors Fund	09	394,470	0	394,470
Total Pension Fund	71	1,103,507	1,068,374	2,338,124

Table 2.6B: Summary of Medical Aid Funds

Description	Number of Members	Employee Contribution (R)	Employer Contribution (R)	Total (R)
Global Health Medical Scheme (Gold)	10	125,198	166,003	291,201
Global Health Medical Scheme (Silver)	02	14,889	22,334	37,223
Global Health Medical Scheme (Platinum)	02	148,380	0	148,380
Munimed	02	19,786	29,678	49,464
Bonitas Standard	07	66,849	100,274	167,123
Bonitas 52	03	37,728	56,592	94,320
Bonitas Prime	04	14,458	21,686	36,144
Bonitas Cont.	01	9,036	0	9,036
Bon Save	01	5,146	4,478	9,624
Pro Sono Med	01	13,248	0	13,248
LA Health	01	29,580	0	29,580
Momentum	01	56,100	0	56,100
Total Medical Aid Fund	35	540,398	401,045	941,443

CHAPTER 3

FUNCTIONAL SERVICE DELIVERY REPORTING

3.1 KEY PERFORMANCE AREAS

Amajuba DM implemented a Performance Management Systems (PMS) in the 2002/03 financial year. The system is reviewed on an annual basis. The municipality has established the key performance areas (KPA) in line with its vision, mission and strategic objectives. The municipal KPAs inform the departmental KPAs.

The municipal KPAs are based on five national KPAs. The table below illustrate the linkage between national KPAs and the Amajuba DM' KPAs.

Table 3.1: Key Performance Areas

National KPAs	Amajuba DM's KPAs
Basic Service Delivery	Integrated Service Delivery
Municipal Institutional Development and Transformation	Institutional and Governance Matters, Municipal Planning
Local Economic Development	Economic Development, Social Facilitation and Development, Environmental Management
Municipal Financial Viability and Management	Municipal Planning
Good Governance and Public Participation	Institutional and Governance Matters

The above KPAs are addressed at the departmental as per tables.

3.1.1 OFFICE OF THE MUNICIPAL MANAGER

Table 3.1.1: Service Delivery Key Performance Indicators – Office of the Municipal Manager

LEGISLATIVE KPA	IDP KPA	IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	The Reviewed Organisational Structure	Organisational structure reviewed and approved by the Executive Committee
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Performance contracts of senior managers approved by the EXCO	Performance contracts of all section 57 managers signed and approved by the Executive Committee within the legislatively prescribed timeframe
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Assessment and reporting on S57 employees performance	Second quarter and last quarter assessments conducted formally by the evaluation panel
Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Budget approved by Council	<ul style="list-style-type: none"> Council approved 2007/08 Budget on 31 May 2007. Council approved the 2008/09 Budget on 29 May 2008
Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Adjustment Budget approval	Adjustment budget approved by council on 28 February 2008

Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Attendance at meetings of the Audit Committee	Six audit committee meetings held
Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Deal with matters and queries from the Auditor General.	action plan to address AG queries drafted
Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Attendance at meetings of the shareholders of uThukela Water	uThukela Water problems are currently being addressed. The MEC: Local Government has intervened in the matter
Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Reports to EXCO on uThukela Water	
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 annual financial statements to Auditor General	Annual financial statements completed and submitted. There were delays in the submission of the financial statement due to due to delayed completion of the asset register.
Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Print and distribute 50 000 free copies of the Amajuba Newsletter	Amajuba newsletter printed and distributed on a quarterly basis



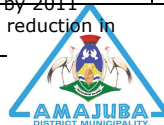
Matriculation Awards Ceremony

3.1.2 PLANNING AND DEVELOPMENT SERVICES

Table 3.1.2: Service Delivery Key Performance Indicators – Planning and Development Services

LEGISLATIVE KPA	IDP KPA	IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/08	Management of all IT systems hardware and software	ICT Policy established and adhered to
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/08	Update and manage the municipal website	Updated the Municipal Website on an ongoing basis
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Soya production	Amajuba Forum for Local Economic Development (AFLED), which incorporates Tourism and Agricultural Sub-Committees, met on a quarterly basis.
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate the development of a dairy production parlour	
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate the development of a feasibility study on	Amajuba Forum for Local Economic Development

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		unemployment by 2011	tomato production and processing plant	(AFLED), which incorporates Tourism and Agricultural Sub-Committees, met on a quarterly basis.
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Development of new crops as identified in the agricultural plan	
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate the development of vegetable and seedling production	
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate the development of Aqua Culture	
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate the development of poultry, piggery, feedlot production by co-ops.	
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate the establishment of a new fresh produce market	
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate the development of the Horn River project for emerging farmers	
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	2nd ADM growth and development summit.	
Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Administer the Amajuba Forum for Local Economic Development (AFLED)	AFLED meetings held on a quarterly basis
Good Governance and Public Participation	Institutional and Governance	Encourage & promote ongoing public participation in the affairs of the district municipality	Implementation of a Public Participation Policy	Public Participation policy approved by Council
Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Update and alignment of the Amajuba Spatial Development Framework (SDF)	SDF reviewed and approved by the Executive Committee
Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Approval of the Budget and IDP Process Plan by EXCO and Council	IDP Process plan approved by the Executive Committee and Council within the prescribed timeframe
Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Annual Report presented to the Mayor.	Draft annual report submitted to Council within the prescribed timeframe
Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Public participation, advertisement and submission to MEC of Annual Report	Annual report publicized for 21 days, oversight report drawn. The report was then approved by Council, printed and distributed to relevant stakeholders
Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Oversight report tabled at Council.	Oversight report prepared and submitted to Council. No comments received from the There were however delays in the approval of this report. In future the municipality will comply.
Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Conduct customer satisfaction surveys	Customer satisfaction survey conducted during the IDP and Budget road shows held on 14 April 2007 to 21 April 2007 as well as 12 April 2008 to 27 April 2008
Good Governance and Public Participation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Review of the performance management system	PMS reviewed, approved by Council and noted by the audit committee

3.1.2.1 Customer Satisfaction Survey

A critical element of performance management systems is the survey of perceptions of customers (the community) serviced by the municipality.

Chapter 6, Section 42 of the Municipal Systems Act 2000 stipulates that “a municipality must in terms of Chapter 4 of the said act, involve the local community in the development; implementation and review of the municipality’s performance management system and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality”. Chapter 4, Section 16 (1) of the said act highlights the significance of developing a culture of community participation in the municipal affairs.

The municipality yet again conducted survey. This was the second attempt to publicly assess the performance of the district municipality. In 2008, 2047 questionnaires (1373 from Newcastle area, 494 from Dannhauser area and 180 from Emadlangeni area) were successfully completed as compared to 1150 questionnaires (591 from Newcastle area, 327 from Dannhauser area and 232 from Emadlangeni area) completed in 2007. Roadshows were attended mainly by African people from the rural communities hence the findings are skewed. In future, fieldwork will continue after the road shows in order to ensure that the survey is representative. For instance, business sectors in all three municipalities targeted as well as the urban area. Disseminate municipal information to the people remains a crucial matter. The district and its local municipalities need to establish more suitable ways to ensure that information reaches the people. Overall, it can be deduced from the findings that special attention should be given to how the community is consulted, service standards offered, information on services offered, as well as openness and transparency.

Findings and analysis of the 2007/08 survey enabled the municipality to develop suitable action plans to be incorporated into future IDPs with an intention of addressing service delivery backlogs and weaknesses.

3.1.3 CORPORATE SERVICES

Table 3.1.3: Service Delivery Key Performance Indicators – Corporate Services*

LEGISLATIVE KPA	IDP KPA	IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/08	Preparation of skills database for ADM staff	Skills database and audit conducted
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/08	Review of Skills Development Plan	Skills Development Workplace Plan approved and implemented
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/08	Develop Employment Equity Plan	Employment Equity Plan approved and implemented
Municipal Institutional Development	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements	Employ experience training students	During the year under review, the municipality provided experiential

* Most of the key activities performed by Corporate Services have been addressed in Chapter 2 of this report.



and Transformation		by 2007/08		training to eight previously disadvantaged unemployed candidates
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/08	Put in place updated Rules of Order for Council	Council has adopted and gazetted its Standing Rules and Orders
Municipal Planning	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/08	Convene scheduled Executive Committee and Council meetings	19 executive committee and 12 council meetings were convened and held as per calendar.

3.1.3.1 Municipal Human Resources Strategies

The municipality has adopted and is continuously implementing policies that deal with human resources management and planning; these are summarized as follows:

- A Code of Conduct for Municipal Staff Members;
- Code of Good Practice: HIV/Aids;
- HIV/ Aids Policy;
- Sexual Harassment Policy;
- Smoking Policy;
- Recruitment and Selection Policy;
- Grants and Loans for Study Purposes of Employees Policy;
- Subsistence and Travel Allowances Policy;
- Pool Vehicle Policy;
- Overtime Policy;
- Leave Policy;
- Skills Development and Employment Equity Act Policy; and
- Basic Conditions of Employment Policy.

3.1.4 FINANCIAL SERVICES

Table 3.1.4: Service Delivery Key Performance Indicators – Financial Services[#]

LEGISLATIVE KPA	IDP KPA	IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
Municipal Financial viability and management	Institutional and governance	Ensure progressive compliance with institutional and governance requirements by 2007/08	Prepare and implement Service Delivery and Budget Implementation Plan (SDBIP)	SDBIP prepared and submitted to Council. SDBIP not assessed in a quarterly basis. In future, the municipality will comply
Municipal Financial viability and management	Institutional and governance	Ensure progressive compliance with institutional and governance requirements by 2007/08	Develop and implement a policy on targeted procurement	<ul style="list-style-type: none"> ▪ Supply Chain Management policy in place ▪ Committees as prescribed in the SCM Policy were all established and are fully effective Need to implement mechanisms to track and log queries about payment
Municipal Financial	Institutional and governance	Manage expenditure, cash and investments	Monitoring of expenditure and cash	Expenditure reports with all votes produced on a

[#] Most of the key activities performed by Financial Services have been addressed in Chapter 4 of this report.



viability and management			flow position on regular basis	monthly basis
Municipal Financial viability and management	Institutional and governance	To monitor budgetary compliance	Monitoring of votes status	
Municipal Financial viability and management	Institutional and governance	Monitor adherence to annual cash flow plan	Monitor cash position against planned position	Financial reports produced on a quarterly basis
Municipal Financial viability and management	Institutional and governance	Compliance with relevant guidelines	Implement Municipal Finance Management Internship Programme	Two MFMA interns appointed during the year under review. Training provided as guided by the guidelines of the programme
Municipal Financial viability and management	Institutional and governance	Compliance with legislation	Monitor budget process deadlines in relation to the MFMA	Budget process monitored to ensure timeous submission of budget and adjustment budget (see the MM KPIs)
Municipal Financial viability and management	Institutional and governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Asset register developed and all assets captured
Municipal Financial viability and management	Institutional and governance	Safeguard Council assets	Insure all assets with material values	

More information on the performance of the department of financial services is supplied on chapter 4 of this report.

3.1.5 COMMUNITY SERVICES

Table 3.1.5: Service Delivery Key Performance Indicators – Community Services

LEGISLATIVE KPA	IDP KPA	IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
Basic Service Delivery	Integrated Service Delivery	To ensure sustainable waste management in the District	Implementation of the Waste Management Plan	Waste Management Plan in a planning phase
Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District	Coordination of waste recycling educational initiatives in the district	
Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District	Review of the Public Transport Plan i.t.o the white paper on the Provincial Transport Policy	The Public Transport Plan is 9% complete. Consultation with relevant stakeholders in progress
Basic Service Delivery	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Preparation of an Environmental Scoping report for two sites	In progress
Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District	Environmental Awareness Campaign	Sanitation and Water week held on 30 May 2008
Basic Service Delivery	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Establishment of cemeteries	In progress
Basic Service Delivery	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Determine the operational responsibility for the identified cemeteries in terms of powers and functions	In progress
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	Conduct Public and school education and awareness programmes	Under planning phase to be delivered in the near future

Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Coordination of HIV & Aids activities through the HIV & Aids Council	In progress
Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Preparation and Hosting of District Sports Games in preparation for Annual KZN Salga Games	Games were hosted and were a success
Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Participation in Annual SALGA Games	
Good Governance and Public Participation	Social Facilitation	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Recreational games for senior citizens	Senior citizens activities were held and were a success
Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Celebrate and commemorate national women's day	National women's day was celebrated
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	
Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of Thusong Centre in the ADM	Establishment of the structure: LISSC, Management Committee, DISSC	The LISSC, Management Committee and DISSC structures have been established

Other community functions that occurred during the year under review include:

- Youth Day Celebration and Poverty Alleviation handover held on 04 July 2008
- Social Awareness campaign held on 04 October 2008
- Road Accident Prayer held on 19 March 2008



Water Week

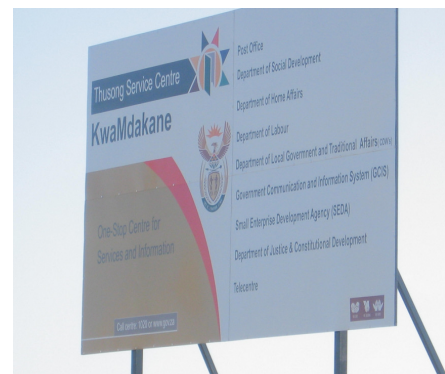
3.1.5.1 KwaMdakane Thusong Service Centre

The Thusong Service Centre of Amajuba district is situated in Dannhauser KwaMdakane. The centre became operational in 2007. Official opening and handing over is not yet done.



The following departments and service providers are operational at the KwaMdakane Thusong Service Centre:

- DLGTA – CDW & MPCC Business units
- Department of Social Development
- Department of Home Affairs
- Department of Local Government and Traditional Affairs – Community Development Workers
- Department of Justice and Constitutional
- GCIS
- Department of Labour
- Telecentre
- Post Office
- SEDA



Strategic objectives of the centre are as follows:

- To bring government information and services closer to people to promote access to opportunities as a basis for improved livelihoods;
- To promote cost effective, integrated, efficient and sustainable service provision to better serve the needs of citizens;
- To build sustainable partnerships with government, business and civil society;
- To create a platform for greater dialogue between citizens and government.

3.1.6 ENGINEERING SERVICES

Table 3.1.6: Service Delivery Key Performance Indicators – Engineering Services

LEGISLATIVE KPA	IDP KPA	IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	ACTUAL PERFORMANCE
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all	Implement and supervise water services customer care	When considering the present level of funding available through the MIG



		consumers by 2009		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. Amajuba has secured an estimated R140 million via the MIG program in order to ensure access to free basic water and expansion of water service delivery to all consumers. Therefore the targets have now been changed
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Finalisation of the Water Resource Plan/ Augmentation Plan (Dams)	Completed and submitted to DWAF :i.e. THE GIJIMA OUTCOMES :Synergies between water and agriculture
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Finalisation of the Water Extraction License	Planning phase
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 implementation of an irrigation master plan	Awaiting gjjima outcomes and business plan implementation process
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 Water Services Plan mechanisms	Planning phase
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Section 78 re-assessment	Planning phase, awaiting intervention report
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Expanding the WSDP into the agricultural, industrial and mining sectors	Planning phase
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 to communities living on private land.	Planning phase
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Emadlangeni Bulk Water / Feasibility Study.	The tenders / proposals for the Emadlangeni Feasibility Study have been received, secured R600 000 from DWAF to undertake project.
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Steildrift Bulk Line Link.	The construction of bulk supply line and reticulation pipelines in the Steildrift to Fairbreeze area and Emfundweni Pilot Project., Projects if 100% completed. Commission stage. Emfundweni Pilot Project is 25% completed
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	To facilitate funding for refurbishment of assets (FIT)	Planning phase

Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Buffalo Flats Phase 1 Reticulation	Water Pipelines±99% Valves & Chambers±85% Water Meter Chambers±42% Galvanised Tanks±90% Testing±98% Commissioning PipelinesNil Pumphouse Complete ±96% Pumphouse Tanks 100% Pumphouse Chambers ±15% Reservoir Complete ±95% Reservoir Chambers ±25% Commissioning Pumphouse Nil Commissioning Reservoir Nil Expected completion in Feb 2009
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Buffalo Flats Phases 2 - 6 Business Plan	Business plan completed and secured via DWAF and MIG : As follows Blackbank, Thirst, Fairbreez, Uitkyk, and Rutland. Population to be served :26 950 Households to be served :3850 Costs per household :R9039.00 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
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation delivery to all consumers by 2011-2012	Inverness Household Sanitation	This sanitation project provides support to 7 communities within the Inverness to Clare area situated close to Newcastle in the Amajuba District Municipality (DC25). The Project was divided into Phase 1, 2 & 3. 3134 VIP's No. of VIPs completed to date: 2467 No. of VIPs under construction :40 No. of VIPs still outstanding :667
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation delivery to all consumers by 2011-2012	Naas Household Sanitation	This sanitation project provides support to 6 communities within the Naas to Surrey area situated close to Newcastle in the Amajuba District Municipality (DC25).1003 VIPS planned . 642 completed, balance was completed bu DOH. CLOSE out STAGE
Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation delivery to all consumers by 2011-2012	Amajuba Household Sanitation Feasibility	Planning term of reference
Basic Service Delivery	Integrated Service Delivery	To ensure water balance between household, commercial	Flint irrigation project	Awaiting GIJIMA OUTCOME

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		and agricultural water demand by 2009		
Basic Service Delivery	Integrated Service Delivery	To ensure implementation of the electricity supply development plan for the district in line national targets	Finalisation of the Electrical Supply Development Plan (ESDP)	Completed and finalized: listed on the website for public use
Basic Service Delivery	Integrated Service Delivery	To ensure implementation of the electricity supply development plan for the district in line national targets	Facilitate alignment of the ESDP with DME and LED programmes	Completed and submitted via the MIIP
Basic Service Delivery	Integrated Service Delivery	To ensure implementation of the electricity supply development plan for the district in line national targets	Pre-feasibility study into the rehabilitation of the Ngagane Power Station	ESKOM has advertised and called for tenders for the re-opening of the power station
Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District.	Facilitate construction of a pedestrian access bridge	Planning the Construction of Amajuba Footbridge according to DOT guidelines
Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District.	Ingagane Footbridge	Amajuba Footbridge:- Construction Value: R1,1 million This project was to provide safe pedestrian access from Kwamatukuza to Madadeni across the Ngagane River. Design stage 10% complete
Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District.	Utrecht rural roads upgrade	Amajuba assisted EMADLANGENI LM to secure R10 million via the MIG Programme
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	Facilitate implementation of the municipal infrastructure investment plan	Awaiting funds to undertake MIIP process and facilitate with DLGTA
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	Adoption of EPWP guidelines into MIG projects	All MIG water and sanitation projects are currently aligned according to EPWP guidelines with approximately 102 people employed
Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the incorporation of multi-sports facilities within stadium developments	This project has been initiated in line with the general upgrade of the Old Monte Vista Casino Building and Sports Complex, to convert to a Community Sports Complex. The main purpose of this upgrade is to benefit the Amajuba Community at large presently and beyond 2010 World Cup. Business Planning phase and submitted to Province for review
Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Dannhauser South Park Cricket Stadium	Call for Electrical and landscaping contractors been to provided electrical and landscaping services
Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Berouw Sport Stadium	Close out phase
Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Development of the 2010 Base Camp and Sports Academy initiative	EL & Sons Consortium was appointed to undertake the following: Detailed Design Report for the future use of the Old Casino Building and Sports Complex. Preparation of Contract

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				Documents to go out to tender to secure the services of a contractor
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Draft a departmental business plan	Structured according to tasks and functions for each section .Updated on quarterly basis
Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Departmental Action Plans for Middle Managers.	Planning phase ,structured according to delegation report
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	Facilitate contract labour reporting and database system	Process Undertaken by HR as MIIP does not exist
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	Secure coal prospecting rights	Awaiting investor participation
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	Facilitate the preparation of a mining business plans	Awaiting investor participation
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	Develop an environmental management plan for mining	Completed and submitted to DME ,appeal logged
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	Facilitate with land owners and establish institutional structures for implementation	Currently awaiting the Planning department to provide information and facilitate process.
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	Facilitate the power station returning to full service	Eskom has called for investors via tender process
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	Facilitate investor engagement	Awaiting investor participation
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	Representation by engineering department on AFLED structures	Undertaken on quarterly basis: report on EPWP /MIG/ WATER Projects and mining.
Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To formally apply for grant funding for IDP projects from external sources	Undertaken according to IDP

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AMAJUBA DISTRICT MUNICIPALITY
A PLACE OF OPPORTUNITY

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	Implement effective expenditure control measures within the budget allocated to the department	Internal control measures have been implemented with the Financial controller
Good Governance and Public Participation	Integrated Service Delivery	To ensure water balance between household, commercial and agricultural water demand by 2011	Participate in the alignment process of water user associations	Currently planning a detailed WCWDM plan for the district.
Good Governance and Public Participation	Integrated Service Delivery	To ensure water balance between household, commercial and agricultural water demand by 2011	To participate in the catchment management forums	Ongoing basis ,DWAf Regulatory meetings

Engineering Services Engineering department is also responsible for the implementation of Municipal Infrastructure Grant (MIG) programme of the DTLGA. MIG is a funding arrangement created by national government in March 2003 to fund the delivery of basic municipal infrastructure to the poor. The MIG Programme only funds sustainable infrastructure projects with long-term benefits to community. The MIG Programme funds received for the year under review amounts to R19,067,989. Projects funded include water, sanitation and rural roads projects. This initiative is meant to address backlogs and provide infrastructure for LED and hence an initiative is a joint force with the Amajuba LED Forum. MIG Programme therefore strengthens LED through community involvement. For LED to take place, MIG funds are utilized to pay for the construction of basic infrastructure projects.

