



# **MAPHUMULO MUNICIPALITY**

## **INTEGRATED DEVELOPMENT PLAN**

**2007 - 2011**

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## MAYOR'S FOREWORD



The Municipal Systems Act 2000 requires local municipalities to develop an Integrated Development Plan (IDP) that corresponds with the five-year term of the Council. Maphumulo Local Municipality has complied with this requirement through the timeous adoption of its 2007 – 2011 IDP.

Building upon the solid foundation laid by the previous Council, this IDP seeks to accelerate service delivery in infrastructure development, local economic development, poverty alleviation and human development. One of our key challenges has been the building of capacity of the municipality to deliver on the mandate of developmental local government.

In response to this challenge, it is interesting that this IDP has wholly been developed internally; that the municipality is in the process of developing its own offices; the municipality is responding to the problem of being wholly grant dependent through the property rates policy and valuation roll project, moving speedily with Maphumulo township establishment project; improving intergovernmental relations through the active participation of sector departments and active planning dialogue between ourselves and the district as well as our neighbouring local municipalities.

Since the solid development planning foundation has been laid, the Council – in cooperation with its administration and other development partners – must speedily move towards the implementation of the IDP. The impact of this IDP must become visible through the improved quality of life of our citizens. The performance management system of our Council will play a critical role in monitoring and evaluating the implementation of our IDP.

Through the commitment, dedication and passion we have demonstrated to the course of rural community development, we are hopeful that the goals and ideals of this IDP shall be realized.

We have come thus far together and nothing can stop us. Let us move forward together towards the achievement of our service delivery.

**CLLR BP NGCOBO**  
**MAYOR**

## **A. INTRODUCTION**

### **1. Purpose of the Integrated Development Plan**

In terms of the Municipal Systems Act (Act 32 of 2000), municipalities are required to produce Integrated Development Plans (IDPs) which guide planning and development of the municipalities over a five-year period. It also stipulates that local communities must be involved in the IDP preparation process. The Act also requires municipalities to develop sector plans during the IDP process.

The other legislation that pertains to the IDP preparation includes, but not limited to, Constitution of the Republic of South Africa, 1996, White Paper on Local Government, 1998, etc. It is within this context, therefore, that Maphumulo Local Municipality has prepared its 2007 - 2011 IDP.

Apart from legislative requirements, integrated planning is necessary for Maphumulo Municipality in order to tackle a myriad of development issues, namely:

- Low income and slow economic growth;
- Rate of unemployment;
- Shortages in basic needs delivery, i.e. water, sanitation and electricity;
- Community facilities are limited and access to these facilities is problematic due to a limited road network; and
- Poor infrastructural provision and accessibility throughout the Municipality.

A primary focus of the plan is to understand and accommodate the needs and priorities of the people of Maphumulo, and to align human and financial capacity with the identified priorities.

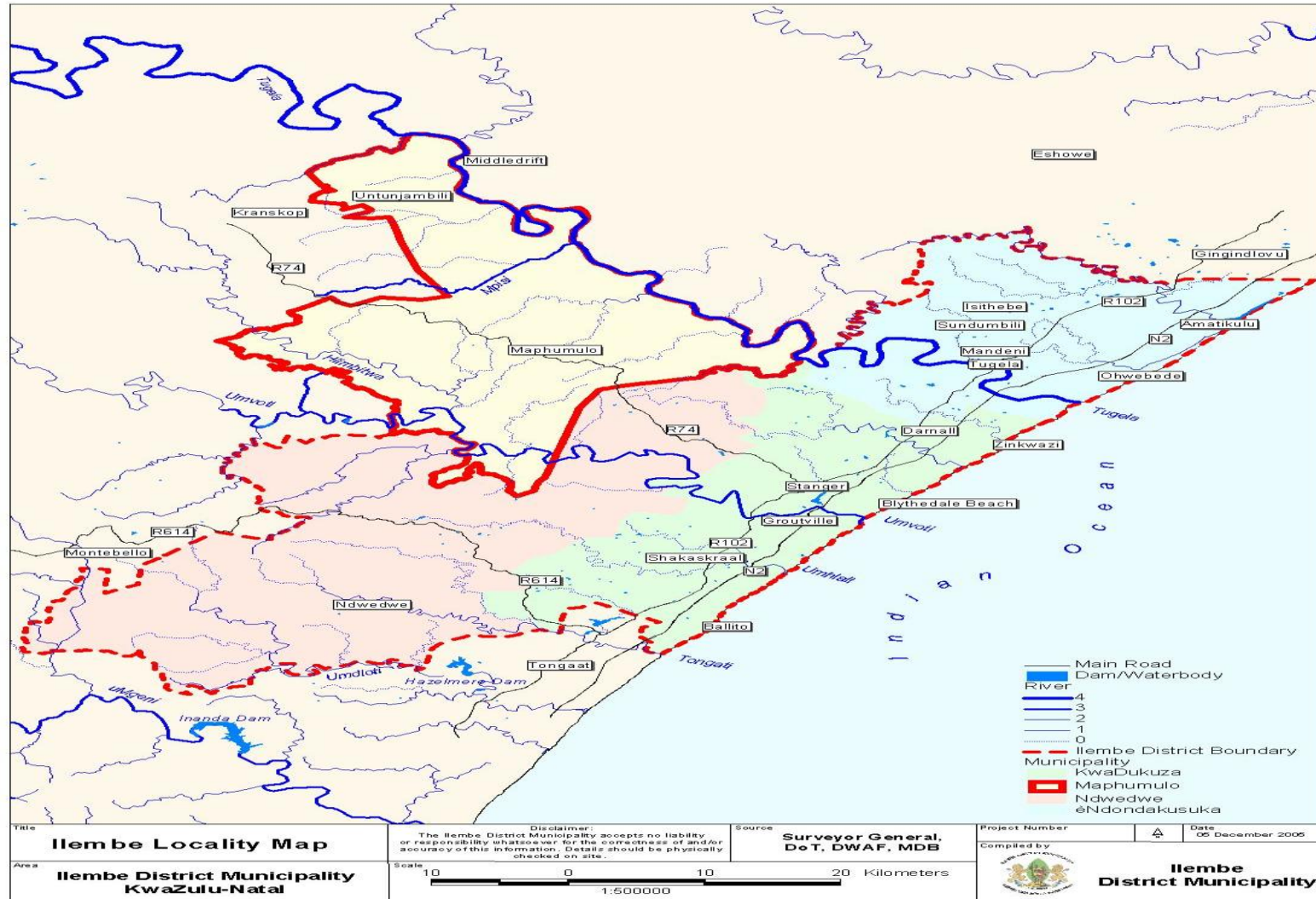
## 2. Maphumulo in Context

Maphumulo Municipality (KZ 294) is one of the four municipalities that constitute Ilembe District Municipality (DC 29) (Refer to Locality Map 1). Maphumulo is bounded to the north by Tugela River and extends approximately 30 km to its southern boundary with Ndwedwe Local Municipality (KZ 293).

A distinguishing characteristic of the Municipality is its predominantly rural character comprising mostly Traditional Authorities land administered by the Ingonyama Trust on behalf of local communities.

