

# OKHAHLAMBA INTEGRATED DEVELOPMENT PLAN(IDP) 2017-2018

Okhahlamba Municipality IDP 2017/2018



**Okhahlamba Local Municipality**

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## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>1</b>
INTRODUCTION	1
THE OKHAHLAMBA LOCAL MUNICIPALITY	1
APPROACH TO THE DEVELOPMENT OF THE IDP	5
KEY CHALLENGES	6
MUNICIPAL DEVELOPMENT STRATEGY AND LONG TERM VISION	9
KEY CHALLENGES AND INTERVENTIONS	11
PERFORMANCE MANAGEMENT	15
<b>1 GOVERNMENT POLICIES AND PLANNING AND DEVELOPMENT PRINCIPLES</b>	<b>1-1</b>
1.1 PLANNING AND DEVELOPMENT PRINCIPLES	1-1
1.2 GOVERNMENT POLICIES AND IMPERATIVES	1-3
1.2.1 <i>National Development Plan</i>	1-3
1.2.2 <i>Millennium Development Goals</i>	1-4
1.2.3 <i>The 14 National Outcomes</i>	1-5
1.2.4 <i>National Infrastructure Plan</i>	1-5
1.2.5 <i>State Of The Nation Address</i>	1-6
1.2.6 <i>National Strategy For Sustainable Development</i>	1-7
1.2.7 <i>State Of The Province Address</i>	1-7
1.2.8 <i>Provincial Growth And Development Strategy</i>	1-9
1.2.9 <i>KZN Provincial Growth And Development Plan</i>	1-10
1.2.10 <i>uThukela District Growth and Development Plan</i>	1-10
1.2.11 <i>Operation Clean Audit</i>	1-11
1.2.12 <i>Local Government Back To Basics</i>	1-13
<b>2 SITUATIONAL ANALYSIS</b>	<b>2-17</b>
2.1 DEMOGRAPHIC CHARACTERISTICS	2-17
2.1.1 <i>Population Size and Growth</i>	2-17
2.1.2 <i>Population Distribution</i>	2-17
2.1.3 <i>Household Size</i>	2-18
2.1.4 <i>Population Groups</i>	2-19
2.1.5 <i>Age Distribution</i>	2-20
2.1.6 <i>Gender Profile</i>	2-20
2.1.7 <i>Key Findings</i>	2-22
2.2 SPATIAL ANALYSIS	2-23
2.2.1 <i>Regional Context</i>	2-23
2.2.2 <i>Administrative Entities</i>	2-24
2.2.3 <i>Structuring Elements</i>	2-25
2.2.4 <i>Existing Nodes and Corridors</i>	2-26
2.2.5 <i>Broad Land Uses</i>	2-28
2.2.6 <i>Land Ownership</i>	2-30
2.2.7 <i>Land Reform</i>	2-30
2.2.8 <i>Land Capability</i>	2-31
2.3 ENVIRONMENTAL ANALYSIS	2-33
2.3.1 <i>Biodiversity And Protected Areas</i>	2-33
2.3.2 <i>Environmental Management</i>	2-40
2.3.3 <i>Climate And Climate Change</i>	2-44

2.3.4	<i>Strategic Environmental Assessment</i>	2-45
2.3.5	<i>Spatial and Environmental Trends and Analysis</i>	2-46
2.3.6	<i>Spatial and Environmental: SWOT Analysis</i>	2-48
2.4	DISASTER MANAGEMENT	2-49
2.4.1	<i>Municipal Institutional Capacity</i>	2-49
2.4.2	<i>Risk Assessment</i>	2-49
2.4.3	<i>Risk Reduction and Prevention</i>	2-51
2.4.4	<i>Response and Recovery</i>	2-52
2.4.5	<i>Training And Awareness</i>	2-54
2.4.6	<i>Disaster Management: SWOT Analysis</i>	2-55
2.5	MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS	2-55
2.5.1	<i>Municipal Transformation</i>	2-55
2.5.2	<i>Organisational Development</i>	2-60
2.5.3	<i>Human Resource Development</i>	2-72
2.5.4	<i>ICT Policy</i>	2-73
2.5.5	<i>Municipal Transformation &amp; Organisational Development: Swot Analysis</i>	2-73
2.6	SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS	2-74
2.6.1	<i>Water &amp; Sanitation</i>	2-75
2.6.2	<i>Solid Waste Management</i>	2-79
2.6.3	<i>Transportation Infrastructure</i>	2-80
2.6.4	<i>Energy</i>	2-83
2.6.5	<i>Access to Community Facilities</i>	2-87
2.6.6	<i>Human Settlements</i>	2-88
2.6.7	<i>Telecommunications</i>	2-91
2.6.8	<i>Service Delivery And Infrastructure Swot Analysis</i>	2-92
2.7	LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS	2-93
2.7.1	<i>Local Economic Development</i>	2-93
2.7.2	<i>Social Development Analysis</i>	2-102
2.7.3	<i>Social Development: Swot Analysis</i>	2-115
2.8	MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS	2-116
2.8.1	<i>Capability of the Municipality to execute Capital Projects</i>	2-116
2.8.2	<i>Indigent Support</i>	2-116
2.8.3	<i>Revenue Enhancement and Protection Strategies</i>	2-116
2.8.4	<i>Municipal Consumer Debt Position</i>	2-117
2.8.5	<i>Grants &amp; Subsidies</i>	2-117
2.8.6	<i>Municipal Infrastructure Assets &amp; Maintenance (O&amp;M)</i>	2-118
2.8.7	<i>Municipality's Credit Rating</i>	2-118
2.8.8	<i>Employee Related Costs</i>	2-119
2.8.9	<i>Supply Chain Management</i>	2-119
2.8.10	<i>Financial Viability And Management Swot Analysis</i>	2-119
2.9	GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS	2-120
2.9.1	<i>Good Governance Analysis</i>	2-120
2.9.2	<i>Public Participation Analysis</i>	2-130
2.9.3	<i>Good Governance &amp; Public Participation Swot Analysis</i>	2-132
2.10	KEY CHALLENGES	2-132
2.11	COMBINED SWOT ANALYSIS	2-135
<b>3</b>	<b>MUNICIPAL DEVELOPMENT VISION, GOALS AND OBJECTIVES</b>	<b>3-144</b>
3.1	OKHAHLAMBA STRATEGIC FRAMEWORK	3-146

<b>4</b>	<b>STRATEGIC MAPPING AND IMPLEMENTATION PLAN</b>	<b>4-152</b>
4.1	STRATEGIC MAPPING	4-152
4.1.1	<i>Environmental Sensitive Areas</i>	4-152
4.1.2	<i>Strategic Intervention Areas</i>	4-153
4.1.3	<i>Desired Spatial Form</i>	4-161
4.1.4	<i>Strategic Guidance In Respect Of Development</i>	4-163
4.1.5	<i>Spatial alignment with neighbouring municipalities</i>	4-169
4.1.6	<i>Strategic Integrated Projects</i>	4-173
4.1.7	<i>The Maloti-Drakensberg Corridor Framework</i>	4-173
4.1.8	<i>Public And Private Land Development And Infrastructure Investment</i>	4-175
4.2	IMPLEMENTATION PLAN	4-179
<b>5</b>	<b>FINANCIAL PLAN</b>	<b>5-188</b>
5.1	FINANCIAL STRATEGIES	5-188
5.1.1	<i>General</i>	5-188
5.1.2	<i>Detailed Financial Action Plan</i>	5-193
5.1.3	<i>Financial Strategies And Action Plan – 2013/14 To 2017/18</i>	5-194
5.2	MULTI-YEAR BUDGET (FINANCIAL PROJECTIONS)	5-199
5.2.1	<i>Financial Projections</i>	5-199
5.3	MUNICIPAL BUDGET OVERVIEW	5-200
5.3.1	<i>Consolidated Budgeted Financial Performance (Revenue &amp; Expenditure)</i>	5-200
5.4	AUDITOR GENERAL RESPONSES AND ACTION PLAN	5-204
5.4.1	<i>AG Findings and link to operation Clean Audit</i>	5-204
5.4.2	<i>Updated Operation Clean Audit - Action Plan</i>	5-204
5.5	CATALYTIC PROJECTS	5-204
5.5.1	<i>Nondela Drakensberg Mountain Estate</i>	5-204
5.5.2	<i>Feasibility Study And Business Plan For A Drakensberg Cable Car</i>	5-207
5.5.3	<i>Fresh Produce Market</i>	5-208
5.5.4	<i>Woodstock Waterlands</i>	5-209
5.6	SECTOR INVOLVEMENT	5-212
5.6.1	<i>Department Of Transport</i>	5-212
5.6.2	<i>Department Of Health</i>	5-217
5.6.3	<i>Department Of Human Settlement</i>	5-217
5.6.4	<i>Department of Economic Development, Tourism and Environmental Affairs (EDTEA)</i>	5-218
5.6.5	<i>ESKOM</i>	5-219
5.6.6	<i>Department Of Water Affairs</i>	5-220
5.6.7	<i>Uthukela MIG Projects</i>	5-220
5.6.8	<i>Okhahlamba Housing Projects</i>	221
<b>6</b>	<b>ANNUAL OPERATIONAL PLAN</b>	<b>6-222</b>
<b>7</b>	<b>ORGANISATIONAL &amp; INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM</b>	<b>7-223</b>
7.1	OBJECTIVES AND PRINCIPLES OF OPMS	7-223
7.2	ALTERNATIVE MODELS FOR OPMS	7-223
7.3	ORGANISATIONAL SCORECARD	7-223
7.4	ROLES AND RESPONSIBILITIES IN OPMS	7-225
7.5	MEASUREMENT AND ANALYSIS	7-225
7.6	PERFORMANCE REPORTING AND REVIEWS	7-226
7.7	ANNUAL PERFORMANCE REPORT	7-226
7.8	ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS	7-226

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7.9	DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS -----	7-226
7.10	SUMMARY -----	7-226
<b>8</b>	<b>ANNEXURES -----</b>	<b>7-229</b>
8.1	SECTOR PLANS -----	7-235
8.2	ANNEXURE A: SPATIAL DEVELOPMENT FRAMEWORK (SDF) -----	7-237
8.3	ANNEXURE B: AG COMMENTS ON LATEST AUDIT FINANCIAL STATEMENTS -----	7-237
8.4	ANNEXURE C: SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) -----	7-237
8.5	ANNEXURE D: ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR -----	7-237
8.6	ANNEXURE E: SCORE CARD -----	7-237

## LIST OF TABLES

TABLE 1: PLANNING AND DEVELOPMENT PRINCIPLES	1-1
TABLE 2: 6 KZN GOALS	1-9
TABLE 3: DISTRICT STRATEGIC OBJECTIVES	1-11
TABLE 4: DISTRICT POPULATION GROWTH TRENDS	2-17
TABLE 5: HOUSEHOLD SIZE	2-18
TABLE 6: DISTRICT MUNICIPALITIES	2-23
TABLE 7: CONSERVATION AREAS	2-29
TABLE 8: CLIMATE DEFINITIONS	2-44
TABLE 9: DEPARTMENTS WITHIN THE MUNICIPALITY	2-61
TABLE 10: STAFF COMPLEMENT AS PER 2015/2016 ORGANOGRAM	2-62
TABLE 11: ROAD LENGTH AND CLASSIFICATION	2-81
TABLE 12: HOUSING PROJECT 2016-2017	2-89
TABLE 13: OKHAHLAMBA PRIORITISED HOUSING PROJECTS	2-90
TABLE 14: LOCATION QUOTIENT FOR OKHAHLAMBA	2-93
TABLE 15: GVA CONTRIBUTION OF OKHAHLAMBA TO UTHUKELA (IN CONSTANT PRICES) RM	2-93
TABLE 16: GVA CONTRIBUTION PER SECTOR IN CONSTANT PRICES (RM)	2-94
TABLE 17: PRIORITY PROJECTS PER WARD	2-102
TABLE 18: EDUCATION (AGED 20 +)	2-111
TABLE 19: GOVERNMENT GRANTS	2-118
TABLE 20: EPWP PROJECTS	2-121
TABLE 21: COMMUNICATION CHANNELS	2-130
TABLE 22: PUBLIC PARTICIPATION PER WARD – PROGRAMME	2-131
TABLE 23: BROAD LAND USE TYPOLOGIES	4-165
TABLE 24: CAPITAL BUDGET 2017/18	5-202
TABLE 25: CURRENT PROJECTS 2019-2017	5-217
TABLE 26: 2017-2018 PROJECTS	5-217

## LIST OF FIGURES

FIGURE 1: POPULATION DISTRIBUTION PER WARD	2-18
FIGURE 2: POPULATION GROUPS	2-19
FIGURE 3: AGE DISTRIBUTION	2-20
FIGURE 4: AGE STRUCTURE OF OKHAHLAMBA LOCAL MUNICIPALITY	2-20
FIGURE 5: SEX RATIO- OKHAHLAMBA MUNICIPALITY	2-21
FIGURE 6: GENDER PROFILE PER WARD	2-22
FIGURE 7: DEMOGRAPHIC PROFILE OF EMPLOYEES	2-55
FIGURE 8: INSTITUTIONAL ARRANGEMENTS	2-60
FIGURE 9: MUNICIPAL ORGANISATIONAL STRUCTURE	2-64
FIGURE 10: DEPARTMENT: FINANCE SERVICES	2-65
FIGURE 11: DEPARTMENT: SOCIAL AND ECONOMIC DEVELOPMENT	2-66
FIGURE 12: DEPARTMENT: SOCIAL & ECONOMIC DEVELOPMENT– 2	2-67
FIGURE 13: SOCIAL AND ECONOMIC DEVELOPMENT - 3	2-68
FIGURE 14: DEPARTMENT: CORPORATE SERVICES	2-69
FIGURE 15: DEPARTMENT: TECHNICAL SERVICES	2-70
FIGURE 16: DEPARTMENT: TECHNICAL SERVICES -2	2-71
FIGURE 17: PIPED WATER INSIDE DWELLING	2-76

FIGURE 18: MAIN WATER SUPPLY-----	2-77
FIGURE 19: SANITATION-----	2-78
FIGURE 20: WASTE QUANTITIES AND CHARACTERISTICS (WASTES QUANTITIES IN TONS PER ANNUM) IN OKHAHLAMBA LOCAL MUNICIPALITY-----	2-79
FIGURE 21: WASTE TREATMENT FACILITY-----	2-79
FIGURE 22: WASTE REMOVAL-----	2-80
FIGURE 23: ENERGY FOR LIGHTING-----	2-83
FIGURE 24: ENERGY FOR HEATING-----	2-84
FIGURE 25: ENERGY FOR COOKING-----	2-84
FIGURE 26: HOUSEHOLD ACCESS TO TELECOMMUNICATION-----	2-91
FIGURE 27: ACCESS TO INTERNET (PERCENTAGE)-----	2-92
FIGURE 28: UNEMPLOYMENT RATE-----	2-94
FIGURE 29: EMPLOYMENT STATUS-----	2-95
FIGURE 30: EMPLOYMENT BY OCCUPATION IN OKHAHLAMBA-----	2-96
FIGURE 31: EMPLOYMENT BY SECTOR-----	2-96
FIGURE 32: INDIVIDUAL MONTHLY INCOME-----	2-96
FIGURE 33: EDUCATION LEVELS-----	2-111
FIGURE 34: FINANCIAL STRATEGIC MAP-----	5-199
FIGURE 35: STUDY AREA FOR THE PROJECT-----	5-207
FIGURE 36: MAGNIFICENT VIEWS OF THE STUDY AREA-----	5-207
FIGURE 37: PROJECT STUDY AREA-----	5-208
FIGURE 38: PROPOSED MARKET SITE-----	5-209

## LIST OF MAPS

MAP 1: CONSOLIDATED SDF-----	1-- 16-
MAP 2: POPULATION DENSITY-----	2-19
MAP 3: LOCALITY OF OKHAHLAMBA WITHIN KZN-----	2-23
MAP 4: NEW DELIMITATED WARD MAP-----	2-24
MAP 5: MAP SHOWING TRADITIONAL AUTHORITIES IN OKHAHLAMBA-----	2-25
MAP 6: BROAD LAND USE-----	2-29
MAP 7: LAND CAPABILITY (AGRICULTURAL POTENTIAL) MAP-----	2-31
MAP 8: AGRICULTURAL LAND CATEGORIES-----	2-32
MAP 9: EXISTING PROTECTED AREAS-----	2-36
MAP 10: CONSERVATION AREAS-----	2-37
MAP 11: WATER ECOSYSTEMS-----	2-38
MAP 12: UTHUKELA RISK PROFILE-----	2-50
MAP 13: AVERAGE DISTANCE FROM EMERGENCY SERVICES-----	2-53
MAP 14: UTHUKELA INSTITUTIONAL RESOURCE PROFILE-----	2-54
MAP 15: WATER BACKLOGS-----	2-76
MAP 16: SANITATION BACKLOGS-----	2-78
MAP 17: TRANSPORT NETWORK AND CLASSIFICATION-----	2-83
MAP 18: ELECTRICITY BACKLOGS-----	2-86
MAP 19: ELECTRICAL INFRASTRUCTURE-----	2-87
MAP 20: COMMUNITY FACILITIES-----	2-88
MAP 21: SETTLEMENT PATTERN-----	2-89
MAP 22: HOUSING PROJECTS-----	2-90
MAP 23: HEALTH FACILITIES-----	2-110

MAP 24: PRIMARY SCHOOLS	2-112
MAP 25: SECONDARY SCHOOLS	2-113
MAP 26: POLICE STATIONS	2-114
MAP 27: CONSERVATION CORRIDORS & CBAS	4-152
MAP 28: TERRESTRIAL CONSERVATION PLAN	4-153
MAP 29: CONTINUUM OF HUMAN SETTLEMENTS	4-154
MAP 30: ENVIRONMENTAL AREAS FOR INTERVENTION	4-158
MAP 31: OKHAHLAMBA FRAMEWORK PLAN	4-162
MAP 32: MALOTI-DRAKENSBERG CORRIDOR FRAMEWORK: NORTHERN REGION	4-174
MAP 33: CAPITAL INVESTMENT FRAMEWORK	4-176

## LIST OF ANNEXURE

- ANNEXURE A: SPATIAL DEVELOPMENT FRAMEWORK (SDF)
- ANNEXURE B: AG COMMENTS ON LATEST AUDIT FINANCIAL STATEMENTS
- ANNEXURE C: 2017/ 2018 ORGANISATIONAL SCORECARD
- ANNEXURE D: 2017/ 2018 SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP)
- ANNEXURE E: SCORE CARD

## EXECUTIVE SUMMARY

### INTRODUCTION

- Integrated Development Planning in South Africa is an integral planning process that steers development at local levels of government and guides service delivery. The Integrated Development Plan is a planning tool used to implement a co-operative and integrated development project in South Africa's spatial economy. This IDP process is dominated by community structures and allows for continuous and progressive development. Its development is guided by National and Provincial development and planning policies and other pieces of legislation. Therefore, the IDP is a legal obligation, which all government institutions must respect.
- As a local government institution, the Okhahlamba Local Municipality (OLM) has adhered to municipal development policies such as the Municipal Systems Act, which state that all municipalities are obliged to undertake an IDP process to produce IDP's. In doing so, the Okhahlamba Local Municipality has considered the IDP Framework Guide during the process.
- This process is based on a legislative mandate that gives guidance. This legislative mandate consists of various guiding documents namely:-
  - ❖ The Municipal Systems Act (MSA);
  - ❖ The Provincial Development Act (PDA);
  - ❖ National Development Plan (NDP);
  - ❖ Spatial Planning and Land Use Management Act (SPLUMA);
  - ❖ Provincial Growth and Development Strategy (PGDS);
  - ❖ Performance Management Regulations.

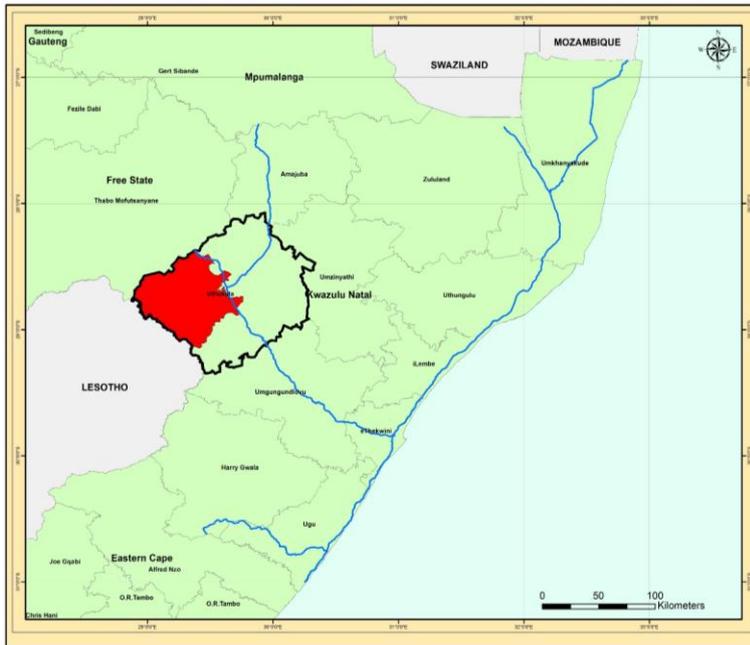
### THE OKHAHLAMBA LOCAL MUNICIPALITY

- Okhahlamba Local Municipality is located within the uThukela District Municipality, which is one of the ten district municipalities in the Province of KwaZulu-Natal. It was established during the 2000 transformation of local government and is located along the eastern boundary of the province, bordering the Free State and Lesotho.

Okhahlamba municipality is one of the three Local Municipalities that fall under the uThukela District. The three local municipalities include:

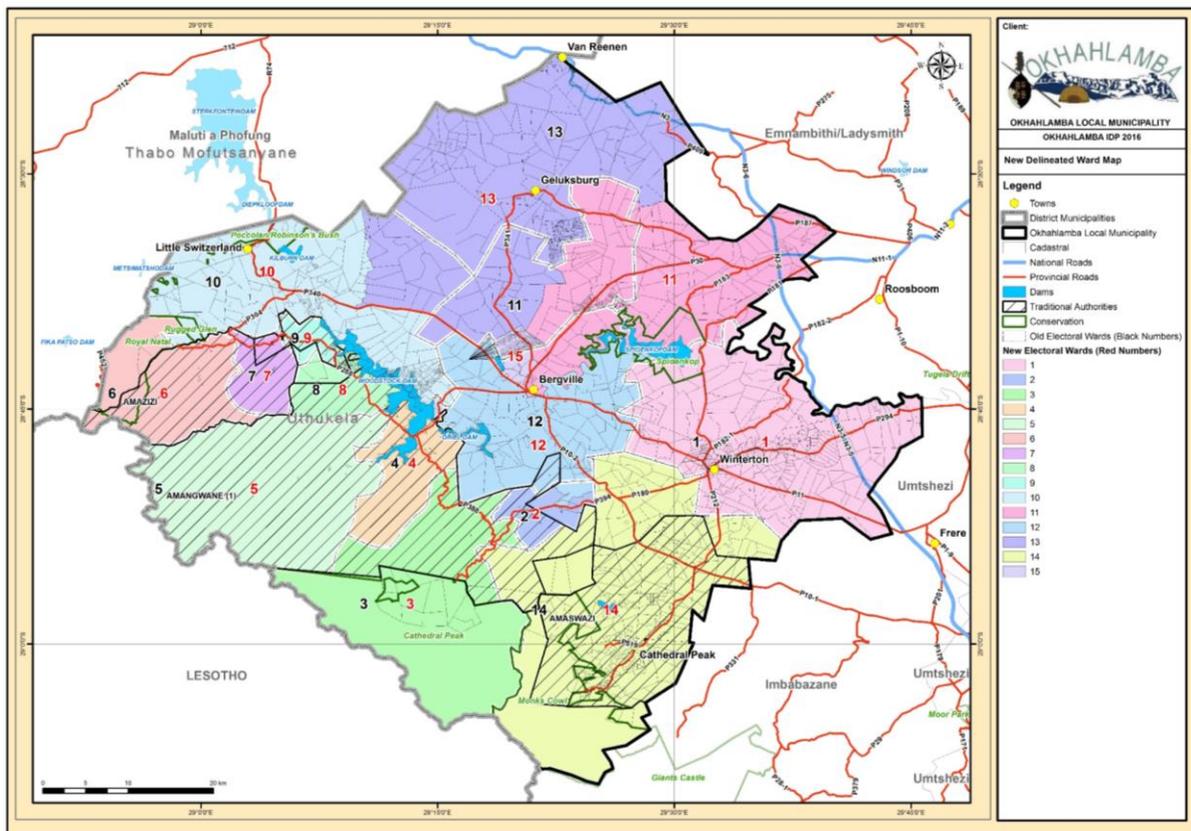
- ❖ Okhahlamba Local Municipality;
- ❖ Alfred Duma Local Municipality; and
- ❖ Inkosi Langalibalele Local Municipality.

❖ The structure of uThukela District is however, about to change with the announcement by the



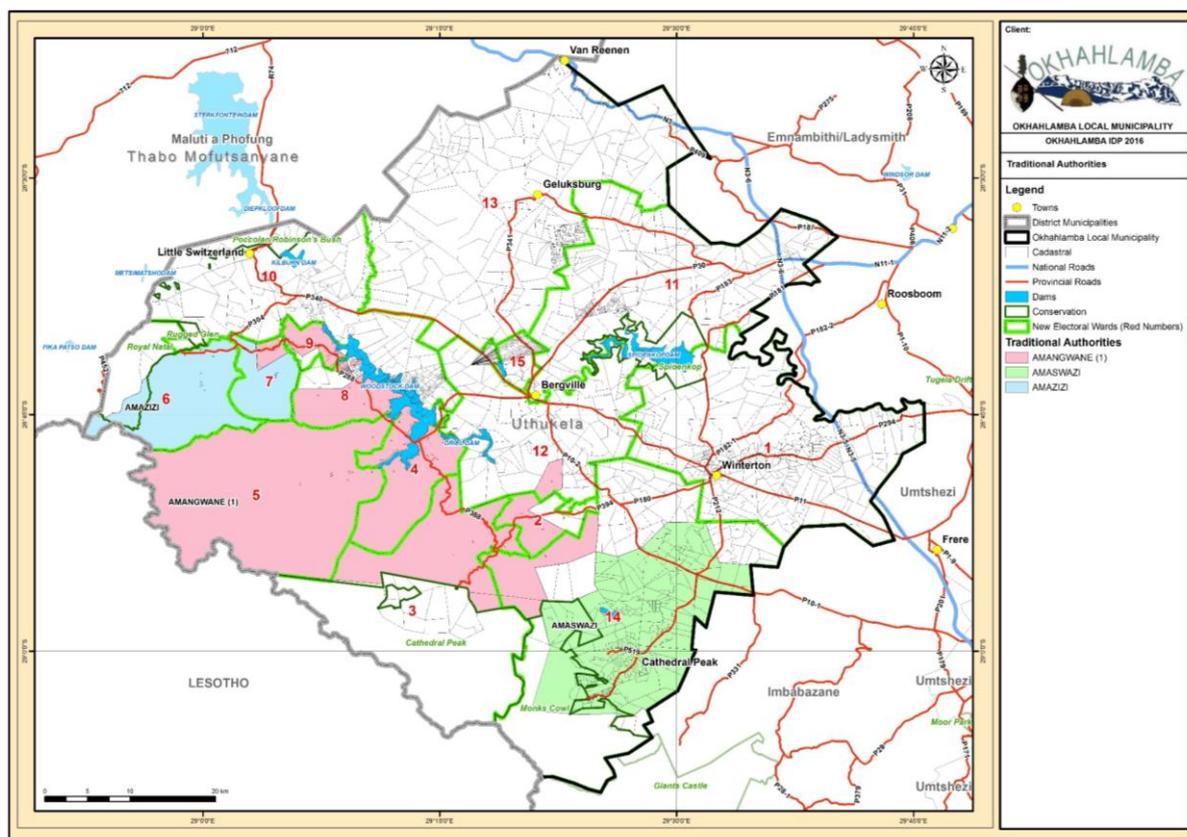
Municipal Demarcation Board that four municipalities within the district will be amalgamated into two municipalities. These are Umtshezi, which was amalgamated with Imbabazane Local Municipality as well as Emnambithi/ Ladysmith, which was amalgamated with Indaka Local Municipality to form Alfred Duma Local Municipality and Inkosi Langalibalele Local Municipality.

Okhahlamba Local Municipality is located on the western edge of uThukela District municipality. Alfred Duma Local Municipality borders it to the northeast, Inkosi Langalibalele Local Municipality to the southeast and Lesotho to the west. The municipality covers an area of approximately 3 543.63 km<sup>2</sup> and houses 15 wards.



Source: Municipal Demarcation Board (<http://www.demarcation.org.za/>)

There are three Traditional Authority areas within the Okhahlamba Local Municipality, namely the Amazizi, Amangwane and Amaswazi Traditional Authorities (indicated in the map below). The Amazizi Traditional Authority is located to the west of the municipality at the foothills of the Drakensberg Mountains. The Amangwane is a larger Traditional Authority area is located from the western boundary towards the eastern boundary along the foothills of the Drakensberg. It incorporates the Mnweni Valley, which is the only area of the Drakensberg that is not under regulation by Ezemvelo KZN Wildlife.



Okhahlamba Local Municipality is characterised by its major spatial feature, the Drakensberg Mountains. These mountains are also known as the 'Barrier of Spears' (uKhahlamba) from which the name Okhahlamba is derived. They serve as a barrier separating KZN from Lesotho province. These mountains have been recognised on an international level as a heritage site with its wealth of biodiversity and its sheer natural beauty. These attributes have therefore contributed to the nature and character of the whole municipality.

#### DEMOGRAPHIC PROFILE

Okhahlamba Municipality had a population of 135 132 in 2016, but experienced a growth between 2011 and 2016 period, with the population increasing from 132 068 in 2011 to 135 132 068 in 2016. This accounted for a 1.2% growth rate and could be attributed by the major infrastructure development within Okhahlamba and job opportunities and better health care facilities. Key population statistics are depicted in the table below.

	2011			2016		
Population Size	132 068			135 132		
Population Growth	-0.43			1.2		
Number of households	27 576			29 510		
Males per 100 Females	87.5					
Dependency ratio per 100 (15-64)	79.0					
Age profile	>15	15-64	64<	>15	15-64	64<
	39.2	55.9	4.9	39.2	55.9	4.9

The age structure of the Okhahlamba Local Municipality indicates that the majority of the population is made up of individuals ranging from ages 0-35 (youth) and little ranging between 64 and 100. In 2001, 41.1% of the population were individuals under the age of 15 and in 2011 there was a decrease in this age group to 39.2%. The 15-64 age group experienced an increase between 2001 and 2011, growing from 54.1% to 55.9%. The older age group (64<) also increased from 4.8% to 4.9%.

#### THE LOCAL ECONOMY

An overview of the local economy of Okhahlamba includes the following:

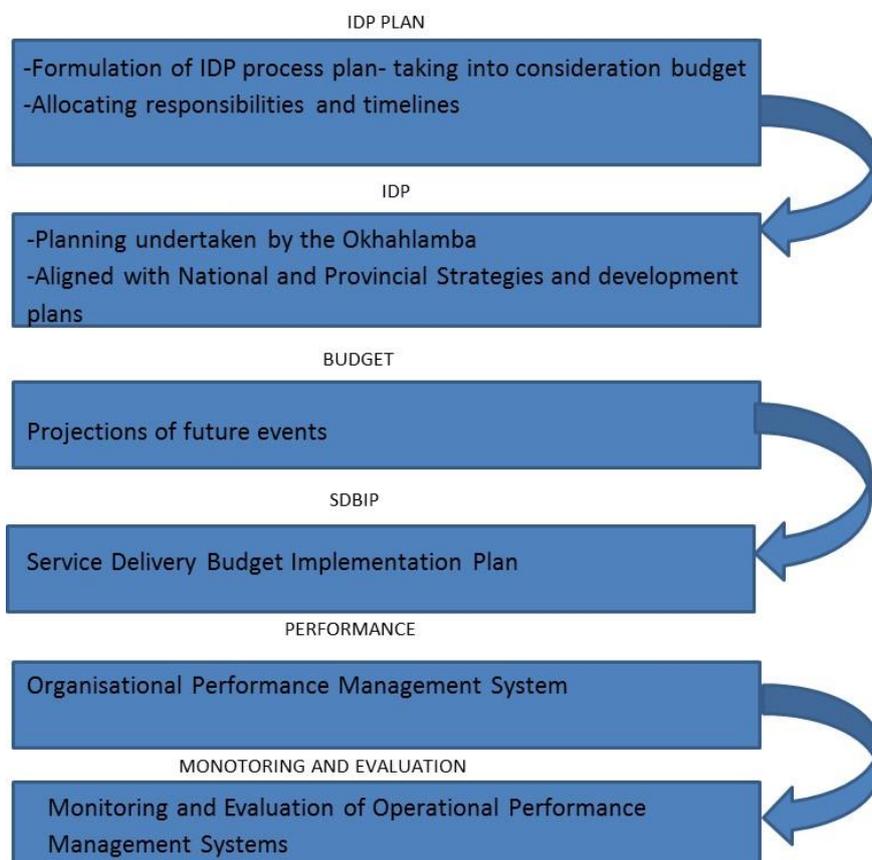
- ❖ The majority (43%) of the population within OLM does not receive any form of income, whilst 28% earn between R1-R400 pm and 11% earn between R801-R1600 per month. This is an indication of high levels of poverty and low levels of income.
- ❖ Okhahlamba has experienced a decrease in the unemployment rate since 2001 from 58.9% to 43.4% in 2011. Although this is positive, the high youth unemployment rate of 52.3% is a concern.
- ❖ The largest employer is wholesale, retail trade, catering and accommodation (20%), while community services are the second largest employer at 18%. This is followed by manufacturing (15%) and general government (12%).
- ❖ The main economic sectors in Okhahlamba are agriculture, manufacturing, trade, commerce, and tourism.
- ❖ Okhahlamba is the second largest contributor to GVA in the district after Emnambithi at 23% in 2011.
- ❖ The municipality's GVA has grown by the highest percentage between 2001 and 2011. GVA in Okhahlamba was 16% in 2001.
- ❖ Manufacturing is the dominant sector in the economy in terms of GVA, followed by finance, insurance, real estate and business services.
- ❖ In terms of GVA growth, the highest annual growth between 2001 and 2011 has been in manufacturing (23% per annum), followed by finance, insurance, real estate and business services at 16% per annum.
- ❖ The main source of employment in Okhahlamba is wholesale and retail trade, catering and accommodation (tertiary sector), followed by community, social and personal services; and then manufacturing.

## APPROACH TO THE DEVELOPMENT OF THE IDP

The review of the IDP for the 2017/18 financial year was guided by the Revised KZN IDP Framework Guide, which was prepared by the Department of Co-Operative Governance and Traditional Affairs (COGTA).

### IDP PROCESS PLAN

The figure below shows the IDP process. It outlines briefly the municipality's' schedule and the various steps leading to the drafting of the Integrated Development Plan. It also outlines processes that the municipality will embark on in completion of its IDP cycle. The Municipal Systems Act as promulgated in 2000 describes the various core processes that are essential to realizing the system of developmental local government. These aspects include participative governance, IDP, performance management and reporting, resource allocation and organizational change. These processes are linked into a single cycle at the local level that will align various sectoral initiatives from national and provincial government departments.



Meeting dates for the IDP process are indicated below.

ACTIVITY NO.	ACTION/TASK FOR IDP PROCESS	TIME FRAMES
1	1 <sup>ST</sup> IDP REPRESENTATIVE FORUM	21 OCTOBER 2016
2	1 <sup>ST</sup> IDP STEERING COMMITTEE (DRAFT PROCESS PLAN)	02 SEPTEMBER 2016
	1 <sup>ST</sup> UTHUKELA IDP SUPPORTING STRUCTURE COMMITTEE MEETING	25 SEPTEMBER 2016
3	ADOPT IDP PROCESS PLAN-2017/ 2018	28 SEPTEMBER 2016
4	PLANNING INDABA	SEPTEMBER 2016
	UTHUKELA IDP REPRESENTATIVE FORUM	24 OCTOBER 2016
5	WORLD PLANNING DAY	07 NOVEMBER 2016
6	IDP ALIGNMENT SESSIONS	07- 21 NOVEMBER 2016
7	2 <sup>ND</sup> IDP STEERING COMMITTEE <ul style="list-style-type: none"> <li>• Review Municipal Strategy</li> <li>• Review MTAS (key priorities for the municipality)</li> <li>• Identify outstanding sector plans</li> <li>• Integrate finalized sector plans</li> <li>• Municipal PMS</li> <li>• Align with National KPA'S</li> <li>• Design projects</li> <li>• Review KPI targets, timeframes, etc where impacted upon by prioritization</li> <li>• Review municipal vision/mission</li> <li>• Review Spatial Development Framework / Land Use Management System</li> </ul>	25 NOVEMBER 2016
8	IDP BEST PRACTICE CONFERENCE	01 DECEMBER 2016
9	IDP STAKEHOLDERS MEETING	09 FEBRUARY 2017
10	IDP CO-ORDINATING COMMITTEE MEETING	23 FEBRUARY 2017
11	3 <sup>RD</sup> STEERING COMMITTEE MEETING (STRATEGIC PLANNING SESSION)	02 MARCH 2017
12	SUBMIT DRAFT IDP & SDF TO COGTA -2015/2016	31 MARCH 2017
13	ATTEND DRAFT IDP ASSESSMENTS	21 APRIL 2017
14	IDP- BUDGET PUBLIC PARTICIPATION	01 - 30 APRIL 2017
15	ATTEND IDP FEEDBACK SESSION-PROVINCIALY	05 MAY 2017
	ADVERTISE FOR PUBLIC COMMENTS AND INCORPORATE COMMENTS WHERE POSSIBLE	MAY 2017
16	AMEND DRAFT IDP IN ACCORDANCE WITH PROVINCIAL IDP FORUMS'S COMMENTS	MAY 2017
17	4 <sup>TH</sup> STEERING COMMITTEE MEETING (STRATEGIC PLANNING SESSION) <ul style="list-style-type: none"> <li>• Consider public comments</li> <li>• Alignment of the IDP and BUDGET</li> </ul>	12 MAY 2017
18	2 <sup>ND</sup> IDP REPRESENTATIVE FORUM (STRATEGIC PLANNING SESSION)	18 MAY 2017
19	ADOPT FINAL IDP / BUDGET 2015/2016	MAY/JUNE 2017
20	SUBMIT FINAL 2015/ 2016 IDP & SDF TO MEC	JUNE/JULY 2017

## KEY CHALLENGES

KPA	KEY CHALLENGES
Municipal Transformation &	<ul style="list-style-type: none"> <li>• Limited resources (subscription on legal web site / Juta stat AND Lexis Nexis)</li> </ul>

<b>KPA</b>	<b>KEY CHALLENGES</b>
Organizational Development	<ul style="list-style-type: none"> <li>• Unstable network connections</li> <li>• Back-up still centralised and collected once a week ( Friday)</li> <li>• No electronic records management</li> <li>• No electronic records management</li> <li>• No security checks/ gate, entrance exit/ change of security personnel</li> </ul>
Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> <li>• Electrical capacity is constrained</li> <li>• Lack of plants and equipment for road maintenance and construction</li> <li>• Insufficient funding e.g. grants dependent</li> <li>• Municipal refuse removal is limited to town</li> <li>• High water service delivery backlogs</li> <li>• Majority of households (75%) does have access to a basic level of sanitation service</li> <li>• Lack of access to water</li> </ul>
Good Governance and Public Participation	<ul style="list-style-type: none"> <li>• Complete/ Total lack of internal communication flow</li> <li>• A need exists for clear line of communication and line authority.</li> <li>• Improper records keeping</li> <li>• Lack of feedback on issues raised at MANCO meetings</li> <li>• No occupational health and safety compliance mechanism in place</li> <li>• Lack of access in our building for people with disabilities</li> <li>• Lack of safety in the building especially burglar guards for windows</li> <li>• Lack of security systems to monitor equipment in other buildings besides the main building</li> </ul>

<b>KPA</b>	<b>KEY CHALLENGES</b>
	<ul style="list-style-type: none"> <li>• Inadequate transport for public meetings</li> <li>• Lack of adequate infrastructure</li> <li>• Large number of the population is illiterate</li> <li>• Poor communication channels</li> <li>• Lack of security systems for monitoring equipment entering and leaving the building</li> <li>• A need exists for a backup generator or number of UPS systems to service the entire municipality during power outages</li> </ul>
Local Economic & Social Development	<ul style="list-style-type: none"> <li>• Inadequate skills and lack of necessary technical knowledge</li> <li>• Lack of capital and funding</li> <li>• Lack of LED and tourism strategy</li> <li>• Unregulated informal traders</li> <li>• Lack of environmentally sound practices within the CBD</li> <li>• Lack of a learnership and youth service programme</li> <li>• Poor adherence to SRSA policies</li> <li>• Some communities are further than 20km away for emergency services</li> <li>• Level of vulnerability of communities with low social-economic status is high</li> <li>• Lack of accredited skills development programmes</li> <li>• Poor communication channels</li> </ul>

<b>KPA</b>	<b>KEY CHALLENGES</b>
Municipal Financial Viability & Management	<ul style="list-style-type: none"> <li>• Limited rate base</li> <li>• High grant dependency</li> <li>• Limited implementation on debt collection</li> <li>• SCM structure</li> <li>• Un-funded budget</li> </ul>
Spatial, Environmental and Rural Development	<ul style="list-style-type: none"> <li>• Illegal Dump Site</li> <li>• Illegal Development.</li> <li>• Shortage of Land for cemetery development and landfill site.</li> <li>• Unresolved Land Reform projects.</li> <li>• Lack of municipal owned land to fast-track development.</li> <li>• Lack of municipal records for previous development approval</li> <li>• Implementation of Spatial Planning and Land Use Management Act</li> <li>• Lack of enforcement is a major factor that perpetrates illegal development in sensitive areas of the municipality.</li> </ul>

## **MUNICIPAL DEVELOPMENT STRATEGY AND LONG TERM VISION**

The Long term Vision of the Okhahlamba Local Municipality hinges around the creation of an enabling environment for the different sectors such as agriculture, tourism, education, health, commerce and trade, etc. It also ensures for commercially viable and sustainable livelihoods where local and socio economic development is optimised for optimal benefit. Okhahlamba Municipality is entirely committed to the attainment of this vision. This vision will enhance the municipality's performance and work ethics.

Following is the long-term vision for Okhahlamba Local Municipality:



- The municipality intends to actualize this vision by focussing on the following strategic objectives:

#### GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- Effective Public participation.

#### BASIC SERVICE DELIVERY AND INFRASTRUCTURE

- Advance access to basic services.

#### MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

- To improve institutional and organizational capacity.

#### LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

- Promote economic growth and development.

#### FINANCIAL VIABILITY AND MANAGEMENT

- To effectively manage municipal financial resources in a sustainable and accountable manner.

#### CROSS- CUTTING INTERVENTIONS

- To create functional systems and procedures to attain effective land use and sustainable environmental management.



## KEY CHALLENGES AND INTERVENTIONS

The table following illustrates how the municipality is going to unlock and address the key challenges it is facing:

KPA	KEY CHALLENGES	INTERVENTION
Municipal Transformation & Organizational Development	<ul style="list-style-type: none"> <li>• Limited resources (subscription on legal web site / Juta stat AND Lexis Nexis)</li> <li>• Unstable network connections</li> <li>• Back-up still centralised and collected once a week ( Friday)</li> <li>• No electronic records management</li> <li>• No electronic records management</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of budget and procure services.</li> <li>• Increase bandwidth speed (within the next 12 months).</li> <li>• Introduce cloud back-up which is going to happen savy.</li> <li>• Finalise office collection of documents and centralise at registry.</li> <li>• Engagement of provincial and provision of budget for records management.</li> <li>• Implement electronic records management in phases.</li> </ul>
Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> <li>• Electrical capacity is constrained</li> <li>• Lack of plants and equipment for road maintenance and construction</li> <li>• Insufficient funding e.g. grants dependent</li> <li>• Municipal refuse removal is limited to town</li> <li>• High water service delivery backlogs</li> <li>• Majority of households (75%) does have access to</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with Eskom to upgrade the networks.</li> <li>• The municipality has approved R20m loan to purchase additional plants and equipment.</li> <li>• Prepare business plans to source funding.</li> <li>• The municipality to extend the service to rural areas where necessary.</li> <li>• Engagement with uThukela District Municipality.</li> </ul>

KPA	KEY CHALLENGES	INTERVENTION
	<p>a basic level of sanitation service</p> <ul style="list-style-type: none"> <li>• Lack of access to water</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with uThukela District Municipality</li> </ul>
<p>Good Governance and Public Participation</p>	<ul style="list-style-type: none"> <li>• Complete/ Total lack of internal communication flow</li> <li>• A need exists for clear line of communication and line authority.</li> <li>• Improper records keeping</li> <li>• Lack of feedback on issues raised at MANCO meetings</li> <li>• No occupational health and safety compliance mechanism in place</li> <li>• Lack of access in our building for people with disabilities</li> <li>• Lack of safety in the building especially burglar guards for windows</li> <li>• Lack of security systems to monitor equipment in other buildings besides the main building</li> <li>• Inadequate transport for public meetings</li> <li>• Lack of adequate infrastructure</li> <li>• Large number of the population is illiterate</li> <li>• Poor communication channels</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

KPA	KEY CHALLENGES	INTERVENTION
	<ul style="list-style-type: none"> <li>• Lack of security systems for monitoring equipment entering and leaving the building</li> <li>• A need exists for a backup generator or number of UPS systems to service the entire municipality during power outages</li> </ul>	
Local Economic & Social Development	<ul style="list-style-type: none"> <li>• Inadequate skills and lack of necessary technical knowledge</li> <li>• Lack of capital and funding</li> <li>• Lack of LED and tourism strategy</li> <li>• Unregulated informal traders</li> <li>• Lack of environmentally sound practices within the CBD</li> <li>• Lack of a learnership and youth service programme</li> <li>• Poor adherence to SRSA policies</li> <li>• Some communities are further than 20km away for emergency services.</li> <li>• Level of vulnerability of communities with low social-economic status is high.</li> <li>• Lack of accredited skills development programmes</li> <li>• Poor communication channels</li> </ul>	<ul style="list-style-type: none"> <li>• Proper and necessary training/skill development programme.</li> <li>• Identify alternative source of funding e.g banks</li> <li>• Develop a strategy.</li> <li>• Develop information traders policy.</li> <li>• Inforce municipality bi-laws</li> <li>• Introduce youth development programmes.</li> <li>• Introduce satellite emergency stations.</li> <li>• Socio-economic development programmes</li> <li>• Proper and necessary training/skill development programme.</li> </ul>

KPA	KEY CHALLENGES	INTERVENTION
Municipal Financial Viability & Management	<ul style="list-style-type: none"> <li>• Inadequate skills and lack of necessary technical knowledge</li> <li>• Lack of capital and funding</li> <li>• Lack of LED and tourism strategy</li> <li>• Unregulated informal traders</li> <li>• Lack of environmentally sound practices within the CBD</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
Spatial, Environmental and Rural Development	<ul style="list-style-type: none"> <li>• Illegal Dump Site</li> <li>• Illegal Development.</li> <li>• Shortage of Land for cemetery development and landfill site.</li> <li>• Unresolved Land Reform projects.</li> <li>• Lack of municipal owned land to fast-track development.</li> <li>• Lack of municipal records for previous development approval</li> <li>• Implementation of Spatial Planning and Land Use Management Act</li> <li>• Lack of enforcement is a major factor that perpetrates illegal development in sensitive areas of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The municipal agenda for spatial vision is outlined in the Spatial Development Framework (SDF). The SDF is a spatial expression of the municipal development vision and advocates for the creation of a spatial structure that enables integrated and sustainable development. There was an identification of a hierarchy of development nodes:

- ❖ Municipal Development Node: Bergville (Main focus area for municipal & government services and main economic hub).
- ❖ Secondary Municipal Development Node: Winterton (Provide services to surrounding farming community and tourism gateway).
- ❖ Tourism Development Nodes: Cathkin Park and Bangibone.
- ❖ Satellite Municipal Development (Incipient) Nodes: Zwelisha, Dukuza, Emmaus, Geluksburg.

The N3 is the Primary distributor within the uThukela District Municipality. The N3 runs along the eastern boundary of Okhahlamba and is important for providing access the area. It also has implications in terms of economic and social interaction. The identification and classification of movement routes in Okhahlamba is based on function/role, and intensity of use or development along the route/corridor.

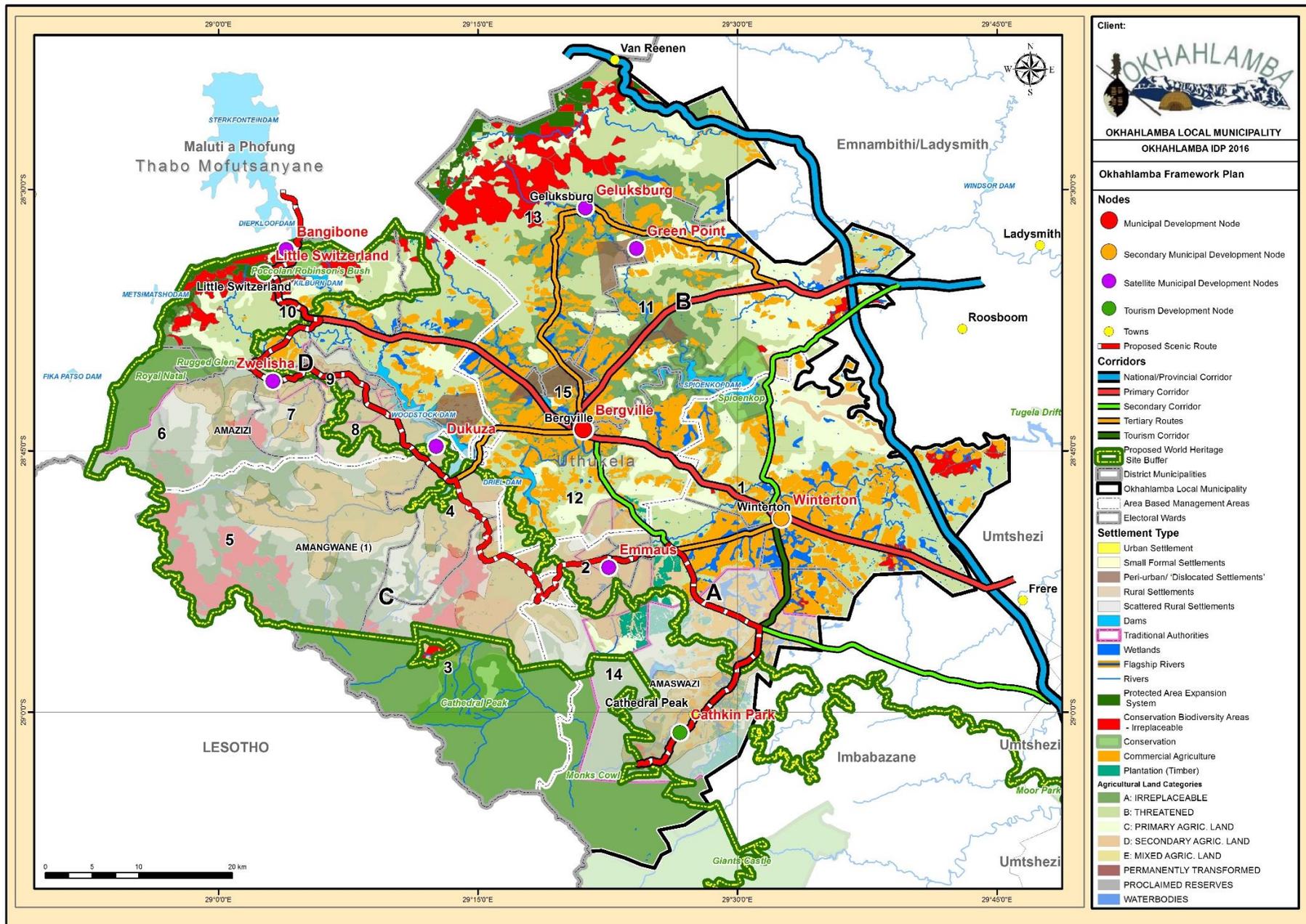
- ❖ National/ Provincial corridor: N3 and portion of N11.
- ❖ Primary Corridor: R74 (P340 & P11-1); R616 (P30)-Bergville to Ladysmith.
- ❖ Secondary Corridor: P181 (Winterton-N11-Ladysmith); P10-2 (Bergville-Emmaus-Estcourt).
- ❖ Tourism Corridor: P212 (Winterton - Cathkin Park).
- ❖ Tertiary Routes: P304 to Zwelisha; P288 to Dukuza; P180 to Emmaus; and P341 to Geluksburg & Greenpoint.

The spatial vision for the municipality is depicted overleaf.

## PERFORMANCE MANAGEMENT

Progress will be measured through organisation key performance indicators linked to departmental indicators. In the SDBIP, organisational key performance indicators are presented at an annual and quarterly level. Departmental indicators are broken down into monthly indicators, which are monitored and reported on a monthly basis at the meetings of the operational management committee

MAP 1: CONSOLIDATED SDF



# 1 GOVERNMENT POLICIES AND PLANNING AND DEVELOPMENT PRINCIPLES

## 1.1 PLANNING AND DEVELOPMENT PRINCIPLES

The following table provides a summary of planning and development principles that underpin the Okhahlamba IDP.

TABLE 1: PLANNING AND DEVELOPMENT PRINCIPLES

<b>PLANNING AND DEVELOPMENT PRINCIPLES</b>	<b>APPLICATION OF PRINCIPLES</b>
Development / investment must only happen in locations that are sustainable. (NSDP, SPLUMA)	SDF identifies development to focus on identified development nodes and corridors.  The capital investment plan directs where public and private investment should occur.
Balance between urban and rural land development in support of each other (DFA).	SDF identifies various nodes-urban/rural with development potential.
The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA),	SDF identifies nodes and corridors where investment and development should focus.
The direction of new development towards logical infill areas (DFA).	As identified in SDF.
Compact urban form is desirable (DFA).	SDF must identify urban edge.
Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA, CRDP, NSSD).	The SDF identifies areas with potential for development.
Stimulate and reinforce cross boundary linkages.	SDF identifies cross border alignment with neighbouring municipalities.

<b>PLANNING AND DEVELOPMENT PRINCIPLES</b>	<b>APPLICATION OF PRINCIPLES</b>
Basic services (water, sanitation, access and energy) must be provided to all households (NSDP).	The SDF investigates issues of water resources in the municipality.
Development / investment should be focused on localities of economic growth and/or economic potential (NSDP).	LED Strategy: The Business Support Unit- To promote access of all local enterprise to internal and external business support resources.
In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP).	The SDF highlights areas of poverty and directs investment at key nodes in order to improve quality of life through service delivery. It also directs spending at improving human capital through access to health, education and social welfare.
Land development procedures must include provisions that accommodate access to secure tenure (CRDP).	LUMS and housing development.
Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised	The SDF identifies environmentally sensitive areas for preservation and conservation.
Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.	LED Strategy: integrative approach that includes all local role-players as well as all internal structure.
If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (HOUSING POLICY-BREAKING NEW GROUND)	Okhahlamba housing plan-low income housing provision.
During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted ( <i>National Strategy on Sustainable Development</i> ).	Focus on sustainability and use of alternative source of energy and water conservation etc.
Environmentally responsible behaviour must be promoted through incentives and (KZN PGDS, <i>National Strategy on Sustainable Development</i> )	The SDF identifies environmentally sensitive areas for preservation and conservation.

<b>PLANNING AND DEVELOPMENT PRINCIPLES</b>	<b>APPLICATION OF PRINCIPLES</b>
The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each area's unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS).	Okhahlamba Local Municipality LED Strategy.
Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)	Identification of nodes and corridors to focus investment.



## 1.2 GOVERNMENT POLICIES AND IMPERATIVES

National policies and imperatives provides a framework within which development should take place. Okhahlamba municipality acknowledges these and strive toward the effective implementation thereof.

### 1.2.1 NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) introduces the long-term vision for the future development of South Africa. As such, the National Planning Commission (NPC) has formulated a National Development Plan (NDP) - 'vision 2030' as a strategic plan to guide development at a national level over the short to medium term. The plan is based on a detailed diagnosis of issues facing the country and strategic engagement with all key sectors. It identifies unemployment, poverty and inequality as some of the key challenges facing South Africa, and outlines a number of strategic interventions to address these issues. Among these are the following:

- ❖ Economic development and job creation;
- ❖ Improving infrastructure;
- ❖ Transitioning to a low carbon economy;
- ❖ Building an inclusive and integrated rural economy;
- ❖ Reversing the spatial effects of apartheid;

- ❖ Improving education, innovation and training;
- ❖ Quality health care for all;
- ❖ Social protection;
- ❖ Reforming the public service;
- ❖ Fighting corruption;
- ❖ Transforming society and uniting the country, and
- ❖ Positioning South Africa to seize opportunities of globalisation.

The 5 national priorities include Job creation (Decent work and economic growth); Education; Health; Rural development, food security and land reform; Fighting crime and corruption; Nation-Building and Good Governance (State of the Province of KZN Address February 2010). Okhahlamba strives to attain these priorities within a local context.

### **1.2.2 MILLENNIUM DEVELOPMENT GOALS**

South Africa as a country is committed to the Millennium development agenda and the Millennium Declaration of 2000. There are eight MDG's and all are embraced in all spheres of government and are reflected in Key Priorities Areas.

- ❖ Eradication of extreme poverty and hunger.
- ❖ Promote 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.

The fact that UNESCO declared the uKhahlamba Drakensberg Park World Heritage Site in 2000, which makes them an interested and affected party to any development and conservation and tourism efforts in areas of close proximity to the Park. From an international conservation perspective, their policies and guidelines must be adhered to and they need to be informed about development taking place along the buffer area in Okhahlamba. In addition, it should be mentioned that Okhahlamba municipality forms part of the Buffer Technical Committee, which attempts to provide guidance to development in this area.

### 1.2.3 THE 14 NATIONAL OUTCOMES

Government introduced the outcome based approach and adopted fourteen outcome areas. The objective is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

Outcome 9 specifically relates to local government and calls for 'Responsive, accountable, effective and efficient local government system'. Okhahlamba has to respond to the outputs set out in Outcome and deal with issues facing the municipal area and providing efficient and effective services to its communities. The municipality is committed to implementing the respective outputs through focusing on improved service delivery, economic, environmental and social development.

The seven outputs of outcome 9, are indicated below:

- ❖ Output 1: Implement a differentiated approach to municipal financing, planning and support.
- ❖ Output 2: Improving access to basic services.
- ❖ Output 3: Implementation of the Community Work Programme.
- ❖ Output 4: Actions supportive of the human settlement outcome.
- ❖ Output 5: Deepen democracy through a refined Ward Committee Model.
- ❖ Output 6: Administrative and financial capability.
- ❖ Output 7: Single window of coordination.

### 1.2.4 NATIONAL INFRASTRUCTURE PLAN

National Government adopted a National Infrastructure plan in 2012. The intention of the plan is to transform the economic landscape of South Africa, while simultaneously creating significant numbers of new jobs, as well as to strengthen the delivery of basic services. The plan identified 18 Strategic Integrated Projects (SIP), which were adopted by Cabinet.

Of specific importance for Okhahlamba is the implementation of the Durban-Free State- Gauteng logistics and industrial corridor (SIP2), which strengthens the logistics and transport corridor between

#### BOX 1: 14 NATIONAL OUTCOMES

1. An improved quality of basic education.
2. A long and healthy life for all South Africans.
3. All South Africans should be safe and feel safe.
4. Decent employment through inclusive growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable, sustainable rural communities with food security for all.
8. Sustainable human settlements and an improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that are well protected and enhanced.
11. A better Africa and a better world as a result of South Africa's contributions to global relations.
12. An efficient and development-oriented public service and an empowered, fair and inclusive citizenship.
13. An inclusive and responsive social protection system.
14. Transforming society and uniting the country.

#### OUTCOME 9:

**'a responsive, accountable, effective and efficient local government system'**

South Africa's industrial hubs. Implications of this SIP, is that a N3 corridor framework plan is developed, identifying potential developments along the corridor that will result in increased densities of industrial and residential development in nodal points. Other SIPs that could be relevant to Okhahlamba, include the following:

- ❖ SIP 11 is crucial for predominantly rural municipalities and emphasise investment in agricultural and rural infrastructure. This allow for growth in production and employment from both small-scale farming and rural development.
- ❖ SIP 18: Water and Sanitation Infrastructure. SIP 18 is a ten-year plan that seeks to address backlogs in water supply and basic sanitation to households. This will help serve social needs through efficient basic service delivery.

### 1.2.5 STATE OF THE NATION ADDRESS

- On the 09<sup>th</sup> of February 2017, The President of South Africa, Jacob G. Zuma delivered The State of The Nations Address at the joint sitting of Parliament in Cape Town. The focus key points were highlighted:

Key points Zuma raised during the State of the Nation

- The President mentioned that in this 23rd year of freedom, government's mission remained the quest for a united, democratic, non-sexist, non-racial and prosperous South Africa.
- Municipal performance: Measures to improve performance included visits to municipalities, spot checks of supply chain processes, implementing recommendations of forensic reports, and increased interventions to help struggling municipalities.
- Establishment of a state-owned pharmaceutical company: The company will supply the department of health with anti-retrovirals in the 2016/17 financial year.
- Government has welcomed the recommendation of the Health Ombudsperson to urgently review the National Health Act, 2003 (Act 61 of 2003) and the Mental Health Care Act, 2002 (Act 17 of 2002) to ensure that certain powers and functions revert to the Minister of Health.
- Around 120 000 land claims have been received since government reopened the process for those who had missed the 1998 deadline.
- A draft bill capping land ownership at 12 000 hectares and prohibiting foreigners from owning land, allowing long-term leases instead, will be presented to Parliament later this year.

- Safety and security: Fifty-seven police officers had been killed since the start of the 2015/16 financial year.
- Drought: Five provinces are seriously affected by the drought and government provided relief to affected communities. This include KZN.
- Economy: The country's economic woes can be attributed to the economic collapse that emerging market economies elsewhere in the world are facing.
- The country will roll out a nuclear programme at a pace it could afford.
- Government would introduce cost-cutting measures to the curb wasteful expenditure.
- There is a proposal that Parliament should consider having two capitals (Pretoria as the administrative and Cape Town as the legislative capital).
- An improved migration policy will make it easier for companies to import scarce skills.

## 1.2.6 NATIONAL STRATEGY FOR SUSTAINABLE DEVELOPMENT

The Government's National Strategy for Sustainable Development and Action Plan (NSSD 1), which was approved by Cabinet on 23 November 2011, provides the conceptual framework and the high-level roadmap for strategic sustainable development. Its intention is to provide guidance for long-term planning. It sets out key areas that are in need of attention to ensure that a shift takes place towards a more sustainable development path and identifies the following key elements:

- ❖ Directing the development path towards sustainability;
- ❖ Changing behaviour, values and attitudes; and
- ❖ Restructuring the governance system and building capacity.

The outcome of sustainable development is a state in which interdependent social, economic and ecological systems can be sustained indefinitely (DEAT, 2007). The vision, principles, strategic priorities and strategic goals of NSSD 1 should inform the development within the municipality, and the municipality should agree to contribute to environmental sustainability in its area of jurisdiction.

## 1.2.7 STATE OF THE PROVINCE ADDRESS

- The Honourable Premier of the KwaZulu- Natal Province, Mr. Senzo Mchunu delivered the State of the KwaZulu-Natal Province Address on the 22 February 2016. The Premier aligns this address with the strategic direction provided by the country's State of the Nation Address. The following highlights and focus areas emerged:

- ❖ The Provincial Growth and Development Strategy is under review. The Review is informed by the Revised KZN Situational Analysis, the 2015 Citizen Satisfaction Survey, and the PDGP Implementation Report.
- ❖ It was indicated that the province is determined to be “A prosperous Province, with healthy secure and skilled people, acting as a gateway to Africa and the World”.
  - The commitments to the NDP and the PGDP for the next five-year cycle were reconfirmed. The National Priorities and all 14 Outcomes of the NDP remain the foundation of the PGDP. Alignment to the National 9 Point Plan was emphasised.
- ❖ Revitalisation of the agriculture and agro-processing value chain (APAP): Focus on implementing a KZN Agrarian Transformation Strategy, which will contribute to rural economic development, increased production, job creation and market access for farmers mainly in rural areas through their integration into global value chain.
- ❖ More effective implementation of a higher impact Industrial Policy Action Plan: The Richards Bay Industrial Development Zone (RBIDZ) remains an engine for job creation and a catalyst for foreign direct investment. The RBIDZ must be used to pioneer an energy production hub.
- ❖ Unlocking the potential of SMMEs, cooperatives, township and rural enterprises: A Cooperatives Summit was convened on 7 February 2016 to discuss issues in the sector. Co-operatives is a vital element in the efforts to eradicate poverty and de-racialise the economy. The Co-operatives Programme has two very specific objectives, namely to provide food security and to create economic activity at a very basic community level.
- ❖ Growing the oceans economy: The KZN Maritime Institute Bill has been finalized and will include public hearings to allow members of the public to make an input into the Bill. A Fisheries Indaba was held to engage widely on opportunities in the sector.
- ❖ Resolving the energy challenge: An Energy Indaba was convened having recognized the electricity supply sector as a major player in the province’s energy economy.
- ❖ Managing work place conflict: Organised labour and organised business must work together in finding solutions and to enter into a social compact that places the future of our country first.
- ❖ Scaling up private sector participation: The province made major strides in attracting significant private sector investment.
- ❖ Cross-cutters related to ICT, Transport infrastructure, Science and Technology and Water - continued investment in infrastructure development, must be accelerated with greater efficiency. Wastage of resources must be eliminated through escalation costs that flow from projects not implemented within budget and scheduled time-frames. Infrastructure development is one of the provinces highest priorities and the development of a Provincial Infrastructure Master Plan was prioritised (as announced in the 2015 State of the Province Address).

- ❖ Environmental sustainability: Sustainable development must be ensured. Global greenhouse gas emissions must be reduced and social-ecological capacity must be created to be able to adapt to climate change. In this regard, climate change impacts have wreaked havoc in this current year with excessive drought levels being experienced. In this regard, two sector adaptation plans have been completed.
- ❖ Sports and Recreation: The announcement that KZN and Durban in particular will host the 2022 Commonwealth presents this province with endless possibilities.

## 1.2.8 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The KwaZulu-Natal Provincial Cabinet adopted in principle the Provincial Growth and Development Strategy in August 2011 as a strategic guide for development and investment at a provincial level. The PGDS presents a long-term vision and outlines a strategic growth and development agenda for the province. It provides the province with a strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2011).

Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The six strategic goals are outline in the table below.

TABLE 2: 6 KZN GOALS

<b>PGDS Strategic Goals</b>	<b>Application</b>
Human Resource Development	Engage the department of education in facilitating ABET. Through IDP roadshows, engagement of the local communities, ward communities, with the intension of fast tracking the implementation of the FET college, the process has started by COGTA.
Human and Community Development	The municipality has a capacitation of the SMMEs and COOPs. he municipality has engaged with human settlement and has prioritised housing projects, also working with the department of agriculture on the one home one garden projects where they work together with the ward committees and ward councillors.
Strategic Infrastructure	The municipality's SDBIP will ensure that the municipality improves on OPEX, CAPEX and stick only to what has been budgeted for. The municipality has started building multipurpose centres in all wards to bring essential services nearer to where people live
Responses to Climate Change	Through the municipalities SDF and the LED strategy, the municipality has secured funding under LED research wherein greening projects will be engaged into and Okhahlamba is one of the areas which are rich in agriculture. KZN Wildlife is also involved. Even though disaster is a district function but the

PGDS Strategic Goals	Application
	municipality has secured funding for the development of a small disaster centre.
Governance and Policy	At a district level there is an IGR structure formed wherein the MM's meet to discuss matters relating to the municipalities. Fraud & corruption strategy is in place. Transparency is being promoted through the public participation strategy/policy that is in place, and the community is engaged in processes undertaken by the municipality and the municipality plays the accountability role to the local community.
Spatial Equity	The SDF identifies the primary, secondary and tertiary nodes and corridors in order to redress spatial inefficiencies. The municipality's SDF and LUMS are in place to guide the allocation and utilisation of human and environmental resources towards sustainable growth and development, and they are being reviewed annually.

It is reported that the Province will respond to the above-mentioned challenges by exploring opportunities available through integrated Government investment, infrastructural development and targeted policy choices.

### 1.2.9 KZN PROVINCIAL GROWTH AND DEVELOPMENT PLAN

A draft Provincial Growth and Development Plan (PGDP) has been developed on the basis of the PGDS as a means to translate the strategy into a detailed implementation plan, inclusive of a detailed activity level framework with targets and responsibilities assigned to the appropriate government department. The main purpose of this PGDP document is to begin the process of enabling the province to measure its progress in achieving the accepted growth and development goals.

### 1.2.10 UTHUKELA DISTRICT GROWTH AND DEVELOPMENT PLAN

- The Uthukela District Growth and Development Plan was developed in 2015. In the context of the PGDS and PGDP, defining 'growth' and 'development' includes 'growing the economy for the development and the improvement of the quality of life of all people living in the province of KwaZulu-Natal'. The PGDS acknowledges that the effective implementation and accomplishment of these goals and objectives, requires that they should be localized and refined to take into account the unique circumstances and character of each district. It therefore, advocates for the preparation of District Growth and Development Plans (DGDP) for each municipal district and the metro. The DGDP is not intended to be a comprehensive all encompassing development plan for the district, but focus on limited but strategic projects of high-impact, fast-track interventions that can act as catalysts for accelerated and shared growth within the District.

TABLE 3: DISTRICT STRATEGIC OBJECTIVES

<b>PGDP Goal</b>	<b>District Strategic Objective</b>
Job Creation	Promote Agriculture & rural development
	Promote Strategic Sectoral Development, Trade, Investment Promotion and Marketing
	Increase job creation in key sectors
	Create a developed and expanded business sector comprising of the full spectrum of large, medium, small, micro and informal businesses
	Spearhead Knowledge Development in the District
Human Resource Development	Strengthen Human Resource Capacity
	Creating an enabling environment for Economic Development
	Strengthen Youth Skills Development
Human and Community Development	Increase access and provision of basic services
	Enhancing Health of Communities and Citizens
	Enhance sustainable Household Food Security
	Sustainable Human Settlements
	Safety and Security
	Social Capital
Strategic Infrastructure	Development of Airports
	Development of Road and Rail Networks
	Development of ICT infrastructure
	Improve Water Resource Management & Supply
	Improve Energy Production and Supply
Environmental sustainability	Increase in productive use of land
	Advance alternative energy generation & reduce reliance on Fossil fuels
Governance and Policy	Strengthen Policy, Strategy Co-ordination & IGR
	Building Government Capacity
	Eradicate fraud and corruption
	Promote participative, facilitative and accountable governance
Spatial equity	Actively promote spatial concentration and co-ordination of development interventions
	Effective spatial planning and land use management systems



### 1.2.11 OPERATION CLEAN AUDIT

Operation clean audit is a government initiative aiming at support to local municipalities to ensure clean audits, transparency and improved service delivery. The municipality identifies the need to have a clean audit as one of their strategic objectives. It is envisaged that this will be achieved through the creation of awareness in order to improve cooperation from all departments, as well as to ensure that the municipality achieves all the interventions in respect of Municipal Financial Viability & Management, as they will have a huge impact in the audit findings.