3.2 PROVISION OF BASIC SERVICES

The community participation meetings held during the year under review showed that there still exist backlog in respect of basic services in the district. The table below illustrates a percentage of households with access to basic services.

Table 3.2A: Percentage of households with access to basic service

% of households with access to a basic level of:	Basic Service	Baseline as per census 2001 information	Status as at 30 June 2005	Status as at 30 June 2007*	Status as at 30 June 2008*	Comment
	Water	62.0%	62.5%	61%	59%	Limited funding to implement projects as per WSDP – lack of capacity
Sanitation	62.1%	78.9%	77.1%	68 %	Limited MIG allocation to implement projects – lack of capacity	

Source: Census 2001, Amajuba DM Baseline Study 2005 and information from Engineering Department

Table 3.2B below illustrates a percentage of households with an income of less than R1 100 per month with access to free basic services.

* Estimates from Engineering department
* Estimates from Engineering department



Table 3.2B: Number of households with access to free basic service

% of households with access to free basic service :	Basic Service	Baseline information	Status as at 30 June 2005	Status as at 30 June 2007*	Status as at 30 June 2008*	Comments
	Water	20.0%	12.7%	11%	16.3%	Information derived from Census 2001 and Amajuba DM Baseline Study by applying 31.5% of Black households earning less than R1100 per month
	Sanitation	18.8%	13.9%	12%	17%	
	Electricity	21.9%	19.2%	19%	LM	

Source: Census 2001, Amajuba DM Baseline Study 2005 and information from Engineering Department

What is notable in the above analysis is that there is a slight decline in the number of households with access to free basic services. It must be noted that the district municipality 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 local municipalities. The district municipality does however play an advisory and planning role through the ESDP as electrical planning is best undertaken at a district municipality level.

3.2.1 Electrification Supply

The South African President indicated in his state of the nation address that he would like all South African to have access to electricity by 2012. Eskom and DME are 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 the district will be integrated in this plan. The plan will inform the IDP. The IDP priority list of projects will be implemented by Eskom and municipalities with own licenses.

3.2.1.1 Addressing Electrification Backlogs

The ESDP is in process of being completed. The purpose of the plan is to formulate a rational basis for extending grid and non-grid electrification service supply within the district. During the year under review, electrification and bulk infrastructure creation funding formed part of the MIG programme. The ESDP has identified a grid backlog of 9739 connections and 472 non-grid connections within the district (these figures are based on the 2006 Eskom Help Data). The increase from the previous number of 8771 is mainly due to the addition of farm workers 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 area.

Table 3.3: 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: 3618 households ▪ Newcastle: 4845 households ▪ Emadlangeni: 400 households

* Estimates from Engineering department

* Estimates from Engineering department



	It must be noted that the required connections to farm labourers may not be taken into account in these calculations.
RATE PER ANNUMS (%)	It is difficult to project a rate per annum for addressing the electricity backlogs. At present, R12 million is available within the MIG allocations for addressing the backlogs but municipalities are not obliged to use all this money for electricity. It is estimated that of this R12 million, only R7 million will be utilised to address the backlogs.
NATIONAL TARGETS	According to the State President's speech, all households to be electrified by 2012. DME target to remove backlogs by 2011/12 with remote area not fully serviced.
BALANCE/ DIFFERENCE	It is estimated that R64 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	R12 million is currently available but it is expected that this amount will be increased in the next DORA allocations published in 2006. As indicated above, approximately R64 million is required to address the current backlog.

3.2.2 Water Supply

In terms of water supply, the following are the key points to note:

- 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.

3.2.2.1 Addressing Water Supply Backlogs

Water supply backlog includes none or inadequate availability of boreholes, rainwater, tank, dam and river.

Table 3.4: Addressing Water Supply 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 (%)	The overall water backlog within the DM has reduced by approximately 6% p.a.
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 2021 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	R195 million is required to address the Water backlogs (20 800 customers) by 2009.

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 area of the DM as well as the urban area of Dannhauser and Emadlangeni. Emadlangeni municipality has the highest backlog of 76% as far as water delivery is concerned (Amajuba Backlog Study, 2005).

3.2.3 Sanitation

In accordance with the reviewed 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 households.

The WSDP notes that the majority of the sanitation projects which were completed in the 2003/04 to 2005/6 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.

3.2.3.1 Addressing Sanitation Backlogs

The Amajuba Backlog Study, 2005 demonstrated that Dannhauser and Emadlangeni local municipalities have the highest level of backlog as far as sanitation connections are concerned. More than 45% of the Newcastle households have above basic level of service. The following table illustrates how the sanitation backlog is being addressed.

Table 3.5: 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 (i.e. No access to a VIP).
RATE PER ANNUMS (%)	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.
NATIONAL TARGETS	DWAF targets to get rid of backlogs by 2011/12. Eradication of bucket toilets by 2006.
BALANCE/ DIFFERENCE	26 130 households which equates to approximately 132 500 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 R63 million for FY06 to FY12. Anticipated funding requirement of approximately R99 million required.

3.2.4 Refuse Removal

In 2001, 44% of households in the district had no access to solid waste removal and remain outside catchment area for municipal refuse collection service; while 56% of households in the district receive a weekly (or other) refuse removal service from the municipality. Of the three LM's, the largest portion of the backlog of 90% occurred in the Dannhauser Municipality.

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.

3.7.4.1 Addressing Refuse Removal Backlogs

Table 3.6: Addressing Refuse Removal 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.

3.3 PROJECTS

An organisational performance report consisting of projects undertaken by Amajuba DM in the year under review. These organizational reports were conducted on a quarterly basis. Each organizational reports gives an overview of how each department has performed in terms of implementation of the IDP projects. During the year under review, the Municipal Manger, Portfolio Councillor and/or Executive Committee conducted site visits on a regular basis to substantiate the information in the report and also to evaluate the project.

The organizational performance report is part of an Annual Municipal Performance Report, which is attached as **annexure A**.

3.4 APPOINTMENT OF CONSULTANTS

During the year under review, the SCM unit became effective; table 3.5 below illustrates consultants appointed during the year under review as per SCM policy.

Table 3.7: List of Consultants appointed in 2007/2008 paid more than R100,000

	Type of the Project	Contract Value ≥R 100,000.00 (Rands)
1	Tracksuit	130,815.00
2	Final Proposal	123,120.00
3	Supply and deliver of Vehicle	213,731.00
4	Tender for security officers	156,000.00
5	Implementation of fixed asset	391,148.25
6	Additional office Space	210,000.00
7	Transaction adviser	496,128.00
8	Embroided executive	310,869.76
9	Amajuba Tannery	285,000.00
10	Isuzu FVZ 1400T chassis	850,940.58
TOTAL EXPENDITURE		3,167,752.59

CHAPTER 4

AUDITED FINANCIAL STATEMENTS AND RELATED FINANCIAL INFORMATION

4.1 INCOME RECEIVED

4.1.1 GRANTS AND SUBSIDIES

The following grants/subsidies were received during the year under review.

Table 4.1: Grants and Subsidies Received

Grant/Subsidy	2004/05	2005/06	2006/2007	2007/2008
Local Government Financial Management Grant	250,000	250,000	500,000	500,000
Municipal Systems Improvement Programme Grant	2,875,000	1,000,000	1,000,000	1,000,000
Water Services Operating Subsidy	730,000	777,000	638,600	474,300
Implementation of Water Services Projects: Drought Relief (Capital)	1,970,000	0	0	1,000,000
Implementation of Water Services Projects: Disaster Relief (Indirect)	1,305,000	6,512,260	0	1,384,000
Sports & Recreational Programme Grant	1,200,000	1,580,000	15,250,000	8,750,000
Consolidates Municipal Infrastructure Programme Grant	16,734,515	19,332,539	14,412,261	19,067,989
Equitable Share Allocation	6,067,211	11,018,517	40,701,565	48,135,156
Department of Local Government and Traditional Affairs	-	-	-	1,350,000
Development Bank of South Africa	-	-	-	50,000
Gijima Grants	-	-	-	495,103
TOTAL	31,131,726	40,470,316	72,502,426	82,206,548

Source: Amajuba DM Annual Financial Statements for the period ended 30 June 2005, 2006, 2007 and 2008

4.1.2 OPERATING INCOME

Table 4.2: Operating Income (2004/2005 - 2007/2008)

INCOME	2004/2005 (actual)	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (budget)	2007/2008 (actual)
Levy Income	24,216,939	24,472,785	0	0	0
Water Sales	0	0	0	4,956,864	6,063,896
Grants & Subsidies	24,528,360	19,674,785	42,727,473	60,787,258	51,238,326
Other Income	4,571,560	2,734,354	3,003,441	4,604,011	8,138,001
Total	53,316,860	46,881,681	45,730,914	70,348,133	65,440,223

Source: Amajuba DM Adjustment Budget 2007/2008 Annual Financial Statements for the period ended 30 June 2005, 2006, 2007 and 2008



4.2 MUNICIPAL EXPENDITURE, LOANS, LOSSES AND INVESTMENTS

4.2.1 EXPENDITURE

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

Table 4.3: Operating and Capital Expenditure (2004/5 to 2007/08)

Expenditure Item	2004/2005 (actual)	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (budget)	2007/2008 (actual)
Salaries, wages and allowances	13,767,847	13,729,955	14,632,477	26,692,981	17,824,649
General expenditure	12,539,943	14,906,190	20,443,911	35,990,490	35,061,093
Repair and maintenance	547,204	401,624	462,934	3,427,800	512,243
Capital charges	452,805	426,370	384,051	1,615,211	292,787
Contributions to Fixed Assets	3,654,799	9,825,703	841,448	2,388,000	0
Contributions to special funds	1,805,943	1,491,951	2,065,951	233,651	2,301,307
Projects	17,925,062	9,249,740	0	0	0
Total: Gross expenditure	50,693,603	50,031,532	38,830,772	70,348,133	55,992,079
Less: Amounts charges out	0	0	0	0	0
Total: Net expenditure	50,693,603	50,031,532	38,830,772	70,348,133	55,992,079

Source: Amajuba DM Annual Financial Statements for the period ended 30 June 2005, 2006, 2007 and 2008

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

4.2.2 INVESTMENTS, LOANS AND LOSSES

TABLE 4.4: External Loans

Loan	Type	Interest Rate	Balance 30/06/05	Balance 30/06/06	Balance 30/06/07	Balance 30/06/08
DWAF	Annuity	14.82%	-	-	-	-
INCA Loan	Other	16.85%	-	-	-	-
DBSA Loan	Other	12.00%	-	-	-	-
Finance Leases	Lease	-	300,515	98,916	346,460	278,501
Total			300,515	98,916	346,460	278,501

Source: Amajuba DM Annual Financial Statements for the period ended 30 June 2005, 2006, 2007 and 2008

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

TABLE 4.5: Investment Analysis

Investment	Total
Investec 1 - 11 Years	8,166,586.61
ABSA - 32 Days Notice	21,700,407.81
ABSA Call Account - Umzinyathi	11,779,466.68
Nedbank	20,388,498.20
Standard Bank	7,615,943.00
Standard Bank-32 Day Notice	20,374,061.61
Grand Total	90,024,963.91

Attached as **annexure B** is the Auditor General's Report and Audited Financial Statements for the year under review.

CHAPTER 5

REPORT OF THE AUDIT COMMITTEE

In compliance with the provisions of Chapter 14 Section 166 of the Municipal Finance Management Act No. 56 of 2003 (MFMA), the Amajuba District Municipality established its first Audit Committee in December 2004

5.1 AUDIT COMMITTEE MEMBERS AND ATTENDANCE

The Audit Committee, consisting of three independent, outside members listed below, meets at least four times per financial year as per its approved charter, although additional special meetings are convened as circumstances require.

During the financial year under review, five scheduled meetings were held.

<u>Name of Member</u>	<u>Number of meetings attended</u>
Mrs Corrie VD Merwe (Chairperson with effect from February 2008)	6
Mr Yusuf Latiff (resigned end of January 2008)	4
Mr Nhlanhla Buthelezi	6
Mr Sifiso Shongwe (graduate)	6
Ms Lindiwe Ndlozi (graduate)	5

5.2 INTERNAL AUDIT CHARTER AND THE AUDIT COMMITTEE CHARTERS

- The internal audit charter and internal audit strategy and planning memorandum, which define the roles and responsibilities of the internal auditors, have been drawn, submitted to the audit committee and approved.
- The audit committee charter, which defines the roles and responsibilities of the committee, have been drawn, revised and implemented.

5.3 STATUTORY REQUIREMENTS OF THE AUDIT FUNCTION

Section 166 of the MFMA No. 56 of 2003 regulates the responsibilities and functioning of the Audit Committee. The following are the activities conducted by the Audit Committee during the year under review:

- Review of the annual financial statements;
- Review of the income and expenditure reports;
- Review of the internal quarterly audit reports regarding by the Internal Auditors; and
- Review of the Municipalities Performance Management assessments in terms of section 57 of the Local Government: Municipal Systems Act No. 32 of 2000 as amended.

5.4 INTERNAL AND EXTERNAL AUDIT

In fulfilling its responsibilities, the activities of the Audit Committee in overseeing the role of the internal and external auditors involve the following:

- assisting in ensuring that the Audit Committee Charter and Internal Audit Strategy and Planning Memorandum are in accordance with the appropriate legislation



- discussing with the internal auditors the overall scope and appropriate legislations for their respective audits; and
- reviewing the external auditor's management letters as well as management's response

The Audit Committee performs a formal assessment of the effectiveness of the internal audit function upon completion of the audit for the financial year.

In the Audit Committee Member's opinion, the audit was conducted in compliance with accepted Auditing Standards and the Professional Practice of Internal Auditing as well the requirements of the Municipal Finance Management Act of 2003 as amended and other legislated standards.

5.5 REVIEW OF THE ANNUAL FINANCIAL STATEMENTS

The Audit Committee has:

- reviewed the Amajuba District Municipality's financial statements for the year ended 30 June 2008 and the accounting policies that have been applied in their preparation and
- reviewed the management responses to the management letters of the Auditor-General.

5.5.1 EFFICIENCY AND EFFECTIVENESS OF INTERNAL CONTROL

No serious cases of fraud or weaknesses in the system of control have been identified. The main matters of concern relating to the effectiveness of internal control are the absence of a fraud detection and prevention plan, which was adopted during the financial year, an asset protection plan and a risk management policy and plan (which was finalised during Nov 08) as well as deficiencies in the security and backup of the data in the information technology function.

5.5.2 AUDITOR GENERAL'S REPORT

Following the audit of the annual financial statements for the year ended 30 June 2008, the Auditor General concluded that, except in respect of negative effect of the matters referred to in paragraphs 9 and 10 of his report, the financial statements have been prepared in all material respects, in accordance with the basis of accounting required by policy, practice and legislation.

The qualification is in respect of the matters set out in the Auditor General's report under paragraph 9 and 10 relate to:

- the limitation of scope of the audit arising the fact that the value of the Municipality's investment in uThukel'a Water (Pty) Ltd due to the absence of a shareholders' agreement among the three water services, including the Municipality, who are shareholders in the Company;
- the transfer of the Ingagane Water Purification Works to Newcastle Municipality as required by the Minister for Provincial and Local Government not having taken place at the time of the report.

The Committee has also found and concurs with the Auditor General's Report that certain aspects of the Municipality's control environment in regard to the matters set out in paragraph 13 need remedial action.

The fixed asset register was corrected and completed and resulted in the financial statements being submitted late as set out in paragraph 17. The Accounting Officer will write a letter to the Auditor General regarding Paragraphs 14 and 17 about the late submission of certain reports.

Attention is drawn to paragraph 16 of the report that councillors should declare all their interests and require immediate remedial action.

The Audit Committee concurs with the opinion expressed by the Auditor General, and assurances have been obtained from the Accounting Officer and the Chief Financial Officer that an action plan has been implemented to address and rectify the matters forming the basis of the qualification in the Auditor General's Report.

The Committee has also drawn the attention of the Municipal Manager in respect of the control aspects requiring supervision by management and those requiring the implementation and monitoring of appropriate control measures and procedures.

Chairperson of the Audit Committee
MCL VD Merwe
January 2008



ANNEXURE A
ANNUAL MUNICIPAL PERFORMANCE REPORT

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AMAJUBA DISTRICT MUNICIPALITY
A PLACE OF OPPORTUNITY

NO	ITEM	STANDARD PROVINCIAL INDICATOR/ MUNICIPAL PERFORMANCE INDICATOR	BACKLOG	PREVIOUS YEAR'S CONCLUDING BASELINE MEASUREMENT (2006/2007)	ANNUAL DEVELOPMENT TARGET FROM THE IDP (2007/2008 IDP TARGET)	CURRENT YEAR'S CONCLUDING BASELINE MEASUREMENT (2007/2008)	3 YEAR TARGET FROM THE IDP (2008/2011 TARGET)	ACTIONS TO CORRECT UNDER PERFORMANCE/ COMMENTS	SOURCE OF INFORMATION
1	SERVICE DELIVERY	Number of households with access to basic water	18474	2119	3500	2087	14268	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	2005 backlog study and MIG business plans, WSDP, MIG cash flow .
	CAP budget original			R 13,642,170	R 4,500,000	R 2,599,640	R 150,285,024		
	CAP budget adjusted			None	None	None	None		
	CAP budget actual spent			R 13,642,170	R 3,459,846	R 2,599,640	None		
2	SERVICE DELIVERY	Number of households with access to basic sanitation	21105	1289	1719	787	17310	In accordance with the Revised WSDP, in order to eradicate the Sanitation backlog by 2012, an allocation of R20 million is required per annum. Therefore ADM must motivate for additional funding from MIG or DWAF	2005 backlog study and MIG business plans, WSDP, MIG cash flow.
	CAP budget original		R 15,076,367	R 3,330,697	R 552,374	R 3,541,500	R 85,000,000		
	CAP budget adjusted			none	none	None	none		
	CAP budget actual spent			R 3,330,697	R 1,939,377	R 1,939,377	none		
3	SERVICE DELIVERY	Number of households with access to Free Basic Water	18474	2119	3500	2087	14268	Eradication of backlogs for the Indigent households is estimated at 2283 Per annum	Baseline figures 2005-Less than R 600 and less than R 1100.
	CAP budget original			R 13,642,170	R 4,500,000	R 2,599,640	R 150,285,024		
	CAP budget adjusted			None	None	None	None		
	CAP budget actual spent			R 13,642,170	R 3,459,846	R 2,599,640	None		
4	SERVICE DELIVERY	Number of jobs created through municipal LED initiatives (refer to no 8 in Questionnaire)	not applicable	589	information not available	1629	to be completed in future	Sector analysis: Manufacturing, Agriculture and Chamber of Business as well as EPWP and MIG	
	Operating budget original		not applicable	R 2,015,000	R 1,616,000	R 1,616,000	R 5,534,370	Budget 2007/08	
	Operating budget adjusted		not applicable	R 1,190,131	R 1,495,000	R 1,495,000	R 5,534,370	Final Adjustment Budget	
	Operating budget actual spent		not applicable	R 1,405,399	R 961,022	R 961,000	R 5,534,370	Monthly Expenditure Report	

5	SERVICE DELIVERY	Number of people from employment equity target groups employed in the three highest management levels in the municipality (consolidated figure) (refer to no 3 in Questionnaire)	not applicable	9	information not available	10	to be completed in future	not applicable	Employment Equity Plan
6	SERVICE DELIVERY	Number of women employed in the three highest management levels in the municipality (consolidated figure)	not applicable	0	information not available	6	to be completed in future	not applicable	Employment Equity Plan
7	SERVICE DELIVERY	Number of people with disabilities employed in the three highest management levels in the municipality (consolidated figure)	not applicable	0	information not available	0	not applicable	not applicable	Employment Equity Plan
8	SERVICE DELIVERY	% of the municipality's budget spent on implementing the work place skills plan (refer to KPI 18+19 below)	not applicable						
	Operating budget original			R 534,000	R 830,000	R 733,000	R 2,647,044		Budget 2007/08
	Operating budget adjusted			R 629,000	R 733,000	R 733,000	R 2,647,044		Final Adjustment Budget
	Operating budget actual spent			R 501,746	R 764,079	R 733,000	R 2,647,044		Monthly Expenditure Report
9	SERVICE DELIVERY	Financial viability 1 (refer to Annexure A)		-103.43%		-351.77%		Municipality does not have any Long Term Borrowings	Financial Statements
10	SERVICE DELIVERY	Financial viability 2 (refer to Annexure A)		not applicable		not applicable		Municipality does not have any Debtors	Financial Statements
11	SERVICE DELIVERY	Financial viability 3 (refer to Annexure A)		20.34%		21.75%			Financial Statements