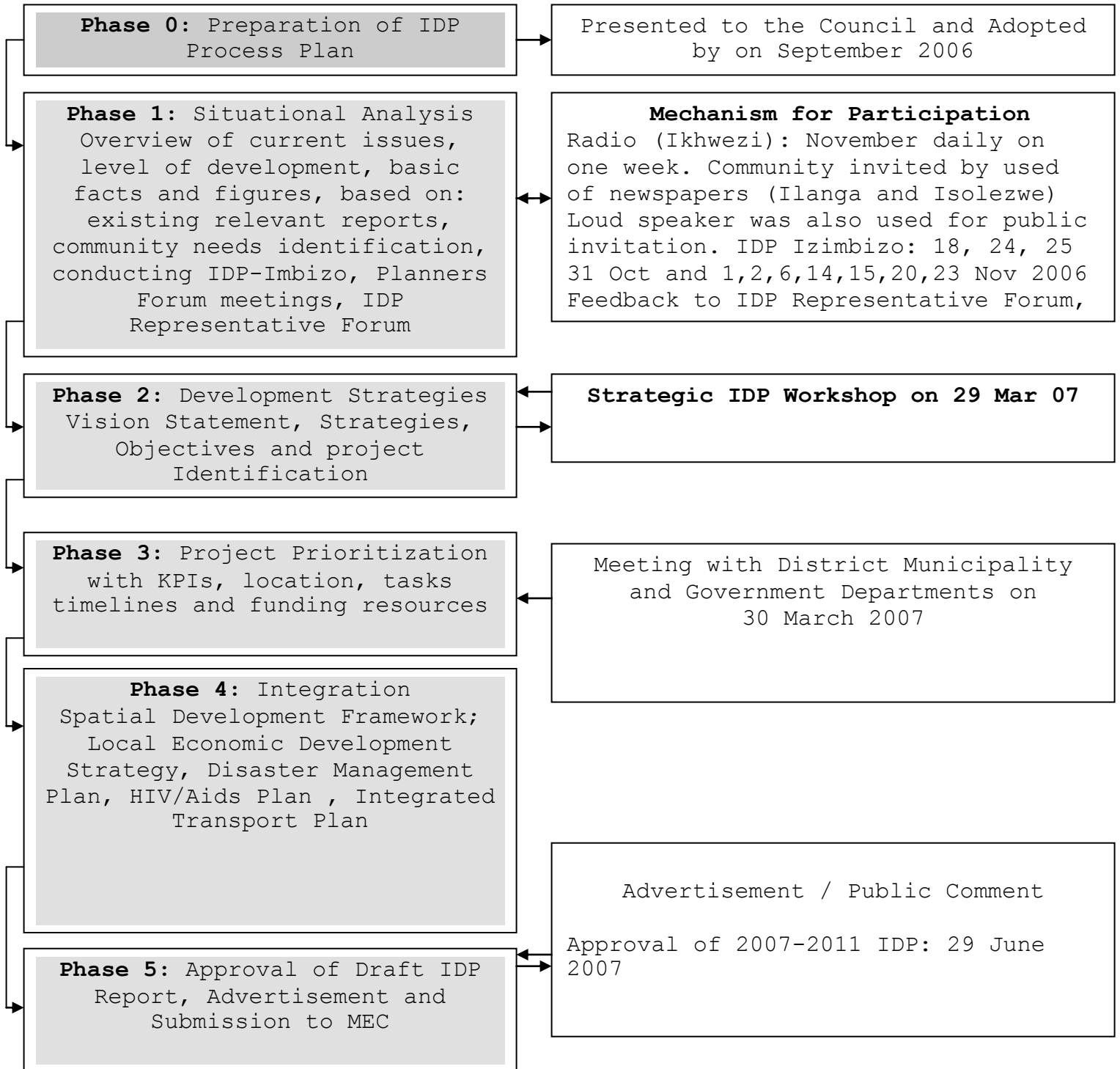
Situated on the R74 Road from Stanger to Kranskop is Maphumulo town, which has been identified as the Municipality's principal service and administrative node, and future focus of economic growth and development.

### LOCALITY MAP 1



### 3. Planning Process

Diagram 1: Provide the overview of the IDP Process. It shows the various stages of the planning process, key milestones, and the new way it interlinks with the community consultation process.



Maphumulo municipality decided to develop the IDP 'in house'. This ensures that ownership of the process and product remain within the municipality, and the service provider was only required for specialized task, such as the reviewing of Spatial Development Framework.

### **3.1 Public Participation**

Maphumulo Draft Municipal IDP has been undertaken and compiled through a consultative, open and transparent process in which the broad public, stakeholders and councilors had in puts into the preparation of IDP.

### **3.2 Planning Alignment**

#### **3.2.1 United Nations UN Millennium Development Goals (MDGs)**

In the year 2000, 189 Heads of State and government from the North and South, as representatives of the citizens, signed onto the Millennium Declaration at the 2000 UN Millennium Summit. At the summit there was a renewed sense of urgency to "free our fellow men, women and children from the abject and dehumanizing conditions of extreme poverty, to which more than billion of them currently subjected" (IDP Skills Programme Learner Guide, DPLG,2000).

World leaders from rich and poor countries alike committed themselves - at highest political level - to a set of eight time-bound tagerts that, when achieved, will end extreme poverty world wide by 2015. These goals were called the Millennium Goals:

- Eradicate extreme poverty and hunger;
- Achieve universal primary education;
- Promote gender equality and empower women;
- Reduce child mortality;
- Improve maternal health;
- Combat HIV/AIDS, malaria and other diseases;
- Ensure environmental sustainability;
- Develop a global partnership for development.

Goal 1 through 7 commit them to raise the poor out of poverty and hunger, get every child mortality, improve maternal health, combat HIV/AIDS, malaria and other diseases, and ensure environmental sustainability.

Goal 8 explicitly recognizes that eradicating poverty worldwide can be achieved only through a global partnership for development. The global deal makes clear that it is primary responsibility of poor countries to ensure greater accountability to citizens and efficient use of resources. But for poor countries to achieve the first seven goals, it is absolutely critical that wealthier countries deliver on their end of bargain more and more effective aid, more sustainable debt.

It is important to observe that our IDP strive to contribute towards the attainment of these goals in many respects. For example the social development strategy addresses issues like HIV/AIDS, poverty reduction, adult basic education while environmental sustainability features prominently in our IDP.

### **3.2.2 Intergovernmental planning and alignment**

The government has slowly been realizing that the objectives of having a strategic and credible IDP cannot be achieved without intergovernmental planning, alignment and integration across the three spheres of government. At the heart of it all is the need for the IDP to become a plan for government as a whole. It was against this backdrop that in May 2004 State of the Nation Address, the President called for the harmonization of the national Spatial Development Perspective (NSDP), the Provincial Growth and Development Strategy (PGDS) and the municipal integrated development plans (IDPs). The President also reiterated this call in the February 2006 State of the Nation Address when he said "integration of planning and implementation across the government spheres is therefore one of the prime areas of focus in our programme for the next term of local government. In this regard we will be guided by the Intergovernmental Relations Framework Act'.

The National Spatial Vision as espoused in a report prepared by The Presidency - Policy Coordination and Advisory Services dated 10 December 2004, titled Harmonizing and Alignment: The National Spatial Development Perspective, Provincial Growth and Development Strategies and Municipal Integrated Development Plans is as follows:

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

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

### **3.2.3 The National Spatial Development Perspectives (NSDP)**

The premise of the NSDP is that economic development and growth occurs in geographic space. Hence our ability as a country to accelerate growth and reduce unemployment and poverty is principally tied to the growth potential of different areas and regions. According to the NSDP, developing a coherent understanding of regional economic development and territorial patterns of economic development, social exclusion and resource use is of paramount importance in achieving our objectives. The NSDP argues that undertaking infrastructure investment and development spending decisions on the basis of an area's unique potential is likely to produce far more desirable and sustainable outcomes in terms of addressing poverty and improving growth.

To operationalize this, the NSDP puts forward four normative principles namely:

- Economic growth is a pre-requisite for the achievement of other policy objectives, key amongst which would be poverty alleviation;
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or potential in order to gear in private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities;

- Efforts to address past and current inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could 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 resources development and labour market intelligence which would enable people to become more mobile and emigrate, if they chose to, to localities that are more likely to provide sustainable employment or other economic opportunities; and
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that adjacent to or link the main growth centres. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the Southern African Development Cooperation (SADC) region to create regional gateways to the global economy

### **Implications**

- Although the municipal area of Maphumulo might be regarded as lacking economic base, it is important to note that there is potential in tourism development given the existence of untapped natural and cultural resources in the area but also potential tourism opportunities offered by the proposed Dube Tradeport and King Shaka International Airport. The municipality is also on the brink of making major discoveries on titanium mining although investigations on its existence are still under way. The municipality will be justified in spending its money in this economic sector.
- Beyond the legislative requirement of providing basic services, the municipality needs to focus on empowering its citizens with skills development, labour market intelligence so that they could make more informed decisions about labour migrations. The municipality must be able to coordinate the uptake of social security grants, especially given the high rate of unemployment and the number of children in the area.

Human development programmes in general (especially improvement on literacy, school enrolment and HIV/AIDS) should feature strongly on the development agenda of the municipality as 'people' are the greatest resource that the municipality has;

- Given the prevailing lack of economic base against the dispersed settlement patterns in a steep topographic area, it is important the municipality should encourage development of new human settlements along activity corridors and other important developmental nodes within the municipality. This will ensure the strategic use of scarce budget resources and effective service delivery.

### **3.2.4 Accelerated and Shared Growth of South Africa (ASGISA)**

ASGISA is a government economic programme that is aimed at identifying practical proposals that will enable the country to:

- Identify common binding constraints for economic growth;
- Create one million jobs in the next five years;
- Grow the economy by 6% by 2014;
- Create linkages between the First and Second Economies; and
- Reduce poverty.

ASGISA is, therefore, not a new economic policy but an initiative that puts more emphasis on certain initiatives that will sustain higher and shared growth in South Africa. It therefore builds on previous as well as on-going initiatives of government clusters, especially the social and economic clusters. ASGISA gives more practical meaning to creating linkages between the First and Second Economies through identifying the following key interventions:

- Infrastructure programmes, e.g. spending R370 billion over the current MTEF, etc.;
- Sector Investment Strategies, e.g., bio-fuels, clothing and textiles, etc.
- Education and skills, e.g., ABET, strengthening of FET Colleges, national skills development, etc.

- Second economy and SMME interventions, e.g. massification of expanded public works programme (EPWP);
- Macroeconomic issues, e.g. managing the volatility of the rand
- Public administration issues related to the capacity of the state apparatus to deliver services.