## 1.2.12 LOCAL GOVERNMENT BACK TO BASICS

OKHAHLAMBA MUNICIPAL IDP GOALS AND OBJECTIVES			LOCAL GOVERNMENT BACK TO BASICS
KPA	GOAL	OBJECTIVE	
Basic Service Delivery and Infrastructure Development	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure	Advance access to basic services	<p><b>1. Basic Services: Creating conditions for decent living</b></p> <ul style="list-style-type: none"> <li>❖ Municipalities must deliver the basic services (basic electricity, basic water, sanitation, waste removal etc.).</li> <li>❖ In addition to the above, municipalities must ensure that services such as cutting grass, patching potholes, working robots and streetlights and consistent refuse removal are provided.</li> <li>❖ Council to ensure proper maintenance and immediate addressing of outages or maintenance issues to ensure continuity</li> <li>❖ Municipalities must improve mechanisms to deliver new</li> <li>❖ Infrastructure at a faster pace whilst adhering to the relevant standards.</li> <li>❖ Increase of Community Work Programme sites targeting the unemployed youth in informal settlements to render day to day services such as, cutting grass, patching potholes, cleaning cemeteries, etc.</li> <li>❖ Extend reach of basic services to communities living in informal settlements by providing temporary services</li> </ul>

OKHAHLAMBA MUNICIPAL IDP GOALS AND OBJECTIVES			LOCAL GOVERNMENT BACK TO BASICS
KPA	GOAL	OBJECTIVE	
			<p>such as: (i) potable water, (ii) temporary sanitation facilities, (iii) grading of gravel roads and (iv) refuse removal.</p> <ul style="list-style-type: none"> <li>❖ Improve policing and installation of high mast lighting.</li> <li>❖ Cities to announce plans for township establishment where they exist.</li> </ul>
Good Governance and Public Participation	To enhance and implement systems and procedures towards accountable local governance	Maintenance of Clean Audit Opinion	<p><b>2. Good governance</b></p> <ul style="list-style-type: none"> <li>❖ Municipalities will ensure transparency, accountability and regular engagements with communities.</li> <li>❖ All municipal council structures must be functional and meet regularly.</li> <li>❖ Council Meetings to sit at least quarterly.</li> <li>❖ All Council Committees must sit and process items for council decisions.</li> <li>❖ Clear delineation of roles and responsibilities between key leadership structures.</li> <li>❖ Functional oversight committees must be in place, e.g. Audit Committee and Municipal Public Accounts Committees.</li> </ul>
		Effective public participation	<p><b>3. Public Participation: Putting people first</b></p> <ul style="list-style-type: none"> <li>❖ Implement community engagement plans targeting hotspots and potential hotspots areas.</li> </ul>

OKHAHLAMBA MUNICIPAL IDP GOALS AND OBJECTIVES			LOCAL GOVERNMENT BACK TO BASICS
KPA	GOAL	OBJECTIVE	
			<ul style="list-style-type: none"> <li>❖ Municipalities to implement responsive and accountable processes with communities.</li> <li>❖ Ward committees must be functional and Councillors must meet and report back to their constituencies at least quarterly.</li> <li>❖ Utilise the Community Development Workers, Ward Committees and Ward Councillors to communicate projects earmarked for implementation.</li> <li>❖ PR councilors need to represent the interests of the municipality as a whole and ensure that effective oversight and leadership functions are performed.</li> <li>❖ Municipalities must communicate their plans to deal with backlogs.</li> <li>❖ Municipalities to monitor and act on complaints, petitions and other feedback.</li> </ul>
Municipal Transformation and Institutional Development	To transform and develop institutional capacity to create an efficient organisation	To improve institutional and organisational capacity	<p><b>4. Building Capable Institutions and Administrations</b></p> <ul style="list-style-type: none"> <li>❖ All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications.</li> <li>❖ All staff to sign performance agreements.</li> <li>❖ Implement and manage performance management systems.</li> </ul>

OKHAHLAMBA MUNICIPAL IDP GOALS AND OBJECTIVES			LOCAL GOVERNMENT BACK TO BASICS
KPA	GOAL	OBJECTIVE	
			<ul style="list-style-type: none"> <li>❖ Municipal management to conduct regular engagements with labour.</li> </ul>
Financial Viability and Financial Management	To effectively manage municipal financial resources in sustainable and accountable manner	To improve budget implementation in the municipality	<p><b>5. Sound financial management</b></p> <ul style="list-style-type: none"> <li>❖ All municipalities must have a functional financial management system which includes rigorous internal controls.</li> <li>❖ Cut wasteful expenditure.</li> <li>❖ Supply Chain Management structures and controls must be in place according to regulations and with appropriate oversight.</li> <li>❖ All budgets to be cash backed.</li> <li>❖ Ensure that Post Audit Action Plans are addressed.</li> <li>❖ Act decisively against fraud and corruption.</li> <li>❖ Conduct campaigns on ‘culture of payment for services’ led by councillors.</li> <li>❖ Conduct campaigns against ‘illegal connections, cable theft, manhole covers’ etc.</li> </ul>
Local Economic Development and Social Development	To respond to social development issues and create a climate conducive for local development.	Promote economic growth and development	

## 2 SITUATIONAL ANALYSIS

### 2.1 DEMOGRAPHIC CHARACTERISTICS

Statistics South Africa has released Municipal level Census information. This information will be used to analysis the trends in demographic and social economic profiles. The 2001 and the Census 2011 information will be compared and contrasted against one another identifying traits and trends.

It should be noted that the Municipal Demarcation Board delimited the existing 14 wards into 15 wards. Analysis of data is however, still based on the 14 wards for which the Census 2011 data is available.

#### 2.1.1 POPULATION SIZE AND GROWTH

- Okhahlamba experienced a negative growth on its population as the population size decreased from 137 924 in 2001 to 132 068 in 2011 recording a -0.43 negative growth (see table 4). This decrease in population can be attributed to various factors, some of which include migration out of the municipality and the effects of the HIV/AIDS pandemic. This decline in population has significant implications particularly in development related issues.

The negative growth trend has also been experienced in other local municipalities within the district such as Imbabazane (-0.65%) and Indaka (-0.97%) respectively.

TABLE 4: DISTRICT POPULATION GROWTH TRENDS

Municipality	Municipal Population			
	2011		2016	
	Number	%	Number	%
DC23: Uthukela	668 849	0.17	706 588	6.4%
KZN 235: Okhahlamba	132 068	-0.43%	135 132	1.2%
KZN 238: Alfred Duma	340 554	-0.45%	356 274	3.2%
KZN237: Inkosi Langalibalele	196 227	2.59	215 182	1.2%

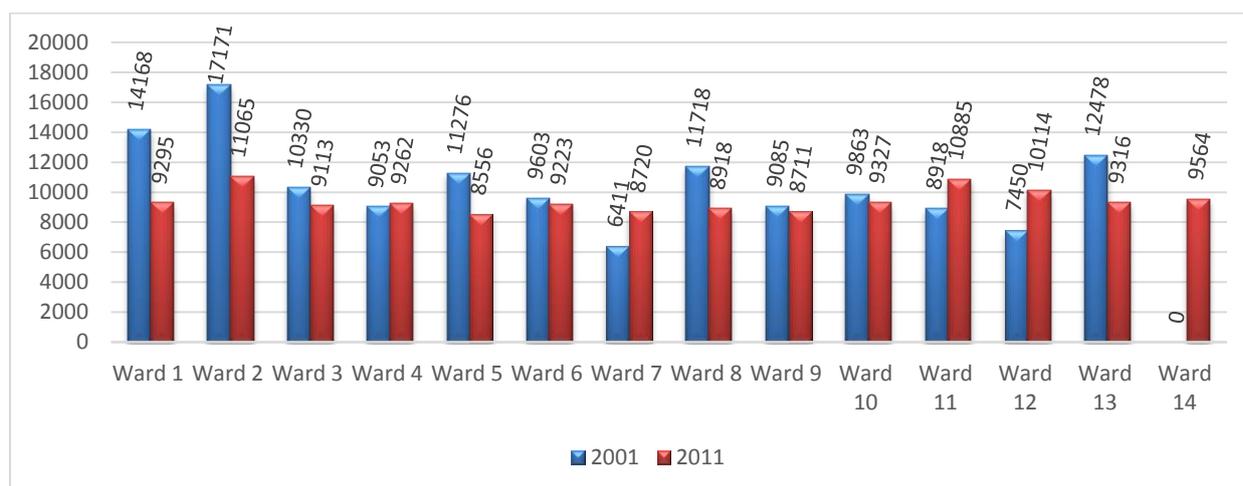
Source: Stats SA, Census 2011

#### 2.1.2 POPULATION DISTRIBUTION

Although the population are distributed fairly even between the fourteen wards, it is clear that the wards with the most people are wards 2, 11 and 12 (figure 1). All of these wards have population of more than 10 000 people and include the following settlements:

- ❖ Ward 2 is a relatively small ward, but includes the Emmaus (Zunkels) area and settlements. This ward had the greatest decrease in population over a period of 10 years.
- ❖ Ward 11 includes Bethany, Acton Homes and Hambrook.
- ❖ Ward 12 includes Bergville and Woodford.

FIGURE 1: POPULATION DISTRIBUTION PER WARD



Source: Stats SA, Census 2011

### 2.1.3 HOUSEHOLD SIZE

According to the Census 2011 data, the number of households slightly increased from 27 576 in 2011 to 29 510 in 2016, marking an increase of 1 934 households. This is in contradiction with the decline in population numbers and can possibly be attributed to circular migration, where the head of the household might be working somewhere else and was not counted during the Census.

In 2011, the average household size was 5.1, which increased to 4.6 in 2016. The number of households increase as the average size of the households decreases. This suggests that in 2011 there were smaller nuclear family structures within Okhahlamba as opposed to larger extended families

TABLE 5: HOUSEHOLD SIZE

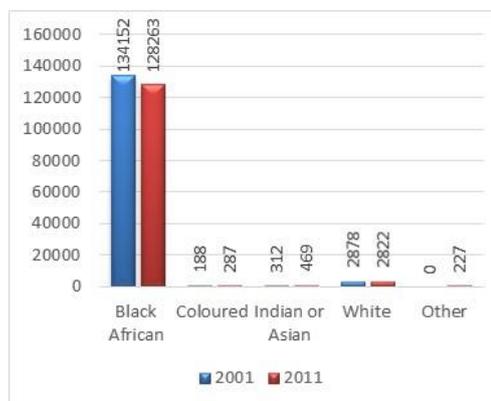
Population characteristics	2001	2011	2016
Number of households	26 756	22 365	29 510
Average household size	4.9	5.1	4.6
Female headed households	51.2	53.8	47,4

Source: Stats SA, Census 2011

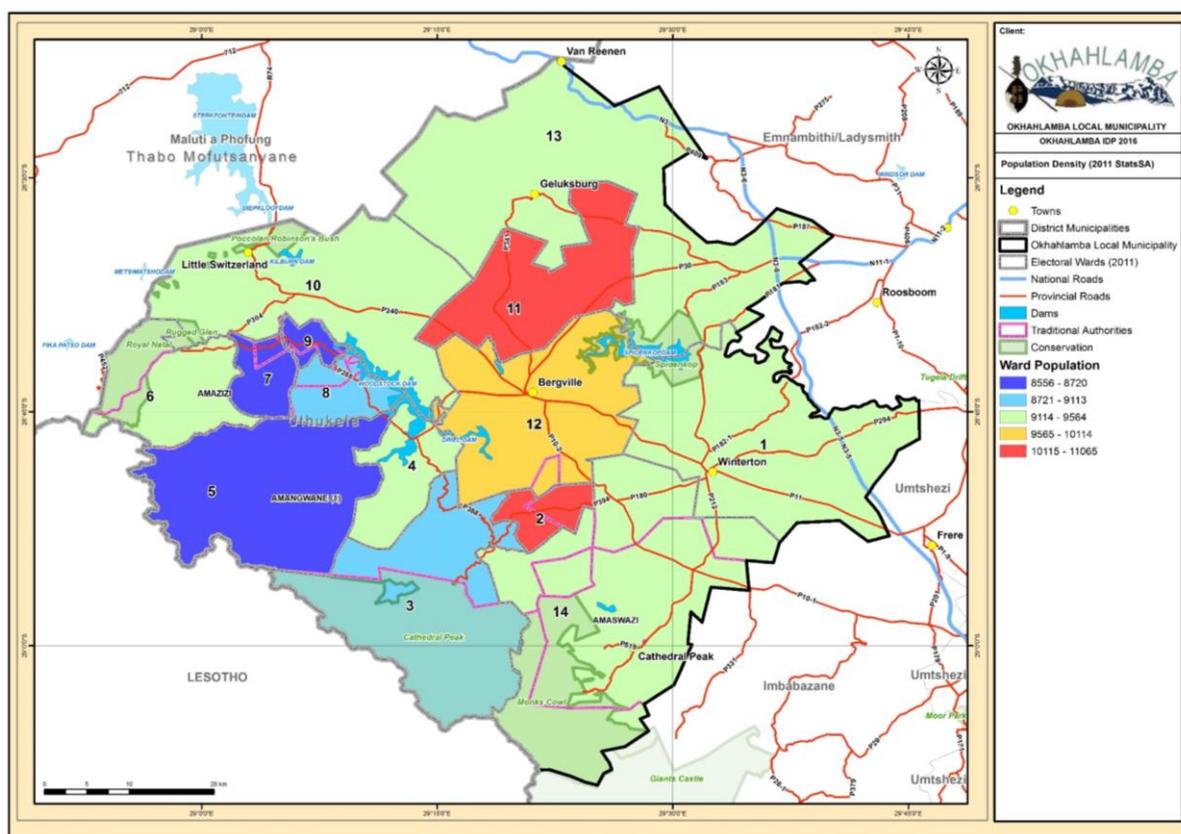
### 2.1.4 POPULATION GROUPS

➤ Figure 2 indicates population groups that form the majority of the population of Okhahlamba Municipality. It illustrates that the majority of population is formed by Black Africans and very few from the White population. This graph re-emphasises the decrease that has taken place between 2001 and 2011, however it is shown more specifically that it has been the Black Africans that have decreased in numbers and not so much the White population.

FIGURE 2: POPULATION GROUPS



MAP 2: POPULATION DENSITY



➤ The majority of the municipality in particular the northern area and the north-western and south-western boundaries (Drakensberg) is sparsely populated (refer to map 2). Higher concentrations of people are found surrounding the towns of Bergville and Winterton and in the Traditional Authority areas along the foothills of the Drakensberg. In terms of service delivery, the provision of services will be more cost effective in the established nodes, which are more densely populated and where economic opportunities could be enhanced.

### 2.1.5 AGE DISTRIBUTION

The majority of the population is made up of individuals ranging from ages 0-35 (youth) and little ranging between 64 and 100. In 2001, 41.1% of the population were individuals under the age of 15 and in 2011 there was a decrease in this age group. The 15-64 age group increased from 54.1% in 2001 to 55.9% of the population in 2011. The older age group (64<) also increased from 4.8% to 4.9%.

- The Okhahlamba Local Municipality can be characterised with having a large youthful population, which implies the need for various facilities and focus on specific priority areas e.g. educational facilities, economic opportunities and possibly youth development programmes.

FIGURE 3: AGE DISTRIBUTION

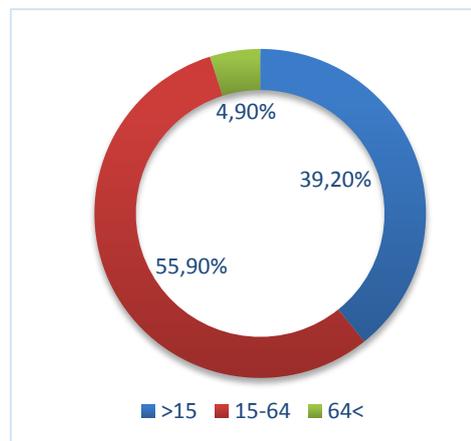
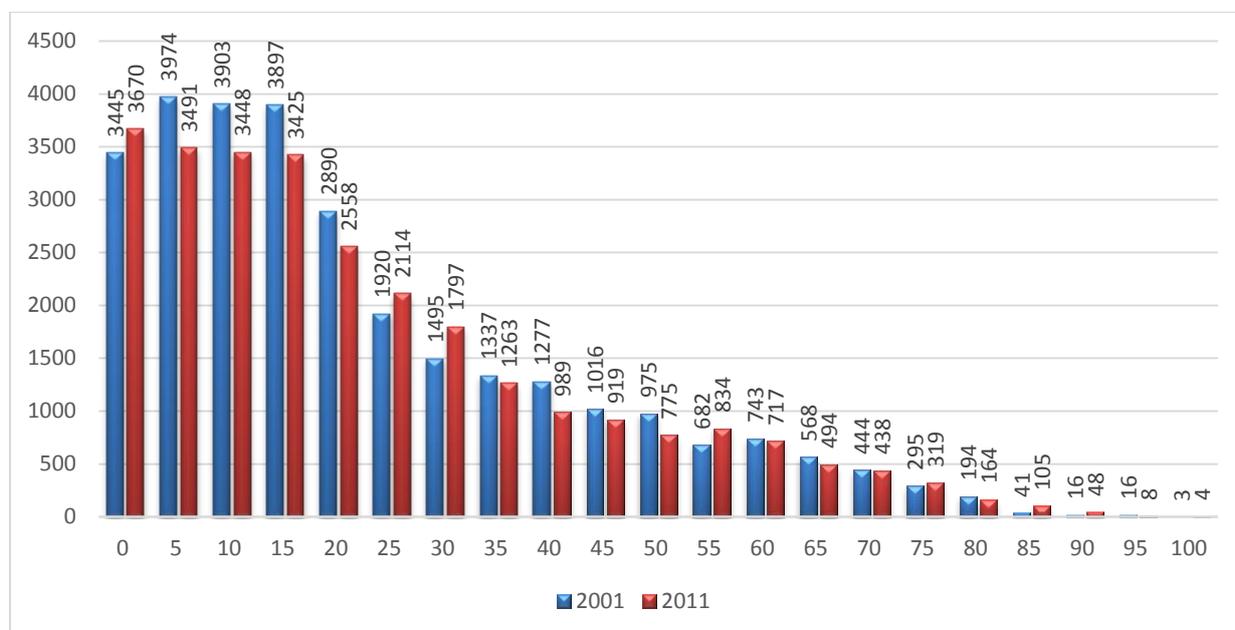


FIGURE 4: AGE STRUCTURE OF OKHAHLAMBA LOCAL MUNICIPALITY

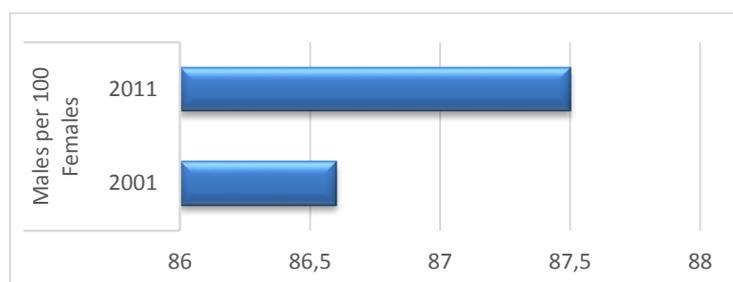


Source: Stats SA, Census 2011

### 2.1.6 GENDER PROFILE

- Figure 5 shows the sex ratio between males and females in the Okhahlamba Local Municipality. It indicates that in 2001 and in 2011, there were more females than males. However, in 2011 the proportion of males to females increased by 0.9%.

FIGURE 5: SEX RATIO- OKHAHLAMBA MUNICIPALITY



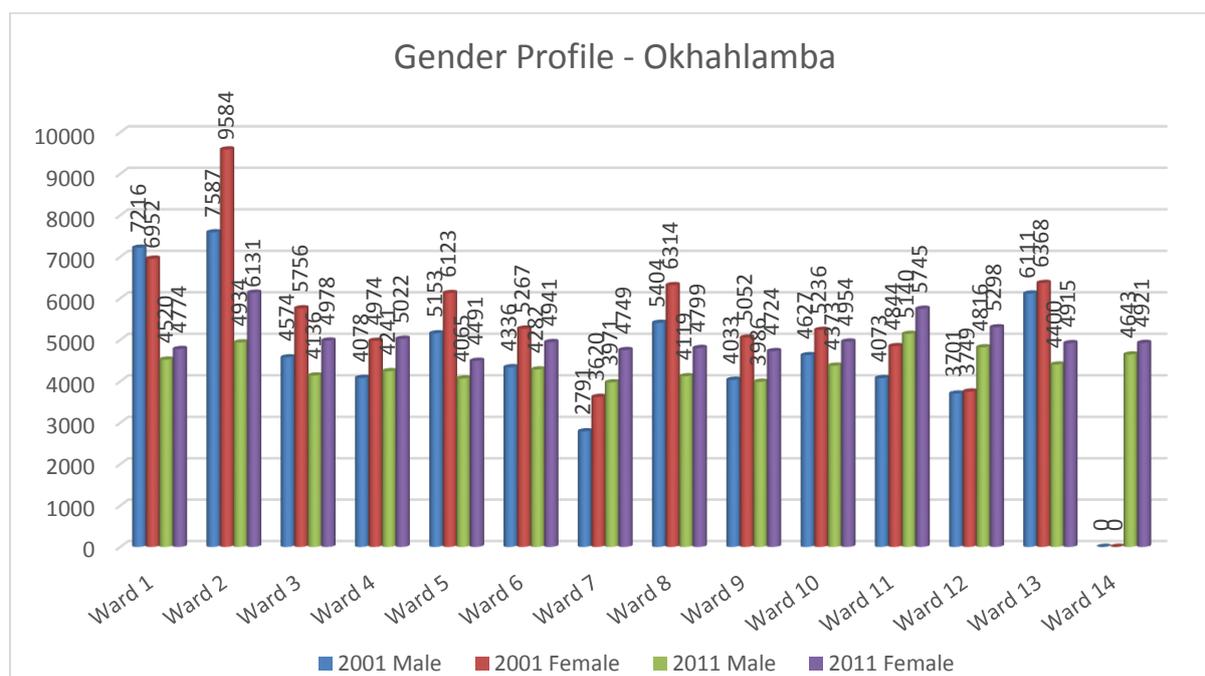
Source: Stats SA 2001 and 2011

Municipal Gender						
	Male		Female		Total	Gender Ratio
Name	Number	%	Number	%		
KZN235: Okhahlamba	63 729	47.2%	71 403	52.8%	135 132	89

Source: Stats SA, Community Survey 2016

- Figure 6 illustrates gender distribution in Okhahlamba Local Municipality and shows the gender profile of each ward within the municipality. The data reflects an uneven gender distribution. Generally, there has been a decrease in both males and females between 2001 and 2011. However, more specifically there has been a greater decrease in males in each ward between 2001 and 2011. This applies for all wards except wards 4, 7, 11, 12 and 14. These wards have had an increase in both males and females between 2001 and 2011. The most significant increase seen is ward 14.

FIGURE 6: GENDER PROFILE PER WARD



Source: Stats SA 2001 and 2011

### 2.1.7 KEY FINDINGS

Following is a summarized key findings of the demographic analysis:

- ❖ Okhahlamba experienced a negative growth in its population as the population size decreased from 137 924 in 2001 to 132 068 in 2011 recording a -0.43 negative growth;
- ❖ Ward 2 is found to have had the greatest decrease in its population;
- ❖ The number of households increased between 2001 and 2011, which might suggests circular migration;
- ❖ Wards 4,7,11,12 and 14 are the only wards which have had an increase in population between 2001 and 2011;
- ❖ Majority of Okhahlamba population is formed by Black Africans and very few from the White population;
- ❖ Bergville, Winterton and Traditional Areas around the foothill of the Drakensberg are seen to have higher concentrations of people;
- ❖ Majority of the population is made up of individuals ranging from ages 0-35 (youthful population);
- ❖ There are more females than males in Okhahlamba;
- ❖ 53, 8% are female dominated households.

## 2.2 SPATIAL ANALYSIS

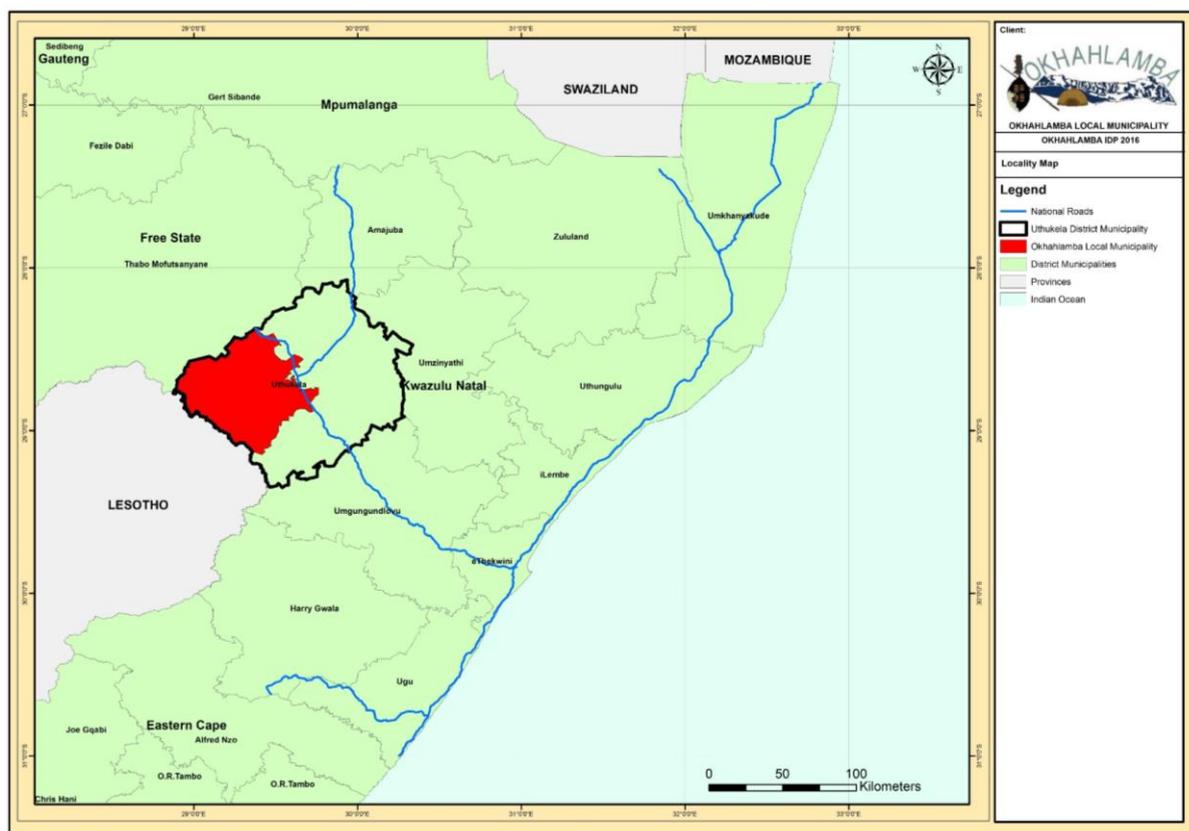
### 2.2.1 REGIONAL CONTEXT

- Okhahlamba Local Municipality is located within the uThukela District Municipality, which is one of the ten district municipalities in the Province of KwaZulu-Natal. It was established during the 2000 transformation of local government and is located along the eastern boundary of the province, bordering the Free State and Lesotho. The five local municipalities that make up the uThukela District are indicated in table 6:

TABLE 6: DISTRICT MUNICIPALITIES

Municipality	Extent (km <sup>2</sup> )
DC23: Uthukela	11 500km <sup>2</sup>
KZN237: Inkosi Langalibalele	2 958.59km <sup>2</sup>
KZN 238: Alfred Duma	3 957.63km <sup>2</sup>
KZN 235: Okhahlamba	3 540.63km <sup>2</sup>

MAP 3: LOCALITY OF OKHAHLAMBA WITHIN KZN



- Okhahlamba covers an area of 3 541 km<sup>2</sup> and covers the largest geographic area in the Uthukela province. It is bounded by Maluti a Phofung (Free State province) to the northwest, Emnambithi to the northeast, Umtshezi to the southeast and Imbabazane to the south. The municipal area is made up of privately owned commercial farmland, smallholder settlements,

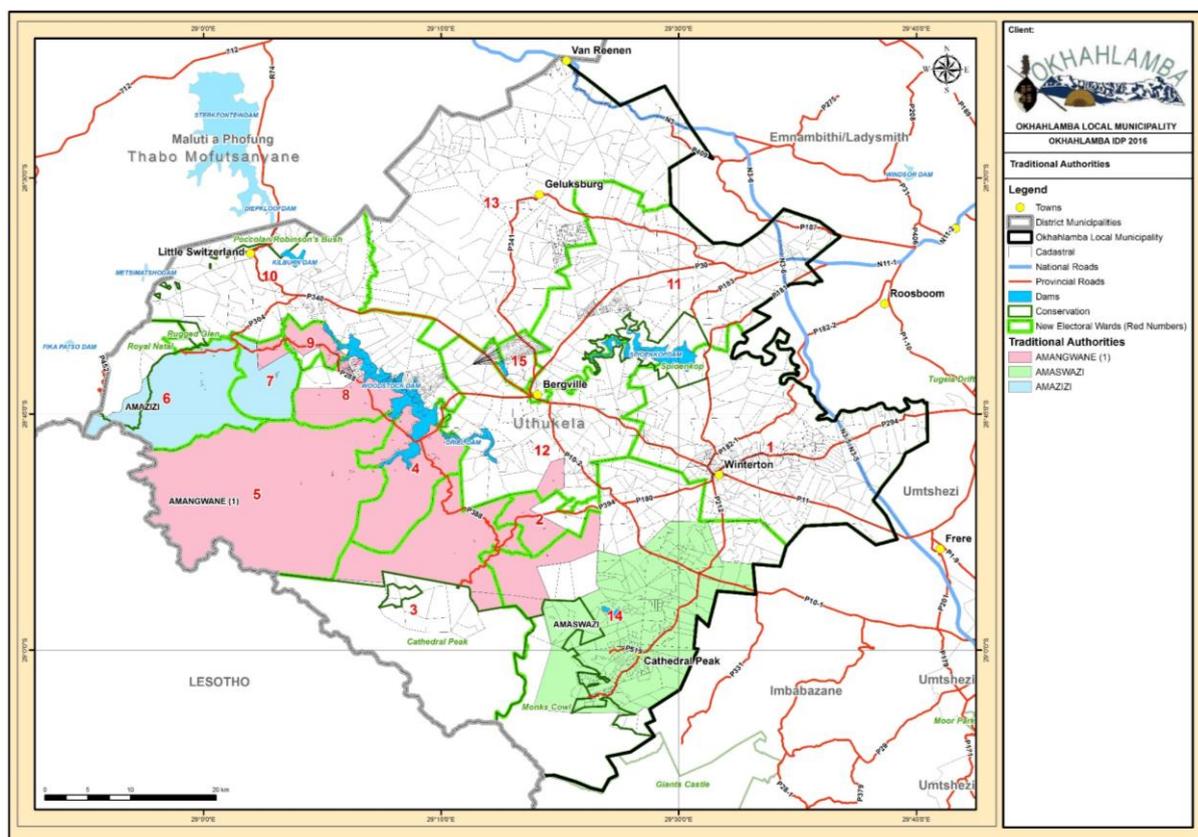
the urban areas of Bergville, Winterton, Cathkin Park, Geluksburg, and three tribal authority areas.

- In addition to the new ward structure of the municipality, the structure of uThukela District is also about to change with the announcement by the Municipal Demarcation Board that four municipalities within the district will be amalgamated into two municipalities. These are Umtshezi, which will be amalgamated with Imbabazane Local Municipality as well as Ennambithi/ Ladysmith, which will be amalgamated with Indaka Local Municipality.

## 2.2.2 ADMINISTRATIVE ENTITIES

Okhahlamba forms part of the uThukela District and consists of 15 wards. These 15 wards have recently been delimited. (map 4).

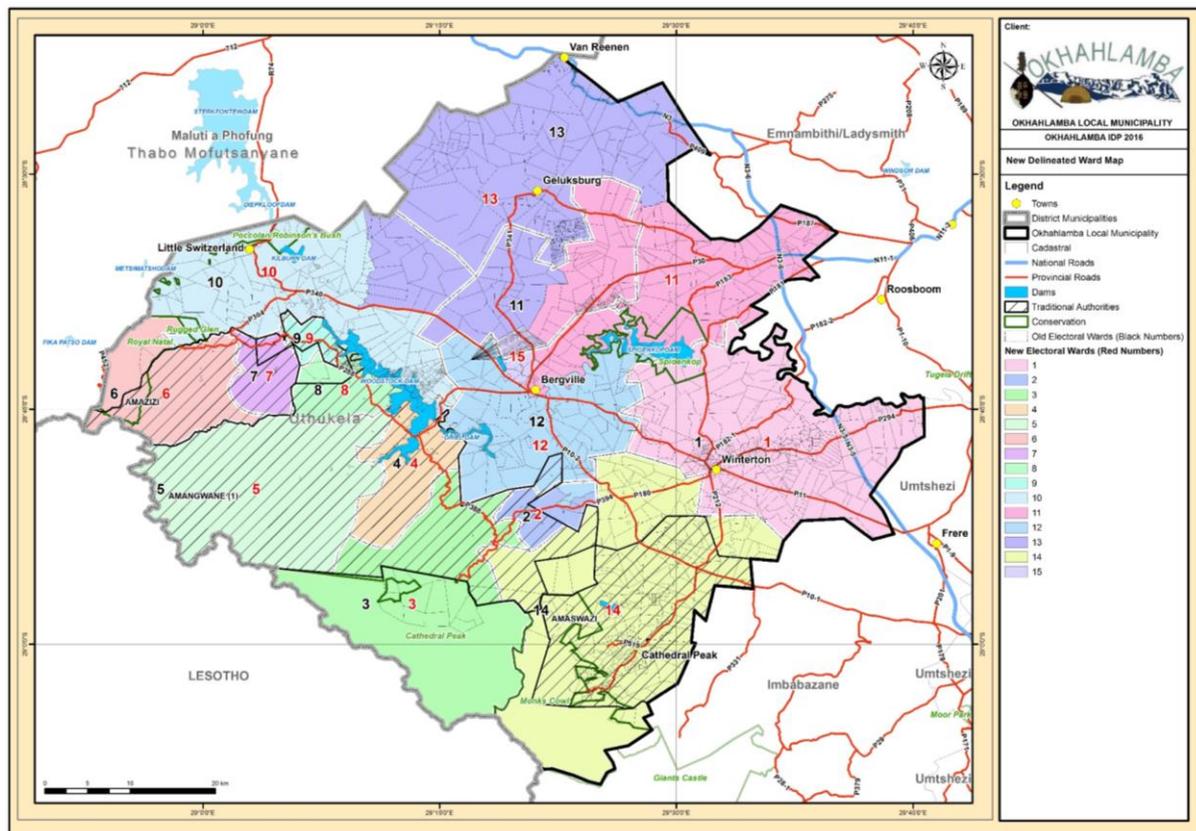
MAP 4: NEW DELIMITATED WARD MAP



Source: Municipal Demarcation Board

- The municipality also includes three Traditional Authority areas, namely the Amazizi, Amangwane and Amaswazi Traditional Authorities. The Amazizi Traditional Authority is located to the west of the municipality at the foothills of the Drakensberg, while the Amangwane is a larger Traditional Authority area located from the western boundary towards the eastern boundary along the foothills of the Drakensberg. It incorporates the Mnweni Valley, which is the only area of the Drakensberg that is not under regulation by Ezemvelo KZN Wildlife.

MAP 5: MAP SHOWING TRADITIONAL AUTHORITIES IN OKHAHLAMBA



### 2.2.3 STRUCTURING ELEMENTS

- The main structuring elements within the municipality should be acknowledged as follows:
  - ❖ R74 traverses the municipality in a south-east-north-westerly direction, dissecting the municipality in two. It provides important linkages to the Drakensberg area in the west and access to the N3 in the east.
  - ❖ Topography: The Drakensberg Mountains have the greatest influence on settlement patterns, followed by the Tugela River, and the transport routes of Van Reenen's Pass and Olivershoek Pass. Slopes are a useful topographical factor that limits the availability of land for agriculture, in particular for cropping. Croplands require relatively flat land for cultivation especially where complex irrigation systems are utilised. Areas around Bergville and Winterton are highly suitable for cropping. Slopes are more suitable for grazing and forestry, but must be limited in the Drakensberg in order to preserve the sensitive landscape.
  - ❖ Rivers and wetlands: The Tugela River rises in the Drakensberg Mountains near Bergville where peaks rise to over 3 000 m. The river and its tributaries, meander through central KwaZulu-Natal, draining from the Drakensberg escarpment towards the Indian Ocean.
  - ❖ Dams: the Woodstock Dam is located on the upper reaches of the Tugela River, 10 kilometres west of the town of Bergville in the foothills of the Drakensberg Mountains, while the Kilburn

Dam is located 500 metres lower than the Sterkfontein Dam, on the Mnjaneni River, near Bergville.

## 2.2.4 EXISTING NODES AND CORRIDORS

### 2.2.4.1 DEVELOPMENT CORRIDORS

The N3 National Corridor runs along the eastern part of the municipality and is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key road intersections.

There are at least two routes with the potential for primary corridors. These include the following:

- ❖ R74 (P340 & P11-1). The P11 connects Winterton to the N3, while the P340 links Bergville to the northern Drakensberg tourism areas and the Free State Province beyond. The P74 is of strategic importance, as it provides access to routes that lead to the Drakensberg and thus connects tourists to the tourism destinations along the Drakensberg.
- ❖ The R616 (P30) forms an important link between Bergville and Ladysmith. The P30 also forms part of the N11 before the interchange with the N3. It provides access to some of the settlements outside Bergville, such as Hambrook and Acton Homes.

Important secondary routes provide access to areas outside the municipal area and includes the following:

- ❖ The P181, which connects Winterton to the N11 and Ladysmith (outside of the municipal area).
- ❖ P10-2, which connects Bergville to Emmaus and Estcourt (outside of the municipal area).

The main route with the most potential to develop as a tourism corridor is the P212. This route provides a direct linkage between Winterton to the Cathkin Park area, which is a renowned tourism area along the Drakensberg. A scenic route is also proposed to link the Bangibone node to Cathkin Park.

Tertiary routes links potential proposed satellite municipal development nodes and provides access to public and commercial facilities at a community level. Tertiary routes are as follows:

- ❖ P304 linking Zwelisha to the R74 (P340) and thus to Bergville and the northern Drakensberg.
- ❖ P288 forming a link between Zwelisha and Dukuza and linking back to Bergville.
- ❖ P180 that provides a link between Winterton and the Emmaus area.
- ❖ P341 that links Bergville to Geluksburg and Greenpoint to the north, and connects back to the P30 to Ladysmith.
- ❖ P388, which connects to the P288.

#### 2.2.4.2 CLUSTERING PUBLIC FACILITIES AND ECONOMIC ACTIVITIES IN DEVELOPMENT NODES

Okhahlamba will facilitate and promote the clustering of a range of social services and economic opportunities at central locations as means to improve access and restructure the existing spatial pattern. The establishment of a hierarchy will assist in allocating facilities of various types to their most appropriate locations, based on the facility threshold and the appropriate number of people required within the catchment of that facility.

- ❖ Municipal Development Node: Bergville is the main sub-regional centre that services the entire municipal area. The town is highly accessible, being located on the primary corridor [R74 (P340)] and at the intersection of the R74 (P340) and R616 (P30). It is a small but significant service centre, identified as a quaternary node in the Provincial Growth and Development Strategy.
- ❖ Secondary Municipal Development Node: Winterton has the potential to serve as a secondary municipal development node. It has a limited range of services and facilities, and provides lower order goods and services. It is located on the R74 (P340) to Bergville and the P212 (R600) to Cathkin Park. As such, it provides services to surrounding farming community and serves as a tourism gateway to the Drakensberg.
- ❖ Satellite Municipal Development Nodes: The vision for the future spatial development of Okhahlamba Municipality makes provision for the development of satellite municipal development nodes within a cluster of settlements. These small centres will serve as location points for community facilities serving the local community.
- ❖ Zwelisha (Mazanini) is located within the Amazizi Traditional Council area. This proposed node will serve the surrounding settlements.
- ❖ Dukuza is located in the Amangwane Traditional Council area and will serve the settlements surrounding it.
- ❖ Emmaus will serve the surrounding settlements. The only hospital within Okhahlamba is located in Emmaus.
- ❖ Geluksburg and Greenpoint is located to the north of Bergville;
- ❖ Van Reenen is located on the border with the Free State.
- ❖ Tourism Development Node: The Drakensberg Approaches Policy identified both Cathkin Park (central) and Bangibone (north) as tourism nodes within Okhahlamba. The intention of these nodes were to direct recreational development to planned "pockets" in order to ensure distribution of recreational development and activities evenly along the Drakensberg, and create a balance between environmental conservation and tourism through the provision of these recreation nodes. A Town Planning Scheme has been developed for Cathkin Park to guide land use management.

### **2.2.4.3 URBAN EDGES**

Okhahlamba is a predominantly rural area albeit with a number of identified town and villages which serve an urban purpose. Bergville is an established urban centre and the primary hub of the municipality. It has an existing town planning scheme and an urban edge has been delineated. Winterton and Cathkin Park also have town-planning schemes and delineated urban edges. The guideline on Defining Limits on Settlement Expansion: The Issue of the 'Urban Edge' (Dewar, D. and Louw, P. 2009) looks at the importance of defining the urban edge. This is important in order to eradicate sprawl and promote urban compaction. Having the settlement contained within a predetermined or demarcated area promotes greater efficiency in terms of land use and service delivery. It will assist in achieving greater urban efficiency as community facilities and schools can be contained within an area of higher density, which makes them more accessible to the community. Bulk infrastructure and community services can be better placed in order to supply greater numbers of households.

## **2.2.5 BROAD LAND USES**

### **2.2.5.1 COMMERCIAL AGRICULTURE**

- Land occupied by commercial agricultural practices, covers approximately 56448.34ha or 14.2% of the geographic area of Okhahlamba. It extends as a central band from the eastern boundary to the northwest. Subsistence agriculture occurs along the foothills of the Drakensberg in the Traditional Council areas.
- Commercial forestry is found to the south of the municipality around Cathkin Park and Emmaus and covers 6320.84ha or 1.6% of the geographic area. Other commercial agriculture is represented by orchards (86ha). The potential commercial agriculture category refers to grassland, covering 230160.36ha or 58% of the municipal area. This is the land use presenting significant potential for development.

### **2.2.5.2 SETTLEMENTS**

- Settlements are located primarily within the central band, with a concentration in the south-west along the foothills of the Drakensberg. Settlements are predominantly along transport routes and in the Traditional Council areas. It has been noted that there has been an accumulation of settlements around Emmaus area and around Woodford Dam.
- Settlements cover approximately 29064.60ha or 7.3% of the geographic area and include low density, dense and rural settlements. Rural settlements seem to be the predominant settlement type, representing 4.85% of the settlement category.
- Urban settlements include the areas of Bergville, Winterton, Cathkin Park and Khethani. These settlements are formalised urban areas, being the main economic and administrative centres in Okhahlamba. Land uses within the main urban centres include residential,

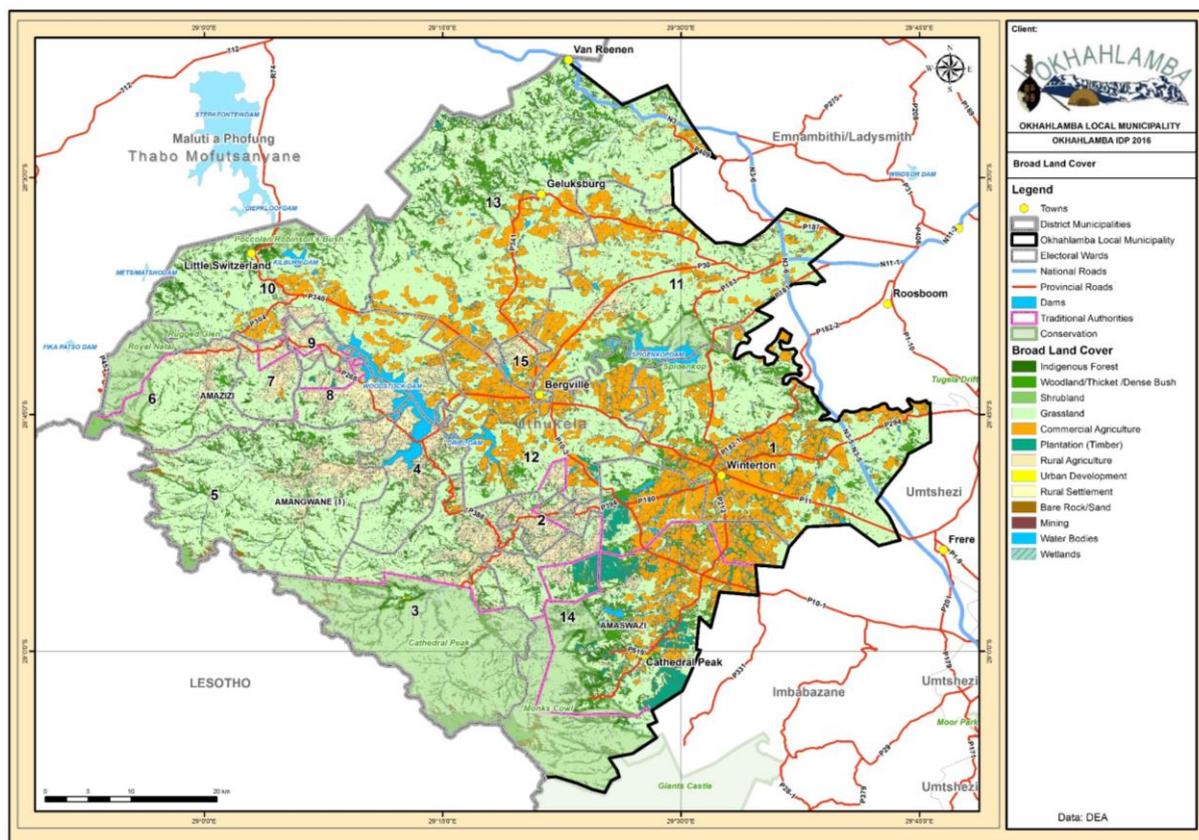
commercial, industrial and a range of other complementary land uses. These areas provide higher levels of social and infrastructural services.

**2.2.5.3 ENVIRONMENTAL AREAS**

Approximately 15.6% of the municipal area’s land use is taken up by environmental areas, which includes natural areas, water bodies, dams and wetlands. Bush and woodland covers 41130.63ha (10.35%), forests cover 4470.14ha or 1.13% and water bodies covers 10169.52ha or 2.5% of the geographic area.

The main dams within the municipal area includes the Woodford dam, the Spioenkop dam, the Driel dam and the Kilburn dam. The key river arising in the Okhahlamba area is the Tugela River, which rises in the Drakensberg Mountains near Bergville. There are also a number of wetland systems distributed throughout the municipality. Wetlands are of major importance for nature conservation and protection of the majority of these wetlands is critical.

MAP 6: BROAD LAND USE



Conservation and protected areas include formally managed public and private conservation areas and are indicated in the table below.

TABLE 7: CONSERVATION AREAS

Protected Area	Category	Area (ha)
Poccolan Nature Reserve	Provincial Nature Reserve	1 093
Robinson’s Bush Nature Reserve	Provincial Nature Reserve	165
Cathedral Peak (UDPWHS)	State Forest 1	25 185

Protected Area	Category	Area (ha)
Rugged Glen (UDPWHS)	Provincial Nature Reserve	416
Royal Natal (UDPWHS)	Provincial Nature Reserve	6 935
Monks Cowl (UDPWHS)	State Forest	17 803
Spioenkop Nature Reserve	Provincial Nature Reserve	5 439

Source: Uthukela Biodiversity Sector Plan

### 2.2.6 LAND OWNERSHIP

- The Okhahlamba Local Municipality is made up of privately owned commercial farmland and smallholder settlements; the urban areas of Bergville, Winterton, Cathkin Park and Geluksburg and the traditional authorities of Amazizi, Amangwane and Amaswazi. The majority of land ownership in Okhahlamba Local Municipality comprises of Freehold, Ingonyama Trust and Privately owned land. The biggest challenge is that 90% of the land that is suitable for development has been held under the restitution act, thus impeding development since land development cannot continue whereas the land in question is being claimed.

### 2.2.7 LAND REFORM

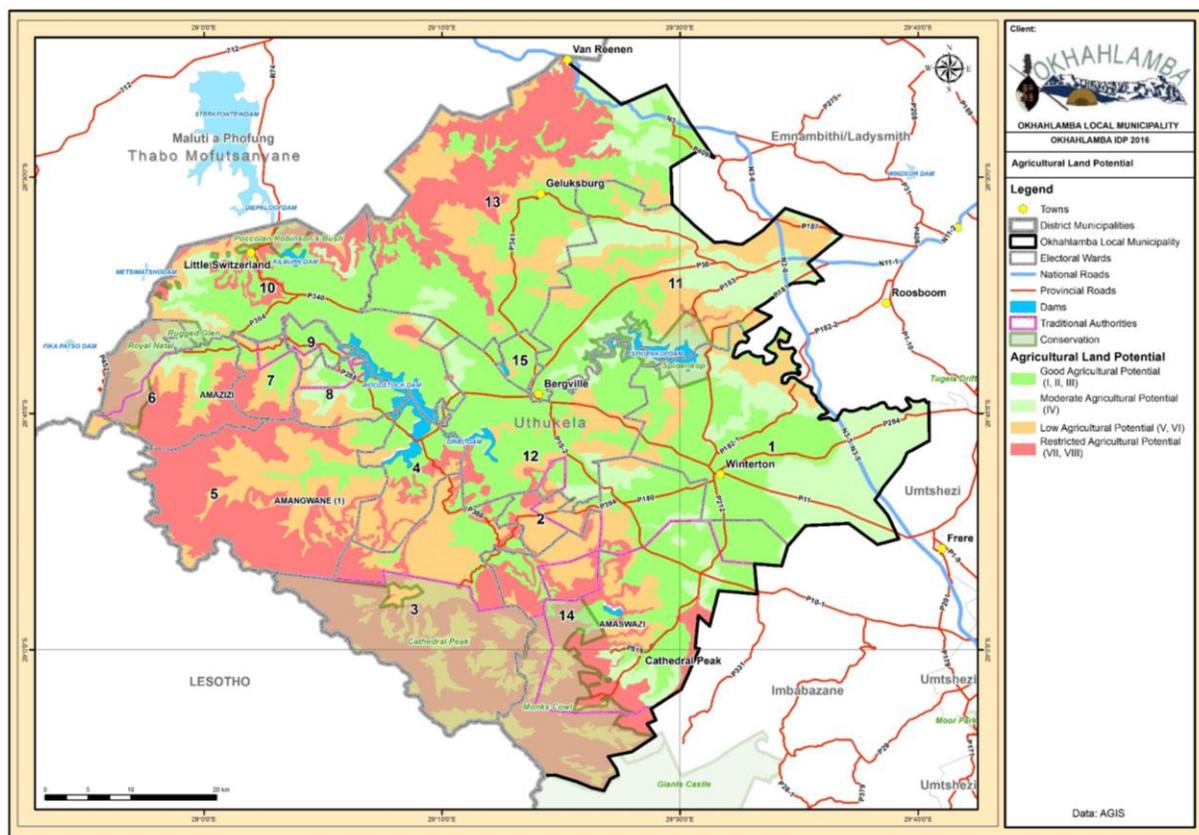
- The land reform in Okhahlamba includes the land restitution, land redistribution and land tenure reform programmes.
- ❖ The land tenure upgrading program makes provision for on-farm and off-farm settlement. However, on-farm settlement results in the proliferation of small isolated settlements, which do not create sufficient thresholds for the provision of basic services and community facilities.
- ❖ A substantial amount of land restitution claims were lodged with the Regional Land Claims Commission (RLCC).
  - Information sourced from the Redistribution office indicates that there are 20 cases of transferred redistribution in Okhahlamba:
- ❖ 5% are through the Proactive Land Acquisition Strategy (PLAS) grant. PLAS focuses primarily on the poor, and is based on the State pro-actively purchasing land with high agricultural potential. The department then selects beneficiaries who can lease the land with the option to purchase it.
- ❖ 35% through the Land Distribution for Agricultural Development (LRAD) grant. This programme is a joint venture with the Department of Agriculture, through which qualifying beneficiaries may acquire land for agricultural purposes.
- ❖ 45% through the Settlement Land Acquisition Grant (SLAG). The Settlement Land Acquisition Grant (SLAG) was a cash grant for which poor and landless black South Africans could form a group to apply to buy and develop farmland. The applications took the form of group settlement with some production, cooperative production and /or commonage schemes, or farm settlements of farm workers and farm worker equity.

- ❖ 5% through SPLAG. The Settlement and Production Land Acquisition Grant (SPLAG) is a grant to provide for both the settlement and agricultural production land needs of people living and/or working on rural land. SPLAG caters for both settlement and agricultural production.
- ❖ 5% through the Commonage Grant. The commonage product aims to improve people's access to municipal land for agricultural purposes.
- ❖ 5% is unknown.

## 2.2.8 LAND CAPABILITY

- According to map 7, the majority of the central part of the municipal area consist of good agricultural potential land. Agricultural potential of areas to the south–west and northeast of the municipality is limited by the topography of steep mountain slopes (Drakensberg) that are only suitable for grazing, forestry and wildlife and have low or restricted agricultural potential. As discussed under land use, commercial agriculture is prevalent within the central band running from north-west to south-east, which is consistent with the good potential agricultural land.

MAP 7: LAND CAPABILITY (AGRICULTURAL POTENTIAL) MAP

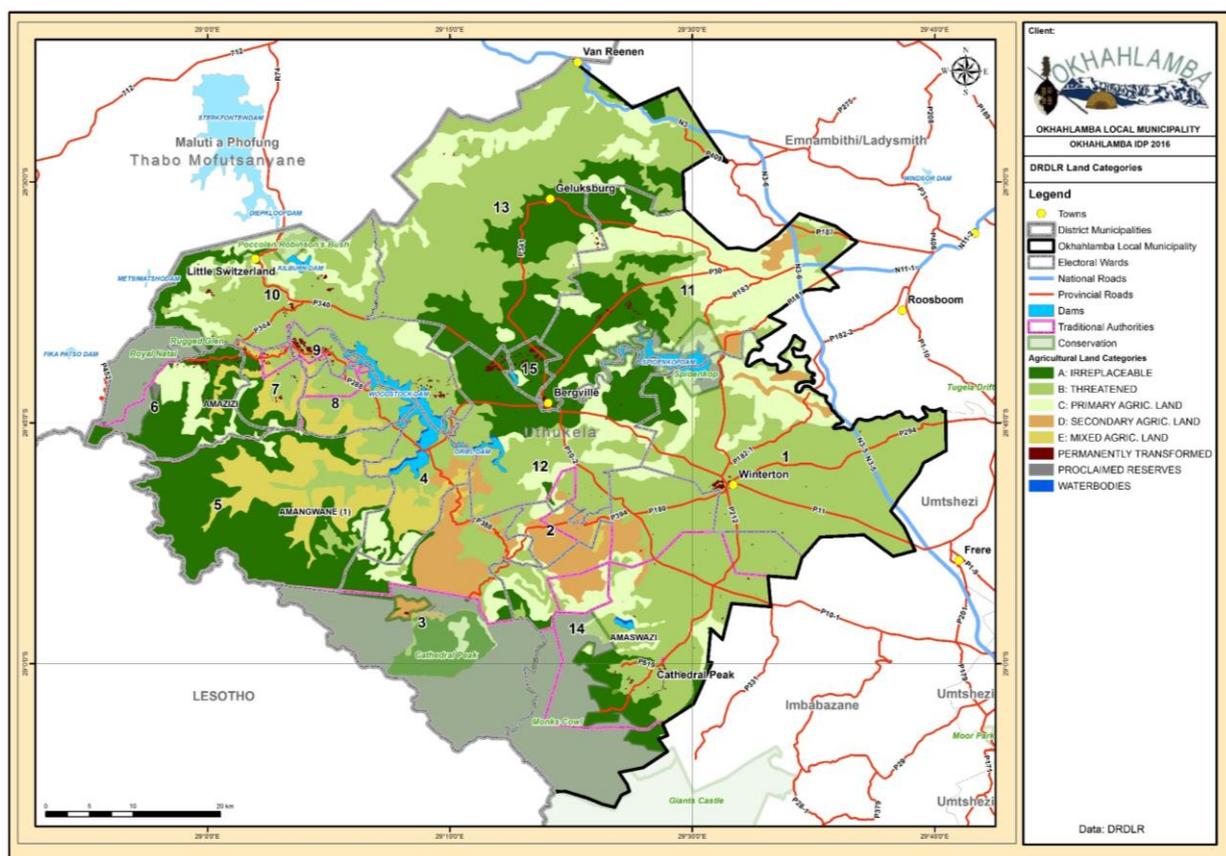


- Commercial forestry (plantations) is found to the south of the municipality around Cathkin Park and Emmaus areas. Subsistence farming is prevalent within the municipality, with the main agricultural activity being traditional ranching of cattle. However, over-grazing and stock theft negatively impact on this type of activity. Smallholder agriculture also consists of maize,

dry bean and vegetable production on a small scale and there is potential to produce a surplus for the market.

In addition to agricultural potential, the Department of Agriculture Forestry and Fisheries, together with the Department of Environmental Affairs (DAEA) has recently embarked on a new initiative to develop an Agricultural Land Zoning System for KZN (DAFF & DAEA, 2012). They are attempting to combine available data to classify a region into Agricultural Land Categories, which indicate the ability of an area to produce food under recommended management practices on a sustainable basis. Land with a high agricultural potential is regarded as a scarce non-renewable resource and the relevant authorities are very cautious and sometimes opposed to development of such land for purposes other than agricultural production. As such, land with high potential for agriculture is deemed irreplaceable and must thus be legally protected (DAFF & DAEA, 2012). Map 8 translates the spatial implications of the new policy direction and identifies categories A and B as prohibited (limited use) and Category C is discretionary.

MAP 8: AGRICULTURAL LAND CATEGORIES



In the context of Okhahlamba, the importance of agriculture cannot be under emphasised and is clearly indicated spatially. Subsistence agriculture is practised mainly in the traditional areas and involves a mix of types of agriculture including smallholder and food security production to livestock and small-scale timber production. While a very large portion of the municipal area are classified as Category B: Threatened, there are several areas within the central / northern portion of the municipality and the western periphery classified as Category A: Irreplaceable. Detailed guidelines are thus critical to guide land use management in these areas, and these have to be included in planning schemes.

## 2.3 ENVIRONMENTAL ANALYSIS

Okhahlamba Local Municipality is located in a very environmentally significant area with the Drakensberg Mountains having outstanding natural beauty, a fascinating and ancient geology, great diversity in plant communities, some of the rarest animals in the world and the largest, richest and most concentrated series of rock art in Africa. The area needs to be managed appropriately in order to ensure a balance between conserving the environment and promoting appropriate tourism in the area.

### 2.3.1 BIODIVERSITY AND PROTECTED AREAS

- The municipality has a significant Protected Area Network and reasonably intact vegetation, which offers a high diversity of habitats, which support a large proportion of important faunal and floral species. The majority of Red Data plant species occur predominantly in the higher altitudinal areas of the Drakensberg, which are to the greatest extent protected (with exception of the Mweni Valley). The Drakensberg Alpine Region is considered a centre of plant diversity and endemism. A total of 2153 species of plants have been recorded for the uKhahlamba Drakensberg Park World Heritage Site of which 29.5% are endemic and 109 are listed as threatened species. A large proportion of these species are found within the Okhahlamba area (uThukela Biodiversity Sector Plan).

#### 2.3.1.1 *DRAKENSBERG MOUNTAINS*

- The Drakensberg Mountain Range stretches from the Southern Cape to Mpumalanga Province. In KwaZulu-Natal it comprises two primary components, the High or Main Berg, and the Low Berg running through to Northern KwaZulu-Natal. The High Drakensberg area falls into five valleys, beginning with the Injusuthi valley in the south, Champagne Valley in the Central Berg, through the Cathedral Peak and Didima Valley, then the Royal Natal National Park and Amphitheatre Valley, and finally the Middledale Pass Valley in the Northern Berg. Three fall within the Okhahlamba area.
- ❖ Royal Natal National Park and Amphitheatre Valley: The 8 000 hectare Royal Natal National Park is situated in the northern Drakensberg and managed by Ezemvelo KZN Wildlife. The most famous feature is the Amphitheatre which is over 5 kilometres in length and has cliffs rising approximately 1 220 metres along its entire length. The summit is over 3 050 metres above sea level. Mont-Aux-Sources peak is important as the source of both the Orange and Tugela rivers. The Tugela Falls is the world's second highest waterfall falling 948 metres from the Amphitheatre's cliff tops. The Royal Natal National Park forms part of the uKhahlamba Drakensberg Park World Heritage Site.
- ❖ Cathedral Peak and Didima Valley: Cathedral Peak is a 3 004 m high free-standing mountain in the Drakensberg. The mountain is also known as Mponjwana (Little Horn) by the local Amangwane people. Cathedral Peak is part of the Cathedral Ridge, which is at right angles to

the main range. Other peaks in the spur are the Twins, also known as the Triplets, (2 899 m), the Bell (2 930 m), the Outer (3 006 m) and Inner (3 005 m) Horns, the Chessmen (2 987 m) and Mitre Peak (3 023 m). Cathedral Peak was first climbed by D.W Basset-Smith and R.G. Kingdon in 1917, via the gully. The Didima Valley has many examples of San Rock Art and many climbing and hiking routes. The Didima Resort and San Art Centre is an Ezemvela KZN Wildlife Project situated approximately 45 km from Bergville. A 4x4 trail leads from the Amphitheatre in the Northern Drakensberg to Cathedral Peak via the Mnweni Valley. The Mnweni Cultural Centre, which provides accommodation, trails and guides, is also located in this area. Mike's Pass provides a route for vehicles to drive to the top of the Little Berg near the head of Didima Gorge. The Rainbow Gorge offers a relatively flat hiking trail along the Ndumeni River.

- ❖ The Cathkin and Champagne Valley: Champagne Castle (3 248 m) is a mountain in the central Drakensberg range, and is the second highest peak in South Africa. It contains a series of subsidiary peaks, amongst them, Cathkin Peak (3 149 m), Sterkhorn, Mount Memory, Monk's Cowl (3 234m) and Dragon's Back. These are some of the highest peaks of the Drakensberg Mountains. Cathkin was named after an area around Glasgow, Scotland by the first Scottish settlers in the Drakensberg. The Champagne Peak received its name because of the first climber to reach its peak taking a bottle of Champagne to celebrate his achievement and accidentally dropping it. Champagne Valley is noted for its many different sporting activities, especially golf, for which there are numerous challenging golf courses.

### **2.3.1.2 UKHAHLAMBA DRAKENSBERG PARK**

The uKhahlamba Drakensberg Park is the largest protected area (World Heritage Site) on the Great Escarpment of the southern Africa. It is located in an inland mountain along the eastern border of Lesotho. It comprises a northern and a significantly larger southern section. The mountainous area between these two sections, known as the Mnweni area, is tribal land. The park can be divided into two distinct physiographic regions: the foothills of the 'Little Berg' are steep-sided spurs, escarpments and valleys occurring below 2 000 m in elevation, whereas the high main escarpment rises to over 3 400 m. There is considerable variation in topography, including vast basalt and sandstone cliffs, deep valleys, intervening spurs and extensive plateau areas. This topographical variation contributes to the outstanding scenic value. The Drakensberg is one of the best watered, least drought-prone areas of southern Africa, and has particular significance for catchments protection and the provision of high-quality water supplies for surrounding communities. A number of rivers originate from the park.

### **2.3.1.3 MALOTI-DRAKENSBERG TRANSFRONTIER PROJECT**

The Maloti-Drakensberg Transfrontier Project (MDTP) is a joint initiative between the Kingdom of Lesotho and the Republic of South Africa that seeks to establish institutional linkages in order to enhance the conservation and sustainable development for the natural and cultural resources of the Maloti-Drakensberg mountain bioregion. The project area extends from Clarens in the Free State through to Matatiele in the Eastern Cape and encompasses numerous formally protected areas,

including the Ukhahlamba Drakensberg Park that is a World Heritage Site. In addition to this, there are extensive tracts of community and privately owned land that give the initiative the distinctive characteristics of a biosphere reserve.

#### 2.3.1.3.1 BIODIVERSITY

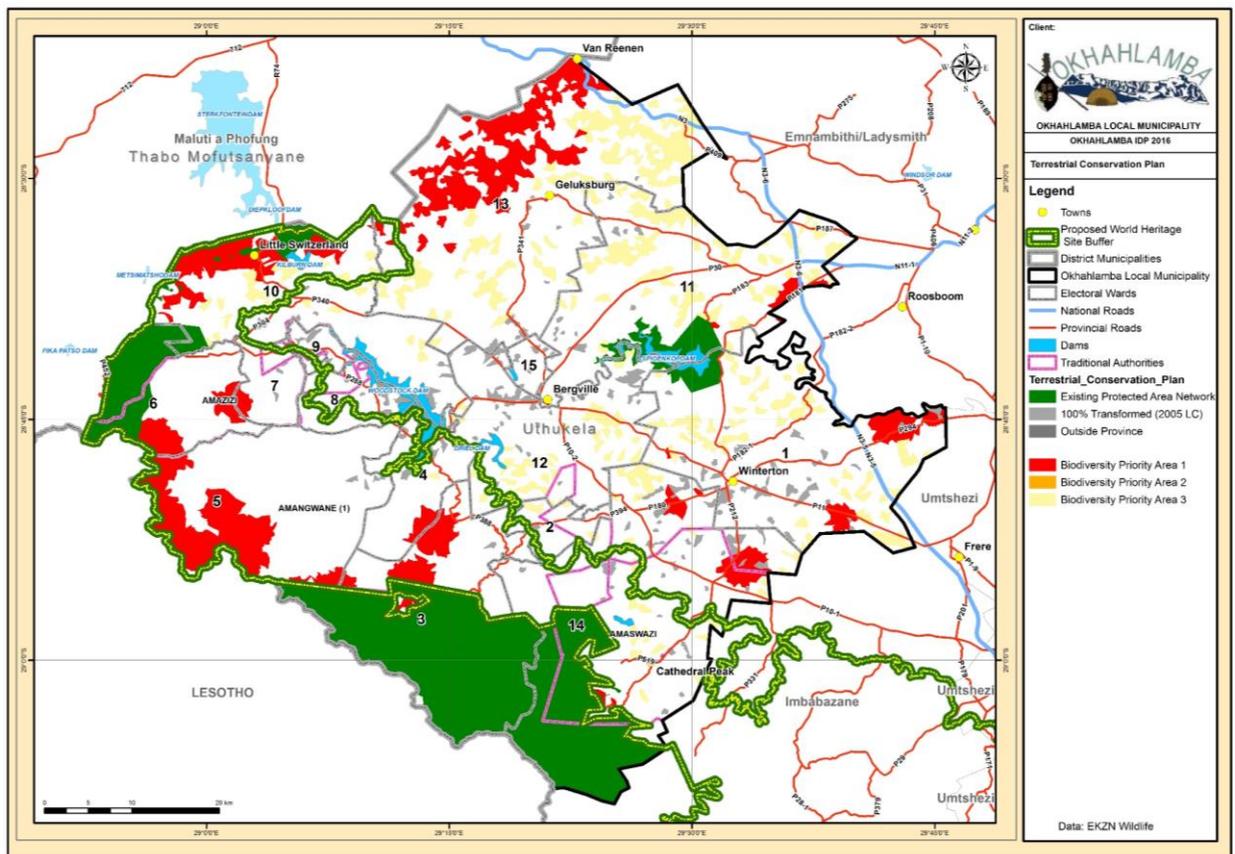
According to the National Environmental Management: Biodiversity Act, No. 10 of 2004, biodiversity means the variability among living organisms from all sources including, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part and also includes diversity within species, between species, and of ecosystems (Biodiversity Sector Plan for Uthukela District: Technical Report).

South Africa has ratified the International Convention on Biological Diversity, which aims to develop and implement a strategy for the conservation, sustainable use and equitable sharing of biodiversity elements. The Biodiversity Bill requires that a Bioregional Plan be developed for the Province. This must ensure that a minimum area of each bioregion with all its representative ecosystems is protected. Ezemvelo KZN Wildlife are the nature conservation agency for the province and are therefore key in managing biodiversity. The core functions of Ezemvelo KZN Wildlife are:

- ❖ Biodiversity conservation;
- ❖ Wise and sustainable use of natural resources;
- ❖ Provision of affordable eco-tourism destinations (Biodiversity Sector Plan for UThukela District: Technical Report).
- The Biodiversity Sector Plans look at both “terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystem functioning” (Biodiversity Sector Plan for UThukela District: Technical Report p 11). It is intended to serve as an informant or guideline for multi-sectoral planning and decision-making. The majority of the protected areas relate to the Drakensberg, however, there is a reserve located around the Spioenkop Dam.

In terms of Biodiversity Priority Area 1, these are concentrated primarily along the Drakensberg covering the areas that have not been designated as existing Protected Areas. It includes the Mnweni Valley area located between Royal Natal National Park and the Cathedral Peak Reserve. It also includes the area between Royal Natal National Park and Pocolan/Robinsons Bush Nature Reserve and north-east of these reserves to Van Reenen in the north-eastern corner of the municipality. As these areas have high biodiversity value, they need to be protected as far as possible. The majority of the municipality not mentioned above, falls into an area identified as 100% transformed and have low biodiversity importance.

MAP 9: EXISTING PROTECTED AREAS

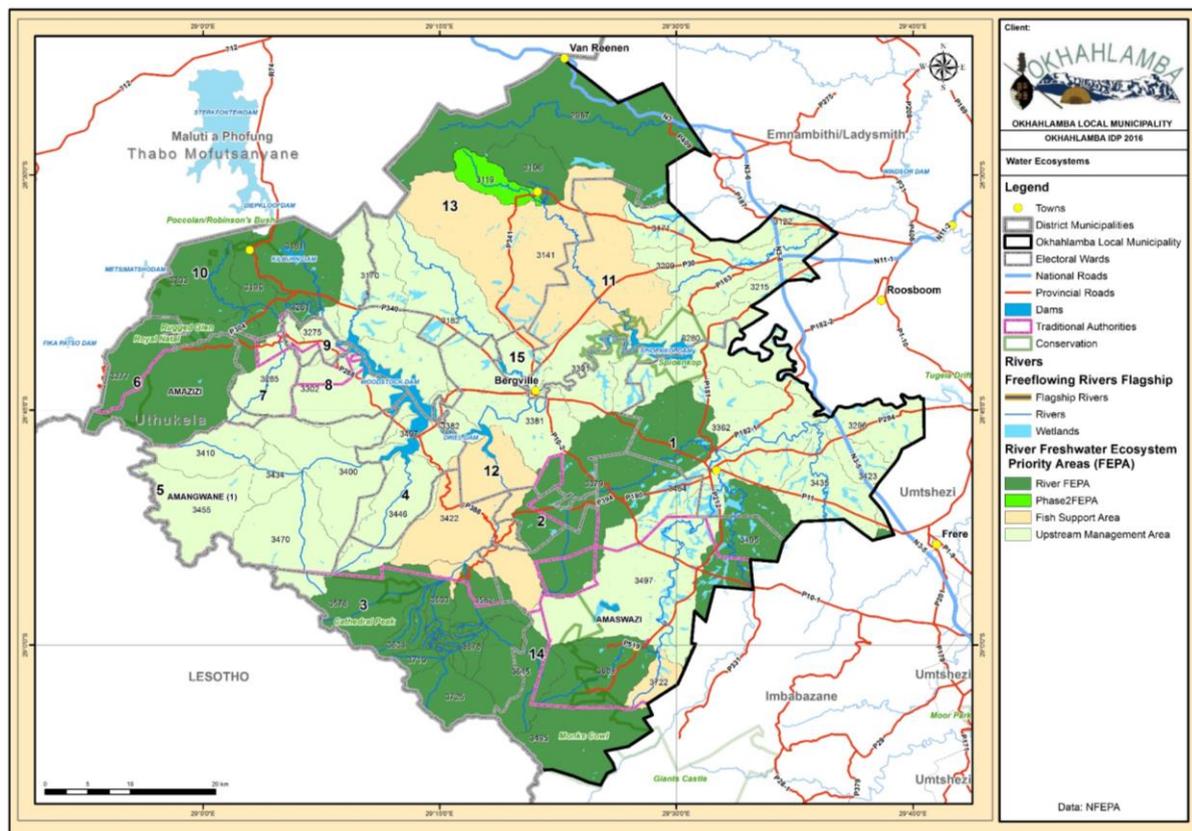


### LANDSCAPE ECOLOGICAL CORRIDORS

- According to the UTM Environmental Management Framework, the Ezemvelo KZN Wildlife (2010) corridor plan identifies corridors as areas of natural to near-natural conditions of vegetation that should ideally be conserved in their natural state in order to maintain linkages within a fragmented landscape. There are a number of corridors that were identified namely:
  - ❖ The Maloti Drakensberg Transfrontier Conservation and Development Area: This area contains the highest peaks in the sub-region and is of great biodiversity significance.
  - ❖ The Ezemvelo KZN Wildlife Community Conservation Area: This corridor consists of private game reserves, commercial game ranches, community conservation areas such as iSigweje, Kamelkop, Ngelangela and uMsuluzi.
  - ❖ Areas under the Biodiversity Stewardship Programme: These areas are those that are outside the existing state-managed protected areas. In Okhahlamba, there is a process unfolding where the Royal Natal Park and Cathedral Peak in the UDP will be linked through the proclamation of the CCA in the upper portions of the Amazizi and Amangwane Traditional Council areas. This forms part of the Biodiversity Stewardship Programme. The proclamation of this CCA will include a 45 000 ha area as part of the UDP World Heritage Site. The earmarked area is located in the Maloti-Drakensberg Mountain System that is known as the 'Mweni-Busingatha Gap',



MAP 11: WATER ECOSYSTEMS



### 2.3.1.4 KEY HYDROLOGICAL FEATURES

- The escarpment of the Drakensberg lies between 2 800 and 3 000 meters and determines the watershed between the interior catchments of Lesotho that feed into the Orange River and the shorter and steeper catchments of rivers feeding into KwaZulu-Natal such as the Tugela, Mooi and Mkomazi Rivers that flow towards the east coast. The key river arising in the Okhahlamba area is the Tugela River.
- There are a number of wetland systems distributed throughout the municipality. Wetlands are of major importance for nature conservation, because of the variety of natural communities associated with them. The Afro-alpine and Montane Belts of the Drakensberg are of particular significance for the maintenance of regular stream-flow patterns, and acceptable water quality levels. Protection of the majority of these wetlands is afforded by the uKhahlamba Drakensberg Park World Heritage Site (UDPWHS). (Biodiversity Sector Plan for UThukela District: Technical Report)
- Water resources are scarce in the Johannesburg area and this has a direct impact on water resources in the Drakensberg area. To address the scarce resources and supply water to Gauteng, two inter-basin water transfer schemes were developed to operate in the Drakensberg region. The Tugela-Vaal Transfer Scheme and the Lesotho Highlands Water

Project rely on these upper catchments and the area is South Africa's most important source of water.