**SECTION 2
ADDITIONAL PROVINCIAL KEY PERFORMANCE INDICATORS**

NO	ITEM	STANDARD PROVINCIAL INDICATOR/MUNICIPAL PERFORMANCE INDICATOR	BACKLOG	PREVIOUS YEAR'S CONCLUDING/ CONSOLIDATED BASELINE MEASUREMENT (2006/2007)	ANNUAL DEVELOPMENT TARGET FROM THE IDP (2007/2008 IDP TARGET)	CURRENT YEAR'S CONCLUDING/ CONSOLIDATED BASELINE MEASUREMENT (2007/2008)	3 YEAR TARGET OF THE IDP (2010/2011 TARGET)	ACTIONS TO CORRECT	SOURCE OF INFORMARION
12	SERVICE DELIVERY	Number of Councilors undergone leadership development training	not applicable	25	information not available	25		not applicable	Clr register
	CAP budget original		not applicable	R 30,000	R 45,000	R 45,000	0		Budget 2007/08
	CAP budget adjusted		not applicable	R 30,000	R 45,000	R 45,000	0		Final Adjustment Budget
	CAP budget actual spent		not applicable	R 30,000	R 45,000	R 45,000	0		Monthly Expenditure Report
13	SERVICE DELIVERY	% of MIG budget spent	not applicable	100%	100%	100%	100%	No actions	No actions
	CAP budget original			R 14,400,618	R 20,697,000	R 18,175,281	R 77,910,000		MIG cashflow and MIG allocation
14	SERVICE DELIVERY	% of total municipal capital budget spent	not applicable	145%	100%	72%		Municipality received more money whereas it budgeted less. Projects rolled over to the next financial year	
15	SERVICE DELIVERY	% of the municipal capital budget spent in applicable nodes as per the PSEDS	not applicable	0%	25%	25%	100%	Drankesburg nodal study and spatial development in progress	
16	SERVICE DELIVERY	% of the municipal capital budget spent in applicable corridors as per the PSEDS	not applicable	0%	25%	25%	100%	Money transferred to Amajuba in the 2007/08 financial year	
17	SERVICE DELIVERY	% of the total capital budget spent in strategic intervention areas of the Spatial Development Framework	not applicable	0%	25%	25%	100%		
18	SERVICE DELIVERY	% of the the total municipal budget allocated to the development of community social infrastructure	not applicable						
	CAP budget original			R 206,868	R 1,001,859	R 1,444,450	R 10,858,108		Budget 2007/08
	CAP budget adjusted			R 865,000	R 1,444,450	R 1,444,450	R 10,858,108		Final Adjustment Budget
	CAP budget actual spent			R 578,000	R 1,439,830	R 1,439,830	R 10,858,108		Monthly Expenditure Report

BUDGET RATIOS

DETAILS	BUDGET	PERFORMANCE RATIO
OPERATING BUDGET	70,348,133.00	71%
CAPITAL BUDGET	28,997,000.00	29%
OPERATING SURPLUS	0.00	0%
TOTAL BUDGET	99,345,133.00	100%

RATIO OF TOTAL BUDGET

DETAILS	TOTAL BUDGET	BUDGET	RATIO OF TOTAL BUDGET
OPERATING EXPENDITURE		40,227,352.00	40%
CAPITAL EXPENDITURE		28,997,000.00	29%
SALARIES & ALLOWANCES		26,692,981.00	27%
MAINTENANCE & REPAIRS		3,427,800.00	4%
TOTAL BUDGET	99,345,133.00		

ACTUAL PERFORMANCE VS TOTAL BUDGET

DETAILS	TOTAL BUDGET	ACTUAL	PERFORMANCE RATIO
OTHER OPERATING EXPENDITURE		37,655,187.00	38%
CAPITAL EXPENDITURE		21,601,559.00	22%
SALARIES & ALLOWANCES		17,824,649.00	18%
MAINTENANCE & REPAIRS		512,243.00	0,5%
TOTAL BUDGET	99,345,133.00	77,593,638.00	78.5%

GRANT DEPENDANCY ON TOTAL BUDGET

DETAILS	TOTAL BUDGET	ACTUAL	PERFORMANCE RATIO
OPERATING GRANT ALLOCATIONS EXPENDITURE		51,238,326.00	51%
OPERATING GRANT ALLOCATIONS PROJECTS		3,385,104.00	3.5%
CAPITAL GRANT ALLOCATIONS		29,201,989.00	29%
TOTAL BUDGET	99,345,133.00	83,825,419.00	84%



Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Key Performance Indicator (KPI)	Project Description	Operating Budget	Adjustment Budget	Capital Budget	Amount Received YTD	Roll-Over 2006/07	Source of Funding	Frequency -Timeline	Actual Expenditure YTD	Actual Progress (%)	Comment for the quarter ended 30 June 2008
														30-Jun-08	30-Jun-08	
OFFICE OF THE MM							1,850,000	2,817,730	0	2,817,730	0			2,788,775		
Public Relations Matters							350,000	467,730	0	467,730	0			462,314		
MM	0110/4437/00	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/Promotions matters	Contribute to the ADM events	200,000	200,000	0	200,000	0	Amajuba DM	Ongoing	462,314	100%	Complete
MM						Ensure marketing of the ADM during events						Amajuba DM	Ongoing			
MM					Facilitate Targeted Investment	Develop and distribute investment brochures	150,000	267,730	0	267,730	0	Amajuba DM	Jun-08		100%	Complete
MM					Facilitate Targeted Investment	Print and distribute 50 000 free copies of the Amajuba Newsletter							Quarterly			
Senior citizens matters							250,000	350,000	0	350,000	0			328,129		
MM	0110/4439/00	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	Senior Citizens Programmes	100,000	150,000	0	150,000	0	Amajuba DM	Jun-08	137,670	100%	Complete
MM	0110/4442/00	Good Governance and Public Participation	Social Facilitation			Disabled Programmes	150,000	200,000	0	200,000	0	Amajuba DM	Jun-08	190,459	100%	Complete
Mayoral Matters							1,250,000	2,000,000	0	2,000,000	0			1,998,332		
MM	0110/4466/00	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	Mayoral Projects	1,000,000	1,500,000	0	1,500,000	0	Amajuba DM	Jun-08	1,498,178	100%	Complete
MM	0110/4465/00					Process applications for the sponsorship of events	250,000	500,000	0	500,000	0	Amajuba DM	Jun-08	500,154	100%	Complete
MM						Mayoral Discretionary Fund										
CORPORATE SERVICE							270,000	378,000	0	378,000	0			378,000		
Human Resources Matters							270,000	378,000	0	378,000	0			378,000		
CORP	0120/4440/00	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	Employ experience training students	270,000	378,000	0	378,000	0	Amajuba DM	Jan-08	378,000	100%	Complete

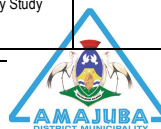
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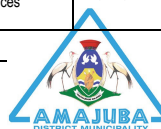
FINANCIAL SERVICES													1,500,000	1,500,000	0	1,500,000	4,389,949			3,575,467		
Roll-over Funds													1,500,000	1,500,000	0	1,500,000	4,389,949			3,575,467		
FIN	0414/0501/0000	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2007/2008	Ensure effective management of the municipality and its functionaries	MAP (2005/06) Reserve Fund	0	0	0	0	835,336	T&LGA	Jun-08	200,867	100%	Ongoing training of staff as required						
FIN	0408/0381/0000	Municipal Financial Viability and Management	Institutional and Governance			Professional Assistance (Reserve Fund)	0	0	0	0	462,319	Umzinyathi DM (2000-2001)	Jun-08	0	0%	Funds also utilised for the review of Powers and Functions of the municipality/Standing Rules of Order						
FIN	0401/0199/0000	Municipal Financial Viability and Management	Institutional and Governance			MSIG Roll-over	0	0	0	0	1,699,642	DPLG - Dora	Jun-08	964,847	100%	Funds utilised for the IDP & Budget Roadshows						
FIN	0135/0000/0000	Municipal Financial Viability and Management	Institutional and Governance			Municipal Finance Management Grant - Roll over	0	0	0	0	367,093	National Treasury - Dora	Jun-08	367,093	100%	Complete						
FIN	0130/4461/0000	Municipal Financial Viability and Management	Institutional and Governance			Municipal Finance Management Grant	500,000	500,000	0	500,000	0	National Treasury - Dora	Ongoing	500,000	100%	Complete						
FIN	0403/0226/0000	Municipal Financial Viability and Management	Institutional and Governance			Shared Service Centre - Roll Over	0	0	0	0	1,025,559	T&LGA - Budget	Ongoing	542,660	100%	Ongoing						
FIN	0401/0217/0000					MSIG Grant	1,000,000	1,000,000	0	1,000,000	0	DPLG - Dora	Ongoing	1,000,000	100%	Funds utilised for the IDP & Budget Roadshows						
COMMUNITY SERVICES													3,975,000	5,400,000	1,131,653	5,750,000	2,071,915			5,570,866		
Environmental Awareness													400,000	200,000	0	200,000	0			183,127		
COMM	0125/4447/0000	Good Governance and Public Participation	Social Facilitation	To ensure greater accessibility for communities in the District	Promoting environmental friendly methods of waste disposal in areas outside the urban areas	Environmental Awareness Plan Review	350,000	150,000	0	150,000	0	Amajuba DM	Jun-08	149,500	80%	Various meetings have been held on the terms of reference for the plan review						
COMM	0125/4448/0000			To ensure sustainable waste management in the district	Regular monitoring of environmental health hazards associated with waste disposal sites	Environmental Awareness Campaign	50,000	50,000	0	50,000	0	Amajuba DM	Quarterly	33,627	80%	Outstanding process to be jointly implemented with Planning and Dev Services						
Public Transport Matters													0	0	0	0	393,164			100,000		
COMM	0406/0341/0000	Good Governance and Public Participation	Social Facilitation	To ensure greater accessibility for communities in the District	Ensure greater accessibility for rural communities.	Review of the Public Transport Plan i.t.o the white paper on the Provincial Transport Policy	0	0	0	0	393,164	DoT	Jun-08	100,000	70%	Awaiting the final report from service providers						
COMM			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										Still to make necessary consultation						

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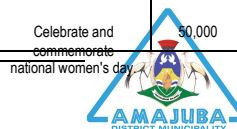
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Cemetery Implementation														0	600,000	0	600,000	20,618			33,093		
COMM	0125/4449/00	Basic Service Delivery	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Support local municipalities in implementing the cemetery plan	Preparation of an Environmental Scoping report for two sites	0	600,000	0	600,000	0	Amajuba DM	Jun-09	33,093	50%	awaiting for final report from the service providers							
COMM						Establishment of cemeteries	0	0	0	0	0	Amajuba DM	Jun-09	0									
COMM	0416/0541/00					Cemetery Plan DBSA	0	0	0	0	0	20,618	DBSA	Jun-08	0	10%	Awaiting for recommendations from the service provider						
Disaster Management														0	0	0	0	1,254,356			239,440		
COMM	0403/0278/00	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	Disaster Management Plan - Simulation exercises	0	0	0	0	221,927	T&LGA	ongoing	0	60%	The simulation exercise will be informed by the completion of other KPAs like communication network, capacity building, etc.							
COMM	0403/0237/00	Good Governance and Public Participation	Social Facilitation			District Disaster Management Advisory Forum	0	0	0	0	18,500	T&LGA	Quarterly	18,500	100%	The forum is up and running							
COMM	0403/0279/00	Good Governance and Public Participation	Social Facilitation			Disaster Management Centre - Identification and/or upgrading of communication network	0	0	0	0	1,007,175	T&LGA	Jun-09	214,202	70%	Communication system still to be procured							
COMM	0205/4490/00	Good Governance and Public Participation	Social Facilitation			Maintenance of Disaster Management Centre	0	0	0	0			Jun-08		0%	Not in operation							
COMM	0205/4491/00	Good Governance and Public Participation	Social Facilitation			Disaster Management Capacity Building	0	0	0	0			Jun-08		40%	Still a challenge							
COMM	0205/4492/00	Good Governance and Public Participation	Social Facilitation			Disaster Management Implementation	0	0	0	0			Jun-08		36%	In progress							
COMM	0205/4493/00	Good Governance and Public Participation	Social Facilitation			Fire Fighting Services	0	0	0	0			Jun-08		40%	To be address in the shared service meeting							
COMM	0401/0218/00	Good Governance and Public Participation	Social Facilitation			Disaster Management - Civil Protection	0	0	0	0			2,733		T&LGA	Jun-08	2,717	80%	In progress				
COMM	0401/0219/00	Good Governance and Public Participation	Social Facilitation			Disaster Management - Utility Protection	0	0	0	0			4,021		T&LGA	Jun-08	4,021	10%	to be attended to				
Health Services														1,000,000	500,000	0	500,000	0			220,909		
COMM	0125/4444/00	Good Governance and Public Participation	Social Facilitation	To ensure greater accessibility for communities in the District	Ensure greater accessibility for rural communities	Placement of Health Services	1,000,000	500,000	0	500,000	0	Amajuba DM	Jun-08	220,909	10%	Still ongoing negotiation with the DOH on packages for the EHP's							



Arts & Culture							300,000	650,000	0	750,000	0			635,307		
COMM	0110/4469/00 00	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	200,000	550,000	0	650,000	0	Amajuba DM	June-08	635,307	100%	Limited budget, programme could not be effected
COMM						Establishment of a District Committee inclusive of all arts, culture and music domains	5,000	5,000	0	5,000	0	Amajuba DM	June-08		80%	Process not yet finalised
COMM						To fund the annual Amajuba Contemporary Music Tournament intended for moral and cultural rejuvenation	50,000	50,000	0	50,000	0	Amajuba DM	June-08		100%	Completed
COMM						Capacitate artists in their respective artistic domains	45,000	45,000	0	45,000	0	Amajuba DM	June-08		60%	Still need to add other domain
HIV & AIDS Implementation and Awareness							350,000	500,000	0	500,000	0			537,248		
COMM	0125/4446/00 00	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	350,000	500,000	0	500,000	0	Amajuba DM	Ongoing	537,248	100%	Complete
Sports & Recreation Matters							985,000	1,750,000	0	1,500,000	0			1,579,185		
COMM	0125/4422/00 00	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Facilitate the promotion of scarce sport codes in identified areas	Establishment of a New District Sports Council Committee, Policies and Strategic Plan	5,000	5,000	0	5,000	0	Amajuba DM	Dec-07	1,579,185	100%	Complete
COMM						Preparation and Hosting of District Sports Games in preparation for Annual KZN SALGA Games	10,000	10,000	0	10,000	0	Amajuba DM	Dec-07		100%	Complete
COMM						Participation in Annual SALGA Games	800,000	1,465,000	0	1,315,000	0	Amajuba DM	Dec-07		100%	Complete
COMM						Recreational games for senior citizens	100,000	100,000	0	100,000	0	Amajuba DM	Jun-08		100%	Programmes in progress
COMM						Run activities for people living with disability	50,000	150,000	0	50,000	0	Amajuba DM	Jun-08		100%	More activities to be administered and more funding required
COMM						Coordinate and run programmes for sports development and promotion	20,000	20,000	0	20,000	0	Amajuba DM	Jun-08		95%	More funds required
Gender & Children - Women Empowerment, Disability Issues							240,000	400,000	0	400,000	0			382,448		
COMM	0125/4464/00 00	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 structures	30,000	60,000	0	60,000	0	Amajuba DM	Dec-07	382,448	100%	Complete
COMM			Social Facilitation			Capacitate elected district gender machinery officers	20,000	40,000	0	40,000	0	Amajuba DM	Mar-08		80%	In progress
COMM			Social Facilitation			Celebrate and commemorate national women's day	50,000	100,000	0	100,000	0	Amajuba DM	Aug-07		100%	Complete

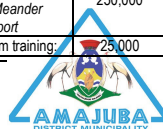
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		Public Participation		MPCC's in the ADM.		Thusong Service Centre											
COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.		Managing the Centre competently						Jun-08					ongoing
COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.		Ensure that the centre space is managed cost effectively and in a sustainable manner						Jun-08					Complete
COMM	0401/0214/0000	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	Ensure that the centre space is managed cost effectively and in a sustainable manner						T&LGA	Jun-08				ongoing
PLANNING AND DEVELOPMENT SERVICES							2,987,000	2,367,000	0	2,827,000	1,196,281				1,871,463		
DIMS, GIS and ICT							332,000	132,000	0	132,000	378,023				379,932		
P&DS	0190/4477/0000	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	Website Development and Hosting	132,000	132,000	0	132,000	0	Amajuba DM	Monthly	90,319	100%	ongoing	
P&DS	0190/4484/0000	Municipal Institutional Development and Transformation	Institutional and Governance		Ensure that the IT requirements of ADM are met	Development Information System Support	80,000	0	0	0	234,694	T&LGA - Budget	Jun-08	193,885	100%	ongoing	
P&DS	0190/4477/0000	Municipal Institutional Development and Transformation	Institutional and Governance		Ensure that the IT requirements of ADM are met	DIMS Grant Roll-over	120,000	0	0	0	143,329	T&LGA - Roll over	Jun-08	95,728	100%	ongoing	
P&DS	0190/4477/0000	Municipal Institutional Development and Transformation	Institutional and Governance		Ensure that the IT requirements of ADM are met	GIS Implementation		0	0	0		T&LGA - Budget	Jun-08				ongoing
P&DS	0401/0215/0000	Municipal Institutional Development and Transformation	Institutional and Governance		Ensure that the IT requirements of ADM are met	GIS Implementation - Roll-over		0	0	0		T&LGA - Roll over	Jun-08				ongoing
Tourism Programmes							485,000	485,000	0	485,000	0				320,719		
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 unemployment by 2011	Implementation of the Tourism Sector Plan	Amajuba Tourism Marketing: <i>Tourism Route Marketing and Battlefields</i>	100,000	100,000	0	100,000	0	Amajuba DM	Quarterly	93,297	100%	ongoing	
P&DS	0190/4485/0000	Local Economic Development (LED)	Economic Development			CTO Support	50,000	50,000	0	50,000	0	Amajuba DM	Ongoing	50,000	100%	Complete	
P&DS	0190/4476/0000	Local Economic Development (LED)	Economic Development			Tourism Shows and Exhibitions	60,000	60,000	0	60,000	0	Amajuba DM	Ongoing	58,947	100%	Complete	
P&DS	0190/4483/0000	Local Economic Development (LED)	Economic Development			ADM Tourism Projects: <i>Amajuba Birding Meander Support</i>	250,000	250,000	0	250,000	0	Amajuba DM	Jun-08	91,302	100%	Complete	
P&DS	0190/4475/0000	Local Economic	Economic			Implementation of the LED/Tourism training:	25,000	25,000	0	25,000	0	Amajuba	Ongoing	27,173	95%	ongoing	

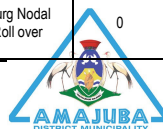
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	00	Development (LED)	Development		Battlefields Development Plan	Facilitate programme through the Amajuba Tourism Forum (ATF)						DM				
Local Economic Development & Agricultural Programmes							1,615,000	1,495,000	0	1,955,000	270,572			970,703		
P&DS	0190/4478/00	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	AFLED Capacity Building	30,000	30,000	0	30,000	0	Amajuba DM	Quarterly	15,263	75%	Youth attended the agricultural workshop in Durban
P&DS	0190/4487/00	Local Economic Development (LED)	Economic Development			LED Project Support: Soya production	500,000	600,000	0	600,000	0	Amajuba DM	Ongoing	524,147	100%	Order tendered for fencing
P&DS	0190/4479/00	Local Economic Development (LED)	Economic Development			SEDA Establishment Contribution	500,000	500,000	0	500,000	0	Amajuba DM	Jun-08	0	50%	BP submitted, discussed and approved
P&DS	0190/4480/00	Local Economic Development (LED)	Economic Development			Gijima ARDA	420,000	340,000	0	0	0	Gijima	Jun-08	304,120	50%	Funds to be used as co funding for DBSA projects Tannery and Herbs. Project awarded
P&DS	0190/4481/00	Local Economic Development (LED)	Economic Development			Gijima Manufacture Plan	140,000	0	0	0	0	Gijima	Jun-08	0	100%	Complete
P&DS	0401/0203/00	Local Economic Development (LED)	Economic Development		DBSA - Development Planning	0	0	0	0	117,988	DBSA	Jun-08	0	0%	Funds to be utilised	
P&DS	0401/0233/00	Local Economic Development (LED)	Economic Development		Business support (facilitate markets & capacity) for SMME's & Co-operatives	DBSA Tomatoe Project	0	0	0	0	152,584	DBSA	Jun-08	0	0%	Funds to be utilised
P&DS	0403/0234/00	Local Economic Development (LED)	Economic Development		DBSA Growth Summit	0	0	0	100,000	0	DBSA	Jun-08	100,000	100%	Held a Growth Summit in October 2007	
P&DS	0190/4475/00	Local Economic Development (LED)	Economic Development		Facilitate support and training workshops for co-ops with DED	25,000	25,000	0	25,000	0	Amajuba DM	Jun-08	27,173	75%	Ongoing	
P&DS	0190/4505/00	Local Economic Development (LED)	Economic Development		KZN Amajuba Hydroponics Technopark	0	0	0	700,000	0	T&LGA	Jun-08	0	25%	Appointed a service provider, Feasibility study and BP to be done	
Intergrated Development Planning							350,000	50,000	0	50,000	547,686			85,811		
P&DS	0190/4467/00	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	2008/09 IDP Review	50,000	50,000	0	50,000	0	MSIG allocation	Aug-07	50,000	100%	IDP reviewed
P&DS	0401/0204/00	Good Governance and Public Participation	Municipal Planning			Roll-Over	0	0	0	0	56,724	Roll-Over	Jul-07	19,901		
P&DS	0401/0421/00	Good Governance and Public Participation	Municipal Planning		2008/09 SDF as part of the IDP	0	0	0	0	155,184	Umzinyathi DM - Roll-Over	Jun-08	4,310	100%	SDF reviewed	
P&DS	0190/4489/00	Good Governance and Public Participation	Municipal Planning		Support the facilitation of integrated planning and implementation of land reform projects in the District	Drakensburg Nodal Study	300,000	0	0	0	335,778	T&LGA - Budget	Jun-08	11,600	50%	Consultant appointed
P&DS	0403/0231/00	Good Governance and Public Participation	Municipal Planning		Drakensburg Nodal Study - Roll over	0	0	0	0	T&LGA - Roll over		Jun-08				