Given that ASGISA has a specific target for job creation, it goes further by identifying critical skills that are in short supply in the country and puts in place the Joint Initiative Priority Skills Acquisition (JIPSA) as a strategy for solving this problem.

### **Implications**

- At least, 80% of municipal budget should go towards infrastructure development programmes, e.g., municipal access roads, fresh produce market, etc.
- Municipal LED strategy should focus on cooperative development as a vehicle for creating linkages between the first economies and second economies. This should also form part of the municipality's broad attempt to support broad-based black economic empowerment in the area. In the same vein, provision of municipal services should be more labor-intensive in order to address the goals of massifying expanded public works programme.
- In terms of aligning with ASGISA's skills development programme, it is important to note that the level of illiteracy is very high in our area. Therefore, ABET programmes have to be intensified to improve human development status of the area as well as to support current economic development programmes. Lastly, our people-development programmes will be incomplete without addressing HIV/AIDS pandemic in the area as it will impact heavily on available skilled labour and its productivity levels. This is an important aspect of our intervention, as the Provincial Growth and Development Strategy (PGDS) of KwaZulu-Natal also identifies comprehensive response to HIV/AIDS as being critical for its successful implementation.

### **3.2.5 The Expanded Public Works Programme (EPWP)**

This is the programme aimed at initiating labour-intensive programmes so that more employment opportunities could be generated largely targeting women, youth and disabled people, as the municipality is currently doing in all of its infrastructure projects.

### **3.2.6 The Provincial Growth and Development Strategy (PGDS)**

The Provincial Growth and Development Strategy (PGDS) of KwaZulu-Natal put forward the following priorities for the Province:

- Strengthen governance and service delivery;
- Integrate investment in community infrastructure;
- Sustainable economic development and job creation;
- Develop human capability;
- Develop a comprehensive provincial response to HIV/AIDS;
- Fighting poverty and protection of vulnerable groups in society.

### **Implications**

The PGDS has lots of implications for Maphumulo Local Municipality, some of which have been addressed under the implications of NSDP and ASGISA, e.g. developing human capability, comprehensive response to HIV/AIDS.

### **3.2.7 The Provincial Spatial Economic development Strategy (PSEDS)**

The Province of KwaZulu-Natal has adopted a new economic development strategy which is largely informed by the principles of the NSDP. Guided by potential and need approach to economic development and growth, the PSEDS adopts the following principles:

This has led to the identification of numerous activity corridors in the province with eThekweni-Umhlathuze Corridor being the most important and relevant corridor for Ilembe District Municipality. This corridor is important for our municipality because of the link between R74 and N2, as the Dube Tradeport and King Shaka International Airport shall be located adjacent to the N2. This will have lots of economic spill-over effects for our area.

The activity corridor that has direct implications for our area, however, is the one linking eThekwni-Ndwedwe-Maphumulo through P700. The identification of this corridor means that the municipality should also direct its investment expenditure towards it in order to align and integrate development efforts but also to maximize the development effects.

### **3.2.8 The District and Regional Growth context**

When looking at the district development context, it is important to consider the following development initiatives when doing our planning and infrastructure investment plans:

- The Dube Tradeport and King Shaka International Airport;
- King Shaka Heritage Route;
- Ngcebo Water Scheme;
- eThekwini-Umhlathuze Activity Corridor as well as eThekwini-Ndwedwe-Maphumulo Activity Corridor.

These developments will have lot of impacts on municipal planning and investment patterns. The sectors that are likely to benefit most are agriculture and tourism.

## **B. SITUATIONAL ANALYSIS**

### **1. Land Ownership**

The majority of land in Maphumulo is under the jurisdiction of Traditional Authorities with the exception of Maphumulo Town, privately owned land and United Church Board for World Ministries land. The pressing issue in Maphumulo Local Municipality includes the need to improve infrastructure within the municipality and the improvement of access to services. These disjuncture need to form the focus of investment in the spatial framework to be formulated at later stage of the IDP process.

LAND USE	Area in Ha	%
Traditional Land	96658,58	99,49
State Owned Land	32,22	0,03
Private	257,00	0.26
United Church Board For World Ministries	208,83	0,21
TOTAL	97 156,63	100,00

Table 1: Land Ownership

## 2. Land Use

The land uses in Maphumulo can be coarsely divided into formal and traditional components, of which some of the traditional housing is utilized for residential and business purposes. Formal commercial activity, together with support services facilities, is concentrated in Maphumulo town. Informal activity is also present in the town and also occurs at taxi/bus stops along the R74 Road.

Cultivated land is dominated by the subsistence agriculture. These activities are characterized by small crop areas forming part of family settlement units. The major crops forming part of staple diets include maize and vegetables.

Over utilizing of farms, lack of fertilizers, water shortages, poor farming practices and poor education on farming methods has lead to undernourished crops and low yields. Poor farming practices have also leads to the degradation of large track of land.

### 3. Settlement Pattern

Maphumulo has three developmental nodes, i.e. primary, secondary and tertiary (Refer to Table 2). These nodes were identified and classified according to accessibility, status in terms of municipal control, the existing level of infrastructure, and the current level of economic activities.

Maphumulo Town is identified as administrative centre and is located within Ward 10. Presently, Maphumulo Town comprises of various government sectors, small shopping area, and a community hall.

There exists some basic infrastructure as well as some higher order services and facilities such as the offices of the Department of Agriculture, Health, Education, Social Welfare and Transport. These facilities, however, have limited access from the rest of the Maphumulo area.

Ntunjambili has been identified as a second order of development node, with small scale development nodes emerging at Khabane, Mxhosa and Nhlanomfula as a result of the presence of basic services and facilities. Further development could be facilitated by the location of social and physical infrastructure and markets in these nodes.

The spatial pattern is also characterized by uneven distribution of people who are concentrated within the rural areas namely the Traditional Authorities areas.

**Table 2: Functions according to Settlement Type**

<p>PRIMARY NODES</p> <ul style="list-style-type: none"> <li>• Towns with wide range of public and private sector activities.</li> <li>• Municipal administrative centre.</li> <li>• Provision of services and facilities to the rural hinterland.</li> <li>• To contain residential accommodation.</li> <li>• Physical infrastructure.</li> <li>• Finance services (e.g. banks).</li> <li>• Communication facilities</li> <li>• SMME activities</li> </ul>	<p>Maphumulo Town</p>
<p>SECONADRY NODES</p> <ul style="list-style-type: none"> <li>• To serve the local resident population and provides services to the adjacent rural areas.</li> <li>• Provide services, facilities and mobile services.</li> <li>• Basic engineering and communication infrastructure.</li> <li>• Commercial activities and markets.</li> <li>• Basic administrative functions.</li> </ul>	<p>Ntunjambili Khabane Nhlanomfula and Mxhosa</p>
<p>TERTIARY NODES</p> <ul style="list-style-type: none"> <li>• Localised services including primary schools.</li> <li>• Pension payout points and postal services.</li> <li>• Public phones, local markets and minor commercial activities</li> <li>• Transport facilities.</li> </ul>	<p>Thafamasi Oqaqeni Moyamuhle Hhosi Other remaining settlement clusters and villages.</p>

#### 4. Linkage and Accessibility

The main road in Maphumulo is the R74, which provides access from KwaDukuza, to hinterland, leading onto Kranskop then Greytown. The R74 is also a main access route to the N2 for the municipality. The linkage to the N2 is vital as it forms the main linkages for migrant labour transport and commercial markets in Durban Metro.

The issues of steep topographic conditions, land availability and tenure have a significant impact upon the accessibility and movement in the municipality.

These conditions contribute to the present dominance of the eastern portions of the district in terms of economic and urban development (Ilembe District Municipal IDP, 2002). Clearly, east-west linkages need to be improved and strengthened.

### C. SPATIAL AND DEMOGRAPHIC ANALYSIS

#### 1. Population

The following table gives an indication of the total population and households for each council ward area in Maphumulo.

**Table 3:** Total Population Figures According to Council Wards (Source: Statistics SA, 2001).

WARD	HOUSEHOLDS	POPULATION	Area In Km
1	2481	12974	64
2	1694	10070	159
3	2028	11953	128
4	1602	9722	112
5	1132	7148	40
6	1389	8454	1389
7	2085	12824	47
8	1878	10867	56
9	1099	6748	59
10	1868	12423	65
11	3885	21520	65
<b>TOTAL</b>	<b>21141</b>	<b>124703</b>	<b>894</b>

The total population, is estimated to be 124 703 according to 2001 census. The total area of Maphumulo is 894s/km.

## 2. Population Projections

Making population projection is normally difficult since growth is dependent upon a number of variables that are difficult to predict. HIV/AIDS and other diseases such as cholera do present particular problem in making population projection. The table below indicates the projected population for the municipality over 5 and 10 years. The growth rate used in the projection is that of 2.2% determined by the HSRC (1999).

