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- Household Distribution
- Low Income Households
- Draft Spatial Development Framework
- Education Facilities
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- Community Centres / Halls
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- Distribution of Community Facilities
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K.1	Detailed Spatial Development Framework
K.2	Detailed Disaster Management Plan
K.3	Minutes of Public Participation Report

APPENDICES

	Document	Available	Status
L.1	Land Use Management System	Yes	In preparation
L.3	Coastal Zone Management Plan	Yes	Yes
L.4	Waste Management Plan	Yes	Yes
L.5	A. Water Service Development Plan (all WSAs) B. Water Resources Plan C. Forestry Plan	Yes	Yes
L.6	Integrated Transport Plan	Yes	Yes (Bulk)
L.7	Housing Plan	Yes	No/yes
L.8	Energy Master Plan (Electricity Master Plan)	Yes	Yes (Bulk)
L.9	Local Economic Development Plan	Yes	Yes
L10	Infrastructure Investment Plan (EPWP Compliant)	Yes	Yes
L 11	Area Based Plans (Land Reform)	Yes	Yes
L.12	Organisational PMS	Yes	Yes
L.13	IDP Process Plan/ IDP Framework Plan	Yes	Yes
L.14	etc. (District Health Plan)	Yes	Yes
L.15	Etc (Social Cohesion)	Yes	Yes
L.16	Internal Audit Charter	Yes	Yes

SUMMARY OF COMMENTS BY MEC ON THE 2010/11 IDP REVIEW

No	Issue	Response
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
1	Employment Equity plan and Workplace Skills plan have not reflected in your 2010/2011 IDP Review.	The Workplace Skills plan will be completed and submitted with the Final IDP Report. The Employment Equity plan is available electronically from the Municipality and is under review.
2	Anti-corruption policy/Strategy.	The policy is available electronically from the the municipality. Refer to pg 116
LOCAL ECONOMIC DEVELOPMENT		
3	LED: no details of the results and recommendations of this plan is evident in the main IDP documents	pg 47-56
BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT		
4	To align housing chapter with information from sector plans.	The comment is not and will be incorporated in the review of the housing sector plan.
GOOD GOVERNANCE AND COMMUNITY PARTICIPATION		
5	Implementation of your indigent policy and the provision of free basic services, and the details of the municipal billing system.	refer to pg 117-118
6	No clear evidence of strategies and programmes aimed at designated groups such as the youth, women and disabled could be found. You are requested to include these aspects during your 2010/11 review process.	refer to pg 118 - 120
SPATIAL DEVELOPMENT FRAMEWORK		
7	I note that a copy of your detailed Spatial Development Framework (SDF) has been included as an Annexure to the IDP. Although the location projects is not clearly mapped, I am encouraged to see that the implication of the capital investment framework has been considered in the development of SDF. Reference is made to the KwaZulu Natal PSEDS and the NSDP principles, but the application of these principles and guidelines in your municipal SDF could be more explicitly described.	The Review of the SDF is underway and will be included in the final report.
8	no Strategic Environmental Assessment (SEA) or Environmental Management Framework (EMF) has been	an EMF is an identified project has not yet attracted funding

No	Issue	Response
	prepared.	

A. EXECUTIVE SUMMARY

1. INTRODUCTION

This document is the review of the 2009/2010 IDP Review. IDPs are prepared according to Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000), which indicates that:

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- i. Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- ii. Aligns the resources and capacity of the municipality with the implementation of the plan;*
- iii. Complies with the provisions of this Chapter; and*
- iv. Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”*

The **annual review of the IDP** is a legislative requirement in terms of Section 34 of the Municipal Systems Act No.32 of 2000. It stipulates that the *“municipal council must review its integrated plan annually in accordance with an assessment of its performance measurements in terms of Section 41; and to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process.”*

This report presents the **third review** (2009/2010) of the second IDP prepared for the Mfolozi Local Municipality for the period 2007/2008 – 2012/2013.

2. OVERVIEW OF THE MFOLOZI MUNICIPALITY

2.1 REGIONAL CONTEXT

Mfolozii Municipality is situated within the uThungulu District Municipality in the north-east of KwaZulu-Natal and covers an area of approximately 1,209km². It is one of six municipalities within the District Municipality. The N2 national road passes through the Municipality which connects it to major towns such as Richards Bay and Durban. The significance of this road to the Municipality is that it serves as the major economic corridor in the area.

The municipality has an estimated population size of 106, 943 of which 53% are women. The average population density is estimated at 88 people per km².

2.2 DEMOGRAPHICS

The 2001 census and the 2007 Community Survey data has been used for the demographic and the economic information in this section. In addition, extracts from the uThungulu Quality of Life Survey (QOLS) for the 2006/2007 year are also provided. Where reference has been made to the uThungulu QOLS it will be indicated as such.

Population and Household Size

	Census 2001	CS2007
POPULATION	106,942	118,081
HOUSEHOLDS	19,143	21,632
AV. HH SIZE	5.23	5.46

The uThungulu QOLS calculated the average households size for Mfolozi to be 6,55 in 2007.

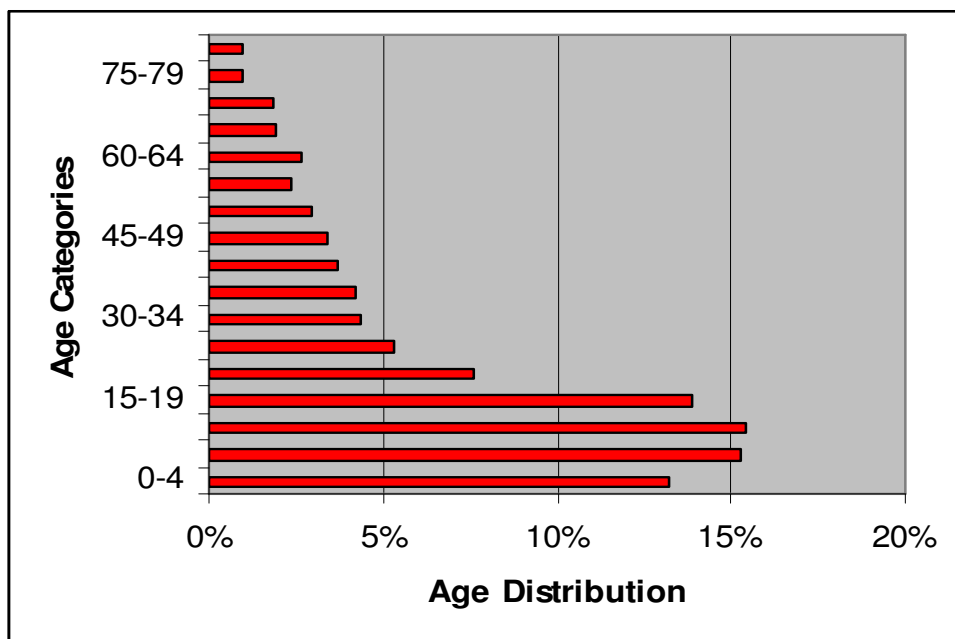
The Mfolozi IDP 2006/2007 shows that population densities vary from 0 to 800 people per km² with the average population density being less than 300 people per km². The **Population Density and Household Distribution Maps** (see attached at the end of Section B.2), clearly depicts that people are generally settled in Traditional Authority Areas and in areas along the coast with Ward 2 of the Municipality being sparsely populated with concentration of people around KwaMbonambi Town.

It is also interesting to note that Absentee Household members (according to the QOLS) in Mfolozi are 22, 26% which is higher than the uThungulu District average of 17, and 71%. This is indicative of people temporarily leaving the Mfolozi Municipal area for employment and even higher order educational purposes.

Gender Breakdown

MALE	49893	47%
FEMALE	57050	53%

Age Distribution



Mfolozi has a large younger population, i.e. 57% of the total population in the Municipality is younger than 20 years of age. This has a implication in terms of types of services that might be needed to cater for this age group which impacts on the Municipal budgeting thereof.

The above is confirmed by the QOLS that found that 56, 82% of the population is younger than 19 years of age.

Pensioner Headed Households

The QOLS has for the last three years been investigating the extent of pensioner headed households in the district. In the following table, a comparison is drawn between the extent of pensioner headed households since 2004 between the Mfolozi Local Municipality and the uThungulu District.

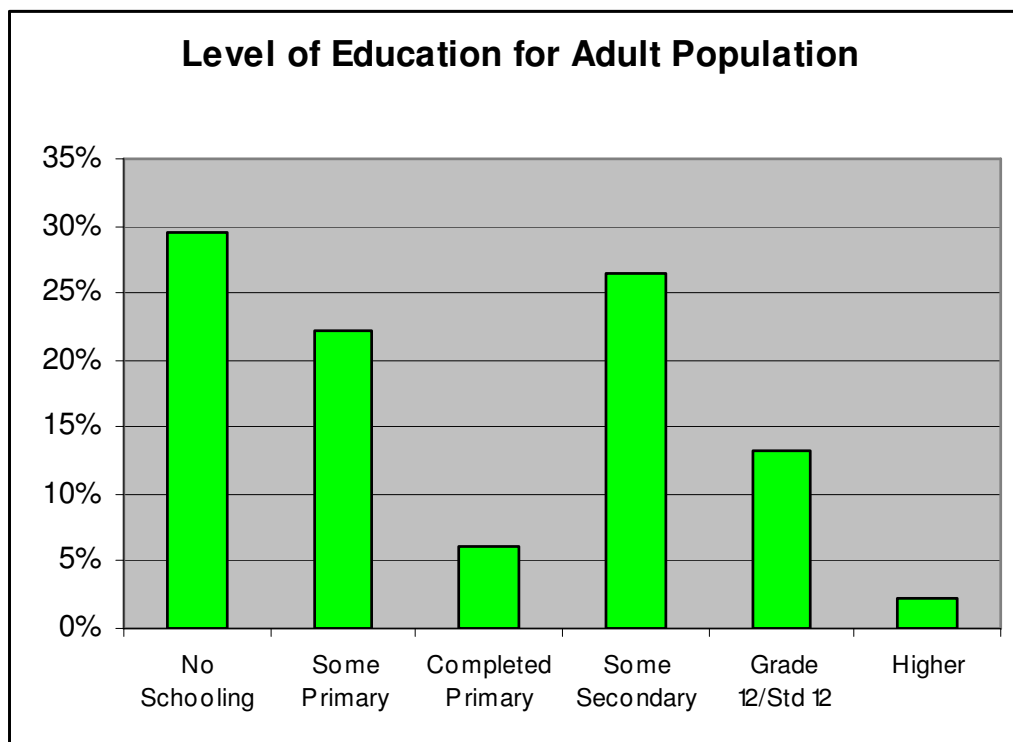
Pensioner Headed Households

Municipality	% Pensioner Headed Households		
	2004	2005	2006
Mfolozi	38.41	32.68	22.30
uThungulu	35.60	31.45	32.43

From the above table it is clear that the occurrence of pensioner headed households has remained stable at the district level while a decrease is observed in the Mfolozi Local Municipality.

Education Levels

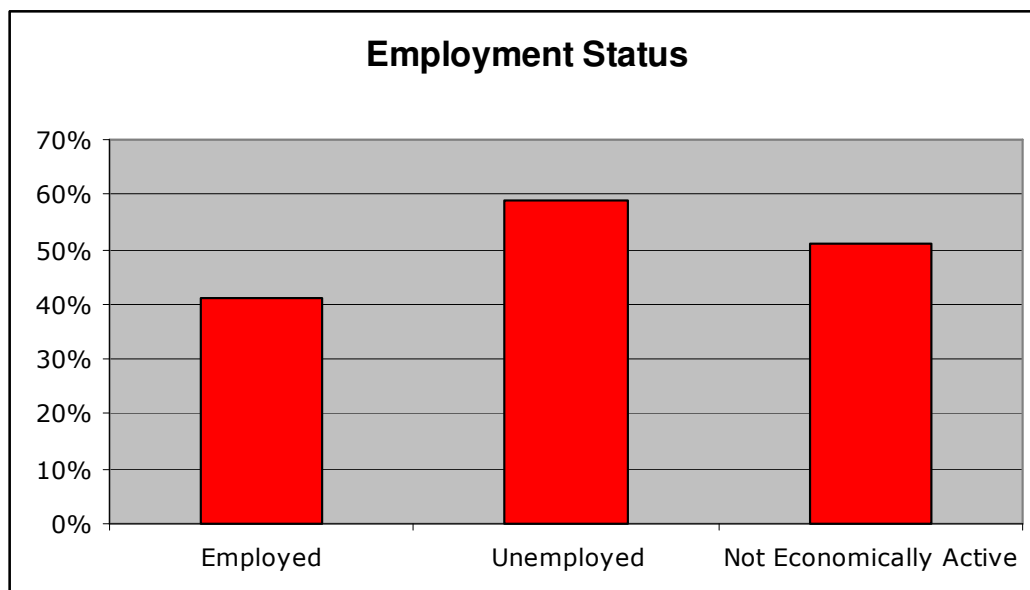
LEVEL	%
No Schooling	30%
Some Primary	22%
Completed Primary	6%
Some Secondary	27%
Grade 12/Std 12	13%
Higher	2%
TOTAL	100%



In 2001; 30% of the total adult population in the Municipality had no formal education and only 2% of the adult population had higher education.

2.3 ECONOMIC OVERVIEW

Employment Status

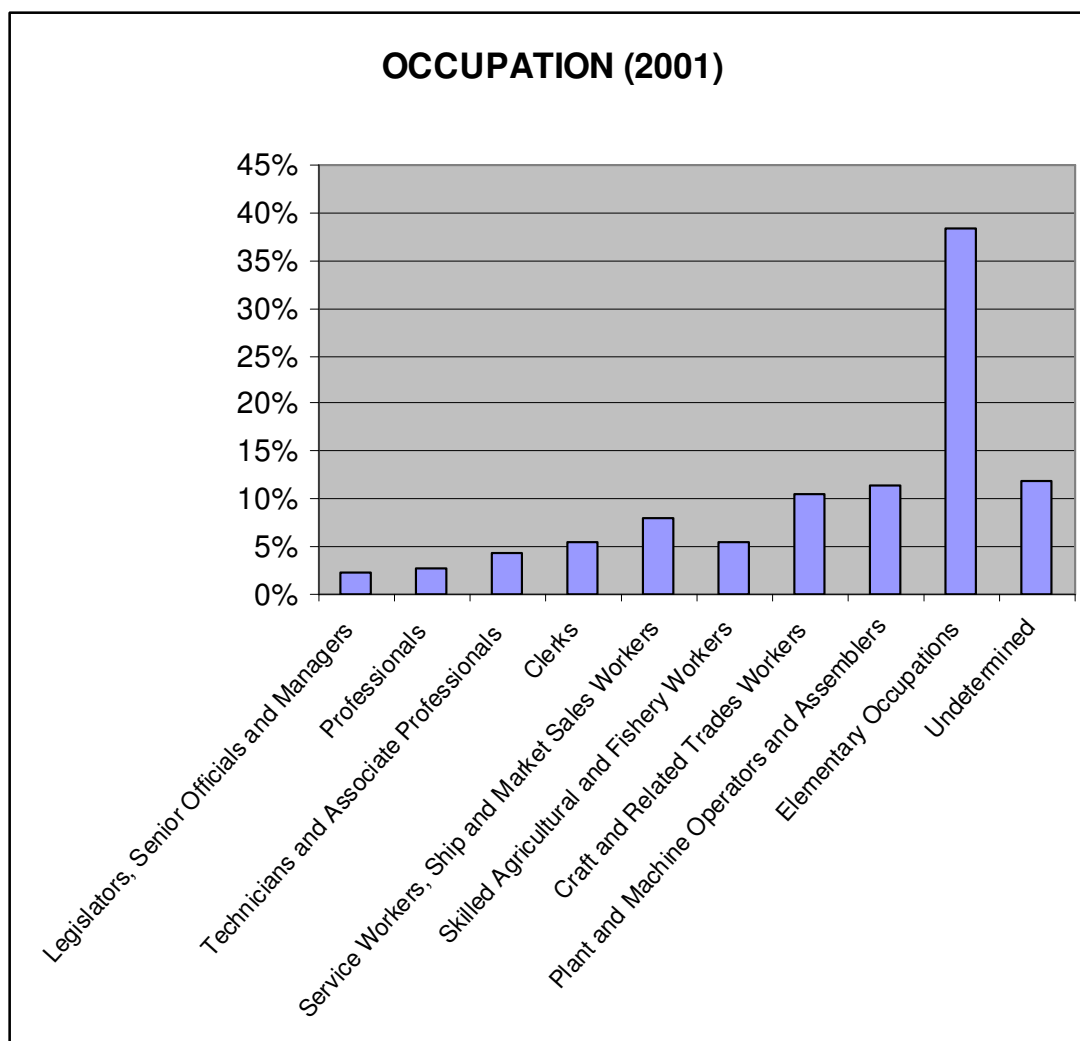


Of the Economically Active Population (48% of people residing in Mfolozi Municipality, which is not of school-going age) only 41% is employed, meaning that the unemployment rate is extremely high, i.e. 59%. The high number of people who are not economically active can also be as a result of discouraged people who see no point in seeking work as their previous attempts have been unsuccessful.

An interesting statistic from the QOLS is that the main place of employment for 51.35% of the households in Mfolozi is Richards Bay/Empangeni. The second largest place of employment for the Mfolozi Municipality is EThekweni that was found to be the place of employment for 10, 81% of the households.

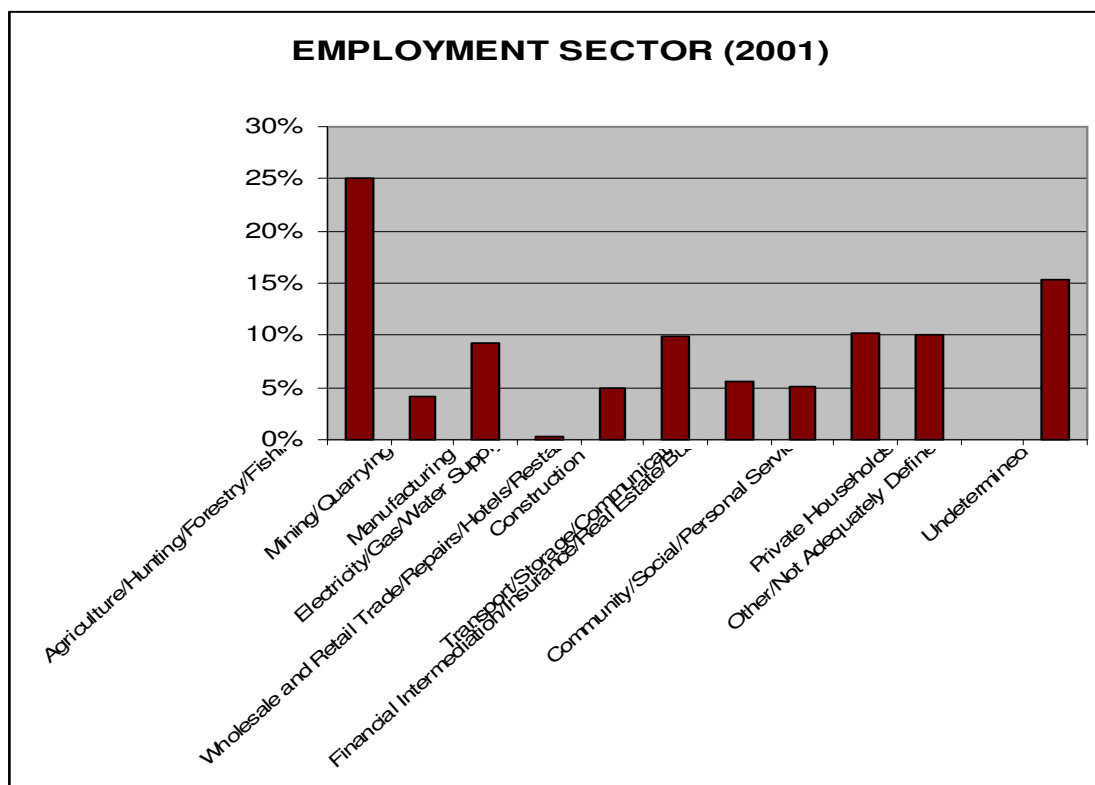
Occupation

OCCUPATION	NO	%
Legislators, Senior Officials and Managers	261	2%
Professionals	317	3%
Technicians and Associate Professionals	514	4%
Clerks	646	5%
Service Workers, Ship and Market Sales Workers	968	8%
Skilled Agricultural and Fishery Workers	648	5%
Craft and Related Trades Workers	1262	11%
Plant and Machine Operators and Assemblers	1362	11%
Elementary Occupations	4604	38%
Undetermined	1433	12%
TOTAL	12015	100%



Employment Sector

SECTOR	NO	%
Agriculture/Hunting/Forestry/Fishing	3002	25%
Mining/Quarrying	505	4%
Manufacturing	1112	9%
Electricity/Gas/Water Supply	46	0%
Construction	587	5%
Wholesale and Retail Trade/Repairs/Hotels/Restaurants	1196	10%
Transport/Storage/Communication	663	6%
Financial Intermediation/Insurance/Real Estate/Business Services	621	5%
Community/Social/Personal Services	1235	10%
Private Households	1208	10%
Other/Not Adequately Defined	0	0%
Undetermined	1840	15%
TOTAL	12015	100%



The above tables shows that most employed people are in the agriculture sector which is characterized by long hours of work and low pay. Part of the reason for the dominance of this sector can be attributed to low levels of education for the adult population in the Municipality as it was shown

earlier. The labour intensiveness of this sector also allows for high numbers of labour to be absorbed into it.

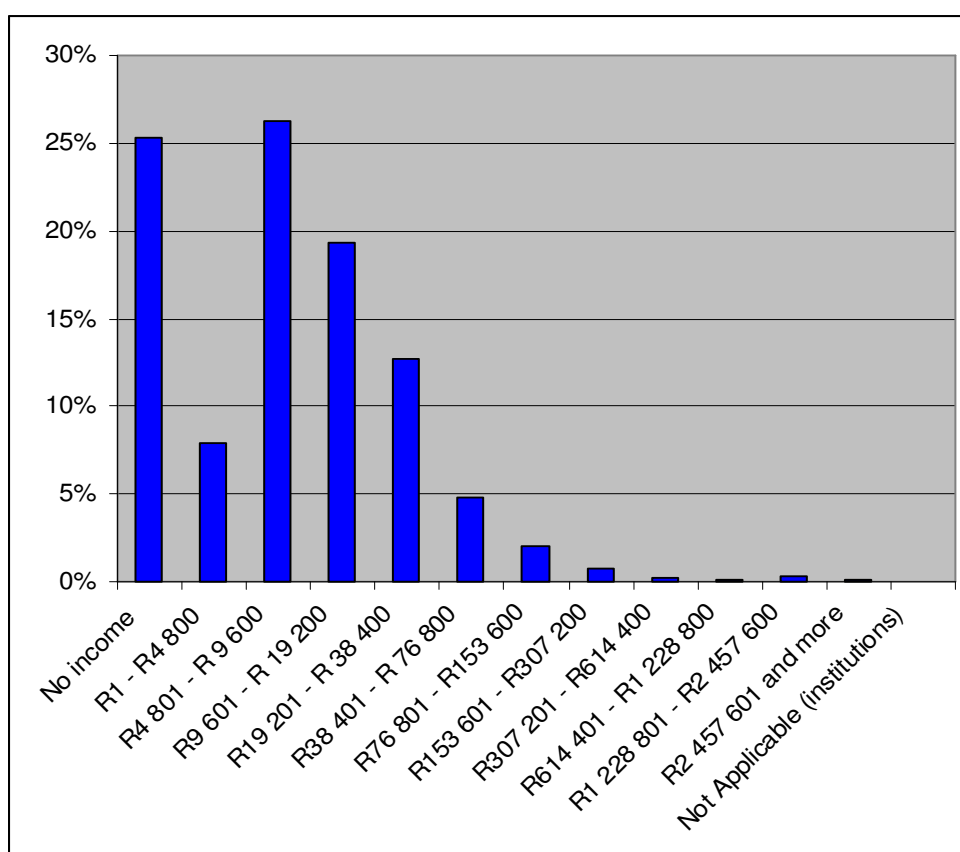
In addition to the data presented above, the QOLS provides information on the type of employment in the respective sectors as well, i.e. full time, part time, self employed etc. This information is presented hereunder:

Mfolozi – Employment Type by Economic Sector (2007) (%)

Employment Type	Agric	Mining	Manufac	Electr./Gas/Water	Constr.	Wholesale/Retail	Bus. Services	Comm. Services	Pvt HH	Other
Self Employed	0.00	0.00	0.00	6.25	0.00	6.25	0.00	0.00	6.25	81.25
Full Time	1.39	1.39	6.94	6.94	12.50	2.78	0.00	2.78	2.78	62.50
Part Time	7.14	0.00	0.00	0.00	14.29	0.00	0.00	0.00	0.00	78.57

The table on the previous page shows the significance of the construction sector in the Mfolozi Municipality as well as the “other” economic sector.

Average Annual Household Income



The poorest households reside in Wards 12 and 13. In these wards, more than 85% of the households earned less than R1, 600 per month.

3. KEY ISSUES

- **N2:** Municipality must tap more on the development potential presented by the N2 which traverses the Municipal area. The land has been sold to private investors and there is a potential of more land being sold. This is hoped to bring about the needed economic boost for the municipal area.
- **Employment and Poverty:** employment in 2001 was 41% and unemployment 59%. The poorest households reside in Wards 12 and 13. In these wards, more than 85% of the households earned less than R1, 600 per month (in 2001), the lack of economic participation from the residents of ward 12 and 13 may be a result of their proximity to economically active areas. 78% of all households earned less than R19, 200 per annum in 2001. This situation has economic as well as social impacts.
- **Lack of Diversity in the Employment Sector:** most people are employed in the primary sector which is often characterised by low wages. There is a need for diversification in the local economy to attract other skills and boost the local economy.
- **Infrastructural Backlogs:** According to the 2007 UThungulu District WSDP 43% percent of households in Mfolozi is living below the RDP standard in terms of water, whilst 67.5% of households are living below the RDP standard in terms of sanitation (UDM WSDP – 2006/2007 Actual percentages).
- **Lack of Social and Economic Investment:** the Municipal area of Mfolozi lacks social and economic investment especially in areas that were identified as nodes as part of the Nodal Development Framework Plan. In the town of KwaMbonambi in particular, there is an apparent need for commercial and residential and industrial development to meet the demand and help the needs in the greater Municipal area. Further, the young population character of the Municipality requires that certain types of services and facilities e.g. youth focused LED, education facilities, sport facilities, etc be provided.

Other areas that are lacking social and economic investment are:

- in Sokhulu and Mbonambi TA areas in respect of agriculture;
 - health facilities in municipal area;
 - community halls and sport facilities in Mhlana TA area;
 - municipal cemetery/ies;
 - land reform (complicated by TA setup);
 - tourism development – particularly along coast line;
 - housing backlog of 7,502 units; and
- **Poor infrastructure and Services delivery:** the following factors contributes to poor infrastructure and service delivery in the municipal area:
 - dispersed settlement – high cost of infrastructure and service delivery;
 - poor condition of rural access roads;
 - no waste removal system in rural areas; and
 - Inadequate provision of water, sanitation and electricity in rural areas.
 - **Institutional:**
 - Lack of funding to fulfil certain Municipal Functions, e.g. cemeteries, beaches, solid waste, disaster management, etc.
 - **Financial:**

- Lack of finances to implement the full scope of the IDP efficiently and effectively to really have an impact upon the quality of life of communities in the short to medium term. This would require a careful revision of key programmes, strategies and projects.
- **Informal Settlement patterns:** the emergence of informal settlements contiguous to urban settlements and areas of economic activities. Thus brings with it the social challenges associated with informal settlements such as poverty, crime, etc.

4. MUNICIPAL VISION AND MISSION

4.1 THE MUNICIPAL VISION

The Vision is seen as the ultimate destination in terms of the IDP Process, with the development programmes, strategies, objectives and projects being the steps required to reach the vision or destination. The vision is the overall developmental aim for the municipality and performance management will also be measured against the vision.

The vision for the Mfolozi is as follows:

VISION:

“To improve the quality of life of all people of Mfolozi Municipality by creating an economically viable development”

4.2 MISSION AND FUNDAMENTALS

The Mfolozi Municipality has set the following mission for itself:

MISSION:

The Mfolozi Municipality will strive towards providing services that will meet the needs of all people by:

- **Promoting social and economic development;**
- **Providing and maintaining affordable services;**
- **Efficient and effective utilization of resources;**
- **Marketing the Municipality locally and globally; and**
- **Establishing the Municipality as a tourist destination.**

The vision and mission continues to provide direction in the planning process and ensures that the process is focused. In terms of the vision and the mission, there are certain fundamentals or non-

negotiables that provide guidelines for decision-making. These guidelines form the basis for any decision made by the Mfolozi Municipality, stakeholders, interested and affected parties and potential investors. The following fundamentals for development were identified:

- ❖ Recognise the following Nodal Hierarchy:
 - Primary Node – KwaMbonambi Town;
 - Secondary Nodes – ; and
 - Tertiary Nodes – .
- ❖ Protect and promote public and private investment.
- ❖ Preserve and protect natural resources and sensitive environmental areas.
- ❖ Support the Strategic Development Rationale and the identified Focus Areas.
- ❖ Consistency in policies, strategies, land use management and by-laws.

The development Programmes, Strategies, Objectives and Projects forthcoming from the IDP should support the vision, mission and fundamentals, while the spatial development framework should be a spatial reflection of the vision and should give effect to the principles and fundamentals by guiding spatial development in the area.

5. STRATEGIC FOCUS AREAS, DEVELOPMENT GOALS, STRATEGIES AND OBJECTIVES

5.1 EXPLANATION OF TERMINOLOGY

Strategic Focus Area:	A broad goal statement providing strategic and focused direction to the municipality, taking cognizance of the development mandate of the municipality and the need to use scarce resources (human, financial, equipment) effectively and efficiently. The municipality cannot be and do everything for everyone. It needs to be strategically focused and only do what it should be doing, within the context of its available resources, to deliver successfully on its development mandate.
Development Goal:	A statement of what the municipality is striving to achieve in the future. It provides more detail to the Strategic Focus Area Statement. A goal is generally not attainable nor measurable. In the IDP context, goal setting is informed by the Status Quo Analysis and the resultant key / priority issues.
Development Strategy:	The path or direction taken to strive towards achieving the goal/s and ultimately the Vision. Strategies establish broad themes for future actions and should reflect reasoned choices among alternative paths.
Development Objective:	A clear “milepost” or a “marker” along the strategically chosen path or direction (the Development Strategy) towards striving to achieve the goal/s. Its purpose is hence to ensure that you are on the right path or that you have chosen the right direction to your goal/s. An Objective is specific, measurable, actionable (or attainable), realistic (do-able) and timely (achievable within

5.2 STRATEGIC FOCUS AREAS, DEVELOPMENT GOALS, STRATEGIES AND OBJECTIVES

The 3-year Implementation Plan is based on the Municipal Key Performance Areas, Development Goals, Development Strategies and Objectives. The plan contains Key Performance Indicators (KPIs) for each Development Objective, a Budget Estimate to meet the meet the KPI, the Responsible Department, as well as the Target Date by which the KPI must be met.

Strategic Focus Area 1: Social and Economic Development	
Development Goals	
<ul style="list-style-type: none"> ▪ To promote socio-economic development and provide support to assist communities throughout the Municipality to cope with the combined impact of poverty and HIV/AIDS; and ▪ To strengthen the local economy with particular emphasis on tourism, agriculture and commercial development. 	
Development Strategies	Development Objectives
To reduce the impact of HIV/AIDS on communities	<ul style="list-style-type: none"> ▪ Develop an HIV/AIDS Strategic Plan for Mfolozi Municipal area, revise the plan annually and ensure it is in line with the UDM AIDS Integrated Development Strategy ▪ Ensure ongoing involvement of all relevant role players, education programmes for HIV/AIDS awareness and prevention ▪ Mobilise farmers in rural areas to develop a strategy for their own group of workers
To minimize the effect of natural and other disasters on communities	<ul style="list-style-type: none"> ▪ Review and implement Mfolozi Municipal Disaster Management Plan as well as the Action Plan that goes with it ▪ Develop a Municipal protocol by roles and responsibilities inclusive of communication channels. ▪ Establish fire fighting section in the municipality
To cater for the economic and social development needs of youth, women, the disabled and the aged members of communities	<ul style="list-style-type: none"> ▪ Prepare and Implement a Women, Disabled and Aged Development Plan as well as Youth Policy that is in line with National Youth Strategy ▪ Ensure that the Municipality employs its Procurement Policy in a manner that is sensitive to gender, youth and the disabled employs its Employment Equity Plan in a manner that is sensitive to gender, youth and the disabled
To facilitate economic growth and development within the municipal area	<ul style="list-style-type: none"> ▪ Review and implement Mfolozi's Local Economic Development (LED) Plan ▪ In conjunction with the Department of Agriculture

Strategic Focus Area 1: Social and Economic Development	
	<p>prepare and implement Municipal Agricultural Development Plan</p> <ul style="list-style-type: none"> Investigate the feasibility of establishing skills-based tertiary facilities at Secondary Nodes in conjunction with the Department of Education
To market Mfolozi Municipal area to attract investment	<ul style="list-style-type: none"> Prepare and implement a Municipal Marketing and Communication Strategy
To promote Mfolozi as a tourism destination	<ul style="list-style-type: none"> Plan and implement tourism projects within the framework of the Corridor Development Framework Plan
To promote SMME development in the Municipality	<ul style="list-style-type: none"> To ensure that SMME development is catered for in the LED Plan; and that recommendations are implemented. This would include the investigation of strategies of ensuring ongoing establishment new businesses in Kwambonambi town and retaining the existing ones
Create a safe & secure environment for all residents and visitors to the Municipality	<ul style="list-style-type: none"> Prepare and Implement a Municipal Crime Prevention Strategy (involvement of all relevant stakeholders) and ensure that the Strategy is reviewed from time to time

Strategic Focus Area 2: Delivery of Sustainable Infrastructure and Services	
Development Goal	
<ul style="list-style-type: none"> To facilitate the delivery of infrastructure and services, such as water, sanitation, electricity, access roads, telephones, postal services, clinics, schools, community halls, sport fields and facilities, pension payout points, police stations, housing, etc. in a sustainable manner 	
Development Strategies	Development Objectives
To ensure the provision, upgrading and maintenance of Infrastructure and Services to address Backlogs	<ul style="list-style-type: none"> Ensure communication between the UDM and LM so that the water and sanitation needs of the LM are catered for in the UDM WSDP and that its roll-out is programmed accordingly (including operation and maintenance) To ensure that all municipal infrastructure is properly maintained through the preparation and implementation of a Municipal Infrastructure Service Maintenance Plan Implement the Municipal Integrated Waste Management Plan. To finalize the identification of municipal roads that need to be constructed or upgraded and prepare and implement a Municipal Roads Programme Prepare and implement an Indigent Policy
To ensure the provision of	<ul style="list-style-type: none"> Implement the Mfolozi Housing Sector Plan

Strategic Focus Area 2: Delivery of Sustainable Infrastructure and Services	
sustainable, affordable and suitably-located housing development	
To ensure co-ordinate service delivery from all service providers	<ul style="list-style-type: none"> ▪ To prepare and implement an Infrastructure Services Provision Communication Strategy with roles and responsibilities of service providers in the LM, assist with the co-ordination of such service delivery
To ensure the provision of sustainable community facilities	<ul style="list-style-type: none"> ▪ Prepare and Implement a Municipal Community Facilities Plan
To ensure the efficient and effective use of scarce energy sources	<ul style="list-style-type: none"> ▪ Prepare and implement a Strategy for the use of renewable energy sources

Strategic Focus Area 3: Enabling Environment for Development	
Development Goal	
<ul style="list-style-type: none"> ▪ To ensure that an enabling environment for development in the Municipality is created; and ▪ To ensure the sustainable use of land and the natural environment 	
Development Strategies	Development Objectives
To ensure that integrated development planning occurs within the Municipality as a whole	<ul style="list-style-type: none"> ▪ To review the Mfolozi IDP annually
To ensure the appropriate and effective use of land through spatial planning initiatives and the implementation of the outcomes thereof	<ul style="list-style-type: none"> ▪ Query the finalisation of LUMS with DLGTA and implement ▪ Revise the Mfolozi Spatial Development Framework and implement it (include linkage to Capital Projects and incorporation of PSEDS) ▪ Finalize the Municipal Nodal Framework Plan and implement
Ensure the sustainability and protection of the Municipality's Natural Resources	<ul style="list-style-type: none"> ▪ Prepare and implement a Municipal Strategic Environmental Assessment (SEA) ▪ Assist Mhlana Traditional Authority community with the launching of an Alien Plant Removal Project ▪ Establish Recycling Plant at the KwamBonambi Landfill Site
To ensure that adequate infrastructure is available to attract investments	<ul style="list-style-type: none"> ▪ Infrastructure must be invested in the nodes identified within the SDF, eg. Bulk water, electricity, sewerage disposal, etc. ▪ Infrastructure such as a water borne sewerage system must be installed in the Primary Node of Mfolozi Municipality which is KwamBonambi town

Strategic Focus Area 4: Organizational Development	
Development Goal	
<ul style="list-style-type: none"> ▪ To build capacity among officials and councilors to lead and manage development throughout the Municipality 	

Development Strategies	Development Objectives
To develop skilled staff to ensure effective service delivery and to improve staff turnover	<ul style="list-style-type: none"> ▪ Prepare and implement a Workplace Skills Development Plan
To align the organizational structure to the IDP	<ul style="list-style-type: none"> ▪ Ensure that organizational structure is aligned with the IDP ▪ Ensure that Municipal Bylaws are aligned with the IDP where applicable
To improve effective and efficient communication between internal staff and councillors	<ul style="list-style-type: none"> ▪ Develop the Strategic Communications Plan and implement it
To improve productive and accountable staff through and effective Municipal Performance Management System	<ul style="list-style-type: none"> ▪ Draft KPI's and job descriptions for section 57's.

Strategic Focus Area 5: Sound Financial Management	
Development Goal	
<ul style="list-style-type: none"> ▪ To ensure sound Financial Management that will ensure alignment with the Municipality's IDP, in order to ensure efficient, effective and sustainable development 	
Development Strategies	Development Objectives
Improve debt management processes	<ul style="list-style-type: none"> ▪ Identify all debtors and prepare and implement a Debt Recovery Plan
Ensure that financial resources are efficiently and effectively allocated	<ul style="list-style-type: none"> ▪ Develop and implement Three Year Municipal Financial Plan ▪ Ensure active participation by all relevant stakeholders in the budget process ▪ Ensure that the Budget (capital and operational) is aligned to the IDP through the preparation and implementation of the SDBIP ▪ Develop Integrated Capital Investment Plan

Strategic Focus Area 6: Democracy and Corporate Development	
Development Goal	
<ul style="list-style-type: none"> ▪ To ensure that the developmental mandate of the municipality is understood by all the municipality's residents, role players and stakeholders; and ▪ To ensure that the Municipality, as an organization, operates effectively and efficiently in a transparent manner 	
Development Strategies	Development Objectives
To fast-track development in a effective and efficient manner	<ul style="list-style-type: none"> ▪ To ensure that decision making is streamlined with implementation
To facilitate community development and involvement in all aspects of local governance	<ul style="list-style-type: none"> ▪ Involve Tribal Authority, Ward Committees and Community Development Workers (CDW's) in the IDP processes ▪ Conduct IDP Road Shows ▪ Develop Community Participation Strategy

6. PROJECTS

6.1 MIG PROJECTS

The table below reflect projects within the Mfolozi Municipal Area, which will be funded via MIG for the 2011/12 Financial Year:

MIG Projects for 2011/12

2011/12 MIG LIST	
PROJECT NAME	
Ward 01 - Hlawini Creche	840,000.00
Ward 01 - Ediphini Small Playground	250,000.00
Ward 02 - Dumisani Creche	840,000.00
Ward 03 - Mabhodla Markert Stalls	200,000.00
Ward 03 - Nhlabane Bus Shelter	49,000.00
Ward 03 - Goyintethe Bus Shelter	49,000.00
Ward 03 - Mabodla Bus Shelter	49,000.00
Ward 04 - Nodumo creche	840,000.00
Ward 04 - Enkamanzi Bus Shelter	49,000.00
Ward 04 - Mdungandlovu Bus Shelter	49,000.00
Ward 04 - Enyonini Bus Shelter	49,000.00
Ward 04 - Ezitulweni Bus Shelter	49,000.00
Ward 05 - Nhlanzini Creche	840,000.00
Ward 06 - Skhangane Creche	840,000.00
Ward 06 - Mzingaze Bus Shelter	49,000.00
Ward 06 - Khondweni Bus Shelter	49,000.00
Ward 06 - Isbisiwe Bus Shelter	49,000.00
Ward 06 - Sangoma Bus Shelter	49,000.00
Ward 07 - Makhuba Pension Paypoint Shelter	780,000.00
Ward 07 - Hlekindoda Bus Shelter	49,000.00
Ward 07 - Mabhuyeni High Mast Light	
Ward 07 - KwaLamula Bus Shelter	49,000.00
Ward 07 - KwaDlamini Bus Shelter	49,000.00
Ward 08 - Mfolozane Creche	840,000.00
Ward 08 - Wela wela Small Playground	250,000.00
Ward 09 - Mtinya Road(per km)	907,500.00
Ward 09 - Madanishini Bus Shelter	49,000.00
Ward 09 - Sandisa Bus Shelter	49,000.00
Ward 09 - Sangweni Bus Shelter	49,000.00
Ward 09 - Bhekinhlaha Bus Shelter	49,000.00
Ward 10 - Zilahle Road(per km)	907,500.00
Ward 10 - Nhlangeni StoreBus Shelter	49,000.00
Ward 10 - Egheleni Stote Bus Shelter	49,000.00
Ward 10 - Madanishini Bus Shelter	49,000.00
Ward 10 - Gedede Bus Shelter	49,000.00
Ward 11 - Mboholo Road(per km)	907,500.00
Ward 11 - Singobile Creche	840,000.00

Ward 11 - Mazawula 02 Small Playground	250,000.00
Ward 12 - Sokhaya Creche	840,000.00
	250,000.00
Ward 13 - Novunula Pension Payout Shelter	780,000.00
TOTAL	11,150,500.00

6.2 PROJECTS BY THE DEPARTMENT OF TRANSPORT

The table below reflects the projects for 2010/11 by the KZN Department of Transport within the Mfolozi Municipal Area, the 2011/12 projects will be received from DoT once completed:

DoT Projects (2010/11)

Contract name	Activities	2009-2010 Budget
Mankwathini Rd	New Gravel Road	570 000
A2212 Rd	New Gravel Road	600 000
Danyini Rd	New Gravel Road	570 000
Ezindabeni Causeway contract	Causeway Construction	760 000
Gabion Protection contract	Gabion protection	120 000
Gabion Protection material	Gabion protection	130 000
Guardrail installation & repair contract	Guardrail new installation	100 000
Guardrail materials	Guardrail new installation	120 000
Blacktop Patching contract	Blacktop Patching	200 000
Blacktop Patching material & plant	Blacktop Patching	380 000
Regulatory & Warning signs contract	Maintenance of regulatory/warning signs	90 000
Regulatory & Warning signs material	Maintenance of regulatory/warning signs	110 000
Crack Sealing	Crack Sealing	50 000
EPWP Safety Maint - Blacktop Patching contract	Blacktop Patching	120 000
EPWP Safety Maint - Blacktop Patching material & plant	Blacktop Patching	150 000
Maintenance of Info signs contract	Maintenance of information/guidance signs	120 000
Maintenance of Info signs material	Maintenance of information/guidance signs	130 000
Drain Clearing & verge maint (contract 1)	Drain clearing & Verge Maintenance	150 000
Drain Clearing & verge maint (contract 2)	Drain clearing & Verge Maintenance	150 000
Drain Clearing & verge maint (pipe desilting)	Drain clearing & Verge Maintenance	150 000
Drain Clearing & verge maint (Noxious weed clearing)	Drain clearing & Verge Maintenance	50 000
Drain Clearing & verge maint plant hire	Drain clearing & Verge Maintenance	250 000
Grass cutting contract	Grass Cutting	150 000
Pipe installation & headwalls contract	Pipes & Headwalls	200 000
Pipe installation & headwalls material	Pipes & Headwalls	250 000

Contract name	Activities	2009-2010 Budget
Maintenance of fence & km posts	Maintenance of fence & km posts	100 000
Patch Gravelling plant (external)	Routine Maintenance	600 000
Patch Gravelling - Gravel Heaps	Routine Maintenance	250 000
P515 Rd	ReGravelling	1 190 000
P232 Rd	ReGravelling	740 000
D875 Rd	ReGravelling	490 000
P497 Rd	ReGravelling	880 000
TOTAL		9 920 000

6.3 CAPITAL PROJECTS BY UTHUNGULU DISTRICT MUNICIPALITY

The table below reflects the capital projects for 2009/10 by the uThungulu District Municipality within the Mfolozi Municipal Area: **Capital Projects funded by UDM (2009/2010)**

Water & Sanitation Projects Cashflow Estimate for the next 5 years

Draft3B

KZ	Project Name	Council Wards	Subwards	Estimated Project cost	20010/11	20011/12	20012/13
Mfolozi	281-2 - VIP Sanitation Project	12,13 & 10	None, Efuyeni, Emakwezini, Ezidonini, Fuleni Reserve, KwaGcoba, Kwamendo, Mahlahuva, Manembeni, Nohaha, Ntuthunga, Patane	R 18,433,582	R 0	R 0	R 0
Mfolozi	281-3 - VIP Sanitation Project	7,8 Partia 19,	None, Efuyeni, Emakwezini, Ezidonini, Fuleni Reserve, KwaGcoba, Kwamendo, Mahlahuva, Manembeni, Nohaha, Ntuthunga, Patane	R 16,000,000	R 3,500,000	R 8,250,000	R 4,250,000
Mfolozi	Mbonambi Water Phase 2	Partia 12,3	Emhlanzini, Velabandhla, Mankwathini, Nhlanbane, Ezindzbeni	R 57,901,268	R 8,000,000	R 15,871,750	R 21,246,113
Mfolozi	Mhlana Bulk Water Supply 3B ext.	4	Mazawula and Enhlabosini	R 3,970,113	R 0	R 0	R 0
Mfolozi	Mhlana Somopho Phase 3C	Partia 17,8,11	Ntweni, Ntwezi, Ndanyeni, Bumbaneni, Ngwebu, Mfolozane, Nzambula, Ekusayeni	R 51,240,629	R 4,000,000	R 8,000,000	R 28,000,000
Mfolozi	Upper Nseleni Phase 3B (reticulation)	Partia 17	Partial Mhlana, Mabhuyeni	R 70,031,692	R 10,079,113	R 0	R 0
Mfolozi	Upper Nseleni Phase 2	Partia 1NT8 and Partia 1MB7	Hlaza, Obizo, Ntoyini and Partial Mhlana				

TOTAL

R 25,579,113 R 32,121,750 R 53,496,113

B. SITUATIONAL ANALYSIS

7. DEMOGRAPHIC OVERVIEW

This section of the report provides an overview of the Mfolozi Municipal area. It comprises reference to the following:

- Regional context
- Administrative entities in the study area
- Land use in the study area
- Demographics of the study area and
- The main economic characteristics of the study area

Maps attached at the end of this Section are:

- Regional Context Map
- Administrative Entities Map
- Population Density Map
- Household Distribution Map
- Low Income Households Map

7.1 REGIONAL CONTEXT

(See **Regional Context Map** attached at the end of Section B)

Mfolozi Municipality is situated within the uThungulu District Municipality in the north-east of KwaZulu-Natal and covers an area of approximately 1,209km². It is one of six municipalities within the District Municipality. The N2 national road passes through the Municipality which connects it to major towns such as Richards Bay and Durban. The significance of this road to the Municipality is that it serves as the major economic corridor in the area.

The municipality has an estimated population size of 118, 081 as per the 2007 Community Survey of which 53% are women. The average population density is estimated at 88 people per km².

The Municipality is adjacent to Richards Bay and Empangeni Complex. Its borders are: the Indian Ocean to the east; Umfolozi River to the north; Mhlana Tribal Authority to west and UMhlathuze Municipality to the south. It is characterized by three geographical districts portions which are: coastal: Sokhulu-Mbonambi Traditional Authorities; Commercial Plantations along the N2 and Mhlana Traditional Authority to the west.

Mfolozi Municipality comprises a long flat coastal plain rising gently from the coast towards the west where it reaches a height of approximately 200 masl (metres above mean sea-level), the highest point being Kwamendo in the west at 381 masl. The coastal plain is interspersed by high dunes and is further characterized by a number of short perennial rivers that originate within the area and either drain northwards towards the Umfolozi River or towards the coastal lakes in the vicinity of Richards Bay to the south. Two coastal lakes lie within the area, Lake Nhlabane on the coast and Lake Eteza towards the north.”

7.2 ADMINISTRATIVE ENTITIES

(See **Administrative Entities Map** attached at the end of Section B.2)

The municipal area is divided into 13 Council Wards. The Municipal Damarcation Board has proposed two additional wards for the 2011 Local Government Election to the municipality to equal a total of 15 wards . Mfolozi Municipality comprises of 3 Traditional Authorities (TA) Areas. These are:

- Mbonambi TA (8145 ha)
- Sokhulu TA (14877 ha); and
- Mhlana TA (51678 ha)

Land tenure within the Mfolozi Municipal area can be divided into six different categories:

- KwaMbonambi – proclaimed urban settlement within the centre of the municipality
- Sobukwe – informal settlement,
- Privately owned land around KwaMbonambi
- Lake Teza– formal conservation area
- The Ingonyama Trust land – east and west of the privately owned land
- Proclaimed mine lease

KwaMbonambi town is the only formal urban centre within the Mfolozi Municipality.

The area along the N2 in the Municipality is characterized by commercial agricultural/plantations. Whereas the Traditional Authority areas characterized by scattered settlement patterns with lack strong sense of nodal hierarchy. The disperse settlement character remains problematic and when coupled with unfavorable physical conditions found in these areas; it means that delivery of services and infrastructure to these areas will remain expensive.

7.3 LAND USE

In terms of the Land Use Management Scheme (LUMS) for Mfolozi, Mfolozi Municipality is characterized, in terms of land use, by:

- Fragmented Traditional Settlements;
- Small scale Traditional Agriculture;
- One formal urban centre, namely Mbonambi Town;
- Forestry plantations by big companies and commercial agriculture along the N2
- Lack of commercial agriculture in Traditional Authority areas

7.4 DEMOGRAPHICS

The 2001 census and 2001 Community Survey data has been used for the demographic and the economic information in this section. In addition, extracts from the uThungulu Quality of Life Survey (QOLS) for the 2006/2007 year are also provided. Where reference has been made to the uThungulu QOLS it will be indicated as such.

a) Population Distribution and Household Sizes

Table 1: Population and Household Size

	Census 2001	CS2007
POPULATION	106,942	118,081
HOUSEHOLDS	19,143	21,632
AV. HH SIZE	5.23	5.46

b) Population Distribution per Ward

Below is a table of the population distribution as per the wards in Mfolozi(Census 2001). As it is evident that there has been a significant population growth depicted in the 2007 Community Survey, it is important to tread with caution when trying to predict the new population growth.

WARD	POPULATION
1	5910
2	11988
3	12724
4	5478
5	5256
6	6129
7	9933
8	11940
9	5442
10	13023
11	4938
12	6510
13	7197
TOTAL	106518

The uThungulu QOLS calculated the average households size for Mfolozi to be 6,55 in 2007.

The Mfolozi IDP 2006/2007 shows that population densities vary from 0 to 800 people per km² with the average population density being less than 300 people per km². The **Population Density and Household Distribution Maps** (see attached at the end of Section B.2), clearly depicts that people are generally settled in Traditional Authority Areas and in areas along the coast with Ward 2 of the Municipality being sparsely populated with concentration of people around KwaMbonambi Town.

It is also interesting to note that Absentee Household members (according to the QOLS) in Mfolozi are 22, 26% which is higher than the uThungulu District average of 17, and 71%. This is indicative of people temporarily leaving the Mfolozi Municipal area for employment and even higher order educational purposes.

c) Gender Breakdown

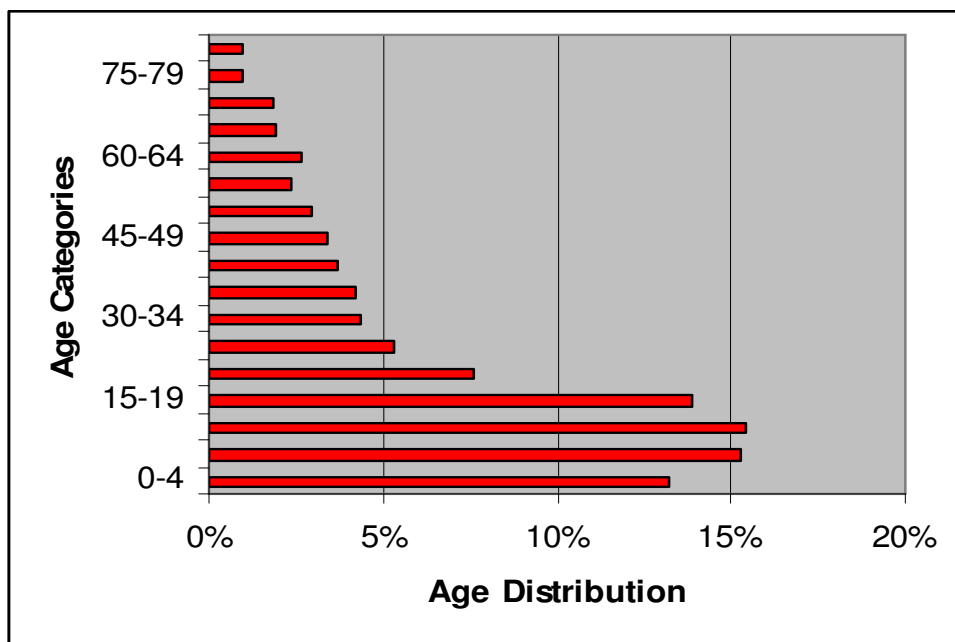
Table 2: Gender Breakdown

MALE	49893	47%
FEMALE	57050	53%

d) Age Distribution

Table 3: Age Distribution

Age Category	Population	Percentage
0-4	13414	13%
5-9	14810	15%
10-14	14638	15%
15-19	14047	14%
20-24	9910	8%
25-29	7981	5%
30-34	5787	4%
35-39	5572	4%
40-44	5242	4%
45-49	3809	3%
50-54	2818	3%
55-59	2092	2%
60-64	2104	3%
65-69	1507	2%
70-74	1582	2%
75-79	740	1%
80+	890	1%
TOTAL	106943	100%



The table above depicts the information contained in the 2001 census which shows that Mfolozi has a large younger population, i.e. 57% of the total population in the Municipality is younger than 20 years of age. This has an implication in terms of types of services that might be needed to cater for this age group which impacts on the Municipal budgeting thereof.

The above is confirmed by the QOLS that found that 56, 82% of the population is younger than 19 years of age.

e) Pensioner Headed Households

The QOLS has for the last three years been investigating the extent of pensioner headed households in the district. In the following table, a comparison is drawn between the extent of pensioner headed households since 2004 between the Mfolozi Local Municipality and the uThungulu District..

Table 4: Pensioner Headed Households

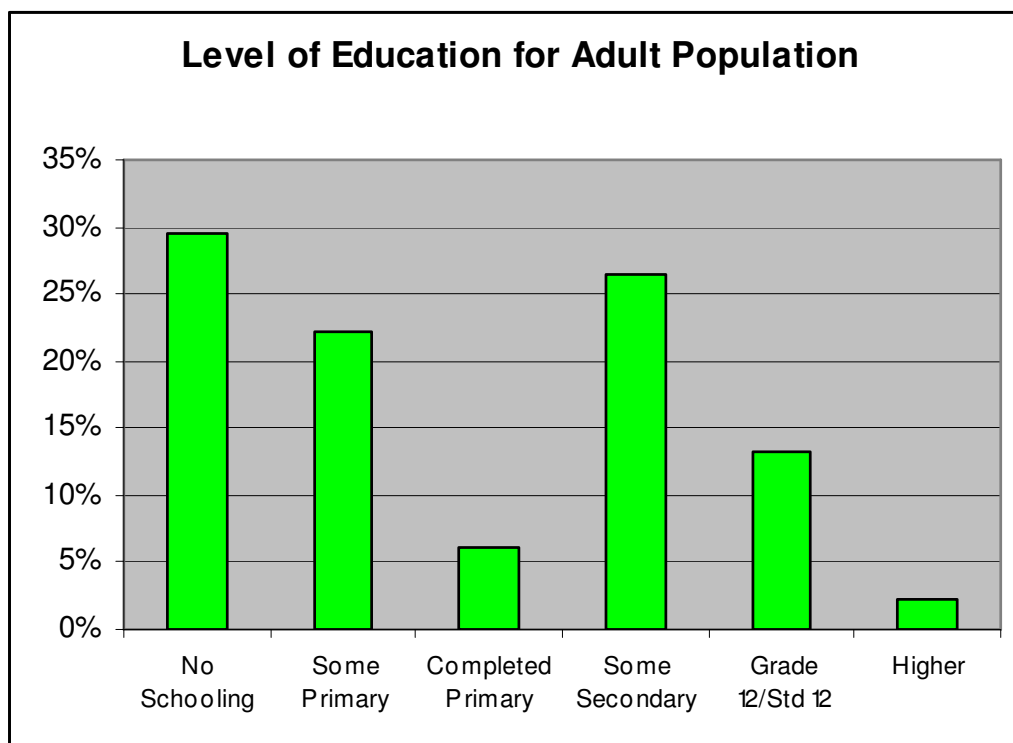
Municipality	% Pensioner Headed Households		
	2004	2005	2006
Mfolozi	38.41	32.68	22.30
uThungulu	35.60	31.45	32.43

From the above table it is clear that the occurrence of pensioner headed households has remained stable at the district level while a decrease is observed in the Mfolozi Local Municipality.

f) Education Levels

Table 5: Education Levels

LEVEL	%
No Schooling	30%
Some Primary	22%
Completed Primary	6%
Some Secondary	27%
Grade 12/Std 12	13%
Higher	2%
TOTAL	100%



In 2001; 30% of the total adult population in the Municipality had no formal education and only 2% of the adult population had higher education.

g) HIV/Aids Scenarios

There are no clear statistics which can be reliably be used to determine the rate of HIV/AIDS infection in Mfolozi Municipality. As a result thereof, a national ratio of 1:4 people that are HIV positive is used. Relating this back to the number of people in the Municipality; it can then be assumed that 26,735 are infected with HIV (based on a population size of 106,943– census 2001).

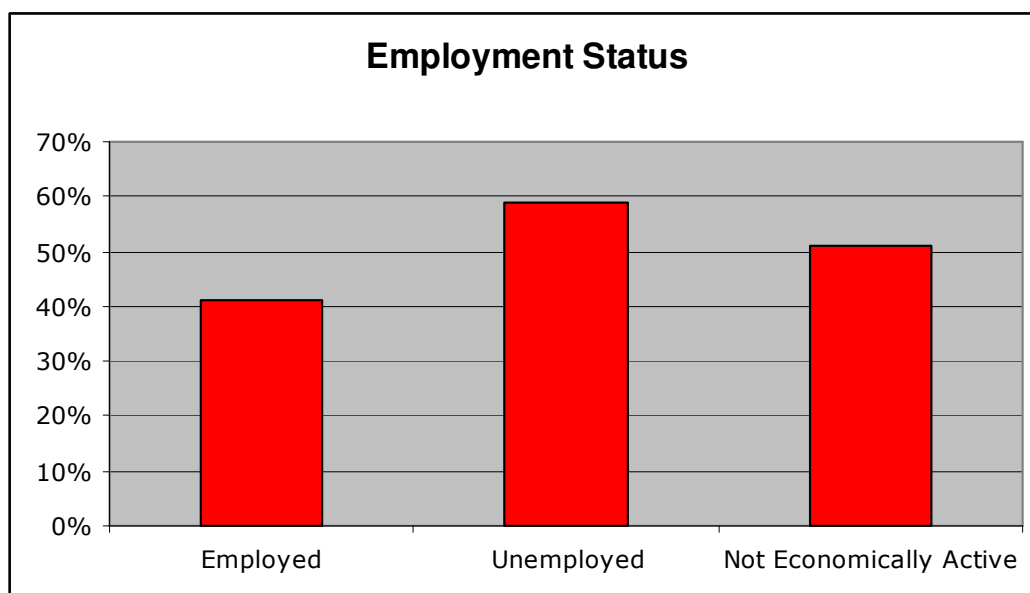
The QOLS indicated a very low awareness of HIV/Aids Campaigns in the Mfolozi Municipality. The awareness decreased significantly from 67% in 2005 to only 5% in 2006/2007. A further concern is the overall decreased awareness at the district level from 63% in 2004 to 46% in 2006/2007.

8. ECONOMIC OVERVIEW

8.1 ECONOMIC INDICATORS (2001 CENSUS)

Table 6: Employment Status

STATUS	NO	%
Employed	12013	41%
Unemployed	17136	59%
TOTAL ECONOMICALLY ACTIVE	29149	49%
Not Economically Active	30540	51%
TOTAL	59689	100%



Of the Economically Active Population (48% of people residing in Mfolozi Municipality, which is not of school-going age) only 41% is employed, meaning that the unemployment rate is extremely high, i.e. 59%. The high number of people who are not economically active can also be as a result of discouraged people who see no point in seeking work as their previous attempts have been unsuccessful.

An interesting statistic from the QOLS is that the main place of employment for 51.35% of the households in Mfolozi is Richards Bay/Empangeni. The second largest place of employment for the Mfolozi Municipality is EThekweni that was found to be the place of employment for 10, 81% of the households.

Table 7: Occupation

OCCUPATION	NO	%
Legislators, Senior Officials and Managers	261	2%
Professionals	317	3%
Technicians and Associate Professionals	514	4%
Clerks	646	5%
Service Workers, Shop and Market Sales Workers	968	8%
Skilled Agricultural and Fishery Workers	648	5%
Craft and Related Trades Workers	1262	11%
Plant and Machine Operators and Assemblers	1362	11%
Elementary Occupations	4604	38%
Undetermined	1433	12%
TOTAL	12015	100%

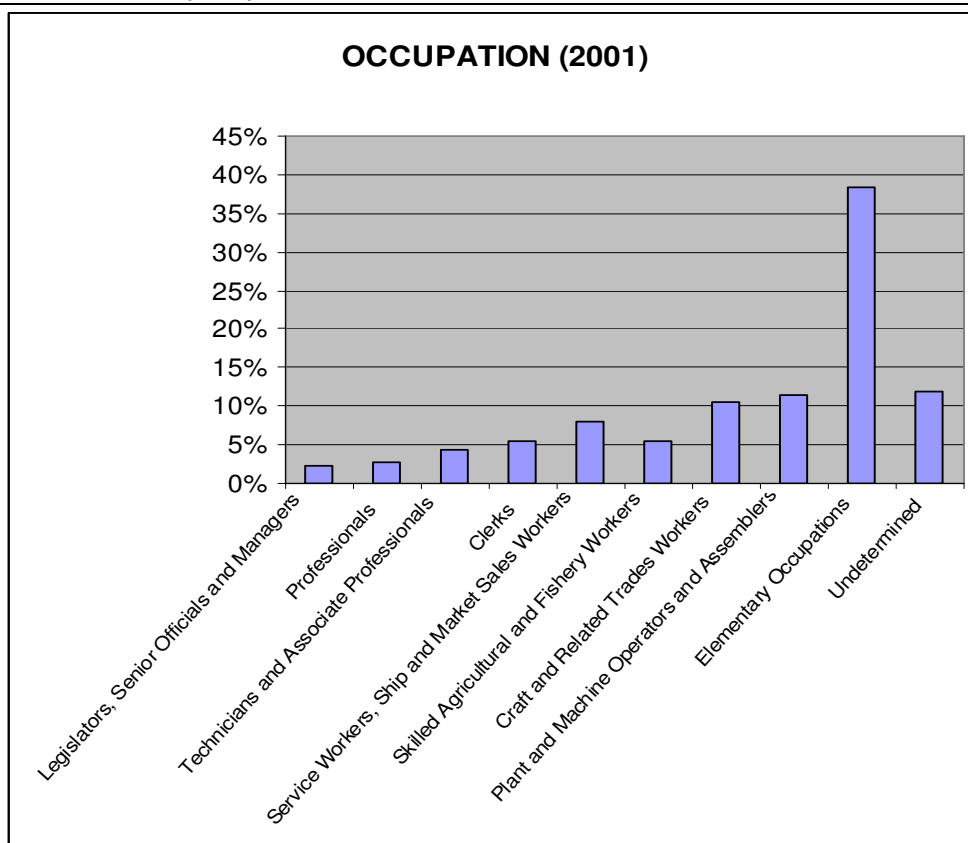
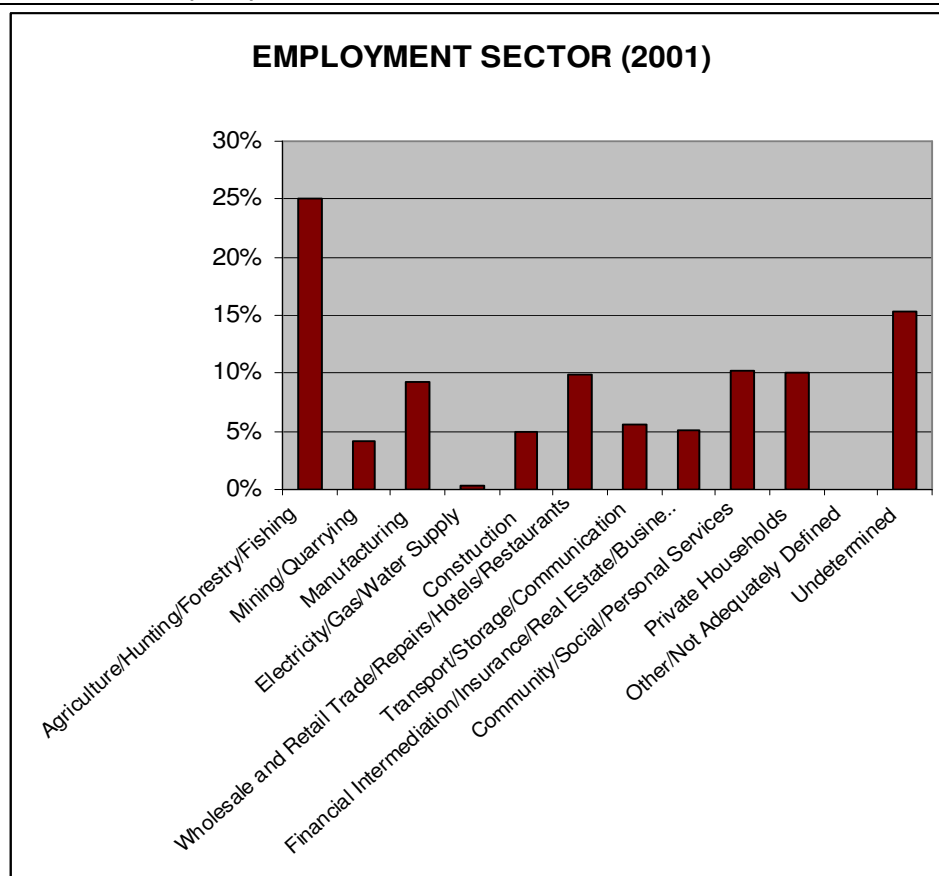


Table 8: Employment Sector

SECTOR	NO	%
Agriculture/Hunting/Forestry/Fishing	3002	25%
Mining/Quarrying	505	4%
Manufacturing	1112	9%
Electricity/Gas/Water Supply	46	0%
Construction	587	5%
Wholesale and Retail Trade/Repairs/Hotels/Restaurants	1196	10%
Transport/Storage/Communication	663	6%
Financial Intermediation/Insurance/Real Estate/Business Services	621	5%
Community/Social/Personal Services	1235	10%
Private Households	1208	10%
Other/Not Adequately Defined	0	0%
Undetermined	1840	15%
TOTAL	12015	100%



The above tables shows that most employed people are in the agriculture sector which is characterized by long hours of work and low pay. Part of the reason for the dominance of this sector can be attributed to low levels of education for the adult population in the Municipality as it was shown earlier. The labour intensiveness of this sector also allows for high numbers of labour to be absorbed into it.

