



**JOZINI MUNICIPALITY  
(KZ 272)**

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**TERMS OF REFERENCE FOR DEVELOPMENT OF THE SPATIAL DEVELOPMENT  
FRAMEWORK (SDF) FOR JOZINI LOCAL MUNICIPALITY (KZN 272)**

**DEPARTMENT OF STRATEGIC AND DEVELOPMENT PLANNING**

**2016**

**JMC001/10/15**

# **TERMS OF REFERENCE FOR THE DEVELOPMENT OF THE SPATIAL DEVELOPMENT FRAMEWORK (SDF) FOR JOZINI LOCAL MUNICIPALITY**

## **1. INTRODUCTION**

The Jozini Local Municipality intends to develop a comprehensive Spatial Development Framework (SDF) that will guide future development within the municipal area. The SDF, which has a set of objectives, strategies and policy guidelines, that directs development and development options to ensure that the envisaged long-term urban and rural structure and target deliverables are realised. The specific intention is to align an existing SDF with Spatial Planning and Land Use Management Act No. 16 of 2013, which is a new legislation that sets framework to guide spatial planning and land use systems within the municipality and also to align SDF with the newly delimited municipal wards in terms of the Municipal Structures Act, No. 117 of 1998.

The Jozini Local Municipality calls for proposals from professional teams for the development of its Spatial Development Framework.

The primary purpose of the SDF is to create a competent municipal spatial structure thus providing, in National Spatial Development Perspective (NSDP) terms, a framework within which to discuss future development of the municipal space economy in the context of the district, provincial and national space economies. The idea is to reflect municipal wards of severe need and deprivation, of resource potential, of infrastructure endowment and of current and potential economic activity by describing key social, economic and natural trends and issues shaping the municipal geography.

## **2. PURPOSE**

The purpose of this document is to set out the terms of reference on which professional teams should base their project proposals for the preparation of Spatial Development Framework for the Jozini Local Municipality. Project proposals should clearly state the approach to be adopted, the proposed methodology, relevant experience, time frame, program and associated budget and the proposed team members.

## **3. STUDY AREA**

Jozini Local Municipality is a Category B municipality established in 2000 as one of the four local municipalities that constitute the UMkhanyakude District Municipality. It is located in the Northern Kwa-Zulu Natal and borders of Swaziland and Mozambique.

Jozini Local Municipality covers 32% (3057 Square Kilometres) of the total area of 13859 Square Kilometres of uMkhanyakude District Municipality. The municipality consists of twenty wards, previously it consisted of 17 wards then after demarcations before the 2011 Local Government elections three wards were then added and it is also characterized by six towns which are:

- Ingwavuma town
- Jozini town
- uBombo town
- Bhambanana town
- uMkuze town and
- Ndumo town along the north eastern boundary of the district and is boarded by the following municipalities: UMhlabuyalingana to the east, Big Five Hlabisa to the south and Nongoma and UPhongolo to the west. The large area of Jozini jurisdiction falls under the ownership of Ingonyama Trust Board and some areas are privately owned by individuals and some owned by the State. The current land ownership is one of the reasons why it is very difficult to control development in the Municipal area of jurisdiction.

#### **4 OBJECTIVES**

In response to the above mentioned issues, the main objective of the project is to create a credible SDF that meets the required standards set by the legislation. Other important objectives include:

4.1 Compliance with the following provisions of the Municipal Systems Act (2000) and the Municipal Planning and Performance Management Regulations (2001) is mandatory:

4.1.1 Development of a spatial vision and objective of the Integrated Development Plan (IDP) and the whole municipality;

4.1.2 Development of a conceptual scenario for envisaged spatial form;

4.1.3 Development of a Micro-spatial Plan for the core areas which identifies the extent for future expansion of existing and proposed land uses and zones;