#### **2.3.1.5 *DRAKENSBURG PUMPED STORAGE SCHEME***

- Construction on the Drakensberg Pumped Storage Scheme started in 1974 and was completed by 1981. Four dams are involved in the scheme, the Driekloof Dam (a branch of the Sterkfontein Dam), the Kilburn Dam, the Woodstock Dam and the Driel Barrage. Electricity generation equipment is located between Driekloof Dam and Kilburn Dam. The Driekloof Dam and Sterkfontein Dam (located just outside Okhahlamba in the Free State) also forms part of the Tugela-Vaal Water Project so some of the water pumped to Driekloof Dam may flow to the Vaal Dam and not to the Kilburn Dam. The Woodstock Dam and Driel Barrage are used to supply this additional water to Kilburn Dam when required. The scheme provides for up to 27,6 GWh of electricity storage in the form of 27 000 000 m<sup>3</sup> of water. The water is pumped to Driekloof during times of low national power consumption (generally over weekends) and released back into Kilburn through four 250 MW turbine generators in times of high electricity demand.

#### **2.3.1.6 *TUGELA-VAAL TRANSFER SCHEME***

- The Thukela-Vaal transfer scheme consists of Woodstock Dam, Driel Barrage, Jagersrust Balancing Dam and Kilburn Dam. Woodstock Dam is located 7 km upstream of the Driel Barrage. It is used to regulate storage for the Driel Barrage from where water is transferred to the Vaal River catchment via Eskom's Drakensberg Pumped Storage Scheme. In order to transfer water to the Vaal River Catchment, water is pumped from the Driel Barrage to the start of a trapezoidal canal, from where it gravitates to the Jagersrust Balancing Dam before it is pumped to Kilburn Dam and from there over the escarpment to Sterkfontein Dam.

#### **2.3.1.7 *WOODSTOCK DAM***

- Woodstock Dam is located on the upper reaches of the Tugela River, 10 kilometres west of the town of Bergville in the foothills of the Drakensberg Mountains. Woodstock Dam is the main source of water for the Tugela-Vaal Transfer Scheme. The dam was commissioned in 1983, has a storage capacity of 373 300 000 m<sup>3</sup>, and a surface area of 29,129 km<sup>2</sup>. The dam wall is 49 metres high. The road from Bergville to the site is tarred all the way, offering visitors easy access. (UThukela District Municipality Business Plan for Woodstock Dam) The dam has untapped tourism potential due to its easy accessibility, scenic beauty and proximity to the Drakensberg.

### 2.3.1.8 KILBURN DAM

- The Kilburn Dam is located 500 metres lower than the Sterkfontein Dam, on the Mnjaneni River, near Bergville. The dam was commissioned in 1981 and has a capacity of 35,577 m<sup>3</sup> and a surface area of 1,947 km<sup>2</sup>. The dam wall is 51 metres high.

### 2.3.1.9 SPIOENKOP DAM

- The Spioenkop Dam was commissioned in 1973, has a capacity of 272 265 m<sup>3</sup>, and a surface area of 15,314 km<sup>2</sup>. The dam wall is 53 metres high. The dam was built to regulate flow downstream of the Driel Barrage. The dam also supplies water to Ladysmith and supports water requirements for downstream farmers mainly between the dam and Winterton. Occasionally releases are made from Spioenkop Dam to dilute poor quality effluent release by SAPPI (at Mandini) into the lower Tugela River. (Thukela Water Management Area).

### 2.3.1.10 LESOTHO HIGHLANDS WATER PROJECT

- The Lesotho Highlands Water Project is one of the largest and most intricate construction projects currently underway in the world. The aim is to transfer 70 m<sup>3</sup>/s from the upper portions of the Lesotho Highlands into the Vaal River basin. Although the project does not directly affect Okhahlamba, the source of the water arises in the Drakensberg Mountains. It is imperative that measures be taken to preserve the environment and ensure the quality and quantity of the water remains high in order to feed both the Lesotho Highlands Water Project and the Tugela-Vaal Transfer Scheme.

### 2.3.1.11 TUGELA RIVER

- The Tugela is the largest river system in KwaZulu-Natal. The funnel shaped catchment area of the Tugela River lies predominantly in the KwaZulu-Natal. The Tugela River rises in the Drakensberg Mountains near Bergville where peaks rise to over 3 000 m. The river and its tributaries, meander through central KwaZulu-Natal, draining from the Drakensberg escarpment towards the Indian Ocean.
- The upper reaches of the Tugela River, upstream of the confluence with the Bushmans River, includes the towns of Bergville, Ladysmith, Colenso and Weenen. The Klip River is the main tributary in this area. This area is the source of water for the Tugela-Vaal Transfer Scheme, which, *inter alia*, transfers water to the Vaal River System.

## 2.3.2 ENVIRONMENTAL MANAGEMENT

- The Okhahlamba Local Municipality has a number of very important and sensitive natural environments and some of the most sensitive of these are situated in the mountainous areas. It is recognized that a great diversity in plant communities and climatic extremes exists in this zone and the need for sensitive management is imperative. This need for responsible management is highlighted by the wide variety of Red Data species occurring in this zone.

- Inadvisable human use of these environments contributes directly to their erosion and physical degradation and it is therefore desirable for these areas to fall under conservation management. The Okhahlamba Local Municipality, as currently defined has very little land falling into a formally conserved status, but the high Drakensberg areas have potential as conserved areas which would bring them in line with the rest of the Drakensberg areas falling into the Okhahlamba-Drakensberg Park. Efforts have been made by the Bergville and Winterton communities with support from KZN Wildlife to promote species and habitat conservation through the eradication of unauthorised poaching and hunting.
- In addition, the development of the Special Case Area Plan (SCAP), which outlines a land use management scheme in which preferred land uses and activities are identified for each zone, is invaluable and has made some important recommendations concerning those portions of the OLM situated in the Drakensberg area. The establishment of the Drakensberg-Maloti Transfrontier Conservation and Development Area has also done much to achieve greater value for both South Africa and Lesotho with respect to the Heritage status granted to the Drakensberg Mountains. Although there are currently vast areas of land degradation, especially in the communal tenure areas, donga reclamation projects are being successfully implemented to rehabilitate some of these areas.

#### **2.3.2.1 UTHUKELA DISTRICT ENVIRONMENTAL MANAGEMENT FRAMEWORK (EMF)**

- UThukela District Municipality has an Environmental Management Framework (EMF). This plan covers the entire district of UThukela as a result Okhahlamba will rely on districts Environmental Management Framework (EMF).
- The Environmental Management Framework (EMF) will have an important role in land-use management of Okhahlamba and the entire district of UThukela. It is a tool that defines the status quo of the existing environment; specifies the attributes of the environment in the area including sensitivities; and states conservation status of the area and the environmental management priorities; indicate the kind of activities that would have a significant impact on those attributes and those that would not; and also indicates the kind of activities that would be undesirable in the area or in specific parts of the area.

#### **2.3.2.2 ENVIRONMENTAL GOVERNANCE**

- Okhahlamba has uKhahlamba Drakensberg Park, which is characterized by natural resources, biodiversity, and sensitive vegetation. All these contribute to UKhahlamba local economic development and tourism. The only way to achieve this is to conserve natural environment in the UKhahlamba Heritage Site for both economic development & Tourism attraction.
- In November 2000, the uKhahlamba Drakensberg Park which is part of Okhahlamba Local Municipality attained the status of a World Heritage Site known as the “uKhahlamba Drakensberg Park World Heritage Site (UDP WHS)”, this status was inscribed in the World

Heritage list by UNESCO (United Nations Educational, Scientific and Cultural Organisation). This special international status was granted because of the unique set of Outstanding Universal Values that the World Heritage Site displays, at an international scale, in terms of its biological, geological and cultural diversity.

- In attaining this international status, certain responsibilities were bestowed on the Country to conserve, maintain, manage and protect the uKhahlamba Drakensberg Park World Heritage Site. Ezemvelo KZN Wildlife was declared as the authority for the UDP WHS. One of Ezemvelo KZN Wildlife's responsibilities was the establishment of a Buffer Zone area to the UDP WHS and the review of such a buffer area to the UDP WHS. The buffer area is located around the UDP WHS and serves as a 'buffer', added layer of protection.
- Ezemvelo KZN Wildlife, although the responsible authority, recognizes the value of Inter-Government Relations and in this regard have established a Buffer Technical Committee. The committee comprise of a partnership between the Department of Co-operative Governance and Traditional Affairs, AMAFA and municipalities (District and Local) located adjacent to the uKhahlamba Drakensberg Park World Heritage Site to develop a Buffer zone, which has inter-government support.
- In this regard, Okhahlamba plays a critical role in this Technical Buffer Committee, especially since municipalities are responsible for developing and implementing Integrated Development Plans / Spatial Development Frameworks as well as Land Use Schemes. These legal requirements need to take cognisance of the UDP WHS, the buffer zone and its associated subzones in order to maintain the integrity of the uKhahlamba Drakensberg Park World Heritage Site. The Buffer Technical Committee also provides guidance and decision making support concerning development and subdivision applications within the Buffer Area adjacent to the UDP WHS.
- Okhahlamba has embarked itself on a process to comply with environmental legislations to ensure that natural resources are managed in a sustainable & equitable manner. NEMA provides effect to a number of key elements of good environmental governance namely: access to information, public participation & co-operative governance. Since Okhahlamba does not have environmental management capacity in-house, it has established a strong relation with National Department of Environmental Affairs (DEA) & Provincial Departmental of Agriculture, Environmental Affairs & Rural Development (DAERD). There are National DEA officials deployed in municipalities with an intention to bring environmental management support to municipalities within UThukela District. The provincial Department of Agriculture and Rural Development (DARD) has a municipal support section that solely deals with environmental planning in municipalities at UThukela District.
- One of the mechanisms that Okhahlamba is embarked on in ensuring that natural resources are not destroyed; Okhahlamba provides support to all environmental awareness initiatives

in both local and District namely: Water Conservation initiatives, Arbour Day, World Environment Day, Wetlands Day and Greenest Town Competition.

- Okhahlamba ensures that it participates in all environmental management structures or forums in the district, local and provincial level. Participation & Engagement on environmental matters is aimed at acquiring knowledge on current environmental legislations to support sustainable development at Okhahlamba area. Okhahlamba actively participates in the following environmental management forums: UKhahlamba Buffer Zone Technical Committee, UThukela Climate Change Forum, District Planners Forum, District Waste Forum, District IDP Forum, District Tourism Forum, and KZN Waste Officers Forum.

### **2.3.2.3 PROJECTS AND SUSTAINABLE DEVELOPMENT**

- Okhahlamba is committed to all principles of sustainable development to ensure that all projects take into account the environmental legislation requirements to avoid environmental degradation e.g. loss of Biodiversity, loss of natural resources through poor application of environmental legislations. Each municipality has its own specific environmental concerns that would need to be addressed directly as a result all Integrated Development Planning Phases should talk to sustainable development. (Preparation, Analysis, Strategies, Projects, Integration, Approval, & Monitoring & Evaluation).
- Okhahlamba has many projects, which are to be implemented; to ensure that there is sustainable development at Okhahlamba there is application environmental legislations which governs all development projects, which are planned for or implemented. NEMA principles, which entail EIA principles are adhered to in order to achieve sustainable development. All projects that will require Environmental Impact Assessment process are identified at a planning phase.

### **2.3.2.4 AREAS OF ENVIRONMENTAL SIGNIFICANCE**

- The existing landscape quality is one of the primary tourism attractions, and its maintenance should be taken into. The intrinsic bio-diversity value of eco-systems and natural habitats on agricultural farmlands provide the basis for eco-tourism diversification and sustainable farming practices, thus activities need to be carefully planned in order to integrate with the environmental attributes and minimize any negative impacts.
- The objectives for designating such areas are to draw attention to their sensitive nature, and the need for appropriate special and sustainable management measures. Most of such areas are currently subjected to some form of agricultural use.

### **2.3.2.5 SCENIC BEAUTY AND VIEW**

- View corridors have been identified along Primary Corridor in Okhahlamba high quality scenic vistas for visitors to the Municipality. These view corridors play an important role in provision

of the overall tourism experience in the Municipality, including an important sense of anticipation, and for appreciation of the sense of place. Preferred and Non Preferred land uses proposed for these areas are also provided in the table below:

Preferred Activities	Non-Preferred Activities
Amenity Planting Within Non-Invasive Species Extensive Agriculture Intensive Agriculture Nature And Culture Based Tourism Nature And Resource Conservation Small Scale Tourism Development Small Scale Agriculture Subsistence Agriculture Trails	Agri Industry Commercial Afforestation Industrial Development Intensive Or Semi Intensive Human Settlement Large Scale Infrastructural Projects Large Scale Tourism Development Mines And Quarries New Roads Subdivision Of Land

### 2.3.3 CLIMATE AND CLIMATE CHANGE

In terms of climate, the Department of Agriculture uses the following definitions to distinguish between climate types.

TABLE 8: CLIMATE DEFINITIONS

Climate category	Definition	Climate type
<b>C1</b>	Local climate is favourable for good yields for a wide range of adapted crops throughout the year.	Very High Climate
<b>C2</b>	Local climate is favourable for a wide range of adapted crops and a year round growing season. Moisture stress and lower temperatures increase risk and decrease yields relative to C1.	High Climate
<b>C3</b>	Slightly restricted growing season due to the occurrence of low temperatures and frost. Good yield potential for a moderate range of adapted crops.	Good Climate
<b>C4</b>	Moderately restricted growing season due to low temperatures and severe frost. Good yield potential for a moderate range of adapted crops but planting date options more limited than C3.	Relatively Good Climate
<b>C5</b>	Moderately restricted growing season due to low temperatures, frost and/or moisture stress. Suitable crops may be grown at risk of some yield loss.	Moderately Good Climate
<b>C6</b>	Moderately restricted growing season due to low temperatures, frost and/or moisture stress. Limited suitable crops, which frequently experience yield loss.	Moderately to Poor Climate
<b>C7</b>	Severely restricted choice of crops due to heat, cold and/or moisture stress.	Poor Climate
<b>C8</b>	Very severely restricted choice of crops due to heat and moisture stress. Suitable crops at high risk of yield loss.	Very Poor Climate

The north-western and south-western boundaries which are part of the Drakensberg are characterized by relatively good climate. There are large areas of good climate along the foothills of the Drakensberg. Good Climate is prevalent in particular around Geluksburg in Ward 13, around Mont-Aux-Sources in the north-west and an area stretching from the southeast boundary towards Ward 12, including the Cathkin Park area.

- There is a very large area which has moderately good climate which extends over the central band from the south-west to the north-eastern boundary. This includes the towns of Bergville, Winterton and Khethani.

### 2.3.3.1 IMPACT OF CLIMATE CHANGE

- Climate change is a worldwide phenomenon, affecting the environment, habitats and eco-systems. It is likely to manifest in a number of different ways according to local conditions. As a direct consequence, extreme weather events have been increasing in scale, frequency and intensity. Climate change in this context refers to changes in the modern climate, including the rise in average temperatures known as global warming, and extreme weather events such as floods and droughts that are likely to become more frequent and intense. The impact of climate change will challenge the adaptive capacity and resilience of settlements, cities and regions especially with respect to infrastructure systems. Climate change in effect, affects settlement patterns and migration. The impact of climate change in rural areas and on agricultural production can lead to increased urbanisation of rural communities in search of employment in larger towns and cities. Other anticipated effects of climate change include:
  - ❖ an increase in conditions that promote wildfires (hotter, drier and windier conditions);
  - ❖ reduced rainfall resulting to reduction in water supply;
  - ❖ decreased soil moisture resulting from less rain and higher temperatures;
  - ❖ temperature impacts on agricultural activities; and
  - ❖ a possible increase in the presence of disease vectors (such as malaria) in areas that were previously relatively disease-vector-free.
- According to the Guideline on Integration of Agro-hydrological Issues into Municipal Spatial Planning within KwaZulu-Natal (Ground Truth, 2009), rainfall is expected to increase throughout the province. In addition, temperatures will also increase which will result in higher atmospheric demands for water. The increase in precipitation will increase the risk of periodic and extreme flood events. This will have positive effects on water resources in terms of quantity of water in rivers, increased groundwater and filling of dams. There are however, negative impacts in terms of flooding, increased erosion and the effect on water quality.

Agricultural planning must take into account the potential high intensity rainfall and associated potential flooding:

- ✓ Healthy riparian buffers must be designated around water courses to cope with increased water and flooding.
  - ✓ Fields must be properly planned and contoured with appropriate erosion control.
- [Guideline on integration Agro-hydrological issues into Municipal Spatial Planning within KZN (Ground Truth 2009)]

### 2.3.4 STRATEGIC ENVIRONMENTAL ASSESSMENT

There is currently no Strategic Environmental Assessment in place for Okhahlamba Municipality. Environmental characteristics are however, elaborated on in the SDF. The district also has an

Integrated Environmental Programme and a recently developed Environmental Management Framework. The primary aim of the Integrated Environmental Programme should be to provide the high-level environmental analysis for the district including the local municipalities.

### **2.3.5 SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS**

#### **2.3.5.1 SPATIAL TRENDS AND PATTERNS**

- ❖ **Dislocated settlements:** One of the spatial features in Okhahlamba is dislocated settlements, located to the north, north-east and west of Bergville. These include Rookdale, Woodford, Bethany, Hambrook, Acton Homes, Malottaskraal, Greenpoint and Rooihoek. The key challenge is to contain further outward expansion of these settlements and to turn them into sustainable human settlements.
- ❖ **Settlement growth has implications for spatial planning and management of these settlements.** Proper management of the growth of these settlements becomes important and settlement plans and growth boundaries becomes important issues to address.
- ❖ **Settlement sprawl:** Settlements have been grotesquely distorted by the impact of the country's political past, which dictated its urban form. A review of the structure and form of the municipal area reveals a low-density settlement sprawl. Examples include private developer-led projects, large authority-led low-income housing projects that drives the search for cheaper land (e.g. housing projects such as Acton Homes and Bethany) and traditional settlements, most of which are located on traditional council, on Ingonyama Trust land.
- ❖ **Small Town Rehabilitation:** The towns of Bergville and Winterton plays an important role within the region. However, these towns have suffered over the years from institutional neglect and face several challenges. These are typical urban regeneration challenges and include urban decay, informal trading, parking, conflict between pedestrian and vehicular traffic, road maintenance etc.
- ❖ **Impact of Traditional Land Allocation System:** A large portion of the population in Okhahlamba resides in areas where there is strong influence of traditional leadership and the associated traditional land allocation practices. Homesteads are unsystematically spread in space, which renders infrastructure development inefficient from a cost perspective. Some households have located in areas that are poorly accessible, environmentally sensitive and generally not suitable for settlement purposes.
- ❖ **Traditional land use practices:** One of the traditional land uses associated with the homestead are traditional burial practices that takes place on-site. This is an important cultural tradition, which affects spatial planning in rural areas of Okhahlamba, as well as in the peri-urban settlements.

- ❖ **Outmigration of Young People:** The phenomenon of young people leaving the area is attributed to the lack of job opportunities and tertiary institutions within the municipality. This phenomenon has a number of socio-economic consequences.
- ❖ **Impact of Land Reform:** A large portion of the Okhahlamba municipality is subject to various elements of the land reform. While this will transfer productive assets to the rural poor, it may also have an effect of reducing commercial agricultural land, and create isolated settlements.
- ❖ **Rural Settlement Dynamics:** Rural settlements are not all the same and these settlements are dynamic complex spatial systems. The rural settlements in Okhahlamba neither followed legal prescripts nor has land use pattern evolved in line with the dictates of systems and procedures such as Town Planning Schemes. Instead, they have emerged in the context of land need, forced removals and livelihood strategies. Today, they are highly influenced by access to basic services and public facilities.
- ❖ **Landscape and Settlement:** Landscape should spatially guide development and should protect the intrinsic character of sensitive and valuable landscapes. In Okhahlamba, the most sensitive areas to landscape change are the high lying areas of the escarpment, the little berg and the foothills. The moderate and low sensitivity areas tend to be located in the lower lying areas of the region further away from the highly visible mountainous areas. Taking these trends into consideration, settlement, agriculture and tourism should be confined to the low-lying flatter areas in order to preserve the character of the landscape.

### 2.3.5.2 ENVIRONMENTAL (BIOPHYSICAL) ISSUES

- ❖ **Water quality:** Dense settlements affect the quality of surface water (rivers, wetlands and dams) and groundwater via contamination with human waste and nutrients. Increased and uncontrolled settlement growth, close to valuable natural assets, are contributing to the declining quality of the water resources. Water pollution is further exacerbated by polluted and increased storm water runoff, failing wastewater treatment works and reticulation systems, and inadequate provision of services.
- ❖ **Land Degradation:** Changes in the fertility of arable soils and an increase in soil erosion and vegetation degradation are all contributing factors to the degradation of the environment. The most recent data on the state of soil erosion and vegetation degradation indicates that a very large portion of the area is still untransformed, the central areas (commercial agriculture areas), as well as pockets of land in the Amazizi Traditional Council area, have been transformed.
- ❖ **Topography and Settlement:** Okhahlamba is characterised by mountainous, undulating terrain and lowlands in the east. The terrain influences the drainage trends and patterns in the landscape, which in turn influence settlement patterns. This is evident in the mountainous areas of the municipality, where rural settlements tend to locate along ridgelines on lower elevations. Elevation also influences movement of people and access to land resources. As such, improved road access generally contributes to worsening environmental degradation. Settlements

located in these areas are therefore of key management interest to the municipality and has implications for spatial planning and environmental management.

- ❖ Biodiversity and Protected Areas: Ezemvelo KZN Wildlife has defined critically important biodiversity areas to ensure that terrestrial biodiversity resources remain available to the local inhabitants and future generations. Okhahlamba has a number of formally protected areas (formally protected by law), conservation areas and conservation corridors. Biodiversity conservation is often perceived to conflict with economic and social needs, so it is imperative that this is managed pro-actively to ensure that potential conflicts are minimised.
- ❖ Agricultural Resource Protection is critical in the context of national agricultural priorities and agricultural assets in Okhahlamba.

### 2.3.6 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>✓ <b>The LM has a rich biodiversity, and is well endowed with unique environmental features, including a mountain range, river systems and wetlands;</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Good potential to be a tourist destination;</li> </ul>
<ul style="list-style-type: none"> <li>✓ <b>Municipality had an SDF which provides a guideline;</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Good potential for agriculture practices;</li> </ul>
<ul style="list-style-type: none"> <li>✓ <b>Municipality is rich with eco-tourism products;</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Catchment management measure is required to arrest this trend;</li> </ul>
<ul style="list-style-type: none"> <li>✓ <b>Municipality is rich in rivers, streams and water sources;</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ There is an opportunity to identify landfill site and undertake specialist studies to develop municipal Integrated Waste Management Plan (IWMP);</li> </ul>
<ul style="list-style-type: none"> <li>✓ <b>Municipality experiences good rainfall;</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Room to develop environmental management policies &amp; by-laws;</li> </ul>
<ul style="list-style-type: none"> <li>✓ <b>Municipality is rich with biodiversity;</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Room to establish Environmental Management Section should be established at the Municipality</li> </ul>
<ul style="list-style-type: none"> <li>✓ <b>Okhahlamba does not have major air pollution.</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Training is needed on NEMA Regulations &amp; Green Governance at local level</li> <li>✓ Allocate sufficient budget for environmental management programmes</li> <li>✓ Need for municipality to participate in environmental management forums</li> </ul>

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<b>WEAKNESSES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ <b>The municipality does not have an Environmental Management Section</b></li> <li>✓ <b>There is no permitted waste disposal site; the dumping site is poorly controlled</b></li> <li>✓ <b>Lack of financial resource to develop environmental sector plans</b></li> <li>✓ <b>Lack of budgeted Environmental management education &amp; awareness projects;</b></li> <li>✓ <b>Existing tourism potentials have not been maximally exploited;</b></li> <li>✓ <b>Poor agricultural practices.</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Prone to waterborne diseases due to lack of landfill;</li> <li>✓ Prone to flooding;</li> </ul>



## 2.4 DISASTER MANAGEMENT

- Okhahlamba Municipality has a detailed Disaster Management Plan in place, which is currently under review. The Disaster Management mission is:

*To proactively reduce or eliminate vulnerability and combat the disruption to society and loss of life, property and the environment resulting from an emergency or disaster through a multi-sectoral and integrated approach with active participation of all role-players.*

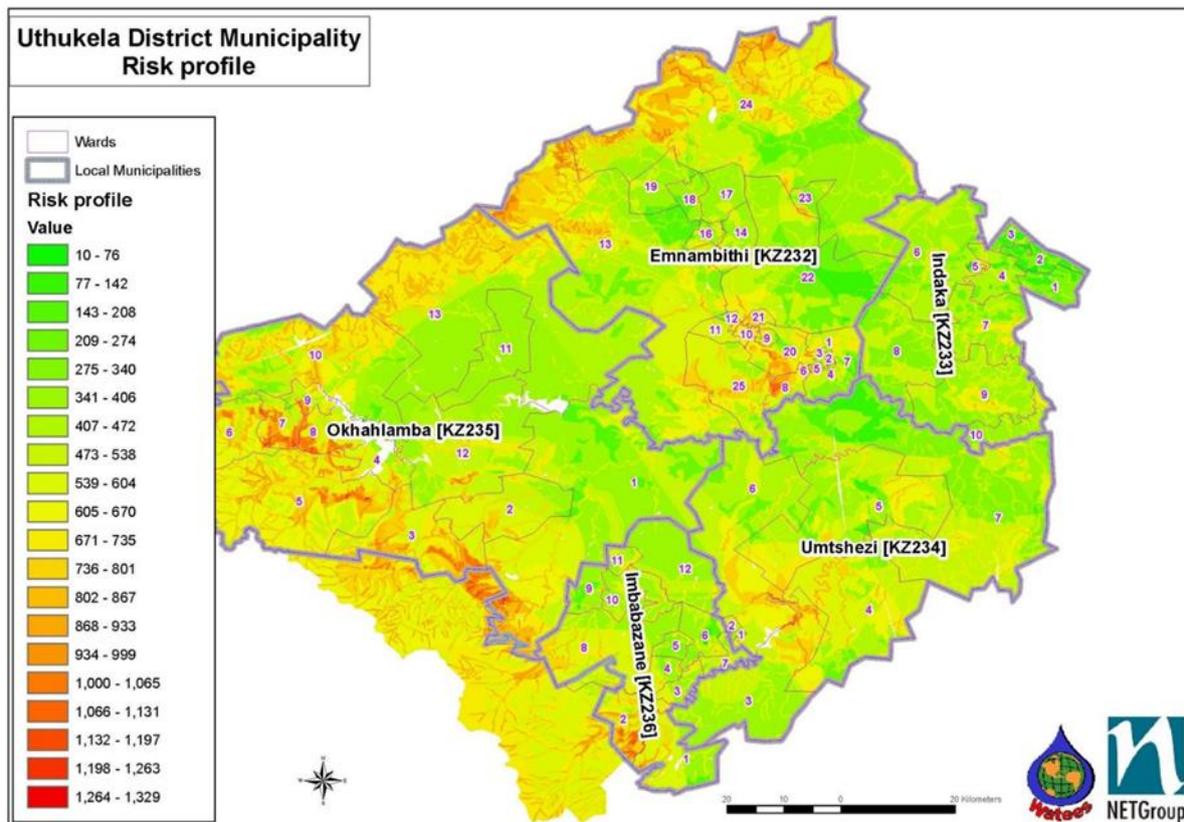
### 2.4.1 MUNICIPAL INSTITUTIONAL CAPACITY

The proposed organisational structure of the municipality makes provision for a disaster management subsection under the Social and Economic Development Directorate. It will include an assistant superintendent, fire fighters, victim support and store facilitator, rescue and drivers.

### 2.4.2 RISK ASSESSMENT

- Various disasters could occur within an area – some more likely or regular than others. Each disaster would have repercussions and mechanisms need to be devised to deal with each in the most appropriate and effective way. In order to assist in the identification of possible disasters that could occur within the Okhahlamba municipal area. The following map illustrates risk:

MAP 12: UTHUKELA RISK PROFILE



➤ The following settlements in Okhahlamba Municipality are located in a high-risk hazard zone according to the Uthukela study:

- ❖ Bergville, Bhalekisi Nkolweni, Cathkin Peak, Drakensberg, Driefontein, Ebusingatha 1, Ebusingatha II, Emantesheni, Emcijeni, Emlimeleni, Emmaus Mission Station, Enhlanokhombe, Enkoxweni, Esigedleni, Esikhaleni, Esiqomeni, Esitulwane, Ethunzini, Ezinyonyana, Eziqalabeni, Gangadweni, Howe/Tintwa, Imvulamehlo, Insukangihlale, Isigodi, Jagersrust, Kwa Hlophe, Kwa Israel, Kwa Maye, Kwa Mhlanga, Kwa Mvula, Kwa Nkosana, Kwa Nkosi, Kwa Nkoxo, Langkloof, Mabhulesini, Magangangozi, Makhosaneni, Makhwabe, Manzana, Maphophomana "A", Maphophomana "B", Mbizeni, Mkhomazana, Mkhukhwini, New Stand, Ngoba, Ngubhela, Ngula/Tintwa, Nhzambamasoka, Nkwazini, Nokopela, Obonjaneni, Oliviershoek, Oqolweni, Potshini, Qhozo, Reserve "A", Reserve "B", Reserve "C", Rheibokspruit/Tintwa, Rookdale, Entsha, Shiyabazali, Thamela, Vimbukhalo, Winterton, Wittekop/Tintwa.

#### 2.4.2.1 DISASTER MANAGEMENT OBJECTIVES

- ❖ To enhance the capacity of the municipality to prevent and deal with disasters;
- ❖ To reduce risks by avoiding developments which are subject to high-risk disasters;
- ❖ To decrease the levels of all crime and to encourage a sense of security amongst residents of Okhahlamba and potential tourism to the area.

#### 2.4.2.2 *DISASTER MANAGEMENT STRATEGY*

- At the outset it is put that the following be agreed to and implemented in the first instant:
  - ❖ That Council acknowledges the municipality's responsibilities in relation to the Disaster Management Act;
  - ❖ That Council designate its Community Services Portfolio Committee to exercise political responsibility and oversight over Disaster Management in the first instance;
  - ❖ That Council designate the Head of Department: Community Services as the municipal official responsible for Disaster Management and directly accountable therefore to the Municipal Manager;
  - ❖ That steps be taken to establish a local Disaster Management Advisory Forum;
  - ❖ That Council note the need for cooperative inter-municipal relations between the UThukela District Municipality and the Okhahlamba Municipality in relation to Disaster Management.

#### 2.4.3 **RISK REDUCTION AND PREVENTION**

- There is a need to initiate a process of disaster mitigation within the municipal area. Actions and projects in this regard include the following:
  - ❖ Determine existing hazards, risks and vulnerability;
  - ❖ Promote awareness and the need to reduce and/or eliminate the identified risks and hazards;
  - ❖ Maintain a database on all identified risks and hazards to study trends and measure effectiveness of disaster management projects, programmes and actions.
- Undertake an audit of the preparedness of the municipality and other relevant role players in dealing with disasters and potential disasters and devise mechanisms to deal with such disasters. Actions and projects in this regard include the following:
  - ❖ Based on the identified risks and hazards, do a vulnerability assessment of all related risks and consequences;
  - ❖ In response to identified disasters and potential disasters, develop contingency plans, which will provide a comprehensive framework for disaster preparedness, emergency operations and recovery activities;
  - ❖ Identify appropriate practical mechanisms and systems to be used to disseminate information, warnings and operational guidelines.
- Develop appropriate response mechanisms, procedures, protocol and methodology to effectively deal with disasters. Actions and projects in this regard include the following:
  - ❖ Determine agencies and role-players to be involved;
  - ❖ Determine the resources that would be required;

- ❖ Determine the budgetary requirements and ensure that all participants in disaster management processes and procedures are adequately trained and equipped.
  - Identify specific locations and/or communities at risk of disaster and put plans and procedures in place to ensure maximum readiness to deal with such disasters. Actions and projects in this regard include the following:
    - ❖ Avoid settlements in high-risk areas, particularly in floodplains and geologically unstable areas;
    - ❖ Ensure that geotechnical investigations are undertaken prior to development and that appropriate construction technologies are used;
    - ❖ Conduct public awareness and education programmes, particularly emphasizing emergency contact numbers and emergency procedures;
    - ❖ Determine 1:50 and 1:100 year flood lines prior to development and prohibit development within these flood lines;
    - ❖ Install new and additional fire hydrants throughout the area;
    - ❖ Consider the establish of a 24-hour control centre, as contemplated in the Disaster Management Act;
    - ❖ Establish linkages with district, provincial and national disaster management bodies, particularly in support of the development of the District Disaster Management Plan.
      - Enhance and expand security and policing in the municipal area. Actions and projects in support of this strategy include the following:
        - ❖ Establish satellite police stations in rural areas not currently served by such services;
        - ❖ Establish community-policing forums;
        - ❖ Support existing forums and their activities, including those focusing on the protection of farms.
          - Devise and implement appropriate recovery mechanisms as part of the integrated approach to disaster management in the municipality in an effort to minimize the future potential of hazards, risks and vulnerability. Suggested actions and projects in this regard include the following:
            - ❖ Provide sustainable and cost effective development;
            - ❖ Encourage community empowerment, upliftment and self-development programmes;
            - ❖ Evaluate recovery actions to minimize future threats;
            - ❖ Continually re-evaluate the policies on disaster management.

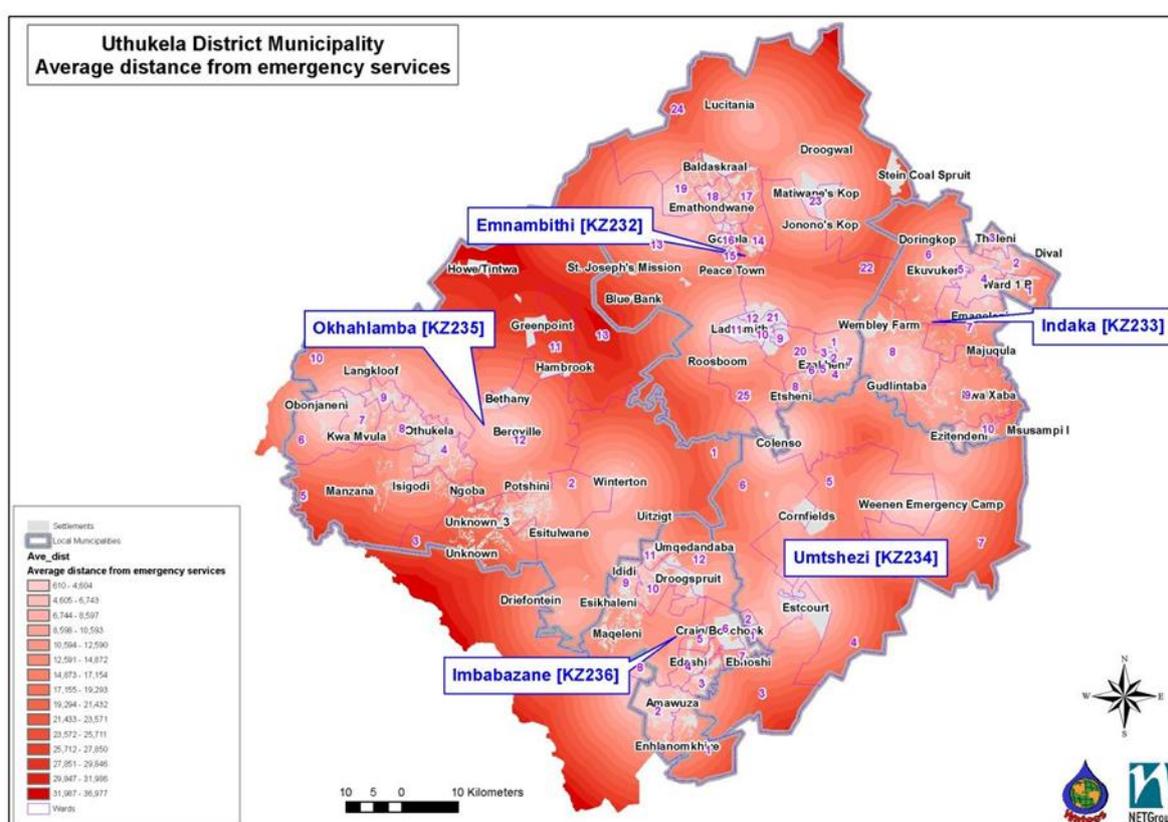
#### 2.4.4 RESPONSE AND RECOVERY

- The District's plan notes that the presence of well-equipped emergency services could lower the vulnerability of communities to disaster. The map following is a distance matrix, indicating

the average straight-line distance to the nearest police station or health facility. Communities of the Okhahlamba municipality that is located more than 20km from the nearest police or health facility are indicated below:

- ❖ Acton Homes, Geluksberg, Greenpoint, Hambrook, Howe/Tintwa, Malottaskraal, Ngula/Tintwa, Rheibokspruit/Tintwa, Rooihoek, Thamela, Wittekop/Tintwa
- The District's report notes that easy access to institutions or good spatial distribution of emergency services amongst communities will have no effect on the vulnerability status of communities if such institutions are not well equipped to deal with potential disaster risks. Hence, it was necessary to compile an institutional resource profile map.

MAP 13: AVERAGE DISTANCE FROM EMERGENCY SERVICES

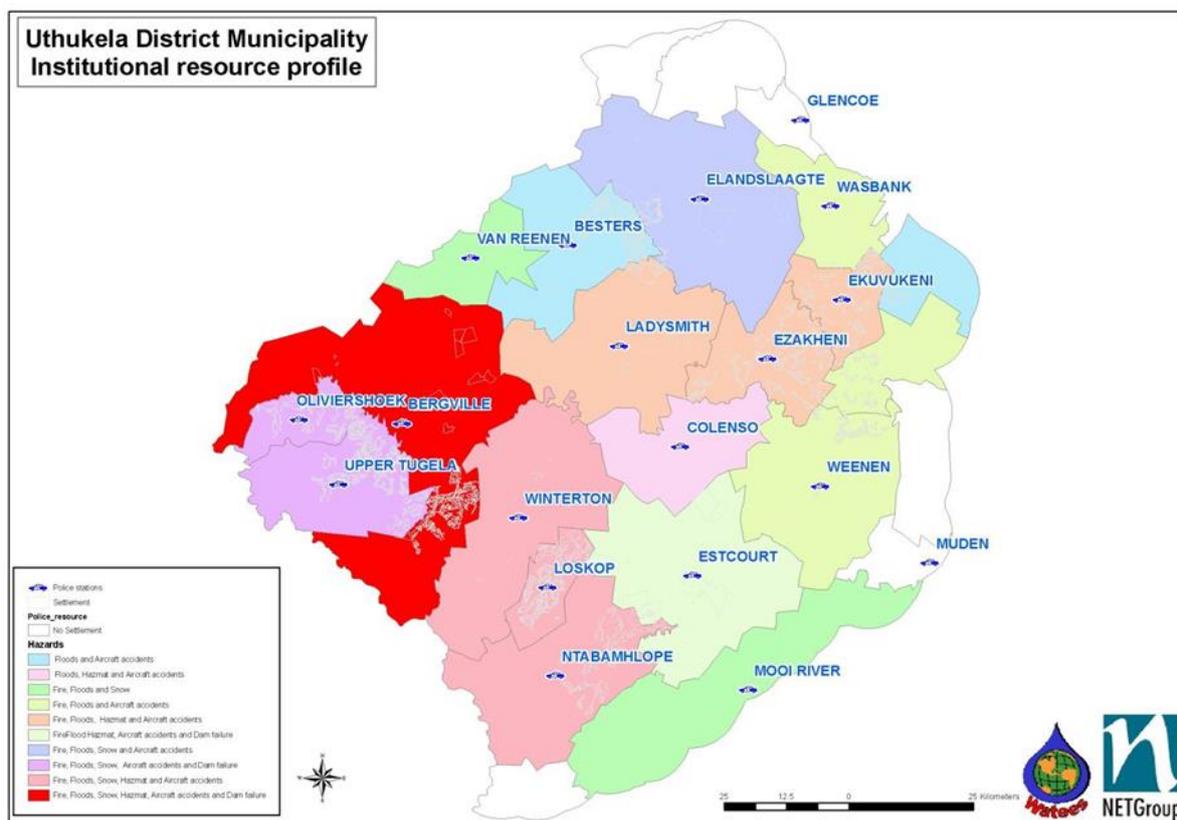


#### 2.4.4.1 INSTITUTIONAL RESOURCE PROFILE

- The results from the hazard and risk assessment were again used to compile an institutional resource profile. For this purpose, the following hazards were used:
  - ❖ Fire (high hazard areas);
  - ❖ Floods;
  - ❖ Snow;
  - ❖ Hazmat;
  - ❖ Road accidents;
  - ❖ Dam failure;

- ❖ Aircraft accidents
  - The spatial distribution of these hazards was then compared to the spatial distribution of emergency services to assess the type of resources these institutions may need to respond to a potential incident and / or disaster. Firstly, it was assumed that road accidents could occur on any road and therefore all emergency services should be able to respond to car accidents. The remaining hazards were then used to compile the institutional resource profile map (See map below). This map indicates the types of relevant hazards found in each emergency service area of jurisdiction. The emergency services in these areas should therefore have measures in place to be able to respond to these potential disaster risks. It must also be considered that the patrol boundaries of police stations are not restricted by municipal boundaries and some emergency services might need to respond to emergency situations outside their area of jurisdiction.

MAP 14: UTHUKELA INSTITUTIONAL RESOURCE PROFILE



## 2.4.5 TRAINING AND AWARENESS

The Disaster Management Plan indicates the need to create awareness amongst community members, taking into account that Okhahlamba is a disaster prone area. The municipality envisage to embark on awareness campaigns in the near future and will also be reviewing the plan.

### 2.4.5.1 FUNDING ARRANGEMENTS

The disaster management centre is situated next to the municipal licence station and provision is made in the municipal budget.

### 2.4.6 DISASTER MANAGEMENT: SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>✓ Disaster management plan in place</li> <li>✓ Functional disaster and emergency centre</li> <li>✓ 24hr call centre</li> <li>✓ CCTV cameras installed</li> <li>✓ Rescue boat</li> <li>✓ Trained employee</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establish satellite disaster and management centre. ie Central Berg, Emmaus and Amazizi areas</li> <li>✓ Expansion of CCTV cameras</li> </ul>
WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>✓ Some communities are further than 20km away for emergency services</li> <li>✓ Level of vulnerability of communities with low social-economic status is high</li> </ul>	<ul style="list-style-type: none"> <li>✓ Impact of climate change</li> <li>✓ Floods, erosion and veld fires</li> <li>✓ Lightning</li> <li>✓ Snow</li> <li>✓ Drought</li> <li>✓ Road accidents</li> </ul>

## 2.5 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

### 2.5.1 MUNICIPAL TRANSFORMATION

#### 2.5.1.1 EMPLOYMENT EQUITY

Okhahlamba has developed and implemented an Employment Equity Plan, as required by the Employment Equity Act, Act 55 of 1998. The plan is a guideline to the council and the management, particularly in some of the more sensitive areas of implementing Employment Equity.

FIGURE 7: DEMOGRAPHIC PROFILE OF EMPLOYEES

Occupation levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	26	0	0	0	6	0	0	1	0	0	33
Senior Management	7	0	1	0	2	0	0	0	0	0	10

<i>Occupation levels</i>	<i>Male</i>				<i>Female</i>				<i>Foreign Nationals</i>		<i>Total</i>
	<i>A</i>	<i>C</i>	<i>I</i>	<i>W</i>	<i>A</i>	<i>C</i>	<i>I</i>	<i>W</i>	<i>Male</i>	<i>Female</i>	
Professionally qualified and experienced specialists and mid-management	8	0	0	0	19	0	0	1	0	0	28
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	42	0	0	0	36	0	0	2	0	0	80
Semi-skilled and discretionary decision making	5	0	0	0	0	0	0	0	0	0	5
Unskilled and defined decision making	12	0	0	0	27	0	0	0	0	0	38
<b>Total permanent</b>	<b>104</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>199</b>
Temporary employees	27	0	0	0	19	0	0	0	0	0	46
<b>Grand total</b>	<b>131</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>109</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>245</b>
Total number of employees (including employees with disabilities) in each occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites											

Source: Okhahlamba Employment Equity Plan (2012-2016)

- The main objective will be to focus on implementing the Employment Equity Plan to achieve a staff profile that will within set timeframes; proportionally reflect the demographic composition of the area. The duration of this plan is for a five-year period, to cover from 01 July 2012 to June 2016.

The municipality is committed to achieving equity in the workplace by promoting equal opportunity and fair treatment in employment. To this end, the municipality aims to eliminate all unfair discrimination and implement affirmative action measures to redress the disadvantages in employment experienced by designated groups and to ensure their equitable representation throughout the workforce. The municipality has reviewed and adopted its Skills Development Plan, in line with the Skills Development Act.

The responsibilities for the employment equity plan rests with the Human Resources Manager. The municipal Human Resources Manager is confirmed as the assigned manager in terms of Section 24 of the Act, to take responsibility in monitoring and implementing this employment equity plan. Whilst the Human Resources Manager is assigned the specific responsibility for employment equity as outlined above the Human Resources Manager has personally committed herself to the achievements of these objectives. She supports and fully endorses the human resources functions in this regard. For this purpose, each departmental should support the implementation of the employment equity in the municipality. Although the act ultimately places the responsibility for implementing employment equity with management, management recognizes the pivotal role to be performed by the consultative / Local Labour Forum referred to achieving the municipality's employment equity objectives.

- The municipality has recognized the provisions of Section 16 (2) of the Employment Equity Act and utilised the Local Labour Forum as model for representation of employees, the principles set out in the guidelines for workplace forums in Schedule 2 of the Labour Relations Act as well as the organizational rights collective agreement (section 2.8.4.2.1) when establishing the consultative forum. The municipality will use Local Labour Forum as the consultative forum since the representation of parties is well established. The municipality undertakes to consult with the Local Labour Forum on all matters referred to in section 17 of the Act. Management also recognizes the duty to disclose information in terms of Section 18 and commits itself to disclosing all relevant information to support effective consultation. To this end, the municipality will utilize the guidelines set out in the Labour Relations Act with regard to the disclosure of information and judicial interpretations of those principles.
- The municipality has gathered information and completed an analysis in terms of Section 19 of the Employment Equity Act, including compiling a demographic profile of its workforce. The municipality has also established that there is under-representation in certain occupational categories and levels and has developed a set of strategies and goals to overcome this challenge. The Okhahlamba municipality has complied with its obligations in terms of section 25 (1) and a notice in the prescribed form is displayed at the workplace. The employment equity plan is available to all employees and the summary of the plan is displayed at the offices. The municipality in consultation with the consultative forum recognizes the need to embark on a more detailed communication strategy with all employees. It further intends to hold an orientation/ training or workshop on the Employment Equity Act and the implementation of the Employment Equity Plan. The municipality will continue to comply with its obligations in terms of section 25 (2). The Local Labour Forum, which serves as the Consultative Forum hold quarterly meeting in order to further deal with any problems.
- Further to the above, the municipality has embarked on a strategy to eliminate employment barriers to entry, including discrimination. Here the municipal Local Labour Forum will complete an employment barrier audit and any undesirable practices identified will be eliminated as soon as practically possible. In addition, a survey will be initiated to identify what stereotypes, perceptions and other attitudinal barriers exist which may lead to employment barriers/ unfair discrimination. The municipality will free itself through training and workshops on employment equity in order to shift from stereotype to diversity acceptance. The municipality has considered the affirmative action measures in terms its Human Resources Policy; which is reviewed at least once on annual bases. The municipality will; through training engender a respect for diversity based on equal dignity and respect for all people. In an attempt to accommodate all designated groups, the Okhahlamba municipality will conduct a survey of all job descriptions with a view to modifying these to make positions more accessible to people with disabilities. In addition, a survey of the physical environment will be conducted with a view to making positions accessible to people with

disabilities and most importantly; no person will be appointed to a position unless he/ she is suitably qualified for the job as defined in the Act.

- Suitably qualified people from designated groups are preferential consideration in the filling of posts, either as new appointments or in promotions. Where more than one person from the designated groups is being considered for a post, the person from that category within the designated groups which is most under-represented within that category or level of the organisation's workforce shall be preferred. Where the application of clause 8.3 above does not provide a clear solution in choosing between persons from the designated groups, merit shall be applied as the overriding criteria in making the appointment. The municipality shall at no stage create an absolute barrier to the prospective or continued employment or advancement of people who are not from the designated groups.
- It is critical that this plan be implemented while maintaining productivity in the organization and productivity will be monitored on an ongoing basis. The municipality recognizes that training and education are critical for the broader implementation of employment equity and will develop a training budget or action plans to further both internal training and support external training initiatives. This will be in line with the provisions of the Skills Development Act and industry practice. It is a continuing goal of the company to investigate measures to identify problems in this area and it will institute training programmes to deal with the problems as and when identified.
- In conclusion, the Municipal Manager has accepted responsibility for the ultimate implementation of this Employment Equity Plan. The key players necessary for the successful implementation of this plan will be work-shopped and required to develop individual action plans to further the overall objectives of the Employment Equity Plans. The implementation of the Employment Equity Plan and the furthering of its objectives will be included as a key performance area in various managers' job descriptions and progress in this area will be monitored through the line function. A progress report covering all aspects of implementing employment equity within the organisation, shall be provided on a monthly basis to the consultative forum, which is Local Labour Forum. Developments and implementation in the employment equity will be communicated to every employee during staff meetings. Lastly, management shall meet with the consultative forum on a monthly basis on an agreed date, for the purposes of discussing the monthly management report and any other issues relating to employment equity.

#### **2.5.1.2 WORKPLACE SKILLS PLAN**

- The municipality is committed to developing the skills of its human resource capacity and therefore prepares a workplace skills plan annually. Performance plans will be aligned to strategic objectives and the TASK job functions. Training and skills development gaps will be identified and the training plans will be focusing on the needs identified.

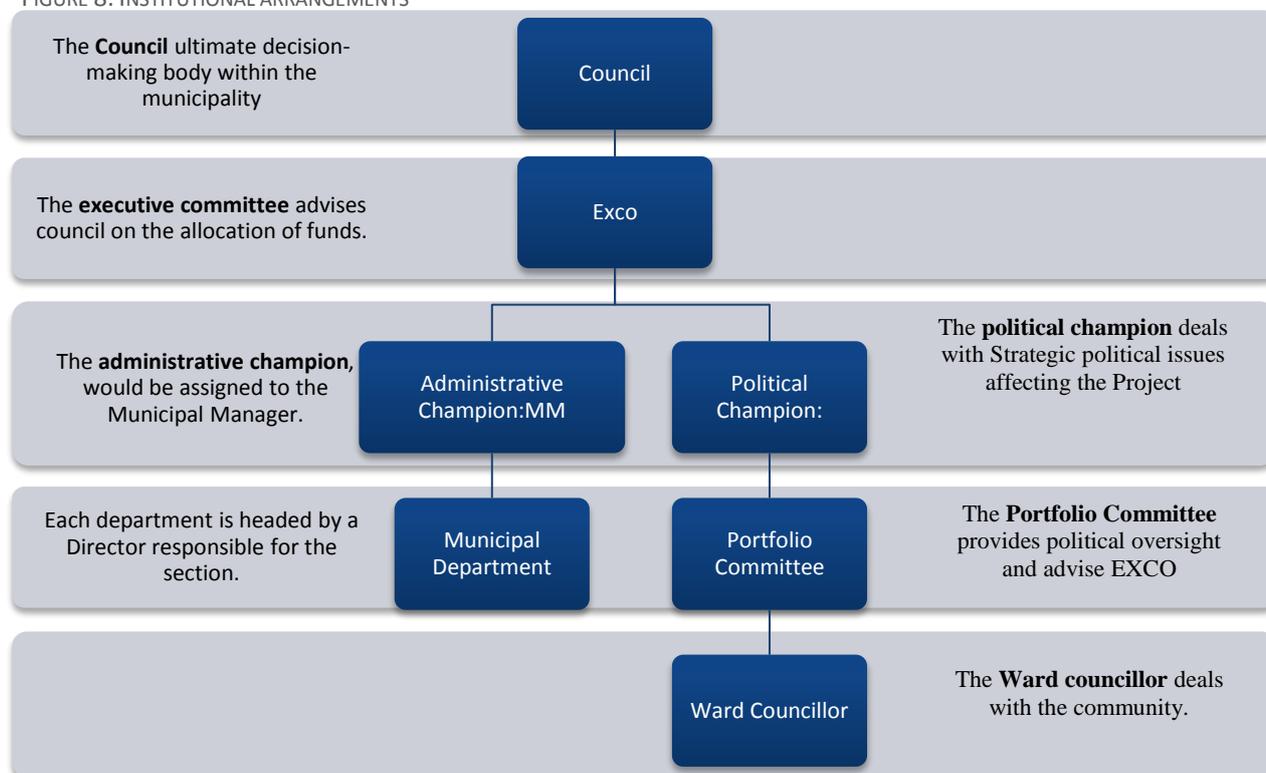
- This section of Human Resources is governed by various acts and regulations; including the Skills Act, Skills Levies Act etc. The acts referred to above, guide implementation by way of various regulations prescribing the manner and procedures that should be institutionalized, specific to training within an organisation. The regulations, furthermore stipulate the annual submission of a Work Place Skills Plan by institutions. The WSP consists of various core elements; namely the equity section, specific in terms of the equity profile of the organisation, linkage of the WSP to the municipal IDP objectives, and the academic qualification profile of the organisation.
- A WSP and Annual Training Report has been compiled in April 2016, which reports on training expenditure, training beneficiaries and learning interventions, amongst others. The WSP targets legislators, managers, professionals, technicians and trade workers, clerical and administrative, sales and service workers, machinery operators and elementary occupations and aims to improve skills at all levels within the municipality. Training programmes attended
  - ❖ Project Management and municipal regulations;
  - ❖ Change Management;
  - ❖ Performance Management System;
  - ❖ Advance Excel;
  - ❖ Case Ware;
  - ❖ GCC 2010 2<sup>nd</sup> Edition Training;
  - ❖ Customer Care Training.

## 2.5.2 ORGANISATIONAL DEVELOPMENT

### 2.5.2.1 INSTITUTIONAL ARRANGEMENTS

The following structure indicates decision-making hierarchy in the municipality.

FIGURE 8: INSTITUTIONAL ARRANGEMENTS



The following portfolio committees are functional within the municipality:

- ❖ Social;
- ❖ Finance;
- ❖ MPAC;
- ❖ Technical; and
- ❖ Corporate.

### 2.5.2.2 POWERS AND FUNCTIONS

- The powers and functions allocated to the Okhahlamba Local Municipality and Uthukela District Municipality are presented below.

Schedule 4 Part B	Function Allocated to Okhahlamba Municipality	Function Allocated to District Municipality
Air pollution	YES	
Building regulations	YES	
Child care facilities	YES	
Electricity and gas reticulation	NO	NO

<b>Schedule 4 Part B</b>	<b>Function Allocated to Okhahlamba Municipality</b>	<b>Function Allocated to District Municipality</b>
Fire-fighting services	NO	YES
Local tourism	YES	
Municipal airports	YES	
Municipal planning	YES	
Municipal health services	NO	NO
Municipal public transport	YES	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	YES	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	YES	
Storm water management systems in built-up areas	YES	
Trading regulations	YES	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	NO	YES
<b>Schedule 5 Part B</b>	<b>Function Allocated to Okhahlamba Municipality</b>	<b>Function Allocated to District Municipality</b>
Beaches and amusement facilities	YES	
Billboards and the display of advertisements in public places	YES	
Cemeteries, funeral parlours and crematoria	YES	
Cleansing	YES	
Control of public nuisances	YES	
Control of undertakings that sell liquor to the public	YES	
Facilities for the accommodation, care and burial of animals	YES	
Fencing and fences	YES	
Licensing of dogs	YES	
Licensing and control of undertakings that sell food to the public	YES	
Local amenities	YES	
Local sport facilities	YES	
Markets	YES	
Municipal abattoirs	YES	
Municipal parks and recreation	YES	
Municipal roads	YES	
Noise pollution	YES	
Pounds	YES	
Public places	YES	
Refuse removal, refuse dumps and solid waste disposal	YES	
Street trading	YES	
Street lighting	YES	
Traffic and parking	YES	

Departments within the municipality include the Finance Department; Social & Economic Development Department; Corporate Services and Technical Services Department, as indicated below.

TABLE 9: DEPARTMENTS WITHIN THE MUNICIPALITY

<b>Department</b>	<b>Sub-directorates</b>
Corporate services	Human resource; Information Technology, Administration

Financial services	Supply Chain Management, Accountant Expenditure, Accountant Income, Assets/Fleet Management
Technical services	Roads Maintenance, Housing and Building, Project Management, Electricity, Mechanical and Waste Management
Social and economic services	Protection Services, Community services, Tourism, LED, EPWP and Council Support
Municipal Manger	Legal, IDP/PMS/Planning, Internal Audit

### 2.5.2.3 ORGANISATIONAL STRUCTURE / ORGANOGRAM

The Organizational Structure of Okhahlamba Municipality has been reviewed. The emphasis of the review is to ensure that there is a balance maintained in areas of the strategic management, support and delivery functions. Secondly, the review was aimed at strengthening the Financial Services Departments where major weaknesses have been identified.

Okhahlamba Municipality has four departments. Each department is headed by a director who is a Section 57 employee (meaning that he/she is on a five-year employment contract and a yearly performance agreement and reports directly to the Municipal Manager). The Municipal Manager is assisted by Internal Audit and the IDP/PMS Manager in meeting his accountability requirements as prescribed in the MFMA.

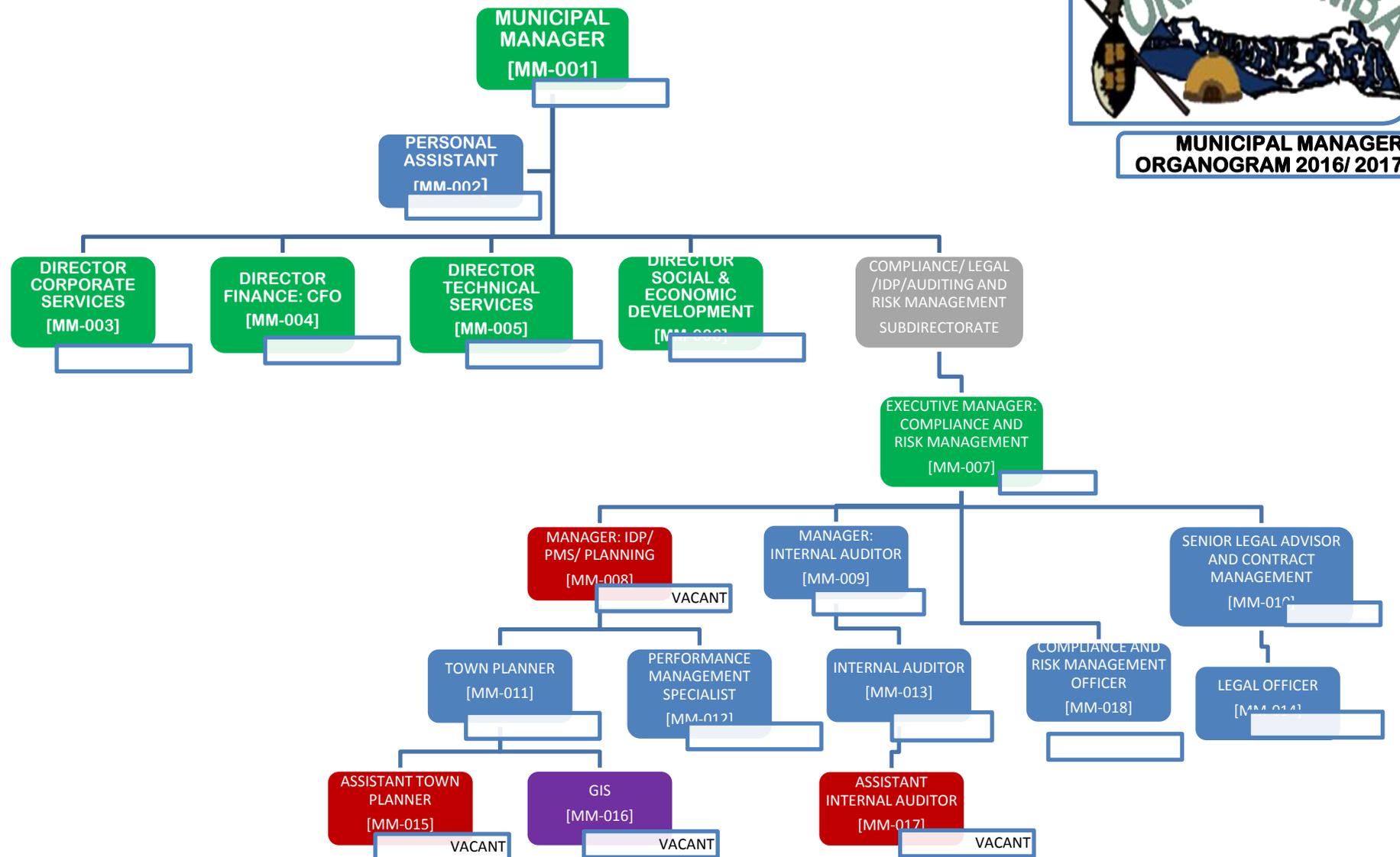
The staff complement is indicated in the table below and on the organogram (figures 9-14). The existing vacancy rate is 15.9%.

TABLE 10: STAFF COMPLEMENT AS PER 2015/2016 ORGANOGRAM

Department	No of posts filled	No of posts vacant	Total posts
Office of the MM	14	4	18
Corporate services	22	15	37
Financial services	23	14	37
Social & Economic	140	18	158
Technical services	102	6	108
<b>TOTAL STAFF</b>	<b>301</b>	<b>57</b>	<b>358</b>



