

RURAL DEVELOPMENT PLAN - UTHUKELA DISTRICT MUNICIPALITY



2017/18 Review (May 2017)

Related Documentation

Document
uThukela IDP 2017/18
uThukela SDF 2017/18
uThukela LED Strategy 2013
uThukela Growth and Development Strategy

List of Abbreviations

Abbreviation	Description
ADA	Agribusiness Development Agency
AET	Adult Education and Training
ABET	Adult Basic Education and Training
ALA	Agricultural Labour Act
AP	Agripark
BR	Battlefields Route
BRU	Bioresource Units
ABMDP	Area Based Management Development Program
APAP	Agriculture Policy Action Plan
BNG	Breaking New Ground
BPSPC	Broad Provincial Spatial Planning Categories
CARA	Conservation of Agricultural Resources Act
CBA	Critical Biodiversity Areas
CBD	Central Business District
CHP	Comprehensive Housing Program
COGTA	Department of Cooperative Governance and Traditional Affairs
CRDP	Comprehensive Rural Development Plan
CV	Cultural Village
DAC	Department of Arts and Culture

DEDT	Department of Economic Development and Tourism
DGDS	District Growth and Development Strategy
DM	District Municipality
DRDLR	Department of Rural Development and Land Reform
DWA	Department of Water Affairs
DoE	Department of Energy
DoT	Department of Transport
DTFCR	Drakensberg Tourism Functional Corridor Region
EC	Eastern Cape
EMF	Environmental Management Framework
EIA	Environmental Impact Assessment
EFR	Economically Functional Region
FET	Further Education and Training
GDP	Gross Domestic Product
GM	Game Farming
GVA	Gross Value Added
GIS	Geographic Information System
HDI	Human Development Index
HT	Historical Tourism
IDP	Integrated Development Planning
IPAP	Industrial Policy Action Plan
IRDP	Integrated Residential Development Program
KZN	KwaZulu-Natal
KZNDARD	KwaZulu Natal Department of Agriculture and Rural Development
KZNPDA	KwaZulu Natal Planning and Development Act
KZNPDC	KwaZulu Natal Planning and Development Commission
LAP	Local Area Plan
LDO	Land Development Objectives

LED	Local Economic Development
LM	Local Municipality
LUMS	Land Use Management Systems
LRP	Land Reform Projects
MTEF	Medium Term Expenditure Framework
MSA	Municipal Systems Act
NDP	National Development Plan
NGO	None Governmental Organisation
NEMA	National Environmental Management Act
NLTA	National Land Transport Act
NGP	New Growth Path
PGDS	Provincial Growth and Development Strategy
PLATO	South African Council for Professional and Technical Surveyors
PTP	Public Transport Plan
PSDF	Provincial Spatial Development Framework
PTO	Permission to Occupy
PSEDS	Provincial Spatial Economic Development Strategy
PPDC	Provincial Planning Development Commission
RDP	Reconstruction and Development Program
REID	Rural Enterprise Industrial Development
RID	Rural Infrastructure Development
RDP	Rural Development Plan
RFAP	Rural Framework Area Plan
RTSSA	Rural Transport Strategy for South Africa
SA	South Africa
ST	Strategic Framework
SEA	Strategic Environmental Assessment
SALGA	South African Local Government Association

SDF	Spatial Development Framework
SPLUMA	Spatial Planning and Land Use Management Act
SOC	Sites of Conservation
UDM	uThukela District Municipality
TA	Traditional Authorities
TB	Tuberculosis
TANAP	Tanzania National Parks Authority
WAT	Wildlife Adventure Tourism
WHS	World Heritage Site
VRD	Vision for Rural Development

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1.0 INTRODUCTION

1.1 The Purpose of the Report

This report presents the “Rural Development Plan” (RDP) for uThukela District Municipality (UDM). It is a culmination of both technical and participation processes which unfolded concurrently. The report is meant to provide a framework towards the development of rural areas especially within uThukela District Municipality. It covers some of the following:

- Introduction;
- Summary of the key issues;
- Vision;
- Development Concepts;
- Strategic Issues, and
- The District Rural Plan (incorporating the implementation plan).

2.0 SUMMARY OF THE KEY ISSUES

2.1 Introduction

During the preceding phases of this process (the analysis), a significant amount of information was collected and analysed. The information collected and analysed covered the following aspects of development: infrastructure assessment, economic, social facilities to environmental assessment. This process (analysis) ended in the identification of key developmental issues.

2.2 Key Issues

While undertaking an in-depth analysis and assessment of uThukela District Municipality, the following cluster of issues were identified as overarching issues that need to be attended to, when formulating a Rural Development Strategy / Plan:

- **Institutional:** there is absence of a well-resourced institution / agency to drive economic development within rural areas of uThukela DM (Rural Development Agency / Rural Development Commission). SMMEs in rural areas depend on urban resources in order for them to function.
- **Infrastructure development:** There is a need to improve infrastructure development in rural parts of the district municipality. Some of the infrastructure that needs attention includes: electricity, roads, water.
- **Under-utilised agricultural land in rural areas:** There is a large quantity of arable agricultural land that remains underutilized.
- **Land reform program:** The land reform program has not yielded economic and social benefits that were intended (good agricultural land is used for settlement and this has implications in the agricultural economy) there is a need for a well co-coordinated support for land reform projects in rural areas.
- **Inadequate skills development facilities:** The rural parts of uThukela District Municipality have little to no provision of high institutions of learning.
- **Harnessing of natural resources:** Soil erosion and the over utilisation of soils is a serious problem particularly in communally held areas and hence the need to encourage rural communities to rehabilitate agricultural land.
- **Land claims:** There is uncertainty regarding the number of farms that are subject to land claims.
- **Unlocking traditional land:** There is a need to devise means for the release of land which is under traditional administration for various economic initiatives and so forth.

- **Tourism:** Drakensberg is world heritage site, but its status has done little so far to benefit local traditional residents.
- **Retail development:** There is a need for expansion of retail in areas under traditional authorities.

3.0 VISION

3.1 Current uThukela Development Vision

The current vision for uThukela District Municipality is structured as follow:

"a stable, sustainable and prosperous district with committed servants who serve with excellence in governance, service delivery and development".

4.0 CONCEPT

4.1 Defining Functional Area /s

A Functional Area is an area where there is a degree of common identity, and where businesses co-operate and compete, and where there is adequate infrastructure to move goods and services to the desired destination.

4.2 uThukela District Municipality's Economically Functional Area /s

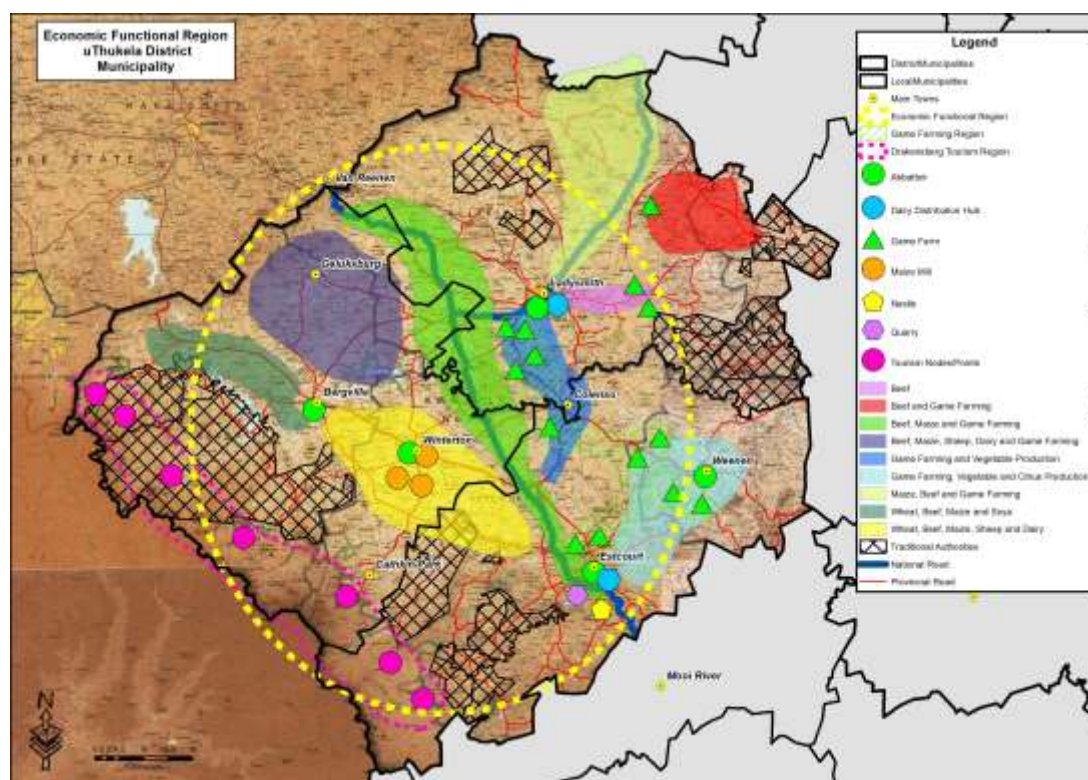
Map 1 of this report, spatially depict the Economically Functional Region (EFR) for uThukela District Municipality. On the bases of the said map, the following narration is worth noting:

4.2.1 Agriculture Functional Region / s

Agricultural production and in particular livestock farming, occur almost throughout the district. As noted in map 1 overleaf, the area abutting the N3 is mainly characterised by beef, maize and to a certain extent game farming. The area located near town of Ladysmith up to the N3 freeway is also largely dominated by game farming. Land located between the town of Escort and Weenen in the south-east part of the district consists of a mixture of dairy farming, game farming and citrus production under irrigation especially around the town of Weenen. The area situated in the vicinity of Geluksburg in the north-west section of the district is dominated by a combination of beef, maize, sheep, dairy and game farming. The region extending from the Winterton turn off from the N3, extending to Bergville consist of a mixed farming unit which include but not exclusively limited to beef, maize, soya, wheat, sheep and to some extent dairy farming as well. From the town of Bergville towards the exit point to Free state, the most common form of farming visible include soya, maize, wheat and beef farming

For more information, kindly refer to map 1 below...

Map 1: uThukela DM Economically Functional Region



Source :Inkasa Development

4.2.2 Tourism Functional Region / s

Tourism functional areas can be split into two distinct but interrelated activities within uThukela District Municipality area. The first one is the Drakensberg Tourism Functional Corridor / Region (DTFCR). The Drakensberg Mountains (DM) forms part of the World Heritage Site (WHS) and it is the main anchor in the region from a tourism perspective. As stated earlier on, in the analysis report, the 'Berg Experience' stimulates a hospitality industry of hotels, self-catering accommodation facilities and camp-sites focused on the uKhahlamba-Drakensberg Park and includes tourism opportunities located from Cathkin Park and Injisuthi Nature Reserve, to Giant's Castle in the south. Additionally, it provides opportunities for sports and outdoor tourism with a number of private golf courses, trout and bass fishing dams and rivers, and hiking and outdoor activity options. This region is an important tourism draw card for the District and attracts local, national, and foreign tourists.

The second aspect of tourism within uThukela DM is linked closely to numerous conservation areas that offer wildlife and bushveld tourism experiences, such as in Weenen, Game Farms along the road from Ladysmith pass Colenso towards the N3 and the town of Estcourt, Wagendrift, and Moor Park Nature Reserves, which are currently exploited as tourism activities. These areas are contributing significantly to the ever escalating tourism sector and they form another important element of the tourism functional region. The map above graphically illustrate the spatial dimension of the identified functional tourism corridors / regions within uThukela District Municipality area.

4.2.3 Other Areas of Economic Influence in the Region / s

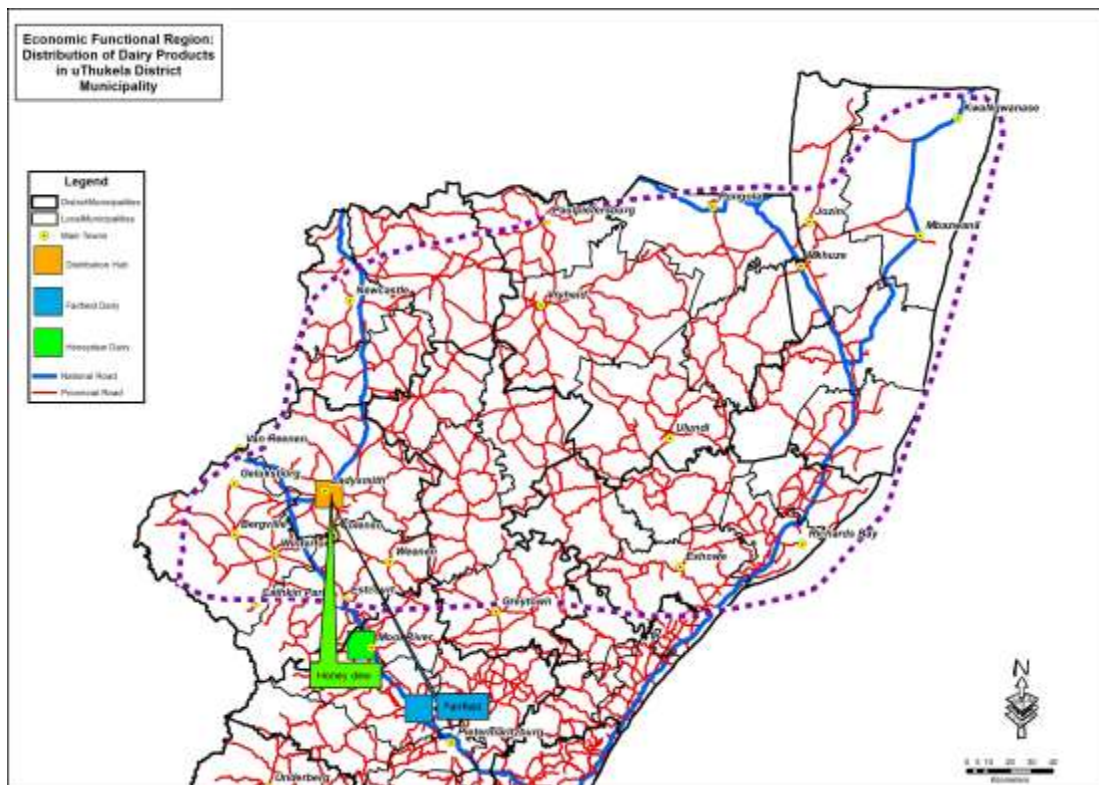
UThukela District Municipality boasts of a number of areas which could be classified as production units or manufacturing entities. These are spread throughout the municipality area with a clear urban bias location. Some of the production units found in the vicinity of uThukela DM inter-alia include but not exclusively confined to:

- **Abattoirs:** This include abattoirs for beef and piggery.
- **Maize Mills:** A number of maize mills are located in the region, especially around the town of Winterton.
- **Dairy:** There is a decentralised dairy distribution hub in the town of Ladysmith. Furthermore, in the town of Estcourt, there is clover which also distribute its product to a number of surrounding towns within the subject district municipality area.
- **Nestle:** This is where the manufacturing of coffee and other similar products takes place.
- **Quarrying:** This occurs mainly in the town of Estcourt.
- **Retail:** A number of towns such as Ladysmith in the north-east, Estcourt, Winterton, Bergville and so forth all offer retail experience and service to a multitude of communities that are located in the surrounding traditional including commercial farmlands within the district.

4.2.4 Cross Functional Economic Areas in the Region

It is a known phenomenon that, the manner in which the economy operates has no physical boundaries. The same concept is visible within the subject district municipality area. Shown in map 2 overleaf, are areas which are located outside of the district but have major economic footprint within the district municipality area. This is normally referred to as "Cross Functional Region/s".

As illustrated in the map below, some of the dairy products that are found in the shelves of most chain stores within uThukela DM are manufactured outside of the district, mainly in Mooi River and Howick. They arrive at the subject district already processed and packed and ready for consumption. There is a dairy distribution hub which has its location within the town of Ladysmith. The dairy distribution hub is used not only to distribute dairy product within uThukela DM, however, its catchment distribution range extends to the northern inland region including along the coast, up to areas such as KwaNgwanase, Manguzi and so forth. This once again emphasises the notion that, the manner in which the economy operates has no physically boundaries.



Source: Inkasa Development Planners

Further to the above, there are other commodities which have a cross functional economic impact which has not been illustrated spatial as the dairy product above. Some of the commodities that have a cross functional economic impact include but not exclusively limited to:

- **Abattoirs:** At least two of the Abattoirs located within the district receive animals for slaughtering from breeders who are located outside the district. Upon slaughtering and packaging, the consignment is shifted to various destinations, some of which are located outside the confines of the subject district.
- **Maize Mills:** One of the three maize mills located within uThukela DM has its economic footprint almost throughout the province of KwaZulu Natal (KZN) including the Eastern Cape (EC). Maize meal and samp produced in this region is reported to be distributed across the length and breadth of KZN and in the Eastern Cape as well...this once again illustrate the long standing belief that, the economy has no fixed boundaries of operation.

5.0 STRATEGIC FRAMEWORK

5.1 Introduction

This section of the report present the strategic framework for the formulation of a Rural Development Plan for uThukela District Municipality. The Strategic Framework (ST) begins by outlining the overall objectives, sub-programs, relevant strategies linked to each objective and the proposed district intervention per objective.

5.2 Objectives

The formulation of the strategic framework for uThukela District Municipality area is largely premised on four key objectives, namely:

OBJECTIVE 1:

Unlocking rural economy through agriculture and tourism.

OBJECTIVE 2:

Linking rural population to opportunities.

OBJECTIVE 3:

Harnessing and promoting natural assets.

OBJECTIVE 4:

Linking rural areas to opportunities through services.

5.3 TOWARDS A STRATEGIC FRAMEWORK FOR UTHUKELA DISTRICT MUNICIPALITY

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
1) Unlocking rural economy through agriculture and tourism.	Traditional areas are characterised by limited access to traditional authority land for both agricultural production and tourism development. Traditional areas located in close proximity to a World Heritage Site have not benefited significantly from this advantage.	<ul style="list-style-type: none"> Agriculture 	1. Retention of current jobs in the agricultural sector	<ol style="list-style-type: none"> The agricultural sector within uThukela will continue to be a major employer within the District. To ensure that current jobs within the sector are maintained there needs to be a balance between lands rezoned for development and other land uses. Land with a high agricultural potential (Agricultural Land Categories A-C) should be protected from a land use change wherever reasonable and possible. Once productive areas that have become unproductive need to be identified and appropriate support services allocated to ensure production returns to these areas. This applies to all land transferred through the land reform/restitution processes as well as land still to be processed; Each of the RID/REID projects will need to be reviewed and current constraints to farmers/communities/beneficiaries identified and a plan developed to ensure projects that are in difficulty are assisted appropriately. It was reported by numerous stakeholders that although land has been gazetted within uThukela, it has yet to be transferred. It is recommended that all outstanding land claims are processed as soon as possible.

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
				<p>e. Overgrazing/overstocking has been reported to be a constraint for livestock production within uThukela and the extent of this issue needs to be properly investigated and programs that can assist to increase the grazing capacity (particularly within Traditional Authority areas) need to be developed, tested and implemented. Such programs could include (for example):</p> <ul style="list-style-type: none"> i. Training for herdsman in basic veld and pasture management; ii. Training around the marketing of livestock to address generally low offtake rates in communal areas (increase offtake from 7% to 10%); iii. Training in livestock disease control and management; and iv. Identifying communal grazing areas and working with communities to find and implement sustainable grazing solutions.
			2. Creation of new employment opportunities in the agricultural sector.	<p>a. Identify agricultural enterprises that have a comparative advantage in production</p> <ul style="list-style-type: none"> i. The BRU and BRG information supplied by the KZN DARD outlines crops that could be potentially be produced in each BRU area. This is merely a first approximation and further analysis needs to be done to determine which agricultural enterprises have a comparative

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
				<p>advantage in terms of production. This can be achieved through a gross margin analysis of smallholder farmers in each of the LMs within uThukela. Parts of uThukela DM are not frost free which needs to be taken into consideration during further planning in this regard.</p> <p>ii. Suggested enterprises that could possibly have a comparative advantage (based on BRU data) for each LM include:</p> <ol style="list-style-type: none"> 1. IMbabazane – maize, soya beans, beef cattle, potatoes, wheat, pasture, game, pigs; 2. Okhahlamba - maize, soybeans, dry beans, beef cattle, potatoes, wheat, pasture, game, pigs; 3. Inkosi Langalibalele - maize, soybeans, dry beans, beef cattle, potatoes, wheat, pasture, timber–pine, wattle and gum, game, pigs; 4. Indaka - maize, soybeans, dry beans, beef cattle, potatoes, wheat, pasture, timber–pine, wattle and

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
				<p>gum, game, pigs, vegetables;</p> <p>5. Alfred Duma - maize, soybeans, dry beans, beef cattle, potatoes, wheat, pasture, timber – pine, wattle and gum, game, pigs;</p>
			3) Unlocking high potential agricultural areas with TAs	<p>iii. 'Greenfield' production areas, particularly in areas with access to irrigation water, need to be identified in Traditional Authority areas within uThukela. Focus areas for further investigation include:</p> <ol style="list-style-type: none"> 1. The western portion of Okhahlamba; 2. The central portions of Inkosi Langalibalele LM; and 3. The TA areas within the Alfred Duma LM. <p>b. Create market linkage for smallholder farmers to Agripark at Bergville</p> <p>i. Although the specific commodities the proposed Agripark to be located at the in Bergville in Okhahlamba need to be confirmed, it is suggested that a linkage to local production areas that could supply the Agripark be developed. There are also existing grain silos at</p>

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
				<p>Bergville and Winterton which smallholder farmers could be linked to.</p> <p>c. Improving market access.</p> <p>i) Given the extensive nature of agricultural production within uThukela and the area's suitability to livestock production, it is suggested that rural development projects that focus on livestock production (poultry, pigs and beef cattle) are investigated further and linked to the various abattoirs in the District for processing.</p>
				<p>d. Training and capacity building</p> <p>i. Training in product marketing need to be promoted throughout the District as is has been reported in a number of documents that smallholder farmers still lack understanding of how best to market their crops/livestock and whether they are receiving the correct market price. Tours to Fresh Produce Markets/abattoirs/livestock auction sales for cooperatives, associations and groups of farmers can be arranged.</p>
		Tourism	a) Unlocking cultural and heritage tourism potential.	<p>a. Develop rural historical tourism products linked to the Battlefields Route in Ennambithi/Ladysmith and Umtshezi, and the Cannibal Hiking Trail in Indaka</p> <p>b. Development of a cultural village in Indaka</p> <p>c. Develop support to cultural and heritage tourism activities such as township tours, cultural entertainment, traditional</p>

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
				meals and historical tours (such as along the road to Giants Castle and Loskop)
			b) Encouraging Adventure, Eco and Nature Based Tourism Activity Clusters	<ul style="list-style-type: none"> a. Develop rural Tour Guide capacity within areas surrounding the Ukhahlamba-Drakensberg World Heritage Site b. Investigate opportunities for nature-based and eco-tourism product development around Ukhahlamba-Drakensberg Heritage Site, Nambithi Game Reserve, Mnweni Valley, Okhombe and Busingatha Valley, Thukela Biosphere Reserve and Weenen Nature Reserve c. Development of Game Farming activities in the Indaka and Weenen areas. d. Investigate opportunities for adventure-based tourism product development around Collins Pass, Olifantskop Dam, Woodstock and Spioenkop Dam
		Manufacturing	a) Developing Supply Chain Linkages to Key Industrial Nodes	a. Identify opportunities for rural supply chains to be established linked to manufacturing activity in District (clothing and textiles in Emnambithi/Ladysmith and Ezakheni, and food and beverage manufacturing in Estcourt)
			b) Unlocking Agri-Processing Opportunities.	<ul style="list-style-type: none"> a. Engage with Dairy producers (Clover SA) to identify opportunities for value-adding activities in the Estcourt. b. Develop a Fruit and vegetable processing plant (drying, packaging, etc.) in the district linked to commodities such as dry beans, soya beans, cabbage, onions, tomatoes, spinach, peppers, carrots, oranges and beetroot. c. Investigate development of a processing capacity to support farming and linked to existing abattoirs and livestock activity in Okhahlamba (poultry) and Umtshezi (piggeries and poultry), and Emnambithi and Imbabazane (cattle). Leather making, etc.
			c) Creating Light-Industrial Capacity at Key Nodes.	<ul style="list-style-type: none"> a. Support development of arts and crafts manufacturing within the District linked to existing tourism activities (such as Drakensberg, Battlefields Route, Midlands Meander) b. Assist development of SMMEs in brick and block manufacturing within the Indaba Municipality c. Provision of mini-factories at key rural nodes linked to R74 and R103 road corridors for possible food processing activities (Weenen, Colenso, Bergville, and Estcourt)