Table 4: Projected Population Growth

2001 Stat SA	Projected 2005	Projected 2010
124703	136044	151682

## 3. Population Age and Gender Structures

The municipality has high percentage of youth, which amounts to approximately 55% of the total population. This would create a demand on the provision of community facilities such as schools and sport facilities, and would be set to continue to if additional investment is not forthcoming. The economically active population is approximately 16%. These figures indicate that there is a high dependency ratio in Maphumulo.

**Table 5: Age Breakdown of the Maphumulo Population  
(Statistics South Africa, 2001)**

Ward No.	Age Category						
	0-4	5-19	20-29	30-49	50-64	Over 65	Age Unknown
1	1875	5039	1786	2076	833	616	752
2	1564	4246	1285	1367	681	560	363
3	1609	5343	1663	1694	790	739	103
4	1365	4188	1241	1480	729	664	54
5	1029	3050	1006	969	441	369	283
6	926	3237	1205	1448	643	595	371
7	1719	5262	1954	2198	923	667	76
8	1386	4587	1479	1806	800	762	30
9	929	2995	893	994	497	421	13
10	1667	5197	1930	1935	934	727	44
11	2617	8712	3373	3657	1598	1129	442
<b>TOTAL</b>	<b>16686</b>	<b>51856</b>	<b>17815</b>	<b>19624</b>	<b>8869</b>	<b>7249</b>	<b>2531</b>
<b>%</b>	<b>13.39</b>	<b>41.61</b>	<b>14.29</b>	<b>15.75</b>	<b>7.12</b>	<b>5.82</b>	<b>2.03</b>

Approximately 56% of the population of Maphumulo is female. This could be a possible indicator for migrant labour of males out of the area to find employment in other major centre in the region, such as Stanger, Greytown, Pietermaritzburg and Kranskop. The poor absorptive capacity of the local economy and search for a better quality of life represents a loss of human capital from the municipality, which would further weaken the ability of the local economy to grow.

**Table 6: Gender structure (Statistics SA 2001)**

<b>WARD NO.</b>	<b>MALE</b>	<b>FEMALE</b>
1	5525	7454
2	4173	5891
3	5106	6848
4	4203	5519
5	3056	4087
6	3570	4875
7	5615	7204
8	4766	6085
9	3100	3645
10	5523	6905
11	9915	11612
<b>TOTAL</b>	<b>54552</b>	<b>70125</b>
<b>%</b>	<b>43.75</b>	<b>56.25</b>

#### **4. Employment and Households Income**

The income levels and employment figures are indicative of the poverty levels in the area. Based on census data (Statistics SA) it is estimated that 68% of the population is unemployed. The main sources of income in the municipality are from social services, manufacturing sector, trade and farming.

**Table 7: Households Income (Statistics SA 2001)**

Ward No.	None	R1-R2400	R2401-R6000	R6001-R12000	R12001 +
1	171	367	474	379	555
2	300	287	250	206	81
3	377	256	606	411	215
4	311	267	542	252	178
5	246	128	282	91	144
6	258	159	233	141	143
7	686	211	559	213	194
8	461	213	570	283	156
9	154	167	350	190	214
10	272	225	646	332	290
11	1046	487	1107	530	555
<b>Total</b>	<b>4282</b>	<b>2767</b>	<b>5619</b>	<b>3028</b>	<b>2725</b>
<b>%</b>	<b>23.25</b>	<b>15.02</b>	<b>30.50</b>	<b>16.44</b>	<b>14.79</b>

Approximately 23% of the households in the municipality do not earn an income, indicating relatively high levels of poverty in Maphumulo.

Within the town of Maphumulo a small component of the local work force is accommodated within its boundaries. They are involved in both formal and informal commercial activities in the Maphumulo Village.

## **5. Key Issues arising from Spatial and Demographic Analysis**

- Due to prevailing settlement and spatial patterns challenging for the municipality to equally roll-out service delivery throughout the rural settlement. Therefore the development opportunities and Infrastructure provision needs to be tailored in accordance with the prioritized nodes.
- The town of Maphumulo, Hlanomfula, Ntunjambili, Khabane and Mxhosa have been identified as the future development centres of the municipality. Therefore they need to be reinforced as development nodes. Investment and economic development opportunities need to be centered around them.

- There is a high dependency ratio, due to the significantly high population of youthful population. As a consequence thereof, demands of improved education and facilities need to be addressed.
- There is a need to create more employment opportunities in Maphumulo as there is high proportion of households that do not earn income.

## **D ECONOMIC ANALYSIS**

The Economic base of Maphumulo local municipality is limited to government services, agriculture, tourism, mining, and informal trade.

### **1. Sectoral Contribution**

#### **1.1 Government Services**

Government services is the largest contributor to the local economy. This can be ascribed to the government investment and development within the area in the form of schools and clinics but also concentration of government departments in Maphumulo town.

#### **1.2 Agriculture and Forestry**

While most of the land in the region is steep with limited agricultural potential, the average rainfall in the area is good. Agricultural activity includes both formal and subsistence agriculture. Sugar cane is the main agricultural activity in the area thus signaling the need for diversification into other forms of farming.

Madumbe crop is also emerging as agricultural activity with economic growth potential especially in terms of linking the first and second economies. A processing factory has been established in KwaDukuza Municipality thus offering small scale subsistence farmers for an opportunity to sell their madumbes to this factory.

Forestry is the second most dominant form of agricultural activity which is scattered throughout the municipality.

### **1.3 Commercial Activity**

Limited commercial activities in Maphumulo exist in the form of general dealers, liquor stores, and other small businesses in the small centre of Maphumulo. Consequently, significant leakage to major centre such as KwaDukuza and Durban occurs. The municipality is addressing the situation through the proposed town development.

### **1.4 Tourism**

Tourism is fast becoming one of the most lucrative economic activities in South Africa. Maphumulo has the potential to become a cultural/eco-tourism destination due to its cultural and scenic value. Tourism would contribute to economic growth of the district if fully developed.

The battlefields of Bambatha Rebellion provide historical and cultural attraction in the area. Arts and crafts have not been explored and the potential lies with people who make ornament carvings and small furniture. In terms of natural attractions the area boasts of Shushu hot spring.

Production and marketing of these items can be developed in conjunction with the tourism industry. In addition, traditional breakdown and weaving is done by local women and therein lies an opportunity for the industry to develop into a tourist sector. The facilitation of these crafts would require care to ensure that raw materials are utilized on a sustainable basis.

There other tourism sites that exist within the Maphumulo area, i.e. Izibaya ZikaGcugcwa, Kwa-Shushu Hot Spring, and Sabuyaze Mountain.

### **1.5 Industry**

There is no formal industrial development in the municipality, some of the sugar mills and industrial area that attract the migrant workers are within the KwaDukuza and Mandeni Local Municipalities. Industrial development potential exists in Ntunjambili (Ward 1) through the rehabilitation of the shoe factory (Bata) that is no longer functional.

## **2. The Impact of HIV/AIDS on Economic Development**

The virus has a direct impact on the ability of the area to grow and develop. More specifically there would be a loss in productivity and skilled persons. Growth rates would be negatively affected as a result of illness, which in turn would divert financial resources from savings and investment to health care and welfare. Moreover, there would be an increase in demand for health care facilities in the area.

## **3. Key Issues Arising from the Economic Development**

- The economy is largely based on a single crop (sugar cane), which is not sustainable. Diversification of the agricultural sector should be based on co-operatives and activities such as organic vegetable production.
- Low levels of employment opportunities in Maphumulo have contributed to high levels of out migration and a loss of human capital.
- Creating economic development opportunities in rural areas need to be promoted, as they do not have access to economic opportunities as compared to those households in the urban area.

## **E GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

The Municipal Structures Act No. 117 of 1998 makes provision for different categories of municipalities, namely:

Category A Metropolitan;  
Category B Local Municipality;  
Category C District Municipality; and,  
District Management Area

Maphumulo Municipality is classified as Category B Municipality.