4.1.4 Setting out of objectives that reflect the desired spatial form of the municipality;

4.1.5 Contain strategies, policies and plans which must:

- 4.1.5.1 Analyze the opportunities and constraints within the municipality concerning the heritage, economy, agriculture, environment, infrastructure, tourism and social development;
- 4.1.5.2 Delineate the agricultural land that has high potential;
- 4.1.5.3 Indicate desired patterns of land use within the municipality;
- 4.1.5.4 Identify existing and future land reform projects;
- 4.1.5.5 Address the spatial reconstruction of the location and nature of development within the municipality including desired settlement patterns; and
- 4.1.5.6 Provide strategic guidance in respect of the location and nature of development within the municipality.
- 4.1.6 Set out a basic framework for the development of a land use management system in the municipality;
- 4.1.7 Set out a capital investment framework for the municipality's development programs;
- 4.1.8 Analysis and clarification of how sector plans will implement the SDF;
- 4.1.9 Contain a strategic assessment of the environmental impact of the SDF;
- 4.1.10 Identify programs, interventions and projects for the development of land within the municipality;
- 4.1.11 Be aligned with the SDFs of neighbouring municipalities; and
- 4.1.12 Provide a visual representation of the desired spatial form of the municipality, which:
  - 4.1.12.1 Must indicate where public and private land development and infrastructure investment should take place;
  - 4.1.12.2 Must indicate all cross border issues, challenges and alignment of programmes shared with neighbouring municipalities, provinces and countries;
  - 4.1.12.3 Must indicate desired or undesired utilisation of space in a particular area;
  - 4.1.12.4 Must delineate the urban edge (in terms of NEMA);
  - 4.1.12.5 Must identify areas where strategic intervention is required;
  - 4.1.12.6 Must indicate areas where priority spending is required; and
  - 4.1.12.7 Identify existing and proposed nodal areas for the development of infrastructure and social services.

4.2 The following development principles as contained in the Spatial Planning and Land Use Management Act (16 of 2013) shall be actualized in the development of the SDF:

- 4.2.1 Resilience;
- 4.2.2 Integration;

- 4.2.3 Sustainability;
- 4.2.4 Efficiency;
- 4.2.5 Spatial Equity; and
- 4.2.6 Good governance.

4.3 In reviewing the current SDF, the Jozini Local Municipality has identified the following areas that require attention/development:

- 4.3.1 The definition of an Urban Edge that has not been previously defined;
- 4.3.2 Whilst the identification of priority nodes and corridors (as well as the corresponding hierarchy) has been identified in the SDF, there is an apparent need to create a more realistic, holistic and direct plan to concentrate investment and development within these areas. This should be achieved through the drafting of Local Area/Development Plans for the various identified small towns and interlinking corridors;
- 4.3.3 The linkage of the IDP and sector plans to the SDF by identifying strategic interventions to strengthen the current nodes and corridors identified in the SDF;
- 4.3.4 There is also a need to clearly delineate the edge of the Central Business District in towns as well as transitional zones for the possible spread of land uses into the residential areas. Clear delineation for the extent and expansion of commercial development along key urban corridors/ roads is also needed.
- 4.3.7 The identification of spatial interventions for the development of Tribal Authority Areas;
- 4.3.8 Greater attention needs to be given to improving the legibility of maps included in the SDF;
- 4.3.9 A Capital Investment Framework is required;
- 4.3.10 To include a strategic assessment of the environmental impact of the SDF;
- 4.3.11 Thorough economic and demographic analyses must be undertaken on the basis of the latest information;
- 4.3.12 The SDF should provide clear indication as to where infrastructure investment should take place, both public and private;
- 4.3.13 The SDF must provide an indication of alignment with the surrounding local and district municipalities;
- 4.3.14 The SDF should be updated to align to new policies and legislation such as the National Development Plan and Spatial Planning and Land Use Management Act (16/2013);
- 4.3.15 Reference is to be made to the Land Use Management Scheme Guidelines; and
- 5.3.16 A clear indication on the public consultation undertaken in developing the SDF should be provided

## **5 TASK DESCRIPTION**

The successful tenderer shall carry-out a study for the reviewing of spatial development framework and the project scope should pay attention to the objectives of the project as detailed in section 4 above and needs to comply with Section 21 (a-p) of the Spatial Planning and Land Use Act 16 of 2013:

The following eight critical milestones/phases (in consultation with the relevant stake holders and Land Reform Spatial Development Framework guidelines) shall be achieved in preparing the SDF:

- Phase 1:** Inception/Project Initiation;
- Phase 2:** Status Quo Report;
- Phase 3:** Development Framework;
- Phase 4:** Draft SDF Document;
- Phase 5:** Achieving Support for the Draft SDF;
- Phase 6:** Finalization and Approval;
- Phase 7:** Implementation, Monitoring and Evaluation Process; and
- Phase 8:** Project Close-Out.