FIGURE 9: MUNICIPAL ORGANISATIONAL STRUCTURE



MUNICIPAL MANAGER  
ORGANOGRAM 2016/ 2017

FIGURE 10: DEPARTMENT: FINANCE SERVICES

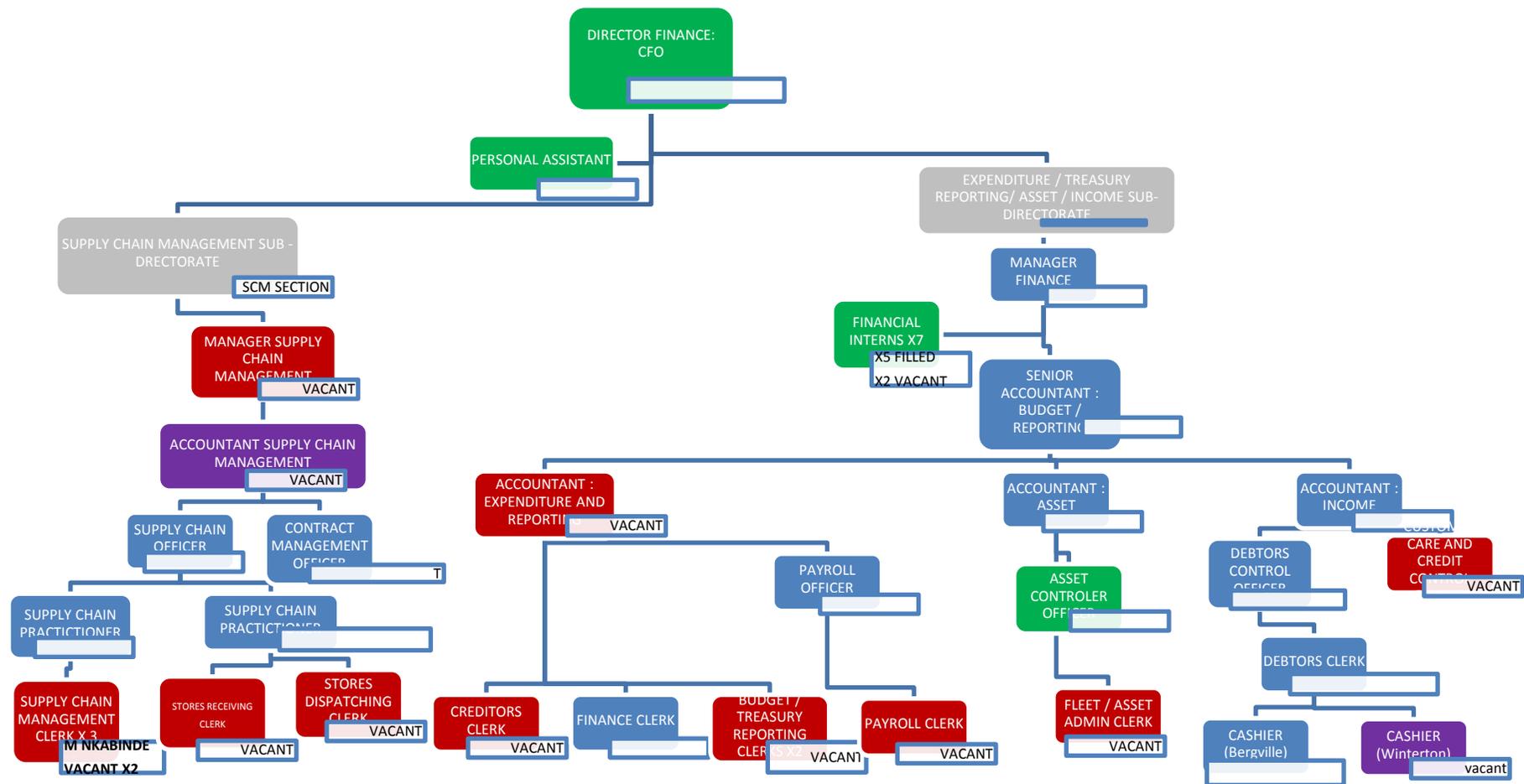


FIGURE 11: DEPARTMENT: SOCIAL AND ECONOMIC DEVELOPMENT

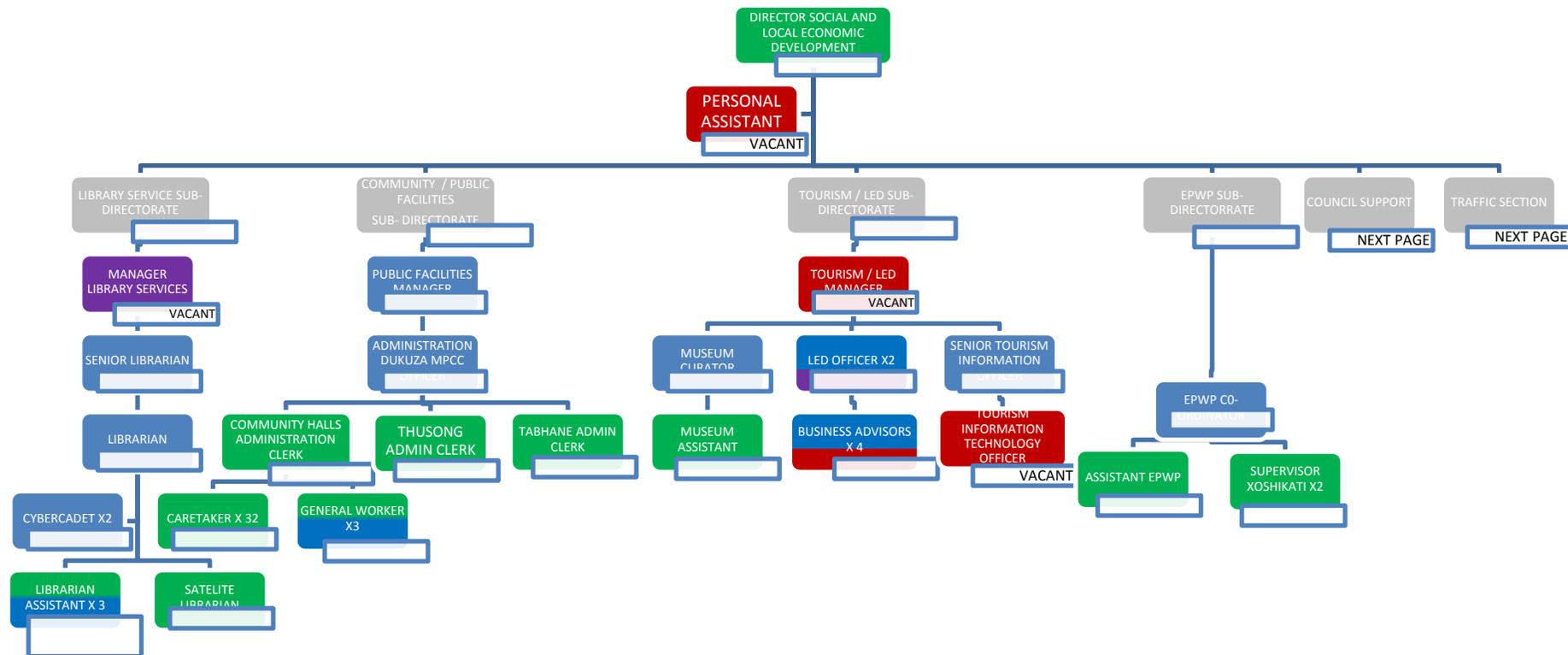


FIGURE 12: DEPARTMENT: SOCIAL & ECONOMIC DEVELOPMENT— 2

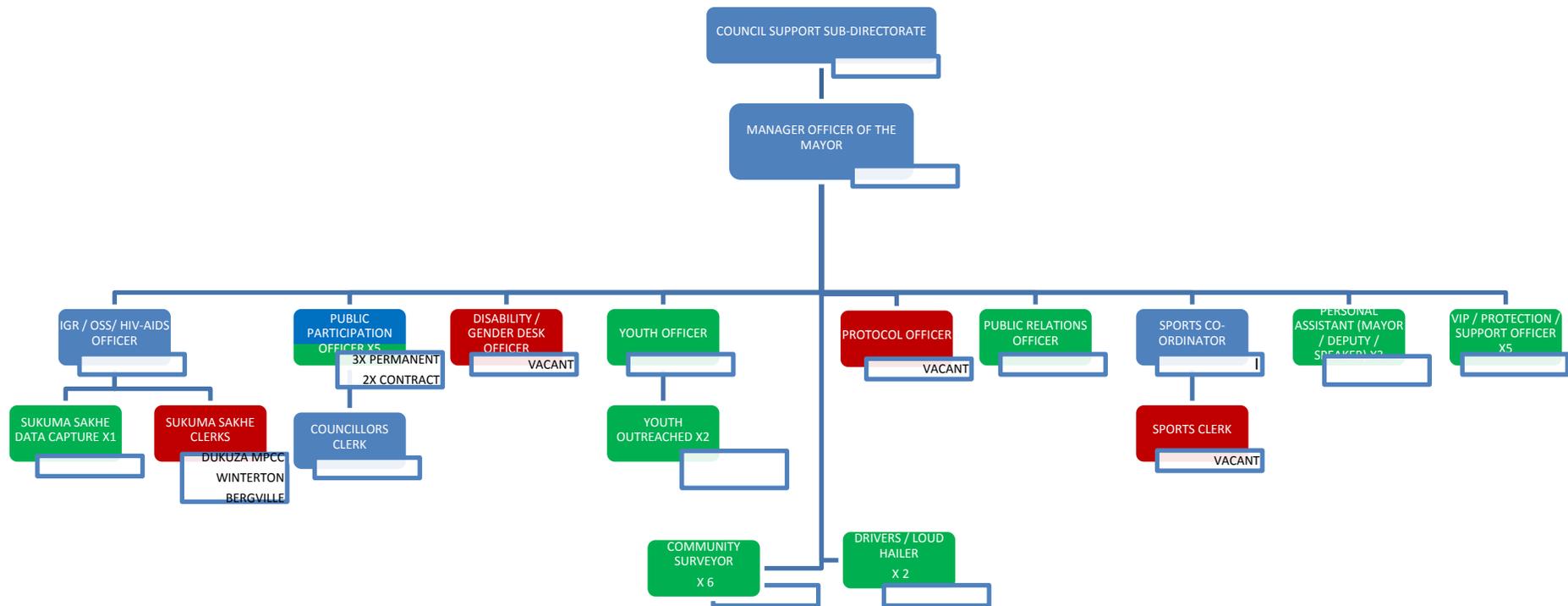


FIGURE 13: SOCIAL AND ECONOMIC DEVELOPMENT - 3

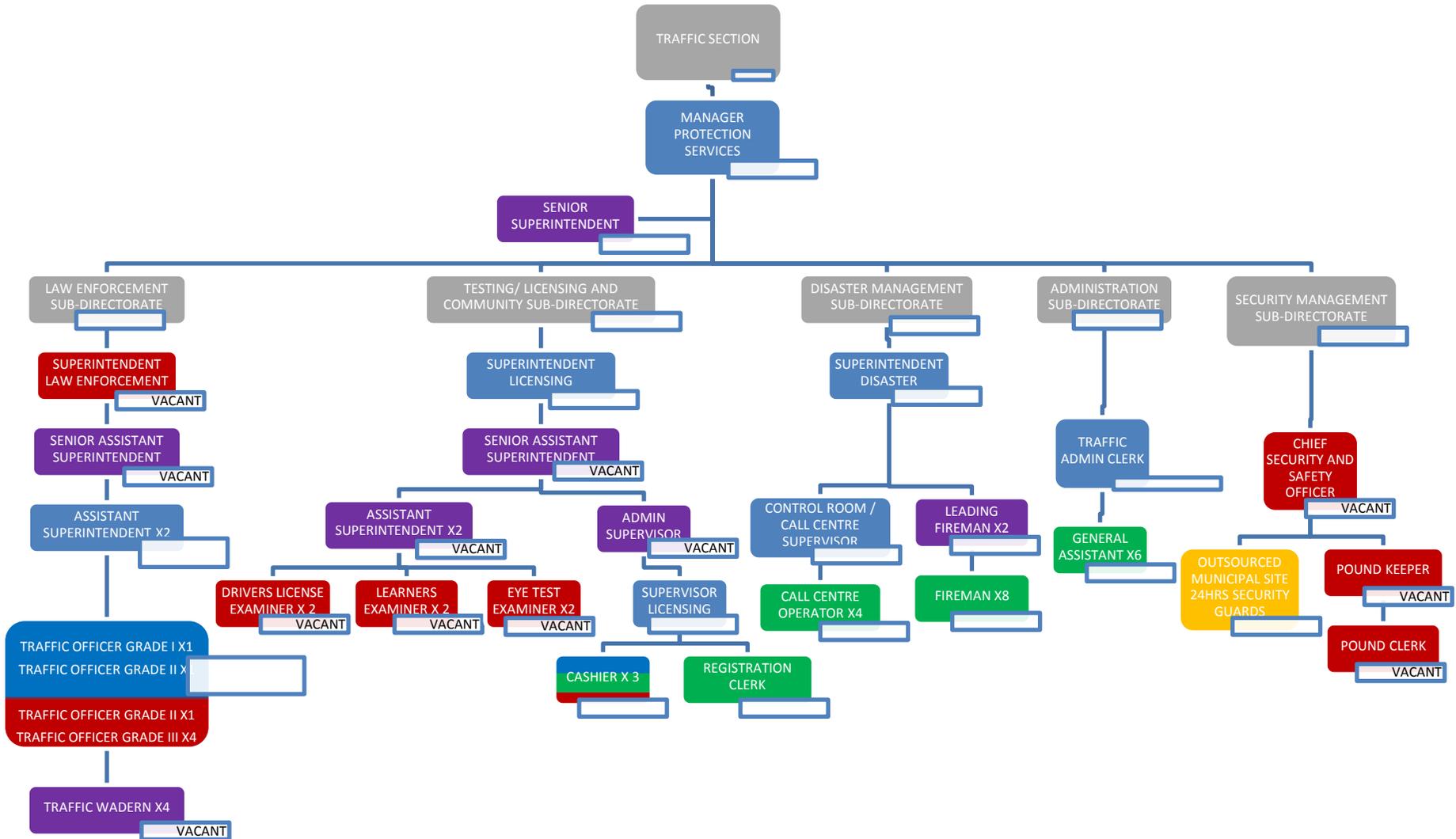


FIGURE 14: DEPARTMENT: CORPORATE SERVICES

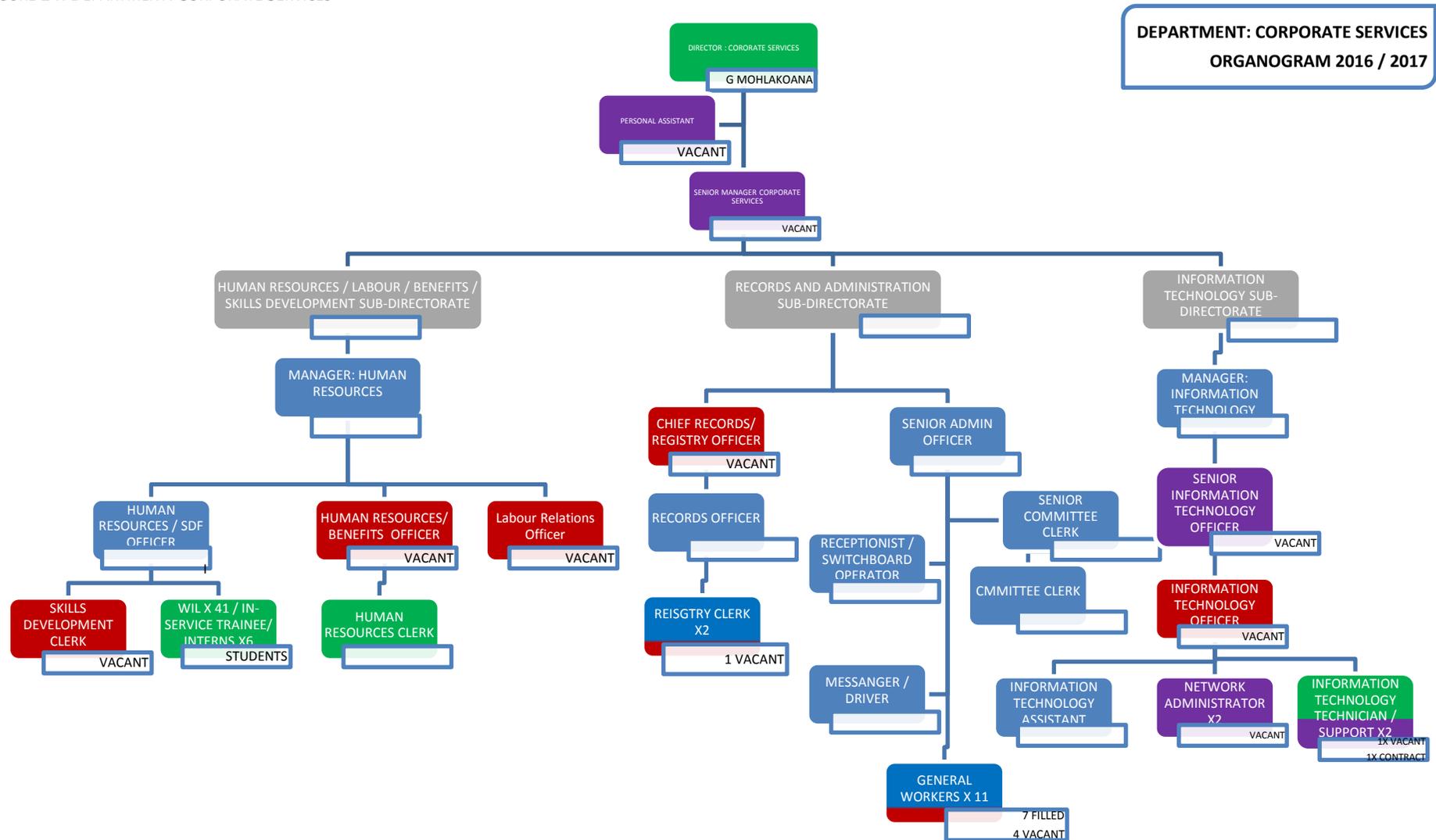


FIGURE 15: DEPARTMENT: TECHNICAL SERVICES

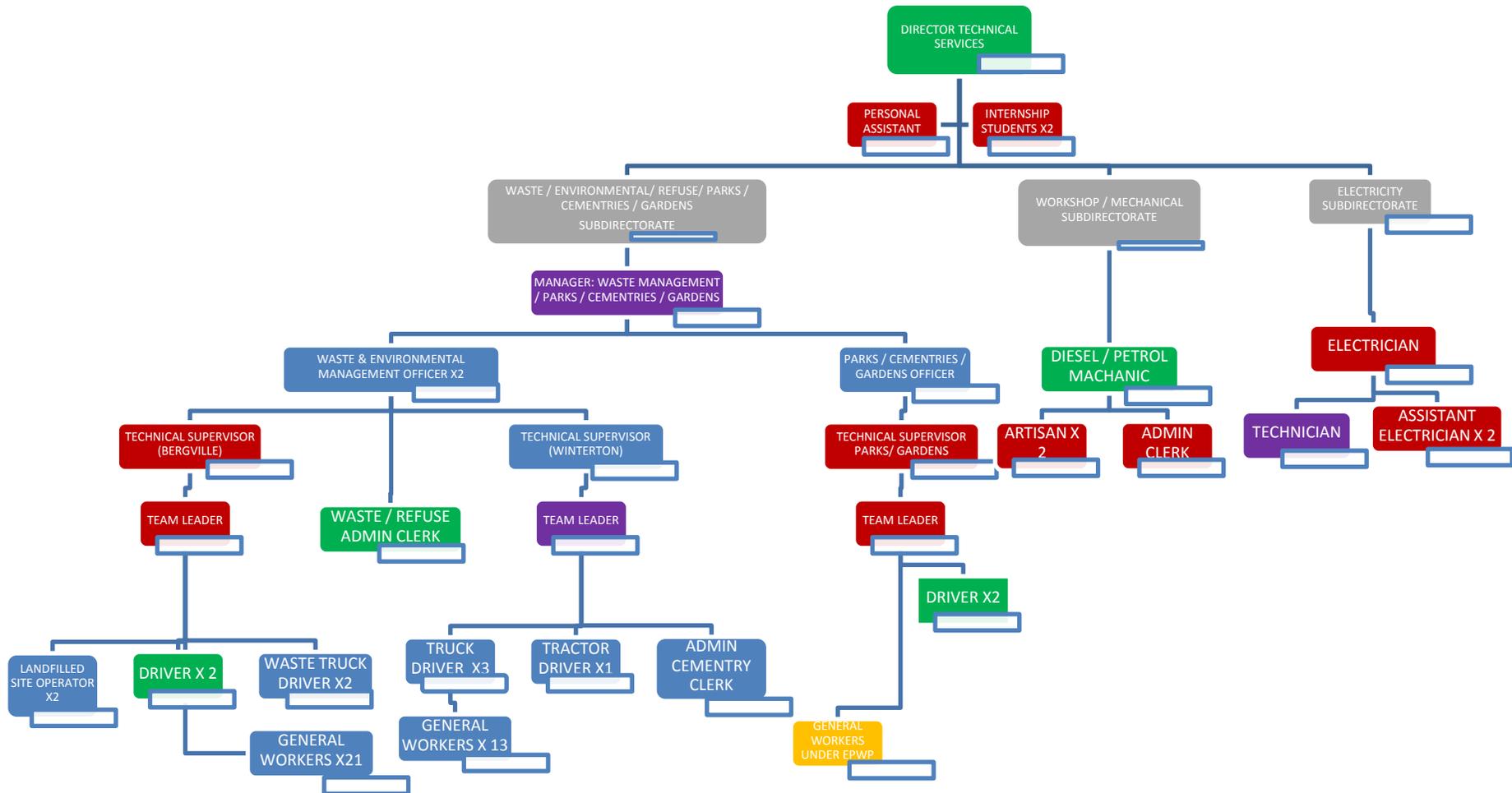
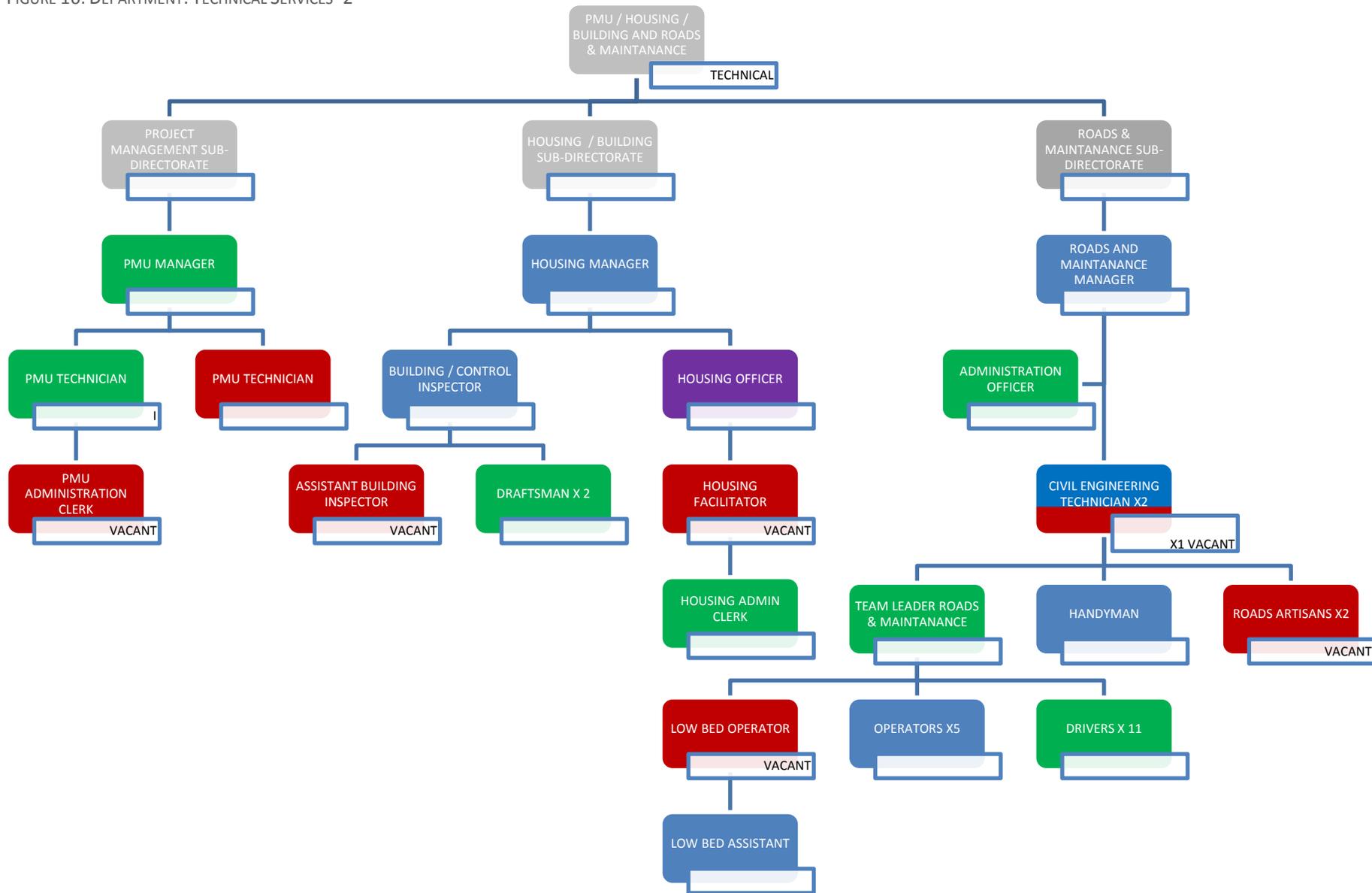


FIGURE 16: DEPARTMENT: TECHNICAL SERVICES -2



#### 2.5.2.4 *MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS*

Critical posts in the municipality that are **FILLED**, are as follows:

- ❖ Municipal Manager;
- ❖ Director Technical Services;
- ❖ Director Social and Economic Development;
- ❖ Director Finance (Chief Financial Officer);
- ❖ Director Corporate Services; and
- ❖ Manager Internal auditor.
- ❖ IDP/PMS Manager

#### 2.5.2.5 *SPLUMA - INSTITUTIONAL CAPACITY IMPLICATIONS*

- The Spatial Planning and Land Use Management Act, Act 16 of 2013, a municipality has to establish a Municipal Planning Tribunal. In this regard, Okhahlamba Municipality have not yet appointed a Municipal Planning Tribunal but will be sending an item to council with shortlisted candidates from the evaluation panel, requesting council to approve the appointment of nominated candidates.

### 2.5.3 **HUMAN RESOURCE DEVELOPMENT**

The municipality has a Human Resource Policy as well as a Human Resource Strategy in place and are being implemented. Section 67 of the Municipal Systems Act requires the Municipality, amongst other things, to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, in accordance with the applicable law and subject to any applicable collective agreement. The policy is thus intended to create a framework for decision-making in respect of human resources management in the Municipality. It attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing human resources management in the Municipality.

The Okhahlamba Human Resource Strategy facilitates the provision of a holistic and proactive mechanism for addressing a myriad of issues that principally concern the acceleration of service delivery within our area of operation without violating one of the necessary conditions, which is simultaneously ensuring that we have satisfied and committed employees.

The foundation of value-added HR function is a business strategy that relies on people as source of competitive advantage and a management culture, which support this belief. In the context of Okhahlamba Local Municipality, the IDP is a foundation upon which HR management and practices are based. In other words, Okhahlamba's HR Strategy is derived from its business strategy the IDP and thus the two mutually reinforce each other.

Okhahlamba strives to ensure that the ultimate outcome of its operations must result in a High Quality of Life for All its Citizens. For this to happen, it has prioritised three focus areas, namely:

- ❖ The delivery of basic services and infrastructure to ensure access for all citizens;
- ❖ Holistic social development of its people through access to education, health, housing, sports and recreation and arts and culture; and
- ❖ Economic development that ensures sustainable income through sustainable job creation and opportunities for self-employment.

To realise the above strategic intent, Okhahlamba recognises that it must meet three necessary conditions. These are:

- ❖ The need to strengthen corporate governance practices and the oversight role of the Councillors and the Community;
- ❖ The management of its finances on a viable and sustainable basis; and
- ❖ The ensuring that proper organisational capabilities are developed and nurtured in areas such as organisational structure, systems and processes of operations, employee and leadership competencies and a culture that promote innovation, ethics and integrity.

That is why it has become critical that staff and councillors are perfectly empowered to play their respective roles. Based on this reasoning, the alignment or rather integration of HR and IDP becomes a conscious and explicit attempt by Okhahlamba Municipality to maximise organisational value by gaining sustainable value from its human capital.

#### 2.5.4 ICT POLICY

The effective use of Information and Communication Technology (ICT) is of grave importance, given the fact that the optimal deployment of ICT can play a critical role in development. To this end, the municipality developed an ICT Policy (2015/2016) to establish ethical guidelines for the use of the Municipality IT assets and computing facilities. ICP policy was adopted on 17 May 2016.

The policy covers broad municipal usage and it applies to the municipal's contingent workforce (all employees) as well as non-municipal hardware/software contractors, vendors, suppliers and any stakeholders that provide services to the Municipality and that bring themselves into contact with the Municipality Information Technology (IT) infrastructure.

#### 2.5.5 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

<b>MUNICIPAL TRANSFORMATION &amp; ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
✓ Existing Legal service in house (assist in minimising general cost)	✓ Limited resources (subscription on legal web site / Juta stat and Lexis Nexis)
✓ Policies in place in the department	✓ Unstable network
✓ WSP supported with budget	

<b>MUNICIPAL TRANSFORMATION &amp; ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS</b>	
<ul style="list-style-type: none"> <li>✓ Control access to server room</li> <li>✓ Clocking system in place / entrance control</li> <li>✓ Employment of all Sec 57</li> <li>✓ The municipality comply with section 81 of Structures Act 117, 1998</li> </ul>	<ul style="list-style-type: none"> <li>✓ Backup still centralised and collected once a week (Friday)</li> <li>✓ No electronic records management</li> <li>✓ No security checks / gate, entrance exit / change of security personnel</li> <li>✓</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ Improve of municipal performance and compliance</li> <li>✓ Promote learning environment (bursary provision)</li> <li>✓ Funding's available to support trainings from LGSETA</li> <li>✓ More WIL accommodated for practical's support</li> <li>✓ The departments conducts workshops / awareness's on yearly basis ( life skills and policies)</li> <li>✓ Municipal policies in place and reviewed on regular basis</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lack of support and co-operation from client departments</li> <li>✓ Corruption and unethical conducts</li> <li>✓ Damage of equipment / office infrastructure due to power failure</li> <li>✓ The municipality has high illiteracy levels especially among the youth.</li> <li>✓ HIV/AIDS prevalence among staff.</li> <li>✓ High staff turn over</li> <li>✓ Unauthorised Communication with the media ( only the Mayor or delegated person)</li> </ul>

## 2.6 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

- The municipality is experiencing challenges regarding infrastructure mainly due to the lack of funding for this purpose as well as the rural nature of the Municipality. The current funding that is utilized mainly for the infrastructure development is obtained from the Municipal Infrastructure Grant, which is allocated by the Department of Corporative Governance and Traditional Affairs. The infrastructure is predominantly for roads, community structures and electrification. However, there are noticeable backlogs that still need to be quantified for the Municipality to address these backlogs effectively.

## 2.6.1 WATER & SANITATION

- Water and sanitation services fall under the powers and functions of the District Municipality and is the core function of uThukela District Municipality. The Municipality is constantly engaged in discussions with uThukela District Municipality as a Water Service Authority to get information on progress regarding this function. The district's primary objective is to extend potable water and sanitation services throughout the district by eliminating the backlogs and also to maintain and ensure sustainability of the existing water and sanitation infrastructure.

### 2.6.1.1 WATER SERVICES DEVELOPMENT PLAN

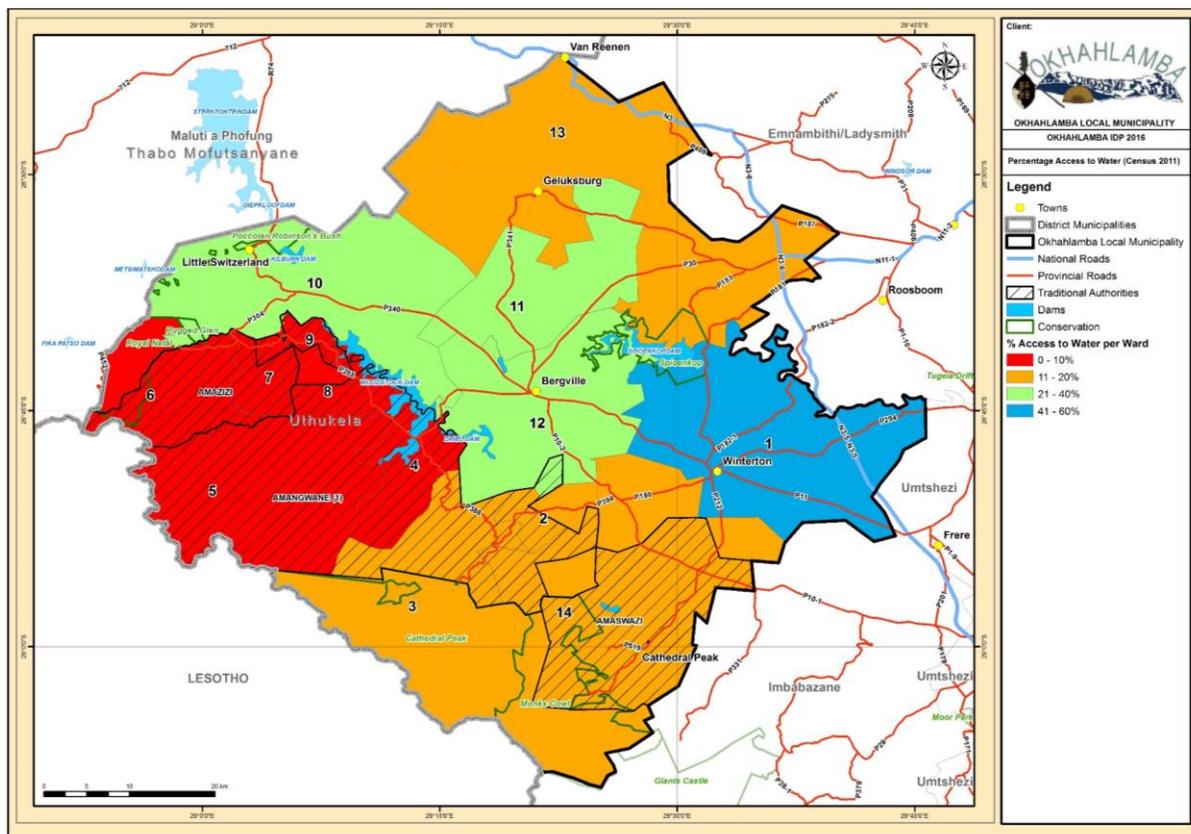
- uThukela District Water Services has developed a Water Services Development Plan since it is responsible for water and sanitation services delivery in the district. This was done in terms of the powers and functions stipulated in the Municipal Structures Act No.117 of 1998; Chapter 5. The Water Services Plan (WSDP) was reviewed in 2014 to ensure that it talks to needs of the uThukela and its family of municipalities. The main objective of the municipality is to ensure the quality of drinking water in the region is improved in as far as the blue and green drop is concerned.
- uThukela district municipality currently operates 9 waste water treatment works, of which two are in Bergville and Winterton. The Blue Drop System (BDS) score is currently sitting at 57.39%. and the Green Drop System (GDS) score is currently sitting at 33.9%.

### 2.6.1.2 WATER BACKLOGS

- The Green Drop System (GDS) score is currently sitting at 33.9% (Uthukela IDP, 2014/15). These systems provide an indication of the water quality in the District, which are relatively low.
- The rural areas do not have the advanced bulk water supply infrastructure such as the Water Treatment Works, Waste Water Treatment Works and water networks. It is normally within these areas where the highest backlogs are located. According to the uThukela IDP (2014/15: 73), Okhahlamba has a 44% water backlog. This amounts to 12 567 households out of 28 508 households without access to water.

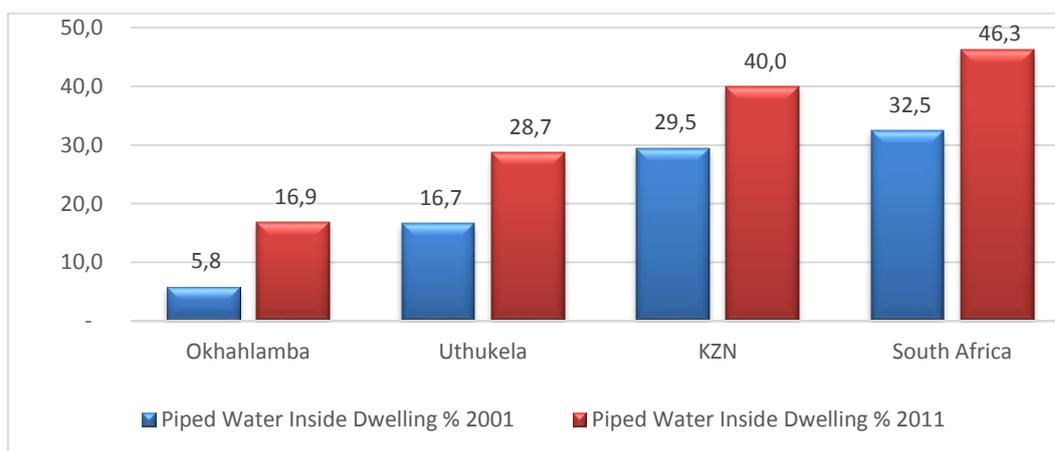
High water backlogs also results in the use of springs and boreholes as sources of water supply. As a water source, springs are vulnerable to contamination that could lead to an outbreak of water-borne diseases.

MAP 15: WATER BACKLOGS



Map 15 depicts that the majority of the municipal area experience water backlogs, with wards 5, 6, 7, 8 and 9 having the lowest percentage of access to water, and thus the greatest backlogs.

FIGURE 17: PIPED WATER INSIDE DWELLING

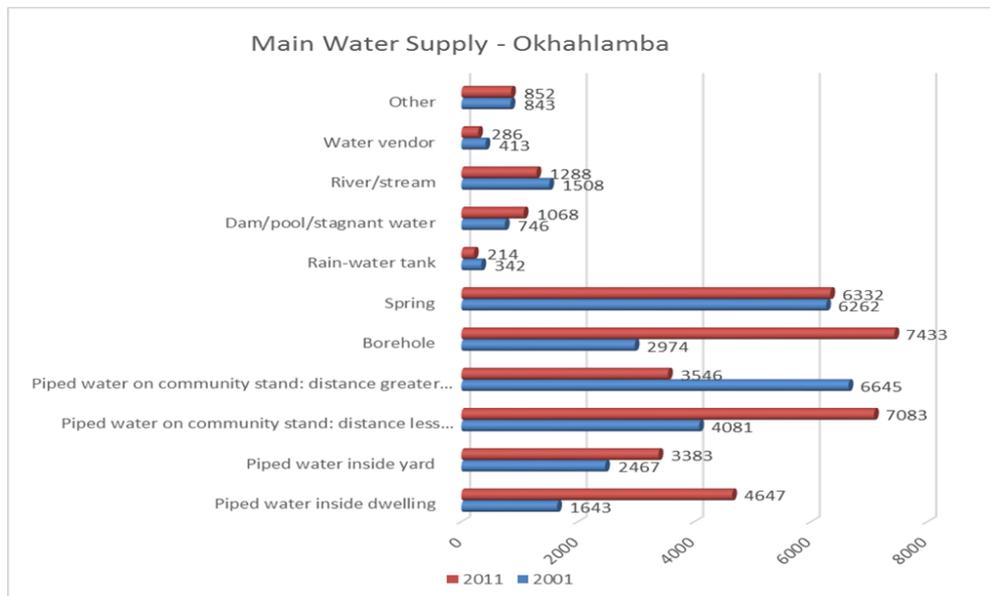


Source: Statistics SA, Census 2011

- Figure 16 indicates that the number of households with piped water inside dwelling increased from 5.8% in 2001 to 16% in 2011. However, this was lower compared to the district, provincial and national average. In 2011, 28.7% households in uThukela District, 40% in KwaZulu-Natal Province and 46.3% in South Africa had piped water inside dwelling. This is indicative that Okhahlamba is facing water backlogs. Statistics indicate that in 2011,

Okhahlamba Local Municipality had 28 508 household of which 12 567 did not have access to safe water supply. It is indicated that in 2011 there was a water backlog of approximately 44, 08%.

FIGURE 18: MAIN WATER SUPPLY



Source: Stats SA, Census 2011

In summary, there has been a general increase in access to water between 2001 and 2011, despite high water backlogs (figure 18):

- ❖ There is still reliance on boreholes (20%) and springs (19%) in Okhahlamba as sources of water.
- ❖ Access to piped water on community stand was 29% in 2011.
- ❖ Piped water inside yard was 9% in 2011.
- ❖ Piped water inside dwelling was 16% in 2011.

### 2.6.1.3 SANITATION

- Sanitation is one of the core functions of uThukela District Municipality. In the previous financial year, 6 504 new households were provided with appropriate sanitation services in the form of VIP Latrines. During the implementation of sanitation projects, 5 298 local community members were employed for the duration of the projects and some of them were also empowered with new skills such as building and project management. The appropriate sanitation services backlog as at the end of June 2011 was 22.85 %. This translates to 31907 households that do not have appropriate sanitation services
- The figure below illustrates the number of people with access to sanitation in Okhahlamba according to Census 2011 data. It indicates that the majority of households (75%) does have access to a basic level of sanitation service, of which 30% predominantly use pit latrines, 32% use VIP (ventilated improved pit latrine), 8% have flush toilets, 12% have chemical toilets. The

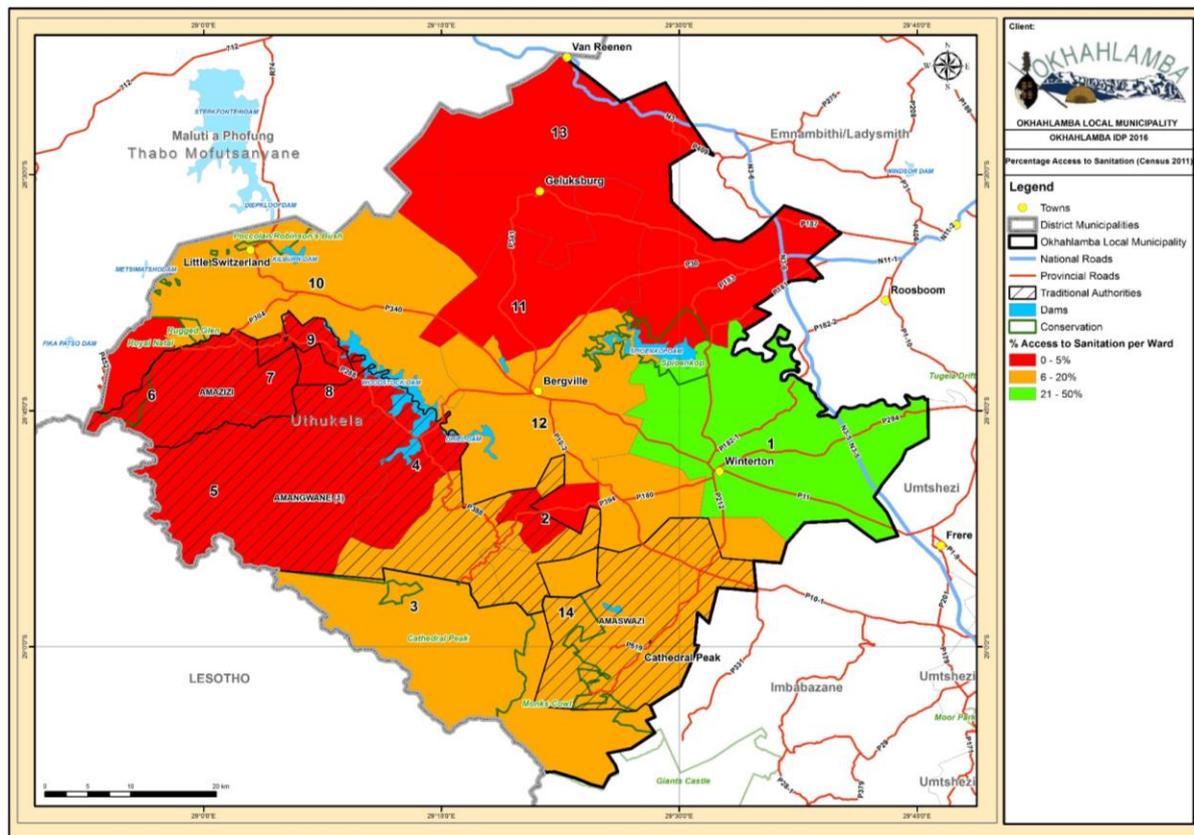
sanitation backlog in Okhahlamba is approximately 22.57% which is about 6 435 households that do not have access to appropriate sanitation facilities.

FIGURE 19: SANITATION

	2011			2016			
	Flush/C hemical Toilet	Other	None		Flush/Chemi cal Toilet	Other	None
UThukela	57 225	77 663	12 398	UThukela	75 799	82 356	3 708
Emnambithi/ Ladysmith	34 719	21 635	1 705	Alfred Duma	47 339	36 561	1501
Indaka	3 317	12 925	3 793	Inkosi Langalibalele	19 175	27 070	707
Umtshezi	11 046	4 832	3 374				
Okhahlamba	6 709	18 000	2 867	Okhahlamba	9 284	18 725	1501
Imbabazane	1 434	20 272	659				

Source: Statistics South Africa: CS 2011 and 2001

MAP 16: SANITATION BACKLOGS



- Areas with the least access to sanitation services are depicted in red on above map. These include large rural areas in wards 5, 6, 7, 8, 9, 11 and 13.

## 2.6.2 SOLID WASTE MANAGEMENT

- The District municipality has finalized the Integrated Waste Management Plan and is providing strategies in addressing the backlogs in refuse collection, both at district and local levels. Less capacitated local municipalities are expected to initiate a community based refuse collection service in order to address this challenge. The municipality is also implementing the free basic solid waste for the indigent. The municipality's landfill site is situated in Bergville and covers Bergville and Winterton. It was established in 1975, but has no permit and is thus illegal.
- Waste quantities indicated in the IWMP indicates that the majority of waste generated is by business, followed by domestic waste.

FIGURE 20: WASTE QUANTITIES AND CHARACTERISTICS (WASTES QUANTITIES IN TONS PER ANNUM) IN OKHAHLAMBA LOCAL MUNICIPALITY

	WASTE SOURCES	Domestic	Business	Industrial	Medical	Mining
<b>WASTE QUANTITIES</b>						
Generated		624	5 748	None	26	None
Collected		624	5 748	None	26	None
Stored		None	None	None	None	None
Recycled		None	None	None	None	None
Treated		312	1 817	None	26	None
Disposed		312	3 931	None	26	None

FIGURE 21: WASTE TREATMENT FACILITY

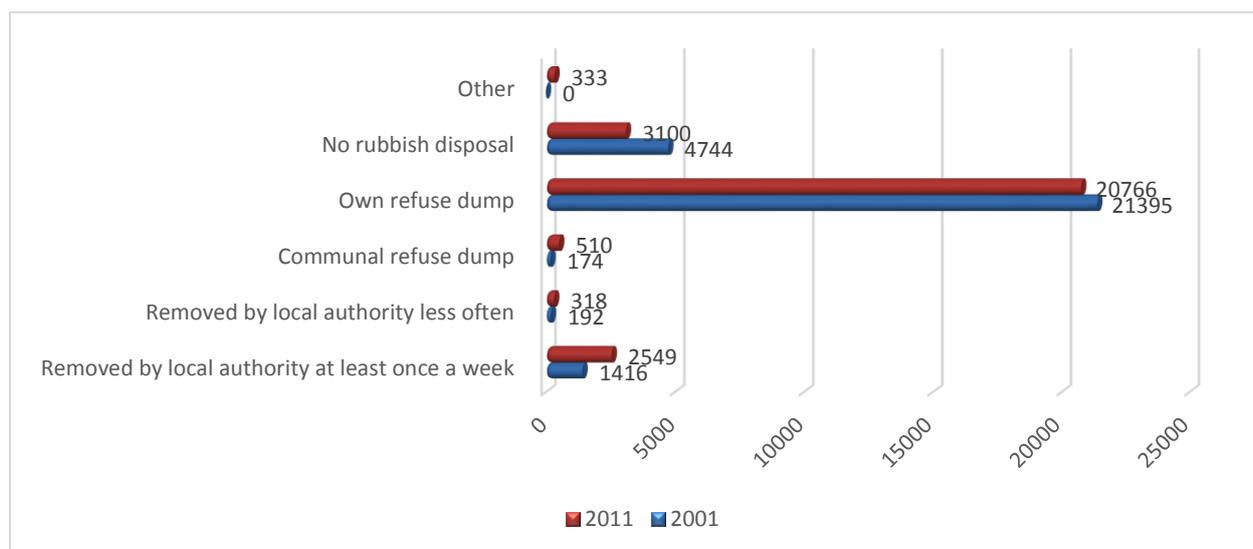
DESCRIPTION	EMNAMBITHI	IMBABAZANE	INDAKA	OKHAHLAMBA	UMTSHEZI
Name	None	None	None	Bergville	None
Geographic Location	None	None	None	Cathkin Park	None
Type of Treatment	None	None	None	Incineration	None
Year of Construction	None	None	None	2001	None
Capacity	None	None	None	NR	None
Throughput	None	None	None	NR	None
Hours of Operation	None	None	None	8	None
Input & Output Chart	None	None	None	None	None
Residue Characteristics	None	None	None	Ash	None
Enviro Monitoring Programme	None	None	None	Monthly	None
Environmental Impact	None	None	None	None	None
Permit Certificate	None	None	None	None	None

Source: uThukela Waste Management Plan as in Okhahlamba IWMP

Okhahlamba Local municipality operates a Waste Treatment Site situated in Cathkin Park. The waste is collected, transported to the site and is then burnt. This site was constructed in 2001 and is operational for eight hours of the day.

The statistics of below indicate that the majority of the population (75%) use their own refuse dumps and that the local authority barely provides for the removal of solid waste (figure 21). Approximately 11% of households do not have any rubbish disposal. This poses serious challenges in respect of environmental health and possible pollution of water sources.

FIGURE 22: WASTE REMOVAL



Data Source: Statistics South Africa: CS 2011 and 2001

### 2.6.3 TRANSPORTATION INFRASTRUCTURE

- Okhahlamba Municipality has a well-established road network servicing all settlements (map 19). The N3 runs along the eastern boundary of the municipality and provides linkages between Durban and Johannesburg. There are also a number of key provincial roads, which service the area.
- The R74 is the main road providing linkages to Pietermaritzburg and the Free State and R616 provides linkages to Ladysmith, the N3 and the N11. The R600 links Cathkin Park to Winterton and the N3. The P10 creates a loop around the R74 providing access to areas such as Cathkin Park. The main roads within Okhahlamba, as mentioned above are surfaced, however there are many unsurfaced roads running throughout the municipality. (UThukela Public Transport Plan).

#### 2.6.3.1 ROAD NETWORK

- The road hierarchy within the municipal area can be divided in three major categories, which can be classified as:
  - ❖ National roads;

- ❖ Provincial roads; and
- ❖ District and local roads.

TABLE 11: ROAD LENGTH AND CLASSIFICATION

<b>Legend</b>	<b>Length (km)</b>	<b>%</b>
National Roads	56.2	1.0
Provincial Roads	441.7	7.8
Provincial Right of Way	7.2	0.1
District Roads	368.5	6.5
Local Roads	198.0	3.5
Local Access/Tracks	4603.8	81.1
On/Off Ramps	4.6	0.1
<b>Total</b>	<b>5679.9</b>	<b>100</b>

➤ Some of the main issues pertaining to the conditions of roads, are as follows:

- ❖ Most of the roads in OLM are gravel,
- ❖ Some are dilapidated with potholes and storm water is also an issue.
- ❖ There are only few pedestrian crossing facilities are available and non-motorized transport facilities are non-existing.
- ❖ Some of the bridges are washed away due to flooding.
- ❖ Access management is a problem.
- ❖ Road safety is a problem.

#### 2.6.3.1.1 NATIONAL ROADS

- The primary route include the national routes that exist within the area. These are maintained through the South African National Roads Agency. Within the Municipality, the N3 is the only primary route, which runs along the eastern boundary of the Municipality (see Map 16) exiting at Van Reenen. This is also the primary and the main route between Durban and Gauteng. However, the length of the N3 through the municipal area is only 56km in length.

#### 2.6.3.1.2 PROVINCIAL ROADS

- The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. Provincial roads account for 7.8% of roads within the municipality. The general quality of these routes are good with exception of some provincial roads and local access routes within the rural areas. The following provides an indication of the road condition:
- ❖ The R74 (P11 and P340) is a blacktop road.
  - ❖ The R616 (P30) is a blacktop road linking Bergville to the N3 and N11 to Ladysmith.
  - ❖ The P180 and P181, P294, P10-2 are all blacktop roads.
  - ❖ The P212 between Winterton and Cathedral Peak is a blacktop road.

- ❖ There are several other provincial roads that are still gravel, such as the P341, P388, P198, P182-1.
- The R74, which runs from the N3, through Winterton and Bergville and exits the Municipality at Oliviershoek Pass is also an important transportation route through the municipality, providing access to the Drakensberg and serving as an alternate route to the Free State.

#### 2.6.3.1.3 DISTRICT AND LOCAL ROADS

- These are the lower order of the movement routes that serves to connect different settlements and provide access to public facilities. It includes the following:
  - ❖ District roads accounts for 6.5% of roads;
  - ❖ Local roads accounts for 3.5% of roads and provide access to settlements.
  - Local access roads / tracks provide access within settlements. It accounts for 81% of roads, with a total length of 4 603.8km. These are clearly of the most important roads within the municipality, which provides access to and within all rural settlements.

#### 2.6.3.2 ACCESSIBILITY

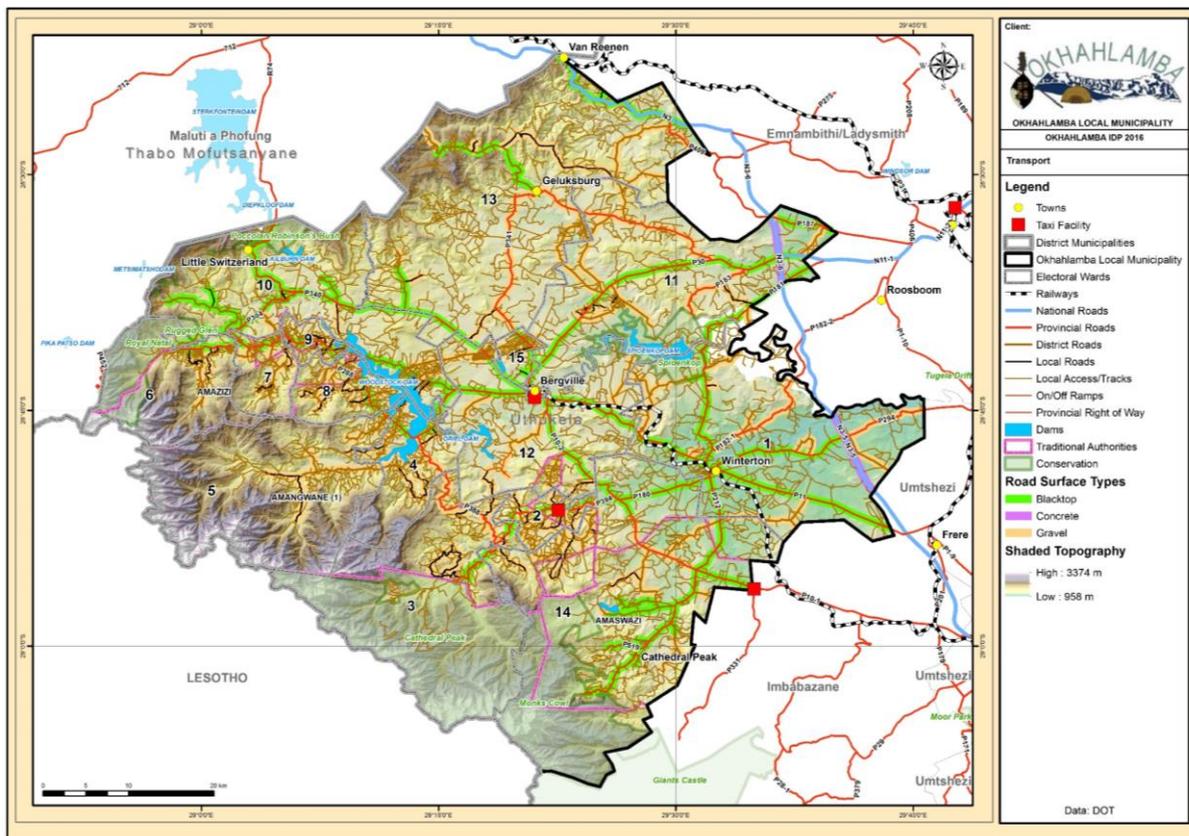
- A country's road network has an important role to play in economic and social development. Areas with inadequate transports systems limit access to economic and social opportunities. Without the means to generate income and improve the quality of life, such communities remain poverty stricken. Rural poverty, in particular has been linked to the isolation of communities from economic centres. There is thus a relationship between poverty and the lack of adequate transportation systems. The effect of the topography on the operation of public transport is especially restrictive in the Okhahlamba area where the foothills of the Drakensberg are predominant features with roads having steep inclines and grades, and roads crossing rivers at low level crossings. Rainfall also has an effect on the operation of public transport due to flooding of these river crossings in summer. (UThukela Public Transport Plan 2005 - 2010).

#### 2.6.3.3 PUBLIC TRANSPORT

- As many of the community do not have their own motor vehicles, public transport is essential in providing mobility and accessibility of these communities to socio-economic facilities. Transportation within the Municipality is almost exclusively achieved through the use of road vehicles.
- Categories of transport are as follows:
  - ❖ Public Transport – Taxis
  - ❖ Private Transport – Passenger Vehicles
  - ❖ Private Transport – Trucks

- There are two public transport facilities catering for minibus taxis within Okhahlamba located in Bergville and Emmaus (map 15). There are no facilities for buses, with the nearest bus rank being located in Ladysmith. The uThukela Public Transport Plan (2005 – 2010) identifies that investigations are required with regard to the upgrading of existing minibus-taxi facilities in Bergville and Emmaus. A new minibus-taxi facility is also being considered for Winterton.

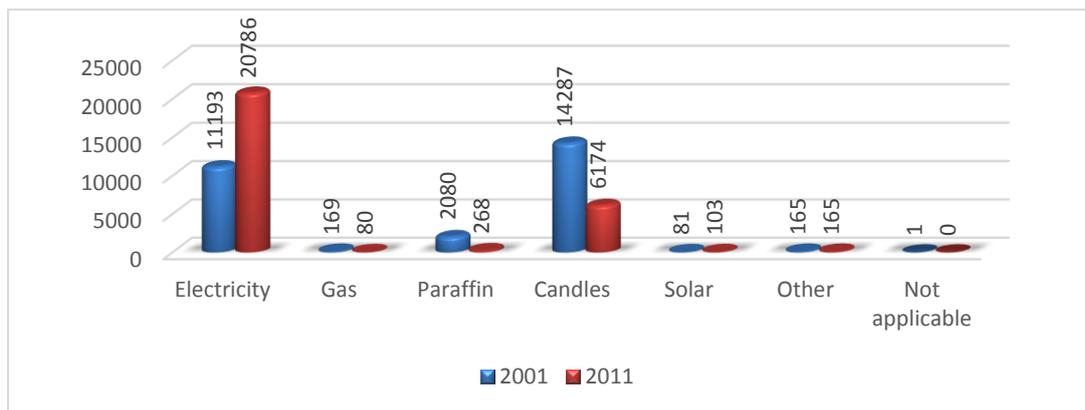
MAP 17: TRANSPORT NETWORK AND CLASSIFICATION



### 2.6.4 ENERGY

The figures below illustrate energy use for lighting, heating and cooking. The graphs illustrate that electricity use has increased from the year 2001 to year 2011 where lighting, cooking and heating are concerned. In figure 22, it is seen that the majority used candles for lighting in 2001 and very little use gas or solar energy.

FIGURE 23: ENERGY FOR LIGHTING

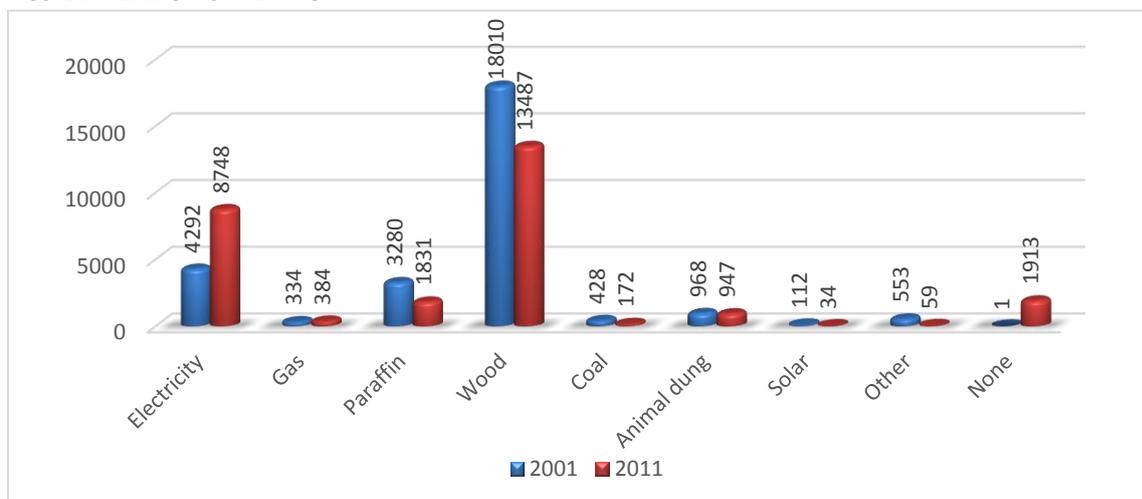


Source: Statistics South Africa: 2011

In 2011, there has been a decrease in the number of people using candles and an increase in the use of electricity (75% use electricity and 22% use candles). This indicates that between the year 2001 and 2011 people of Okhahlamba Local Municipality had been supplied with electricity.

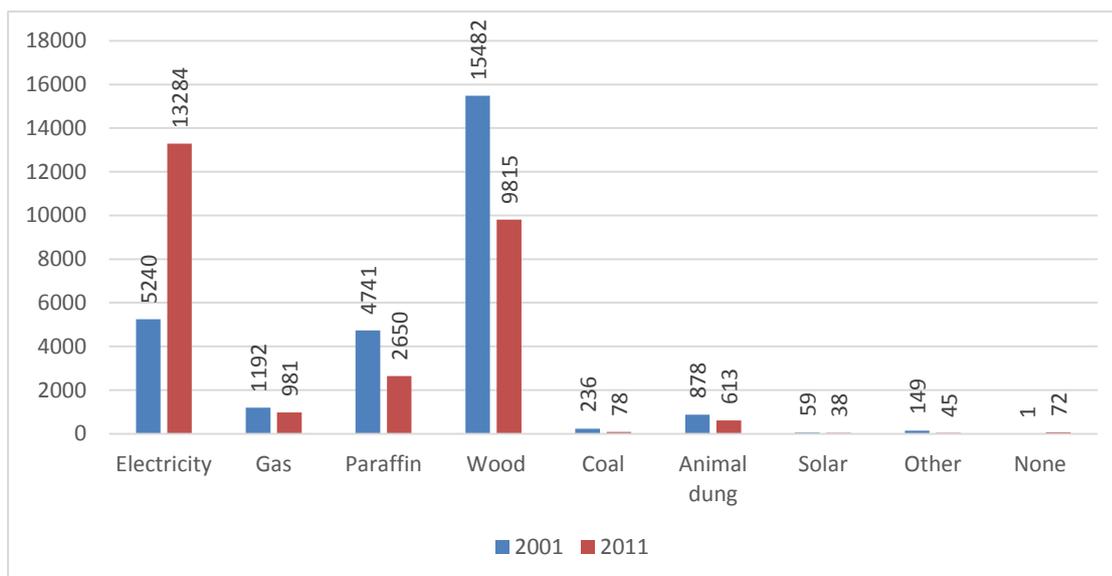
Figure 23 illustrates energy use for heating. This figure indicates that wood is used by the majority of households (49%) although there has been a decrease in the number of people that use wood. Electricity is used by a smaller percentage of households (38.7%), however this does not imply that the majorities do not have access to electricity but rather may imply that the people use alternative energy for sources for heat.

FIGURE 24: ENERGY FOR HEATING



Source: Statistics South Africa: 2011

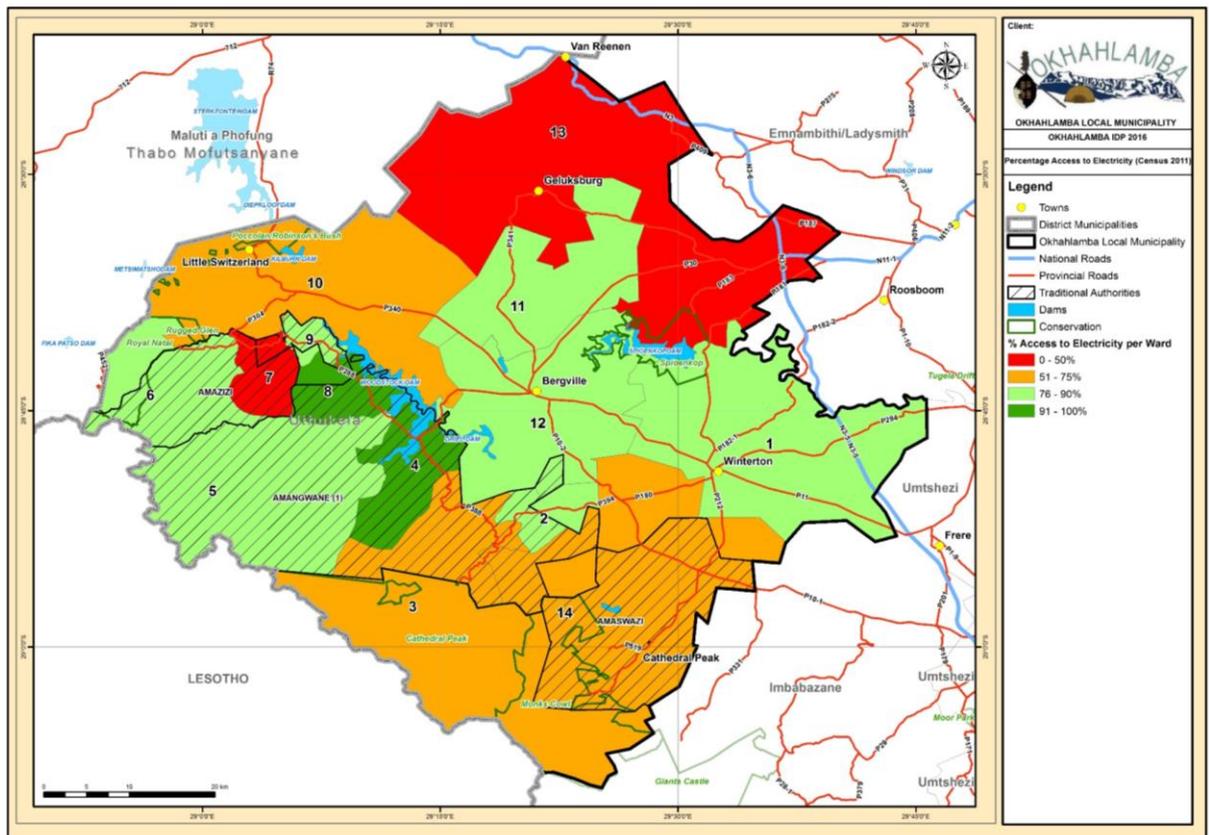
FIGURE 25: ENERGY FOR COOKING



SOURCE: STATISTICS SOUTH AFRICA: 2011

- Figure 24 indicates energy used for cooking. It is seen that in 2001, the majority of the population used wood to cook (35.6%), while in 2011 there was a decrease in the percentage of people using wood and an increase in the use of electricity (48%).
- The three figures show that the majority of people in Okhahlamba Local Municipality use mostly electricity to cook and for lighting and use less electricity for heating. The graphs also show that between the year 2001 and 2011 there has been an increase in the number of people using electricity, which implies that more people had access to electricity.

MAP 18: ELECTRICITY BACKLOGS

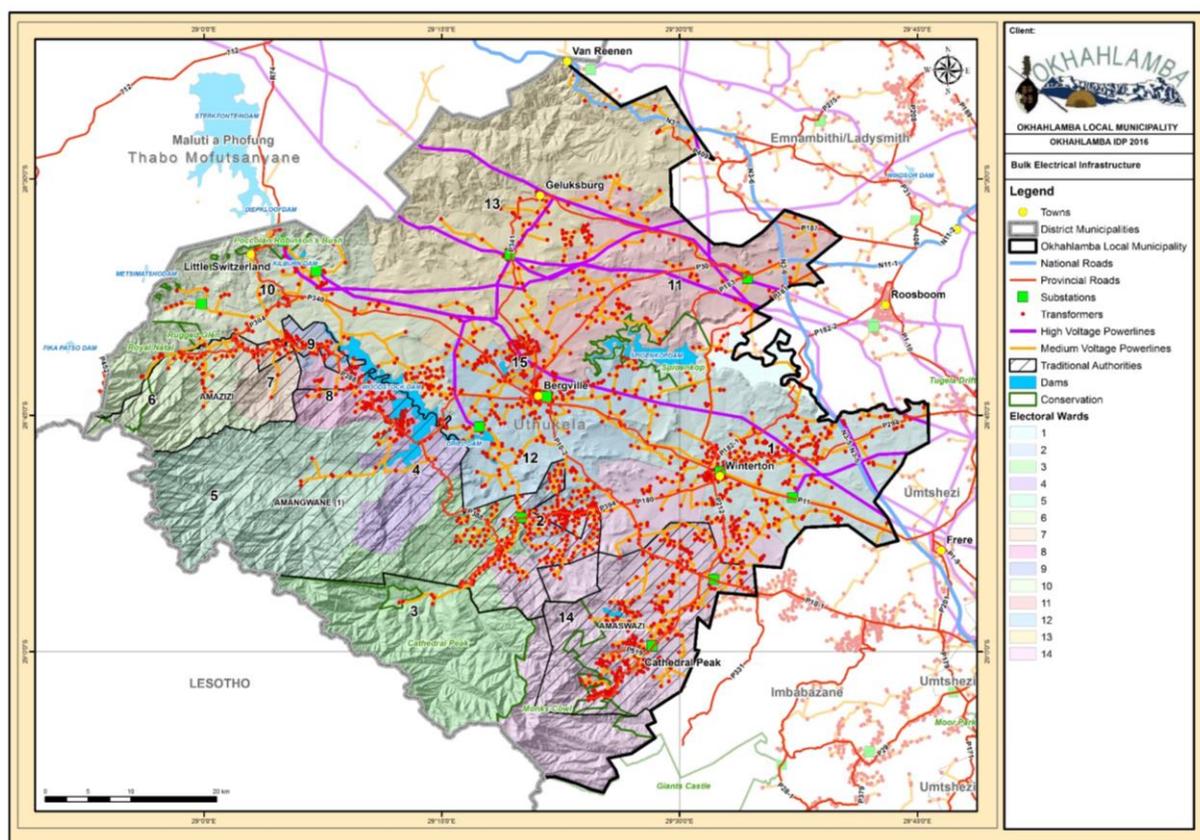


- 
- Map 18 indicates that the majority of the municipality has access to electricity, with ward 7 and 13 seemingly experiencing the least access. Eskom supplies electricity to the Okhahlamba municipality. Electrical infrastructure covers the majority of the municipal area. Projects identified and implemented by Eskom includes the following:
  - ❖ Buffelshoek SS Capacity Increase and 33 kV Feeder bay Est – Completed (Construction completed and handed project hand over).
  - ❖ Cathkin SS Capacity Upgrade – in construction (Construction completed and handed project hand over).
  - ❖ Okhahlamba 132 kV SS est – Deferred (Concept Release Approval; Initiatives entered into a value chain system for approval; Feasibility studies).
- The Department of Energy (DOE) responsible for electrification while the National Government provide the budget for Electrification through DOE. Then DOE appoints licensed suppliers as implementing agents for Electrification. DOE set the priorities and Gazette the annual electrification plan. License holders only implements the plan. Municipalities Schedule 6 projects and ESKOM Schedule 7 projects. Schedule 6 Projects are in Municipal licensed areas mainly by municipalities. Schedule 7 Projects are by ESKOM in ESKOM licensed area. Electricity Service Delivery Planning Unit looks after prioritizing Nationally IDP's informed by Sector Electrification plans are used to set the priorities related to the allocation of

electrification projects by DOE. This is done via the DOE application process annually. Projects will not be included into the DOE electrification plan without a resolution from the relevant Local Municipality EXCO. DOE will fund project via a Municipality in the ESKOM supply area but specific criteria apply. The planning cycle related to electrification planning is 18 to 24 Months. Project identification need to be done two years in advance. DOE insists on project completion in the financial year that money is allocated.

- The municipality has appointed Consulting Engineers to conduct a study for the electrification of the municipality. Councillors were requested to submit the number of infills within their respective wards, in order to compare to the findings of the electrification plan.

MAP 19: ELECTRICAL INFRASTRUCTURE



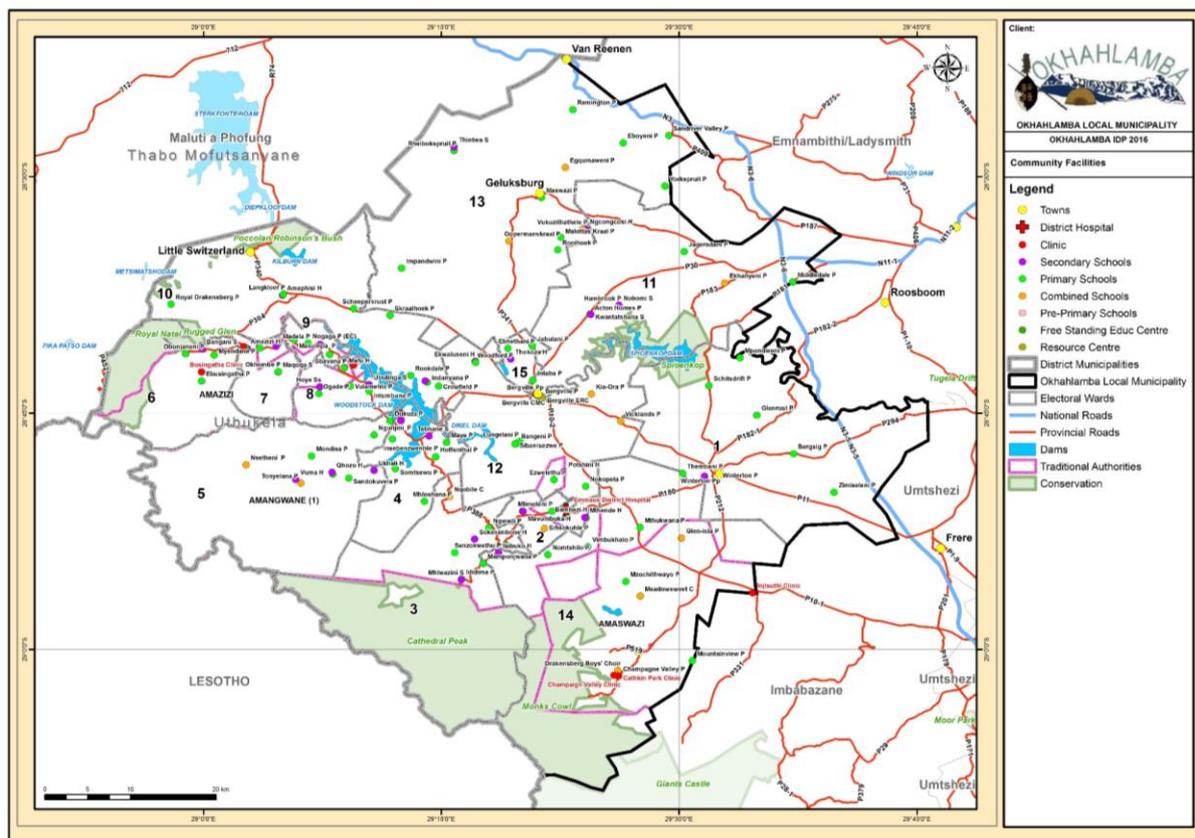
Although the Eskom electrification network is extensive and appears to cover the entire municipality it does not impact on the disadvantaged rural settlements (map 18). Recommended alternative technologies include safer and more efficient cookers, such as gas fuel and more efficient and sustainable use of wood for fuel at a household level. At a social facility level, such as at schools or community halls, solar water heaters, solar power and biogas are viable options.

### 2.6.5 ACCESS TO COMMUNITY FACILITIES

- Okhahlamba Municipality identifies the improvement of economic and social infrastructure, access to quality education, and improved health care as priority issues. The development and maintenance of essential public infrastructure is an important ingredient for sustained

economic growth and poverty reduction. Poor infrastructure is considered one of the most binding constraints to growth throughout the municipality.

MAP 20: COMMUNITY FACILITIES



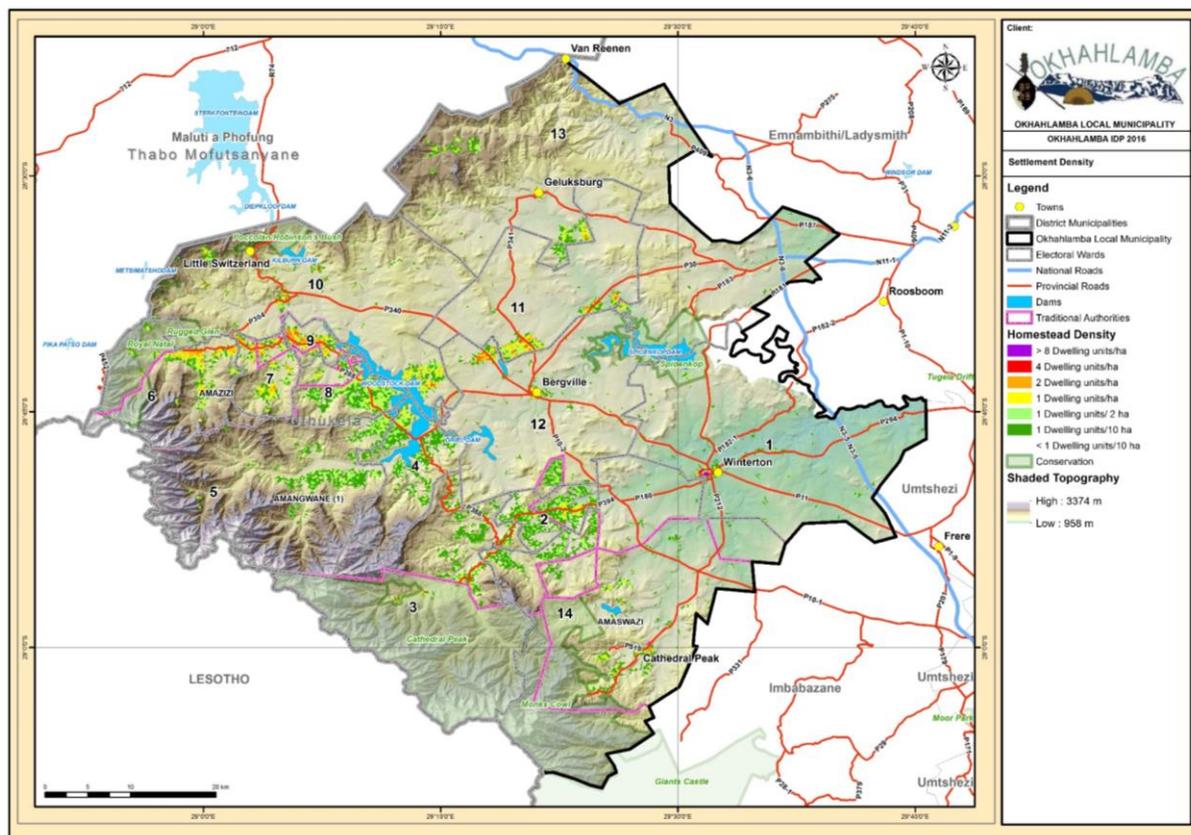
Reasonable access to social infrastructure in remote, rural environments where 80 per cent of the population live mostly without electricity and roads is essential. Infrastructure investment would contribute to economic growth and support social objectives. Access to social services is limited in terms of clinics and schools. Whilst there are schools in towns and settlements, they are in a dilapidated state without proper sanitation and potable water for both learners and educators.

### 2.6.6 HUMAN SETTLEMENTS

- The settlement pattern is primarily within the central band, with a concentration in the south-west along the foothills of the Drakensberg. Settlements are predominantly along transport routes and in the Traditional Authority areas. There is an accumulation of settlements around Emmaus and around Woodford Dam.

The municipality is in the process of reviewing the housing sector plan that will guide the implementation of housing projects in the municipality. The Department of Human Settlement have provided funding for several projects indicated below. Further budget implications and projections have been included under sector department’s involvement.

MAP 21: SETTLEMENT PATTERN

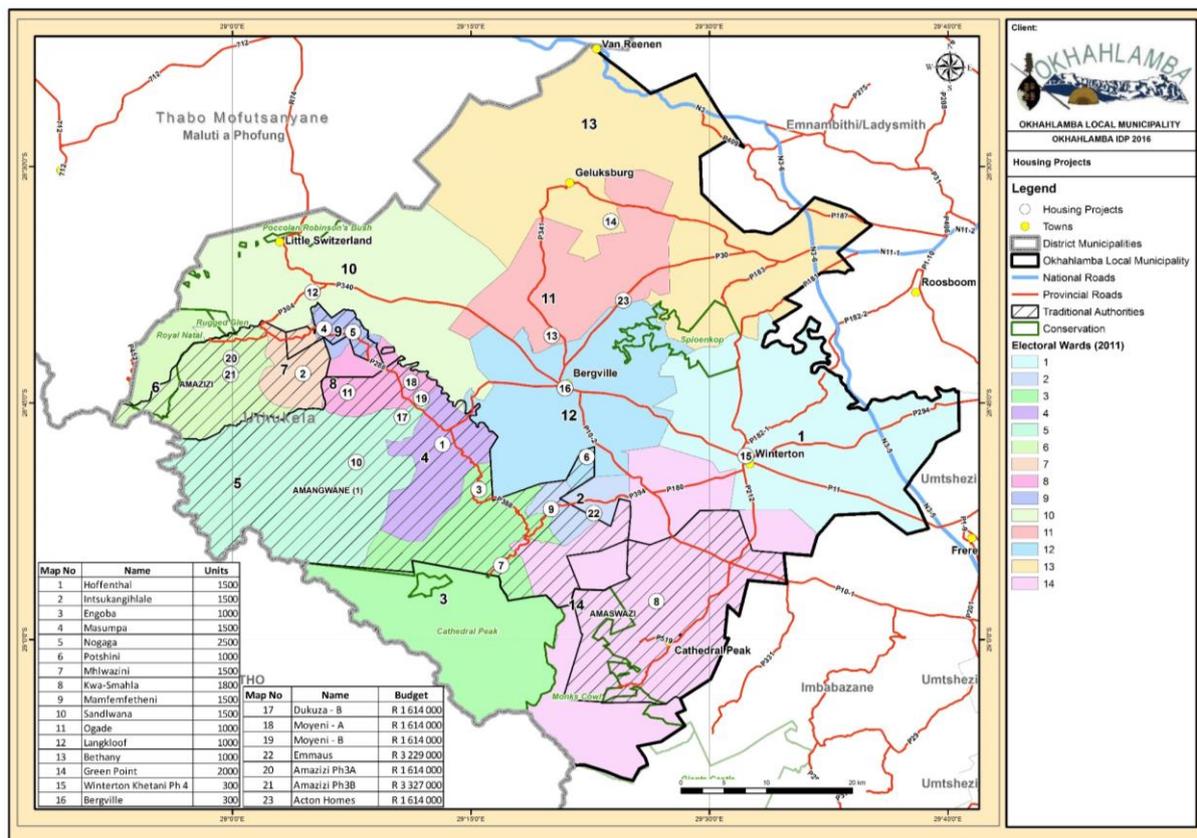


Projects under construction include the Dukuza - A Project, which is spending (estimated end date October 2016). Submissions for the following projects have been compiled and presented at the TEC (Technical Evaluation Committee of the Department of Human Settlements):

TABLE 12: HOUSING PROJECT 2017-2018

Project Name	Total Budget	Projection	Comments
Dukuza - B	R1614000	R500 000	Submissions have been compiled and presented at the TEC
Moyeni - A	R1614000	R500 000	
Moyeni - B	R1614000	R500 000	
Amazizi Ph3A	R1614000	R500 000	
Amazizi Ph3B	R1614000	R500 000	
Emmaus	R3229000	R200 000	
Acton Homes	R3327000	R100 000	DRDLR to finalize Disposal of land.