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
		Business and Services	Developing Retail Capacity	a. Investigate provision of zoned and serviced land to support commercial retail development in Lime hill, Ntabamhlophe and Loskop b. Provision of Informal Trading space surrounding existing and new retail nodes
		Mining	Developing Rural Quarrying Capacity	a) Investigate potential for rural communities to develop quarrying capacity linked to the Blue Chip Quarry.
			Building Lime Mining and Cement Milling Capacity	a) Investigate potential for small-scale coal mining activity within the Alfred Duma Municipality.
2) Linking rural population to opportunities	Increased unemployment due to lack of investment and skills development is exacerbating poverty, inequality and other similar socio-economic problems	<ul style="list-style-type: none"> Skills development 	a) Development of skills of both existing and aspiring emerging farmers.	a) Develop a database of existing emerging farmers. b) Develop a database of aspiring farmers...individuals. c) Subject both existing and aspiring emerging farmers to a skills assessment exercise to determine current level of skills. d) Develop a database of potential skills development and business development specialists in the district. e) Lobby willing skills development and business specialists to work in partnership with the district. Develop MOU. f) Upon assessment of skills of emerging farmers and identifying willing skills development and business development specialist, jointly develop a skills development plan / program for emerging farmers in the district. g) Role out skills and business development program for emerging farmers in the district. h) Ensure continuous monitoring and evaluation.
		<ul style="list-style-type: none"> Mentorship 	a) To develop an effective mentorship program based on synergised partnerships. b) To ensure targeted training.	<ul style="list-style-type: none"> Create partnerships between secondary and tertiary education institutions and private sector (including offering of apprenticeships, internships, bursaries). Develop a database of willing commodity organisations, trainers and specialists in business development to be part of the capacity building program. Together with willing participants, establish a systematic structure that will house or accommodate various training specialists e.g. District Training Co-operative (ensure that this co-op has folks with accounting skills, legal background, business development, sector knowledge, etc)....also identify funding mechanisms for such a structure. Together with specialists, develop a capacity building program for entrant

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
				<p>emerging farmers based on identified key district commodities and other relevant soft skills, e.g. business management and so forth.</p> <ul style="list-style-type: none"> • Establish Terms of Reference and work plan / program for the District Training Co-operative or relevant structure. • Role out emerging farmer capacity building program focussing on key district commodities and general business management.....encouraging demand driven skills development and training linked to industry needs. • Ensure continuous and effective support to emerging farmers by the District Training Co-operative or relevant structure.
		<ul style="list-style-type: none"> • Training facilities 	<p>a) Develop new or upgrade existing training facilities to cater to the needs of the growing manufacturing sector</p> <p>b) Offer courses on agriculture, animal husbandry and food processing</p> <p>c) Existing training facilities are not evenly distributed. Intervention is required to establish training facilities in the existing unserved/underserved areas</p> <p>d) Institutes must tie-up with the local industries to assess the level of education and the industry-specific demand for skilled manpower. This will lead to identifying new or redesigning existing courses.</p> <p>e) The authorities must explore the possibilities of developing new training</p>	<p>a) Identify key economic sectors of the district and human skills required to sustain those sectors</p> <p>b) Identify locations for new training facilities</p> <p>c) To encourage PPP, the district and local municipalities can provide land and basic municipal services at discounted rate to the private training institutes</p>

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
			facilities in the rural areas through PPP (public-private partnership)	
		<ul style="list-style-type: none"> Institutional organisation /mobilisation 	<p>a) Fenced grazing camps, community gardens/plough fields</p> <p>b) Community projects such as poultry farming, piggery, goat farming, sheep, cattle, dairy, etc.</p> <p>c) Develop maps with input from Traditional Councils and distribute such maps to TCs in order to manage land allocation and use effectively.</p> <p>d) Incorporate Amakhosi's indigenous knowledge into the municipal IDPs</p> <p>e) Encourage Amakhosi to drive development in their areas</p> <p>f) Involve TCs in all rural development initiatives and programmes at both planning and execution stage.</p> <p>g) TCs need to participate in structures such as ward committees not only for public participation purposes but as partners in service delivery and development.</p>	<ul style="list-style-type: none"> Capacity building and training (traditional leaders) Incorporate Traditional Council members into Ward Committees. Enter into Service Delivery Agreements. Cooperation between traditional leaders and democratically elected councillors. Pilot implementation of RDP in a traditional council area

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
			<p>h) Establish clear lines of communication and roles each stakeholder plays.</p> <p>i) Establish awareness on the obligation of Amakhosi to ensure provision of basic services for rural people.</p> <p>j) Training of traditional leaders, farmers and community property associations on planning and land use issues.</p> <p>k) Participation in executive inter-governmental structures such as inter-governmental forums.</p> <p>l) Participation through the Houses of Traditional Leaders in the budgetary and financial resource allocation process (across the spheres).</p>	
		<ul style="list-style-type: none"> Finance 	a) Ensure access to finance by rural individuals / communities	<p>a) Identify available financial programs/ streams that can fund rural individuals / communities.</p> <p>b) Ascertain criteria for accessing such funding programs / streams.</p> <p>c) Ensure access to funds by emerging businesses located in rural areas.</p> <p>d) Ensure continuous monitoring and evaluation of access to funding and so forth.</p>
		<ul style="list-style-type: none"> Rural Support Coordination 	a) To ensure institutional development which would lead to	a) Develop uThukela District Municipality Rural Development Agency that will ensure co-ordination of rural development initiatives.

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
			effective and efficient development of rural areas.	
3) Harnessing and promoting natural assets	Inadequate care of natural resources results in the loss of precious arable soils especially in rural parts of the municipality, e.g. Loskop, etc.	<ul style="list-style-type: none"> Natural resource management 	a) Sustainable resource management	1) Create a forum where land use conflicts can be regularly discussed and land use reforms formulated by way of policy and legislation 2) Harmonising land use management objectives through consensus building between various departments that engage in activities that have the potential to directly impact on the natural environment 3) Develop a rigorous land use monitoring programme that would form the basis of future policy directives, education, and corrective measures where necessary 4) Developing a resource economic analysis of major land uses of forestry and sugarcane production to establish the point of marginal returns to biodiversity
				1) Select areas of alien plant densities greater than 60% 2) Develop a sustainability monitoring mechanism 3) Undertake a resource economic analysis of major land uses of forestry and sugarcane production to establish the point of marginal returns to biodiversity 4) Commission research into the limits of environmental change regarding forestry and sugarcane production in relation to the economic value of biodiversity
		<ul style="list-style-type: none"> Natural resource management 	a) Water resource management	1) Map out land areas of 1.5km along all major rivers within which alien plants must be targeted 2) Undertake a detailed catchment land use assessment within endemic and near endemic vegetation zones to develop a biodiversity recovery plan
		<ul style="list-style-type: none"> Conservation 	a) Developing sustainable rural livelihoods	1) Investigation and identification of resource-based economic development opportunities, potential community environmental projects, and communities interested in forming conservancies for environmental quality protection and enhancement. 2) Development of mechanisms for economic incentives for protection and management of environmental service assets and the alignment of tribal authority structures with those of local government

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
				3) Identification and resettlement of communities in flood risk zones
		<ul style="list-style-type: none"> Conservation 	a)Climate change adaptation	1) Engagement of relevant stakeholders including potentially affected areas/groups in developing risk averse measures and in discussion of modalities to reduce the impacts of climate change
		<ul style="list-style-type: none"> Conservation. 	a)Environmental stewardship	1) Development of environmental policies and regulations and laws and their implications for development in the rural municipality; 2) Establish environmental risks and required emergency preparedness measures for rural areas 3) Review sector environmental management activities e.g. catchment management, Water User Associations, Land care Programmes, Tourism Activities, Medicinal Plant Harvesters – Traditional Healers Association- etc.; 4) Develop guidelines for resource use in the rural areas of the district e.g. the principle of 'Payment for Ecological Goods and Services'; 5) Create a platform for education and awareness in the field of environment and development (particularly regarding the limitations and opportunities of the municipality) establish advisory team for traditional leaders regarding environmental stewardship
		<ul style="list-style-type: none"> Land Management 	To ensure development and implementation of land use frameworks, schemes and associated by-laws.	<ul style="list-style-type: none"> Align spatial human settlement development plan with the district and local municipality SDF's and Land Use Management Strategies. Oversee the process of development and implementation of schemes including by-laws.
4) Linking rural areas to opportunities through services	Areas with urban characteristics appear to have a well-developed and balanced infrastructure supplying a higher level of	<ul style="list-style-type: none"> Transport 	a) Bergville, in Okhahlamba can potentially be a rural centre due to Agripark, road linkages, population density and PT infrastructure. Investigate surfaced and gravel road upgrade needs to linkages to Bergville;	Investigate road and sidewalk infrastructure needs for Bergville "rural centre" links and for road serving Emtambeni and Limehill in Alfred Duma LM.

MAIN OBJECTIVES	CURRENT SITUATION	SUB PROGRAMMES	RELEVANT STRATEGIES	KEY DISTRICT INTERVENTIONS
	service, as opposed to the rural areas.		b) It can be seen that besides MR32, all the other main and minor roads passing through high density areas, such as Emtabeni and Limehill, in Indaka are gravel roads. It is expected that these roads are inadequate for the volume of traffic and most likely pedestrian volumes in this area are high, requiring formalized, raised sidewalks.	
		<ul style="list-style-type: none"> Water and sanitation 	Work with the DM, in accordance with their WSDP to fast track the backlog reduction of water and sanitation in Alfred Duma and Okhahlamba LMs.	Backlog reduction plan for Alfred Duma and Okhahlamba LMs.
		<ul style="list-style-type: none"> Energy 	Need to work with Eskom to develop a prioritised implementation plan to dramatically reduce the backlog in In Alfred Duma LM, particularly in the medium to high density population areas.	Backlog strategy for Alfred Duma LM.

6.0 DISTRICT RURAL PLAN

6.1 Introduction

The previous section, section 5.0 of this report has presented the Strategic Framework (SF) for uThukela District Municipality (UDM) area. This section, section 6.0 seek to provide the proposed "Rural Development Plan" for uThukela District Municipality area.

6.2 Approach and principles

6.3 Approach

The formulation of the rural development plan / strategy for uThukela District Municipality has adopted the following as its overarching approach:

6.3.1 Aggregation of land in traditional areas

The above development concept is premised on the need to achieve economies of scale. Traditional areas are characterised by arable land which is located in remote areas. It is important that such land is identified, clustered and put into production in line with the recommended commodities for each area, thus rejuvenating the agricultural industries.

6.3.2 Focussing on areas that demonstrate potential

As much as this initiative is meant for the upliftment of rural areas, it must also be aware of the need to ensure investment in areas which have the ability to succeed. There are a number of land reform projects which sits of relatively high agricultural potential land. Such areas of land should be prioritised and be provided with necessary technical and financial support.

6.3.3 Developing capable farmers

While channelling financial resources towards infrastructure (e.g. roads, water and agricultural infrastructure, e.g. dams, fencing) is necessary and equally important to invest in the soft skills of emerging farmers. This calls for the provision of necessary high level training facilities such as AET centres (to boost literacy of emerging farmers), FET's and dedicated Training Academy's, e.g. poultry academies within rural areas. This must be done in line with the strength of each district as per identified commodities, specialised regional training facilities.

6.3.4 Encourage and hasten infrastructure development in rural areas

As broadly indicated in point 3 above, without access to enabling infrastructure such as electricity, roads, water, and telecommunications, it would be difficult for emerging farmers to grow within the rural areas. Well established commercial farmers have access to all required infrastructure including technology. Poor infrastructure development has the potential to disadvantage emerging farmers as they might not be able to meet the ever changing needs of market.

6.3.5 Synergising relations

The success of development in rural areas largely hinges on inter-governmental relations amongst various state including private sector development agencies and or departments. The harnessing of resources in line with the Rural Development Plan (RDP) and other similar plans will be vital. Poor and ineffective relations may result in programs aimed at advancing rural development remaining stagnant and not meeting the desired outcomes.

6.3.6 Acknowledging and appreciating the importance of the environment

All future development initiatives need to occur within an acceptable environmental framework. Furthermore, it is imperative that, rural communities are educated on the importance of harnessing

natural resources for both current and future generations and need to develop environmental awareness programs.

6.4 Principle

The overarching principle that will resonate throughout the Rural Development Plan for uThukela District Municipality is based on sustainability, which is further dealt with as follow:

6.4.1 Sustainability

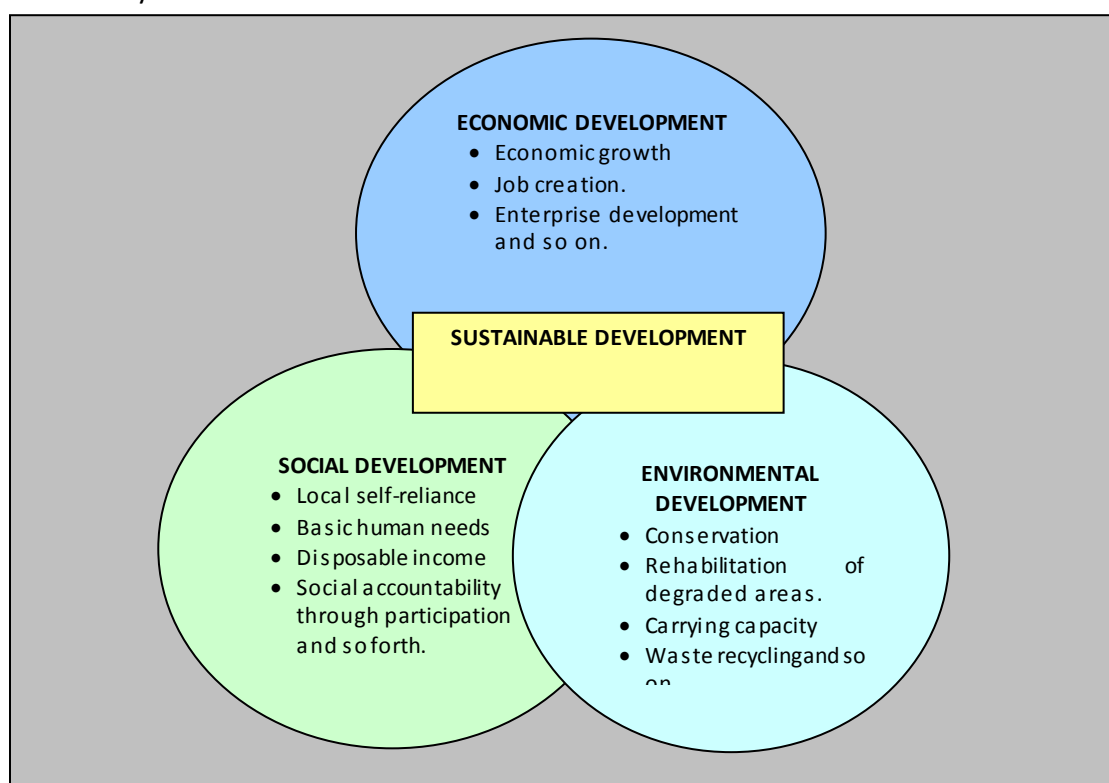
Sustainability can be defined in a number of ways, and different people have different ideas in terms of what sustainability is about. For the purpose of this exercise, sustainability is defined '*as an endeavor to meet the needs of the current generation without compromising for future development*'. So, it's about ensuring that resources are utilized in a manner that is not detrimental to the next generation (which means that the next generation can also make use the same resources that are currently exploited). There is an inherent assumption that there is a management strategy in this approach and perhaps that needs more exploitation.

Figure 1 below graphically illustrates three pillars of sustainability, and what it is intended to achieve. From the above-mentioned figure, it is apparent that, the most important aspect is striking a balance between economic, environment and social needs.

As seen in figure 1 below, development should embrace the concept of sustainable development through careful consideration of the three pillars of sustainability. However, it is common knowledge that, more often than not, economic benefits generally outweigh environmental and social benefits in most development projects. As a result, economic forces generally prevails, due to the fact most people are unemployed and can ill afford to ignore economic benefits attached to any proposed development venture.

It is imperative that, the formulation of the Rural Development Plan for uThukela DM adopt the principle of sustainable development. Management, planning and development decisions should be based on integration of economic, environmental and social considerations. Avoidance of the risk of serious or irreversible environmental damage should not be postponed because of lack of full, scientific knowledge (the 'precautionary principles'.)

Development of a strong, growing and diversified economy should enhance the capacity to protect the environment. Acknowledgement should be made of the need for community consultation and participation in decision making to achieve cooperative response to environmental, economic and community issue



6.5 Defining opportunity areas

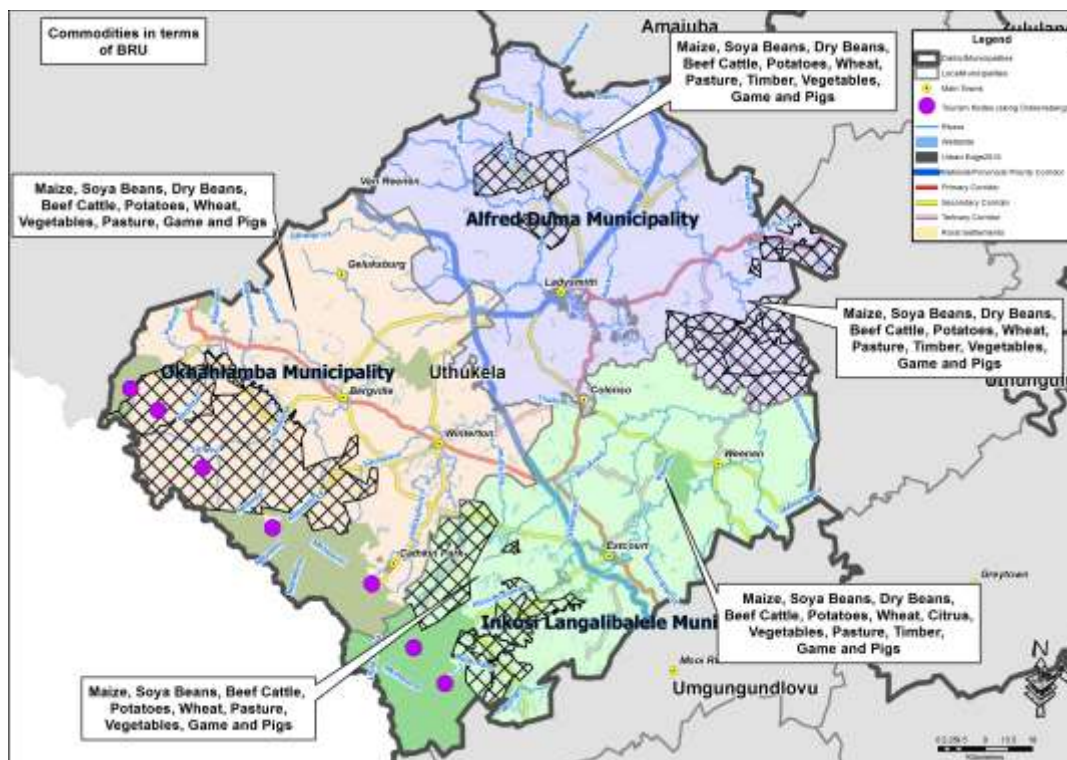
The rejuvenation of rural areas of uThukela District Municipality has seen agricultural, tourism and retail development as key pillars for unleashing development potential of rural areas. Narration of each pillars of focus is dealt with in more details as follow:

6.6 Agriculture

6.6.1 Commodity focus

Map 3 of this report graphically shows potential commodity production per local municipality area. It seek to indicate the probabilities and the basket of commodities that communities in each local municipality can produce and pursue. This is in line with the Bio resource Unit.

Map 3: Potential Commodities in UThukela



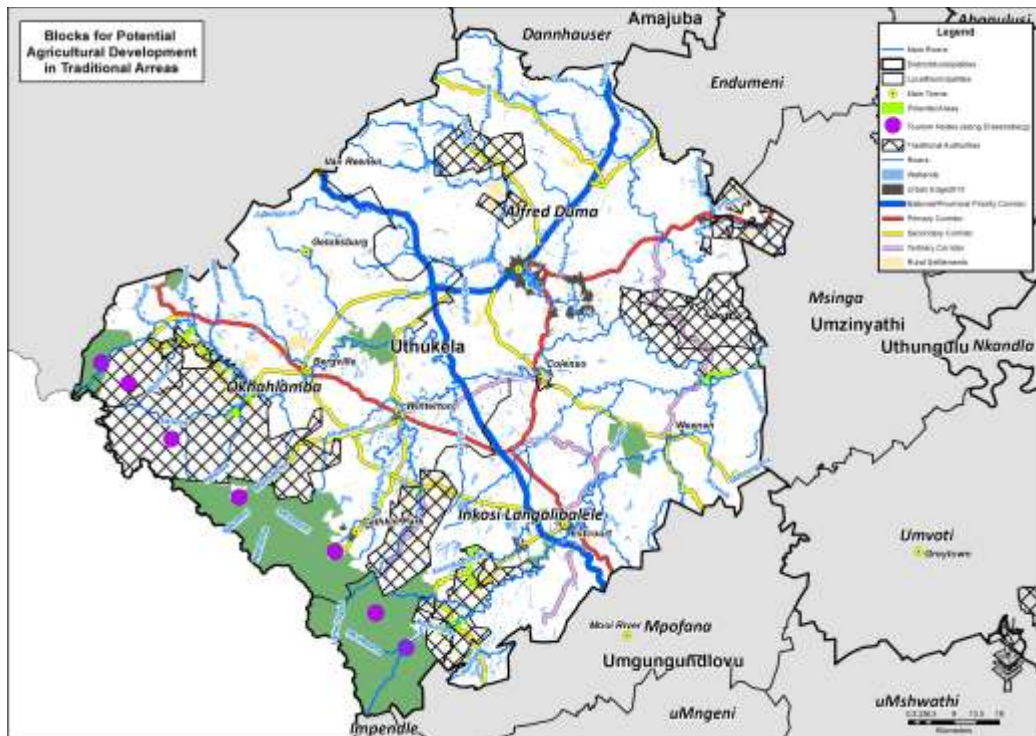
Source: Inkasa Development Planning Consultants

6.6.2 Opportunities

Agricultural opportunities within uThukela District Municipality are twofold, namely:

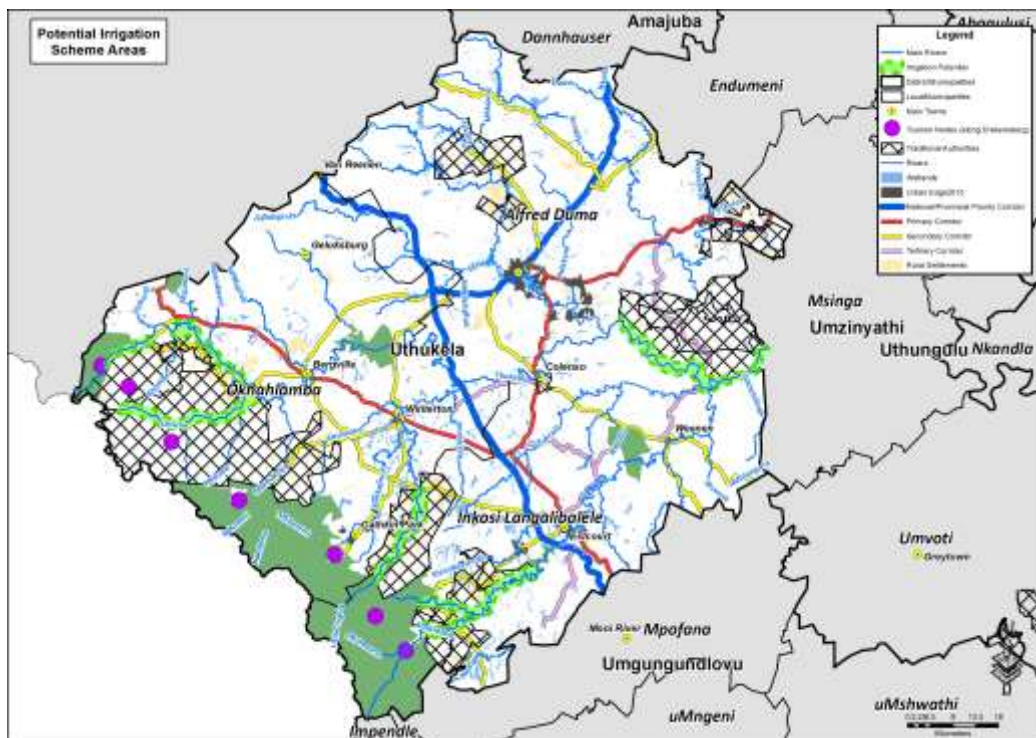
- Traditional areas:** Traditional Areas (TA) of uThukela DM consist of a considerable amount of good agricultural land which so far has not realised its full development potential. Map 4 and 5 of this report shows at a conceptual level some of the opportunity areas for agricultural development within the entire uThukela DM, whilst map 6 and 7 shows in close proximity some (not all) of the potential areas that could be used to alter the economic and social landscape of rural communities of uThukela DM.
- Land Reform areas:** There are a number of Land Reform Projects (LRP) within uThukela DM which are located on relatively good agricultural land. These projects should be producing on a continuously. Map 8 of this report depict spatially a selected number of projects which should be assessed further to identify their current production status. Those currently found to be none operational, relevant mechanisms should be put in place to assist them arrive at a level where they begin to produce once more.