The following is a breakdown of each phase of the project that must be adhered to (including the submission of a monthly progress report) prior to the payment of any allocated milestone budgets:

### **5.1 PHASE 1:** Inception/Project Initiation (not indicated in any specific order)

- 5.1.1 Confirm the Scope of Work;
- 5.1.2 Confirm Project Deliverables;
- 5.1.3 Confirm Project Approach and Methodology;
- 5.1.4 Identify pertinent stakeholders and confirm Project Team;
- 5.1.5 Submit a Communication Plan;
- 5.1.6 Submit a Work Plan;
- 5.1.7 Submit a Public Participation Plan;
- 5.1.8 Submit a Skills Transfer Plan;
- 5.1.9 Present a Project Program (including a schedule of meetings);
- 5.1.10 Identify Project Risks;
- 5.1.11 Identify Critical Success Factors; and
- 5.1.12 Define a Payment Program;

## **5.2 PHASE 2: Status Quo Report (not indicated in any specific order)**

- 5.2.1 Develop and approve spatial vision, goals and objectives (in support of the IDP);
- 5.2.2 Include Historical and administrative background of the study area;
- 5.2.3 Indicate the relevant policies and legislation applicable to the development of the local area;
- 5.2.4 Discuss the location of the Municipality in relation to the province as well as surrounding districts (include associated mapping);
- 5.2.5 Discuss and possibly map cross border (district and local) benefits and constraints;
- 5.2.6 Describe the existing ownership and Land Claims/Reform projects within the Municipal Area as well as associated detailed mapping;
- 5.2.7 Include SWOT analyses for both spatial and environmental issues;
- 5.2.8 Describe and map areas of environmental constraint (1:100 year Flood plains, slopes steeper than 1:3, slopes between 1:3 and 1:4 etc.) and conservation (nature reserves, 32 meter river buffer, wetland buffers etc.) as per available C-Plan/Minset data and Municipal Strategic Environmental Assessment (SEA) Plan;
- 5.2.9 Describe and map elevation, lithology, geology, climate, and agricultural areas;
- 5.2.10 Describe and map access to basic/bulk infrastructure as well as the locations and levels of related backlogs;
- 5.2.11 Include a Socio-economic profile (as per Census 2011 data) for the study area including ward profiles;
- 5.2.12 Discuss and map current land use and schemes within the study area;
- 5.2.13 Quantify, detail and map current housing projects;
- 5.2.14 The description and mapping of areas with current development (residential, housing and economic) pressures;
- 5.2.15 Describe and map the existing nodes and corridors (as per hierarchy) indicating the composing uses and developments;
- 5.2.16 Quantify and map (using appropriate walking distance buffers) existing social/community facilities including education;
- 5.2.17 Transportation analysis (infrastructure and access);
- 5.2.18 Describe issues related to tribal land and include associated mapping; and
- 5.2.19 Other strategic information that the Municipality, Service Provider and the Project Steering Committee may feel will appropriately inform the SDF.

## **5.3 PHASE 3: Development Framework (not indicated in any specific order)**

This phase involves the investigation and analysis of the *status quo* of spatial issues. The phase is concluded by a succinct yet comprehensive synthesis of all the spatial issues

leading to the identification of opportunities for the municipality to exploit and concepts regarding future development thus forming the foundation of the SDF.

- 5.3.1 Identification of needs that will be prioritised by identified role players;
- 5.3.2 Minutes of the meetings with the identified role players;
- 5.3.3 Identify the planning principles and spatial structuring elements applicable to the future development of the Municipal area;
- 5.3.4 Subsequently, identify spatial developmental concepts that will be used to envision these principles;
- 5.3.5 Qualify, quantify and map proposed social/community facilities including education;
- 5.3.6 Develop Planning and Design guidelines;
- 5.3.7 Draft Local Area/Development plans for the identified priority nodes and corridors;
- 5.3.8 Include and map Transportation proposals;
- 5.3.9 Define (if possible) an Open Space Corridor interlinking conservation areas with proposed urban design landscape;
- 5.3.10 Indicate future housing projects (including mapping) and discuss how to best add value to these projects – either through landscaping or the development of social amenities;
- 5.3.11 Discussion and mapping regarding the directions of Municipal growth;
- 5.3.12 Definition and justification of an Urban Edge;
- 5.3.13 Discuss and identify the spatial interventions and proposals towards the development of tribal land;
- 5.3.14 Investigate corridor link areas of potential and to develop as an activity corridor as well as key spatial interventions required;
- 5.3.15 Identify and discuss the link of the IDP and sector plans to the SDF by identifying strategic interventions to strengthen the current nodes and corridors identified in the SDF;
- 5.3.16 Define the edge of the Central Business District in the towns as well as transitional zones for the possible spread of land uses into the residential areas (including the extent and expansion of commercial development along key urban corridors/roads); and
- 5.3.17 Settlement pattern including population distribution using appropriate density classifications
- 5.3.18 Land use pattern including access to basic services and public facilities.
- 5.3.19 Transportation infrastructure and access to different parts of the municipal area.
- 5.3.20 Infrastructure Investment in terms of road network, sanitation and electricity should be clearly depicted in the SDF, consultation with UMkhanyakude District