## 1. Municipal Powers and functions

In terms of the municipal Demarcation Board the powers and functions listed below have been assigned to Maphumulo Municipality

- Building Regulations;
- Child care facilities;
- Fire fighting;
- Local Tourism;
- Storm water;
- Trading Regulation;
- Billboard and the Displays of Advertisement in Public Places;
- Cemeteries, Funeral Parlours and Cremation;
- Cleaning;
- Control of Public Nuisance;
- Control of undertaking that sells liquor to the public;
- Facilities for the accommodation, care and burial of animal;
- Fencing and fence;
- Licensing of dogs;
- Licensing and control of undertaking that sell food to the public;
- Local amenities;
- Local sport facilities;
- Markets;
- Municipal abattoirs;
- Municipal park and recreation;
- Municipal roads;
- Noise pollution;
- Pounds;
- Public Places;

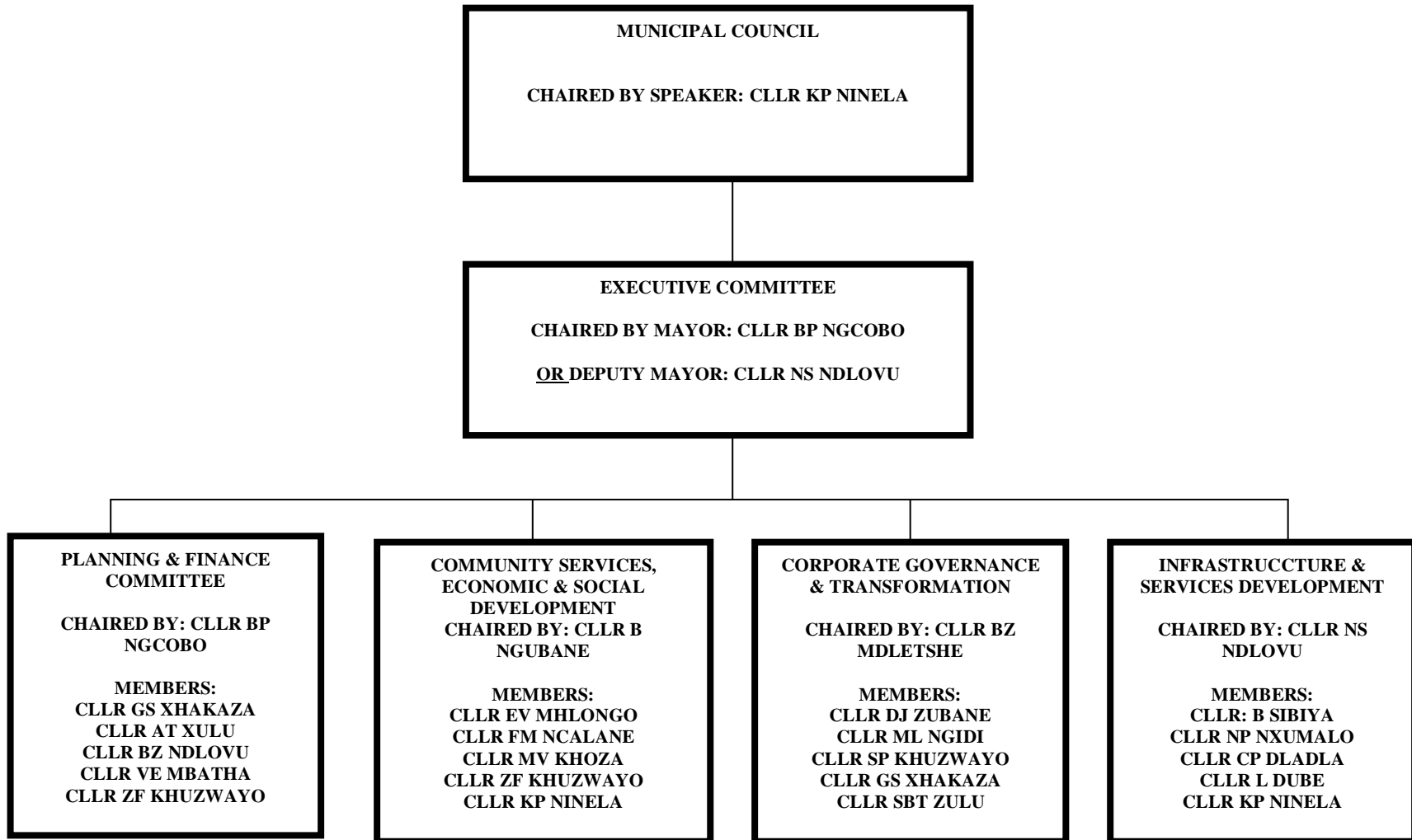
Although the municipality is currently carrying out most of its assigned powers and functions it lacks this ability in certain areas e.g. building control, cleaning of the town.

However, the municipality has responded to the situation in various ways. In the case cleaning the town, for example, the municipality has formed a Public-Private Partnership where an external agency has been contracted to clean the town on a month-to-month contract basis.

## 2. Political Context

At an institutional level, Maphumulo Municipality has 21 councillors, 11 of whom are ward councilors and 10 are proportionally elected councilors. The political parties represented in Maphumulo Municipality is the Inkatha Freedom Party (IFP) and the African National Congress (ANC). Interestingly in Maphumulo is that, there is no conflict related to political differences.

## POLITICAL LEADERSHIP STRUCTURE OF MAPHUMULO MUNICIPALITY



### **3. Ward Committee System**

In terms of Local Government: Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes.

In compliance with this legislative requirement the new council has set up ward committees in each of the eleven wards. After election and inauguration all ward committee members underwent training that was facilitated by the municipality. So far these ward committees are functioning effectively, i.e. meeting on a monthly basis, mobilizing community participation in IDP engagements.

Even though they are functioning effectively there is a need to improve ward committees understanding of IDPs and municipal systems and policies. There is also a mobility challenge with regard to topography and distances within wards. Remuneration of ward committee members will always be a challenge although the municipality is currently reimbursing them for the "out of pocket expenses" in line with provisions of the structures Act and the council resolution.

### **4. Traditional Structure**

There are 11 Traditional Authority Centres (TAC) in the Maphumulo Municipality. In Maphumulo Municipality Traditional Authority are seen as key stakeholders who play a vital role in the IDP development. Below are eleven Traditional Authority Centres within Maphumulo Municipality.

- Mkhonto Traditional Authority
- Ngcolosi Traditional Authority
- Mabomvini Traditional Authority
- KwaHlongwa Traditional Authority
- Amaqadi Traditional Authority
- Zubane Traditional Authority
- Qwabe Traditional Authority
- Embo Traditional Authority
- Amambedu Traditional Authority
- KwaNodunga Traditional Authority
- Cele Traditional Centre

At a municipal level, the TAC areas are administered by the Maphumulo Municipality. Within traditional areas, the traditional structures represented by the Amakhosi still apply customary law and have an important role to perform in development. The TAC still allocate land for customary use and are required through Ingonyama Trust Board to authorize applications for other development on Traditional land.

## **5. Administration**

### **5.1 Location of IDP Office**

In terms of the Municipal Systems Act the Mayor is politically responsible for the IDP whilst the Municipal Manager is administratively responsible for driving the IDP process. In the case of Maphumulo Local Municipality, the Municipal Manager has delegated this responsibility to the Manager Planning. A copy of an organogram is attached herewith as Annexure A.

### **5.2 Administration & Human Resources**

Maphumulo Municipality has in terms of section 51 of the Municipal Systems Act established and organized the administration that is commensurate with its resources. The Municipal Organizational Structure is responsive to the community needs as articulated in the IDP and it adheres to the basic requirements of public service management. The organizational structure is annually reviewed in line with the IDP and the budgeting process.

The Municipality established five Directorates in line with its requirements and needs as are constantly reflected in the IDP. The five directorates are; Office of The Municipal Manager, Budget and Treasury Office, Support Services, Engineering Services, Community Services, Housing & Implementation. All these directorates have designated heads of which not all of them have been filled. Only the Office of the Municipal Manager and Support Services have the positions of Head of Directorate filled in terms of Section 57 of the Municipal Systems Act. The positions of heads for other directorates were at one stage filled but due to staff turnover they become vacant. It has been a challenge for the Municipality to attract suitable candidates after having advertised these posts for more than once. The directorates

who have positions of Heads not filled present a serious challenge to the Municipality in that strategic leadership and strategic management is lacking in these directorates. The Municipality has sought assistance through the Project Consolidate programme for the secondment of an engineer to the Municipality under the DBSA "Siyenza Manje" programme.

To date the Municipality has in its organogram 48 positions and about 80% of those have been filled. The filling of other already identified posts has been slow due to lack or shortage of office space and budgetary constraints. With new developments taking place around Maphumulo Town the Municipality is likely to approve new departments to be incorporated into the organogram to render new services and perform functions presented by new developments.

The Municipality has successfully developed a Workplace Skills Plan which is reviewed annually. The WSP informs the annual capacity building and training programme for staff members and councilors. Every financial year the Municipality makes a budget provision for the capacity building and training.

The Municipality has also developed the Employment Equity Plan which is a five year plan aimed at addressing issues of equity, women empowerment, eradication of discrimination at the workplace. The municipality is continuing with the implementation of its equity plan especially the issue of women empowerment.

### **5.3 Performance Management System**

In line with Section 38 of Municipal Systems Act the Municipality has developed a Performance Management System that is line with its objectives and priorities as are contained in the IDP. One of the objectives of the PMS is to promote the culture of outstanding performance among the organization, its structures and individual staff members and councilors.

The Municipality has recently finalized the development of the organizational score card and individual score card. In these score cards the objectives, key performance indicator, performance targets, measures are outlined. The Municipal PMS will for the first time be implemented in the financial year 2007/8. During the preparation stage the Municipality

invited public comment and inputs for incorporation into the PMS. The Municipality's PMS incorporates the national key performance indicators as prescribed by the Minister of Provincial and Local Government Affairs. The organizational performance and individual performance will be monitored and reviewed quarterly and the consolidated report be presented annually. The results of performance measurement will be audited by the Internal and Audit Committee. The report on the performance will then form part of the Municipality's Annual Report.