MAP 22: HOUSING PROJECTS



Proposed projects that have been prioritised by the municipality include the following (first three projects are undergoing the tender processes):

TABLE 13: OKHAHLAMBA PRIORITISED HOUSING PROJECTS

PROJECT	WARD	BUDGET	NO. OF UNITS
Hoffental	4	R4,623,000.00	1500
Intsukangihlale	7	R4,623,000.00	1500
Engoba	3	R3,082,000.00	1000
Masumpa	9	R4,623,000.00	1500
Nogaga	9	R7,705,000.00	2500
Potshini	12	R3,082,000.00	1000
Mhlwazini	3	R4,623,000.00	1500
Kwa-Smahla	14	R5,547,600.00	1800
Mamfemfetheni	2	R4,623,000.00	1500
Sandlwana	5	R4,623,000.00	1500
Ogade	8	R3,082,000.00	1000
Langkloof	10	R3,082,000.00	1000
Bhethany	11	R3,082,000.00	1000
Green Point	13	R6,164,000.00	2000
Winterton Khetani Phase 4	1	R924,600.00	300
Bergville	12	R924,600.00	300

Okhahlamba municipality is also in the process of establishing a high-density mixed-use development, located approximately 15 km outside Bergville. The aims of the project are as follows:

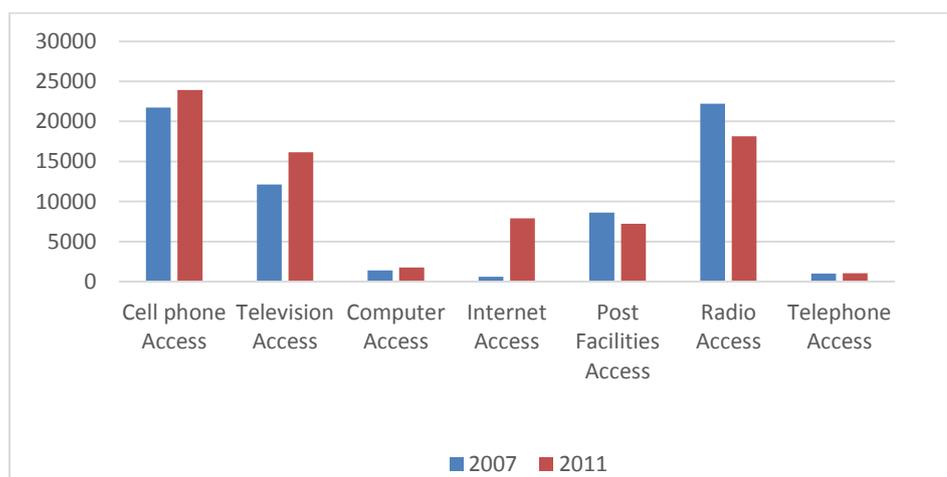
- ❖ Mixed use development in a secure and gated community;
- ❖ Provide suitable primary and secondary residential facilities for the new community;
- ❖ Provide easily accessible social amenities such as a clinic, police station, post office, social services office, municipal office, transportation rank and wholesale merchant facilities; sport academy
- ❖ Provide hospitality facilities in a form of a four star hotel facility;
- ❖ Create jobs through the construction of the houses and the ongoing maintenance of the village;
- ❖ Create a quality product and environment that responds to the demand of the community;
- ❖ Integrate an area within the village that will allow an opportunity for the “First Place” to include a world class tourism draw card by the name of the “/A!kunta” project.

The municipality envisages this to become a sustainable community development in rural KwaZulu-Natal, which can restore and further improve the human dignity and citizenship benefits of the community. It will also facilitate and support local and economic development and become one of the nodal areas within the municipality.

### 2.6.7 TELECOMMUNICATIONS

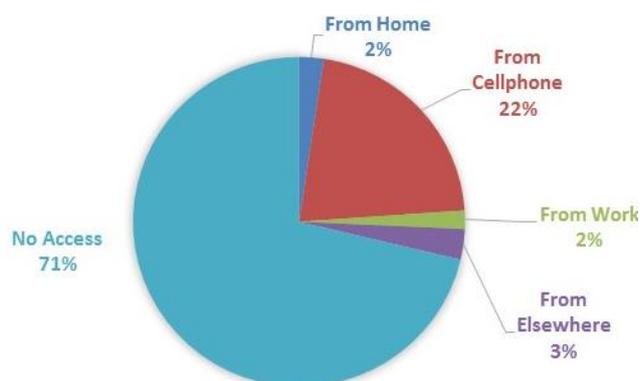
- According to Census data, the municipality has good access to telecommunications. The majority of the population, 86.7%, has access to a cell phone. Access to the internet and television has also improved since 2007.

FIGURE 26: HOUSEHOLD ACCESS TO TELECOMMUNICATION



- 
- Figure 27 indicates that 71% of people do not have access to the internet, while the largest percentage with access to the internet use cell phones to access the internet.
-

FIGURE 27: ACCESS TO INTERNET (PERCENTAGE)



## 2.6.8 SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ <b>Consolidate and complete existing projects</b></li> <li>✓ <b>Electrical infrastructure available</b></li> <li>✓ <b>High level of access to electricity for lighting</b></li> <li>✓ <b>Eskom identified areas of constrain</b></li> <li>✓ <b>Eskom identified possible projects</b></li> <li>✓ <b>IWMP in place</b></li> <li>✓ <b>Maintenance of plant and equipment</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Electrical capacity is constrained</li> <li>✓ Lack of plants and equipment for road maintenance and construction</li> <li>✓ Insufficient funding e.g. grants dependent</li> <li>✓ Municipal refuse removal is limited to town</li> <li>✓ Illegal dump site</li> <li>✓ High water service delivery backlogs</li> <li>✓ Majority of households (75%) does have access to a basic level of sanitation service</li> <li>✓ Lack of access to water</li> <li>✓ Illegal Dumpsite</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>✓ <b>Improvement on access roads</b></li> <li>✓ <b>Housing projects provides opportunities to create sustainable human settlement</b></li> <li>✓ <b>High dependence on wood for cooking and heating</b></li> <li>✓ <b>Attracting more grant funding due to performance</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Household dumpsites can pose threats to environment and water sources</li> <li>✓ Land constrains for development</li> <li>✓ Natural disasters</li> <li>✓ Inadequacy of plants and equipment for road maintenance and construction</li> <li>✓ Shortage of space for cemeteries</li> </ul>

✓	<b>Development of a new Landfill site ( Technological)</b>	
✓	<b>Alternative energy sources: Solar, Wind, Hydro Energy etc.</b>	

## 2.7 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

### 2.7.1 LOCAL ECONOMIC DEVELOPMENT

- The uThukela District Municipality identified the need to review and update its Local Economic Development (LED) Strategy and concurrent review of the local municipality LED plans in order to address the economic challenges facing the municipality. The Okhahlamba LED Strategy will be reviewed in the 2017/18 financial year it has been budgeted for.

#### 2.7.1.1 COMPARATIVE ADVANTAGES

The analysis of the location quotient indicates that the municipality has a comparative advantage in agriculture, forestry and fishing; manufacturing; electricity, gas and water; and construction. The highest comparative advantage is in agriculture, followed by manufacturing.

TABLE 14: LOCATION QUOTIENT FOR OKHAHLAMBA

	<b>Municipal relative to district</b>	<b>Municipal relative to province</b>	<b>Municipal relative to national</b>
<b>TOTAL</b>	1.00	1.00	1.00
Agriculture, forestry and fishing	1.64	2.71	4.75
Mining and quarrying	0.48	0.25	0.05
Manufacturing	1.37	1.29	1.67
Electricity, gas and water	1.29	1.83	1.93
Construction	1.28	1.23	1.05
Wholesale and retail trade, catering and accommodation	0.69	0.80	0.85
Transport, storage and communication	0.74	0.73	0.98
Finance, insurance, real estate and business services	0.90	0.74	0.63
Community, social and personal services	0.99	0.96	0.96
General government	0.72	0.73	0.61

Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

- The total economic value of Okhahlamba in 2011 was R3.1 billion, contributing 23% to the district's economy (second highest contribution of the five local municipalities in the district). The municipality's GVA contribution grew at an average of 10% per annum between 2001 and 2011. This is above the overall average for the district of 6% and the highest amongst the five local municipalities.

TABLE 15: GVA CONTRIBUTION OF OKHAHLAMBA TO UTHUKELA (IN CONSTANT PRICES) RM

	<b>2001</b>	<b>2006</b>	<b>2011</b>	<b>Average annual growth 2001-2011</b>

uThukela total GVA	7 294	10 110	13 472	6%
Okhahlamba total GVA	1 170	1 982	3 141	10%

Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

### 2.7.1.2 MAIN ECONOMIC SECTORS

The most significant sector in 2011, in terms of GVA contribution per sector in constant prices for the municipality from 2001-2011, was manufacturing. This was followed by finance, insurance, real estate and business services; wholesale and retail trade, catering and accommodation; agriculture, forestry and fishing; and then transport, storage and communication. The least important sector by far in terms of GVA in 2011 was mining and quarrying. From a growth perspective, the highest average growth per annum between 2001 and 2011 was in manufacturing (23%); followed by finance, insurance, real estate and business services (16%); and then construction (15%). Mining and quarrying experienced an average annual decrease in growth of 6% over the period. (Source: Uthukela LED Strategy 2013 - Okhahlamba LED)

TABLE 16: GVA CONTRIBUTION PER SECTOR IN CONSTANT PRICES (RM)

	2001	2006	2011	Average annual growth 2001-2011 (%)
Agriculture, forestry and fishing	204	253	257	6
Mining and quarrying	21	13	9	-6
Manufacturing	109	394	902	23
Electricity, gas and water	110	121	107	0
Construction	39	65	112	15
Wholesale and retail trade, catering and accommodation	173	266	392	9
Transport, storage and communication	154	243	317	8
Finance, insurance, real estate and business services	105	279	458	16
Community, social and personal services	103	147	180	6
General government	150	201	1307	7

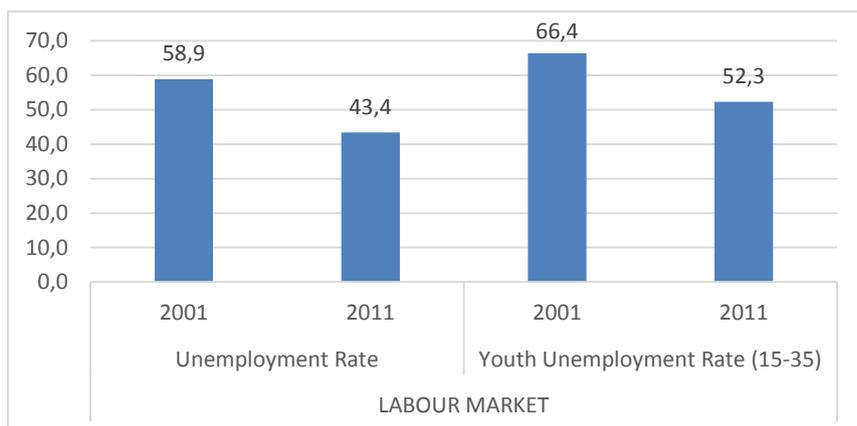
Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

### 2.7.1.3 EMPLOYMENT AND INCOME LEVELS

#### 2.7.1.3.1 EMPLOYMENT

- In Okhahlamba, the employment opportunities are scarce. This has escalated the unemployment levels both for skilled and unskilled labour.

FIGURE 28: UNEMPLOYMENT RATE

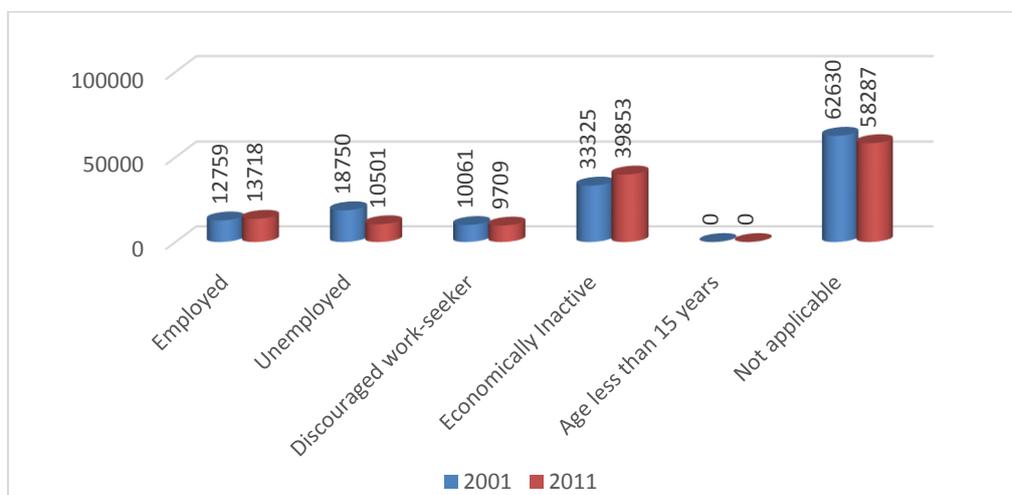


Source: StatsSA 2011

Figure 28 indicates a decrease in the unemployment rate since 2001 from 58.9% to 43.4% in 2011. Although this is positive, the high youth unemployment rate of 52.3% is a concern.

The Municipality is embarking on poverty alleviation programmes as well as the local economic development programme to address the principles of the Accelerated Growth and Development Initiative for South Africa (ASGI-SA) which focuses on bridging the gap that exist between the first and the second economies of this country. The Municipality acknowledges that it will take long to achieve this goal, yet efforts should be made at to kick-start the process.

FIGURE 29: EMPLOYMENT STATUS

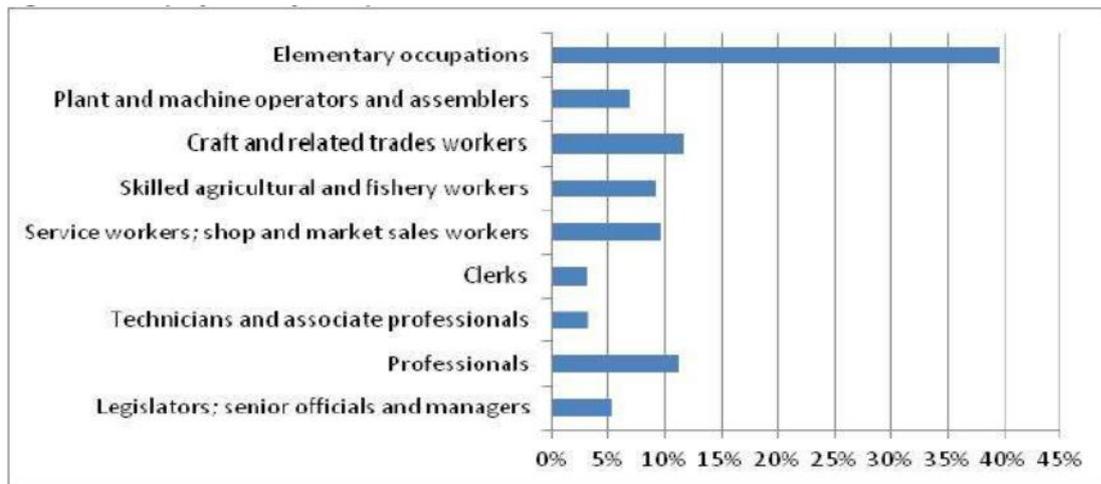


Source: Statistics South Africa: 2011

- In terms of employment status (figure 29 ), the majority of the population are not economically active and have not been since 2001, in fact, there has been an increase in the number of people who are not economically active.

The bulk of employment in Okhahlamba is in the elementary occupations (40%), followed by craft and related trades workers at 12%. Highly skilled occupations such as professionals are limited.

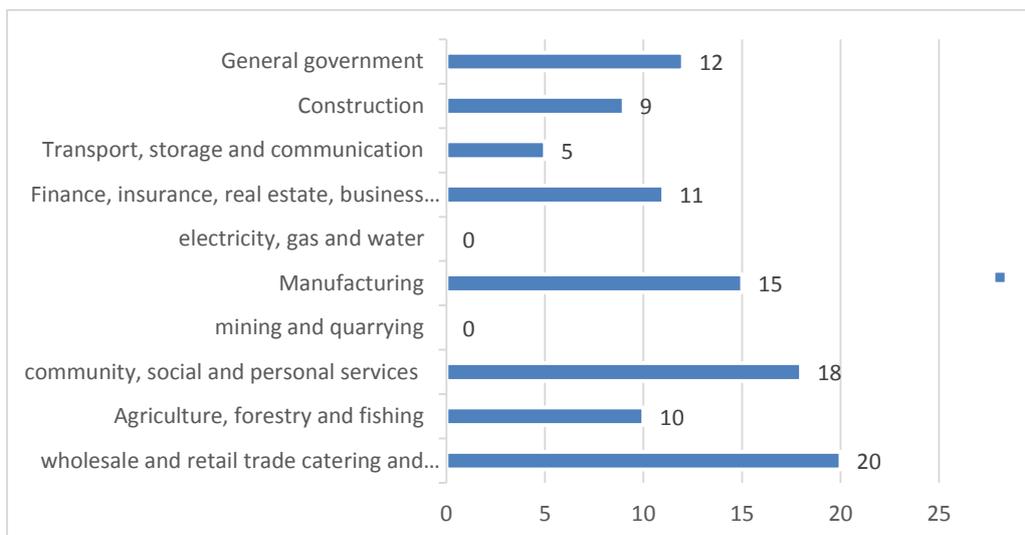
FIGURE 30: EMPLOYMENT BY OCCUPATION IN OKHAHLAMBA



Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

The figure below indicates that the largest employer is wholesale retail trade catering and accommodation (20%), while community services is the second largest employer at 18%. This is followed by manufacturing (15%) and general government (12%). Although manufacturing was the highest contributor in terms of GVA, it was the third highest in terms of relative employment in 2011.

FIGURE 31: EMPLOYMENT BY SECTOR



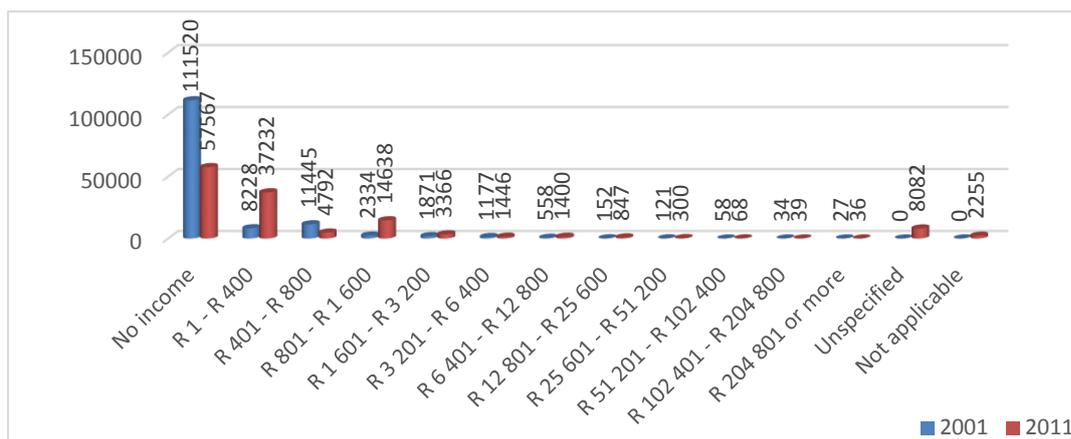
Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

The highest average growth in employment for 2001-2011 was in manufacturing (18%), while agriculture experienced a negative growth of -8% for the same period.

#### 2.7.1.3.2 INCOME

- The statistical data below from Statistics SA illustrates that the majority (43%) of the population within OLM does not receive any form of income, whilst 28% earn between R1-R400 pm and 11% earn between R801-R1600 per month.

FIGURE 32: INDIVIDUAL MONTHLY INCOME



Source: Statistics South Africa: 2011

- This is an indication of high levels of poverty and low levels of income. Important to note is that there has been an increase in population in the income bracket R1-400 and R 801-1 600. In respect of deprivation, the most deprived areas in Okhahlamba is located in the southwestern portions of the municipality, which correlates with the location of traditional areas.

#### 2.7.1.4 AGRICULTURE

- The Okhahlamba economy is currently dominated by agricultural activities. Agriculture contributed R357 million to the economy of Okhahlamba in 2011 and employed 2 718 people. The sector had an average annual growth rate in GVA of 6% for 2001 to 2011, although employment growth was negative at -8% per annum. The number of people employed in agriculture, forestry and fishing started decreasing in 2006 from 6 538 to one third of employment in 2006 by 2011.
- Approximately 23% of Okhahlamba are available for arable production (inclusive of afforestation) and considerable potential for irrigation development. Main crops planted was potatoes followed by maize. The western portion of the district consists of steep mountain slopes that are only suitable for grazing, forestry and wildlife. In the east there is considerable arable land, which represents some of the highest potential agricultural land in the Province. Commercial farming continues to perform as an important economic sector although its relative importance is declining. Semi intensive beef and irrigated dairy are still important enterprises but the main activities are maize, wheat, and soya bean production, the bulk of which are grown under irrigation.

Commercial agriculture occupies the majority of the municipal land area with the main activities being grains, vegetables and pastures for dairy and semi-intensive beef and mutton production. There is also a small soya bean mill operating under Drak Oil Mills (Pty) Ltd and a cold storage facility located in/near to Bergville. The municipality is vulnerable to crime, due to its location on the border with Lesotho and this has resulted in stock theft being a threat to the area.

Subsistence farming is prevalent in traditional settlement areas, with the main agricultural activity within these areas being traditional ranching of cattle. However, over-grazing and stock theft negatively impact on this type of activity. Smallholder agriculture also consists of maize, dry bean and vegetable production on a small scale and there is potential to produce a surplus for the market. Although there are opportunities for developing this market and encouraging small-scale commercial production, there is a lack of expertise, skills, and knowledge, which must be addressed.

- The traditional settlement areas have considerable agricultural potential. The main agricultural activity within these areas is the traditional ranching of cattle, but over-grazing and stock theft are limiting returns from this type of activity. Smallholder agriculture also consists of maize, dry bean and vegetable production on a small scale. Recent data indicates that the proportion of unemployed adults of working age is high at 60% and most households therefore grow maize largely for subsistence purposes. The data has also shown that “on farm” incomes are contributing less to family income and the proportion of pensions is increasing.
- A number of positive steps are being taken to improve small holder agriculture in the area, including a programme which has been concentrating on the establishment of community gardens, small irrigation schemes and broiler units; a pilot programme introducing institutional reforms around the rental of arable land; and a project launched by the Department of Land Affairs which should provide opportunity for emerging black farmers.
- Illegal practices, such as cannabis/informal tobacco that is grown in the inaccessible mountain slopes and which is a thriving market in Bergville, should be discouraged.

#### 2.7.1.5 *SMMES*

- Shrinking levels of formal employment over the last decade have seen a growth in the informal sector. Trading and transport have been the two sectors targeted by emerging entrepreneurs. The Department of Transport, the Rand Water Mweni Trust and Department of Water Affairs have spearheaded projects in the area, which have seen the emergence of local contractors involved in the various projects. Women’s groups have been identified within the municipality, many of which include productive enterprises.

#### 2.7.1.6 *MANUFACTURING*

Manufacturing is the most significant economic sector in Okhahlamba. It contributed R902 million to the economy of Okhahlamba in 2011 and employed an estimated 3 952 people. The sector contributed 29% to total GVA and 15% to employment within the municipality in 2011. The sector’s average annual growth rate in GVA was 23% between 2001 and 2011, with employment growth at 18% per annum. Sub-sectors of significance in manufacturing are petroleum products, chemicals, rubber and plastic; followed by food, beverages and tobacco; and then furniture and other manufacturing. (Source: Okhahlamba LED Strategy as part of Uthukela LED Strategy 2013)

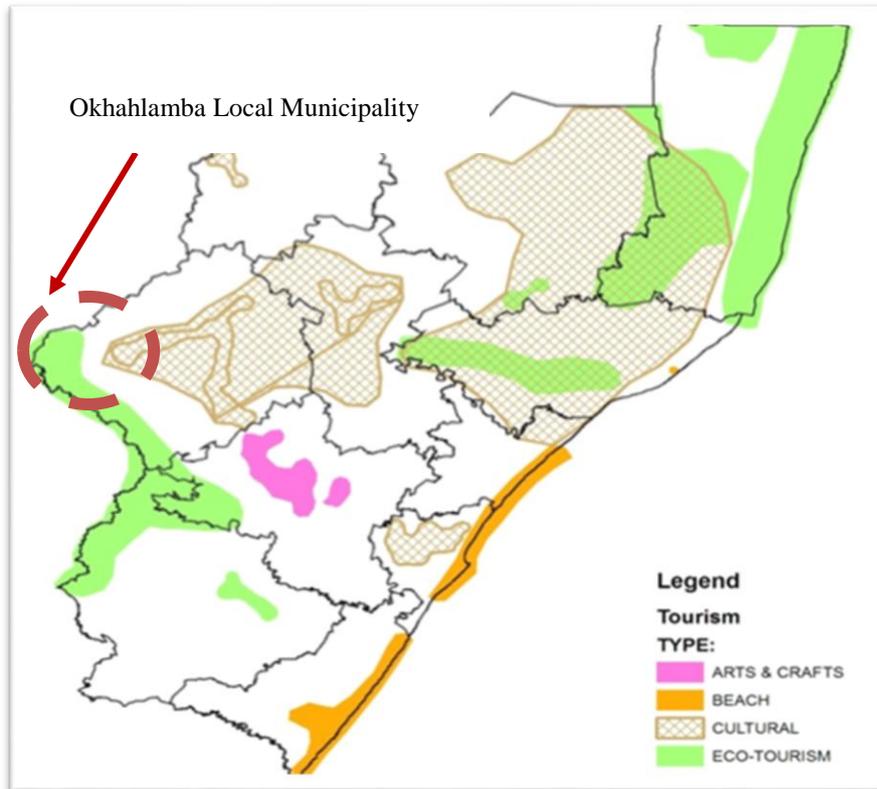
### 2.7.1.7 *WHOLESALE AND RETAIL TRADE*

Wholesale and retail trade was the third largest sector in the municipality in 2011 in terms of GVA contributing R392 million and employing 5 092 people. The sector had an average annual growth rate in GVA of 9% (2001-2011), with employment growth at 4% per annum. The sector contributed 12% to total GVA and 20% to employment within the municipality in 2011. (Okhahlamba LED Strategy -as part of Uthukela LED Strategy 2013)

- Commercial activity is centred around Bergville and Winterton, which function as service centres to the surrounding rural areas. These, however rely on the larger centres of Ladysmith, Pietermaritzburg and Durban.

### 2.7.1.8 *TOURISM*

- The Department of Economic Development and Tourism, KwaZulu-Natal, has funded the review of the uThukela District Tourism Strategy. The purpose of the strategy is to improve and guide the development of tourism in this district. Urban-Econ Development Economists were appointed to carry out the review. The Tourism Development Strategy covers Okhahlamba as well and also includes the environmental analysis in it; this will help Okhahlamba to take into account conservation of biodiversity & natural resources which has a critical role in their Tourism attraction & local economic development.
- Tourism is playing an increasingly important role in the local economy of Okhahlamba, with the wide asset base including a range of accommodation facilities, outdoor sporting and recreational activities. The municipality also embarks on events promotions for tourism development.
- The main tourism destinations in the OLM are Cathkin Park, Cathedral Peak, Royal Natal National Parkland Spioenkop, which includes the historical site, dam and lakeside resort run by Kwa-Zulu Wildlife. Locations of growing significance for tourism include the Mnweni Valley area, Okhombe and Busingatha Valley. Overall the Okhahlamba area represents (especially in partnership with surrounding areas e.g. Lesotho) one of the primary tourism potentials of South Africa.
- Although there is a substantial private sector involvement and investment into the tourism industry there appears to be a lack of integration, marketing and a creative approach to local tourism. The tourism industry does provide jobs, but has not been integrated into the local community and its socioeconomic impact as a result has been limited.
- The figure below illustrates the areas within KwaZulu-Natal identified as areas of a variety of large impact tourism opportunity. The Okhahlamba Local Municipality western and central portions could make a significant contribution towards cultural related tourism activities.



### 2.7.1.9 MINING

Mining and quarrying was the smallest economic sector in 2011 and contributed a mere R9 million to the GVA of the municipality in 2011. It also experienced an average annual decrease in growth of 6% over the period 2001-2011.

### 2.7.1.10 LED STRATEGY

Uthukela district has recently reviewed their LED Strategy and also developed LED Strategies for each of the five local municipalities. Specific strategies and interventions are proposed for Okhahlamba as follows:

- ❖ Manufacturing development strategies;
- ❖ Business Development Strategies;
- ❖ Agriculture and Rural Development Strategies;
- ❖ Tourism Development Strategies;
- ❖ Spatial Restructuring and Infrastructure Development Strategies.

The strategy also identifies the following projects in the feasibility or initial planning stages as follows:

- ❖ The KZN Tourism Masterplan and uThukela Tourism Strategy have both identified the potential to develop a cable car in the Drakensberg. The KZN Department of Economic Development and

Tourism is in the process of commissioning an EIA study for the project, which is likely to be located at Woodstock Dam.

- ❖ The municipality is assisting a local NGO to investigate the potential to establish a hydro-power scheme near to Bergville. The project is at a conceptual stage and site options are currently being investigated. (Source: Okhahlamba LED Strategy as part of Uthukela LED Strategy 2013)
- ❖ A feasibility study into the establishment of a cable car, which is a future catalyst for downstream economic development.
- ❖ The municipality has embarked on a process to develop a Tourism Development Strategy, Agricultural Development Strategy as well as a Local Economic Development Strategy. These plans will include implementation plans as well as an indication as to how the public will benefit from these strategies.

#### 2.7.1.11 LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ <b>Tourism and investment destination</b></li> <li>✓ <b>Good governance and stability</b></li> <li>✓ <b>Different economic development projects currently existing within the municipality</b></li> <li>✓ <b>Well established tourism sites</b></li> <li>✓ <b>Good climate</b></li> <li>✓ <b>Roads and infrastructure</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Lack of adequate skills and technical knowledge</li> <li>✓ Lack of capital and funding</li> <li>✓</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>✓ <b>Winery and piggery projects to provide more business and job opportunities</b></li> <li>✓ <b>Established tourism and hospitality companies can assist in development SMMEs within the industry</b></li> <li>✓ <b>Grow the agricultural sector to reach its full potential</b></li> <li>✓ <b>Drakensberg Oil and Drakensberg Mills</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Currency fluctuation</li> <li>✓ Drought</li> <li>✓ Environmentally unfriendly farming practices pose a threat to the environment and the sustainability of agricultural practice</li> </ul>

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## 2.7.2 SOCIAL DEVELOPMENT ANALYSIS

- The social facilities follow the settlement patterns. Okhahlamba Municipality identifies the improvement of economic and social infrastructure, access to quality education, and improved health care as priority issues. The development and maintenance of essential public infrastructure is an important ingredient for sustained economic growth and poverty reduction.
- Poor infrastructure is considered one of the most binding constraint to growth throughout the municipality. Reasonable access to social infrastructure in remote, rural environments where 80 per cent of the population lives mostly without electricity and roads is essential. Infrastructure investment would contribute to economic growth and support social objectives.
- Access to social services is limited in terms of clinics and schools. Whilst there are schools in towns and settlements, they are in a dilapidated state without proper sanitation and potable water for both learners and educators.

### 2.7.2.1 BROAD BASED COMMUNITY NEEDS

The municipality has identified the following as high priority projects that need immediate intervention.

PROJECT DESCRIPTION	WARD	AREA
Telecommunications	5	Isandlawana
Water	12	Woodford (near to Raster Khumalo's House)
Telecommunications	13	Thintwa
Water	13	Thintwa

The following priority projects per ward have been identified:

TABLE 17: PRIORITY PROJECTS PER WARD

WARD	PROJECT DESCRIPTION REQUEST	
01	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	ELECTRICITY	ROAD CONSTRUCTION
	CLINIC	APOLO
	TOILETS	TARRED ROAD
	ROADS (POTHOLE)	CLINIC
	SPORTS GROUND	FIXING OF SEWARAGE
		ELECTRICITY (INFIELDS)
		ELECTRICITY AT THE FARMS AREA
		CRECHES AT FARM DWELLERS
		TOILETS
		JOB OPPORTUNITIES

WARD	PROJECT DESCRIPTION REQUEST	
02	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	PROJECT	HALL, CRECHES,ROAD,NEXT TO KWAPHUPHU
	DOTSHENI PEDESTRIAN BRIDGE	LIBRARY AT EMMAUSE
	MLIMELENI PEDESRIAN BRIDGE	BRIDGE AT R55,CRECHE AT ESIQHINGINI,ROAD IN NKUNZI,RENK,POLICE STATION HOME AFFAIRS AND LED OFFICES.
	MARONI GRAVEL ROAD	GROUND
	KHALIMENSI GRAVEL ROAD	ELECTRICITY (INFIELDS)
	KHALIMENSI PORTAL CULVERT BRIDGE	WATER AT THUNZINI
	EZIBOMVINI CRÈCHE	PEDESTRIAN BRIDGE FROM MLIMELENI TO SFISOKUHLE SCHOOL
	EQELENI GRAVEL ROAD	
	EDIPHINI GRAVEL ROAD	
	EMMAUS TAXI RANK	
	EZIBOMVINI GRAVEL ROAD	
	NDIYA GRAVEL ROAD (S'BISI)	
	THUNZINI COMMUNITY HALL	
SIQHINGINI CRÈCHE		

WARD	PROJECT DESCRIPTION REQUEST	
03	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	PROJECT	BRIDGE TO BE FIX AT MHLWAZINI, THAMELA AND NDUNWANA.
	NDUNWANE HALL/ CRÈCHE	TOILETS AND ROADS AT SHAYAMOYA
	AMPONJWANE HALL	ELECTRICITY INFIELDS AT MHLWAZINI
	NOBADINA HALL	SPEED HUMPS NEXT TO ISIBUKO
	KHOLOKAZANA HALL	ROAD TO ENKOSINI NEED TO BE FIXED AND REQUEST CRECHE
	HOUSING PROJECT	NEED ACCESS ROAD TO THE HOUSEHOLD
	RECREATIONAL PARK	PEDESTRIAN BRIDGE AT NDUNWANA
	MAKEKENI ROAD	NGEBHEZI ROAD NEED TO BE FIXED
	BRIDGES (CULVERTS)	THEY REQUEST THE BOREHOLES
	INFILLS	
	ROAD (BETWEEN SOKESIMBONE& SENZOKWETHU)	

WARD	PROJECT DESCRIPTION REQUEST	
04	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	PROJECT	CONSTRUCTION OF A HOUSE FOR MR MFUTHI: DUKUZA
	DUKUZA TAR ROAD TO CLINIC	YOUTH UNEMPLOYMENT
	MBALI YESIZWE CLINIC	CONSISTENCY OF WATER SUPPLY TO MAYE
	SHEMBE ROAD	CONSTRUCTION OF MPHATHENI ROAD
	NGEZAMASOKA BRIDGE	CONSTRUCTION OF A HIGH SCHOOL AT MASWAZINI
	MAHLOBO ROAD	CONSTRUCTION OF ROAD AT MISSION
	MAHLABATHINI ROAD	CONSTRUCTION OF A CLINIC AT MISSION
	MBHUMBUZA BRIDGE	IMPLEMENTATION OF AGRICULTURAL PROJECTS
	NDOLONDOLO ROAD	COMPLETION OF KHETHEYAKHE AND NTOMBELA ROADS
	SBOJENI ROAD (FIX)	MAINTENANCE OF ERODED ROAD ( SBHOTSHINI)
	HOFFENTAL CRÈCHE	OVERFLOW OF A DAM WHICH DESTROYS CROP FIELDS (MAYE)
		JOJO TANKS

WARD	PROJECT DESCRIPTION REQUEST	
05	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	WATER AND SANITATION (TOILETS) URGENT	WATER AND SANITATION (TOILETS) URGENT
	NETWORK TOWERS	NETWORK TOWERS
	COMMUNITY HALL(IZIBOMVU)	COMMUNITY HALL(IZIBOMVU)
	CLINIC (SANDLWANE)	CLINIC (SANDLWANE)
	SPORTS GROUND (SANDLWANE)	SPORTS GROUND (SANDLWANE)
	RECREATIONAL CENTRE	RECREATIONAL CENTRE
	NGUNJINI ERIAL SCHOOL UPGRADE	NGUNJINI ERIAL SCHOOL UPGRADE
	ACCESS ROADS	ACCESS ROADS
	PEDESTRIAN BRIDGE	PEDESTRIAN BRIDGE
	CRÈCHES	CRÈCHES

WARD	PROJECT DESCRIPTION REQUEST	
06	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	6 APOLLO LIGHTS	WATER CRISIS THAT ARE USED BY ESKOM
	HALL CRÈCHE FACILITY (UTHUKELANE AREA)	ROAD CONSTRUCTION IN GAMBU ROAD

	OBONJANENI GRAVEL ROAD	LIBRARY AT MAZIZINI
	DIPHINI GRAVEL ROAD MSHAYAZAFE/EZIMBOKO DWENI GRAVEL ROAD (SLURRY)	DEPARTMENT OF EDUCATION TO BE MADE CLINIC AT OTHUKELANA, CRECH, INTERNET CAFÉ
	HAWAII GRAVEL ROAD	RDP HOUSES
	EZIMBUZINI GRAVEL ROAD (SLURRY)	MALL FOR THE SMALL BUSSINESS

WARD	PROJECT DESCRIPTION REQUEST	
07	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	VEHICLE BRIDGE- KWAPHUNGA TO- NGUBHELA	WATER AND ELECTRICITY INFIELDS
	ACCESS ROAD- INTSUKANGIHLALE- PHOLA PARK	STREET LIGHTS
	ACCESS ROAD MAHLABATHINI-MPAMENI	GROUND
	ACCESS ROAD- KWAMAZITHANQAZE	ACCESS ROAD TO HOUSEHOLD
	DRIENKOP MAIN ROAD	WATER
	SIGODIPHOLA ACCESS ROAD BEHIND KWAGULIWE	APOLLO
	ENKOSINI ROAD	
	KHALANYONI ROAD VIA LONDUKUKHANYA	
	MAPHOPHOMANE ESCORY ACCESS ROAD	
	ORPHANAGE/OLD AGE CENTRE & POLE LIGHTS (HIGH MASTS)	

WARD	PROJECT DESCRIPTION REQUEST	
08	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	HOUSES	HOUSES
	WATER	WATER
	ELECTRICITY	ELECTRICITY
	YOUTH PROGRAMMES	YOUTH PROGRAMMES
	FUNDING FOR CO- OPERATIVES	FUNDING FOR CO- OPERATIVES
	TAR ROAD TO CLINIC	TAR ROAD TO CLINIC
	BRIDGES OGADE(2)	BRIDGES OGADE(2)
	BRIDGE EMOYENI VULAMEHLO	BRIDGE EMOYENI VULAMEHLO
	CRÈCHE EMOYENI, OGADE	CRÈCHE EMOYENI, OGADE
	HALLS MOYENI, OGADE	HALLS MOYENI, OGADE
	ROADS	ACCESS ROADS
		GYM

		TOILETS
		HHOYE BRIDGE
		OLD AGE HOME

WARD	PROJECT DESCRIPTION REQUEST	
09	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	PROJECTS	COMPLETION OF CRÈCHES WHICH ARE UNDER CONSTRUCTION
	SOLARS AT ZWELISHA	MAINTENANCE OF KWALIHOOHO ROAD: GUGULETHU RESERVE C
	CRÈCHE ZWELISHA	CONSTRUCTION OF BHELA BRIDGE
	ROAD MCIJENI	ACCESS ROADS
		SPECIALIZATION BURSARIES FOR AGRICULTURE, ECONOMICS, SAFE GUARDS
COOPERATIVES FORMATION FOR MANUFACTURING OF UNIFORMS FOR EXISTING PROGRAMMES I.E. CWP, EPWP		
	CONSTRUCTION OF A CRÈCHE: SHIYABAZALI ( LAND IS AVAILABLE)	

WARD	PROJECT DESCRIPTION REQUEST	
10	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	SANITATION	MAINTENANCE OF ROADS
	CRÈCHE WOODSTOCK, MPANDWENI, LANGKLOOF	INSTALLATION OF SLUR
	MAPHISI ROAD	SHELTERS FOR TAXI RANKS
	NDANYANA ROAD	TOILETS
	NKOMFENI ROAD	LIBRARY
	MAMIYA ROAD	RENOVATION OF LANGKLOOF COMMUNITY HALL
	MAROMENI ROAD	INCREASE OF APOLO LIGHTS
	EMTHONJENI ROAD	FENCING OF GRAVE YARDS
	SIMALANE ROAD	RDP HOUSES
	KHAZAMULA ROAD	SPORTS FIELDS
	APOLO LIGHTS STOP SHELTERS	COARSE WAY BRIDGE PEANUT TREES
	BRIDGES EMAROMENI, ENYOKENI, ENKOMFENI	SOUP KITCHEN (ROOKDALE)

	SAPS PATROLLING (ROOKDALE)
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WARD	PROJECT DESCRIPTION REQUEST	
11	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	ZONDO ROAD TO BE TARRED (ACTON HOMES)	PAVEMENTS TO ACTON HOMES ROADS
	APOLLO LIGHTS (9)	ROAD HUMPS (ACTON HOMES)
	GRAVEYARD FENCING (ACTON HOMES, HAMBROOK)	APOLO LIGHTS (ACTON HOMES)
	SHELTERS (27)	PATROLLING OF POLICE (ACTON HOMES)
	OFFLOAD ZONES (ACTON HOMES)	IMPLEMENTATION OF TAVERN POLICY (CLOSING TIME)
	ELECTRIFICATION (ENKOMENI)	GRAZING LAND
	MDUNGE ROAD BRIDGE (HAMBROOK)	FARMING IMPLEMENTS
	PAVING ACTON HOMES BROADWAY HALT-IN (T-JUNCTION)	IRRIGATION SCHEME AND FARMING SEEDS
	ZUMA ROAD- PROJECT (HAMBROOK)	
	UPGRADING OF MDUNGE ROAD	
	CLINIC IN WARD 11	
	ELECTRIFICATION (KWAPIKININI)	
	WATER AND SEWERAGE SYSTEM IN TOWN	
	ROAD UPGRADE KWAPIKININI	
	HOUSING	
	10 DAYS GRADER IN WARD 11	

WARD	PROJECT DESCRIPTION REQUEST	
12	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	COMMUNITY HALL-MHLATHUZE	COMMUNITY HALL-MHLATHUZE
	ROADS AND BRIDGES	ROADS AND BRIDGES
	NKABINDE ROAD – WOODFORD	NKABINDE ROAD – WOODFORD
	COMMUNITY CENTRE-WOODFORD	COMMUNITY CENTRE-WOODFORD
	ROAD- MBUSWENI-POTSHINI, NOKOPELA& MHLATHUZE	ROAD- MBUSWENI-POTSHINI, NOKOPELA& MHLATHUZE
	INFILLS	INFILLS
	ROAD- NOKOPELA	ROAD- NOKOPELA
	TOILETS	TOILETS

	APOLLO	APOLLO
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WARD	PROJECT DESCRIPTION REQUEST	
13	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	10 DAYS MIG ROAD ROOIHOEK 1.5 KILOS	THEY REQUEST THE COOPERATIVES
	CRECHE -TINTWA	REQUEST THE OLM TO BUY THE LAND FOR THEM
	ELECTRIFICATION OF FARM DWELLERS	JOB OPPORTUNITIES
	MUSK LIGHTS GREENPOINT, MALLOTTA, ROOIHOEK AND TINTWA	ROAD TO MADELENI
	10 DAYS MIG ROAD MQEDANDABA 2 KM	TOILETS
	10 DAYS MIG ROAD MALLOTTA'S KRAAL 1 KM	ROAD FROM KWA DANPA
	BUS/TAXI STOPS SHELTERS GREENPOINT, MALLOTTA, ROOIHEK AND TINTWA.	TARRED ROAD
	WARD BASED COOPT. TINTWA	ROAD TO MQEDANDABA
	10 DAYS MIG ROAD ORANGE FARM 2KM	
	10 DAYS MIG ROAD GREENPOINT 1KM	
	COMMUNITY CARE CENTRE GQUMAWENI	

WARD	PROJECT DESCRIPTION REQUEST	
14	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	ELECTRICITY FARM DWELLERS	ELECTRICITY FARM DWELLERS
	CRECHE ( STULWANE, EMASWAZINI, ESKHALENI)	CRECHE ( STULWANE, EMASWAZINI, ESKHALENI)
	TOILETS (EMASWAZINI)	TOILETS (EMASWAZINI)
	ROADS ( EMAGANGANGOZI, STULWANE)	ROADS ( EMAGANGANGOZI, STULWANE)
	STOP SHELTER	STOP SHELTER
	APOLLO LIGHT	APOLLO LIGHT
	BRIDGE STULWANE	BRIDGE STULWANE BOREHOLES RDP HOUSES

WARD	PROJECT DESCRIPTION REQUEST	
15	<b>COUNCILLOR REQUEST</b>	<b>COMMUNITY REQUEST</b>
	NOMUSA ROAD (GRAVEL)	NOMUSA ROAD (GRAVEL)
	MKHIZE ROAD (GRAVEL)	MKHIZE ROAD (GRAVEL)
	TOILET	TOILET
	SPEED HUMPS (FROM ZONDO TO FIRST STOP)	SPEED HUMPS (FROM ZONDO TO FIRST STOP)

	HADEBE ROAD (MASINJANA ROAD)	HADEBE ROAD (MASINJANA ROAD)
		ELECTRICITY
		TARED ROAD
		SOWING MACHINES AND MATERIAL

### 2.7.2.2 HEALTH

- The most important health facility in the Okhahlamba is Emmaus Hospital, situated 15 kilometres from Winterton, which supports four clinics and 22 mobile clinic points located mostly in the southern part of the municipal area (refer to map 23). These clinics are the Bergville Clinic, Busingatha Clinic, Dukuza Clinic and the Oliviershoek Clinic. Most of the health issues dealt with at Emmaus Hospital relate to Preventative Tuberculosis and HIV-AIDS, while the greatest causes of death amongst children are respiratory disease and Gastro Enteritis. The municipality has 3 mobile clinics and 6 fixed clinics which are located at Oliviershoek, Dukuza, Cathkin Park, Emmaus, Bergville and in the Woodstock Dam area.

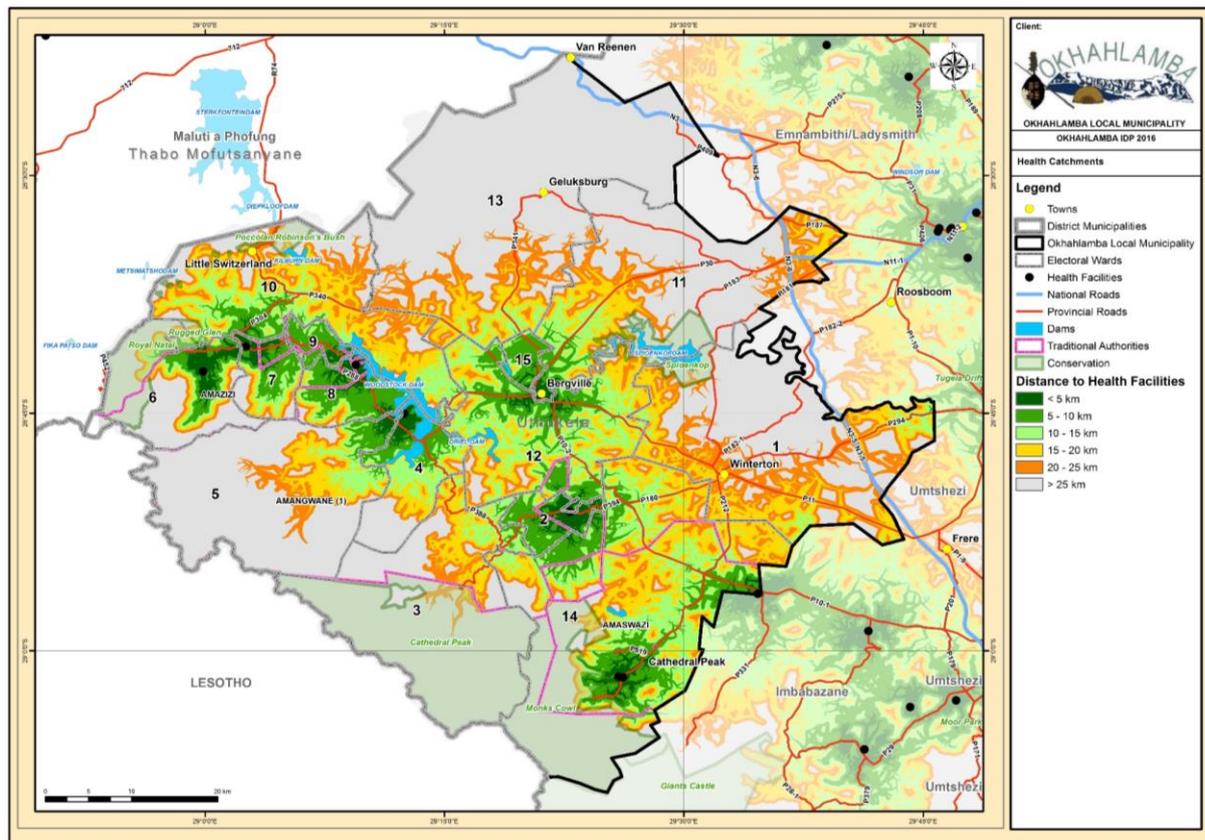
#### HIV/AIDS

HIV/AIDS is one of the major factors influencing population growth. In South Africa, KZN was the province with the highest HIV/AIDS prevalence rate of 25.8% in 2008. Statistics regarding HIV/AIDS reflects that the prevalence of HIV/AIDS in KZN declined from 46% in 2006 to 37.7% in 2009. The prevalence of this disease affects the age group 15-39 the most adversely, resulting in higher mortality rates for this age group and a slower population growth. According to the Uthukela LED Strategy (2013), 14% of the population was living with HIV/AIDS in Okhahlamba in 2001, increasing to 15% in 2002 and remaining steady until 2011. The average infection rate in the municipality for 2001-2011 was 15%, which is equivalent to the district average of 15% for the same period. (Uthukela LED Strategy, 2013)

- The effect of HIV/AIDS is evident in South Africa's life expectancy at birth, which are 47. The impact of this disease are far reaching, affecting the economy, planning and social systems. From a planning perspective, it affects aspects of housing need and affordability, health facilities (increase in health care needs), education (decline in scholars) and an overall increase in the dependency ratio (orphans and elderly people).
- **ACCESS TO HEALTH FACILITIES**

Map 23 depicts the catchments of the health facilities and the Emmaus hospital in Okhahlamba. The analysis of the catchments indicates that health facilities are located close to major roads, thus contributing to accessibility.

MAP 23: HEALTH FACILITIES



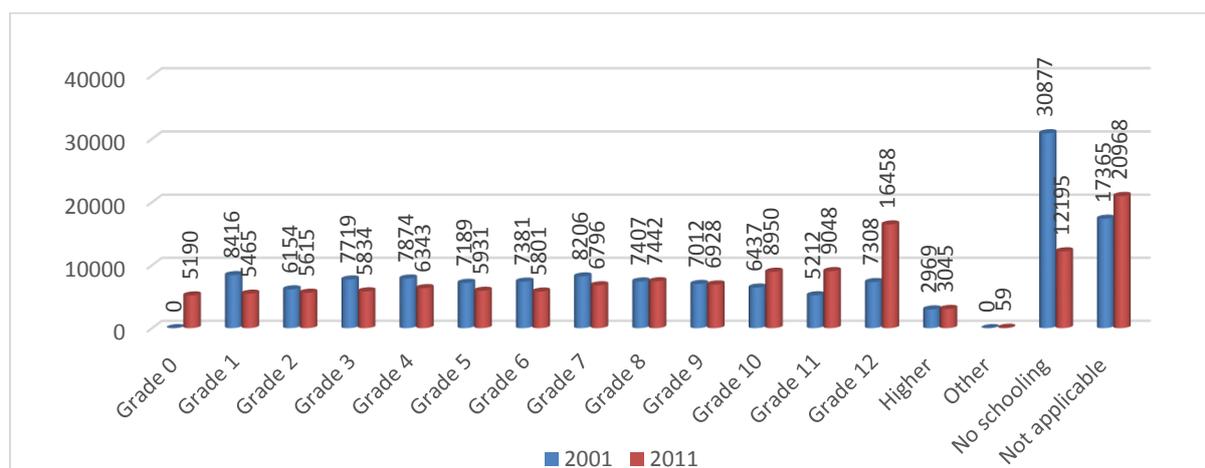
It further indicates that the majority of these facilities covers the central portion of the municipality, although travel distances can reach up to 20km to access a facility. The most northern portions of the municipality is beyond the 20km catchment area, which means that people have to travel more than 25km to access a facility.

- The only hospital in Okhahlamba is the Emmaus Provincial Hospital, located on the P394. The catchment analysis indicates that its catchments is much wider than 25 km, and that the majority of the municipal area has to travel more than 25km to access the hospital.

### 2.7.2.3 EDUCATION

- **LEVEL OF EDUCATION**
- Education is the backbone for the future of any community. In Okhahlamba, it has been identified that the level of education of the residents is very low and shows that the education levels at lower grades have decreased.

FIGURE 33: EDUCATION LEVELS



Source: Stats SA 2011

- Figure 32 illustrates although there has been a decrease in the education levels at lower grade, while the higher grades have experienced and increase in numbers (Grades 10, 11 and 12).

The table below indicates changes in population older than 20 in respect of education. It is noted that there was a decline in people with no schooling and an increase in the percentage of population with matric. This suggest improvement in respect of education in the municipality.

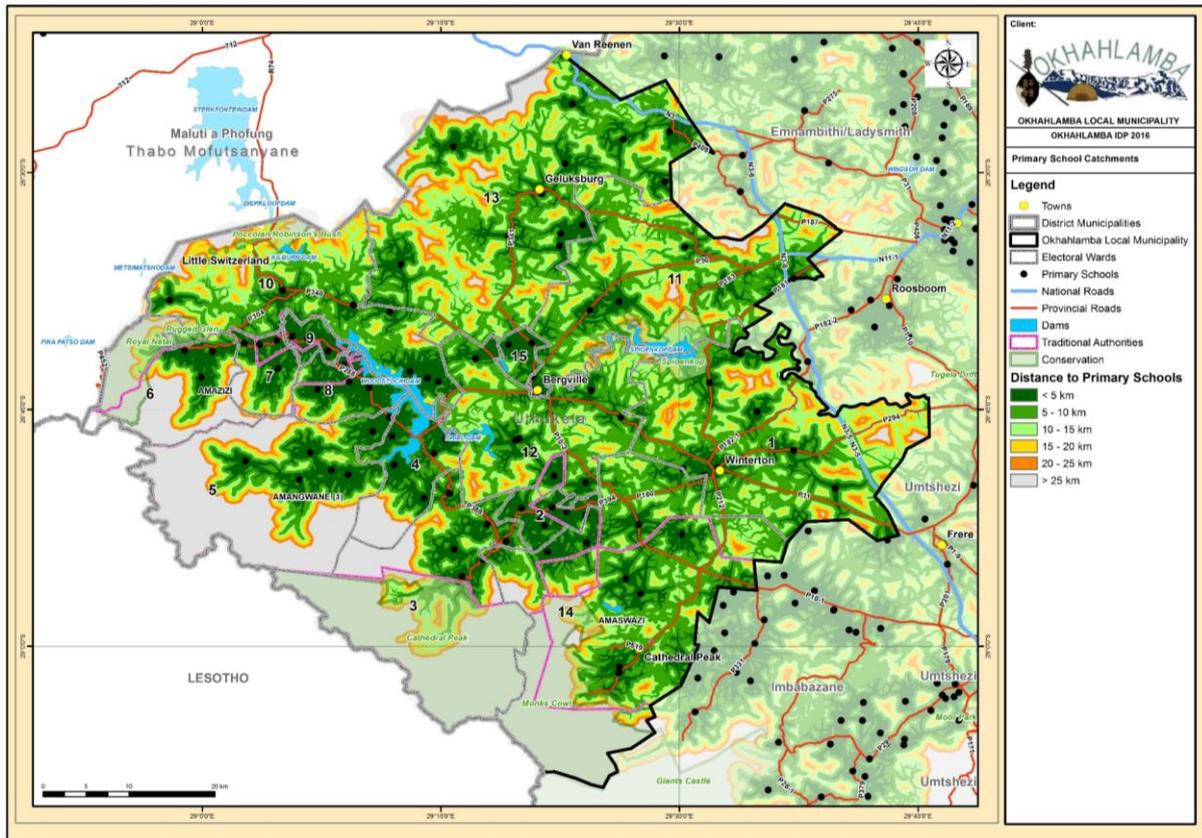
TABLE 18: EDUCATION (AGED 20 +)

No Schooling		Higher Education		Matric		Primary Educational Enrolment (aged 6-13)	
2001	2011	2001	2011	2001	2011	2001	2011
36.8	16.7	4.3	2.0	11.7	22.5	90.0	93.1

Source: Stats SA 2011

- Education is a key factor in poverty alleviation and the upliftment of rural communities and is especially significant in Okhahlamba Municipality due to the large number of children under the age of 19.
- **ACCESS TO EDUCATIONAL FACILITIES**
- The municipal area is generally well provided with educational facilities with approximately 75 primary schools, 26 secondary schools and 6 combined schools. There are however no higher education institutions. Nearly all settlement has a primary school situated within a 5 km radius. This includes key settlements areas such as Woodford and Emmaus.

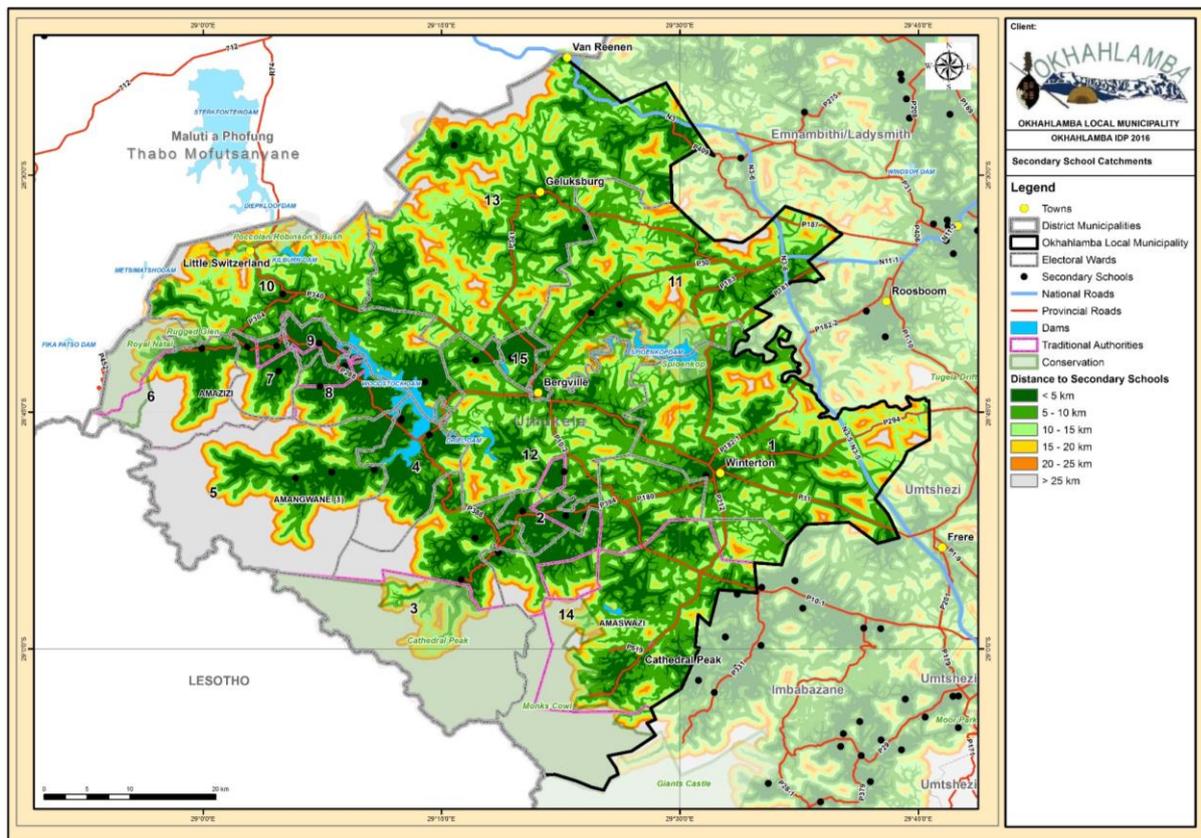
MAP 24: PRIMARY SCHOOLS



The distribution pattern of secondary schools is similar to that of primary schools. Majority of the settlements and towns within the municipal area have access to a secondary within a 5 km radius. However, this does not include Bergville. Secondary schools are identified crucial to the development of the local youth, which represents the majority of the population within Okhahlamba.

The fact that Bergville does not have a high school affects the social cohesion of the young population. Scholars tend to leave the area in search for other secondary schools. The municipality is planning to investigate the feasibility of a high school in Bergville to determine whether the threshold of the area would permit a high school, as well as a FET college for further education. This could contribute to skills development, taking into account the high level of illiteracy in the area. There is also a proposal to increase the number of mobile libraries that service the deep marginalized rural areas, as well as developing more Thusong Centers in these areas. This initiative will bring government services closer to the people.

MAP 25: SECONDARY SCHOOLS

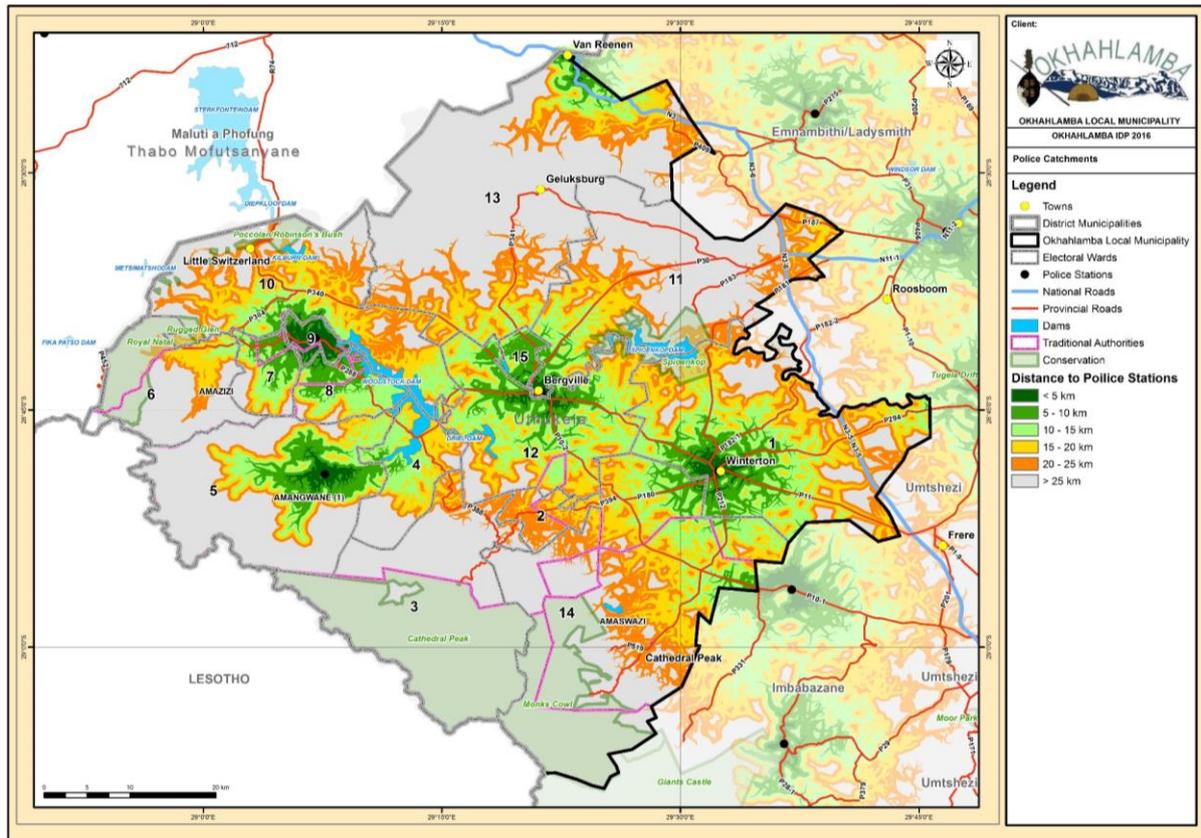


#### 2.7.2.4 SAFETY AND SECURITY

- The Municipality, in conjunction with the South African Police Services, provides safety and security services. Police Stations are located in Winterton, Bergville, Oliviershoek and Upper Tugela. Each police station has established a Community Policing Forum under its jurisdiction. One of the major issues facing Okhahlamba is stock theft. According to police statistics, Bergville is among the country's stock theft hotspots and the investigation of stock theft is one of the services rendered by SAPS, to all livestock owners in Okhahlamba.

The municipality contributes to safety and security through their Protection services. This law enforcement section manages traffic laws and by-laws.

MAP 26: POLICE STATIONS



**2.7.2.5 NATION BUILDING & SOCIAL COHESION**

The promotion of nation building and social cohesion is supported by the following initiatives and programmes rolled out by the Office of the Mayor:

- ❖ **Mandela Day:** This day, in honour of Nelson Mandela, when people in Okhahlamba is requested to dedicate 67 minutes of Mandela Day to community work. On the 17<sup>th</sup> - 21 July 2016 there was a Mandela Day at Winterton where we painted a household and gave food parcels and blankets, at Greenpointed we had a handover of the OSS house and we cleaned the Bergville Town.
- ❖ **Sports month:** To promote sport development and preparation of the SALGA games.
- ❖ **Economic summit on Local Economic Transformation** held on 6 November 2016.



**2.7.2.6 COMMUNITY DEVELOPMENT**

In respect of community development, the Mayor’s Office is rolling out the following programmes/ activities.

➤ **YOUTH**

- ❖ Re-opening of schools that include back to school campaigns.
- ❖ Youth day, which will include a career expo and focus on teenage pregnancy, substance abuse and HIV/Aids.

➤ **ELDERLY (SENIOR CITIZENS) AND PEOPLE WITH DISABILITIES**

- ❖ On the 03-04 December 2016 there was a Disability Parliament at Kimberly, which all the Municipalities were invited to, to discuss the disability issues and challenge in local communities.

➤ **WOMEN**

- ❖ Umkhosi WoMhlanga Camp: The Umkhosi WoMhlanga District Maidens camp will take place locally in September 2017.

➤ **PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS**

- ❖ World Aids day held in December to create awareness about HIV/Aids.

### 2.7.3 SOCIAL DEVELOPMENT: SWOT ANALYSIS

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>✓ Good public participation</li> <li>✓ Functional community service Centre's</li> <li>✓ Functional protection services</li> <li>✓ Sports</li> <li>✓ EPWP implementation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lack of adequate skills and technical knowledge</li> <li>✓ Lack of funding</li> <li>✓ Unemployment</li> <li>✓ No secondary school in Bergville</li> <li>✓ No tertiary educational facilities in the municipality</li> <li>✓ Scholars leaving the area to attend schools in other areas</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ Expansion of satellite service centres to other areas</li> </ul>	<ul style="list-style-type: none"> <li>✓ Drugs</li> <li>✓ Prevalence of HIV/aids</li> <li>✓ Stock theft</li> <li>✓ Crime</li> </ul>

## 2.8 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

### 2.8.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

- The overall project management of projects are undertaken by and the responsibility of the Director: Technical Services. However, appointed service providers undertake the implementation of projects.

### 2.8.2 INDIGENT SUPPORT

- Okhahlamba Municipality adopted an Indigent Support policy to promote social and economic development within the community of Okhahlamba. This policy has been approved by the Municipal Council. The objective is to assist the indigent community with funding from the Inter-Governmental Transfer so that the community may enjoy services provided by the municipality irrespective of their financial situation. In order to qualify for such assistance, each indigent household will be required to meet certain criteria. The municipality recognizes the high level of poverty that exists within the community and the high number of households whose monthly income is below the poverty line. The number of households who will receive such assistance will be determined by the Council on an annual basis, in relation to the equitable share allocation available for such purposes as determined in the annual budget.)
- An indigent register has been compiled for households with an income of less than R 4 120.00 per month (2017/18), which is considered indigent. The budget allocated to indigent support R2 386 526,40 for 2016/17.

### 2.8.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

- The Okhahlamba Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. Revenue raising strategies are listed as follows:
  - ❖ Parking metres / Reserved parking fees: Due to the fact that we have limited parking available in Bergville and Winterton, charging parking fees will help control parking congestion, and only people who have come to do business in town will park in town.
  - ❖ Business Licenses: Businesses should be required to have licenses to operate, and these should be renewable annually.
  - ❖ Photocopier Register: A register should be kept for photocopier machines in order to record meter readings and the municipality should record copies made for private purposes, and minimal fees should be charged for these.
  - ❖ Interest on Investments: Excess funds that are not due to be used in the current month should be invested with an approved financial institution so that extra interest can be earned from these funds.

- ❖ Asset management: It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme review and insurance cover. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with a view to disposal as previously indicated.
- ❖ Okhahlamba has a rates policy, which is mandated by Section 3 of the Local Government: Municipal Property Rates Act, 2004 (No. 6 of 2004), which specifically provides that a municipality must adopt a Rates Policy. This policy document guides the annual setting (or revision) of property rates. It does not make specific property rates proposals. As allowed for in the Act, the municipality has chosen to differentiate between various categories of property and categories of owners of property. Some categories of property and categories of owners are granted relief from rates. The municipality however does not grant relief in respect of payments for rates to any category of owners or properties, or to owners of properties on an individual basis, other than by way of an exemption, rebate or reduction provided for in this policy.

#### **2.8.4 MUNICIPAL CONSUMER DEBT POSITION**

- This municipality raises income from property rates, refuse removal, letting of properties, rates clearances and building plans. Other services are rendered on cash basis, meaning you first pay and then a service is rendered, except for property rates, refuse removal and letting of properties. When the municipality bill, income is recognised, but not all of this income reaches the municipality. Our current recovery rate is sitting at 69%, meaning the municipality need to come up with a serious debt management and recovery strategy.
- The municipality has since developed a credit control policy, which prescribes steps to be taken to recover debt, more especially long outstanding debts. Firstly, the municipality has planned on granting customers relief on interest and penalties for at least two months in a year. During this period, all customers who pay all their accounts in full will receive a relief on their interest and penalties.
- After this relief if the municipality still has long outstanding debts we have planned to issue first notices, then second notices and then final notices. After final notices, we will be handing outstanding debtors over to our attorneys for collection. Thereafter the municipality will attach properties.

#### **2.8.5 GRANTS & SUBSIDIES**

- A municipality is supposed to be self-sufficient or at least largely self-funded. Access to funds is a key to the fulfilment of local government objectives and is a major enabler for delivery of sustainable services. However, the fiscal arrangement set out in Chapter 13 of the Constitution provides that local government is 'entitled to an equitable share of revenue raised nationally' and may also receive additional conditional transfers from national and provincial government. The Constitution also requires a municipality to raise its own funds through property rates, surcharges, service fees, etc. To this end, the local government fiscal

framework provides a range of sources of funds, and does not limit municipal funding simple to own funds.

Okhahlamba is heavily reliant on grant funding, which accounts for 81,26% of revenue in the Final Annual 2016/17 budget. Equitable share accounts for 56% of grants, while Municipal Infrastructure Grant accounts for 16% of the Final Annual 2015/16 budget.

TABLE 19: GOVERNMENT GRANTS

<b>Operating Grants</b>	<b>2016</b>
Local Government Equitable Share	96 932 000,00
Finance Management	1 825 000,00
EPWP Incentive	2 934 000,00
Integrated National Electrification Programme	11 500 000,00
Provincial Government:	7 702 603,00
Provincialisation : Libraries & Archives	727 000,00
Subsidies : Library & Archives	201 000,00
Museum	175 000,00
Massification Grant	6 110 000,00
	<b>128 106 603,00</b>
Capital Grants	
Municipal Infrastructure Grant (MIG)	27 014 000,00
Community Service Centre	7 500 000,00
Sport Complex	10 000 000,00
	<b>44 514 000,00</b>
<b>Total</b>	<b>172 620 603,00</b>

Source: Financial statements for the year ended 30 June 2016

## 2.8.6 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M)

The municipality has adopted a fixed asset policy, which requires the compilation of a fixed assets register and classification of assets. It also requires the preparation of maintenance plans in respect of new infrastructure assets with a value of R100 000 and above (one hundred thousand rand), which must be submitted to the council for approval.

The municipality's financial position as at 30 June 2015 indicated that 2.1% of the operating expenditure was spent on Repairs and Maintenance.

## 2.8.7 MUNICIPALITY'S CREDIT RATING

- A municipality should maintain a positive cash position. Section 45 of the Municipal Finance Management Act (MFMA) indicates that municipalities are not allowed to close their financial year-end books with a short-term borrowing or overdraft.

The municipality's financial position as at 30 June 2016, indicated that Okhahlamba Municipality had R69 568 231.00 in current assets and R41 291 073.00 in current liabilities. This means that the municipality had enough cash to settle its operating expenses.

### 2.8.8 EMPLOYEE RELATED COSTS

Employee related costs (salaries and allowances) accounts for 31.13% of the final annual budget for 2016/17 and is below the norm of 35%. Employee related costs for the financial year ending 30 June 2016 was 31.42%. There has thus been a reduction in employee related costs for this financial year.

### 2.8.9 SUPPLY CHAIN MANAGEMENT

The municipality has developed and adopted the Supply Chain Management Policy. A supply chain management unit is established and operates under the direct supervision of the Chief Financial Officer.