Municipality for infrastructure, such as water and sewerage (Technical department), department of Transport and Eskom is critical so as to enable incorporation of this information in this plan.

- 5.3.21 Agricultural development potential need to be indicated in the SDF so as to guide development with this municipality. There is a need to align this plan with the Department of Agriculture land potential plan, therefore this analysis will have to be done and aligned thereof, on the SDF.
- 5.3.22 The location of commercial facilities also needs to be clearly indicated in the SDF so as to assist with the planning and location of new facilities.
- 5.3.23 Location of community facilities need to be indicated in the SDF using appropriate planning standards. This is critically important for the identification of gaps.
- 5.3.24 Jozini Municipality does not have a Strategic Environmental Management plan in place and this information needs to be incorporated to the SDF so as to reflect environmental priority areas. In terms of disasters we have developed the disaster management plan we would also like to have this information incorporated to this SDF.
- 5.3.25 Any other analysis resulting from the above status quo report.

#### **5.4 PHASE 4: Draft SDF Document (not indicated in any specific order)**

The draft SDF proposals are formulated during this phase and should be informed by Policy and Principles, the identified Issues and agreed upon Vision, as well as the Status Quo synthesis.

All strategic interventions should be mapped appropriately and estimated costs for all interventions need to be developed.

- 5.4.1 Include a map showing an mixture of all relevant environmental issues so as to create a layer of Restricted Use and by omission, developmental areas;
- 5.4.2 Horizontal alignment with surrounding municipal and district SDFs (including maps);
- 5.4.3 Vertical alignment with relevant National, Provincial, and Local Policy/Legislation;
- 5.4.4 Provide guidelines for the development of a Land Use Management Framework;
- 5.4.5 Provide the preliminary conditions/objectives for the development of an Informal Trading Policy (as per SALGA Guidelines);
- 5.4.6 Proposals must be in line with the recommendations of recent and applicable spatial studies as indicated in Section 11;
- 5.4.7 Illustrate the desired spatial form of the Municipality;

- 5.4.8 Draft a **Densification Framework** for the Municipal area including a map of areas identified for densification;
- 5.4.9 Submit an appropriate and legible illustration of the SDF (SDF map); and
- 5.4.10 Ensure alignment of the SDF with the IDP and by extension (and inclusion) the Municipal Capital Investment Framework.

#### **5.5 PHASE 5: Achieving support for the Draft SDF**

- 5.5.1 This involves the soliciting of buy-in from a wide range of stakeholders in the Municipal area including organised businesses, community based organisations and other key stakeholder groups identified by the Municipality and the Project Steering Committee.
- 5.5.2 Please note:
  - 5.5.2.1 The participation processes need to be initiated early in the planning process and not necessarily at the draft SDF stage; and
  - 5.5.2.2 The SDF communication and participation process is to be aligned (as far as possible) with the IDP participation processes.

#### **5.6 PHASE 6: Finalisation and Approval**

This Phase involves the reflection on the input made during Phase 5, amendment to the SDF where necessary, and the submission of the final Draft SDF to Council for approval.

#### **5.7 PHASE 7: Implementation, Monitoring and Evaluation**

This section involves the finalisation of implementation, monitoring and evaluation process plans to ensure implementation of the SDF.