#### **5.4 Internal Audit Unit**

In compliance with the Municipal Finance Management Act the Municipality has established the Internal Audit Unit.

#### **5.5 Internal Audit Committee**

In compliance with the Municipal Finance Management Act the Municipality is in the process of appointing the Internal Audit Committee, which is to be appointed before end of the financial year (06/07). This Committee will be responsible for the monitoring of the Municipal Internal Audit and assessing the Municipal Performance annually.

#### **5.6 Skills Development and Training**

In compliance with the Skills Development Act of 1999, the municipality has developed the Workplace Skills Plan (WSP). The WSP is the plan that identifies the skills gap and outlines the training programmes. In terms of the Skills Development Act the WSP can be implemented through the establishment of training programmes and learnerships. Skills programme is an occupational based training which constitute a credit towards an accredited qualification based on South African Qualification Authority unit standards, whereas the learnership consist of a structured learning component resulting in a formal accredited qualification when completed.

In implementing WSP the municipality has engaged its staff members in both skills and learnership programme. The implementation of the WSP has been internal funded wherein every employee and councillors allocated to a training or learnership programme.

## 5.7 Policies and By-laws

The Municipality has in place Human Resources, Administrative, Financial policies and operation and procedure manuals. Most of these policies have been adopted and approved by the Council and are in force. Should the need arise new policies and procedure manuals are developed. Currently, the Municipality is continues to develop new policies that are needed, e.g anti-corruption policy.

The Council has developed a set of by-laws in line with the proclamation of standard by-laws by the provincial MEC. Only four percent of these by-laws have been work shopped to councilors, however, the workshop programme is still continuing. Once work shopped the by-laws will be published for public comment and input before they are adopted and sent to provincial parliament for gazetting

## 5.8 Municipal Offices

Municipality doesn't have its own offices. Currently the municipality is using Sakhuxolo skills development centre. This centre is suitably located as it accessible to all wards and is located along R74 which is the main road for the municipality.

The problem is that the occupation of these offices is preventing the facilitation of skills development programmes which is their core function. Secondly, the Skills Development Centre does not offer enough office space for the municipal staff.

To resolve the problem the municipality is in the process of establishing its own offices. However, the municipality is experiencing financial constraints and therefore needs to explore financially viable office models.

## 5.9 Source of Revenue

The municipality is completely grants dependent and is primarily funded by the National Government's Equitable Share Allocation and conditional grants funded by the Provincial Government.

### 5.10 Municipal budget 2006/7

Municipal budget for 2006/7 was R37,861,279 of which R18,240,237 is spent on operational budget whilst R19,621,042 is spent capital budget. This translates into 49% and 51% spent on operational and capital budget, respectively. Interestingly, of the total amount spent on operational budget nearly half of it is spent on salaries.

### 5.11 Community Development Worker Programme

Presently, Maphumulo has 9 Community Development Workers (CDW's). A table below indicates the number of Community Development Worker per Ward.

**Table 8: Development Community workers per ward**

Ward No.	Number of Households	CDW's
1	2481	1
2	1694	Nil
3	2028	1
4	1602	1
5	1132	1
6	1389	Nil
7	2085	1
8	1878	1
9	1099	1
10	1868	1
11	3885	1
<b>TOTAL</b>	<b>21141</b>	<b>9</b>

The availability of CDWs greatly complements municipal activities especially communication between the municipality and its citizens around broader development issues including the IDP.

### 5.12 Project Consolidate

Maphumulo Municipality has been identified as one of the municipalities under the Project Consolidate programme largely because of the following:

- lack of revenue base
- Municipality's capacity to deliver services
- Inadequate Public participation systems

Subsequently these have formed high level focus areas for the municipality for which activities and milestones have been identified.

To date, specific Municipal Plans of Action (MPAs) have been developed for the municipalities covering the eight high level areas.

The process of implementing the MPAs has started, with the approval of funding of the following:

- Maphumulo Township Establishment
- Maphumulo Infrastructure Development Plan
- Maphumulo Urban Design Project
- Deployment of engineers from private practice under the Siyenzamanje programme

More efforts need to be put towards developing public participation policies and systems.

### 5.13 Government Institutions

Other institutions that play a fundamental role in the development of the Maphumulo are included in the table below:

**Table 9: Government Institutions**

<b>Department of Agriculture and Environmental Affairs</b>
Main functions of this department include: <ul style="list-style-type: none"> <li>o Agricultural assistance and conservation</li> <li>o Environmental Management</li> </ul>
<b>Department of Health</b>
<b>Responsible for the delivery of health services to communities</b>
Main functions of this department include: <ul style="list-style-type: none"> <li>o Providing of healthcare and related services</li> <li>o Health education</li> <li>o Disease investigation</li> <li>o Hazardous substance control</li> </ul>
<b>Department of Social Welfare and Population Development</b>
The provision of welfare by means of social security and the provision of welfare related work through social workers. The department also administer pensions and welfare grants and work with development groups
<b>Department Local Government and Traditional Affairs</b>

Responsibilities include planning, financial supports, human resources supports and local government administration and the processing of development applications.
<b>Department of Public Works</b>
Maintenance and construction of public buildings and infrastructure.
<b>Department of Transport</b>
Responsibilities are the provision, upgrading and maintenance of transport networks and road safety.
<b>Department of Housing</b>
The provision of housing development particularly low-cost housing.
<b>Department of Education</b>
The maintenance and provision of educational facilities, the assessment of conditions at existing schools, and the motivation for additional facilities where required,
<b>Department of Land Affairs</b>
Administer and implement land reform programmes.
<b>Ilembe District Municipality</b>
<ul style="list-style-type: none"> <li>• Responsible for the bulk infrastructural provision such as water and sanitation</li> <li>• Plan and co-ordinate LED strategies within the framework of IDPs</li> <li>• Integrated Development Planning for the entire district</li> </ul>

#### 5.14 State Owned Enterprises (SOEs)

The state owned enterprises that play a fundamental role in the development of the Maphumulo are included in the table below:

**Table 10: State Owned Enterprises (SOEs)**

<b>Eskom</b>
<b>Suppliers of electricity throughout the area</b>
<b>Telkom</b>
<b>Telkom is the provider of telecommunication services in the area.</b>

## **5.15 Non - Governmental Organisation (NGO)**

### **5.15.1 World Vision**

World Vision is a development aid funded organization by the Republic of Canada. The organization has implemented numerous projects focusing mainly on HIV/AIDS, spiritual development, sports development, etc. In the past financial year (2006/07) World Vision spent R1, 210,768 million.

### **5.15.2 Local Business Support Centre**

This is a non-profit organization specializing mainly on providing support to emerging business entities, co-operatives and youth empowerment programmes. The organization has, for example, enabled 40 youths to go through SETA marketing learnership assessment. As a result, 12 of these youths have qualified for the learnership programme and they will be starting this year (2007/8 financial year). The municipality is currently providing support to this organization through giving them office space.

## **F. SOCIAL AND PHYSICAL INFRASTRUCTURE ANALYSIS**

A significant development challenge in Maphumulo is the disparity in service and infrastructural provision between settlement nodes, such as Maphumulo Town, and surrounding areas. A detailed account of such provision is outlined in the following sections.

### **1. Social Facilities**

#### **1.1 Housing**

South Africa has huge housing backlog. To resolve this problem the National Department of Housing came out with the concept of sustainable human settlement that should guide the provision of houses. In Maphumulo municipality the housing backlog is standing at 19 500 (where there is total number of 22 134 households - almost 88% backlog). It is estimated that a budget of R741 billion is required

(assuming that a housing project of 1000 units requires a budget of R38 million) in order to reduce this backlog.

To this date the municipality has approved of five housing projects consisting of 4 840 units. It is expected that these projects will be implemented within 2007/08 financial year. There are four other housing projects that are currently at a planning stage, i.e. KwaHlongwa, KwaCele, KwaZubane and Mkhonto, most of these projects are rural in nature.

The challenge is to ensure that these and other future housing projects are located within the activity nodes and corridors as identified by the Spatial Development Framework. The aim is to direct all government and private sector investments in one area.

In implementing its housing project Maphumulo local municipality will adopt the model for national youth training programme that has been devised by the National Department of Housing. This programme seeks to mainly involve young people in housing construction projects. Its objectives are:

- To improve youth employability through opportunities for work experience, skills development and support to gain access to economic and further learning;
- To inculcate in young people an understanding of their role in the promotion of civic awareness and national construction;
- To inculcate a culture of service by supporting youth to participate constructively in nation-building;
- To harness the nation's untapped human resources and to provide a vehicle for enhancing the delivery of the country's development objectives, especially to disadvantaged communities;
- To develop the skills, knowledge and abilities of young people to enable them to make the transition to adulthood.