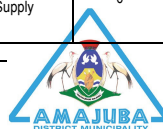
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Performance Management Matters													205,000	205,000	0	205,000	0			114,298		
P&DS	0190/4468/00	Good Governance and Public Participation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	Public participation, advertisement and submission to MEC of Annual Report	50,000	50,000	0	50,000	0	MSIG allocation	Apr-08	114,298	100%	AR prepared and submitted						
P&DS		Good Governance and Public Participation	Institutional and Governance			Conduct customer satisfaction surveys	50,000	50,000	0	50,000	0	Amajuba DM	Apr-09		100%	CSS conducted and report done						
P&DS		Good Governance and Public Participation	Institutional and Governance			Review of the performance management system	105,000	105,000	0	105,000	0	Amajuba DM	Jun-08		100%	PMS policy reviewed						
ENGINEERING SERVICES							7,800,000	11,238,000	#####	#####	#####			24,178,241								
MIG Projects 2007/2008							0	1,638,000	#####	#####	0			16,676,782								
ENG	0718/1688/00	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	0	0	12,624,186	12,624,186	0	MIG	Jun-09	11,438,084	48%	Water Pipelines 32% Valves & Chambers 20% Water Meter Chambers 8% Galvanised Tanks 10% Testing Nil Commissioning Nil						
ENG	0718/1692/00	Basic Service Delivery	Integrated Service Delivery		Attract additional investment in the expansion of water networks	Buffalo Flats Phases 2 - 6 Business Plan	0	0	1,000,000	1,000,000	0	MIG	Dec-07	625,449	100%	Business plans for phase 2-6 are submitted and approved by DWAF -Ready for implementation via the MIG programme .Phase TWO -R34 Mill and Phase 4-6 -R84 Mill. Submitted to EXCO on the 07 Feb 2008						
ENG	0718/1683/00	Basic Service Delivery	Integrated Service Delivery	To contribute towards the achievement of universal access to social services by 2011	Implementation of phase 2 of Thusong Service Centre	KwaMdakane Basic Service Delivery	0	0	312,797	312,797	0	MIG	Jun-08	515,065	100%	Thusong centre fully functioning to be handed over to Dannhauser Municipality						
ENG	0718/1687/00	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	0	0	4,000,000	4,000,000	0	MIG	Jun-08	2,982,041	49%	No. of VIPs completed to date:1946 No. of VIPs under construction:53 (1.8%) No. of VIPs still outstanding: 1188 (37.9%)						
ENG	0718/1689/00	Basic Service Delivery	Integrated Service Delivery	Ensure effective management of the MIG projects - Operational costs	Ensure effective management of the MIG projects - Operational costs	PMU Costs	0	758,000	758,000	758,000	0	DPLG - Dora	Ongoing	758,000	100%	Funds have been drawn for the 2007/2008 financial year. Allocation to be performed by Finance department						
ENG	0718/1695/00	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Attract additional investment in the expansion of water networks	Emadlangeni Bulk Water Supply	0	880,000	880,000	0	0	MIG	Ongoing	0	0%	In progress						

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ENG	0718/1686/00	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	0	0	1,122,017	373,006	0	DPLG - Dora	Jun-08	358,143	90%	MIG /DWAF close out report required from Consultant with analysis of units completed and corresponding expenditure
MIG Roll-over Projects							0	0	0	0	4,193,206			849,500		
ENG	0718/1682/00	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Attract additional investment in the expansion of water networks	Ngagane Phase 11: Water Reticulation	0	0	0	0	0	DPLG - Dora	Ongoing	39,644	100%	Completed ,Close out report to be completed and submitted
ENG	0718/1682/01	Basic Service Delivery	Integrated Service Delivery			Rural Roads: Utrecht	0	0	0	0	0	DPLG - Dora	Ongoing	749,827	50%	Emadlageni MIG project was administered by ADM .Hence o budget provision .EXCO resolution required to transfer technical b/p to Emadlageni .ADM PMU is required capacitate and assist Emadlageni with MIG processes.
ENG	0401/0225/00	Basic Service Delivery	Integrated Service Delivery			MIG Roll-over	0	0	0	0	4,193,206	DPLG - Dora	Jun-08	60,029	0%	VAT Savings and timing differences as a result of the MIG financial year and Munic Financial year not corresponding
Amajuba Funded Projects							800,000	1,300,000	0	1,300,000	0			442,494		
ENG	0150/4470/00	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	The provision of rudimentary water services	Emergency Water Supplies	800,000	800,000	0	800,000	0	Amajuba DM	Ongoing	6,429	0	Requires further and submission of b/p to DWAF planning .Plans augment borehole
ENG	0150/4504/00	Basic Service Delivery	Integrated Service Delivery			Ngagane River Footway Bridge	0	500,000	0	500,000	0	Amajuba DM	Ongoing	436,065	5%	Contractor appointed .Construction to commence 26 May 2008
Other Grants Projects							0	0	0	2,751,200	6,131,477	0	0	3,344,293		
ENG	0401/0201/00	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	DWAF Emergency Intervention	0	0	0	0	13,761	DWAF	Ongoing	0	0%	Ensure compliance in terms of expenditure and budget .Savings carried form the previous years
ENG	0401/0202/00	Basic Service Delivery	Integrated Service Delivery			WSDP Grant	0	0	0	0	1,121,225	T&LGA	Ongoing	86,346	20%	Reversal of funds from WSDP grant to the Emadlageni Feasibility study .Plan and review

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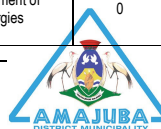


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WSPD /Backlogs.
Funds spent on Gijima to be re-imbursed .Gijima Counter funding to

																	be budgeted for in the new 08/09 fin year
ENG	0413/0418/00 00	Basic Service Delivery	Integrated Service Delivery			Amathungwa Land Reform	0	0	0	0	59,775	DLA	Ongoing	137	0%		Director is investigating conditions of grant support
ENG	0412/0461/00 00	Basic Service Delivery	Integrated Service Delivery			Inkululeko Yomphakathi Trust	0	0	0	0	1,056	DLA	Ongoing	0	0%		Director is investigating conditions of grant support
ENG	0401/0208/00 00	Basic Service Delivery	Integrated Service Delivery			DWAF Refurbishment	0	0	0	367,200	982,671	DWAF - Dora	Ongoing	0	0%		Director initiating to augment borehole maintenance programme
ENG	0403/0268/00 00	Basic Service Delivery	Integrated Service Delivery			Implementation of Service Delivery	0	0	0	0	432,987	T&LGA	Ongoing	303,122	0%		Director to follow up and plan towards the implementation of service delivery.
ENG	0403/0267/00 00	Basic Service Delivery	Integrated Service Delivery			Disaster Relief	0	0	0	0	2,556,342	DWAF	Ongoing	2,386,791	100%		Steildrift to Fairbreeze bulk pipeline Trench Excavation 100%; Pipelaying 100%; Selected backfilling 100%; Final backfilling 100%; Pipe fittings & specials 100%; Concrete Work 100%; Chambers 100%; Standpipes N/A; Pressure Testing 100%; Finishing & tidy
ENG	0403/0284/00 00	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	Drought Relief	0	0	0	1,000,000	0	DWAF	Ongoing	0	0%		Director to follow up and plan towards the securing of further funding to initiate a backlog study
ENG	0403/0269/00 00	Basic Service Delivery	Integrated Service Delivery			Facilitate Backlog Studies	0	0	0	0	55,583	T&LGA - Budget	Ongoing	0	0%		Director current investigating conditions of grant support / interventions
ENG	0403/0228/00 00	Basic Service Delivery	Integrated Service Delivery			Inter Development Infrastructure Capacity	0	0	0	0	134,311	T&LGA	Ongoing	0	0%		Business plan to assess the water infrastructure was submitted to DWAF for approval, awaiting DWAF approval.
ENG	0403/0229/00 00	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Institute and Capacity Support Grant	0	0	0	0	773,766	T&LGA	Ongoing	562,490	10%		Business plan to assess the water infrastructure was submitted to DWAF for approval, awaiting DWAF approval.
ENG	0403/0283/00 00	Basic Service Delivery	Integrated Service Delivery			Water Conserv/ Demand Management	0	0	0	784,000	0	DWAF	Ongoing	5,406	10%		Business plan to assess the water infrastructure was submitted to DWAF for approval, awaiting DWAF approval.
ENG	0403/0282/00 00	Basic Service Delivery	Integrated Service Delivery			Emadlangeni Feasibility Study	0	0	0	600,000	0	DWAF	Ongoing	0	0%		Project two-thirds complete; progressing well. To be completed end of
Project Funded by Grant -New Allocation							0	0	0	485,104	0			196,896			
ENG	0419/0586/00 00	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Development of Synergies	0	0	0	485,104	0	Gijima	Ongoing	196,896	70%		Project two-thirds complete; progressing well. To be completed end of

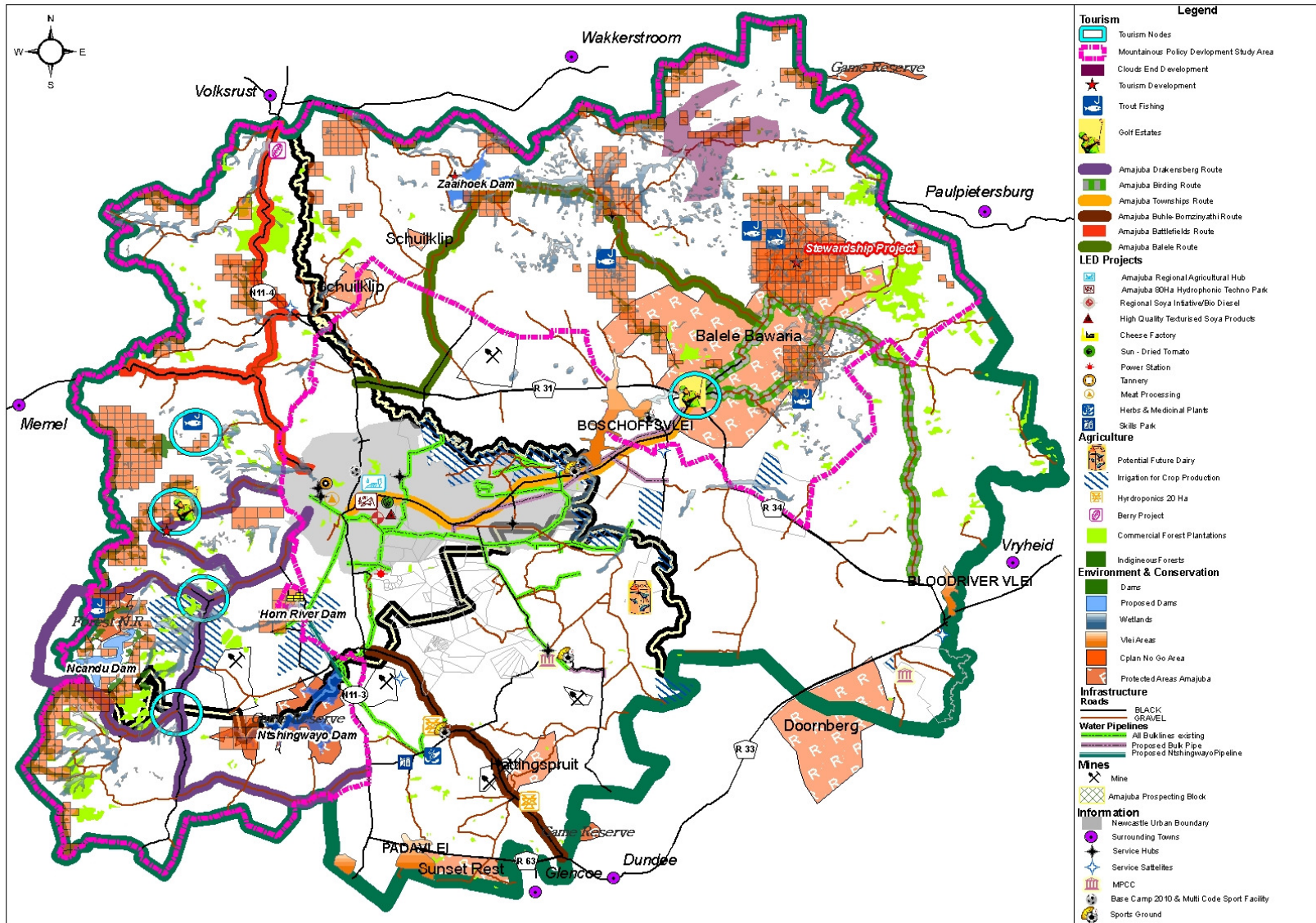
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consumers by 2010													June 2008				
Dept of Sports & Recreation Projects								7,000,000	8,300,000	0	8,750,000	564,762	0	40,330	2,668,276		
ENG	0717/1651/00 00	Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Sports Complex - Roll-over	0	0	0	0	564,762	DSR	Jun-08	214,010	10%	Director is investigating grant conditions	
ENG	0717/1664/00 00	Basic Service Delivery	Economic Development			Dannhauser South Park Criket Stadium	0	0	0	0	0	0	DSR	01-Jun	5,106	10%	Tender stage
ENG	0717/1654/00 00	Basic Service Delivery	Economic Development			Berouw Sport Stadium	0	0	0	0	0	0	DSR	Nov-07	57,679	95%	Completion stage, attending outstanding items
ENG	0717/1667/00 00	Basic Service Delivery	Economic Development			Development of the 2010 Base Camp and Sports Academy initiative	7,000,000	8,000,000	0	8,000,000	0	0	DTLGA	Jun-09	2,380,000	10%	Casino purchased, and planning towards the rehabilitation of the complex.
ENG	0717/1663/00 00	Basic Service Delivery	Economic Development			Emadlangeni Sports DSR	0	300,000	0	750,000	0	0	DTLGA	Jun-09	11,481	2%	DSR to appoint a consultant for project Management
TOTAL							18,382,000	23,700,730	21,828,653	45,627,023	18,547,590			38,362,811			

The map below indicates the LED projects currently being facilitated by the Amajuba DM within the context of the district in relation to environmental factors and socio-economic factors.



AMAJUBA DISTRICT MUNICIPALITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2008

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ANNEXURE B

AUDITOR GENERAL'S REPORT AND AUDITED ANNUAL FINANCIAL STATEMENTS



GENERAL INFORMATION

MEMBERS OF THE EXECUTIVE COMMITTEE

Councillor MS Mlangeni
Councillor TMMI Phiri
Councillor MI Dlamini
Councillor DB Mabuyakhulu
Councillor JCN Khumalo

- Mayor
- Deputy Mayor

GRADING OF LOCAL AUTHORITY

GRADE 3

AUDITORS

AUDITOR-GENERAL

BANKERS

ABSA Bank Limited - Newcastle

REGISTERED OFFICE

Ithala Building
B9356
MADADENI
2951
Private Bag 6615
NEWCASTLE
2940
Tel No. (034)314 3759
Fax No. (034)314 3785

COUNCIL MEMBERS OF AMAJUBA DISTRICT MUNICIPALITY

Cllr. NP Stannard - Speaker
Cllr. P Croft
Cllr. AT Zwane
Cllr. TV Buthelezi
Cllr. LPT Dhlomo
Cllr. MS Duma
Cllr. JP Khumalo
Cllr. HS Madonsela
Cllr. A Chuang Yiu
Cllr. NS Matthews

COUNCIL MEMBERS OF AMAJUBA DISTRICT MUNICIPALITY (CONTINUED)

Cllr. GA Mncube
Cllr. L Monareng
Cllr. BJ Mtshambo
Cllr. NJ Ndebele
Cllr. RB Ndima
Cllr. EB Ndlovu
Cllr. AN Radebe
Cllr. JME Darnons
Cllr. MA Sibeko
Cllr. TC Thungo

MUNICIPAL MANAGER

Dr. V J Mthembu - D. Administration

CHIEF FINANCIAL OFFICER

M C Masondo - B.Com (Wits) LIMFO

1.1.1.1 APPROVAL OF FINANCIAL STATEMENTS

The Annual Financial Statements set out on pages 1056 were received by the Municipal Manager on the 3rd October 2008 and will be presented to and approved by the Council.

MUNICIPAL MANAGER

CHIEF FINANCIAL OFFICER

FOREWORD

It is with great delight that I present the 2007/2008 Financial Statements to the Community, Council, Service Providers, Investors, Business People and parliament.

Much effort has gone into the preparation of the financial statements. In our quest to present user friendly financial statements, we have partly converted to the GRAP accounting convention. Our conversion is in phases, the current phase focusing on property, plant and equipment, while the next and final phase will address the rest of the financial statement areas. The next phase will be at the end of 2008/2009.

The only setback at the moment in getting an unqualified audit opinion is the absence of corresponding financial statements from our multi jurisdictional water entity, uThukela Water. Because of this we cannot fully account for the monies transferred to that entity. This then results in a qualified audit opinion.

The shareholder municipalities started a process of turning that entity around towards the end of 2007. These efforts were aborted when the MEC for local government intervened in that entity in terms of S139 of the Constitution. Since then, the Water Service Authorities (WSA) powers vested and will continue to vest with the MEC until the report from his investigation is finalized and presented to the relevant municipalities.

Due to the high prevalence of wildfires in the district, an additional water tanker was purchased to increase capacity to respond to such fires.

Preparatory work has commenced in the Sport complex that will be housed in what used to be known as the Monte vista casino. The availability of this type of centre should go a long way in the development of sport in the district and should serve as a springboard to aspirant athletes and sportspeople.

Let me take this opportunity to thank the councilors and staff of the municipality for the selfless contribution to the achievement of our service delivery objectives.

I thank the community for their continued involvement in in public participation drives of the municipality like the Budget and IDP Roadshows.

I also thank the business community of the district area for their continued involvement in LED and AFLED structures where their input is always vital.

Your interest in local government matters is an inspiration to us. It motivates us to do our best while serving you.

I thank you all

Cllr. MS Mlangeni
Mayor

**REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL
PROVINCIAL LEGISLATURE ON THE FINANCIAL STATEMENTS AND
PERFORMANCE INFORMATION OF THE AMAJUBA DISTRICT
MUNICIPALITY FOR THE YEAR ENDED 30 JUNE 2008**

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Amajuba District Municipality which comprise the balance sheet as at 30 June 2008, income statement, statement of changes in equity and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 22 to 34.

Responsibility of the accounting officer for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the entity-specific basis of accounting, as set out in accounting policy note 1 and in the manner required by the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act, 2007 (Act No. 1 of 2007) (DoRA). This responsibility includes:
 - designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error
 - selecting and applying appropriate accounting policies
 - making accounting estimates that are reasonable in the circumstances.

Responsibility of the Auditor-General

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) and section 126(3) of the MFMA my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing and *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance on whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

6. An audit also includes evaluating the:
 - appropriateness of accounting policies used
 - reasonableness of accounting estimates made by management
 - overall presentation of the financial statements.

7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis of accounting

8. The municipality's policy is to prepare financial statements on the entity-specific basis of accounting, as set out in accounting policy note 1.

Basis for qualified opinion

Subsidiaries

9. uThukela Water (Pty) Ltd, the municipal entity appointed as the water services provider for the district, has since inception in 2004 not produced a set of financial statements. Due to the serious financial crisis within this entity resulting in a Provincial intervention in terms of section 139 of the MFMA the municipality was therefore unable to reasonably determine the value of its investment in the entity. Consequently, the financial statements did not include any disclosure in the current and prior year of the investment held in uThukela Water (Pty) Ltd.

Creditors

10. A balance of R21,3 million (2007: R11,5 million) owing to uThukela Water (Pty) Ltd was included in creditors in note 10 to the financial statements. This entity has not produced financial statements since inception and I was therefore unable to confirm the balance.

Consequently there were no satisfactory audit procedures that could be performed to obtain reasonable assurance on the valuation, completeness, existence and the municipality's obligation to the outstanding balances in the current year and prior year.

Qualified opinion

11. In my opinion, except for the effects of such adjustments, if any, as might have been determined to be necessary had I been able to satisfy myself as to the matters described in the Basis for qualified opinion paragraphs, the financial statements of the Amajuba District Municipality as at 30 June 2008 and its financial performance and cash flows for the year then ended have been prepared, in all material respects, in accordance with the basis of accounting as set out in accounting policy 1.1 and in the manner required by the MFMA and DoRA.

Emphasis of matter

I draw attention to the following matter:

Amendments to the applicable basis of accounting

12. The National Treasury approved a deviation from the basis of accounting applicable to the municipality in terms of *General Notice 552 of 2007*, issued in *Government Gazette No. 30013 of 29 June 2007* with regard to property, plant and equipment, which has been accounted for using GRAP 17.

OTHER MATTERS

I draw attention to the following matters that relate to my responsibilities in the audit of the financial statements:

- 1.1.1.2 Internal controls
- 1.1.1.3 Internal controls

13. Section 62(1)(c)(i) of the MFMA states that the accounting officer must ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The table below depicts the root causes that gave rise to the inefficiencies in the system of internal control, which led to the qualified opinion. The root causes are categorised according to the five components of an effective system of internal control. In some instances deficiencies exist in more than one internal control component.