#### **5.8 PHASE 8: Close-Out**

- 5.8.1 A close out report must be prepared at the end of the project that summarizes amongst others, the project process, milestones, highlights and suggested amendments to the process for future SDF preparation and implementation.
- 5.8.2 It must be noted and reiterated that the mapping of specific issues, as mentioned above, must:
  - 5.8.2.1 Utilise a suitable Geographical Information Systems (GIS) Software;
  - 5.8.2.2 Be clearly numbered and in correspondence with the related report;
  - 5.8.2.3 Be an A4 size;

5.8.2.4 Items within the legend that do not conflict in terms of colour (undistinguishable); and

5.8.2.5 Have a legible and comprehensive legend.

## **6 METHODOLOGY**

The consultant must provide a clear indication of the methodology proposed with respect to the above phases.

## **7 TIME FRAME**

The consultant is to indicate the intended timeframe for each phase of the project and the envisaged milestones by a way of a detailed Gantt chart. However, the project completion should not exceed eight (6) months.

## **7. PAYMENT PROCEDURES**

Payment will be effected upon satisfactory delivery of achieved milestone(s).

## **8. PROJECT REQUIREMENTS**

8.1 Tenderers may be allowed to form a consortium of professionals with different expertise in order to cover all required aspects of this study. The professionals or sub-consultants shall be the responsibility of the lead consultant.

8.2 Tenderers are requested to submit their proposals for this study in a “two envelope” principle. The first envelope must include the technical proposals in which the following information must be provided:

- Background and experience of the firm;
- Detailed CV's of professional teams
- Track records in relevant aspects of urban development and spatial planning, service infrastructure provision, and transportation planning in order to achieve the required skills base;
- Ability and experience in local government or other relevant public service procedures and requirements;
- Any vested interest in the study area;
- Technical approach and methodology;
- Details of how the consultant would organize the work;
- Knowledge of the area and community; and
- Involvement and/or ownership by the previously disadvantaged persons
- Capacity to undertake the work within stipulated time frame;

- Names of consulting staff to be assigned to the work together with individuals responsibilities and experience;
- 8.3 The second envelope shall include the financial proposals and the following information must be provided:
- Work schedule and detailed breakdown of fees; and
  - Total estimated budget including VAT.
  - No hidden cost will be considered.
- 8.4 It is therefore recommended that the service provider ensures that people with Relevant skills are part of the project. A list of people containing, among other things, names, qualifications and experience who will be directly involved in the project must be submitted. This should clearly indicate what roles each team member will play. A company / team profile containing, among other things, names, qualifications and experience of persons who will be **directly** involved in the project must be included.

All team members that will be directly involved in the project will be expected to attend all progress report meetings as scheduled and agreed upon by both parties. The selected team members shall stay the same for the duration of the project and cannot be changed without prior discussions with and approval from the project steering committee

## **9. PRESENTATION FORMAT OF THE PROJECT DELIVERABLES**

The strategy is not meant to be a voluminous document with minimal practical use. Instead, it is meant to complement other decision support systems of the municipality. Deliverables will be presented in the following forms:

- Comprehensive report(s), clearly addressing all aspects indicated above in hard copy and digital format with an adequate executive summary.
- Materials produced on a word processor are required specifically in Microsoft ® Word ® format.
- Materials produced on spreadsheet are required specifically in Microsoft ® Excel ® format.
- Geographical Information System (GIS) data is required specifically in spatial shape files accompanied with the relevant metadata.
- A presentation on conclusion of each phase of the project is to be made to the Project Steering Committee and the first draft and final draft of SDF to be presented to the Council for adoption.

## 10. EVALUATION CRITERIA

### 10.1 ELIGIBILITY CRITERIA

The following table provides organisational eligibility criteria and service providers will be assessed in relation to these eligibility criteria, provided that any service providers that do not meet any of the criteria above and in the table below, will be disqualified.

Eligibility criteria		Method of verification (By Municipality)
Organisational Requirements	Service Provider must provide a valid Tax Clearance Certificate from SARS	Tax Clearance Certificate provided
	Company profile and CVs of individuals allocated to this contract	CV and reference checks
Programme management experience	The project manager must have a tertiary degree related to the built environment	CV
	The project manager must be a professional registered with SA Council for Planners	CV and Certified Proof of Qualification. Proof of registration with SACPLAN

## 11. DOCUMENTS AND EVIDENCE

Duly completed quotation documents must be submitted together with the following:

- i. a Company résumé;
- ii. a schedule of proposed personnel; and
- iii. an original valid Tax Clearance Certificate.