### 2.8.10 FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>✓ Qualified Staff Complement</li> <li>✓ Positive Audit outcome</li> <li>✓ Current Enterprise Resource Planning(ERP) MSCOA Compliance</li> <li>✓ Less reliance on consultants</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓ Limited rate base</li> <li>✓ High grant dependency</li> <li>✓ Limited implementation on debt collection</li> <li>✓ SCM structure</li> <li>✓ Un-funded budget</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ Imposing Tariffs</li> <li>✓ Revenue enhancement</li> <li>✓ MSCOA will improve financial reporting, planning and financial discipline</li> <li>✓ Implementation of cost cutting measures</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff turnover</li> <li>✓ Debtors collection</li> <li>✓ Theft and abuse of municipal assets</li> <li>✓ Change management on MSCOA</li> </ul>

## 2.9 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

### 2.9.1 GOOD GOVERNANCE ANALYSIS

#### 2.9.1.1 NATIONAL AND PROVINCIAL PROGRAMMES AT MUNICIPAL LEVEL

##### ➤ OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe operates in all wards (15 wards) of Okhahlamba Local Municipality. Each ward has a war room, where all stakeholders (government departments, NGO's, Traditional leaders, FBO's, CCG's) come to the war room to fight poverty, crime and other issues that are problematic in the community. Each war room has a convener who chairs Ward Task Team (WTT) meetings and the ward Councillor is the champion of the war room. The convener comes to the meetings and they meet every month with all stakeholders to discuss community issues that were identified during household profiling by the CCG's (Community Care Giver). The war rooms operate in community halls. Some wards are too wide, so sub-war rooms were established for the benefit of the whole wards. As such, ward 03, 07, 06 and 14 has sub-war rooms. War rooms are open every day of the week for the community to come with their issues that need necessary interventions. Managers are deployed in these 15 wards to monitor the functionality of the war room.

CCG's does households profiling whereby they identify different needs that need to be fulfilled through different referrals/ interventions from different stakeholders/government departments. Each ward conduct an Operation MBO after finishing analysing the household profiling forms, where all government departments will come and render their services to people at a ward level.

Local Task Team meetings take place once a month in the Municipality Offices whereby all Stakeholders Managers, WTT conveners, traditional leaders and NGOs, ward Councillors and the Mayor come to the meeting to discuss issues that were not resolved in the war room and to get the report of the WTTs from the ward conveners. They also discuss the functionality of the war rooms and come up with solutions for those that need help. The Local Task Team writes a monthly report to the District Task team about the operations of the WTTs.

- The OSS office also participates and organises different activities and events during the year, such as the painting of a crèche on Mandela Day, participation in Women's Day events, Disability Parliament, senior citizens and disability events, amongst others.
- EXPANDED PUBLIC WORKS PROGRAMME
- Okhahlamba Local Municipality was identified as the Presidential poverty node, due to high levels of poverty, unemployment and inequality. In response to these challenges the Expanded Public Works Programme (EPWP) was introduced. This programme is one of the resolutions of the June 2003 Growth and Development Summit (GDS), which is guided by the Ministerial Determination: Code of Good Practice and Basic Condition of Employment Act for EPWP projects.

- EPWP is aimed at improved social stability through mobilizing the unemployed in productive activities, and improving the quality of life for EPWP beneficiaries. The EPWP programme further focused on the following measurable outputs:
  - ❖ Average duration of work opportunities created;
  - ❖ Increased income per EPWP beneficiary; and
  - ❖ Increased in number of EPWP work opportunities.
- The Okhahlamba Local Municipality was allocated an incentive allocation of R 2 934 000.00 for the 2016/2017 Financial year in respect of the Expanded Public Works Programme, and 59 Full Time Equivalents had to be created. Based on the Municipality's performance, Okhahlamba Local Municipality received and had spent 100% grant allocation for the financial year 2016/17 as allocated.
- In 2015/16, the following projects were implemented and reported within the EPWP RS System. The projects highlighted in yellow came to an end in February 2015.

TABLE 20: EPWP PROJECTS

PROJECT DESCRIPTION	PROJECT NUMBER	NO.OF BENEFICIARIES
Handyman Team	Maintenance 1	10
Roads	Roads 02	19
Parks	Municipal Parks	49
Waste Management Phase two	Okhahlamba Municipal	103
Operation Xoshikati Eziko	Xoshikati 01	140
Total		321

- Okhahlamba Local Municipality council took a resolution to assist community members coming from disadvantaged backgrounds working together with war rooms in all 15 wards to recruit beneficiaries. The elected beneficiaries were then grouped together to form municipal driven cooperatives. The municipality then assisted these beneficiaries with registration of their cooperatives, BBBEE certificates, tax clearances and registration on the municipal database.
- Environment and Culture and the Infrastructure Sector remain the main mechanism that lead to active participation of the Expanded Public Works Programme (EPWP). The Municipality is trying to engage on efficient implementation of the programme through the conditional grant that was received from the National Department of Public Works. As part of compliance, Okhahlamba Local Municipality successfully developed and adopted the EPWP policy which guides the implementation of this programme
- The main EPWP target for 2015/2016 was to increase the number of job opportunities, especially the FTE's. This target was successfully achieved with the actual achievement being greater than 100 FTE's and the municipality contributing a portion of their equitable share to the grant. The procurement of safety clothing was also a target, but could not be achieved

successfully. The municipality plans on sourcing more funding and also making further applications for MIG Funds to ensure that beneficiaries are equipped with the correct and complaint personal protective clothing.

### 2.9.1.2 *INTER-GOVERNMENTAL RELATIONS (IGR)*

- IGR structures have been established between the district and local municipalities and all the Mayors have signed the IGR protocols. IGR structures include:
  - ❖ The District Intergovernmental Forum (DIF) or the Mayors Forum.
  - ❖ The District Technical Support Forum (DTSF) or EPWP Co-ordinator.

The uThukela District Mayor is the chairperson of the District Intergovernmental Forum and attends the KZN Provincial Premier's Forum meetings.

- Other IGR structures in the district include the following forums, which supports the Municipal Manager's Forum:
  - ❖ Planning and Development Forum, chaired by the Municipal Manager of Umtshezi;
  - ❖ District Area Finance Forum, chaired by the Municipal Manager of Okhahlamba;
  - ❖ Corporate Services and Communication Forum, chaired by the Municipal Manager of Indaka; and
  - ❖ Infrastructure forum chaired by the Municipal Manager of Emnambithi;
  - ❖ General and Social Services Forum, chaired by the Municipal Manager of Imbabazane.
- The Municipality also attends and form part of the Okhahlamba Drakensberg Park World Heritage Site Buffer Zone Technical Committee, an Integrated Governmental structure, which meets once a month. The structure provides strategic and technical advice to Planners / GIS specialists concerning the SDF and statutory applications.

### 2.9.1.3 *MUNICIPAL STRUCTURES*

The following structures have been created within Okhahlamba municipality:

#### ➤ **COUNCIL**

The Okhahlamba Municipal Council is made up of 29 councillors (fifteen ward councillors and fourteen Party Representative Councillors). The responsibility of the Council in the IDP Development is to adopt a process plan, be responsible for the overall management and coordination of the planning process, adopt and approve the final IDP and ensure that annual business plans, budget and related development activities are based on the approved IDP.

#### ➤ **EXECUTIVE COMMITTEE**

The Executive Committee is made up of five Councillors and it is responsible for managing the IDP development through the Municipal Manager, ensuring legislative compliance by

recommending the IDP review process to the Council and recommending the IDP revision and adoption to the Council. The Mayor, as an Executive Committee Chairperson, is also responsible for chairing the IDP Representative Forum and allocating resources for reviewing the IDP.

➤ **MANCO**

Manco consists of Head of Departments (HOD's) and other Senior Officials.

➤ **MPAC**

The Municipal Public Accounts Committee (MPAC) is functional.

➤ **PORTFOLIO COMMITTEES**

Portfolio committees are functional.

➤ **WARD COMMITTEES**

Ward committees have been established and provided with the necessary training, which imparts them with the skills required for their effective functioning at ward level (Ward committee members attended a workshop on the 05<sup>th</sup> of December 2016 and attended a Ward committee members award event). All ward committees are functional. Some ward committees experience problems with their ward councillors. All ward committee members attend ward committee meetings.

➤ **IDP STEERING COMMITTEE**

As part of the IDP Preparation Process, Council resolved to establish an IDP Steering Committee, which is formed by all HOD's and other Senior Officials (MANCO). Their responsibilities include the preparation of the IDP Review Process Plan, identification of resource people, coordination and management of the components of the planning process, provision of terms of reference for all reviewing and planning activities, commissioning of IDP planning studies, programs and projects, processing, summarizing and documenting outputs from subcommittees, recommend amendments to the contents of the IDP, prepare, facilitate and document meetings and workshops; ensuring alignment and participation in the determination and prioritization of plans and programs in the spirit of cooperative governance.

➤ **IDP REPRESENTATIVE FORUM**

- The Okhahlamba IDP Representative Forum is the structure that institutionalises and guarantees representative participation in the IDP process. The selection of members of the IDP Representative Forum needs to be based on criteria, which ensure geographical and social interest representation.

❖ Members of the Okhahlamba Executive Committee.

❖ All Okhahlamba Councillors, particularly ensuring portfolio committee representation and input.

- ❖ Mayors, Deputy Mayors and relevant portfolio committee Councillors.
- ❖ Local level Amakhosi and/or their representatives.
- ❖ Municipal Manager; IDP Manager; Heads of Departments and relevant Senior officials of the Okhahlamba Local Municipality.
- ❖ Representatives from the National and Provincial Government Departments.
- ❖ Parastatals; Utilities and Service Providers.
- ❖ Representatives from the organised formal and informal Business Sector.
- ❖ Representatives from organised labour.
- ❖ Representatives from other stakeholders.
- ❖ Representatives from other stakeholder groupings (in response to the public advertisement.
- ❖ Non-Governmental Organizations.
- ❖ Ward Committee Representatives.

#### 2.9.1.4 *BID COMMITTEES*

- The Municipal Manager for the Okhahlamba Local Municipality has appointed and delegated the Bid Committee members for 2016/2017 financial year, in terms of section 79 of the MFMA and section 59 of the Municipal System Act. These members are to serve on committees as per the appointments in order to maintain “an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective”. The provisions of the MFMA are re-enforced by the Preferential Procurement Policy Framework Act of 2000 and its associated regulations.

#### **FUNCTIONS AND POWERS OF THE BID COMMITTEES**

- A bid Specification Committee must:
  - ❖ The bid specification committee compiles the specification for each procurement of goods or service for the Municipality.
  - ❖ Specification must be compiled in terms of paragraph 27 of the SCM Regulations.
- A bid Evaluation committee must:
  - ❖ Evaluate bids in accordance with-
    - i) The specifications for a specific procurement; and
    - ii) The points system as set out in the supply chain management policy of the municipality;
  - ❖ Evaluate each bidder’s ability to execute the contract;
  - ❖ Check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears; and

- ❖ Submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.
  - The bid Adjudication Committee must:
    - ❖ Consider the report and recommendations of the Bid Evaluation Committee; and
    - ❖ Either –
      - i) Depending on its delegations, make a final award or a recommendation to the Accounting Officer to make the final; or
      - ii) Make another recommendation to the Accounting Officer how to proceed with the relevant procurement.

#### Conditions:

They were required to sign a confidentiality agreement and declaration of interest upon acceptance of their appointment, and at the beginning of each meeting. They were required to familiarize themselves with:

- ❖ The Constitution, (Act No.108 of 1996)
- ❖ The Municipal Finance Management Act (Act No.56 of 2003) Chapter 11 and SCM regulations.
- ❖ The Preferential Procurement Policy Framework Act, (Act No.5 of 2000) and its associated regulation and
- ❖ Okhahlamba Local Municipality Supply Chain Management Policy.
- ❖ Okhahlamba Local Municipality terms of reference for Bid Adjudication Committee.
- ❖ MFMA Circular No. 2 of 2004 “The Implementation of Supply Chain Management”
- ❖ Preferential Procurement Policy Framework Act, No. 5 of 2000 and its regulations.
- ❖ MFMA Circular No. 22 entitled “Code of conduct for Supply Chain Management Practitioners”
- ❖ MFMA Circular No. 34 entitled “Guidelines for Municipal Bid Adjudication Committee”
- ❖ Section 26 and 29 of MFMA SCM Regulations.

Below are the list of Bid Committee Members as they currently stand:

<b>Bid Adjudication Committee</b>	<b>Bid Evaluation Committee</b>	<b>Bid Specification Committee</b>
<ul style="list-style-type: none"> <li>• Sipho B Ndabandaba ( CFO-Chairperson)</li> <li>• Thokozane E Gambu (Finance Manager-Alternate Chairperson)</li> <li>• Nkosingiphile S Malinga (Director Technical-member)</li> </ul>	<ul style="list-style-type: none"> <li>• Ntombikhona P Ntuli (Senior Accountant Income and Expenditure- Alternate Chairperson)</li> <li>• Sboniso Khumalo (PMU Manager- Alternate Chairperson)</li> <li>• Sizwe Ndlovu(PMS Officer-member)</li> </ul>	<ul style="list-style-type: none"> <li>• Blessing SX Ndlazi (Project Manager- Chairperson)</li> <li>• Xolile Kheswa (Waste Management Officer-Alternate Chairperson)</li> <li>• Zandi F Mqadi (SCM Practitioner- member)</li> </ul>

<b>Bid Adjudication Committee</b>	<b>Bid Evaluation Committee</b>	<b>Bid Specification Committee</b>
<ul style="list-style-type: none"> <li>• Mthambisi E Khumalo (Housing Project Manager-member)</li> <li>• Gugu M Mohlakoana (Director Corporate Services-member)</li> <li>• Hlengiwe L Nkosi( SCM Officer-member)</li> <li>• Thulile B Maphalala ( Contract Management Officer- Secretary)</li> </ul>	<ul style="list-style-type: none"> <li>• Mlungisi K Hlatshwayo (Civil Engineer Technician-member)</li> <li>• Bongani D Tshabalala (SCM Practitioner- member)</li> <li>• Thabani J Hlongwane ( Senior Committee Clerk-Secretary)</li> </ul>	<ul style="list-style-type: none"> <li>• Thami I Makhubu( IT Manager- member)</li> <li>• Londiwe P Motaung (LED Officer- Secretary)</li> </ul>

#### **2.9.1.5 PARTICIPATION OF TRADITIONAL LEADERS IN MUNICIPAL COUNCIL**

- Section 81 (1) of the Municipal Structures Act, Act 117 of 1998 provides for the participation of traditional leaders in municipal councils. There are three Traditional Councils (Amangwane TC, Amaswazi TC, Amazizi TC) within the jurisdiction of Okhahlamba Municipality. They form part of the municipal planning and implementation of programmes and participate in the IDP Representative Forum, as well as Council meetings. The Amakhosi of the Amangwane and Amaswazi Traditional Councils attended three council meetings between July 2015 and May 2016.

#### **2.9.1.6 AUDIT COMMITTEE**

- The municipality has an established Audit committee with the following duties and responsibilities:

An Audit committee is an independent advisory body, which must:

- ❖ Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of the municipal entity. On the matters relating to-
- ❖ Internal financial control and internal audits:
- ❖ Risk management
- ❖ Accounting policies
- ❖ The adequacy, reliability and accuracy of financial reporting and information;
- ❖ Performance management;
- ❖ Effective governance
- ❖ Compliance with this Act, the Annual Division of Revenue Act and any other applicable legislation,

- ❖ Performance evaluation; and
  - ❖ Any other issues referred to it by the municipality or municipal entity.
- **FUNCTIONALITY CHALLENGES OF AUDIT COMMITTEE AND MPAC**
  - The audit and performance audit committee held more meetings than the legislated minimum of four meetings during the 2015/16 financial period. The chairperson of the committee reported quarterly to the council of the municipality, complementing the municipality on achieving the clean audit during the 2014/15 financial period and giving recommendations for improvement in other areas as reported in the Internal Audit Reports that are tabled to the Audit and Performance Audit Committee.
  - The relationship of the Audit Committee and the MPAC needs to strengthen in order to improve the governance of the municipality. This is done by inviting the MPAC chair to all Audit Committee meetings.
  - While the MPAC has delivered on its mandate, it was not meeting satisfactorily during the 2015/16 financial period. Improvements will be made during the 2016/17 financial period to ensure that the governance at the municipality is strengthened.

### **2.9.1.7 STATUS OF MUNICIPAL POLICIES**

The municipality has the following policies, which were reviewed on 30<sup>th</sup> of May 2017:

1. Credit Control and Debt Collection Policy
2. Indigent Support Policy
3. Property Rates Policy
4. Tariff Policy
5. Virement Policy
6. Bank and Investment Policy
7. Fixed Asset Policy
8. Inventory Policy
9. Unallocated Revenue Policy
10. Supply Chain Management Policy
11. Budget Policy
12. Performance Management System Policy Framework
13. Standing Rules & Orders for Council and its Committees
14. Appointment of Consultant Policy
15. Language Policy
16. IT Disaster Recovery Plan
17. IT Framework Policy
18. IT Policy
19. IT Security Policy
20. IT Strategy
21. Policy for Final Full and Registration Fees Bursary
22. Cooperatives/ SMMEs Policy
23. Indigent Burial Policy

24. Informal Traders Policy
25. Extended Public Works Programme Policy
26. Policy for Hire of Community Venues/ Halls
27. Employee Assistance Programme Policy
28. Occupational Health and Safety Policy
29. Overtime and Standby Policy
30. Staff Retention Policy
31. Ethics Policy
32. HR Strategy
33. HR Policy
34. Records Management Policy
35. Registry Procedure Manual Policy
36. Registry Filling System Policy
37. Risk Management Policy
38. Risk Management Strategy
39. Risk Management Framework
40. Risk Management Implementation Plan
41. Enterprise Risk Management Policy Framework
42. Fraud Prevention Strategy
43. Anti-Fraud and Corruption Policy
44. Fraud Response Plan
45. Policy on Private and Urban Housing Development
46. Infrastructure Management Policy
47. Standing Orders and General Rules for Okhahlamba Protection Services Personnel Policy
48. Fleet Management Policy
49. Transport Allowance Scheme Policy
50. Subsistence and Travel Allowance Policy
51. Petty Cash Policy

#### **2.9.1.8 MUNICIPAL RISK MANAGEMENT**

- Okhahlamba Local Municipality is committed to a process of risk management that is aligned to the principles of good corporate governance, as supported by the Municipal Finance Management Act (MFMA), Act no 56 of 2003, and has developed an Enterprise Risk Management Policy and Framework.
- Risk management is recognised as an integral part of responsible management and the Municipality therefore adopts a comprehensive approach to the management of risk. The features of this process are outlined in the Municipality's Risk Management Framework. It is expected that all departments, operations and processes will be subject to the risk management framework. It is the intention that these departments will work together in a consistent and integrated manner, with the overall objective of reducing risk, as far as reasonably practicable.

- Effective risk management is imperative to the Municipality to fulfil its mandate, the service delivery expectations of the public and the performance expectations within the Municipality.
- The realisation of the Municipality's strategic plan depends on the Municipality being able to take calculated risks in a way that does not jeopardise the direct interests of stakeholders. Sound management of risk will enable the Municipality to anticipate and respond to changes in its service delivery environment, as well as to take informed decisions under conditions of uncertainty. The Municipality subscribes to the fundamental principles that all resources will be applied economically to ensure:
  - ❖ The highest standards of service delivery;
  - ❖ A management system containing the appropriate elements aimed at minimising risks and costs in the interest of all stakeholders;
  - ❖ Education and training of all staff to ensure continuous improvement in knowledge, skills and capabilities which facilitate consistent conformance to the stakeholders expectations; and
  - ❖ Maintaining an environment, which promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction.
- The Municipality is adopting a wide approach to risk management, which means that every key risk in each part of the Municipality will be included in a structured and systematic process of risk management. It is expected that the risk management processes will become embedded into the Municipality's systems and processes, ensuring that the Municipality's responses to risk remain current and dynamic. All risk management efforts will be focused on supporting the Municipality's objectives. Equally, they must ensure compliance with relevant legislation, and fulfil the expectations of employees, communities and other stakeholders in terms of corporate governance. The municipality has established a municipal risk management oversight structure.

#### **2.9.1.9 MUNICIPAL BYLAWS**

Municipal bylaws are public regulatory laws, which apply in a certain area, in this case Okhahlamba Municipality. A local or municipal government gets its power to pass laws through a law of the national or provincial government, which specifies what things the town or city may regulate through bylaws. The Okhahlamba municipality has in terms of section 156 of the Constitution, 1996 (Act 108 of 1996), read in conjunction with section 11(3) (m) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) made the following municipal by-laws:

- ❖ Tariff By-Laws 2014/2015
- ❖ Property Rates By-Law 2014/2015
- ❖ Okhahlamba Local Municipality Street Trading Bylaws
- ❖ Okhahlamba Local Municipality Dogs Bylaws

- ❖ Okhahlamba Local Municipality Public Health Bylaws
- ❖ Okhahlamba Local Municipality Keeping of Animals, Birds, Poultry and Pets Bylaws
- ❖ Okhahlamba Local Municipality Traffic Bylaws
- ❖ Okhahlamba Local Municipality Dumping and Littering Bylaws
- ❖ Okhahlamba Local Municipality Cemetery Bylaws
- ❖ Okhahlamba Local Municipality Credit Management Bylaws
- ❖ Okhahlamba Local Municipality Funeral Undertakers Bylaws
- ❖ Okhahlamba Local Municipality Standing Rules and Orders for Council and its Committees Bylaws
- ❖ Okhahlamba Local Municipality Credit Control and Debt Collection Bylaws
- ❖ Okhahlamba Local Municipality Financial Bylaws
- ❖ Okhahlamba Local Municipality Control of parking Attendants and Car Guards Bylaws
- ❖ Okhahlamba Local Municipality Public Amenities Bylaws
- ❖ Okhahlamba Local Municipality Waste Management Bylaws
- ❖ Okhahlamba Local Municipality Parking Management Bylaws
- ❖ Okhahlamba Local Municipality Customer Care, Credit, and Debt Collection Bylaws
- ❖ Okhahlamba Local Municipality Advertising Signs Bylaws

## 2.9.2 PUBLIC PARTICIPATION ANALYSIS

Okhahlamba municipality has developed a Communications Strategy (2014/2015) to enhance its effectiveness in all operational spheres. The municipality is committed to provide accurate service delivery, and is willing to engage with business, communities and other stakeholders to ensure that service delivery targets are met. The strategy includes a quarterly newsletter, revamping of the website and the use of social media, such as Twitter, Facebook, LinkedIn, YouTube, etc. (Facebook and Twitter links are available on the municipal website). The communication strategy also ensures that municipal staff are well informed of what is happening in the municipality and well equipped with information.

Communication dissemination methods include the following:

TABLE 21: COMMUNICATION CHANNELS

Internal communication channels	External communication channels
Notice Boards	➤ Web-page: <a href="http://www.okhahlamba.org.za">www.okhahlamba.org.za</a> and <a href="http://www.gov.za">www.gov.za</a>

Internal communication channels	External communication channels
Internet	➤ Newsletters
Internal newsletters	➤ Media: electronic and print
Meetings	➤ Print and Electronic media
Briefings	➤ CDWs
Intranet	➤ Billboards
Plasma Screens	➤ Bulk SMS Systems
CD-roms and other promotional materials	➤ Loud hailers
Bulk SMS Systems	

- Community Based Planning forms the basis at community involvement in the development of IDPs. Structures used as part of the public participation process of the IDP includes the following:
  - ❖ Ward Committees: - Ward committees are utilised as communicating agents to the community. They are continuously trained on IDP, budget and PMS and also on the reporting style, and also forms part of IDP Forums.
  - ❖ IDP Representative Forum: This forum represents all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the IDP RF meetings and ensure their continued support and participation throughout the process.
  - ❖ Road Shows / Public Hearings/Izimbizo. The venues of these meetings will be publicised at the IDP RF as well as through the media. Council shall try by all means with the available resources at its disposal to reach as many communities as possible to ensure participatory governance.
  - ❖ Media: Community radio stations will be utilised to make public announcements, where necessary, and depending on financial availability. Flyers-to be distributed in Public Facilities and Local Newspapers are commonly used to advertise dates and venues of meetings and other notices. Any persons that cannot read or write may come to the municipality to have their comments/ representations transcribed for them.

The Municipality adopted its public participation program to involve the community during the Integrated and Development Program (IDP) and Budget Process, as indicated in table 21.

TABLE 22: PUBLIC PARTICIPATION PER WARD – PROGRAMME

DATE	WARD	VENUE	TIME
19 April 2016	Ward 01, 02, 03 & 14.	Mamfemfetheni Community Hall	10h00

20 April 2016	Ward 04, 05, 08 & 10 (Rookdale).	Dukuza Stadium	10h00
21 April 2016	Ward 09, 06, 07 & 10 (Langkloof).	New Stand Sport Ground	10h00
24 April 2016	Ward 11, 12, & 13.	Hambrook Community Hall	10h00

### 2.9.3 GOOD GOVERNANCE & PUBLIC PARTICIPATION SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Established ward committees</li> <li>✓ Functional ward committees</li> <li>✓ Functional LTTs and War Rooms</li> <li>✓ Experienced employees</li> <li>✓ IDP budget/imbizo</li> </ul>	<ul style="list-style-type: none"> <li>✓ None</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>✓ Establish sector forums</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strikes</li> </ul>

### 2.10 KEY CHALLENGES

KPA	KEY CHALLENGES
Municipal Transformation & Organizational Development	<ul style="list-style-type: none"> <li>✓ Inadequate Staff Retention Policy.</li> <li>✓ Performance Reviews not done.</li> <li>✓ HIV/ AIDS epidemic.</li> <li>✓ None existence of the Employee Awareness Policy.</li> <li>✓ Resistance to Change and Transformation.</li> <li>✓ Lack of training on Occupational Health and Safety.</li> <li>✓ No Proper Induction Plan.</li> <li>✓ Negligence in the use of Municipal property e.g Cellphone, laptops including accessories.</li> <li>✓ Acquisition of parts for outdated PCs and Laptops</li> <li>✓ Insufficient Office space.</li> </ul>

KPA	KEY CHALLENGES
Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> <li>✓ Lack of Bulk Infrastructure services for housing development.</li> <li>✓ Land availability issue, (most land are privately owned).</li> <li>✓ Environmental sensitivity.</li> <li>✓ Limited funding for implementation of projects.</li> <li>✓ Non-compliance of owners of privately owned properties in terms of building control.</li> <li>✓ Funding constrains in terms of Road infrastructure.</li> <li>✓ Shortage of Quarry.</li> <li>✓ Land owners not permitting road to be constructed on their property.</li> <li>✓ Lack of funding for electricity provision.</li> <li>✓ Land issue, most land owned by Farmers.</li> <li>✓ Eskom for electricity provision.</li> <li>✓ Landfill Site and Cemetery for Waste management (Land constrains).</li> <li>✓ Funding for Waste management.</li> <li>✓ Maintenance of Facilities.</li> <li>✓ Lack of resources from DOT for Maintenance of Roads.</li> <li>✓ Improvement of Water and Sanitation Infrastructure.</li> <li>✓ Housing projects provides opportunities to create a sustainable human settlement.</li> <li>✓ Non-availability of certain cell phone networks in certain areas.</li> </ul>
Good Governance and Public Participation	<ul style="list-style-type: none"> <li>✓ Lack of strategy.</li> <li>✓ Lack of Coordinated programs.</li> <li>✓ Dysfunctional ward forums.</li> <li>✓ Dysfunctional ward Committee.</li> </ul>
Local Economic & Social Development	<ul style="list-style-type: none"> <li>✓ Poor enforcement of By-laws.</li> <li>✓ Poor warrants executions.</li> <li>✓ Inability to generate income through traffic fines.</li> <li>✓ Poor Performance.</li> <li>✓ No Disaster Management Plan in place.</li> </ul>

KPA	KEY CHALLENGES
	<ul style="list-style-type: none"> <li>✓ Customer Car and accident/crime /Disaster reporting.</li> <li>✓ Lack monitoring and evaluation of performance of Security Services.</li> <li>✓ Testing service establishment.</li> <li>✓ Lack of supervision.</li> <li>✓ Poor marketing of the area.</li> <li>✓ Lack of marketing for Craft.</li> <li>✓ Lack of comprehensive strategy to deal with SMME and Co-operatives.</li> <li>✓ Lack of trading space for informal traders.</li> <li>✓ Lack of Compliance.</li> <li>✓ Shortage of staff in the LED section.</li> <li>✓ There is no central meeting facility in Bergville.</li> <li>✓ Unused hall in Winterton (Khethani).</li> <li>✓ Poor Library facilities.</li> <li>✓ Lack of formal youth programs.</li> <li>✓ Lack of formal sports programmes.</li> </ul>
Municipal Financial Viability & Management	<ul style="list-style-type: none"> <li>✓ Grant Dependency: Implementation of wall-to-wall scheme, improvement on debt collection. Develop tariffs for driver's testing centre and traffic fines. Review refuse charges per outlet I.S.O. charging per property. Implement lease agreements.</li> <li>✓ Accurate reporting: Train, capacitate employees on reporting and implement Caseware NT Forms, attend to variances on all section 71 reports.</li> <li>✓ Outstanding debt in Rural Residential, Trusts, Deceased Estate and Government: Public awareness, appointment of Panel of Debt Collection Legal Experts.</li> <li>✓ Data Cleansing Maintenance: Appoint Credit Controller/ Consumer Care Officer. Register with ITC. Public awareness during IDP/ budget roadshows. Regularly review of data. Identify all consumer accounts with lack of contact information.</li> <li>✓ Supply Chain Database Management and procurement plans: Improve and monitor procurement plan. Designated person to do database. Regularly review by supervisor.</li> </ul>

KPA	KEY CHALLENGES
	<ul style="list-style-type: none"> <li>✓ Safeguarding and Maintenance of Assets: Close monitoring of Security Services. Review SLA between the Municipality and security service provider. Implement disciplinary actions against misuse of assets. Implement maintenance plan of movable assets.</li> <li>✓ Cash flow: Adherence to procurement plans, development of Revenue Enhancement Strategy</li> <li>✓ Prevention of fraud and corruption: Regular awareness campaigns in all departments in order to make sure that all employees understand that they are responsibility assigned when in use of any municipal assets. Regular workshops on fraud and corruption prevention</li> <li>✓ Reliable service providers: Conduct interviews for professional service providers before appointment.</li> </ul>
Spatial, Environmental and Rural Development	<ul style="list-style-type: none"> <li>✓ Illegal Dump Site</li> <li>✓ Illegal Developments and town and surrounding Rural Areas.</li> <li>✓ Shortage of Land for cemetery development</li> <li>✓ Unresolved Land Reform projects</li> <li>✓ Lack of municipal owned land for development</li> <li>✓ Implementation of the KZN Planning and Development Act (Act 6 of 2008)</li> <li>✓ Lack of municipal records for previous development approval</li> </ul>

## 2.11 COMBINED SWOT ANALYSIS

- The SWOT analysis reflects areas in the municipality that need to be improved and need to be prioritised in planning and development processes. The analysis further reflects areas in which the municipality should explore and should utilise for optimal benefit. These areas are those areas that can be grouped into key performance areas such as:

- ❖ Local Economic and Social Development;
- ❖ Service Delivery and Infrastructure;
- ❖ Municipal Transformation and Organisational development;
- ❖ Municipal Financial Viability and Management;
- ❖ Good Governance and Public Participation;

## ❖ Spatial &amp; environmental.

<b>SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS</b>	
<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>✓ The LM has a rich biodiversity, and is well endowed with unique environmental features, including a mountain range, river systems and wetlands;</li> <li>✓ Municipality had an SDF which provides a guideline;</li> <li>✓ Municipality is rich with eco-tourism products;</li> <li>✓ Municipality is rich in rivers, streams and water sources;</li> <li>✓ Municipality experiences good rainfall;</li> <li>✓ Municipality is rich with biodiversity;</li> <li>✓ Okhahlamba does not have major air pollution.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Good potential to be a tourist destination;</li> <li>✓ Good potential for agriculture practices;</li> <li>✓ Catchment management measure is required to arrest this trend;</li> <li>✓ There is an opportunity to identify landfill site and undertake specialist studies to develop municipal Integrated Waste Management Plan (IWMP);</li> <li>✓ Room to develop environmental management policies &amp; by-laws;</li> <li>✓ Room to establish Environmental Management Section should be established at the Municipality</li> <li>✓ Training is needed on NEMA Regulations &amp; Green Governance at local level</li> <li>✓ Allocate sufficient budget for environmental management programmes</li> <li>✓ Need for municipality to participate in environmental management forums</li> </ul>
<b>WEAKNESSES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ The municipality does not have an Environmental Management Section</li> <li>✓ There is no permitted waste disposal site; the dumping site is poorly controlled</li> <li>✓ Lack of financial resource to develop environmental sector plans</li> </ul>	<ul style="list-style-type: none"> <li>✓ Prone to waterborne diseases due to lack of landfill;</li> <li>✓ Prone to flooding;</li> </ul>

<ul style="list-style-type: none"> <li>✓ Lack of budgeted Environmental management education &amp; awareness projects;</li> <li>✓ Existing tourism potentials have not been maximally exploited;</li> <li>✓ Poor agricultural practices.</li> </ul>	
<b>DISASTER MANAGEMENT: SWOT ANALYSIS</b>	
<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>✓ Disaster management plan in place.</li> <li>✓ Functional disaster and emergency centre</li> <li>✓ 24 hour call centre</li> <li>✓ CCTV cameras installed</li> <li>✓ Fire fighting trucks</li> <li>✓ Rescue boat</li> <li>✓ Rescue equipment</li> <li>✓ Trained employees</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establish satellite disaster and management centres. Ie Central berg, Emmause and Amazizi areas</li> <li>✓ Expansion of CCTV cameras</li> </ul>
<b>WEAKNESSES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ Some communities are further than 20km away from emergency services</li> <li>✓ Level of vulnerability of communities with low socio-economic status is high</li> </ul>	<ul style="list-style-type: none"> <li>✓ Impact of Climate change</li> <li>✓ Floods, erosion and veld fire</li> <li>✓ Lightning</li> <li>✓ Snow</li> <li>✓ Drought</li> <li>✓ Road accidents</li> </ul>
<b>MUNICIPAL TRANSFORMATION &amp; ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>✓ The municipality has an existing municipal organogram that is adopted and implemented also supported with budget.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Limited resources (subscription on legal web site / Juta stat and Lexis Nexis)</li> <li>✓ Policies not supported with budget</li> </ul>

<ul style="list-style-type: none"> <li>✓ The Department is currently providing experiential training (In-service /Unemployed graduates) in line with WSP.</li> <li>✓ The Department has a functional Information Technology section.</li> <li>✓ The Department has implemented the VIP Payroll System for HR and Finance.</li> <li>✓ The municipality is filling most critical vacant positions in the organisational structure.</li> <li>✓ The department has a detailed Workplace Skills Plan that is currently being developed and supported with budget.</li> <li>✓ Existing legal services in the municipality to assist in minimising general cost.</li> <li>✓ The department has adopted policies in place</li> <li>✓ The department has Introduce clocking system / biometrics implemented in phases, entrance control system</li> <li>✓ Access control to server room to strengthen security.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Backup still centralised and collected once a week (Friday)</li> <li>✓ Generator currently not working as backup to server</li> <li>✓ No electronic records management</li> <li>✓ No security checks / gate, entrance exit / change of security personnel</li> <li>✓ Some employees have shown unethical behaviour and conduct.</li> <li>✓ The municipality does not have a designated assembly point.</li> <li>✓ The municipality is experiencing a high staff turn-over rate, which poses a serious challenge.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ The department take advantage of the grants for apprenticeship / learnership (unemployed youth) from LGSETA and Premier's office.</li> <li>✓ Availability of study opportunities through municipal bursaries, short skills programmes/ learnership to promote a learning environment.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Damage of equipment / office infrastructure due to power failure</li> <li>✓ The municipality has high illiteracy levels especially among the youth.</li> <li>✓ HIV/AIDS prevalence among staff.</li> <li>✓ Failure to retain skilled, competent and staff committed to service delivery.</li> <li>✓ Corruption and other unethical conducts.</li> </ul>

<ul style="list-style-type: none"> <li>✓ The department conducts Awareness Campaigns (Life skills).</li> <li>✓ Municipal policies (guiding documents) are in place and reviewed regularly.</li> <li>✓ Improvement of municipal performance and compliance</li> </ul>	✓
<b>SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>✓ Consolidate and complete existing projects</li> <li>✓ Electrical infrastructure available</li> <li>✓ High level of access to electricity for lighting</li> <li>✓ Eskom identified areas of constrain</li> <li>✓ Eskom identified possible projects</li> <li>✓ IWMP in place</li> <li>✓ Improvement in access to water</li> <li>✓ High water service delivery backlogs</li> <li>✓ Majority of households (75%) does have access to a basic level of sanitation service</li> </ul>	<ul style="list-style-type: none"> <li>✓ Electrical capacity is constrained</li> <li>✓ High dependence on wood for cooking and heating</li> <li>✓ Lack of plants and equipment for road maintenance and construction</li> <li>✓ Insufficient funding e.g. grants dependent</li> <li>✓ Long term plan of infrastructure ( road Electricity)</li> <li>✓ Non alignment of plans with sector department</li> <li>✓ Municipal refuse removal is limited</li> <li>✓ Illegal dump site</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ Improvement in water infrastructure</li> <li>✓ Improvement of sanitation infrastructure</li> <li>✓ Housing projects provides opportunities to create sustainable human settlement</li> </ul>	<ul style="list-style-type: none"> <li>✓ Household dumpsites can pose threats to environment and water sources</li> <li>✓ Land constrains for development</li> </ul>
<b>FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>✓ Qualified Staff Complement</li> <li>✓ Positive Audit outcome</li> </ul>	<ul style="list-style-type: none"> <li>✓ Limited rate base</li> <li>✓ High grant dependency</li> </ul>

<ul style="list-style-type: none"> <li>✓ Current Enterprise Resource Planning(ERP) MSCOA Compliance</li> <li>✓ Less reliance on consultants</li> </ul>	<ul style="list-style-type: none"> <li>✓ Limited implementation on debt collection</li> <li>✓ SCM structure</li> <li>✓ Un-funded budget</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ Imposing Tariffs</li> <li>✓ Revenue enhancement</li> <li>✓ MSCOA will improve financial reporting, planning and financial discipline</li> <li>✓ Implementation of cost cutting measures</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff turnover</li> <li>✓ Debtors collection</li> <li>✓ Theft and abuse of municipal assets</li> <li>✓ Change management on MSCOA</li> </ul>
<b>GOOD GOVERNANCE &amp; PUBLIC PARTICIPATION SWOT ANALYSIS</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>✓ Established ward committees</li> <li>✓ Functional ward committees</li> <li>✓ Functional LTTs and War Rooms</li> <li>✓ Experienced employees</li> <li>✓ IDP budget/imbizo</li> </ul>	<ul style="list-style-type: none"> <li>✓ None</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ Establish sector forums</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strikes</li> </ul>

**STRENGTHS**

- ❖ Favourable Geographic Location and surrounded by potential revenue sources, the Drakensberg is considered as one of the great natural spectacles of Southern Africa. The declarations of the Okhahlamba- Drakensberg Park and the Amphitheatre as World Heritage Sites by UNESCO in 2001 pursue to substantiate this point.

- ❖ Natural Environment and Natural Resources, the mountains systems are unique and contain significant scenic, water and agricultural resources as well as world- renowned archaeological resources and unique natural resources.
- ❖ Abundance of Natural and Water Resources, the area is renowned for its scenic beauty, abundant rock art and is the primary water catchment for the Province of KwaZulu-Natal (Source of the Tugela River, Woodstock Dam and Spioenkop Dam are major water features).
- ❖ High Agricultural and Soil Potential, the municipality enjoys a relatively high and good quality soil. A majority of the municipality is running from north-west to the south-east extending to the north-east boundaries (Free State Province and Lesotho) and has a high agricultural potential.
- ❖ Drakensberg Mountains, these constitute a unique natural heritage, of both natural as well as international importance, the singularity of their geological history, their importance as a major water source area, their rich history and pre-history, cultural history and rock art. These mountains have a potential of becoming as one of the major tourism focus areas for Southern Africa.
- ❖ Bio-diversity Resources, these comprise an important component of the areas tourism resource base, and contribute significantly to the natural beauty of the area. The uniqueness of being the only place in KZN with the bird species of fauna and avifauna and this is receiving increasing interest from eco-tourists. The avifauna (as the more dominating species in particular) has the potential to play an even greater role as an ecotourism attraction.
- ❖ Developing Economy, the Drakensberg is one of the key tourism and recreation destinations in the province, and there is increasing pressure to further develop the approaches to the Drakensberg for Tourism. Development pressure is also being exerted by commercial farming and other commercial interests, as well as the rural communities in the area who have limited resources available to them.
- ❖ Development Control, although rural in nature, certain areas of the municipality are administered by a Scheme (Bergville, Winterton and Cathkin Park) and development within these areas are controlled. Further to that, the Special Case Area Plan (SCAP) was developed to assist in controlling the increasing pressure for various forms of development in the Berg.
- ❖ Ability to work with different traditional authorities, the municipality comprises of three traditional authority areas (Amangwane, Amaswazi and Amazizi). Apart from dealing with the different ratepayers associations, the municipality also deals with three different traditional authorities and is able to maintain relations amongst these different authorities.
- ❖ Willingness of staff, the municipality's staff possesses a willingness to work hard in improving the operations and most importantly service delivery.
- ❖ Updating Spatial Development Framework

- ❖ Policies and procedures in place

### **WEAKNESSES**

- ❖ Unattractive town and poor branding of municipality's name, the town image is in a serious state of despair. In the same light the name and image of the municipality does not carry much weight due to poor branding.
- ❖ Service Delivery Backlog and poor maintenance of infrastructure, although limited infrastructure is available, it is poorly maintained resulting in aging road, water and sanitation infrastructure. The municipality is also experiencing serious backlog in the delivery of services resulting in a huge backlog in water and electricity provision, inadequate access to health, education and transport facilities.
- ❖ Lack of communication between departments, resulting in wasted efforts.
- ❖ Poor information management, the municipality registry is not operating as intended. There is also a lack in the information technology infrastructure to allow for regular back-ups and the municipality's website is not updated as required.
- ❖ No formal processes in monitoring logs of customer related queries issues and feedback from the community at large, this contributes largely to the expectation gaps and increase in dissatisfied consumers.
- ❖ Poor recognition of staff efforts resulting in low staff morale, the inferiority complexes among the staff from the various departments exist and at times within the same departments.
- ❖ Inability to attract desired / scarce skills, the scarce accommodation, undeveloped town/ other commercial resources, unattractive salaries and retention strategy contribute largely to this factor.

### **OPPORTUNITIES**

- ❖ Number of Existing Studies and Structures providing a basis for development, that the municipality can take advantage of including the KZN Spatial Profile, uThukela Biodiversity Plan, Landscape Characterization Project, Urban Edges Project, Buffer Zone Technical Committee, Building in the Berg, Drakensberg Approaches Policy (DAP) as well as the uThukela Tourism Strategy that provide a basis for development in the municipality and assist in future planning.
- ❖ Investment Opportunities, opportunities for external funding lie in the Tourism, Agri-industry and Local Economic Development spheres. Here lies a huge potential that can be exploited by the municipality should the right planning and strategies be developed, enhanced and implemented within the municipality. The World Heritage Sites within Okhahlamba have provided a base for the hub of activities that the tourists as well as residents enjoy and provide a platform for future development potential.

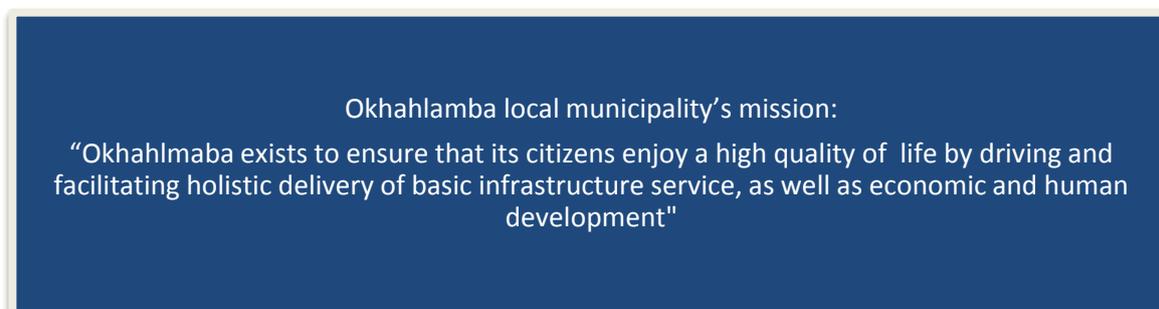
- ❖ Abundance of Natural Resources, the scenic environment, cultural and historical heritage resource boosts the demand for high composite development and resource potential for investment into the municipality. The Game Reserves in the area also form a basis for Tourism development potential.
- ❖ Existing Development as a source of revenue, job creation and marketing the area, Okhahlamba is home to a few major resorts and holiday accommodation facilities in the Berg including the infamous Nondela Mountain Estate, Cathkin Estates, Little Switzerland, Montusi Mountain Lodge, Alpine Heath, Drakensberg Sun and a number other developments in the Champagne and Cathkin Valleys.
- ❖ Enhance Commercial and Subsistence Farming; investment opportunities in the agri-industry that need to be enhanced include livestock farming, maize production, timber farming, wheat as well as bean farming.

### **THREATS**

- ❖ Historical events resulting in community's lack of confidence in municipality, the municipality has in the past been associated with corruption due to the maladministration of funds, which resulted in the intervention by the MEC in terms of s139 of the Constitution. This is exacerbated by the backlog in service delivery.
- ❖ Scattered settlements, within the municipality that hinder development and ultimately service delivery. These scattered settlements are located far from the major centres and in turn hamper access to basic services, economic opportunities and markets.
- ❖ Shortage of Land for Development, majority of the land in the municipality is privately owned and this causes a major constraint to development as the municipality has to purchase land for most of the proposed developments.
- ❖ Inefficient Waste Management System, the municipality is operating an illegal Landfill Site and there is a lack of proper infrastructure for waste collection.
- ❖ Unfavourable changes in the economy; this inevitably puts pressure on the municipality for the creation of jobs.
- ❖ Increase in death rate as a result of HIV/ AIDS, this remains a challenge for the municipality.
- ❖ Increasing rate in crime, more crime related cases are reported.
- ❖ High Unemployment Rate, this has resulted in a high rate of income poverty. A large number of households do not have a reliable source for monthly disposable income.

### 3 MUNICIPAL DEVELOPMENT VISION, GOALS AND OBJECTIVES

- Okhahlamba Municipality's Vision reads as follows:



The Long term Vision of the Okhahlamba Local Municipality hinges around the creation of an enabling environment for the different sectors such as agriculture, tourism, education, health, commerce and trade, etc. It also ensures for commercially viable and sustainable livelihoods where local and socio economic development is optimised for optimal benefit. Okhahlamba Municipality is entirely committed to the attainment of this vision. This vision will enhance the municipality's performance and work ethics.

- The municipality intends to actualize this vision by undertaking the following strategic objectives:

GOOD GOVERNANCE AND PUBLIC PARTICIPATION	<ul style="list-style-type: none"> <li>•Effective Public participation.</li> </ul>
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	<ul style="list-style-type: none"> <li>•Advance access to basic services.</li> </ul>
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	<ul style="list-style-type: none"> <li>•To improve institutional and organizational capacity.</li> </ul>
LOCAL ECONOMIC AND SOCIAL DEVELOPMENT	<ul style="list-style-type: none"> <li>•Promote economic growth and development.</li> </ul>
FINANCIAL VIABILITY AND MANAGEMENT	<ul style="list-style-type: none"> <li>•To effectively manage municipal financial resources in a sustainable and accountable manner.</li> </ul>
CROSS- CUTTING INTERVENTIONS	<ul style="list-style-type: none"> <li>•To create functional systems and procedures to attain effective land use and sustainable environmental management.</li> </ul>

## 3.1 OKHAHLAMBA STRATEGIC FRAMEWORK

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	RESPONSIBLE DEPARTMENT
<b>Municipal Transformation and Institutional Development</b>	To transform and develop institutional capacity to create an efficient organization	To improve institutional and organizational capacity	<b>MTOD01</b>	The signing of performance agreements	Number of Performance Agreements signed reflecting national government priorities	<b>CORPORATE SERVICES</b>
			<b>MTOD02</b>	Review and implement an effective organogram	Date of adopted reviewed organogram	
			<b>MTODO3</b>	Implementation of Workplace Skill Plan WSP	Number of trainings held as per WSP	
			<b>MTOD04</b>	Implementation of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management	
			<b>MTOD05</b>	To provide an effective and efficient HR support	Number of wellness programmes implemented in a year	
			<b>MTOD06</b>		Number of biometric reports implemented	
			<b>MTOD07</b>		Number of Local Labour Forum meetings held	
			<b>MTOD08</b>		Disputes dealt within a year	
			<b>MTOD09</b>		All post in an organogram have a job description	

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	RESPONSIBLE DEPARTMENT
			<b>MTOD10</b>	To improve the standard of administration and auxiliary support	Functional Registry	
			<b>MTOD11</b>	To promote a sound council support	Delivery of agenda in time	
			<b>MTOD12</b>	Review and implement Performance Management System	Number of quarterly performance reports reviews conducted and submitted to council	<b>MUNICIPAL MANAGER</b>
					Number of reports submitted on performance in terms of S46 of the MSA	
					% of evaluated Middle Managers (PMS)	
					% of evaluated Senior Managers (PMS)	
			Maintenance of clean audit opinion	Number of Performance Audit Committee Meetings held		
				Number of Performance Audit Reports submitted to council		
			<b>MTOD13</b>	Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the IDP	
					Yes/ No- 10 critical services identified and included in the IDP (MTAS)	
<b>Basic Service Delivery and Infrastructure Development</b>			<b>SDID01</b>	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal	<b>TECHNICAL SERVICES</b>
					% of households with access to basic solid waste disposal	
			<b>SDID02</b>	Provision of free basic services (Water, Sanitation and Refuse Removal)	Number of households earning less than R1100 with access to free basic services	

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	RESPONSIBLE DEPARTMENT
					% of households earning less than R1100 with access to free basic services	
	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.	Advance access to basic services	SDID03	Improve access to Electricity	Amount spent on free basic electricity	
					Percentage progress for high mast lighting	
					Percentage progress for Emmaus electrification project	
					Percentage progress for Khethani infills	
					Percentage progress Engoba, Emhlwazini electrification projects	
					Percentage progress for Ebhoweni, Greenpoint electrification projects (Ward 13)	
					Percentage progress for Woodford infills ,Lungelani , Kwaskhindi electrification projects (ward 12)	
					Percentage progress for ward 10 infills Langkloof, Estebhisini electrification projects.	
					Percentage progress for ward 09 infills Entabeni, Feriakop electrification projects	
					Percentage progress for Dukuza/ Ebusingatha electrification projects	
				SDID04	Improve access to roads	Percentage progress for Mbhorompo gravel road
		SDID05	Percentage progress for Mnceleni gravel road			

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	RESPONSIBLE DEPARTMENT	
			SDID06		Percentage progress for Makekeni gravel road		
			SDID07	Improve recreational facilities	Percentage progress for Bergville sport complex		
			SDID08	Improve infrastructure	Percentage progress for Bergville tarred road		
			SDID09	Improve facilities for community	Percentage progress for Geleksburg community hall and creches		
			SDID10		Percentage progress for Vimbukhalo community hall		
			SDID11		Percentage progress for Community Service Centre		
			SDID12	To achieve 100% CAPEX	Amount spent on municipality capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality Integrated Development Plan		
<b>Local Economic Development and Social Development</b>	To respond to social development issues and create a climate conducive for local economic development	Promote economic growth and development	LESD01	Create jobs through LED initiatives	Number of jobs created through municipality LED initiatives including capital projects		<b>SOCIAL SERVICES</b>
					Amount spent on jobs created through LED initiatives including capital projects		
					Number SMMEs and Co-ops supported with training		
			LESD02	Provide support to LED	Number of LED forums held		
			LESD03	Provide support Local Tourism forums	Number of Local Tourism forum held		
			LESD04	Enhance revenue collection by operating licensing centre	Revenue collected from services produced		

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	RESPONSIBLE DEPARTMENT
		Established and promote grapes out growers	LESD05		Fresh produce operationalization	
<b>Good Governance and Public Participation</b>	To enhance and implement systems and procedures towards accountable local governance	Effective Public participation	GGPP01	Ensure functional Ward Committees	Number of Ward Committee meetings held/ year (15WARDS)(1meeting per month)	
<b>Financial Viability and Financial Management</b>	To effectively manage municipal financial resources in a sustainable and accountable manner.	To improve budget implementation in the municipality	FVFM01	Optimize the expenditure of capital budget	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	<b>FINANCIAL SERVICES</b>
			FVFM02	Optimize revenue collection	% of cash collected from customers against billing	
			FVFM03	Optimize revenue of operational budget	Percentage spent of Operational Budget (OPEX) on repairs and maintenance of infrastructure	
			FVFM04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	
					Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services	
		FVFM05	Updating of Asset Register	Number of updates on fixed asset registers		

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	RESPONSIBLE DEPARTMENT
			<b>CRC101</b>	Development of Wall-Wall Scheme	Date of adoption of Wall-to-Wall Scheme	
<b>Cross cutting interventions</b>	To create functional systems and procedures to attain effective land use and sustainable environmental management	Efficient and credible strategic and spatial municipal planning	<b>CRCI02</b>	Implementation of the KZN Planning and Development Act	% of applications processed within the legal timeframes	
	Preventing or reducing the risk of disasters; Mitigating the severity or consequences of disasters; Emergency preparedness; A rapid and effective response to disasters and; Post-disaster recovery and rehabilitation	To mitigate the effect of disasters and ensure improved responses	<b>CRC103</b>	Establishment of disaster management Structures and systems	Date of adoption of reviewed Disaster Management Plan	
				Functional Disaster Management Centre	Percentage response to reported disasters	
	Providing support to the traffic section.		<b>CRCI04</b>	Ensure Road Safety	Number of traffic fines issued	
			<b>CRCI05</b>	Ensure safety to children	Scholar patrol	

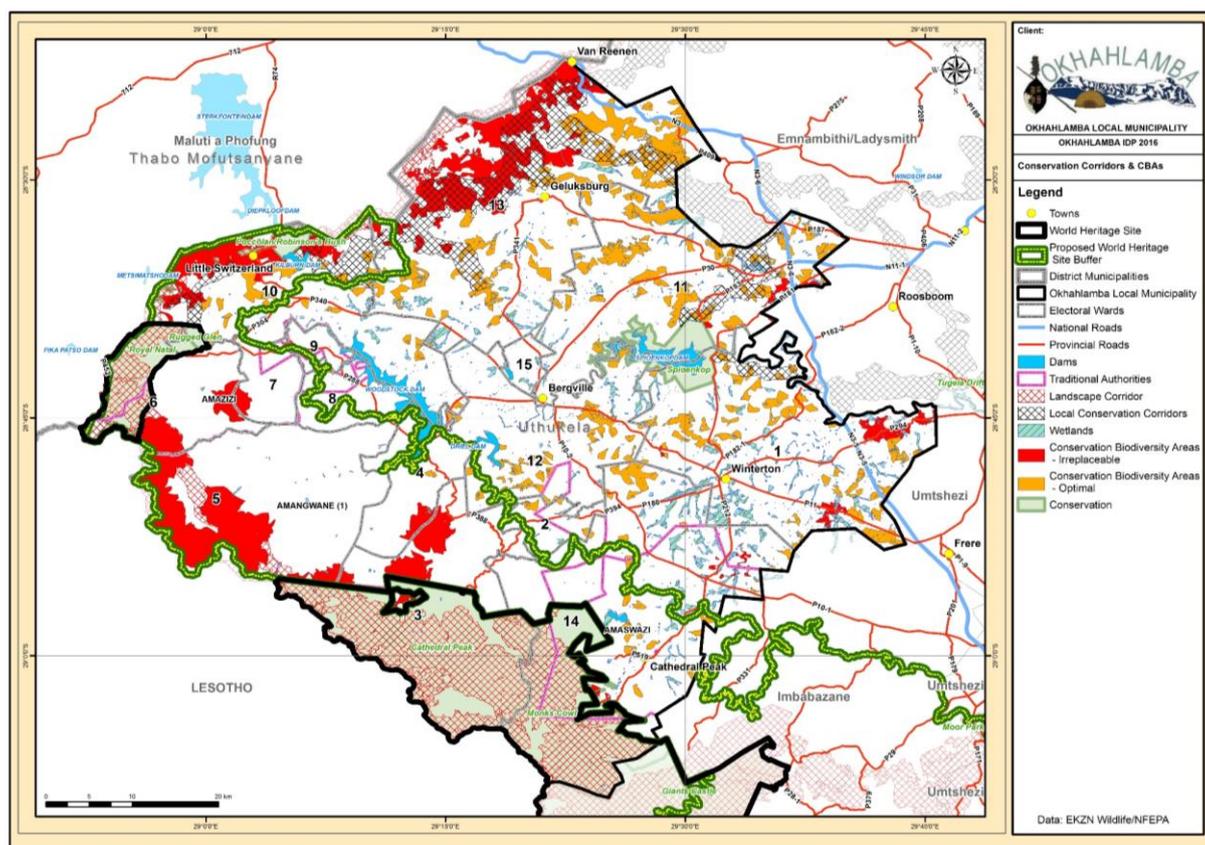
## 4 STRATEGIC MAPPING AND IMPLEMENTATION PLAN

### 4.1 STRATEGIC MAPPING

#### 4.1.1 ENVIRONMENTAL SENSITIVE AREAS

- Okhahlamba is characterised by a range of environmentally sensitive areas and is located in a very environmentally significant area. The municipality is rich in biodiversity, and is well endowed with unique environmental features, including a mountain range, river systems and wetlands. The main feature in this respect would be the Drakensberg Mountains. It also has a fascinating and ancient geology, great diversity in plant communities, some of the rarest animals in the world and the largest, richest and most concentrated series of rock art in Africa and thus requires appropriate management. Some of the most important natural resources that should be protected are the hydrological features such as river valleys, which has significant environmental value as catchments areas.

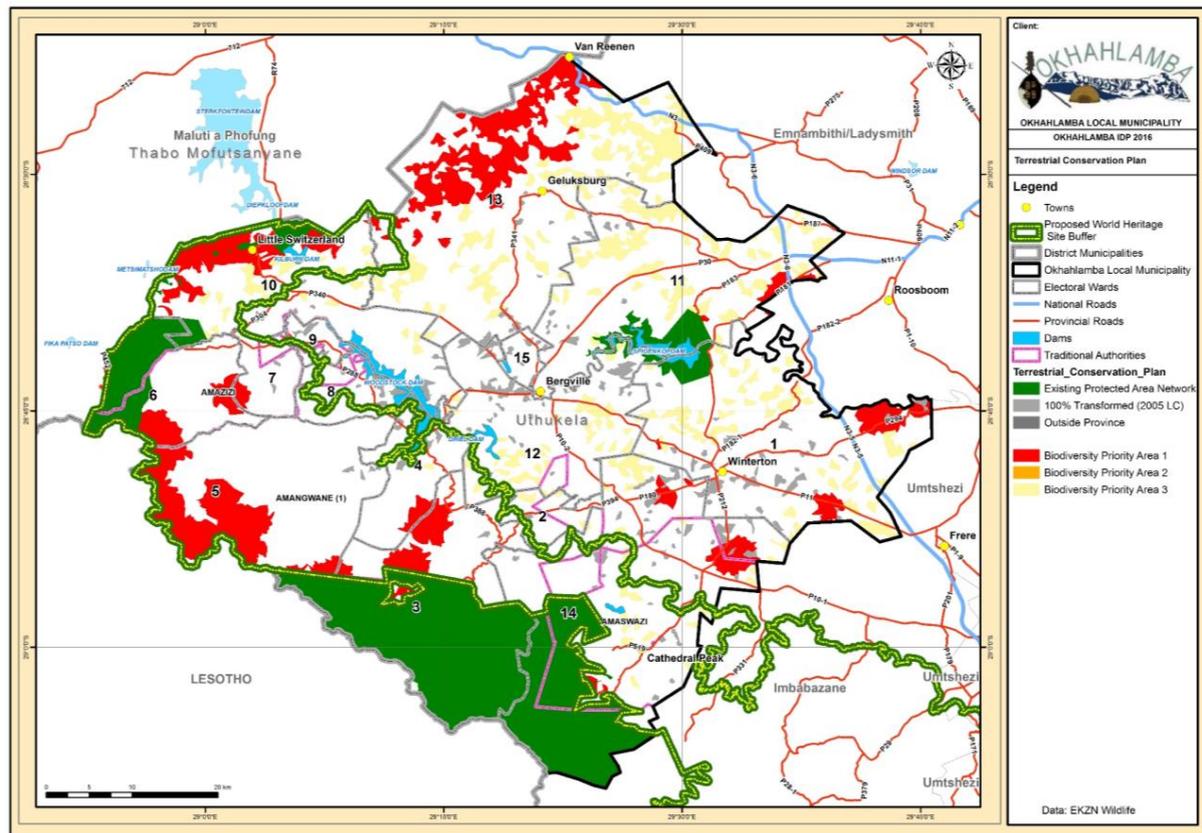
MAP 27: CONSERVATION CORRIDORS & CBAS



The value of this area in terms of its cultural heritage, its biodiversity and its unique landscapes was internationally acknowledged through the declaration of the area as a World Heritage Site (WHS) in 2000, based on these criteria. This declaration further enhanced the areas claim as an important tourist destination, which carries with it a responsibility to establish a 'buffer zone' around the site. The management of landscapes is thus important in the WHS itself as well as in the area surrounding

it. A landscape characterisation study have therefore been carried out in response to the requirement to protect the landscapes associated with the World Heritage Site, and to guide planning such that development which is not in keeping with the exiting character of the landscape is avoided. The study aimed to provide municipal planners with information regarding the capacity of different areas within the municipality to absorb tourism development and also developed a GIS tool to enable the viewing and querying of this information. (Source: UDPWHS Buffer Zone Landscape Characterisation, INR)

MAP 28: TERRESTRIAL CONSERVATION PLAN



## 4.1.2 STRATEGIC INTERVENTION AREAS

### 4.1.2.1 WARD/AREA BASED MANAGEMENT

- ❖ Delineate the municipal area into four ward clusters to enable an Area Based Management (ABM) approach. It takes into account development trends and patterns, functional linkages and settlement pattern.

### 4.1.2.2 CLUSTERING PUBLIC FACILITIES AND ECONOMIC ACTIVITIES IN DEVELOPMENT NODES

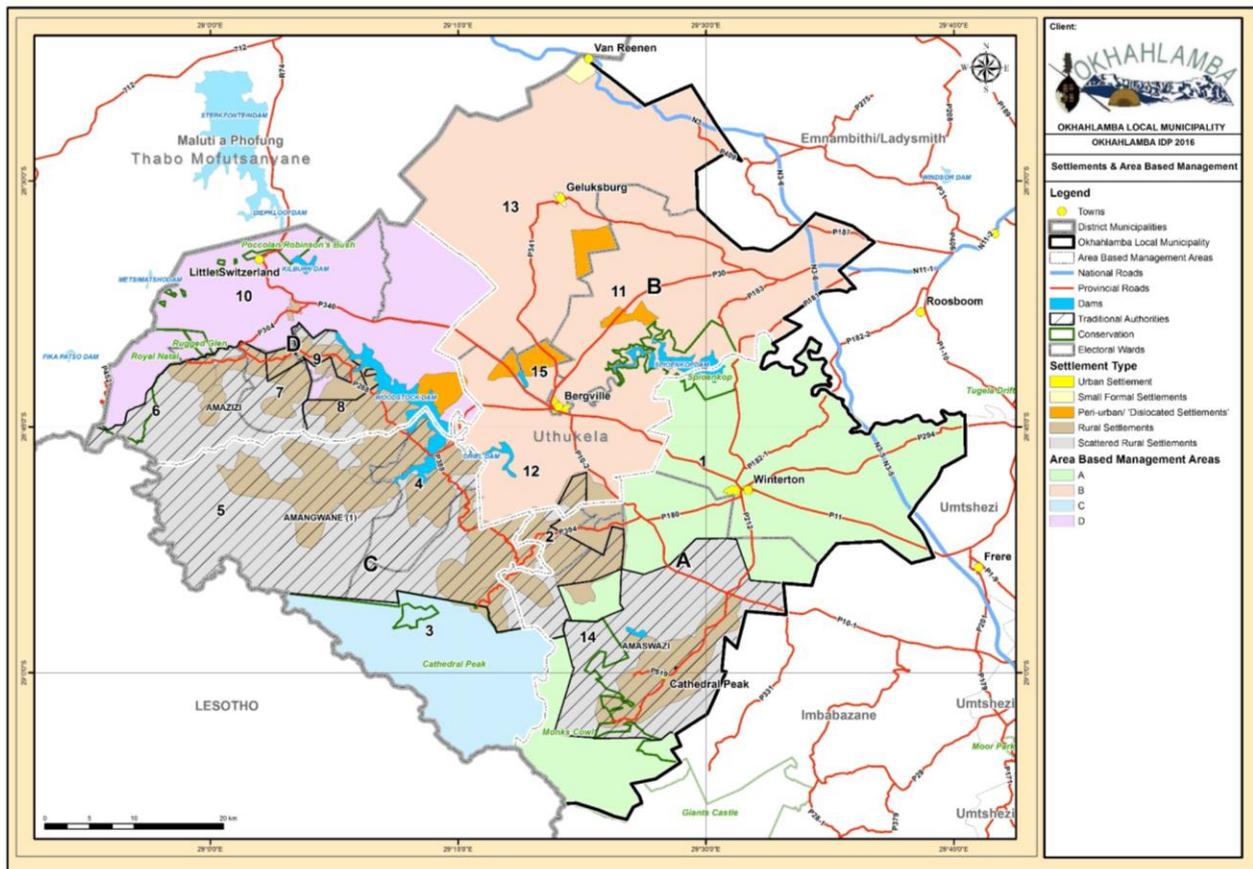
- ❖ Okhahlamba will facilitate and promote the clustering of a range of social services and economic opportunities at central locations as means to improve access and restructure the existing spatial pattern.

- ❖ The establishment of a hierarchy will assist in allocating facilities of various types to their most appropriate locations, based on the facility threshold and the appropriate number of people required within the catchment of that facility.
- ❖ Clustering will create opportunities for facility multi-use, sharing and land savings, cooperation and joint financial planning between the departments and the private sector. If this is achieved within nodes, it can contribute positively to service delivery, spatial restructuring and financial sustainability.

**4.1.2.3 CONTINUUM OF HUMAN SETTLEMENTS**

- ❖ SDF facilitates the evolution of a settlement pattern that reflects strong functional linkages between rural and urban, and the continuum of settlements ranging from rural to formal urban settlements.
- ❖ Settlements should be equitable in the sense that they should provide a reasonable access to opportunities and facilities to all.
- ❖ Settlements should be located along the main transportation routes and held together by a web of local access roads and public facilities. At a regional level, they should be knit together by a system of regional access routes.

MAP 29: CONTINUUM OF HUMAN SETTLEMENTS



#### 4.1.2.4 *COMPACT DEVELOPMENT*

- The promotion of compact development will mitigate the negative impact of sprawling settlements by encouraging the planning of co-ordinated, harmonious, sustainable and compact settlements. Growth in peripheral areas is an inevitable process, and needs to be managed in order to facilitate the establishment of planned settlements and to promote sustainable development. Compact development will further contribute to the protection of sensitive environmental and agricultural areas and will ensure effective and efficient social, engineering and other services:
- ❖ Limiting and containing the urban development footprint within the Urban Development Line (urban edge / growth boundary). The application of growth boundaries and other growth management techniques should take due cognisance of the adequacy of supply of land.
- ❖ Promoting higher “net” residential densities in strategically located areas within core areas, new growth areas and areas prioritised for infrastructure development.
- ❖ Creating new residential development opportunities that connect fragmented areas and consolidate urban form around high accessibility routes and nodes.
- ❖ Provide clear guidance on directions for future settlement growth and proposed release of land for development.

#### 4.1.2.5 *PROTECTION AND MANAGEMENT OF AGRICULTURAL LAND*

##### **IDENTIFICATION AND MAPPING OF AGRICULTURAL LAND**

The national Department of Agriculture, Forestry and Fisheries (DAFF) as well as the provincial Department of Agriculture and Environmental Affairs (KZN DAEA) has responded to their mandate to ensure long-term food production, by developing an agricultural land categorisation. These categories focus on mitigating and limiting the impact of any proposed change of land use on agricultural production and to protect agricultural land (specifically high potential and unique agricultural land). The following categories have been included in the KZN Agricultural Land Categories (DAFF & DAEA, 2013):

- ❖ Category A land is regarded as very high potential agricultural land that should be retained exclusively for agricultural use.
- ❖ Category B is regarded as high potential agricultural land and has few limitations to agricultural production.
- ❖ Category C is regarded as land with moderate agricultural potential, on which significant interventions would be required to achieve viable and sustainable food production, although agriculture is still the majority land use in the rural landscape.
- ❖ Category D land is regarded as land with low agricultural potential and requires significant interventions to enable sustainable agricultural production.

- ❖ Category E land is regarded as land with limited to very low potential for agricultural production.

### **LAND USE REGULATIONS**

- The alienation of some productive agricultural land will inevitably occur as a consequence of development, but the municipality will not support such alienation when equally viable alternatives exist. When preparing, reviewing or amending planning schemes, the municipality will include provisions for protecting good quality agricultural land.
- **AGRO HYDROLOGICAL ASPECTS NEED TO BE TAKEN INTO ACCOUNT**
- ❖ Agro-hydrological assessments must be conducted at a District level to ensure accurate identification of agricultural resources;
- ❖ Protection of prime agricultural land with emphasis on securing long-term food supply and security;
- ❖ Preservation of areas with the greatest potential for agriculture solely for future agricultural developments;
- ❖ Emphasis on developing the subsistence agricultural sector in order to improve rural livelihoods and promote sustainable agricultural practices;
- ❖ Climate change needs to be taken into account in order to negate against negative impacts and capitalise on positive impacts.

#### ***4.1.2.6 RURAL DEVELOPMENT AND AGRARIAN REFORM***

- The following should guide future implementation of the land reform program within the municipality:
- ❖ Clustering projects in a geographic area (across products) to optimise development potential, rationalise support services and promote efficient use of scarce resources. Identification of clusters should be based on access, social identity, development opportunities, land use pattern and social relationships. This will provide a framework for a comprehensive approach to the resolution of labour tenant and land restitution claims.
- ❖ Settlement of the emerging farmers in terms of the Land Redistribution for Agricultural Development (LRAD) or Proactive Land Acquisition Strategy should be located close to transport routes on good agricultural land.
- ❖ Land reform beneficiaries should be provided with agricultural development support including assistance with productive and sustainable land use, infrastructure support, agricultural inputs, and strategic linkages with the markets.
- ❖ There is a need to promote off-farm settlement as a land delivery approach where the main need for land is settlement. Such land should be located in accessible areas, which can be provided with social facilities and basic services in an efficient and effective manner. It may also

form part of a cluster of projects. This will also facilitate housing delivery and development of such settlements as sustainable human settlements.

- ❖ Identification of high impact projects and integration into the local value chain or development proposals. These projects should also be integrated into the LED program of the Municipality.
- ❖ Land tenure upgrading should be undertaken for both urban and rural informal settlements as part of a process towards the development of human settlements. Particular focus should be paid to areas such as Rookdale, Woodford, Bethany, Hambrook, Acton Homes and the Greenpoint area.

#### ***4.1.2.7 SUSTAINABLE USE OF NATURAL RESOURCE BASE***

##### **FORMALLY PROTECTED AREAS**

- ❖ The uKhahlamba Drakensberg Park (UDP) World Heritage Site is governed by its own legal framework, and any planning in the park needs to conform to these statutory requirements, which is set out in the uKhahlamba Drakensberg Park (UDP) World Heritage Site (WHS) Integrated Management Plan (IMP).
- ❖ Formally protected areas in Okhahlamba are to be managed in accordance with their Integrated Management Plan (IMP), as well as the management guidelines provided in the uThukela Environmental Management Framework (EMF).

##### **WHS BUFFER AREA**

- ❖ The Buffer constitutes an area outside the boundary of the protected area where actions are taken and agreements are made to protect the integrity of the protected area. Proper environmental management in the Buffer zone is thus critical to the health and protection of the WHS.

##### **CRITICAL AREAS OF BIODIVERSITY**

- ❖ Critical biodiversity areas have been defined by Ezemvelo KZN Wildlife to ensure that terrestrial biodiversity resources remain available to the local inhabitants and future generations. As a measure to protect these areas, EKZN Wildlife has started to develop control measures that are included in the Okhahlamba land use scheme.
- ❖ Development within the identified CBA areas needs to accommodate and support the biodiversity network, and the municipality will adopt development control measures for River CBAs, Wetland CBAs, River Ecological Support Areas (ESA), Ecological Support Areas (ESA) - Species specific and FEPA fish sanctuaries.

##### **WATER RESOURCE MANAGEMENT**

- ❖ Water resource management must seek to achieve the protection of water resource assets to secure a sustained supply of water and ecosystem goods and services over time and to reduce vulnerability to the effects of climate change.