In addition to the data presented above, the QOLS provides information on the type of employment in the respective sectors as well, i.e. full time, part time, self employed etc. This information is presented hereunder:

Table 9: Mfolozi – Employment Type by Economic Sector (2007) (%)

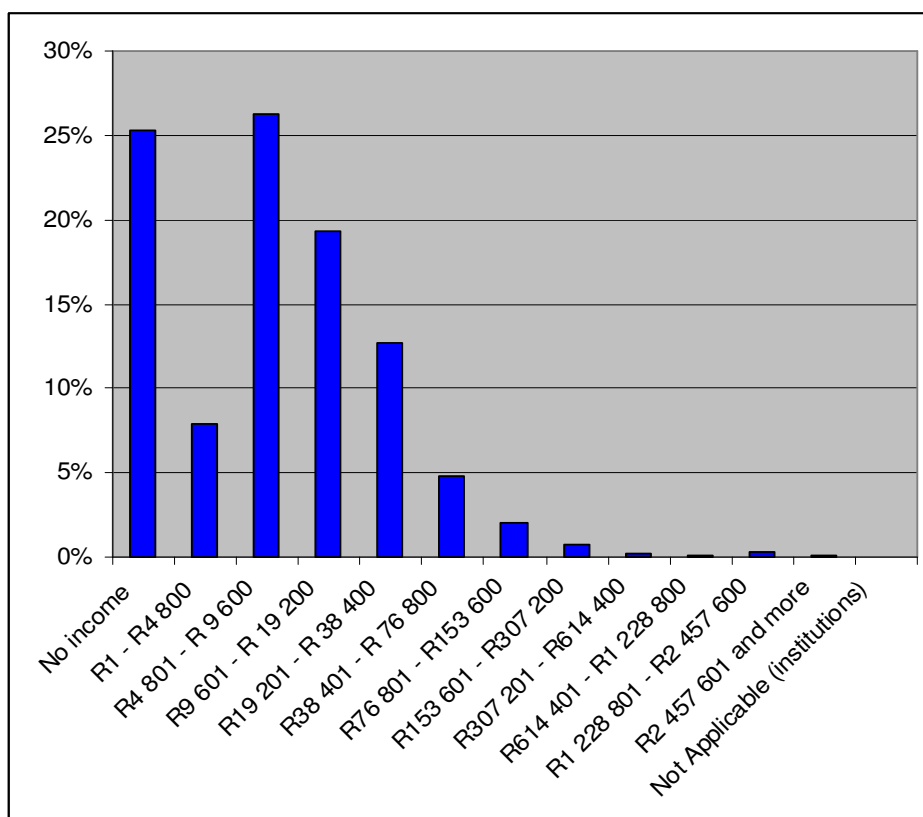
Employment Type	Agric	Mining	Manuf ac.	Electr./ Gas/Wa ter	Constr.	Whole sale/R etail	Bus. Service s	Comm. Services	Pvt HH	Other
Self Employed	0.00	0.00	0.00	6.25	0.00	6.25	0.00	0.00	6.25	81.25
Full Time	1.39	1.39	6.94	6.94	12.50	2.78	0.00	2.78	2.78	62.50
Part Time	7.14	0.00	0.00	0.00	14.29	0.00	0.00	0.00	0.00	78.57

The table on the previous page shows the significance of the construction sector in the Mfolozi Municipality as well as the “other” economic sector.

Table 10: Average Annual Household Income

RANDS PER ANNUM	NO	%
No income	5170	25%
R1 - R4 800	1620	8%
R4 801 - R 9 600	5376	26%

RANDS PER ANNUM	NO	%
R9 601 - R 19 200	3956	19%
R19 201 - R 38 400	2597	13%
R38 401 - R 76 800	987	5%
R76 801 - R153 600	423	2%
R153 601 - R307 200	149	1%
R307 201 - R614 400	54	0%
R614 401 - R1 228 800	16	0%
R1 228 801 - R2 457 600	63	0%
R2 457 601 and more	19	0%
Not Applicable (institutions)	3	0%
TOTAL	20433	100%



According to the **Low Income Households Map** (see attached at the end of Section B.2) which depicts, at ward level, the percentage of households earning less than R1, 600 per month (in 2001), the poorest households reside in Wards 12 and 13. In these wards, more than 85% of the households earned less than R1, 600 per month.

Household expenditure patterns are interesting to consider in context of household income levels. It is a known fact that low income earning households spend a larger percentage of their income on fulfilling basic needs such as food, education, transport etc. The following table shows the main household expenditure items as extracted from the QOLS (2007) to be on the fulfillment of basic needs.

Table 11: Main Expenditure Items

Municipality	Year	Food	Transport	Education	Clothing and Footwear	Medical and Dental
Mfolozi	2004	39.86	8.15	9.50	15.56	6.76
	2005	34.37	12.09	12.75	15.56	3.55
	2007	32.58	6.56	23.17	31.16	2.18
uThungulu	2004	33.75	8.21	19.94	8.34	4.61
	2005	30.70	8.66	11.51	8.97	5.12
	2007	41.21	8.45	13.48	12.00	4.26

The QOLS further investigated the number of dependents per person employed as well as involvement in the informal economy. The following tables show the results for the Mfolozi Municipality in relation to the uThungulu District Municipality.

Table 12: Dependents per Person Employed

Municipality	Year	Dependents per Person Employed
Mfolozi	2004	7.5
	2005	7.7
	2007	6.4
uThungulu	2004	9.4
	2005	5.8
	2007	6.2

Table 13: Involvement in the Informal Economy

Municipality	Year	Involved in Informal Economy
Mfolozi	2004	15.24
	2005	5.23
	2007	18.84
uThungulu	2004	7.28
	2005	2.79
	2007	13.31

The above two tables show that Mfolozi Municipality has a slightly higher dependency ratio than the average for the district while the percentage of households involved in informal economic activity is also slightly higher than the district average.

8.2 ECONOMIC SECTORS

The main drivers of Mfolozi economy are: Manufacturing, Agriculture, Tourism, Commercial and Transport Sectors. The following was extracted verbatim from the Mfolozi LED Strategy prepared through the assistance of Hlombe Project Management Consultants in 2006:

8.2.1 Manufacturing

Mfolozi is an ideal place for both industrial and residential development. There is also a great opportunity for growth in the timber industry which is currently in existence. The area has a massive mining company called; Richards Bay Minerals (RBM) and two timber companies which are SAPPI and Mondi.

Further investigation should be made to establish how local Contractors/SMME's can be empowered through these industries.

Sewing is one of the projects with the highest potential in the area. A Co-operative could be formed by different sewing projects and they could supply schools with uniforms, clinics could be supplied with; bed sheets, pillows/pillow cases, gowns and curtains. This is not the only market available for this project, industries in Richards Bay could be approached and be supplied with uniforms as well and they could serve the whole of uThungulu District and not only focus on serving Mfolozi only. Arts and crafts can also be regarded as component manufacturing as they involve making, although the target market is Tourism.

8.2.2 The agricultural sector

Mfolozi has a potential for farming and cultivation of crops. Its climate is hot and humid with a rainfall of 600mm – 1300mm. Despite the fact that some areas in Mfolozi have a potential for agriculture, however some suitable land is not utilised as a result a substantial amount of food such as maize is imported to the region every month. Agriculture is regarded as means of alleviating poverty, therefore lowest potential earners tend to be involved in agricultural services. People do not actually view agricultural activities in the light of being/becoming LED projects. This sector is highly vulnerable to natural disasters such as drought and pests.

Furthermore epidemics such as HIV/AIDS have a major impact in household capital. Household do not have inputs required for farming if they do not have sources of income.

Small scale farmers find it difficult to access external markets due to fierce competition from commercial farmers who use economics of scale to their advantage. For small scale farmers to succeed and overcome these challenges, they should consider farming legal entities i.e. co-operatives, out growers scheme etc. Mfolozi should consider various strategic plans for agriculture. The strategies should take note of the following weaknesses:

- The need to consider the impacts of HIV/AIDS on development planning
- The need to use a livelihoods framework in planning development
- Inherent problems with institutional vehicles such as co-operatives (all institutions have weaknesses – these should be clearly stated with checks to overcome pitfalls)
- The possibility of Mfolozi being marginalised in the district's agricultural development strategy,
- Genders focus on agriculture particularly in the light of the impact of HIV/AIDS on women.
- A strategy to bring the youth into agriculture should be considered.

Agricultural development in some areas has been limited by historic disposessions of land and land disputes. These issues can be resolved by Regional Authority in co-operation with the Department of Traditional and Local Government Affairs. Mfolozi municipality should strengthen the relationship with Traditional Leaders so that they can jointly deal with these issues, empower the communities and do away with the mentality of depending on social-grants for survival. People should view agriculture as a business opportunity and consider the privilege of availability of land.

Sugarcane and Forestry are the main agricultural crops which emerging farmers concentrate on. However, vegetable gardens are gaining momentum and have a potential market access. Maize is also grown, but it is grown on a small scale with no intention of selling or processing for income. Therefore maize was identified in Mfolozi but could not be prioritised for the reason mentioned above.

A consultative workshop was held with the two major stakeholders in the sugar industry uShukela and Huletts. Both companies are engaged in encouraging small sugarcane growers to have economic sustainable businesses. In the case of uShukela small sugarcane growers in black areas are encouraged to grow more sugarcane to increase the sugarcane tonnage. This in turn will result in growth of the small sugarcane growers as they will increase their production. Currently there are about 700 sugarcane growers at Mfolozi with an average land of 2 hectares. uShukela is encouraging small sugarcane growers to form cooperatives.

Hulett's is engaged in block schemes whereby they have a partnership with small sugarcane growers. One of the main services they provide is preparation of business plans for small sugarcane growers to assist them to access funding. Hulett's also has a partnership with the Land Bank and the government which assist small sugarcane growers with funding. Small sugarcane cooperatives are also assisted with accessing Gijima Funding.

RBM is sponsoring about 100 community gardens at Mfolozi by providing them with seedlings and advice. They are also promoting the growing of indigenous crops and vegetables such as amadumbe, izindlumbu and sweet potatoes. The research conducted indicated that there is an increase in demand of these crops. RBM is running these projects in partnership with Owen Sithole Agricultural College. They have also bought a hatchery for indigenous fowls which will be installed at Owen Sithole College to service the communities of KwaMbonambi, Sokhulu and Mthethwa. One day old chicks will be sold to small farmers in Mfolozi area at reasonable rates. These fowls have been chosen as they can be used for ceremonial purposes, meat as well as for eggs. Furthermore they are cheaper to maintain, as they feed on grass by grazing.

Interviews were conducted with SAPPI and Mondi representatives and it was established that both are involved in funding some agricultural related project such as poultry and community gardens. SAPPI has independently established a Community Forum where sustainable projects are identified. They are also engaged in Project Grow at Sokhulu, Mfolozi and the rest of the province assisting Small-Scale Farmers in planting forests and getting markets. Both Sappi and Mondi are willing to support LED projects at Mfolozi.

8.2.3 The tourism sector

Research conducted by The World Travel and Tourism Council has identified tourism as the world's largest generator of jobs. South Africa is already observing this trend, however The White Paper released in 1995 by the Department of Trade and Industry states that tourism should be properly organized and focused in order to create jobs within a short period of time. Tourism industry should be looked at a broader view as it influences other sectors of the economy. The boom in tourism within the Mfolozi area will influence businesses, as there will be demand for food, craft, clothing etc. The SMME sector will initially benefit in the development phase of tourism sector, an example would be during the construction of a Tourist Junction where SMME's would conduct the construction of the development.

Investigation conducted by Haley Sharpe in 2003 showed that uThungulu is not a preferred destination by tourists, except for business tourists who come to Richards Bay for business interests. The research also recommended close cooperation between the six local municipalities within uThungulu of which Mfolozi is one of them. Furthermore the utilization the six local municipalities should utilize available role-players in tourism liaise, obtain guidance, support from Provincial tourism role-players such as KZN Department of Economic and Tourism, KZN Tourism Authority, Trade and Investment KZN. In particular the KZN Tourism Authority is responsible for developing, promoting and marketing tourism in the province of KZN. Furthermore the KZN Tourism Authority is tasked with developing the municipal tourism policy Mfolozi Municipality in particular should conduct market research in consultation with the other municipalities to understand the needs of tourists and what will make Mfolozi a preferred tourist destination.

The tourism potential of the municipality is not being realised. There are no tourism facilities, but the municipality has high potential for the development of a tourism sector, which could bring much needed capital into both the District and Local Municipality. The N2 going to the northern region is used by tourists when travelling to other tourist attraction sites within Umkhanyakude District. The proposed establishment of N2 KwaMbonambi Tourist Junction Project should go ahead as it would

promote tourism in the area and benefit the community. It will also promote other potential tourism sites such as; Nine Mile Beach, Dawsons Rock Development, Lake Eteza Nature Reserve.

Loopholes:

- The lack of information about tourist attractions in the region;
- The state of infrastructure in the rural and tribal areas, which restricts the development of the tourist, trade;
- The lack of accommodation and related tourist facilities throughout Mfolozi;
- The lack of information, skills and business acumen to take advantage of possible tourist markets in the rural areas;

Tourism should not be seen as just Bed and Breakfast, but arts and crafts should also be considered as part of tourism. Arts and craft are major drawcard of tourism as visitors are interested in African heritage which includes traditional attire. Zululand Art and Craft, a section 21 company is engaged in organising artists and crafters in the Northern Zululand to become effective. Crafters and artist should first affiliate the Zululand Art and Craft before they can benefit from the expertise available at Zululand Art and Craft. A database of affiliated artists and crafters has been developed. Zululand Art and Craft offers capacity building to affiliated arts and crafters which includes:

- Training artists and crafters in measurements so that they can make traditional attire and traditional beads according to size. They should understand the concept of small, medium and large;
- Costing and pricing of products so that they can make a profit;
- Improving product finish to make it attractive;
- Labelling skills of the product;
- Packaging of product to ensure that it is not damaged;
- Display of products so as to entice a customer;
- Customer care which includes how to communicate with a customer.

Zululand Art and Craft also has its marketing arm in Richards Bay where arts and crafters bring their products to the market where they are sold.

8.2.4 The local business sector at Mfolozi

There are few small to medium size businesses operating in the town of Mbonambi. A standardised Business Retention and Expansion Survey of some of these businesses showed the following:

- There is a need to provide training facilities and workshops – capacity building
- A need was identified to support small businesses
- More sites should be made available for small businesses at reasonable rentals
- Some stakeholders felt that crime was a serious disincentive to invest at Mfolozi.

8.2.5 The transport sector

The area of Mfolozi was fairly well serviced with the N2 National Road and several primary roads traversing the local municipality. However, the local road network is problematic, the road infrastructure needs to be upgraded and certain roads need to be constructed.

The lack of adequate roads also has implications for access to transport, local economic development opportunities, access to education, etc. This sector does have opportunities for transporting timber for SAPPI and Mondi and according to interviews there are a few contractors from Mfolozi area who are

currently rendering the service. Both companies acknowledged that there is a gap of BEE in Timber Transportation, however this gap will be addressed in the Forestry Charter.

8.2.6 The informal sector

The informal sector finds itself disadvantaged because:

- There are no facilities such as street furniture, safe packaging and storage facilities for sellers
- Competitive advantage of big supermarkets makes it difficult for the informal traders (the informal traders compete with the supermarkets who sell the goods at a very cheap rate because they buy their stock in bulk and this reduces their potential income and growth of their business)
- Sellers are not able to expand their businesses and employ people. They need capital for expansion.
- They are not aware of incentives packages which could benefit them
- There is a lack of management and business skills

There are a number of emerging contractors at Mfolozi who are keen to work but not able to secure contracts for a number of reasons which includes amongst other things the following:

- Complicated tendering process
- Lack of basic start-up capital
- Fear of the "Tax Man" (i.e. SARS)
- Lack of exposure to opportunities.

Although the informal sector finds itself in a disadvantaged position, the Provincial Government is committed to promoting and developing SMME's through the Department of Economic Development. This process has led to the establishment of the Small Enterprise Development Agency (SEDA), which will assist the SMME's to access funding and local procurement in line with government's procurement policy of BEE procurement. The government is also advocating for rural development and Ithala Bank is used a vehicle to provide business support to SMME's.

In the White Paper published by the Department of Trade and Industry in March 1995 a National Strategy for the Development and Promotion of Small Business in South Africa to address job creation, economic growth and equity especially for people in rural areas. This is aimed at moving away from poverty alleviation, but instead economic sustainability. The government proposed the establishment of Local Service Centre in rural areas where a variety of services (such as skills) will be accessed.

Within the uThungulu region business organisations (Zululand Chamber of Business, Zululand Chamber of Business Foundation, Business Development Centre and Business Against Crime Zululand) have formed a powerful body to focus at issues affecting business in the area. LED has been identified as one of areas of focus.

A number of opportunities exist for this sector, and during the consultation with Mondi it transpired that they are running projects to provide their retrenched employees and willing people with business skills on the following projects:

- Alien weed control which is an outsourced service to remove unwanted plants;
- Catering which involves catering for contractors operating at Mondi Forest operations and community projects sponsored by Mondi. The food supplied will be subsidised so that it can be sold at low prices;
- Biofuel involves outsourcing the harvesting waste such as bark which is collected by emerging contractors and sold to Mondi.

Cooperation between the informal business and the tourism industry is very important as the boom in tourism will benefit the informal business sector. During the 2005 Investment Conference held in Durban various investment opportunities were identified and Richards Bay – Empangeni Spatial Development Initiative was identified for downstream processing industries, infrastructure projects, SMME development and tourist attractions.

8.2.7 Finance Sector

Finance for LED projects could be obtained from finance institutions such as Ithala Bank, KZN Growth Fund, Gijima KZN, IDC depending on the project nature and size. Ithala Bank contributes in the promotion of LED by providing business loans and more especially in the area of Co-operative formation. The nearest branch to Mfolozi is in Mtubatuba. The primary requirement to qualify for any funding is to be registered as a legal entity such as a cooperative. The other requirement is that the representatives of cooperative should be trained by the FET College before it can be financed. The FET College provides skills on business administration and drawing up of business plans. Although the responsibility of training does not lie with Ithala, they only assist to coordinate the training between the FET College and the nearest is Umfolozi College in Richards Bay. The FET provides the community with a trainer and the community arranges a training hall and accommodation for the trainer.

Once the business has been registered as a legal entity and trained, they should submit a business plan. Ithala would then assess whether the business can be financed based on the business plan. She stated that negotiations are made on the term of payment of the loan and the loan has annual interest of $\pm 10.5\%$ payable. It was also established that R20 000 of the funding provided to cooperatives is grant and the rest is payable. Currently the cooperatives are funded to maximum of R500 000. We were also advised that finance is available for individual applicants on submission of a comprehensive business plan and business financial statements are necessary.

However, during the consultation with stakeholders it transpired that some of the business plans did not meet the standards and in some cases there is crucial information missing. This resulted in backlog of funding applications as the business plans had to be redone. It was suggested that there should be a meeting between Ithala, FET Umfolozi College and the Municipality to discuss issues pertaining business plans and funding.

8.3 LED SWOT ANALYSIS

8.3.1 Strengths

- Land suitable for farming
- Impressive national financial fundamentals which attract investments to the province
- Existence of Co-operatives of different sectors
- Location of the municipality along the coast and the economic infrastructure
- Closeness to popular tourism and heritage sites
- Human resource base
- Community eager to participate in community development projects
- Next to Richards Bay Harbour
- N2 national road linking Durban and the Zululand passes through Mfolozi
- Rural areas are developing
- Availability of schools and clinics in the area.

- Good rainfall especially Sokhulu
- Underutilised rural land
- Sugarcane grown for commercial agriculture
- Timber forests are grown in the area

8.3.2 Weaknesses

- High levels of poverty and underdevelopment
- Shortage of basic services to rural communities of the municipality
- Low levels of tourism
- High illiteracy
- Lack of skills base
- No resource / information centre
- Uncoordinated development
- Inadequate infrastructure such as roads, sanitation, water, electricity
- Town of Mbonambi is not well developed and marketed.

8.3.3 Opportunities

- Mfolozi is closer to the town of Richards Bay, which not only have an Industrial Development Zone, but also is one of the fastest growing towns in SA.
- Dube Port to be constructed next to the King Shaka Airport, will provide sustainable economic growth in the province
- The national road N2, that links to Durban, the KZN North Coast, the Eastern Cape, Cape Town, the Garden Route, Gauteng and Mpumalanga traverses the area of Mfolozi Municipality
- Wide range of tourism opportunities and close proximity and jurisdiction over some part of Indian Ocean Beaches.
- Strategic initiative: relocation of Durban Airport to LaMercy by 2006
- Access to both the Richards bay and Durban Ports for imports and exports.
- Undertaking by the Provincial Government to activate and put into operation the KZN Growth Fund to expand public and private investment in local job creation opportunities.
- Undertaking by the Provincial Government to establish a regionally-based Community College System focusing on life and business skills training.
- Easy and close access to the two Provincial Airports of Richards Bay and Durban.
- Rich Cultural Heritage in KZN province
- Strengthening of provincial development institutions: Ithala transformed into a vibrant developmental and empowerment; KZN Tourism Authority (KZNTA) has developed many products to attract international tourists' Promotion of community-based tourism by KZNTA; TIKZNZN has strengthened its relationship with municipalities across the province, in order to identify and facilitate trade and investment at local government levels.
- Establishment of Waste Management can have an influence in economy by creating additional employment opportunities.
- Tourism development which could be in the form of Bed and Breakfast outlets, cultural village etc.
- Investment opportunities with a view of locals having some ownership in the investment of B&Bs, filling stations, tourism centre
- Agribusiness development
- Establishment of a nursery for flowers, forests and vegetables.

8.3.4 Threats

- HIV / Aids and other diseases
- Poor infrastructure and social facilities
- Increasing unemployment rate, poverty and underdevelopment
- Vulnerability to disasters such as floods and droughts.
- Disintegrated service delivery at local, provincial and national spheres of government.
- Negative perceptions about the KZN province
- Culture of employment – people not eager to venture into business
- Fast development of neighbouring municipalities

8.4 LED PRIORITY PROJECTS

The table below sets out the priority proposed type of LED that could succeed in Mfolozi Municipal Area:

Sector	Project	LED Potential	Funding Potential	Source
Agricultural	<ul style="list-style-type: none"> • Vegetable Production • Poultry 	<ul style="list-style-type: none"> • Very High • Very High 	<ul style="list-style-type: none"> • D.O.A • D.O.A 	<ul style="list-style-type: none"> • Survey • Survey
Manufacturing	<ul style="list-style-type: none"> • Block Making • Sewing • Welding Burglar Guards (Proposed) • Furniture Factory (Proposed) • Toilet Paper 	<ul style="list-style-type: none"> • High • Very High • High • High • Very High • High 	<ul style="list-style-type: none"> • D.E.D • D.O.A & D.E.D • D.E.D • D.E.D • D.E.D 	<ul style="list-style-type: none"> • Survey • Survey • Survey • Survey • Survey
Tourism	<ul style="list-style-type: none"> • Hospitality services • Cultural Village (Proposed) 	<ul style="list-style-type: none"> • High • A proposed idea 	<ul style="list-style-type: none"> • D.E.D. & D.O.L • Arts & Culture 	<ul style="list-style-type: none"> • Survey & Interviews • Interviews
Craft	<ul style="list-style-type: none"> • Craft Market 	<ul style="list-style-type: none"> • Very high 	<ul style="list-style-type: none"> • D.E.D. & D.O.L. 	<ul style="list-style-type: none"> • Survey & interviews
Sector	Project	LED Potential	Funding Potential	Source
Construction	<ul style="list-style-type: none"> • Builders • Road Construction 	<ul style="list-style-type: none"> • Average • Very High 	<ul style="list-style-type: none"> • D.O.L. • D.O.T. 	<ul style="list-style-type: none"> • Survey • Interview
Informal SMME's	<ul style="list-style-type: none"> • Mechanics • Catering • Spaza Shops 	<ul style="list-style-type: none"> • Very High • Average • High 	<ul style="list-style-type: none"> • D.O.L. & D.E.D. • D.O.A. & D.O.L. • D.E.D. 	<ul style="list-style-type: none"> • Survey • Interviews • Survey

Formal SMME's	<ul style="list-style-type: none"> • Fuel Filling Station • Containers (Proposed) 	<ul style="list-style-type: none"> • High • Very High 	<ul style="list-style-type: none"> • D.E.D. • D.E.D. 	<ul style="list-style-type: none"> • Interviews • Survey
---------------	-----------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------	------------------------------------------------------------------------------	----------------------------------------------------------------------------------

8.4.1 Developing the Agricultural Sector

Most of the cooperatives at Mfolozi concentrate on vegetable gardens and poultry farming which are very small and are more of poverty alleviation projects. Due to their size, and the fact that they are ward orientated rather than feasibility they are not sustainable. For these vegetable gardens to be sustainable the cooperatives should move towards vegetable farming which will be massive in size and not particular to a specific ward.

Vegetable farming can be considered by funding bodies, as it will be sustainable and can be provided resources. The vegetable farming will be more organised as they will be operating as cooperatives. The vegetable farming will operate at an economic of scale which will be attractive to the markets due to continuous supply. With an economic of scale the cooperatives will have the bargaining power, risks spread and will become competitive.

Once the concept of vegetable farming has been accepted, it should be extended to other components of farming which are poultry production, nursery, fresh produce facility, livestock farming and will be referred to as community farming. Through community farming the subsistence farmers will be upgraded into commercial farmers and thus operate economically sustainable farming operations.

It emerged from the consultative workshop that there is a need to establish agricultural support services which will provide training, extension services. The establishment of agricultural support services will contribute to the development of the agricultural sector in terms of technology, market, information and mentorship.

It is also critical that there is coordination between all role players in the development of agricultural sector. In case of sugarcane involvement of extension services from the sugarmills will play a major role. The expertise from the Department of Agriculture and Owen Sithole College of Agriculture are vital to the development of agriculture. It has also been learnt that the local industry is providing skills and resources for the development of agricultural sector, therefore the coordination of role players will make the agricultural sector stronger and sustainable.

The engagement of regional structures from the Eshowe Agricultural office as part of the role players may facilitate commitment from the local agricultural office. The cooperation of the local

office will contribute to unlocking the agricultural potential of Mfolozi, thus stimulate economic growth of the sector.

8.4.2 Developing the Tourism Sector

Tourism has been identified as a sector with a highest potential, although it has been found to be weak. Mfolozi area is well positioned to develop as a tourism destination. It is important that tourism should be coordinated at the District level of uThungulu with all six local municipalities contributing to the promotion of the district as they will all benefit.

The District municipality should exploit the provincial branding of Kingdom of the Zulu to attract tourist to the District. Mfolozi Municipality will reap the benefits as it is part of the uThungulu District. The six local Municipalities should consult and cooperate with each other on tourism issues so that they can coordinate tourism activities within the district.

Tourism should not be viewed as just B&B, but should include major tourism drivers such as arts and craft, natural Heritage of the area.

8.4.3 Development of the Manufacturing sector

A substantial number of SMMEs are engaged in the manufacturing sector and in industries such as carpentry, sewing, baking. This sector has been identified as a sleeping giant which can contribute to the economic development of Mfolozi. For this sector to thrive the following issues should be considered:

- Difficulty in accessing finance
- High failure rate of SMMEs
- High levels of poverty
- Lack of basic business skills and technology
- Lack of infrastructure
- Lack of information and advisory centres
- Local bias (trading only in Mfolozi)
- Export

8.4.4 Unpacking of Identified Projects

CO-ORDINATE POULTRY FARMING		
Description Co-ordinate the farming of poultry in Mfolozi		
Purpose To make poultry farming in Mfolozi economically sustainable.		
Anticipated Outcomes <ul style="list-style-type: none"> • Generate income from poultry farming • Create employment through poultry farming 		
Activities <ul style="list-style-type: none"> • Identify co-operatives engaged in poultry farming. • Identify key stakeholders and their role • Identify needs and skills of poultry farmers • Identify market and negotiate with possible major customers • Organise the formation of a big poultry farming co-operative • Facilitate access to funding for the project 		
Responsible Body Mfolozi Municipality	Other Role Players Department of Agriculture, Cwaka College of Education, RBM	
Estimated Cost R1.5 million	Potential Funders Gijima KZN, Ithala	TimeFrame 12 months depending on funding

CO-ORDINATE SEWING PROJECTS		
Description Co-ordinate the sewing projects in Mfolozi		
Purpose To organise sewing projects in Mfolozi to make them economically sustainable.		
Anticipated Outcomes <ul style="list-style-type: none"> • Develop entrepreneurs in the sewing industry • Create employment through the sewing projects 		
Activities <ul style="list-style-type: none"> • Identify co-operatives engaged in sewing projects. • Identify key stakeholders and their role • Identify needs and skills of co-operatives engaged in sewing • Facilitate the access to markets for the sewing projects • Facilitate access to funding for the project 		
Responsible Body Mfolozi Municipality	Other Role Players Department of Health, Department of Education, local industries	
Estimated Cost R1 million	Potential Funders Gijima KZN, Ithala	TimeFrame 12 months depending on funding

MAKE BURGLAR GUARDS PROJECT SUSTAINABLE		
Description Organise the SMMEs and cooperatives involved in welding burglar guards in Mfolozi		
Purpose To make the block making project in Mfolozi economically sustainable.		
Anticipated Outcomes <ul style="list-style-type: none"> • Develop SMMEs engaged in welding burglar guards into entrepreneurs • Create employment in the welding of burglar guards 		
Activities <ul style="list-style-type: none"> • Identify co-operatives and SMMEs engaged in burglar guards • Identify key stakeholders and their role • Identify needs and skills of burglar guard makers • Identify the market and its needs • Facilitate access to funding for the project 		
Responsible Body Mfolozi Municipality	Other Role Players ZCB, Local industries	
Estimated Cost R1 million	Potential Funders Gijima KZN, Ithala	TimeFrame 12 months depending on funding

ESTABLISH A FURNITURE FACTORY		
Description Establish a Furniture Factory in Mfolozi		
Purpose To establish a furniture factory which will supply the local market.		
Anticipated Outcomes <ul style="list-style-type: none"> • Develop entrepreneurs in the furniture industry • Create employment 		
Activities <ul style="list-style-type: none"> • Conduct feasibility study • Draw up a business plan • Apply for funding • Construct the factory • Identify co-operatives and SMMEs who are going to operate the factory 		
Responsible Body Mfolozi Municipality	Other Role Players ZCB, Local industries	
Estimated Cost R3.5 million	Potential Funders Gijima KZN, Ithala	TimeFrame 12 months depending on funding

ESTABLISH A TOILET PAPER FACTORY		
Description Establish a toilet paper factory in Mfolozi		
Purpose To create employment opportunities		
Anticipated Outcomes <ul style="list-style-type: none"> • Develop entrepreneurs in Mfolozi • Create employment 		
Activities <ul style="list-style-type: none"> • Conduct feasibility study • Draw up a business plan • Apply for funding • Construct the factory • Identify co-operatives and SMMEs who are going to operate the factory 		
Responsible Body Mfolozi Municipality	Other Role Players ZCB, Local industries	
Estimated Cost R1.2 million	Potential Funders Gijima KZN, Ithala	TimeFrame 12 months depending on funding

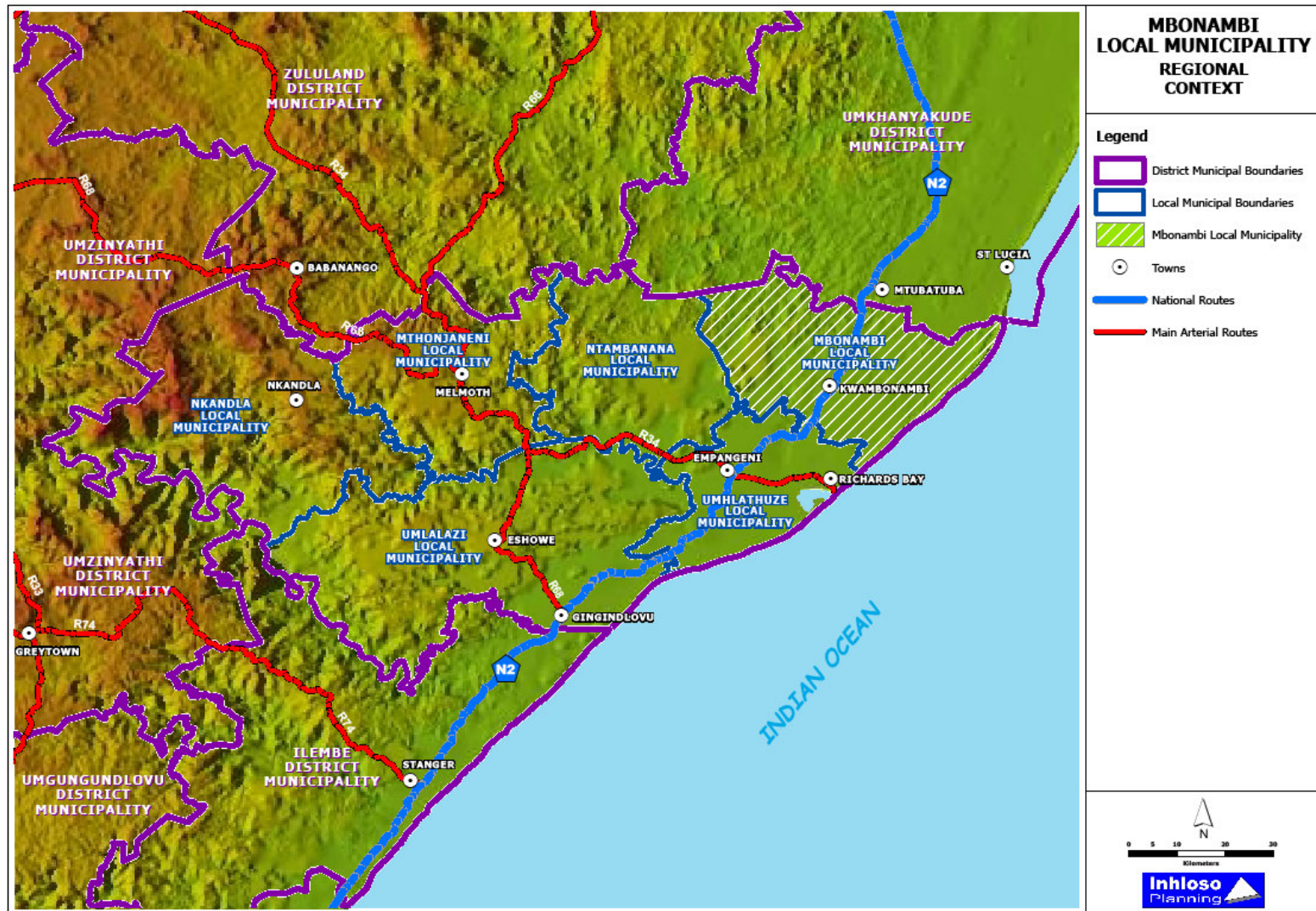
CO-ORDINATE SERVICE PROVIDERS IN HOSPITALITY INDUSTRY		
Description Co-ordinate service providers in the hospitality industry		
Purpose To capacitate service providers in the hospitality industry		
Anticipated Outcomes <ul style="list-style-type: none"> • Develop entrepreneurs in Mfolozi and make their businesses economically sustainable • Create employment 		
Activities <ul style="list-style-type: none"> • Identify service providers in the hospitality industry • Identify key stakeholders • Identify needs and skills of service providers in the hospitality industry • Identify the market and its needs • Facilitate access to funding for the project 		
Responsible Body Mfolozi Municipality	Other Role Players ZCB, Local industries	
Estimated Cost R500 000	Potential Funders Gijima KZN, Ithala	TimeFrame 12 months depending on funding

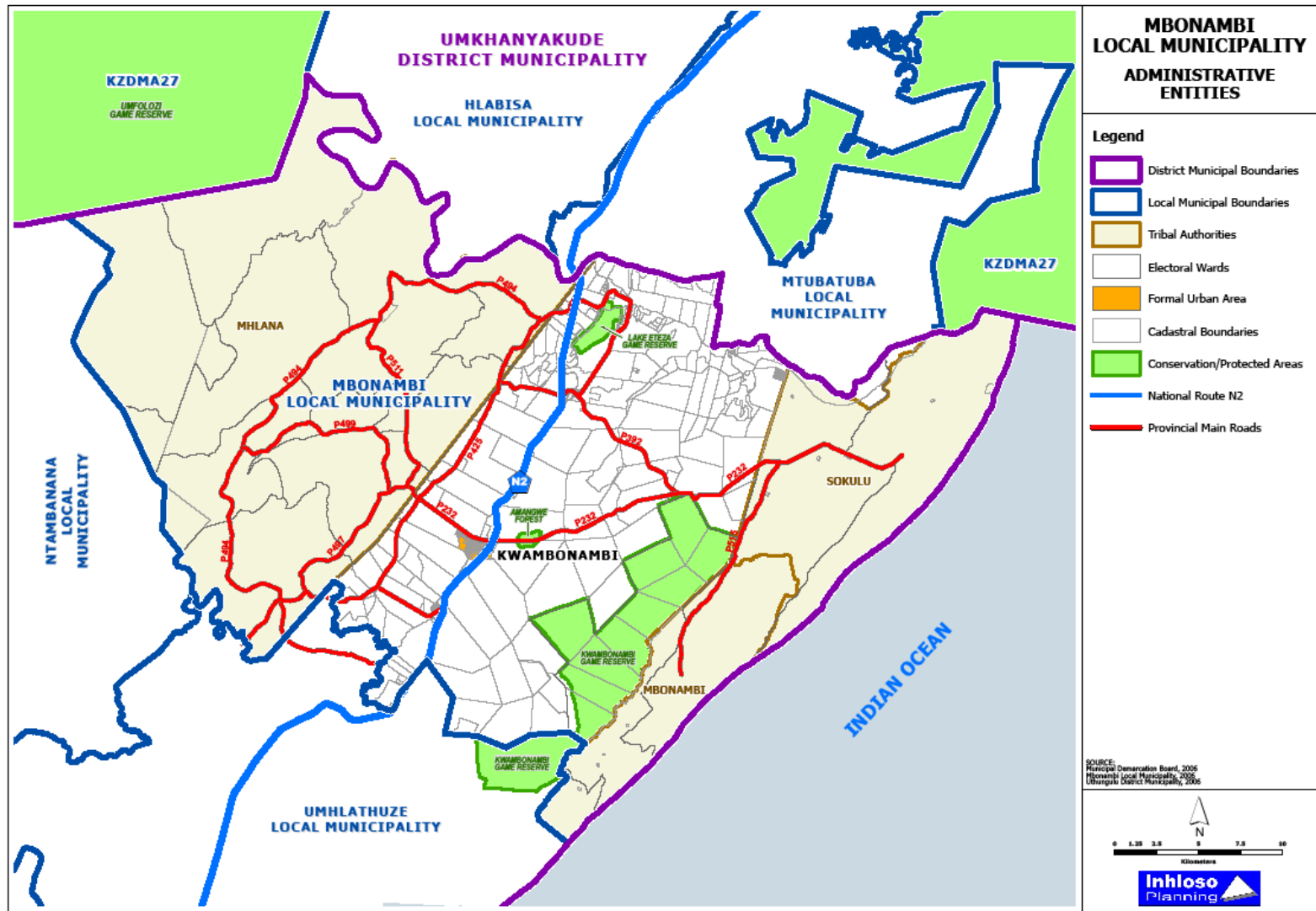
CO-ORDINATE BUILDERS AND CONTRACTORS IN ROAD CONSTRUCTION			<p>Description Capacitate the informal business sector (mechanics, caterers, spaza shops) in business skills</p> <p>Purpose To capacitate the informal business sector thus making their businesses economically viable</p> <p>Anticipated Outcomes</p> <ul style="list-style-type: none"> • Develop the informal business sector in Mfolozi • Economically sustainable businesses which will create employment <p>Activities</p> <ul style="list-style-type: none"> • Identify SMMEs in Mfolozi • Identify key stakeholders • Identify needs and skills of SMMEs • Identify the market and its needs • Facilitate access to funding for the project <table border="1" style="width: 100%;"> <tr> <td colspan="2">Responsible Body Mfolozi Municipality</td> <td colspan="2">Other Role Players ZCB, Local industries</td> </tr> <tr> <td colspan="2">Estimated Cost R500 000</td> <td>Potential Funders Gijima KZN, Ithala</td> <td>TimeFrame 12 months depending on funding</td> </tr> </table>			Responsible Body Mfolozi Municipality		Other Role Players ZCB, Local industries		Estimated Cost R500 000		Potential Funders Gijima KZN, Ithala	TimeFrame 12 months depending on funding
Responsible Body Mfolozi Municipality		Other Role Players ZCB, Local industries											
Estimated Cost R500 000		Potential Funders Gijima KZN, Ithala				TimeFrame 12 months depending on funding							
Description Co-ordinate builders and road construction contractors in Mfolozi													
Purpose To capacitate the SMMEs involved in building and road construction													
Anticipated Outcomes													
<ul style="list-style-type: none"> • Develop building and road construction contractors in Mfolozi • Economically sustainable businesses which will create employment 													
Activities													
<ul style="list-style-type: none"> • Identify building and road construction contractors • Identify key stakeholders • Identify needs and skills of building and road construction contractors • Identify the market and its needs • Facilitate access to funding for the project 													
Responsible Body Mfolozi Municipality		Other Role Players ZCB, Local industries											
Estimated Cost R500 000		Potential Funders Gijima KZN, Ithala	TimeFrame 12 months depending on funding										
CAPACITATE SMMEs													

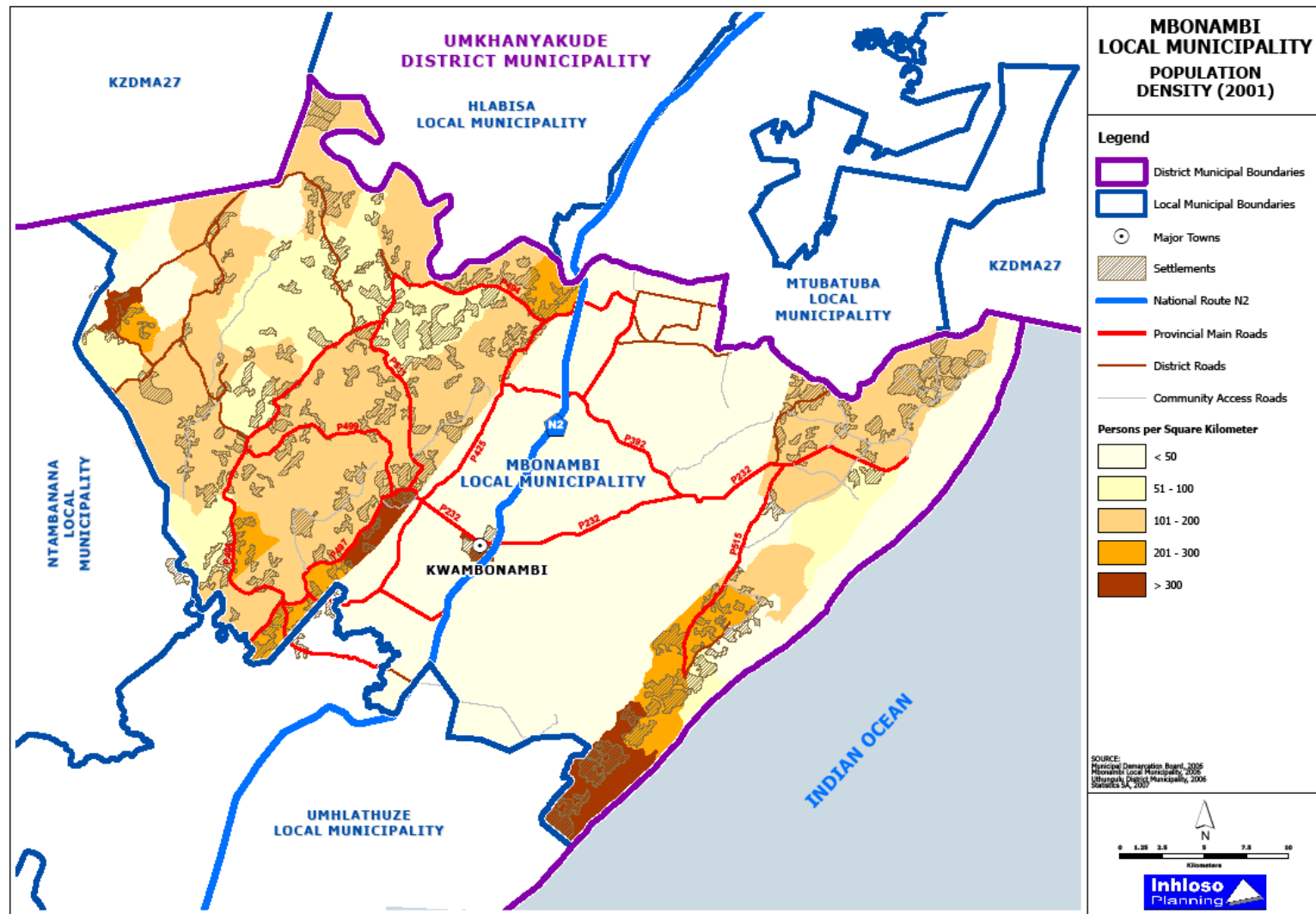
ESTABLISH A PETROL SERVICE STATION		
Description Establish a petrol service station along the N2 national road in Mfolozi		
Purpose To attract tourists to Mfolozi		
Anticipated Outcomes <ul style="list-style-type: none"> • Tourist will visit Mfolozi and get to know more of Mfolozi • Economically sustainable businesses which will create employment 		
Activities <ul style="list-style-type: none"> • Conduct feasibility study • Draw up a business plan • Apply for funding • Construct the service station • Identify tenants for the service station 		
Responsible Body Mfolozi Municipality	Other Role Players ZCB, Local industries	
Estimated Cost R4.5 million	Potential Funders Gijima KZN, Ithala	TimeFrame 12 months depending on funding

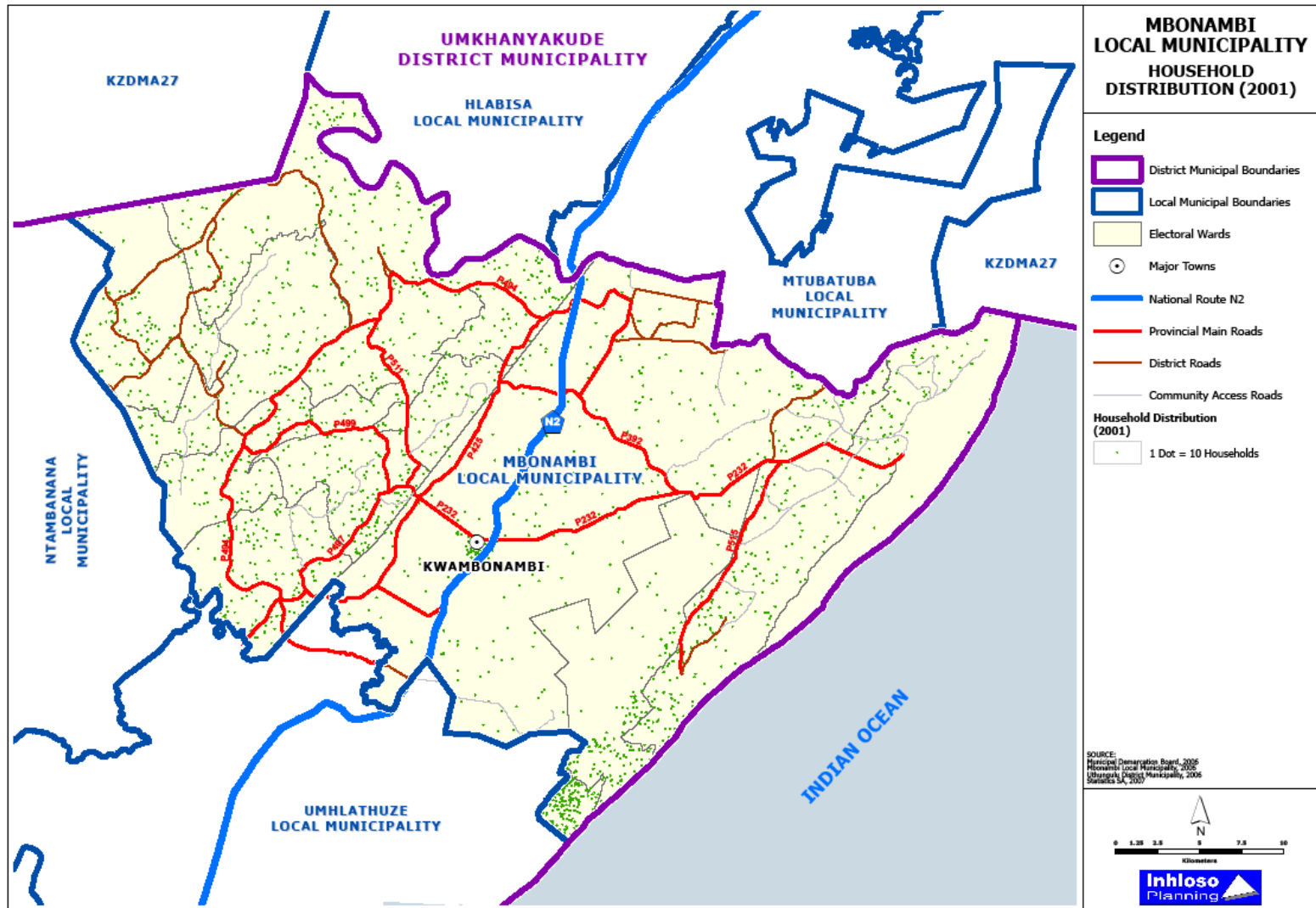
Year	Project
Year 1	Cultural Village, Petrol Service Station
Year 2	Vegetable Market
Year 3	Builders and Road Construction, Block Making, Sewing, Hospitality Services
Year 4	Toilet Paper, Poultry, SMMEs, Welding Burglar Guards
Year 5	Furniture Factory

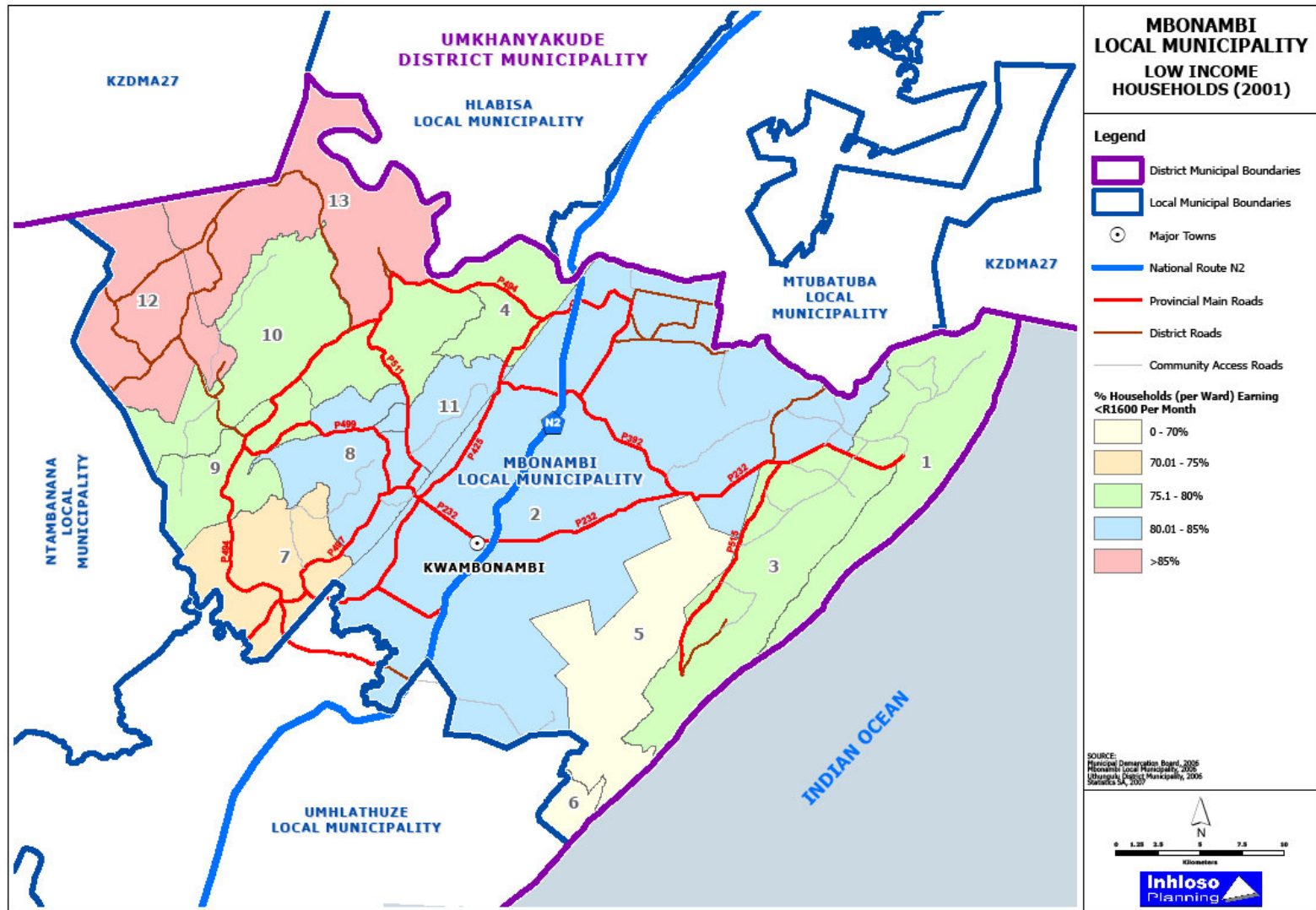
18.2 Implementation Plan











9. SOCIAL OVERVIEW

This section of the report reflects on the following:

- Community facilities at secondary and tertiary nodes
- Travel Time to Community Facilities
- Education Facilities
- Health Facilities
- Community Centres / Halls
- Sports Fields / Facilities
- Traditional Administrative Centres
- Cemeteries
- Crèches
- Pension Payout Points
- Distribution of Community Facilities

The facilities indicated in the tables below, have been identified through (1) fieldwork in the preparation of the UDM Community Facilities Plan and (2) Databases of the Departments of Health (2006) and Education (2000).

The following maps are included at the end of this Section:

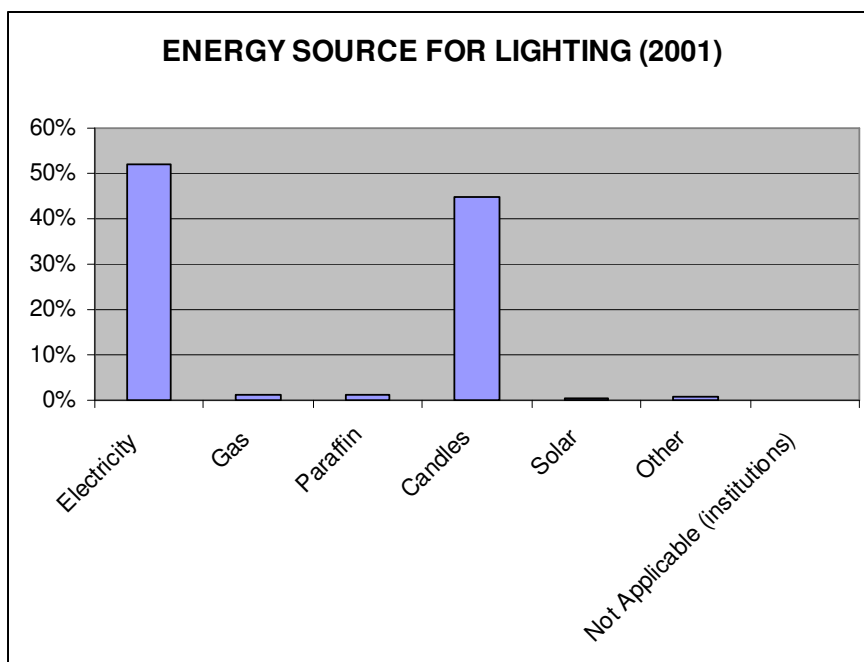
- Education Facilities
- Health Facilities
- Community Centres / Halls
- Sport Fields / Facilities
- Courts
- Cemeteries
- Crèches
- Pension Payout Points
- Distribution of Community Facilities
- Land Capability

9.1 ELECTRICITY

Electricity is supplied in bulk by Eskom who also provide the reticulation to informal settlements. Most of the households in the traditional areas have inadequate access to electricity. The UDM has prepared an Energy Sector Plan which has identified primary areas for supply for the elimination of the electricity backlog on an incremental basis.

Table 14: Energy Source for Lighting (2001)

ENERGY SOURCE (2001)	NO	%
Electricity	10617	52%
Gas	213	1%
Paraffin	220	1%
Candles	9157	45%
Solar	97	0%
Other	134	1%
Not Applicable (institutions)	0	0%
TOTAL	20438	100%



The information on the previous page is as per the 2001 Census. The following has been extracted from the 2007 uThungulu QOLS:

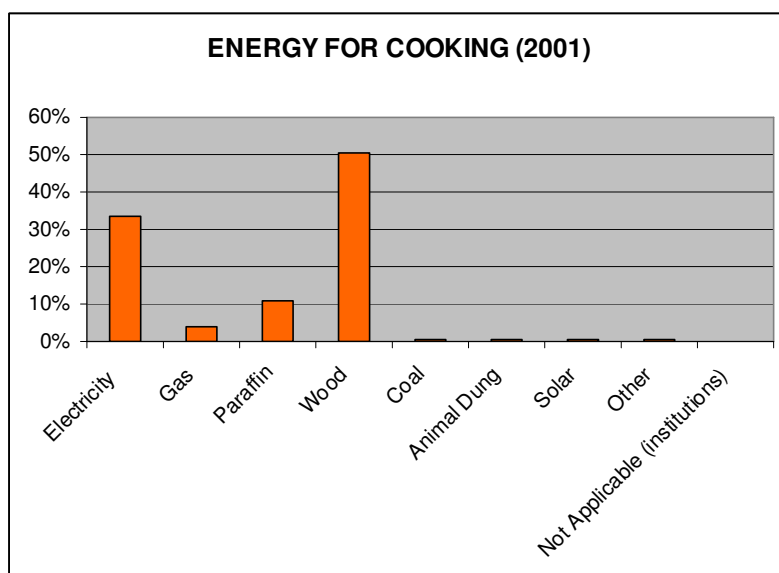
Table 15: Energy for Lighting as per Quality of Life Survey (2007)

Municipality	Year	Electricity (Eskom/Local Authority)	Electricity (Solar)	Gas	Paraffin	Candles
<i>Mfolozi</i>	2004	32.93	0.00	0.00	1.22	60.98
	2005	56.86	0.00	0.00	0.65	42.48
	2007	50.72	0.72	0.00	0.72	47.83
<i>UTHUNGULU</i>	2004	39.16	0.25	0.58	3.97	43.87
	2005	42.60	0.09	0.17	1.12	53.53
	2007	48.53	0.23	0.39	1.70	48.46

The above table shows an increased use of Eskom power and a decrease in dependence of candles for lighting in the Mfolozi Municipal Area.

Table 16: Energy Source for Cooking (2001)

ENERGY SOURCE (2001)	NO	%
Electricity	6870	34%
Gas	815	4%
Paraffin	2196	11%
Wood	10271	50%
Coal	102	0%
Animal Dung	85	0%
Solar	48	0%
Other	53	0%
Not Applicable (institutions)	0	0%
TOTAL	20440	100%



The following has been extracted from the 2007 uThungulu QOLS in respect of energy sources for cooking.

Table 17: Energy for Cooking as per the Quality of Life Survey (2007)

Municipality	Year	Electricity (Eskom/Local Authority)	Gas	Paraffin	Wood
Mfolozi	2004	24.39	5.49	14.02	53.05
	2005	47.71	1.31	9.15	41.83
	2007	37.68	13.77	21.01	27.54
UTHUNGULU	2004	38.74	3.48	9.60	42.30
	2005	31.30	6.10	10.21	51.21
	2007	36.88	4.71	11.50	46.45

The above tables shows an increase in the use of Eskom power for cooking purposes as well as a decreased dependence on wood for such purposes.

Projects which have commenced with electrification in 2006/2007 financial year are and were completed in the 2010-2011 financial year:

- Shwashweni,
- Nhlangwini
- Dondotha
- Gegede
- Embabe,

The following projects have started and arte due for completion by June 2010:

- Mnqagayi,
- Sobhuza,
- Nxebeni,
- Matholeni,
- Nkanyezi,

The Sokulu Group Schem is to be implemented in the 2010-2011 financial year and includes the follwing areas:

- Hlanzeni,
- Ndlabeliyandula,
- Nhlanzini,
- Nkunzebomvu,
- Sokhulu,
- Amalala,

9.2 TRANSPORT NETWORK

The Municipality has a well developed road network on a national, district, and local scale, but the condition of the majority of the local roads are poor, and access is problematic in wet conditions. The UDM has prepared an Integrated Transportation Plan which will designate roads in need of upgrade thus hopefully improving local movement. Mfolozi Municipality has prepared a Rural Roads

Maintenance Plan, this plan has contains a study of the current roads condition and the required resources required to maintain the roads in an acceptable condition.

The Durban/Maputo/Gauteng railway line traverses the municipality and passes through Mfolozi. It is mainly used for the transportation of freight, to Gauteng and Mpumalanga, but a passenger service has been introduced between Durban and Maputo.

9.3 CEMETERIES / CREMATORIA

The UThungulu District Municipality is the designated service provider at a regional level, but the local municipalities are responsible for municipal burial sites. The Mfolozi Municipality does not have a municipal cemetery. Cemeteries will need to be provided in close proximity to Mfolozi and in areas such as Dondotha, Nzalabantu, Cinci, and other emerging nodes.

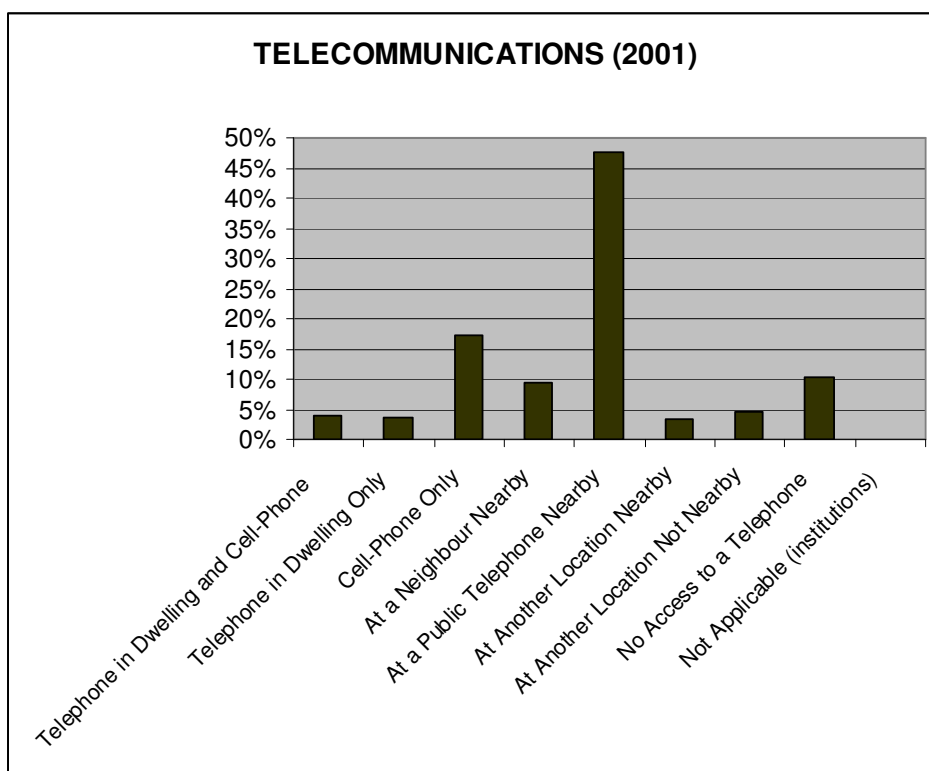
It should be noted that the Municipality has appointed Messrs. PD Naidoo & Associates to:

- Meet with Councillors and the Tribal Authority for each development node, i.e. Sokhulu, Mbonambi, Dondotha and Mabuyeni to discuss cemeteries and to request the identification of 3 to 4 possible cemetery sites;
- Field visits by the Project Team to the identified sites;
- The Project Team will prepare cost estimates for Business Plans and Funding Applications. These estimates will include:
 - Social Facilitation with the beneficiary communities including establishment and capacitating of a PSC and discussion of the proposed project;
 - Geotechnical investigations including reconnaissance surveys for at least 2 sites per node followed by a detailed survey of the best site;
 - Environmental investigations for the site deemed suitable geologically (basic assessment report);
 - A Feasibility Study for the best identified site;
 - Public scoping meetings at the development node as well as at KwaMbonambi;
 - All necessary disbursements;
 - Survey and land acquisition;
 - Engineering design; and
 - All engineering and building construction.
- Drafting of the Business Plan and Funding Application for submission.