Map 4: Potential agriculture production blocks in traditional areas



Source: Inkasa Development Planning Consultants

Map 5: Potential irrigation schemes along main rivers



Source: Inkasa Development Planning Consultants

Map 6: Map showing potential blocks of land in traditional areas



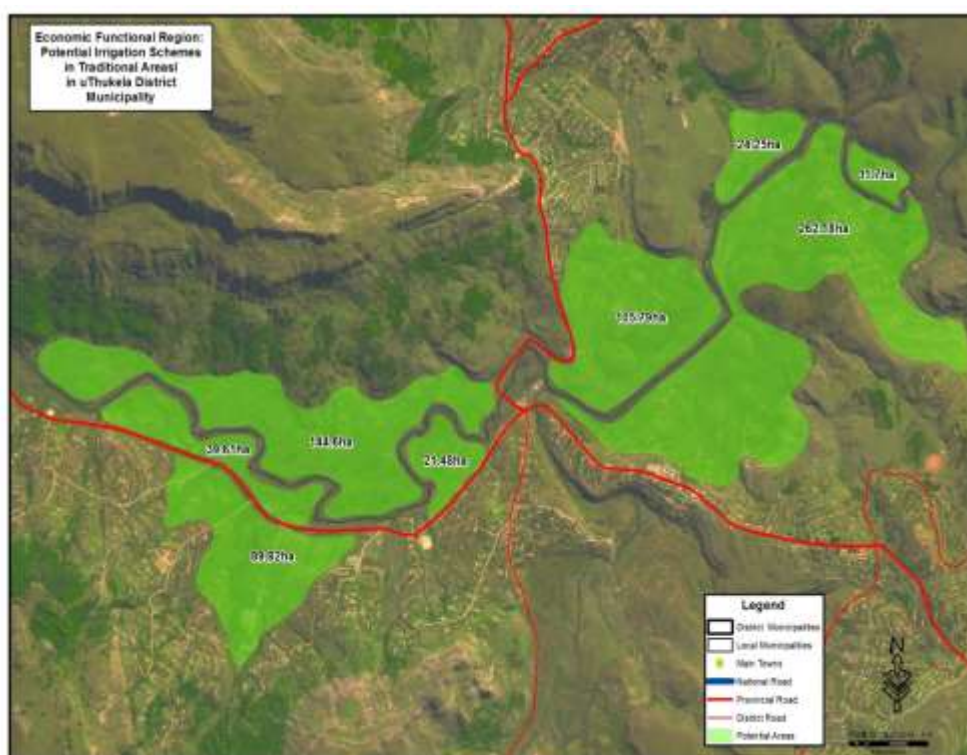
Areas shown in this map are located in the Ntabamhlophe area. They are within settlements and have a relatively good access.

The co-ordinates of the shown areas are as follow:

29 40
32,84E

Source: Inkasa Development Planning Consultants

Map 7: Map showing potential blocks of land in traditional areas



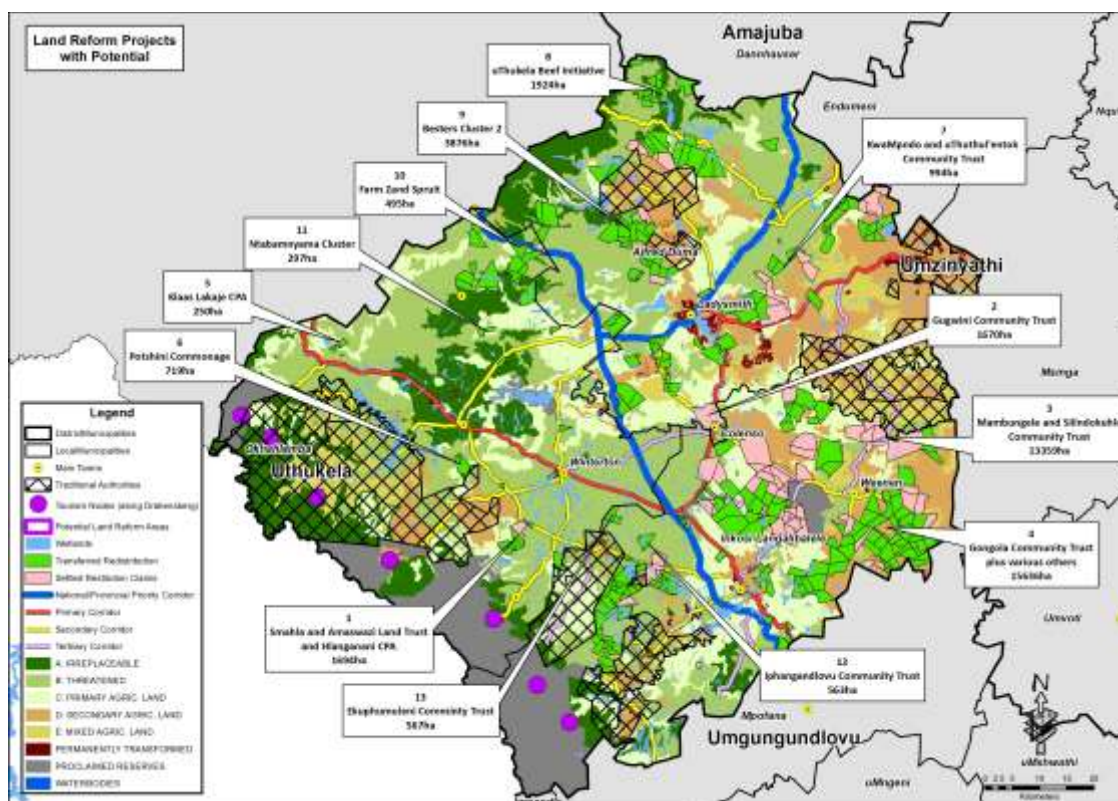
Potential rural production areas shown in this map are located in the Mahlutshini, Mkhize and Dlamini traditional areas. Access is relatively good.

The co-ordinates of the shown areas are as follow:

29 36 56,71E
29 11 30 27S

Source: Inkasa Development Planning Consultants

Map 8: Land reform projects located on good agricultural land



Source: Inkasa development planning consultants

6.6.3 Challenges

Some of the challenges confronting the agricultural sector, particularly in traditional areas include but not exclusively limited to the following:

- **Land availability:** Due to the nature of land tenure within traditional areas, it is always a problem to unlock land easily for any form of development. This requires a great deal of facilitation and trust amongst those involved.
- **Developing a common vision:** It would prove to be a daunting task to obtain overwhelming consensus from all those who enjoy use rights to portions of land that is suitable for commercial agricultural development and social cohesion.
- **Finance:** A considerable amount of capital would be required to develop most of the portions of land that have a potential within traditional areas. Capital would be required for the formulation of Business Plans, Fencing, Transformers, Engine to pump the water, Irrigation Infrastructure (pipes), Fertilizers and so forth.
- **Institutional and Governance:** Rural communities lack business knowledge. Hence it would be essential that a well devised institutional structure is assembled and it shall run the affairs of production in the identified areas. As regards the nature of the business model to be adopted, this requires more in-depth investigation as it may be a critical element that decides the failure or success of the pending venture.

The above are some and not all of the issues that affect or may affect the shift from the current subsistence farming approach to a more commercial orientated approach within traditional areas.

Indicated below, are some of the challenges that affect or may affect land reform projects within uThukela District Municipality area:

- **Technical support:** Most land reform projects have either collapsed or are in the process of collapsing due range of issues which also include inadequate technical support.
- **Financial support:** Lack of finance has also seen most land reform projects adopt a floundering route and this has led to unemployment and poor use of good agricultural farms.
- **Social issues:** Social issues have also paralysed some of the land reform projects. In-fighting amongst beneficiaries on the use of items such as tractors and so forth have contributed to the social breakdown which ultimately affect work relations...lack of social cohesion.
- **Access to markets:** Those projects who have managed to farm and produce good yields, they generally lack access to structured markets, and this has had its own negative effect as well.
- **Institutional and Governance:** For land reform projects, there is also a significant amount of prove which shows that lack of business intelligence by institutions charged with managing the business aspect of the enterprises and lack of implementation of Governance Systems (GS) has led to the demise of most land reform projects.
- **Communal farming:** The notion that all beneficiaries have a potential to be successful farmers has been misplaced for the past seventeenth (17) years. Adopting a communal approach to farming has had dismal consequences as a group consists of folks with misplaced interests and they often lack a common vision.

The above are some and not all of the issues that currently confront land reform beneficiaries within the confines of uThukela District Municipality and other areas within the province of KwaZulu Natal.

6.6.4 Stakeholders / Beneficiaries

The following (in no specific order) are identified as essential stakeholders that should form part of the process of developing the agricultural sector in rural communities of uThukela District Municipality:

- Respective Traditional Councils.
- The District Municipality.
- The Local Municipalities.
- The Department of Rural Development and Land Reform.
- The Department of Co-operative Governance and Traditional Affairs.
- The Department of Economic Development and Tourism.
- The Department of Agriculture and Rural Development.
- The KZN Agri-Business Development Agency.
- The Department of Public Works.
- Department of Social Welfare
- Department of Health
- Department of Home Affairs
- South African Social Security Agency
- Seda (Small Business Development Agency)
- Private sector
- Major retailers
- Small retailers
- Informal sector
- Financial institutions
- The KwaZulu Natal Wildlife (KZN).
- The Department of Transport.

The beneficiaries should *inter-alia* include but not exclusively limited to:

- Communities / households located in Traditional Areas (TA).
- Land Reform Beneficiaries (LRB).

6.6.5 Linkages / Commodities

The production that is expected to occur on traditional areas including the land reform farms should in all intents and purposes be linked to the pending Agri- Park. The Agri-Park is meant to be the main market for commodities emerging from traditional areas and land reform projects. Some of the commodities that have the potential to be produced in rural areas of uThukela District Municipality (UDM) *inter-alia* include but not limited to:

- Maize.
- Soya beans.
- Vegetables.
- Livestock.
- Wheat and so on.

While the Agri-Park is seen as the main market or destination point for products emerging from traditional areas and land reform farms, there is also an opportunity to link or expand the market base with other production units that have their presence within the subject district municipality areas. This may include but not exclusively limited to:

- Nestle in Escort.
- Clover in Escort.
- Abattoirs in Escort, Ladysmith, Winterton, Weenen and Bergville.
- Maize Mills in Winterton and so forth.

6.7 Tourism

6.7.1 Opportunities

As regards tourism opportunities within the rural parts of uThukela District Municipality, the following is worth noting:

- **Drakensberg Mountains (DM):** The Mountains of Drakensberg have a World Heritage Status (WHS). Over the years they have continued (and they still continue) to attract visitors from across the globe. However, thus far there is an overwhelming concern that, the traditional communities situated in close proximity to Drakensberg have not benefited from the comparative or location advantage. Hence there is a need to devise mechanisms which will result in traditional communities abutting Drakensberg Mountains benefiting as well. This could occur in the form of Hospitality Service (HS) around major routes that pass through traditional areas, leading to various destination points in the Drakensberg Region (DR).
- **Culture and Historical Based Tourism (CHBT):** Much has been said in various documents about the potential of developing Historical Tourism (HT) linked to Battlefields Route (BR) in Alfred Duma and Inkosi Langalibalele, and the Cannibal Hiking Trail in Alfred Duma (Indaka).
- **Wildlife and Adventure Tourism (WAT):** A massive opportunity exists for the development of Game Farming activities in the Indaka area and Weenen areas. Going further, there is a need to investigate opportunities for adventure-based tourism product development around Woodstock Dam.

The above are some and not all of the opportunities associated with tourism which could be used as a catalyst for developing the tourism sector especially in the rural parts of uThukela District Municipality.

6.7.2 Activities

In its desire to develop the tourism sector within its rural parts, it is imperative that uThukela District Municipality undertake some of the following activities:

- Investigate potential for the development of a Cultural Village together with a well graded Lodge, along the road to Giant Castle, also refer to map 7 of this report
- Investigate potential for the development of a Cultural Village together with a hospitality facility (well graded Lodge) along the road to Injisithu Nature Reserve (INR).
- Development of a Cultural Village in INdaka area linking it with Ilenge Cannibalism Route.
- Investigate potential for Game Farming (GF) in the Mhlumayo area.
- Rehabilitation of Game Farms in the Weenen area that were obtained through the land reform program.
- Investigate opportunities for adventure-based tourism (camping) product development and hospitality development around Woodstock Dam.
- Ntabamhlophe and Amangwe Museum development...also refer to map below.

Initiatives already underway which are anticipated to boost tourism development in uThukela District Municipality and contribute towards rural development and job creation include but not exclusively limited to the following:

- Cableway development.

6.7.3 Stakeholders

The following (in no specific order) institutions are seen as critical in the successful development of the tourism sector within the rural areas of uThukela District Municipality:

- Respective Traditional Councils.
- The District Municipality.
- The Local Municipalities.
- The Department of Co-operative Governance and Traditional Affairs.
- The Department of Economic Development and Tourism.
- The Department of Rural Development and Land Reform.
- The Department of Arts and Culture (DAA).
- The Department of Agriculture and Rural Development.
- The KwaZulu Natal Wildlife.
- The Department of Transport.
- The beneficiaries should *inter-alia* include but not exclusively limited to:
 - Communities / households located in Traditional Areas.
 - Land Reform Beneficiaries, etc.

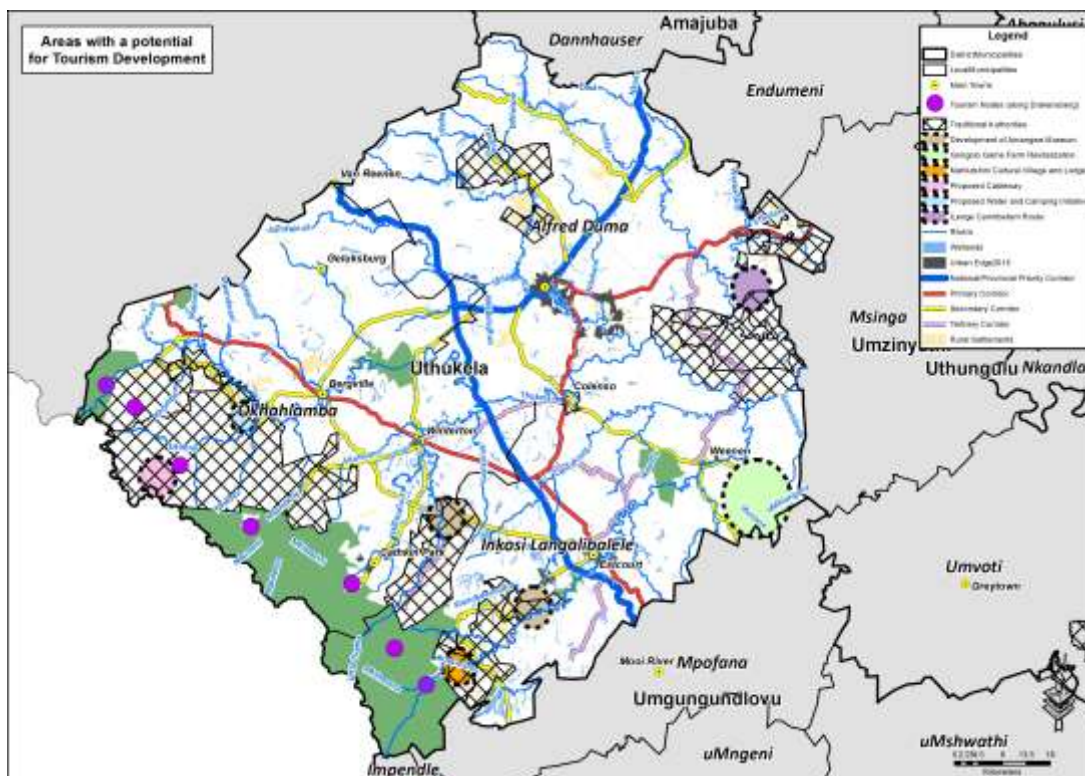
6.8 Retail and Mining Development

Previous planning approaches gave little attention to rural development. It comes as no surprise that, the majority of rural communities have to travel considerable distances in order to access some of the daily goods and services. The same applies within uThukela DM as rural folks have long relied on surrounding towns to serve their shopping needs. The amount of time rural communities spend travelling to surrounding towns could be better utilised on other life improvement initiatives. Also, constant travelling by rural communities reduces the already insufficient capital, thus, as part of this

initiative (formulation of a rural development plan) it is imperative to identify potential areas which could be used to establish formal and informal retail development within rural the rural areas of uThukela DM. Having given consideration to issues such as density, accessibility, distance to nearby existing towns, it is proposed that retail development is encouraged in the following areas:

- **Ntabamhlophe area:** This area comprises of a number of dense settlement. At present, communities from these settlements mainly commute towards the town of Estcourt to access high level facilities and services. From an arm's length perspective, the prospects of success from a retail development perspective appears to be good.

Map 9: Tourism areas in rural parts of UDM



Source: Inkasa development planning consultants

- **Loskop area:** Loskop is home to two main industries within Inkosi Langalibalele LM and has a number of dense settlements located along the road to various tourist destination points such as Injisithu Nature Reserve. Also, the development of formal and informal retail should in all intents and purposes enjoy some form of success.
- In the east of the district (Mhlumayo area) there is a need to investigate the potential for small scale coal mining.

Further to the above, one of the catalytic projects that have been identified in various documents or sector plans for uThukela District Municipality is as follows:

- **Commercial development in the Helpmekaar area:** This area is a dense settlement and includes Limehill, Tholeni, etc. From an arm's length perspective, the prospect of success for retail development appears to be excellent...also refer to map below.

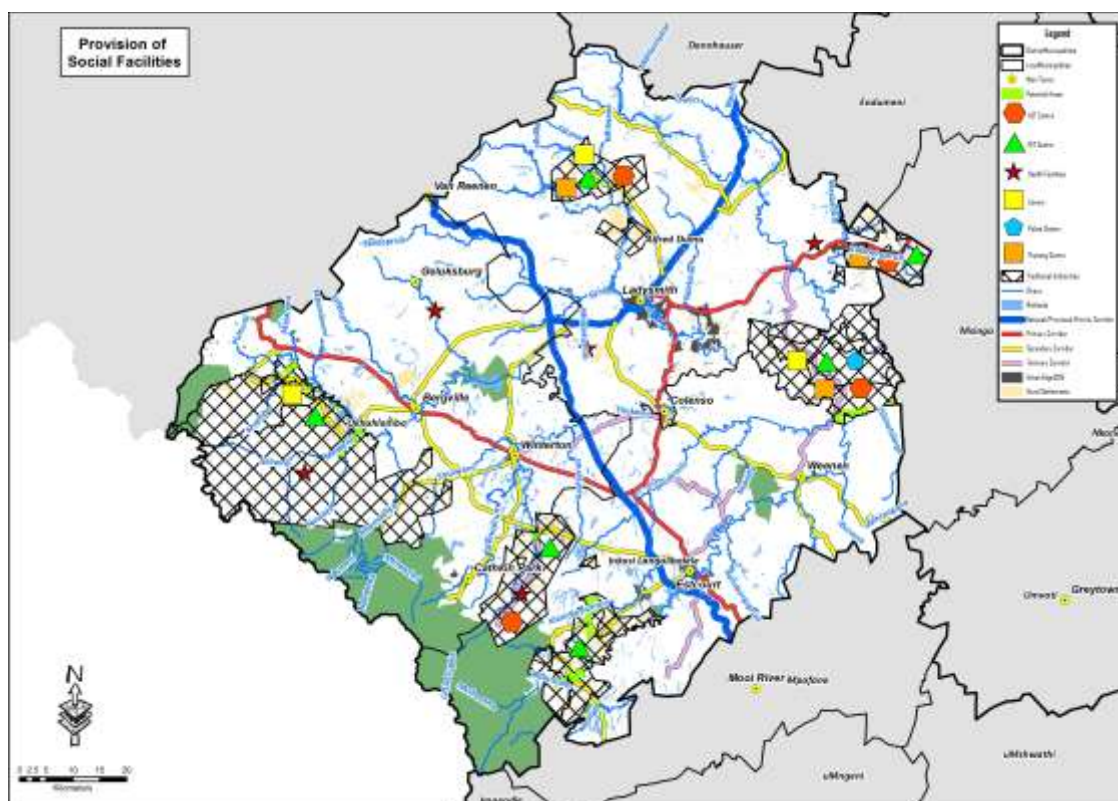
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6.8 Social Facilities Development (High level social facilities)

FET Colleges: There is a need for the decentralisation of Further Education and Training (FET) Colleges to Mhlumayo in the east, Loskop, Ntabamhlophe and traditional areas of Okhahlamba in the west of the district. Also, the traditional area in the northern part of the district commonly known as Driefontein/Waters meet is in need of an FET centre.