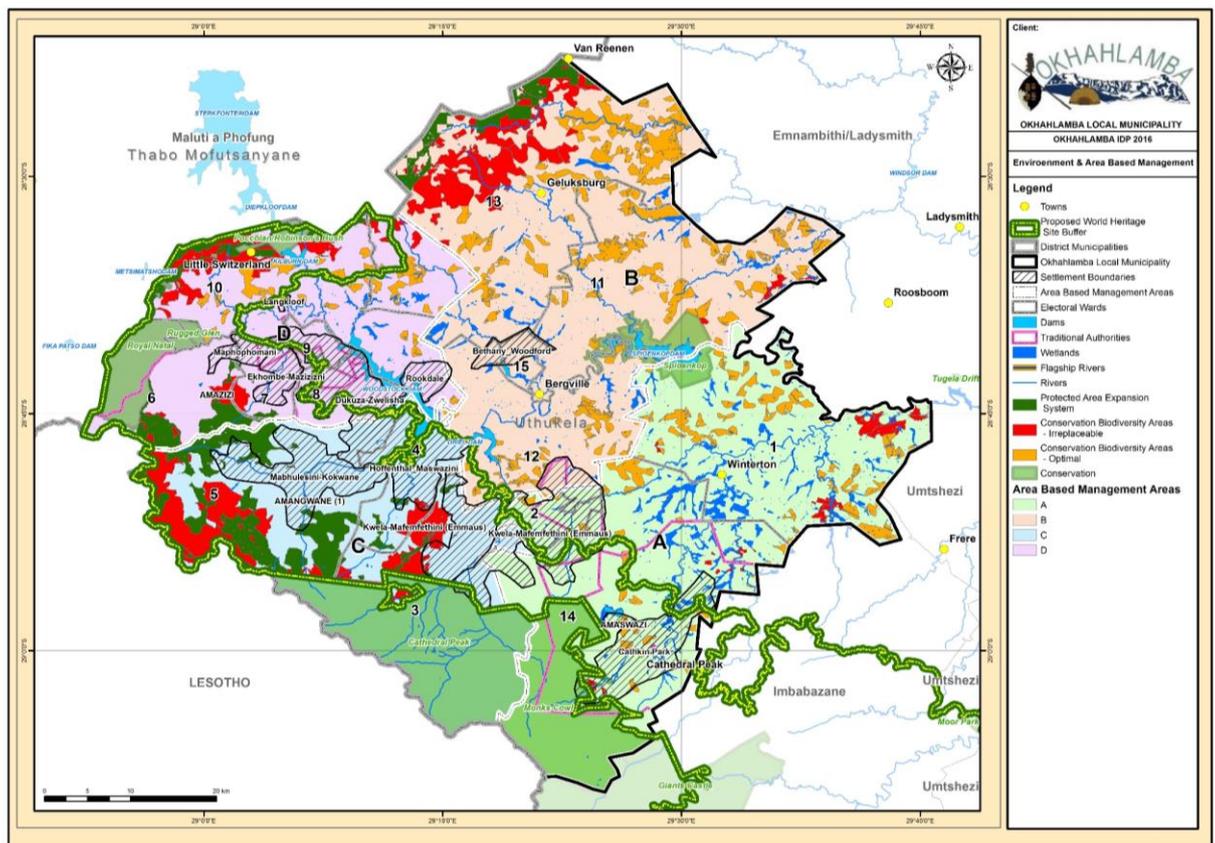
**CULTURAL HERITAGE**

- ❖ Cultural heritage sites in Okhahlamba municipality and the adjoining WHS is of international importance and require intensive management to avoid all types of destruction, such as vandalism and development. Heritage areas should thus be afforded the necessary importance and protected within the area.

**ENVIRONMENTALLY SENSITIVE AREAS**

- ❖ Avoid development within sensitive areas and utilize appropriate buffer zones in order to limit the impact of development. The SDF provides a framework within which development must occur. It identifies areas for continued agricultural activities, areas that require protection from an environmental point of view and nodes where development must be encouraged.

MAP 30: ENVIRONMENTAL AREAS FOR INTERVENTION



- ❖ Delineation of an urban edge in settlements to ensure protection of highly sensitive environmental areas.
- ❖ Wetlands are important to environmental sustainability, water retention and filtration and flood mitigation and must be conserved as far as possible.
- ❖ No wetlands are to be converted or drained without approval from the Department of Agriculture and Environmental Affairs.
- ❖ Where not zoned for development, wetlands must be given conservation status.
- ❖ No future settlements within the 1:100 year flood line and dam failure flood lines.
- ❖ Existing settlements should be encouraged to relocate outside of these flood lines;
- ❖ No development should be closer than 20m from the high-water mark of any unprotected dam, until such time as the Disaster Management Plan identifies settlements that are at risk of being flooded.

#### **4.1.2.8 ECONOMIC INTERVENTIONS**

##### **➤ TOURISM**

- ❖ Optimise Tourism Potential and opportunities associated with the Berg and UDP WHS.
- ❖ Use Tourism Guidelines in SDF for tourism on commercial farms and in traditional areas.
- ❖ Marketing of tourism initiatives e.g. nature-based tourism; rural villages; agro-tourism on commercial farms; adventure tourism ,etc.
- ❖ Improved access to areas with environmental, cultural and heritage significance in order to benefit from optimal use of the resources.
- ❖ An integrated and collective approach must be adopted for the Battlefields Route and the Drakensberg as these are areas of international and national significance

##### **AGRICULTURE**

- ❖ Facilitate the productive use of agricultural land. Agricultural development should be promoted based on potential, with high production land being reserved mainly for agricultural purposes.

##### **COMMERCE AND INDUSTRY**

- ❖ Nodal areas should be prioritised for commercial and industrial developments, depending on the size of the threshold, role of the node in the local and regional space economy, and availability of suitable land parcels.
- ❖ Reinforce the Primary, Secondary and Tertiary Corridors in order to strengthen economic linkages between nodes and adjacent municipalities.
- ❖ Generate economies of scale in terms of market opportunities to encourage local entrepreneurship and consequently local communities to spend their income locally.

- ❖ Investigation needs to be done with regard to placement of the markets and ensuring that adequate facilities and services are provided to the site such as access to water, sanitation, trees or shelters for shade and flat concrete surfaces.
- ❖ Promote local income circulation and reduce leakages of income to other areas through the establishment of periodic markets at identified nodes.
- ❖ In terms of the levels of services at the nodes, where gaps exist, capital investment must focus on addressing these deficiencies.

#### **SUSTAINABLE INTEGRATED SPATIAL PLANNING SYSTEM**

- ❖ Develop and implement integrated sustainable planning system as a means to introduce formal planning and integrate traditional land allocation processes into the planning system.
- ❖ Develop a hierarchy of spatial plans (local area plans, precinct plans, settlement plans).
- ❖ Integrate traditional land allocation processes with municipal spatial planning: Mapping of izigodi, mapping of settlements, develop guidelines for land allocation, training and capacity building of traditional leadership.

#### **INTEGRATION OF THE MALOTI-DRAKENSBERG CORRIDOR FRAMEWORK**

- ❖ Proposed zonation of Regional Spatial Framework Plan for the Maloti-Drakensberg Corridor, needs to be acknowledged in this SDF and must be used to guide and manage development.

##### ***4.1.2.9 INFRASTRUCTURE AND SOCIAL FACILITIES INTERVENTIONS***

- ❖ Ensure investment is directed towards nodes in order to strengthen their sustainability and impact rather than in areas where less of an impact will be made.
- ❖ Planning and implementation of sanitation projects should be based on settlements clusters and be integrated with the initiative towards the transformation of rural villages into sustainable human settlements. Spatial planning standards that should apply to sanitation projects.
- ❖ Ensure that settlement is contained within urban edges to reduce the cost of services and optimise capital investment.
- ❖ Infrastructure and services within the identified nodes should be primarily grid services and alternative technologies will need to be investigated for settlements outside the nodes, such as solar heating and rainwater harvesting.
- ❖ Hierarchy of nodes and corridors must direct investment in order to improve human capital through access to health, education and social welfare.
- ❖ An intervention is required to address the management of Van Reenen holistically.
- ❖ Community facilities should be located in places of high accessibility, and made accessible to the local and surrounding communities.

- ❖ Health facilities should be accessible and integrated with public transportation. This can be achieved by locating such facilities close to activity areas and regular places of gathering.
- ❖ Integrate educational facilities with the broader settlement structure by locating schools, crèches and adult education centres close to places of intensive activity.

#### **4.1.2.10 DRAKENSBERG INTERVENTIONS**

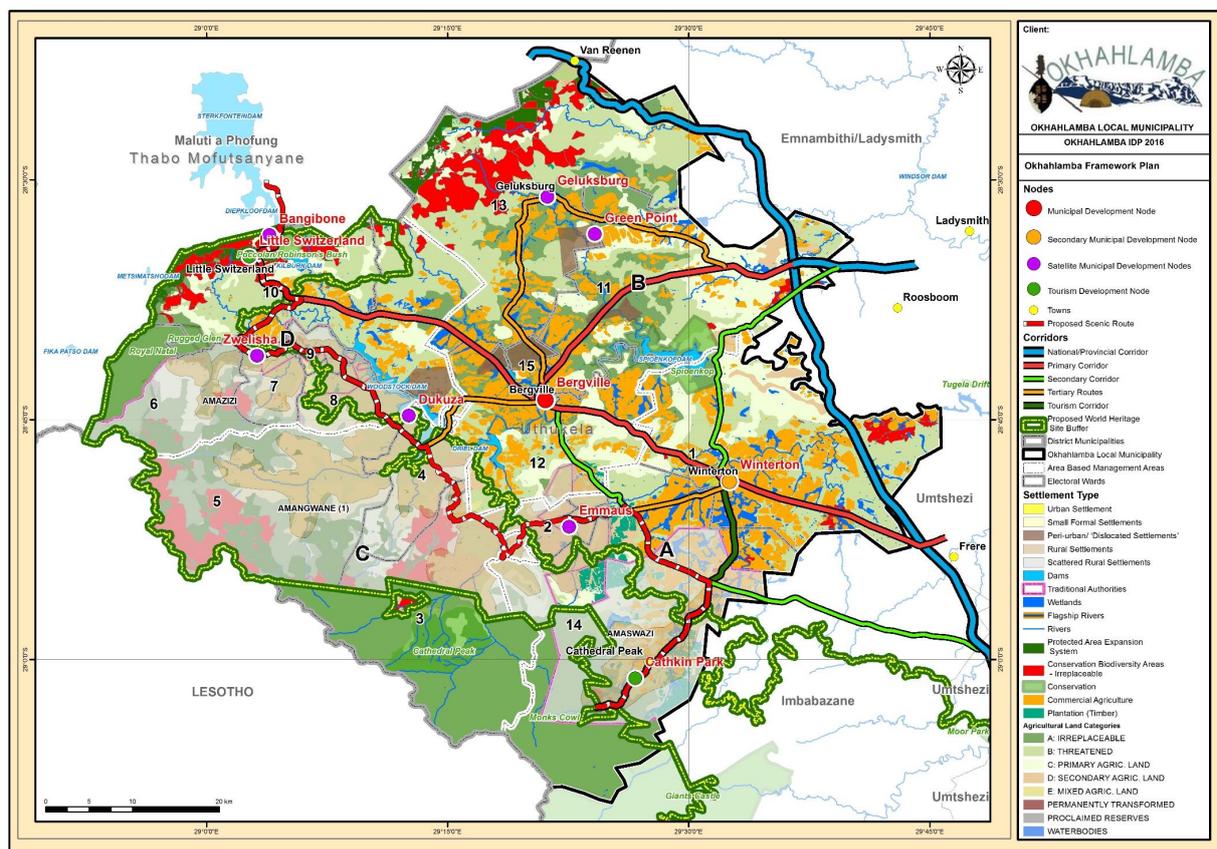
- ❖ Focus future development within identified nodes;
- ❖ Protection of cultural heritage and historical sites, and protected areas;
- ❖ Initiatives to benefit local communities, for example: ecotourism and conservation projects;
- ❖ Any development or initiative in the Drakensberg must ensure community involvement and capacity building at all levels to ensure sustainability;
- ❖ The unnatural disturbance of ecosystems and loss of biological diversity are avoided, or , where they cannot be avoided, are mitigated;
- ❖ Pollution and degradation of the environment are avoided, or, where they cannot be avoided, are mitigated;
- ❖ The unnatural disturbance of landscapes and sites that constitute the cultural and natural heritage South Africa are avoided, or, where it cannot be avoided, is mitigated, and that the cultural and natural heritage of the country must be enhanced;
- ❖ Waste is avoided, or where it cannot be avoided, minimized and re-used or recycled where possible and otherwise disposed of in a responsible manner;
- ❖ The use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequence of the depletion of the resource;
- ❖ The development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised;
- ❖ A risk-averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions;
- ❖ Negative impacts on the environment and on the environmental rights of the people must be anticipated and prevented, and where they cannot be prevented, must be mitigated.

#### **4.1.3 DESIRED SPATIAL FORM**

The Okhahlamba SDF sets out the spatial vision of the municipality and identifies focus areas for development and investment. It identifies the primary, secondary, tertiary and tourism nodes, as well as development corridors (as discussed under the spatial section).

- ❖ The primary aim of the SDF is to facilitate the transformation of Okhahlamba into an integrated and sustainable spatial system. The SDF will influence directly the substantive outcomes of planning decisions towards the attainment of the following strategic objectives:
- ❖ To give a spatial expression to the development vision, strategy and multi-sectoral projects as outlined in the IDP.
- ❖ To create a spatial environment that promotes and facilitates economic development and growth.
- ❖ To facilitate the development of sustainable human settlements across the continuum and in line with national policy directives.
- ❖ To promote sustainable development and enhance the quality of the natural environment.
- ❖ To facilitate sustainable and efficient utilisation of land.

MAP 31: OKHAHLAMBA FRAMEWORK PLAN



- ❖ To guide private and public investment to the most appropriate areas in support of the municipal spatial development vision;
- ❖ To provide a visual representation of the desired spatial form of the municipality.
  - SDF seeks to influence the substantive outcomes of planning decisions at different levels and to achieve planning outcomes that:

- ❖ facilitates correction of spatial distortions of the apartheid past;
- ❖ channel resources to areas of greatest need and development potential;
- ❖ take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment;
- ❖ stimulate economic development opportunities in rural areas;
- ❖ protects and enhances the quality of both the physical and natural environments; and
- ❖ promote an inherent value of the natural and built environment.

#### **4.1.4 STRATEGIC GUIDANCE IN RESPECT OF DEVELOPMENT**

##### **4.1.4.1 GUIDELINES FOR LAND USE MANAGEMENT**

The implementation of wall-to-wall schemes/ land use schemes for a municipal area, is required in terms of the Planning and Development Act, (Act No. 6 of 2008), as well as the Spatial Planning and Land Use Management Act, (Act No 16 of 2013). In terms of SPLUMA, this requirement should be met by 2018. Okhahlamba municipality is in the final stages of the development of their land use scheme.

- The primary aim of the Okhahlamba Municipality Land Use Scheme is to create coordinated, harmonious and sustainable development, in a way that promotes health, safety, order, amenity convenience and general welfare, as well as efficiency and economy in the process of development. The scheme divides a municipal area into zones and regulates the use of land and buildings on the one hand, and the nature, extent and texture of development on the other. Okhahlamba Municipality scheme will therefore:
  - ❖ Indicate what may or may not occur on particular areas of land.
  - ❖ Provide land use certainty and boost investor confidence.
  - ❖ Promote amenity, efficient land use practice and reserve land for essential services.
  - ❖ Resolve conflict between different land uses and control negative externalities.
  - ❖ Enable mix of convenient land usage, efficient movement processes and promote economic development.
  - ❖ Protect natural and cultural resources and land with high agricultural production potential.
  - ❖ Provide for public involvement in land management decision processes.
  - ❖ Provide for sound local regulation and enforcement procedures.
  - ❖ Accord recognition to indigenous and local spatial knowledge, land use practices land allocation practices.
  - ❖ Facilitate social justice and equitable regulation of contested spaces.
  - ❖ Reserve land for future uses where the need for location and extent is not certain at present.

The scheme will establish a single regulatory land use management system that can be applied uniformly throughout the municipality. It will give effect to the spatial development framework and the integrated development plan of the municipality.

Okhahlamba is a complex spatial system with land uses ranging from urban uses through to expansive commercial farmlands and rural settlements. A wall-to-wall / land use scheme should cover all these areas, and provide certainty to land users and land development applicants irrespective of location. The municipality will thus develop a comprehensive scheme with a range of zones, some of which may not apply in less developed areas. The following broad categories will be used in developing the scheme:

- ❖ Urban, which includes all areas that fall within the urban areas as delineated in the SDF.
- ❖ Agricultural areas, the majority of which are subject to the Sub-division of Agricultural Land Act, Act No. 70 of 1970.
- ❖ Rural settlements located on communal land, state land and/or privately owned land.
- ❖ Protected / conservation areas and tourism areas.
- ❖ Land use policies will be developed to guide land use management on agricultural land, environmental areas and rural settlements.

➤ **LINKAGE BETWEEN THE SPATIAL DEVELOPMENT FRAMEWORK, LAND USE FRAMEWORK AND THE SCHEME**

The relationship between broader Strategic Planning (Spatial development frameworks) and the preparation of Schemes is central to ensuring consistent and thorough decision-making around land use management and change. This relationship ensures that land use decisions do not contradict larger policy goals. Thus, the Scheme is used to enforce the broader policies contained in the municipality's Integrated Development Plan (IDP) and Spatial Development Framework (SDF) at a property level. The IDP and SDF guides development, and thus inform the preparation and management of land use in terms of the Scheme. The following two points are noted:

- ❖ firstly, capacity to interpret strategic objectives correctly in land use decision-making is essential; and
- ❖ secondly, a spatial planning system that allows for the translation of strategic objectives into land use decision-making is required.

Also important is the development of a spatial planning system that allows for the translation of strategic objectives into land use decision-making tool. However, the scheme is not a master plan. It will change continuously as scheme amendment applications are approved by the municipality. To this end, the scheme will be regarded as a scheme in the course of preparation.

Current and anticipated legislation implies that Schemes can be formulated directly from the SDF prepared as part of an IDP. In practice, however, there is a tendency towards a gap between these two levels of planning, especially in larger municipalities. A set of Linking Elements enabling a smoother transition between the SDF and the Scheme has therefore been proposed, and included in this Guideline. These elements could form part of the SDF, or stand-alone as a separate plan or set of plans. It is important to note the following concerning the relationship between the Spatial Development Framework, Scheme and Linking Elements:

- ❖ The three components (SDFs, Linking Elements and Schemes) go hand-in-hand, where SDFs give strategic direction; the Linking Elements provide quantification, more detailed spatial plans and

operational and institutional guidance; and the Schemes provide the statutory basis for land use decision-making.

- ❖ The relationship between these three components is reciprocal, and not necessarily hierarchical. Implementation of one component is not necessarily dependent upon the completion of another.
- ❖ Together SDFs, Linking Elements and Schemes should provide the holistic means for representative, informative and rational land use decision-making to occur. This system provides an opportunity for sectoral integration at all three levels of planning.

➤ **LAND USE PROPOSALS AND USE ZONES**

Broad land use typologies for the Land Use Framework are outlined in table 23. It is suggested that a more prescriptive / regulatory approach is required where important resources (e.g. high potential agricultural land and important environmental service areas) need to be protected and where pressure for development is higher. This will provide the Municipality with clear regulations to manage this development e.g. a potential urban settlement where there is or may be a demand for commercial and industrial development sites. A policy-orientated approach would be suitable for areas where there is less pressure for development.

TABLE 23: BROAD LAND USE TYPOLOGIES

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
Industry	This zone will be used to designate and manage a range of industrial activities – from light industrial with limited impact on surrounding land uses to hazardous or noxious industry with high-impact and must be separated from other uses. This set of zones would include agricultural industry.	Service Industry Light Industry General Industry Extractive Industry Abattoir	Existing industrial areas. Development nodes Mixed land use corridors. Extractive and noxious industries are high impact uses and should be located away from residential and commercial areas
Residential	Used to designate the full spectrum of residential options ranging from areas that are almost entirely residential to areas having a mix of residential and other compatible land uses, yet the predominant land use is residential.	Residential 1, 2, 3 Residential Medium Density Residential High Density Residential Estate Retirement Village Rural Residential 1 Rural Residential 2 Rural Residential 3 Interim Residential	Mixed use such as development nodes and corridors. Residential areas (Bergville, Winterton etc.) Mixed use such as development nodes and corridors. Informally settled areas Rural settlement areas

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
		Resort Hotel Caravan Park	Hotel, resort and lodge are associated with tourism and could also be located on agricultural land. Also along the Drakensberg.
Commercial	This group of zones allows the development of a range of complementary land uses for commercial, business, services, industrial, administrative and residential opportunities, which include informal trading in a single zone to enable a special mixture of development to occur. It seeks to create a balance between the natural and built environment through landscaping and areas of green space. It encourages, where appropriate the use of detailed urban design criteria to achieve specific urban environments and mix of uses.	Commercial 1 Commercial 2 Commercial 3 Service station	Central business districts (Bergville & Winterton) Development nodes.
Civic and Social	This family of zones are intended to accommodate land that is utilized to provide for administrative or government buildings including education, health, pension offices, museums, libraries, community halls, prisons, juvenile facilities, cemeteries and crematoria. Its primary aim is to facilitate the provision of public facilities and delivery of social services. It also seeks to improve access to social and civic facilities in a manner that meets the needs of communities in the fields of health, education social and cultural services.	Education Health and Welfare Cemetery Municipal and government Worship	Residential areas. CBD (Bergville & Winterton) Nodal areas

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
Open Space and environment	Environmental and open space zones are intended to set aside land for important environmental services and recreational activities. It includes parks of differing sizes, green areas for bowling, ball sports, cycling, and green belts for walking and hiking. They provide for an adequate number of appropriately situated sites that are easily accessible for recreational purposes and activities for local and wider communities in accordance with recognized guidelines, appropriate thresholds and the requirements of the broader community and visitors. In addition, it also provides for important environmental areas, such as proclaimed parks, view sheds, open space system (e.g. water courses, wetlands, grasslands, and other natural habitats) and proclaimed conservation areas. It reserves land as part of a sustainable living environment.	Statutory Protected Areas 1 and 2 Active open space Passive open space Dams Management overlays for additional information	Urban and Residential areas. Vacant and unused land in and around the urban footprint. Golf courses. UDP WHS and sensitive environments in the Drakensberg. Cultural and heritage sites associated with the Drakensberg. Major dams, e.g. Spioenkop, Driel, Kilburn and Woodford dams.
Utility and services	This zone makes provision for disposal works and infrastructure necessary for the Municipality to permanently dispose of, or recycle, solid waste.	Existing and proposed Road Bus and taxi rank Railway Airport Public parking	Residential areas. CBD (Bergville & Winterton) Industrial areas Rural and urban areas
Transportation and Access	This zone makes provision for the use and development of railway land. The primary purpose of railway property is to provide an efficient railway system. Land used other than for railway purposes should be zoned appropriately. Only land uses and works which are specifically related to the functioning of the	Public services and Utilities Refuse site	

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
	railway system should be permitted.		
Agriculture	<p>Agricultural family of zones are intended to provide land for buildings and uses associated farming practises and specifically with the following activities: -</p> <p>The production of food and fibre;  The cultivation of crops;  Timber plantations;  The farming of livestock, poultry and bees,  Horticulture and market gardening;  Urban agriculture and settlement; and,  The use of buildings for associated activities including education activities.</p> <p>Its primary aim is to facilitate the protection of agricultural land from non-agricultural uses, and to enhance its production potential. This will facilitate food production and improve contribution of the agricultural sector to the local economy.</p>	<p>Agriculture 1  Agriculture 2  (Traditional/communal)  Agriculture And Forestry  Agriculture small holding  Restricted agriculture (agro-biodiversity zone overlay)  Management overlays for additional information</p>	<p>Rural areas  Urban areas</p>

➤ **ZONING AND MANAGEMENT OVERLAYS**

➤ Each zoning and Management area will identify by way of a statement of intent the following, in order to ensure that it is linked back to the IDP and spatial development framework:

- ❖ A detailed statement of its intention and even for specified areas;
  - ❖ Type and intensity of development that shall be permitted or encouraged, and even for a particular area;
  - ❖ Determines how any current or future development shall be phased; and
  - ❖ Provides for the inclusion of specific urban design criteria.
- Overlays are required in areas where it is necessary to indicate more detail about the way an area needs to be developed. It will facilitate the management of specific uses across several

underlying zonings. The special development requirements are then managed in terms of a detailed Management Plan, and are identified through a Management Overlay on the Scheme map. Management Overlays are thus used to further inform and regulate development.

➤ **DEVELOPMENT PARAMETERS / SCHEME CONTROLS**

- The Municipality will manage development within each zone through a series of development parameters or Scheme controls relating to each zone. Conventionally, development parameters set out the maximum development permitted on a site. However, they may also be used to set out the desirable or minimum development allowed. The development parameters set out the uses within each zone that are:
  - ❖ Freely permitted: This category includes land uses that are considered compatible with the surrounding land uses and which may be permitted by the municipality. A building plan is often sufficient in this regard.
  - ❖ Special Consent Use: This category includes ancillary uses that might have a more intrusive impact and may require special conditions to protect the amenity of the area or mitigate the impact of the proposed use.
  - ❖ Prohibited Uses: This category includes land uses which are incompatible with the surrounding land uses, and which a municipality is precluded from considering.

#### **4.1.5 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES**

- Okhahlamba forms part of a larger system of local governance and regional economy and is influenced and also influences development in the neighbouring areas. Cross-border planning issues have become more prevalent and significant. The focus is on strategic or shared development issues that would benefit from a joint approach, and engaging with the relevant neighbouring authorities to explore joint working potential. This section is thus intended to ensure that there is no disharmony between proposals that are suggested by the Okhahlamba SDF and its neighbouring municipalities.
- Neighbouring municipalities include Maluti-a-Phofung (Free State province) to the northwest, Emnambithi/Ladysmith to the northeast, Umtshezi to the southeast and Imbabazane to the south. Lesotho borders the western boundary of Okhahlamba.

##### **4.1.5.1 UTHUKELA DISTRICT MUNICIPALITY**

- Cross-boundary issues between the uThukela District Municipality and Okhahlamba are as follows:
  - ❖ Uthukela SDF identifies Ladysmith town as the primary administrative centre and industrial hub of the region, while Estcourt is identified as the primary agri-processing h. These are the two major towns and economic hubs within the uThukela District Municipality. Both Ladysmith and Estcourt are commercial centres for surrounding farming areas and serves as shopping centres

for towns such as Bergville, which lacks a strong commercial presence. Bergville is identified as a secondary administrative centre, while Winterton is a tertiary node and a place where a decentralization of administrative functions may take place. It will also be targeted for economic investment.

- ❖ Van Reenen is divided between the Free State and both Emnambithi and Okhahlamba in KwaZulu-Natal and requires an integrated and collective approach to service provision in light of the different local and district authorities that it falls under. Alignment is imperative.
- ❖ The significance of tourism nodes along the Drakensberg are acknowledged by both SDFs, as well as tourism corridors that provides access to the Drakensberg area. The whole of the Berg area is a major tourist area within uThukela District and a significant portion of this is situated in Okhahlamba.
- ❖ The significance of the N3 as national/provincial corridor that runs through the district and a portion of Okhahlamba, which provides opportunities for economic development.
- ❖ The access roads within Okhahlamba are of major importance, as community access roads requires attention. This limits the level of health and social service that can be delivered to rural communities.
- ❖ Large and dense rural settlements and peri-urban settlements should be identified in the district SDF as priority areas for infrastructure development and upgrading.
- ❖ Agricultural land of varying potential, which is under threat from settlement, unsustainable land reform practices, land degradation, etc. Given the scarcity of agricultural land and relative decline of the agricultural sector in the district economy, there is a need for a comprehensive strategy for effective management of agricultural land.
- ❖ The Environmental Management Framework developed for the district provides an overarching framework for effective environmental management, catchment management, green corridors and balance between development and environmental management.

#### **4.1.5.2 INKOSI LANGALIBALELE LOCAL MUNICIPALITY**

- Inkosi Langalibalele Local Municipality is located to the southeast of Okhahlamba. Estcourt is the main economic hub in Umtshezi. Strategic cross-boundary planning issues between Inkosi Langalibalele and Okhahlamba include the following:
  - ❖ The N3 is an important linkage running through Inkosi Langalibalele into Okhahlamba and then continuing through Alfred Duma.
  - ❖ The P11 (R74) serves as a major link at a district level knitting together small towns from Bergville through Winterton to Inkosi Langalibalele Local Municipality. This route is identified as a primary corridor in the Okhahlamba SDF.

- ❖ Management of agricultural land given the prevalence of game farming and good agricultural land along the boundary between the two municipalities.
- ❖ Estcourt (primary node in Inkosi Langalibalele SDF) is the second largest urban area in the district. Its threshold extends beyond Inkosi Langalibalele Municipal boundaries and portions of Okhahlamba Municipality.
- ❖ An integrated and collective approach to the Drakensberg must be adopted especially in light of the World Heritage status.
- ❖ The Drakensburg Mountains serve as the main tourist attraction site for both Municipalities, from which both municipalities may benefit.
- ❖ The N3 national route, which runs along the eastern part of Okhahlamba boundary and the northeastern part of Inkosi Langalibalele, is an important linkage between Inkosi Langalibalele and other centres along this route. It also provides social and economic interaction.
- ❖ The P10-2 connects Bergville to Emmaus and Loskop within Inkosi Langalibalele and is identified as a secondary corridor in the Okhahlamba SDF.
- ❖ Catchment management is important, as some of the rivers that runs through Imbabazane rises from the mountains in Okhahlamba.

#### **4.1.5.3 ALFRED DUMA LOCAL MUNICIPALITY**

- ❖ Alfred Duma Municipality is located to the northeast of Okhahlamba. Strategic cross-boundary spatial planning issues between the OLM and Alfred Duma are as follows:
- ❖ Functional linkages between the UDP WHS and battlefields route in terms of tourism products and activities.
- ❖ Catchment management with some of the rivers that runs through Alfred Duma rising from the mountains in Okhahlamba.
- ❖ R616/N11 (P30) Corridor, which links the towns of Bergville and Ladysmith, and the tourist destinations such as the UDP WHS and the Battlefields Route.
- ❖ N3 Corridor, which almost serves as the boundary between the two municipalities. Opportunities are abound for mixed land use development at key intersections.
- ❖ Van Reenen is divided between the Free State and both Alfred Duma and Okhahlamba in KwaZulu-Natal and requires an integrated and collective approach to service provision. Alfred Duma SDF identifies it as a tertiary node in light of the different local and district authorities that it falls under.

#### 4.1.5.4 *MALUTI-A-PHOFUNG LOCAL MUNICIPALITY*

- The Maluti-a-Phophung Local Municipality is located in the Free State province, to the northwest of Okhahlamba. Strategic cross-boundary spatial planning issues between the Okhahlamba and Maluti-a-Phophung are as follows:
  - ❖ Van Reenen is divided between the Free State and both Alfred Duma and Okhahlamba in KwaZulu-Natal. An integrated and collective approach to service provision for Van Reenen is essential, especially in light of the different local and district authorities that it falls in. Alignment between the three municipalities is important.
  - ❖ Important routes linking Okhahlamba and Maluti-a-Phophung include the N3 and the P74 (P340). Of specific importance are the Van Reenens Pass (on the N3 and straddles the border between the Free State and KwaZulu-Natal in the town of Van Reenen), as well as the Oliviershoek Pass (on the R74 / P340, straddling the border between the Free State and KwaZulu-Natal just a few kilometres to the south of Sterkfontein Dam Nature Reserve. Van Reenens Pass and Oliviershoek Pass are important linkages between the two Provinces. Van Reenens Pass is the route predominantly used, although Oliviershoek Pass is sometimes used as an alternate route between Durban and Johannesburg and is also an important tourism linkage. Interventions to strengthen these linkages need to be investigated.
  - ❖ The municipality is an important tourism destination due to the Drakensberg and Maluti mountain ranges, as well as the Golden Gate Highlands National Park. The focus on the development of the Maluti-Drakensberg Transfrontier Park also need to be promoted in order to increase the tourism potential in the QwaQwa National Park, Golden Gate National Park and Sterkfontein Dam. An integrated and collective approach to the Drakensberg must be adopted especially in light of the World Heritage status and the Maluti-Drakensberg Transfrontier Park.
  - ❖ The Tugela-Vaal Water Project was implemented to supply water to Gauteng and as such, two inter-basin water transfer schemes were developed to operate in the Drakensberg region. The Tugela-Vaal Transfer Scheme and the Lesotho Highlands Water Project rely on these upper catchments and the area is South Africa's most important source of water. Linked to the Tugela-Vaal Scheme is the Drakensberg Pumped Storage System, which supplies electricity to Gauteng. An integrated and collective approach to the management of water resources must be adopted.

#### 4.1.5.5 *LESOTHO*

- Lesotho borders Okhahlamba to the southwest, along the Drakensberg mountains. The key cross-boundary issue is the Maloti-Drakensberg Transfrontier Conservation and Development Project (MDTP). This is a collaborative initiative between South Africa and the Kingdom of Lesotho to protect the biodiversity of the Drakensberg and Maloti mountains through conservation, sustainable resource use, and land-use and development planning. An integrated and collective approach to the Drakensberg must be adopted especially in light of the World Heritage status and the Maloti-Drakensberg Transfrontier Park.

#### 4.1.6 STRATEGIC INTEGRATED PROJECTS

- The implementation of the Durban-Free State- Gauteng logistics and industrial corridor (SIP2), which strengthens the logistics and transport corridor between South Africa's industrial hubs, is of specific importance for Okhahlamba. Implications of this SIP, is that a N3 corridor framework plan is developed, identifying potential developments along the corridor that will result in increased densities of industrial and residential development in nodal points.

#### 4.1.7 THE MALOTI-DRAKENSBERG CORRIDOR FRAMEWORK

- The Corridor Framework Plan was developed within the context of the need to align overlapping mandates of different spheres of government. This was undertaken with due cognisance of the implications of the uKhahlamba Drakensberg Park World Heritage Site and the World Heritage Convention Act (No. 49 of 1999). The purpose of the Corridor Framework is stated as follows:

*"The purpose of the initiative was to facilitate the alignment of planning in the Maloti-Drakensberg region by means of national and/or provincial statutory mechanisms. The anticipated outcome' was to be a plan that aligned the implementation of existing management tools in order to promote sustainable development (Local Government: Municipal Systems Act (No. 32 of 2000) Section 1) in the region."*

- The framework intends to provide a set of broad spatial zones, concepts and rules, which should guide future development of the region. The Corridor Framework Plan seeks to ensure a healthy balance between development and the environment by promoting sustainable development (including services) in defined locations to enhance the well-being of its inhabitants.
- **INTEGRATION OF THE MALOTI-DRAKENSBERG CORRIDOR FRAMEWORK**

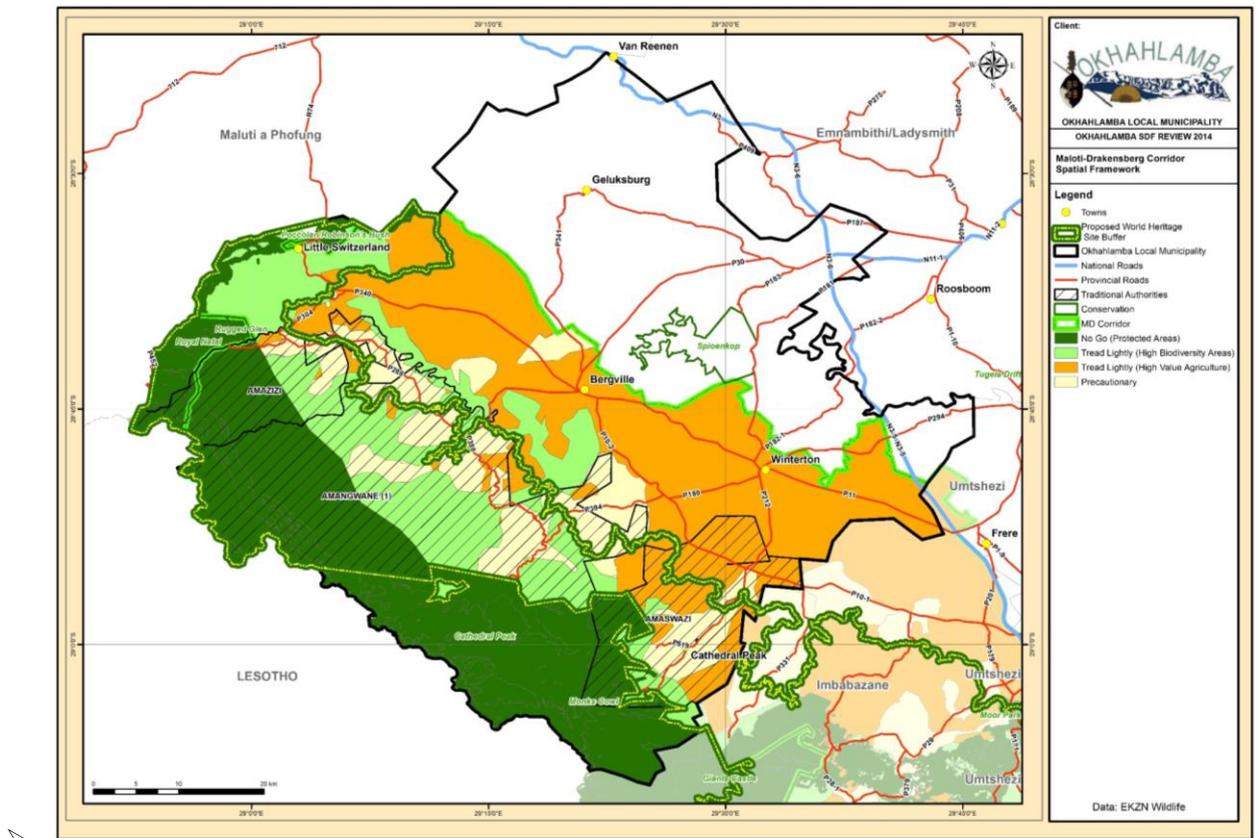
The identification of zones at a regional scale can only be used to provide a broad indication of what needs to be taken into account in spatial development frameworks and schemes at a local scale. As such, the proposed zonation proposed by the Regional Spatial Framework Plan for the Maloti-Drakensberg Corridor, needs to be acknowledged in this SDF and must be used to guide and manage development. The zones are discussed below (Maloti-Drakensberg Corridor Framework, 2014).

- ❖ The 'No go' zone includes Protected areas, proposed conservation areas adjoining the northern and southern boundary of the WHS, the 2km buffer along the boundary of the WHS and high value biodiversity areas outside of the MDPWHS that form part of the Corridor such as Stewardship Sites and ecological corridors. This zone is set aside for biodiversity conservation and limited light impact activities such as trekking trails and adventure tourism. No form of structural development should be contemplated in this zone. The wilderness /heartland of the zone, located in the WHS is further protected by the management plans and associated rules which are used to manage land use and enhance biodiversity in these areas.
- ❖ 'Tread Lightly' Zone: This zone includes areas adjoining the 'no-go' area and is sensitive both environmentally and agriculturally. It requires careful management for protection against the

loss of these resources. The areas encompassing *biodiversity* in this zone include terrestrial and aquatic CBAs, ESAs, EGSAs, EIs and Stewardship Sites and need to be protected owing to their sensitivity and importance for the continued production of EGSAs. In terms of agriculture, this zone is limited to prime agricultural (mainly arable and grazing) areas, which need to be protected from ‘built environment’ types of development. Specific reference is made to agriculture in this zone since there are limited opportunities for expansion of arable land into ‘no go’ areas. Hence, best use needs to be made of limited agricultural resources for sustained long term food production and food security. The opportunities for tourism development in this zone depend upon the location in relation to landscape sensitivity, biodiversity issues and agriculture. The emphasis would need to be on carefully placed small scale and low impact type developments located in excess of 10kms from the WHS boundary and in areas identified as being suitable to different types of tourism activities.

- ❖ ‘Precautionary’ zone: This zone includes areas that are less sensitive and could be considered for appropriate forms of development. These are located in transformed lands in the region in the lower lying areas and valleys. This zone mainly includes land that is under rural settlement, smallholder subsistence agriculture, formal urban development and differing types of tourism related to hospitality and cultural heritage.

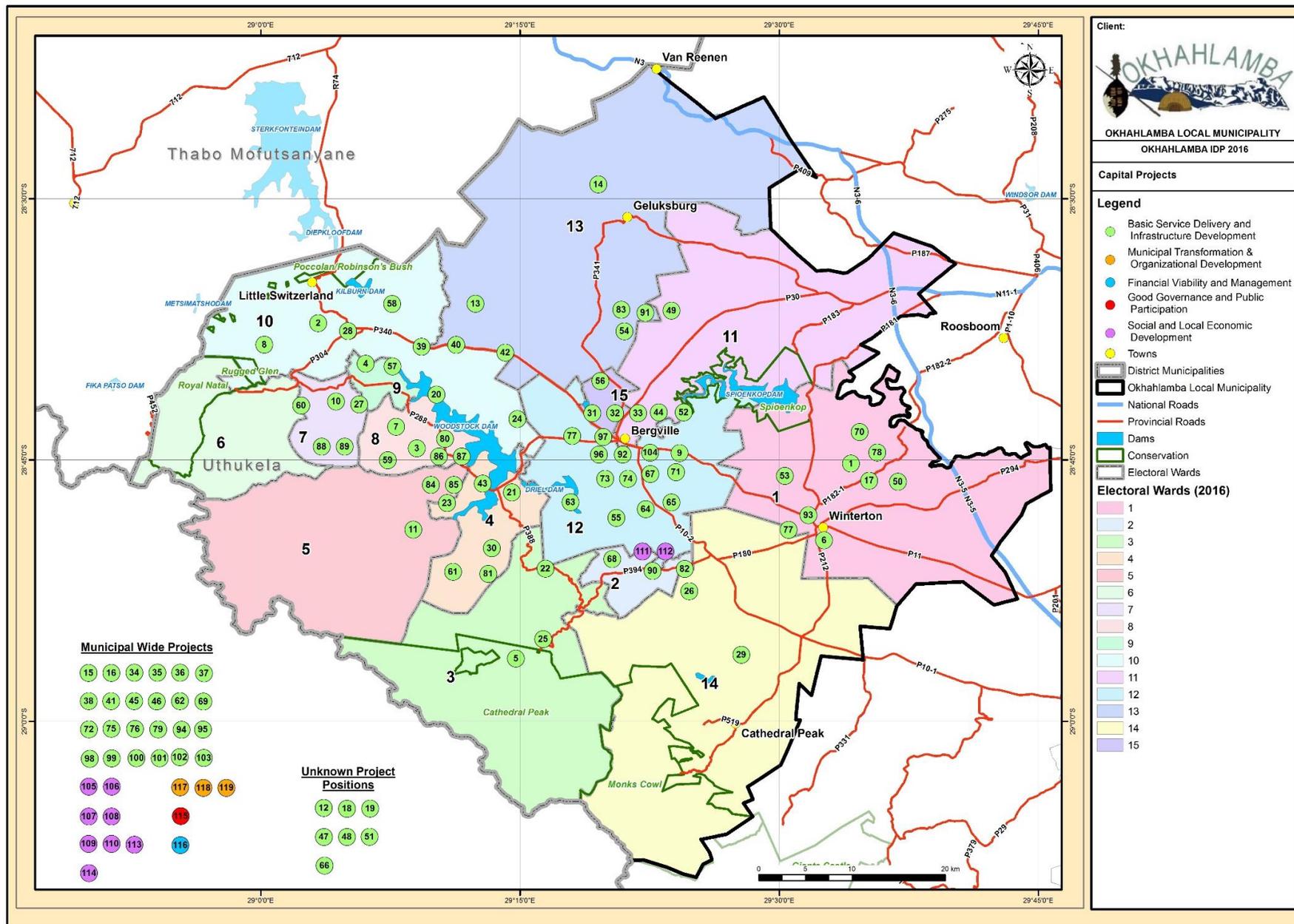
MAP 32: MALOTI-DRAKENSBERG CORRIDOR FRAMEWORK: NORTHERN REGION



#### **4.1.8 PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT**

- The aim of the Capital Investment Plan is to review the projects contained in the IDP taking into account activities, which have already been undertaken by the municipality. The objectives of the Capital Investment Plan can be summarized as follows:
  - ❖ To link capital projects with potential sources of funding;
  - ❖ To strive to ensure appropriate budget - IDP linkages; and
  - ❖ To provide practical and appropriate alignment regarding capital investment.
- The projects have also been spatially referenced, where possible, to assist the municipality with the evaluation of where capital expenditure will be focussed in the municipal area. Thus, the intent is capital investment that lays the foundations for sustainable development.

MAP 33: CAPITAL INVESTMENT FRAMEWORK



Map No	Group	Performance Indicator	5 Yr Targets					Budget
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
			2013/14	2014/15	2015/16	2016/17	2017/18	
1		Maswazini Gravel Road ( Ward 01)	√					R 4 364 250.00
2		Nkomfeni Gravel Road - Rehab (ward 10)	√					R 1 939 224.00
3		Reserve B - Vehicle Bridge Rehab (Ward 08)	√					R 1 200 000.00
4		Ngubhela - Vehicles Bridge Rehab (Ward 09)	√					R 850 000.00
5		Nkwazini Gravel Link Road(Ward 03)			√			R 3 000 000.00
6		Winterton Taxi Rank( Ward 01)	√					R 4 415 020.00
7		Ogade Pedestrian Bridge(Ward 08)			√			R 2 100 052.00
8		Mnceleni Gravel Road(Ward 10)				√		R 2 014 000.00
9		Bergville Tarred Road( Ward 12)		√				R 9 806 575.00
9		Bergville Tarred Road( Ward 12)			√			R 6 125 000.00
9		Bergville Tarred Road( Ward 12)				√		R 10 000 000.00
10		Okhombe Vehicular Bridge( Ward 07)			√			R 2 100 000.00
11		kekeni Gravel Road (Ward 05)		√				R 4 411 518.98
12		Mborompo Gravel Road			√			R 4 622 000.00
13		Nxumalo Gravel Road( Ward 10)			√			R 2 500 000.00
14		Masenga Gravel Road( Ward 13)			√			R 1 776 000.00
15		Construction of foot bridges				√		R 2 000 000.00
16		Renewal of roads				√		R 4 000 000.00
17		P182 Causeway				√		R 4 500 000.00
18		L559 Causeway				√		R 2 000 000.00
19		Mahlathini Road				√		R 2 800 000.00
20		Regravelling Of L 440				√		R 2 000 000.00
21		Regravelling Of L 2013				√		R 1 250 000.00
22		Regravelling Of L1511				√		R 1 250 000.00
23		Regravelling Of L461				√		R 1 250 000.00
24		Regravelling Of D2439				√		R 2 000 000.00
25		Regravelling Of L459				√		R 1 250 000.00
26		Regravelling Of L1012				√		R 2 800 000.00
27		Regravelling Of L 2131				√		R 2 450 000.00
28		Regravelling Of L 1367				√		R 2 000 000.00
29		Regravelling Of D277				√		R 2 800 000.00
30		Regravelling Of L 1526				√		R 1 650 000.00
31	Basic Service Delivery and Infrastructure Development	Blading Contract Bergville Rrtf				√		R 2 017 529.00
32		Blacktop Contract Bergville Rrtf				√		R 2 066 823.00
33		Patch Gravelling Bergville Roads				√		R 1 000 000.00
34		Rehabilitation Of Structures				√		R 7 800 000.00
35		Road Marking And Studs				√		R 1 051 785.00
36		Regulatory And Warning Sign				√		R 70 000.00
36		Regulatory And Warning Sign				√		R 70 000.00
36		Regulatory And Warning Sig				√		R 93 730.00
37		Periodic Maintenance				√		R 349 176.00
38		Drain Cleaning And Verges Main (labour)				√		R 1 101 770.00
39		Cleaning Of Kerb And Channel P340				√		R 74 000.00
40		Cleaning Of Kerb And Channel P30				√		R 50 000.00
41		Grass Cutting Various Roads				√		R 50 000.00
41		Grass Cutting Various Roads				√		R 74 000.00
42		Guardrail Repairs P340				√		R 74 000.00
43		Guardrail Repairs P288				√		R 103 221.00
44		Guardrail Repair Material Bergville				√		R 103 221.00
45		Supply Of Labour No1				√		R 202 586.00
46		Electrification	√					R 4 000 000.00
47		Sbhojeni Electrification			√			R 2 000 000.00
48		Othukelane Electrification			√			R 1 000 000.00
49		Bethany/ Acton Homes Electrification			√			R 1 500 000.00
50		Khethani Extension/ Isbonelo Electrification			√			R 2 500 000.00
51		Nhlanhleri Low Cost Housing			√			R 3 000 000.00
52		Bergville taxi Rank lights (Long Distance)			√			R 2 000 000.00
53		Amount spent on ward 1 farmland electrification project				√		R 1 500 000.00
54		Amount spent on ward 11 farmland electrification project				√		R 1 500 000.00
55		Amount spent on ward 12 farmland electrification project				√		R 1 500 000.00
56		Amount spent on Woodford infills electrification projects				√		R 1 000 000.00
57		Amount spent on small areas in ward 9				√		R 2 000 000.00
58		Amount spent on ward 10				√		R 1 000 000.00
59	Amount spent on ward 8 infills				√		R 1 000 000.00	
60	Amount spent on ward 7 infills				√		R 1 000 000.00	
61	Amount spent on ward 4 infills				√		R 1 000 000.00	

Map No	Group	Performance Indicator	Targets					Budget
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
			2013/14	2014/15	2015/16	2016/17	2017/18	
62	Basic Service Delivery and Infrastructure Development	Amount spent on High mast lighting and Street lighting			√	√		R 6 000 000.00
63		Emhlabozini Community Hall & Creche Facility ( Ward 12)	√					R 1 905 308.53
64		Nokopela Comm. Hall & Creche Facility ( Ward 12)	√					R 1 905 308.53
65		Nsukangihlale Community Hall & Creche Facility ( Ward 12)	√					R 1 905 308.53
66		Estulwano Community Hall		√				R 3 000 000.00
67		Bergville Sport Complex( Ward 12)				√		R 3 300 000.00
68		Ngunjini Community Hall and crèche( Ward 02)					√	R 2 732 948.00
69		Construction of Vehicle testing, licensing & Disaster centre			√			R 4 000 000.00
70		Khethani Market Stalls (Ward 01)			√			R 2 000 000.00
71		Bergville Sports Complex				√		R 5 000 000.00
72		Sports Complex (Mun budget)				√		R15000 000.00
73		Bergville market stalls				√		
74		Bergville Fresh Produce			√			R2000 000.00
75		Ward base Projects			√			R20000 000.00
76		Renewal of Buildings				√		R1000 000.00
77		Developed cemetery for both Bergville and Winterton	√					R 1 000 000.00
78		Khethani Cemetery fencing			√			R 500 000.00
79		Landfill site	√					R 1 000 000.00
80		Moyeni housing project		√				R 2 600 000.00
81		Dukuza housing project		√				R 2 600 000.00
82		Emmaus housing project		√				R 2 600 000.00
83		Acton Homes housing project	√					R 2 600 000.00
84		Dukuza - A				√		R1 169 754.00
85		Dukuza - B				√		R1 614 000.00
86		Moyeni - A				√		R 1 614 000.00
87		Moyeni - B				√		R1 614 000.00
88		Amazizi Ph3A				√		R 1 614 000.00
89		Amazizi Ph3B				√		R1 614 000.00
90		Emmaus				√		R 3 229 000.00
91		Acton Homes				√		R3 327 000.00
92		Vendor stalls in Bergville						
93		Upgraded roads in Winterton						
94		Upgraded town entrances						
95	Licensing centre, testing ground & disaster management centre	√					R 6 600 000.00	
96	R74/616 intersection upgrade( Ward 12)							
97	Walkways in Bergville (Ward 12)							
99	Refuse Bins				√		R200 000.00	
100	Brush cutters				√		R100 000.00	
101	Water tanker				√		R1000 000.00	
102	Tipper truck				√		R600 000.00	
103	Constr of Vehicle testing, licensing & disas				√		R2000 000.00	
104	Moyeni/Zwelisha WTW Mechanical & Electrical upgrading				√		R9357 063.00	
105	Bergville: Sanitation Project				√		R18 000 000	
106	Disaster centre	√					R 2 000 000.00	
107	Amount spent on purchasing of Disaster equipment (LESD05)				√		R 250 000.00	
108	Traffic camera	√					R 180 000.00	
109	Amount spent on purchasing of Traffic camera's- LESD04				√		R 500 000.00	
110	Amount spent on purchasing Truck				√		R 200 000.00	
111	Amount spent on purchasing of Table and Chairs				√		R 125 000.00	
112	Emmaus Hospital (Tarring of internal roadways)				√		R 360 000.00	
113	Emmaus Hospital (Replace perimeter fencing)				√		R1 000 000.00	
114	Drakensberg Cable Car (Spatial Plan & international investment conference cent				√		R1 570 000.00	
115	Amount spent on job created through municipal LED initiatives incl capital proje				√		R5 000 000.00	
116	Good Governance and Public Participation			√			n/a	
116	Financial Viability and Management	√					R 800 000.00	
116	Financial systems			√			R 150 000.00	
117	Financial systems				√		R 500 000.00	
118	Municipal Transformation & Organizational Development				√		R 1 000 000	
119	Office Computers				√		R 300 000.00	
	Corporate: Office Furniture and equipment				√		R 300 000.00	

## 4.2 IMPLEMENTATION PLAN

- One of the central challenges behind the success of any strategy is the efficacy of implementation.

### SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

- Parks and Gardens

No	PRIORITIES	YEAR 1	YEAR 2	YEAR 3	Responsibility in Municipality
1	Crew Cab Truck	R500,000.00			Technical Services
2	Municipal Nursery equipments and inputs	150,000.00	100 000.00		Technical Services
3	Small Tools ( Brush Cutters)	50,000.00	50,000.00	50,000.00	Technical Services
4	Driven Lawnmower		45,000.00		Technical Services
5	1 x Lap Top	R10,000.00			Technical Services
6	Chain Saw	50 000.00			Technical Services
	<b>TOTAL BUDGET</b>	<b>R760,000.00</b>	<b>R195,000.00</b>	<b>R50,000.00</b>	

- Roads & Maintenance (Plant & Equipment)

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Excavator	R2,500,000.00			Technical Services
2	3 x Tipper Trucks	R950,000.00	R950,000.00	R950,000.00	Technical Services
3	Pad foot Roller		R1,000,000.00		Technical Services
4	Crew Cab Truck		R500,000.00		Technical Services
5	Water Cart	R1,000,000.00			Technical Services
6	Slurry Machine		R1.200,000.00		Technical Services
7	2 x Wacker	R30,000.00			Technical Services
8	Bomag	R150,000.00			Technical Services
9	2 x Concrete Cutter	R30,000.00			Technical Services
10	2 x Chisel Breaker	R15,000.00			Technical Services

11	Dumpy Level			R10,000.00	Technical Services
12	Chip and Spray Machine		R30,000.00		Technical Services
	<b>TOTAL BUDGET</b>	<b>R4,925,000.00</b>	<b>R3,480,000.00</b>	<b>R760,000.00</b>	

➤ Roads & Maintenance (human resources)

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	5x Plumber	R420,000.00	R420,000.00	R420,000.00	Technical Services
2	5 x Bricklayers	R420,000.00	R420,000.00	R420,000.00	Technical Services
3	2x Painters	R168,000.00	R168,000.00	R168,000.00	Technical Services
4	2x Carpenters	R168,000.00	R168,000.00	R168,000.00	Technical Services
5	Tiller	R84,000.00	R84,000.00	R84,000.00	Technical Services
6	Operators				Technical Services
7	Operators Training Programme	R1000,000.00	R1000 000.00	R1000.000.00	Technical Services
	<b>TOTAL BUDGET</b>	<b>R2,260,000.00</b>	<b>R2,260,000.00</b>	<b>R2,260,000.00</b>	

➤ Electricity

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Bakkie	R300,000.00			Technical Services
2	2 x Electrical Artisans	R168,000.00	R168,000.00	R168,000.00	Technical Services
3	Small Tools		R200,000.00		Technical Services
4	Professional Electrician	400 000.00			Technical Services
5					Technical Services
	<b>TOTAL BUDGET</b>	<b>R 868,000.00</b>	<b>R368,000.00</b>	<b>R168,000.00</b>	

## ➤ Mechanical Workshop

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Bakkie	R350,000.00			Technical Services
2	Small Tools	R500,000.00			Technical Services
3	Tow Type Lowed Trailer		R500,000.00		Technical Services
4	3 X Artisans	R252,000.00	R252,000.00	R252,000.00	Technical Services
	<b>TOTAL BUDGET</b>	<b>R1,052,000.00</b>	<b>R752,000.00</b>	<b>R252,000.00</b>	

## ➤ Waste Management

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Refuse Compactor Truck			R1,500,000.00	Technical Services
2	Weigh pad		R500,000.00		Technical Services
3	Small Tools		R300,000.00		Technical Services
4	Dump Site Dozer			R2,000,000.00	Technical Services
	<b>TOTAL BUDGET</b>		<b>R800,000.00</b>	<b>R3,500,000.00</b>	

## ➤ Housing &amp; Building Control

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Double Cab	R400,000.00			Technical Services
2	Printing Machine	R100,000.00			Technical Services
3	Small Tools	R100,000.00			Technical Services
4	5 x Lap tops	R50,000.00			Technical Services
	<b>TOTAL BUDGET</b>	<b>R650,000.00</b>			

SOCIAL AND LOCAL ECONOMIC DEVELOPMENT

## ➤ DISASTER

No	Priorities	Year 1	Year 2	Year 3	Responsibility in Municipality
1	1.Bursary career guidance	R1 000 000.00	R1 000 000.00	R1 000 000.00	Social and Development
2	2.Talent search	R500 000 00	R500 000 00	R500 000 00	Social and Development
3	3.Indlamu	R500 000 00	R500 000 00	R500 000 00	Social and Development
4	4.Skills Development programe		500 000		Social and Development
5	5.Back to school	R500 000	R500 000	R500 000 00	Social and Development
6	6.Matric awards	R200 000	R250 000	R300 000 00	Social and Development

## ➤ YOUTH OFFICE

No	Priorities	Year 1	Year 2	Year 3	Responsibility in Municipality
1	Football league	R800 000 00	R1000 000 00	R15000 000 00	Social and Development
2	Capacity building (Refrees and couches development program	R200 000	200 000 00	R200 000 00	Social and Development
3	Infrastructure development (grounds and poles)	R250 000 00	R250 000 00	R250 000 00	Social and Development
4	Mayoral cup	R500 000 00	R500 000	R500 000 00	Social and Development

5	SALGA Games	R800 000 00	R1000 000 00	R1200 000 00	Social and Development
6	Golden games	R100 000 00	R100 000 00	R120 000 00	Social and Development
7	Different sports codes development	R200 000 00	R200 000 00	R250 000 00	Social and Development
8	Horse riding	R250 000 00	R250 000 00	R250 000 00	Social and Development

➤ SPORTS OFFICE

No	Priorities	Year 1	Year 2	Year 3	Responsibility in Municipality
1	Football league	R800 000 00	R1000 000 00	R15000 000 00	Social and Development
2	Capacity building (Refrees and couches development program)	R200 000	200 000 00	R200 000 00	Social and Development
3	Infrastructure development (grounds and poles)	R250 000 00	R250 000 00	R250 000 00	Social and Development
4	Mayoral cup	R500 000 00	R500 000	R500 000 00	Social and Development
5	SALGA Games	R800 000 00	R1000 000 00	R1200 000 00	Social and Development
6	Golden games	R100 000 00	R100 000 00	R120 000 00	Social and Development
7	Different sports codes development	R200 000 00	R200 000 00	R250 000 00	Social and Development

8	Horse riding	R250 000 00	R250 000 00	R250 000 00	Social and Development
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➤ TRAFFIC

No	Priorities	Year 1	Year 2	Year 3	Responsibility in Municipality
1	Cameras	R1000 000 00			Social and Development
2	ire truck	R1500 000 00			Social and Development

➤ LOCAL ECONOMIC DEVELOPMENT

No	PRIORITIES	YEAR 1	YEAR 2	YEAR 3	Responsibility in Municipality
1.	LED Strategy review Agriculture Tourism	R200 000.00			Social and Development
2.	Fresh produce out growers.	R1 000 000.00	R1 000 000.00	R1 000 000.00	Social and Development
3.	Vine yards	R2 600 000.00	R2 600 000.00	R2 600 000.00	Social and Development
4.	Light industrial parks	R2 300 000.00			Social and Development
5.	Block making	R500 000.00	R500 000.00	R1 000 000.00	Social and Development
6.	Smme/coop development programme	30% of the infrastructure projects			Social and development

FINANCIAL VIABILITY AND MANAGEMENT

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	MSCOA implementation and monitoring				Finance
2	Implementation of new Valuation Roll				Finance
3	Improve financial reporting based on MSCOA requirements				Finance
4	Improve debts collection				Finance
5	Maintenance of Clean Audit opinion				Finance
6	Job creation - Finance Intern Programmes				Finance
7	Manage Assets and Liabilities				Finance
8	Improve Credit rating				Finance

MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Job Evaluation				Corporate Services
2	The signing of performance agreements				Corporate Services
3	Review and implement an effective organogram				Corporate Services
4	Implementation of Workplace Skill Plan WSP				Corporate Services
5	Employ employees in the equity target				Corporate Services
6	Clocking system - appointment of full time personnel to monitor and print records				Corporate Services
7	OHS/ Implementation	R100 000.00			Corporate Services

8	Migrate from paper to electronic records management				Corporate Services
9	Appointment of Records Manager				Corporate Services
10	IT support				Corporate Services
11	Photocopying Machines				Corporate Services
12	Installation of Cameras and air conditions				Corporate Services
13	Corporate vehicle				Corporate Services
14	Network and data infrastructure				Corporate Services

➤ GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Ward Based Plans				
2	4 <sup>th</sup> Generation IDP				
3	Revamping the municipal website & migration to gov.za domain				
4	Complete branding of municipal buildings				
5	Finalisation of lease agreements for departments within municipal properties				

➤ CROSS CUTTING INTERVENTION

No	PRIORITIES	YEAR 1	YEAR 2	YEAR3	Responsibility in Municipality
1	Spatial Development Framework	R600 000.00			Municipal Managers Office
2	Rural and Urban Strategy	R350 000.00			Municipal Managers Office
3	Implementation of SPLUMA	R120 000.00			Municipal Managers Office
4	GPS coordinates for all of the infrastructure				Municipal Managers Office
5	Regeneration strategy for Geluksburg			R300 000.00	Municipal Managers Office
6	Review of Town Planning Schemes			R1 000 000.00	Municipal Managers Office

## 5 FINANCIAL PLAN

The Okhahlamba Municipality has recognised that to be successful the Integrated Development Plan, IDP, must be linked to a workable financial plan, which includes a multi-year budget developed using financial modelling. Furthermore, it was recognised that without the financial plan, the IDP would be incomplete, and for a complete IDP to be credible it must be linked to the Municipality's Medium Term Expenditure and Revenue Framework, which is your budget.

Section 17 (3) of the Municipal Finance Management Act, MFMA, No. 56 of 2003 also reminds us how important it is to link your IDP to your Municipal budget. The same act further reminds us of the requirement by the Municipality to take into account the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years. Linking IDP to budget is a constant reminder to municipalities that they are working within limited resources. This process of linking the municipality's IDP and budget has led to the development of a financial plan, which is a document meant to address the two at once.

Consequently, the IDP process has been extended to include the financial plan in this section of the IDP. The financial plan is set out as follows:

- ❖ Financial strategies for the 5 year period
- ❖ Financial issues
- ❖ Detailed 5 year financial action plan
- ❖ Multi-year budgets
- ❖ Capital and investment program

### 5.1 FINANCIAL STRATEGIES

The financial strategies adopted by Council include a general strategy which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and cost effectiveness strategy. These strategies have been incorporated into a detailed financial action plan that follows this section. More details of the aforementioned strategies are set out below.

#### 5.1.1 GENERAL

##### 5.1.1.1 ECONOMIC RESPONSIBILITY

All aspects of matters relating to financial matters will take cognisance of Council's economic responsibility to its community. A further aspect of social responsibility will focus on transformation and empowerment, for example in Council's procurement policy.

### **5.1.1.2 ENGENDERING INVESTOR AND CONSUMER CONFIDENCE**

Council's main aim is to increase investor and consumer confidence by building on the sound financial base. This will include developing sufficient reserves and limiting risks by ensuring that major contracts are awarded to credible contractors and suppliers. At the same time, Council must take cognisance of its social responsibilities and will only enter into agreements with contractors and suppliers who can demonstrate a significant and continuing contribution to the empowerment of previously disadvantaged communities.

It is envisaged that an alliance with credible contractors and suppliers will in the long term contribute to the betterment of the community through investment and increased employment opportunities. Although preference on major contracts will be given to credible contractors and suppliers, Council will at the same time seek to improve the fortunes of the community by awarding affordable smaller contracts to businesses and individuals resident or operating within the jurisdiction of the Municipality. In order to limit risk, Council reserves the right to have functionality and credibility reviews conducted in respect of any new contractors, institutions or suppliers, including major suppliers. Recognising that smaller contractors might have difficulty in securing lines of credit, Council will investigate mechanisms to assist these contractors without placing the Council at risk. One such method will be the direct payment to suppliers of the contractors via cession documents. Such payments being limited to the amounts, which the emerging contractors owe the suppliers.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. In order for the finance department to deliver on these strategies, it is Council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, Council will define recruitment policy for finance staff, put in place a pre- and continuing education policy and develop career progression paths for designated finance staff. Like the IDP the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

### **5.1.1.3 FINANCIAL RESOURCES**

For the purposes of this plan, Council has considered financial resources for both capital projects and operational purposes. The various resources available to Council are summarised below.

#### Capital Budget Funding

- ❖ External borrowings( R 15 m approved from West Bank)
- ❖ Grant funding from both National and Provincial government
- ❖ International funding(application for funding)
- ❖ Capital market
- ❖ Public/ private partnerships
- ❖ Disposal of un-utilised assets

Operational Budget Funding:

- ❖ Normal revenue streams, including property rates income, refuse removal billings, hiring out of municipal facilities, etc.
- ❖ All DORA Funding
- ❖ Traffic Fines
- ❖ Other grants

**5.1.1.4 REVENUE RAISING**

The Okhahlamba Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. To date we have come up with some revenue raising strategies, and these are listed as follows:

- ❖ Parking metres / Reserved parking fees: Due to the fact that we have limited parking available in Bergville and Winterton, charging parking fees will help control parking congestion, and only people who have come to do business in town will park in town.
- ❖ Business Licenses: Businesses should be required to have licenses to operate, and these should be renewable annually.
- ❖ Photocopier Register: A register should be kept for photocopier machines in order to record meter readings and the municipality should record copies made for private purposes, and minimal fees should be charged for these.
- ❖ Interest on Investments: Excess funds that are not due to be used in the current month should be invested with approved financial institution so that extra interest can be earned from these funds.

**5.1.1.5 ASSET MANAGEMENT**

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme review and insurance cover. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with a view to dispose as previously indicated.

**5.1.1.6 FINANCIAL MANAGEMENT**

Council is committed to sound financial management and the maintenance of a healthy economic base. Although the statutory requirement for the contribution to statutory funds will disappear with the possible repealing of the KwaZulu Natal and Local Authorities Ordinance No 25 of 1974, Council will put in place policies, which will maintain sufficient contributions to similar funds established in terms of GAMAP and GRAP. Financial management policies and procedures for the entire municipality will be implemented.

In addition, financial management systems and procedures will be reviewed to incorporate the following policies:

- ❖ Human Resources Policy

- ❖ IT Policy
- ❖ Fleet Management Policy
- ❖ Filing System Policy
- ❖ Registry Procedure Manual Policy
- ❖ Record Management Policy
- ❖ Virement Policy
- ❖ Vehicle Policy
- ❖ S & T Policy
- ❖ Rates and Refuse Removal Services Policy
- ❖ SCM Policy
- ❖ Consumer Care, Credit Control and Debt Collection Policy
- ❖ PMS Policy
- ❖ Anti-Fraud and Corruption Policy
- ❖ Informal Economy Policy
- ❖ Business licensing By –lows Policy
- ❖ Community Venues and Hall Policy
- ❖ Indigent Support Policy
- ❖ Indigent Burial Policy
- ❖ Tariff Policy
- ❖ Borrowing Policy
- ❖ Creditors Management Policy
- ❖ Disposal & Property Lease Policy
- ❖ Asset Management Policy

Municipal staff will be encouraged to adhere to value for money principles in carrying out their functions. To assist finance staff achieve efficiencies in their daily tasks a performance review incorporating time and motion studies will be conducted on all functions. It is expected that this review will promote efficiencies in the Finance Department. Council has adopted a zero tolerance approach in respect of both internal and external audit reports and measures will be implemented to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly.

Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

#### **5.1.1.7 CAPITAL FINANCING**

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will apply:

- ❖ Statutory funds for fund specific projects
- ❖ National and provincial government funding for medium term and long term projects
- ❖ External borrowings for long term revenue generating and strategic projects

#### **5.1.1.8 OPERATIONAL FINANCING**

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings.

It is Council's intention to maintain a strong economic base by buying on good working capital management including the setting aside of adequate provisions for working capital. It is anticipated that these reserves will be based on the same principles as currently apply to existing statutory funds in that the respective reserves will be cash backed.

#### **5.1.1.9 COST EFFECTIVENESS**

In any organisation it is necessary to strive for cost effectiveness. It is Council's intention to develop outsourcing policies and review all non-core services. The effectiveness of departments and services provided by the departments will be subject to value for money reviews. It is expected that these reviews will achieve cost savings. The concept of shared service centres is being investigated with the objectives of seeking to obtaining savings where services could be provided to a number of municipalities and possibly entities in the private sector.

#### **5.1.1.10 DEBT MANAGEMENT AND RECOVERY**

This municipality raises income from property rates, refuse removal, letting of properties, rates clearances and building plans. Other services are rendered on cash basis, meaning you first pay and then we render a service, except for property rates, refuse removal and letting of properties. When we bill we recognise income, but not all of this income reaches the municipality. Our current recovery rate is sitting at 75%, meaning we need to come up with a serious debt management and recovery strategy.

We have since developed a credit control policy, which prescribes to us steps to be taken to recover our debt, more especially our long outstanding debts. Firstly, we have planned on granting our customers relief on interest and penalties for at least two months in a year. During this period, all customers who pay all their accounts in full will receive a relief on their interest and penalties.

After this relief if we still have long outstanding debts we have planned on issuing first notices, then second notices and then final notices. After final notices, we will be handing outstanding debtors over to our attorneys for collection. Thereafter we will attach properties.

### 5.1.2 DETAILED FINANCIAL ACTION PLAN

- ❖ The financial action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality.
- ❖ The financial action plan incorporates strategies covering a period of 5 years
- ❖ The implementation of the financial action plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager, Chief Financial Officer and all Heads of Departments in implementing these strategies.
- ❖ It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these actions.
- ❖ The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.

The key financial issues affecting Okhahlamba Local Municipality are listed below.

- ❖ Lack of funds for capital projects:
- ❖ Various sources of grants and subsidies need to be identified and a person tasked with this function.
- ❖ Document policies relating to capital financing.
- ❖ Conditions attached to source of funding must be adhered to.
- ❖ Alignment of the budget process
- ❖ The IDP needs to be aligned with the budget.
- ❖ Business plans are needed for projects taking into consideration cost of inflation.
- ❖ Operational Costs of projects need to be determined.
- ❖ Financial Management:
- ❖ The annual report needs to be prepared.
- ❖ Review all financial policies and procedures and document flow.
- ❖ The budgeting process needs to take heed of the requirements of the Municipal Finance Management Act and Systems Act.
- ❖ Asset Management:
- ❖ An asset management system is required.
- ❖ Finance Department needs to maintain a tighter control over use of vehicles and fuel and oil.
- ❖ The annual insurance premiums need to be reviewed.
- ❖ Identify unutilised assets.