The municipality has adopted a principal position, in line with this National training programme, that 100 youth will benefit from these housing projects through skills development and employment creation.

## 1.2 Health

The table below indicates the number of health facilities per ward.

**Table 8: Health facilities per ward (Stats SA 2001)**

Ward No.	No. of Households	Facility
1	998	1 Hospital
2	1223	Nil
3	561	1 clinic
4	1611	2 Clinics
5	1232	1 Clinic
6	1066	Nil
7	1062	Nil
8	1357	1 Clinic
9	1622	1 Clinic
10	1347	1 Hospital
11	859	1 Clinic
<b>TOTAL</b>	<b>12938</b>	<b>9 Facilities</b>

There are two hospitals situated in wards 1 and 10. Ward 2, 6 and 7 do not have any health facilities. Other planned health projects for the municipality are as follows:

**Table 9: Health Projects**

Ward	Project	Target
2	Amambulu clinic to operate 8 hours/7days	2014
7	Snamfini clinic to operate 8 hours/7days	2014
10	Maphumulo gateway clinic - to operate 12 hours weekdays and 8 hours on weekends and public holiday	2010
11	Ocheni clinic by 2014 to operate 8 hours/7 days	2014
4	Qalakancane clinic to operate 8 hours/7days	2014

One of the major problems with the communities in the municipality is the limited accessibility to these health care facilities. The road infrastructure in the municipality is inadequate and lack of both public and private transport makes access to health facilities difficult.

### 1.3 Education

Schools in Maphumulo are disperse and are often difficult to access due to the rugged terrain, poor roads and dangerous river course ways.

According to the information received from the Department of Education in Maphumulu District Office, Maphumulo municipality has 74 primary schools, 36 secondary schools and 40 ABET centres.

There is no provision of tertiary education facilities in the municipality, which is reflected by the low proportion of the population with tertiary qualification (0.4%). These low levels of education are a major constraint for the future development, as there are limited employment opportunities in the municipality.

**Table 9: Level of Education (Stats SA 2001)**

<b>Level of Education</b>	<b>% of Population</b>
None	31.0%
Primary	32.5%
Secondary	15.2%
Matric	2.9%
Tertiary	0.4%
Under Standard 5	13.4%
Other	0.1%
Unspecified	4.5%
<b>Total</b>	<b>100.0%</b>

According to Stats SA 2001, only 22% of Maphumulo municipality population is literate and 31% of population is illiterate.

The table below indicates the number of schools per Council Wards.

**Table 11: School Types per Ward**

Ward	Primary School	Secondary School
1	5	3
2	10	4
3	5	3
4	9	3
5	4	4
6	9	4
7	5	4
8	5	2
9	9	5
10	7	3
11	5	4
<b>TOTAL</b>	<b>74</b>	<b>36</b>

The infrastructure available on the school sites is limited. According to Census 2001, only 2% of all the schools in the Maphumulo district have electricity and 4% make use of generators. This leaves 94% of the schools without any form of electricity, limiting the educational process and methods available.

Sanitation availability in the schools is also limited, as 30% of the schools in Maphumulo have no sanitation at all, 57% have pit latrine toilets and 3% have flush toilets and septic tanks. The availability of water at schools is also a problem. Although 56% have water on site or are able to obtain water from communal taps, 44% of the schools have no access to water on site.

Other key issues associated with the provision of quality education in the municipal area include:

- Access to training opportunities is limited.
- Most teachers prefer urban schools than rural schools.

## **1.4 Community and Sport Facilities**

Maphumulo municipality has lot of community facilities i.e., traditional centres, community halls, crèches, sports field. Key issues emerging from these projects are the following:

- Some of the Community halls are incomplete, underutilized, low community ownership, lack of monitoring and evaluation.
- Crèches are built on an ad hoc basis, lack of qualified teachers, lack of cooperation between various sector departments responsible for their operation.
- There is a need for project collaboration between the district and local municipality regarding the construction of sports field.

## **1.5 Cemetery**

The only formalized cemetery is located outside Maphumulo Town but within Ward 10. Burials in the rural areas occur mainly through traditional methods and no formal cemetery system applies in these areas.

## **2. Service Delivery Infrastructure**

ASGISA has identified service delivery infrastructure as a key driver for development. The public participation sessions held throughout the municipality have confirmed this through identifying water and sanitation, electricity and roads as top priorities for Maphumulo local municipality.

### **2.1 Water and sanitation**

The municipality has a major backlog in terms of water and sanitation. One of the major constraints to meet these backlogs is the dispersed of settlement patterns that exists in the municipality. It is therefore very costly to provide services infrastructure.

The municipality has always experienced major backlogs in water and sanitation services due to dispersed settlement patterns and lack of revenue base. Other water related problems are type of technology used, water quality, and reliability of water supply schemes.

The main priority water supply project in terms of reducing water backlog is Ngcebo water scheme. It is envisaged that this water scheme will ultimately cover all wards in Maphumulo municipality as well some KwaDukuza Municipality.

With regard to sanitation there have been some initiatives towards improving the situation. Nevertheless challenges remain in the form of incomplete projects, service standard and inadequate community involvement.

Currently these are the prevailing water and sanitation:

**Table 11: Water and Sanitation**

Municipality	Total below water population	% backlog water	Total below sanitation population	% backlog sanitation
MAPHUMULO	74 184	58%	100 348	78%

*Source: Ilembe IDP, 2006/7*

## 2.2 Roads

R74 is only major secondary road that cut through the Maphumulo Municipality upon which future growth and development will be based on. This underdevelopment of primary, secondary and tertiary roads contributes to the lack of efficient public transport system throughout the District.

However, the municipality and Department of Transport has invested heavily on roads infrastructure development. The municipality has bought a TLB and grader (with the assistance of project consolidate) in order to maintain community access roads. Nevertheless the backlogs still remain high.

The municipality regards the following roads as top priority:

- The upgrading of Maphumulo - Ndwedwe link road. The significance of this road has been heightened by the identification of the eThekweni-Ndwedwe-Maphumulo activity corridor under the Provincial Spatial Economic Development Strategy (PSEDS).

The development of this road will unlock the economic growth potential of the area.

- The upgrading of the main road (P15) which is the linkage from Maphumulo and surrounding districts need to be completed. This road will contribute to the development growth in Maphumulo in terms of tourism and local economic development.
- Community access roads such as Oqageni D1533), (D1536), need to be constructed to open the interior of Maphumulo.
- Many of causeways across the rivers in the area are dangerous and require upgrading.
- Obhilweni road situated in ward 3 needs an urgent attention.
- A bridge to provide access to Nkolomvuzane School which is situated in ward 8 need to be constructed. This requires urgent attention due to the fact that this school is presently not accessible especially when it is raining.

To support this development, the provincial Department of transport has budgeted R11 million (2006/07 financial year) towards roads infrastructure development which will include some of the priority roads.

### **2.3 Electricity**

The electricity backlog in Maphumulo is approximately 95% which shows that the majority of population does not have access to electricity. Even those areas that are electrified always experience power outages due low capacity. As a result most people are reliant on other sources of energy such as solar system, paraffin, gas and candles.

Eskom, as a responsible electricity distributor, is currently upgrading the existing bulk electricity supply in order to reduce this backlog. Eskom has budgeted R15 million for this project. Ilembe district municipality is also currently doing a master plan that will determine the electricity needs for the whole district including Maphumulo municipality.

According to the municipality the main priority areas for electrification are Qwabe and Sakhisizwe in Ward 7. There is a substation that is located in this Ward yet it does not

supply electricity in the area. Therefore it would be easy and cost effective to provide electricity in this Ward.

On the other hand, Eskom's electrification plans for Maphumulo local municipality are:

**TABLE: 12 Electrification Plans**

Ward	Project Name	No. of Connections	Year	Total Cost
4	Ntikanda	217	2007/08	R1,610,200
4	Oqaqeni	207	2007/08	R1,028,997
5/6	KwaMxhosa/Mbitana	1450	2009/10	R6,319,100
2	Thafamasi	200	2009/10	R862,600

According to Eskom network strengthening is required to supply the projected load. This will be done by converting the Hermannsburg NB48 to 222KV. The maximum conversion of Hermannsburg 5MVA transformer to 10MVA. The estimated total cost for this initiative is R20 Million.

## 2.4 Refuse Removal

There is no formal waste removal service or landfill site within the municipality. Currently people are burying, burning, and dumping waste in open spaces especially in town centre and that pollutes the environment.

Through the Growth and Development Summit (GDS) resolutions, Ilembe District Municipality is exploring option for establishing district-wide waste disposal site that will serve all local municipalities including Maphumulo Municipality.

## 2.5 Telecommunication

The town of Maphumulo is serviced with telephone lines, however, only some residents, school, government offices and shops have access to telephone - a total of 50% of households in the entire Maphumulo do not have access to telephones.