9.4 TELECOMMUNICATIONS

Table 18: Telecommunications (2001)

TELECOMMUNICATIONS (2001)	NO	%
Telephone in Dwelling and Cell-Phone	785	4%
Telephone in Dwelling Only	756	4%
Cell-Phone Only	3537	17%
At a Neighbour Nearby	1919	9%
At a Public Telephone Nearby	9715	48%
At Another Location Nearby	652	3%
At Another Location Not Nearby	946	5%
No Access to a Telephone	2121	10%
Not Applicable (institutions)	3	0%
TOTAL	20434	100%

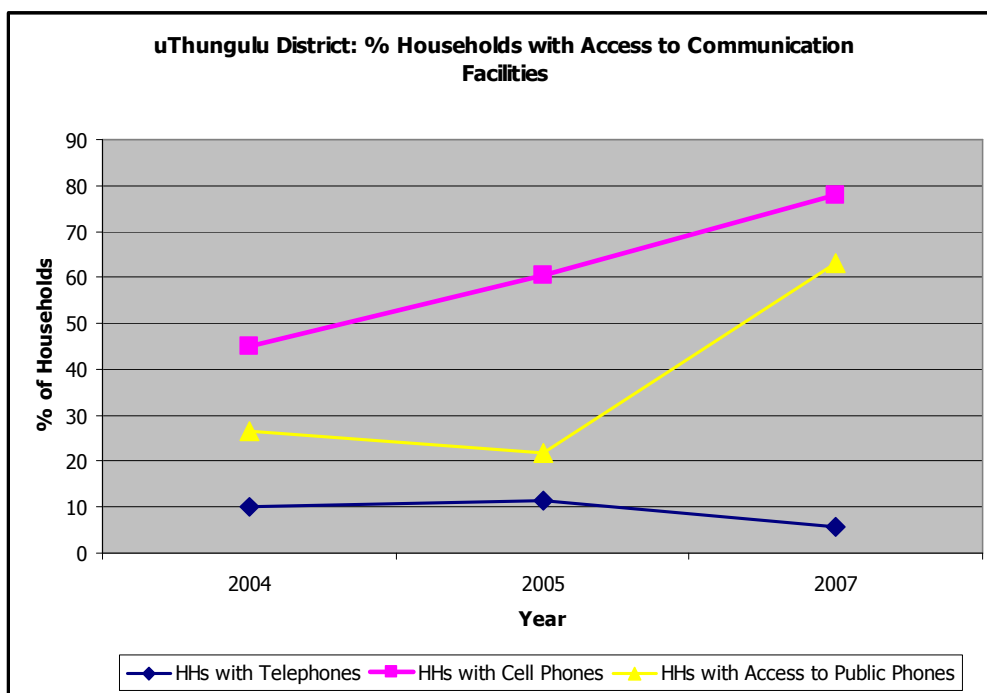


The following has been extracted from the 2007 uThungulu QOLS in respect of access to communication facilities:

Table 19: Access to Communication Facilities as per Quality of Life Survey (2007)

Municipality	Year	Households with Telephones	Households with Cell Phones	Households with Access to Public Phones
<i>Mfolozi</i>	2004	6.71	52.44	10.37
	2005	9.80	78.40	1.40
	2007	0.72	81.29	56.83
<i>UTHUNGULU</i>	2004	10.18	44.87	26.66
	2005	11.40	60.60	21.70
	2007	5.85	77.91	63.23

The above tables show that at both the local and district level there has been a decrease use of telephones and an increase in use of cell phones and access to public phones. See chart hereunder.



9.5 ROLL-OUT OF FREE BASIC SERVICES

The roll-out of free basic services (i.e. 6kl of free water per household per month) is closely linked to the roll-out of the UDM Water Services Development Plan. In the areas of the municipality which are covered by water schemes and reticulation, free water is made available to households at 6kl per household per month. No figures are available from uThungulu District Municipality at this stage with regards to the roll-out of free basic services. Such will be provided once available.

9.6 COMMUNITY FACILITIES AT SECONDARY NODES

Table 20: Community Facilities at Secondary Nodes (3km radius)

Secondary Node	Ward	Community Facility Name	Community Facility Type	
Dondotha	Ward 8	Phembisizwe Crèche	Crèche	
	Ward 9	Khayaletu Crèche	Crèche	
	Ward 9	Dondotha Community Hall	Hall	
	Ward 9	Dondotha Store (Pension Payout Point)	Pension	
	Ward 9	Dondotha Sport field	Sports	
Emhlangeni	Ward 1	Qhakaza Hall	Hall	
	Ward 1	Mhlolini Sport field	Sports	
	Ward 1	Sokhulu Centre (Crèche, Pension Payout Point, Tribal Court	Tribal Court/Crèche/Pension Pay Point	
Zonza	Ward 8	Mbabe Mission Cemetery	Cemetery	
	Ward 11	Mpumelelo-Nozambula Crèche	Crèche	
	Ward 8	Mbabe Crèche	Crèche	
	Ward 8	Intobeko Crèche	Crèche	
	Ward 8	Mnqadi Crèche	Crèche	
	Ward 8	Zonza Community Hall	Hall	
	Ward 11	Empumelelo Store-Nozambula Pension Point	Pension	
	Ward 8	Mbabe Pension Point	Pension	
	Mabuyeni	Ward 7	Mabuyeni Cemetery	Cemetery
		Ward 7	Mabuyeni Pre-Primary	Crèche
Ward 7		Ziqalele Crèche	Crèche	
Ward 7		Mabuyeni Hall	Hall	
Ward 7		Liverpool Sports field	Sports	
Ward 7		Ganasi Sports field	Sports	
Nkuzebomvu	Ward 3	Mbonambi Mission Cemetery	Cemetery	
	Ward 3	Nkunzebomvu Crèche	Crèche	
	Ward 3	Mbonambi Tribal Authority (Pension Payout Po	Pension	

9.7 COMMUNITY FACILITIES AT TERTIARY NODES

Table 21: Community Facilities at Tertiary Nodes (2km radius)

Tertiary Node	Ward	Community Facility Name	Community Facility Type
Amala-Phezulu	Ward 2	Esikalini Crèche	Crèche
	Ward 3	Qedusizi Bottle store (Pension Payout point)	Pension
	Ward 2	Sibululwane Sport field	Sports
Cinci	Ward 4	New Phathane Primary (Creche)	Crèche
	Ward 4	Phumelela Crèche	Crèche
	Ward 4	Salpine Primary (Creche)	Crèche
	Ward 4	Khayaletu Cash & Carry (Pension Payout Point)	Pension
Fuyeni	Ward 13	Ocilwane Primary (Creche)	Crèche
	Ward 13	Ocilwane Community Hall	Hall
Makhwezini	Ward 12	Makhwezini Cemetery 1	Cemetery
	Ward 12	Nomusa CP School(Creche)	Crèche
	Ward 12	Makhwezini Store (Pension Payout Point)	Pension
Nhlabane	Ward 3	Sekuyakhanya Crèche	Crèche
	Ward 3	Nhlabani Community Hall	Hall
Nkiyankiya/Patane	Ward 13	Soya Primary (Creche)	Crèche
	Ward 10	Patane Store (Pension Payout Point)	Pension
Ntuthunga	Ward 13	Kwabheka- Abezayo Cemetery Ntuthunga 1	Cemetery
	Ward 13	Ntuthunga 1 Crèche	Crèche
Nzalabantu	Ward 5	Nzalabantu Cemetery	Cemetery
	Ward 5	Thembaletu Crèche	Crèche
	Ward 5	Sabokwe Crèche	Crèche
	Ward 5	Sizanani Store (Pension Payout Point)	Pension
	Ward 5	Nzalabantu Sport field	Sports
	Ward 5	Nzalabantu Sport Stadium	Sports
	Ward 5	Nzalabantu Sport field 1 & 2	Sports
	Ward 5	Sabokwe Sport field 1 & 2	Sports

9.8 TRAVEL TIME TO COMMUNITY FACILITIES

The table below sets out the percentage of the Mfolozi Population that is less than 30 minutes, 31 to 60 minutes, 61 to 90 minutes and more than 90 minutes traveling time by public transport from identified community facilities:

Table 22: Community Facilities at Tertiary Nodes (2km radius)

FACILITY	TOTAL NO FACILITIES	TOTAL POPULATION (2001)*	% OF TOTAL POPULATION PER TRAVEL TIME RANGE			
			<30 MINUTES	31 - 60 MINUTES	61 - 90 MINUTES	>90 MINUTES
Cemeteries	18	106930	61.97%	28.75%	6.83%	2.44%
Courts	1		10.64%	17.12%	36.01%	36.23%
Crèches	50		79.28%	16.61%	3.07%	1.04%
Community Centres/Halls	8		56.15%	35.68%	6.54%	1.62%
Pension Pay Points	28		77.48%	17.91%	3.50%	1.10%
Sports Fields/Facilities	25		69.22%	24.70%	4.83%	1.26%

FACILITY	TOTAL NO FACILITIES	POPULATION <5 YEARS (2001)*	% OF POPULATION <5 YEARS PER TRAVEL TIME RANGE			
			<30 MINUTES	31 - 60 MINUTES	61 - 90 MINUTES	>90 MINUTES
Crèches	50	13414	79.40%	16.68%	2.95%	0.97%

FACILITY	TOTAL NO FACILITIES	POPULATION >64 YEARS (2001)	% OF POPULATION >64 YEARS PER TRAVEL TIME RANGE			
			<30 MINUTES	31 - 60 MINUTES	61 - 90 MINUTES	>90 MINUTES
Pension Pay Points	27	4722	76.92%	17.98%	3.92%	1.17%

9.9 EDUCATION FACILITIES

Table 23: Education Facilities

Name of School	School Type	Classrooms
Homeleigh Intermediate	Combined	10
Ugome Senior Primary	Combined	17
Baqoqe P	Primary	6
Bhubhubhu P	Primary	12
Canaan P	Primary	10
Cwaka P	Primary	10
Efuyeni P	Primary	14
Embabe Lower P	Primary	18
Empumelelweni P	Primary	15
Enhlabosini Sp	Primary	11
Enhlanzini P	Primary	12
Esigaganeni P	Primary	4
Esigwaceni P	Primary	8
Gegede P	Primary	7
Kwanjeke P	Primary	14
KwaMbonambi P	Primary	7
Lubana P	Primary	13
Luhlanga P	Primary	12
Mabuyeni P	Primary	11
Malanga P	Primary	7
Emankwathini P	Primary	17
Manzimpofu P	Primary	8
Mbude Sp	Primary	11
Mcuthungu Sp	Primary	4
Mendu P	Primary	10
Mgatshelwa P	Primary	9
Mhawu P	Primary	7
Mnqagayi P	Primary	11
Mpemvu P	Primary	5
Mphathiswana LP	Primary	4
Mthwana P	Primary	8
Mundi P	Primary	2
Mzingazi P	Primary	18
New Patane P	Primary	17
Nhlabane P	Primary	16
Nkanyezi P (KwaMbonambi)	Primary	9
Nkiyankiya P	Primary	10
Nomuwa P	Primary	14
Novunula P	Primary	9
Ntobozi P	Primary	14
Ntuthunga P	Primary	8
Nzalabantu P	Primary	17
Ocilwana P	Primary	11

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Name of School	School Type	Classrooms
Ontingweni P	Primary	5
Phoziphози P	Primary	17
Qedumona P	Primary	14
Sabhuza P	Primary	8
Saligna P	Primary	5
Salpine P	Primary	3
Shwashweni P	Primary	8
Sibululwane P	Primary	10
Sikhinjana P	Primary	3
Siyokomana P	Primary	10
Sokhulu P	Primary	11
Somotha P	Primary	8
Soya P	Primary	10
Thembalimbe P	Primary	13
Umbonambi P	Primary	21
Velemseni P Farm	Primary	2
Mvamanzi P	Primary	12
Kwambonambi Timbers F	Primary	2
Khishwa P	Primary	4
Mabhodla P	Primary	8
Balondo H	Secondary	18
Dlemudlemu S	Secondary	14
Dondotha H	Secondary	17
Ekupheleni S	Secondary	15
Elangeni S	Secondary	15
Encutshini Js	Secondary	5
Enhlangwini S	Secondary	11
Ezigqizweni	Secondary	11
Gijimana Js	Secondary	7
Isiphephelo H	Secondary	12
Langalibomvu H	Secondary	17
Manqamu H	Secondary	15
Mbusowabathethwa Ss	Secondary	16
Mpephose S	Secondary	5
Ndlabeyilandula S	Secondary	13
Nomavovo Js	Secondary	7
Ntongande H	Secondary	13
Sibonokuhle H	Secondary	17
Tshelamanzi S	Secondary	3
Umbiya S	Secondary	16
Uyengo S	Secondary	18
Welabasha H	Secondary	10

Sizakahle JP (Empangeni)	Secondary	2
Emkhayideni H	Secondary	12
Mfaniso S	Secondary	5

SOURCE: KZN Dept of Education Database, 2000

Although the data compiled in this section does not mention the child to teacher ratio and the ratio of children per classroom as well as the quality of schools; it can be concluded that schools are well distributed throughout the Municipal area (See **Education Facilities Map** attached at the end of Section B.3).

9.10 HEALTH FACILITIES

Table 24: Health Facilities

Institution	Authority
Cinci Clinic	Provincial
Dondotha Clinic	Provincial
Ethembeni Care Center Clinic	Private
KwaMbonambi Clinic	Provincial
Nhlabane Clinic	Provincial
Ocilwane Clinic	Provincial
Sappi (Umbonambi) Clinic	Provincial
Sokhulu Clinic	Provincial
Umbonambi Clinic	Provincial

Source: KZN Department of Health Database, 2006

As can be seen from the **Health Facilities Map** attached at the end of Section B.3, health facilities are not well distributed throughout the municipal area, particularly the eastern portion of the municipal area.

9.11 COMMUNITY CENTRES / HALLS

Table 25: Community Centres / Halls

Ward	Name	Type
Ward 1	Qhakaza Hall	Community Hall
Ward 3	Zazi Crèche	Community Hall
Ward 3	Ndlabeyilandula Community Hall	Community Hall
Ward 3	Nhlabani Community Hall	Community Hall
Ward 5	Nhlanzini Community Hall	Community Hall
Ward 6	Mzingazi Community Center	Community Hall
Ward 7	Mabuyeni Hall	Community Hall
Ward 8	Zonza Community Hall	Community Hall
Ward 9	Dondotha Community Hall	Community Hall
Ward 10	Nhlabosini Community Hall	Community Hall
Ward 13	Ocilwane Community Hall	Community Hall

According to the **Community Centres / Halls Map** (see attached at the end of Section B.3), community halls / centres are generally well distributed throughout the municipal area, with the exception of the Mhlana Traditional Authority area.

9.12 SPORTS FIELDS / FACILITIES

Table 26: Sport Fields / Facilities

Ward	Name	Type
Ward 1	Mhlolani Sport field	Sports
Ward 2	KwaXaba Sport field	Sports
Ward 2	Sibululwane Primary School	Sports
Ward 2	Sibululwane Sport field	Sports
Ward 2	Dumisane Sport field	Sports
Ward 4	Mawombe Sport field	Sports
Ward 4	Cinci Sport field	Sports
Ward 5	Nzalabantu Sport field	Sports
Ward 5	Nzalabantu Sport Stadium	Sports
Ward 5	Elanjeni Sport field	Sports
Ward 5	Nzalabantu Sport field 1	Sports
Ward 5	Nzalabantu Sport field 2	Sports
Ward 5	Sabokwe Sport field 1	Sports
Ward 5	Sabokwe Sport field 2	Sports
Ward 5	Dumisane Sports field	Sports
Ward 5	Nzalabantu Sport field	Sports
Ward 5	Nzalabantu Sport Stadium	Sports
Ward 5	Elanjeni Sport field	Sports
Ward 5	Nzalabantu Sport field 1	Sports
Ward 5	Nzalabantu Sport field 2	Sports
Ward 5	Sabokwe Sport field 1	Sports
Ward 5	Sabokwe Sport field 2	Sports
Ward 6	Mzingazi Sport field 1	Sports
Ward 6	Mzingazi Sport field 2	Sports
Ward 7	Oqazwini Sports field	Sports
Ward 7	Mgatshelwa Sports field	Sports
Ward 7	Thina Sobabili Sports field	Sports
Ward 7	Hlangamhlathi Sports field	Sports
Ward 7	Liverpool Sports field	Sports
Ward 7	Ganasi Sports field	Sports
Ward 9	Dondotha Sport field	Sports
Ward 13	Shwasheni Sport field	Sports
Ward 10	Nhlabosini Sport field	Sports
Ward 10	Mphathiswane Sport field	Sports
Ward 10	Kwantombo Sport field	Sports

Sport Facilities are well distributed in the Sokhulu and Mbonambi Traditional Authority areas, but poorly distributed in the Mhlana Traditional Authority area (particularly in the northern portion thereof). (See **Sport Fields / Facilities Map** at the end of Section B.3). the facilities are in a poor state due to limited funding for maintenance, with some of the facilities requiring rehabilitation and some requiring rehabilitation.

9.12.1 FACILITIES IN NEED OF REHABILITATION

Ward	Name	Type
Ward 1	Mhlolani Sport field	Sports

Ward 4	Cinci Sport field	Sports
Ward 5	Nzalabantu Sport Stadium	Sports

9.12.2 FACILITIES IN NEED OF RENOVATION

Ward	Name	Type
Ward 2	KwaXaba Sport field	Sports
Ward 2	Sibululwane Primary School	Sports
Ward 2	Sibululwane Sport field	Sports
Ward 2	Dumisane Sport field	Sports
Ward 4	Mawombe Sport field	Sports
Ward 5	Nzalabantu Sport field	Sports
Ward 5	Elanjeni Sport field	Sports
Ward 5	Nzalabantu Sport field 1	Sports
Ward 5	Nzalabantu Sport field 2	Sports
Ward 5	Sabokwe Sport field 1	Sports
Ward 5	Sabokwe Sport field 2	Sports
Ward 5	Dumisane Sports field	Sports
Ward 5	Nzalabantu Sport field	Sports
Ward 5	Nzalabantu Sport Stadium	Sports
Ward 5	Elanjeni Sport field	Sports
Ward 5	Nzalabantu Sport field 1	Sports
Ward 5	Nzalabantu Sport field 2	Sports
Ward 5	Sabokwe Sport field 1	Sports
Ward 5	Sabokwe Sport field 2	Sports
Ward 6	Mzingazi Sport field 1	Sports
Ward 6	Mzingazi Sport field 2	Sports
Ward 7	Oqazwini Sports field	Sports
Ward 7	Mgatshelwa Sports field	Sports
Ward 7	Thina Sobabili Sports field	Sports
Ward 7	Hlangamhlathi Sports field	Sports
Ward 7	Liverpool Sports field	Sports
Ward 7	Ganasi Sports field	Sports
Ward 9	Dondotha Sport field	Sports
Ward 13	Shwasheni Sport field	Sports
Ward 10	Nhlabosini Sport field	Sports
Ward 10	Mphathiswane Sport field	Sports
Ward 10	Kwantombo Sport field	Sports

9.13 TRADITIONAL ADMINISTRATIVE CENTRES

Table 27: Traditional Administrative Centres

Ward	Name	Type
Ward 1	Sokhulu	Traditional Administrative Centre
Ward 3	Mbonambi	Traditional Administrative Centre
Ward 9	Mhlana	Traditional Administrative Centre

As can be seen from the **Courts Map** attached at the end of Section B.3, the Mbonambi and Sokhulu Traditional Administrative Centres are relatively

accessible to communities within these two Traditional Authority areas. Mhlana Traditional Administrative Centre is generally further than 60 minutes traveling time, by public transport, away from communities in this Traditional Authority area.

9.14 CEMETERIES

Table 28: Cemeteries

Ward	Name	Type
Ward 3	Kwanjeke Cemetery	Cemetery
Ward 3	Ndlabeyilandula Sport field	Cemetery
Ward 3	Mbonambi Mission Cemetery	Cemetery
Ward 3	Njeke Cemetery	Cemetery
Ward 5	Nzalabantu Cemetery	Cemetery
Ward 5	Nzalabantu Cemetery	Cemetery
Ward 6	Mkhayideni	Cemetery
Ward 6	Mzingazi	Cemetery
Ward 7	Mabuyeni Cemetery	Cemetery
Ward 7	Lamula Cemetery	Cemetery
Ward 8	Mbabe Mission	Cemetery
Ward 12	Shayamoya Cemetery	Cemetery
Ward 12	Makhwezini Cemetery 1	Cemetery
Ward 12	Makhwezini Cemetery 2	Cemetery
Ward 13	Thabethe Church	Cemetery
Ward 12	Fuyeni (Esitezi Cemetery)	Cemetery
Ward 12	Mfolozane Cemetery	Cemetery
Ward 12	Nhlangwini Cemetery	Cemetery
Ward 12	Kwamkhuthali Cemetery	Cemetery
Ward 12	Kwamkhuthali Cemetery	Cemetery
Ward 13	Novunula Cemetery	Cemetery
Ward 13	Mqizweni Cemetery Ntuthunga 2	Cemetery
Ward 13	Kwabheka-Abezayo Cemetery Ntuthunga 1	Cemetery
Ward 13	Cemetery Ntuthunga 2	Cemetery

From the **Cemeteries Map** (see attached at the end of Section B.3), it would appear that rural cemeteries are mainly located in the north-eastern portion of the Mhlana Traditional Authority area.

9.15 CRECHES

Table 29: Crèches

Ward	Name	Type
Ward 2	Sokhulu Centre	Crèche
Ward 1	Sokhulu Centre	Crèche
Ward 2	Sibululwane Primary School	Crèche
Ward 2	Esikalini Crèche	Crèche
Ward 2	Dumisane Crèche	Crèche
Ward 3	Nkunzebomvu Crèche	Crèche
Ward 3	Sekuyakhanya Crèche	Crèche
Ward 3	Ontingweni Primary School	Crèche
Ward 4	New Phathane Primary	Crèche
Ward 4	Maqoqo Primary (Crèche)	Crèche
Ward 4	Phumelela Crèche	Crèche
Ward 4	Salpine Primary	Crèche
Ward 5	Thembaletu Crèche	Crèche
Ward 5	Sabokwe Crèche	Crèche
Ward 5	Dumisane Crèche	Crèche
Ward 5	Thembaletu Crèche	Crèche
Ward 5	Sabokwe Crèche	Crèche
Ward 6	Sibusisiwe Crèche	Crèche
Ward 6	Sele Usile Zulu Crèche	Crèche
Ward 6	Sibusisiwe Crèche	Crèche
Ward 6	Sele Usile Zulu Crèche	Crèche
Ward 7	Somotha crèche at school	Crèche
Ward 7	Mgatshelwa Crèche	Crèche
Ward 7	Cwaka Crèche	Crèche
Ward 7	Mabuyeni Pre-Primary	Crèche
Ward 7	Ziqalele Crèche	Crèche
Ward 8	Mbabe Crèche	Crèche
Ward 8	Intobeko Crèche	Crèche
Ward 8	Mnqadi Crèche	Crèche
Ward 8	Mfolozane Crèche	Crèche
Ward 8	Nhlabosini Crèche	Crèche
Ward 9	Phembisizwe Crèche	Crèche
Ward 9	Khayaletu Crèche	Crèche
Ward 9	Sabhuza Primary	Crèche
Ward 9	Mnqagayi School (Zizamele Crèche)	Crèche
Ward 10	Soya Primary	Crèche
Ward 10	Nqolobane Crèche	Crèche
Ward 10	Mendu Primary	Crèche
Ward 10	Mundi Primary	Crèche
Ward 10	Siyathuthuka Crèche	Crèche
Ward 10	Skhanyisele Crèche	Crèche
Ward 10	Mphathiswane Primary	Crèche
Ward 11	Mazawula Khula Crèche	Crèche
Ward 11	Mboholo Sibusisiwe Crèche	Crèche
Ward 11	Nontsholongwane Crèche	Crèche

Ward	Name	Type
Ward 11	Isibanisezwe Crèche	Crèche
Ward 11	Emphumeni Crèche	Crèche
Ward 11	Mthwana	Crèche
Ward 11	Mpumelelo-Nozambula Crèche	Crèche
Ward 12	Shayamoya Primary (Sinothando Crèche)	Crèche
Ward 12	Nomuwa CP School	Crèche
Ward 12	Fuyeni Primary	Crèche
Ward 12	Thabethe Church	Crèche
Ward 13	Ocilwane Primary	Crèche
Ward 13	Novunula Primary	Crèche
Ward 13	Ntuthunga 1 Crèche	Crèche

Crèches are generally very well distributed throughout the municipal area (see **Crèches Map** attached at the end of Section B.3).

9.16 PENSION PAYOUT POINTS

Table 30: Pension Payout Points

Ward	Name	Type
Ward 1	Sokhulu Centre	Pension Payout Point
Ward 2	Esikalini Crèche	Pension Payout Point
Ward 3	Qedusizi Bottle store	Pension Payout Point
Ward 3	Mbonambi Tribal Authority	Pension Payout Point
Ward 4	Vukuzakhe Store	Pension Payout Point
Ward 4	Vukuzenzele Store	Pension Payout Point
Ward 4	Khayaletu Cash & Carry	Pension Payout Point
Ward 5	Sizanani Store	Pension Payout Point
Ward 6	Khondweni	Pension Payout Point
Ward 7	Mankayiyane Store	Pension Payout Point
Ward 7	Makhuba Store	Pension Payout Point
Ward 8	Mbabe Pension Point	Pension Payout Point
Ward 8	Ntokozweni Pension Point at Shop	Pension Payout Point
Ward 8	Pension Payout Point(Nkanyezi Store)	Pension Payout Point
Ward 9	Dondotha Store (Pension Payout Point)	Pension Payout Point
Ward 10	Thokomala Store	Pension Payout Point
Ward 9	KwaShembe Store	Pension Payout Point
Ward 10	Patane Store	Pension Payout Point
Ward 13	Shwasheni Store	Pension Payout Point
Ward 11	Nhlanhleri Store	Pension Payout Point
Ward 11	Mthatheni Store	Pension Payout Point
Ward 11	Ngwanyo Store	Pension Payout Point
Ward 11	Empumelelo Store-Nozambula	Pension Payout Point
Ward 12	Makhwezini Store	Pension Payout Point
Ward 12	Shayamoya Store	Pension Payout Point
Ward 12	Hlakanyane Store	Pension Payout Point
Ward 13	Ngomane Store	Pension Payout Point
Ward 13	Ocilwane Store	Pension Payout Point
Ward 13	Velangezinyo Store	Pension Payout Point

Pension Payout Points are well distributed along main transport routes within the municipal area. (See **Pension Payout Points Map** attached at the end of Section B.3).

9.17 DISTRIBUTION OF COMMUNITY FACILITIES

The **Distribution of Community Facilities Map** (see attached at the end of Section B.3) indicates the distribution of schools, health facilities and other community facilities throughout the Mfolozi Municipal area.

The Table below indicates, at a Ward level, the distribution of community facilities:

Table 31: Distribution of Community facilities (at Ward level)

Ward	Community Facility Name	Type
Ward 1	Edlemdleni Sport field	Sports
Ward 1	Sokhulu Centre	Traditional Administrative Centre/Crèche/Pension Payout Point
Ward 1	Mhlolini Sport field	Sports
Ward 1	Qhakaza Hall	Community Hall
Ward 1	Sokhulu Centre	Crèche & Clinic
Ward 2	KwaXaba Sport field	Sports
Ward 2	Sibululwane Primary School	Crèche & Sports
Ward 2	Sibululwane Sport field	Sports
Ward 2	Kwanjeke Cemetery	Cemetery
Ward 2	Esikalini Crèche	Crèche & Pension Payout Point
Ward 2	Dumisane Crèche	Crèche
Ward 2	Dumisane Sport field	Sports
Ward 3	Qedusizi Bottle store	Pension Payout Point
Ward 3	Zazi Crèche	Hall
Ward 3	Ndlabeyilandula Community Hall	Hall
Ward 3	Ndlabeyilandula Sport field	Cemetery
Ward 3	Mbonambi Mission Cemetery	Cemetery
Ward 3	Nkunzebomvu Crèche	Crèche
Ward 3	Mbonambi Tribal Authority	Traditional Administrative Centre & Pension Payout Point
Ward 3	Nhlabani Community Hall	Hall
Ward 3	Sekuyakhanya Crèche	Crèche
Ward 3	Ontingweni Primary School	Crèche
Ward 4	Mawombe Sport field	Sports
Ward 4	New Phathane Primary	Crèche
	Vukuzakhe Store	Pension Payout Point
	Maqogo Primary (Crèche)	Crèche
	Phumelela Crèche	Crèche
	Vukuzenzele Store	Pension Payout Point
	Khayaletu Cash & Carry	Pension Payout Point
	Salpine Primary	Crèche
Ward 5	Nzalabantu Sport field	Sports
	Thembaletu Crèche	Crèche
	Nzalabantu Sport Stadium	Sports
	Nzalabantu Cemetery	Cemetery
	Elanjeni Sport field	Sports
	Sizanani Store	Pension Payout Point
	Nzalabantu Sport field 1	Sports
	Nzalabantu Sport field 2	Sports

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Ward	Community Facility Name	Type
	Sabokwe Sport field 1	Sports
	Sabokwe Crèche	Crèche
	Sabokwe Sport field 2	Sports
Ward 6	Sibusisiwe Crèche	Crèche
	Khondweni	Pension Payout Point
	Mzingazi Sport field	Sports
	Sele Usile Zulu Crèche	Crèche
	Mandosi Crèche	Crèche
	Mzingazi Community Center	Hall
	Sibusisiwe Crèche	Crèche
	Mzingazi Sport field	Sports
	Sele Usile Zulu Crèche	Crèche
	Mandosi Crèche	Crèche
	Mzingazi Community Center	Hall
	Dumisane Crèche	Crèche
	Dumisane Sports field	Sports
Ward 7	Somotha crèche at school	Crèche
	Oqazwini Sports field	Sports
	Mgatshelwa Sports field	Sports
	Mgatshelwa Crèche	Crèche
	Thina Sobabili Sports field	Sports
	Hlangamhlathi Sports field	Sports
	Cwaka Crèche	Crèche
	Liverpool Sports field	Sports
	Ganasi Sports field	Sports
Ward 7	Mabuyeni Cemetery	Cemetery
	Mabuyeni Hall	Hall
	Mabuyeni Pre-Primary	Crèche
	Mankayiyane Store	Pension Payout Point
	Makhuba Store	Pension Payout Point
	Lamula Cemetery	Cemetery
	Ziqalele Crèche	Crèche
Ward 8	Zonza Community Hall	Hall
	Mbabe Mission	Cemetery
	Mbabe Crèche	Crèche
	Mbabe Pension Point	Pension Payout Point
	Intobeko Crèche	Crèche
	Mnqadi Crèche	Crèche
	Mfolozane Crèche	Crèche
	Ntokozweni Pension Point at Shop	Pension Payout Point
Ward 9	Dondotha Community Hall	Hall
	Dondotha Store (Pension Payout Point)	Pension Payout Point
	Dondotha Sport field	Sports
	Phembisizwe Crèche	Crèche
	Khayaletu Crèche	Crèche
	Mnqagayi School (Zizamele Crèche)	Crèche
	KwaShembe Store	Pension Payout Point
Ward 10	Patane Store	Pension Payout Point
	Soya Primary	Crèche
	Shwasheni Store	Pension Payout Point
	Shwasheni Sport field	Sports
	Nhlanhleni Store	Pension Payout Point
	Nqolobane Crèche	Crèche

Ward	Community Facility Name	Type
	Mendu Primary	Crèche
	Nhlabosini Community Hall	Hall
	Nhlabosini Sport field	Sports
	Mundi Primary	Crèche
	Siyathuthuka Crèche	Crèche
	Skhanyisele Crèche	Crèche
	Mphathiswane Primary	Crèche
	Mphathiswane Sport field	Sports
	Kwantombo Sport field	Sports
	Pension Payout Point(Nkanyezi Store)	Pension Payout Point
	Sabhuza Primary	Crèche
	Thokomala Store	Pension Payout Point
	Nhlabosini Crèche	Crèche
	Ward 11	Mazawula Khula Crèche
Mboholo Sibusisiwe Crèche		Crèche
Mthatheni Store		Pension Payout Point
Ngwanyo Store		Pension Payout Point
Nontsholongwane Crèche		Crèche
Mthwana-Mazawala Z (Isibanisezwe Crèche)		Crèche
Mthwana/Emphumeni Crèche		Crèche
Empumelelo Store-Nozambula		Pension Payout Point
Mpumelelo-Nozambula Crèche		Crèche
Ward 12	Makhwezini Store	Pension Payout Point
	Shayamoya Primary (Sinothando Crèche)	Crèche
	Shayamoya Store	Pension Payout Point
	Shayamoya Cemetery	Cemetery
	Makhwezini Cemetery 1	Cemetery
	Nomusa CP School	Crèche
	Makhwezini Cemetery 2	Cemetery
	Fuyeni Primary	Crèche
	Thabethe Church	Crèche/Cemetery
	Fuyeni (Esitezi Cemetery)	Cemetery
	Mfolozane Cemetery	Cemetery
	Hlakanyane Store	Pension Payout Point
	Nhlangwini Cemetery	Cemetery
	Kwamkhuthali Cemetery	Cemetery
	Kwamkhuthali Cemetery	Cemetery
Ward 13	Ocilwane Community Hall	Hall
	Ocilwane Primary	Crèche
	Ngomane Store	Pension Payout Point
	Novunula Cemetery	Cemetery
	Novunula Primary	Crèche
	Ocilwane Store	Pension Payout Point
	Mqizweni Cemetery Ntuthunga 2	Cemetery
	Kwabheka Abezayo Cemetery Ntuthunga 1	Cemetery
	Ntuthunga 1 Crèche	Crèche
	Cemetery Ntuthunga 2	Cemetery
	Velangezinyo Store	Pension Payout Point

9.18 HOUSING

The municipality faces a housing backlog of 7,502 of which most are rural housing. Currently the focus is on the eradication of slums in the Municipality with a housing project being implemented in Slovas (Ward 2) targeting 507 households.

Table 32: Approved Housing Projects

Project No	Project Name	Type	Sites	Ward	Comment
1	Slovas slums clearance housing project	Slums clearance	507	2	In implement
2	Mhlana/Masakhisane rural housing project	Rural	1000	8	T1 Approved

Projects in later stages of packaging or projects that have already been submitted but, have not as yet been approved have been listed below.

Table 33: Housing Projects in Packaging Phase or Awaiting Approval

Project No	Project Name	Type	Sites	Ward	Comment
3	Cwaka rural housing project	Rural	1000	7	T1 app submitted
4	Dondotha Rural Housing Project	Rural	1000	9	T1 app submitted
5	Mvamanzi rural housing project	Rural	1000	10	T1 app not yet submitted
6	Hlanzeni Rural Housing Project	Rural	1000	1	T1 submitted

The projects that are either only at the early initiation stage, or projects that are currently experiencing land problems, specifically relating to the problem of mineral rights for projects affected by Richards Bay Minerals (RBM) have been listed below.

Table 34: Housing Projects at Initiation Stage or Experiencing Blockages

Project No	Project Name	Type	Sites	Ward	Comment
7	Nzalabantu Rural Sub Housing Project	Rural	1000	5	RBM
8	Mzingazi Rural Housing Project	Rural	1000	6	RBM
9	Sabokwe Rural Housing project	Rural	1000	5	Initial stage
10	Ndlabeyilandula Rural Housing Project	Rural	1000	3	Initial stage
11	Sibululwane	Rural	1000	2	Initial stage

It is expected that only two of the above mentioned projects at the initiation stage will be implemented in the five year time horizon of the housing sector plan. These two projects will be selected based on their progress achieved

and/or success in resolving the blockages that they currently experience. Housing projects selected have also been evaluated in relation to the housing demand assessment above.

9.19 LAND REFORM

The main components of land reform are that:

- Land reform must contribute to economic development and poverty alleviation, particularly in rural areas;
- The substantial increase of black ownership of commercial agriculture must be promoted;
- The importance of an integrated approach to land reform in close collaboration with other departments (particularly the Department of Agriculture and Housing), and the other spheres of government;
- The Department of Land Affairs must actively work with Provincial Government and District Municipality to build the capacity of the latter to undertake land reform and land development planning;
- The importance of national spatial planning for sustainable development;
- In addition to the above the following points can be added which are of specific reference to the Mfolozi Municipal area:
 - A strategy for the distribution of information on of land reform to stakeholders and possible beneficiaries. It is anticipated that existing representative structures such as the Farmers Associations, Chambers of Business and the larger commercial land owners should remain the focus for this exercise from where the information can filter down to grassroots levels; and
 - The primary role-players such as the Department of Land Affairs, the District Municipality, individual local authorities, and the Ingonyama Trust Board should establish a joint Land Reform Forum in order to prepare an integrated strategy, outlining responsibilities, with regard to the implementation of land reform in the sub-region, along similar lines as the Service Providers Forum.

As most of the areas in Mfolozi are under the control of Tribal Authorities, therefore land reform becomes complicated. The Land Reform Legislation does not cater for the land extension within the sub-region. Land Reform will contribute to the increased opportunities for commercial farming thus aiding in the economic development of Mfolozi.

9.20 ENVIRONMENTAL CONSIDERATIONS

9.20.1 Environmental Considerations

The following has been extracted from the UDM Integrated Environmental Program (IEP), prepared by SiVEST SA (Pty) Ltd (October 2004, pg. 36):

“The majority of the Mfolozi area can be regarded as having low species sensitivity. The indigenous coastal forests are regarded as moderately sensitive and should be protected. The wetland areas just inland of these indigenous forests should also be protected due to the current threatened status of wetlands. A small area alongside Lake Nhlabane has however been regarded as highly sensitive.

Dawson’s Rock, Lake Nhlabane, and its terminus in Nhlabane estuary are located in the north of the District and south of Maphelane. This beautiful stretch of coastline is relatively unknown and mostly inaccessible from the nearby N2, and has been identified as a potential coastal destination. Mapelane Reserve is located at the southern extremity of the Greater St Lucia Wetland Park, recently proclaimed as a World Heritage Site.

Buffer zones around conservation areas including Lake Eteza and the Hluhluwe–Umfolozi Park should be regarded as sensitive environments ...”

9.20.2 Land Capability Classification

In terms of the **Land Capability Classification Map** (see map at the end of Section B.3), a small area to the east of Mbonambi Town is classified as ‘High Potential’ agricultural land (Class 2). ‘Good Potential’ agricultural land (Class 3) is evident in the area to the east of the N2, whilst ‘Moderate’ to ‘Restricted’ agricultural land (Class 4 and 5, respectively) is evident in the western part of the Mhlana Traditional Authority area.

Generally, Mfolozi has good potential agricultural land, which is evident in the extensive monoculture activities on both sides on the N2.

9.21 SOLID WASTE

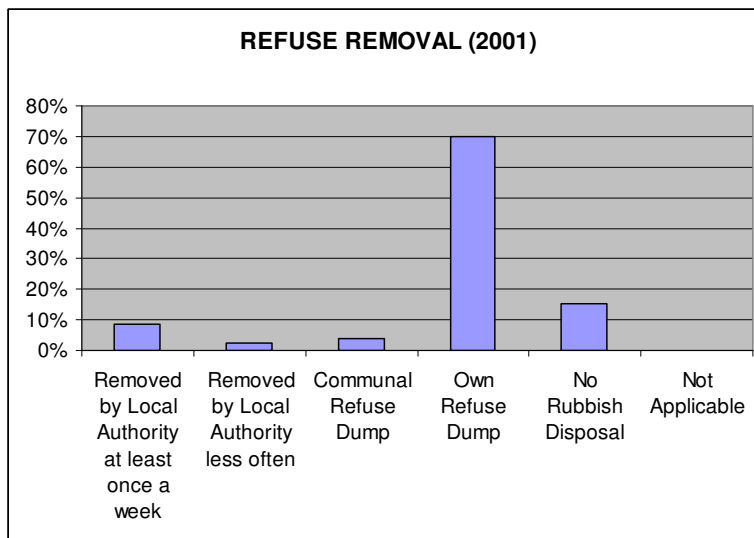
MFOLOZI MUNICIPALITY WASTE MANAGEMENT PLAN

Prime objectives of the waste management plan

- To conduct a situation analysis of each area of each village within Mfolozi
- Identify existing informal / illegal waste disposal sites
- Establish current quantities and characteristics of waste generated, collected, recycled, treated and disposed of.
- Identity and list the key stakeholders
- Compare the expected waste generated quantities with the current capacity to handle the current and future waste streams.
- Determine the current collection system and needs.
- Determine the current waste transportation and waste transfer systems and needs.
- Determine and describe the recycling and re-use initiative needs.
- Determine and describe airspace requirement.
- Determine and describe the institutional and organizational needs in each village.
- Identify and recommend workable concepts and designs for recycling and composting of domestic waste from which business options can be derived

Table 35: Refuse Removal (2001)

REFUSE REMOVAL (2001)	NO	%
Removed by Local Authority at least once a week	1746	9%
Removed by Local Authority less often	479	2%
Communal Refuse Dump	793	4%
Own Refuse Dump	14312	70%
No Rubbish Disposal	3109	15%
Not Applicable	0	0%
TOTAL	20439	100%

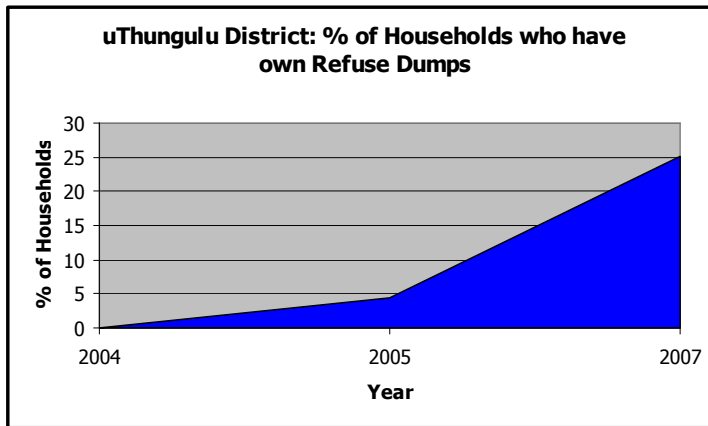


The uThungulu QOLS provides the following insights into refuse removal in the Mfolozi Municipal area:

Table 36: Refuse Removal as per the Quality of Life Survey (2007)

Municipality	Year	LA Removal Service once a week	LA Removal service less than once a week	Communal Refuse Dump	Own Refuse Dump	Burnt or Buried near property	No Refuse Removal
Mfolozi	2004	0.00	0.61	0.61	0.00	95.12	0.61
	2005	0.00	3.30	0.70	22.20	59.50	13.70
	2007	0.00	0.00	0.00	31.88	68.12	0.00
UTHUNGULU	2004	11.34	0.50	0.33	0.08	63.08	12.25
	2005	1.50	16.60	1.30	4.50	67.40	8.40
	2007	20.23	0.15	0.15	25.17	52.97	1.31

The concerning fact from the above table is the high percentage of households in the Mfolozi Local Municipality (as well as the district) that burn/bury household refuse near their properties or have their own refuse dumps. See district chart hereunder:



The following status quo information in respect of solid waste was extracted from the uThungulu District Municipality's Integrated Waste Management Plan (prepared by SiVEST SA (Pty) Ltd, August 2005):

▪ **Waste Quantities and Characteristics**

In the table below, the following are indicated: the waste types produced in the municipality; the associated volumes (in m³); and which waste is stored.

Waste Types Produced	Volumes (in m ³)	Waste Storage
Domestic	9m ³ per day	No
Business		No
Industrial		No
Garden Waste	16m ³ per week	No
Building Waste		No
Street Sweepings		No
Medical	Not produced in the municipality	-
Hazardous Waste	Not produced in the municipality	-

The area within the municipality where the wastes are generated and which is covered by a waste collection and a removal service is Kwambonambi Town only.

The final waste disposal site for wastes generated within Kwambonambi Town, with the exception of garden waste, is the uThungulu Regional Landfill Site at Empangeni, via Transfer Station at Kwambonambi Town.

▪ **Waste Management, Prevention and Minimization Strategies, Systems and Practices**

- ❖ A Transfer Station has been built at Kwambonambi Town for the transfer of wastes (with the exception of garden waste) to the uThungulu Regional Waste Site at Empangeni. This should be in

operation by the end of April 2005. A recycling facility has also been built at the Transfer Station (4x 12m³ Skips)

- ❖ Informal Collection of Waste is taking place at the unregistered Mbonambi Landfill Site, *inter alia*, paper and glass. The market for paper is Mondi in Richards Bay Town and the marker for glass is a private company in Empangeni Town.

▪ **Waste Collection and Transportation**

Currently 100% of urban households within the Municipality are covered by a waste collection system, whilst 0% of rural households are not covered.

Method of waste collection:

Waste Type	Collection Method
Domestic	Kerb Site Collection
Business	Kerb Site Collection
Industrial	Kerb Site Collection
Garden Waste	Kerb Site Collection
Building Waste	Kerb Site Collection
Street Sweepings	Kerb Site Collection
Medical Waste	-
Hazardous Waste	-

Frequency of municipal waste collection:

• Residential areas	X2 per week
• Business areas	X2 per week

Municipal Waste Transportation Equipment:

Vehicle Description	Number of vehicles	Average number of crew per vehicle
Compactor (10m ³)	X1	4
Flat Bed Truck	X1	4

Private Waste Collection companies:

Name of Company	Type of Waste Removed	Waste Disposed at
Maxim Security	Garden Waste	Mbonambi Landfill Site

▪ **Recycling Facilities**

Recycling Facility	Principal Material Recycled	Location of Recycling Facility
Mbonambi Transfer Station	❖ Paper ❖ Glass	At Mbonambi Transfer Station

	❖ Metal ❖ Plastic	
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▪ **Waste Treatment Facilities**

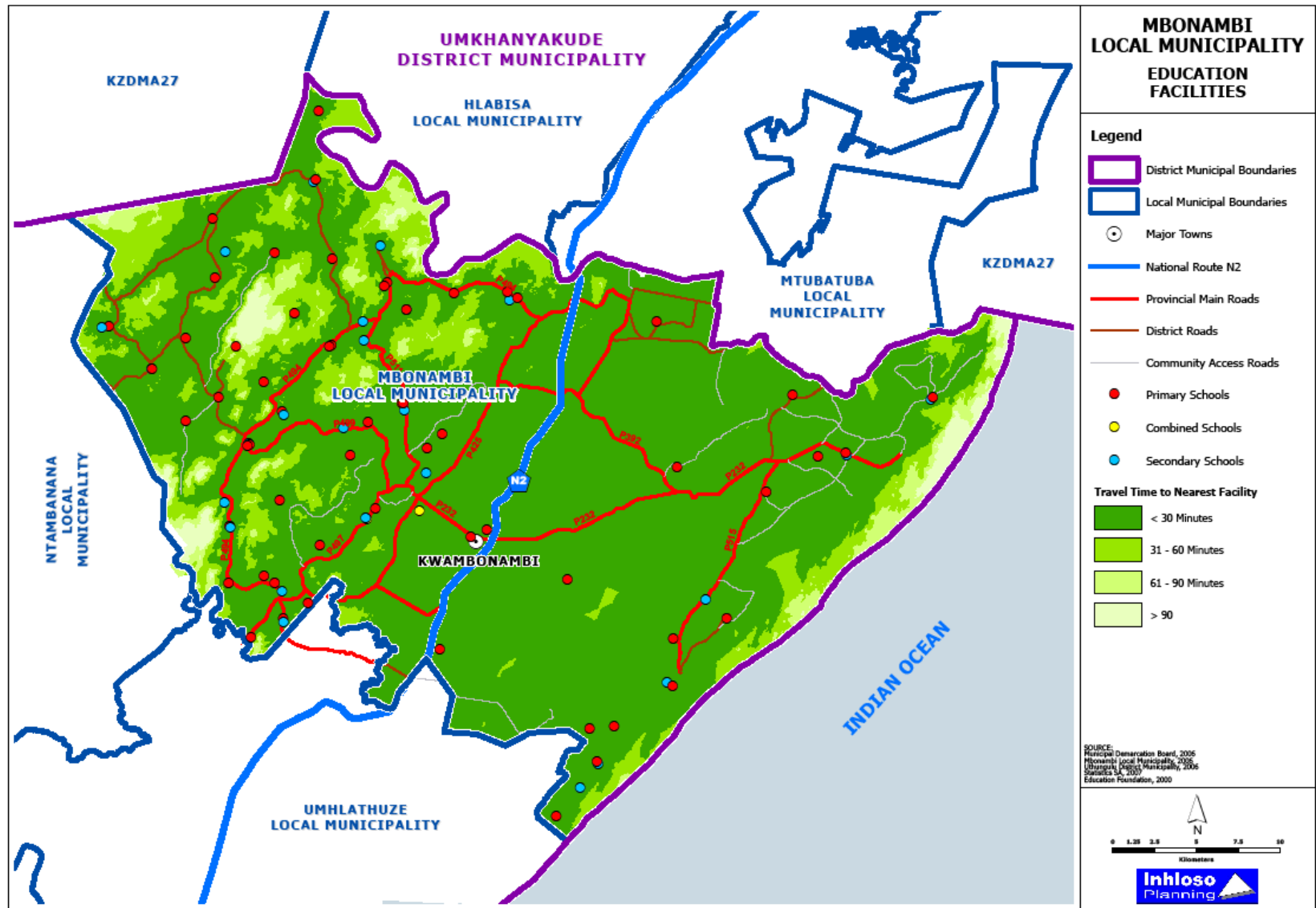
None

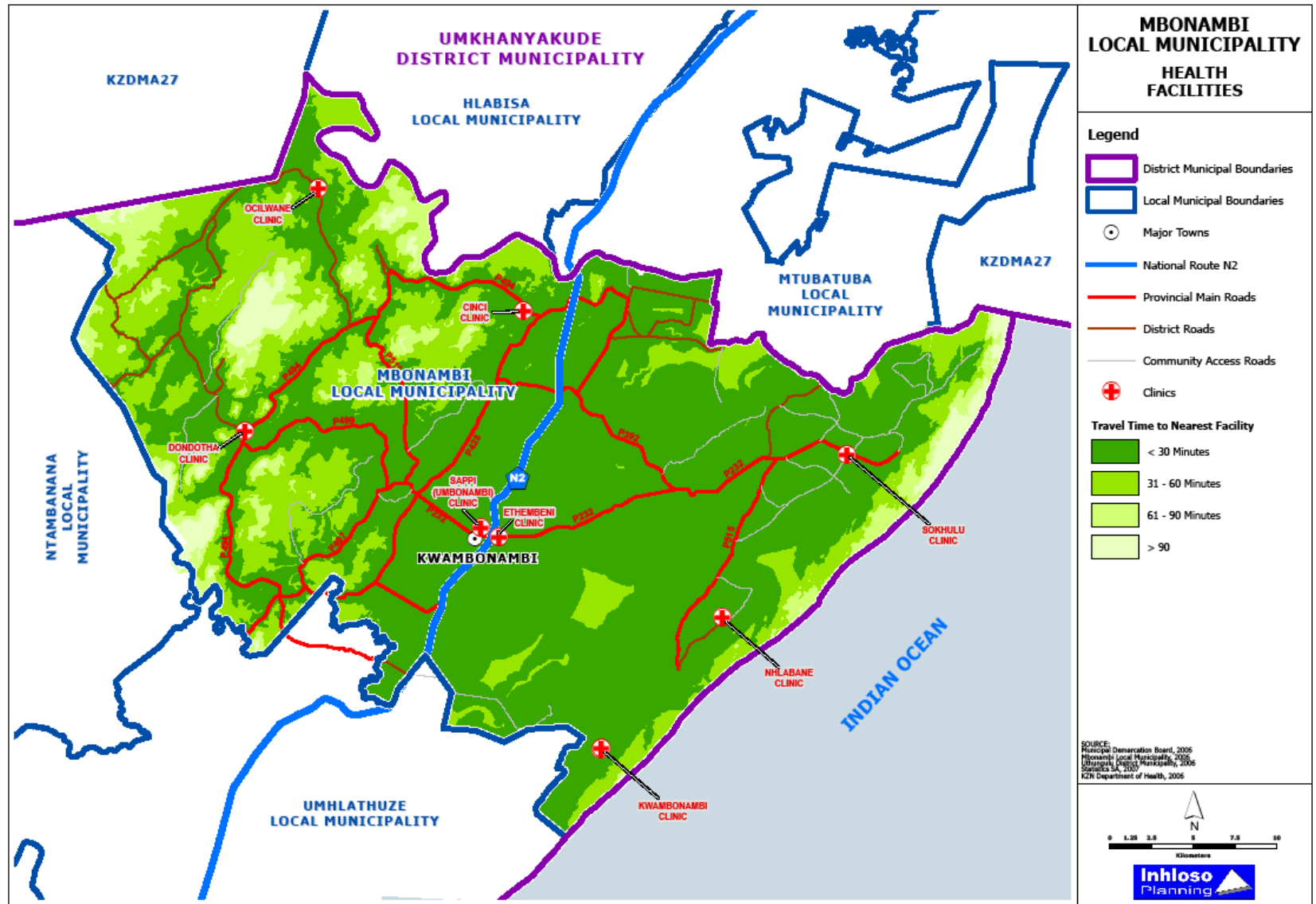
▪ **Waste Transfer Station Facilities**

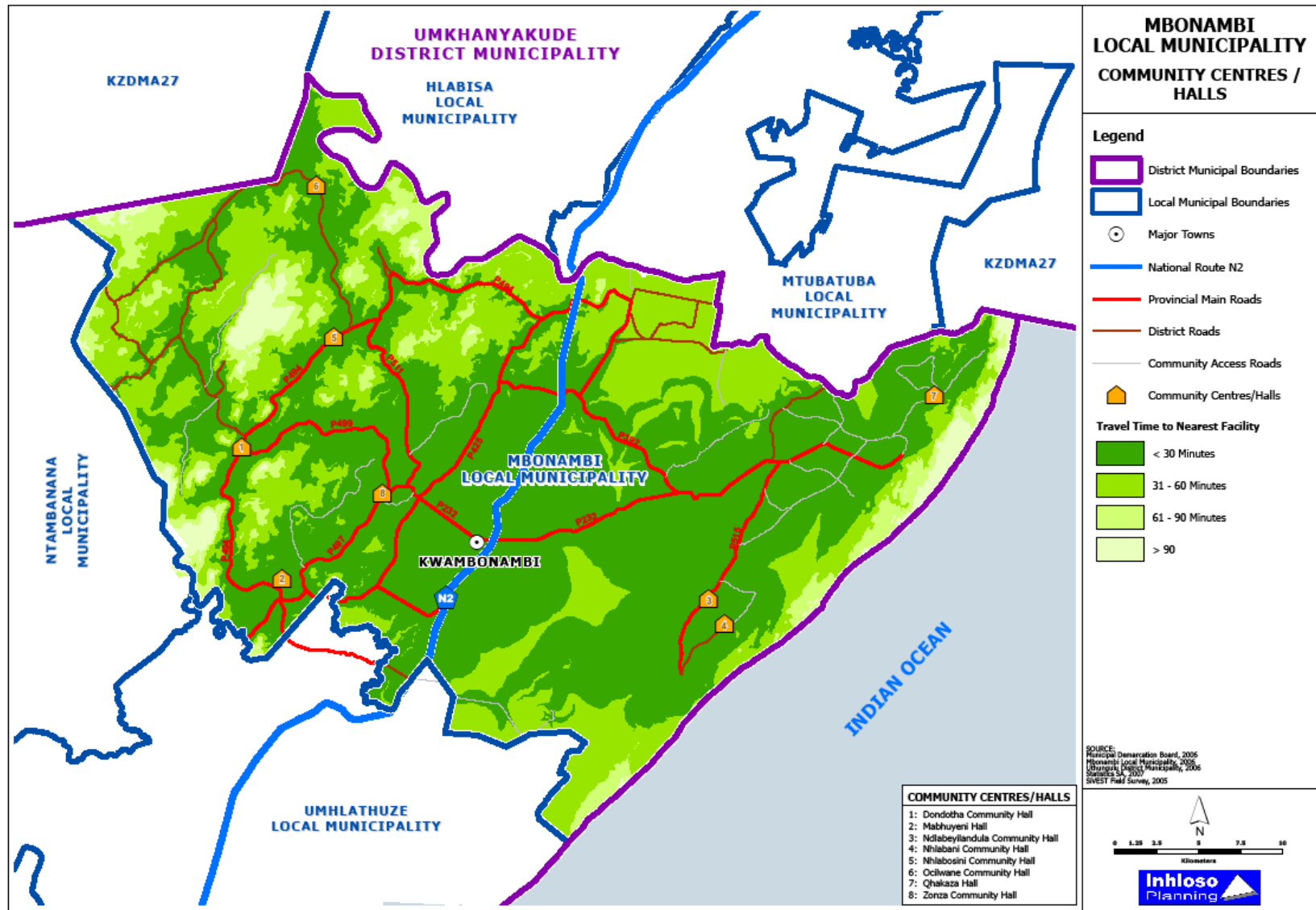
Name of Transfer Station	Size of Station (capacity in m ³)	Type of Transfer Station	Waste Measured per Month at the Station (in Kg or m ³)	Weighing Systems used?
Mbonambi	2x 30m ³ Bins 4x 12m ² Skips for waste recycling purposes	General Solid Waste	Not yet Measured	To measure in m ³