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Map 11: Map showing proposed social facilities in rural areas



Source: Inkasa development planning consultants

6.9 Infrastructure Development

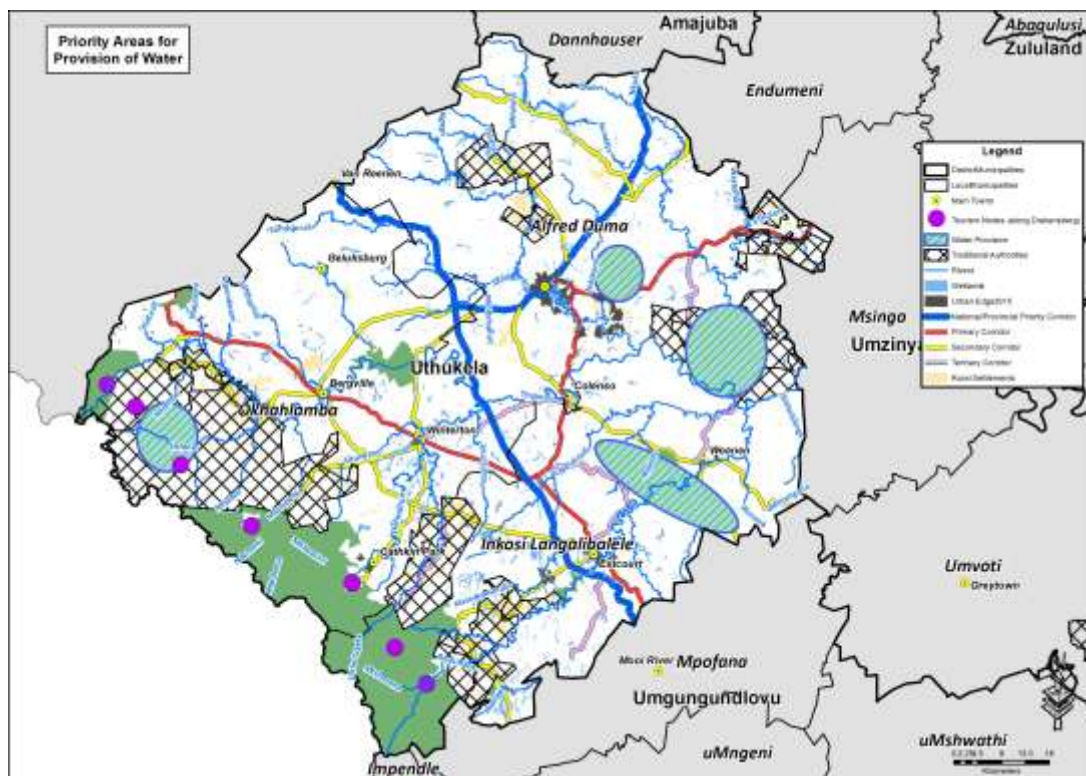
Rural development should also concern itself with the provision of enabling infrastructure such as water, electricity, roads and so forth. During the analysis phase, the following scenario emerged from an infrastructure perspective:

6.9.1 Water

Access to water is considered to be a major challenge within uThukela District Municipality and the areas which have been identified as in most need and have been prioritized are as follow:

- Mhlumayo and Sahlumbe.
- Pepsworth and Elandslaagte.
- Frere and Cornsfield.
- Cathedral Peak
- Loskop.

Map 12: Priority areas for water provision



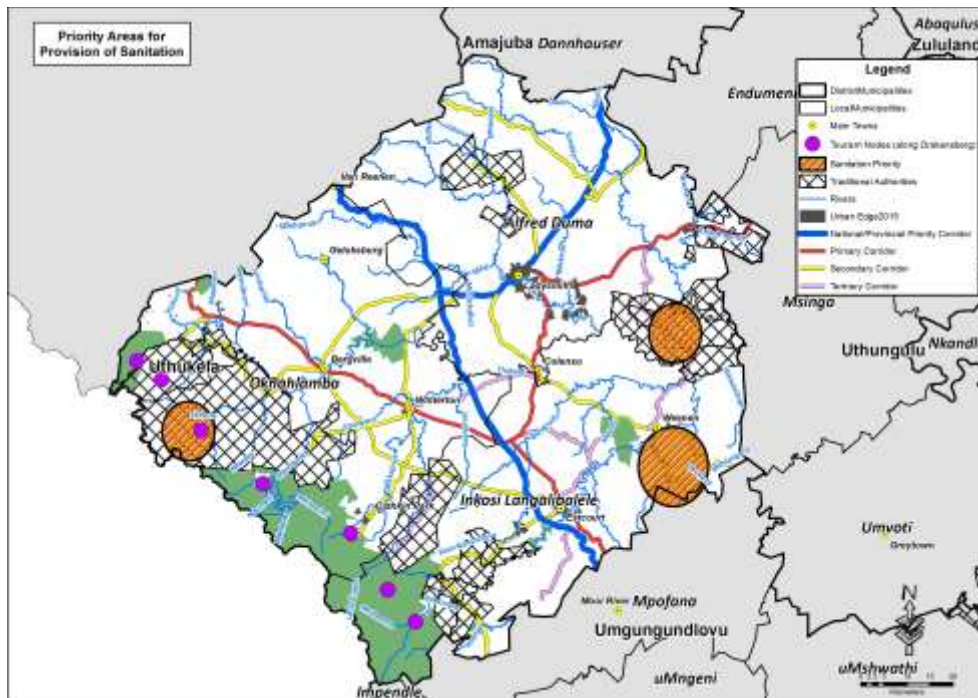
Source: Inkasa development planning consultants

6.9.2 Sanitation

Concerning sanitation needs, the following is worth noting:

- UThukela district municipality intend spending most of its resources in areas such as Mhlumayo and Weenen (each one of these areas has 1001 – 1300 households that lack access to sanitation facilities).
- Other areas that experience a high level of hardship regarding sanitation are Sahlumbe, Frere & Cornfield and Injisuthi Area. These areas have between 501 – 1000 households without proper sanitation facilities.

Map 13: Priority areas for sanitation provision



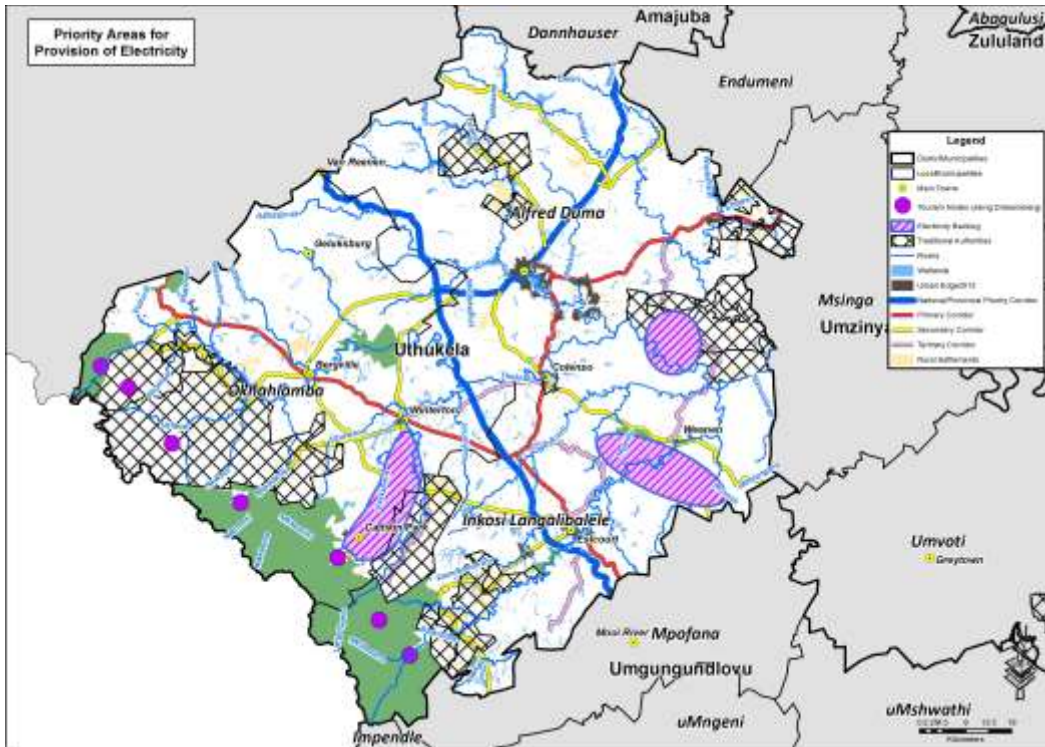
Source: Inkasa development planning consultants

6.9.3 Electricity

While acknowledgements are made as regards major strides that have been made concerning extending access to energy, there are still areas which are without electricity. According to the 2011 Census Data, areas that lack access to electricity within the District are as follow:

- Mhlumayo and Sahlumbe.
- Frere and Cornsfield
- Cathkin Park.

Map 14: Priority areas for electricity provision



Source: Inkasa development planning consultants

6.9.4 Telecommunication and Technology

As regard technology and telecommunication, the following inferences are made from the IDP review of 2015/2016:

- It is important to note that nearly 85% of households in uThukela have a cell-phone.
- The number of households who have access to landline is dropping drastically due the availability of cell-phones.
- Access to internet is still a challenge in the district, with only 28, 66% of households having access to internet and so forth.

Access to telecommunication and technology is important especially for communication purposes and its provision should be linked to Thusong Centres as shown in map 10 of this report.

6.9.5 Roads

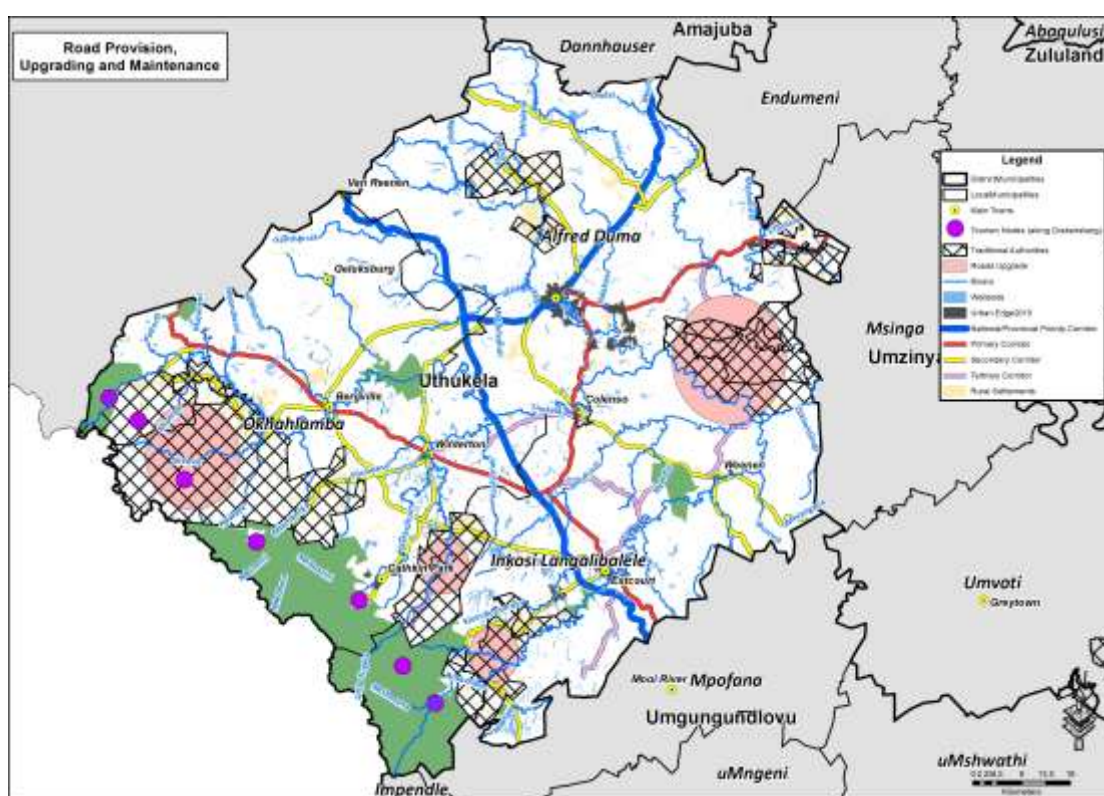
With regards to the provision of the road infrastructure within the rural set up of uThukela District Municipality, the following implications are made:

- There is a backlog in the provision of access roads within the eastern part of the municipality (areas around Mhlumayo). Most of the community access roads are in a very poor condition and some only exist as tracks. An access road development program is required to overhaul the current situation...see map below.
- Largely, the western parts of the municipality consist of a gravel road network while some of the surfaced roads are dilapidated and have potholes. There is a lack of storm water management which has resulted in damage to some roads and some of the bridges being

washed away during floods. There are concerns over road safety which could also be due to a lack of pedestrian crossing facilities and facilities for non-motorized transport. Currently there are a number of vehicular and pedestrian bridges that are in the planning stages. A maintenance road program is required as shown in the map below.

- While provision of new access roads is also a challenge on the south to the south-west of the municipality, however, lack of storm water management has been identified as the main challenge. This has led to soil erosion in areas adjacent to the roads as well as damage to the roads which are mainly unsurfaced rural roads. Thus, a need to surface certain roads, ensure proper storm water management and provision of new access roads has been identified in this region...also see map below.
- In the south, there is also a strong need to strengthen and provide linkages between the Ntabamhlophe area and Loskop which is located in the inner south of the District Municipality.

Map 15: Map showing areas requiring road improvement

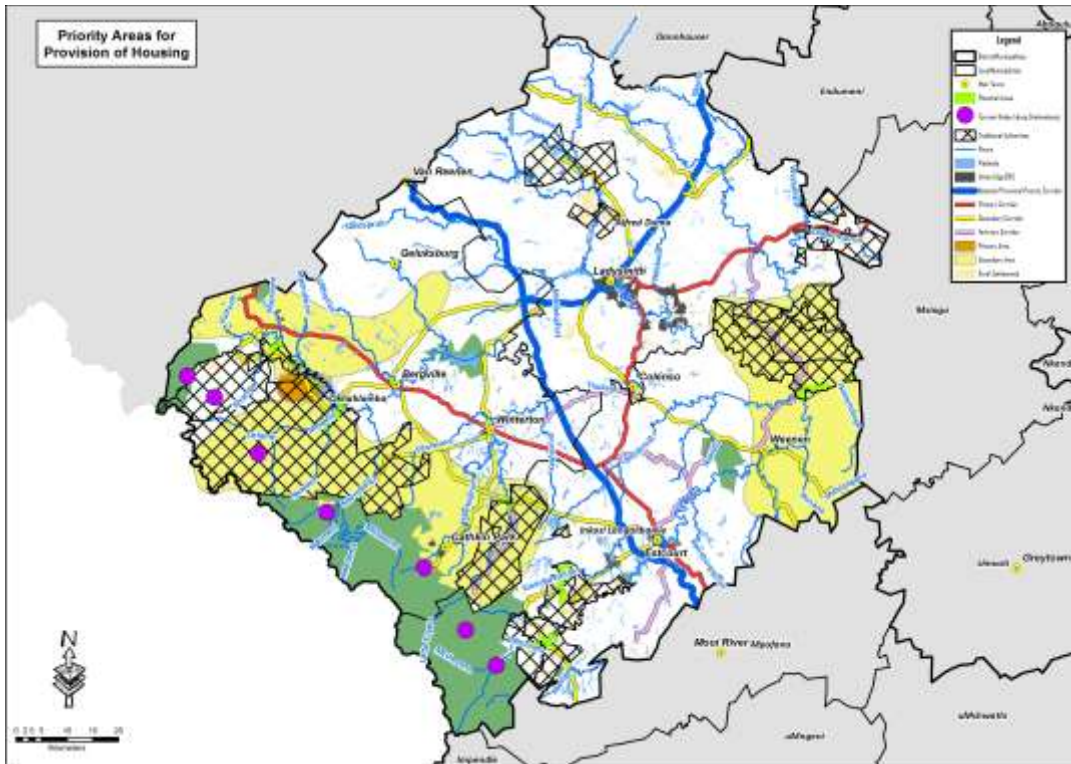


Source: Inkasa development planning consultants

6.9.6 Housing

The high number of structures made of mud are located in the western part of the District. This also suggests that, the western part of the District should be prioritised in housing provision within the rural areas. As shown in the map below, generally, all rural areas have a need for provision of proper shelter, however, this need is more pertinent in the western part of the District under OKhahlamba LM.

Map 16: Housing provision in rural areas



Source: Inkasa development planning consultants

7.0 FRAMEWORKS

7.1 Introduction

This component of the report seeks to present a framework that provides a platform leading towards the formulation of the Implementation Plan (IP). While the framework has assumed a sectoral approach, its implementation will be highly interdependent. The framework is thus presented as follow:

7.2 Agriculture

7.2.1 Principles for development in a rural context

7.2.1.1 Alignment with the CRDP Programme

In its policy documents the DRD & LR notes that rural development is generally regarded as the actions and initiatives taken to improve the standard of living of those people and communities in non-urban areas. These areas are typically characterised by: 1) a low ratio of inhabitants in wide open spaces where agricultural activities are prominent and 2) economic activities that relate primarily to the production of food.

For these reasons rural development actions are predominantly aimed at enabling rural people to take control of their lives, and thereby utilising the land and natural resources sustainably to transform their land and communities. The Comprehensive Rural Development Programme (CRDP) aims to address the challenges of rural development through co-ordinated and integrated broad-based agrarian transformation as well as strategic investment in appropriate economic and social infrastructure to the benefit of all rural communities and not only those involved in agriculture. The vision of the programme is to achieve **sustainable and vibrant rural communities** (DRD & LR Strategic Plan, 2009 – 2012).

The following shown in figure 2 shows the various phases of the CRDP and is taken from a presentation for the River Valley Catalytic Programme by the National DRD & LR office.

Figure 1: CRDP Phases



Source: River Valley Catalytic Programme by the National DRD & LR office

As shown in figure 2, the CRDP consists of three phases:

- Meeting basic needs;
- Enterprise development; and
- Establishment of village industries and creation of access to credit facilities.

It is imperative that the projects, programmes and interventions align with the objectives and phases of the CRDP.

7.2.1.2 Alignment with the DRD & LR Strategic Plan 2015 - 2020

The DRD & LR has noted that its strategic plan and objectives are aligned to the NDP and the Medium Term Strategic Framework (MTSF) derived from it. The NDP 2030 vision is the creation and development of, “rural areas which are spatially, socially and economically well integrated – across municipal, district and provincial and regional boundaries - where residents have economic growth, food security and jobs as a result of agrarian transformation and infrastructure development programmes, and have improved access to basic services, health care and quality education” (DRD & LR Strategic Plan, 2015-2020).

Priorities to achieve this vision of the NDP are noted as follows:

- Improved land administration and spatial planning for integrated development, with a bias towards rural areas;
- Sustainable land reform (agrarian transformation);
- Improved food security;
- Smallholder farmer development and support (technical, financial, infrastructure) for agrarian transformation;
- Increased access to quality basic infrastructure and services, particularly in education, healthcare and public transport in rural areas; and
- Growth of sustainable rural enterprises and industries, characterised by strong rural-urban linkages, increased investment in agro-processing, trade development and access to markets and financial services– resulting in rural job creation.

The abovementioned objectives have all been taken into account during the development of the projects/programmes identified during this assignment. The following section outlines, in more detail, the team’s approach to district level rural development specific to the agricultural sector.

7.2.1.3 Approach to district level rural development in agriculture

The consultants approach to development in a rural context particularly where rural communities are likely to be involved in agricultural development projects either through employment or ownership and management is based on the overarching principles of sustainable development. These principles, applied to a rural development context are shown in **Error! Reference source not found.3**.

Figure 2: Basic elements of sustainability/sustainable development applied to rural development planning



Source: Africawide consulting

Each of the key elements to **Error! Reference source not found.3** are explained as follows:

- **Environmental integrity** – The environment and sensitive areas in particular must be identified and protected. While agriculture historically produced food products, the need for farmlands to produce *Ecosystems Goods and Services (EGS)* is becoming an increasingly important. Society is increasingly demanding that farms supply services such as carbon sequestration, water security, food security, biodiversity conservation and flood mitigation due to the growing local, national and global scarcity of these services. This is of particular relevance to rural communities who make extensive use of EGS for their survival;
- **Social equity and development** -Social equity and development refers to the needs of rural communities in terms of basic service provision and infrastructure development as in line with the key elements of the CRDP programme;
- **Economic growth** -Economic growth refers to the linking rural areas to opportunities and functional regions/areas and the creation of an enabling environment to ensure that meaningful rural development is achieved.

It is with these overarching principles in mind that projects appropriate in a rural context and rural development programmes will be identified. More specifically, given the needs and challenges in rural being a lack of sustainable employment opportunities, reliance on social grants and pension payouts for livelihood the team have identified key success factors that need to be taken into account during project/programme planning. These are shown in Figure x. The information used has been compiled from a number of publications¹² as well as the personal experience of the consultants.



- Wealth creation - ensuring the financial sustainability of the operation;
- Livelihood improvement - ensuring social sustainability of a project/programme;
- Empowered farmers and institutions effectively managing the agricultural and social components of the project/programme.

These objectives need to be embedded in any

recommendations made pertaining to the development effort and ultimately need to be achieved if rural farmers are to continue in a sustainable manner.

These principles are discussed in more detail in the following sections:

7.2.1.3.1 Wealth creating through commercial agricultural production

The principle that underpins wealth creation in the rural context is that of agricultural commercialization. Smallholder farming of any type can no longer be considered to be sustainable at a subsistence level, continually needing external support to remain in operation. In order to ensure the long-term financial sustainability of smallholder farming operations, it is important that the crops identified, farming/business systems and marketing platforms proposed have a strong commercial

¹Agricultural value chains in Sub-Saharan Africa. From a development challenge to a business opportunity. Deutsche Bank Research, 2014.

²Leared, H. Perspectives on Agriculture. The Case for Agricultural Hubs as Platforms for Growth and Development in sub-Saharan Africa. Brenthurst Discussion Paper 2010/06

component to ensure that internal resources are available to run and manage both the operations and the overall community requirements. It would also be valuable to attract private investment for such a development.

In rural areas this key success factor can be through the creation of entrepreneurial opportunities for goods and services in these rural areas or through the creation of sustainable employment opportunities.

7.2.1.3.2 Livelihood improvement

In rural areas of Africa, the reality is that there are tremendous broader social needs existing in these same areas. If one does not address the livelihood improvement aspects of the community during the development process one runs the risk of marginalizing certain groups or members of the community. It is therefore important that as a second objective of the development process a livelihood improvement component is included in the project. This means that a project should result in a positive 'spillover' into the lives of the general community and not just benefit the direct beneficiaries. There are many aspects to livelihood improvement but in the context of the development of a community based farming operation these normally include the following:

- Improvement in Food Security;
- Improved access to potable water and sanitation in developing the operation;
- Improved skills transferred to community members;
- Improved general infrastructure; and
- Spinoff/downstream business activities and economic growth.

Any proposed projects should be cognisant of the fact that the intervention can be the driver of livelihood improvement within the broader community and all activities proposed should seek to maximize these livelihood improvement opportunities.

7.2.1.3.3 Empowered institutions and farmers

The reasons for most rural development project failures can normally be traced back to any one or a combination of poor project planning and design, inadequately managed implementation processes, insufficient support and guidance to participants and other stakeholders, and shortcomings in project monitoring and evaluation. Underlying most, if not all of these potential points of failure, is that inadequate attention is usually given to the element of human development on the project and in the surrounding communities. In recent years, there has been international recognition of the correlation between the long-term success and sustainability of development, and the levels of "ownership" project participants have over their development. In many, if not most cases, projects are owned by the "project developers" and then fail when they are "handed over" to the so-called "project beneficiaries".

The failure of most intervention measures can be traced back to the fact that emphasis is placed on the technical elements, rather than the human elements, of the project. During the planning phases of most projects, almost the entire focus is put on the development of natural resources through infrastructure and physical development, with a substantial amount of money and time being put into these designs. Once physical development is complete, an institutional structure is created as an afterthought to manage the scheme and project participants. The result is normally a dependency on long-term external support until these can no longer be maintained and the projects falls into a

Permanent state of disrepair as the profits from the project are not realized and financial sustainability is undermined. This point is especially valid in regard to the development of a physical structure such as an Agri-park.