## 5.1.3 FINANCIAL STRATEGIES AND ACTION PLAN – 2013/14 TO 2017/18

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2013/14	2014/15	2015/16	2016/17	2017/18
Capital financing strategy		Obtain International and local grant funding to undertake projects	Dedicate a particular person to the function of raising grants	All Heads of Departments	√	√	√	√	√
			Identify, establish, maintain and update database of all grant funders	CFO/IDP Manager	√	√	√	√	√
			Undertake project feasibility studies and project plans	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Approach prospective funders with IDP and Financial plan for funding	Chief Financial Officer/IDP Manager	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Asset management strategy	Effective asset management		Ensure asset management system is implemented and functional	CFO	√	√	√	√	√

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2013/14	2014/15	2015/16	2016/17	2017/18
			Obtain a complete inventory of all assets	CFO	√	√	√	√	√
			Ensure all assets are properly maintained	CFO	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
		Disposal of unutilised assets	Identify and list unutilised & uneconomic assets	CFO	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Dispose of unutilised assets	CFO	√	√	√	√	√
			Improve the use of uneconomic assets	All Departments	√	√	√	√	√
			Develop and review all financial policies, procedures and document flows	CFO	√	√	√	√	√
			Monitor cash forecasts and cash	CFO	√	√	√	√	√

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2013/14	2014/15	2015/16	2016/17	2017/18
			flow against forecasts						
			Prepare meaningful monthly management reports	CFO	√	√	√	√	√
			Consider the impact of The Municipal Finance Management Act and Systems Act in the budgeting process	CFO	√	√	√	√	√
			Ensure business plans are prepared for projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Determine operational costs of new capital projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Conduct a skills audit of financial division staff	HR Manager	√	√	√	√	√
			Review job descriptions and duty schedules in	HR Manager	√				

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2013/14	2014/15	2015/16	2016/17	2017/18
			terms of the task evaluation system						
			Effective implementation and monitoring of vehicle fleet and maintenance	CFO	√	√	√	√	√
			<ul style="list-style-type: none"> <li>Implement controls to monitor the use of photocopying and fax machines</li> </ul>	Corporate Services Director	√	√	√	√	√
			<ul style="list-style-type: none"> <li>Develop a policy on the use of telephones</li> <li>Use the telephone monitoring system to control the private use of telephones</li> </ul>	Corporate Services Director	√	√	√	√	√
			Review overtime claim and approval procedures and	CFO	√	√	√	√	√

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2013/14	2014/15	2015/16	2016/17	2017/18
			supporting documentation						

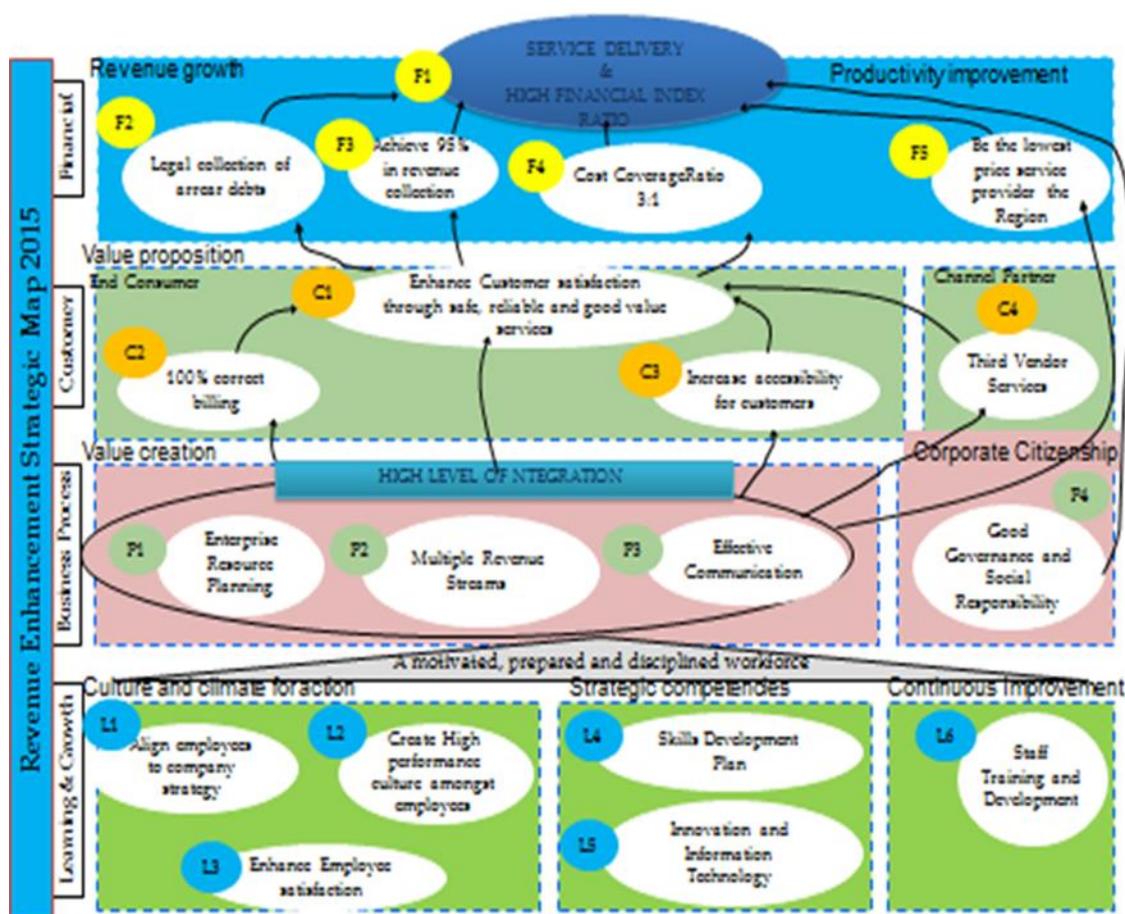
## 5.2 MULTI-YEAR BUDGET (Financial Projections)

- Financial projections have been developed using a financial model developed for Okhahlamba Municipality. A summary of the financial modelling process and assumptions produced by management are set out below:

### 5.2.1 FINANCIAL PROJECTIONS

- ❖ The financial projections are based on a financial model developed for Okhahlamba Municipality
- ❖ The model is used to assess the financial feasibility of those capital projects outlined in the IDP
- ❖ The financial model is dependent on the 2016/17 operating budget, which has been used as the base year,
- ❖ The critical financial inputs are project operating costs, loans, sources of funding and terms of borrowing.
- ❖ A five year projection of the operating and capital budget reflecting the projected revenue increase;
- ❖ Financial resources required for capital projects.

FIGURE 34: FINANCIAL STRATEGIC MAP



### 5.3 MUNICIPAL BUDGET OVERVIEW

- The Budget Preparation Process budget is the mechanism that translates plans into actions. Council plays a critical role in ensuring policy priorities are reflected in the budget. The MFMA requires that council submit a detailed plan of the budget process for the ensuing financial year for approval.

#### 5.3.1 CONSOLIDATED BUDGETED FINANCIAL PERFORMANCE (REVENUE & EXPENDITURE)

##### 5.3.1.1 3-YEAR MUNICIPAL BUDGET

Description	2016/17 Draft	Adjustment Budget February	Adjustment Budget April	2017/18	2018/19
R thousands	000	000	000	000	000
<b>Financial Performance</b>					
Property rates	30 772	25 971	25 971	32 556	34 445
Property rates-penalties & collection charges	4 355	4 355	4 986	4 607	4 874
Service Charges-refuse revenue	2 019	2 019	2 019	2 136	2 260
Rental of facilities and equipment	111	111	91	118	124
Investment revenue	2 404	2 404	2 404	2 543	2 691
Fines	435	432	432	110	117
Licences and permits	1 570	1 810	2 205	437	463
Agency Services	675	665	665	209	221
Gain on disposal PPE	375	142	142	397	420
Transfers recognised - operational	120 404	131 210	131 210	105 346	110 142
Other own revenue	1 616	1 616	1 616	3 004	3 198
	<b>164 735</b>	<b>170 735</b>	<b>171 741</b>	<b>151 464</b>	<b>158 954</b>
<b>Total Revenue (excluding capital transfers and contributions)</b>					
Employee costs	54 355	56 946	55 980	59 113	63 251
Remuneration of councillors	8 651	9 192	9 192	9 258	9 906
Depreciation & asset impairment	21 240	22 531	22 531	11 978	12 673
Finance charges	1 171	1 195	1 195	573	606
Materials and bulk purchases	2 630	941	941	1 386	1 466
Transfers and grants	2 387	3 894	3 894	2 530	2 682
Other expenditure	84 173	94 216	89 795	(70 530)	98 329
<b>Total Expenditure</b>	<b>174 607</b>	<b>188 916</b>	<b>183 529</b>	<b>14 308</b>	<b>188 914</b>
<b>Surplus/(Deficit)</b>	<b>(9 873)</b>	<b>(18 181)</b>	<b>(11 788)</b>	<b>137 156</b>	<b>(29 960)</b>
Transfers recognised - capital	27 014	34 514	44 514	28 907	30 388
Contributions recognised - capital & contributed assets	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>17 141</b>	<b>16 333</b>	<b>32 726</b>	<b>166 063</b>	<b>428</b>

Share of surplus/ (deficit) of associate	-	-	-	-	-
<b>Surplus/ (Deficit) for the year</b>	<b>17 141</b>	<b>16 333</b>	<b>32 726</b>	<b>166 063</b>	<b>428</b>
<b>Capital expenditure &amp; funds sources</b>					
<b>Capital expenditure</b>	<b>38 089</b>	<b>71 709</b>	<b>75 791</b>		-
Transfers recognised - capital	27 014	34 514	44 514	28 907	-
Public contributions & donations	-	-	-	-	-
Borrowing	-	-	-	-	-
Internally generated funds	11 075	37 195	31 277	-	-
<b>Total sources of capital funds</b>	<b>38 089</b>	<b>71 709</b>	<b>75 791</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUE</b>	<b>202 824</b>	<b>242 444</b>	<b>247 532</b>	<b>180 371</b>	<b>189 342</b>
<b>TOTAL EXPENDITURE</b>	<b>212 696</b>	<b>260 625</b>	<b>259 319</b>	<b>14 308</b>	<b>188 914</b>
<b>SURPLUS(DEFICIT)</b>	<b>(9 873)</b>	<b>(18 181)</b>	<b>(11 788)</b>	<b>166 063</b>	<b>428</b>

## 5.3.1.2 CAPITAL BUDGET

TABLE 24: CAPITAL BUDGET 2016/17

CAPITAL BUDGET 2016/2017		Feb	
Descriptions	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ADJUSTED BUDGET
<b>Revenue</b>			
Reserves	11 075 000,00	37 195 000,00	31 276 763,24
NATIONAL FUNDING	27 014 000,00	34 514 000,00	44 514 000,00
			-
<b>TOTAL CAPITAL REVENUE</b>	<b>38 089 000,00</b>	<b>71 709 000,00</b>	<b>75 790 763,24</b>
<b>EXPENDITURE</b>			
Traffic Cameras	500 000,00	1 500 000,00	1 500 000,00
Chairs and Table	125 000,00	-	-
Truck	200 000,00	-	-
Moisture Monitor-Dehumidfy	-	20 000,00	20 000,00
Disaster Equipment	250 000,00	-	-
Fire Fighting Truck	-	180 000,00	180 000,00
Computerised Learner Systems	-	310 000,00	310 000,00
Mnceleni	2 014 000,00	2 014 000,00	2 014 000,00
Bergville Tarred Road	10 000 000,00	5 350 000,00	5 350 000,00
Sports Complex	15 000 000,00	13 900 000,00	23 900 000,00
Kekeni Gravel Road	-	250 000,00	250 000,00
Ogade Pedestrian Bridge	-	600 000,00	600 000,00
Emaswazini Gravel Road	-	1 200 000,00	1 200 000,00
Nkwazini Gravel Road	-	2 000 000,00	2 000 000,00
Okhombe Causeway	-	300 000,00	300 000,00
KwaSgubhu Bridge	-	300 000,00	300 000,00
Geluksburg Community Hall & Creche	-	300 000,00	300 000,00
Vimbukhalo Community Hall	-	500 000,00	500 000,00
Mbhorompo Gravel Road	-	300 000,00	300 000,00
Cemetry Fencing	-	150 000,00	120 000,00
Ward Based Projects	-	8 500 000,00	6 781 763,24
Construction of footbridges	-	1 600 000,00	1 600 000,00

High Mast	-	7 000 000,00	6 500 000,00
Construction of Vehicle testing pit	2 000 000,00	3 000 000,00	1 500 000,00
Brush Cutters	100 000,00	50 000,00	50 000,00
Refuse Bins	200 000,00	-	-
Renewal of Roads	4 000 000,00	4 000 000,00	4 000 000,00
Renewal of Buildings	1 000 000,00	400 000,00	400 000,00
1 Tipper truck	600 000,00	-	-
Water tanker	1 000 000,00	-	-
Bergville Market Stalls	-	800 000,00	800 000,00
Khethani Market Stalls	-	2 000 000,00	2 000 000,00
Office Furniture	300 000,00	300 000,00	300 000,00
Councillors vehicles	-	1 700 000,00	1 530 000,00
Office Furniture	300 000,00	300 000,00	300 000,00
<i>Air Conditioners Phase 2</i>	-	185 000,00	185 000,00
Financial System	500 000,00	3 500 000,00	1 500 000,00
Fresh Produce	-	1 700 000,00	1 700 000,00
Community Service Centre		7 500 000,00	7 500 000,00
	<b>38 089 000,00</b>	<b>71 709 000,00</b>	<b>75 790 763,24</b>

## 5.4 AUDITOR GENERAL RESPONSES AND ACTION PLAN

### 5.4.1 AG FINDINGS AND LINK TO OPERATION CLEAN AUDIT

- The municipality achieved a clean audit during the 2015/16 financial period and is striving to maintain this opinion for the upcoming financial periods.
- The only findings that were raised by the AGSA in the management report were annexure B findings, which have no impact on the audit report opinions. A sound action plan was developed by the municipality as a response to these findings and to ensure that they do not re-occur. The action plan was followed up by the Risk and Compliance Unit to ensure that the planned actions were being implemented satisfactorily. This progress on the implementation of the action plans is also reported to the Audit and Performance Audit Committee and MPAC and Council, who then advise accordingly.

### 5.4.2 UPDATED OPERATION CLEAN AUDIT - ACTION PLAN

- The plan is to maintain the clean audit for the upcoming financial periods and this should go hand-in-hand with service delivery. In achieving this, the municipality has filled critical vacant posts to ensure the smooth running of administrative operations. The municipality also prepared quarterly financial statements internally, which were then reviewed by the Internal Audit Unit and the Risk and Compliance Management Unit, the reports from the respective units are tabled to the Audit and Performance Audit Committee. The quarterly financial statement are improving by the quarter.
- The Internal Audit Unit also followed up on action plans on their Internal Reports. Most of the Internal Audit Action Plans were implemented before the end of the 2016/17 financial period. A few improvements are needed to eradicate repeat findings in some assignments conducted by the Internal Audit Unit; this can only be achieved if senior management sets a tone of excellence from the top

## 5.5 CATALYTIC PROJECTS

### 5.5.1 NONDELA DRAKENSBERG MOUNTAIN ESTATE

<b>NAME OF PROJECT:</b>	<b>HIGH DENSITY MIXED-USE DEVELOPMENT</b>
<b>SUBMITTED BY:</b>	Okhahlamba Local Municipality
<b>LOCAL MUNICIPALITY</b>	Okhahlamba Local Municipality
<b>PROJECT NAME</b>	HIGH DENSITY MIXED-USE DEVELOPMENT
<b>PROJECT LOCATION AND GPS CO-ORDINATES</b>	The project is located about 15Km from the town Bergville, Okhahlamba Local Municipality. The GPS - Co ordinates are:-1 S – 28° 43'49'' E – 29°21'05''



<p><b>BRIEF PROJECT DESCRIPTION</b></p>	<p>The project is aimed at:</p> <ul style="list-style-type: none"> <li>• Mixed use development in a secure and gated community;</li> <li>• Provide suitable primary and secondary residential facilities for the new community;</li> <li>• Provide easily accessible social amenities such as a clinic, police station, post office, social services office, municipal office, transportation rank and wholesale merchant facilities; sport academy</li> <li>• Provide hospitality facilities in a form of a four star hotel facility</li> <li>• Create jobs through the construction of the houses and the ongoing maintenance of the village;</li> <li>• Create a quality product and environment that responds to the demand of the community;</li> <li>• Integrate an area within the village that will allow an opportunity for the “First Place” to include a world class tourism draw card by the name of the “/Alkunta” project.</li> </ul>
<p><b>CHALLENGES AS IDENTIFIED IN THE 2014/2015 MUNICIPAL INTEGRATED DEVELOPMENT PLAN (IDP)</b></p>	<ul style="list-style-type: none"> <li>• Land for development (Residential and Commercial)</li> <li>• Bulk infrastructure provision (Roads, Water, Sanitation ect)</li> <li>• Unemployment</li> <li>• High illiteracy rates</li> <li>• Inadequate health care facilities</li> <li>• Satellite service stations</li> <li>• Lack of a land market with communal areas</li> <li>• Uncontrolled grazing</li> <li>• Commercializing or emergent agriculture</li> <li>• Housing Backlogs</li> <li>• Poverty</li> <li>• Main Town Bergville to be given a facelift in order for Okhahlamba Municipality to attract investment and tourists in this town</li> <li>• Investment opportunities especially in holiday letting, agricultural activities, tourism, light industry, communications and Information Technology</li> <li>• Land for cemetery development</li> </ul>

<p>11 KEY PRIORITIES AS IDENTIFIED IN OUR INTEGRATED DEVELOPMENT PLAN (IDP)</p>	<ul style="list-style-type: none"> <li>• Promote more inclusive economic growth, decent work and sustainable livelihood;</li> <li>• Improve economic and social infrastructure;</li> <li>• Rural development, food security and land reform;</li> <li>• Access to quality education;</li> <li>• Cohesive sustainable communities;</li> <li>• Creation of a better Africa and a better world;</li> <li>• Rural development, food security and land reform;</li> <li>• Access to quality education;</li> <li>• Improve health care;</li> <li>• The fight against crime and corruption;</li> <li>• Governance: political management and oversight;</li> <li>• Industrial Technology.</li> </ul>
<p>OPPORTUNITIES AND STRENGTHS INTEGRATED DEVELOPMENT PLAN (IDP)</p>	<ul style="list-style-type: none"> <li>• Establishment of a cable car which is a future catalyst for down-stream economic development</li> <li>• Number of existing studies and structures providing a basis for development;</li> <li>• Investment opportunities;</li> <li>• Abundance of natural resources;</li> <li>• Existing development as a source of revenue, job creation and marketing the area;</li> <li>• Enhance commercial and subsistence farming;</li> <li>• Favourable geographic location and surrounded by potential revenue sources;</li> <li>• Drakensberg Mountains and the World Heritage Status</li> <li>• Bio-diversity resources</li> <li>• Good agriculture and soil potential</li> <li>• Development control</li> <li>• Ability to work with different Traditional Authorities</li> <li>• Improved financial management which resulted in improved audit opinion;</li> <li>• Updating Spatial Development Framework (SDF)</li> <li>• Lack of descent residential areas for the local professional, such as teachers, social workers and nurses.</li> </ul>
<p>OBJECTIVES OF PROJECT</p>	<ul style="list-style-type: none"> <li>• The creation of a sustainable community development in rural KwaZulu-Natal.</li> <li>• Restore and further improve the human dignity and citizenship benefits of the community.</li> <li>• Facilitate and support local and economic development.</li> </ul>
<p>BENEFITS OF THE PROJECT</p>	<ul style="list-style-type: none"> <li>• The following services and infrastructure have already been implemented and built on this property:</li> <li>• 5 Km tar access road from the R74 (built to a 60 Km/ hour specification);</li> <li>• 25 Km of tarred internal roads;</li> <li>• 17.5 Km of electrified perimeter fence line;</li> <li>• The Kopanong Dam, which has a 10m<sup>2</sup> catchment area and storage capacity of 530 million litres;</li> <li>• Portable water reservoir with a storage capacity of 2.8 million litres;</li> <li>• Irrigation water treatment works with a capacity of 960 000 litres per day;</li> <li>• Sewer treatment works with a capacity of 500 000 litres per day;</li> <li>• 3 MVA bulk Eskom electricity supply and full internal electrical reticulation system;</li> </ul>

	<ul style="list-style-type: none"> <li>• Individual service connections to 431 sites, with the remaining sites bulk serviced;</li> <li>• Gatehouse, estate offices and maintenance centre;</li> <li>• Four completed houses (one house is occupied by the property manager)</li> <li>• Eight partially completed houses, which can easily be completed for use as community amenities</li> </ul>
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### 5.5.2 FEASIBILITY STUDY AND BUSINESS PLAN FOR A DRAKENSBERG CABLE CAR

The Okhahlamba-Drakensberg (the Berg) is a world heritage site (WHS). The mountains

FIGURE 36: MAGNIFICENT VIEWS OF THE STUDY AREA

are a key tourist attraction and one that should be accessible to all who want to enjoy its beauty. This includes tourists with limited time, people with disabilities and those less adventurous people. Additionally increased visitor numbers are putting strain on the limited accesses to the escarpment. It is in the best interests of the WHS

that more people are able to enjoy

FIGURE 35: STUDY AREA FOR THE PROJECT

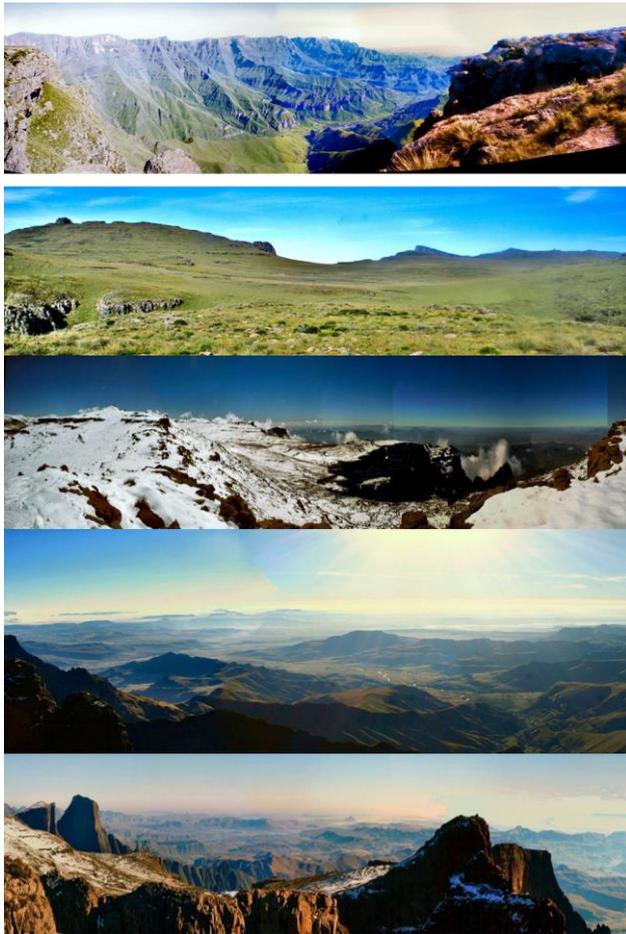
its scenic beauty, rather than just the hikers presently capable of climbing its rugged escarpment passes and peaks. For purposes of this study only the escarpment zone within South Africa above the Mnweni Valley between Royal Natal National Park and Cathedral Peak will be studied for potential sites. Currently the area



has one developed tourist node, the Mnweni Cultural and Hiking Centre. The node offers horse riding, bird watching, cultural activities, rock art sites, mountaineering, mountain biking, hikes and swimming. One of the key issues, which this project will need to address, is access to the site, and there are several aspects to this, including community agreement, environmental impacts and cost.

Cableways can have a positive impact on the environment, especially in very fragile environments where increased human footfall can have a negative impact. The project will seek to construct the cableway without building any new roads beyond those existing in the so-called “little Berg” Tourists will be able to travel to the summit (escarpment top) and walk on controlled walkways without causing erosion and depositing litter along the existing mountain passes.

Revenues generated by the cableway and other fees earned will assist in protecting the WHS buffer areas. In an environmentally sensitive part of Australia, the Cairns Skyrail was constructed over pristine rainforest without roads and has since been voted Australia’s most popular tourist attraction.



The cableway will provide a critical mass attraction to the Berg, which will add to the tourism bed nights sold in the province and attract new visitors to the Berg. The plan is for the cableway to be located in a part of the Drakensberg that currently has minimal tourism infrastructure and accommodation. This will unleash the tourism potential of this area without affecting existing attractions such as the Royal Natal and the Amphitheatre, Cathedral Peak or the Mweni Hiking Centre.

### 5.5.3 FRESH PRODUCE MARKET

The main purpose of the project is to assess the feasibility of establishing a Fresh Produce Market in Bergville and advise the council accordingly on all the projects aspects ranging from its economics to social related imperatives.

The main objectives are to:

- ❖ To assess viability of establishing a fresh produce market in Bergville;
- ❖ To present financial analysis of the proposed initiative
- ❖ To compile a business plan that will detail operational mechanism of the project;
- ❖ To present a detailed implementation framework for the project.

FIGURE 37: PROJECT STUDY AREA

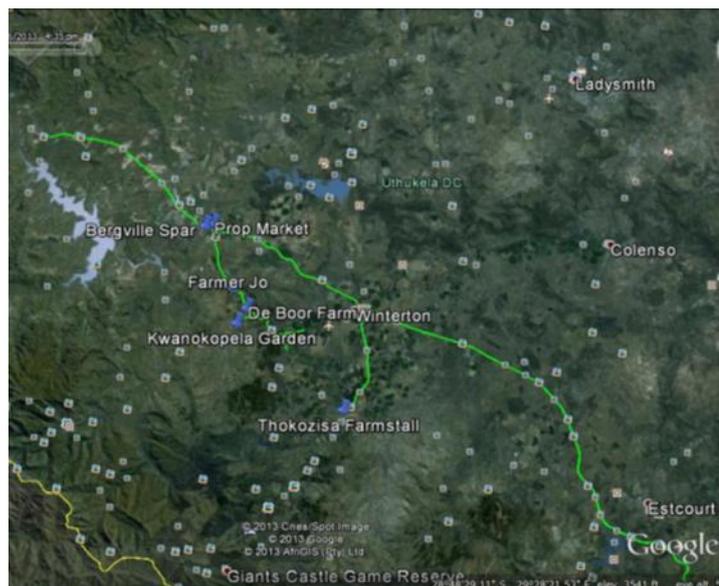
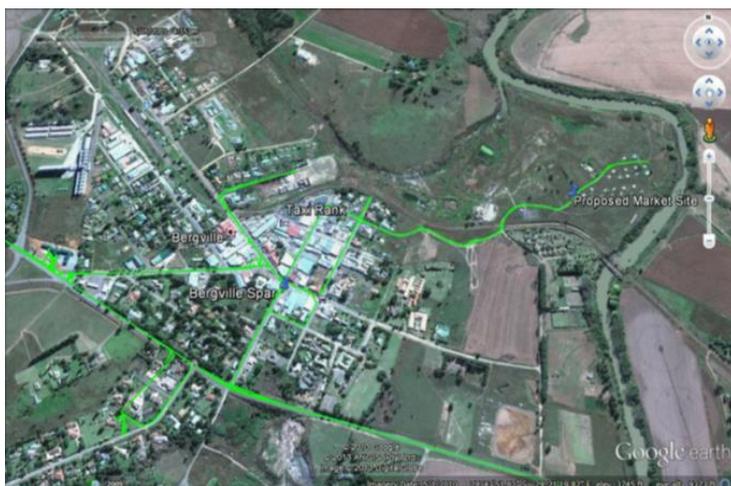


FIGURE 38: PROPOSED MARKET SITE



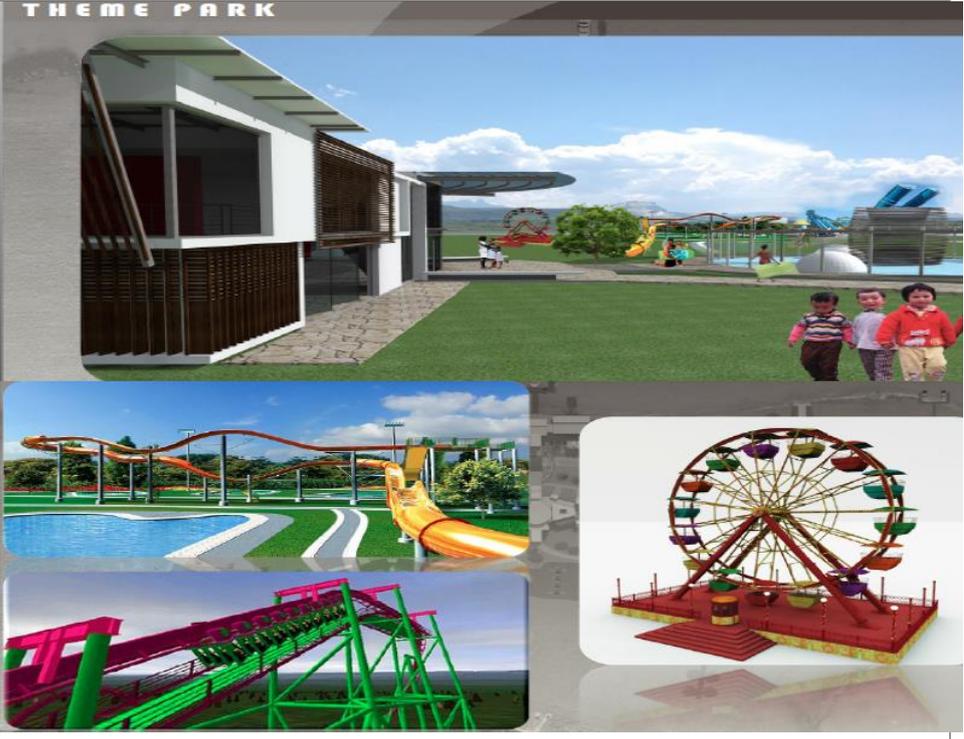
**5.5.4 WOODSTOCK WATERLANDS**

<b>NAME OF PROJECT:</b>	<b>WOODSTOCK WATERLANDS THEME PARK</b>
<b>SUBMITTED BY:</b>	WOODSTOCK WATERLANDS
<b>LOCAL MUNICIPALITY</b>	OKHAHLAMBA LOCAL MUNICIPALITY
<b>PROJECT NAME</b>	PROPOSED WOODSTOCK WATERLANDS THEME PARK AND GOLF ESTATE LIVING AT WOODSTOCK DAM
<b>PROJECT LOCATION AND GPS CO-ORDINATES</b>	The project entails the development of two portions of land located in the Dukuza and Zwelisha settlements; situated within the eMangwaneni Tribal area. The GPS Co-ordinates for the two sites are: <b>DUKUZA ZWELISHA</b> S – 28° 44’32’’                      S-28° 42’44’’ E – 29°13’21’’E – 29°13’21’’



<b>BRIEF PROJECT DESCRIPTION</b>	The Woodstock Dam is located in the upper reaches of the Thukela River in Okhahlamba Local Municipality, approximately 10 kilometres west of the town of Bergville in the foothills of the Drakensberg Mountains. The two properties are 18 km apart when travelling by road. The intention is to use the two properties for complementary tourism ventures relating to water theme park and golf estate living. The following activities are proposed for the two properties.
----------------------------------	--

<b>NAME OF PROJECT:</b>	<b>WOODSTOCK WATERLANDS THEME PARK</b>
	<ul style="list-style-type: none"> <li>❖ Separate-entrance accommodation facilities facing the dam and taking in the picturesque mountains (with large entertainment facilities);</li> <li>❖ A building that will house a food court for various franchises, a movie house, a child day-care facility, art and craft shop and a casino / games room;</li> <li>❖ Various theme park games, including jumping castles, dodgems etc.; and</li> <li>❖ Various water-related activities, including but not limited to water slides, water bubble, water skiing, speed boating, ferry rides, river rafting, sunbathing / lounging facilities, yacht/ ferry docking facility.</li> <li>❖ An exclusive wedding venue;</li> <li>❖ An exclusive restaurant (possibly extending onto the pier);</li> <li>❖ A modern boma setup supplied with fresh meat straight from the farm;</li> <li>❖ 18 hole golf course with driving range (later to act as golf retreat / academy);</li> <li>❖ A 5 star boutique hotel with a conference centre;</li> <li>❖ A day spa including hot springs; and</li> <li>❖ Various golf estate establishments for holiday or permanent living.</li> </ul>
<b>PROPOSED DOCKING FACILITIES</b>	<p style="text-align: center;"><b>DOCKING FACILITIES</b></p> 

<b>NAME OF PROJECT:</b>	<b>WOODSTOCK WATERLANDS THEME PARK</b>
<b>PROPOSED THEME PARK</b>	
<b>IMPLICATION</b>	<p>The transformation of land from subsistence cultivation to mixed-use land will certainly not have a significant impact on agriculture because the proposed development area is located on an area that is not tillable owing to its proximity to a water resource. For this reason, the proposed development does not occupy agricultural land. However, an agricultural assessment might need to be undertaken to confirm the above conclusion.</p>
<b>ENVIRONMENTAL IMPACT</b>	<p>Afzelia Environmental Consultants were appointed to conduct an Environmental Screening of the proposed Woodstock Waterlands theme park and golf estate living. The environmental assessment practitioner is of the opinion that the proposed development has no fatal flaws. Review of the project at screening level and mitigation measures proposed it is likely that the proposed development would have an overall positive impact on a local and regional scale and would be in the public interest. This opinion is based on current information, and further information obtained during the EIA process will provide additional information on which to base a more informed conclusion.</p>
<b>BENEFITS OF THE PROJECT</b>	<p>The proposed tourism development would benefit the communities of Dukuza, Mkukwini and the surrounding areas in the following ways:</p> <ul style="list-style-type: none"> <li>• Generation of temporary employment opportunities for unskilled, semi-skilled and skilled community members during the construction phase;</li> <li>• Provision of permanent employment opportunities for unskilled, semi-skilled and skilled community members during the operation phase associated with nursing, cleaning services, maintenance activities and security etc.;</li> <li>• Provision of opportunities for skills development for local people during the construction and operational phases of the proposed development;</li> <li>• Provision of an amenity that can be enjoyed by everyone; and</li> <li>• The development can open up ancillary tourism opportunities that can be exploited by the local community e.g. selling of curios, providing cultural dances and other displays etc.</li> </ul>

## 5.6 SECTOR INVOLVEMENT

- Government is still faced with a challenge with regards to the participation by sector departments in the IDP planning processes. The level of participation is too low; hence not all sector departments have submitted their planned projects or programmes for the next three to five years. Even when they do attend the IDP meetings, they tend to send staff that does not have complete information pertaining to the department or section. The following are the only sector departments who have submitted their planned programmes and projects.

### 5.6.1 DEPARTMENT OF TRANSPORT

The following are the planned projects from the Department of Transport for 2016/2017, 2017/2018 and 2018/2019.

PROJECT NAME	PROJECT DESCRIPTION	BUDGET	FINANCIAL YEAR
P182 Causeway	Bridges/ Culverts	4 500 000	2016/17
L559 Causeway	Bridges/ Culverts	2 000 000	2016/17
Mahlathini Road	New Gravel Road	2 800 000	2016/17
Regravelling Of L 440	Regravelling	2 000 000	2016/17
Regravelling Of L 2013	Regravelling	1 250 000	2016/17
Regravelling Of L1511	Regravelling	1 250 000	2016/17
Regravelling Of L461	Regravelling	1 250 000	2016/17
Regravelling Of D2439	Regravelling	2 000 000	2016/17
Regravelling Of L459	Regravelling	1 250 000	2016/17
Regravelling Of L1012	Regravelling	2 800 000	2016/17
Regravelling Of L 2131	Regravelling	2 450 000	2016/17
Regravelling Of L 1367	Regravelling	2 000 000	2016/17
Regravelling Of D277	Regravelling	2 800 000	2016/17
Regravelling Of L 1526	Regravelling	1 650 000	2016/17
Blading Contract Bergville Rrtf	Gravel Roads	2 017 529	2016/17
Blacktop Contract Bergville Rrtf	Surfaced Roads	2 066 823	2016/17
Patch Gravelling Bergville Roads	Patch Gravelling	1 000 000	2016/17
Rehabilitation Of Structures	Road Marking	7 800 000	2016/17
Road Marking And Studs	Warning Signs	1 051 785	2016/17
Regulatory And Warning Sign	Warning Signs	70 000	2016/17
Regulatory And Warning Sign	Warning Signs	70 000	2016/17
Regulatory And Warning Sig	Periodic Maintenance	93 730	2016/17
Periodic Maintenance	New Bridge	349 176	2016/17
New Infrastructure Other			
Supply Of Labour	Drain Cleaning And Verges Main	5 000 000	2016/17
Supply Of Labour	Drain Cleaning And Verges Main	150 000	2016/17

<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>BUDGET</b>	<b>FINANCIAL YEAR</b>
Supply Of Labour	Drain Cleaning And Verges Main	150 000	2016/17
Supply Of Labour	Drain Cleaning And Verges Main	150 000	2016/17
Supply Of Labour	Drain Cleaning And Verges Main	150 000	2016/17
Supply Of Labour	Drain Cleaning And Verges Main	139 885	2016/17
Supply Of Labour	Drain Cleaning And Verges Main	139 885	2016/17
Supply Of Labour	Drain Cleaning And Verges Main	74 000	2016/17
Supply Of Labour	Drain Cleaning And Verges Main	74 000	2016/17
Supply Of Labour	Drain Cleaning And Verges Main	74 000	2016/17
Cleaning Of Kerb And Channel P340	Drain Cleaning And Verges Main	74 000	2016/17
Cleaning Of Kerb And Channel P30	Drain Cleaning And Verges Main	50 000	2016/17
Grass Cutting Various Roads	Drain Cleaning And Verges Main	50 000	2016/17
Grass Cutting Various Roads	Guardrail Repair	74 000	2016/17
Guardrail Repairs P340	Guardrail Repair	74 000	2016/17
Guardrail Repairs P288	Guardrail Repair	103 221	2016/17
Guardrail Repair Material Bergville	Drain Cleaning And Verges Main	103 221	2016/17
Supply Of Labour No1	Drain Cleaning And Verges Main	202 586	2016/17
Causeway Construction	Bridges/ Culverts	3 000 000	2017/18
Access To Mthende School - 3km	New Gravel Road	2 000 000	2017/18
Access To 20 Link Extention	New Gravel Road	3 000 000	2017/18
Mkhono Road	New Gravel Road	5 250 000	2017/18
Regravelling OF D 285	Regravelling	1 600 000	2017/18
Regravelling Of D1376- 6km	Regravelling	1 600 000	2017/18
Regravelling Of L2654 3km	Regravelling	1 600 000	2017/18
Regravelling Of D 1255	Regravelling	1 600 000	2017/18
Regravelling Of L2475	Regravelling	1 600 000	2017/18
Regravelling Of D 116 -	Regravelling	1 600 000	2017/18
Regravelling Of D1261 - 3 Km	Regravelling	1 600 000	2017/18
Regravelling Of D1 371 - 3 Km	Regravelling	1 600 000	2017/18
Blading Contract Kz232	Gravel Road	3 144 271	

<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>BUDGET</b>	<b>FINANCIAL YEAR</b>
Blacktop Contract Ladysmith Rrtf	Tarred Roads/ Surfaced Roads	2 366 627	2017/18
Patch Gravelling Ladysmith Roads	Gravel Road	3 938 571	2017/18
Sign Repairs:P19,D53,D277,D184,P180,P394	Maintenance Of Regulatory/Warning Signs	1 204 189	2017/18
Sign Repairs:P11-1,P181,P30,P288,P304,P340,P119	Maintenance Of Regulatory/Warning Signs	74 900	2017/18
Regulatory & Warning Signs Materials Bergville	Maintenance Of Regulatory/Warning Signs	74 900	2017/18
Road Marking P181/P406	Road Marking	200 291	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	5 375 000	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	160 154	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	160 154	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	160 154	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	160 154	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	160 154	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	160 154	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	160 154	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	160 154	2017/18
Supply Of Labour	Drain Clearing & Verge Maintenance	160 154	2017/18
Cleaning Of Kerb And Channel P394	Drain Clearing & Verge Maintenance	160 154	2017/18
Cleaning Of Kerb And Channel P212	Drain Clearing & Verge Maintenance	180 000	2017/18
Cleaning Of Kerb And Channel P30	Drain Clearing & Verge Maintenance	180 000	2017/18
Cleaning Of Kerb And Channel P340	Drain Clearing & Verge Maintenance	180 000	2017/18
Grass Cutting P30, P340, P304	Drain Clearing & Verge Maintenance	180 000	2017/18

<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>BUDGET</b>	<b>FINANCIAL YEAR</b>
Grass Cutting P212, P181, P11-1	Drain Clearing & Verge Maintenance	180 000	2017/18
Drainage Works On P180- 12km	Drain Clearing & Verge Maintenance	180 000	2017/18
Drainage Works On P1256- 14km	Drain Clearing & Verge Maintenance	180 000	2017/18
Drainage Works On P180- 12km	Drain Clearing & Verge Maintenance	180 000	2017/18
Guardrail Repairs P340	Guardrail Repairs	180 000	2017/18
Guardrail Repairs P212	Guardrail Repairs	180 000	2017/18
Guardrail Repairs P294	Guardrail Repairs	180 000	2017/18
Guardrail Repairs P30	Guardrail Repairs	180 000	2017/18
Guardrail Repairs P304	Guardrail Repairs	180 000	2017/18
Guardrail Repair Material Bergville	Guardrail Repairs	180 000	2017/18
Handrail Repairs P30/P11-1	Handrail Replacement/Repairs	216 767	2017/18
Handrail Plant & Material	Handrail Replacement/Repairs	400 000	2017/18
Supply Of Labour No1	Drain Clearing & Verge Maintenance	350 000	2017/18
Regravelling Of L1806 - 3 Km	Regravelling	4 800 000	2018/19
Regravelling Of D1260	Regravelling	2 000 000	2018/19
Regravelling Of D1242	Regravelling	2 500 000	2018/19
Regravelling Of L 464	Regravelling	3 000 000	2018/19
Regravelling Of D1378 - 2 Km	Regravelling	1 000 000	2018/19
Regravelling Of L1011	Regravelling	3 000 000	2018/19
Regravelling Of D 196	Regravelling	3 000 000	2018/19
Regravelling Of D564	Regravelling	3 000 000	2018/19
Regravelling Of D184	Regravelling	3 000 000	2018/19
Regravelling Of L 1360 - 3 Km	Regravelling	3 000 000	2018/19
Blading Contract Kz232	Blading	3 185 983	2018/19
Blacktop Contract Ladysmith Rrtf	Blacktop Patching	3 356 178	2018/19
Patch Gravelling D1257 4km	Patch Gravelling	3 130 814	2018/19
Patch Gravelling D320, L4118	Patch Gravelling	990 312.08	2018/19
Regulatory & Warning Signs Various Roads	Maintenance Of Regulatory/Warning Signs	1 199 035	2018/19
Regulatory & Warning Signs Various Roads	Maintenance Of Regulatory/Warning Signs	150 000	2018/19

<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>BUDGET</b>	<b>FINANCIAL YEAR</b>
Regulatory & Warning Signs Materials Bergville	Maintenance Of Regulatory/Warning Signs	150 000	2018/19
Road Studs Various	Road Studs	106 852	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	5 831 875	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	159 469	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	185 000	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	185 000	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	185 000	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	185 000	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	185 000	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	185 000	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	185 000	2018/19
Supply Of Labour	Drain Clearing & Verge Maintenance	185 000	2018/19
Cleaning Of Kerb And Channel P340	Drain Clearing & Verge Maintenance	185 000	2018/19
Cleaning Of Kerb And Channel Various	Drain Clearing & Verge Maintenance	185 000	2018/19
Grass Cutting Various Roads	Drain Clearing & Verge Maintenance	185 000	2018/19
Grass Cutting Various Roads	Drain Clearing & Verge Maintenance	84 360	2018/19
Guardrail Repairs P340	Guardrail Repairs	84 360	2018/19
Guardrail Repairs P288	Guardrail Repairs	117 672	2018/19
Guardrail Repair Material Bergville	Guardrail Repairs	117 672	2018/19
Handrail Repairs P304/P11-1	Handrail Replacement/Repairs	230 948	2018/19
Cleaning Of Kerb And Channel P30	Drain Clearing & Verge Maintenance	398 061	2018/19
Cleaning Of Kerb And Channel P340	Drain Clearing & Verge Maintenance	53 500.00	2018/19

PROJECT NAME	PROJECT DESCRIPTION	BUDGET	FINANCIAL YEAR
Supply Of Labour No1	Drain Clearing & Verge Maintenance	53 500.00	2018/19

### 5.6.2 DEPARTMENT OF HEALTH

PROJECT NAME	PROJECT DESCRIPTION	BUDGET	2016/2017	2017/2018	2018/ 2019
Bergville Clinic	Painting and repairs to Clinic	R 100 000			R 100 000
Dukuza Clinic	Painting and repairs to Clinic	R 250 000			R 250 000
Emmaus Hospital	Tarring of internal roadways	R 360 000	R 360 000		
Emmaus Hospital	Replace perimeter fencing	R 1 000 000	R1 000 000		

### 5.6.3 DEPARTMENT OF HUMAN SETTLEMENT

TABLE 25: CURRENT PROJECTS 2015-2016

Project Name	Total Budget	Balance	Progress
Dukuza – A	R1 417 555	R1 169 754	Project is spending, estimated end date October 2016

TABLE 26: 2016-2017 PROJECTS

Project Name	Total Budget	Projection	Comments
Dukuza – B	R1614000	R500 000	A submission has been compiled and presented at the TEC
Moyeni – A	R1614000	R500 000	A submission has been compiled and presented at the TEC
Moyeni - B	R1614000	R500 000	A submission has been compiled and presented at the TEC
Amazizi Ph3A	R1614000	R500 000	A submission has been compiled and presented at the TEC
Amazizi Ph3B	R1614000	R500 000	A submission has been compiled and presented at the TEC
Emmaus	R3229000	R200 000	A submission has been compiled and presented at the TEC
Acton Homes	R3327000	R100 000	DRDLR to finalize Disposal of land.

#### 5.6.4 DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS (EDTEA)

Project Name	Project Description & Beneficiaries	Project Locality	Budget
Gijima KZN LCF Call for Proposals Phase 7 (Clothing and Textile) & Phase 8 (Agro-procession)	fund targeted for the private sector partnership-based projects. Grant funding of up to 70% of total project cost is available for the manufacturing/productive sectors. R1 000 000.00 to R5 000 000.00 per project	Province-wide	
Drakensberg Cable Car	Spatial Plan and international investment conference center	Okhahlamba	R1 570 000
Uthukela Industrial Economic Zones (IEH)	Feasibility Study, Business Plan and Implementation Plan for the Electronic Hub.	Uthukela	R12 000 000.00 (for the whole Province)
Co-operative Training- Training of Trainers	Skills development programme that benefits co-ops in the province. This assists both the existing and the aspiring co-ops. Current	All Districts- Province wide	R 12 408 000
Cooperative database	Establishment of a cooperative database	All Districts- Province wide	R1 000 000
Cooperative mentorship	Mentorship programme	All Districts- Province wide	R4 000 000
Project Name	Project Description & Beneficiaries	Project Locality	Budget
BBBEE Programme	Implementation of BBEEE: stakeholders coordination, women empowerment and youth empowerment	All District- Province wide	R45 000 000
SMME Training & Capacity Building	Skills development programme done by the specialist in the field to benefit small businesses.	Province wide	R 3,000,000.00
District Municipality Investment and Promotion Facilitation Strategies	Development of a strategy and implementation plan that will assist the municipality to attract inward investment for the existing investment opportunities.	Province wide	R 1,500,000.00
Provincial Informal Businesses Database Development and Archiving	The development of the data base for the informal businesses in the districts together with the informal economy registration process.	Province wide	R 600,000.00
Development of regulations for the Provincial Business Act	Development of regulations for the reviewed Business Act to benefit municipalities and businesses.	Province wide	R500,000.00
SMME and Cooperative Data Register	Database update on all the provincial SMME's and Cooperatives	Province wide	R 600,000.00

Project Name	Project Description & Beneficiaries	Project Locality	Budget
Research and Development	<ul style="list-style-type: none"> <li>• Industrial Symbiosis</li> <li>• Solar PV Rooftop Research project</li> <li>• Bio processing cluster &amp; bio-economy project</li> <li>• Bio-gas partnership with SA Cane growers</li> <li>• R&amp;D Centre of Excellence with tertiary institution</li> <li>• Innovative Building Technology Research</li> </ul>	Province wide	R 8 000 000
KZN SEA/EMF programme	Finalisation and development of provincial environmental spatial framework for integration of development imperatives into environmental decisions [PGDP intervention]		
Promotion of SEA	Promoting strategic environmental assessment tools as an alternative to EIA processes [Norms and Standards, SEA and capacity programme]		
Development of environmental management and development strategy	As part of the PDGP interventions	Province wide	
Environmental Information Management System	For purposes of improving environmental data management, EIA and WL application records	Province wide	R500 000
Waste and Chemicals Management Programme	Small recyclers mini-conference, KZN recycling report, Municipal assistance i.t.o. waste management and e-waste material recycling facility	Province wide	
Maloti-Drakensburg Transfrontier Programme (MDTP) Transfer		Uthukela	R514 000

### 5.6.5 ESKOM

Eskom has identified the following projects in Okhahlamba:

- ❖ Buffelshoek SS Capacity Increase and 33 kV Feeder bay Est – Completed (Construction completed and handed project hand over).
- ❖ Cathkin SS Capacity Upgrade – in construction (Construction completed and handed project hand over).
- ❖ Okhahlamba 132 kV SS est – Deferred (Concept Release Approval; Initiatives entered into a value chain system for approval; Feasibility studies).

## 5.6.6 DEPARTMENT OF WATER AFFAIRS

Project Origin	Project Name	Project Description	Project Status	Total Project Cost
<b>MIG</b>	Moyeni/ Zwelisha RWSS Ph. 4 (Dukuza / Hoffenthal) (AFA) MIS 172338	Detailed design & construction of bulk supply, storage and reticulation to 146 standpipes to the community of Dukuza/ Hoffenthal	Construction	56 013 761
<b>MIG</b>	Bergville Bulk Water Supply Extension and Reticulation	The purpose of this project is to establish a water supply infrastructure to serve the needs of some 11,800 people residing in 5 distinctive informal settlements	Construction	24 362 664
<b>MIG</b>	Moyeni / Zwelisha Community Water Scheme	This project forms an extension to the existing Moyeni CWSS (KN140) and Zwelisha CWSS (KN345).	Construction	9 357 063

## 5.6.7 UTHUKELA MIG PROJECTS

PROJECT NAME	REPOSIBL E DEPARTME NT	FUNDE R	MUNICIPAL CAPITAL BUDGET			
			2015/2016	2016/2017	2017/2018	2018/2019
Moyeni/Zwelisha WTW Mechanical & Electrical upgrading	Technical	MIG		9 357 063		
Bergville: Sanitation Project	Technical	MIG		18 000 000		

### 5.6.8 OKHAHLAMBA HOUSING PROJECTS

Proposed projects that have been prioritised by the municipality include the following (the first three projects are undergoing the tender processes):

<b>PROJECT</b>	<b>WARD</b>	<b>BUDGET</b>	<b>NO. OF UNITS</b>
Hoffental	4	R4,623,000.00	1500
Intsukangihlale	7	R4,623,000.00	1500
Engoba	3	R3,082,000.00	1000
Masumpa	9	R4,623,000.00	1500
Nogaga	9	R7,705,000.00	2500
Potshini	12	R3,082,000.00	1000
Mhlwazini	3	R4,623,000.00	1500
Kwa-Smahla	14	R5,547,600.00	1800
Mamfemfetheni	2	R4,623,000.00	1500
Sandlwana	5	R4,623,000.00	1500
Ogade	8	R3,082,000.00	1000
Langkloof	10	R3,082,000.00	1000
Bhethany	11	R3,082,000.00	1000
Green Point	13	R6,164,000.00	2000
Winterton Khethani Phase 4	1	R924,600.00	300
Bergville	12	R924,600.00	300

## 6 ANNUAL OPERATIONAL PLAN

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- The Draft Service Delivery and Budget Implementation Plan is attached in the document (Annexure C), and provides concrete details about what is to be achieved per each quarter and the resources that will be allocated for this.
- The main objective of the Okhahlamba Local Municipality SDBIP 2016/2017 is to provide a critical link between the Mayor, Councillors and Administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Mayor, councillors, municipal manager, senior managers and community. It shall be circulated internally and externally for purposes of monitoring the execution of the budget performance of senior management and achievement of strategic objectives of council. It enables the Municipal Manager to monitor the performance of senior managers and the Mayor to monitor the performance of the Municipal Manager, and for the council and community to monitor the performance of the Municipality.
- The SDBIP will not ensure the appropriate monitoring of the Municipal Budget alone, rather it will serve as kernel of the development and adoption of the annual performance contracts for senior managers and the due phasing-in of performance systems in the lower levels of management.
- The SDBIP is a layered plan. The top layer deals with consolidated service delivery targets and in-year dead-lines, and links these targets to each top manager. Each senior manager is expected to develop the lower layer of details of the SDBIP. The responsible manager must provide more details on each output for which is responsible, break up these output into smaller outputs and then link these to each middle-level and junior manager. Much of these lower-layer detail will not be made public or tabled in council.
- Only the highest layer of information of the SDBIP will be made public or tabled in the council. This information should also include per ward information, particularly for key expenditure items on capital programmes and projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their wards.
- The SDBIP as a management and implementation plan (not a policy) should not be approved by council. It is however, tabled to council and the public for information and purpose of monitoring. The SDBIP will also empower all councillors specifically facilitating engagement at a ward level and allow them to undertake the appropriate oversight and monitoring of programs. Council Committees will also acquire appropriate ability to use the document to measure in-year progress in the implementation of the budget.

## **7 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

### **7.1 OBJECTIVES AND PRINCIPLES OF OPMS**

➤ Beyond the fulfilling of the abovementioned legislative and policy requirements, the Municipality will require a PMS that will be constituted as the primary mechanism to monitor, review and improve the implementation of the municipality's IDP. It should therefore fulfil the following functions:

- ❖ Facilitate increased accountability;
- ❖ Facilitate learning and improvement;
- ❖ Provide early warning signals; and
- ❖ Facilitate decision-making.

### **7.2 ALTERNATIVE MODELS FOR OPMS**

➤ The Best Practice Guide describes three alternative models to be used as a measurement tool in a PMS. These are:

- ❖ The Spreadsheet, which is recommended for under-resourced, mainly rural municipalities.
- ❖ The Municipal Scorecard, which is recommended for semi-resourced, semi-rural/ urban municipalities.
- ❖ The Balanced Scorecard, which is recommended for well-resourced, mainly urban municipalities.

➤ In view of the municipal area's demographic profile, the level of its resources and the practicalities associated with measurement, the Technical Committee decided that a model incorporating elements of both the Municipal Scorecard and the Balanced Scorecard would be most appropriate. The system will therefore include the following measurement tools:

- ❖ The Organizational Scorecard, and
- ❖ Scorecards.
- ❖ Each of these will be dealt with in the following paragraphs.

### **7.3 ORGANISATIONAL SCORECARD**

➤ This scorecard and performance reports provides an overall picture of the targets as well as performance of the Municipality as a whole, reflecting performance on its strategic priorities. It will be the basis for reporting to the Council and the public. The Scorecard includes the Key

Performance Indicators (KPI's) prescribed by the Regulations, and other KPI's derived from Priority Areas and Objectives contained in the IDP.

- The following concepts are used in the scorecard:
  - ❖ Key Performance Areas, which reflects national and municipal priorities as identified in the IDP and related policies.
  - ❖ Objectives, which are statements about what it is that needs to be achieved in priority areas.
  - ❖ Measurable Objectives, which states how the strategic objective needs to be achieved
  - ❖ Key Performance Indicators, which are measurements on the progress made towards achieving measurable objectives.
  - ❖ Performance Targets, which set the value of the indicator that is to be achieved by a specific time.
  - ❖ Portfolio of evidence, where the data for measurement will be obtained from.
  - ❖ In terms of the Regulations, the Organisational Scorecard is to be reviewed annually.
    - In order to serve their purpose Key Performance Indicators should be:
      - ❖ Focused and specific;
      - ❖ Measurable;
      - ❖ Valid and relevant;
      - ❖ Reliable;
      - ❖ Simple, and
      - ❖ Rely on data that is available on a regular basis.
    - ❖ Performance Targets need to be set in relation to baseline information, which will be drawn from a variety of surveys, including the 2011 Census figures and Management information.
    - ❖ Version Organisational Scorecard.
      - Council will need to set targets for the KPI's utilizing as a baseline inter alia the 2011 Census information. As recommended by the Best Practice Guide, the process of setting targets should conform to the so-called "SMART" principle, in, the sense that targets should be:
        - ❖ Specific;
        - ❖ Measurable;
        - ❖ Attainable;
        - ❖ Realistic; and
        - ❖ Time-related

## 7.4 ROLES AND RESPONSIBILITIES IN OPMS

<b>Roles and Responsibilities in Organisational Performance Management Systems</b>	
Municipal Council	Approving the PMS, monitoring and reviewing the IDP in terms of the PMS.
Councillors	Encouraging the community to involve themselves in the development, implementation and review of the municipality's performance management system and, in the setting of appropriate key performance indicators and performance targets for the municipality. Providing input into the development and implementation of the PMS and the annual performance report.
Executive Committee and Portfolio Committees	Decide on the PMS process. Nominate persons to 'drive' the PMS process, monitor the development, implementation and management process.
Municipal Manager	Overall management and coordination responsibility to ensure that all relevant role-players are involved and that the process is proceeding as planned.
IDP/PMS Manager	Day to day management of the IDP and PMS; fulfil the role of the "Performance Champion".
IDP/PMS Technical Committee /Task Team	Development and implementation of the PMS. Summarising and processing inputs from the consultative process.
Facilitators (Either from internal resources or contracted)	Methodological guidance, facilitation of planning workshops, documentation and special studies.
Municipal Officials (Heads of Departments and Senior Officials)	Providing technical and sector expertise and information relating to performance measures and targets. Implement and manage the PMS in their departments.
Internal Auditor	Auditing performance measures.

## 7.5 MEASUREMENT AND ANALYSIS

- Measurement and analysis will be the responsibility of respective line managers. Certain baseline data is not available on an annual basis (e.g. access to basic services), and surveys will therefore need to be conducted. It is suggested that the following annual surveys will be required:
  - ❖ A customer satisfaction survey (involving households and businesses in Okhahlamba) and an employee satisfaction survey (conducted internally).
  - ❖ A basic socio-economic survey to measure access to services and other indicators. Co-ordination of measurement and analysis of the surveys should be the responsibility of the Municipal Manager's office.

## 7.6 PERFORMANCE REPORTING AND REVIEWS

- Council will need to set up reporting and review processes, which will involve the following:
  - ❖ Exco Review (quarterly).
  - ❖ Council Reviews (bi-annually).
  - ❖ Community (Biannually)
  - ❖ Public Review should be provided through an annual public report.

## 7.7 ANNUAL PERFORMANCE REPORT

- A municipality is required to prepare an Annual report in terms of the Municipal Finance Management Act (MFMA). The purpose of an annual report is to provide a record of activities, report on performance against the budget and promote accountability to the local community for the decisions made thorough the year. To this end, Okhahlamba has prepared an Annual report for the 2014/2015 period (refer to Annexure D).

## 7.8 ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

- Progress will be measured through organisational key performance indicators linked to departmental indicators. In the SDBIP organisational key performance indicators are presented at an annual and quarterly level. Departmental indicators are broken down into monthly indicators, which are monitored and reported on a monthly basis at the meetings of the operational management committee.

## 7.9 DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

- Individual performance agreements are linked to the approved SDBIP and departmental indicators through the development of individual work plans. The indicators contained within the work plan are agreed upon and signed off by both the supervisor and the incumbent.

## 7.10 SUMMARY

- The local economic development activities that stimulate the generation of cash have a considerable effect on stimulating further activity within the area. Cash generation activities such as commercial agricultural programmes, small business manufacturing and trading activities will have a substantial impact on the local economy.
- Economic development activities that have a cash generation element to them need to be identified and targeted at rural households. The rural household needs to be brought into the commercial mainstream through commercial business linkages. Households could be contracted to supply agricultural and manufactured product on behalf of larger businesses.

- One of the most significant constraints to the local economy would appear to be the lack of integration in all sectors and in most government and non-government structures. The Bergville community is blessed with some very strong civil society structures, especially within the greater rural development sector, but it still appears as if the lack of integration is preventing the municipality from achieving its full economic potential. The following sectors are important to the economy and improving the integration within and between these sectors is an imperative for sustainable economic development.
- ❖ Security provision
- ❖ Poverty alleviation
- ❖ Agricultural and agri-business sector
- ❖ Agricultural support and land reform services sector
- ❖ Business sector
- ❖ Small business development and support sector
- ❖ Tourism sector
- ❖ Socio-economic and health services
- Support and the strengthening of the institutions of civil society would appear in the case of Okhahlamba to be a key economic developmental issue. This needs to be reinforced with generating an understanding of the inter-dependence that exists between groups and encouraging a mood of co-operation, and partnership, between all institutions.
- The OLM is an emerging Municipality that is very dependent on grants from National and Provincial government and funding from outside sources.
- There has been significant input (albeit following a number of requests for same) from Government Departments highlighting their respective projects being invested in. However, for the OLM's future to be sustainable and it to deliver on its development mandate, there is a significant improvement in the responsibility that the Municipality takes in attempting to secure additional and future funding.
- At an overall glance, there have been achievements to date that auger well in the Municipality's favour. However, in order to become self-sustaining, the Municipality has to channel its resources and focus itself around generating the local economy in a manner that will positively contribute to growth and development.
- Furthermore, given that the Performance Management System has been completed it appears that there is some certainty and guidance in terms of performance measures. A workshop that included all Municipal Councillors and officials was held during the month of February 2010 in order to inform employees and Council about Performance Management Systems in place and also to give direction. It should be noted that on our IDP RF meeting held

with sector departments showed tremendous improvements in terms of attendance and contribution, however the challenge being faced with is the issue of consistency.

- There appears to be synergy between Provincial Governments who are the predominant financiers for development. However, it is recognized that Provincial departments have to serve the entire province and therefore, the responsibility to ensure that the Municipality “makes its mark” vests with the officials and stakeholders. There appears to be a clear understanding of the roles and responsibilities between the District and local Municipality in some areas. There is also a good synergy between the Local Municipality and the Department of Co-operative Governance and Traditional Affairs.
- Finally, there was an element of IDP capacity building and education as part of the process. To this end, the officials and Councillors have supported the process in ensuring that it is a living document, strategic and meaningful. Furthermore, the process was geared around determining needs, but transferring responsibility to the OLM in that they needed to understand that the IDP was their process and the IDP Manager is merely a conduit to facilitate and co-ordinate the development process.

Table 25: Summarised version of the Okhahlamba Scorecard

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	RESPONSIBLE DEPARTMENT	PROFOLIO OF EVIDENCE		
Municipal Transformation and Institutional Development	To transform and develop institutional capacity to create an efficient organization	To improve institutional and organizational capacity	MTOD01	The signing of performance agreements	Number of Performance Agreements signed reflecting national government priorities	5	5	0	5	5	5	5	5	CORPORATE SERVICES	SIGNED PERFORMANCE AGREEMENTS		
					MTOD02	Review and implement an effective organogram	Date of adopted reviewed organogram	30-Jun-18	17-Jun-16	None	30-Jun-18				30-Jun-18	COUNCIL RESOLUTION	
					MTOD03	Implementation of Workplace Skill Plan WSP	Number of trainings held as per the WSP	10	10	0	10	2	3		3	2	ATTENDANCE REGISTERS
					MTOD04	Implementation of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management	100%	85%	15%	100%	100%	100%		100%	100%	EMPLOYMENT EQUITY PLAN
					MTOD05	To provide an effective and efficient HR support	Number of wellness programmes implemented in a year	1	0	0	1					1	ATTENDANCE REGISTERS
					MTOD06		Number of biometric system reports printed	3	0	0	3					3	SYSTEM REPORT
					MTOD07		Number of Local Labour Forum meetings held	2	0	0	2				1	1	ATTENDANCE REGISTER OF LLF MEETINGS
					MTOD08		Disputes dealt within a year	Yes/No	None	None	Yes				Yes	Yes	ATTENDANCE REGISTER OF SEATINGS
					MTOD09		All post in an organogram have a job description	Yes/No	None	None	Yes					Yes	JOB EVALUATION REPORT
					MTOD10	To improve the standard of administration and auxiliary support	Functional Registry	Yes/No	None	None	Yes					Yes	FILE CONTROL CARD
					MTOD11	To promote a sound council support	Delivery of agenda in time	Yes/No	None	None	Yes				Yes	Yes	DISTRIBUTION REGISTERS
					MTOD012	Review and implement Performance Management System	Number of quarterly performance reports reviews conducted and submitted to council	4	4	0	4	1	1		1	1	MUNICIPAL MANAGER
Number of reports submitted on performance in terms of S46 of the MSA	1	1	0	1						1	ANNUAL PERFORMANCE REPORTS & COUNCIL RESOLUTION						
% of evaluated Middle Managers (PMS)	100%	100%	0	100%				100%		100%	PERFORMANCE EVALUATION SCORE/ ATTENDANCE REGISTER						
% of evaluated Senior Managers (PMS)	100%	100%	0	100%				100%		100%	PERFORMANCE EVALUATION SCORE/ ATTENDANCE REGISTER						
Maintenance of clean audit opinion	Number of Performance Audit Committee Meetings held	4	9	0		4	1	1	1	1	ATTENDANCE REGISTERS						

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	RESPONSIBLE DEPARTMENT	PROFOLIO OF EVIDENCE
					Number of Performance Audit Reports submitted to council	4	4	0	4	1	1	1	1		PAC REPORT
			MTOD13	Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the IDP	30-Jun-18	17-Jun-2016	None	30-Jun-18				30-Jun-18		COUNCIL RESOLUTION
					Yes/ No- 10 critical services identified and included in the IDP	Yes	Yes	None	Yes					Yes	IDP DOCUMENT
			SDID01	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal	372	329	0	372	372	372	372	372		BILLING REPORT
					% of households with access to basic solid waste disposal	100%	100%	0	100%	100%	100%	100%	100%	100%	
			SDID02	Provision of free basic services( Water, Sanitation and Refuse Removal	Number of households earning less than R1100 with access to free basic services	1645	1645	0	1645	1645	1645	1645	1645		FREE BASIC ELECTRICITY BENEFICIARIES REGISTER
					% of households earning less than R1100 with access to free basic services	100%	100%	0	100%	100%	100%	100%	100%	100%	
			SDID03	Improve access to electricity	Amount spent on Free basic Electricity	R2 386 526.40	R2 365 987.00	0	R2 386 526.40	R596 631.60	R596 631.60	R596 631.60	R596 631.60		FREE BASIC ELECTRICITY REPORT
					Percentage progress for high mast lighting	100%	0	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
					Percentage progress for Emmaus electrification project (Ward 2)	100%	0	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
					Percentage progress for Khethani Infills	100%	0	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
					Percentage progress for Engoba, Emhlwazini electrification project	100%	0	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
					Percentage progress for Ebhoweni, Greenpoint electrification projects(Ward 13)	100%	0	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
					Percentage progress for Woodford infills,Lungelani, Kwaskhindi electrification project(Ward 12)	100%	0	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
					Percentage progress for Ward 10 infills, Langkloof, Estebhisiini electrification project	100%	0	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
					Percentage progress for ward 09 Entabeni , Feriakop electrification project	100%	0	0	0	100%	25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	RESPONSIBLE DEPARTMENT	PROTFOLIO OF EVIDENCE
					Percentage progress for Dukuza/Ebusingatha electrification projects	100%	20%	80%	100%	30%	50%	80%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			SDID04	Improve access to roads	Percentage progress Mbhorompo gravel road	100%	20%	80%	100%	30%	50%	80%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			SDID05		Percentage progress for Mnceleni gravel road	100%	0	0	100%	25%	50%	75%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			SDID06		Percentage progress for Makekeni gravel road	100%	0	0	100%	25%	50%	75%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			SDID07	Improve recreational facilities	Percentage progress for Bergville Sports Complex	100%	0	0	100%	25%	50%	75%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			SDID08	Improve infrastructure	Percentage progress for Bergville tarred road	100%	0	0	100%	25%	50%	75%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			SDID09	Improve facilities for community	Percentage progress for Geluksburg Community hall	100%	20%	80%	100%	30%	50%	80%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			SDID10		Percentage progress for Vimbukhalo community hall	100%	20%	80%	100%	30%	50%	80%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			SDID11		Percentage progress for Community service centre	100%	0	0	100%	25%	50%	75%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			SDID12	To achieve 100% CAPEX	The amount of Municipality capital budget actual spent on capital projects identified for a particular financial year in terms of the municipality IDP	R44 864 000.00	R73 292 900.00	R10 505 735.00	R44 864 000.00		R11 216 000.00	R11 216 000.00	R11 216 000.00		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
Local Economic and Social Development	To respond to social development issues and create a climate conducive for local economic development	Promote economic growth and development	LESD01	Create jobs through LED initiatives	Number of jobs created through municipality LED initiatives including capital projects	321	320	0	301	301	301	301	301		PAYROLL LIST
					Amount spent on jobs created through LED initiatives including capital projects	R5000 000.00	R4 218 279.83	0	R5000 000.00	R1250 000.00	R1250 000.00	R1250 000.00	R1250 000.00		GENERAL LEDGER PRINTOUT
					Number SMMEs and Co-ops supported	28	28	0	28	7	7	7	7		LIST OF SMMEs & CO-OPS
			LESD02	Provide support to LED	Number of LED Forums Held	4	4	0	4	1	1	1	1		ATTENDANCE REGISTER
			LESD03	Provide support to Local Tourism forums	Number of Local Tourism forum held	4	4	0	4	1	1	1	1		ATTENDANCE REGISTER
			LESD04	Enhance revenue collection by operating licensing centre	Revenue collected from services produced	R466 800.00	0	0	R466 800.00	R116 700.00	R116 700.00	R116 700.00	R116 700.00		TRANSACTION SUMMARY REPORT
		Established and promote grapes out growers	LESD05		Fresh produce operationalization	Yes	None	None	Yes				Yes		IMPLEMENTATION PLAN
Good Governance	To enhance and implement	Effective Public participation	GGPP01	Ensure functional Ward Committees	Number of ward committee meetings held/ Year (15 wards)	180	167	1	180	45	45	45	45		ATTENDANCE REGISTERS/ MINUTES

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	RESPONSIBLE DEPARTMENT	PROFOLIO OF EVIDENCE
and Public Participation	systems and procedures towards accountable local governance				(1 meeting per month)										
Financial Viability and Financial Management	To effectively manage municipal financial resources in a sustainable and accountable manner.	To improve budget implementation in the municipality	FVFM01	Optimize the expenditure of capital budget	Percentage of capital budget spent (actual capital expenditure/budget capital expenditure x 100)	100%	87%	20%	100%	25%	50%	75%	100%	FINANCIAL SERVICES	SECTION 71 REPORTS
			FVFM02	Optimize revenue collection	% of cash collected from customers against billing	100%	74%	24%	100%	25%	50%	75%	100%		BILLING RECONCILIATION REPORT
			FVFM03	Optimize revenue of operational budget	Percentage spent of Operational Budget spent (OPEX) on repairs and maintenance of infrastructure	76%	2%	74%	76%	25%	50%	75%	100%		SECTION A of Table 71 REPORT
			FVFM04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	18:1	9%	0	3:1		2:1		18:1		AFS
					Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services	10:1	1.68	0	10:1		3:1		10:1		AFS
					Costs coverage ratio: available cash plus investments divide by monthly fixed operating expenditure	3	7.3	0	3	3	3	3	3		SECTION 71 REPORTS
			FVFM05	Updating of Asset Register	Number of updates on fixed asset registers	2	2	0	2		1		1		UPDATED FIXED ASSET REGISTER
			CRCI01	Development of Wall- Wall Scheme	Date of adoption of Wall- Wall Scheme	30-Jun-18	None	30-Jun-18	30-Jun-18				30-Jun-18		COUNCIL RESOLUTION
					CRCI02	Implementation of the KZN Planning and Development Act	Percentage of applications processed within the legal timeframes	100%	100%	0	100%	100%	100%		100%
			Preventing or reducing the risk of disasters; Mitigating the severity or consequences of disasters; Emergency preparedness; A rapid and effective response to disasters and Post-disaster	To mitigate the effect of disasters and ensure improved responses	CRCI03	Establishment of disaster management Structures and systems	Date of adoption of reviewed Disaster Management Plan	30-Jun- 18	None	30-Jun-18	30- Jun- 18				
Functional Disaster Management Centre	Percentage response to reported disasters	100%				100%	0	100%	100%	100%	100%	100%	DISASTER MANAGEMNT REPORTS		

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	RESPONSIBLE DEPARTMENT	PROTFOLIO OF EVIDENCE
	recovery and rehabilitation.														
			<b>CRC104</b>	Ensure Road Safety	Number of Traffic fines issued	1000	2092	0	1000	200	400	300	100		REPORT ON TRAFFIC FINES ISSUED
			<b>CRC05</b>	Ensure safety to children	Scholar patrol	Yes	None	None	Yes				Yes		AATENDANCE REGISTER



## ANNEXURES

### 7.11 SECTOR PLANS

NO	SECTOR PLAN	COMPLETED / REVIEWED
1	Detailed Spatial Development Framework	Reviewed 2015/2016
2	Detailed Disaster Management Plan	Under review
3	Land Use Management Framework	Under Review
4	Water Services Development Plan	Refer to uThukela District Municipality
5	Housing Plan	Under Review
6	Local Economic Development Plan /Strategy	Under Review
7	PMS Framework	Adopted
8	IDP Process Plan	Draft in place
9	HR Policy (Workplace Skills Plan /Employment Equity Plan)	Adopted
10	Staff Selection & Recruitment Policy	Adopted
11	Retention Strategy	Review
12	Succession Plan	Review
13	SDBIP	Adopted
14	Municipal Infrastructure Investment Plan	To be compiled during the next financial year
15	Anti- Fraud & Corruption Policy	Adopted
16	BEE Policy	
17	Indigent Support Policy	Adopted
18	Supply Chain Management Policy	Adopted
19	Staff /Ward Committees Cell Phone Policy	Under Review
20	Asset Management Policy	Adopted
21	Investment Policy	Adopted
22	Budgeting Policy	Adopted
23	Integrated Waste Management Plan	Under Review

➤ These documents are available on the municipal website.



**7.12 ANNEXURE A: SPATIAL DEVELOPMENT FRAMEWORK (SDF)**

**7.13 ANNEXURE B: AG COMMENTS ON LATEST AUDIT FINANCIAL STATEMENTS**

**7.14 ANNEXURE C: SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP)**

**7.15 ANNEXURE D: ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR**

**7.16 ANNEXURE E: SCORE CARD**