## **2.6 Free Basic Services**

The National Government requires municipalities to provide free access to basic services for poor members of the community. As a local municipality we provide free basic services such as electricity. Water and sanitation fall under powers and functions of Ilembe District Municipality.

Currently the municipality has an indigent policy which was adopted in 2004. The municipality is in the process of developing an indigent register.

## **G ENVIRONMENTAL ANALYSIS**

Maphumulo is characterized by scenic beauty such as the rugged mountainous terrain, contrasting grasslands, many rivers, and numerous plant species (Aloe) that are mainly untouched by tourism development. This natural environment could contribute to economic development through tourism promotion and development.

Negatively, Maphumulo has a steep terrain; it's prone to donga erosion as well as invasive alien plants.

### **1. Water**

The area is well endowed with the Tugela, Hlimbithwa and Umvoti rivers which are important survival resources to the people locally and regionally.

### **2. Mineral**

An important mineral resource for the municipality is titanium which is still under investigation.

### **3. Soil**

An important aspect in the development of Maphumulo is the type of soils that characterize the area. The complex geography structure is associated with high susceptibility to erosion which will impact upon agricultural potential and the provision of bulk services.

To a degree, certain practices of the local residents are impacting negatively on the natural beauty of Maphumulo.

Erosion threatened areas caused by overgrazing and veld fire are no longer useful for agricultural crop production or for the grazing of animals as this would lead to the spread of erosion to other areas. Indigenous trees within both forests are being used for household purposes. Unless this is done in a sustainable manner, eco-tourism opportunities could be jeopardized.

## **H COMMUNITY IDENTIFIED PROJECTS**

The provision of water, electricity and road remain a high priority in Maphumulo Municipality. It is interesting to note that the second most important priority is local economic development, i.e. fresh produce markets, community gardens, rehabilitation of Bata factory etc. Education and the development of community services such as sportsfields, clinics, houses and community centres were also identified as important.

## **I. STRATEGIC FRAMEWORK**

### **1. INTRODUCTION**

In response to the development challenges identified in the previous section the municipality has identified the following strategies:

- Economic development strategy
- Social development strategy
- Human resource development strategy
- Infrastructure development strategy
- Institutional development Strategy
- Financial management strategy
- Environmental management strategy

To ensure that these strategies are met the council has developed the following vision, mission and values:

## **VISION**

*"To improve the quality of life of all residents in Maphumulo through, the provision of appropriate and adequate infrastructure, social empowerment and promoting local economic development, creating an investment -friendly environment in an environmentally sustainable manner"*

## **MISSION STATEMENT**

- Creating an enabling environment for economic development.
- Empowerment of municipal staff and social stakeholders
- Ensure participation of marginalized community especially women, youth, disabled and HIV/ Aids infected and affected.
- Ensuring clean and safe environment.

## **VALUES**

In achieving the Mission we will observe the principles of Batho Pele:

- Showing compassion and care to all municipal customers.
- Treating all residents with equality, integrity and respect they deserve.
- Attending to all queries and responding to them swiftly and efficiently.
- Conducting our municipal business processes in an ethical and professional manner.

## 2. STRATEGY – LONG-TERM OBJECTIVES

The council has set itself some stretching targets within the framework of the five-year IDP and beyond. These are summarized in the table below:

STRATEGY	OBJECTIVE	OUTPUT/INDICATORS
Economic Development Strategy	This strategy aims to promote and enhance economic and growth development in all sectors with a particular focus on agriculture, tourism, commerce and industry.	Reduction of poverty levels by 50% by 2020.  Reduction in the unemployment level from the current 68% to 34% by 2020.  No. of support programmes offered to enterprises within the targeted sectors.
Social Development Strategy	To improve the quality of life of the community through providing them with community facilities and housing, and coordinating the provision of quality health care services and education.	Improve satisfaction levels of the community by 10% over the five year IDP period.
Human resource development strategy	To improve skills capacity for the municipality to render effective service delivery.	No. of relevant training programmes provided to municipal officials and councilors.

<p>Infrastructure Development Strategy</p>	<p>The strategy aims to establish high quality environment with the associated physical infrastructure.</p> <p>To reduce infrastructure services backlog</p>	<p>20 Kilometers of municipal access roads constructed over a period of five years.</p>
<p>Financial Management Strategy</p>	<p>Enhance revenue base and to ensure financial viability.</p>	<p>Reduction of grant dependency by 10% by 2012.</p>
<p>Environmental Management Strategy</p>	<p>To improve the quality of the environment</p>	<p>Reduction of littering in Maphumulo town</p> <p>Reduction of Invasive alien plant species by coordinating EPWP.</p> <p>Reduction of soil erosion by coordinating land care projects.</p>

## J INTEGRATION

Having done the situational analysis and strategies phases, project proposals were received from all the eleven wards via public participation (IDP izimbizo), councilor's workshops, proposals from individual community members and different organizational structures.

These project proposals were then screened based on the socio economic development situation, the municipal vision and the development planning frameworks of municipality, the provincial and national government. These projects were then aligned with the strategies and objectives for the next five year municipal term. The aim here was to ensure integration and alignment of projects across government spheres and sector departments.

## **K SECTOR PROGRAMMES**

### **1. Local Economic Development Strategy**

The municipality is currently preparing a local economic development strategy that will assist in identifying existing opportunities with specific reference to the strategic sectors - agriculture, tourism, and manufacturing. Important component of this plan will be the identification of strategic project that will be implemented by the municipality in the IDP five-year period.

### **2. Integrated Transport Plan**

The municipality is in the process of creating an Integrated Transport Plan. The plan is currently in phase one which includes formulating vision, goals, objectives and strategies.

### **3. Disaster Management Plan**

Ilembe District Municipality has compiled a disaster management plan for the whole district. Maphumulo municipality has adopted this plan and linked it to local strategies and activities which are as follows:

- Ward Committee Capacity building in terms of disaster management.
- The municipality will facilitate the communication between itself and the District.

### **4. Spatial Development Framework**

In terms of the Municipal Systems Act (Act no. 32 of 2000) Municipalities are required to prepare Spatial Development Framework. The purpose of the SDF is to identify nodes and corridors with development potential so that private and public investments could be directed in these areas.

In compliance with this legislative requirement Maphumulo Municipality has engaged the services of the external service provider with the view to creating a strategic SDF. **The final Draft Spatial Development Framework is herein attached.**

## **5. Land Use Management System (LUMS)**

In terms of the municipal systems act (Act no.32 of 2000) municipalities are required to prepare impellent and review Land Use Management Systems. The purpose of LUMS is to guide and control development activities within the municipal area.

In compliance with this legislative requirement Maphumulo municipality commissioned a study on LUMS in 2005. This study has not yet been completed due to certain pending legal issues.

## **6. Urban Design Plan**

The town of Maphumulo is the centre of the municipality. As such it needs to fulfill a variety of municipal functions but also attract the visitors, investors and the residents of the municipality.

While the town of Maphumulo contains a range of commercial activities serving the local population, the development in the town in particular appears uncoordinated, unattractive and un-maintained.

The municipality has therefore initiated an Urban Design Plan for the creation of a framework guiding the upgrading of the town.

While the framework is envisaged to provide concrete guidelines for the improvement of the public environment of the town, including traffic, pedestrian areas, informal trading, landscaping, lighting etc, the framework will also provide guidance for potential future land uses and their form.

## **7. Financial Management Strategy**

Maphumulo Municipality relies heavily on external funding, particularly for capital expenditure and developmental project funding. Ideally, a balance should be achieved between capital and operational expenditure and cognizance should be taken of long term maintenance services, especially due to there being limited resources.

This will ensure and facilitate a longer-term perspective to the available infrastructure, both new and existing, therefore stimulating economic growth and development. The proposal in the medium and long term for Maphumulo Municipality is to facilitate a process whereby internal revenue can be generated.

The first strategy in this regard is to initiate a process of establishing a basic valuation roll for the entire area of the municipality. Once the new valuation roll has been established, the local municipality will be able to phase in through an intensive public awareness campaign, the payment of rates and taxes.

## **8. HIV/Aids plan**

The level of HIV/Aids is high in Maphumulo local municipality area. This is impacting negatively on both social and economic development. In response to this challenge, the municipality is currently reviving its HIV/Aids council that will coordinate the HIV/Aids programmes in the area.

## **9. Housing Sector Plan**

The municipality is in a process of appointing a Service Provider to prepare a Housing Sector Plan. This Housing Sector Plan will enable the municipality to determine the housing backlog and level of bulk infrastructure available.

## **L. CONCLUSION**

The municipality has spent both its financial and human resources in order to develop this IDP in compliance with the Municipal Systems Act. The municipality will therefore ensure that this plan actually becomes a living document that informs and drives the core municipal business, which is service delivery.

## 10. REFERENCES

Provincial Spatial Growth and Development Framework

Local Government Systems Act

DPLG Guide Pack (2001)

Provincial Growth and Development Strategy for KwaZulu Natal

Local Government: Municipal Structures Act, 1998

iLembe IDP 2006/07