7.2.2 Case studies highlighting the application of these principles in agricultural projects

To achieve any success in rural development it is clear that rural people need to be brought along in the process of project development, empowered through the process, their needs and aspirations addressed and their capacity to own and manage their project developed. The scope to achieve this through a high-level district-wide assessment is limited so to illustrate these points more clearly, a number of case studies where these principles have been applied and where projects are now successful have been identified and are described as follows:

7.2.2.1 Ithuba Agriculture

Background and vision

Ithuba Agriculture³, based in Kranskop KwaZulu-Natal, has its roots in a successful land claim over 12 white-owned farms by 376 claimants from the Amangcolosi community in 2004 under the Restitution of Land Rights Act 1994 (Act No 22 of 1994). The claimants received part of their land totaling 8,000 Ha in extent in 2005.

Following the land transfer, the heads of the Amangcolosi households agreed that a trust (made up of 15 members) be established and registered in order for the properties to be transferred and held for the beneficiaries and community. Part of the responsibilities of the Trust is to ensure that the land directly and meaningfully benefits the claimants of the land. To do this the Trust established a company called Ithuba Agriculture (Pty) Ltd (Ithuba) whose purpose was to operate the farms, generate income and create employment for the beneficiaries and community.

The opportunity

The approximately 8 000 hectares of land is now divided into the following agricultural enterprises operated by Ithuba for the benefit of the community:

- Timber - 1 780 hectares. Wattle, pine and eucalyptus timber are harvested annually with an average yield of 17 000 tons that is marketed through NCT Forestry Co-operative;
- Rain fed sugarcane - 1 838 hectares is harvested every two years with an average yield of 65 000 to 70 000 tons and is delivered to Gledhow Sugar Mill; and
- Short or cash crops - 106 hectares. Maize and chilies are marketed by Umkhumbi Maize Mill and Natalia respectively while kiwi fruit is bought, packaged and sold nationwide by vegetable farmers.

Sustainability and impact

Since 2009 Ithuba, with support from its Joint-Venture partner, has reportedly earned profits from its farming business and the Amangcolosi community has benefitted in the following ways:

- Employment: A total of 430 community members are employed at Ithuba in positions ranging from management to labourer with approximately 400 of those employed being direct beneficiaries of the restituted land;

³ Information obtained from Ithuba Agriculture Website <http://www.ithubaagriculture.co.za/index.html>

- Dividend payouts – Ithuba have paid out shareholder dividends since 2009 to the direct benefit of the Amangcolosi Community Trust (average of R5000 per household paid in 2014); and
- A bursary scheme was established in 2009 and students living in the Amangcolosi community who had recently matriculated and qualified for university entrance can apply. The students will be expected to give back to the community by either working at Ithuba, Kranskop or KwaZulu Natal for a minimum of four years.

7.2.2.2 Amadlelo Agri

Background and vision

Amadlelo Agri, established in 2004 to develop land, train local communities in farming and management practices, and establish dairies, is a partnership between Vuwa Investments (an empowerment company, which has a 35% stake in the company), 70 commercial dairy farmers from the Eastern Cape and KZN (who hold a 49% stake in the company) and 600 workers from the 70 dairy farms. The company's vision is to, "create Profitable Black Empowered Agri Business" through:

- Contributing to the transformation of agribusiness in South Africa through the training and mentoring of black farmers by entering into long term partnerships; and
- Transforming latent community assets into profitable business upliftment, poverty relief, job creation and food security. Growing and empowering business through investing and sharing.

The opportunity

At the time Amadlelo Agri was established in 2004 the opportunity was clear:

- There were areas of under and un-utilized land in the Eastern Cape particularly at irrigation schemes built prior to 1994 in the Transkei and Ciskei that were suitable for extensive pasture production;
- Some of the underutilized land with access to water had been transferred to land reform and restitution beneficiaries who didn't have the necessary skills or capital to utilize the land to its full potential; and
- There was (and is) a shortage of locally produced milk – estimated at 120 million litres per annum - with the prospects of further increases in cheap milk powder imports from South America

To address these issues and take advantage of the opportunity, Amadlelo established a partnership with Fort Hare University to establish successful dairy farms on redistributed land, to establish skills transfer programmes so that local community members could begin to own and manage their farms as well as farms in other areas and to provide employment for community members on the farms.

Since 2004 seven development projects have been established, namely⁴:

- The Fort Hare Dairy Trust (900 cows in milk);
- Middeldrift Dairy (700 cows in milk);
- The Seven Stars Trust/Keiskamma Irrigation Scheme, a 50/50 sharemilk between Amadlelo and the 33 landowners of the Seven Stars Trust;

⁴<http://www.farmersweekly.co.za/article.aspx?id=68201&h=SA%E2%80%99s-daring-dairyman>

- The Shiloh Dairy Farm (800 cows in milk), a 50/50 sharemilk with the Mayime Co-op;
- The Ncora Dairy in the former Transkei (1 200 cows in milk with planned expansion to 2 400 cows in milk);
- The Ncora Macadamia Project, a diversification outlier with potentially high profitability and job creation potential; and
- The Makhoba Dairy Farm, a joint venture with the Makhoba community which is still in the development phase.

Sustainability and impact

Amadlelo Agri has already had a massive impact on the local communities within which the projects are located. On its website⁵ Amadlelo reports that the dairy farm projects are already self-sustaining and involve skills and capacity building. Perhaps the greatest impact on host communities is that all the operational farms create employment in areas characterized by high unemployment. Additional benefits and impacts include empowering rural people to learn about farm management and provide them with the ability to develop their own farms in the future and also increases the competitiveness of South African agriculture and agribusiness. As stated in an article to the Farmer's weekly⁶ by dairy manager, Peet Erasmus, "The only way for a development project to succeed is to make it work as a business first, and the jobs and opportunities for the community will come from there".

7.3 Services Framework

This Rural Development Plan provides a high level assessment of the issues in the rural areas in this district and an implementation plan with interventions to best address these issues. Most of the projects identified in the implementation plan at this high level, consist of types of interventions, such as training as opposed to location specific developments. An infrastructure intervention plan can only be provided once location specific developments have been identified.

7.3.1 Social Facilities

The types of social facilities that have been identified in the RDP to be provided are:

- AET Centre
- FET Centre
- Library
- Police Station and -
- Thusong Centre.

The critical infrastructure needs for these types of facilities are:

- Public Transport service and facilities from rural communities to these facilities;
- Road infrastructure that will provide a sufficient linkage and level of service in terms of capacity and durability for motorised traffic and / or pedestrians;
- Domestic Water and Sanitation; and -
- Electricity.

The process plans for the provision of these infrastructure services are as follows:

⁵<http://www.amadlelo.co.za/>

⁶<http://www.farmersweekly.co.za/article.aspx?id=59219&h=Breathing-life-back-into-the-villages-of-Ncora>

7.3.1.1 Transportation Infrastructure

The transportation infrastructure process plan will consist of the following tasks:

- Setup a base plan, using GIS, which will show location of proposed developments, surrounding communities, including population density / volume and existing road network.
- Liaise with the relevant development authority to gain a full understanding of the size and purpose of each development.
- Where trip generation tables are available, the number of trips expected to be generated by each development will be estimated from the relevant trip generation rates.
- However, with facilities such as FET and AET centres, there will most likely not be trip generation tables available, in which case the trip generation rates will be calculated from first principles, after gaining an understanding of the purpose and operations of each facility.
- Based on the purpose and function of each facility, an estimation of the origins of trips generated will be made – i.e. an estimate as to which communities will need to travel to these facilities, with percentages assigned to communities, based on distance from facilities and population volumes.
- This exercise will enable an assessment of the links that will be necessary between the facilities and relevant communities;
- A status quo assessment can then be undertaken on those particular links, which could consist of existing roads or no road at all. The status quo will include:
 - existing road geometry;
 - road condition visual assessment, including an estimate of existing road pavement structure;
 - traffic counts – depending of the extent of this road network and level of detail of the assessment, a 12 hour count could be undertaken, or an initial one hour traffic count, which would need to be extrapolated, with assumptions, into a 12 hour count;
 - liaison with relevant municipality to establish whether an road upgrade projects have been planned, that could be relevant to this project and
 - existing public transport – review current public transport records (CPTR) or integrated transport plan (ITP), if available, or liaise with Bus and Taxi Associations, to acquire estimated public transport routes and frequency.
- A needs assessment will be undertaken as follows:
 - Add the trips generated to the background traffic (from traffic counts) and apply a growth factor for a 5 or 10 year horizon;
 - Map traffic volumes on the road network, to see the traffic volumes in conjunction with the road function and
 - Identify any routes within the study area that are currently bus routes;
 - Based on the above needs assessment, a required road cross section, with surfacing and drainage type, along with public transport requirements, will be prepared for each road section.
- A road and public transport infrastructure proposal will be developed as follows:
 - Indicate required upgrades or new roads required to close the gap between the status quo and the needs assessment;

- Propose additional public transport routes or increase route frequency, along identified public transport routes, due to the developments and
- Prepare cost estimate for each road section and prepare a roll out programme for the upgrade of the roads.
- Where funds are limited, a few alternatives may be considered, comparing for example, the construction of a surfaced road that requires high capital expenditure but will have low maintenance costs versus a gravel road that will have low capital expenditure but high maintenance costs.

7.3.1.2 Water and Sanitation

The water and sanitation process planning will consist of the following tasks:

- Estimate the expected number of users per facility in order to calculate water and sanitation demand based on demand tables per development type provided in the Guidelines for Human Settlement Planning and Design (CSIR);
- Liaise with District Municipality to establish the extent, capacity and condition of the existing water supply and sanitation networks and any planned water and sanitation projects in the area;
- Assess whether the facilities can be serviced by an existing or planned water supply or whether a stand-alone system will be required;
- If a stand-alone system is required, various water source options will need to be investigated, including boreholes and rivers and onsite treatment will also need to be designed;
- For these types of facilities potable water piped to various points of supply will be required;
- Establish whether there is an existing sanitation network that can service these facilities, but this is typically not the case in rural areas;
- Carry out percolation tests, to determine most feasible sanitation options viz. septic tanks and French drains.
- If insitu conditions are not conducive to the above affluent disposal option or cannot accommodate the full volume of effluent then onsite treatment, such as oxidation ponds or package treatment plants will need to be designed.

7.3.1.3 Electricity

The relevant development authority will need to interface with Eskom to establish:

- what electricity distribution lines are in the area and whether the development can be serviced by their power supply;
- if not, what the delay is and therefore when the development can expect to have access to electricity or
- If no electricity distribution lines are available in the present or near future, investigate alternative forms of power supply and lighting.

7.3.2 Tourism Development

Some of the tourism development that has been proposed for this district are:

- Development of Amangwe Museum;
- Gongolo Game Farm Revitalization;

- Mahlutshini Cultural Village and Lodge;
- Proposed Cableway;
- Proposed Water and Camping Initiatives and
- iLenge Cannibalism Route.

The critical infrastructure needs for these type of tourism developments are:

- Suitable road accessibility between tourist attractions, tourist accommodation and in some cases, linkage to airports;
- Public Transport service and facilities from rural communities to the tourism facilities, since these developments would most likely generate employment for rural communities;
- Domestic Water and Sanitation; and -
- Electricity.

The process plans for the provision of these infrastructure services are as follows:

7.3.2.1 Transportation

The transportation infrastructure process plan will consist of the following tasks:

- Setup a base plan, using GIS, which will show location of:
 - proposed developments;
 - surrounding communities which could be employed by this development, including population density / volume;
 - existing tourist accommodation (depending on whether tourist will also stay at the new tourism development or whether they will simply make day trips from their tourist accommodation), including type and capacity of tourist accommodation;
 - nearby airports and
 - Existing road network.
- Liaise with the relevant development authority or private developer to gain a full understanding of the size and purpose of each development, the expected type and number of tourists to be attracted (i.e. will they be international or national tourists or a combination) and the expected number of jobs to be created and whether staff will stay on the premises or commute to work.
- Where trip generation tables are available, the number of trips expected to be generated by the development will be estimated from the relevant trip generation rates.
- However, with tourism facilities, there will most likely not be trip generation tables available, in which case the trip generation rates will be calculated from first principles, after gaining an understanding of the purpose and operations of the development.
- If the tourism development will not have on site accommodation, the number of tourists to be based at the various existing tourist accommodation sites will be estimated, so as to estimate the number of tourists to travel along various routes to get to the tourism development;
- Model options will also need to be carefully assessed, to determine what proportion of tourists would travel in hire vehicles and what proportion would come by shuttle or coach;

- Similarly, based on the purpose and function of the development, an estimation of the origins of trips generated will be made for staff living off site – i.e. an estimate as to which communities will commute to this development, with percentages assigned to communities, based on distance from the development and population volumes.
- This exercise will enable an assessment of the links that will be necessary between the tourism development, staff accommodation and tourism accommodation;
- It may also be necessary to estimate number of trips generated from a nearby airport to tourist accommodation, if it is believed it could have a meaningful impact on those roads;
- A status quo assessment can then be undertaken on those particular links, which could consist of existing roads or no road at all. The status quo will include:
 - existing road geometry;
 - road condition visual assessment, including an estimate of existing road pavement structure;
 - traffic counts – depending of the extent of this road network and level of detail of the assessment, a 12 hour count could be undertaken, or an initial one hour traffic count, which would need to be extrapolated, with assumptions, into a 12 hour count;
 - liaison with relevant municipality to establish whether an road upgrade projects have been planned, that could be relevant to this project and
 - Existing public transport – review current public transport records (CPTR) or integrated transport plan (ITP), if available, or liaise with Bus and Taxi Associations, to acquire estimated public transport routes and frequency.
- A needs assessment will be undertaken as follows:
 - Add the trips generated to the background traffic (from traffic counts) and apply a growth factor for a 5 or 10 year horizon;
 - Map traffic volumes on the road network, to see the traffic volumes in conjunction with the road function and
 - Identify any routes within the study area that are currently bus routes or routes where it will be necessary for coaches to use;
 - Based on the above needs assessment, a required road cross section, with surfacing and drainage type, along with public transport requirements, will be prepared for each road section;
- A road and public transport infrastructure proposal will be developed as follows:
 - Indicate required upgrades or new roads required to close the gap between the status quo and the needs assessment;
 - Propose additional public transport routes or increased route frequency, along identified public transport routes, due to the development and
 - Prepare cost estimate for each road section and prepare a roll out programme for the upgrade of the roads.
 - Where funds are limited, a few alternatives may be considered, comparing for example, the construction of a surfaced road that requires high capital expenditure but will have low maintenance costs versus a gravel road that will have low capital expenditure but high maintenance costs. A low capex and high apex option could be more viable for a tourism

investment, where more funds could become available once the tourist development is operational and generating an income.

7.3.2.2 Water and Sanitation

The water and sanitation process planning will consist of the following tasks:

- Estimate the expected number of users per facility in order to calculate water and sanitation demand based on demand tables per development type provided in the Guidelines for Human Settlement Planning and Design (CSIR);
- Liaise with District Municipality to establish the extent, capacity and condition of the existing water supply and sanitation networks and any planned water and sanitation projects in the area;
- Assess whether the facilities can be serviced by an existing or planned water supply or whether a stand-alone system will be required;
- If a stand-alone system is required, various water source options will need to be investigated, including boreholes and rivers and onsite treatment will also need to be designed;
- For these types of facilities potable water piped to various points of supply will be required;
- Establish whether there is an existing sanitation network that can service these facilities, but this is typically not the case in rural areas;
- Carry out percolation tests, to determine most feasible sanitation options viz. septic tanks and French drains.
- If insitu conditions are not conducive to the above effluent disposal option or cannot accommodate the full volume of effluent then onsite treatment, such as oxidation ponds or package treatment plants will need to be designed.

7.3.2.3 Electricity

The relevant development authority or private developer will need to interface with Eskom to establish:

- what electricity distribution lines are in the area and whether the development can be serviced by their power supply;
- if not, what the delay is and therefore when the development can expect to have access to electricity or
- If no electricity distribution lines are available in the present or near future, investigate alternative forms of power supply and lighting.

7.3.3 Retail and Economic Development

The types of economic initiatives proposed are:

- Retail;
- Mining and
- Tourism nodes along Drakensberg.

The critical infrastructure needs for these types of facilities differ according to the specific facility. The infrastructure needs for a retail development, for example, are typically limited to domestic services and therefore are of a similar nature to the requirements for social facilities. However, the infrastructure needs for medium to heavy industry, are:

- Public Transport services and facilities from rural communities to these facilities;
- Road infrastructure that provides sufficient linkage and level of service in terms of capacity and durability for motorized traffic and / or pedestrians to communities and for trucks that will vary in size and loading according to the industry; and
- Water and sanitation services to cater for industry specific consumption, environmental, safety and quality requirements for all proposed processes and fire protection where required; and
- Electricity suitable for the type of industry being considered.

The process plans for the provision of these infrastructure services are as follows:

7.3.3.1 Transportation Infrastructure

The transportation infrastructure process plan will consist of the following tasks:

- Setup a base plan, using GIS, which will show location of:
 - proposed development;
 - in the case of industry, then location of nearest relevant economic centre for that industry type;
 - surrounding communities which could be employed by this development, including population density / volume;
 - existing road network.
- Liaise with the relevant development authority or private developer to gain a full understanding of:
 - the size and purpose of each development;
 - the expected number of jobs to be created and
 - The type of trucks that will be used to transport the product from the development to the nearest relevant economic node / nodes.
- Where trip generation tables are available, the number of trips expected to be generated by the development will be estimated from the relevant trip generation rates.
- However, if the development is slightly unusual there may not be relevant trip generation tables available, in which case the trip generation rates will be calculated from first principles, after gaining an understanding of the purpose and operations of the development.
- Similarly, based on the purpose and function of the development, an estimation of the origins of trips generated will be made for staff living off site – i.e. an estimate as to which communities will commute to this development, with percentages assigned to communities, based on distance from the development and population volumes.
- The expected freight trips generated by the development will also be calculated, along with the expected origin and destination of these freight trips. An assessment of whether hazardous materials will need to be transported will also be made, to ensure that routes are identified in line with regulations for the transport of hazardous materials;
- A status quo assessment can then be undertaken on those particular links, which could consist of existing roads or no road at all. The status quo will include:
 - existing road geometry;

- road condition visual assessment, including an estimate of existing road pavement structure;
- traffic counts – depending of the extent of this road network and level of detail of the assessment, a 12 hour count could be undertaken, or an initial one hour traffic count, which would need to be extrapolated, with assumptions, into a 12 hour count;
- liaison with the relevant municipality to establish whether an road upgrade projects have been planned, that could be relevant to this project and
- existing public transport – review current public transport records (CPTR) or Integrated transport plan (ITP), if available, or liaise with Bus and Taxi Associations, to acquire estimated public transport routes and frequency.
- A needs assessment will be undertaken as follows:
 - Add the trips generated to the background traffic (from traffic counts) and apply a growth factor for a 5 or 10 year horizon;
 - Map traffic volumes on the road network, to see the traffic volumes in conjunction with the road function and
 - Identify any routes within the study area that are currently bus routes or routes where it will be necessary for coaches to use;
 - Identify routes within the study area that will need to serve the freight vehicles – these routes will be assessed in terms of traffic circulation capacity requirements and loading capacity requirements;
 - Based on the above needs assessment, a required road cross section, with surfacing and drainage type, along with public transport requirements, will be prepared for each road section;
- A road and public transport infrastructure proposal will be developed as follows:
 - Indicate required upgrades or new roads required to close the gap between the status quo and the needs assessment;
 - Propose additional public transport routes or increased route frequency, along identified public transport routes, due to the development and
 - Prepare cost estimate for each road section and prepare a roll out programmer for the upgrade of the roads.
 - Where funds are limited, a few alternatives may be considered, comparing for example, the construction of a surfaced road that requires high capital expenditure but will have low maintenance costs versus a gravel road that will have low capital expenditure but high maintenance costs. A low capex and high apex option could be more viable for a retails or industrial development, where more funds could become available for road maintenance and / or upgrades once the business can become operational.
 - With developments such as mines, that are typically remote, with long distances for freight vehicles to travel to economic nodes, it is often more viable to have a gravel road that is maintained according to the rate of aggregate loss. This can be calculated based on the type of gravel material surfacing used and the estimated daily traffic, where trucks are converted to equivalent vehicle units, depending on the size of the truck.

7.3.3.2 Water and Sanitation

The water and sanitation process planning will consist of the following tasks:

- The relevant industry specific specialist would need to specify the required water demand for that industry's processes and fire protection in terms of both raw water and potable water;
- The Water Engineer will then establish where the most suitable water source is for the Developer to acquire the amount and quality of water required. the developer would then need to apply for a water license and arrange for onsite water treatment, where required;
- The Developer would also be responsible for all onsite effluent and sanitation handling and disposal, which could include various levels of pre-treatment prior to being discharged into the natural watercourses;
- Essentially all water and sanitation provision would be the responsibility of the Developer and his appointed specialists.

7.3.3.3 Electricity

The relevant development authority or private developer will need to interface with Eskom to establish:

- what electricity distribution lines are in the area and whether the development can be serviced by their power supply;
- if not, what the delay is and therefore when the development can expect to have access to electricity or
- If no electricity distribution lines are available in the present or near future, investigate alternative forms of power supply and lighting. However, it is unlikely that alternative power supply options will be viable for retail and industrial developments.

7.3.4 Agricultural Development

The decision as to the type of agriculture to be developed in a particular area will have to be determined by a team of specialists who would assess the viability of the development from the following perspectives:

- Agricultural Economist – assess the economic viability of various products based on economic supply and demand factors, location of the site to suitable economic centres, job creation opportunities, etc.
- Agriculturalist – Assess the soil quality and composition, in conjunction with the climate, to determine the water requirements versus quality and quantity of product that can be produced; and
- Agricultural Engineer – Assess water source options to provide the required water volumes, as well as the required irrigation infrastructure, where required.

Each of these specialists will identify opportunities and constraints from the above mentioned perspectives and their combined assessment will ultimately arrive at the most feasible option, or a list of feasible options, each with pros and cons. For example, a particular produce may have been identified as economically viable based on the soil types and climatic conditions, but the water source may be insufficient for that product, making that option no longer possible.

Once the above exercise has been undertaken, the critical infrastructure needs for an Agricultural Development are:

- Public Transport service and facilities from rural communities to the agricultural development, depending on where the labour force will be based;
- Road infrastructure that will provide sufficient linkage, level of service in terms of capacity and durability for motorized traffic and / or pedestrians between employees homes to the agricultural development, as well as providing suitable linkage from the agricultural development to markets, processing plants and identified economic nodes. The type of road will also be based on the type of trucks that will be required to transport the produce;
- Domestic Water and Sanitation for employees and residents;
- Water for crop irrigation or livestock watering, as applicable;
- Water and effluent disposal for processing and fire protection, if value adding is planned to occur on site; and
- Electricity for production and processing as may be required.