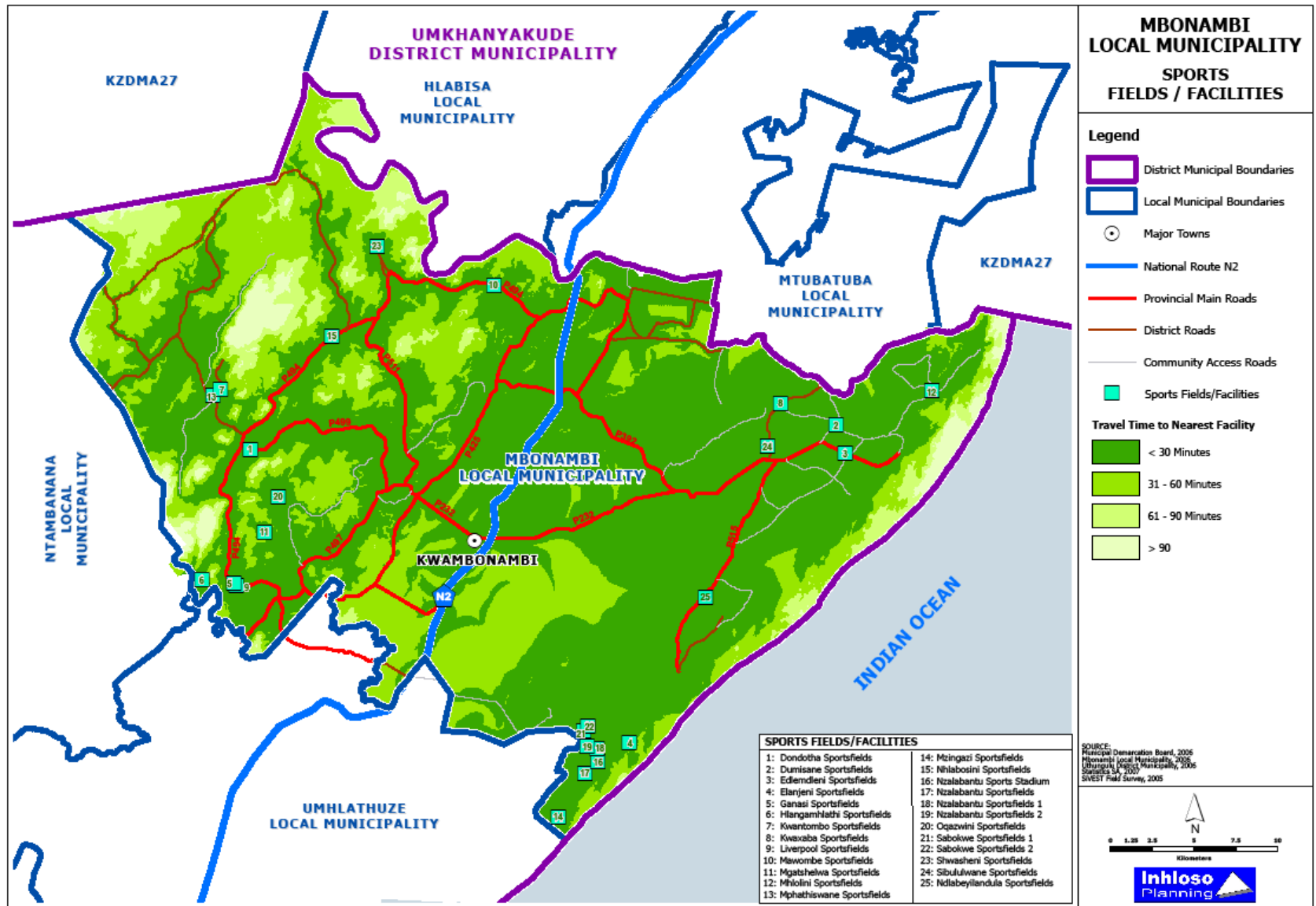


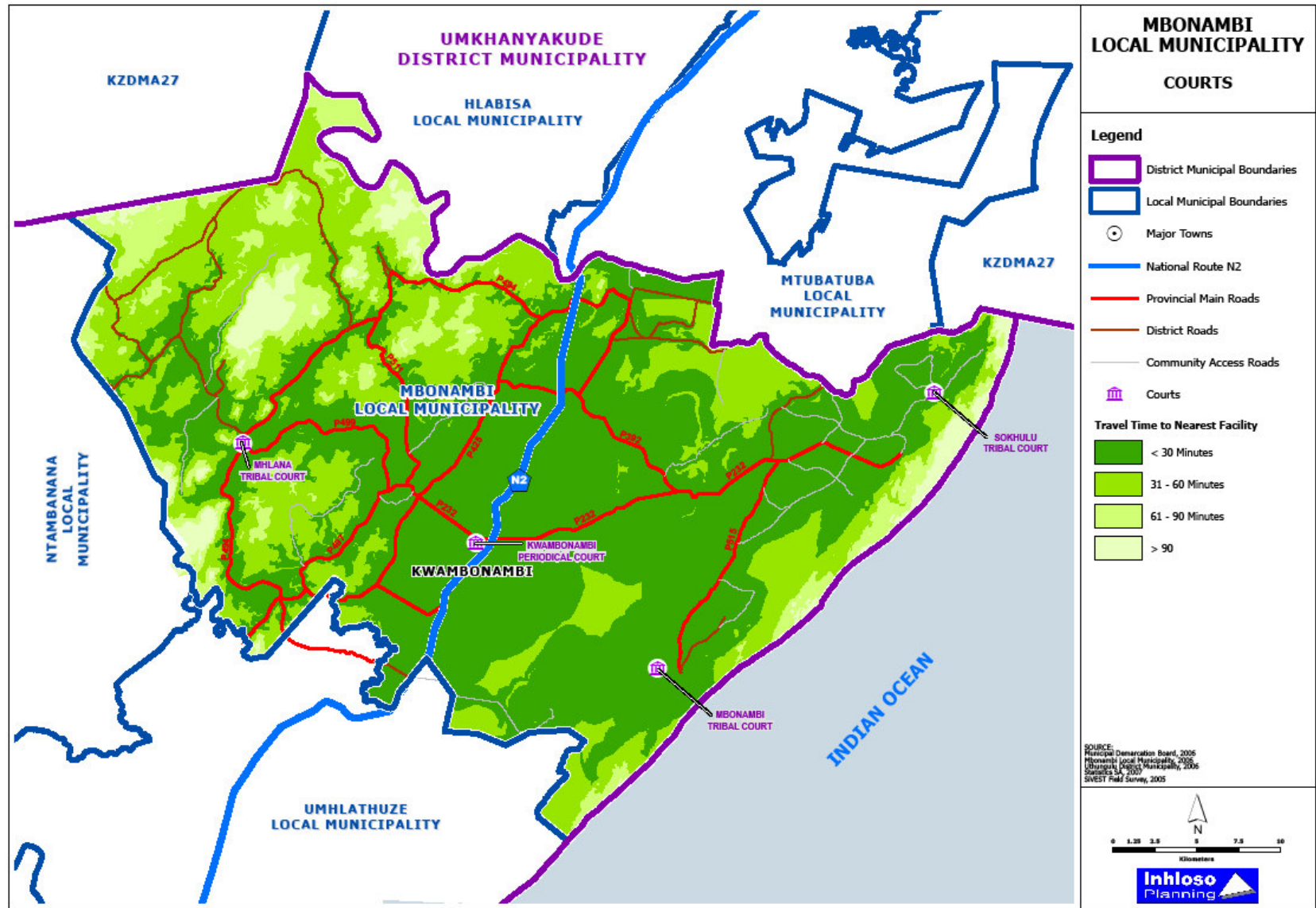
Mbonambi Transfer Station

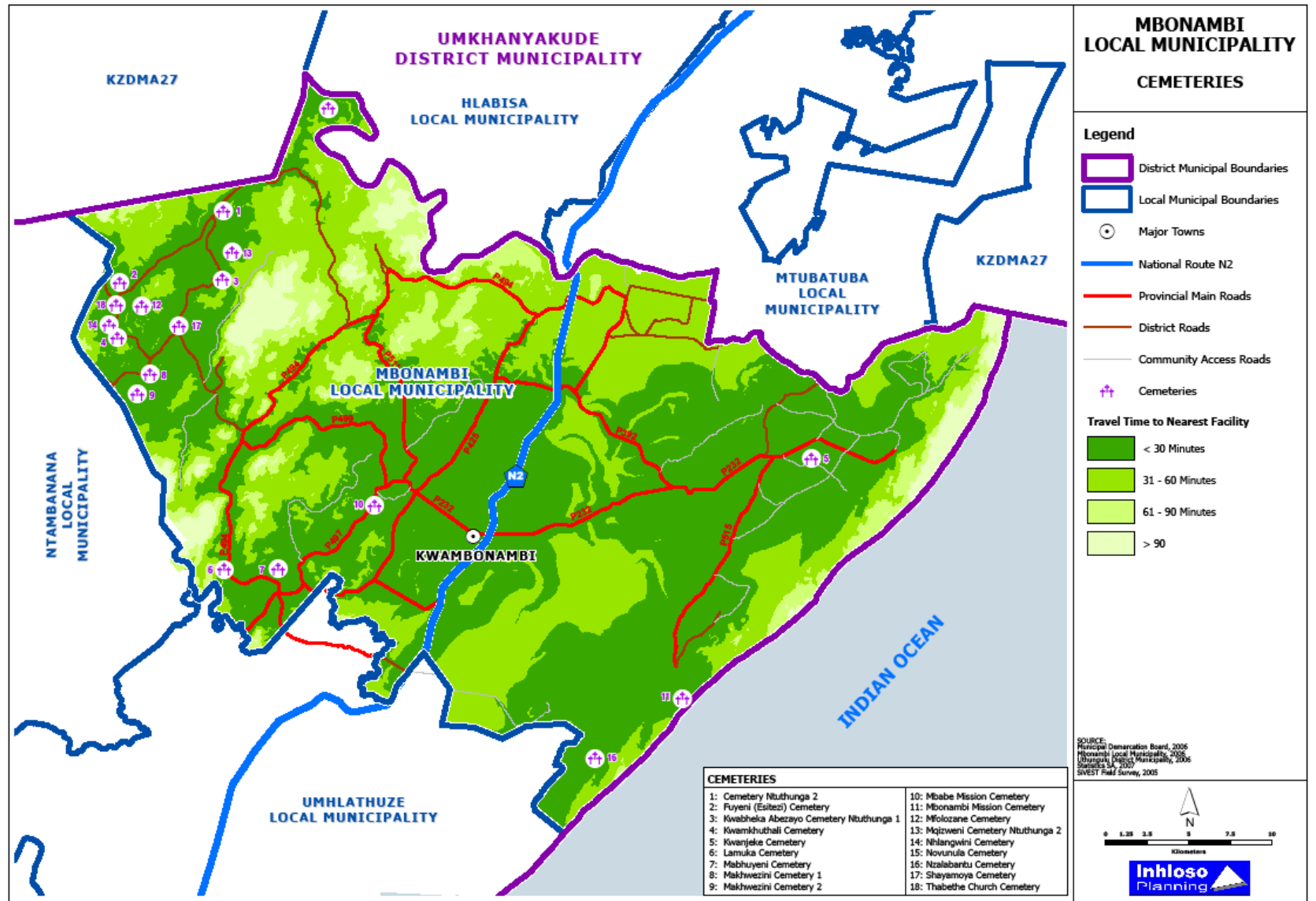


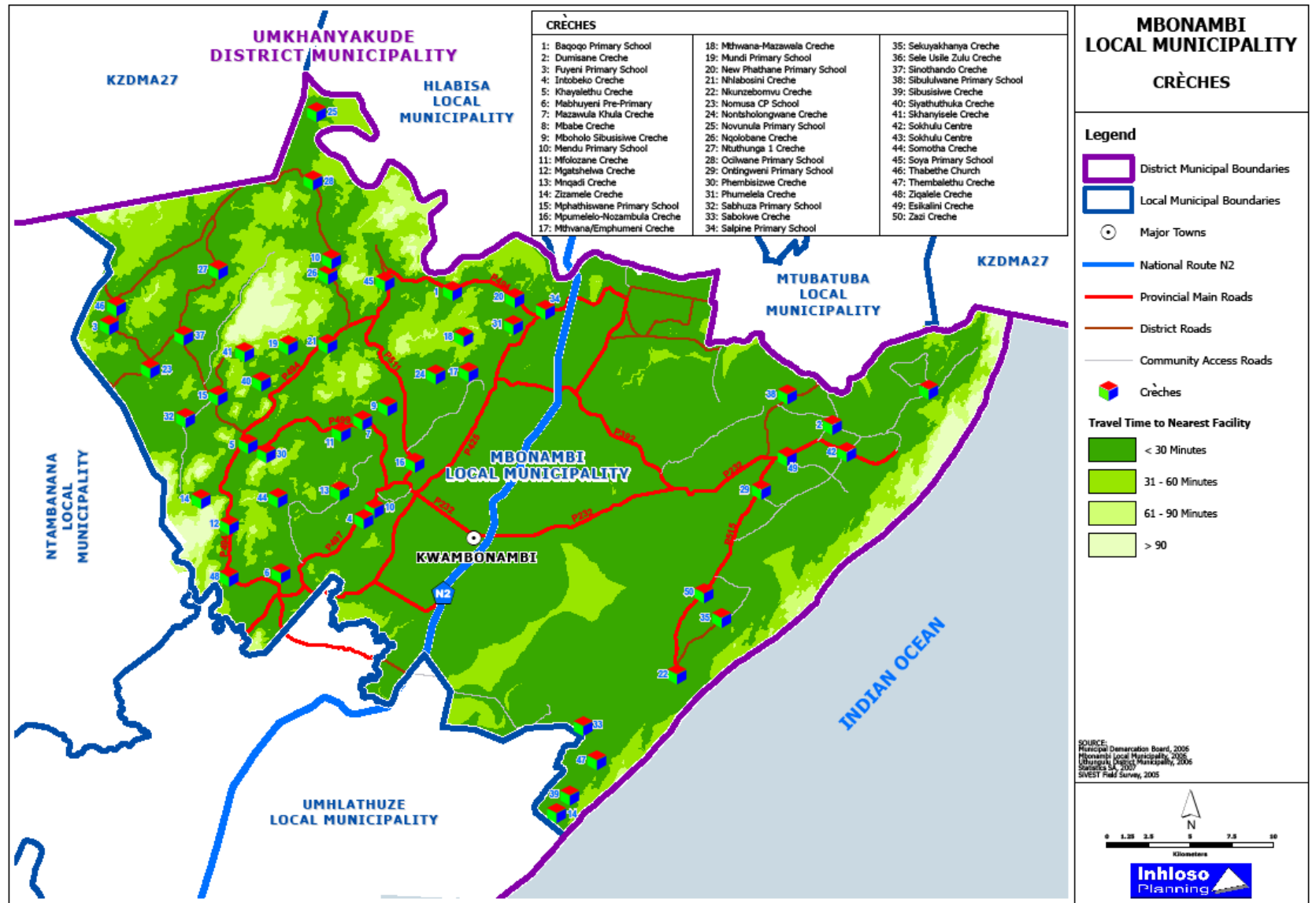


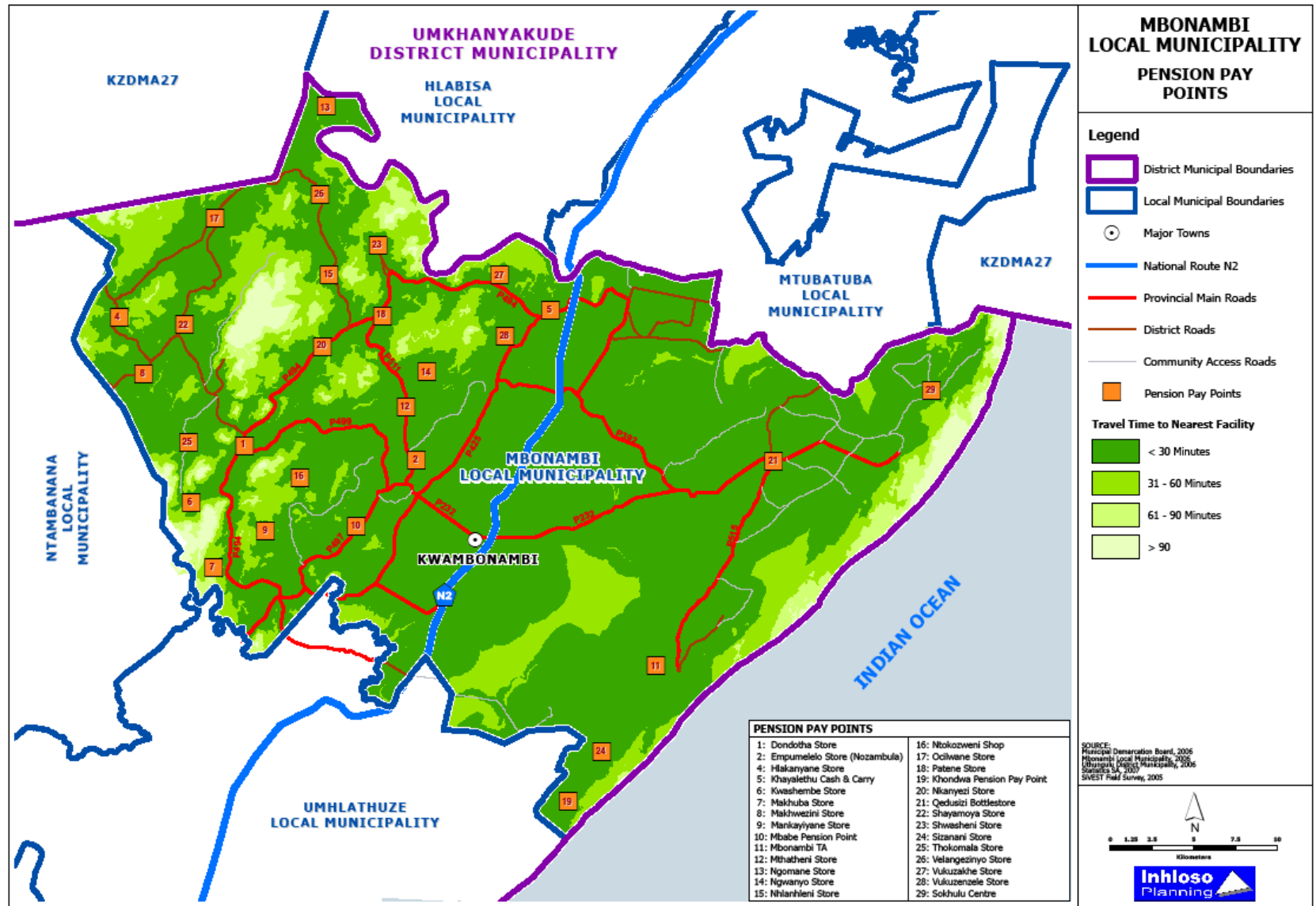


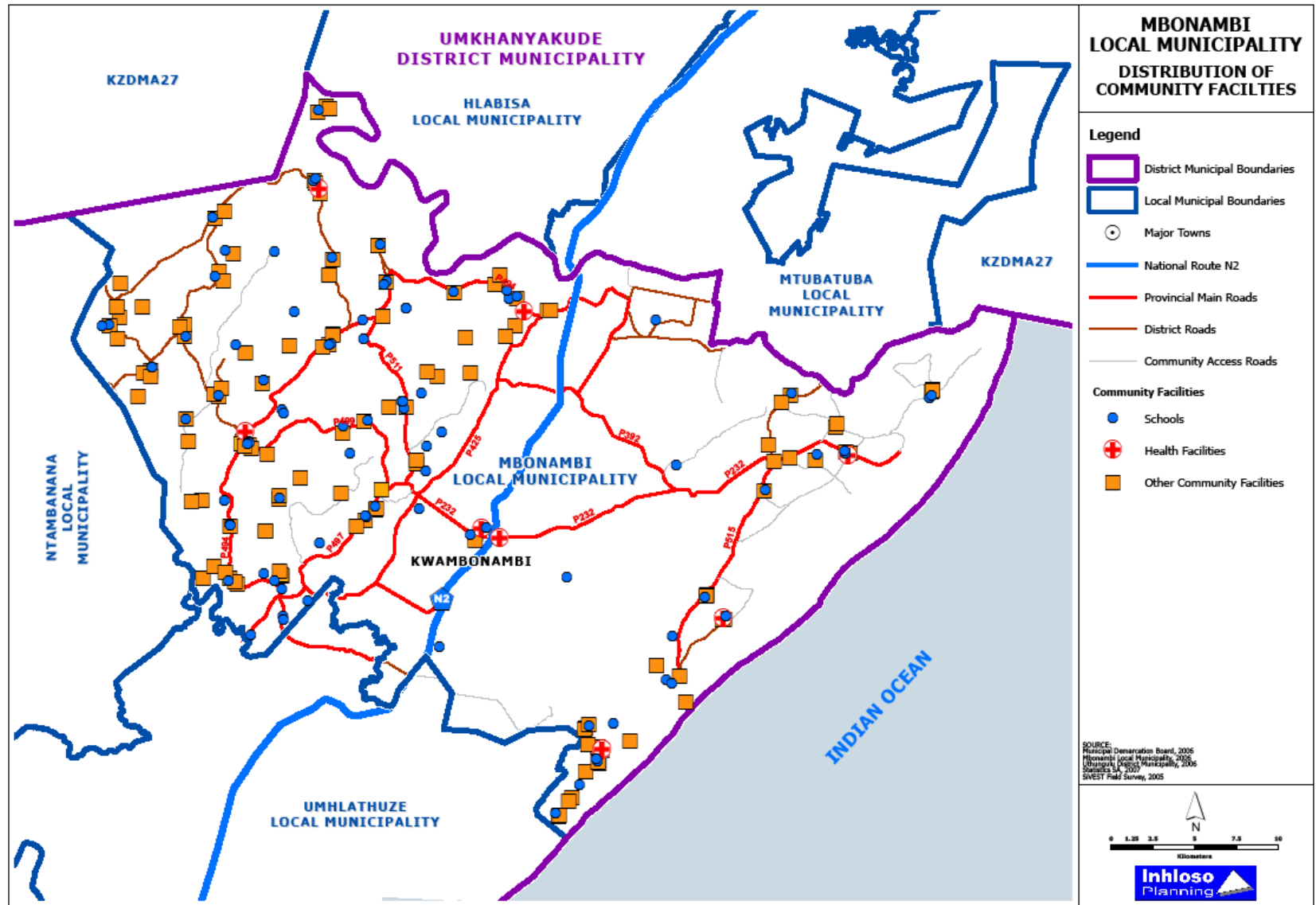


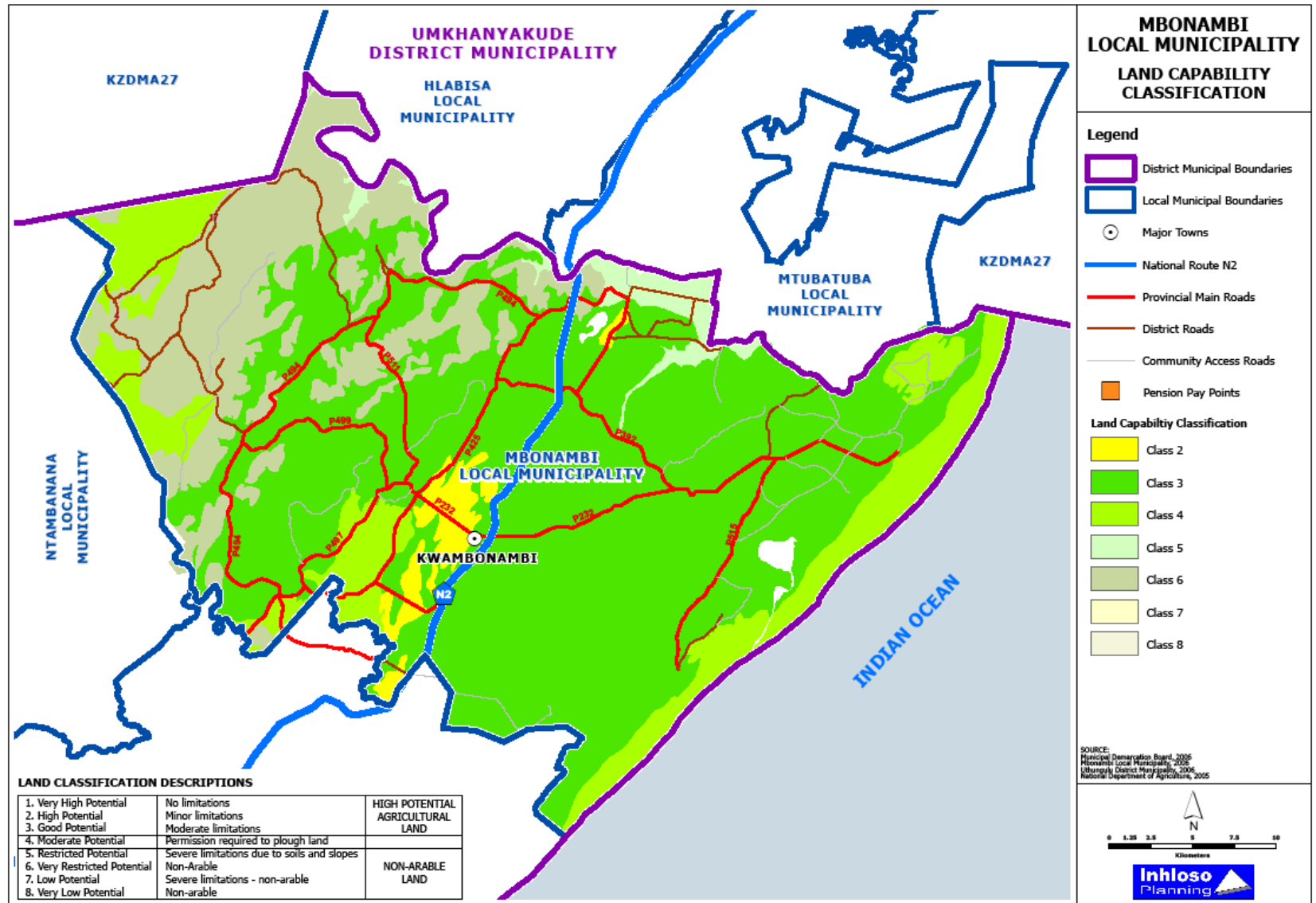












10. ENVIRONMENT AND AGRICULTURE

10.1 THE NATURAL ENVIRONMENT

Geology

The rocks in the western sections of the Mfolozi area belong to the Karoo Sequence and are represented by the Dwyka Formation of glacial deposits at the base followed by a conformable sequence of sandstones, mudstones and shales of the Ecca Group and roofed by basaltic lavas. A thick succession of basaltic lava of the Letaba Formation covers most of the western area with the shales and mudstones of the Ecca Group and alternating shales and sandstones of the Emakhwezini Formation and the fine grained sandstones and mudstones of the Nyoka Formation.

There is a widespread quaternary deposit of white windblown sand blanketing the coastal plain. Alluvium is also common in low-lying areas such as river valleys and lakes. The coastal plain is separated from the basalts in the west by granite and granite gneiss intrusions.

Soils

The soils within the area can be generally described as moderate to deep in the coastal floodplain area becoming clayey loam to the west with a high erodibility potential. Soils in the eastern section of the area are typical of an emergent coastline. Deep grey sands of the Fernwood form are a predominant feature covering most of the area.

The western sections in the Mhlana Traditional Area consist of reddish, clayey soils associated with the Basalt of the Letaba Formation, Lebombo Group. The extreme western portions of the area consist of shallow soils originating from weathered rock predominantly belonging to the Glenrosa or Mispah forms. Lime is generally present in lowland soils located in valley bottoms.

Clay to sandy loam soils predominate the plains of the Umfolozi River, sections of which are evident in the northern parts of the study area and also found associated with Lake Eteza. These alluvial soils are well drained with high percentage silts.

Topography

The study area comprises a long flat coastal plain rising gently from the coast towards the west where it reaches a height of approximately 200 masl (metres above mean sea-level), the highest point being Kwamendo in the west at 381 masl. The coastal plain is interspersed by high dunes and is further characterized by a number of short perennial rivers that originate within the area and either drain northwards towards the Umfolozi River or towards the coastal lakes in the vicinity of Richards Bay to the south. Two coastal lakes lie within the area, Lake Nhlabane on the coast and Lake Eteza towards the north.

Climate

The climate is humid with one to two months experiencing very little or no rain. Rain falls mainly in summer but the Mfolozi area may receive up to 40% of its rainfall in winter.

The mean annual rainfall range for the area is approximately 800mm to 1 400mm. Summers are hot, while winters are mild with an average temperature of 20°C.

Surface Water

The northern sections drain towards the Umfolozi River while the southern sections drain towards the coastal lakes Nhlabane, Nsezi and Mzingazi that form part of the Mhlathuze catchment. Several perennial rivers occur within the north western sections, including the Ntutunga, Mvamanzi and the Ntinkulu which form part of the Umfolozi catchment.

The Msunduzi, the Mbabe and Ntobozi feed Lake Eteza. The coastal plain has a number of non-perennial rivers. The Mvuya and the Mokana are tributaries of the Msunduzi which join with the Umfolozi at its mouth. The Mpungase feeds Lake Nhlabane. This system is characterized by wetlands that lie behind the coastal forest. Other small water bodies within this system are the Lakes Ozwanini and Igwenyeni.

The UThungulu District Municipality is the bulk water supplier in the area and envisages the formulation of Catchment Management Agencies (CMAs) in the next five years that are lawful entities of the National Water Act. The many rivers in the system generally supply adequate water for domestic and stock use. The Mfolozi and the Mhlathuze Rivers offer potential for irrigation. There are currently great demands on the Mhlathuze Supply System due to water demands in Empangeni and Richards Bay, with Richards Bay Minerals placing the greatest demand on water resources including water from Lake Nhlabane which lies within the Mfolozi area.

Groundwater

Consisting predominantly of sandstones, the western sections of the Mfolozi area has a high potential for groundwater aquifers. The basalts of the Letaba Formation are essentially fine-grained crystalline variety with extremely low porosity and permeability. Surface weathering, faulting and fracturing play an important role in targeting groundwater sources within this rock. The water to the west is generally of a poor quality, being suitable for emergency use (Class 2) or for short-term use (Class 2) only.

The quantity of water is largely dependent on the depth of saturated sand, grain size and recharge events. The water table is however expected to be shallow and boreholes are likely to give moderate yields of 0.5 to 3 litres per second over most of the study area with the greatest yields being in the extreme west where yields of greater than 3 litres per second can be expected. Although the presence of brackish water containing a high percentage dissolved salts is likely, the groundwater quality in the area is generally regarded as being of a good quality (Class 0).

Aesthetics (Visual, noise and air quality)

The aesthetics in the Mfolozi area can generally be regarded as good as a result of the absence of large development or industry in the area meaning that the air quality and noise levels in the area are good. Sugar cane and veld burning are the most important source of air pollution within the area. Major sources of visual intrusion are likely to be large expanses of monocultures including plantations and fields of sugar cane which would disrupt the natural views. The presence of litter in traditional authority areas due to the lack of formal waste disposal sites as well as dongas and barren lands created by improper farming practices and overgrazing also decrease the aesthetic appeal of the area.

Natural Vegetation

The natural vegetation is characterized by Moist Coastal Forest, Thorn and Palm Veld (Bioresource Group 2) along the coastal plain with Moist Zululand Thornveld (Bioresource Group 19) found to the west at higher altitudes.

Moist Coastal Forest, Thorn and Palm Veld

The vegetation on the coastal plain is generally restricted to sandy soils and is influenced by salt spray, fire and grazing. The water table plays a crucial role in defining plant communities on the geologically young substratum. Most of the natural vegetation in the area has been removed and replaced by exotic commercial forestry plantations forming the KwaMbonambi State Forests.

Remnants of forests vegetation occurs along the coast line. *Millettia grandis* (Umzimbeet), *Protorhus longifolia* (Red Beech), *Strelitzia nicolai* (Natal Strelitzia), *Croton sylvaticus* (Forest Croton), *Macaranga capensis* (Wild Poplar), *Schefflera umbellifera* (Bastard Cabbage Tree) and *Syzigium cordatum* (Umdoni) are generally present in these forests that are generally restricted to deep sandy soils. Common dune forest trees are *Mimusops caffra* (Coast Red Milkwood), *Eugenia capensis*

(Myrtle), *Deinbollia oblongifolia* (Dune Soap Berry), *Brachlaena discolor* (Wild Silver Oak) and *Allophys natalensis* (Dune allophylus).

Secondary woody vegetation is patchy and is likely to be characterized by acacias including *Acacia karoo* (Sweet Thorn), *A. niErfica* (Scented Thorn) and *A. robusta* (Splendid Thorn). The grassy matrix includes *Aristida junctiformis* (Ngongoni Grass), *Eragrostis* spp., *Sporobolus* spp., *Hyparrhenia* spp., *Digitaria* spp. and occasionally *Themeda triandra* (Rooigras).

Wetland vegetation predominates in the area surrounding Nhlabane Lake surrounded by indigenous forest to the east and thickets and bushveld to the west. The vegetation to the west of the study area is predominantly natural, but it has transformed by lands cultivated both for commercial and subsistence farming.

Moist Zululand Thornveld

Moist Zululand Thornveld (Bioresource Group 19) occurs naturally along the north western parts of the municipal area. Most of the natural vegetation in the area has been destroyed due to commercial and subsistence farming. The vegetation patterns vary considerably as open grassland with patches of scrub forest, bushed grassland and bushland thicket. Riverine bushland thickets occur along drainage lines.

Dominant grass species that naturally occur include *Themeda triandra* (Rooigras), *Eragrostis capensis* (Heart Seed Love Grass), *E. racemosa* (Narrow Heart Love Grass), *Tristachya leucothrix* (Hairy Trident Grass), *Heteropogon contortus* (Spear Grass), *Trachypogon spicatus* (Giant Spear Grass) and *Schizachyrium sanguineum* (Red Autumn Grass). *Eragrostis* spp and *Sporobolus pyramidalis* (Catstail Dropseed) are grasses dominant in overgrazed veld.

Trees species are dominated by *Acacia* spp including *A. karoo*, *A. niErfica*, *A. caffra*, *A. tortilis* and *A. sieberana*.

Fauna

Little information is available on the animal species within the area. Game species that are suitable or occurring along the coastal plain include bushbuck, common duiker, red duiker, impala, reedbuck, blue wildebeest, nyala, zebra and bushpig. While the average potential grazing capacity for the area is 1.8 ha/Au, the area is largely overstocked with a current grazing capacity of 1.0 ha/Au.

Species Sensitivity

The majority of the Mfolozi area can be regarded as having low species sensitivity. The indigenous coastal forests are regarded as moderately sensitive and should be protected.

The wetland areas just inland of these indigenous forests are defined as being marginally sensitive. A small area alongside Lake Nhlabane has however been regarded as highly sensitive. Buffer zones around conservation areas including Lake Eteza and the Hluhluwe – Umfolozi Park should also be regarded as being sensitive environments.

Land Potential

The relic sands along the coastal plain have little water holding capacity and consequently are also limited in plant nutrients. The area has thus been used for the establishment of exotic plantations of the Kwambonambi Forests. The vegetation is generally unsuitable for grazing with an average grazing capacity is 3.0 ha per animal unit and animals will generally require supplementation during the winter months.

The clayey soils to the west have moderate agricultural potential and are used extensively by local communities for subsistence agriculture. The rolling terrain with moderate slopes together with the soils mean that the western part of the site can generally considered suitable for field crops and subtropical fruits. The grazing potential of the area is moderate at approximately 1.9 ha per animal unit. Beef, goat and game farming in the area are suited to this area.

Marine Environment

The coastal strip is not limited to the seashore, i.e. between the continental shelf and the high-tide mark, but is linked to the hinterland via rivers, catchments and physical infrastructure, i.e. road and rail. Hence, the coastal strip can generally be confined to the area between the coastline and the N2, the average distance of which is between 5 to 30 kilometres. The coastal strip is rich in natural assets, i.e. long, sandy beaches, rivers, lakes and estuaries and indigenous forests, all of which support and abundance of fauna and flora and as such, has the potential to be developed into an area of national and international significance. Dune mining also contributes to the value of the area's coastal zone in terms of production, exports and job creation. The development of the region should be approached from an integrated perspective bearing in mind the need to balance development with the protection of the environment.

Economic and urban activity in the Mfolozi Municipal area is focused in areas with suitable soils and climate for forestry and cultivation of sugar cane.

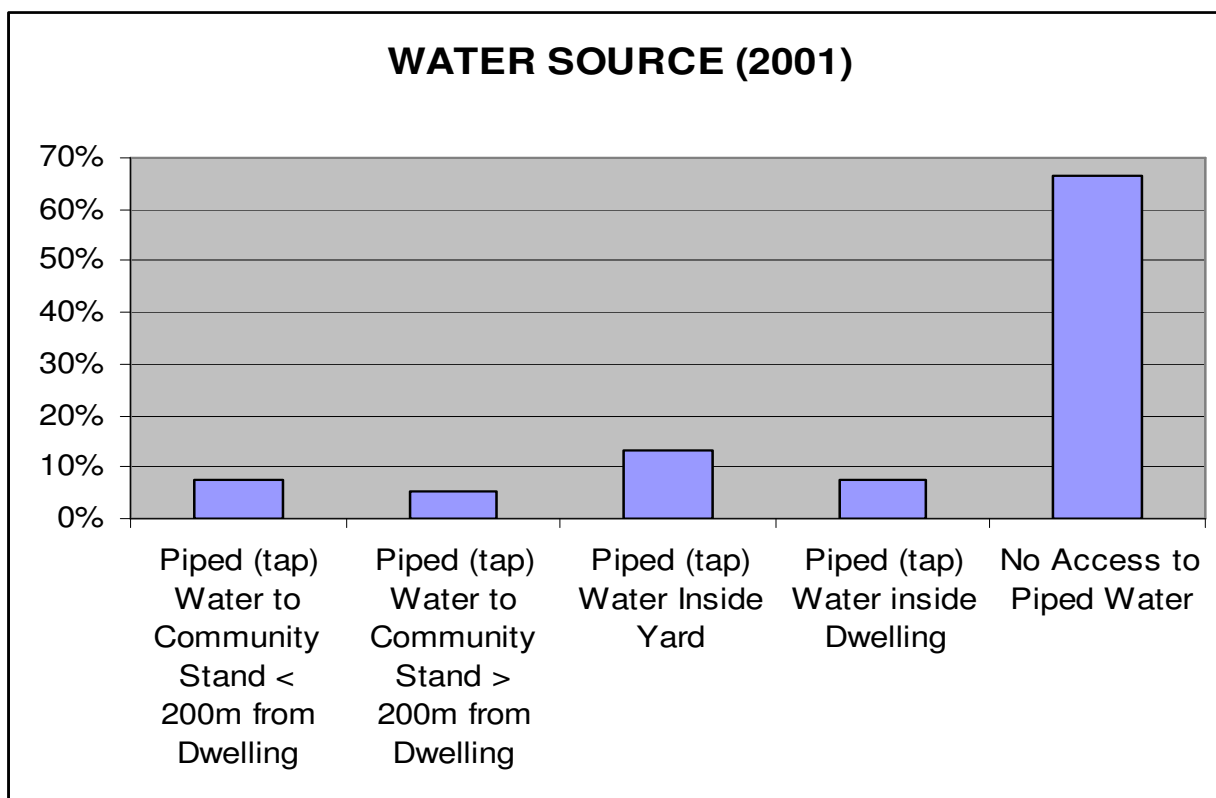
10.2 AGRICULTURE

The Mbonambi and Sokhulu traditional areas have a high agricultural potential, but due to traditional settlement patterns, customs, and the forced relocation of some communities, the agricultural activity remains at a low intensity. The area straddling the N2 is intensely farmed by Mondi, Sappi (plantations) and private farmers - in response to the high agriculture potential of this area. Rainfall drops drastically from east (the coast) to the west (inland) and as a result the agricultural potential of the Mhlana area is not as high. This situation however, can be remedied to an extent by the introduction of sound agricultural management and irrigation.

10.3 WATER & SANITATION

Table 37: Water Source (2001)

WATER SOURCE (2001)	NO	%
Piped (tap) Water to Community Stand < 200m from Dwelling	1542	8%
Piped (tap) Water to Community Stand > 200m from Dwelling	1104	5%
Piped (tap) Water Inside Yard	2730	13%
Piped (tap) Water inside Dwelling	1495	7%
No Access to Piped Water	13566	66%
TOTAL	20437	100%



In 2001, 66% of households indicated that they had no access to piped water. Thus meaning that water was mostly likely obtained from streams, dams, boreholes, etc.

The annual uThungulu Quality of Life Survey also provides an indication of progress in respect of water backlog eradication. Hereunder the results of the 2007 QOLS in respect of water provision are presented:

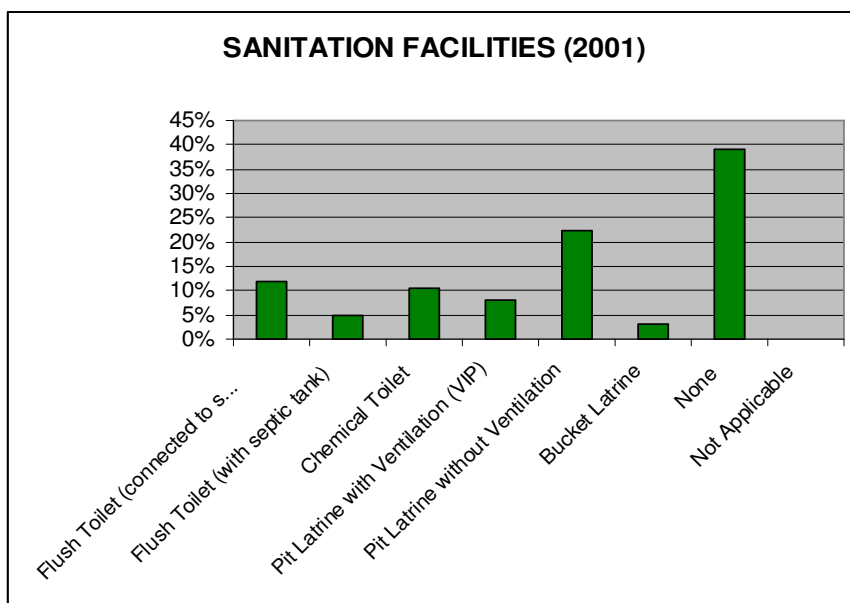
Table 38: Water Services as per Quality of Life Survey (2007)

Municipality	Piped Water in Dwelling	Piped Water in Yard	Piped Water <200m	Piped Water >200m	Borehole	Rainwater Tank	River/Stream	Water Vendor
<i>Mfolozi</i>	2.16	14.39	20.86	4.32	48.2	0.72	3.60	3.60
<i>UTHUNGULU</i>	17.72	20.51	14.32	8.20	11.53	1.93	12.54	1.70

From the above table it is noted that more households in Mfolozi are within 200m from piped water than the district as a whole. However, the situation is reversed for piped water in dwelling and piped water in yard. The Mfolozi Municipality also has a higher dependency on boreholes than the district.

Table 39: Sanitation Facilities (2001)

SANITATION FACILITIES (2001)	NO	%
Flush Toilet (connected to sewerage system)	2434	12%
Flush Toilet (with septic tank)	1009	5%
Chemical Toilet	2160	11%
Pit Latrine with Ventilation (VIP)	1672	8%
Pit Latrine without Ventilation	4574	22%
Bucket Latrine	640	3%
None	7950	39%
Not Applicable	0	0%
TOTAL	20439	100%



In Mfolozi, disposal of sewerage is effected through septic tanks. In the traditional areas, informal towns and settlements there are no formal service of sewerage disposal. The disposal of sewerage effluent is of great concern as it could pollute the underground water system. Where groundwater is used for human consumption by borehole extraction the risk in the spread of disease becomes unacceptably high. The introduction of appropriate sanitation system is being addressed through the UDM Water Service Development Plan.

The annual uThungulu Quality of Life Survey also provides an indication of progress in respect of sanitation backlog eradication. Hereunder the results of the 2007 QOLS in respect of sanitation provision are presented:

Table 40: Sanitation Services as per the Quality of Life Survey (2007)

Municipality	Year	Full Waterborne Flush Toilet	Septic Tank	Ventilated Improved Pit Latrine (VIP)	Basic Pit Latrine	None
Mfolozi	2004	1.20	11.00	0.00	75.00	9.80
	2005	2.00	19.00	22.20	5.20	51.00
	2007	0.00	0.00	21.74	65.94	12.32
UNTHUNGULU	2004	12.80	2.00	0.00	36.30	22.10
	2005	15.60	3.70	10.40	45.70	16.10
	2007	17.76	1.46	8.03	42.09	27.25

uThungulu District Municipality is the Water Services Authority and Water Services Provider, in terms of the Municipal Structures Act, Schedule 84(1)(b) and the Water Services Authority Act 108 of 1997, for the Mfolozi Municipal area.

The information in the table below, in respect of water and sanitation backlogs for Mfolozi Municipal area, has been extracted from the uThungulu Water Services Development Plan (2006):

Table 41: Progress in Eradicating Water Backlogs

Total No of Rural Households	WATER BACKLOG - NO OF HOUSEHOLDS BELOW RDP STANDARD								
	ACTUAL				PREDICTED				
	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2008/09	2008/09	2009/10
	%	%	%	%	%	%	%	%	%
18,845	97.5	69.3	70.8	66.6	56.8	49.8	45.4	38.4	31.2

Table 42: Progress in Eradicating Sanitation Backlogs

Total No of Rural Households	SANITATION BACKLOG - NO OF HOUSEHOLDS BELOW RDP STANDARD								
	ACTUAL				PREDICTED				
	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2008/09	2008/09	2009/10
	%	%	%	%	%	%	%	%	%
18,845	88.8	82.4	79.5	75.9	67.5	61.3	54.8	48.2	41.7

In terms of the uThungulu Water Services Development Plan (2006), the estimated funds required to address the total water backlog in the Mfolozi Municipal Area is estimated at R129,319,887 and for sanitation backlog it is R90,087,553.

Please note that updated information in respect of the uThungulu Water Services Development Plan should be available during December 2007 for inclusion in this document.

11. INITIATIVES WITHIN THE MUNICIPAL AREA

The table below gives a brief description of some of the LED projects in the municipal area. Further, some of the projects are outlined in detail.

Project Name	Description	Value	Funder	Status
Moya Mara Country Estate	850 Housing units varying from low to high income housing	R 1,5 Billion	Private	Project was launched and sites are being sold. Gatehouse and Show house to be constructed during April 2009.
Umbani Power Station	540 MW Circulating Fluidised Bed Boiler technology power generator at Mabhuyeni area, Mfolozi and 20 km north of Empangeni	R 8,0 Billion	Private	Land secured and Council approval. Continuing with the EIA process.
Alfluorco Plant	Aluminium Fluoride Manufacturing Plant which will include the manufacturing of Sulphuric Acid, Hydrogen Fluoride at Nseleni, Mfolozi adjacent to the N2 highway from Richards Bay to KwaMbonambi.	R 1,0 Billion	Private	Feasibility study complete and continuing with the EIA process. (PROJECT ON HOLD DUE TO NEGATIVE ECONOMIC CLIMATE)
N2 Development	This will include a filling station, restaurant, shops and curio centre at the crossing of the N2 highway and P232 Main Road to KwaMbonambi.	R 230 Million	Private	Development Commission Approval and Land Acquisition finalized. Service level agreements to be signed. Land being transferred to the developer.

Project Name	Description	Value	Funder	Status
Mapelane Tourism Centre	Tourist centre including restaurant, curio centre and chalets.	R 30 Million	To be established	Feasibility study complete. Partnership with UThungulu DM established. Proposals from private developers have been invited awaiting appointment.
Cwaka Lodge	Lodge for tourists and restaurant.	R 25 Million	To be established	Waiting signing of lease agreement Feasibility Study complete. EIA process started.
KwaMbonambi N2 Interchange	Diamond shape interchange to relieve traffic congestion at the N2 – P232 crossing	R 80 Million	SANRAL	EIA process complete. Contribution between SANRAL, DOT and Mfolozi LM to be finalized. tenders have been advertised, the project due to start in July 2010

11.1 Sokhulu Farm

It is situated at Sokhulu traditional area in ward 1 and 2 and is a sugarcane production project. The extent of the project is 600 ha and 141ha is under operation at the moment. The Department of Agriculture in conjunction with KwaShukela Mill (formerly known as Umfolozi Mill) allocated R10 000 000 for this development. A total of 210 people are involved in this project.

UThungulu District Municipality has initiated the **Sokhulu Community Farm** project some 4 years ago to create sustainable employment within the local community, and budgeted R 1,370,000.00 on Account no. 7100 1016 00003 for the same. New developments have taken place whereas Umfolozi Mill has budgeted R 10,000,000.00 over the next three years for the same project.

As of date, UThungulu District withdrew its funding due to land availability issues. Umfolozi Mill continued to fund the project with 10 million thus the project has been implemented with only 200ha of the 600ha is in use.

11.2 N2 Commercial Development

Commercial Development

The project includes the rezoning of the portion of land located at the corner of the N2 and MR 232 from Agriculture and Parkway to a Special Zone: General Commercial 2.

The project will consist of the following:

- petrol filling station;
- tourism arts and craft centre;
- conference centre;
- retail facilities;
- government and institutional offices;
- banking facilities; and
- a truck stop.

This project is to be developed in phases. Phase 1 will consist of the petrol filling station, arts and craft centre and the conference centre.

A DFA Application has been prepared, and lodged with the Provincial Planning and Development Commission and has since been approved. The Municipality will sign a service level agreement with the developers.

Mfolozi Distribution Centre

Mfolozi Distribution centre is to be located along the N2 opposite the proposed N2 commercial development. The developers are currently undertaking a market analysis and the overall feasibility study of the project.

The project is being funded by ASGISA and it is intended to uplift the local SMME's in terms of supply and retailing of goods. The project is still at a preliminary phase but its intended purpose will be for it to serve as a regional distribution centre.

Since the last IDP review, the initial developer pulled out of the project due to failure to secure funds for the project as expected. Consequent developers have been approached to take over the development concept but lack of access to funding has caused the project to stall.

11.3 KwaMbonambi Country Estate

KwaMfolozi Country Estate involves the proposed extension of the existing golf course in KwaMfolozi from a six hole to an 18 hole golf course. It will also consist of boutique hotel, medium and high income housing, indoor sports facilities and other recreational facilities, as well as open areas.

The DFA application has already been submitted and has gone through the pre-hearing stage which was held in December 2006. The hearing and site inspection was held towards the end of January 2007. At the hearing, the Development Tribunal decided to postpone its final decision due to objections received from the National Department of Agriculture. The hearing was postponed to March 2007.

The development proposed¹ includes:

- 388 Special Residential 800 to 1000m² erven;
- Medium Density Residential Erven comprising approximately 144 residential opportunities;
- 60 Low Density Special Residential Erven;
- 2 General Residential Oval Village Development Erven comprising approximately 118 residential opportunities;
- 37 Community Village and association Medium Density Residential Erven comprising approximately 100 residential opportunities;
- 1 Sport Village Erf with associated club-house and recreational facilities;
- 2 Hotel and Golf Club House Erven including 60 tourist accommodation apartments / suites;
- An 18-hole Golf Course with driving range;
- Private Open Spaces and landscaped areas, including ponds, pedestrian walkways and golf cart tracks; and
- An Electricity Sub-station Erf and 1 Services and Maintenance Erf.

The development was approved and the sale of properties of-plan has commenced.

11.4 Tourism

Mapelane Tourism project

The proposed project is situated at Sokhulu traditional area in Ward 1. Through public participation and meetings with the ward councillor of the Sokhulu area, a tourism project was identified as due to the lack of tourism facilities in the area, for which uThungulu District Municipality has agreed to contribute R670,000.

Mfolozi Municipality must undertake the following actions:

- Apply for rezoning of the land;
- Do a full EIA scoping report;
- Acquire heritage permits if necessary;
- Acquire planning permissions; as well as a
- Market analysis and viability study.

¹ Extracted from the DFA Application, September 2006, pg 4

Besides these obvious steps, the municipality must adhere to the guidelines set out in the Responsible Tourism Manual published by the Department of Environmental Affairs and Tourism in November, 2004.

This is necessary to:

Stimulate/strengthen local economy
Create opportunities for direct and indirect employment
Create opportunities for entrepreneurial activity
Stimulate local business growth, directly and indirectly
Generate investment in social and economic infrastructure (e.g. schools, clinics, roads)
Increase tax revenues
Improve public services and amenities (e.g. transport, shopping, entertainment)
Improve quality of police protection
Improve living standards
Stimulate skills development
Diversify livelihoods

A co-operative has already been established with Twenty-Four (24) participants within Ward 1, Mthiyane Tribal Authority which will form part of the Project Steering Committee. The Municipal Manager and three employees of Mfolozi Municipality will also form part of the committee.

A service provider has been appointed and is in the process of compiling preliminary studies such as EIA and Feasibility study.

Other: Coastal Working Group Projects

PROPOSED PROJECTS WORKING FOR THE COAST AT MFOLOZI MUNICIPALITY

1. Mthiyane Beach Camp

Proposed projects for working for the coast at Mthiyane beach Camp

- Road access clearance and Maintenance 6 km including road side trimming
- Beach cleaning 12km which includes 12 Laborers
- 6 Braai stands
- 8 Bins

2. Nhlabane Access Point

Proposed projects for working for the coast at Nhlabane Access Point

- Road access clearance and Maintenance 4km
- Beach cleaning 12km which includes 12 Laborers
- 3 Braai stands
- 5 Bins

3. Mission Access Point

Proposed projects for Mission Access Point

- Access closure due to the following reasons
 - Damage in dunes
 - Driving on Beach
 - The point attracts more crime rather than bringing leisure
- Rehabilitation of dunes is needed

4. Mapelane Access Point

Beach cleaning 12km which includes 12 Laborers

11.5 INITIATIVE SPONSORED BY RBM

Project Name	Description	Value	Partnership	Status
Poverty alleviation projects – sustainable sources of income				
Sokhulu Commercial Farm	Commercialise current 600ha farm in Sokhulu for Banana production	1,700,000	Uthungulu DM* Mfolozi LM Communities DoA DED	Finalise project operational plan Sign MOU with investor
District Fresh Produce Market (on N2)	Promote access to sustainable markets to small scale farmers in the District	1,600,000	Uthungulu DM* Mfolozi LM* Communities DoA DED	Currently exploring trading centres with UDM .
Establish a co-op business in each community to stimulate job creation	Support local manufacturing and sustainable job creation	7,500,000	LMS DMR Communities	investigate project options
Project Name	Description	Value	Partnership	Status
Infrastructure Development – facilitate access to economic opportunities				
Housing for the destitute	Address housing needs for the destitute in host communities	25,000,000	DMR* DoHS LMS Communities	Negotiate scheme and approach with DoHS
One Stop service centres (Thusong)	Increase access to provision of social and other services	8,000,000	Mfolozi LM* DMR Communities	Alignment with Mfolozi IDP

Project Name	Description	Value	Partnership	Status
Health and Education Development				
Tisand & Mkhayideni Technical Schools of Excellence	Support excellence in output for Technical subjects	7,500,000	Private	DoE finalising workshop plans equipment refurbishment
HIV/AIDS Management Centre	Provide dedicated HIV/ADIS treatment clinic in Mfolozi LM	5,500, 000	DoH Mfolozi LM	Donation approval received – request to increase current clinic operating hours

Project Name	Description	Value	Funder	Status
Infrastructure Development – facilitate access to economic opportunities				
Mapelane P232 road	Improve access to Sokhulu and Mapelane Tourism Area	15,000,000	Community Mfolozi LM DoT	DoT Technical evaluation underway

Nseleni Road A44	Improve community's access to N2 & Mbonambi Town	10,000,000	Community* Mfolozi LM DoT	DOT priority list
Bulk Water Supply- water reticulation	Support Uthungulu DM in speeding delivery of potable water	10,000,000	Uthungulu DM Communities	DOT priority list

12. ORGANISATIONAL

12.1 INSTITUTIONAL ARRANGEMENTS

The UThungulu District Council currently fulfils certain functions on behalf of the municipality such as water and sanitation and waste management due to limited local capacity.

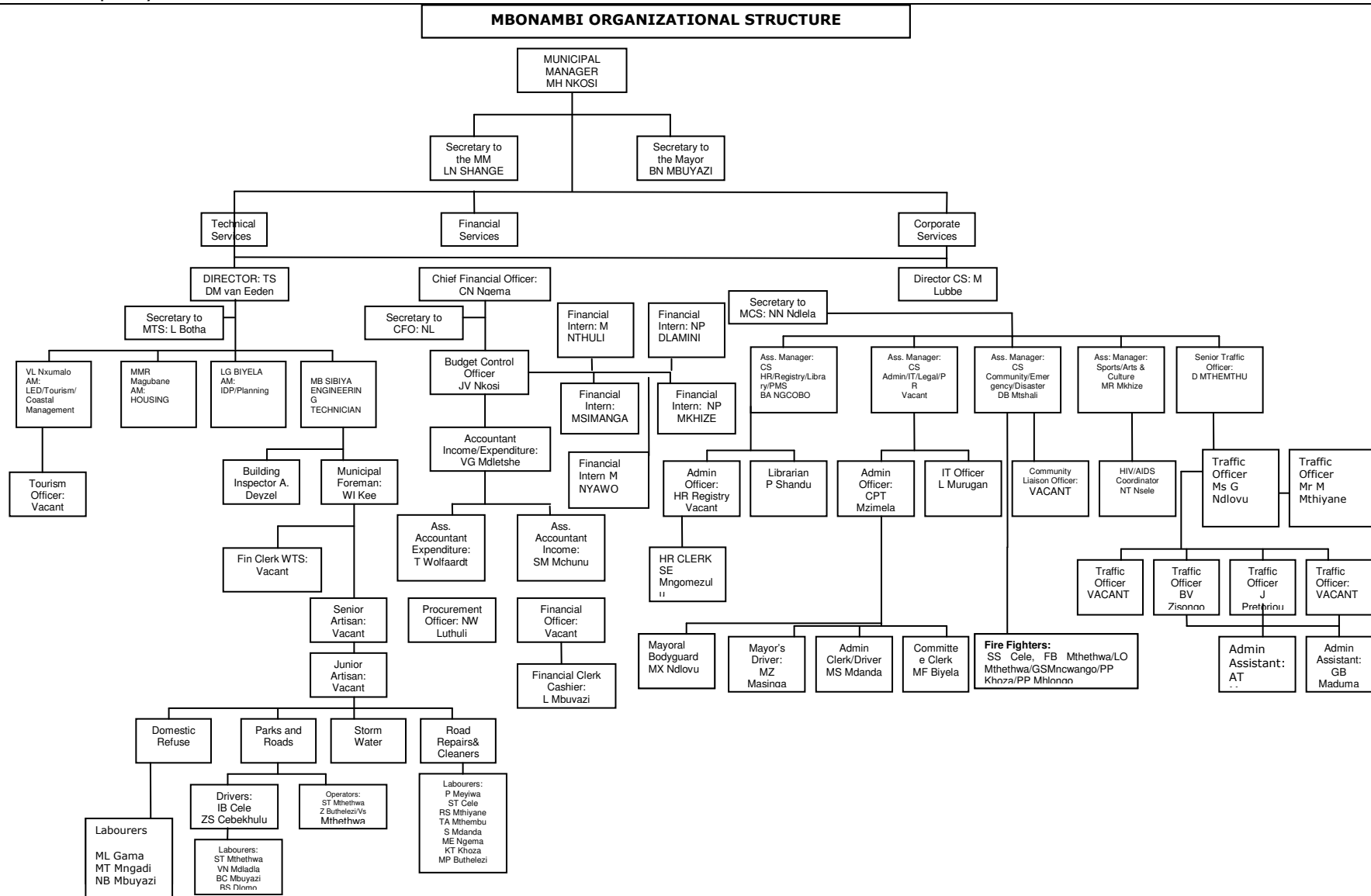
The structure established to manage all aspects of the Municipality is summarised as follows:

The Council Executive/Committee served by the Municipal Manager who *inter alia* is responsible for Integrated Development Planning.

Three main departments, namely:

- Engineering / technical services which include Project Development and Maintenance and Municipal Works divisions;
- Financial Services; and
- Corporate Services with Administrative Services and Management Services as the two major divisions.

The Mfolozi Municipality's Organogram is shown overleaf:



12.2 MUNICIPAL POWERS AND FUNCTIONS

The following table indicates the Powers and Functions for Mfolozi Municipality as per the 2005/2006 Capacity Assessment:

Function	Responsible Body²
Air Pollution	Local Municipality/ External Service Provider
Building Regulations	Local Municipality
Child Care Facilities	Local Municipality
Electricity reticulation	District Municipality
Fire Fighting	District Municipality/ Local Municipality
Local Tourism	District Municipality/ Local Municipality
Municipal Airports	District Municipality/ Local Municipality
Municipal Planning	District Municipality/ Local Municipality
Municipal Health	District Municipality
Municipal Public Transport	Local Municipality
Storm water management	Local Municipality
Trading Regulation	Local Municipality
Water and Sanitation	District Municipality
Beaches and amenities	Local Municipality
Billboards, display of advertisements in public places	Local Municipality
Cemeteries; funeral parlours and crematorium	Local Municipality
Control of public nuisance	Local Municipality
Control of undertakings selling liquor to public	Local Municipality
Facilities for accommodation, care and burial of animals	Local Municipality
Fencing and fences	Local Municipality
Licensing of dogs	Local Municipality
Licensing and control of undertakings that sell food to the public	N/A
Local amenities	Local Municipality
Markets	Local Municipality
Municipal abattoirs	District Municipality
Municipal Parks and Recreation	Local Municipality
Municipal Roads	Local Municipality
Noise Pollution	Local Municipality
Pounds	Local Municipality
Public Places	Local Municipality
Refuse removal, refuse dump and solid waste disposal	District Municipality/ Local Municipality
Street Trading	Local Municipality
Traffic and Parking	Local Municipality

² http://www.demarcation.org.za/powers_functions2005

12.3 MUNICIPAL POLICIES

▪ Human Resources Strategy

The Municipality has prepared a Comprehensive Human Resources Policy, with the assistance of Messrs. Henali Business Solutions, which is being implemented. The Policy is comprehensive and consists of 18 detailed parts, namely:

Table 43: HR Policy - Parts

Part 1	Introductions And Definitions
Part 2	Normative Framework Of Human Resources Management
Part 3	Organisational Design, Approving And Changing The Organisational Structure, Creating And Abolishing Posts And The Staff Establishment
Part 4	Recruitment, Selection, Appointment, Placement, Demotion and Transfer
Part 5	Relocation Policy
Part 6	Labour Relations
Part 7	Employee Remuneration
Part 8	Allowances
Part 9	Employee Benefit Schemes
Part 10	Subsistence And Travelling
Part 11	Legal Aid To Employees And Cession Of Action
Part 12	Working Hours And Attendance
Part 13	Leave
Part 14	Occupational Health, Employee Wellness And Work Place Safety
Part 15	Private Work
Part 16	Training And Development
Part 17	Career Opportunities, Succession Planning And Rapid Progression
Part 18	Use Of Municipal Equipment And Vehicles

The Municipality has a number of policies in place.

▪ Municipal Indigent Policy

In terms of Local Government Municipal Systems Act of 2000; Section 74 Municipalities must adopt and implement a Tariff Policy. In terms of the same section, the Council should take into consideration the extent of subsidization of tariffs for the poor households who cannot afford the cost of full provision by the Municipality.

Being "indigent" means a household earning a combined total monthly income of R1500 or less. The basic services to be offered to the indigent include:

- Rental
- Rates
- Sewage
- Refuse
- Water
- Electricity

From time to time; Council may decide to include the following services subject to the availability of funds and compliance with prescribed criteria:

- Recreation facilities
- Public transportation
- Funeral cost
- Museums
- Hall hire
- Fire protection

The municipality has made provisions for the implementation of the Indigent Policy. It has signed service level agreements for all relevant service providers who render the above listed services namely Eskom-Electricity, Uthungulu District Municipality-water.

▪ **Employment Policy**

Mfolozi Municipality underwrites and subscribes to the principles of the Employment Equity Act (Act 55 of 1998). The Municipality has finalised its Employment Policy has thus established of the Employment Equity Committee/ Labour Forum.

▪ **Credit Control Policy**

The Municipality has a detailed Credit Control Policy in place which is being applied. The Policy covers the following:

- Objectives and Constitutional Obligations;
- Expected Future Payment Levels;
- Notice of Default and Intended Termination or Restriction of Services;
- Periods for Reinstatements;
- Restriction of Services;
- Services not reinstated after after four weeks;
- Arrangements for Payments of arrear accounts;
- Service Contract;
- Payment of Deposits;
- Allocation of Part-Payments and Appropriation of Deposits;
- Queries by Account Holders;
- Dishonoured and other unacceptable cheques;
- Delegation of Responsibilities by the Municipal Manager;
- Role of the Municipal Manager
- Role of Councillors;
- Interest on arrears and other penalty charges;
- Indigent Management;
- Uncollectable arrears;
- Arrears which have arisen prior to the adoption of the present Policy; and
- By-laws to be adopted.

▪ **Policy For People Living With Disabilities**

Policy objectives

1. The development of systems within the municipality that caters for people with disabilities.

2. To provide people with disabilities with the tools to change their lives and to give them greater degree of independence.
3. To take into account the specific needs of different disability groupings.
4. To enable people with disabilities to reach and maintain their optimal physical, sensory, intellectual, psychiatric and/or social functional levels.
5. Ensuring that there is regular, appropriate data collection on the living conditions of people with disabilities within the municipality.
6. To facilitate the process where people with disabilities can have access to all information that affects their lives.

▪ **Youth Policy**

Rights, responsibilities and obligations of the Youth of Mfolozi

The Mfolozi Youth, like all other young people across the country are entitled to basic rights as enshrined in Chapter Two (2) of the Constitution (Bill of Rights). However, although they enjoy these rights, there are specific rights that the Municipality has prioritize due to their youth and rural bias. The Mfolozi Municipality commits itself to uphold, promote and protect these rights of young people irrespective of their colour, creed, religious background, status in the community and affiliation. In return the Youth of Mfolozi shall fulfill obligations towards these rights and act responsibly:

1. **Participation** in municipal decision making and processes such as the IDP, budgeting processes and municipal performance, and other mechanisms and processes that pertain to the youth or affect them directly or indirectly.
2. **Equality:** every young person from the Mfolozi Municipality is equal before the law and has the right to equal protection and benefits of the law.
3. **Freedom of expression and access to information:** The Youth of Mfolozi shall have a right to express their views and opinions feely and without fear provided such expression does not violate the rights of others and is done within the confines of the law.
4. **Freedom of association:** Young women and men from Mfolozi shall be free to belong to associations, affiliate to organizations and be part of structures within and outside of the municipality.
5. **Protection from all forms of abuse,** coercion, violence, exploitation and degradation.
6. **Access to all benefits of citizenship** such as quality service, education (including opportunities for life long learning) training, employment, housing, legal services, health and care and recreation.

7. **Access to health care**, food, care, water and social security: The Municipality shall do everything in its power and within its capacity to provide this service.

▪ **MFOLOZI MUNICIPALITY WOMEN, DISABLED AND AGED PLAN 2009/2010**

Main objectives

The main purpose of this plan is to systematically address conditions associated with poverty over a three year period. The ultimate aim and eventual development outcome over a 3 to 5 year period, is the increased self-reliance of targeted pockets of poverty and the improved social cohesion of specific demographic groups (e.g. Women, youth, children, infirm, disabled and aged) who are particularly vulnerable to the conditions associated with poverty.

Emphasis will be placed on the creation of access to economic opportunities for specific target groups and will focus on the establishment of local institutional structures that are able to identify, own and manage the ongoing implementation of development initiatives in each community.

It is this process that would ultimately ensure the sustainability of projects beyond the initial grant period and thereby bring about the desired permanent reduction in the demand for financial support.

Critical to such a development strategy, is the creation of capacity through local partnerships, which are able to identify and pursue initiatives that are economically viable. Such partnerships become the means through which communities are able to plan and manage their own initiatives. In this way, stimulating the process of sustainable job creation and not once-off initiatives limited to the duration of the Poverty Relief Fund.

▪ **HIV/AIDS STRATEGY**

Purpose of the strategic plan:

Response to the epidemic requires the involvement of every member of our society. For all contributions to be effective, co-ordination communication and planning becomes a necessity and this document serves as a plan for such. Further, the struggle against HIV/AIDS needs all the sectors, formations and stakeholders of our society to be involved. Municipality recognises these realities and is envisaging that everyone will work together in a co-ordinated approach for maximized efficiency and effectiveness in fighting against this disease.

Municipalities cannot deal with AIDS without the cooperation and support of other government services, religious, community and welfare organisations and volunteers.

In every municipality there are a number of key actors that should be drawn in to help develop a strategy to tackle AIDS. It is important to recognise the different

roles that different people can play. Municipal officials will play a different role from municipal councillors who will play a different role from government services or civil society organisations.

It is important to make a difference between the stakeholders and key people who can contribute to developing a strategy and the stakeholders that you would want to involve in the long term. For example an effective AIDS strategy will try to involve all school principals to make sure that orphans are identified and supported. But an AIDS strategy workshop will only involve perhaps one school principal who has already done something that will help you to develop a better strategy.

The following are examples of who should be asked to help develop a strategy:

Municipalities should play a coordinating role and bring stakeholders together to jointly develop a strategy and action plan. Within the municipality key officials and politicians should be drawn in. The mayor, speaker and municipal manager are three key individuals who should be involved.

Key local individuals from government departments like health and social development.

Organisations from the community that already offer a service or have some expertise about AIDS.

Major employers, church leaders and community leaders.

Members of district or provincial AIDS Councils can act as resource people.

▪ **SCARCE AND CRITICAL SKILLS: RETENTION AND RECRUITMENT POLICY**

Objective of policy

1. The objective of the policy will be to identify those categories of posts where the Mfolozi Municipality have a high turn over of staff.
2. To attract and retain competent staff
3. To retain scarce and critical skills within the municipality
4. To identify strategy to ensure the retainment and recruitment of staff by innovative means within the confines of the collective bargaining process.

• **MBONAMBI MUNICIPALITY ANTI-CORRUPTION / FRAUD PREVENTION PLAN**

Aims of the strategy:

- Enhance public confidence in the municipality,
- Build and maintain an ethics culture in order to avoid possibilities for conflict of interest well in advance,
- Strengthen community participation in exposing and reporting corruption,

- Create organizational culture of transparency,
- To encourage councillors in particular to engage communities in anti corruption initiative,
- To prevent, detect and investigate fraud and corruption, and take appropriate action in the event of such irregularities,
- To build public accountability as well as internal accountability and transparency,
- To enhance efficiency, effectiveness and responsiveness of the Mbonambi Municipality,
- To promote effective participation of municipal stakeholders in decision making and in corruption prevention,
- Increase municipal credibility and remove public distrust,

13. KEY ISSUES

13.1 KEY ISSUES EXTRACTED FROM UPDATED STATUS QUO

The following are some of the socio-economic development issues of the Municipality extracted from the Status Quo document are:

- **N2:** Municipality must tap more on the development potential presented by the N2 which traverses the Municipal area. The land has been sold to private investors and there is a potential of more land being sold. This is hoped to bring about the needed economic boost for the municipal area.
- **Employment and Poverty:** employment in 2001 was 41% and unemployment 59%. The poorest households reside in Wards 12 and 13. In these wards, more than 85% of the households earned less than R1, 600 per month (in 2001). 78% of all households earned less than R19, 200 per annum in 2001. This situation has economic as well as social impacts.
- **Lack of Diversity in the Employment Sector:** most people are employed in the primary sector which is often characterised by low wages. There is a need for diversification in the local economy to attract other skills and boost the local economy.
- **Infrastructural Backlogs:** According to the 2007 UThungulu District WSDP 43% percent of households in KwaMfolozi is living below the RDP standard in terms of water, whilst 67.5% of households are living below the RDP standard in terms of sanitation (UDM WSDP – 2006/2007 Actual percentages).
- **Lack of Social and Economic Investment:** the Municipal area of KwaMfolozi is lacks social and economic investment especially in areas that were identified as nodes as part of the Nodal Development Framework Plan. In the town of KwaMfolozi in particular, there is an apparent need for commercial and residential and industrial development to meet the demand help and the needs in the greater Municipal area. Further, the young population character of the Municipality requires that certain types of services and facilities e.g. youth focused LED, education facilities, sport facilities, etc be provided.

Other areas that are lacking social and economic investment are:

- in Sokhulu and Mfolozi TA areas in respect of agriculture;
 - health facilities in municipal area;
 - community halls and sport facilities in Mhlana TA area;
 - municipal cemetery/ies;
 - land reform (complicated by TA setup);
 - tourism development – particularly along coast line;
 - housing backlog of 7,502 units; and
- **Poor infrastructure and Services delivery:** the following factors contributes to poor infrastructure and service delivery in the municipal area:
 - dispersed settlement – high cost of infrastructure and service delivery;
 - poor condition of rural access roads;
 - no waste removal system in rural areas; and
 - Inadequate provision of water, sanitation and electricity in rural areas.
 - **Institutional:**

- Lack of funding to fulfil certain Municipal Functions, e.g. cemeteries, beaches, solid waste, disaster management, etc.

▪ **Financial:**

- Lack of finances to implement the full scope of the IDP efficiently and effectively to really have an impact upon the quality of life of communities in the short to medium term. This would require a careful revision of key programmes, strategies and projects.

C. OVERVIEW OF SPATIAL DEVELOPMENT FRAMEWORK

1 SPATIAL DEVELOPMENT FRAMEWORK

Mfolozi Local Municipality finalized its Spatial Development Framework in 2006. The Spatial Development Framework (see **SDF Map** attached at the end of Section C for the Mfolozi Municipality) comprises of a plan depicting the various land use categories in a linear and nodal format. Areas are generally divided into zones in which a particular type of activity, for instance agriculture or conservation, dominates. Linear areas designate either natural or political borders or aim to maintain channels of natural movement, and nodes refer to concentrations of activity and people in towns.