Reporting item	Control environment	Risk assessment	Control activities	Information and communication	Monitoring
Subsidiaries		✓	✓		
Conditions		✓	✓		
Control environment: establishes the foundation for the internal control system by providing fundamental discipline and structure for financial reporting.					
Risk assessment: involves the identification and analysis by management of relevant financial reporting risks to achieve predetermined financial reporting objectives.					
Control activities: policies, procedures and practices that ensure that management's financial reporting objectives are achieved and financial reporting risk mitigation strategies are carried out.					
Information and communication: supports all other control components by communicating control responsibilities for financial reporting to employees and by providing financial reporting information in a form and time frame that allows people to carry out their financial reporting duties.					
Monitoring: covers external oversight of internal controls over financial reporting by management or other parties outside the process; or the application of independent methodologies, like customised procedures or standard checklists, by employees within a process.					

Non-compliance with applicable legislation

Municipal Finance Management Act

14. Signed returns on conditional grant spending have not been submitted in terms of section 71.

15. The municipality did not disclose in the financial statements information on whether the municipality had complied with the conditions of the allocations received as required by section 123(1)(d).

Municipal Systems Act (MSA)

16. Full declarations of interests were not made by councillors as required by the code of conduct for councillors contained in schedule 1, sections 5, 6, 7 and 8 of the MSA.

Matters of governance

17. The MFMA tasks the accounting officer with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of certain key governance responsibilities, which I have assessed as follows:

Matter of governance	Yes	No
Audit committee		
• The municipality had an audit committee in operation throughout the financial year.	✓	
• The audit committee operates in accordance with approved written terms of reference.	✓	
• The audit committee substantially fulfilled its responsibilities for the year, as set out in section 166(2) of the MFMA.		✓
Internal audit		
• The municipality had an internal audit function in operation throughout the financial year.	✓	
• The internal audit function operates in terms of an approved internal audit plan.	✓	
• The internal audit function substantially fulfilled its responsibilities for the year, as set out in section 165(2) of the MFMA.		✓
Other matters of governance		
• The annual financial statements were submitted for auditing as per the legislated deadlines (section 126 of the MFMA for municipalities and municipal entities).		✓
• The financial statements submitted for auditing were not subject to any material amendments resulting from the audit.		✓
• The annual report was submitted to the auditor for consideration prior to the date of the auditor's report.		✓
• No significant difficulties were experienced during the audit concerning delays or the unavailability of expected information and/or the unavailability of senior management.		✓
• The prior year's external audit recommendations have been substantially implemented.		✓
Implementation of Standards of Generally Recognised Accounting Practice (GRAP)		

Matter of governance	Yes	No
<ul style="list-style-type: none"> The municipality submitted an implementation plan, detailing progress towards full compliance with GRAP, to the National Treasury and the relevant provincial treasury before 30 October 2007. 		✓
<ul style="list-style-type: none"> The municipality substantially complied with the implementation plan it submitted to the National Treasury and the relevant provincial treasury before 30 October 2007, detailing its progress towards full compliance with GRAP. 		✓
<ul style="list-style-type: none"> The municipality submitted an implementation plan, detailing further progress towards full compliance with GRAP, to the National Treasury and the relevant provincial treasury before 31 March 2008. 		✓

1.1.1.4 Unaudited supplementary schedules

18. The supplementary information set out on pages 36 to 44 do not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly I do not express an opinion thereon.

OTHER REPORTING RESPONSIBILITIES

REPORT ON PERFORMANCE INFORMATION

19. I have reviewed the performance information as set out on pages 45 to 56.

Responsibility of the accounting officer for the performance information

20. In terms of section 121(3)(c) of the MFMA, the annual report of a municipality must include the annual performance report of the municipality prepared by the municipality in terms of section 46 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA).

1.1.1.5 Responsibility of the Auditor-General

21. I conducted my engagement in accordance with section 13 of the PAA read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008* and section 45 of the MSA.

22. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.

23. I believe that the evidence I have obtained is sufficient and appropriate to report that no significant findings have been identified as a result of my audit.

APPRECIATION

24. The assistance rendered by the staff of the Amajuba District Municipality during the audit is sincerely appreciated.

Pietermaritzburg

22 December 2008



A U D I T O R - G E N E R A L

**REPORT OF THE CHIEF
FINANCIAL OFFICER**

The annual financial statements presented with this report have been prepared in line with the provisions of the Municipal Finance Management Act using the IFRS guidelines of fund accounting with the exception of property, plant and equipment which is accounted for in terms of GRAP.

These financial statements include operational results for water and sanitation services carried out by Uthukela Water on our behalf. However they do not include the position of the entity in the form of assets and liabilities because such information is not available from the entity.

These annual financial statements are therefore unconsolidated. A consolidated set of annual financial statements will be prepared and presented once the information is available from UThukela Water (Pty) Ltd.

OPERATING RESULTS

Details of the operating results per department, classification and object of expenditure are included in Appendices D and E. The applicable statistics are shown in Appendix F. The overall operating results for the year ended 30 June 2008 are as follows:

	Actual 2007	Actual 2008	Variance 2007 - 2008	Budget 2008	Variance Actual/Budget
	R	R	%	R	%
Income					
Operating Surplus/(Deficit)	13,547,938	23,682,721	74.8%	-	
Operating Income for the year	45,730,914	65,440,223	43.1%	70,348,133	-7.0%
Sundry Transfers	3,234,641	16,180,731			
Sub-total	62,513,493	105,303,675	68.4%	70,348,133	49.7%
Expenditure					
Operating Expenditure for the year	38,830,772	56,010,125	44.2%	70,348,133	-20.4%
Sundry Transfers	-	-			
Closing Surplus/(Deficit)	23,682,721	49,293,550	108.1%		
Sub-total	62,513,493	105,303,675	68.4%	70,348,133	49.7%

Resource Support Services

	Actual 2007	Actual 2008	Variance 2007 - 2008	Budget 2008	Variance Actual/Budget
	R	R	%	R	%
Income					
Income	45,730,914	65,440,223	43.1%	70,348,133	-7.0%
Expenditure	38,830,772	55,992,079	44.2%	70,348,133	-20.4%
Surplus / (Deficit)	6,900,142	9,448,144	36.7%	-	100.0%
Surplus as %age of total income	15.1%	14.4%	85.1%		14.4%

Resource Support Services: Income by Category

	Actual 2007	Actual 2008	Variance 2007 - 2008	Budget 2008	Variance Actual/Budget
	R	R	%	R	%
Water Sales		6,063,896	100.0%	4,956,864	100.0%
Grants & Subsidies	42,727,473	51,238,326	19.9%	60,787,258	-15.7%
Other Income	3,003,441	8,138,001	171.0%	4,604,011	76.8%
Total Income	45,730,914	65,440,223	43.1%	70,348,133	-7.0%

Resource Support Services: Expenditure by Category

	Actual	Actual	Variance	Budget	Variance
	2007	2008	2007 - 2008	2008	Actual/ Budget
	R	R	%	R	%
Salaries, wages and allowances	15,132,736	17,824,649	17.8%	26,692,981	-33.2%
General expenses	20,557,529	33,033,590	60.7%	34,171,868	-3.3%
Repairs and maintenance	266,518	512,243	92.2%	3,427,800	-85.1%
Capital charges	384,051	292,787	-23.8%	1,616,211	-81.9%
Contributions to fixed assets	1,037,863	-	-100.0%	2,388,000	-100.0%
Contributions	1,452,074	2,301,307	58.5%	233,651	884.9%
Depreciation	-	2,027,503	100.0%	1,818,622	100.0%
Total Expenditure	38,830,771	55,992,079	44.2%	70,348,133	-20.4%

CAPITAL EXPENDITURE AND FINANCING

The expenditure on fixed assets incurred during the year amounted to R 2 821 753 (2007: R3 211 071).

The expenditure consists of the following:

	Actual	Budget	Actual
	2008	2008	2007
	R	R	R
Furniture & Equipment	616,963	1,357,000	256,022
Vehicles	1,979,006	8,300,000	1,025,435
Infrastructure Projects	109,197	14,504,186	1,234,920
Water Projects			
Land & Buildings	116,587		153,303
Software Program			541,389
	2,821,753	24,161,186	3,211,070

A complete analysis of capital expenditure is included in Appendix C. Actual expenditure on water projects is not shown because those assets are under the control of the Water entity. The budget for pit latrine sanitation to the value of R 5 122 017 is not shown because the latrines are erected on private properties.

LOANS REDEEMED AND OTHER CAPITAL RECEIPTS

The asset financing funds raised under the IMFO convention have been written back to accumulated surpluses. The following funds were written back

Loans redeemed and advances (paid	1 437 143
Assets financed from grants	5 686 975
Assets financed from operations	19 426 787
	26 550 906

EXTERNAL LOANS, INVESTMENTS AND CASH

External loans outstanding as at 30 June 2008 amount to R 205 141 (R346 460 in 2007) as set out in note 4 and Appendix B.

Investments and cash as at 30 June 2008 amount to R 101 532 740 (R72 941 093 in 2007)

FUNDS, RESERVES AND PROVISIONS

The movement regarding statutory funds, reserves and provisions is set out in Appendix A.

A contribution of 3% of total income was made to the capital development fund in terms of the Local Authorities Ordinance of 1974, Act No.25 of 1974.

An amount of R32 587 093 was contributed to funds and reserves during the year under review.

The provision for leave payments was increased to R370 873 (R243 843 in 2007).

REVIEW OF POST BALANCE SHEET EVENTS

The Council is still awaiting the report from the MEC on his intervention into Uthukela Water.

GENERAL

There were no material matters during the year apart from those already reported on elsewhere in the financial statements.

APPRECIATION

I would like to thank the Mayor, the Deputy Mayor, the Speaker, Members of the Executive Committee, Councilors, the Municipal Manager and Heads of Departments for the support they have given me and my staff during the year.



**M C MASONDO B.COM LIMFO
CHIEF FINANCIAL OFFICER
AMAJUBA DISTRICT
MUNICIPALITY**

ACCOUNTING POLICIES

1. BASIS OF PRESENTATION

1.1 These financial statements have been prepared so as to conform to the standards laid down by the Institute of Municipal Treasurers and Accountants in its Code of Practice for Local Government Accounting (1997) and the Published Annual Financial Statements for Local Authorities (2nd Edition, as amended), except for property, plant and equipment which is accounted for using GRAP in line with the GRAP implementation plan of the municipality approved by National Treasury.

1.2 The financial statements are prepared on the accrual basis:

- Income is accrued when collected and measurable
- Interest is recognised and accounted for as it accrues over time.
- Expenditure is accrued in the year it is incurred.

1.3 Transactions and events are recorded on historical cost, adjusted for Capital expenditure as more fully detailed in note 4. The accounting policies are consistent with those applied in the previous year, except otherwise indicated.

2. GRANTS

2.1 Equitable Share

The municipality's equitable share of nationally raised revenue is gazetted every year in the annual Division of Revenue Act. It is accounted for in terms of note 1 above

2.2 Conditional Grants

Conditional Grants received are contributed to reserves and accounted for on fund accounting basis.

3. CONSOLIDATION

The balance sheet includes the Resource Services and the different funds, provisions and reserves. All inter-departmental charges are set off against each other.

4. INVENTORY

The municipality does not keep any inventory, except for the office consumables, which are accounted for as operating expenses in the income statement.

5. FIXED ASSETS

5.1 Property, plant and equipment is stated at historical cost, less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

5.2 Tangible fixed assets are reported at historic cost less accumulated depreciation and any write-downs.

5.3 Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Amajuba District Municipality and the cost of the item can be measured reliably.

5.4 All other repairs and maintenance are charged to the Statement of Financial Performance during the financial period in which they are incurred.

5.5 The cost of an item of property, plant and equipment acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary asset or monetary assets are measured at its fair value. If the acquired item could not be measured at its fair value, its cost was measured at the carrying amount of the asset given up.

5.6 Depreciation is straight-lined over the estimated useful economic life of the assets beginning when the asset is ready to be put to use.

5.7 Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

	Years	Years
Infrastructure	Other	Years
	Buildings	30
	Specialist Vehicles	10
	Other Vehicles	5
	Office Equipment	3-7
	Furniture and Fittings	7-10
	Watercraft	15
	Bins and Containers	5
Community Buildings	Specialized Plant and Equipment	10-15
	Recreational Facilities	2-5
	Other Items of Plant and Equipment	15
	Landfill Sites	15

5.8 The assets residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

5.9 The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In reassessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account.

- 5.10 Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- 5.11 Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount and an impairment loss is charged to the Statement of Financial Performance.
- 5.12 Where items of property, plant and equipment have been impaired, the carrying value is adjusted by the impairment loss, which is recognized as an expense in the period that the impairment reverses a previous revaluation.
- 5.13 Where impaired land and buildings are revalued, the increase in value of land and buildings are recognized as revenue to the extent that it reverses the impairment loss previously recognized as an expense.
- 5.14 The gain or loss on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying value and is recognized in the Statement of Financial Performance.
- 5.15 For component accounting, a number of essential components have been identified. The useful life of the various components has been determined.
- 5.16 The cost of self-constructed property, plant and equipment comprises the direct cost of materials, direct manufacturing expenses, appropriate allocations of material and manufacturing overheads.
- 5.17 If the construction phase of property, plant or equipment extends over a long period, the interest incurred on borrowed capital up to the date of completion is capitalized as part of the cost of acquisition or construction.
- 5.18 New installations under construction are valued at the expense already incurred, including interest during the installation period. For buildings, interest paid on construction loans is capitalized.
- 5.19 To the extent a legal or constructive obligation to a third party exists, the acquisition cost includes estimated costs of dismantling and removing the asset and restoring the site.
- 5.20 A change in estimated expenditures for dismantling, removal and restoration is added to and/or deducted from the carrying value of the related asset. To the extent that the change would result in a negative carrying amount, this effect is recognized as income. The change in depreciation charge is recognized prospectively.
- 5.2 Impairment of assets
 - 5.2.1 Property, plant and equipment and intangible assets are considerable for impairment if there is a reason to believe that an impairment may be necessary.
 - 5.2.2 Factors taken into consideration in reaching such a decision include the economic viability of that unit itself.

- 6. FUNDS AND RESERVES
 - 6.1 Consolidated Capital Development Fund
 - 5.2.3 Definite-lived intangible assets and property, plant and equipment are amortized over their estimated useful lives. The estimated useful lives are based on estimates of the period during which the assets will generate revenue.
 - 5.2.4 Definite-lived assets and property, plant and equipment are tested for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may no longer be recoverable.
 - 5.2.5 Estimates are also used in the course of acquisitions to determine the fair value of assets and liabilities acquired. Land, buildings and equipment are usually appraised independently, while marketable securities are valued at market price.
 - 5.2.6 If any intangible assets are identified, depending on the type of asset and the complexity of determining its fair value, Amajuba either consults with an independent appropriate valuation technique which is generally derived from a forecast of the total expected future net cash flows.
 - 5.2.7 Assets may be valued using methods based on cost, market price or net present value, depending on the type of asset and the availability of information. The method based on net present value (income approach) is particularly important in relation to intangible assets.
 - 5.2.8 Trademarks and licences, for example, are valued by the relief-from-royalty method, which includes estimating the cost savings that result from Amajuba's ownership of trademarks and licences on which it does not have to pay royalties to a licensor. The intangible asset is then recognized at the present value of these savings.
 - 6.2 Disaster Management Reserve Fund
 - This fund is established from contributions from the council and the purpose is to render emergency assistance to vulnerable residents during and within the recovery period after disasters.

6.3 Other Reserves

All other reserves are established from grants received and are utilised to assist local municipalities with operating and capital expenditure. The district municipality also utilises a portion of the reserve for own operating and capital expenditure.

7. SURPLUS AND DEFICIT

Any surplus or deficit arising from the operation of each service is retained in that service for its own use.

8. TREATMENT OF ADMINISTRATION AND OTHER OVERHEAD EXPENSES

The cost of internal support services is transferred to the various services.

9. LEASED ASSETS

Fixed assets held under finance leases are capitalised. Such assets are effectively amortised over the term of the lease agreement.

- Lease finance charges are allocated to the accounting periods over the duration of the leases, by the effective interest rate method, which reflects the extent and cost of lease finance utilised in each accounting period.
- All other leases are treated as operating leases and the relevant rentals are charged to the operating account in a systematic manner relating to the period of use of the assets concerned.

10. INVESTMENTS

Investments are shown at the lower of cost or market value as a result of a permanent decline in the value. Investments are invested in accordance with Section 125 of the Local Authorities Ordinance 1974 (no. 25 of 1974) and in terms of the KwaZulu Natal Joint Services Act (No. 84 of 1990).

11. PROVISIONS

Provisions are established where liabilities are foreseen, but the timing and amounts are not known.

12. RETIREMENT BENEFITS

The Council and its employees contribute to the Natal Joint Municipal Pension Funds, which provides retirement benefits to such employees.

The retirement benefit plan is subject to the Pension Funds Act, 1956, with pensions being calculated on the final annual pensionable remuneration paid. Current contributions are charged against operating income on the basis of current service costs. Unfavourable experience adjustments and the cost of securing increased benefits are charged to operating income by way of increased contributions usually within five to seven years or such other period recommended by the actuary. Favourable experience adjustments are retained in the retirement plan. Full actuarial valuations are performed every three years.

BALANCE SHEET AT 30 JUNE 2008

	2008	2007
NOTE	R	R
CAPITAL EMPLOYED		
FUNDS AND RESERVES		
Statutory Funds	39,500,158	32,816,449
Reserves	16,059,843	14,043,053
	23,440,315	18,773,396
ACCUMULATED SURPLUS		
Trust Funds	49,319,867	45,420,218
Long-Term Liabilities	18,554,762	15,000,000
	205,141	275,607
	107,579,929	93,512,274
EMPLOYMENT OF CAPITAL		
Intangible Assets	360,432	541,390
Property, Plant & Equipment	15,987,500	22,500,308
Investments	8,166,587	7,121,541
	24,514,519	30,163,239
NET CURRENT ASSETS / (LIABILITIES)	83,065,410	63,349,034
CURRENT ASSETS	115,014,039	85,317,944
Debtors	21,616,676	19,475,402
Long Term Debtors - Short Term Portion	22,939	22,939
Investments	81,858,377	19,399,680
Cash	11,516,046	46,419,923
CURRENT LIABILITIES	31,948,629	21,968,910
Provisions	370,873	243,843
Creditors	31,504,396	21,654,214
Short-term portion of long-term liabilities	73,359	70,853
	107,579,929	93,512,273

CASH FLOW STATEMENT FOR THE YEAR ENDED
30 JUNE 2008

	2008	2007
	R	R
CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2008		
CASH RETAINED FROM OPERATING ACTIVITIES	26 976 931	19 221 417
CASH GENERATED BY OPERATIONS	(16 219 632)	(12 921 621)
INVESTMENT INCOME	9 247 834	5 648 292
(INCREASE) / DECREASE IN WORKING CAPITAL	7 507 490	(14 386 978)
LESS EXTERNAL INTEREST PAID	535 652	(21 660 307)
CASH (UTILISED) / AVAILABLE FROM OPERATIONS	(38 132)	(38 346)
CASH CONTRIBUTIONS FROM THE PUBLIC AND STATE NET PROCEEDS ON DISPOSAL OF FIXED ASSETS	497 520	(21 621 962)
	26 444 411	40 583 489
	35 000	259 890
CASH UTILISED IN INVESTING ACTIVITIES	(1 813 654)	(3 211 071)
INVESTMENT IN FIXED ASSETS		
NET CASH FLOW	25 163 277	16 010 346
CASH EFFECTS OF FINANCING ACTIVITIES :		
INCREASE / (DECREASE) IN LONG-TERM LOANS	(67 154)	247 545
(INCREASE) / DECREASE IN CASH INVESTMENTS	(60 000 000)	14 144 059
(INCREASE) / DECREASE IN CASH	34 903 877	(30 401 949)
NET CASH (GENERATED) / UTILISED	25 163 277	16 010 346

INCOME STATEMENT FOR THE YEAR ENDED
30 JUNE 2008

2008	2007	2008	2007
BUDGET	ACTUAL	ACTUAL	ACTUAL
(DEFICIT)	SURPLUS	EXPEN-	INCOME
(DEFICIT)	(DEFICIT)	DITURE	(DEFICIT)
R	R	R	R
0	0	38 830 771	38 830 771
0	0	6 900 142	6 900 142
		RESOURCE SUPPORT	SERVICES
		65 440 223	65 440 223
		55 992 079	55 992 079
		9 448 144	9 448 144
		TOTAL	TOTAL
		65 440 223	65 440 223
		49 319 867	45 420 218
		ACCUMULATED SURPLUS / (DEFICIT) AT END OF THE YEAR	ACCUMULATED SURPLUS / (DEFICIT) AT END OF THE YEAR

Annual financial statements of Amajuba District Municipality for the year ended 30 June 2008

1 CHANGE IN ACCOUNTING POLICY
 During the year the municipality changed its method of accounting for property, plant and equipment from the IMFO basis to GRAP. This is in terms of the GRAP implementation plan approved by National Treasury, whereby conversion is done in phases. The rest of the financial statements are done on IMFO basis still. The effect of this change in accounting policy and conversion is the increase in our accumulated surpluses by R 26 549 792 being a reversal of IMFO based loans decreased and other capital receipts. The accumulated surplus also decreased by R 4 812 296 being accumulated depreciation in respect of prior years. A decrease of R9 193 153 was due to assets being written off as a result of non existence. Current operating income was reduced by R 2 027 503 as a result of the depreciation charge for the year. Nothing was charged for contribution to fixed assets.