The process plans for the provision of these infrastructure services are as follows:

7.3.4.1 Transportation Infrastructure

The transportation infrastructure process plan will consist of the following tasks:

- Setup a base plan, using GIS, which will show location of:
 - proposed development;
 - in the case of industry, the location of the nearest relevant economic centre or market place for that produce type;
 - surrounding communities which could be employed by this development, including population density / volume;
 - existing road network.
- Liaise with the relevant development authority or private developer to gain a full understanding of:
 - the size and purpose of each development;
 - the expected number of jobs to be created and
 - the type of trucks that will be used to transport the produce from the development to the nearest relevant economic node / nodes.
- Where trip generation tables are available, the number of trips expected to be generated by the development will be estimated from the relevant trip generation rates;
- However, there is little trip generation rates available for agriculture, in which case the trip generation rates will be calculated from first principles, after gaining an understanding of the purpose and operations of the development;
- Similarly, based on the purpose and function of the development, an estimation of the origins of trips generated will be made for staff living off site – i.e. an estimate as to which communities will commute to this development, with percentages assigned to communities, based on distance from the development and population volumes;
- The expected produce trips generated by the development will also be calculated, along with the expected origin and destination of these produce trips.
- A status quo assessment can then be undertaken on those particular links, which could consist of existing roads or no road at all. The status quo will include:

- existing road geometry;
- road condition visual assessment, including an estimate of existing road pavement structure;
- traffic counts – depending of the extent of this road network and level of detail of the assessment, a 12 hour count could be undertaken, or an initial one hour traffic count, which would need to be extrapolated, with assumptions, into a 12 hour count;
- liaison with the relevant municipality to establish whether any road upgrade projects have been planned, that could be relevant to this project and
- existing public transport – review current public transport records (CPTR) or integrated transport plan (ITP), if available, or liaise with Bus and Taxi Associations, to acquire estimated public transport routes and frequency.
- A needs assessment will be undertaken as follows:
 - Add the trips generated to the background traffic (from traffic counts) and apply a growth factor for a 5 or 10 year horizon;
 - Map traffic volumes on the road network, to see the traffic volumes in conjunction with the road function and
 - Identify any routes within the study area that are currently bus routes;
 - Identify routes within the study area that will need to serve the produce trucks / bakkies – these routes will be assessed in terms of traffic circulation capacity requirements and loading capacity requirements (if they are trucks);
 - Based on the above needs assessment, a required road cross section, with surfacing and drainage type, along with public transport requirements, will be prepared for each road section;
- A road and public transport infrastructure proposal will be developed as follows:
 - Indicate required upgrades or new roads required to close the gap between the status quo and the needs assessment;
 - Propose additional public transport routes or increased route frequency, along identified public transport routes, due to the development and
 - Prepare cost estimate for each road section and prepare a roll out programme for the upgrade of the roads.
 - Where funds are limited, a few alternatives may be considered, comparing for example, the construction of a surfaced road that requires high capital expenditure but will have low maintenance costs versus a gravel road that will have low capital expenditure but high maintenance costs. A low capex and high apex option could be more viable for an agricultural development, where more funds could become available for road maintenance and / or upgrades once the development can become operational and is generating an income.

7.3.4.2 Water and Sanitation

The water and sanitation process planning will consist of the following tasks:

- For domestic water and sanitation:
 - Estimate the expected number of users per facility in order to calculate water and sanitation demand based on demand tables per development type provided in the Guidelines for Human Settlement Planning and Design (CSIR);
 - Liaise with District Municipality to establish the extent, capacity and condition of the existing water supply and sanitation networks and any planned water and sanitation projects in the area;
 - Assess whether the facilities can be serviced by an existing or planned water supply or whether a stand-alone system will be required;
 - If a stand-alone system is required, various water source options will need to be investigated, including boreholes and rivers and onsite treatment will also need to be designed;
 - For these types of facilities potable water piped to various points of supply will be required;
 - Establish whether there is an existing sanitation network that can service these facilities, but this is typically not the case in rural areas;
 - Carry out percolation tests, to determine most feasible sanitation options viz. septic tanks and French drains.
 - If insitu conditions are not conducive to the above effluent disposal option or cannot accommodate the full volume of effluent then onsite treatment, such as oxidation ponds or package treatment plants will need to be designed.
- Crop irrigation or livestock watering:
 - Should crop irrigation or livestock watering be a requirement of the development, a suitable raw water source of sufficient quantity will need to be identified and the developer will need to apply for a Water Use License;
 - The sanitation requirements for this type of development will typically be domestic. However, onsite effluent handling and disposal will need to be considered if intensive livestock operations are to be developed.

On-site Processing:

- Another responsibility of the Agricultural Economist, will be to determine whether it would be economically viable to process the produce on site, thereby adding value, or to sell produce off-farm only;
- Should on-site processing be a consideration, the relevant process plant specialist would need to specify the required water demand for that plant's specific processes and fire protections;
- The Water Engineer will then establish where the most suitable water source is for the Developer to acquire the quantity and quality of water required. The Developer would then need to apply for a water license and arrange for on-site water treatment if required;
- The Developer would also be responsible for all onsite effluent and sanitation handling and disposal, which could include various levels of pre-treatment prior to being discharged into the natural watercourses;

- Essentially all water and sanitation provision would be the responsibility of the Developer and his appointed specialists.

7.3.4.3 Electricity

The relevant development authority or private developer will need to interface with Eskom to establish:

- what electricity distribution lines are in the area and whether the development can be serviced by their power supply;
- if not, what the delay is and therefore when the development can expect to have access to electricity or
- If no electricity distribution lines are available in the present or near future, investigate alternative forms of power supply and lighting.

7.4 Environmental Framework

7.4.1 Objectives

The objectives of the environmental framework are put as follow:

- To make it efficient for rural development (including associated service infrastructure) to occur in defined selected areas with lower environmental concerns and high development demand in order to help facilitate the implementation of KwaZulu.
- Natal Rural Development Plan. To facilitate the optimal use of current agricultural land and other suitable land for the development of sustainable rural development practices.
- To formulate a strategy that will incorporate issues such as land use, planning and sensitive environmental resources; and
- To include existing policies as frameworks for establishing values, guidelines and standards for future developments.

7.4.1.1 Hydrology Management

As regards Hydrology, the following is worth noting:

- Transboundary management of water resources (e.g. upstream impacts, institutional relationships).
- Designation and maintenance of buffers associated with watercourses. Strict regulation of encroachment and incompatible land use and activities.
- Water abstraction rights need to be formalised in order to quantify the demand and to ensure that the overall ecological reserve can be maintained within the system.
- Provision of adequate sanitation and waste management services.
- Rehabilitation of riparian areas affected by anthropogenic activities.
- The UTDM to ensure that provision is made in the LUMF to enforce the identification, establishment of required set-backs, protection and maintenance of wetlands.

- Development to be located outside of the 1:100 year flood line and not to interfere with stormwater drainage. No urban, mining or agricultural development within regulated area of the watercourse (i.e. 1:100 year floodline or delineated riparian / wetland habitat, whichever is greatest).
- Adopt 32 metres buffer area from boundary of regulated area, for strict regulation of development.
- Regulated area and buffer zone should be determined on a strategic priority basis as and when pressure for mining, intensive agriculture or rural development occurs.
- Promote water conservation and demand management through regulation where appropriate. Rainwater harvesting, grey water recycling, re-use of treated effluent from WWTW and similar technical enhancements should be encouraged.
- Mining and prospecting within the alluvial flood plains (outside of the regulated area) should not be permitted without detailed after-use plans and rehabilitation plans.
- River Health Programme to be extended to cover all major rivers in district. Database to be developed of chemical, physical and bacteriological water quality data for DWA monitoring points in the municipality.
- Develop invasive alien species control plan, with particular focus on stressed catchments.
- A wetland inventory should be developed for the UTM.
- Critical wetlands need to be delineated according to DWA guidelines.
- Quantify the economic value of freshwater ecosystem goods and services.
- Provision of basic services to informal settlements

7.4.1.2 Soil Management Guidelines

The following considerations are important for soil management:

- Develop and sponsor soil water conservation techniques.
- Education and training on best practices in subsistence farming.
- Development to consider the geology, soil land types, drainage and slope gradients.
- Identify and avoid disturbing areas where the soil has a high erodibility factor.
- Maintain adequate stocking rates and veld management.
- Prevent overgrazing to curb erosion and soil degradation.

7.4.1.3 Protected Areas Management Guidelines

The following considerations are important for the management of protected areas:

- Zoning of Protected Areas
- Improve the legislation related to the management of Protected Ecosystems
- Ensure Training Programs and Increase Public Awareness and Education on Protected Areas

- Diversify Sources of Funding for Protected Areas Management
- Integrated Management Plans of Protected Areas to be adhered to.
- Comply with EKZNW Land-Use Planning and Decision-Making Guidelines –uThukela Biodiversity Sector Plan.
- Support and facilitate land planning and practices that enhance the overall biodiversity values.
- Support and facilitate land planning and practices that enhance the overall objectives of the Maloti-Drakensberg TFCA initiative.
- Support and facilitate land planning and practices that enhance the overall economic objectives based on wildlife industries that are compatible with the regions overall biodiversity values including ecotourism developments, stewardship programmes and Community Conservation Areas.
- Game farming within the carrying capacity of existing veld resources.
- Establish and protect buffer zones and transitional zones.
- Prevent invasion and illegal occupation of Protected Areas.
- Advocate community conservation ventures and commensurate activities in buffers.
- Maintain working relationships between the various spheres of government to ensure a collaborative effort to conserve UTDM's protected areas and their adjoining buffer zones.
- Dedicated catchment management for watercourses that feed into the Protected Areas.
- EKZNW to review and comment on development applications that are within 5km of a Protected Area under their jurisdiction. Specific requirements of EKZNW to be met when conducting EIAs.
- Specialist disciplines required (where relevant) –Terrestrial Ecology (and associated sub-disciplines), Aquatic Ecology, Visual, Socio-economic, Social, Heritage, Geotechnical etc.

7.4.1.4 Heritage Areas Management Guidelines

In terms of heritage management, the following is worth considering:

- Prepare detailed inventory of heritage resources in UTDM and classify in terms of national (Grade 1), provincial (Grade 2) and local (Grade 3) significance.
- Institutional arrangements and policy to support implementation of strategy across the three spheres of government.
- Strict regulation of inappropriate development within footprint / 20m from the buffer zone of National and Provincial Heritage Sites.
- In heritage areas strict regulation is required for any alterations, additions or new structures that are contradictory to the protected buildings or the general character of area.
- Optimise opportunities associated with tourism and job creation linked to the conservation of cultural and heritage resources.
- Clear institutional responsibilities at a municipal level for heritage preservation.

- Either a heritage officer/s is appointed to the UTDM or relevant official/s are trained in the management of heritage sites so that the UTDM and local municipalities benefit from these sites in terms of increased visitor numbers and tourism revenue.
- Establish a District Heritage Forum.
- Environmental scan of heritage and cultural tourism landscape to inform planning and implementation.
- Establish partnerships and cooperation with stakeholders in order to achieve a shared responsibility and cooperation amongst stakeholders.

7.4.21 Conclusion

The environmental attributes identified do not exist in isolation. They form part of a larger integrated system. As such, they all influence each other to some degree, and impacts on one aspect of the system (e.g. water) usually have knock-on effects on others (e.g. agriculture and biodiversity). Recognising these interrelationships is crucial for the management of any one of the attributes, as they cannot be dealt with in isolation.

7.5 Economic Framework (retail, tourism, manufacturing and mining)

7.5.1 Key Economic Issues

Through the engagement with a number of key stakeholders which included Local Economic Development Officers (LED) for each DM as well as representatives from commodity associations the following key elements within the uThukela District is evident:

- **Projects that have been identified previously have not been implemented** - It has been highlighted through engagements with District and Local municipal officials that budgetary constraints has often resulted in the poor implementation of projects.
- **Land claims and land redistribution** - Land claims and land redistribution processes has significantly hindered development in rural areas. Often nothing is being done with land that has been redistributed and redistributed land is not being fully utilized to its full potential.
- **Lack of access to markets** – There is poor linkages between informal products produced in rural areas and formal markets as well as market and market access to local and external markets.
- **Limited involvement of rural communities** - There is limited involvement of rural communities into existing tourism activities within the District, although potential does exist for culture and heritage based tourism activities.
- **Limited retail offerings in rural communities** – The retail and wholesale trade sector is limited in rural areas and is largely based within the larger nodes.

7.5.2 Strategies

Specific development strategies for uThukela DM focuses on the following:

Tourism

- **Developing Tourism SMMEs to Support Existing Tourism** - The District has a number of well-established tourism activities and attractions. This strategy is based on the development of tourism SMMEs from rural areas that would support and be linked to the existing tourism activities and attractions found within the District.

- **Unlocking Cultural and Heritage Tourism Potential** – This strategy is based on the development of existing and new tourism culture and heritage related tourism products that would encourage the participation of rural communities within the tourism sector as well as create opportunities for attracting tourists into the District, especially rural settlements located in traditional areas.
- **Encouraging Adventure, Eco and Nature Based Tourism Activity Clusters** - This strategy is based on the development of **adventure, eco and nature based tourism activity clusters** that is aimed at increasing the tourism offerings within the District that is based on its existing rich natural surroundings which are in close proximity to rural settlements.
- **Encouraging the Expansion of Event Based Tourism** – The District hosts a few special events that attracts large numbers tourists into the area. This strategy is based on expanding the existing tourism offerings of the District based on hosting more events that often rely on scenic natural attractions.

Manufacturing

- **Developing Supply Chain Linkages to Key Industrial Nodes** - This strategy is based on the developing supply chain linkages between rural areas and existing key industrial nodes and activities that would provide opportunities for local resourcing from rural communities found within the District.
- **Unlocking Agri-Processing Opportunities-** The rationale for this strategy is built on investigating and developing value-adding, Agri-processing opportunities for rural areas linked to existing and potential agricultural commodities produced within the District.
- **Creating Light-Industrial Capacity at Key Nodes** – This strategy is based on the creation of light industrial capacity at key nodes that have good accessibility and linkages to both internal and external markets as well as support and encourage the participation of rural communities in light industrial activities.

Business and Commercial Services

- **Developing Retail Capacity** - This strategy is based on the specific need to develop and support retail capacity within rural areas of the District that will save people from commuting long distances to access business and commercial services and also create an enabling environment that supports informal traders that currently participate in the informal economy.

Mining

- **Developing Rural Quarrying Capacity-** This strategy is based on the specific need to develop, expand and support quarrying capacity within rural areas, encourage the participation of rural communities in quarrying activities as well as ensure that formal, sustainable quarrying practices are undertaken.
- **Building Coal Mining Capacity** – The rationale for this strategy is built on investigating and developing coal mining opportunities for rural areas that will also encourage economic growth and investment into these areas.

7.6 Institutional Framework

7.6.1 Structures Involved in Rural Development

7.6.1.1 Traditional Leaders

Section 212 of the Constitution of the Republic of South Africa states that national legislation may provide for a role for traditional leadership as an institution, at local level, on matters affecting local communities. The section goes further to state that to deal with matters relating to traditional leadership, the roles of traditional leaders, customary law and the customs of communities observing a system of customary law are that:

- national or provincial legislation may provide for the establishment of houses of traditional leaders; and -
- National legislation may establish a council of traditional leaders.

7.6.1.2 Traditional Council Structures

The Traditional Leadership and Government Framework Act No. 41 of 2003, which is discussed in detail below, regulates the structure of traditional councils, their representatives and the election of councillors.

7.6.1.3 Houses of Traditional Leaders

The Houses of Traditional Leaders, as advisory bodies, are crucial for planning in rural areas and they are found in three spheres of government, i.e. national, provincial, and district levels. The National House of Traditional Leaders (NHTL) is the highest advisory body among the three spheres (national, provincial and local). It was reported that, overall, the NHTL works with at least 14 government departments, and has a responsibility to advise the President and National Ministers on various issues relating to local governance. Among others, are the Departments of Rural Development and Land Reform, Home Affairs (registration of births, deaths, etc.), Arts and Culture (traditional leadership's role in national celebrations), Social Development (social grants in rural areas).

Towards realizing the equal power between institutions of governance, here are some of the proposed roles of District Houses of Traditional leaders:

- advise district municipalities in developing the rules and bylaws impacting on rural communities;
- advise district municipalities in the development of planning framework that impact on rural communities;
- Participate in local programmes geared towards development of rural communities; and participate in local initiatives meant to monitor, review and evaluate government programmes in rural communities.

Local Areas Development Plans offer training to traditional leaders and committees on spatial planning and Land Use Management Framework based on a national legislation and pilot a District Municipality.

7.6.1.4 The Department of Cooperative Governance and Traditional Affairs

The Department plays a central role with regard to the township establishment process and to the development and administration of Ingonyama Trust land. These functions relate to the strategic role that the Department with regard to:

- Supporting municipal efficiency and effectiveness.
- Supporting governance and service delivery. This includes the provision of free basic services where applicable.
- Supporting the establishment of sustainable municipalities.

- Supporting integrated planning, budgeting and development.
- Supporting effective participation in local government.

The Land Administration Support of Department of Cooperative Governance & Traditional Affairs advised that this department assists and supports the Traditional Councils and facilitates the speedy resolution of any land disputes. In terms of processes that guide land allocation in Traditional Authority areas, indigenous knowledge is considered in addition to the land administration process that the department has developed.

The key stakeholders involved in land allocation process in general include Traditional Councils, Municipalities, Traditional Communities, Government departments depending on the nature of the application and the Ingonyama Trust Board.

It has been highlighted that capacity building on land related matters and facilitation of land disputes resolutions in these areas would minimize conflicts between communities and conservation authorities.

7.6.1.5 Partnerships between Municipalities and Traditional Councils

In terms of Section 5(1), (2)(a)-b), and (3) of the Traditional Leadership and Governance Framework Amendment (Act No.41, 2003) the national government and all provincial governments must promote partnerships between municipalities and traditional councils through legislative or other measures. Thus, any partnership between a municipality and a traditional council must be based on the principles of mutual respect and recognition of the status; and be guided by and based on the principles of cooperative governance.

A traditional council may enter into a service delivery agreement with a municipality in accordance with the Local Government: Municipal and/or other applicable legislation.

7.6.1.6 Ward Committees on Working with Traditional Leaders

In terms of Section 72 of Municipal Structures Act (Act No. 117, 1998), ward committees are set up in municipalities where the ward committee model is being used. The purpose of award committee is:

- to get better participation from the community to inform council decisions;
- to make sure that there is more effective communication between the council and the community; and
- To assist the ward councilor with consultation and report-backs to the community.

According to the MSA, ward committees are elected by the communities that they serve. Ward committees are composed of community members in the ward.

In this case, incorporation of traditional council members as part of the ward committees may enhance rural development. Capacity building should be inclusive so that all stakeholders should have same understanding of what is expected of them. Full communication, participation, cooperation, and coordination by traditional leaders in governance of local government will also enhance service delivery, which is the core of local government.

7.7 Consolidated Investment Framework

Annexure A of this report presents a consolidated investment framework. The investment framework seeks to outline spatially the required investment in certain parts of the district municipality as per the development needs of communities residing in the affected spaces.

7.8 Linkages with the Agripark

In all intents and purposes, areas with an agricultural potential within traditional areas which have been identified in the previous sections of this report should benefit from the pending Agripark. While the Agripark presents a significant opportunity for emerging farmers, massive funding would be required upfront in order to develop the identified areas to a level where they can produce the required yields and quality. **Annexure B** of this report depicts the probable relationship in terms of distance from the expected areas of primary production to the market (Agripark)...others will travel less while others will have a considerable amount of travelling to do prior to reaching the market.

7.9 Consolidated Rural Development Plan

Annexure C of this report presents the consolidated rural development plan for uThukela District Municipality area. It seeks to outline some of the spatial proposals that are meant to rejuvenate development within the rural areas of uThukela DM...For more information refer to **Annexure C**.

8.0 TOWARDS THE IMPLEMENTATION SCENARIO

8.1 Introduction

This section of the report intends to provide an Implementation Plan (IP) for uThukela Rural Development Plan (URDP).

8.1.1 Current challenges in the implementation of Rural Development

As is the case with any planning process, without implementation, the project planning is meaningless. The **availability of funding** will play a significant role in determining the roll-out of the various projects. Whilst it is expected that the Department of Rural Development and Land Reform will fund most of the proposed projects, it will be necessary to seek external funding from other sources as well. Regardless of the source of funding, the relevant internal departments of each District Municipality are responsible for coordination of project activities that fall within their mandates.

8.1.2 Time Horizon

The implementation plan proposes implementation at different **periods** namely:

- 1 to 5 years.
- 5 to 10 years.
- 10 to 15 years.
- 15 to 20 years.

Based on the above timeframe, the inference made is that the Rural Development Plan for uThukela District Municipality has 20 year implementation cycle.

8.1.2 Potential hindering issues

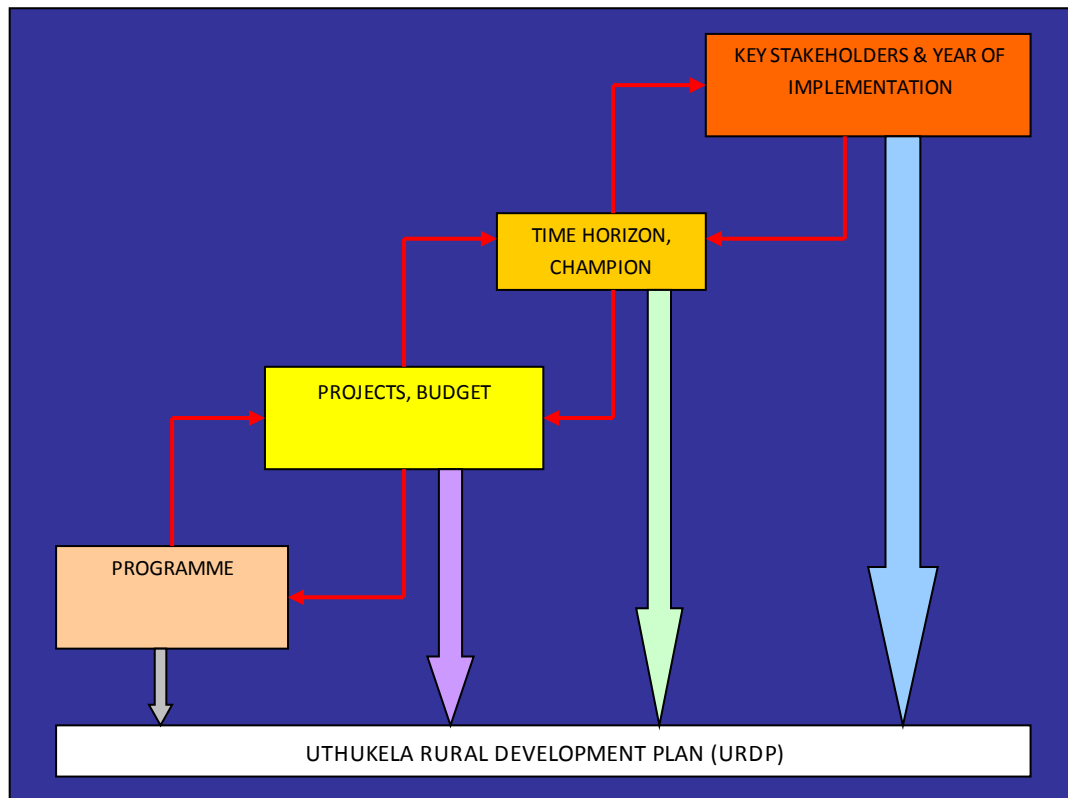
As noted by Strat Plan (Strategic Planning Resources), in the UThukela's Rural Development Strategy⁷, the following issues can potentially impact on the implementation

8.2 The Concept of the Implementation Plan

Broadly, the implementation plan has seven components. These components, however, do not operate in isolation. They are interlinked and interdependent, and re-enforces each other (refer to Figure 2 below).

⁷UThukela Rural Strategy

Figure 3: Components of the implementation plan



Source: Inkasa development planning consultants

8.3 Summary of Programs

UThukela Rural Development Plan is premised largely on five key development programmes. The identified programs seek to align and or respond to issues that emanated during the analysis phase. In no specific order, programmes aimed at guiding the implementation of uThukela Rural Development Plan are summarised in the following manner:

8.3.1 INFRASTRUCTURE DEVELOPMENT PROGRAMME

The Infrastructure Development Programme (IDP) seeks to amongst other aspect, achieve some of the following:

- Speed up the process of provision of water, sanitation and electricity in rural parts of uThukela DM.
- It is also meant to assist in facilitating the provision of access roads and maintenance of existing one's especially in rural parts of UThukela DM and so forth.