1.1 THE LAND USE CONFIGURATION

The broad land use configuration devised for the municipal area, was basically derived from the existing land use pattern incorporating the need to link certain areas to promote or ensure natural movement between systems. These include:

- **Agriculture**, as one of the main economic activities and principal land user within the Municipal area. Main commercial agricultural activities are focused in the KwaMfolozi district, and particularly the area bounded by Sokhulu and Mfolozi in the east, the Umfolozi River in the north, and Mhlana in the west. Agriculture development in the Traditional authorities are generally of a smaller scale, scattered and less market driven, Sokhulu and Mfolozi generally has the highest potential agricultural potential, but it is not sufficiently exploited due to the system of tenure, lack of financial support, and expertise.
- **Tourism and recreation** such as areas of the Mfolozi and Sokhulu which is accessible for fisher folk, the Mapelane reserve, and areas such as Moba dam. The Mfolozi Municipal area has an enviable choice of potential tourism sites, but to date not much has materialized in terms of pursuing development options for these. The Municipality, in association with the UThungulu District Municipality, has introduced plans to develop the Nhlabane Lake area and selected nodes along the coast.
- **Special management areas** which would include the entire coast line, and primary dune area, river courses such as the Umfolozi, the Iteza and Nhlabane Lakes, and other areas of environmental influence.
- **Urban development** with KwaMfolozi as only proclaimed town where the full array of urban development, albeit at a smaller scale, are found such as low density residential, parks, schools, commercial areas, industrial activity, churches, and offices. A primary scheme needs to be prepared for this area.
- **Spatial development initiatives** as with tourism these initiatives can be reflected in the form of overlays in recognition thereof.

- **Infrastructure** such as main transportation corridors such as the N2 and railway line, provincial and district roads are the glue that holds the area together by providing internal as well as external access.
- **Some developments** such as clinics, schools, shops especially in the Traditional areas can only be depicted as symbols in the absence of a cadastral base. However, accurate GPS coordinates are available for these developments.

The control of development within these zones are addressed are addressed via a land use management scheme, with the main purpose being to:

- Indicate a minimum level of regulatory response;
- Offer the municipal authority some guidelines about land use decisions, and to,
- Provide a simple mechanism to assist in making rational and consistent decisions in response to development applications.

1.2 THE URBAN AND RURAL HIERARCHY

In terms of the need to balance growth, a number of emerging centres have been identified and added to the existing established service and administrative centres, in order to improve service delivery to these towns and their hinterlands, and to promote local economic development. It is further the intention to establish and expand the administrative and service delivery functions of these towns which hopefully will serve to attract other investment in response to the concentration of facilities and people.

Despite the new municipal order, service provision is still concentrated in the urban centres where economies of scale, rates recovery and local authority control renders sustainable service provision a viable option. Limited budgets, historical bias, costs and rates recovery have militated against the provision of services in the municipality, but the establishment of a hierarchy will provide guidance for the gradual eradication of the imbalance.

The balancing of development throughout the municipal area should not be restricted to services only, but opportunities should also be created in the employment and production fields. It is the expressed government policy that the development of small towns should be encouraged in order to improve service provision and opportunities to rural areas thereby providing a disincentive for people to migrate to urban areas where the quality of life is much lower, and the burden on the authorities unmanageable.

The Provincial Growth and Development Strategy has identified the need to support growth in small towns to inter alia improve the delivery of services to rural areas. This strategy was refined in the Integrated Rural Development Policy (IRDP) which, through a set of guidelines, will act as the mechanism to achieve this aim.

The idea then is to establish and promote the development of existing and emerging towns through public investment which will focus spatial development whilst providing basic services as a fundamental right.

On a municipal scale the nodal hierarchy, functions and service standards have been, to a large extent, based on criteria as outlined in a report entitled "A Rural Service Centre Initiative for KwaZulu-Natal" and the IRDP. These are:

- **Location;** as primary criterion requires that a node should enjoy good accessibility and linkages to other nodes and target service areas.
- **Population;** the existing population numbers and prospects for future growth are important as service delivery should reach as many people as possible.

- **Status**; nodes with established local authority control have an advantage over emerging towns where structures still have to be established and a culture of payment for services developed.
- **Infrastructure**; The existing level of physical and social services as a means to facilitate further development is important.
- **Economic considerations**; the current level of economic activity and future growth prospects should sustain development and the designation of a node as primary or secondary should be a prerequisite for sustained economic growth.
- **Public participation**; the identification and selection of nodes should bear in mind stakeholder input.

1.3 PROPOSED NODES

The preferred hierarchy of nodes and their typical roles are outlined hereafter.

- **Primary Nodes (Administrative and service centre)**
These towns generally have a wide range of public and private sector activities and KwaMfolozi fits this category well. In terms of the functions assigned to this category KwaMfolozi will have to:
 - continue to serve as municipal administrative centre;
 - provide services and opportunities to areas such as Sokhulu, Mhlana and Mfolozi;
 - contain residential accommodation, financial services, health services, communication facilities and SMME facilities;
 - serve as a transportation mode, specifically geared towards passenger services; and
 - serve as the locality for the establishment of infrastructure such as sports facilities, cemeteries, landfill sites, and so forth.
- **Secondary Nodes (Rural Nodes)**
These are small dynamic places that have developed as a result of their location at an important junction for instance, the existence of a clinic, shops, bus and taxi stops and informal and formal business. Dondotha can serve as good example. The level of service supply anticipated includes:
 - the provision of services to the surrounding rural areas such as basic engineering services, administration facilities, markets, telecommunication;
 - education and transportation facilities; and
 - the provision of periodic mobile services.

The following Secondary Nodes have been proposed:

- Zonza
- Dondotha
- Nkunzebomvu
- Mabuyeni
- Emhlangeni
- Phathane

The following community facilities have been identified in a 3km radius surrounding the secondary nodes and are depicted in the table overleaf:

- **Tertiary Nodes (Emerging rural centre)**

These centres are typically characterized by an accessible location, postal services and public phones, limited economic activity, a pension payout point and educational facilities.

The following Tertiary Nodes have been proposed:

- Nzalabantu
- Nhlabane
- Manzamyana
- AmalalaPhansi
- Fuyeni
- Nkiyankiya
- Cinci
- Makhwezini
- Ntuthunga

▪ **Emerging urban settlement**

Many settlements are emerging on the periphery and close proximity to Richards Bay, Mfolozi in this instance. These areas predominantly function as dormitory areas and should thus be seen as functionally linked to their urban cores. The recognition of these settlements is thus primarily to facilitate integration rather than to create an additional level in the hierarchy.

▪ **Scattered settlements and sparsely populated areas**

These areas are characterized by low population densities i.e. between 200 and 800 people per km² and less than 200 people per km² respectively. These areas cannot economically justify a comprehensive range of service provision, and thus service provision will be restricted to the essential services required only.

It is clear from the above that every attempt was made to stay clear from an urban bias, and to misdirect any service provision from the hard core rural areas.

It must be noted the Municipality is currently in the process of preparing Nodal Framework Plans for primarily its Secondary Nodes and more detailed land use plans for its tertiary nodes.

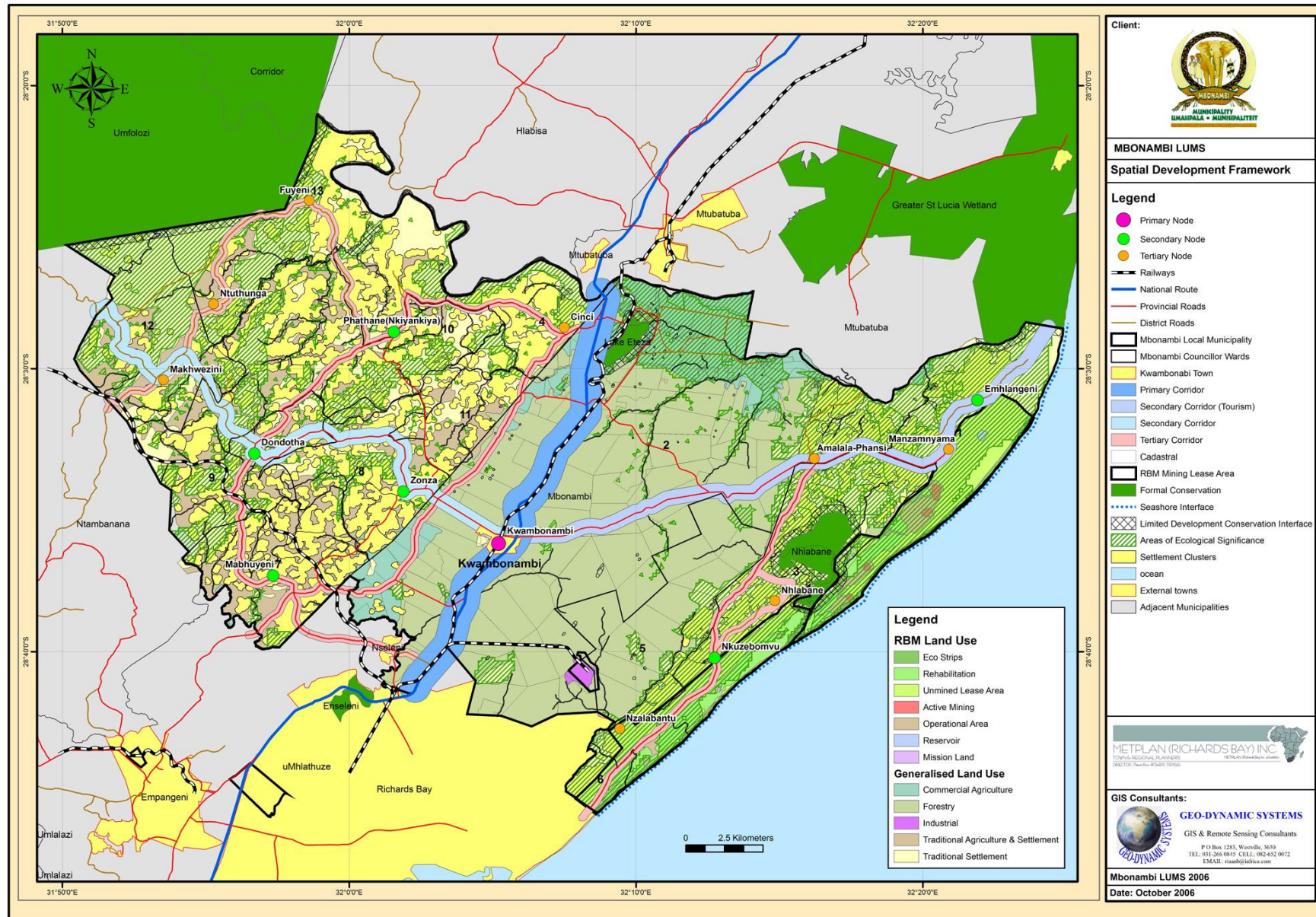
2 THE STATUS OF MFOLOZI LUMS AND PROGRESS WITH ITS ROLL-OUT

2.1 LAND USE MANAGEMENT (LUMS)

Consultants were appointed in March 2006 to prepare a Land Use Management System for the Mfolozi Municipality as a whole.

The LUMS has been completed and included:

- A broad LUMS for the Municipal area as a whole;
- A detailed LUMS for the town of Mfolozi; and
- Elementary schemes (including controls and maps) for the following nodes, namely:
 - Amalalaphansi
 - Cinci
 - Dondotha



D. DEVELOPMENT STRATEGIES

1 VISION AND MISSION

13.2 THE MUNICIPAL VISION

The Vision is seen as the ultimate destination in terms of the IDP Process, with the development programmes, strategies, objectives and projects being the steps required to reach the vision or destination. The vision is the overall developmental aim for the municipality and performance management will also be measured against the vision.

The vision for the Mfolozi is as follows:

VISION:

“To improve the quality of life of all people of Mbonambi Municipality by creating an economically viable development”

13.3 MISSION AND FUNDAMENTALS

The Mfolozi Municipality has set the following mission for itself:

MISSION:

The Mbonambi Municipality will strive towards providing services that will meet the needs of all people by:

- **Promoting social and economic development;**
- **Providing and maintaining affordable services;**
- **Efficient and effective utilization of resources;**
- **Marketing the Municipality locally and globally;**

The vision and mission continues to provide direction in the planning process and ensures that the process is focused. In terms of the vision and the mission, there are certain fundamentals or non-negotiables that provide guidelines for decision-making. These guidelines form the basis for any decision made by the Mfolozi Municipality, stakeholders,

interested and affected parties and potential investors. The following fundamentals for development were identified:

- ❖ Recognise the following Nodal Hierarchy:
 - Primary Node – KwaMfolozi Town;
 - Secondary Nodes – ; and
 - Tertiary Nodes – .
- ❖ Protect and promote public and private investment.
- ❖ Preserve and protect natural resources and sensitive environmental areas.
- ❖ Support the Strategic Development Rationale and the identified Focus Areas.
- ❖ Consistency in policies, strategies, land use management and by-laws.

The development Programmes, Strategies, Objectives and Projects forthcoming from the IDP should support the vision, mission and fundamentals, while the spatial development framework should be a spatial reflection of the vision and should give effect to the principles and fundamentals by guiding spatial development in the area.

13.4 VALUE SYSTEM

Driven by the aspiration of the people, and respecting and upholding the Constitution of South Africa, the Municipality is committed to:

- The Code of Conduct;
- Sound Financial Management; and
- Service provision to the Council and Communities.

Values

- Citizens will be consulted about services levels;
- Citizens will be informed about quality of services to be expected;
- Citizens will be treated with courtesy and consideration;
- All citizens will have equal access to services;
- Citizens will receive full and accurate information on services;
- Citizens will receive a report once a year reflecting actual performance compared to targeted performance;
- Citizens will receive an apology, explanation and remedial action when the need arise; and
- Every effort will be made to provide best value services to the citizens.

14. STRATEGIC DEVELOPMENT RATIONALE: FOCUS AREAS

The Strategic Development Rationale provides the overall approach to the Development of the Mfolozi Municipal Area. This Rationale forms the premise for the Spatial Development Framework. The rationale has both physical and institutional components, i.e. it focuses on the structuring of the urban form to overcome developmental problems and address key priorities and needs as well as the institutional requirements in terms of resourcing (human and financial) to attain the aforesaid.

More specifically the physical components of the structure are:

- ❖ Focus Areas;
- ❖ Nodes;
- ❖ The movement network; and
- ❖ Open spaces.

The above physical components cannot be developed without specific institutional components, i.e.:

- ❖ Financing; and
- ❖ Organisational support.

The linkages between the physical and institutional components are described hereunder.

Municipal form is expressive through a range of major land uses, services, land form, spatial structuring elements and key focal points. The key aspect to the Strategic Development Rationale is therefore to focus on those components, elements or areas that will provide the highest impact in terms of sustainable development contributing towards local economic development and in a substantial increase in the living standard of people residing in the municipal area, as well as the financial viability of the municipality itself. This cannot be attained without financial inputs while the effective use of such financial inputs cannot be done without a Council that is empowered to make efficient and effective use of scarce resources.

The Strategic Development Rationale for Mfolozi is supported through the development of a **hierarchy of nodes** (as proposed through the revised SDF). These nodes will form the focal points for development and service provision, to ensure access to social and economic opportunities for the entire area. The concentration of activities in and around nodes will stimulate a higher order of activities and development. Access to social and economic opportunities at such nodal areas will have to be managed and supported to ensure its efficiency. In addition, the nodal system supported by linkages between nodes will provide impetus for an **effective movement network and passenger transport system** at sub-regional level. This nodal system will ensure functional integration of the area and create connectivity, which stimulates economic and social interaction. The principle of concentrating activities in nodes recognizes that *access enables empowerment*.

The Nodes should become the focal points for social and economic interaction and activities, to enable access to all these services and opportunities. The nodes will also form the specific intervention areas in terms of the IDP, where projects and actions will be initiated. To attain this, financing has to be secured. Social and economic activities in these nodes should enjoy first priority in terms of the provision of new infrastructure and upgrading of existing infrastructure.

The protection of sensitive areas is an essential intervention as part of the Strategic Development Rationale. It is thus imperative that the Municipality prepare its Environmental Management Plan and subsequently implement the same.

The Strategic Development Rationale puts forward an **incremental development approach**, where the upgrading of existing services and provision of new services is focused in specific areas according to settlement and nodal classification.

The Strategic Development Rationale also recognises the need for the Municipality to **build strong public – public (between local, district, provincial and national government) and public – private partnerships (e.g. with RBM)**. This component is essential to ensure that obstacles are identified and dealt with – procedural, human resource as well as financial.

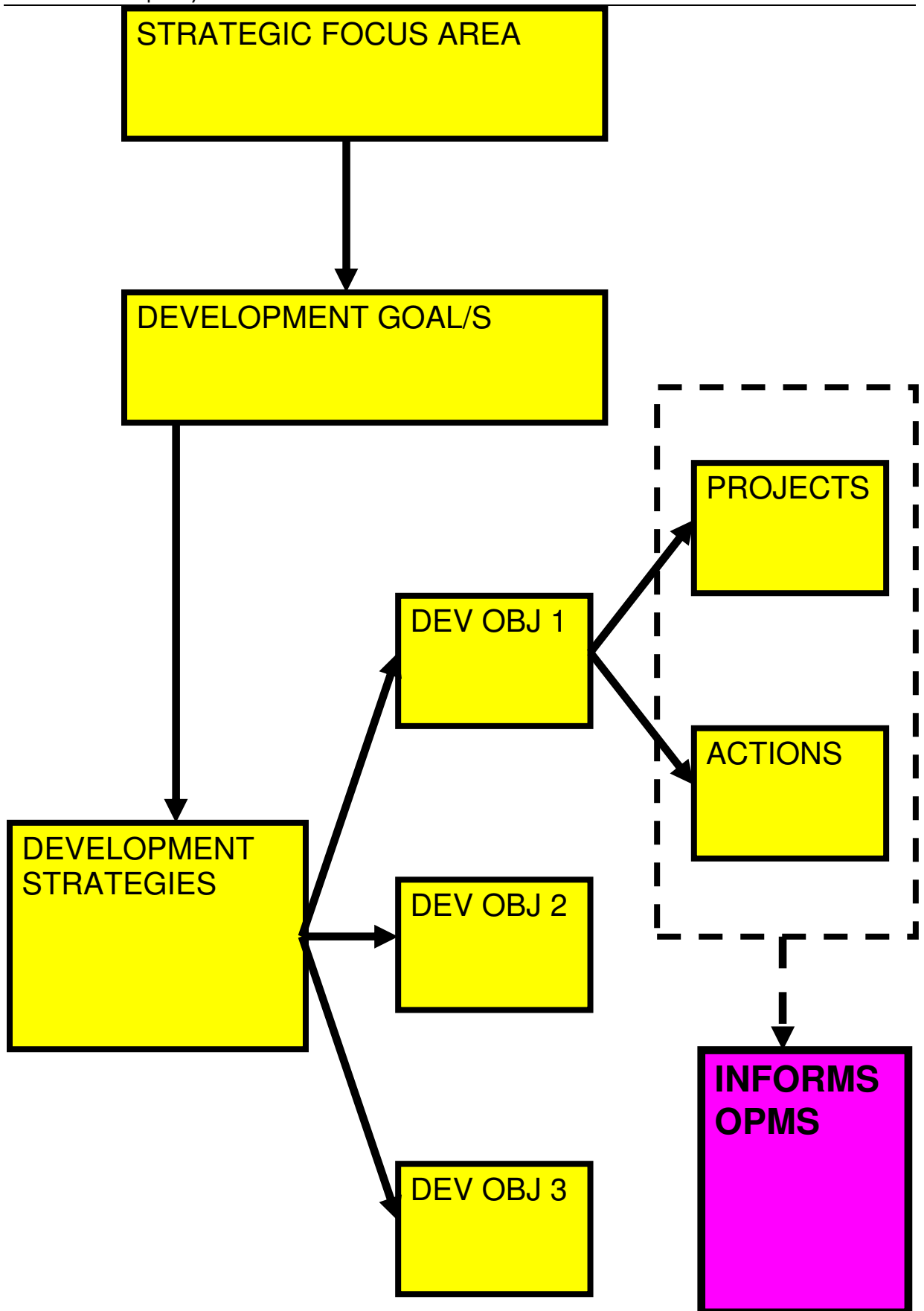
Proposed Focus areas are:

- Development of the beach area along the coastal strip. (proposed Mapelane beach development)
- Revitalisation of the Sokhulu Farm Project.
- Supporting the N2 Commercial Development Project.
- Supporting the N2 Distribution Project.
- Supporting the proposed KwaMfolozi Country Estate Development.
- Finalising the Nodal Frameworks for Secondary Nodes and adhering to and implementing the resultant Rollout Plan.
- Upgrading of key transport routes (where required).

14.1 EXPLANATION OF TERMINOLOGY

Strategic Focus Area:	A broad goal statement providing strategic and focused direction to the municipality, taking cognizance of the development mandate of the municipality and the need to use scarce resources (human, financial, equipment) effectively and efficiently. The municipality cannot be and do everything for everyone. It needs to be strategically focused and only do what it should be doing, within the context of its available resources, to deliver successfully on its development mandate.
Development Goal:	A statement of what the municipality is striving to achieve in the future. It provides more detail to the Strategic Focus Area Statement. A goal is generally not attainable nor measurable. In the IDP context, goal setting is informed by the Status Quo Analysis and the resultant key / priority issues.
Development Strategy:	The path or direction taken to strive towards achieving the goal/s and ultimately the Vision. Strategies establish broad themes for future actions and should reflect reasoned choices among alternative paths.
Development Objective:	A clear “milepost” or a “marker” along the strategically chosen path or direction (the Development Strategy) towards striving to achieve the goal/s. Its purpose is hence to ensure that you are on the right path or that you have chosen the right direction to your goal/s. An Objective is specific, measurable, actionable (or attainable), realistic (do-able) and timely (achievable within

14.2 STRATEGIC STRUCTURE



14.3 STRATEGIC FOCUS AREAS, DEVELOPMENT GOALS, STRATEGIES AND OBJECTIVES

The 3-year Implementation Plan is based on the Municipal Key Performance Areas, Development Goals, Development Strategies and Objectives. The plan contains Key Performance Indicators (KPIs) for each Development Objective, a Budget Estimate to meet the meet the KPI, the Responsible Department, as well as the Target Date by which the KPI must be met.

Strategic Focus Area 1: Social and Economic Development	
Development Goals	
<ul style="list-style-type: none"> ▪ To promote socio-economic development and provide support to assist communities throughout the Municipality to cope with the combined impact of poverty and HIV/AIDS; and ▪ To strengthen the local economy with particular emphasis on tourism, agriculture and commercial development. 	
Development Strategies	Development Objectives
To reduce the impact of HIV/AIDS on communities	<ul style="list-style-type: none"> ▪ Develop an HIV/AIDS Strategic Plan for Mfolozi Municipal area, revise the plan annually and ensure it is in line with the UDM AIDS Integrated Development Strategy ▪ Ensure ongoing involvement of all relevant role players, education programmes for HIV/AIDS awareness and prevention ▪ Mobilise farmers in rural areas to develop a strategy for their own group of workers
To minimize the effect of natural and other disasters on communities	<ul style="list-style-type: none"> ▪ Review and implement Mfolozi Municipal Disaster Management Plan as well as the Action Plan that goes with it ▪ Develop a Municipal protocol by roles and responsibilities inclusive of communication channels. ▪ Establish fire fighting section in the municipality
To cater for the economic and social development needs of youth, women, the disabled and the aged members of communities	<ul style="list-style-type: none"> ▪ Prepare and Implement a Women, Disabled and Aged Development Plan as well as Youth Policy that is in line with National Youth Strategy ▪ Ensure that the Municipality employs its Procurement Policy in a manner that is sensitive to gender, youth and the disabled employs its Employment Equity Plan in a manner that is sensitive to gender, youth and the disabled
To facilitate economic growth and development within the municipal	<ul style="list-style-type: none"> ▪ Review and implement Mfolozi's Local Economic Development (LED) Plan

Strategic Focus Area 1: Social and Economic Development	
area	<ul style="list-style-type: none"> ▪ In conjunction with the Department of Agriculture prepare and implement Municipal Agricultural Development Plan ▪ Investigate the feasibility of establishing skills-based tertiary facilities at Secondary Nodes in conjunction with the Department of Education
To market Mfolozi Municipal area to attract investment	<ul style="list-style-type: none"> ▪ Prepare and implement a Municipal Marketing and Communication Strategy
To promote Mfolozi as a tourism destination	<ul style="list-style-type: none"> ▪ Plan and implement tourism projects within the framework of the Corridor Development Framework Plan
To promote SMME development in the Municipality	<ul style="list-style-type: none"> ▪ To ensure that SMME development is catered for in the LED Plan; and that recommendations are implemented. This would include the investigation of strategies of ensuring ongoing establishment new businesses in KwaMfolozi town and retaining the existing ones
Create a safe & secure environment for all residents and visitors to the Municipality	<ul style="list-style-type: none"> ▪ Prepare and Implement a Municipal Crime Prevention Strategy (involvement of all relevant stakeholders) and ensure that the Strategy is reviewed from time to time

Strategic Focus Area 2: Delivery of Sustainable Infrastructure and Services	
Development Goal	
<ul style="list-style-type: none"> ▪ To facilitate the delivery of infrastructure and services, such as water, sanitation, electricity, access roads, telephones, postal services, clinics, schools, community halls, sport fields and facilities, pension payout points, police stations, housing, etc. in a sustainable manner 	
Development Strategies	Development Objectives
To ensure the provision, upgrading and maintenance of Infrastructure and Services to address Backlogs	<ul style="list-style-type: none"> ▪ Ensure communication between the UDM and LM so that the water and sanitation needs of the LM are catered for in the UDM WSDP and that its roll-out is programmed accordingly (including operation and maintenance) ▪ To ensure that all municipal infrastructure is properly maintained through the preparation and implementation of a Municipal Infrastructure Service Maintenance Plan ▪ Implement the Municipal Integrated Waste Management Plan. ▪ To finalize the identification of municipal roads that need to be constructed or upgraded and prepare and implement a Municipal Roads Programme

Strategic Focus Area 2: Delivery of Sustainable Infrastructure and Services	
	<ul style="list-style-type: none"> ▪ Prepare and implement an Indigent Policy ▪ Implement the Mfolozi Housing Sector Plan
To ensure the provision of sustainable, affordable and suitably-located housing development	
To ensure co-ordinate service delivery from all service providers	<ul style="list-style-type: none"> ▪ To prepare and implement an Infrastructure Services Provision Communication Strategy with roles and responsibilities of service providers in the LM, assist with the co-ordination of such service delivery
To ensure the provision of sustainable community facilities	<ul style="list-style-type: none"> ▪ Prepare and Implement a Municipal Community Facilities Plan
To ensure the efficient and effective use of scarce energy sources	<ul style="list-style-type: none"> ▪ Prepare and implement a Strategy for the use of renewable energy sources

Strategic Focus Area 3: Enabling Environment for Development	
Development Goal	
<ul style="list-style-type: none"> ▪ To ensure that an enabling environment for development in the Municipality is created; and ▪ To ensure the sustainable use of land and the natural environment 	
Development Strategies	Development Objectives
To ensure that integrated development planning occurs within the Municipality as a whole	<ul style="list-style-type: none"> ▪ To review the Mfolozi IDP annually
To ensure the appropriate and effective use of land through spatial planning initiatives and the implementation of the outcomes thereof	<ul style="list-style-type: none"> ▪ Query the finalisation of LUMS with DLGTA and implement ▪ Revise the Mfolozi Spatial Development Framework and implement it (include linkage to Capital Projects and incorporation of PSEDS) ▪ Finalize the Municipal Nodal Framework Plan and implement
Ensure the sustainability and protection of the Municipality's Natural Resources	<ul style="list-style-type: none"> ▪ Prepare and implement a Municipal Strategic Environmental Assessment (SEA) ▪ Assist Mhlana Traditional Authority community with the launching of an Alien Plant Removal Project ▪ Establish Recycling Plant at the KwaMfolozi Landfill Site

Strategic Focus Area 4: Organizational Development	
Development Goal	
<ul style="list-style-type: none"> To build capacity among officials and councilors to lead and manage development throughout the Municipality 	
Development Strategies	Development Objectives
To develop staff skills to ensure effective service delivery and to improve staff turnover	<ul style="list-style-type: none"> Prepare and implement a Workplace Skills Development Plan
To align the organizational structure to the IDP	<ul style="list-style-type: none"> Ensure that organizational structure is aligned with the IDP Ensure that Municipal Bylaws are aligned with the IDP where applicable
To improve effective and efficient communication between internal staff and councilors	<ul style="list-style-type: none"> Develop the Strategic Communications Plan and implement it
To improve productive and accountable staff through and effective Municipal Performance Management System	<ul style="list-style-type: none"> Draft KPI's and job descriptions for section 57's.

Strategic Focus Area 5: Sound Financial Management	
Development Goal	
<ul style="list-style-type: none"> To ensure sound Financial Management that will ensure alignment with the Municipality's IDP, in order to ensure efficient, effective and sustainable development 	
Development Strategies	Development Objectives
Improve debt management processes	<ul style="list-style-type: none"> Identify all debtors and prepare and implement a Debt Coverage Plan
Ensure that financial resources are efficiently and effectively allocated	<ul style="list-style-type: none"> Develop and implement Three Year Municipal Financial Plan Ensure active participation by all relevant stakeholders in the budget process Ensure that the Budget (capital and operational) is aligned to the IDP through the preparation and implementation of the SDBIP Develop Integrated Capital Investment Plan

Strategic Focus Area 6: Democracy and Corporate Development	
Development Goal	
<ul style="list-style-type: none"> To ensure that the developmental mandate of the municipality is understood by all the municipality's residents, role players and stakeholders; and To ensure that the Municipality, as an organization, operates effectively and efficiently in a transparent manner 	
Development Strategies	Development Objectives
To fast-track development in a effective and efficient manner	<ul style="list-style-type: none"> To ensure that decision making is streamlined with implementation
To facilitate community development and involvement in	<ul style="list-style-type: none"> Involve Tribal Authority, Ward Committees and Community Development Workers (CDW's) in the IDP

all aspects of local governance	processes <ul style="list-style-type: none">▪ Conduct IDP Road Shows▪ Develop Community Participation Strategy
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15. NATIONAL & PROVINCIAL POLICY PERSPECTIVE

15.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet in March 2003. The four principles of the NSDP are as follows:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, 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.
- 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 places a lot of emphasis on the presence of institutional capacity to realize the developmental impact of any given area or identified resource that has developmental potential. As such, it distinguishes between the following categories of potential: (1) innovation and experimentation, (2) the production of high-value differentiated goods, (3) labour intensive mass-production, (4) public service and administration, (5) tourism and (6) commercial services and retail.

APPLICATION:

Apart from improved service delivery and ensuring a basic standard of living for all in the Municipality, a summary of the aim of the Municipal Key Performance Areas clearly links with the principles of the NSDP:

- The Local Economic Development Key Performance Area aims to establish economic growth and development in all economic sectors and to promote social development and community empowerment. It also focuses on the strengthening of the nodes in the Municipality while ensuring the equitable development of the rural areas through land reform, housing and service delivery.
- The spatial development vision for the Municipality is based on a hierarchy of functions for centres and nodes.
- The spatial implications of the NSDP has been addressed through the Review of the Spatial Development Framework

15.2 ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA (ASGISA)

This government instituted initiative is aimed at promoting a *growth for all strategy* for South Africa that is intended to halve poverty and unemployment by 2014. Maintaining a steady growth in GDP of above 4.5% in the short term, and then adopting envisaged growth of 6% between 2010 and 2014 is a cornerstone of the initiative. Developing labour absorbing industries that generate value added activities is at the core of the initiative. Investment in infrastructure, education and skills development are significant components of the initiative. The elimination of the second economy by enhancing access to micro-finance, SMME support and the reduction of gender inequality issues in conjunction with government's macro-economic and good governance strategy focusing on the role of local government and service delivery forms the remainder of the initiatives outline.

The ASGISA initiative has identified the following focus areas in order to attain its objective of accelerated and shared growth:

- Economic opportunities that are labour intensive
- Economic sectors that are growing
- Sectors that provide opportunities for BBEEE
- Small business development

APPLICATION:

This national initiative is routed in local level implementation, specifically through the Mfolozi LED Plan. This shared growth strategy has been designed to help eradicate inequality and poverty, which are the desired outcomes of the LED Strategy process. The emphasis on the infrastructure and skills development also speaks to the LED Plan, and the development of LED Strategies, within the LED Plan, needs to be considered within the ASGISA initiative framework.

The following table provides a summary of alignment between ASGISA initiatives/actions and the Development Strategies underpinned by the Mfolozi Local Municipality's Key Performance Management Areas:

Table 44: ASGISA & Mfolozi's Development Strategies Alignment

MFOLOZI DEVELOPMENT STRATEGIES	ASGISA INITIATIVES
<ul style="list-style-type: none"> ○ Ensure that Financial Resources are efficiently and effectively allocated 	<p>ASGISA has identified the need to monitor budget expenditure of departments in that some departments overspend while others under spend. National Treasury is proposing the implementation of a Capital Expenditure Management Information System.</p>
<ul style="list-style-type: none"> ○ To promote KwaMfolozi as a tourism destination 	<p>ASGISA has identified the need to increase the contribution of tourism to the GDP. Also, a number of strategies are focused on eliminating the 2nd economy.</p>
<ul style="list-style-type: none"> ○ To facilitate economic growth and development within the municipal area ○ To ensure the provision, upgrading and maintenance of Infrastructure and Services to address Backlogs 	<p>LED is a critical contributor towards halving unemployment by 2014. Also, ASGISA moots the need to increase infrastructure investment in order to address backlogs.</p>
<ul style="list-style-type: none"> ○ To promote SMME development in the Municipality 	<p>ASGISA has identified the need to support and introduce more labour absorbing economic</p>

MFOLOZI DEVELOPMENT STRATEGIES	ASGISA INITIATIVES
<ul style="list-style-type: none"> ○ To facilitate economic growth and development within the municipal area 	activities.
<ul style="list-style-type: none"> ○ To ensure the appropriate and effective use of land through spatial planning initiatives and the implementation of the outcomes thereof ○ Ensure the sustainability and protection of the Municipality's Natural Resources ○ To facilitate economic growth and development within the municipal area 	It is crucial that the planning and management of land use (in terms of zoning) does not prevent the timeous development of land. Similarly, environmental procedures should be expedited for developments to obtain approvals faster.
<ul style="list-style-type: none"> ○ To cater for the economic and social development needs of youth, women, the disabled and the aged members of communities 	Need to work closely with women and youth in order to halve poverty.
<ul style="list-style-type: none"> ○ To promote SMME development in the Municipality 	The national skills shortage is considered as the largest impediment to sustained economic growth.
<ul style="list-style-type: none"> ○ To ensure the provision of sustainable community facilities 	Improve electronic communication

15.3 KWAZULU-NATAL PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has as its purpose the provision of strategic direction for development and planning in the Province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS:

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

The link between the PGDS goals and programmes and the Mfolozi is illustrated hereunder:

Table 45: Alignment with KZN PGDS

PGDS		MFOLOZI DEVELOPMENT STRATEGIES
PGDS GOALS	Build a People Focused and Effective, Efficient Government	<ul style="list-style-type: none"> ○ To facilitate community development and involvement in all aspects of local governance ○ To promote active participation of all political role players
	Programme 1: Good Governance	

PGDS		MFOLOZI DEVELOPMENT STRATEGIES	
		Programme 2: Transformation	<ul style="list-style-type: none"> ○ To develop staff and councilor skills to ensure effective service delivery ○ To improve effective and efficient communication between internal staff and councilors ○ To improve productive and accountable staff through an effective Municipal Performance Management System
Build the Economy		Programme 3: Competitive Investment	<ul style="list-style-type: none"> ○ To facilitate economic growth and development within the municipal area ○ To market KwaMfolozi Municipal area to attract investment
		Programme 4: Local Economic Development	<ul style="list-style-type: none"> ○ To facilitate economic growth and development within the municipal area ○ To market KwaMfolozi Municipal area to attract investment ○ To promote KwaMfolozi as a tourism destination
Reduce Poverty and Create Sustainable Communities		Programme 5: Sustainable Communities	<ul style="list-style-type: none"> ○ To facilitate economic growth and development within the municipal area ○ To cater for the economic and social development needs of youth, women, the disabled and the aged members of communities ○ To ensure the provision, upgrading and maintenance of Infrastructure and Services to address Backlogs
		Programme 6: Basic Income Opportunities	<ul style="list-style-type: none"> ○ To facilitate economic growth and development within the municipal area ○ To promote SMME development in the Municipality
Cross Cutting Issues		HIV and Aids	<ul style="list-style-type: none"> ○ To reduce the impact of HIV/AIDS on communities
		BEE	<ul style="list-style-type: none"> ○ Preferential Procurement ○ To promote SMME development in the Municipality
		Environmental Management	<ul style="list-style-type: none"> ○ Ensure the sustainability and protection of the Municipality's Natural Resources ○ To ensure the appropriate and effective use of land through spatial planning initiatives and the implementation of the outcomes thereof

PGDS		MFOLOZI DEVELOPMENT STRATEGIES	
	Human Rights and AA	○ To facilitate community development and involvement in all aspects of local governance ○ To cater for the needs of human resources within the municipality	
	Integration	○ Ward Committees and Development ○ To facilitate community development and involvement in all aspects of local governance	
	Capacity Building	○ To facilitate community development and involvement in all aspects of local governance ○ To promote SMME development in the Municipality	
	Science and Technology	○ Utilise GIS as a tool for decision making	

15.4 PROVINCIAL SPATIAL & ECONOMIC DEVELOPMENT STRATEGY

The **Provincial Spatial & Economic Development Strategy** aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities;
- Influence investment decisions of the private sector;

The PSEDS is intended as a guide to service delivery within the cluster to achieve the goals set in ASGI-SA: Halve poverty & unemployment by 2014. Principles of development and growth underpinning PSEDS:

- Government has a constitutional obligation to provide basic services to all citizens. Basic services include health, education, housing, transport
- All areas of the province require development
- Certain areas of the province will drive economic growth
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth
- Four key sectors have been identified as drivers of economic growth in the province, namely:
 - The Agricultural sector (including agri-processing and land reform)
 - The Industrial sector (Including Manufacturing)
 - The Tourism sector
 - The Service sector (including government services)
- The logistics and transport sector (including rail) underpin growth in all four sectors.
- Sustainable and affordable water and energy provision is crucial to economic growth & development.

Application

Through the Municipal Strategies and the SDF, the municipality seeks to align its development priorities with the PGDS.

E. SECTOR INVOLVEMENT

Ideally this section of the report should provide an outline of the key issues to be addressed by each sector department, which operates within the Mfolozi Municipal Area, its strategies to address these issues and what the expected are within the 5-year IDP term.

In addition, it also needs to indicate the results of the consultative process with all Interested and Affected Parties (including communities through the wards system).

To date, most of the departments could not give us their approved projects due to the fact that their budgeting process is being finalised. As soon as the data is available, the information will be updated accordingly.

The District Municipality has had a series of Alignment meetings with the various government departments as well as the service providers that operates in the area. Further, through Representative Forum meetings and contacts, the Municipality has established a working relationship with these and hopes to get a 3 to 5-year Development Programmes of the stakeholders in order that it may be included in the final IDP Review. Another Representative Forum meeting will be held in mid-April 2009.

1 PROCESS PLAN

SECTION A: INTRODUCTION

Integrated Development Planning Process:

The Integrated Development Planning process is a continuous cycle of planning, implementation, formulation and review. All municipalities are expected to formulate their Integrated Development Plans (IDP) and be reviewed annually (financial year).

The Mfolozi Municipality is now engaging in 2008 / 2009 IDP Review Process. The IDP implementation programme is monitored to identify if the Organizational objectives, Key Performance Indicators and Targets are being achieved. Monitoring also involves gathering of information on changing circumstances in different situations such as:

- Baseline data and demographics,
- New policy legislation,
- Corporate development,
- Sector departments,
- New investments opportunities,
- Sector development plans,
- Changes in the existing situation due to unexpected events such as natural disasters,
- Input from stakeholder organizations and constituencies,

- Budget information from other spheres of government as well as municipal budget review process,
- More or improved in-depth information about new developments and trends.

This kind of information is normally kept by the Municipal Manager or designated official throughout the year and is evaluated during the IDP review process of its relevance to the review process.

The Municipal Systems Act requires that each municipality, before the drafting of the IDP, prepare a process plan indicating:

- Roles and Responsibilities and responsible persons
- A description of the organizational arrangements to be established including the terms of reference,
- An action programme with activities and horizontal alignment, binding legislation and planning requirements and the cost estimates for the whole review process,
- Mechanisms and procedures for public participation.

SECTION B: ALLOCATION OF ROLES AND RESPONSIBILITIES

1. Role-Players

The involvement and participation of the following role-players will be crucial to the accomplishment of a participatory review process:

- All municipal Councillors
- The municipal council
- The Executive Committee
- The IDP Manager / Municipal Manager
- The IDP Steering Committee
- The IDP Representative Forum
- The District IDP Steering Committee
- Organised business structures
- Traditional Councils
- Sector Departments
- Ward Committees
- Municipal Officials
- Neighbouring Provinces
- NGOs and CBOs
- Local Farmers Association
- Organised Farm-workers structures

2. Roles and Responsibilities

- **Mfolozi Municipal Council**

Mfolozi Municipal Council is responsible for the following:

- Adoption of the IDP Process Plan
- Adoption and approval of the reviewed IDP,
- Amendment of the in accordance with the comments by sector departments and MEC,
- Approval of the various review phases,
- Ensuring that the IDP is linked to the PMS and Municipal Budget

- **The Executive Committee:**

The Executive Committee has the following responsibilities:

- Recommend to Council the adoption of the IDP Process Plan and reviewed IDP.
- Overall management of the IDP Review process,
- Monitoring the IDP review process

- **The Municipal Manager / Assistant Manager IDP/DP**

The MM / Assistant Manager IDP are assigned the following responsibilities:

- Management and Co-ordination of the IDP process
- Ensure that there's vertical and horizontal alignment,
- Management of the consultants,
- Ensuring all stakeholders are informed of the process and their involvement,
- Create a conducive environment for public participation,

- **IDP Steering Committee**

The IDP Steering Committee is assigned the following responsibilities:

- Ensuring the gathering and collating of information while the IDP implementation is proceeding,
- Support the Assistant Manager IDP in the management and co-ordination of the IDP,
- Discussion of input and information for the IDP review,
- Ensuring the monitoring and evaluation of the gathered information,
- Attending to MEC's comments

- **IDP Representative Forum**

The IDP Representative Forum is assigned the following responsibilities:

- Recommend reports for approval / adoption,
- Representing interests of the constituents,
- Present a forum for communication and participation for all stakeholders,
- Monitoring the IDP review process.

- **uThungulu District Municipality IDP Steering Committee**

The uThungulu District Municipality forms a district-wide IDP Steering Committee for the purpose of alignment with all the local municipalities within the district:

- **Municipal Officials**

The municipal officials are responsible for the implementation of the IDP and in the process gather information on any changes in the circumstances. They have to provide budgetary information and any information on the performance evaluation. They provide technical expertise during the planning process. Municipal Officials also interact with the Ward Councillors and Ward Committees and provide guidance and advice that is crucial during the IDP process.

- **Ward Committees**

The Ward Committees have a crucial role of identifying the needs and service delivery gaps in the community and report to the Ward Councillor.

- **Sector Departments**

The Sector Departments have the following responsibilities:

- Assist in the IDP formulation and review process,
- Provide budget information and sector plans,
- Provide data and information,
- Ensure programme and project alignment between the municipality and province,
- Ensure budgetary alignment between provincial programmes and projects and the municipality's IDP.

- **Ward Councillors**

Ward Councillors are an important link between the municipality and the constituents. They are the first to know of any community needs or service delivery gaps. The Councillors will be responsible for forwarding this information to the municipal officials. They are also responsible for organizing community meetings and ensuring maximum participation of residents in the IDP review process.

- **Traditional Councils**

The Traditional Councils will work as a link between the community and Ward Councillors and matters of service delivery and needs of the people. Assist in giving information with regard to land rights and possible available areas for future development.

SECTION C: ORGANISATIONAL ARRANGEMENTS

1. The Assistant Manager IDP:

- **Functions of the Assistant Manager IDP**

- Responsible for the completion of the IDP Process Plan
- Responsible for the day to day management of the IDP review process and the allocation of resources, time, people, thereby ensuring:
 - Involvement of all different role-players, especially councillors and officials.
 - To monitor the continuous participation of all role players,
 - That the time-frames are adhered to,
 - That the participatory, strategic, implementation oriented and sector planning requirements are compiled with,
 - That information is gathered, collated and evaluated and properly documented,
 - That the information obtained receives attention during the IDP process,
 - To ensure that the IDP process is horizontally and vertically aligned and complies with national and provincial requirements,
- Responsible for the chairing of the IDP Steering Committee in absentia of the Municipal Manager,
- Responsible for the management of the IDP consultants,
- Ensuring that the MEC's comments are attended to and form part of the IDP review process.

2. The IDP Steering Committee

The IDP Steering Committee must be established during the IDP process and it must continue performing its functions during the IDP review process. It is a technical working group made up of senior officials and relevant officials to support the Assistant Manager IDP and ensure a smooth review process. The Assistant Manager IDP can delegate functions to the Committee members. The Municipal Manager / IDP Manager chairs the IDP Steering Committee and the secretarial duties performed by the municipal officials of Mfolozi Municipality.

Terms of Reference for the Mfolozi IDP Steering Committee:

- To act as a secretariat for the IDP Representative Forum
- To ensure alignment at a district and local level,
- To support the Assistant Manager IDP,
- To support and advise the IDP Representative Forum on technical issues,
- To make content recommendations,
- To prepare facilitate and document meetings,
- To commission relevant and appropriate research studies during the IDP process,
- To consider and comment on the inputs the consultants, study teams, task departments and service providers,
- Processing, summarising and documentation of project outputs,
- To ensure all stakeholders are included in the IDP Representative Forum

Composition of the IDP Steering Committee:

The IDP Steering Committee is composed of the following:

Chairperson : **Municipal Manager / Assistant Manager IDP**

Secretariat : **Municipal Officials**

Members:

: Municipal Manager	: Mr. MH Nkosi
: HOD Corporate Services	: Mrs. A Lubbe
: HOD Technical Services	: Mr. D Van Eden
: Chief Financial Officer	: Mrs. C Ngema
: Technical Officer	: Mr. M. Sibiya
: Assistant Manager IDP	: Mr. L. G. Biyela
: Assistant Manager Community	: Mr. D Mtshali
: Assistant Manager LED	: Mr. L Nxumalo
: Assistant Manager Housing	: Mr. M Magubane
: Assistant Manager Sport	: Mr. R Mkhize
: Assistant Manager HR	: Ms. BA Ngcobo
: Budget Control Officer	: Mr. J Nkosi
: Accountant	: Mr. V Mdletshe
: Senior Traffic Officer	: Mr. D Mthembu
: HIV & AIDS Coordinator	: Ms. N Nsele

The IDP Steering Committee has no decision-making powers, but act as an advisory body to the IDP Representative Forum.

3. The IDP Representative Forum

This is the structure, which institutionalises and ensures a participatory IDP review process. It represents the interests of the constituents of the municipality in the review process. It is envisaged that all organisations, stakeholders or interest groups are represented in the forum.

Terms of Reference for the IDP Representative Forum:

- To monitor performance and implementation of the IDP,
- To ensure alignment takes place at the various levels,
- To represent the interest of the constituents in the IDP process,
- To provide input on new strategies and discuss changes to circumstances,
- To provide a forum and a mechanism for discussion, debate and agreement on development planning and progress on the IDP implementation,
- To ensure communication between all the stakeholders in the IDP process.

Composition of the IDP Representative Forum:

Chairperson	: The Mayor (Cllr. M E Mthethwa)
Secretariat	: Mfolozi IDP Steering Committee
Members	: All Municipal Councillors
	: The Executive Committee
	: Councillors and Officials from uThungulu District
	: Municipal Manager and and MANCO
	: Traditional Leaders within Mfolozi Municipality
	: Ward Committees Representatives
	: Community Development Workers (CDWs)
	: Parastatals and Service Providers
	: NGOs
	: Sector Departments
	: Neighbouring Municipalities
	: Farmers Associations
	: RBM, SAPPI, MONDI & etc.

The IDP Representative Forum will meet according to the action programme and as when there is a need.

4. uThungulu District Municipality IDP Steering Committee

uThungulu District Municipality has established a District IDP Steering Committee that will ensure co-ordination of the IDP Review processes of the district and the local municipalities. Membership of this committee includes all the Local Municipalities and the District's Municipal Managers, IDP Managers and Planners, representatives from the Department of Local Government and Traditional Affairs and targeted service providers within uThungulu District Municipality. The uThungulu IDP Manager has been designated the chair the Committee / Forum.

Terms of Reference of the uThungulu District Municipality IDP Steering Committee:

- To ensure horizontal and vertical alignment between Local Municipalities and the District Municipality,
- To co-ordinate the overall IDP process in terms of the agreed framework,
- To monitor the IDP review programme and decide on amendments (if necessary).
- To act as "clearing house" for issues that arises during IDP review process, and a forum for sharing information and experience.

SECTION D: MECHANISMS FOR PUBLIC PARTICIPATION

1. Context of Public Participation

It appears in Chapter 4 of the Municipal Systems Act, Act 32 of 2000 that a municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including in the preparation, implementation and review of its Integrated Development Plan. In this context, the municipality has committed to a participatory process of IDP review whereby the community will play a meaningful role.

2. Mechanisms for Public Participation

The following mechanisms must be used for participation:

- **IDP Representative Forum**

This forum should represent all stakeholders and be as inclusive as possible and it must meet as the action programme.

- **Media**

Local newspapers circulating within the municipal area of jurisdiction will be used to inform on progress and issuing public notices on the IDP processes. The local / community Radio Stations should also be utilised for publicity purposes.

- **Visit to Tribal Authorities**

The Mfolozi Municipality realises the importance that traditional leadership plays in promoting development in the municipal area. It is for this reason that it is intended that meetings with the Amakhosi be set up. Proper protocol would be to schedule a visit with the Tribal Council when they meet. Such Meetings must also be attended by the Municipal Mayor, nominated Councillors and relevant Municipal officials.

- **Ward Committees and Community Development Workers**

As formal structures established in terms of the Municipal Structures Act, the Ward Committees and Ward Councillors will be used as a link between the municipality and communities, to obtain information on any other information on progress on the IDP implementation.

Ward Committees will be requested to nominate two representatives each. These will be expected to relay the needs of the communities of the wards they represent.

- **Municipal Notice Boards**

The municipal notice boards will be used to inform stakeholders of crucial meetings.

- **Road Shows**

The Mfolozi IDP process for 2009/2010 will try to align with the UThungulu IDP process as far as the roadshows are concerned in order to eliminate duplication. The first round of roadshows as organised by the District will be utilised by to establish what the key development issues and priorities of the communities are. The second round of roadshows will be undertaken during the public comment period where the draft IDP & Budget is presented and comments thereon discussed.

SECTION E: MECHANISMS ON ALIGNMENT

1. Alignment between National and Local Government

Mfolozi Municipality will endeavour to align the IDP review process with relevant national legislation, policies, programmes (CBPWP, ASGISA, Water, ISRDP, Urban Renewal Programme, etc.) and financial plans (e.g. MTEF, MTEP)

2. Alignment between Provincial and Local Government

Alignment between the province and the municipality will occur at the UThungulu IDP Representative Forum. The process will have to be able to integrate the plans, programmes and budgets of the Provincial Sector Departments into the Municipal IDP. Although it is expected that the District will invite a wide range of Service Providers and Provincial Departments; the IDP Manager of Mfolozi will have to assess whether this is sufficient and based on the Municipal context he may choose to hold additional meetings with other Service Providers or Departments.

3. Alignment between District and Local Municipality

Alignment at this level will be co-ordinated at the uThungulu District Municipality's IDP Steering Committee. The main function of the Committee is to monitor progress in the various review processes and to ensure agreement between the district and the local municipality in terms of the framework plan.

4. Alignment at Local Municipal Level

The Municipal Manager / IDP Manager with the support of the IDP Steering Committee will ensure that all the role-players are performing their duties. Performance in terms of expected roles and responsibilities will be monitored at the Steering Committee meetings and corrective measures be taken should there be unsatisfactory performance.

The alignment with other border municipalities i.e Mhlathuze, Ntambanana, Mtubatuba and Hlabisa should be strengthened as and when necessary.

SECTION F: BINDING LEGISLATION AND PLANNING REQUIREMENTS

The IDP process should proceed within the context of all applicable legislation, policies and development planning requirements. The impact of the pieces of legislation on the IDP must be taken into account.

Legislation:

- The Constitution of the Republic of South Africa (Act No. 108 of 1996)
- Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Municipal Structures Amendment Act, 2000 (Act No. 33 of 2000)
- Local Government Transitional Act
- Municipal Finance Management Act
- Municipal Property Rates Act
- Local Authorities Ordinance
- Development Facilitation Act, 1995 (Act No. 67 of 1995)
- Town Planning Ordinance
- Water Services Act, 1997 (Act No. 108 of 1997)
- National Environmental Management Act, 1998 (Act No. of 1998)
- Ingonyama Trust Act, 1994 (Act No. 3 of 1994)
- National Land Transport Transition Act, (Act No. 22 of 2000)
- National Housing Act, 1997 (Act No. 107 of 1997)
- Kwazulu Natal Planning and Development Act, 1998 (Act No. 5 of 1998)
- Ingonyama Trust Amendment Act, 1997 (Act No. 9 of 1997)
- Kwazulu-Natal Provincial Roads Act
- Disaster Management Act
- Division of Revenue of 2001

Policies:

- Urban Renewal Programme (URP)
- Growth, Employment and Redistribution Strategy (GEAR)
- Reconstruction and Development Programme
- Accelerated Shared Growth Initiative of South Africa (ASGISA)
- African Peer Review Mechanism (APRM)
- Health Planning Policies
- Environmental Planning Policies
- Integrated Sustainable Rural Development Strategy (ISRDP)
- Environmental Health Policies
- Local Agenda 21
- Provincial Growth and Development Strategy

SECTION G: ACTION PROGRAMME AND TIME FRAMES

The methodology to be followed in the IDP process is as follows:

2011/ 2012 IDP PROCESS PLAN PROGRAMME	
TARGET DATE	IDP PROCESS PLAN - OBJECTIVE / ACTION
	FIRST QUARTER
	JULY
1	IDP Review Process Initiation
23	UDM KZ Alignment 1 - Process & Framework Plan
30	Submit Draft Process Plan to COGTA for comments
	AUGUST
03	Manco to Review Process Plan
10	Steering Committee Strategic Session: deliberate on draft process plan and the implementation
26	Consideration of draft Process Plan by EXCO and approval by Council
27	Give Notice of Process to be Followed (Advertise)
	SEPTEMBER
Tbd	UDM Consultation with Sector Department/ Service Providers (Serv Prov & KZ Alignment meetings)
Tbd	PMS 1 st Quarter Reporting
Tbd	Agricultural Indaba
Tbd	Growth and Development Summit / UDM Representative Forum
23	Planning Indaba/ MEC Panel IDP Assessment Feedback
	SECOND QUARTER
	OCTOBER
Tbd	Amakhosi Meeting 1: Presentation and discussion of the IDP Process Plan
Tbd	Growth and Development Summit / UDM Representative Forum
13	Combined Ward Committee Meeting 1: Presentation and discussion of the IDP Process Plan Mhlana Tribal Authority (including capacity building)
14	Combined Ward Committee Meeting 1: Presentation and discussion of the IDP Process Plan Sokhulu and Mfolozi Tribal

	Authorities (including capacity building)
Tbd	UDM Consultation with Sector Department/ Service Providers (Serv Prov & KZ Alignment meetings)
Tbd	UDM Cross border municipal alignment
Tbd	Agricultural Indaba
Tbd	First round of IDP Roadshows to get public concerns
ongoing	Review and draft initial changes to IDP
Tbd	Uthungulu District Roadshow
	NOVEMBER
Tbd	First round of IDP Roadshows to get public concerns
1-6	Review Current Reality & Priority Issues, Strategic Content (Goals/Objectives & Development Strategies)
10	Steering Committee Strategic Session: Current Reality, Priority Issues, Strategic Content (Goals/Objectives & Development Strategies)
Tbd	UDM Roadshows 1 (combined with Mfolozi Municipality Roadshow 1)
Tbd	Exco & Council Workshop 1: Current Reality & Priority Issues, Review Vision & Mission, Strategic Content (Goals/Objectives & Development Strategies) Strategic Content (Goals/Objectives & Development Strategies)
Tbd	Local Representative Forum Meeting 1: Current Reality & Priority Issues, Vision & Mission, Strategic Content (Goals/Objectives & Development Strategies)
	DECEMBER
3	IDP Best Practice Conference
Tbd	PMS 2 nd Quarter Reporting
	THIRD QUARTER
	JANUARY
14	Steering Committee Strategic Session: Projects & Prioritisation, available Resources & PMS
Tbd	Exco & Council Workshop 2: Projects & Prioritisation, available Resources & 1 st phase of OPMS
	FEBRUARY
11	COGTA municipalities and Sectoral Departments representatives on IDP Review and assessment process
17	Steering Committee Strategic Session: Budget Allocation
14	Exco & Council Workshop 3: Budget Allocation
21	Conclusion of Sector Plans initiated and integration into the IDP Review report.
	MARCH
13	Local Representative Forum Meeting 2: Projects & Prioritization, Budget Allocation
Tbd	Submit Draft Budget and Draft IDP to Finance and Technical Services Portfolio Committees
10	Combined Ward Committee Meeting 2: : Presentation and Discussion of Draft IDP
Tbd	PMS 3 rd Quarter Reporting
Tbd	UDM KZ Alignment 2
15	Amakhosi Meeting 2: Presentation and Discussion of Draft IDP

1-15	Prepare final draft basic PMS (include Targets, Time Frames) & finalize draft IDP
19	Council to adopt the final draft municipal Budget & IDP and resolve to advertise for public comment.
25	Submit Draft Reviewed IDP to DCOGTA
27	Publish final draft IDP for comment (21 days)
28-31	Provincial Draft IDP Assessments
	FOURTH QUARTER
	APRIL
2	UDM IDP Representative Forum meeting 2 - Final draft IDP
Tbd	UDM Roadshow2
17	Local Representative Forum Meeting 3: Presentation and Discussion of Draft IDP
21	Comment period (21 days) ends
22	Assessment Feedback
19-23	Mfolozi Municipality Roadshows 2 Mhlana, Sokhulu and Mfolozi Traditional Authorities: Presentation and Discussion of Draft IDP
	MAY
11-15	Assess & incorporate comments - Adjust the draft municipal IDP where necessary
Tbd	Final approval of Budget & IDP by Council - (at least 30 days before start of budget year)
	JUNE
Tbd	PMS 4 th Quarter Reporting
30	Submit Adopted IDP Review
30	Publish adopted budget and IDP

2 OVERVIEW OF KZN DEPARTMENTS, AS WELL AS MTEF TRANSFERS BY KZN DEPARTMENTS TO MUNICIPALITIES

The Budgets for 2009/10 and the Performance Plans of all KZN Departments have been obtained via the Department of Cooperative Government and Traditional Affairs (DCOGTA). The IDP Review has focused on each individual Department's:

- Vision;
- Mission;
- Strategic Objectives;
- Core Functions; and
- **MTEF Transfers to Municipalities.**

2.1 KZN DEPARTMENT OF AGRICULTURE, ENVIRONMENTAL AND RURAL DEVELOPMENT

15.4.1 Vision

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

15.4.2 Mission statement

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

The Vision and Mission recognizes the Province's huge agricultural and natural resource potential and the Department's commitment to sustainable development.

The Department will pursue strategic partnerships to achieve its Vision and Mission and will harness the potential of partnership to facilitate growth, development and prosperity in the Province.

Agricultural development and environmental management are key components of KwaZulu-Natal's growth and development strategy. The Department of Agriculture, Environmental Affairs & Rural Development is charged with the responsibility to harness the massive potential for agricultural growth and development within the province. The combined challenges of poverty, unemployment and HIV/AIDS have created increased demand for the DAEA to sharpen its strategic focus and deliver tangible results.

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

:

15.4.3 Strategic objectives

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.

15.4.4 Core functions

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.

15.4.5 MTEF Transfers to Municipalities

Departmental spending according to district municipal area, excluding operational costs, is indicated. Spending on projects in local municipalities over the next 3 years is not indicated.

2.2 KZN DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

2.2.1 Vision

The vision of the Department of Economic Development and Tourism is:

For KwaZulu-Natal to become a competitive economy that improves the lives of its people.

2.2.2 Mission

To develop and implement strategies that encourage participatory sustainable economic development

2.2.3 Strategic objectives

The department has undergone significant changes over the past three years in terms of its political and administrative leadership and its mandate. This therefore resulted in a need to review its strategy and to incorporate the revised standardised budget structure introduced by the sector, effective from 1 April 2007.

The department's mandate to develop the economy is aimed at developing existing businesses and facilitating broadened participation of new entrants. By focusing on these issues, the impact on poverty reduction is inevitable.

Four strategic goals have been identified, with the following underlying strategic objectives:

To reduce poverty by 50 per cent by 2014

This will be achieved through:

- Providing a suitable environment for the creation of sustainable jobs;
- Facilitating and promoting skills development;
- Facilitating access to the asset base for the poor; and
- Promoting social enterprises.

To grow the economy by 8 per cent by 2014

This will be achieved through:

- Facilitating and promoting integrated economic development planning;
- Facilitating and supporting the improvement of global competitiveness of industries;
- Promoting development of Small, Micro and Medium Enterprises (SMMEs) and co-operatives; and
- Facilitating trade and the inflow of foreign direct investment.

To promote good corporate governance

This will be achieved through:

- Strengthening compliance with the relevant pieces of legislation and government policies; and
- Facilitating strategic stakeholder partnerships in the development of the provincial economy.

To be the centre of excellence

This will be achieved through:

- Implementing a strategy of operational excellence; and
- Promoting a culture of good corporate governance.

2.2.4 Core functions

The department's core functions are summarised as follows:

- To drive the economic development strategies of the province;
- To facilitate strategies to enhance the competitiveness of priority sectors of the economy, in line with the industrial development strategy;
- To promote the development of small business and social enterprises;
- To promote and facilitate economic empowerment programmes;
- To manage the SMME, Co-operatives and Growth Funds;
- To provide an effective and efficient consumer protection service; and
- To ensure effective and prudent business regulation in the province.

2.2.5 MTEF Transfers to Municipalities

Regional Service Council Levies and Joint Project funding is set out per local municipality. However, no funds have been earmarked for Mfolozi nor for uThungulu District Municipality over the next three years.

2.3 KZN DEPARTMENT OF EDUCATION

2.3.1 Vision

The vision of the Department of Education is:

Our vision is that of a literate and skilled 21st century society capable of benefiting from participating in all democratic processes and contributing to the development and growth of the people of KwaZulu-Natal.

2.3.2 Mission statement

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

2.3.3 Strategic goals

The strategic goals of the department are to:

- 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.

While the higher-level strategic goals remain constant, a key question has arisen as to the department's role in mitigating conditions of under-development. The strategy of the department therefore becomes the provision of access to quality education and skills for all and, in particular, the poor. All programmes are continually assessed in terms of how effectively they contribute to addressing issues of physical, epistemological and socio-cultural access of the population of this province.

2.3.4 Core functions

The main core functions of the department are summarised below:

Public Ordinary Schools

This is the department's primary function aimed at the provision of educators in schools, the development of educators to ensure that they are equipped to provide the best quality teaching, and the provision of Learner Teacher Support Materials (LTSM). Also included here is the provision of new schools and school facilities, effective maintenance of existing facilities, as well as monitoring of the quality of education services through the system of whole school evaluation. Lastly, the function includes the provision of food to Public Ordinary School learners who are from the poorest communities, through the National School Nutrition Programme (NSNP).

Public Special School Education

The aim of this programme is to provide public education in special schools and full-service schools.

Further Education and Training

This service is aimed specifically at providing market-related skills, to ensure that learners are employable on completion of training at this level.

Early Childhood Development

This service evolved as a national initiative to strengthen pre-Grade R education, and make it available to the majority of citizens. The intention is to make pre-Grade R education compulsory by 2010.

Adult Basic Education

This programme aims to increase the level of skills and reduce the adult illiteracy rate, to enable adults to participate in economic and other structures in the province and the country.

2.3.5 Strategic objectives

Based on its core functions, the main strategic objectives of the department are as follows:

- To implement a curriculum that is relevant to support life-long learning;
- To provide educator capacity development for all phases;
- To create control structures that are conducive to effective teaching and learning;
- To develop well-resourced General Education and Training (GET) and Further Education and Training (FET) centres;
- To develop programmes that will encourage community participation;
- To effectively use additional funding for non-personnel expenditure;
- To develop programmes to counter the negative effects of HIV and AIDS in schools, and to develop a management plan to deal with staff infected with and affected by HIV and AIDS;
- To ensure good corporate governance; and
- To implement an effective performance measurement system throughout the department.

2.3.6 MTEF Transfers to Municipalities

No indication has been provided by the Department for transfers to local municipalities over the next three years. Transfers to District Municipalities are, however, indicated. Transfers to uThungulu District Municipality are as follows:

- R 1 828 026 for 2009/10;
- R 2 053 769 for 2010/11; and
- R 2 236 203 for 2011/12.

2.4 KZN DEPARTMENT OF HEALTH

2.4.1 Vision

The vision of the Department of Health is:

Optimal health status for all persons in KwaZulu-Natal

2.4.2 Mission statement

To develop a sustainable, co-ordinated, integrated and comprehensive health system at all levels, based on the primary health care approach through the district health system.