## 12. THRESHOLD FOR QUALIFICATION

The criteria for scoring of technical requirements are as set out below.

MINIMUM REQUIREMENT	YES/NO	COMMENT/ PROOF TO BE PROVIDED
<b>Organisational Capacity</b>		
1. Experience in SDF Management and Development.		Company Profile ( Must demonstrate

2. GIS Experience and Capacity.		Directors/Members cumulative 5 years experience)
3. Sound Participatory Planning, and innovative planning approaches		
<b>Project Manager capability – qualifications, expertise and experience</b>		
4. Tertiary qualification in Town and Regional Planning		Certified Copy of Qualification
5. Registration with SA Council for Planners as a Professional Planner		Certified Proof of Registration with
6. Land use management experience with a focus on strategic planning in developing, documenting and implementing public sector management systems.		Certified Copy of Qualification and CV
<b>PRINCIPAL ANALYST: capability – qualifications, expertise and experience</b>		
9. Consultant experience in urban and regional planning or urban design (Minimum 5 years experience)		CV and Reference Checks
10. Experience in analysis of plans or policies		CV and Reference Checks
11. Methodology and Approach		Submitted Proposal

### 13. SUBMISSION OF QUOTATIONS

Quotations must be delivered to the address indicated thereon, on or before the time and date stipulated, in accordance with the advertised stipulations.

**Late** quotations will not be considered.

No qualifications of quotations will be allowed, and service providers are hereby warned that any quotations containing special quotation conditions that differ or deviate from the official quotation form will be disqualified.

The Municipality is not compelled to accept the lowest or any quotation.

Quotations must be submitted in sealed envelopes and only one quotation may be submitted per envelope, which must be endorsed with the quotation name and number as well as the closing date and time, as indicated below, with the name and address of the service provider reflected on the reverse side of the envelope:

## DEVELOPMENT OF THE SPATIAL DEVELOPMENT FRAMEWORK (SDF) FOR THE JOZINI LOCAL MUNICIPALITY (KZN272)

## **BID REFERENCE NO: JMC 001/10/16**

- (1) Quotations are to be deposited in the tender box, located at:  
Jozini Local Municipality  
Circle Street, Bottom Town  
Jozini  
3969
- (2) **Quotations must be deposited in the tender box by no later than 12:00 on Friday 18 November 2016. Only those quotations deposited by the closing time will be considered.**

### **BRIEFING SESSION**

- (3) A briefing session will not be held.

### **PRICING OF QUOTATIONS**

- (4) The Municipality reserves the right to contact those who have submitted quotations to –
  - i. obtain clarity where information is incomplete or where a lack of clarity exists about technical aspects of the quotation;
  - ii. obtain confirmation of prices in cases where it is obvious that a written, typed or transcription error, or an error in the unit price has been made.
- (5) The pricing schedule is found at **Appendix 1**.

### **ENQUIRIES**

- (6) All enquiries regarding quotation matters must be directed to –  
ACTING MUNICIPAL MANAGER  
JOZINI LOCAL MUNICIPALITY  
PRIVATE BAG X028  
JOZINI  
3969  
  
ATTENTION: Mr. S Duma  
Supply Chain Manager  
TEL:035 572 1292  
Email: [sduma@jozini.gov.za](mailto:sduma@jozini.gov.za)
- (7) All enquiries relating to the scope of work must be addressed to:

Mr. SN Myeni  
Manager Town Planning  
Tel: 035 572 12392 or 082 892 7682  
Email: [smyeni@jozini.gov.za](mailto:smyeni@jozini.gov.za)

## APPENDIX 1

### PRICING SCHEDULE

PHASES/DELIVARABLE	% PAYABLE	Total value inclusive of VAT
Phase 1: Inception/Project Initiation	5%	
Phase 2: Status Quo Report	10%	
Phase 3: Development Framework	15%	
Phase 4: Draft SDF Document	30%	
Phase 5: Achieving Support for the Draft SDF	5%	
Phase 6: Finalization and Approval	5%	
Phase 7: Implementation, Monitoring and Evaluation	10%	
Phase 8: Project Close-Out	5%	
RETENTION	15%	
Total	100%	

MR. SW ZONDO  
ACTING MUNICIPAL MANAGER