8.3.2 ECONOMIC DEVELOPMENT PROGRAMME

The proposed Economic Development Programme (EDP) has the following objectives within uThukela DM:

- Determine the feasibility of decentralisation of retail development in rural areas of the subject district municipality area.
- Use agriculture as a catalyst for transforming the rural landscape from an economic development perspective.
- To work in partnerships with some of the existing tourism establishments in developing and ensuring that tourism benefits rural communities as well.

8.3.3 INSTITUTIONAL DEVELOPMENT PROGRAMME

Amongst other things the Institutional Development Programme (IDP) seeks to achieve is as follow:

- There is a dire need to foster relations amongst various stakeholders operating in the vicinity of uThukela DM.
- It would also be wise to establish a structure that will oversee the issue of rural development within the rural space of uThukela DM and so forth.

8.3.4 MENTORSHIP AND FACILITIES DEVELOPMENT PROGRAMME

The provision of Mentorship and Facilities Development Programme (MFDP) has the following as overarching factors:

- For development projects to succeed (especially those with a local economic development impetus) it is imperative that a well thought Mentorship Programme (MP) is devised.
- It is also imperative that skills development institutions are provided within rural areas of uThukela so as to improve the literacy levels of rural communities, etc.

8.3.5 ENVIRONMENT AND LAND MANAGEMENT PROGRAMME

The Environment and Land Management Programme (ELMP) seeks to achieve a number of things which include but not limited to:

- The need to educate rural folks about conservation.
- The need to develop policies / programs geared towards effective and efficient allocation of land uses in space including the management and use of land and so on.

Shown overleaf, is the logical build up towards the implementation plan which is provided per plan. Each programme is designed to respond to a set of issues that were lifted during the previous phase in particular the analysis phase...each project has a probable time frame for implementation including champions and key stakeholders and so forth.

8.4 Infrastructure Development Programme

INFRASTRUCTURE DEVELOPMENT PROGRAMME						
PROGRAMME DESCRIPTION	OVERALL APPROACH		INTENDED OUTCOME			
Development level is usually determined by the number of people with access to basic services including water, sanitation etc hence it is essential that URDP unleashes strategies that will lead to decrease in infrastructure backlog in rural areas while also stimulating economic development.	In view of a huge backlog in service delivery within the rural parts of uThukela DM, it is imperative for the municipality to engage in a process of escalating service delivery in rural areas by forging partnerships with relevant Government Departments, NGO's and Neighbouring Municipalities.		Increased access to services in rural areas of uThukela DM.			
PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
<ul style="list-style-type: none"> Investigate road and sidewalk infrastructure needs for Bergville "rural centre" links and for road serving Emtambeni and Limehill in Alfred Duma LM, Ntabamhlophe and Loskop areas in Inkosi Langalibalele LM. 	<ul style="list-style-type: none"> R350 000 	<ul style="list-style-type: none"> The project aims to ensure safety of commuters walking on foot, towards proposed retail centres. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> UThukela DM DRDLR 	<ul style="list-style-type: none"> Dept of Transport. COGTA. LM's. Amakhosi. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Water and Sanitation backlog reduction plan for Alfred Duma, Okhahlamba LMs including Land Reform Projects in the Weenen area. 	<ul style="list-style-type: none"> R450 000 	<ul style="list-style-type: none"> The project is for reducing the number of households with no access to water and sanitation. 	<ul style="list-style-type: none"> 2 years 	<ul style="list-style-type: none"> UTDM DM DRDLR 	<ul style="list-style-type: none"> Dept of Water Affairs. COGTA. OKhahlamba and Alfred Duma LM's. 	<ul style="list-style-type: none"> 2016

8.5 Economic Development Programme

INFRASTRUCTURE DEVELOPMENT PROGRAMME						
PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
<ul style="list-style-type: none"> Energy backlog reduction plan for areas in the east of Indaka (Mhlumayo) and Land Reform Projects around Weenen and Loskop. 	<ul style="list-style-type: none"> R250 000,00 	<ul style="list-style-type: none"> The project aims to reduce the number of households with no access to electricity within certain rural parts of uThukela DM. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> UTDM DRDLR 	<ul style="list-style-type: none"> Dept of Minerals and Energy. COGTA Indaka LM. Amakhosi. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Identification of rural areas / settlements with no access roads. 	<ul style="list-style-type: none"> R450 000,00 	<ul style="list-style-type: none"> The project aims at identifying settlements with no access roads. Lack of access roads puts households at risk especially during emergencies as the emergency personnel cannot be able to reach their desired destination due to lack of access roads, etc. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> UTDM DRDLR 	<ul style="list-style-type: none"> Dept of Transport. COGTA. All LM's within uThukela DM. Amakhosi. 	<ul style="list-style-type: none"> 2016
HOUSING						
<ul style="list-style-type: none"> Identify areas / settlements which have the highest number of mud structures. 	<ul style="list-style-type: none"> R350 000,00 	<ul style="list-style-type: none"> This initiative is meant to reduce the risk of rural people residing in mud structures within UDM. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> UTDM DRDLR 	<ul style="list-style-type: none"> Dept of Human Settlement. All LM's within uThukela DM. Amakhosi. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Ensure provision of Low Cost Housing (LCH) to areas of great need. 	<ul style="list-style-type: none"> R30 000 000,00 	<ul style="list-style-type: none"> The project is aimed at ensuring that every rural citizen has a proper shelter. 	<ul style="list-style-type: none"> 15 years 	<ul style="list-style-type: none"> UTDM DRDLR 	<ul style="list-style-type: none"> Dept of Human Settlement. All LM's within uThukela DM. Amakhosi. 	<ul style="list-style-type: none"> 2016.

ECONOMIC DEVELOPMENT PROGRAMME						
PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
AGRICULTURE						
<ul style="list-style-type: none"> Detailed assessment of agricultural potential on vacant stateland and identification of production and value adding opportunities. 	<ul style="list-style-type: none"> R1 million. 	<ul style="list-style-type: none"> This project aims to assess agricultural production potential on vacant stateland that is not being used for production purposes. 	<ul style="list-style-type: none"> 2 years. 	<ul style="list-style-type: none"> uThukela DM DRD&LR, and DARD. 	<ul style="list-style-type: none"> KZN Dept of Agriculture & Environmental Affairs. LM's. ADA. COGTA. Commodity Associations. Amakhosi. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Strategic support to the Bester's Livestock Project. 	<ul style="list-style-type: none"> R1 million. 	<ul style="list-style-type: none"> The project consists of 20 Community Property Associations (CPAs), 196 households and 959 direct beneficiaries. This project aims to build on the work already done by the ADA and other Government Departments and provide strategic support to the Bester's livestock project. This could be in the form of providing funding for greater levels of training around management and governance of the project and opportunities for integration into the red meat value chain to ensure its ultimate sustainability and success. 	<ul style="list-style-type: none"> 1 year. 	<ul style="list-style-type: none"> uThukela DM DRD&LR, and DARD. 	<ul style="list-style-type: none"> Beneficiaries/CPA's. DARD. COGTA. ADA, and - LM's. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Address overgrazing/overstocking within communal grazing areas. 	<ul style="list-style-type: none"> R2,5 million. 	<ul style="list-style-type: none"> The aim of this project will be to identify overgrazed land parcels and develop recommendations around sustainable grazing management. Programs to be investigated and implemented: <ul style="list-style-type: none"> i. Training for herdsman in basic veld and pasture management; ii. Training around the marketing of livestock to address generally low offtake rates in communal areas (increase offtake from 7% to 25% over a period of 5-10 years); iii. Training in livestock disease control and management; iv. Identifying communal grazing areas and working with communities to find and implement sustainable grazing solutions. 	<ul style="list-style-type: none"> 5-10 years. 	<ul style="list-style-type: none"> uThukela DM DRD&LR, and DARD. 	<ul style="list-style-type: none"> KZN Dept of Agriculture & Environmental Affairs. LM's. ADA. COGTA. Commodity Associations, and - Amakhosi. 	<ul style="list-style-type: none"> 2016.

ECONOMIC DEVELOPMENT PROGRAMME						
PROGRAMME DESCRIPTION	OVERALL APPROACH		INTENDED OUTCOME			
Local Economic Development (LED) for rural areas of uThukela DM should be seen as a major milestone in an attempt to revive and promote economic development of rural folks. Its main focus should be on harnessing local resources and energy as a catalyst for escalating the transformation of the rural landscape from an economic development perspective.	In view of the local comparative advantage in agriculture and tourism, the municipality will focus its LED activities in developing these sectors (this should include identification of blocks of open land and identification of suitable crops targeting niche market, forge partnerships with the Department of Agriculture and other role-players including the private sector, develop irrigation schemes along major rivers, establishment of camps for livestock farming and facilitate commercialization of this activity; with regard to tourism forge partnership with KZN- Wildlife, identify areas with a potential for tourism development and utilize community based tourism. Attention will also be given to the promotion of trade/commerce (retail development) within rural parts which demonstrates potential. Equally important is the identification and zoning of pockets of land suitable for commercial as well as industrial use in nodal areas.		The intended outcome is succinctly put as follow: <ul style="list-style-type: none"> • Improved quality of life. • Transforming rural economy. • Increase in LED related public and private sector investment. • Increased GGP, and - • Increased employment opportunities and so on. 			
PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
AGRICULTURE						
<ul style="list-style-type: none"> • Assessment of constraints and identification of new market opportunities on transferred land, REID and RECAP projects. 	<ul style="list-style-type: none"> • R50 000 per farm/project. 	<ul style="list-style-type: none"> • This project will aim to review constraints to production and business sustainability on all land transferred through land reform and restitution and will also include RECAP and REID projects 	<ul style="list-style-type: none"> • 5 years 	<ul style="list-style-type: none"> • uGu DM • DRDLR 	<ul style="list-style-type: none"> • KZN Dept of Agriculture & Environmental Affairs. • DARD. • LM's. • ADA. • COGTA. • Commodity Associations, and - • Amakhosi. 	<ul style="list-style-type: none"> • 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
TOURISM						
<ul style="list-style-type: none"> Facilitate establishment of SMMEs linked to the Ukhahlamba-Drakensberg World Heritage Site in partnership with The Drakensberg Experience. 	<ul style="list-style-type: none"> R500 000. 	<ul style="list-style-type: none"> There are a number of tourism attractions and products that are located within the Ukhahlamba-Drakensberg World Heritage Site. The aim of this project is to facilitate the establishment of tourism SMMEs that can support the existing tourism activities and products linked to the Ukhahlamba-Drakensberg Heritage Site in partnership with The Drakensberg Experience. 	<ul style="list-style-type: none"> 6 months 	<ul style="list-style-type: none"> uThukela DM OKhahlamba LM. Inkosi Langelibalele LM. DRD&LR. 	<ul style="list-style-type: none"> KZN Wildlife COGTA. Amakhosi. Tourism KZN DARD DEDTEA Dept of Arts & Culture, etc. 	<ul style="list-style-type: none"> 2016.
<ul style="list-style-type: none"> Develop rural historical tourism products linked to the Battlefields Route in Emnambithi/Ladysmith and Umtshezi, and the Cannibal Hiking Trail in Indaka. 	<ul style="list-style-type: none"> R600 000 	<ul style="list-style-type: none"> The aim of this project is to develop rural historical tourism products linked to existing attractions that are found within the rural landscape of the District. This would enable and encourage the wider participation of rural communities in the development of such products. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> uThukela DM DRD&LR. Alfred Duma LM Inkosi Langelibalele LM. 	<ul style="list-style-type: none"> KZN Wildlife COGTA. Amakhosi. Tourism KZN DARD DEDTEA Dept of Arts & Culture, etc. 	<ul style="list-style-type: none"> 2016.
<ul style="list-style-type: none"> Development of a cultural village in Indaka and Imbabazane LM's 	<ul style="list-style-type: none"> 2 million. 	<ul style="list-style-type: none"> The aim of this project is to develop cultural villages within Alfred Duma LM and Inkosi Langelibalele LM which will depict the lifestyle, activities, artefacts, traditions and culture of the local people. 	<ul style="list-style-type: none"> 2 years. 	<ul style="list-style-type: none"> uThukela DM DRD&LR. Alfred Duma LM. Inkosi Langelibalele LM. 	<ul style="list-style-type: none"> KZN Wildlife COGTA. Amakhosi. Tourism KZN DARD DEDTEA. Dept of Arts & Culture, etc. 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
TOURISM						
<ul style="list-style-type: none"> Development of Game Farming activities in the Indaka and Weenen areas. 	<ul style="list-style-type: none"> R400 000 	<ul style="list-style-type: none"> The District is has rich natural assets and expanses of land that is suitable for game farming activities. This project is specifically aimed at investigating development of game farming activities that is most likely to occur within the Alfred Duma LM and Weenen areas. 	<ul style="list-style-type: none"> 2 years 	<ul style="list-style-type: none"> uThukela DM DRD&LR. Alfred Duma LM Inkosi Langalibalele LM. 	<ul style="list-style-type: none"> KZN Wildlife COGTA. Amakhosi. Tourism KZN DARD DEDTEA Dept of Arts & Culture, etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Investigate opportunities for nature-based, avi-tourism and eco-tourism product development around Okhahlamba-Drakensberg Heritage Site, Nambithi Game Reserve, Mnweni Valley, Okhombe and Busingatha Valley, Thukela Biosphere Reserve and Weenen Nature Reserve as well as the cable car development within Okhahlamba. 	<ul style="list-style-type: none"> R200 00 	<ul style="list-style-type: none"> The District is has rich natural assets which has the potential to be developed into viable nature based, avian-tourism and eco-tourism products. This project is specifically aimed at investigating the opportunities for such tourism products that is most likely to be found around Okhahlamba-Drakensberg Heritage Site, Nambithi Game Reserve, Mnweni Valley, Okhombe and Busingatha Valley, Thukela Biosphere Reserve and Weenen Nature Reserve as well as the cable car development within Okhahlamba. 	<ul style="list-style-type: none"> 6 months. 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN Wildlife COGTA. Amakhosi. Tourism KZN DARD DEDTEA Dept of Arts & Culture, etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Investigate opportunities for adventure-based tourism product development around Collins Pass, Olifantskop Dam, Woodstock Dam and Spioenkop Dam 	<ul style="list-style-type: none"> R200 000 	<ul style="list-style-type: none"> The District is has rich natural assets which has the potential to be developed into viable adventure-based tourism products. This project is specifically aimed at investigating viable nature based tourism product opportunities that is most likely to be found around Collins Pass, Olifantskop Dam, and Spioenkop Dam. 	<ul style="list-style-type: none"> 3 months 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN Wildlife LM's. COGTA. Amakhosi. Tourism KZN DARD DEDTEA Dept of Arts & Culture, etc. 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
TOURISM						
<ul style="list-style-type: none"> Support event based tourism activities such as the White Mountain Folk Festival in Inkosi Langalibalele and investigate opportunities for potential other event based tourism attractions. 	<ul style="list-style-type: none"> R350 000 	<ul style="list-style-type: none"> Event based tourism such as the White Mountain Folk Festival draws in large numbers of tourists into the area. The aim of this project is to support the event based tourism opportunities such as White Mountain Folk Festival in order to encourage more tourists to visit the area. In addition this project aims to also investigate the potential of hosting additional similar sized events that can also draw in tourists into this District. 	<ul style="list-style-type: none"> 4 months. 	<ul style="list-style-type: none"> uThukela DM DRD&LR. Inkosi Langalibalele LM. 	<ul style="list-style-type: none"> KZN Wildlife. LM's. COGTA. Amakhosi. Tourism KZN DARD DEDTEA Dept of Arts & Culture, etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Support development of a Cable Car in Drakensberg 	<ul style="list-style-type: none"> As per compiled business plan 	<ul style="list-style-type: none"> The project will stimulate tourism development within traditional areas whilst also creating jobs. 	<ul style="list-style-type: none"> As per business plan. 	<ul style="list-style-type: none"> As per business plan 	<ul style="list-style-type: none"> As per business plan 	<ul style="list-style-type: none"> As per business plan
MANUFACTURING						
<ul style="list-style-type: none"> Identify opportunities for rural supply chains to be established linked to manufacturing activity in District (clothing and textiles in Emnambithi/Ladysmith and Ezakheni, and food and beverage manufacturing in Estcourt) 	<ul style="list-style-type: none"> R250 000 	<ul style="list-style-type: none"> There are established manufacturing activities within the District (i.e. clothing and textiles in Emnambithi/Ladysmith and Ezakheni, and food and beverage manufacturing in Estcourt). The aim of this project is to identify opportunities that will enable rural supply chains to be linked into the existing manufacturing activities that are undertaken within the District. 	<ul style="list-style-type: none"> 4 months. 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> TIK KZN LM's. COGTA. DRDLR Amakhosi. DEDTEA Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Engage with Dairy producers (Clover SA) to identify opportunities for value-adding activities in the Estcourt 	<ul style="list-style-type: none"> R200 000 	<ul style="list-style-type: none"> Opportunity exist in value-adding activities related to dairy commodities in Estcourt. The aim of this project is to engage with existing dairy producers to identify where viable opportunities lie in value adding activities related to dairy commodities in Estcourt. 	<ul style="list-style-type: none"> 3 months. 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> LM's. COGTA. DRDLR Amakhosi. TIK KZN DARD DEDTEA Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
MANUFACTURING						
<ul style="list-style-type: none"> Develop a Fruit and vegetable processing plant (drying, packaging, etc.) in the district linked to commodities such as dry beans, soya beans, cabbage, onions, tomatoes, spinach, peppers, carrots, and beetroot. 	<ul style="list-style-type: none"> R1 500 000 	<ul style="list-style-type: none"> Fruit and vegetable farming is presently undertaken within the District. The aim of this project is to develop and support agri-processing activities in the District by developing a fruit and vegetable processing plant related to the fruit and vegetable commodities produced in the District. 	<ul style="list-style-type: none"> 1.5 years 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> LM's. COGTA. Amakhosi. DARD TIK KZN DEDTEA Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Investigate development of a processing capacity to support farming and linked to existing abattoirs and livestock activity in Okhahlamba (poultry) and Umtshezi (piggeries and poultry), and Emnambithi and Imbabazane (piggeries, poultry, cattle). 	<ul style="list-style-type: none"> R350 000 	<ul style="list-style-type: none"> There are existing abattoirs found throughout the District. The aim of this project is to investigate the development processing capacity that can support pig, poultry and cattle farming and potential linkages to existing abattoirs and livestock activity in Okhahlamba LM, Inkosi Langalibalele LM, and Alfred Duma LM. 	<ul style="list-style-type: none"> 4 months 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> LM's. COGTA. TIK KZN Amakhosi. DARD DEDTEA Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Investigate development of aloe processing facility linked to existing aloe production within the Alfred Duma Municipality. 	<ul style="list-style-type: none"> R300 000 	<ul style="list-style-type: none"> Aloe is presently being produced in the Alfred Duma LM which presents agri-processing opportunity. The aim of this project is to investigate the development of a value-adding aloe processing facility that can utilise the existing aloe produce. 	<ul style="list-style-type: none"> 4 months. 	<ul style="list-style-type: none"> uThukela DM DRD&LR. Alfred Duma LM. 	<ul style="list-style-type: none"> LM's. COGTA. TIK KZN. Amakhosi. DARD. DEDTEA Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Support development of arts and crafts manufacturing within the District linked to existing tourism activities (such as Drakensberg, Battlefields Route, and Midlands Meander). 	<ul style="list-style-type: none"> R500 000 	<ul style="list-style-type: none"> The District has close linkages to tourism attractions and activities that form part of the Drakensberg experience, the Battlefields Route and the Midlands Meander. The aim of this project is to support light industrial capacity at key nodes that will support the development of local arts and crafts manufacturing products of which can then be linked to the existing tourism activities. 	<ul style="list-style-type: none"> 6 months 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> LM's. COGTA. Amakhosi. DARD DEDTEA Industrial Development Cooperation (IDC). Tourism KZN. Dept of Arts and Culture, etc. 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
MANUFACTURING						
<ul style="list-style-type: none"> Assist development of SMMEs in brick and block manufacturing within the Alfred Duma Municipality. 	<ul style="list-style-type: none"> R300 000,00 	<ul style="list-style-type: none"> The aim of this project is to provide support to SMMEs in brick and block manufacturing within the Alfred Duma LM. 	<ul style="list-style-type: none"> 4 months 	<ul style="list-style-type: none"> uThukela DM DRD&LR. Alfred Duma LM. 	<ul style="list-style-type: none"> LM's. COGTA. TIKZN. Amakhosi. DARD DEDTEA Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Provision of mini-factories at key rural nodes linked to R74 and R103 road corridors for possible food processing activities (Weenen, Colenso, Bergville, and Estcourt) 	<ul style="list-style-type: none"> R3 000 000,00 	<ul style="list-style-type: none"> This project aims to provide an enabling environment through which rural communities can participate in possible food processing activities that is accessible and linked to internal markets (i.e. in areas such as Weenen, Colenso, Bergville and Estcourt) and external markets outside the District. 	<ul style="list-style-type: none"> 2 years 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> LM's. COGTA. TIK KZN. Amakhosi. DARD DEDTEA Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016
RETAIL DEVELOPMENT						
<ul style="list-style-type: none"> Investigate feasibility of decentralising or establishing retail activities in Limehill, Loskop, Ntabamhlophe and Dukuza areas. 	<ul style="list-style-type: none"> R750 000,00 	<ul style="list-style-type: none"> This project seeks to determine the possibility of establishing commercial centres in rural areas that demonstrate potential 	<ul style="list-style-type: none"> 8 months 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> LM's. COGTA. Amakhosi. DARD. DEDTEA Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Investigate provision of zoned and serviced land to support commercial retail development in Limehill, Ntabamhlophe, Dukuza and Loskop. 	<ul style="list-style-type: none"> R500 000,00 	<ul style="list-style-type: none"> This project is aimed at facilitating the zoning of land and enabling access to serviced land parcels that support commercial retail development within the Limehill, Ntabamhlophe, Loskop and Dukuza areas. 	<ul style="list-style-type: none"> 6 months 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> LM's. COGTA. Amakhosi. DARD Dept of Economic Development, Tourism & Environmental Affairs. Industrial Development Cooperation (IDC). Dept of Arts and Culture, etc. 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
RETAIL DEVELOPMENT						
<ul style="list-style-type: none"> Provision of informal trading space surrounding existing and new retail nodes 	<ul style="list-style-type: none"> R750 000 	<ul style="list-style-type: none"> This project aims to create an enabling environment that supports informal traders that participate in the informal economy that exists within the District. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> LM's. COGTA. TIK KZN. Amakhosi. DARD Dept of Economic Development, Tourism & Environmental Affairs. Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016
MINING DEVELOPMENT						
<ul style="list-style-type: none"> Investigate potential for rural communities to develop quarrying capacity linked to the Blue Chip Quarry in Inkosi Langalibalele Municipality. 	<ul style="list-style-type: none"> R350 000 	<ul style="list-style-type: none"> This project aims to investigate the extent to which the rural communities found within Inkosi Langalibalele LM can be involved with quarrying activities linked to the Blue Chip Quarry. 	<ul style="list-style-type: none"> 4 months 	<ul style="list-style-type: none"> uThukela DM DRD&LR. Inkosi Langalibalele LM 	<ul style="list-style-type: none"> LM's. COGTA. Amakhosi. DARD. Dept of Economic Development, Tourism & Environmental Affairs. Industrial Development Cooperation (IDC), etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Investigate potential for small-scale coal mining activity within the Alfred Duma Municipality 	<ul style="list-style-type: none"> R500 000 	<ul style="list-style-type: none"> The aim of this project is undertake a feasibility study to determine the potential for small-scale coal mining in Alfred Duma LM 	<ul style="list-style-type: none"> 6 months 	<ul style="list-style-type: none"> uThukela DM DRD&LR. Alfred Duma LM. 	<ul style="list-style-type: none"> COGTA. Amakhosi. DARD Dept of Minerals and Energy (DME) Dept of Economic Development, Tourism & Environmental Affairs. Industrial Development Cooperation (IDC). Dept of Arts and Culture, etc. 	<ul style="list-style-type: none"> 2016