2.4.2.1 Core Values

- Trust built on truth, integrity and reconciliation
- Open communication, transparency and consultation
- Commitment to performance
- Courage to learn, change and innovate

2.4.3 Strategic goals and objectives

The Department of Health's five main strategic goals, each of which comprises a number of strategic objectives for the 2009/10 MTEF period and which are aligned to the National and Provincial priorities, are as follows:

- *Enhancing the productive capacity of the economy and investing in economic and social infrastructure to accelerate growth* through strengthened and increased collaboration with external stakeholders and service providers involved in the health sector, and through the acceleration of infrastructure development and acquisition of medical equipment;
- *Enhancing job creation by supporting labour intensive industries and expanding employment creating government programmes* by ensuring that Supply Chain Management effectively supports the service delivery needs of all health institutions through developmentally oriented processes, as well as through ensuring that appropriate financial, procurement and human resource delegations are in place;
- *Investing in human development and maintaining a progressive social security net* by sustaining and expanding the health work force through the implementation of innovative human resource management strategies and implementing performance management and coaching programmes, as well as by ensuring the effective implementation of programmes to reduce non-communicable diseases and diseases of lifestyle;
- *Improving the quality of education, health and other social services and intensifying targeted antipoverty initiatives and identifying new ones where necessary.* This entails mainstreaming of primary health care services, ensuring integrated planning for the provision of health services, continuing to implement the Tuberculosis Crisis Management Plan, continuing to accelerate and sustain the implementation of the National Strategic Plan for Comprehensive HIV and AIDS, as well as decreasing preventable causes of maternal child and women's health morbidity and

mortality, and by accelerating and sustaining the provision of nutritional support through the integrated Nutrition Programme; and

- *Improving the capacity and effectiveness of the state to deliver services and enhancing safety and security* by improving clinical governance, including quality of care and infection prevention and control, ensuring that key support services are effectively provided, ensuring that Geographical Information Systems (GIS) for health planning and service delivery are in place, improving the quality and use of health data, implementing an appropriate monitoring and evaluation system and ensuring equitable and appropriate distribution of Tele-health and information technology (IT) resources.

2.4.4 Core functions

The main purpose of the Department of Health is to develop and implement a sustainable, co-ordinated, integrated and comprehensive health system based on the primary health care approach, which encompasses promotive, curative, rehabilitative, supportive and palliative care. This is guided by the principles of accessibility, equity, community participation, appropriate technology, intergovernmental and inter-sectoral co-operation.

The department provides health services primarily to the uninsured population of the province, who comprise approximately 88 per cent of the province's total population of approximately 10.144 million people (2009) which amounts to 8.926 million people. In addition, the department is required to provide tertiary health services to people beyond the provincial boundaries.

The following four main categories of health services are provided by the department:

Primary Health Care Services

This category focuses on the prevention of illness and the provision of basic curative health services. These services include immunisation, health promotion, HIV and AIDS awareness, nutrition, mother and child health, communicable disease control, environmental health, oral and dental health, rehabilitation support, occupational health and chronic disease support.

Hospital Services

District hospitals and provincial hospitals cater for those patients who require admission to hospital for treatment at general practitioner level, and at specialist level, respectively. Tuberculosis hospitals, psychiatric/mental hospitals and sub-acute, step-down and chronic medical hospitals provide hospitalisation for patients suffering from tuberculosis, mental illnesses and those patients requiring long-term nursing care. Central and tertiary hospitals provide facilities and expertise needed for sophisticated medical procedures.

Forensic Pathology Services

The aim is to ensure integrity of forensic evidence and to provide Inspector of Anatomy Services.

Emergency Medical Services

The aim of this category is to provide emergency care and transport for victims of trauma, road traffic accidents, and emergency medical and obstetric conditions. Planned patient transport is provided for inter-hospital transfer, while indigent patients are transported between clinics and hospitals.

2.5 KZN DEPARTMENT OF HUMAN SETTLEMENT

2.5.1 Vision

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

2.5.2 Mission

To effectively and efficiently manage the implementation of National and Provincial Housing Programmes in partnership with the relevant role players, by developing sustainable human settlements characterized by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

2.5.3 Strategic goals and objectives

- Eradication for slums in KwaZulu-Natal by 2014;
- Strengthening governance and service delivery;
- Ensuring job creation through housing delivery;
- Accelerating housing delivery in rural areas;
- Accelerating the hostels redevelopment and upgrade programme;
- 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

2.5.4 Core functions

- To promote the provision of housing development;
- To promote the provision of affordable housing and essential services;
- To manage, control and maintain the immovable assets of the department;
- To administer and manage housing subsidies to targeted groups;
- To research, establish, monitor and implement policies within the National Housing Policy framework;
- To formulate a provincial housing development plan for the province;
- To facilitate and create housing institutions;
- To provide legal advice on land and environmental issues;
- To rehabilitate existing houses for victims affected by political unrest and correct the previous dysfunctionalities of the Housing Resettlement Programme;
- To administer and co-ordinate the Hostels Redevelopment and Upgrade Programme; and
- To administer the clearance of slums in the Province of KwaZulu-Natal.

2.5.5 MTEF Transfers to Municipalities

Transfers to Local Municipalities, per District, are indicated. R160,000, R170,000 and R180,000 for 2009/10, 2010/11 and 2011/12 will be transferred to the Mfolozi Municipality.

2.6 KZN DEPARTMENT OF COMMUNITY SAFETY & LIAISON

2.6.1 Vision

The department's vision is to see that:

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

2.6.2 Mission statement

The mission set for the department is to be the lead agency in driving the integration of community safety initiatives, towards a crime free KwaZulu-Natal.

2.6.3 Strategic objectives

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;
- Promote special support programmes for victims;
- Raise the awareness of protective rights among vulnerable groups;
- Promote corporate governance and provide strategic project support; and
- Implement the Volunteer Social Crime Prevention Project (VSCPP).

2.6.4 Core functions

The provincial department is responsible for the following functions:

- Promoting democratic accountability and transparency in the police service;
- Promoting good relations and establishing partnerships between the police and the communities;
- Directing the SAPS towards effectively addressing provincial needs and priorities;
- Facilitating the development and co-ordination of social crime prevention initiatives; and
- Promoting and supporting Victim Empowerment.

2.6.5 MTEF Transfers to Municipalities

Departmental payments within the various District Municipality areas are indicated. No indications are provided per local authority area, nor are any transfers indicated.

2.7 KZN DEPARTMENT OF COOPERATIVE GOVERNMENT AND TRADITIONAL AFFAIRS

2.7.1 Vision

The vision of the department is:

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

2.7.2 Mission statement

The mission of the department is to promote people-centred, accountable and viable local governance that accelerates service delivery and ensures sustainable communities.

2.7.3 Strategic objectives

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.

2.7.4 Core functions

The department is responsible for carrying out the following core functions:

- The provision of corporate services;
- The facilitation of accountable and sustainable local governance;
- The facilitation of accountable and sustainable traditional institutions;
- The promotion of integrated development and planning;
- The promotion of sustainable urban and rural development; and
- The development of systems for capacity support, and monitoring and evaluation processes.

2.7.5 MTEF Transfers to Municipalities

Transfers to local municipalities are indicated for the next three years. No funds, however, will be transferred to the Mfolozi Municipality.

2.8 KZN DEPARTMENT OF TRANSPORT

2.8.1 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.

2.8.2 Mission statement

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.

2.8.3 Strategic objectives

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.

2.8.4 Core functions

Turning the vision of the department into reality can only be achieved by focusing the attention and energy of all employees and relevant stakeholders on the performance of its core functions, namely:

Road infrastructure

The department's mandate is to construct and maintain a balanced road network that meets the mobility needs of the citizens of KwaZulu-Natal, and supports the national and provincial growth and development strategies.

Public and freight transport

The department's mandate is to regulate public transport and ensure public access to safe, efficient and affordable public transport. The department is further mandated to facilitate development in the freight transport industry and the minimisation of negative externalities resultant from the transport of freight.

Traffic management

The department's mandate is to create a safe road environment through the reduction of road accidents. The main services rendered by this programme include road traffic enforcement, road safety education and the analysis and re-engineering of hazardous locations, and the registration and licensing of vehicles.

Own revenue

The department's revenue, amounting to an estimated R1.031 billion in 2009/10, accrues to the Provincial Revenue Fund. This revenue is largely derived from tax receipts collected in terms of the Road Traffic Act.

2.8.5 MTEF Transfers to Municipalities

Transfers to local municipalities are indicated for the next three years. No funds, however, will be transferred to the Mfolozi Municipality.

2.9 KZN DEPARTMENT OF SOCIAL DEVELOPMENT

2.9.1 Vision

The vision of the Department of Social Development is to:

A caring and integrated system of social development services that facilitates human development and improves the quality of life.

2.9.2 Mission statement

To enable the poor, the vulnerable and the excluded within South African society to secure a better life for themselves, in partnership with them and with all those who are committed to building a caring society.

2.9.3 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.

2.9.4 Strategic objectives

The strategic objectives of the department include the following:

- Provision of overall institutional leadership and management;
- Effective and efficient management of financial resources;
- Provision of human resource management, development and support;
- Provision of professional services to ensure effective and efficient service delivery;
- Development, review and implementation of policies, practice models, standards, procedures and guidelines for developmental social welfare services;
- Render comprehensive and sustainable developmental social welfare services through departmental staff and the funding of non-governmental organisations (NGOs);
- Render effective co-ordination and networking with internal and external stakeholders;
- implement programmes for integrated, sustainable community development (within the welfare perspective);
- Strengthen the capacity of staff and stakeholders for effective and efficient service delivery;
- Ensure effective co-ordination and networking with internal and external stakeholders;
- Promote sustainable community development (particular to the programme's services); and
- Support effective and efficient service delivery through monitoring and evaluation of programme performance, including the social aspects of community development.

2.9.5 Core functions

The department is responsible for the following core functions:

Social Welfare Services

This includes the provision of services to:

- Children (alternative care, early childhood development, adoption and child protection);
- Special needs (older persons, persons with disabilities, women, families, youth);
- Restorative services (substance abuse prevention and rehabilitation, crime prevention and support and victim empowerment); and

- HIV and AIDS (home community based care and support, co-ordinated action for children, and prevention programmes).

Development and Research

This includes the provision of services to:

- Youth focussing on their empowerment and development;
- Institutional capacity building and support targeting registered non-profit organisations (NPOs) and emerging organisations;
- Sustainable livelihood, which will have the ultimate goal of empowered communities towards sustainable livelihoods;
- Management and implementation of research and demographic analysis; and
- Capacity development and advocacy on population and development.

2.9.6 MTEF Transfers to Municipalities

Departmental spending according to district municipal area, excluding operational costs, is indicated. Spending on projects in local municipalities over the next 3 years is not indicated.

2.10 KZN DEPARTMENT OF PUBLIC WORKS

2.10.1 Vision

The vision of the Department of Works is:

A thriving economy through infrastructure development and property management.

2.10.2 Mission statement

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

Strategic objectives

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 merging
- 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.

2.10.3 Core functions

The Department of Works is responsible for the provision of comprehensive property and building infrastructure services to KwaZulu-Natal provincial departments. Services include the construction of new facilities, property acquisition, maintenance and renovation, professional advisory services, as well as the hiring, letting and disposal of property. In delivering these services, the department undertakes the following core functions:

- Acquisition of buildings and land through purchase, hiring and leasing;
- Construction of public buildings, involving the physical erection or major improvements in respect of infrastructure in the building environment;
- Maintenance of public buildings and land, including performing the necessary work to keep the required level of operation; and
- The alienation of public buildings and land, including the disposal of fixed assets by selling, demolition, exchanging and donation.

2.10.4 MTEF Transfers to Municipalities

Transfers to local municipalities are indicated for the next 3 years. However, no transfers are budgeted to be transferred to the Mfolozi Municipality.

2.11 KZN DEPARTMENT OF ARTS AND CULTURE

2.11.1 Vision

The vision of the department is:

Empowerment through Culture and Tourism.

2.11.2 Mission statement

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

2.11.3 Strategic objectives

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.

2.11.4 Core functions

The core functions of this department encompass the development of arts, culture and tourism, as well as archives and library services.

2.11.5 MTEF Transfers to Municipalities

Transfers to Local Municipalities, per District, are indicated. However, no funding will be transferred to Mfolozi for the next 3 years.

2.12 KZN DEPARTMENT OF SPORT AND RECREATION

2.12.1 Vision

The vision of the Department of Sport and Recreation is:

United and healthy through sport and recreation.

2.12.2 Mission statement

We will maximize opportunities through the promotion, development and transformation of sport and recreation programmes to create cohesive and sustainable communities and enhance the quality of life of the citizens of kwaZulu-Natal.

2.12.3 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.

2.12.4 Strategic objectives

Based on the strategic goals of the department, its main strategic objectives are as follows:

- To provide effective and efficient planning, monitoring and evaluation of all sport and recreation functions;
- To deliver and support participation in junior sport competitions and promote high performance programmes for youth;
- To provide and develop talent identification, high performance services, sport development and capacity building programmes to support excellence in sport;
- To ensure participation of sport across targeted groups to promote tolerance across diverse cultural groups through sport activities;
- To provide sustainable recreation programmes to create opportunities for citizens to live an active healthy life-style;
- To ensure the provision of adequate and appropriate sport and recreation facilities;
- To promote mass participation of sport in previously disadvantaged schools;
- To promote mass participation of sport and recreation in previously disadvantaged communities;
- To create a legacy for the Mass Participation Programme and sport through the development of strategically selected priority sport codes; and
- To prepare the province for 2010, through assistance to the South African Football Association (SAFA), player development and provision of facilities.

2.12.5 Core functions

The core functions of the department are:

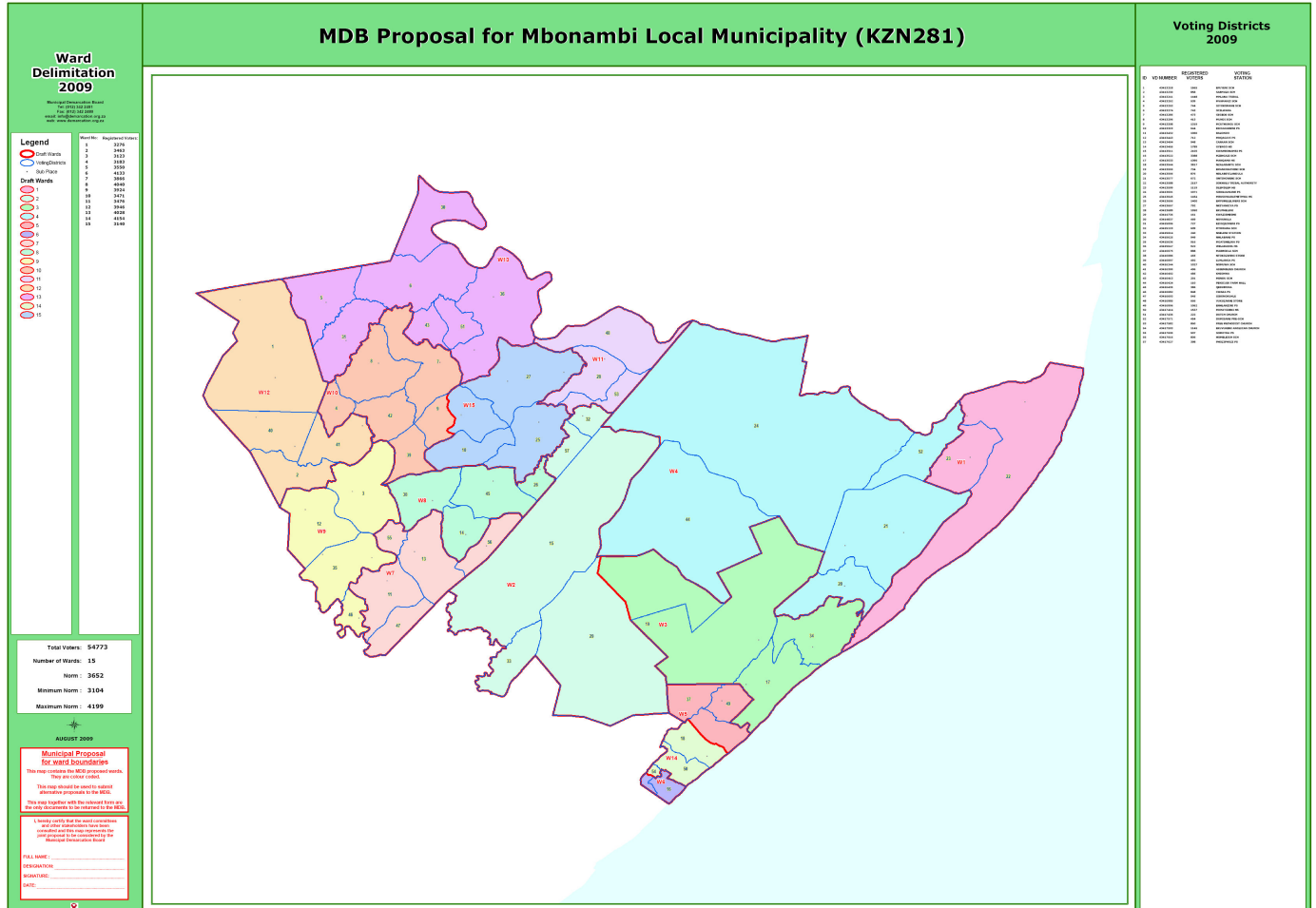
- To ensure that sport and recreation are accessible to all people of KwaZulu-Natal, especially previously disadvantaged people, rural communities, the disabled and women;
- To initiate programmes that target the development of human resource potential through the development of all coaches, technical officials, volunteers and administrators, with the aim of improving the quality of sport and recreation;
- To co-ordinate co-operative governance and the involvement of stakeholders to ensure alignment with the provincial sport and recreation policy;
- To effect and co-ordinate national and international agreements and initiatives, as entered by the province in the interests of sport and recreation;
- To facilitate and organise sporting and recreational events at district, provincial, national and international level;
- To implement the sport and recreation policy and provide funding for sport and recreation agencies in the province;
- To facilitate the provision and upgrading of sport and recreation facilities;
- To accelerate the delivery of sport and recreation in the province through mass participation of the citizens in KwaZulu-Natal;
- To achieve excellence in sport and recreation;
- To implement sport and recreation agencies, which contribute to the overall vision of the department;
- To host and co-host major provincial, national and international sporting events; and
- To facilitate the establishment of a Provincial Sports Council.

2.12.6 MTEF Transfers to Municipalities

Transfers to Local Municipalities, per District, are indicated. However, no funding will be transferred to Mfolozi local municipality for the next 3 years.

3. 2011 LOCAL GOVERNMENT ELECTIONS

The Municipal Demarcation Board has proposed two additional wards for Mfolozi Municipality which will increase the number of wards from 13 to 15.



4 COMMUNITY NEEDS, RESULTANT FROM CONSULTATION

The table overleaf reflects the revised community needs per ward:

Ward	Electricity	Social Facilities and utilities	Roads and Road Services	Sanitation	Youth and Vulnerable Development/Other	Water	Housing
1	No electricity Need an Electricity Sub-station for Sokhulu ward 1 and 2.	Siyathuthuka: creche overcrowded. Siyagaqa: creche overcrowded Need a crèche at Ntongonya Need a Creche at Hlanzeni Nedd a Creche at Hlawini Hlanzeni Small Playground UDM to assist with water tankers and more sanitation facilities where community facilities are planned. Shelter is needed at pension out points. LM approved budget for Ntongonya sports field in 2007/8 Hlanzeni Care centre Diphini Sports Field Ward 1 needs a Tusong centre to be built centrally at Manziamyama. Need water tanks at crèches or tanks to collect rain water.	Need for a bus shelter. Ward has sandy, unlevelled roads: impact on public transport Main Road to Sokhulu Needs Upgrading. Need a causeway e Gwalabanda. Need proper maintenance of access roads. Need Road upgrade at Thukwini. Ntongonya Causeway	Sanitation structures are not in good quality	Hlawini Beeds project Hlanzeni jersey project Thukwini broiler project Ntongonya gwabalanda community garden Ward one has a problem with public transport and requested if they could get more buses in the area. Bursaries for school children. ID campaign must be an annual programme because there is an annual growth in population. Manzi anunyama Block Making. Ntongonya Block Making.	Ongoing project of water delivery services with the budget of R12.5m. Project estimated to finish in 2009	Housing project is in 3rd phase
2	Need electricity in ward 2 Need an Electricity Sub-station for Sokhulu ward 1 and 2.		Need proper maintenance of access roads			Ward 2 needs emergency water.	
3		Bus shelters Need to renovate existing community halls, Fencing of creches and water tank needed in social facilities. Clinic working hours to be extended. Mobile police station needed , Existing sports facility (Nhlabeyilandela) to be extended Community hall in ward 3 needs renovation. Community hall in ward 3 needs renovation. Sports fields in the area need renovation. Need a sports field Ezindabeni (Nhabane) Ward 3 Ndabeylandula sports field needs to be maintained. Nkosini small playground and play ground next to Mfolozi Primary School needs upgrading. Nhlanzini small play ground needs upgrading.	Access roads to be levelled Need proper maintenance of access roads. Emakwathini road needs upgrading. P515 needs upgrading to tarmac. Need a causeway at Nomtuli River Ward 3. Pedestrian bridges are needed Ezindabeni-eNdabeylandula.	Sanitation structures are not in good quality	Zizamele Community Garden needs fencing. Nyonikayiphumuli Community Garden, the beneficiaries need training as well as seeds Ward 3.	Lack of water in the due to contamination. UDM to offer alternatives Need emergency water in ward 3	Housing development contract is on tender

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Ward	Electricity	Social Facilities and utilities		Roads and Road Services	Sanitation	Youth and Vulnerable Development/Other	Water	Housing
4	No electricity	Need for a Clinic in the Ward, Sports ground under DM is being vandalised. Bus shelters needed, care center for orphans needed, Phumelela LP not functional anymore. Shelter for pension payout points. Mdungandlovu Creche. Mpumeni Creche. Mdungandlovu Sports Field. Nyonini Sports Field. Bulimeni Small Play Ground. Nodumo Small Play Ground. Nondumo Sports Field. Mdungandlovu Small Play ground. Mpumeni Play Ground. Mpumeni New School. Play ground for children. Cinci Swimming Pool. Nyonini Library. Mpumeni Sports Field MJ Masango Sports Field Repair MJ Masango Community Hall Extension Nyonini Community hall Khukhulangoqo Multipurpose centre Mdungandlovu Community Hall Sulphine Community Hall Churches Baqoqe School Maintanance and class room extension Phumelela Lower primary School maintenance and class room extension Ekupheleni Fencing Ekupheleni Hall Baqoqe Hall Enhlabosini HP	Play Ground for children at Magengeni Maqabaqabeni Community Hall Maqabaqabeni Primary School Baqoqe Hall Housing Sibusisiwe Hospital Class room extension at Ekupheleni High School Ekupheleni Laboratory Ekupheleni Library Ekupheleni Compute Lab Enhlabosini Computer Lab Baqoqe Computer Lab Jungle Jim Set. Cinci Cenema Shopping Complex Bulimeni Tourism Centre New Patane Dumping site Ekupheleni Dumping Site Sulphine Dumping Site Enhlabosini Dumping Site Cinci Tennis Court Mdungandlovu Pay Point Shiya Pay Point Vikeleka Police Station Extension of Cinci Clinic for maintenance and staff accommodation so it can operate 24HRS	Access roads are in poor condition. P 494 upgrade to tar. Graveling of access roads Ezibomvini Road Graveling 2km Causeway at Mhlatuze River Causeway at Mkhukhuze River Causeway at Manzabomvu River Bridge at Mgababa Matshweletshwele Road to be graveled Magageni Road to be graveled Nyakaza road to be graveled Street Light a Mdungandlovu Street Light at Mpumeni	Lack of acceptable levels of sanitation facilities	Wards to apply for the available funding for youth cooperatives Zisizeni Co operative Mdungandlovu Poultry Project Bulimeni Poultry Project Nodumo Poultry Project Nyonini Poultry Project Mdungandlovu Sewing Project Bulimeni Sewing Project Nodumo Sewing Project Ward 4 Community garden Builder training centre Workshop Building Zisize Bakery	Plans in place for a reservoir in the LM. Crime a problem: illegal connection and pipes theft Farmer Irrigation 15 new water hand pump 5x5000l water tank 20 Dams 2 Dip	Housing needed

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Ward	Electricity	Social Facilities and utilities	Roads and Road Services	Sanitation	Youth and Vulnerable Development/Other	Water	Housing
		<p>School Staff room Ukuthula Junior Secondary School Luke Mgenge Lower Primary School</p> <p>Baqoqe Hall Housing Sibusisiwe Hospital Class room extension at Ekupheleni High School Ekupheleni Laboratory Ekupheleni Library Ekupheleni Compute Lab Enhlabosini Computer Lab Baqoqe Computer Lab Jungle Jim Set. Cinci Cenema Shopping Complex Bulimeni Tourism Centre Ekupheleni Dumping Site Sulphine Dumping Site Enhlabosini Dumping Site Shiya Pay Point Extension of Cinci Clinic for maintenance and staff accommodation so it can operate 24HRS Vikeleka Police Station Cinci Tennis Court Mdungandlovu Pay Point New Patane Dumping site</p>					
5	R9 mill has been made availabl by the DME to build a powerstation in te Municipal area	Need for a Clinic in the Ward.	<p>Access roads are beingupgraded by the LM Need a causeway at Mfosa River in ward 5. Need causeway kaw Mthetwa Ukholwa ward 5. Need causeway Emgovuzweni. Ward 5 also needs pedestrian bridges Ward 05 - Nzalabantu Community Hall Ward 05 - Sabokwe Road Ward 05 - Sabokwe Community hall</p>	<p>Sanitation structures built by UDM are not in good quality Sanitation Facilities</p>		Makwathini area has no water	
6			<p>DM to construct Mzingazi Road Number of local roads need to be upgraded</p>	<p>Sanitation structures built by</p>		Water is under control	

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Ward	Electricity	Social Facilities and utilities	Roads and Road Services	Sanitation	Youth and Vulnerable Development/Other	Water	Housing	
				UDM are not in good quality				
7	Need to finalise electricity connections	Need library and clinic. Need to upgrade the 'kick abouts' Paypoint Shelter Ekhnana. Emgazini Creche in Ward 7	LM busy grading roads as identified by the community. Bridge on the road to KwaHadla Somota Road needs regrading and a causeway. A pedestrian bridge is needed near KwaNdllovu estobini	No sanitation project has been implemented	Cwaka Lodge Shopping Complex is required in Ward 7.	Water pipe from Nseleni to Mabuveni is leaking, hence a delay in the delivery for this community. UDM is attending to the matter. WC requested that UDM official to report back on the water hold up Siqualo Sewing Project		
8	Need to finalise electricity connections	Need for a creche in the ward. To be included in the 08/09 IDP. Need bus shelter and pension payout shelters, creche in Mfolozane needed Creche in Ward 8. Need graveling of road in Ward 8 which is on the first left at the end of the tarred road from Mfolozi town eThandaza. Enxebeni Creche Maduna Creche Mbabe Old Age Home Cekeni Sports field Bumbaneni Sports Field Bangicala Hall Thubalethu crèche Ekupheleni Sports field	Proper maintainance of access roads Nhlatu needs a pedestrian bridge. Enxebeni Bus Shelter Enxebeni Road Slagheni Road Nhlwathi Road Mfolozane Road Sigaganeni Bus Shelter	No sanitation project has been implemented	Need to increase communication between the SAPS and the Ward 8 communities to aid curb the increasing crime in Ward 8. Yizukalo Goat Farming Senkuhle craft Zisize Bakery Sizanani Leather Works Makheni Poultry Project Vukani Craft and Beaders Masibuye Emasisweni Mzini Communal garden requires tools Zakheni Project Dondotha Farmers Club Isibonelo Container for Public phones D. T. Car wash project Umzamo Wethu Block Making Project Mbovu Poultry Project Qedindlala Poultry Project Qedindlala Community garden	She Goats cooperative Bumbaneni Youth Goat Farming Siyaphambili Garden Services Lean Together Catering Services Mbabe car Cleaning Services Sondlisizwe bakery Musakakrestu Sewing Club Halalisani Sewing Club Wela Wela Sewing Club Irrigation Scheme Vulindlela Garden requires Irrigation Scheme Masibumbe Garden project Siisy Girl Sewing Project Lean Together Youth Salon Lean Together Vidos, Cembra Bumbaneni Sewing project Pinkie Community Garden Seedlings for cooperatives Community Poultry Project Mbabe Block making Project requires Soya Beans plantation Masicaphunisa	Walela tank is damaged: no water for the community	930 houses were approved, only 70 of the identified need are not yet approved

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Ward	Electricity	Social Facilities and utilities	Roads and Road Services	Sanitation	Youth and Vulnerable Development/Other	Water	Housing
					ne garden requires		
9	Need to finalise electricity connections 13. Outstanding electrification projects in Ward 9, Mqagayi and Sabhuza electrification has already been approved. Dondotha needs infill electrification for the new houses in the area Ward 9 needs a Community Development Worker. Mqagayi New Scheme Enxebeni New Scheme Mbovu New Scheme Mtiya New Scheme Ward 9 Infill	Dondotha High School Renovation Mbude S.P. Renovation, additional class rooms and admin block Tshelamanzi High School requires school hall Mqagayi C. P. School Renovation Thembalimbe L. P. School Renovation Luhlanga C. P. School Renovation Sizakahle High School Renovation New Technical School required (Dondotha Technical School) Phembisizwe Creche requires New Building Simamisa Creche requires New Building Bhekinhlaha Creche requires New Building Qoqisizwe Creche requires New Building Khayalethu Creche requires fencing Ngunezi Creche requires New Building Zizamele Creche requires renovation and new ablution facilities Dondotha Community Hall requires Extension Dondotha Police Station Dondotha Clinic requires upgrade to Polly Clinic Buiding for Makhosemvelo Chemist Dondotha Public Swimming Pool Mhlana tribal Court requires Renovation Luhlanga Small play ground Dondotha Sports extension phase Nowabe Small play ground Emgaleni Small play ground Enkwalini Small play ground Mzini Small play ground Thandweni Small play ground Ezigungini Small play ground Emsunduzi Small play ground	Need for pedestrian crossing in some areas of the ward. Madanishini Bus Shelter Jikeni Bus Shelter Thandanani Bus Shelter Engozini Bus Shelter Dondotha Clinic Bus Shelter Dondotha Bus Shelter Church Bus Shelter Sandisa Bus Shelter Sangweni Bus Shelter Mbuthu Bus Shelter Kwazulu Bus Shelter Ezidunjini Bus Shelter Nkwalini Bus Shelter Road Upgrade 4km Engozini Upgrade 2km Thwala Road Upgrade 2km Mgaleni Road Upgrade 3km Mbovu Road Upgrade 3km Macambela Road Upgrade Thabethe causeway (one road) Mthiya (two roads) Mpanza (one road) Macambela causeway (two road) Mgaleni causeway	Sanitation structures built by UDM are not in good quality. Ther is a need for a new sanitation project for the whole of ward 09	Ward to create a profile of disabled children. LM to assist in getting applications for grants Ward 9 needs a Community Development Worker. The Community of Dondotha requested to be workshopped on arts and culture programmes available from government. The community also requested that the schools in the area be used for skills training programmes in the evenings. The Dondotha area is prone to soil erosion and the community requested that they be assisted to mitigate the soil erosion in the area. Renovation of Zisize by providing fencing and ablution facilities. Chillanathi Trading, Car Wash and Catering Ubumbano Block Making project Zamokuhle bead project Sizanani Leather Project Yizuvulo Goat Farming Mazibuye masisweni Traditional Food Senzokuhle Craft Vukeni craft and Bead Mzini Community garden Siyazenzela grass Cutting Project Zamani Craft Project Siyakha Brick making Project	Problems with broken water tanks, community has no water. Irrigation for gardening projects. Renovation of dips Dondotha dip tank requires renovation Mafusini dip tank requires renovation Ncwabe new dip tank require Mbovu Water Supply Mqagayi Dam Mgaleni Dam Ezidunjini Dam Macambela Dam Sheshi Dam Salveshi Dam Mbomvu Dam	Need Housing Dondotha Rural Housing Project
10		Need a mobile clinic Pension shelter needed approved for 2007/2008. creches need to be fenced: Khayalethu Creche. Bus shelters, mobile clinic needed. Mphathiswane, school Emundi Crèche Ward 10Enkiyankiya Crèche Ward 10Patane Crèche Ward 10Khiswa Creche Ward 10Mphathiswano Creche Ward 10Gegegede Creche Ward 10Msunduze Creche Ward 10Eskhaleni Creche ward 10 Nkanyezi Paypoint shelter Ward 10Nhlangei Store Paypoint Shelter Ward 10 Nkiyankiya Library Ward 10Emondi Library Ward 10Khiswa Library Ward 10Phatane Library Ward 10 Eskhaleni Store Library Ward 10 Emendu Sports Field Ward 10Nkiyankiya Sports FieldMsunduzi Sports FieldNaron City Eskhaleni Store Sports FieldSabhuza Sports FieldMphathiswano Sports Field	Access roads are needs to be upgraded by the LM Ncuthini Hlezane River Causeway Ward 10Emundi Causeway Ward 10Sokhwesana Causeway Ward 10Gegegede Causeway Ward 10 Echibini Bus Shelter Ward 10Nkanyezi Bus Shelter Ward 10 Emakhempini Kwakhathi Bus Shelter Ward 10Nkiyankiya Soya kwamqedi Bus Shelter Ward 10	Lack of acceptable levels of sanitation facilities		The Uthungulu District has a professor to test all the done work	

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Ward	Electricity	Social Facilities and utilities	Roads and Road Services	Sanitation	Youth and Vulnerable Development/Other	Water	Housing
		Ekhishwa Hall Encutshini Hall Gegede Hall Eskhaleni Store Hall					
11	No Electricity	Community hall budgeted for in the 2007/2008 financial year. KwaNgwenya Paypoint Shelter Mthatheni Paypoint Shelter Empumelelo Paypoint Shelter Siyaphambili Library Emtanenkosi Clinic Empumeni Small Playground Ekusayini Small Playground Mazawula 1 Sports Field Mazawula 2 Sports Field Ezidonini Sports Field Ntobozi Small playground Wohhanna Small Playground Sibanisezwe Creche Phoziphazi Creche Mthwana Creche Ntandoyesizwe Creche Mthwana school Class Extension Bhubhubhu Classroom renovation Mbusowabathetwa Schlo Need additional classrooms Ntobozi School needs renovation Mzozani Community hall Mnqumeni Community Hall Nqolezinde Community Hall Mqooqi Community Hall Ekuthuleni Community Hall Empumelelo Computer Lab Bhubhubhu Computer Lab Mbusowabathetwa Computer Lab Shopping Complex	Pedestrian bridges needed at Ntobozi River to Sphephelo School Bus Shelter Mpumeni to Mbongo Mbongo and Nyembe Road needs Graveling. Nozambula to Mpumeni Roads Needs graveling Mbohola road Dangazela to Tampene Road Mgazi Road to Ncanana Mfundisi to mabaso road Nombula To Esigaganeni Road Shangase to Bhokweni Road Nkunzi Road Mweli Road Thunsu Road Mcambi Road Ganya to Mtshali Road Mthwana Bus Shelter Mbuyazi Bus Shelter Crèche Bus Shelter Msunduze Bus Shelter Kwamadela Bus Shelter Nozambula Bus Shelter KwaMasuku Bus Shelter Thandaza Bus Shelter Bhozweni Bus Shelter KwaSibiya Bus Shelter kwaKhoza Bus Shelter Ekuthuleni Bus Shelter	Sanitation structures built by UDM are not in good quality	Siyazisebenza Catering Tnolithemba Poultry project Bhokweni garden Needs fencing Bursaries for school children Celinhlonipho Bead Project	Irrigation for gardening projects, Need dams at the following areas: Nohhahha, Ntobozi, Ezidonini, Mazawula 1, Mazawula 2, Ekusayini, Empumeni, Nozambula, 10 water tanks needed in the area and 12 new water pumps	Rural Housing project needed
12	Power outages area problem in the area Reticulation required at No7 Mkuthali Nhangwini Embuzini Mfolozane	Bus shelters, fencing off burial sites, clinic, library are needed No 7 Small Play ground Didumlungu Small Play ground Mkhuthali Small Play ground Esitezi Small Play ground Fencing required for all community gardens Fuyeni Creche (Senamile Biyela) Lutheran Church Creche (Phlile Xulu) No7 Creche Gospel Church Creche (Mfolozane) Umgunya Mvamanzi Small playground Shayamoya Small Playground Sokhaya Makwazini Creche Makwezini Clinic Makwezini Community Hall Efuyeni Creche	Ward 12 is next i.t.o. roads being levelled. The following access roads need maintenance; No 7 Mkhuthali Didumlungu Nhangwini Mfolozane Esitezi Ezinkunzini	Lack of acceptable levels of sanitation facilities	Removal of the alien plant called Chromolia In need of a church, Incema and Rope For Womens Project Hambaphambili Cattle Farming need the fencing of the cattle farm renovated. Shayamoya Block Making Projects No7 Youth Project Young Staks Project Broiler Projects Vukahlezane Co operation Seeds and seedlings required for Thembaletu Youth Shoe Making Project Bonisani Project Sewing Project Zamani sewing Project require sewing equipment Makwezini Womens Sewing Club Othini Sewing Club Bambanani Poultry Farming Efuyeni Poultry Project Soccer Kit and Balls	Tampering with stand pipes is a problem in the area. Need to better communicate times for the arrival of water truck. Dams are required in the following areas; Manyosi KwaBhozo kwaMbona Ezinkunzini Nkawaneni Mahlabamvu Sodombane Nongoje Water reticulation is needed in the following areas; Mfolozane Mkhuthali Didumlungu Nhangwini No 7 Ezinkunzini	Need Housing

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Ward	Electricity	Social Facilities and utilities	Roads and Road Services	Sanitation	Youth and Vulnerable Development/Other	Water	Housing
						Esitezi	
13		Creche, bus shelter, clinics, pension payout points, police station needed Community hall Ntuthunga Creche Novunula Creche Shwashweni Creche Ocilwane Creche Ntuthunga Small Play ground Novunula Small Play ground Shwashweni Small Play ground Ocilwane Small Play ground		Lack of acceptable levels of sanitation facilities	Matsheyitshe Community garden Ezinkawini Community Garden Makhasi Community Garden Ntuthunga Goat project Shwashweni Goat project Ocilwane Goat Project Ingwenya Community Garden Ntuthunga Block making project		Need Housing

F. IMPLEMENTATION PLAN

The 3-year Implementation Plan is based on the Municipal Key Performance Areas, Development Goals, Development Strategies and Objectives. The plan contains Key Performance Indicators (KPIs) for each Development Objective, a Budget Estimate to meet the meet the KPI, the Responsible Department, as well as the Target Date by which the KPI must be met.

Strategic Focus Area 1: Social and Economic Development					
Development Goals					
<ul style="list-style-type: none"> ▪ To promote socio-economic development and provide support to assist communities throughout the Municipality to cope with the combined impact of poverty and HIV/AIDS; and ▪ To strengthen the local economy with particular emphasis on tourism, agriculture and commercial development. 					
Development Strategies	Development Objectives	Budget Estimate	KPIs	Responsible Department	Target Date
To reduce the impact of HIV/AIDS on communities	<ul style="list-style-type: none"> ▪ Develop an HIV/AIDS Strategic Plan for Mfolozi Municipal area, revise the plan annually and ensure it is in line with the UDM AIDS Integrated Development Strategy ▪ Ensure ongoing involvement of all relevant role players, education programmes for HIV/AIDS awareness and prevention 	<ul style="list-style-type: none"> ▪ R100 000 	<ul style="list-style-type: none"> ▪ Finalized HIV/AIDS Strategic Plan and Implementation Plan ▪ Broad awareness and prevention strategies for HIV/AIDS within the LM 	<ul style="list-style-type: none"> ▪ Corporate Services ▪ Corporate Services 	<ul style="list-style-type: none"> 30/06/2012 30/06/2012
	<ul style="list-style-type: none"> ▪ Mobilise farmers in rural areas to develop a strategy for their own group of workers 	<ul style="list-style-type: none"> ▪ R50 000 	<ul style="list-style-type: none"> ▪ Active role of farmers in the fight against HIV/AIDS 	<ul style="list-style-type: none"> ▪ Corporate Services 	<ul style="list-style-type: none"> 30/06/2012

Strategic Focus Area 1: Social and Economic Development					
To minimize the effect of natural and other disasters on communities	<ul style="list-style-type: none"> Review and implement Mfolozi Municipal Disaster Management Plan as well as the Action Plan that goes with it 	<ul style="list-style-type: none"> R100 000 	<ul style="list-style-type: none"> Mfolozi Municipal Disaster Management Plan Review has been completed 	<ul style="list-style-type: none"> Corporate Services 	30/06/2011
	<ul style="list-style-type: none"> Develop a Municipal protocol by roles and responsibilities inclusive of communication channels. 	<ul style="list-style-type: none"> R100 000 	<ul style="list-style-type: none"> Clearly defined roles and responsibilities as well as communication strategies in terms of disaster management 	<ul style="list-style-type: none"> Corporate Services 	30/06/2012
	<ul style="list-style-type: none"> Establish fire fighting section in the municipality 	<ul style="list-style-type: none"> R4 mill 	<ul style="list-style-type: none"> Full-fledged fire department in the Municipality with necessary capacity to operate 	<ul style="list-style-type: none"> Corporate Services/ Municipal Manager 	30/06/2012
To cater for the economic and social development needs of youth,	<ul style="list-style-type: none"> Prepare and Implement a Women, Disabled and Aged Development Plan as well as Youth Policy that is in line with National Youth Strategy 	<ul style="list-style-type: none"> R100 000 	<ul style="list-style-type: none"> A final Implementation Strategy of the document proposals 	<ul style="list-style-type: none"> Corporate Services 	30/06/2012

Strategic Focus Area 1: Social and Economic Development					
women, the disabled and the aged members of communities	<ul style="list-style-type: none"> Ensure that the Municipality employs its Procurement Policy in a manner that is sensitive to gender, youth and the disabled employs its Employment Equity Plan in a manner that is sensitive to gender, youth and the disabled 	<ul style="list-style-type: none"> R50 000 	<ul style="list-style-type: none"> Municipality to reach National target for employment of disabled and women and carrying out programmes that are aimed at developing the youth 	<ul style="list-style-type: none"> Corporate Services 	30/06/2012
To facilitate economic growth and development within the municipal area	<ul style="list-style-type: none"> Review and Implement Mfolozi's Local Economic Development (LED) Plan 	<ul style="list-style-type: none"> R150 000 	<ul style="list-style-type: none"> Revised LED Plan 	<ul style="list-style-type: none"> Technical Services 	30/06/2011
	<ul style="list-style-type: none"> In conjunction with the Department of Agriculture prepare and implement Municipal Agricultural Development Plan 	<ul style="list-style-type: none"> R100 000 	<ul style="list-style-type: none"> Complete Municipal Agricultural Plan 	<ul style="list-style-type: none"> Technical Services 	30/06/2012
	<ul style="list-style-type: none"> Investigate the feasibility of establishing skills-based tertiary facilities at Secondary Nodes in conjunction with the Department of Education 	<ul style="list-style-type: none"> R150 000 	<ul style="list-style-type: none"> Feasibility Study Completed 	<ul style="list-style-type: none"> Technical / Corporate Services //Sector Depart. 	30/06/2012
To market Mfolozi Municipal area to attract investment	<ul style="list-style-type: none"> Prepare and implement a Municipal Marketing and Communication Strategy 	<ul style="list-style-type: none"> R50 000 	<ul style="list-style-type: none"> Completed Municipal Marketing and Communication Strategy 	<ul style="list-style-type: none"> Municipal Manager / Financial Services 	30/06/2011

Strategic Focus Area 1: Social and Economic Development					
To promote Mfolozi as a tourism destination	<ul style="list-style-type: none"> Plan and implement tourism projects within the framework of the Corridor Development Framework Plan 	<ul style="list-style-type: none"> R200 000 	<ul style="list-style-type: none"> Align tourism development with the plans of the province and the district 	<ul style="list-style-type: none"> Technical Services 	30/06/2011
To promote SMME development in the Municipality	<ul style="list-style-type: none"> To ensure that SMME development is catered for in the LED Plan; and that recommendations are implemented. This would include the investigation of strategies of ensuring ongoing establishment new businesses in KwaMfolozi town and retaining the existing ones 	<ul style="list-style-type: none"> R0 	<ul style="list-style-type: none"> Increased establishment of SMMEs in the Municipality Facilitating the provision of advise, training and funding to SMMEs 	<ul style="list-style-type: none"> Corporate/ Technical Services 	30/06/2012
Create a safe & secure environment for all residents and visitors to the Municipality	<ul style="list-style-type: none"> Prepare and Implement a Municipal Crime Prevention Strategy (involvement of all relevant stakeholders) and ensure that the Strategy is reviewed from time to time 	<ul style="list-style-type: none"> R150 000 	<ul style="list-style-type: none"> Completed Municipal Crime Prevention Strategy 	<ul style="list-style-type: none"> Financial Services/ Municipal Manager 	30/06/2012

Strategic Focus Area 2: Delivery of Sustainable Infrastructure and Services					
Development Goal					
<ul style="list-style-type: none"> To facilitate the delivery of infrastructure and services, such as water, sanitation, electricity, access roads, telephones, postal services, clinics, schools, community halls, sport fields and facilities, pension payout points, police stations, housing, etc. in a sustainable manner 					
Development Strategies	Development Objectives	Budget Estimate	KPIs	Responsible Department	Target Date
To ensure the provision, upgrading and maintenance of Infrastructure and Services to address	<ul style="list-style-type: none"> Ensure communication between the UDM and LM so that the water and sanitation needs of the LM are catered for in the 	<ul style="list-style-type: none"> R0 	<ul style="list-style-type: none"> UDM takes consideration of water and sanitation needs raised by the LM 	<ul style="list-style-type: none"> Technical Services/ Municipal Manager 	continuous

Strategic Focus Area 2: Delivery of Sustainable Infrastructure and Services					
Backlogs	UDM WSDP and that its roll-out is programmed accordingly (including operation and maintenance)				
	<ul style="list-style-type: none"> To ensure that all municipal infrastructure is properly maintained through the preparation and implementation of a Municipal Infrastructure Service Maintenance Plan 	<ul style="list-style-type: none"> R150 000 	<ul style="list-style-type: none"> Complete Municipal Infrastructure Services Maintenance Plan 	<ul style="list-style-type: none"> Technical Services 	30/06/2011
	<ul style="list-style-type: none"> Implement the Municipal Integrated Waste Management Plan. 	<ul style="list-style-type: none"> R0 	<ul style="list-style-type: none"> Waste Management Services in the LM is done according to recommendations of the Plan 	<ul style="list-style-type: none"> Technical Services 	continuous
	<ul style="list-style-type: none"> Implement a Municipal Roads Programme 	<ul style="list-style-type: none"> R350 000 	<ul style="list-style-type: none"> Municipal Roads Programme has been completed 	<ul style="list-style-type: none"> Technical Services 	continuous
	<ul style="list-style-type: none"> Prepare and Implement an Indigent Policy 	<ul style="list-style-type: none"> R0 	<ul style="list-style-type: none"> Completed Indigent Policy 	<ul style="list-style-type: none"> Corporate Services 	30/06/2010
To ensure the provision of sustainable, affordable and suitably-located housing development	<ul style="list-style-type: none"> Implement the Mfolozi Housing Sector Plan 	<ul style="list-style-type: none"> R0 	<ul style="list-style-type: none"> Delivery of 2 priority projects by 2011 	<ul style="list-style-type: none"> Technical Services 	30/06/2014
To ensure co-ordinate service delivery from all service providers	<ul style="list-style-type: none"> To prepare and implement an Infrastructure Services 	<ul style="list-style-type: none"> R75 000 	<ul style="list-style-type: none"> Completed Infrastructure and Services Provision 	<ul style="list-style-type: none"> Technical Services 	30/06/2011

Strategic Focus Area 2: Delivery of Sustainable Infrastructure and Services					
	Provision Communication Strategy with roles and responsibilities of service providers in the LM, assist with the co-ordination of such service delivery		Communication Strategy		
To ensure the provision of sustainable community facilities	<ul style="list-style-type: none"> Prepare and Implement a Municipal Community Facilities Plan 	<ul style="list-style-type: none"> R250 000 	<ul style="list-style-type: none"> Completed Community Facilities Plan 	<ul style="list-style-type: none"> Technical Services 	30/06/2011
To ensure the efficient and effective use of scarce energy sources	<ul style="list-style-type: none"> Prepare and implement a Strategy for the use of renewable energy sources 	<ul style="list-style-type: none"> R50 000 	<ul style="list-style-type: none"> Completed Renewable Energy Sources Strategy 	<ul style="list-style-type: none"> Technical Services 	30/06/2012

Strategic Focus Area 3: Enabling Environment for Development					
Development Goal					
<ul style="list-style-type: none"> To ensure that an enabling environment for development in the Municipality is created; and To ensure the sustainable use of land and the natural environment 					
Development Strategies	Development Objectives	Budget Estimate	KPIs	Responsible Department	Target Date
To ensure that integrated development planning occurs within the Municipality as a whole	<ul style="list-style-type: none"> To review the Mfolozi IDP annually 	<ul style="list-style-type: none"> R200 000 	<ul style="list-style-type: none"> Reviewed IDP document that is in line with the budget 	<ul style="list-style-type: none"> Technical Services 	continuous
To ensure the appropriate and effective use of land through spatial planning initiatives and the implementation of the outcomes thereof	<ul style="list-style-type: none"> Query the finalisation of LUMS with DLGTA Revise the Mfolozi Spatial Development Framework and implement it (include linkage to Capital Projects) 	<ul style="list-style-type: none"> R0 R120 000 	<ul style="list-style-type: none"> LUMS completed Revised SDF document 	<ul style="list-style-type: none"> Technical Services Technical Services 	<ul style="list-style-type: none"> 30/08/2009 30/06/2010

Strategic Focus Area 3: Enabling Environment for Development					
	and incorporate PSEDS)				
	<ul style="list-style-type: none"> ▪ Finalize the Municipal Nodal Framework Plan and implement 	<ul style="list-style-type: none"> ▪ R0 	<ul style="list-style-type: none"> ▪ In progress 	<ul style="list-style-type: none"> ▪ Technical Services 	30/12/2009
Ensure the sustainability and protection of the Municipality's Natural Resources	<ul style="list-style-type: none"> ▪ Prepare and implement a Municipal Strategic Environmental Assessment (SEA) 	<ul style="list-style-type: none"> ▪ R100 000 	<ul style="list-style-type: none"> ▪ Completed SEA 	<ul style="list-style-type: none"> ▪ Technical Services 	30/12/2012
	<ul style="list-style-type: none"> ▪ Assist Mhlana Traditional Authority community with the launching of an Alien Plants Removal Project 	<ul style="list-style-type: none"> ▪ R50 000 	<ul style="list-style-type: none"> ▪ Programme launched 	<ul style="list-style-type: none"> ▪ Technical Services 	30/12/2012
	<ul style="list-style-type: none"> ▪ Establish Recycling Plant at the KwaMfolozi Landfill Site 	<ul style="list-style-type: none"> ▪ R0 	<ul style="list-style-type: none"> ▪ Recycling Plant established 	<ul style="list-style-type: none"> ▪ Technical Services 	30/12/2011

Strategic Focus Area 4: Organizational Development					
Development Goal					
<ul style="list-style-type: none"> To build capacity among officials and councilors to lead and manage development throughout the Municipality 					
Development Strategies	Development Objectives	Budget Estimate	KPIs	Responsible Department	Target Date
To develop staff skills to ensure effective service delivery and to improve staff turnover	<ul style="list-style-type: none"> Prepare and implement a Workplace Skills Development Plan 	<ul style="list-style-type: none"> R100 000 	<ul style="list-style-type: none"> Completed Workplace Skills Development Plan 	<ul style="list-style-type: none"> Corporate Services 	30/06/2011
To align the organizational structure to the IDP	<ul style="list-style-type: none"> Ensure that organizational structure is aligned with the IDP Ensure that Municipal Bylaws are aligned with the IDP where applicable 	<ul style="list-style-type: none"> R0 R100 000 	<ul style="list-style-type: none"> Alignment Achieved 	<ul style="list-style-type: none"> Corporate Services 	30/06/2009 30/06/2012
To improve effective and efficient communication between internal staff and councilors	<ul style="list-style-type: none"> Develop the Strategic Communications Plan and implement it 	<ul style="list-style-type: none"> R100 000 	<ul style="list-style-type: none"> Completed Strategic Communication Plan 	<ul style="list-style-type: none"> Corporate Services 	30/06/2010
To improve productive and accountable staff through and effective Municipal Performance Management System	<ul style="list-style-type: none"> Draft KPI's and job descriptions for section 57's. 	<ul style="list-style-type: none"> R0 	<ul style="list-style-type: none"> KPIs for all Section 57's. 	<ul style="list-style-type: none"> Corporate Services 	30/06/2010

Strategic Focus Area 5: Sound Financial Management
Development Goal
<ul style="list-style-type: none"> To ensure sound Financial Management that will ensure alignment with the Municipality's IDP, in order to ensure efficient, effective and sustainable development

Development Strategies	Development Objectives	Budget Estimate	KPIs	Responsible Department	Target Date
Improve debt management processes	<ul style="list-style-type: none"> Identify all debtors and prepare and implement a Debt Coverage Plan 	<ul style="list-style-type: none"> R100 000 	<ul style="list-style-type: none"> 75% of all debt collected 	<ul style="list-style-type: none"> Financial Services 	30/06/2009
Ensure that financial resources are efficiently and effectively allocated	<ul style="list-style-type: none"> Develop and implement Three Year Municipal Financial Plan 	<ul style="list-style-type: none"> R0 	<ul style="list-style-type: none"> Full Alignment of the Municipal Budget with the IDP 	<ul style="list-style-type: none"> Financial Services 	30/06/2009
	<ul style="list-style-type: none"> Ensure active participation by all relevant stakeholders in the budget process 	<ul style="list-style-type: none"> R0 	<ul style="list-style-type: none"> Public awareness of the people about the Municipal budgeting process – <u>Budget Roadshows will start in April 2009</u> 	<ul style="list-style-type: none"> Financial Services 	30/06/2009
	<ul style="list-style-type: none"> Ensure that the Budget (capital and operational) is aligned to the IDP through the preparation and implementation of the SDBIP 	<ul style="list-style-type: none"> R0 	<ul style="list-style-type: none"> Alignment Achieved In_Progress 	<ul style="list-style-type: none"> Financial Services 	30/06/2009
	<ul style="list-style-type: none"> Develop Integrated Capital Investment Plan 	<ul style="list-style-type: none"> R50 000 	<ul style="list-style-type: none"> In_Progress 	<ul style="list-style-type: none"> Financial Services/Tech nical Services 	30/06/2009

Strategic Focus Area 6: Democracy and Corporate Development					
Development Goal					
<ul style="list-style-type: none"> ▪ To ensure that the developmental mandate of the municipality is understood by all the municipality's residents, role players and stakeholders; and ▪ To ensure that the Municipality, as an organization, operates effectively and efficiently in a transparent manner 					
Development Strategies	Development Objectives	Budget Estimate	KPIs	Responsible Department	Target Date
To fast-track development in a effective and efficient manner	<ul style="list-style-type: none"> ▪ To ensure that decision making is streamlined with implementation 	<ul style="list-style-type: none"> ▪ R0 	<ul style="list-style-type: none"> ▪ Ensure that decision making does not hinder implementation of plans 	<ul style="list-style-type: none"> ▪ All 	30/06/2009
To facilitate community development and involvement in all aspects of local governance	<ul style="list-style-type: none"> ▪ Involve Tribal Authority, Ward Committees and Community Development Workers (CDW's) in the IDP processes ▪ Conduct IDP Road Shows ▪ Develop Community Participation Strategy 	<ul style="list-style-type: none"> ▪ R25 000 ▪ R50 000 ▪ R50 000 	<ul style="list-style-type: none"> ▪ Quarterly Combined Ward Committee Meetings and on-going consultation with Amakhosi ▪ Road shows begin in April ▪ Finalized Community participation Strategy 	<ul style="list-style-type: none"> ▪ Corporate / Technical Services ▪ Technical Services ▪ Corporate 	<ul style="list-style-type: none"> 30/06/2009 30/06/2009 30/06/2012

G. PROJECTS

1 MIG PROJECTS

The table below reflect projects within the Mfolozi Municipal Area, that will be funded via MIG for the 2011/112 Financial Year:

Table 46: MIG Projects for 2011/12

2011/12 MIG LIST	
PROJECT NAME	
Ward 01 - Hlawini Creche	840,000.00
Ward 01 - Ediphini Small Playground	250,000.00
Ward 02 - Dumisani Creche	840,000.00
Ward 03 - Mabhodla Markert Stalls	200,000.00
Ward 03 - Nhlabane Bus Shelter	49,000.00
Ward 03 - Goyintethe Bus Shelter	49,000.00
Ward 03 - Mabodla Bus Shelter	49,000.00
Ward 04 - Nodumo creche	840,000.00
Ward 04 - Enkamanzi Bus Shelter	49,000.00
Ward 04 - Mdungandlovu Bus Shelter	49,000.00
Ward 04 - Enyonini Bus Shelter	49,000.00
Ward 04 - Ezitulweni Bus Shelter	49,000.00
Ward 05 - Nhlanzini Creche	840,000.00
Ward 06 - Skhangane Creche	840,000.00
Ward 06 - Mzingaze Bus Shelter	49,000.00
Ward 06 - Khondweni Bus Shelter	49,000.00
Ward 06 - Isbisisiwe Bus Shelter	49,000.00
Ward 06 - Sangoma Bus Shelter	49,000.00
Ward 07 - Makhuba Pension Paypoint Shelter	780,000.00
Ward 07 - Hlekindoda Bus Shelter	49,000.00
Ward 07 - Mabhuyeni High Mast Light	
Ward 07 - KwaLamula Bus Shelter	49,000.00
Ward 07 - KwaDlamini Bus Shelter	49,000.00
Ward 08 - Mfolozane Creche	840,000.00
Ward 08 - Wela wela Small Playground	250,000.00
Ward 09 - Mtinya Road(per km)	907,500.00
Ward 09 - Madanishini Bus Shelter	49,000.00
Ward 09 - Sandisa Bus Shelter	49,000.00
Ward 09 - Sangweni Bus Shelter	49,000.00
Ward 09 - Bhekinhlaha Bus Shelter	49,000.00
Ward 10 - Zilahle Road(per km)	907,500.00
Ward 10 - Nhlangeni StoreBus Shelter	49,000.00
Ward 10 - Egheleni Stote Bus Shelter	49,000.00
Ward 10 - Madanishini Bus Shelter	49,000.00
Ward 10 - Gedede Bus Shelter	49,000.00
Ward 11 - Mboholo Road(per km)	907,500.00

Ward 11 - Singqobile Creche	840,000.00
Ward 11 - Mazawula 02 Small Playground	250,000.00
Ward 12 - Sokhaya Creche	840,000.00
	250,000.00
Ward 13 - Novunula Pension Payout Shelter	780,000.00
TOTAL	11,150,500.00

2 PROJECTS BY THE DEPARTMENT OF TRANSPORT

The table below reflects the projects for 2010/11 by the KZN Department of Transport within the Mfolozi Municipal Area, the projects for 2011/12 will be included once received from DoT.:

Table 47: DoT Projects (2010/11)

Contract name	Activities	2009-2010 Budget
Mankwathini Rd	New Gravel Road	570 000
A2212 Rd	New Gravel Road	600 000
Danyini Rd	New Gravel Road	570 000
Ezindabeni Causeway contract	Causeway Construction	760 000
Gabion Protection contract	Gabion protection	120 000
Gabion Protection material	Gabion protection	130 000
Guardrail installation & repair contract	Guardrail new installation	100 000
Guardrail materials	Guardrail new installation	120 000
Blacktop Patching contract	Blacktop Patching	200 000
Blacktop Patching material & plant	Blacktop Patching	380 000
Regulatory & Warning signs contract	Maintenance of regulatory/warning signs	90 000
Regulatory & Warning signs material	Maintenance of regulatory/warning signs	110 000
Crack Sealing	Crack Sealing	50 000
EPWP Safety Maint - Blacktop Patching contract	Blacktop Patching	120 000
EPWP Safety Maint - Blacktop Patching material & plant	Blacktop Patching	150 000
Maintenance of Info signs contract	Maintenance of information/guidance signs	120 000
Maintenance of Info signs material	Maintenance of information/guidance signs	130 000
Drain Clearing & verge maint (contract 1)	Drain clearing & Verge Maintenance	150 000
Drain Clearing & verge maint (contract 2)	Drain clearing & Verge Maintenance	150 000
Drain Clearing & verge maint (pipe desilting)	Drain clearing & Verge Maintenance	150 000
Drain Clearing & verge maint (Noxious weed clearing)	Drain clearing & Verge Maintenance	50 000
Drain Clearing & verge maint plant hire	Drain clearing & Verge Maintenance	250 000
Grass cutting contract	Grass Cutting	150 000
Pipe installation & headwalls contract	Pipes & Headwalls	200 000
Pipe installation & headwalls material	Pipes & Headwalls	250 000

Contract name	Activities	2009-2010 Budget
Maintenance of fence & km posts	Maintenance of fence & km posts	100 000
Patch Gravelling plant (external)	Routine Maintenance	600 000
Patch Gravelling - Gravel Heaps	Routine Maintenance	250 000
P515 Rd	ReGravelling	1 190 000
P232 Rd	ReGravelling	740 000
D875 Rd	ReGravelling	490 000
P497 Rd	ReGravelling	880 000
TOTAL		9 920 000

3 CAPITAL PROJECTS BY UTHUNGULU DISTRICT MUNICIPALITY

The table below reflects the capital projects for 2010/13 by the uThungulu District Municipality within the Mfolozi Municipal Area:

WaterProjects: Bulk & Reticulation

Projects	Funding Sources	2010/11	2011/2012	2012/2013
Mbonambi Water Phase 3	MIG	0	0	0
Mbonambi Water Phase 2	MIG	6,000,000	7,871,750	7,666,449
Mhlana Bulk Water Supply 3B ext.	MIG	0	0	0
Mhlana Somopho Phase 3C	MIG	4,000,000	8,000,000	16,000,000
Upper Nseleni Phase 1	MIG	0	0	
Upper Nseleni Phase 1 VO	MIG	5,000,000	7,000,000	4,714,308
Upper Nseleni Phase 4	MIG	0	0	
Upper Nseleni Phase 2	MIG	10,079,113	5,000,000	0
Upper Nseleni Phase 3B (reticulation)	MIG	10,079,113	4,750,000	
TOTAL		35,158,226	32,621,750	28,380,757

Sanitation Projects

281-2 - VIP Sanitation Project	MIG	0	0	0
281-3 VIP Sanitation Project	MIG	3,500,000	6,250,000	6,250,000
TOTAL		3,500,000	6,250,000	

4 PROJECTS BY THE DEPARTMENT OF AGRICULTURE ENVIRONMENTAL AFFAIRS AND RURAL DEVELOPMENT

Projects	Ward	2010/11

Mendu Dam	12	R 400 000
Manembeni Dam	10	R 400 000
Othini Dam	12	R 400 000
Mcuthungu Dam	10	R 400 000
Nongoje Dam	12	R 400 000
Abaphumeleli Goat Farming (Fencing)	13	R 400 000
Total		R 2400 000

H. FINANCIAL PLAN AND SDBIP

1 MUNICIPAL BUDGET: 2009/2010

1.1 MFOLOZI MUNICIPALITY FINANCIAL MANAGEMENT TURNAROUND STRATEGY

1. INTRODUCTION AND OVERVIEW

Mfolozi Municipality is Medium Capacity Municipality in KwaZulu-Natal within Uthungulu District Municipality. This Turnaround Strategy has been developed in response to a continuing dismal performance of the Municipality, particularly with regards to financial reporting.

For the past five years the Municipality has moved from an Unqualified Audit Report in 2004/05 to a disclaimer in the past three financial years. The table below illustrates the historic trends;

Financial Year	AFS Submission date	Nature of Audit Report	Reporting framework
2004/05	31 August 2005	Unqualified	IMFO
2005/06	31 August 2006	Qualified	IMFO
2006/07	31 August 2007	Disclaimer	IMFO
2007/08	31 August 2008	Disclaimer	IMFO
2008/09	31 August 2009	Disclaimer	GRAP Transitional

This strategy is informed by the Local Government Turnaround Strategy developed by the National Department of Cooperative Government & Traditional Affairs. The aim of the department is to ensure that all Municipalities receive clean audits by year 2014. In line with this the KZN Department of Cooperative Government and Traditional Affairs wants all Municipalities in the province to receive clean audits by year 2013.

The point of departure for the strategy is mainly the Audit Report issued by the Auditor General. The Municipality has based this strategy on the report due to the fact that it offers classic diagnosis of the global problems of the Municipality from the IDP, Performance, Governance up to financial issues.

2. KEY TURN-AROUND STRATEGY OBJECTIVES

The main objective of putting the TAS in place is not only to respond to the queries of the external auditors, but to put in place a common a clear road map for the Municipality is once again in good financial and accountability standing.

The main objectives of this strategy are;

- To put in place measures to improve the audit report back to an unqualified report by no later than the 2010/11 financial period,
- To put in place measures to improve the audit report to a completely clean bill of accounts by no later than the 2012/13 financial period,
- To put in place mechanisms to improve the financial position of the Municipality to a positive liquidity ratio by the end of the 2009/10 financial year,
- To put in place clear monitoring mechanisms for the short-term and to strengthen the legislative monitoring mechanisms in medium to long term.

Below is a table, clearly outlining the minimum expectations of the Municipality for the next five years. This builds up to a clean audit report by the 2012/13 financial year.

Financial Year	Projected report outcome	Reporting framework
2009/10	50-70% reduction in audit queries	GRAP Transitional
2010/11	Unqualified audit report with emphasis of matter & other matters	GRAP Transitional
2011/12	Unqualified report and no emphasis of matter but with other matters	GRAP
2012/13	Clean Audit report with neither emphasis of matter nor compliance issues	GRAP
2013/14	Clean Audit report with neither emphasis of matter nor compliance issues	GRAP

3. HIGH LEVEL DIAGNOSIS OF THE PROBLEMS

Auditor General identified four main over-arching root causes of the deficiency in the Internal control environment that lead to the majority of the qualifying matters.

- i) The Accounting officer does not exercise oversight responsibility over financial reporting and internal control,
- ii) Management philosophy and operating style do not promote effective control over financial reporting,
- iii) Manual or automated controls are not designed to ensure that the transactions have occurred, are authorized and are completely and accurately processed and
- iv) On-going monitoring and supervision are not undertaken to enable an assessment of the effectiveness of internal control over financial reporting.