2 STATUTORY FUNDS

	2008	2007
Consolidated Capital Development	16,059,843	14,043,053
(Refer to Appendix A for more detail)	<u>16,059,843</u>	<u>14,043,053</u>

3 RESERVES

MUNICIPAL SYSTEMS IMPROVEMENT GRANT	782,204	1,699,133
DWAF-EMERGENCY INTERVENTION:	14,649	13,761
WSP GRANT:	1,101,651	1,121,225
DEVELOPMENT PLANNING CAPACITY/TOMATOE	125,601	117,988
IDP, REFRESH GRANT:	39,199	56,724
DWAF REFRESHMENT GRANT:	1,046,075	982,671
RURAL SERVICE CENTRE GRANT:	50,672	403,777
GIS SUPPORT GRANT:	16	143,329
MUNICIPAL FINANCE MANAGEMENT/WAF		367,093
DIS MANAGEMENT-CIVIL PROTECT		2,733
SPORTS & RECREATIONAL GRANT:		4,021
ME GRANT:		564,762
Shared Service Centre:	7,075,328	4,193,206
Inter Develop Infra Capacity	4,656,065	1,025,599
Teetshine & Capacity Support	514,056	134,311
Drydenberg Naidi Study Grant	142,977	773,766
DISASTER RELIEF GRANT:	224,908	335,778
IMPLEMENT OF SERVICE DELIVER	345,095	2,356,342
FACILITATION OF BACKLOG STUD	180,491	432,987
DIMAS GRANT:	138,244	55,586
DISASTER MANAGEMENT FORUM:	59,173	234,694
DISASTER MANAGEMENT PLAN:	43,442	1,007,175
DISASTER MANAGEMENT CENTRE:	236,246	312,186
PUBLIC TRANSPORT:	84,137	393,264
PROFESSIONAL ASSISTANCE:	492,149	462,319
INTEGRATED DEVELOPMENT PLAN	160,609	195,184
INKULUKO YONKAKHATHI TRUST:	1,124	1,056
AMATHUNGWAMA TRUST FUND:	63,486	59,775

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Annual financial statements of Amajuba District Municipality for the year ended 30 June 2008

NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

2008 2007

	2008	2007
MAP:		
GENETARY PLAN DBSA	675,406	835,336
DBSA TOMATO PROJECT	21,948	20,618
STRATEGIC SUPPORT GRANT:	162,428	152,384
EMANDLANTEN FEASIBILITY STU	106,451	
WATER CONSERVATION/WATER DEM	638,713	
DROUGHT RELIEF GRANT	828,830	
DEVELOP OF SYNREGIESGILIM:	1,064,522	
ADM GROWTH & DEVELOPMENT SUMMIT	306,804	
KZN AMAJUBA HYDROPHONICS TEC	745,165	225,703
DISASTER MANAGEMENT FUND	240,266	23,440,315
	<u>23,440,315</u>	<u>18,773,395</u>

4 TRUST FUNDS

2010 Soccer Stadium	18,554,762.57	15,000,000
(Refer to Appendix A for more detail)	<u>18,554,763</u>	<u>15,000,000</u>

Trust Fund monies have been externally invested at De Jager Bqwa Steyn & Moutz (Standard Bank)

5 LONG-TERM LIABILITIES

Finance Leases	278,501	346,460
Amnity Loans	278,501	346,460
LEAS:		
Finance Leases	(73,359)	(70,853)
Amnity Loans	73,359	70,853
(Refer to Appendix B for more detail		
on long-term liabilities)	<u>205,141</u>	<u>275,607</u>

The Finance Lease is secured by assets of Amajuba District Municipality as reflected in note 5.

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NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

2008 R 2007 R

6. FIXED ASSETS

Fixed assets of the beginning of the year	25,443,239
Capital expenditure during the year	3,211,071
Less: Assets written off, transferred or disposed of during the year	(802,372)
Total Fixed Assets	27,851,937

Less: Loans redeemed and other capital receipts

Net Fixed Assets	(26,547,754)
	1,304,203

(Refer to note 6 Amexure, Appendix C and Section 5 of the Financial Report for more details on fixed assets)

7. INVESTMENTS

Unlisted	81,858,377	19,399,680
Short Term Call Deposits	8,166,587	7,121,341
Long Term Deposits	50,024,964	26,521,221
Total Investments		

Market value of listed investments, and management's valuation of unlisted investments

Unlisted Investments

	10.00%	12.00%
		0

Average rate of return on investments

The Local Authorities Investment of Funds Ordinance, No. 23 of 1995 requires local authorities to invest funds, which are not required, with prescribed institutions and the period should be such that it will not be necessary to borrow funds against the investment or a penalty rate to meet commitments.

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2008

6 PROPERTY, PLANT AND EQUIPMENT (Annexure)

30 June 2008

Reconciliation of Carrying Value	Land and Buildings R	Infrastructure R	Community R	Other R	Total R
Carrying Values at 01 July 2007	-	131,033	7,829,371	14,539,904	22,500,308
Cost		149,523	7,909,656	18,810,358	26,869,537
Capital Under Construction					
Revaluation					
Accumulated Depreciation		(18,490)	(80,285)	(4,270,454)	(4,369,229)
- Cost		(18,490)	(80,285)	(4,270,454)	(4,369,229)
- Revaluation					
Acquisitions / Write-Ons				2,821,753	2,821,753
Capital Under Construction					
- Current Year					
- Capitalised					
Increases / Decreases in Revaluation					
Depreciation		(7,497)	(288,431)	(1,550,618)	(1,846,546)
- Based on Cost		(7,497)	(288,431)	(1,550,618)	(1,846,546)
- Based on Revaluation					
Carrying Value of Disposals / Write-Offs		(123,537)	(7,141,735)	(222,743)	(7,488,015)
- Cost		(149,523)	(7,496,646)	(1,546,984)	(9,193,153)
- Accumulated Depreciation		25,986	354,911	1,324,241	1,705,138
Impairment Losses					
Other Movements					
Carrying Values at 30 June 2008			399,205	15,588,295	15,987,500
Cost			413,010	20,085,127	20,498,136
Capital Under Construction					
Revaluation					
Accumulated Depreciation			(13,805)	(4,496,831)	(4,510,636)
- Cost			(13,805)	(4,496,831)	(4,510,636)
- Revaluation					

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NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

2008 2007
R R

8. LONG-TERM DEBTORS

Loans to employees	22,939	22,939
Less: Short term portion of long term debtors transferred to current assets	(22,939)	(22,939)
	0	0

9. DEBTORS

Debtors	18,639,247	18,315,058
Finance & Sundry	2,794,339	3,743,480
VAT-Receiver of Revenue	183,090	407,769
Accrued Interest	0	(25,243)
Less: Provision for bad debts	21,616,676	19,475,402

Amounts totalling R25 243 were written off against the provision as bad debts.

9. PROVISIONS

Lease Guaranty	370,873	243,843
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10. CREDITORS

Trade Creditors	4,448,536	6,122,457
Deposits - Other	1,349,293	519,026
Retentions	4,357,977	3,479,406
Utilities Water - Water & Sanitation	21,348,589	11,533,325

Reconciliation of Carrying Value	Intangible Assets R
Carrying Values at 01 July 2007	541,390
Cost	984,457
Capital Under Construction	-
Revaluation	-
Accumulated Depreciation	(443,067)
- Cost	(443,067)
- Revaluation	-
Acquisitions / Write-Ons	-
Capital Under Construction	-
- Current Year	-
- Capitalised	-
Increases / Decreases in Revaluation	-
Depreciation	(180,958)
- Based on Cost	(180,958)
- Based on Revaluation	-
Carrying Value of Disposals / Write-Offs	-
- Cost	-
- Accumulated Depreciation	-
Impairment Losses	-
Other Movements	-
Carrying Values at 30 June 2008	360,432
Cost	984,457
Capital Under Construction	-
Revaluation	-
Accumulated Depreciation	(624,025)
- Cost	(624,025)
- Revaluation	-

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NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

2008 2007

11 COUNCILLORS REMUNERATION

	2008	2007
Mayor's Allowance	289 427	396 291
Deputy Mayor's Allowance	369 688	282 077
Speaker's Allowances	236 773	273 264
Executive Committee Allowances	919 539	1 004 762
Councillors' Allowances	943 927	1 470 923
Sitting Allowances	2 779 354	54 426
	3 481 108	3 481 108

12 AUDITORS REMUNERATION

Audit Fees-External	645 095	463 166
Audit Fees-Internal	171 563	163 750
	816 658	626 916

13 FINANCE TRANSACTIONS

Total external interest earned or paid:	9 247 834	5 648 292
Interest Earned	38 132	38 346
Interest Paid		
Capital Charges debited to operating account:		
Interest : External	38 132	38 346
Internal	112 500	120 000
Redemption: External	67 154	150 705
Internal	75 000	75 000
	292 787	384 051

NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

2008 2007

14 ACCUMULATED SURPLUS

APPROPRIATION ACCOUNT

Accumulated surplus at the beginning of the year	45 420 218	13 547 938
Operating surplus for the year	9 448 144	6 900 142
Appropriations for the year:	(5 256 495)	3 234 641
Prior Year Expenditure	(86 044)	(314 916)
Cancelled cheque written back	7 150	2 638 777
Prior Year Levy Income	415 017	200 682
Over Provision performance bonuses	200 428	643 689
Var Audit previous years income	186 058	45 368
Correction over provision of Interest	50 808	78 182
Prior Year Interest	(4 185)	72 861
Cancelled orders	(9 156)	14 931
Bad Debts Written off-Lazy Debtors	14 931	1 008 099
Sundry Income-Prior Years	1 008 099	142 960
Property Plant & Equipment Ex Government Grants	142 960	1 114
Additions to Furniture or per ledger	1 114	1 705 138
Transfer of Loan Redeemable to offset depreciation already accounted in Depreciation for the year	1 705 138	(9 193 153)
Correction of Opening Balance as per AF32007 on fixed assets	(9 193 153)	4 070
Disposal of Acc Depreciation Assets	4 070	8 270
Transfer of Capital Receipts	8 270	
Sundry Receipts	49 319 867	23 682 721
Correction of Bank Account-Bank Reconciliation & Ledger difference		
Accumulated surplus at the end of the year	49 319 867	23 682 721

Re-stated Balance as at 30 June 2007
 Accumulated surplus at the beginning of the year
 Back-log Depreciation (Accumulated Depreciation)
 Transfer of Loans redeemable & Other Capital Receipts to offset future depreciation
 Transfer of Loans redeemable & Other Capital Receipts to offset future depreciation
 Transfer of Loans redeemable & Other Capital Receipts to offset future depreciation
 Correction of Fixed Assets as per Asset Register

Operating Account

Capital Expenditure	1 000 000	0
Contributions to Provisions	338 100	472 968
Leave Pay	338 100	472 968
Contribution to Consolidated Capital Development Fund	1 963 207	1 432 074
Disaster Management Fund	140 909	140 909
	3 301 307	2 065 951

NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

15 CASH GENERATED BY OPERATIONS

	2008	2007
	R	R
Surplus / (Deficit) for year	9,448,144	6,900,142
Adjustment in respect of: - Preceding year's operating transactions	(9,548,495)	- 314,918
Appropriations charged against income: - Capital Development Fund - Provisions and Reserves	2,301,307 1,963,207 338,100	2,065,951 1,452,074 613,877
Capital Changes: Interest paid: - to internal funds - on external funds	112,500 38,132	120,381
Redemption: - of internal advances - of external loans	75,000 67,154	75,000 150,705
Deferred charges written off	0	0
Lewy Income	0	2,638,777
Non-operating Expenditure: Expenditure charged against Provisions and Reserves	(22,713,374)	(24,595,624)
	<u>-16,219,632</u>	<u>-12,921,621</u>

NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

16 (INCREASE) / DECREASE IN WORKING CAPITAL

	2008	2007
	R	R
(Increase) / decrease in inventory	(2,137,591)	(15,751,466)
(Increase) / decrease in debtors, long term debtors	9,890,182	1,048,127
Increase / decrease in Creditors		40,754
(Decrease) / decrease in long term debtors	(205,141)	275,607
Increase / (decrease) in short term portion of long-term liabilities		
	<u>7,507,450</u>	<u>(14,386,978)</u>

17 INCREASE / (DECREASE) IN LONG-TERM LOANS (EXTERNAL)

Loans realised	(47,154)	398,250
Loans repaid	(67,154)	(150,705)
	<u>(247,545)</u>	<u>247,545</u>

18 (INCREASE) / DECREASE IN EXTERNAL CASH INVESTMENTS

Investment realised	(60,000,000)	14,144,059
Investment made	(60,000,000)	14,144,059

19 (INCREASE) / DECREASE IN CASH ON HAND

Cash balance at the beginning of the year	46,419,923	16,077,974
Less: Cash balance at the end of the year	11,512,946	46,419,923
Petty Cash	3,000	
Cashier's Deposit	200	
	<u>34,903,877</u>	<u>(30,401,949)</u>

20 CAPITAL COMMITMENTS

Commitments in respect of capital expenditure: - Approved and contracted for - Approved but not yet contracted for	18,029,757 1,312,797	18,524,348 0
	<u>19,342,554</u>	<u>18,524,348</u>
This expenditure will be financed from: - Consolidated Capital Development and Loans Fund - Government Grants - Other	19,342,554 0 0	18,524,348 0 0
	<u>19,342,554</u>	<u>18,524,348</u>

21 DISCLOSURES IN RESPECT OF OFFICIALS

The following total packages were paid to the undermentioned officials during the year under review

Municipal Manager	719,228.00	340,758.00
Chief Financial Officer	543,876.00	0.00
Director : Corporate Services	496,266.00	537,808.00
Director : Community Services	496,265.00	539,126.00
Director : Engineering Services	496,265.00	532,319.00
Director : Planning and development	495,266.00	554,336.00
Director : Strategic support	439,092.00	439,092.00
CFO (Consultant)	3,247,166.00	3,483,439.00
	<u>3,247,166.00</u>	<u>3,483,439.00</u>

22 COMPULSORY DISCLOSURES

Municipal entities

NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

2008 2007

R R

Name of entity: Uthukela Water
The water entity is currently under the control of the MEC for local government as a result of his intervention in terms of s139 of the Constitution.

Contributions to subsidised local government

SALISA KZN

A contribution of R 128 260 was made during the year to organised local government.

Employee contributions

The following contributions were made to the respective funds on behalf of employees as part of their service conditions.

Pension fund contributions
Medical aid contributions

2 114 884,00	719 421,00
707 654,00	280 946,00
<u>2 822 538,00</u>	<u>1 000 367,00</u>

Contingent Liabilities

At the end of the financial year the municipality was negotiating a settlement with B.S. Duna, the erstwhile municipal manager, concerning proceedings he had instituted in the Labour Court of South Africa in Case No. D877/06, and in the High Court of South Africa (Natal Provincial Division) in Case no 5012/07. On the 13th of July 2008, a settlement agreement valued at R 375 000 was signed in favour of Mr B.S. Duna. The settlement was subsequently approved by the MEC for Local government on the 17th of October 2008.

Irregular or fruitless and wasteful expenditure and losses

The municipality has incurred fruitless and wasteful expenditure due to the irregular award of a tender for insurance in 2006. That award was subsequently set aside by the court and the municipality ordered to pay the costs of the proceedings. Related legal fees incurred during the year amount to R 796,100. The liability for the other party's costs is yet to be ascertained.

Related party transactions

Name of party

Relationship

Amount

Uthukela Water

Shared control entity

9 815 264

Investment summary

The following investments were held by the municipality as at 30 June 2008

Investec Bank	8 166 587	7 121 541
ABSA	33 479 873	11 783 737
Standard Bank	27 990 004	7 615 943
Nedbank	20 388 948	
	<u>90 025 412</u>	<u>26 521 221</u>

Banking information

The municipality operated one primary bank account during the year under review

Bank Name	Amount at year end
ABSA	11 507 776
	46 419 923

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NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

The old Home Vista Casino property was transferred to the name of the municipality on the 17th of September 2008. This property is referred to elsewhere as the 2010 Soccer Stadium.

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SUPPLEMENTARY SCHEDULES

	UNSPENT BALANCE 01/07/2007	CURRENT YEARS RECEIPTS	INTEREST ALLOCATED	OPERATING EXPENDITURE	CAPITAL EXPENDITURE	TRANSFERS	UNSPENT BALANCE 30/06/2008
GOVERNMENT GRANTS							
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	1,699,641	1,000,000	47,410	1,964,847			782,204
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	13,761		888				14,649
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	1,121,225		66,772	86,346			1,001,651
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	117,988		7,613				125,601
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	56,724		2,376	19,301			39,199
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	982,671		63,404				1,046,075
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	403,777			403,777			(0)
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	143,329		3,071	32,818			50,672
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	327,093			327,093			0
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	2,733			2,717			16
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	4,021			4,021			(0)
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	564,762	8,750,000	428,843		2,668,277		7,075,328
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	4,393,206	19,067,989	328,152	15,078,032	3,859,250		4,656,065
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	1,025,559		512,660				514,056
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	134,311		31,157				142,977
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	773,766		8,666				782,432
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	335,778		13,632	562,990			224,908
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	2,556,342		20,917	11,600			345,095
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	432,987		10,940	2,386,791			180,991
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	95,586		8,379	303,122			138,244
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	234,694		3,587				59,173
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	18,500		2,633	193,885			43,442
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	221,927			18,500			(0)
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	1,007,175		14,319	127,057			236,546
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	393,264		51,164	844,137			844,137
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	442,319		18,922	100,000			312,165
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	159,184		29,830	492,149			160,609
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	1,056		9,735	4,310			124
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	59,775		68				63,466
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	835,336		3,848	40,937	137		775,406
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	20,618		1,330	200,667			21,948
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:	182,584		9,844				162,428
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:		100,000	6,451				106,451
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:		600,000	38,713				638,713
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:		784,000	50,236	5,406			828,830
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:		1,000,000	64,522				1,064,522
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:		485,104	18,596	196,896			306,804
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:		100,000		100,000			
UNICIPAL SYSTEMS IMPROVEMENT-EMERGENCY INTERVENTION-GRANT:		700,000	45,165				745,165
TOTAL CONDITIONAL GRANTS & RECEIPTS	18,597,692	32,587,093	1,452,120	22,713,374	6,673,482		23,200,049
UNSPENT							
UNSPENT MANAGEMENT FUND:	225,703		14,563				240,266
TOTAL FUNDS	225,703		14,563				240,266
UNSPENT							
UNSPENT CAPITAL DEVELOPMENT FUND:	11,887,992	2,075,707			1,000,000		12,933,699
UNSPENT CAPITAL DEVELOPMENT FUND:	1,835,264		906,082				2,741,346
UNSPENT CAPITAL DEVELOPMENT FUND:	349,798	35,000					384,798
TOTAL CAPITAL DEVELOPMENT FUND	14,073,054	2,110,707	906,082		1,000,000		16,059,843
PROVISIONS							
PROVISIONS:	243,843	257,051		130,021			370,873
TOTAL PROVISIONS	243,843	257,051		130,021			370,873
UNSPENT							
UNSPENT STRADUNA TRUST FUND:	15,000,000	2,000,000	1,594,763				18,594,763
TOTAL TRUST FUNDS	15,000,000	2,000,000	1,594,763				18,594,763

AMAJUBA DISTRICT MUNICIPALITY
APPENDIX B
SCHEDULE OF EXTERNAL LOANS AT 30 JUNE 2008

EXTERNAL LOANS	Issued	Loan No.	Redeemable	Balance at 30/06/2007	Received during	Redeemed / written off	Balance at 30/06/2008
Financial Leases:							
2006 @ 9.50%		71834458	30/06/2011	R 346,460		R 67,960	R 278,501
Total Financial Leases				R 346,460		R 67,960	R 278,501
Total External Loans				R 346,460		R 67,960	R 278,501

INTERNAL ADVANCES TO BORROWING SERVICES

Issued	Interest rate	Periods left	Balance at 30/06/2007	Received during	Redeemed / written off	Balance at 30/06/2008
Capital Development Fund	10%	14	R 1,125,000		R 75,000	R 1,050,000
Total External Loans			R 1,125,000		R 75,000	R 1,050,000

AMAJUBA DISTRICT MUNICIPALITY
APPENDIX C
SEGMENTAL ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT AT 30 JUNE 2007

Fixed Assets	Historical Cost				Accumulated Depreciation				Carrying Value
	Opening Balance Cost	Additions / Write-Ons	Disposals / Write-Offs	Closing Balance	Opening Balance	Additions / Write-Ons	Disposals / Write-Offs	Closing Balance	
Executive and Council	1,118,267	74,839	(15,044)	1,178,061	360,964	183,829	(14,998)	529,794	648,267
Municipal Manager	255,953	16,782	(300)	272,435	121,819	49,779	(300)	171,298	101,138
Corporate Services/Gijima	12,784,752	184,069	(5,495)	12,963,327	939,730	563,477	(4,713)	1,498,494	11,464,832
Community Services	8,673,444	1,252,500	(7,503,835)	2,422,108	273,618	638,782	(356,205)	556,199	1,865,913
Financial Services	1,281,187	88,807	(1,389)	1,368,605	610,844	232,788	(890)	842,741	525,864
Engineering Services	2,416,189	805,191	(1,515,724)	1,705,657	1,625,334	215,721	(1,178,803)	662,252	1,043,405
Planning & Development Services	1,324,202	399,565	(151,366)	1,572,400	879,988	143,128	(149,229)	873,887	698,513
Other	-	-	-	-	-	-	-	-	-
TOTALS	27,853,994	2,821,753	(9,193,153)	21,482,593	4,812,296	2,027,503	(1,705,138)	5,134,661	16,347,933

ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT AS AT 30 JUNE 2008

	Cost					Accumulated Depreciation				
	Opening Balance	Additions / Write-Ons	Work in Progress	Disposals / Write-Offs	Closing Balance	Opening Balance	Additions / Write-Ons	Disposals / Write-Offs	Closing Balance	Carrying Value
INFRASTRUCTURE ASSETS										
Sewerage										
Sanitation Projects - Central	61,631	-	-	(61,631)		18,490	3,090	(21,580)		
Sanitation Projects - North	-	-	-	-		-	-	-		
Water & Sanitation (General) - Water Tanks	61,631	-	-	(61,631)		18,490	3,090	(21,580)		
Water										
Dams										
Mains										
Meters										
Reservoirs	87,892	-	-	(87,892)		-	4,407	(4,407)		
Reticulation	-	-	-	-		-	-	-		
Treatment Works	87,892	-	-	(87,892)		-	4,407	(4,407)		
Total Infrastructure Assets	149,523	-	-	(149,523)		18,490	7,497	(25,987)		
COMMUNITY ASSETS										
Buildings										
Buildings	6,470,400	-	380,000	(6,057,390)	13,010	38,884	216,271	(241,350)	13,805	399,205
Clinics & Hospitals	-	-	-	-		-	-	-		
Community Centres	-	-	-	-		-	-	-		
Fire Stations	-	-	-	-		-	-	-		
Libraries	-	-	-	-		-	-	-		
Recreational Facilities	6,470,400	-	380,000	(6,057,390)	13,010	38,884	216,271	(241,350)	13,805	399,205
Recreational Facilities										
Outdoor Sports Facilities	1,439,257	-	-	(1,439,257)		41,401	72,160	(113,561)		
Swimming Pools	-	-	-	-		-	-	-		
Tennis Courts	1,439,257	-	-	(1,439,257)		41,401	72,160	(113,561)		
Total Community Assets	7,909,656	-	380,000	(7,496,646)	13,010	80,285	288,431	(354,911)	13,805	399,205
OTHER ASSETS										
Buildings	11,963,343	116,587	-	(12,079,930)	1,051,768	748,900	402,868	(69,129)	1,082,639	10,928,104
Office Equipment	1,698,342	451,120	-	(2,149,462)	1,249,521	1,058,043	259,607	(69,129)	1,248,521	988,956
Office Furniture	947,536	165,811	-	(1,113,347)	597,199	407,327	146,895	(4,731)	592,466	597,199
Emergency Equipment	-	32	-	(32)		-	32	-	32	32
Motor Vehicles	3,981,037	1,979,006	-	(5,960,043)	1,993,805	1,993,805	709,264	(1,180,318)	1,822,751	1,147,238
Plant & Equipment	220,100	109,197	-	(329,297)	150,854	62,378	31,953	(70,067)	24,264	126,589
Total Other Assets	18,610,358	2,821,793	-	(1,946,984)	20,085,167	4,270,454	1,550,618	(1,324,242)	4,496,831	15,988,256
INTANGIBLE ASSETS										
Computer Software	984,457	-	-	(984,457)		443,067	180,958	-	624,025	1,608,432
Total Intangible Assets	984,457	-	-	(984,457)		443,067	180,958	-	624,025	1,608,432
AGRICULTURAL ASSETS										
Tomatoe Farms	-	-	-	-		-	-	-		
Soy Bean Farms	-	-	-	-		-	-	-		
Total Agricultural Assets	-	-	-	-		-	-	-		-
TOTAL	27,853,994	2,821,793	380,000	(9,193,153)	21,482,593	4,812,296	2,027,503	(1,705,139)	5,134,661	16,347,933

AMAJUBA DISTRICT MUNICIPALITY
APPENDIX B (i)
ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT AS AT 30 JUNE 2008

	Cost					Accumulated Depreciation				
	Opening Balance	Additions / Write-Ons	Work in Progress	Disposals / Write-Offs	Closing Balance	Depreciation Prev Year	Depreciation This Fin Year	Disposals / Write-Offs	Closing Balance	Carrying Value
FINANCE LEASES										
Leases										
Bankfin Vehicle Lease	305,329	-	-	-	305,329	305,329	-	-	305,329	305,329
ABSA Vehicle Lease	538,250	-	-	-	538,250	-	107,945	-	107,945	430,305
INTERNAL ADVANCES										
Building -Ithala	1,500,000	-	-	-	1,500,000	300,000	50,137	-	350,137	1,149,863
Total Internal Advances	1,500,000	-	-	-	1,500,000	300,000	50,137	-	350,137	1,149,863
Total Loans Redeemed & Advances Paid	2,343,579	-	-	-	2,343,579	605,330	158,082	-	763,412	1,580,168
GOVERNMENT GRANTS & SUBSIDIES										
Grant Income	11,786	149,955	-	-	161,741	-	4,571	-	4,571	157,171
Grants	5,759,767	-	-	(3,563,363)	2,196,404	1,374,003	504,745	(630,834)	1,247,914	948,490
IG	11,740	-	-	-	11,740	4,161	2,086	-	6,247	5,493
Operating Grant Income	-	79,988	-	(870)	79,118	-	8,417	(124)	8,293	70,825
Total Government Grants & Subsidies	5,783,293	229,943	-	(3,564,233)	2,449,004	1,378,164	519,819	(630,958)	1,267,025	1,161,979
CONTRIBUTIONS FROM OPERATING INCOME										
DF	15,605,830	858,122	-	(4,871,228)	11,592,724	649,350	720,917	(319,939)	1,050,328	10,542,396
Income	4,116,916	21	-	(755,402)	3,361,535	2,175,792	537,605	(752,748)	1,960,648	1,400,886
Ithala	4,375	1	-	(1,390)	2,986	3,660	626	(1,374)	2,911	75
Operating Income	-	1,733,666	-	(900)	1,732,766	-	90,455	(118)	90,337	1,642,429
Total Contributions from Operating Income	19,727,121	2,591,810	-	(5,628,921)	16,690,010	2,828,801	1,349,602	(1,074,180)	3,104,224	13,988,786
TOTAL	27,853,994	2,821,793	-	(9,193,153)	21,482,593	4,812,296	2,027,503	(1,705,138)	5,134,661	16,347,933

AMAJUBA DISTRICT MUNICIPALITY

APPENDIX C : ANALYSIS OF FIXED ASSETS

Expenditure 2007 R	Service R	Budget 2008 R	Balance at 01/07/2007 R	Expenditure 2008 R	Written off transferred R	Balance at 30/06/2008 R
3,211,071	Resource Support Services	0	27,851,957	0	0	27,851,957
3,211,071	TOTAL FIXED ASSETS	0	27,851,957	0	0	27,851,957
2,898,528	LOANS REDEEMED AND OTHER CAPITAL RECEIPTS		26,550,906	0	0	26,550,906
225,705	Balance before Implementation of Gamap		1,437,143	0	0	1,437,143
841,448	Loans redeemed & Advances Repaid		19,426,787	0	0	19,426,787
1,831,375	Contributions from operating income Grants and Subsidies		5,686,975	0	0	5,686,975
312,542	NET FIXED ASSETS		1,301,051	0	0	1,301,051
	Implementation of Gamap		(26,550,905.66)			
	Redemption on External Loans 2007 was transferred to Accumulated Surplus		(1,437,143)			
	Redemption on previous internal loans was transferred to accumulated surplus		0			
	PPE previously Financed from Grants transferred to Accumulated Surplus		(5,686,975)			
	PPE previously Financed from operations transferred to Accumulated Surplus		(19,426,787)			

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AMAJUBA DISTRICT MUNICIPALITY
APPENDIX D
ANALYSIS OF OPERATING INCOME AND EXPENDITURE
FOR THE YEAR ENDED 30 JUNE 2008

Actual 2007 R	Actual 2008 R	Budget 2008 R
42,727,473	51,238,326	60,787,258
0	0	0
0	6,063,896	4,956,864
0	0	0
3,003,441	8,138,001	4,604,011
45,730,914	65,440,223	70,348,133
14,632,477	17,824,649	26,692,981
20,443,911	2,027,503	1,818,622
462,934	33,033,590	34,171,868
384,051	512,243	3,427,800
841,448	292,787	1,615,211
2,065,951	0	2,388,000
0	2,301,307	233,651
38,830,772	0	70,348,133
0	0	0
38,830,772	55,992,079	70,348,133
	55,992,079	70,348,133

AMAJUBA DISTRICT MUNICIPALITY
APPENDIX E
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2008

2007 Actual Income R	2007 Actual Expenditure R	2007 Surplus/ (Deficit) R		2008 Actual Income R	2008 Actual Expenditure R	2008 Surplus/ (Deficit) R	2008 Budget Surplus/(Deficit) R
	11,207,261	(11,207,261)	Executive Mayor & Council	22,739,896	19,872,317	2,867,579	3,403,790
	4,893,998	(4,893,998)	Municipal Manager	-	6,138,566	(6,138,566)	(6,373,883)
98,778	5,275,991	(5,177,213)	Corporate Services	206,812	5,962,686	(5,755,874)	(5,609,554)
1,100,184	3,913,972	(2,813,788)	Social Services -Community Services	1,015,000	7,286,542	(6,271,542)	(7,749,290)
30,145,143	5,532,746	24,612,397	Financial Services-SCM and Operations	38,365,175	5,097,917	33,267,258	30,078,783
	-	-	Financial Services-Budget & Treasury	867,093	1,228,290	(361,198)	(607,627)
13,854,254	4,119,732	9,734,522	Technical Services	768,000	4,029,303	(3,261,303)	(5,569,648)
	-	-	Social Services -Community Halls	903,777	848,540	55,238	6,605
	3,354,517	(3,354,517)	Planning and Economic . Dev	100,170	5,048,971	(4,948,801)	(6,003,980)
532,555	532,555	-	PIMMS Centre	-	478,947	(478,947)	(1,623,474)
	-	-	Social Services -Health & Disaster	474,300	-	474,300	48,278
	-	-	uThukela Water -Entity	65,440,223	55,992,079	9,448,144	-
45,730,914	38,830,772	6,900,142	Sub-Total				
	-	-	Less: Inter-Departmental charges				
45,730,914	38,830,772	6,900,142	TOTAL	65,440,223	55,992,079	9,448,144	-
		3,234,641	Appropriations for thios year(refer to note 15)			(5,548,495)	
		<u>10,134,783</u>	Net surplus / (deficit) for the year			<u>3,899,650</u>	
		35,285,435	Accumulated surplus / (deficit) at beginning of year			45,420,218	
		<u>45,420,218</u>	ACCUMULATED SURPLUS / (DEFICIT) AT END OF THE YEAR			<u>49,319,867</u>	

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APPENDIX F STATISTICAL INFORMATION	
i.	Number of Councillors of the Municipality
ii.	Number of employees of the Municipality
25	
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Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Key Performance Indicator (KPI)	Project Description	Operating Budget	Adjustment Budget	Capital Budget	Amount Received YTD	Roll-Over 2006/07	Source of Funding	Frequency-Timeline	Actual Expenditure -YTD	Actual Progress (%) 30-Jun-08	Comment for the quarter ended 30 June 2008
OFFICE OF THE MM							1,850,000	2,317,730	0	2,317,730	0			2,783,775		
Public Relations Matters							350,000	467,730	0	467,730	0			462,314		
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	Facilitate municipal events/Promotions matters	Contribute to the ADM events	200,000	200,000	0	200,000	0	Amajuba DM	Ongoing	462,314	100%	Complete
MM						Ensure marketing of the ADM during events	200,000	200,000	0	200,000	0	Amajuba DM	Ongoing			
MM						Facilitate Targeted Investment	150,000	267,730	0	267,730	0	Amajuba DM	Jun-08	100%	Complete	
MM						Print and distribute 50 000 free copies of the Amajuba Newsletter	150,000	267,730	0	267,730	0		Quarterly			
Senior citizens matters							250,000	350,000	0	350,000	0			328,129		
MM	0110/4438/0000	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	Senior Citizens Programmes	100,000	150,000	0	150,000	0	Amajuba DM	Jun-08	137,670	100%	Complete
MM	0110/4442/0000	Good Governance and Public Participation	Social Facilitation			Disabled Programmes	150,000	200,000	0	200,000	0	Amajuba DM	Jun-08	190,459	100%	Complete
Mayoral Matters							1,250,000	2,000,000	0	2,000,000	0			1,998,332		
MM	0110/4469/0000	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	Mayoral Projects	1,000,000	1,500,000	0	1,500,000	0	Amajuba DM	Jun-08	1,458,178	100%	Complete
MM	0110/4465/0000					Process applications for the sponsorship of events	250,000	500,000	0	500,000	0	Amajuba DM	Jun-08	500,154	100%	Complete
MM						Mayoral Discretionary Fund										
CORPORATE SERVICE							270,000	378,000	0	378,000	0			378,000		
Human Resources Matters							270,000	378,000	0	378,000	0			378,000		
CORP	0120/4440/0000	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	Employ experience training students	270,000	378,000	0	378,000	0	Amajuba DM	Jan-08	378,000	100%	Complete

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Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Indicator (KPI)	Project Description	Budget	Budget	Capital Budget	Received YTD	2006/07	Funding	Timeline	YTD	30-Jun-08	Comment for the quarter ended 30 June 2008	
FINANCIAL SERVICES							1,500,000	1,500,000	0	1,500,000	4,389,949			3,575,467			
Roll-over Funds							1,500,000	1,500,000	0	1,500,000	4,389,949				3,575,467		
FIN	0414/0501/0000	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 functionalities	MFP (2005/06) Reserve Fund	0	0	0	0	835,336	T&LGA	Jun-08	200,867	100%	Ongoing training of staff as required	
FIN	0408/0381/0000	Municipal Financial Viability and Management	Institutional and Governance			Professional Assistance (Reserve Fund)	0	0	0	0	462,319	Umziyath DM (2000-2001)	Jun-08	0	0%	Funds also utilized for the review of Powers and Functions of the municipality/Standing Rules of Order	
FIN	0401/0199/0000	Municipal Financial Viability and Management	Institutional and Governance			MSIG Roll-over	0	0	0	0	1,699,842	DPLG - Dora	Jun-08	984,847	100%	Funds utilised for the IDP & Budget Roadshows	
FIN	0135/0000/0000	Municipal Financial Viability and Management	Institutional and Governance			Municipal Finance Management Grant - Roll over	0	0	0	0	367,093	National Treasury - Dora	Jun-08	367,093	100%	Complete	
FIN	0130/4481/0000	Municipal Financial Viability and Management	Institutional and Governance			Municipal Finance Management Grant	500,000	500,000	0	500,000	0	National Treasury - Dora	Ongoing	500,000	100%	Complete	
FIN	0403/0226/0000	Municipal Financial Viability and Management	Institutional and Governance			Shared Service Centre - Roll Over	0	0	0	0	1,026,559	T&LGA - Budget	Ongoing	542,660	100%	Ongoing	
FIN	0401/0217/0000	Municipal Financial Viability and Management	Institutional and Governance			MSIG Grant	1,000,000	1,000,000	0	1,000,000	0	DPLG - Dora	Ongoing	1,000,000	100%	Funds utilised for the IDP & Budget Roadshows	
COMMUNITY SERVICES							3,975,000	5,400,000	1,131,653	5,750,000	2,071,915			5,570,366			
Environmental Awareness							400,000	200,000	0	200,000	0			183,127			
CONM	0125/4447/0000	Good Governance and Public Participation	Social Facilitation	To ensure greater accessibility for communities in the District	Promoting environmental friendly methods of waste disposal in areas outside the urban areas	Environmental Awareness Plan Review	350,000	150,000	0	150,000	0	Amajuba DM	Jun-08	149,500	80%	Various meetings have been held on the terms of reference for the plan review	
CONM	0125/4448/0000			To ensure sustainable waste management in the district	Regular monitoring of environmental health hazards associated with waste disposal sites	Environmental Awareness Campaign	50,000	50,000	0	50,000	0	Amajuba DM	Quarterly	33,627	80%	Outstanding process to be jointly implemented with Planning and Development Services	

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Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Key Performance Indicator (KPI)	Project Description	Operating Budget	Adjustment Budget	Capital Budget	Amount Received YTD	Non-Over 2006/07	Source of Funding	Project Timeline	Expenditure YTD	(%) 30-Jun-08	ended 30 June 2008
Public Transport Matters							0	0	0	0	393,164			100,000		
COMM				Social Facilitation	To ensure greater accessibility for communities in the District	Review of the Public Transport Plan L10 the white paper on the Provincial Transport Policy										Awaiting the final report from service providers
COMM	040603410000	Good Governance and Public Participation		Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Development of the Blood River Corridor Feasibility Study	0	0	0	0	393,164	DoT	Jun-08	100,000	70%	Still to make necessary consultation
Cemetary Implementation							0	600,000	0	600,000	20,618			33,093		
COMM	012544480000					Preparation of an Environmental Scoping report for two sites	0	600,000	0	600,000	0	Amajuba DM	Jun-09	33,093	50%	awaiting for final report from the service providers
COMM		Basic Service Delivery		Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Establishment of cemeteries	0	0	0	0	0	Amajuba DM	Jun-09	0		
COMM	041605410000					Cemetery Plan OBSA	0	0	0	0	20,618	OBSA	Jun-08	0	10%	Awaiting for recommendations from the service provider
Disaster Management							0	0	0	0	1,254,356			239,440		
COMM	040302780000	Good Governance and Public Participation		Social Facilitation	Implement and maintain an effective Disaster Management Plan and Framework	Disaster Management Plan - Simulation exercises	0	0	0	0	221,927	T&LGA	ongoing	0	60%	The simulation exercise will be informed by the completion of other KPAs like communication network, capacity building, etc
COMM	040302370000	Good Governance and Public Participation		Social Facilitation		District Disaster Management Advisory Forum	0	0	0	0	18,500	T&LGA	Quarterly	18,500	100%	The forum is up and running
COMM	040302790000	Good Governance and Public Participation		Social Facilitation		Disaster Management Centre Identification and/or upgrading of communication network	0	0	0	0	0		Jun-09	0	70%	Communication system still to be procured
COMM	020544900000	Good Governance and Public Participation		Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disaster, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintenance of Disaster Management Centre	0	0	0	0	0		Jun-08	0	0%	Not in operation
COMM	020544910000	Good Governance and Public Participation		Social Facilitation		Disaster Management Capacity Building	0	0	0	0	1,007,175	T&LGA	Jun-08	214,202	40%	Still a challenge
COMM	020544920000	Good Governance and Public Participation		Social Facilitation		Disaster Management Implementation	0	0	0	0	0		Jun-08	0	35%	In progress
COMM	020544930000	Good Governance and Public Participation		Social Facilitation		Fire Fighting Services	0	0	0	0	0		Jun-08	0	40%	To be address in the shared service meeting
COMM	040102180000	Good Governance and Public Participation		Social Facilitation		Disaster Management - Civil Protection	0	0	0	0	2,733	T&LGA	Jun-08	2,717	80%	In progress
COMM	040102190000	Good Governance and Public Participation		Social Facilitation		Disaster Management - Utility Protection	0	0	0	0	4,021	T&LGA	Jun-08	4,021	10%	to be attended to

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Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Indicator (KPI)	Project Description	Budget	Budget	Capital Budget	Received YTD	2006/07	Funding	Timeline	YTD	(%) 30-Jun-08	ended 30 June 2008
Health Services							1,000,000	500,000	0	500,000	0			220,909		
COMM	012544440000	Good Governance and Public Participation		Social Facilitation	To ensure greater accessibility for communities in the District	Placement of Health Services	1,000,000	500,000	0	500,000	0	Amajuba DM	Jun-08	220,909	10%	Ongoing negotiation with the DCH on packages for the EHPs
Arts & Culture							300,000	650,000	0	750,000	0			635,307		
COMM						Development of Arts, Culture and Music Programme Implementation Plan	200,000	550,000	0	650,000	0	Amajuba DM	June-08	0	100%	Limited budget, programme could not be effected
COMM	011044690000	Good Governance and Public Participation		Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Establishment of a District Committee inclusive of all arts, culture and music domains	5,000	5,000	0	5,000	0	Amajuba DM	June-08	0	80%	Process not yet finalised
COMM						To fund the annual Amajuba Contemporary Music Tournament intended for moral and cultural rejuvenation	50,000	50,000	0	50,000	0	Amajuba DM	June-08	0	100%	Completed
COMM						Capacitate artists in their respective artistic domains	45,000	45,000	0	45,000	0	Amajuba DM	June-08	0	60%	Still need to add other domain
HIV & AIDS Implementation and Awareness							350,000	500,000	0	500,000	0			537,248		
COMM	012544460000	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	350,000	500,000	0	500,000	0	Amajuba DM	Ongoing	537,248	100%	Complete
Sports & Recreation Matters							985,000	1,750,000	0	1,500,000	0			1,578,185		
COMM						Establishment of a New District Sports Council Committee, Policies and Strategic Plan	5,000	5,000	0	5,000	0	Amajuba DM	Dec-07	0	100%	Complete
COMM						Preparation and Hosting of District Sports Games in preparation for Annual KZN Salga Games	10,000	10,000	0	10,000	0	Amajuba DM	Dec-07	0	100%	Complete
COMM	012544220000	Good Governance and Public Participation		Social Facilitation	To contribute towards the achievement of universal access to social services by 2011	Participation in Annual SALGA Games	800,000	1,465,000	0	1,315,000	0	Amajuba DM	Dec-07	0	100%	Complete
COMM						Recreational games for senior citizens	100,000	100,000	0	100,000	0	Amajuba DM	Jun-08	0	100%	Complete
COMM						Run activities for people living with disability	50,000	150,000	0	50,000	0	Amajuba DM	Jun-08	0	100%	Complete
COMM						Coordinate and run programmes for sports development and promotion	20,000	20,000	0	20,000	0	Amajuba DM	Jun-08	0	100%	Complete