Over and above the above four weaknesses that were pervasive through the report the following two causes were also identified;

- v) Internal control deficiencies are not identified and communicated in a timely manner to allow for corrective action to be taken and
- vi) Pertinent information is not identified and captured in a form and timeframe to support financial reporting

Before looking at a detailed analysis of all the queries it is critical for management to internalize this diagnosis and propose such changes that will tackle Internal Control deficiencies such that most of the queries will not only be resolved but also avoided going forward.

Below is a summary of the final Medium Term Budget for the Municipality for 2009/2010:

Table 48: Draft Summary of Consolidated Budget for 2011/2012

BUDGET SUMMARY						
TOTAL OPERATING INCOME	52,640,795	51,250,000	51,250,000	52,595,131	60,000,000	67,000,000
GRAND TOTAL INCOME	52,640,795	51,250,000	51,250,000	52,595,131	60,000,000	67,000,000
TOTAL OPERATING EXPENDITURE	33,314,492	31,811,814	31,811,814	37,460,131	42,376,000	46,350,000
TOTAL CAPITAL EXPENDITURE	18,712,594	18,712,594	18,712,594	15,135,000	17,624,000	20,650,000
GRAND TOTAL EXPENDITURE	52,027,086	50,524,408	50,524,408	52,595,131	60,000,000	67,000,000
SURPLUS/ DEFICIT	613,709	725,592	725,592	0	0	0

The table below reflects the detailed final Consolidated Budget for the Mfolozi Municipality for 2010/2011:

Table 49: Final Consolidated Budget for 2010/2011

MFOLOZI MUNICIPALITY	Approved 09/10	Adjusted 09/10	Full Year Forecast 09/10	SUMMARY 2010/11	SUMMARY 2011/12	SUMMARY 2012/13
MULTI-YEAR BUDGET 09/10, 10/11 & 11/12						
OPERATING EXPENDITURE						
EMPLOYEE COSTS - SALARIES , WAGES AND ALLOWANCES						
SALARIES AND WAGES - BASIC SALARY	8,778,072	8,778,072	8,778,072	9,240,501	10,478,771	11,327,276
SALARIES AND WAGES - TRAVELING ALLOWANCE	1,388,546	1,388,546	1,388,546	1,776,482	1,983,793	2,127,912
SALARIES AND WAGES - OVERTIME	358,462	500,000	500,000	574,100	574,100	559,979
SALARIES AND WAGES - NIGHT ALLOWANCE	79,200	79,200	79,200	66,000	66,000	66,000
SALARIES AND WAGES - BONUS	675,822	671,952	671,952	706,896	797,325	861,024
SALARIES AND WAGES - CELLULAR ALLOWANCE	18,000	8,000	8,000	-	-	-
EMPLOYEE COSTS - SOCIAL CONTRIBUTIONS						
SALARIES AND WAGES - HOUSING SUBSIDY	101,544	101,544	101,544	36,000	36,000	36,000
SALARIES AND WAGES - PENSION FUND	1,337,777	950,000	950,000	1,147,059	1,329,045	1,442,042
SALARIES AND WAGES - MEDICAL AID	570,116	475,000	475,000	587,420	587,420	587,420
SALARIES AND WAGES - GROUP LIFE						

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	186,973	186,973	186,973	196,823	223,198	241,271
SALARIES AND WAGES - FUNERAL SCHEME	43,200	43,200	43,200	47,520	47,520	47,520
SALARIES AND WAGES - UIF	80,185	80,185	80,185	69,469	75,496	79,583
SALARIES AND WAGES - WCA	263,342	263,342	263,342	277,215	314,363	339,818
SALARIES AND WAGES - BARGAINING COUNCIL	3,225	3,225	3,225	3,096	3,096	3,096
SALARIES AND WAGES - RENTAL SUBSIDY	-	-	-	-	-	-
SALARIES AND WAGES - SKILLS DEVELOPMENT LEVY	87,781	87,781	87,781	92,405	104,788	113,273
REMUNERATION OF COUNCILORS						
COUNCILORS ALLOWANCES - MAYOR'S ALLOWANCE	200,344	214,368	214,368	219,942	238,637	257,727
COUNCILORS ALLOWANCES - BASIC ALLOWANCES	2,847,606	3,046,930	3,046,930	3,126,155	3,393,862	3,665,367
COUNCILORS ALLOWANCES - TRAVELING ALLOWANCE	1,015,980	1,087,099	1,087,099	1,114,689	1,209,427	1,306,176
COUNCILORS ALLOWANCES - CELLULAR ALLOWANCE	210,000	210,000	210,000	300,000	330,000	366,300
COUNCILORS ALLOWANCES - SKILLS DEVELOPMENT LEVY	30,480	45,584	45,584	33,461	36,325	39,231
TOTAL EMPLOYEE COSTS AND COUNCIL ALLOWANCES	18,276,655	18,221,001	18,221,001	19,615,231	21,829,165	23,467,015
WORKING CAPITAL RESERVE						
BAD DEBTS	1,690,000	-	-	-	-	-

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SUBTOTAL WORKING CAPITAL RESERVE	1,690,000	-	-	-	-	-
REPAIRS AND MAINTANANCE - MUNICIPAL ASSETS						
REPAIRS AND MAINTENANCE - BUILDINGS	450,000	450,000	450,000	400,000	500,000	750,000
REPAIRS AND MAINTENANCE - COMPUTERS	60,000	110,000	110,000	50,000	50,000	50,000
REPAIRS AND MAINTENANCE - FURNITURE AND EQUIPMENT	50,000	50,000	50,000	50,000	100,000	100,000
REPAIRS AND MAINTENANCE - ROADS AND STORMWATER	750,000	500,000	500,000	500,000	700,000	1,000,000
REPAIRS AND MAINTENANCE - VEHICLES	200,000	400,000	400,000	400,000	250,000	400,000
REPAIRS AND MAINTENANCE - WASTE TRANSFER PLANT	150,000	150,000	150,000	200,000	200,000	400,000
SUBTOTAL REPAIRS AND MAINTANANCE MUNICIPAL ASSETS	1,660,000	1,660,000	1,660,000	1,600,000	1,800,000	2,700,000
CONTRACTED SERVICES						
CLEANING SERVICE	250,000	250,000	250,000	150,000	150,000	180,000
SECURITY	500,000	260,000	260,000	200,000	200,000	240,000
SUBTOTAL CONTRACTED SERVICES	750,000	510,000	510,000	350,000	350,000	420,000
GENERAL EXPENSES						
ADVERTISEMENTS	225,000	125,000	125,000	150,000	150,000	160,000

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AGENCY FEE'S	33,600	33,600	33,600	50,000	50,000	82,150
AIR POLLUTION	1,000	1,000	1,000	1,000	1,000	5,000
ARCHIVING	30,000	10,000	10,000	50,000	50,000	50,000
AUDIT COMMITTEE	90,000	150,000	150,000	100,000	100,000	120,000
BANK CHARGES	120,000	40,000	40,000	50,000	50,000	70,000
BURIALS OF DOGS	1,000	1,000	1,000	1,000	1,000	1,000
BURSARIES - STAFF	74,200	74,200	74,200	100,000	100,000	150,000
CIVIC BUILDING REGULATION PUBLICATION	2,120	2,120	2,120	5,000	5,000	5,000
CLEANING MATERIALS	30,000	50,000	50,000	50,000	50,000	75,000
COMMUNITY BURSARY	130,000	130,000	130,000	200,000	270,000	300,000
COMMUNITY SERVICES	218,000	118,000	118,000	250,000	350,000	400,000
DEPRECIATION				1,200,000	1,500,000	1,500,000
DISASTER FUND	250,000	250,000	250,000	250,000	350,000	400,000
ELECTRICITY & WATER	155,000	500,000	500,000	1,200,000	1,572,335	1,572,335
ENTERTAINMENT & RECEPTIONS	230,000	130,000	130,000	100,000	150,000	190,000
EXTERNAL AUDIT FEES	593,000	600,000	600,000	750,000	850,000	850,000
FUEL & OIL	150,000	500,000	500,000	500,000	600,000	600,000

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GIS PRINTING & STATIONERY	20,000	20,000	20,000	20,000	20,000	20,000
GRANTS & DONATION	195,000	195,000	195,000	195,000	195,000	195,000
HIV AWARENESS CAMPAIGN	150,000	150,000	150,000	100,000	150,000	200,000
IDP OPERATING PROJECTS INTERNALY FUNDED	200,000	200,000	200,000	200,000	250,000	250,000
INSURANCE	350,000	350,000	350,000	400,000	500,000	500,000
INTERNAL AUDIT	400,000	500,000	500,000	600,000	600,000	700,000
KWANALOGA GAMES	150,000	150,000	150,000	200,000	200,000	250,000
LAND USE MANAGEMENT SYSTEM - REVIEW	150,000	150,000	150,000	300,000	300,000	300,000
LEAVE PROVISION	300,000	300,000	300,000	-	-	-
LED	200,000	200,000	200,000	400,000	400,000	400,000
LEGAL FEES	95,400	95,400	95,400	95,400	135,000	135,000
LEVIES / MEMBERSHIP FEES	10,000	10,000	10,000	20,000	20,000	20,000
LICENCES	50,000	50,000	50,000	100,000	150,000	150,000
LOOSE TOOLS	10,000	5,000	5,000	10,000	20,000	20,000
MAYORAL CUP	130,000	130,000	130,000	130,000	150,000	150,000
MAYORAL PROJECT	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
MEDICAL EXAMINATIONS	3,180	3,180	3,180	5,000	5,000	10,000

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NOISE POLLUTION	2,500	2,500	2,500	2,500	2,500	2,500
PAUPER BURIAL	-	-	-	-	-	-
POSTAL SERVICES	20,000	10,000	10,000	10,000	20,000	30,000
PRINTING & STATIONERY	250,000	250,000	250,000	250,000	250,000	250,000
PROFESSIONAL FEES	500,000	500,000	500,000	1,500,000	1,500,000	1,500,000
POVERTY ALLEVIATION	600,000	600,000	600,000	600,000	600,000	600,000
PUBLICITY	274,995	137,571	137,571	50,000	50,000	50,000
PURCHASE OF BOOKS	80,495	30,495	30,495	20,000	20,000	20,000
REFRESHMENTS,CATERING & MEETINGS	50,259	50,259	50,259	50,000	40,000	40,000
REFRESHMENTS,CATERING & MEETINGS - COUNCIL	127,200	127,200	127,200	150,000	150,000	200,000
RENT-COPIER	180,000	180,000	180,000	200,000	200,000	200,000
RENT-PLANT & VEHICLES	100,000	50,000	50,000	100,000	100,000	150,000
SANITATION	100,000	160,000	160,000	160,000	250,000	250,000
SEMINARS & CONFERENCES	50,000	50,000	50,000	80,000	170,000	200,000
SMALL TOOLS	20,000	10,000	10,000	10,000	20,000	50,000
STAFF& COUNCILLORS YEAR END FUNCTION	50,000	16,200	16,200	25,000	40,000	40,000
STORES & MATERIAL	120,000	60,000	60,000	60,000	40,000	50,000

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STREET LIGHTNING	25,000	25,000	25,000	25,000	50,000	50,000
SUBSISTENCE & TRAVELING	300,000	300,000	300,000	450,000	450,000	500,000
SUNDRIES	40,000	40,000	40,000	50,000	50,000	50,000
TELEPHONE	240,000	500,000	500,000	500,000	500,000	600,000
TRAFFIC MANAGER SERVICES	282,800	500,000	500,000	950,000	1,500,000	2,000,000
TRAINING - COUNCILLORS	80,000	80,000	80,000	100,000	100,000	100,000
TRAINING -STAFF	409,556	209,556	209,556	350,000	375,000	375,000
UNIFORMS AND PROTECTIVE CLOTHING	138,532	38,532	38,532	100,000	125,000	125,000
YOUTH SKILLS DEVELOPMENT	90,000	200,000	200,000	250,000	400,000	400,000
ZULU DANCE	60,000	70,000	70,000	70,000	100,000	100,000
SUBTOTAL GENERAL EXPENSES OTHER	10,937,837	11,420,813	11,420,813	15,894,900	18,396,835	19,762,985
TOTAL OPERATING EXPENDITURE	33,314,492	31,811,814	31,811,814	37,460,131	42,376,000	46,350,000
OPERATING INCOME						
PROPERTY RATES	2,824,422	3,034,155	3,034,155	3,975,950	4,214,507	4,467,377
SUBTOTAL PROPERTY RATES						

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	2,824,422	3,034,155	3,034,155	3,975,950	4,214,507	4,467,377
PLUS PENALTIES IMPOSED	50,000	-	-	-	-	-
SUBTOTAL PLUS PENALTIES IMPOSED	50,000	-	-	-	-	-
USER CHARGES FOR SERVICES						
REFUSE REMOVAL	232,362	195,989	195,989	207,748	220,212	233,424
SUBTOTAL USER CHARGES FOR SERVICES	232,362	195,989	195,989	207,748	220,212	233,424
RENT OF FACILITIES AND EQUIPMENT						
RENTAL OF COUNCIL HOUSES	70,000	120,000	120,000	120,000	120,000	127,200
SUBTOTAL RENT OF FACILITIES AND EQUIP	70,000	120,000	120,000	120,000	120,000	127,200
INTEREST EARNED EXTERNAL INVESTMENTS						
INTEREST INCOME	300,000	50,000	50,000	60,000	193,281	97,999
SUBTOTAL INT EARNED EXT INVESTMENTS	300,000	50,000	50,000	60,000	193,281	97,999
FINES						

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	5,690,000	3,500,000	3,500,000	2,500,000	3,000,000	3,000,000
SUBTOTAL FINES	5,690,000	3,500,000	3,500,000	2,500,000	3,000,000	3,000,000
OPERATING GRANTS AND SUBSIDIES						
EQUITABLE SHARE	23,193,342	23,193,342	23,193,342	29,607,515	33,401,000	36,781,000
EQUITABLE SHARE - COUNCILORS ALLOWANCES	1,467,703	2,421,703	2,421,703	1,633,418	1,736,000	1,823,000
FINANCE MANAGEMENT GRANT	750,000	750,000	750,000	1,200,000	1,450,000	1,500,000
FLANDERS PROGRAMME	180,000	180,000	180,000	170,000	180,000	189,000
HOUSING GRANT	6,460,000	6,460,000	6,460,000	-	-	-
INFRASTRUCTURE	-	-	-	150,000	-	150,000
MUNICIPAL INFRASTRUCTURE GRANT	10,451,000	10,451,000	10,451,000	12,035,000	14,474,000	17,600,000
MUNICIPAL SYSTEMS IMPROVEMENT GRANT	735,000	735,000	735,000	750,000	790,000	800,000
PROVINCIAL MANAGEMENT ASSISTANCE PROGRAMME		-	-	-	-	-
SUBTOTAL OPERATING GRANTS AND SUBSIDIES	43,237,045	44,191,045	44,191,045	45,545,933	52,031,000	58,843,000
OTHER INCOME						
CLEARANCE CERTIFICATES	630	630	630	500	500	500
SKILLS DEVELOPMENT LEVY REFUND	82,886	82,886	82,886	50,000	70,000	80,000

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TENDER INCOME	93,450	23,450	23,450	25,000	50,000	50,000
MISCELLANEOUS INCOME	50,000	41,845	41,845	50,000	50,500	50,500
TELEPHONE COSTS RECOVERED	10,000	10,000	10,000	60,000	50,000	50,000
SUBTOTAL OTHER INCOME	236,966	158,811	158,811	185,500	221,000	231,000
TOTAL OPERATING INCOME	52,640,795	51,250,000	51,250,000	52,595,131	60,000,000	67,000,000
SURPLUS	19,326,303	19,438,186	19,438,186	15,135,000	17,624,000	20,650,000
CAPITAL EXPENDITURE						
CAPITAL EX REVENUE CONTRIBUTIONS						
COMPUTER SOFTWARE	183,600	183,600	183,600	100,000	150,000	150,000
COMPUTERS	324,540	324,540	324,540	200,000	250,000	250,000
CO-FUNDING N2 DEVELOPMENT	-	-	-	1,000,000	1,000,000	-
FURNITURE & EQUIPMENT	193,454	193,454	193,454	500,000	500,000	500,000
PLANT AND EQUIPMENT	300,000	300,000	300,000	200,000	250,000	250,000
VEHICLES	800,000	800,000	800,000	1,100,000	1,000,000	1,900,000
SUBTOTAL EX REVENUE CONTRIBUTIONS	1,801,594	1,801,594	1,801,594	3,100,000	3,150,000	3,050,000

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CAPITAL MUNICIPAL INFRASTRUCTURE GRANT						
Ward 01 - Ngome Road	-			907,500	-	-
Ward 02 - Amalala Phezulu Small Playground	-			250,000	-	-
Ward 02 - Amalala Phezulu Bus Shelter	-			49,000	-	-
Ward 03 - Mabhodla Market Stalls	-			200,000	-	-
Ward 04 - Nodumo Small Playground	-			250,000	-	-
Ward 04 - Bulimele Library	-			840,000	-	-
Ward 06 - Sibusisiwe Creche	-			840,000	-	-
Ward 06 - Mkhayideni Small Playground	-			250,000	-	-
Ward 07 - Bhekizenzo Small Playground	-			250,000	-	-
Ward 07 - Mathew Creche	-			840,000	-	-
Ward 09 - Luhlanga Small Playground	-			250,000	-	-
Ward 09 - Simamise Creche	-			840,000	-	-
Ward 10 - Sabhuza Road	-			907,500	-	-
Ward 11 - Mpumeni Small Playground	-			250,000	-	-
Ward 11 - Msunduze to Mthwana Road	-			907,500	-	-

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Ward 12 - Mvamanzi Small Playground	-			250,000	-	-
Ward 12 - Mgunya Small Playground	-			250,000	-	-
Ward 12 - Shayamoya Small Playground	-			250,000	-	-
Ward 12 - Nhlangwini Road	-			907,500	-	-
Ward 13 - Shwashweni Child Care Centre	-			625,000	-	-
Ward 13 - Nkwalini Small Playground	-			250,000	-	-
	-			-	-	-
	-			-	-	-
	-			-	-	-
CONTINGENCIES				1,671,000	14,474,000	17,600,000
SUBTOTAL - MUNICIPAL INFRASTRUCTURE GRANT	10,451,000	10,451,000	10,451,000	12,035,000	14,474,000	17,600,000
HOUSING GRANT	6,460,000	6,460,000	6,460,000	-	-	-
TOTAL CAPITAL EXPENDITURE	18,712,594	18,712,594	18,712,594	15,135,000	17,624,000	20,650,000
SOURCE OF FUNDING - CAPITAL PROJECTS.						
OWN REVENUE	1,801,594	1,801,594	1,801,594	3,100,000	3,150,000	3,050,000
MUNICIPAL INFRASTRUCTURE GRANT	10,451,000	10,451,000	10,451,000	12,035,000	14,474,000	17,600,000

HOUSING GRANT	6,460,000	6,460,000	6,460,000	-	-	-
TOTAL CAPITAL SOURCE OF FUNDING	18,712,594	18,712,594	18,712,594	15,135,000	17,624,000	20,650,000
BUDGET SUMMARY						
TOTAL OPERATING INCOME	52,640,795	51,250,000	51,250,000	52,595,131	60,000,000	67,000,000
GRAND TOTAL INCOME	52,640,795	51,250,000	51,250,000	52,595,131	60,000,000	67,000,000
TOTAL OPERATING EXPENDITURE	33,314,492	31,811,814	31,811,814	37,460,131	42,376,000	46,350,000
TOTAL CAPITAL EXPENDITURE	18,712,594	18,712,594	18,712,594	15,135,000	17,624,000	20,650,000
GRAND TOTAL EXPENDITURE	52,027,086	50,524,408	50,524,408	52,595,131	60,000,000	67,000,000
SURPLUS/ DEFICIT	613,709	725,592	725,592	0	0	0

2 THE FIVE YEAR CAPITAL INVESTMENT PROGRAMME

The Municipality do not have a five year capital investment plan or programme in place. This will be prepared during the 2009/2010 Financial Year, and has been provided for in the Municipality's Development Strategies and Objectives.

3 STRATEGIES

3.1 REVENUE RAISING STRATEGIES

- The municipality approves once per annum at the annual budget meeting the rates tariff for the ensuing financial year in terms of the provisions of Section 105 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).
- The municipality approves once per annum at the annual budget meeting the increases in the service tariffs for the ensuing financial year.
- Accounts for refuse removal are sent out monthly, with payment dates clearly reflected thereon.
- Rates are payable by 30 November of the financial year and outstanding rates accounts are dealt with in terms of the provisions of Section 172 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).
- Cashiers are available during normal business hours at the Mfolozi Municipal Offices
- All monies received are collected by a security company and deposited into the current account of the municipality. Monthly bank reconciliation is done to balance the cash books of the municipality.
- The Municipality implements its policies relating to Credit Control And Debt Collection Policy
- The implementation of the Municipality's Indigent Policy ensures that households that cannot afford to pay services are identified and receive services accordingly
- The municipal billing system is guided by Chapter 2 Part 2 of the Municipal Property Rates Act 2004 (Act No 6 of 2004) and the Municipal Finance Management Act

3.2 FINANCIAL MANAGEMENT STRATEGIES

- The financial matters of the municipality are managed by the Chief Financial Officer (CFO) of the Municipality.
- The Council of the municipality approves the Financial Regulations applicable to all financial transactions of the municipality.
- The **Revenue Section** in the Financial Department is responsible for all the revenue accounts of the municipality and consists of Chief Financial Officer, (Budget Control Officer), Accountant, Assistant Accountant-Revenue, and Cashier.

- The **Expenditure Section** in the Financial Department is responsible for salaries, stores and the payment of creditor accounts. In terms of the Financial Regulations of the municipality, this section also acts as the buyer for the municipality. The section consists of Chief Financial Officer who is the accounting financial office, Budget Control Officer, Accountant, and Procurement Officer.
- The CFO is responsible for the compilation of the municipality's Capital and Operating Budget and this is based on the information provided by the departments of the municipality (Municipal Manager, Manager Corporate Services, Manager Technical Services, and Mayoral Office).
- The CFO recommends to the Council of the municipality the tariffs that will enable the municipality to balance the annual budget.
- In terms of the provisions of Section 10G of the Local Government Transition Act, 1993 (Act 209 of 1993) as well as the Local Authorities Ordinance, 1974 (Ordinance 25 of 19974), the CFO is responsible for the balancing of the Financial Statements of the municipality within 3 months from the end of a financial year which ends on 30 June.

3.3 ASSET MANAGEMENT STRATEGIES

- All the departmental managers take charge of the assets in his/her department.
- Each manager is charged with the responsibility of indicating the maintenance costs within his/her department's operating budget in order to ensure cost effectiveness in terms of the use of assets.
- The Council has adopted a policy in terms of which the life span of assets is determined and replacement takes place only when such a date is reached.
- Assets having reached the pre-determined life span are sold in terms of the provisions of Section 189 of the Local Authorities Ordinance, 974 (Ordinance 25 of 1974).
- The CFO is responsible for the insurance cover of all the assets of the municipality.
- The development and implementation of a fixed asset register and asset control system as well as the maintenance thereof

3.4 CAPITAL FINANCING STRATEGIES

- The basic capital projects of the municipality are funded from internal funds in term of the provisions of Section 109 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).
- Capital projects are mostly funded from grant funding and implementation of capital project commences only when the grant funding has been received.
- Smaller capital projects are funded from the internal funds of the municipality, where possible.

16. DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2011/12 (SDBIP)

The SDBIP includes monthly projections of revenue by source, monthly projections of revenue and expenditure by vote, quarterly projections for service delivery targets and other performance indicators, a detailed capital plan, a capital plan by GFS classification, monthly cash flows by source and equitable share monthly cash flows.

The SDBIP is to be completed in line with the Final IDP Review.

The Municipality, as required by legislation, has the following Policies in place which are being implemented. Further, these Policies are revised as and when required:

- Credit Control And Debt Collection Policy
- Debt Management Policy
- Investment And Cash Management Policy
- Tariff Policy

17. COMPREHENSIVE INFRASTRUCTURE PLAN (CIP)

Every municipality needs to compile an Integrated Development Plan that defines a framework for creating and sustaining integrated human settlements by providing the necessary infrastructure in a sustainable and coordinated manner. The CIP's have been formulated to enhance the preparation of the IDP, and consolidates the information from a wide range of planning instruments. It summarizes the data at ward level by exploring the unique needs of communities, and the formulate plans for providing housing and infrastructure to service these needs. It therefore creates the basis for confirming the alignment of the different sector plans. It furthermore addresses the full life cycle management of those assets by considering the refurbishment and maintenance needs, and ensure that the necessary skills and financial resources are available to achieve the goal of sustainable service delivery is achieved in the medium to long term.³

The Mfolozi Municipality has **completed and populated** an electronic database set (in MS Excel) which covers the full range of CIP requirements as alluded to above. The database covers the following per spreadsheet:

- Revision History;
- Key Contacts;
- Reference Documents;
- External Support;
- Budget Summary;
- Project List: MIG MIS;
- Project List: Provincial;
- Census 2007 Household Survey information;
- Census 2007: Wards;
- New Developments per Economic Sector;
- Housing Planning;
- Housing Subsidy Schemes;

³ Extracted from the National Department: Provincial and Local Government website www.cip.gov.za on 10 June 2009.

- Water Backlogs;
- Water Treatment;
- Sanitation Backlogs;
- Waste Water Treatment Works;
- Institutional Key Issues;
- Institutional Staffing;
- Institutional Constraints; and
- Asset Management Assessment.

The system is very comprehensive and thus the entire CIP cannot be included in the IDP. Hence only the Budget Summary from 1 March 2009 to 29 February 2016 is included and reflected overleaf:

Table 50: CIP: Budget Summary

Intervention	TotalAmount	01-Mar-09	01-Mar-10	01-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	R 478 968 039	R 96 320 000	R 60 920 000	R 70 190 000	R 41 670 000	R 27 530 000	R 27 530 000	R 9 210 000	R -
Water Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Water Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Water Bulk	R -	R -	R -	R -	R -	R -	R -	R -	R -
Water Treatment Works	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	R -	R -	R -	R -	R -	R -	R -	R -
Sanitation Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Sanitation Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Sanitation Bulk	R -	R -	R -	R -	R -	R -	R -	R -	R -
Sanitation Treatment Works	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: new	R 12 860 000	R -	R 1 500 000	R 5 010 000	R 4 950 000	R 1 400 000	R -	R -	R -
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 12 860 000	R -	R 1 500 000	R 5 010 000	R 4 950 000	R 1 400 000	R -	R -	R -
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 491 828 039	R 96 320 000	R 62 420 000	R 75 200 000	R 46 620 000	R 28 930 000	R 27 530 000	R 9 210 000	R -

18. ANNUAL FINANCIAL REPORT

The Municipality is busy preparing the Annual Report for 2008/2009. This will contain information on income statements, cash flow statement and notes to the financial statements. The Annual Report is expected to be finalized by the end of July 2009. **Below are the remedial actions to matters that impacted on the Mfolozi Municipality's Annual Report.**

4 Ref	5 Finding	Action plan	Implementation Date	Accountable Executive	Status
	Trade and other receivables from exchange transactions	Implementation of the accounting policy (i.e. provision for doubtful debts made for amounts owing more than 60 days)	31 December 2010	CFO	Currently in the process of drafting the

4 Ref	5 Finding	Action plan	Implementation Date	Accountable Executive	Status
	This included an amount of R 934044 outstanding for more than 365 days.				mid-year financial statements
	Other receivables from non-exchange transactions No evidence to support the balance of R 756.653	Supporting documentation will be gathered and provided where it can not be provided, the amounts will be written off, after getting the council resolution.	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
	Value Added Tax receivables An adjustment of R 1,578,155 and no supporting documentation was provided to the auditors for this adjustment.	A proper report will be done clearly outlining the impact of VAT on the un-appropriated surplus and Property Plant and Equipment. The adjustment will duly made on the PPE and the remainder taken off the un-appropriated surplus.	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
	Unspent Conditional Grants No supporting documentation was provided in respect of an amount of R 6,632,195 for unspent conditional grants.	A file will be opened for each grant and the following will be filed; i. The origin and conditions of the grant (i.e. MOA or extracts of DORA) ii. Proof of receipt, iii. Copies of payment vouchers and iv. Schedule outlining the transactions and year-end balance of the grant	30 April 2010	CFO	To commence at the beginning of March
	Property Plant and Equipment There were some discrepancies between the amounts on the	These discrepancies will be corrected during the mid-year financial statements	30 March 2010	CFO	Currently in the process of drafting the

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4 Ref	5 Finding	Action plan	Implementation Date	Accountable Executive	Status
	Balance Sheet and the notes thereto				mid-year financial statements
	Property Plant and Equipment Assets on the Fixed Assets Register could not be verified	Proper verification of assets will be conducted by the 28 th February 2009	28 February 2010	CFO	
	Investment Property No investment property register was provided to support the amount of R 1,590,000	Investment Property Register will be developed and submitted together with the mid-year financial statements	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
	Trade and other payables from exchange transactions There was no supporting documentation for the amounts of R 8,389,584 and R 1,946,582	All supporting documentation will be provided and the suspense accounts cleared	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
	Adjustments totaling R 4,358,091 was not supported by any documentation	Supporting documentation will be provided and attached on the work paper file	30 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
	There is no formal creditors system in place	Creditors module of the system will be implemented from 01 April 2010	30 April 2010	CFO	
	Provision for leave bonus Provision for leave bonus is	Proper provision will be made on the	30 March 2010	CFO	Currently in the

4 Ref	5 Finding	Action plan	Implementation Date	Accountable Executive	Status
	overstated by R 511,721 on the financial statements	mid-year financial statements			process of drafting the mid-year financial statements
20	Bank overdraft No proper bank reconciliation was provided to auditors	Bank reconciliation will be conducted for the 6 months from July to December 2010 when the mid-year financial statements are prepared	30 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
21	The overdraft amount was disclosed as 'cash at bank'.	This will be corrected in both the mid-year financial statements and the annual financial statements	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
22	Accumulated Deficit Accumulated deficit did not take into account the changes in accounting policy	Proper adjustment will be made when the mid-year financial statements are prepared	31 March 2010	MM	Currently in the process of drafting the mid-year financial statements
23	Backlog depreciation as per the financial statements does not agree to the amount as per the FAR	Proper adjustment will be made when the mid-year financial statements are prepared	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
24	Government grants and subsidies Revenue from grants was overstated by an amount of R 1,338,717	Proper adjustment will be made during the mid-year financial statements	31 March 2010	MM	Currently in the process of drafting the

4 Ref	5 Finding	Action plan	Implementation Date	Accountable Executive	Status
					mid-year financial statements
25	Employee related costs The employee related costs did not correspond to the note thereto and were found to have been overstated by R 415,508	The prior-year figure of the accumulated surplus will be adjusted accordingly and the six months to December salaries will be adequately reconciled during the preparation of the mid-year financial statements	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
26	Repairs and Maintenance The comparatives for Repairs and Maintenance were not adequately disclosed on the financial statements	Going forward the mid-year and the monthly financial statements will ensure that this is avoided through continuous review of financial statements	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
27	Contracted services No breakdown was provided for the figure of contracted services	The breakdown will be prepared, provided to the audit committee and it will be adequately disclosed on the mid-year financial statements	31 March 2010	MM	
28	General expenses No supporting documentation was provided to support journals passed	This supporting documentation will be collected and submitted to auditors as proof to follow-ups to prior year issues	30 April 2010	CFO	Currently in the process of drafting the mid-year financial statements
	Comparative figures for general expenses did not correspond to prior years	Management will avoid this happening by a continuous review of financial statements from the mid-year and monthly financial statements	31 March 2010	CFO	Currently in the process of drafting the

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4 Ref	5 Finding	Action plan	Implementation Date	Accountable Executive	Status
29					mid-year financial statements
30	A material amount of R 5,926,967 is not adequately disclosed separately	This will be corrected accordingly and the comparative figures adequately reviewed	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
31	Expenses Expenses to the value of R 1,882,688 relating to prior year (i.e. 2007/08) and R 346,867 relating the following financial year (2009/10) were accounted for during the reporting financial year.	Management will investigate whether the expenses were actually accounted for during 2007/08 and adjust the accumulated deficit will be adjusted accordingly	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
32	Unauthorized, irregular and fruitless expenditure An amount of R 12,542,467 was not adequately accounted for on the annual financial statements and the nature and description thereto was not adequately disclosed.	The amount will be adequately explained on the financial statements and properly accounted for	31 March 2010	MM	
		A report of all unauthorized, fruitless and/or irregular expenditure will be submitted to council for consideration	31 March 2010	MM	
33	Going concern The going concern assumption of the Municipality was not adequately disclosed in the	A section on the going concern position of the Municipality is exhaustively outlined above and recommendations for a turn around have been made		MM	

4 Ref	5 Finding	Action plan	Implementation Date	Accountable Executive	Status
34	Cash Flow Statement Details of receipts and payments from operating activities for the current year were not disclosed	This detail will be adequately provided on the comparatives when the mid-year AFS are prepared	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
35					
36	Cash flow from investing activities does not agree to Note 4 on PPE	This will be corrected during the preparation of the Mid-year financial statements	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
37					
	The comparative for net cash and cash equivalent does not agree to the respective Note thereto	This will be corrected during the preparation of the Mid-year financial statements	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
	The cash equivalents note showed a bank balance instead of an overdraft	This will be corrected during the preparation of the Mid-year financial statements	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements
39	Commitments to the value of R 346,867 were not disclosed on the notes	This will be corrected during the preparation of the Mid-year financial statements	31 March 2010	CFO	Currently in the process of drafting the mid-year financial statements

19. REPORTS OF THE AUDITOR GENERAL

The table below reflects (1) the Auditor General's Report findings for the year ended June 2009 (see 1st Column), and (2) the Mfolozi Municipality's Action Plan to address the issues raised by the Auditor General:

6 Ref	7 Finding	Action plan	Implementation Date	Accountable Executive	Status
44	<i>Non compliance to section 125 (2)(e)</i> Non compliance to MFMA was not disclosed as required by section 125(2)(e) of MFMA	Management will develop a risk based compliance roaster outlining mainly those areas that have been identified by both internal and external audits	30 April 2010	MM	
45	<i>Non compliance to section 29 of the MFMA</i> This was in terms of items not budgeted for and items exceeding budgetary limits	For prior year a full report of unbudgeted items will be submitted to council for consideration	30 April 2010	MM	
46	<i>Non compliance to section 31 of the MFMA</i> There was no evidence for compliance to section 31	Council resolution will be attached on the work paper file as proof.	30 April 2010	MM	
47	<i>Non compliance to section 32 of the MFMA</i>	For prior year a full report	30 April 2010	MM	

6 Ref	7 Finding	Action plan	Implementation Date	Accountable Executive	Status
	There was no evidence for compliance to section 32 and no proof of adequate reporting	of unbudgeted items will be submitted to council for consideration and a report will be submitted to the MEC and Auditor General			
48	Non compliance to section 65(2)(e) of the MFMA Creditors and contractors were not paid timeously.				
49	Non compliance to section 24 and 27 of the MFMA There was no documentary proof that the budget was submitted to National and Provincial Treasury after approval by council	Management will solicit acknowledgement letters from the Treasury for the 2009/10 budget submission	28 February 2010	MM	
50	Non compliance to section 28(5) of the MFMA Budget was not accompanied by explanations as required by the act	Management will develop a risk based compliance roaster outlining mainly those areas that have been identified by both internal and external audits	30 April 2010	MM	

6 Ref	7 Finding	Action plan	Implementation Date	Accountable Executive	Status

20. INTERNAL AUDIT CHARTER

The Mfolozi Municipality has prepared and an “Internal Audit Charter” in 2010 which covers the following:

- The purpose of the Charter;
- The approval process;
- The role of internal audit;
- Management responsibilities;
- Internal Audit responsibilities;
- The relationship with external auditors;
- The status of internal audit;
- The scope and authority of internal audit work; and
- Planning and reporting.

21. BUDGET ALIGNMENT WITH INTEGRATED DEVELOPMENT PLAN

The alignment of the draft budget with the Mfolozi Integrated Development Plan is partially demonstrated in the Implementation Plan of the Municipality. However, full alignment over the 5-year period has not yet been achieved. The Municipality is working hard towards achieving full integration in the near future.

22. HOUSING

1 EXECUTIVE SUMMARY

The Mfolozi municipality has been progressive in identifying an initiating a number of housing projects in the area. These projects are predominately rural in nature and a number of them have been approved and are in the process of being implemented. All of these projects have been technically evaluated and progress on them has been captured in the tables presented in section 5.3.

Based on the census data from 2001 the areas of greatest need in terms of rural housing are wards 10 and thereafter wards 8. However it should be noted that there is not a significant statistical difference in terms of need based on the ward boundaries. The total backlog in terms of rural housing units, based on those homesteads currently living below the minimum acceptable basic service level (currently 66% of Traditional areas) in the Mfolozi area is estimated at $7958 \times 66\% = 5252$ homesteads.

While in terms of slums clearance the areas of greatest need is ward 2 which is home to the informal Slova's settlement. Thereafter the only ward with any significance in formal Dwellings is Ward 10. The total number of informal dwellings and therefore the slums clearance backlog is therefore **958**.

In terms of income and employment levels ward 1 is the areas of greatest need however as in the case with the traditional dwellings there is not a significant difference between the traditional/rural wards in relation to income levels.

Therefore if we include the total number of families living in the living quarters, as a requirement for social or other forms of housing at 1292 to the traditional and slum clearance backlogs that have been estimated the total housing demand for the Mfolozi area can be estimated at $(958+5252+1292)=7502$.

The average household size is 6. The total no of households is 20 439 and the total population for the area based on the 2001 census is 106 942.

Based on an evaluation of the project information provided by the project managers, projects have been priorities firstly on their technical and social feasibility and secondly on the projects implementation progress.

Firstly projects that have already been approved and are thus currently in the implementation stage have been listed below.

Depending on the DoH's approvals it is planned that projects 1-6 will be completed within the 5 year time horizon (5507 sites) while two of the remaining projects will deliver approximately 500 sites within the 5 year period. Therefore a target of +-6000 houses will be delivered in the 5 year period in total reducing the housing backlog (**7502**) by 80%.

Approved projects:

Project No	Project Name	Type	Sites	Ward	Comment
1	Slovas slums clearance housing project	Slums clearance	507	2	In implement
2	Mhlana/Masakhisane rural housing project	Rural	1000	8	T1 Approved

Thereafter projects in the later stages of packaging or projects that have already been submitted but, have not as yet been approved have been listed.

Projects in packaging phase or awaiting approval:

Project No	Project Name	Type	Sites	Ward	Comment
3	Cwaka rural housing project	Rural	1000	7	T1 app submitted
4	Dondotha Rural Housing Project	Rural	1000	9	T1 app submitted
5	Mvamanzi rural housing project	Rural	1000	10	T1 app not yet submitted
6	Hlanzeni Rural Housing Project	Rural	1000	1	T1 submitted

Thereafter projects that are either only at the early initiation stage, or projects that are currently experiencing land problems, specifically relating to the problem of mineral rights for projects affected by Richards Bay Minerals (RBM) have been listed.

Projects at initiation stage or experiencing blockages

Project No	Project Name	Type	Sites	Ward	Comment
7	Nzalabantu Rural Sub Housing Project	Rural	1000	5	RBM
8	Mzingazi Rural Housing Project	Rural	1000	6	RBM
9	Sabokwe Rural Housing project	Rural	1000	5	Initial stage
10	Ndlabeyilandula Rural Housing Project	Rural	1000	3	Initial stage
11	Sibululwane	Rural	1000	2	Initial stage

It is expected that only two of the above mentioned projects at the initiation stage will be implemented in the five year time horizon of the housing sector plan. These two projects will be selected based on their progress achieved and/or success in resolving the blockages that they currently experience.

Housing projects selected have also been evaluated in relation to the housing demand assessment above.

- ❖ The Slovas project is an informal upgrade project that covers the requirement for **slums clearance** in Ward 2.
- ❖ Two **rural projects** Mvamanzi in ward 10 and Masakhisane in ward 8, are the Traditional areas of greatest need based on the census data, calculated in the previous section.
- ❖ And based on the **socio-economic criteria** the area of greatest need is in ward 1, the Hlanzeni Rural Housing Project will be implemented in this area.

PHYSICAL INFRASTRUCTURE		
ISSUES	OBJECTIVES	STRATEGIES
<p><u>Water</u></p> <ul style="list-style-type: none"> • The supply of potable water; and • Maintenance and upgrading of existing infrastructure. <p><u>Sanitation</u></p> <ul style="list-style-type: none"> • The provision of adequate sanitation facilities 	<ul style="list-style-type: none"> • To ensure that all communities within the municipal area are serviced in terms of the minimum levels agreed to at national, provincial, and district level. • Supply areas currently experiencing health hazards as a result of none availability of clean running water. • To ensure that all communities within the municipal area are serviced in terms of the minimum levels agreed to at national, provincial, and district level. • Supply areas currently experiencing health hazards as a result of none availability of 	<ul style="list-style-type: none"> • Ensure that municipal priorities for water projects are included in the District's Water Services Development Plan. • Prioritise projects in areas of higher population density and in particular at local rural service centres. • Prioritise projects in areas where lack of clean running water has health implications. • Regularly maintain and upgrade existing infrastructure to avoid deterioration. • Identify areas where inadequate sanitation is a health risk and ensure relevant inclusion and prioritisation into the District's Water Services Development Plan.
<p><u>Solid Waste Disposal</u></p> <ul style="list-style-type: none"> • Provision of basic service in areas outside the main urban centre. <p><u>Cemeteries</u></p> <ul style="list-style-type: none"> • None availability of a cemetery in the municipality. <p><u>Roads</u></p> <ul style="list-style-type: none"> • Maintenance and extension of existing services network with emphasis on roads. • Upgrading and extension of rural roads <p><u>Housing</u></p> <ul style="list-style-type: none"> • Lack of adequate housing, particularly in the rural areas. 	<ul style="list-style-type: none"> • To ensure that all communities within the municipal area are serviced in terms of the minimum levels agreed to at national, provincial, and district level. • To promote an anti-litter environment within the municipality. • To promote waste recycling. • Provide adequate cemetery facility. • To avoid deterioration of existing infrastructure network. • Improve accessibility in rural areas and improve road linkages between urban and rural components. • To actively pursue the provision of housing to all communities within the municipality, within the context of overall community 	<ul style="list-style-type: none"> • Identify areas to which the municipal waste disposal service needs to be extended. • Compile and implement a solid waste management strategy. • Initiate an anti-litter and litter awareness education campaign. • Investigate the possibility of outsourcing the service. • Establish appropriate and accessible garden refuse disposal sites. • Implement a zero tolerance anti-littering campaign. • Implement a recycling campaign. • Undertake study to identify community cemetery sites. • Promote the upgrading of rural road network based on community needs and development corridors as identified in the spatial framework • Prepare a phased Urban Roads Upgrade and Maintenance Plan. • Support and promote the Department of Transport's labour-intensive community based road maintenance program in rural areas. • Actively embark on a slums clearance

	development.	<p>project as proposed in the Department of Housing's Program.</p> <ul style="list-style-type: none"> • Upgrading of informal housing. • Audit and review all existing housing projects. • Consolidate and review housing waiting lists and review existing and projected housing demands. • Develop and implement a housing delivery strategy. • Identify sites for housing as part of the spatial development framework. • Optimise economic development spin-offs from housing projects. • Investigate the possibility of housing upgrading schemes in rural areas aimed at the physically challenged and the aged.
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1.1 Proposed Settlement Hierarchy

CATEGORY	SETTLEMENT
Primary administrative and service center	KwaMbonambi
Rural center	Dondotha (Mhlana), Zonza (Mhlana), Nkuzebomvu (Mbonambi), Enhlangeni (Sokhulu).
Emerging rural centers	Nzalabantu (Mbonambi), Nhlabane (Mbonambi), Manzamyana (Sokhulu), Amalala-Phansi (Sokulu), Mabhuyeni (Mhlana), Fuyeni (Mhlana), Nkiyankiya-Patane (Mhlana), Cinci (Mhlana), Makhwezini (Mhlana), and Nthuthunge (Mhlana).
Scattered settlement and scarcely populated areas	The remainder of the area.

Table 3: Proposed Settlement Hierarchy

The projects selected in section 5 include projects in each of the rural centers mentioned above as well as the Newtown slum clearance project in the primary administrative center of Mfolozi. Furthermore a significant number of emerging rural centers have also been covered in the selected projects.

1.2 Land

The Mfolozi Municipal area comprise of three tribal authorities namely; **Sokhulu, Mhlana and Private owned land**. KwaMbonambi is well known for its administrative function because of its central location and current social, municipal and economic infrastructure available.

The biggest proportion of land within the Mfolozi Municipal area is owned by private organizations and companies. This private owned land is located in the center of the municipal area surrounding KwaMbonambi. The second biggest area is Mhlana Tribal Authority followed by Sokhulu and Mbonambi Tribal Authorities. The Uthungulu District Council is currently responsible for certain functions to fulfill due to the lack of human resources and capacity within the municipality

Land tenure within the Mfolozi Municipal area can be divided into six different categories. Land tenure in the area are not mixed, but concentrated in specific areas spread over the municipal area.

- KwaMbonambi is the only **proclaimed urban settlement** within the Mfolozi Municipal area and is located in the center of the municipal area.
- Sabokwe, an **informal settlement** is located in the south-eastern side of the municipal area and is nearby RBM. This project has been established as a pilot land reform project in the area.
- **Privately owned land** occurs around KwaMbonambi and is covering the largest proportion of the municipal area.
- A small proportion of land north of KwaMbonambi is used for **formal conservation**, this area is well known as Lake Eteza.
- The **Ingonyama Trust land** is located on the eastern and western sides of the private owned land. These areas are known as Sokulu, Mhlana and the Mbonambi Tribal authorities.
- **Land in the ownership of the Department of Regional and Land Affairs**
- **Municipal owned land**
- **Land held in trust for specific communities as part of a land restitution program**
- **Proclaimed mine lease** areas are located on the eastern side of the Mfolozi municipal area and cover mostly the whole coastal boundary.

Currently a number of projects are struggling to secure development rights on land over which Richards Bay Minerals currently holds mineral rights. A meeting has been set between RBM the implementing agents, municipal housing officials and FHPC to define a way forward in this issue. Meetings will also be conducted with other relevant stakeholders such as the DoH and land legal experts to attempt to find a solution to this issue.

The Department of Land Affairs has held extensive workshops in order to outline their strategic vision pertaining to the different components of **land reform** as outlined in the various pieces of legislation in the area. Sabokwe has been targeted as a land reform pilot project in the area.

2 HOUSING DEMAND

2.1 Calculating Housing Demand

It is vitally important that due to the limited number of housing subsidies per municipality, that housing projects are delivered primarily in areas where there is the greatest need. There are three main ways of determining housing demand/need within municipal areas, these are 1) using statistical calculations captured through the census or other relevant studies or 2) through the analysis of housing waiting lists and finally 3) through the provincial housing database.

The Department of Housing and a number of municipalities have initiated the process of establishing municipal housing demand data bases. It is hoped that, once all of the municipalities have established their databases, the information from these municipal databases can be aggregated upward to create a provincial housing database. The establishment of this data base is supported by the DOH's Capacity Building component which is in the process of rolling this programme out throughout KZN. However this pilot municipal database has as yet not been compiled in the Mfolozi area.

Housing waiting lists have a number of short comings including, applicants putting their names down on more than one municipal housing waiting list, many potential beneficiaries have not placed their names on these lists (The Nquthu Socio-Economic Study indicated that only 19% of potential beneficiaries had placed their names on such lists the problems related to maintaining such a large waiting list).

(*Nquthu, Housing Sector Plan, Dept of Housing, 2006*)

The current preferred method of calculating housing demand is through the use of statistical data collected in census 2001, unfortunately this data is currently 5 years old. However stats SA plan to update this data in 2007 through a nationwide sample survey for all municipalities. (While a full Census will be implemented in 2011/12) (*Kevin Parry, Dissemination Officer: Marketing, Statistics South Africa, 10 July 2006.*)

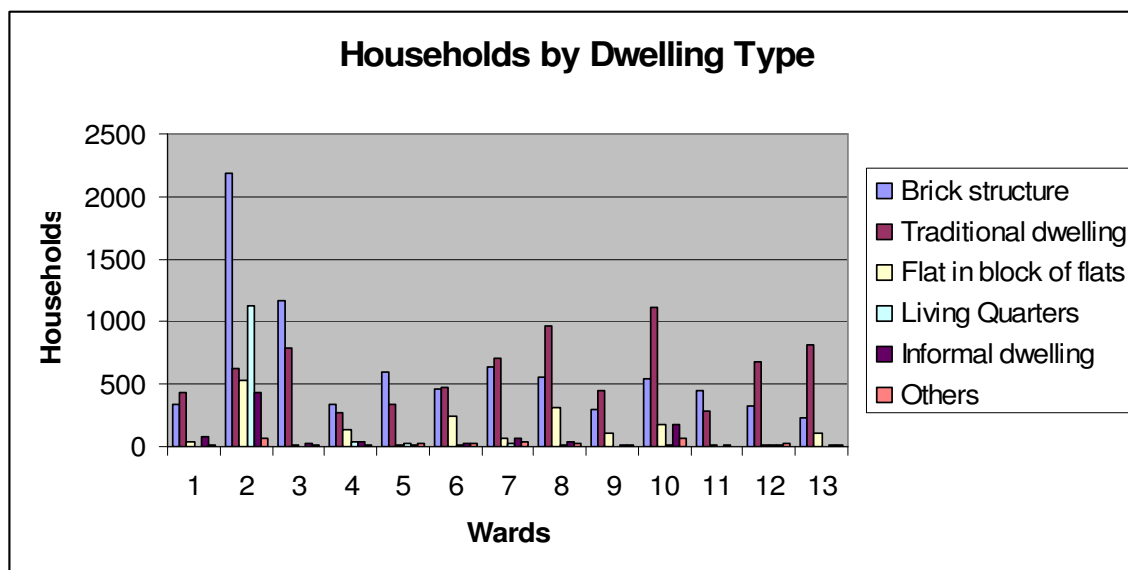
Data on household income levels can be used to determine area of greatest need based on poverty levels while census data on housing typologies which indicate the number of informal dwellings per ward can be used to determine area of greatest need based on housing backlog.

2.2 Housing Typologies

The following tables and graphs can be extracted from the census data on housing typologies.

Ward	Households by Dwelling Type												Totals
	Brick structure		Traditional dwelling		Flat in block of flats		Living Quarters		Informal dwelling		Others		
1	335	4.1%	437	5.5%	38	2.1%	3	0.2%	84	8.8%	7	2.0%	904
2	2184	26.9%	629	7.9%	530	29.8%	1123	86.9%	430	44.9%	70	20.5%	4966
3	1168	14.4%	782	9.8%	17	1.0%	3	0.2%	26	2.7%	9	2.6%	2005
4	336	4.1%	272	3.4%	141	7.9%	47	3.6%	41	4.3%	8	2.3%	845
5	599	7.4%	345	4.3%	14	0.8%	23	1.8%	8	0.8%	22	6.4%	1011
6	458	5.6%	471	5.9%	242	13.6%	16	1.2%	31	3.2%	28	8.2%	1246
7	643	7.9%	712	8.9%	72	4.1%	24	1.9%	67	7.0%	41	12.0%	1559
8	559	6.9%	964	12.1%	310	17.5%	15	1.2%	36	3.8%	29	8.5%	1913
9	302	3.7%	445	5.6%	109	6.1%	3	0.2%	14	1.5%	12	3.5%	885
10	540	6.6%	1109	13.9%	175	9.9%	18	1.4%	175	18.3%	65	19.0%	2082
11	445	5.5%	285	3.6%	7	0.4%	0	0.0%	10	1.0%	3	0.9%	750
12	327	4.0%	686	8.6%	18	1.0%	11	0.9%	16	1.7%	29	8.5%	1087
13	225	2.8%	821	10.3%	103	5.8%	6	0.5%	20	2.1%	19	5.6%	1194
Totals	8121	100.00%	7958	100.00%	1776	100.00%	1292	100.00%	958	100.00%	342	100.00%	20447

Table 5: Households by dwelling type by ward



Graph 1: Households by dwelling type by ward

2.2.1 Traditional or Rural Housing

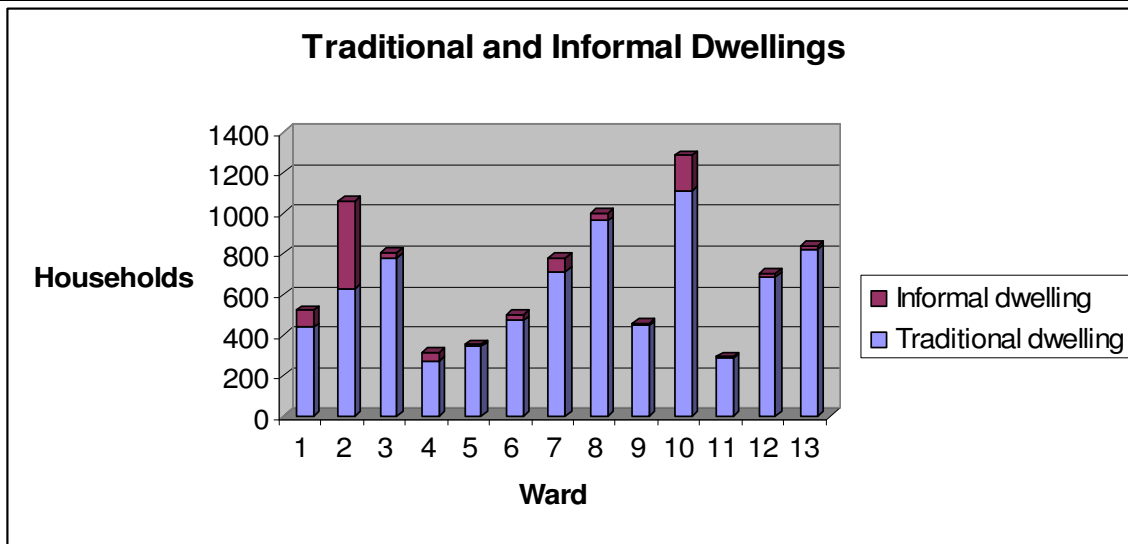
In terms of traditional dwellings in rural areas there is a relatively even spread of dwellings in all wards with the largest percentage of these in ward 10 (13.9%) followed by ward 8 (12.1%) and then ward 13 (10.3%) thereafter wards 2, 3, 7, 12 are all between 8-10% and the remainder between 3.4% and 5.9%.

According to the IDP figures the largest proportion of the total population in the Mfolozi Municipal area are based in the Ingoyama Trust areas. The population densities varies from 0 - 800 people/km². The average density is 300 people/km². The highest population densities are found in the southern area of the Mbonambi Tribal Authority and western areas of Mhlana Tribal Authority (which varies from 600 - 800 people/km²). The population density in the northern areas of Mbonambi, the whole Sokulu and the rest of Mhlana is 100 - 400 people . Nevertheless the average population density is less than 300 people per km². This is low bearing in mind that the average number of people per km² in Richards Bay area for instance will be above 2000 people/km².

The largest proportion of the population is based in the tribal authority areas. These areas are characterized by the low level of basic services and are relatively far removed from the major employment centers. These areas have a low level of employment and high level of poverty.

According to the 2001 Census data the total number of traditional dwellings is 7958. It is estimated that the current trend in terms of urbanization, deaths due to HIV/Aids and the natural growth in the population will offset the increase in this number so that there has been little or no growth in these numbers since the census.

In terms of rural need based on household types ward 10 should be assisted primarily thereafter, wards 8 and 13.



Graph 2: Traditional and informal dwellings by ward

2.2.2 Slums clearance Informal Dwellings

Informal and backyard shack statistics enable us to get an indication of the number of informal dwellings and therefore the requirement for slums clearance type projects. The table above summarises the number of informal dwellings in the Mfolozi area.

The predominant number of informal dwellings are to be found in ward 2 with 430 (45%) followed by ward 10 with 175 (18%) the numbers of informal dwellings or backyard shacks in the other areas are currently not significant and it is also hoped that the implementation of rural housing projects in these areas will reduce this figure in time.

Therefore the only area of significant need in terms of the slums clearance program is ward 2 which contains the KwaMbonambi town and the informal settlement of Newtown.

2.3 Summary of housing need

	Traditional	%	Slums	%	Employment levels	%
1	Ward 10	13.9	Ward 2	45	Ward 1	46.2
2	Ward 8	12.1	Ward 10	18	W 3, 5, 6, 12	32.5-39
3	Ward 13	10.3				
4	W 2,3,7,12	8-10				

Table 8: Summary of Housing Need

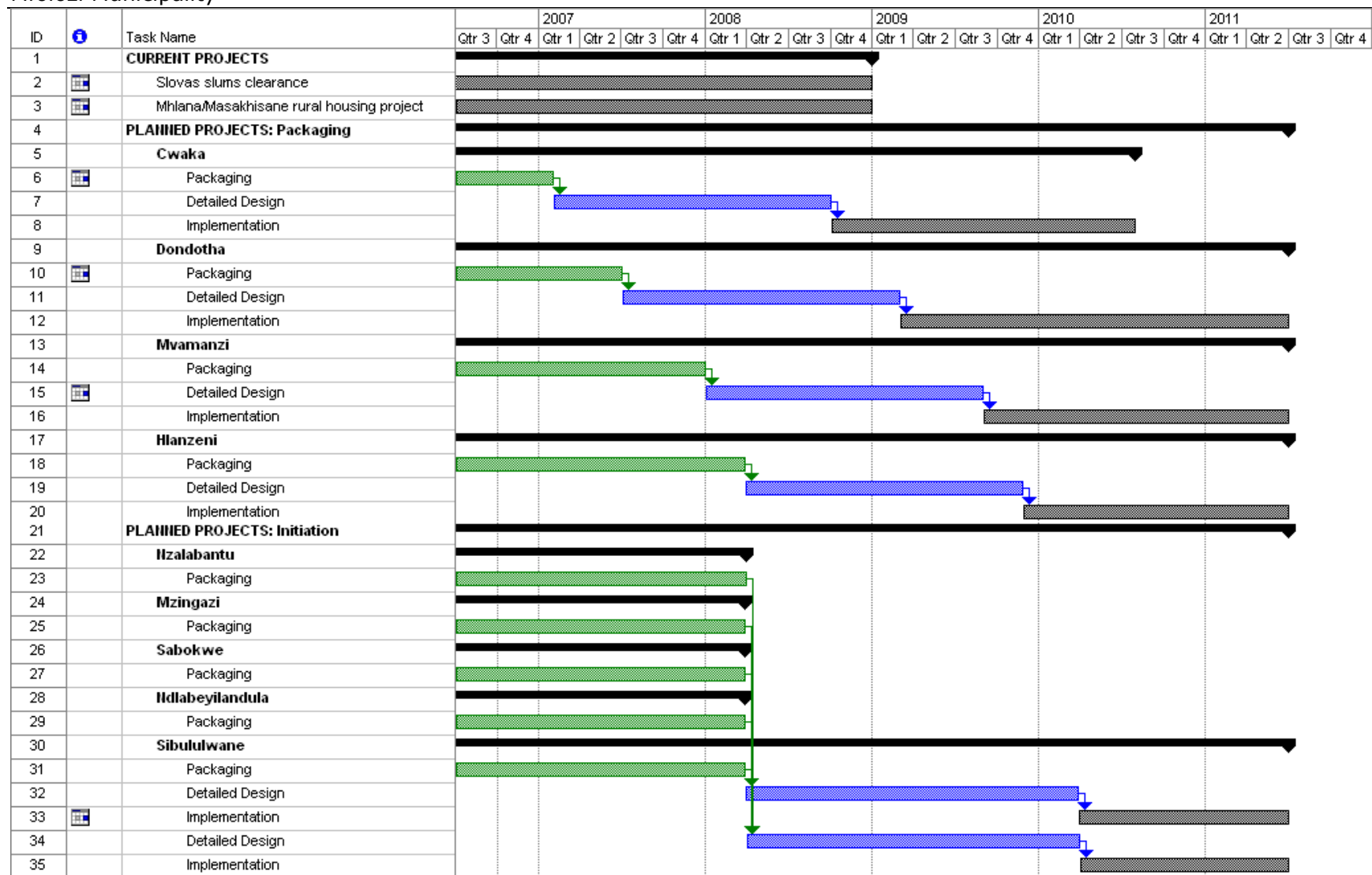
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Pro No	Project Name	Project Type	K no	Sites	Value	Initial funding request	Traditional Authority	IA	IDP	Land	Geotech	Enviro	Bulks	Social	Product	Progress, comments		
1	Slovas slums clearanace housing project	Slum Clearance	K 03080003	507 21 297 650	12 377 304	Not applicable	Comhousing	OK	OK	OK	OK	OK	OK	OK	32 m2			
				Provisional based on current subsidy and linked to annual revision	initially based on a yield of 412 sites					Municipal owend land. Lease registered in favour of SAPPI has been cancelled. Final settlement due to SAAPI not yet finalised.	High water table and loose sandy soils. Engineer designed raft foundations to be utilised. VIP's to be lined and sealed	Condition of establishment includes the rehabilitation of the existing informal solid waste disposal site. Funds secured from project consolidate to rehabilitate.	Bulk water funding secured via MIG as well as bus route.No current requirement for bulk sewerage as VIP to be used.	Social compact has been signed however outdated. Review of social issues to be undertaken prior to commencement of construction		DFA approved in terms of chapter 5. ROD obtained. Detailed designs complete. Construction of services on houses to commence during 2006 /2007 financial year		
2	Mhlana/Masakhisane rural housing project	Rural		1000			Ward 8	Ulwazi Consulting	OK	OK	Ingonyama Trust Land : No restrictive conditions & No claims	OK Land Suitable	ROD received no restrictions	OK	Water bulks in place and RDP standard upgrade in process	OK	40m2	Tranch 1 Application approved settlement planning process underway
3	Cwaka rural housing project	Rural		1000?	42007200		Ward 7	Icebo	OK	OK	OK	OK	OK	OK				Tranch 1 Application submitted
4	Dondotha Rural Housing Project	Rural		1000	29670000	1365000	Mhlana	Afriscan	OK	OK	Ingonyama Trust Land : No restrictive conditions & No claims	OK	OK	OK	Water bulks in place and RDP standard upgrade in process	OK	35m2	Trance 1 rural application submitted
							Support confirmed			Some clayey soils: Engineered design foundations required		No restriction		Social compact still to be signed?				
							Ward 9			4610 Ha	Site specific inspection required	EMP to be developed		Some gravel roads will be constructed				
5	Mvamanzi rural housing project	Rural		1000?	42 007200		Ward 10 Mhlana	Ulwazi Consulting		Ingonyama Trust Land : No restrictive conditions & No claims	Prelim Geotech Complete		ROD Received	Bulk Services in place	Social compact signed and agreed	40m2	Trance 1 rural application ready for submission	
6	Hlanzeni Rural Housing Project	Rural		1000	42 007 200	1431000	Sokulu	Stedone Dev	OK	OK	RSA land owner DoH has power of Att LAA drawn up. Miniral rights to be accomodated	OK	OK	OK	OK	30 m2 min		
				Total project value based on the current subsidy amount	Tranche 1 only		Ward 1			However 40% of area considered poorly drained		However costal vegetation, proximity to St Lucia wetlands, poss invation of exotics, stormwater and slope stability must be carefully considered.	Sanitation: 50% provided with VIP's rest from project	Social compact signed		Final rural application submitted for Tranche 1		
										14614 Ha	On site survey required	EMP to be developed		Water Bulks in place RDP standard to 50% rest to be provided by project				

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Pro No	Project Name	Project Type	K no	Sites	Value	Initial funding request	Traditional Authority	IA	IDP	Land	Geotech	Enviro	Bulks	Social	Product	Progress, comments
7	Nzalabantu Rural Subsidised	Rural		1000	29670000	1269000	Mbonambi	Ntatakusa consulting		OK	OK	OK	OK		40m2	
										State Land, no land claims or restrictive conditions, 7993.62 Ha	Prelim Geotech complete, some clayey soils requiring special founding conditions and raised VIP required in wet areas	Environmental screening report completed no potential negative impacts have been identified. However EMP required esp for existing titanium mining, three areas of specific concern, endemic plant protection, sensitive wetlands, mining in the area.	Bulk water ok, 50% VIP sanitation coverage, Water provided to 45%, some gravel road upgrade may be required	Social compact signed, socio-survey complete		Trance 1 application in progress
8	Mzingazi Rural Housing Project	Rural		1000	42 007 200		Mbonambi	Projecon			OK	?	OK	OK	?	
										RSA land owner: DoH Power of Att, LAA required, Miniral rights to be accommodated, RBM servitudes required	Preliminary Geotech complete	Draft report complete still to be finalized	Engineering report complete	Social compact signed		Packaing process underway, RMB mineral issues, and LAA still to be resolved
9	Sabokwe Rural Housing proje	Rural		1000			Ward 5	Nhlangothi Development Services		RSA owned LAA required?	Prelim geotech complete	Prelim enviro complete	Report complete	Social compact signed		Packaging? Orthophoto required
10	Ndlabeyilandula Rural Housing Project	Rural		1000?			Ward 3	Nhlangothi Development Services		RSA owned LAA required?	Prelim geotech complete	Prelim enviro complete	Report complete	Social compact signed		Packaging? Orthophoto required
11	Sibululwane	Rural		1000?			Ward 2	Uphala pro								

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I. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management Scorecards for Section 57 Managers (see Champion in table below) are reflected in the Table below:

LOCAL KPA (CORE vs ENABLING vs NON-CORE)	OBJECTIVE	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE (BACKLOG)	2011/12	CHAMPION
					ANNUAL	
Good Governance and Public Participation	To have a sound municipality annual report	Municipal Annual Financial Report	Quarterly	Financial Reports submitted on financial year	To have a annual report of the municipality every end of a financial year	Municipal Manager / Chief Financial Officer
	To fully comply with all financial prescripts.	Finance Department functions executed.	Quarterly	to Convert Grap to VENUS system	Overall financial control system available by 30/06/11	Chief Financial Officer
Municipal Transformation and Organizational Development	To fully comply with all financial prescripts.	Finance Department functions executed.	Quarterly	Convert Grap to Gamap system	Overall financial control system available by 30/06/11	Chief Financial Officer
	To promote sound financial management by complying with the MFMA 56 of 2003	Compliance with the MFMA	Annually	to Convert Grap to VENUS system	Compliance with the MFMA and responsibilities as laid out in Chapter 8 of the Act by 30/06/11	Chief Financial Officer / Municipal Manager
	To facilitate community development and involvement in all aspects of local governance	IDP Road Shows	Quarterly	Roll out of IDP Roadshows	IDP road shows conducted annually by 31/05/11	Municipal Manager / Technical Service
	Ensure the sustainability and protection of the Municipality's Natural Resources	Prepare and implement a Municipal Environmental Management Plan	Annually	District EMP in place	Complete Environmental Management Plan by 30/06/2012	Technical Service

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	To provide administrative and secretariat support to all departments.	Timeous production of agendas and minutes	Quarterly	Agendas/Minutes	Agendas and minutes timeously compiled, printed and reproduced.	Coporate Services
		Timeous delivery of agendas and minutes	Quarterly	Delivery Agendas/minutes	Agendas and minutes delivered to invitees timeously before meetings.	Coporate Services
	To ensure that Council has sufficient institutional capacity.	Capacity Building Programmes	Annually	capacity building programmes through bursaries in place	Capacity building programmes implemented by 30/06/2011	Municipal Manager / Coporate Services
	To improve the organizational culture and community participation through workshopping the ward committees	Review of Policy on the establishment and functioning for ward committees in KwaZulu Natal Municipalities	Quarterly	Reviewed Policy on the establishment and functioning for ward committees in KwaZulu Natal Municipalities in place	Workshops to be arranged for all ward committees in terms of service delivery	Coporate Services
Basic Service Delivery (Infrastructure)	To ensure that Mfolozi residents and the town receive waste services effectively and sufficiently	Revenue collected through waste services	Annually	Review revenue collection policy	Maintenance Plan to be reviewed by 30/06/11	Chief Financial Office
4. To ensure that N2 development process and Golf Estate is	Implemented processes for N2 development	N2 Development process and Golf Estate in process of development place by 2009/10	Annually	20% Deposit paid and registration of site to be finalized	Site registration finalized & remainder of funds received by 30/06/12	Municipal Manager
Ensure that the Alfluorco Plant is established	Alfluorco Plant negotiations and development plans approved	Alfluorco Plant logistics in place for development	Annually	Alfluorco Plant development all stakeholders input finalized	Alfluorco Plant development approved & finalized	Municipal Manager
Ensure coordination and participation of the	To ensure the successful construction of the intersection at N2 and MR232		Annually	Memorandum of agreement signed between SANRA and Mfolozi Municipality	Coordinate construction progress	Technical Services
	To ensure that Mfolozi residents receive free	Indigent Policy implemented	Annually	To review the indigent policy	Manage / facilitate free basic water &	Chief Financial Office

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	basic services consistent with National Policy.				electricity services by 30/06/11	
	To Ensure that financial resources are efficiently and effectively allocated	Efficiently allocated financial resources	Annually	Put Capital Investment Plan in Place	Capital Investment Plan to be developed	Municipal Manager
	To develop staff skills to ensure effective service delivery	Implemented workplace Skills Development Plan	Annually	WSP Completed	WSP in place by 30/06/2011	Coporate Services
	To align the organisational structure to the IDP	Aligned Organisational structure to the IDP	Bi-Annually	Organisational Structure Updated and approved by ExCo by 31/12/2009	Update Organisational Structure June 2011	Municipal Manager / Coporate Services
	To improve effective and efficient PMS system as per the regulations of 2006	Performance Management System be developed	Annually	Performance Management System in place	Council adopted reviewed Performance Management System by 30/12/2011	Coporate Services
	To improve productive and accountable Section 57's through an effective Performance Management System	Developed KPIs for all staff, implement monitoring and evaluation system	Annually	PMS in place and approved by ExCo 30/09/2009	PMS implemented in line with regulations for Section 57's by 30/06/11	Coporate Services
BSD 1 Improved Service Delivery and Infrastructure Investment	To ensure Kwambonambi remains the cleanest town within Mfolozi municipal area.	Town Cleanliness	Quarterly	The town is kept clean at all times	Town to be maintained clean at all times	Technical Service
	To ensure that roads and storm water are in good working condition	Implement Maintenance Plan for roads and storm water	Bi-annually	Maintenance plan	Ensure the full utilization of the Road Maintenance budget	Technical Service
	To ensure that Mfolozi residents and the town receive waste services effectively and sufficiently	Waste management plan implemented	Quarterly	Waste Management Plan in place	Solid Waste removed from 500 households within Kwambonambi town	Technical Service

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		Timeous removal of waste from the transfer station to the regional waste site.	Quarterly	Changed service to in-house	Removal of waste from the transfer station to the regional waste site on weekly basis	Technical Service
	To ensure that Mfolozi residents receive free basic services consistent with National Policy.	Number of households that receive free basic water services.	Annually	Indigent policy finalised	All indigent households to receive FBS by 30/06/12	Technical Service
		Number of households with VIP toilets	Annually			Technical Service
		1757 households that receive free basic electricity.	Annually			Technical Service
		Alternative energy plan	Annually	No alternative energy plan in place	Alternative energy plan to be developed by 30/06/2011	Technical Service
		Housing business plans prepared and submitted to the Department of Housing.	Annually	Plans to be submitted to DOH	Plans for all targeted areas for current financial year	Technical Service
		To implement all projects within the IDP under MIG funding	Number of projects implemented on MIG funding	Annually	MIG project list established	Ensure the full utilization of the Municipal Infrastructure Grant
Municipal Financial Viability and Management	To develop business plans that can source funding for municipality	Developed Business Plans	Annually	To develop Business Plans	Business plans developed and submitted to potential funders to source funding by 30/06/11	Municipal Manager
	To provide sound financial administration of the section to ensure it operates within budget parameters.	Expenditure within budget parameters.	Quarterly	Departmental budget	Expenditure within budget parameters by 30/06/11	Municipal Manager

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	To promote sound financial management by complying with the MFMA 56 of 2003.	Compliance with MFMA	Quarterly	valuation roll	Compliance with MFMA by 30/06/11	Municipal Manager
	To ensure the promotion of sound financial management by complying with the MFMA 56 of 2003.	Compliance with MFMA	Annually	Input into Budget	Compliance with MFMA by 30/06/2011	Municipal Manager
Social & Economic Development	To compile annual budget.	Annual Budget	Annually	Budget that is aligned to the IDP	Approved budget aligned to the IDP by 30/06/11	Chief Financial Office
	To ensure that all corporate decisions, programs, budget and expenditure framework are aligned to the IDP priorities.	Financial plan and approved SDBIP	Annually	Financial Plan in place	Financial Plan developed, approved and implemented As per legislation by 30 June 2011	Municipal Manager / Chief Financial Officer
	To develop SDBIP and submit to Mayor	Service Delivery Budget Implementation Plan	Annually	SDBIP aligned with the PMS	SDBIP compiled and submitted within 14 days after approval of the Budget by 30/06/11	Municipal Manager / Chief Financial Officer
	To co-ordinate and control the application of procedures in respect of procurement and/ or purchasing sequences	Procedures of purchasing are adhered to	Annually	Review of Procurement Policy	Procurement policy developed by 30/06/11	Chief Financial Office
Sustainable Local Economic Development	To manage all LED initiatives in the municipality to ensure reduction of unemployment within the municipality.	% reduction of unemployment figures through implementation of Mayoral projects.	Annually	LED strategy to be reviewed by 30 June 2011	5% reduction of unemployment figures through implementation of Mayoral projects by 30/06/11	Technical Service
	To promote SMME development in the Municipality	Increased establishment of SMMEs in the Municipality	Annually	SMME Audit in place	5% increased SMMEs in the municipality by 20/06/2012	Technical Service

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	To manage the implementation of low income housing.	Number of houses transferred to beneficiaries	Quarterly	Housing beneficiary list in place	600 houses transferred to beneficiaries by 30/06/11	Technical Service
	To manage preparation and implementation of the IDP projects to ensure delivery of services according to targets set.	IDP reviewed on annual basis	Annually	reviewed IDP 2011/12	Review IDP for 11/12 Financial Year by 30/06/2011	Technical Service
1. To ensure that the developmental mandata	Ensure that decision making is streamlined with implementation	Decision making that does not hinder implementation of plans by 30/06/10	Annually			Municipal Manager
Sustainable Local Economic Development	To cater for the economic and social development needs of youth, women, the disabled and the aged members of communities	Develop a Women, Disabled and Aged Development Plan	Workshop & Review of Women, Disabled and Aged Development Plan to be developed	Workshopped & Reviewed Women, Disabled and Aged Development Plan finalized	Workshop & Review of Women, Disabled and Aged Development Plan	Coporate Services
	To investigate strategies for attracting new businesses and retaining existing ones.	Revenue enhancement strategy	Annually	SP to be appointed to do Revenue strategy	Revenue enhancement strategy developed by 30/06/10	Municipal Manager / Chief Financial Officer
	To ensure there is effective revenue collection for the municipality.	Credit control and debt collection policies developed	Annually	Review Credit Control Policy	60% of budgeted levy collected by 30/06/11	Chief Financial Office
	To ensure that the municipality is financially viable by consolidating debt management processes.	Reduction of book debtors to a maximum of 90 days	Annually	Review Debt Control Policy	75% reduction of book debtors to a maximum of 90 days by 30/06/11	Chief Financial Office

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Transformation and Institutional Development	To ensure that the Valuation Roll is reviewed on an annual basis	Valuation Roll	Annually	General Valuation Roll in place	Valuation Roll reviewed and ready for implementation for the 11/12 financial year.	Technical Service
4. To market Mfolozi Municipal area to attract investment	Develop Investment & Marketing Strategy	Investment & Marketing Strategy implemented by 30/06/2010	Annually			Municipal Manager
	To ensure that the Council complies with legislation of Occupational Health & Safety	Developed Occupational Health & Safety Plan	Quarterly	Fire extinguishers serviced	Servicing and maintenance of safety equipment monitored and coordinated	Technical Service
Municipal Institutional Development & Transformation	To reduce the impact of HIV/AIDS on communities	Review & Workshop the HIV/AIDS Strategy through LAC Committee	Annually	Workshopped & Reviewed HIV/AIDS Strategy finalized	Workshopped and reviewed HIV/AIDS Strategy in place	Corporate Services
		Awareness campaigns and community gardens for HIV/AIDS				Corporate Services
	To ensure that a HR Policy / Plan is workshopped	HR Policy be developed to include all policies and procedures	Annually	Service Provider appointed to workshop the HR policy / Plan	HR Policy Plan workshopped by 30/12/11	Coporate Services
	To develop a Traffic Unit Standing Order & general rules	Document on the Standing Orders & General Rules for the Traffic Unit to be done	Annually	Draft Standing order & general Rules for the Traffic Unit	Council approved Standing Order & General Rules for the Traffic Unit	Coporate Services
	To minimize the effect of natural and other disasters on communities	Workshop and review of the Disaster Management Plan	Annually	DMP approved by ExCo by 30/06/2010	Appoint consultants to workshop and review the Disaster Management Plan	Coporate Services

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		Clearly defined roles and responsibilities as well as communication strategies (Contol/Command Plan) in terms of disaster management		Communication strategy in place by 30/06/2010	Liase with SAP and community to set up a Disaster Mangt strategy for communiation strategy	Coporate Services
		Full-fledged Fire Department in the Municipality with necessary capacity to operate		Business Plans submitted to Project Consolidate 31/12/2012	Appoint consultants to draft business plan for for setting up fire department	Municipal Manager / Coporate Services
	To establish a Drivers Licence Testing Centre	DLTC to be established subject to the DOT's approval of the said application	Annually	Application submit to Department of Transport	Approved application received from Department of Transport	Coporate Services
	To establish a Traffic Department with a strategy in place for the future growth	Traffic Department established in the Municipality with a Traffic Strategy	Annually	Traffic Strategy in Place	Traffic Strategy Developed by 31/12/2011	Coporate Services

J. LOCAL GOVERNMENT TURN-AROUND STRATEGY

GUIDING PRINCIPLES

Principles governing the development of Municipal Turn-Around Strategies

The main principles underpinning the development of the Municipal TAS are;

- (a) **Municipal ownership and buy-in:** the Municipal TAS can only succeed if there is absolute ownership and buy-in from the municipal administration, its council and its residents. It is therefore crucial to ensure the process of developing and implementing the Municipal TAS is conducted with the collective buy-in within the municipal area. It is also envisaged that each municipality should develop its own TAS without the utilization of external service providers.
- (b) **Implementation orientation/bias:** the Municipal TAS needs to ensure that there is efficient, sustainable and quality service delivery. The priorities are speedy and effective service delivery interventions. The implementation of the Municipal TAS requires an effective monitoring and evaluation system right from its inception in order to track and monitor progress and to enable detailed reporting.
- (c) **Resource allocation and commitment:** municipalities, provinces and role players engaged within the municipal area should endeavour to acquire the necessary skills and resources to enable implementation. Value-for-money principles are critical, and innovation and utilization of volunteers and local stakeholders will be a central feature of good practice.
- (d) **Realistic:** following buy-in implementation orientation and the commitment of resources, it becomes crucial to ensure that the TAS's are practical by allocating clear time frames, a business plan, and a monitoring system with decisive, simple indicators. The development of a Municipal TAS must be guided by the notion of developing context-specific, rational and costed plans for the key levers/interventions to be included in the IDP.
- (e) **Differentiation/asymmetry:** It has been accepted nationally that gone are the days where municipalities are treated in a standardized, "one size fits all" fashion. Each municipal intervention requires a spatial interrogation – where is the municipality located, the key characteristics of the local space, its classification, and ability to undertake comparative monitoring: moving from the status-quo to what? This provides a spatial logic. This differentiation approach must be guided by the categorization of municipalities that is attached as Annexure B.
- (f) **Inclusivity:** the development of the Municipal TAS should be the opportunity for extensive stakeholder engagement, and for cross-cutting strategies to be considered, e.g. impact on marginalized or disadvantaged groups, utilization of Youth Agencies, Ministry for Women, and related entities. Religious groupings, Traditional Leaders, community groups and NGOs may all have a role to play, and inclusive approaches should also allow for skilled community members to participate.

ROLES AND RESPONSIBILITIES

Municipal Officials	<p>(a) Ensure that all local logistical matters are addressed in advance by liaising with the provincial logistics contact person, i.e. procuring dates, venues and catering for meetings and workshops, working stations for the Support Team, sending out invites to stakeholders etc.</p> <p>(b) Keep a detailed record of all proceedings, information and discussions on the process.</p> <p>(c) The Municipal Manger needs to ensure that:</p> <ul style="list-style-type: none"> • The executive and senior management team actively participates in the development of its Municipal TAS and the implementation thereof
Role Players	<p>Roles and Responsibilities</p> <ul style="list-style-type: none"> • The executive and senior management team is responsible for the development and implementation of their TAS. • Ensure that the implementation of the TAS is supported by necessary budgetary requirements in order to allow for implementation. • Ensure that the Municipal TAS forms part of its reviewed IDP. <p>(f) The Municipal Mayor and Municipal Manager needs to play an active role to obtain collective buy-in of the TAS from their communities and any other key stakeholder within the municipal area.</p>
Municipal Council	<p>(a) Support and endorse the proposed municipal process for the TAS.</p> <p>(b) Communicate the TAS to municipal community members and stakeholders.</p> <p>(c) Participate in the process of the development of their TAS</p> <p>(d) Adopt their Municipal TAS within the IDP and the budget.</p> <p>(e) Oversee the preparation process for the development, the development and implementation of the TAS.</p>

PROCESS FOR THE DEVELOPMENT OF THE LOCAL GOVERNMENT TURN-AROUND STRATEGY

No.	Priority turnaround strategy	Capacity assessment findings	Municipal Action	Unblocking action needed from other spheres and agencies	Start date	End date	Human Resource allocated	Budget allocated	Budget projected	Progress	Action
1. BASIC SERVICE DELIVERY (EXPECTED OUTCOME)											
1.1 1.2	Access to water and sanitation, management and maintenance	A service delivery challenge	R10m for ward 3, 5, and part of ward 2.	UDM to confirm	July 2010	June 2011	UDM Technical services	R8m		UDM is handling project. RBM is co-funding. Reservoirs Bulk Supply.	D:TS
1.3	Access to electricity, management and maintenance	A service delivery challenge	Municipality to write to DWAF	DWAF to register servitude	Apr. 2010	March 2011	Technical Services Eskom	R16m Est		Info received, letter to DWAF for MM's signature. Ward 10 needs intervention	D:TS
1.4	Refuse and removal of solid waste disposal	Service delivery challenge	Mun to source funding for and develop business plan	DAEA and DWAF	Jul 2010	Jun 2011	Action by DWAF, DAEA District Mun 60% Local Mun 40%	R30m	R30m	Outstanding	D:TS Status Quo
1.5	Access to roads (new) and maintenance of municipal roads	DOT Service delivery challenge	Projects to be forwarded to transport forum by July 2010	Transport forum	Jul 2010	Jun 2011	MIG			Challenge: contractor not willing to continue negotiations with DOT & contractor to continue	D:TS Status Quo
1.6	Formalization of informal settlements, what is required in the township (Township formalization basic services and housing)	Poor communication with the community Approval from DOH MM has requested letters to Mondli & Sappi	46%	Letter to MEC Flagship programme MIG to address	Jul 2010 April 2010	June 2011 June 2013	Human Settlement Council to priorities			1.)Comhousing is back on site. Starting next week.Appointment of labourers on Sunday. 2.)Cwaka: implementing agent will submit project this week.Advertised four projects.	AM: Housing D:TS
2. PUBLIC PARTICIPATION (EXPECTED OUTCOME)											
2.1	Boarder Public Participation policies and plans (implemented framework)	No comprehensive Community participation	Community Services Section to liaise with Department to assist guidance to be received from Cogta	Investigate with guidance from Cogta - Ulundi	May 2010	Dec 2010	Community Section			Service Provider appointed end of this week.Draft to be received	AM:CS/D /E
2.2	Public communication strategy	Customer satisfaction survey not done								Report next Manco.	MM
2.3	Complaints	Complaint		If complains are	July 2010	June 2011	CDW's to			Complaint register to be	MM

	management system and front desk interface	system limited to a complaint box in the municipal offices		critical nature intervention required from relevant sphere			monitor complaints in the community			checked on monthly basis	
2.4	Municipal Year planer	Council to determine			Oct 2010	Dec 2010	Done in house by Corp. Serv. Dept			Will be finalised in November/December	D:CS
2.5	Budget framework	Council to determine					Finance Services			Report next Manco	CFO
2.6	Ratio of CDW's to wards	13 ward committees for 6 CDW's	Corp. Services		May 2010	Dec 2010	Minutes of CDW's with community		Letter to CoGTA for assistance on 08June 2010. Follow up letter on 23 June 2010	AM:C/D/E Services	
2.7	Functionality of ward committees. Database compilation finalized Ward Committee plans to be informed by the IDP, Monitoring of ward committee minutes by the office of the Speaker		Policy in place	Has been reviewed and adopted	Com section				AMCDE to confirm on progress. Follow up with the Speaker/M ayor and Chief Whips Dates of Ward Committee meetings to reflect on the Year Planner Personnel from municipality to capture minutes in the system.	AM:C/D/E Services AM:C/D/E Services AM:C/D/E Services	
2.8	Progress on implementation of framework incorporated in the Annual Report						Financial Depart.			Service provider appointed.	CFO
4. FINANCIAL MANAGEMENT (EXPECTED OUTCOME)											
4.1	Revenue enhancement				April 2010	June 2010				CFO set up meeting with business owners.Farmers	CFO

	strategies								requested meeting with Mayor & MM	
	Rates								Industrial meeting were attended.	
	Traffic Testing Ground				July 2010	On going			Grantleigh – a non profit organisation Form to be completed, will be submitted on 22 June 2010 – Sector 21 Company	
									Process started, site meeting 18 June 2010. Closing next week. Cleaning of site to commence during 21-25 June 2010. Item to ExCo	
4.2	Debtors Management	Indigent Register			End of May 2010				Draft register in place, submitted to FSPC. Speaker requested meeting with Ward Councilors to confirm. ExCo and Council item.	CFO
		sending letters to the rates payers			June 2010	Ongoing			Collection – ongoing process	
4.3	Cash flow management	Plans for grants during 2010/11 to be cash backs			June 2010	July 2011			To be managed and checked. Still have to make sure to limit the expenditure.	CFO
4.4	Repairs and maintenance provision	There is a need for repairs and maintenance plan			May 2010	End of financial year			Service Provider appointed. Plan to be drafted.	CFO
4.5	Capital Expenditure	Appointment of the PMU Manager			Noted & budgeted	2011/12			To be budgeted during 11/12	CFO
4.6	Clean Audit	SCOPA members to be trained			May 2010	June 2010			COGTA to provide training Meeting was advertised. Adv Mnyandu visited 23 June 2010 to attend to this matter.	

4.7	Submission of AFS Asset Management	Council to determine To develop Asset management plan to be GRAP compliance								Process started. End of year procedures to be followed correctly. Fire Fighters assets outstanding.	CFO	
4.8	% MIG expenditure	The rest has been fully committed								Send last batch to Dept on 22 June 2010 & pay outstanding SP. Adverts to be placed end June 2010 for crèches.	CFO	
4.9	Asset Management	Council to determine			May 2010	June 2010				Asset register to be GRAP compliance.	CFO	
4.10	Credibility and transparency of SCM	SCM policy is in place however transparency could be questioned								Planning for July 2010 onwards AMHR, AMCDE, IDP & STO.	CFO	
4.11	Capacity building	CFO to engage Depart. about AAT								Commencing July 2010. To be discussed during IMFO in Aug 2010	CFO	
5. LED (EXPECTED OUTCOME)												
5.1	LED Strategy adopted by Council	Council to determine			2011	2012				Review of LED Strategy & looking at a new LED Strategy. Belgravia training on LED.	D:TS	AM:LED
5.2	LED Plan aligned to the PGDS	Council to determine			Ongoing	Ongoing				The plan is ongoing	D:TS	D:TS
5.3	Training for Managers	Letter to DED to assist			May 2010	March 2011				Looking at SP – SETA accredited.	AM:LED and AM: DP/IDP Currently Studying.	D:TS

ANNEXURE A

PROJECT B LIST

PROJECT "B" LIST

Electricity

1. Safari (include ward 4, 11 & 10)
2. Mbabe (Special Project)
3. Lamula 2 and 3
4. Ocilwane Phase 2
5. Sokhulu scheme

Water Projects

- | | |
|-------------------------------|---------|
| 1. Ekusayeni | Ward 11 |
| 2. Ntoyeni | Ward 07 |
| 3. Sokhulu..... | Ward 01 |
| 4. Welawela | Ward 08 |
| 5. Sabokwe | Ward 02 |
| 6. Othini..... | Ward 12 |
| 7. Mfolozane | Ward 08 |
| 8. Mpumeni | Ward 11 |
| 9. Emagengeni..... | Ward 04 |
| 10. Enqotshini..... | Ward 07 |
| 11. Nohhahha | Ward 11 |
| 12. Enxebeni..... | Ward 08 |
| 13. Sabhuza (Extension) | Ward 10 |
| 14. Safari | Ward 04 |
| 15. Mankanyanvu | Ward 07 |
| 16. Mvamanzi | Ward 12 |
| 17. Hlaneni | Ward 01 |
| 18. Mvamanzi Extension..... | Ward 10 |
| 19. Ebathamoya | Ward 02 |
| 20. Ehlanzeni | Ward 01 |
| 21. Enkonka | Ward 02 |

22. KwaMnguni	Ward 10
23. Bhubhubhu	Ward 11
24. Nzalabantu	Ward 05

Education

1. Welawela CP New School	Ward 08
2. Cwaka CP	Ward 07
3. Khishwa CP (Renovation of school site, construction of additional classrooms, Offices and Toilets)	Ward 10
4. Dlabeyilandula High School	Ward 03
5. Fuyeni CP	Ward 12
6. Esigaganeni CP	Ward 11
7. Sabhuza CP (Additional of a new hall also renovation of the entire school and paint)	Ward 10
8. Baqoqe HP	Ward 04
9. Ntongande HP	Ward 05
10. Mzingazi CP (Renovation of four classrooms required)	Ward 06
11. Ocilwane HP (Renovation of the building)	Ward 13
12. Sabokwe HP	Ward 02
13. Mhlawu HP (Four new additional classrooms required)	Ward 01
14. Nomuwa CP	Ward 12
15. Mkhosi High school (additional of the three classrooms and four toilets)	Ward 10
16. Phumelela LP	Ward 04
17. Somotha CP	Ward 07
18. Eqheleni LP (Construction of new classrooms)	Ward 10
19. Langalibomvu HP (New Administration building required)	Ward 01
20. Ontigweni CP	Ward 03
21. Emkhayideni Technical	Ward 05
22. Dondotha High school (Renovation of the enter school broken windows)	Ward 09
23. Bhubhubhu HP	Ward 11
24. Mpephose Secondary school	Ward 12
25. Mvamanzi LP (Renovation of school building and construction of additional toilets	Ward 12
26. Mgatshelwa CP	Ward 07
27. Mbude SP (Additional of administration block and also renovation)	Ward 09

28. Novunula HP (Toilets).....	Ward 13
29. Sibululwane CP (require upgrading of soccer field, borehole for water, renovation of school fencing, windows, window pane, painting, and soil erosion	Ward 02
30. Nzalabantu CP (require an additional of classrooms, fencing and new administration building)	Ward 05
31. Isulomphakathi HP	Ward 07
32. Tshelamanzi High school (New hall and 3 Classrooms Required)	Ward 09
33. Njeke HP (New additional Classrooms and Toilets required)	Ward 03
34. Mundi CP	Ward 10
35. Balondo changed to Technical	Ward 07
36. Mphathiswano HP (Construction of additional classrooms, toilets, Offices, additional fencing and construction of school hall)	Ward 10
37. Dlemdlemu HP (Changed to Technical)	Ward 02
38. Dondotha Technical School (New Technical Required by the Ward).....	Ward 09
39. Gegede High School (Construction of a new school is required).....	Ward 10
40. Thembalimbe LP (Renovation required)	Ward 09
41. Mqangayi CP school (Renovation required).....	Ward 09
42. Mundi CP school (Construction of additional classrooms, construction of Offices, Fencing and Toilets).....	Ward 10
43. Elangeni High school (New Toilets).....	Ward 13
44. Emkhayideni HP (Renovation required)	Ward 06
45. Salpine combined school	Ward 04
46. Baqoqe H.P school	Ward 04

Child Care Centres

1. Ziqaleleni.....	Ward 07
2. Nhlanzini	Ward 03
3. Makazi (Creche require a new building)	Ward 10
4. Khishwa (New child care centre).....	Ward 10
5. S'gaganeni.....	Ward 11
6. Dumisani	Ward 02
7. Ekuthuleni (New child care centre).....	Ward 13
8. Thembalethu	Ward 05
9. Saphine	Ward 04
10. Enhlangeni (New child care centre)	Ward 10

11. Makhwezini / Eziqoqweni	Ward 12
12. Sibusisiwe (New building required)	Ward 06
13. Welawela	Ward 08
14. Bhekinhlanhla (Required a new building)	Ward 09
15. Ntombo (New child care centre).....	Ward 10
16. Empumeni	Ward 04
17. Zamaukuphila	Ward 07
18. Mathwana (New building)	Ward 11
19. Ntuthunga 2 (Khulakancane new child care centre)	Ward 13
20. Ntoganya	Ward 01
21. Sibululwane	Ward 02
22. Ontingweni.....	Ward 03
23. Efuyeni	Ward 12
24. Kenani.....	Ward 07
25. Qoqisizwe (New building required)	Ward 09
26. Gedede (New child care centre)	Ward 10
27. Eqheleni (New child care centre).....	Ward 10
28. New Town (Kwambonambi).....	Ward 02
29. Enyonini	Ward 04
30. Sabokwe.....	Ward 02
31. Zizamele (Renovation required and new toilets).....	Ward 09
32. Simamisa (Require new building).....	Ward 09
33. KwaMnguni (New child care centre).....	Ward 10
34. Manembeni (New child care centre).....	Ward 10
35. Soya (New child care centre).....	Ward 10
36. Mendu (New child care centre)	Ward 10
37. Mvemanzi (New child care centre).....	Ward 10
38. Shwashweni (New child care centre)	Ward 10
39. Bulimeni	Ward 04
40. Nodumo.....	Ward 04
41. Embabe, Mfolozane and Nxebeni.....	Ward 08
42. Mabhuyeni HIV/AIDS.....	Ward 08
43. Ntombo	Ward 10
44. Mvamanzi	Ward 10
45. Shwashweni (New child care centre)	Ward 10

46. Khulakancane (New)	Ward 13
47. Phembisizwe	Ward 09

Community Halls

1. Makwezini.....	Ward 12
2. Nzalabantu (New community hall required).....	Ward 05
3. Khishwa (New community hall)	Ward 10
4. Impumeni (New Multi-purpose hall required).....	Ward 11
5. Welalwela (New Multipurpose Hall required)	Ward 08
6. Phathane (Multi-purpose hall required)	Ward 10
7. Shwashweni	Ward 13
8. Dondotha (Extension and renovation)	Ward 09
9. Bhubhubhu	Ward 11
10. Tshingimpisi	Ward 06
11. Cinci.....	Ward 04
12. Kwelimhlophe	Ward 02
13. Nhlanzini.....	Ward 03
14. Nhlabosini (community hall extension)	Ward 10
15. Oqazweini	Ward 07
16. Sizisizwe (Nkunzebomvu)	Ward 03
17. Fuyeni	Ward 04
18. Phakade (New community hall).....	Ward 10
19. Mvamanzi (New Community hall)	Ward 12
20. Youth Centre Cwaka	Ward 07
21. Welawela, Mbabe	Ward 08
22. Mvamanzi (New community hall)	Ward 10
23. Nomvunula (New community hall)	Ward 13
24. Tshingimpisi (New multi-purpose hall required)	Ward 06

Housing projects

1. Cwaka (Rural housing project required)	Ward 07
2. Dondotha (Rural housing project required)	Ward 09
3. Mvamanzi (Existing housing project)	Ward 10
4. Dlabeyilandula (Rural housing project required).....	Ward 03
5. Nzalabantu (Rural housing project required)	Ward 05
6. Mzingazi (Rural housing project required)	Ward 06
7. Sokhulu (Rural housing project required).....	Ward 01
8. Sibululwane (Rural housing project required)	Ward 02
9. Cinci (Rural housing project required)	Ward 04
10. Ocilwane (Rural housing project required).....	Ward 13
11. Nomuwa (Rural housing project required)	Ward 12
12. Nkunzebomvu (Rural housing project required)	Ward 03
13. Bhuhubhu (Rural housing project required)	Ward 11
14. Mhlana/Masakhisane (phase 2) (Rural housing project required).....	Ward 08
15. Ntuthunga (Rural housing project required).....	Ward 13
16. Sabokwe (Rural Housing Project required)	Ward 05

Sports Fields

1. Zonza.....	Ward 08
2. Ndlabeyilandu	Ward 03
3. Mabhuyeni	Ward 07
4. Fuyeni	Ward 12
5. Phathane (New sport field).....	Ward 10
6. Nzalabantu (Upgrading to a stadium)	Ward 05
7. Mzingazi (Upgrading and fencing)	Ward 06
8. Bhuhubhu (Sport ground)	Ward 11
09. Sibululwane	Ward 02
10. Ocilwane.....	Ward 13
11. Ntongonya	Ward 01
12. Dondotha (phase2)	Ward 09
13. Khishwa new sport field	Ward 10
14. Mphathiswano new sport field	Ward 10
15. Gegede sport field	Ward 10

Small play grounds (no grass planting)

1. Tshingimpisi (New play ground required)	Ward 06
2. Mdungandlovu	Ward 04
3. Lamula play ground	Ward 07
3. Qazwini	Ward 07
4. Ediphini	Ward 01
5. Ezindabeni	Ward 03
6. Kwanomvunula	Ward 13
7. Mphathiswano	Ward 10
8. Mvamazi (Small new play ground)	Ward 12
9. Canna	Ward 07
10. Sabhuza	Ward 10
11. Enyonini	Ward 04
12. Nkiyankiya (small new play ground)	Ward 10
13. Ezindabeni	Ward 03
14. Sibanyoni (New play ground required)	Ward 06
15. Sizanani	Ward 05
16. Ediphini	Ward 12
17. Gegede	Ward 10
18. Bhakedeni	Ward 08
19. Welawela	Ward 08
20. Sgaganeni	Ward 08
21. Ntuthunga 1	Ward 13
22. Mpumelelo	Ward 11
23. Mpumeni	Ward 11
24. Ntobozi	Ward 11

Tourism

1. Maphelane	Ward 03
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2. Cwaka	Ward 07
3. Nhlabane Estu A and B	Ward 03
4. Thembalimbe	Ward 07
5. Mzingazi Beach (New tourism centre required)	Ward 06
6. Bhekingwe tourism centre (Ejiken).....	Ward 10
7. Bhubhubhu tourism centre	Ward 11
8. Nzalabantu	Ward 05
9. Bulimeni tourism centre	Ward 04

New Clinics

1. Dondotha (Polly clinic).....	Ward 09
2. Phathane (New clinic).....	Ward 10
3. Mabhuyeni	Ward 07
4. Ndlabeyilandula	Ward 03
5. Makhwezini	Ward 12
6. Mzingazi (New clinic required)	Ward 06
7. Bhubhubhu	Ward 11
8. Sibululwane	Ward 02
9. Clinic (extension).....	Ward 04
10. Ocilwane (extension).....	Ward 13
11. Hlanzeni	Ward 01
12. Mnguni (Mobile clinic).....	Ward 10
13. Zonza	Ward 08
14. Eqheleni (Mobile clinic)	Ward 10

Pension pay shelters

1. Dondotha (New pension payout shelter required).....	Ward 09
2. Ocilwane (Velangezinyo store).....	Ward 13

3. Makhube	Ward 07
4. Phathane (Shelter)	Ward 10
5. Sizanani	Ward 05
6. Mpumeni	Ward 04
7. Bhubhubhu	Ward 11
8. Qedusizi	Ward 03
9. Ntuthunge 2.....	Ward 13
10. Makhwezini	Ward 12
11. Gumbi	Ward 13
12. Sabhuza	Ward 10
13. Sokhulu T/Court	Ward 01
14. Phikaqede Store	Ward 11
15. Fuyeni	Ward 12
16. Novunula (Ngomane store)	Ward 13
17. Mankayiyane (store)	Ward 07
18. Vukuzakhe (store)	Ward 04
19. Mdungandlovu (store)	Ward 04
20. Mnqagayi (store)	Ward 09
21. Shayamoya (store)	Ward 12
22. Mpumelelo (store).....	Ward 11
23. Welawela	Ward 08
24. Khondweni (Store)	Ward 06
25. Nzalabantu (bus stop)	Ward 05
26. Shiya (Store)	Ward 04
27. Cinci (Store)	Ward 04

Bus Shelters

1. Zonza.....	Ward 08
2. Ndlabeyilandula	Ward 03
3. Mabhuyeni	Ward 07

4. Fuyeni	Ward 12
5. Phathane (Extension)	Ward 10
6. Nzalabantu (Five bus shelters required).....	Ward 05
7. Mzingazi (Mzingazi bus stop).....	Ward 06
8. Bhubhubhu (Bus stop).....	Ward 11
9. Sibululwane	Ward 02
10. Cinci.....	Ward 04
11. Cilwane	Ward 13
12. Dondotha	Ward 09
13. Hlanzeni	Ward 01
14. Ntonganya	Ward 01
15. Sabhuza	Ward 10
16. KwaNovunula	Ward 13
17. Mpumeni.....	Ward 04
18. Kusasalethu	Ward 02
19. Msunduze (Bus stop).....	Ward 11
20. Khandweni.....	Ward 06
21. Emkhosini	Ward 05
22. Gegede.....	Ward 10
23. Enxebeni.....	Ward 09
24. Makhwezini	Ward 12
25. Lamula bus stop	Ward 07
26. Nkunzebomvu	Ward 03
27. Nkanyezi store.....	Ward 08
28. Ejikeni.....	Ward 10
29. Nyonini	Ward 04
30. Thandaza	Ward 11
31. Mkhayideni (Mkhayideni bus stop)	Ward 06
32. Esiyokomane.....	Ward 13
33. Shayamoya	Ward 12
34. Thuthukani.....	Ward 05
35. Sabokwe.....	Ward 02
36. Madanishini.....	Ward 10
37. Dlamini, Kenanana.....	Ward 07
38. Othandweni.....	Ward 05

39. Hlawini	Ward 03
40. Mthwane	Ward 11
41. Ntuthunga 1	Ward 13
42. Mdungandlovu	Ward 04
43. Groudini	Ward 03
44. Zenzele Fresh produce	Ward 10
45. Esikhaleni	Ward 10
46. Soya	Ward 10
47. Manembeni	Ward 10
48. Oshwashweni	Ward 13
49. Msasaneni.....	Ward 10
50. Emthuntuthu	Ward 13
51. Ntombo	Ward 10
52. Mfaniso, Nxebeni and Mbabe	Ward 08
53. Vukuzenzele Store	Ward 04
54. Enkameni stop	Ward 04
55. Emawombe bus spot	Ward 04
56. Shandu bus stop	Ward 04
57. No.9 bus stop	Ward 04
58. No.7 bus stop	Ward 04
59. Ezitulweni bus stop	Ward 04
60. Ezidunjini	Ward 09
61 Engozini.....	Ward 09

Mobile Clinics and Shelters Required

1. MJ (Mqagayi)	Ward 09
2. Oshwashweni	Ward 13
3. Vukuzenzele store (Shiya sore)	Ward 04
4. Sibululwane	Ward 02
5. Sokhulu Tribal Court	Ward 01
6. Ontigweni	Ward 03
7. Welawela	Ward 08
8. Dladla store	Ward 08

9. Eqheleni	Ward 10
10. Vukuzakhe	Ward 04
11. Mzingazi (New clinic required)	Ward 06

Roads

1. Mankayinyane	Ward 07
2. Mvamanzi No.1.....	Ward 10
3. Mafusini (5km upgrading of Mafusini road)	Ward 09
4. Nkonzo.....	Ward 05
5. Tshwilitshwini.....	Ward 01
6. Upgrade of the road from Ntusi to Colenso)	Ward 13
7. Khondweni (10 km gravel required)	Ward 06
8. Kwamaduna	Ward 12
9. Kwelimplophe (New require bridge)	Ward 02
10. Enguze	Ward 03
11. Ntombo	Ward 10
12. Sabhuza (6km A 2203 upgrading of Sabhuza road).....	Ward 10
13. Mfolozane	Ward 12
14. Mthuntuthwa	Ward 05
15. Kwadukemini (Elangeni to Kwadukemini 4km).....	Ward 13
16. Mlondo (3km graveling required)	Ward 06
17. Mpemvu	Ward 07
18. Ekusasaletu	Ward 02
19. Nkiyankiya	Ward 10
20. Thabethe (4km upgrading of Thabethe road).....	Ward 09
21. Cwaka	Ward 07
22. Santi	Ward 05
23. Novunula (Elangeni to Kwanomvunula 5km).....	Ward 13
24. Esikhedameni	Ward 03
25. Ntinkulu.....	Ward 10
26. Engozini (Upgrading of Engozini road 2km)	Ward 09
27. Nqutshini	Ward 07
28. Manzamnyama	Ward 01
39. Mvamanzi No. 2	Ward 12

30. Mlondo	Ward 05
31. Sibululwane	Ward 02
32. Nhlangwini	Ward 12
33. Phobobo	Ward 07
34. Embhengampisi	Ward 02
35. Sgwaceni	Ward 13
36. Mntinya (Upgrading of Mntinya road 4km)	Ward 09
37. Mpangela	Ward 03
38. Mbebe/ Nxebeni.....	Ward 08
39. Safari to Patane (require Upgrade)	Ward 04
40. Ezitulweni to Kwambonambi (require upgrade)	Ward 04
41. Nyonini road, Mdungandlovu, Vukuzenzele store, Nodumo, and Bulimeni	Ward 04
42. Danyini roads	Ward 08

Hand Pumps (Boreholes) New

1. Ntoyni (7 pumps boreholes).....	Ward 07
2. Mbongampisi (3 hand pumps boreholes).....	Ward 02
3. Sokhulu (4 hand pumps boreholes).....	Ward 01
4. Ward 10: (16 hand pumps boreholes) (in the area of kwaMnguni, Khishwa, Somcece, Eqheleni, Phoshophoso, Ncwabe, kwaSihlahla, kwaYihlengele, Nhlangeni, Gegede, eGijimana, Mundi, New homes, Ngonyama store, and Soya	Ward 10
5. Ward 5: (6 hand pumps boreholes).....	Ward 05
6. Ward 8: (10 hand pumps boreholes)	Ward 08
7. Ward 4: (8 hand pumps boreholes)	Ward 04

DIP Tanks

1. Sabhuza (New dip tank required).....	Ward 10
2. Dondotha (Renovation)	Ward 09
3. Ntongonya	Ward 01
4. Cinci	Ward 04
5. Matholeni (New Dip tank)	Ward 10
6. Novunula	Ward 13
7. Ocilwane	Ward 13

8. Ntuthunga (4 refurbishment)	Ward 13
9. Makhandeni (1 refurbishment)	Ward
10. Mphathiswano dip tank (New Dip tank)	Ward 10
11. Matholeni (New Dip tank)	Ward 10
12. Mafusi dip tank (Require renovation)	Ward 09
12. Makwezini (one dip tank)	Ward 12
13. Othini (one dip tank)	Ward 12

New Dams Required

1. (New dams at Mqagayi, Mgaleni, Ezidunjini, Macambela, Sheshi and Salveshi)	Ward 09	Ward
11		
2. Ward 10: (12 dams) at Notombo, Nkwelenkwele, KwaMnguni, Manembeni, Gegede, Khishwa, Mphathiswano, Ncwabe, Eqheleni, Nhlangeni, Mundi, Sabhuza and renovation at Esitezi)	Ward 10	
3. Esigaganeni	Ward 11	
4. Fuyeni (2 dams)	Ward 12	
5. Makhwezini (2 dams refurbishment)	Ward 12	
6. Othini (1 dam refurbishment)	Ward 12	
7. Mbabe (2 dams)	Ward 08	
8. Ocilwane, shwasweni, Ntuthunga 1 and 2	Ward 13	
9. Nomvunula dam	Ward 13	
10. 43 dams in ward 4 required	Ward 04	

New Cause way Required

1. Ntuthunga 1	Ward 13
2. Mafusini road 1	Ward 09
3. Ezingumeni 1	Ward 13
4. Novunula 1	Ward 13
5. Thabethe road 1	Ward 09
6. Motane 1	Ward 13
7. Qudlwane 1	Ward 08
8. Nxebeni, Bubaneni and Nhalabosini.....	Ward 07
9. Mnkanyiyana road	Ward10
10. Nhlangeni	Ward 10

11. Ntombo road	Ward 10
12. Phoshophosho	Ward 10
13. Mvamanzi road	Ward 10
14. KwaMnguni	Ward 10
15. Ntinkulu road	Ward 10
16. Emanebeni road	Ward 10
17. Mundi CP school	Ward 10
18. Nondumo	Ward 04
19. Mdungandlovu	Ward 04
20. Ezidwasthini	Ward 04
21. Nyonini	Ward 04
22. Msunduzei	Ward 04
23. Nodumo	Ward 04
24. Bulimeni	Ward 04
25. Echibini	Ward 04

Disabled Centres

1. Nzalabantu (Nzalabantu disabled centre)	Ward 05
2. Zisize (Renovation, Fencing and new toilets required)	Ward 09
3. Ocilwane.....	Ward 13
4. Zonza.....	Ward 08
5. Mphathiswano	Ward 10
6. Phathane	Ward 10
7. Khishwa	Ward 10
8. Shwasheni	Ward 13
9. Cinci	Ward 04
10. Bhubhubhu	Ward 11

New Libraries Required

1. Dondotha	Ward 09
2. Ocilwane.....	Ward 08
3. Zonza.....	Ward 08
4. Mabhuyeni	Ward 07

5. Mphathiswano HP school.....	Ward 10
6. Gegede HP school	Ward 10
7. Khishwa P school	Ward 10
8. Cinci	Ward 04
9. Gumbi	Ward 04
10. Mkhayideni (New library required)	Ward 06

Soil Erosion

1. Ward 9 (All ward 9 required).....	Ward 09
2. Ward 13	Ward 13
3. Mendu Mountain	Ward 10
4. Magwaza hill	Ward 10
5. Somcece hill.....	Ward 10
6. Luhlanga hill	Ward 10
7. Myekwano hill	Ward 10
8. Cinci	Ward 04
9. Ezidwabeni	Ward 10

Traditional Courts

1. Dondotha (Renovation required).....	Ward 09
2. Mabhuyeni (Renovation required)	Ward 07
3. Nhlabosini traditional court house	Ward 10
4. Matholeni traditional court house	Ward 10
5. Ncutshini traditional court house.....	Ward 10
6. Manembeni traditional court house	Ward 10
7. Bhubhubhu (To be build)	Ward 11

LOCAL ECONOMIC DEVELOPMENT PROJECTS

Project Name	Nature of project	Ward / Cluster	Project Budget
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1. Cwaka Bakery	Bakery project	Ward: 07	R0,00
2. Khishwa farming project	Farming project	Ward: 10	R0,00
3. Phози Phози bakery	Bakery project	Ward: 11	R0,00
4. KwaNovunula garden project	Garden project	Ward: 13	R0,00
5. Cinci bakery project	Bakery project	Ward: 04	R0,00
6. Coal mining project	Mining project	Ward: 12	R0,00
7. Qedindlala poultry	Poultry project	Ward; 09	R0,00

New Projects identified (This projects were identified as additional projects during the IDP Road Shows by the community and the councilors)

New additional projects required in Ward 1

Ntonganya

1. ElectricityWard 01
2. Water.....Ward 01
3. GardenWard 01
4. Sport ground.....Ward 01
5. Multipurpose centreWard 01
6. CrecheWard 01
7. Roads.....Ward 01

Amanzamnyama

1. Water.....	Ward 01
2. Electricity	Ward 01
3. Creche	Ward 01
4. Play ground e.g Soccer and Net-ball.....	Ward 01
5. Road	Ward 01
6. Masiphile garden	Ward 01
7. Multipurpose centre	Ward 01
8. Clinic.....	Ward 01
9. Police Station	Ward 01

Hlanzeni

1. Water per household	Ward 01
2. Electricity	Ward 01
3. Road	Ward 01
4. Clinic	Ward 01
5. High School	Ward 01
6. Primary school	Ward 01
7. Creche	Ward 01
8. Garden (Fencing).....	Ward 01
9. Sport ground.....	Ward 01
10. Market stalls	Ward 01
11. Disabled center	Ward 01
12. Police Station	Ward 01

Hlawini Community

1. Water	Ward 01
2. Road	Ward 01
3. Electricity	Ward 01
4. Clinic.....	Ward 01
5. Technical school	Ward 01
6. Art and Culture building.....	Ward 01
7. Sewing Machines	Ward 01
8. Creches.....	Ward 01
9. Sidlangamandla (Agricultural project).....	Ward 01

- Water Pump	Ward 01
- Market stills	Ward 01
- Ukukhanyakufikile block making project.....	Ward 01
10. Multipurpose centre	Ward 01
11. Phase 2 garden stand.....	Ward 01
12. Sokhulu property holding	Ward 01

Thukwini

1. Water.....	Ward 01
2. Electricity	Ward 01
3. Road	Ward 01
4. Creche	Ward 01
5. Hall.....	Ward 01
6. Garden	Ward 01
7. Clinic	Ward 01
8. Police Station	Ward 01
9. Multipurpose centre	Ward 01

New additional projects required in Ward 2

Amalalaphezulu

1. Water	
2. Road	Ward 02
3. Electricity	Ward 02
4. Playground	Ward 02
5. Hall	Ward 02
6. Catering	Ward 02
7. Garden	Ward 02
8. Police station.....	Ward 02
9. High school and Creche	Ward 02
10. Multipurpose centre	Ward 02

Amalalaphansi

1. Road	Ward 02
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2. Water.....	Ward 02
3. Hall	Ward 02
4. Sport field	Ward 02
5. Garden	Ward 02
6. High school and Primary	Ward 02
7. Amangwane Block making	Ward 02
8. Poultry project	Ward 02
9. Sewing project	Ward 02
10. Mobil Police station.....	Ward 02
11. Multipurpose centre.....	Ward 02

New Roads and upgrading required

1. Sibululwane (Gravel road from Sibululwane via to Kwelimbhlophe river)..	Ward 02
2. Incemane (Gravel road from Incemane to Inhlazane river)	Ward 02

New Cause way Required

1. Kwelimbhlophe (New bridge required).....	Ward 02
2. Inhlazane (New bridge required)	Ward 02

New additional projects for Ward 03

1. Water (Per household)	Ward 03
2. Electricity (New project)	Ward 03
3. Creches.....	Ward 03

Roads require upgrading

1. Tar road from Elanjini to Qedusizi about 35km	Ward 03
2. Mhlahlaneni to KwaBhengu (20km) Esikhedameni)	Ward 03
3. Mabhodla to Qedusizi (17km)	Ward 03
4. Qedusizi (6 Humps require for).....	Ward 03

New housing projects

1. Goyintethe: Rural housing project (Phase1: 1000 erven)	Ward 03
2. Goyintethe Rural housing project (Phase 2: 1000 erven)	Ward 03

Schools renovation required and additional school properties

1. Ontingweni C.P (New desk required and renovation)Ward 03
2. Manqamu High (New Administration block required)Ward 03

New clinic required

1. Holinyoka (Ontingweni)Ward 03
2. Sewing machinesWard 03
3. Poultry projectWard 03
4. Rank sheltersWard 03
5. Garden: Fencing, Manure, Seeds and Tools.....Ward 03
6. Building BlocksWard 03
7. CateringWard 03
8. Decorations.....Ward 03
9. Phone Containers and PhonesWard 03
10. Multipurpose CentreWard 03
11. Mini Police stationWard 03
12. Schools SanitationWard 03
13. Public SanitationWard 03
14. New Technical SchoolWard 03
15. Child care centres (Mhawu primary, Sokhulu primary, and Kwa-Njeke primary Ward 03

New projects required in Ward 4

Roads

1. Maqabaqabeni to Mthwana 10km.....Ward 04
2. Ndakazane to Maqabaqabeni 5km.....Ward 04
3. Skhukhukazi 5kmWard 04
4. Nkumande 15kmWard 04
5. Landula 6kmWard 04
6. Mdungadlovu 7kmWard 04
7. Zishuqulu 4kmWard 04
8. Shabalala 3kmWard 04
9. Nhleko 3kmWard 04

- 10. Nodumo 20kmWard 04
- 11. Mthiyane 4kmWard 04
- 12. Education: Baqoqe HP SchoolWard 04
- 13. Electricity: Gudlintaba/Ebulimeni and BhekicalaWard 04
- 14. Education Shwashweni schoolWard 04
- 15. Upgrading of P494Ward 04

New water project

- 1. BulimeniWard 04
- 2. MaqabaqabeniWard 04
- 3. NyoniniWard 04
- 4. NdakazaneWard 04
- 5. HlezaneWard 04

Agricultural projects

- 1. Nyonini bakery project Ward 09

Sanitation project

- 1. NodumoWard 04
- 2. BulimeniWard 04
- 3. MdungandlovuWard 04
- 4. NyoniniWard 04
- 5. MpumeniWard 04

Bus shelters required

- 1. MakhabashiniWard 04
- 2. ShanduWard 04
- 3. Mayombe.....Ward 04
- 4. EnhlabosiniWard 04
- 5. CinciWard 04
- 6. EzitulweniWard 04
- 7. MgabanaWard 04
- 8. No 9..... Ward 04

New Roads and upgrading required

1. Ndakazane RoadWard 04
2. Mdungandlovu RoadWard 04
3. Hlezane RoadWard 04
4. Bulimeni RoadWard 04
5. Enyonini RoadWard 04
6. Mohlweni RoadWard 04

Electricity

1. Baqoqe H.P School.....Ward 04
2. Phumelela H.P School.....Ward 04

Community Facilities

1. New multi purpose hall required at CinciWard 04
2. Mdungandlovu community hallWard 04
3. Mpumeni multipurpose hallWard 04
4. Nodumo community hallWard 04

Small play grounds

1. NodumoWard 04
2. MpumeniWard 04
3. Nyonini.....Ward 04

New library required

1. Cinci libraryWard 04

New projects for Ward 6

Education

1. Sekusilezulu community creche (Require new door, new cabaret, floor, toilets all classrooms and badlargards all classrooms for security, toys, food, swings, tryes, toilets, tables, chairs, pots for cooking Ward 06

2. Khondweni, Mzingazi, Mkhanyideni Sportfield, Busy Bee, Emathayini
3. Abatoir, Shopping Complex, Two unnamed Sportfields
4. Arts Centre, Hiv Aids Centre

New additional projects for Ward 07

Oqazweni

1. ElectricityWard 07
2. Philani project (garden)Ward 07
3. ToiletsWard 07

Cwaka

1. Ezimtoti Fruit Juice-(Manufacturing Fruit Juice and Rice Production)Ward 07
2. Umzamo Farming - (Chillies and Beans)Ward 07
3. New Khulani - Tissue and Pater ProductionWard 07
4. Inhlanhlayethu Agriculture and Bakery Project (Cwaka).....Ward 07
5. Cwaka Multipurpose CentreWard 07
6. Lamula Bridge (Provincial Road)Ward 07
7. Clinic, Toilets, Electricity and WaterWard 07
8. Sakhokuhle Agricultural projectWard 07
9. Makhuba project and CrecheWard 07
10. Ukuthula garden projectWard 07
11. Mpemvu masibambisane garden projectWard 07

Canan

1. ElectricityWard 07
2. WaterWard 07
3. GardenWard 07
4. Roads.....Ward 07
5. SheltersWard 07
6. Somngamona Agriculture and Eggs Production ProjectWard 07
7. ToiletWard 07
8. Clinic.....Ward 07

Mpemvu

- 1. Masibambisane Community project (Agriculture)Ward 07
- 2. Mpemvu Road 4 kmWard 07
- 3. Mpemvu Welding workshop.....Ward 07
- 4. CrecheWard 07

Makayiyane

- 1. Qedusizi (Garden).....Ward 07
- 2. ToiletsWard 07
- 3. Water.....Ward 07
- 4. Roads.....Ward 07
- 5. ShelterWard 07
- 6. Lethuxolo (Multipurpose Centre).....Ward 07

New additional projects in Ward 8

New electricity projects

- 1. ZimfolozaneWard 08
- 2. NxebeniWard 08
- 3. WelawelaWard 08
- 4. MbabeWard 08
- 5. MakhandeniWard 08
- 6. EkupheleniWard 08
- 7. EdanyiniWard 08
- 8. HlabosiniWard 08
- 9. Matholeni.....Ward 08

Water projects

- 1. ZimfolozaneWard 08
- 2. EdanyiniWard 08
- 3. MbabeWard 08
- 4. MakhandeniWard 08
- 5. EkupheleniWard 08

Community project required

- 1. Yayas Car wash projectWard 08

2. Majimbos car wash	Ward 08
3. New school (Welawela Primary school)	Ward 08
4. Mthombongashi blocks making	Ward 08
5. New Pension Payout point (Mbabe, Welawela, and Mfolozane)	Ward 08
6. Phambili Desk and Frames project (LED project)	Ward 08
7. Nhlabosini (Sanele Poultry)	Ward 08
8. Matholeni (Dip tank)	Ward 08
9. Matholeni (Dam)	Ward 08
10. Obisana (Mobile clinic)	Ward 08
11. Mkhiwaneni (garden)	Ward 08
12. Matholeni (garden)	Ward 08
13. Esigaganeni creche (renovation required)	Ward 08
14. Majimbos care cleaning services	Ward 08

Establishment of new creches

1. Thubalethu creche	Ward 08
2. Ntobeko creche	Ward 08
3. Wela-Wela creche	Ward 08
4. Nxebeni creche	Ward 08
5. Matholeni creche	Ward 08
6. Sigaganeni creche	Ward 08

Roads

1. Edanyini to Nxebeni (20km upgrading)	Ward 08
2. Mkhiwaneni to Sgaganeni (upgrading)	Ward 08
3. Kwazini to Sgaganeni (upgrading)	Ward 08

LED - Agricultural Projects

1. Usizo Lwethu Community Development	Ward 08
2. Phambili Desk and Frames project	Ward 08
3. Sesiqalile co-operative (Car wash)	Ward 08
4. Embambe women co-operative (sewing beading)	Ward 08
5. Zimele co-operative	Ward 08

6. Siyaqhubeka co-operative.....	Ward 08
7. Dumisani block making co-operave	Ward 08
8. Izibambele baking and catering co-operative.....	Ward 08
9. Velakwenele nursery co-operative.....	Ward 08
10. Sinekhono block making co-operative.....	Ward 08
11. Mfolozane block making co-operative	Ward 08
12. Phambili sheap and goats co-operative	Ward 08
13. Siyaphambi cleaning co-operative	Ward 08
14. Mashobaba lawn cutting co-operative	Ward 08
15. Bumbaneni community garden	Ward 08
16. Styles co-operative (Communication and sewing)	Ward 08
17. Qwezi poultry and abbatoir	Ward 08
18 Seisiqalile co-operative	Ward 08
19. Embabe women co-operative.....	Ward 08
20. Zimele co-operative	Ward 08
21. Siyaqhubeka co-operative	Ward 08
22. Gagane co-operative	Ward 08
23. Masakhisane co-operative	Ward 08

Cause Ways

1. Welawela course way	Ward 08
2. Nxebeni course way	Ward 08
3. Ekupheleni course way	Ward 08
4. Bumbaneni course way.....	Ward 08

Bus Shelter

1. Embabe bus shelter	Ward 08
2. Zimfolozane bus shelter.....	Ward 08
3. Sigaganeni bus shelter	Ward 08

Small Sports Ground

1. Mbabe sports ground	Ward 08
2. Sigaganeni sports ground	Ward 08

Health

1. Zonza Aids drop in center Ward 8
2. United civil society network (NGO) HIV / Aids youth program.....Ward 08

New additional projects in Ward 9

Education

1. Tshelamanzi High school (New building and 3 classrooms required)Ward 09

New Electrification required

1. Dondotha (New Scheme)Ward 09
2. Mntinya (Extension)Ward 09
5. Mqagayi (New scheme)Ward 09

Dip Tanks

1. Dondotha renovationWard 09
2. Mafusini renovation.....Ward 09

Mayoral Projects (Gardens)

1. Mntinya Youth (Garden)Ward 09
2. Isibusisosenkosi (Garden)Ward 09
3. Zisize BakeryWard 09
4. Bhekinhlanhla (Garden)Ward 09
5. Qedindlala (Poultry project)Ward 09
6. Sethembinkosi (Garden)Ward 09
7. Isimadzadza (Sewing project)Ward 09
8. Siyaphambili (Sewing project)Ward 09
9. Mzini communal gardenWard 09
10. Zakheni farmers project.....Ward 09
11. Dondotha farmers clubWard 09
12. Isibonelo container phoneWard 09
13. D.T Car wash project.....Ward 09
14. Umzamo wethu block making projectWard 09
15. Mbomvu poultry project.....Ward 09
16. Makheni poultry projectWard 09

17. Qedindlala poultry project.....Ward 09
18. Qedindlala community garden project.....Ward 09
19. Masicaphusinane garden project (require irrigation scheme).....Ward 09
20. Vulindlela garden project (Require irrigation scheme).....Ward 09
21. Masibumbane garden project.....Ward 09

Roads

1. Egozini Road (2km).....Ward 09
2. Thwala Road (2km).....Ward 09
3. Mtingwa roads upgrade (4km)..... Ward 09
4. Engozini roads upgrade (2km)..... Ward 09
5. Thwala roads upgrade (2km) ... Ward 09
6. Ndlovini roads upgrade (3km)Ward 09
7. Mbomvu roads upgrade (3km)Ward 09
8. Nxebeni road upgrade (4km)Ward 09

Cause Ways

1. Thabethe (One road).....Ward 09
2. Mafusini (One road)Ward 09
3. Mtinya (Two roads)..... Ward 09
5. Mpanza (One road)Ward 09
6. Macambeni (Two road)..... Ward 09

Community Facilities

1. Dondotha Multipurpose centreWard 09
2. Dondotha police stationWard 09
3. Dondothat libraryWard 09
4. Provision of a building facility for Makhosemvelo chemistryWard 09
5. Provision of a sweeming poolWard 09

Pension Payout shelters

1. KwaShembe..... Ward 09
3. DondothaWard 09

Disabled Centres

1. Renovation of Zisize, proving fencing and ablution facilities.....Ward 09

Bus shelters

- 1. Dondotha clinicWard 09
- 3. KwaMbutuWard 09
- 3. Ethandanani.....Ward 09
- 4. MadanshiniWard 09
- 5. EngoziniWard 09

Soil Erosion

1. the entire ward is being erodedWard 09

Traditional Courts

1. Renovation of Mhlana Traditional AuthorityWard 09

Child Care Centers

- 1. BhekInhla requires new buildingWard 09
- 2. Qoqisizwe (Requires a new building)Ward 09
- 3. Zizamele (require renovation and new ablution facilityWard 09
- 4. Simamisa (require new building)Ward 09
- 5. Phembisizwe (require new building)Ward 09
- 6. Mlandela (require new building).....Ward 09

New projects in Ward 10

New Housing project required

- 1. Khishwa new housing projectWard 10
- 2. Nkiyankiya new housing projectWard 10
- 3. Gegede new housing projectWard 10
- 4. Mphathiswano new housing projectWard 10
- 5. Mundi new housing projectWard 10
- 6. Mendu new housing projectWard 10
- 7. Eqheleni new housing project.....Ward 10
- 8. Mbizeni new housing projectWard 10

New water project

1. PhoshophoshoWard 10

Education

1. Imakaz (New building required).....Ward 10

Electrification

1. Sabhuza (New Scheme).....Ward 10
2. Mkhosi High schoolWard 10

Causeways

1. Nongidi (One road)Ward 10

Pension Payout Shelters

1. NongidiWard 10

Bus Shelters

1. SabhuzaWard 10

Electricity

1. NkiyankiysWard 10
2. SoyaWard 10
3. New homeWard 10

New projects in Ward 11

Bus shelters require

1. Mthwana (Bus stop)Ward 11
2. Bhokweni (Bus stop)Ward 11
3. Masuku (Bus stop)Ward 11
4. Thandaza (Bus stop)Ward 11

Roads

1. Msuduze to Mthwana school (repair roads with rough stones, 1km)Ward 11
2. Esigaganeni to Emboholo (Repair 1km)Ward 11
3. Bhubhubhu to Ntobozi (Repair 1km)Ward 11
4. Khumalo road from Kwangema to Phathane store (3km upgrade)Ward 11
5. Ngomane road from Kwamdletshe to Mkumande road (2km upgrade) ..Ward 11

Agricultural Projects

1. Masibambisane project (Vegetables garden)Ward 11

Education

1. Mthwana L.P School (Two additional classrooms)Ward 11
2. Phoziphози H.P School (New toilets)Ward 11

Clinics

1. Mthatheni (store).....Ward 11

New creches required

1. Notsholongwane (New Creche)Ward 11
2. Mthwana (New Creche)Ward 11
3. Phoziphози (New Creche)Ward 11
4. Bhubhubhu (New Creche)Ward 11

Mobile Clinics required

1. Mtwana (Store)Ward 11
2. Mpumeni (Tuck shop).....Ward 11
3. Impumelelo (Store)Ward 11
4. Entobozi (store).....Ward 11

- 5. MzigeliWard 11
- 6. NgwenyaWard 11

Dip Tanks

- 1. Ezidonini.....Ward 11
- 2. BhubhubhuWard 11

Dams

- 1. MboholoWard 11
- 2. Bhubhubhu ward 11
- 3. MthwanaWard 11
- 4. EmumeniWard 11
- 5. Nozambula.....Ward 11

Libraries

- 1.BhubhubhuWard 11

New Sanitation project

- 1. EzidoniniWard 11
- 2. EkusayniWard 11
- 3. MpumeniWard 11
- 4. Nozambula..... Ward 11
- 5. NohhahhaWard 11
- 6. Mazawula 1 and 2..... Ward 11
- 7. NtobosiWard 11

Housing Projects

- 1. EzidoniniWard 11
- 2. EkusayniWard 11
- 3. MpumeniWard 11
- 4. Nozambula..... Ward 11
- 5. NohhahhaWard 11
- 6. Mazawula 1 and 2..... Ward 11
- 7. NtobosiWard 11

New projects required in Ward 12

1. Nhlanguwini (Sport field).....Ward 12
2. Makhwezini (Hall)Ward 12

New creches to be Established

1. FuyeniWard 12
2. MakhweziniWard 12

Roads

1. Mendu D1670.....Ward 12

Toilets

1. MakhweziniWard 12
2. FuyeniWard 12
3. ShayamoyaWard 12
4. Othini.....Ward 12
5. Mendu.....Ward 12

Electricity

1. Mendu.....Ward 12
2. Othini.....Ward 12
3. NhlangueniWard 12
4. Fuyeni no7.....Ward 12

New projects required in ward 13

Roads

1. Hall: Oshwashweni/Bulimeni)Ward 13
6. Garden: Ematsheyitshe/MvamanziWard 13
7. Garden: Entikulu(Ayihlabigakumisa garden).....Ward 13
8. Dam: Emfolozane/Ematsheyitshe and NyoniniWard 13
9. Dip Tank: EntinkuluWard 13
10. Roads.....Ward 13

Water

1. Water: (Oshwashweni)Ward 13

Clinics

1. Clinic: (Oshwashweni)Ward 13

Electricity

1. Electricity: (Oshwashweni).....Ward 13

Roads

1. Road: Oshwashweni 4km/Matsheyitshe/Finqindlela school)Ward 13

Dip Tanks

1. NtinkuluWard 13
2. MthwaneWard 13

Bus Shelter

1. ShwashweniWard 13

K. ANNEXURES

K.1 SPATIAL DEVELOPMENT FRAMEWORK

K.2 DISASTER MANAGEMENT PLAN