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Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Key Performance Indicator (KPI)	Project Description	Operating Budget	Adjustment Budget	Capital Budget	Amount Received YTD	Roll-Over 2006/07	Source of Funding	Frequency/Timeline	Actual Expenditure YTD	Progress (%) 30-Jun-08	Comment for the quarter ended 30 June 2008		
Gender & Children - Women Empowerment, Disability Issues							240,000	400,000	0	400,000	0			382,448				
COMM	0125/4454/0000	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.	30,000	60,000	0	60,000	0	Amajuba DM	Dec-07	382,448	100%	Complete		
COMM		Good Governance and Public Participation	Social Facilitation			Capacitate elected district gender machinery officers.	20,000	40,000	0	40,000	0	Amajuba DM	Mar-08		80%	Complete		
COMM		Good Governance and Public Participation	Social Facilitation			Celebrate and commemorate national women's day.	50,000	100,000	0	100,000	0	Amajuba DM	Aug-07		100%	Complete		
COMM		Good Governance and Public Participation	Social Facilitation			Celebrate, Commemorate, Awareness and Empower district women on women equity awareness issues.	50,000	100,000	0	100,000	0	Amajuba DM	Sept-07		100%	Complete		
COMM		Good Governance and Public Participation	Social Facilitation			Bring about awareness on children and women abuse.	20,000	30,000	0	30,000	0	Amajuba DM	Dec-07		100%	Complete		
COMM		Good Governance and Public Participation	Social Facilitation			Advocacy for Children's Rights and Protection of Vulnerable Children.	40,000	40,000	0	40,000	0	Amajuba DM	Mar-08		60%	In progress		
COMM		Good Governance and Public Participation	Social Facilitation			Fund Gender Equity and Awareness Programmes within and outside the district.	30,000	30,000	0	30,000	0	Amajuba DM	Jun-08		45%	Outstanding		
Youth Matters							200,000	300,000	0	300,000	0				317,307			
COMM	0125/4483/0000	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 Structural Conference: Establishment of the District Youth Unit	200,000	300,000	0	300,000	0	Amajuba DM	Dec-07	317,307	100%	Complete		
COMM		Good Governance and Public Participation	Social Facilitation			Provincial and National Youth Day Celebrations: Celebrate and Commemorate National and Provincial Youth Day Celebrations.						0	0				Amajuba DM	Jun-08
COMM		Good Governance and Public Participation	Social Facilitation			Amajuba District Youth Day Celebrations: Celebrate, Commemorate and Empower Youth in the District on Youth Development Policies and Programmes						0	0				Amajuba DM	Jun-08

Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Key Performance Indicator (KPI)	Project Description	Operating Budget	Adjustment Budget	Capital Budget	Amount Received YTD	Roll-Over 2006/07	Source of Funding	Frequency/Timeline	Actual Expenditure YTD	Progress (%) 30-Jun-08	Comment for the quarter ended 30 June 2008
Poverty Alleviation Programmes							500,000	500,000	0	500,000	0			409,692		
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	500,000	500,000	0	500,000	0	Amajuba DM	Sep-07	409,692	100%	Complete
Thusong Centre Matters							0	0	1,131,653	500,000	403,777			933,110		
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	0	0	1,131,653	500,000	403,777	Amajuba DM & TELGA Budget	ongoing	933,110	100%	ongoing
COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.		The on-going operation of the Thusong Service Centre							Jun-08			ongoing
COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.		Establishment of the structure: LSSC, Management Committee, DISSC							Jun-08			Complete
COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.		Marketing and promotion of the Thusong Service Centre							Jun-08			ongoing
COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.		Managing the Centre competently							Jun-08			ongoing
COMM		Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.		Ensure that the centre space is managed cost effectively and in a sustainable manner							Jun-08			Complete
COMM		0401/0214/0000	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			Ensure that the centre space is managed cost effectively and in a sustainable manner

Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Key Performance Indicator (KPI)	Project Description	Operating Budget	Adjustment Budget	Capital Budget	Amount Received YTD	Non-over 2008/07	Source of Funding	Frequency/Timeline	Expenditure YTD	(%) 30-Jun-08	ended 30 June 2008
PLANNING AND DEVELOPMENT SERVICES							2,987,000	2,357,000	0	2,327,000	1,196,231			1,871,463		
DIMS, GIS and ICT							332,000	132,000	0	132,000	378,023			379,932		
P&DS	0190/447/0000	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	Website Development and Hosting	132,000	132,000	0	132,000	0	Amajuba DM	Monthly	90,319	100%	ongoing
P&DS	0190/448/0000	Municipal Institutional Development and Transformation	Institutional and Governance		Ensure that the IT requirements of ADM are met	Development Information System Support	80,000	0	0	0	234,694	T&LGA - Budget	Jun-08	193,885	100%	ongoing
P&DS	0190/447/0000	Municipal Institutional Development and Transformation	Institutional and Governance		Ensure that the IT requirements of ADM are met	DIMS Grant Roll-over	0	0	0	0		T&LGA - Roll over	Jun-08			
P&DS	0190/447/0000	Municipal Institutional Development and Transformation	Institutional and Governance		Ensure that the IT requirements of ADM are met	GIS Implementation	120,000	0	0	0	143,329	T&LGA - Budget	Jun-08	95,728	100%	ongoing
P&DS	04010215/0000	Municipal Institutional Development and Transformation	Institutional and Governance		Ensure that the IT requirements of ADM are met	GIS Implementation - Roll-over	0	0	0	0		T&LGA - Roll over	Jun-08			
Tourism Programmes							485,000	485,000	0	485,000	0			320,719		
P&DS	0190/448/0000	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 Tourism Sector Plan	Amajuba Tourism Marketing: Tourism Route Marketing and Battlefields	100,000	100,000	0	100,000	0	Amajuba DM	Quarterly	93,297	100%	ongoing
P&DS	0190/448/0000	Local Economic Development (LED)	Economic Development			CTO Support	50,000	50,000	0	50,000	0	Amajuba DM	Ongoing	50,000	100%	Complete
P&DS	0190/447/0000	Local Economic Development (LED)	Economic Development			Tourism Shows and Exhibitions	60,000	60,000	0	60,000	0	Amajuba DM	Ongoing	58,947	100%	Complete
P&DS	0190/448/0000	Local Economic Development (LED)	Economic Development			ADM Tourism Projects: Amajuba Birding Meander Support	250,000	250,000	0	250,000	0	Amajuba DM	Jun-08	91,302	100%	Complete
P&DS	0190/447/0000	Local Economic Development (LED)	Economic Development		Implementation of the Battlefields Development Plan	LED Tourism training: Facilitate programme through the Amajuba Tourism Forum (ATF)	25,000	25,000	0	25,000	0	Amajuba DM	Ongoing	27,173	85%	ongoing

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Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Indicator (KPI)	Project Description	Budget	Adjustment Budget	Capital Budget	Amount Received YTD	Non-over 2008/07	Source of Funding	Frequency/Timeline	Expenditure YTD	(%) 30-Jun-08	ended 30 June 2008
Local Economic Development & Agricultural Programmes							1,615,000	1,485,000	0	1,455,000	270,572			970,703		
P&DS	0190/447/0000	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	AFLED Capacity Building	30,000	30,000	0	30,000	0	Amajuba DM	Quarterly	15,283	75%	Youth attended the agricultural workshop in Durban
P&DS	0190/448/0000	Local Economic Development (LED)	Economic Development			LED Project Support: Soya production	600,000	600,000	0	600,000	0	Amajuba DM	Ongoing	524,147	100%	Order tendered for fencing
P&DS	0190/447/0000	Local Economic Development (LED)	Economic Development			SEDA Establishment Contribution	500,000	500,000	0	500,000	0	Amajuba DM	Jun-08	0	50%	BP submitted, discussed and approved
P&DS	0190/448/0000	Local Economic Development (LED)	Economic Development			Gjima ARDA	420,000	340,000	0	0	0	Gjima	Jun-08	304,120	50%	Funds to be used as co funding for DBSA projects Tannery and Herbs. Project awarded
P&DS	0190/448/0000	Local Economic Development (LED)	Economic Development		Gjima Manufacture Plan	140,000	0	0	0	0	Gjima	Jun-08	0	100%	Complete	
P&DS	04010203/0000	Local Economic Development (LED)	Economic Development		Business support (facilitate markets and capacity) for SMME's & Co-operatives	DBSA - Development Planning	0	0	0	0	117,988	DBSA	Jun-08	0	0%	Funds to be utilised
P&DS	0401023/0000	Local Economic Development (LED)	Economic Development			DBSA Tomatoe Project	0	0	0	0	152,584	DBSA	Jun-08	0	0%	Funds to be utilised
P&DS	04030234/0000	Local Economic Development (LED)	Economic Development			DBSA Growth Summit	0	0	0	100,000	0	DBSA	Jun-08	100,000	100%	Held a Growth Summit in October 2007
P&DS	0190/447/0000	Local Economic Development (LED)	Economic Development			Facilitate support and training workshops for co-ops with DED	25,000	25,000	0	25,000	0	Amajuba DM	Jun-08	27,173	75%	Ongoing
P&DS	0190/450/0000	Local Economic Development (LED)	Economic Development		KZN Amajuba Hydroponics Technopark	0	0	0	700,000	0	T&LGA	Jun-08	0	25%	Appointed a service provider, Feasibility study and BP to be done	
Integrated Development Planning							350,000	50,000	0	50,000	547,888			85,811		
P&DS	0190/448/0000	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	2008/09 IDP Review	50,000	50,000	0	50,000	0	MSIG allocation	Aug-07	50,000	100%	IDP reviewed
P&DS	04010204/0000	Good Governance and Public Participation	Municipal Planning			0	0	0	0	56,724	0	Roll-Over	Jun-07	19,901		
P&DS	04010421/0000	Good Governance and Public Participation	Municipal Planning		Support the facilitation of integrated planning and implementation of land reform projects in the District	2009/09 SDF as part of the IDP	0	0	0	0	155,184	Umzimnyathi DM - Roll Over	Jun-08	4,310	100%	SDF reviewed
P&DS	0190/448/0000	Good Governance and Public Participation	Municipal Planning		Drakensburg Nodal Study	300,000	0	0	0	0	335,776	T&LGA - Budget	Jun-08	11,600	50%	Consultant appointed
P&DS	04030231/0000	Good Governance and Public Participation	Municipal Planning		Drakensburg Nodal Study - Roll over	0	0	0	0	0		T&LGA - Roll over	Jun-08			

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Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Key Performance Indicator (KPI)	Project Description	Operating Budget	Adjustment Budget	Capital Budget	Amount Received YTD	Roll-Over: 2006/07	Source of Funding	Frequency/Timeline	Expenditure YTD	30-Jun-08	Commitment for the quarter ended 30 June 2008	
Performance Management Matters							205,000	205,000	0	205,000	0			114,298			
P&DS	0190/4485/0000	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	Public participation, advertisement and submission to MEC of Annual Report	50,000	50,000	0	50,000	0	MSIG Allocation	Apr-08	114,298	100%	AR prepared and submitted	
P&DS		Good Governance and Public Participation	Institutional and Governance			Conduct customer satisfaction surveys	50,000	50,000	0	50,000	0	Amajuba DM	Apr-09		100%	CSS conducted and report done	
P&DS		Good Governance and Public Participation	Institutional and Governance			Review of the performance management system	105,000	105,000	0	105,000	0	Amajuba DM	Jun-08		100%	PLIS policy reviewed	
ENGINEERING SERVICES							7,600,000	11,238,000	20,697,000	32,354,293	10,889,445			24,178,241			
MIG Projects 2007/2008							0	1,638,000	20,697,000	19,067,989	0				16,678,782		
ENG	0718/1688/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009	Attract additional investment in the expansion of water networks	Buffalo Flats Phase 1 Reticulation	0	0	12,624,186	12,624,186	0	MIG	Jun-09	11,438,084	45%	Water Pipelines 32% Valves & Chambers 20% Water Meter Chambers 8% Galvanized Tanks 10% Testing Hill Commissioning Nil	
ENG	0718/1692/0000	Basic Service Delivery	Integrated Service Delivery		Attract additional investment in the expansion of water networks	Buffalo Flats Phases 2 - 6 Business Plan	0	0	1,000,000	1,000,000	0	MIG	Dec-07	625,449	100%	Business plans for phase 2 - 6 are submitted and approved by DWAF Ready for implementation via the MIG programme Phase 2WQ -R24 Mill and Phase 4-6 -R84 Mill Submitted to EXCO on the 67 Feb 2008	
ENG	0718/1683/0000	Basic Service Delivery	Integrated Service Delivery	To contribute towards the achievement of universal access to social services by 2011	Implementation of phase 2 of Thusing Service Centre	KwaMakone Basic Service Delivery	0	0	312,797	312,797	0	MIG	Jun-08	515,085	100%	Thusing centre fully functioning to be handed over to Danphaster Municipality	
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	0	0	4,000,000	4,000,000	0	MIG	Jun-08	2,882,041	49%	No. of VIPs completed to date 1946 No. of VIPs under construction: 53 (1.9%) No. of VIPs still outstanding: 1188 (37.9%)	
ENG	0718/1689/0000	Basic Service Delivery	Integrated Service Delivery	Ensure effective management of the MIG projects - Operational costs	Ensure effective management of the MIG projects - Operational costs	PMU Costs	0	758,000	758,000	758,000	0	DPLG - Dora	Ongoing	758,000	100%	Funds have been drawn for the 2007/2008 financial year. Allocation to be performed by Finance department	
ENG	0718/1655/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Attract additional investment in the expansion of water networks	Emadlageni Bulk Water Supply	0	880,000	880,000	0	0	MIG	Ongoing	0	0%	In progress	
ENG	0718/1686/0000	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	Nass Household Sanitation	0	0	1,122,017	373,006	0	DPLG - Dora	Jun-08	358,143	90%	MIG/DWAF close out report required from Consultant with analysis of units completed and corresponding expenditure	

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Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Indicator (KPI)	Project Description	Budget	Budget	Capital Budget	Received YTD	2006/07	Funding	Timeline	YTD	30-Jun-08	Commitment as at June 2008	
MIG Roll-over Projects							0	0	0	0	4,193,208			60,029			
ENG	0718/1632/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Attract additional investment in the expansion of water networks	Ngagane Phase 11: Water Reticulation	0	0	0	0	0	DPLG - Dora	Ongoing	39,644	100%	Completed, Close out report to be completed and submitted	
ENG	0718/1632/0001	Basic Service Delivery	Integrated Service Delivery			Rural Roads: Utrecht	0	0	0	0	0	0	DPLG - Dora	Ongoing	748,827	50%	Emadlageni MIG project was administered by ADM. Hence a budget provision. EXCO resolution required to transfer technical tip to Emadlageni. ADM/PMU is required capabilities and assist Emadlageni with MIG processes.
ENG	0491/0225/0000	Basic Service Delivery	Integrated Service Delivery			MIG Roll-over	0	0	0	0	4,193,208	0	DPLG - Dora	Jun-08	60,029	0%	VAT Savings and timing differences as a result of the MIG financial year and Munic Financial year not corresponding

Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Key Performance Indicator (KPI)	Project Description	Operating Budget	Adjustment Budget	Capital Budget	Amount Received YTD	Roll-Over 2008/07	Source of Funding	Frequency/Timeline	Expenditure YTD	Progress (%) 30-Jun-08	Comment for the quarter ended 30 June 2008	
Amajuba Funded Projects							800,000	1,300,000	0	1,300,000	0			442,494			
ENG	0150/04700000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	The provision of rudimentary water services	Emergency Water Supplies	800,000	800,000	0	800,000	0	Amajuba DM	Ongoing	6,429	0	Requires further and submission of bfp to DWAF planning Plans alignment borehole	
ENG	0150/045040000	Basic Service Delivery	Integrated Service Delivery			Ngagane River Footway Bridge	0	500,000	0	500,000	0	0	Amajuba DM	Ongoing	438,065	5%	Contractor appointed. Construction to commence 28 May 2008
Other Grants Projects							0	0	0	2,751,200	6,131,477	0	0	3,344,293			
ENG	0401/02010000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	DWAF Emergency Intervention	0	0	0	0	13,761	DWAF	Ongoing	0	0%	Ensure compliance in terms of expenditure and budget. Savings carried from the previous years	
ENG	0401/02030000	Basic Service Delivery	Integrated Service Delivery			WSDP Grant	0	0	0	0	1,121,225	T&LGA	Ongoing	86,345	20%	Reversal of funds from WSDP grant to the Ematlangeni Feasibility study Plan and review WSDP /Backlogs Funds spent on Gijima to be re-embursed. Gijima Counter-funding to be budgeted for in the new 08/09 fin year.	
ENG	0413/04180000	Basic Service Delivery	Integrated Service Delivery			Amatlangeni Land Reform	0	0	0	0	59,775	DLA	Ongoing	137	0%	Director is investigating conditions of grant support	
ENG	0412/04810000	Basic Service Delivery	Integrated Service Delivery			Inkhulakazi Yomphakathi Trust	0	0	0	0	1,056	DLA	Ongoing	0	0%	Director is investigating conditions of grant support	
ENG	0401/02080000	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	DWAF Refurbishment	0	0	0	387,200	582,671	DWAF - Dora	Ongoing	0	0%	Director refusing to augment borehole maintenance programme	
ENG	0403/02860000	Basic Service Delivery	Integrated Service Delivery			Implementation of Service Delivery	0	0	0	0	432,887	T&LGA	Ongoing	303,122	0%	Director to follow up and plan towards the implementation of service delivery	
ENG	0403/02870000	Basic Service Delivery	Integrated Service Delivery			Disaster Relief	0	0	0	0	2,556,342	DWAF	Ongoing	2,365,791	100%	Steeldrill to Fairbreeze bulk pipeline Trench Excavation 100%, Pipedelaying 100%, Selected backfilling 100%, Final backfilling 100%, Pipe fittings & specials 100%, Concrete Work 100%, Chambers 100%, Standpipes N/A, Pressure Testing 100%, Finishing & tidy up 99%	
ENG	0403/02840000	Basic Service Delivery	Integrated Service Delivery			Drought Relief	0	0	0	1,000,000	0	0	DWAF	Ongoing	0	0%	
ENG	0403/02890000	Basic Service Delivery	Integrated Service Delivery			Facilitate Backlog Studies	0	0	0	0	55,583	0	T&LGA - Budget	Ongoing	0	0%	Director to follow up and plan towards the securing of further funding to initiate a backlog study
ENG	0403/02880000	Basic Service Delivery	Integrated Service Delivery			Inter Development Infrastructure Capacity	0	0	0	0	134,311	0	T&LGA	Ongoing	0	0%	Director currently investigating conditions of grant support / interventions
ENG	0403/02930000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Institute and Capacity Support Grant	0	0	0	0	773,766	T&LGA	Ongoing	582,490	10%	Business plan to assess the water infrastructure was submitted to DWAF for approval, awaiting DWAF approval	

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Res Dept	Vote No.	National KPA	Municipal KPA	Departmental KPA	Indicator (KPI)	Project Description	Budget	Budget	Capital Budget	Received YTD	2008/07	Funding	Timeline	Expenditure YTD	Progress (%) 30-Jun-08	Comment for the quarter ended 30 June 2008	
ENG	0403/02830000	Basic Service Delivery	Integrated Service Delivery			Water Conserv/ Demand Management	0	0	0	784,000	0	DWAF	Ongoing	5,406	10%	Business plan to assess the water infrastructure was submitted to DWAF for approval, awaiting DWAF approval	
ENG	0403/02820000	Basic Service Delivery	Integrated Service Delivery			Ematlangeni Feasibility Study	0	0	0	600,000	0	0	DWAF	Ongoing	0	0%	
Project Funded by Grant -New Allocation							0	0	0	485,104	0			196,898			
ENG	0419/00580000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Development of Synergies	0	0	0	485,104	0	Gijima	Ongoing	196,898	70%	Project two-thirds complete, progressing well. To be completed end of June 2008	
Dept of Sports & Recreation Projects							7,000,000	8,300,000	0	4,730,000	564,762	0	0	40,330	2,658,276		
ENG	0717/16510000	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	Sports Complex - Roll-over	0	0	0	0	564,762	DSR	Jun-08	214,010	10%	Director is investigating grant conditions	
ENG	0717/16840000	Basic Service Delivery	Economic Development			Danbauser South Park Cricket Stadium	0	0	0	0	0	0	DSR	01-Jun	5,108	10%	Tender stage
ENG	0717/16540000	Basic Service Delivery	Economic Development			Berouw Sport Stadium	0	0	0	0	0	0	DSR	Nov-07	57,679	95%	Completion stage, attending outstanding items
ENG	0717/16870000	Basic Service Delivery	Economic Development			Development of the 2010 Base Camp and Sports Academy Initiative	7,000,000	8,600,000	0	8,000,000	0	0	DTLGA	Jun-09	2,380,000	10%	Casino purchased, and planning towards the rehabilitation of the complex
ENG	0717/16830000	Basic Service Delivery	Economic Development	Ematlangeni Sports DSR	0	300,000	0	750,000	0	0	DTLGA	Jun-09	11,481	2%	DSR to appoint a consultant for project management		
TOTAL							18,382,000	23,700,730	21,828,653	45,627,023	18,547,590			38,562,811			

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