8.6 Environment and Land Management Programme

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
ENVIRONMENT AND LAND MANAGEMENT PROGRAMME						
► Develop and sponsor soil water conservation techniques.	• R	<p>As the key resource in crop production, soil supports the physical, chemical, and biological processes and is the first key component in sustainable agriculture.</p> <p>Soil acts as a buffer between inputs and environment and further functions as a degrading and immobilizing medium of agricultural chemicals, wastes, or other pollutants.</p>	•	• uThukela DM • DRD&LR.	• Dept of Economic Development, Tourism & Environmental Affairs. • LM's. • KZN Wildlife • COGTA. • Amakhosi. • DARD.	• 2016
► Education and training on best practices in subsistence farming.	• R		•	• uThukela DM • DRD&LR.	• KZN Dept of Agriculture. • LM's. • KZN Wildlife • COGTA. • Amakhosi. • DARD.	• 2016
► Identify and avoid disturbing areas where the soil has a high erodibility factor.	• R		•	• uThukela DM • DRD&LR.	• Dept of Economic Development, Tourism & Environmental Affairs. • DoA • LM's. • KZN Wildlife • COGTA. • Amakhosi. • DARD.	• 2016
► Maintain adequate stocking rates and veld management.	• R		•	• uThukela DM • DRD&LR.	• Dept of Economic Development, Tourism & Environmental Affairs. • LM's. • KZN Wildlife • DoA • COGTA. • Amakhosi. • DARD.	• 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
		ENVIRONMENT AND LAND MANAGEMENT PROGRAMME				
► Develop and sponsor soil water conservation techniques.	• R		•	• uThukela DM • DRD&LR.	• Dept of Economic Development, Tourism & Environmental Affairs. • LM's. • KZN Wildlife • DoA • COGTA. • Amakhosi. • DARD.	• 2016
► Prevent overgrazing to curb erosion and soil degradation.	• R		•	• uThukela DM • DRD&LR.	• DEDTEA • LM's. • KZN Wildlife • COGTA. • DoA • Amakhosi. • DARD.	• 2016
Protection of water resources • Prioritisation of pollution prevention, treatment and restoration of polluted water bodies;	• R	Availability, reliability, and protection of quality are the key issues. Water management practices are often hindered by ownership issues and water “rights” that are not clearly defined. One entity manages all water related issues such as quality and amounts through regulatory processes; however, no single entity is mandated to control the supply, address the cumulative impacts and manage water availability	•	• uThukela DM • DRD&LR.	• DEDTEA • LM's. • KZN Wildlife • COGTA. • Dept of Water Affairs • Amakhosi. • DARD.	• 2016
• Establish eco-systems management as a core water business area. This includes proactive management and rehabilitation of water resources (mountain catchments, rivers, wetlands, aquifers and estuaries);	• R		•	• uThukela DM • DRD&LR.	• DEDTEA • LM's. • KZN Wildlife • COGTA. • Amakhosi. • DARD and Dept of Water Affairs	• 2016
• Enhanced capacity of institutions that are responsible for water quality management and compliance enforcement;	• R		•	• uThukela DM • DRD&LR.	• DEDTEA • LM's. • KZN Wildlife • COGTA. • Amakhosi. • DARD and Dept of Water Affairs	• 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
ENVIRONMENT AND LAND MANAGEMENT PROGRAMME						
<ul style="list-style-type: none"> Incorporate Freshwater Ecosystem Priority Areas (FEPAs) into planning and decision making processes that impact on aquatic ecosystems; 	<ul style="list-style-type: none"> R 	<p>Water Scarcity driven by frequent droughts in many parts of the world is intensified by over allocation and unchecked consumption.</p>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> Dept of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD and Dept of Water Affairs 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Strengthening collaboration around managing and conserving freshwater ecosystems between DWA, DEA, DAFF and other key government departments 	<ul style="list-style-type: none"> R 	<p>There is a need for a localised stewardship standard that is performance/ outcomes based and aimed at sustainable water use.</p>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> Dept of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD and Dept of Water Affairs 	<ul style="list-style-type: none"> 2016
<p>Water Conservation and Demand Management</p> <ul style="list-style-type: none"> Implement effective water metering and monitoring system; 	<ul style="list-style-type: none"> R 	<p>A protected area as "an area of land and/or sea especially dedicated to the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal or other effective mean.</p>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> Dept of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD and Dept of Water Affairs 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Set and implement realistic targets for water use reduction; 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD and Dept of Water Affairs 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Development of incentive schemes. 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi Dept of Water Affairs DARD 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
ENVIRONMENT AND LAND MANAGEMENT PROGRAMME						
<ul style="list-style-type: none"> Implement targeted regulation and ensure effective control. 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Obtain sector commitments. 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Focus on improved technology. 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Improve associated water management, especially in priority risk areas; 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD and Dept of Water Affairs 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
ENVIRONMENT AND LAND MANAGEMENT PROGRAMME						
<ul style="list-style-type: none"> Support effective water use for productive purposes in rural and peri-urban communities 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD and Dept of Water Affairs 	<ul style="list-style-type: none"> 2016
Infrastructure Development and Management <ul style="list-style-type: none"> Infrastructure development and investment; 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Securing water for future through effective planning and preparation; 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Improved reservoir systems operations; 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
ENVIRONMENT AND LAND MANAGEMENT PROGRAMME						
<ul style="list-style-type: none"> Dam safety rehabilitation and rehabilitation of canals; 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD and Dept of Water Affairs 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Multipurpose and multi-stakeholder use of infrastructure; 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Zoning of protected areas 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Improve the legislation related to the management of Protected Ecosystems 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
ENVIRONMENT AND LAND MANAGEMENT PROGRAMME						
<ul style="list-style-type: none"> Ensure Training Programs and Increase Public Awareness and Education on Protected Areas 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Diversify Sources of Funding for Protected Areas Management 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Environmental scan of heritage and cultural tourism landscape to inform planning and implementation. 	<ul style="list-style-type: none"> R 	Conservation activities include examination, documentation, treatment, and collections care, otherwise known as preventive conservation.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Institutional arrangements and policy to support implementation of strategy across the three spheres of government. 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Establish partnerships and cooperation with stakeholders in order to achieve a shared responsibility and cooperation amongst stakeholders. 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
ENVIRONMENT AND LAND MANAGEMENT PROGRAMME						
Land health Sustainable land management <ul style="list-style-type: none"> Preserving and enhancing the productive capabilities of cropland, forestland, and grazing land (such as upland areas, down-slope areas, flatlands, and bottomlands) 	<ul style="list-style-type: none"> R 	Finding ways to achieve more sustainable and productive land management is an urgent need, requiring policy, institutional, and technological strategies that are well targeted to the heterogeneous landscapes and diverse biophysical and socioeconomic contexts found in the district. Land management involves managing the use and development of land resources in both urban and rural settings.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Sustaining productive forest areas and potentially commercial and non-commercial forest reserves 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Maintaining the integrity of watersheds for water supply and hydropower-generation needs and water conservation zones 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Maintaining the ability of aquifers to serve the needs of farm and other productive activities. 	<ul style="list-style-type: none"> R 		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> KZN of Economic Development, Tourism & Environmental Affairs. LM's. KZN Wildlife COGTA. Amakhosi. DARD. 	<ul style="list-style-type: none"> 2016

8.7 Institutional Development Programme

INSTITUTIONAL DEVELOPMENT PROGRAMME						
PROGRAMME DESCRIPTION	OVERALL APPROACH		INTENDED OUTCOME			
This programme seeks to achieve sustainable development in rural communities by encouraging the development of sound institutions that will impart positive energy and provide much needed leadership and direction on various proposed rural development initiatives.	It is imperative for the subject district municipality to realise that the task of developing rural areas is enormous and this cannot be achieved by adopting a mutual exclusive approach. Hence the to lobby support from other government spheres including NGO's and the Private sector and to forge a common understanding that will yield positive results for rural communities.		The intended outcome is succinctly put as follow: <ul style="list-style-type: none"> • The development of sound institutions. • Ensuring sustainable development within the rural areas. • Heightening the need for collaboration and so on. 			
PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
<ul style="list-style-type: none"> • Capacity building and training (traditional leaders) 	<ul style="list-style-type: none"> • R1 850 000 	<ul style="list-style-type: none"> • This project will aim to empowering local government councillors and traditional leaders council members on the legislations that govern local government. 	<ul style="list-style-type: none"> • 2 years 	<ul style="list-style-type: none"> • COGTA • DMs • DRD&LR • DARD 	<ul style="list-style-type: none"> • KZN Cogta • KZN Dept of Agriculture & Rural Development. • Dept of Rural Dev and Land Reform. • LM's. • Councillors • Amakhosi/TCs 	<ul style="list-style-type: none"> • 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
INSTITUTIONAL DEVELOPMENT PROGRAMME						
<ul style="list-style-type: none"> Incorporate Traditional Council members into Ward Committees. 	<ul style="list-style-type: none"> R600 000 	<ul style="list-style-type: none"> This project is aimed at ensuring that all stakeholders have same understanding of what is expected of them. Full communication, participation, cooperation, and coordination by traditional leaders in governance of local government will also enhance service delivery, which is the core of local government. 	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> COGTA Local Houses of Traditional Leaders DMs / LMs 	<ul style="list-style-type: none"> KZN Cogta Provincial House of Traditional Leaders DMs LM's. Councillors Amakhosi/TCs 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Enter into Service Delivery Agreements 	<ul style="list-style-type: none"> R400 000 	<ul style="list-style-type: none"> This project is aimed at ensuring that government (national government or provincial) promote partnerships between municipalities and traditional councils through legislative or other measures. Such partnership must be based on the principles of cooperative governance. 	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> COGTA Local Houses of Traditional Leaders DMs / LMs 	<ul style="list-style-type: none"> KZN Cogta Provincial House of Traditional Leaders DMs LM's Councillors Amakhosi/TCs 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Cooperation between traditional leaders and democratically elected councillors 	<ul style="list-style-type: none"> R500 000 	<ul style="list-style-type: none"> The main aim is for municipal councillors to work cooperatively with traditional leaders in executing their duties without either undermining their Constitutional mandate or compromising the democratic values upon which the sphere of local government was established. 	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> COGTA Local Houses of Traditional Leaders DMs / LMs 	<ul style="list-style-type: none"> KZN Cogta Provincial House of Traditional Leaders DMs LM's. Councillors Amakhosi/TCs 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Pilot implementation of RDP in a traditional council area 	<ul style="list-style-type: none"> R5 000 000 	<ul style="list-style-type: none"> This project will aim to implement Rural Development Plans at a traditional council level through a land reform and restitution programme and include RECAP and REID projects etc. 	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> Local Houses of Traditional Leaders DMs / LMs DRD&LR AND DARD 	<ul style="list-style-type: none"> KZN Dept of Agriculture & Rural Development Dept of Rural Dev and Land Reform. DMs/LM's. COGTA. DARD ADA. Dept of Water Affairs. Amakhosi/TCs Ward Committees 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
INSTITUTIONAL DEVELOPMENT PROGRAMME						
<ul style="list-style-type: none"> Establish uThukela Rural Development Agency 	<ul style="list-style-type: none"> R350 000,00 	<ul style="list-style-type: none"> This initiative will provide a platform for synergising rural development efforts by all development agencies. It will also see rural areas becoming key focus areas when there is a dedicated unit. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> UThukela DM. DRD&LR. 	<ul style="list-style-type: none"> Government Departments. LM's. COGTA. Existing Tertiary Institutions The Private Sector...industries. Commodity Associations, and - Amakhosi and so on 	<ul style="list-style-type: none"> 2016.
<ul style="list-style-type: none"> Together with SAPS, establish a task team that will work closely to stem the escalation of livestock theft. 	<ul style="list-style-type: none"> R250 000,00 	<ul style="list-style-type: none"> There is a need to establish a dedicated unit to fight the scourge of livestock theft. This unit could be supplemented by decentralised area units or committees so as to ensure proper surveillance and so on...continuous patrolling of surveillance teams in hot spot areas. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> UThukela DM. DRD&LR. 	<ul style="list-style-type: none"> Government Departments. LM's. COGTA. SAPS. The Private Sector...industries. Commodity Associations, and - Amakhosi and so on 	<ul style="list-style-type: none"> 2016 onward.
<ul style="list-style-type: none"> Identify available financial programs/ streams that can fund rural individuals / communities. 	<ul style="list-style-type: none"> R100 000,00 	<ul style="list-style-type: none"> This process will allow for the identification of financial tools that can assist in particular rural folks. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> UThukela DM. DRD&LR. 	<ul style="list-style-type: none"> Government Departments. LM's. COGTA, etc. 	<ul style="list-style-type: none"> 2016.
<ul style="list-style-type: none"> Ascertain criteria for accessing such funding programs / streams. 	<ul style="list-style-type: none"> R150 000,00 	<ul style="list-style-type: none"> The initiative will determine the required qualifying criteria for various funding instruments and thereby providing funding access platform for rural communities. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> UThukela DM. DRD&LR. 	<ul style="list-style-type: none"> Government Departments. LM's. COGTA, etc. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Ensure access to funds by emerging businesses located in rural areas. 	<ul style="list-style-type: none"> R50 000/ annum. 	<ul style="list-style-type: none"> Access to funds will contribute towards economic and social advancement of rural communities. 	<ul style="list-style-type: none"> On-going. 	<ul style="list-style-type: none"> UThukela DM. DRD&LR. 	<ul style="list-style-type: none"> Government Departments. LM's. COGTA, etc. 	<ul style="list-style-type: none"> 2016 onward.
<ul style="list-style-type: none"> Ensure continuous monitoring and evaluation of access to funding and so forth. 	<ul style="list-style-type: none"> R150 000,00/ annum 	<ul style="list-style-type: none"> Continuous monitoring will ensure effective and efficient use of funding for rural orientated projects. 	<ul style="list-style-type: none"> On-going. 	<ul style="list-style-type: none"> UThukela DM. DRD&LR. 	<ul style="list-style-type: none"> Government Departments. LM's. COGTA, etc. 	<ul style="list-style-type: none"> 2016 onward.

8.8 Mentorship and Facilities Development Programme

MENTORSHIP AND FACILITIES DEVELOPMENT PROGRAMME						
PROGRAMME DESCRIPTION	OVERALL APPROACH			INTENDED OUTCOME		
This programme seeks to ensure the lobbying of individuals and or institutions with relevant skills which can be used to capacitate rural communities. Furthermore, the programme is meant to ensure the provision of high level social enabling facilities which are central to advancing the notion of rural development within uThukela District Municipality area.	It is imperative to forge partnerships with other relevant government departments including the private sector in sourcing necessary resources and expertise for the advancement of rural communities within uThukela District Municipality area, building relations based on public private partnership.			The intended outcome is succinctly put as follow: <ul style="list-style-type: none"> • Increased awareness of rural communities. • Increasing literacy levels of rural communities. • Ensuring access to social amenities by rural communities, and - • Contributing towards sustainable development and so forth. 		
PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
MENTORSHIP DEVELOPMENT PROGRAMME						
<ul style="list-style-type: none"> • Create partnerships between secondary and tertiary education institutions and private sector (incl apprenticeships, internships, bursaries). 	<ul style="list-style-type: none"> • R100 000 per annum. 	<ul style="list-style-type: none"> • This initiative is meant to firstly determine and test the willingness of industry players to be part of rural development pioneers. Secondly, it seeks to develop a common understanding amongst various key role-players as regards forging partnerships and developing some memorandum of understanding between and amongst stakeholders with a view of escalating rural development. 	<ul style="list-style-type: none"> • On-going 	<ul style="list-style-type: none"> • UThukela DM. • DRD&LR. 	<ul style="list-style-type: none"> • Government Departments. • LM's. • COGTA. • Existing Tertiary Institutions • The Private Sector...industries. • Commodity Associations, and - • Amakhosi. 	<ul style="list-style-type: none"> • 2016.
PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION

MENTORSHIP DEVELOPMENT PROGRAMME						
<ul style="list-style-type: none"> Develop a database of willing commodity organisations, trainers and specialists in business development to be part of the capacity building program. 	<ul style="list-style-type: none"> R100 000 	<ul style="list-style-type: none"> This initiative aims to develop an inventory of existing expertise which can be used to escalate capacity building to rural communities within the subject district municipality area. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> Government Departments. LM's. COGTA. Existing Tertiary Institutions The Private Sector...industries. Commodity Associations, and - Amakhosi. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Together with willing participants, establish a systematic structure that will house or accommodate various training specialists e.g. District Training Co-operative or similar structure (ensure that this co-op has folks with accounting skills, legal background, business development, sector knowledge, etc.)...also identify funding mechanisms for such a structure including the Terms of Reference (ToR). 	<ul style="list-style-type: none"> R100 000 	<ul style="list-style-type: none"> The project is meant to develop a training institution that can offer support to emerging farmers across business spectrum, e.g. technical support (based on commodities), business management and so on. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> UThukela DM. DRD&LR. 	<ul style="list-style-type: none"> Government Departments. LM's. COGTA. Existing Tertiary Institutions The Private Sector...industries. Commodity Associations, and - Amakhosi. 	<ul style="list-style-type: none"> 2016
<ul style="list-style-type: none"> Together with specialists, develop a capacity building program for entrant emerging farmers based on identified key district commodities and other relevant soft skills, e.g. literacy, accounting skills and so forth. 	<ul style="list-style-type: none"> R350 000 	<ul style="list-style-type: none"> It is important that a well devised and strategic capacity building programme is developed for emerging farmers. Prior to assuming ownership of any farm or enterprise, emerging farmers should be compelled to undergo the initial capacity building programme. Thereafter, periodical interventions will be made by specialists to each farm and or enterprise to ensure effective monitoring and evaluation. 	<ul style="list-style-type: none"> 1 year to develop capacity building programme. Monitoring will be on-going. 	<ul style="list-style-type: none"> UThukela DM. DRD&LR. 	<ul style="list-style-type: none"> Government Departments. LM's. COGTA. Existing Tertiary Institutions The Private Sector...industries. Commodity Associations, and - Amakhosi. 	<ul style="list-style-type: none"> 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
MENTORSHIP DEVELOPMENT PROGRAMME						
<ul style="list-style-type: none"> • Role out emerging farmer capacity building program focussing on key district commodities and general business management.....encouraging demand driven skills development and training linked to industry needs. 	<ul style="list-style-type: none"> • R30 000. 	<ul style="list-style-type: none"> • This initiative aims to kick-start an all-inclusive capacity building programme for rural communities within the subject district municipality area. 	<ul style="list-style-type: none"> • 1 year 	<ul style="list-style-type: none"> • uThukela DM • DRD&LR. 	<ul style="list-style-type: none"> • Government Departments. • LM's. • COGTA. • Existing Tertiary Institutions • The Private Sector...industries. • Commodity Associations, and - • Amakhosi. 	<ul style="list-style-type: none"> • 2016.
<ul style="list-style-type: none"> • Ensure continuous and effective support to emerging farmers by the District Training Co-operative or relevant structure. 	<ul style="list-style-type: none"> • R300 000 per annum. 	<ul style="list-style-type: none"> • Through this process, the district and its capacity building experts will be in a position to measure tangible progress achieved from implementation, through constant monitoring and evaluation. 	<ul style="list-style-type: none"> • 15 - 20 years 	<ul style="list-style-type: none"> • UThukela DM. • DRD&LR. 	<ul style="list-style-type: none"> • Government Departments. • LM's. • COGTA. • Existing Tertiary Institutions • The Private Sector...industries. • Commodity Associations, and - • Amakhosi. 	<ul style="list-style-type: none"> • 2016.
SOCIAL FACILITIES DEVELOPMENT PROGRAMME						
<ul style="list-style-type: none"> • Provision of a Library in Driefontein, Dukuza, Mhlumayo, Loskop and Limehill areas. 	<ul style="list-style-type: none"> • R75 000 000,00 	<ul style="list-style-type: none"> • The project aims to heighten reading and access to knowledge and information by rural residents of uThukela District Municipality area. 	<ul style="list-style-type: none"> • 10 years. 	<ul style="list-style-type: none"> • uThukela DM • DRD&LR. 	<ul style="list-style-type: none"> • Dept of Education. • LM's. • COGTA. • Dept of Arts and Culture. • The Private Sector. • Dept of Transport. • Dept of Public Works, and - • Amakhosi. 	<ul style="list-style-type: none"> • 2016
<ul style="list-style-type: none"> • Establishment of AET Centres in Driefontein, Mhlumayo, Loskop and Limehill areas. 	<ul style="list-style-type: none"> • R500 000,00/ annum. 	<ul style="list-style-type: none"> • This initiative is meant to further entrench the notion of rural development by providing an opportunity for education for elderly citizen that resides in rural parts of uThukela District Municipality area. 	<ul style="list-style-type: none"> • 3 years. 	<ul style="list-style-type: none"> • uThukela DM • DRD&LR. 	<ul style="list-style-type: none"> • Dept of Education. • LM's. • COGTA. • Dept of Arts and Culture. • The Private Sector. • Dept of Transport. • Dept of Public Works, and - • Amakhosi. 	<ul style="list-style-type: none"> • 2016

PROJECT	BUDGET	DESCRIPTION	TIME HORIZON	CHAMPION	KEY STAKEHOLDERS	IMPLEMENTATION
SOCIAL FACILITIES DEVELOPMENT PROGRAMME						
<ul style="list-style-type: none"> Investigate feasibility of providing FET Centres in Driefontein, Limehill, Mhlumayo, Ntabamhlophe, Loskop and Dukuza areas. 	<ul style="list-style-type: none"> R500 000 	<ul style="list-style-type: none"> Through this process, rural areas of uThukela District Municipality will be provided with skills development facilities at their door step. This will reduce cost associated with travelling to nearby urban centres where most of the current FET Centres are located. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> Dept of Education. LM's. COGTA. Dept of Arts and Culture. The Private Sector. Dept of Transport. Dept of Public Works, and - Amakhosi. 	<ul style="list-style-type: none"> 2016.
<ul style="list-style-type: none"> Investigate the feasibility of providing a Police Station (PS) in Mhlumayo and surrounding areas. 	<ul style="list-style-type: none"> R200 000 	<ul style="list-style-type: none"> The net result of this process will be an indication whether it is possible to have a Police Station in Mhlumayo or not. This is meant to add the required impetus for the provision of social related facilities within the rural areas of uThukela DM. 	<ul style="list-style-type: none"> 1 year 	<ul style="list-style-type: none"> uThukela DM. DRD&LR. 	<ul style="list-style-type: none"> Dept of Safety and Security. Indaka LM. COGTA. The Private Sector. Dept of Public Works. Dept of Transport, and - Amakhosi. 	<ul style="list-style-type: none"> 2016.
<ul style="list-style-type: none"> Investigate the feasibility of providing a Thusong Centre (TS) in Mhlumayo, Limehill and Driefontein areas... 	<ul style="list-style-type: none"> R350 000 	<ul style="list-style-type: none"> The project aims to decentralise provision of services to rural parts of uThukela DM. 	<ul style="list-style-type: none"> 2 years. 	<ul style="list-style-type: none"> uThukela DM DRD&LR. 	<ul style="list-style-type: none"> LM's. COGTA. The Private Sector. Dept of Public Works, and - Amakhosi. 	<ul style="list-style-type: none"> 2016

8.9 IMPLEMENTATION PLAN

INTERVENTIONS / PROJECTS	TIME FRAME IN YEARS (5 year interval)																				
	5 years					10 years					15 years					20 years					Programme Link
						INFRASTRUCTURE															
1) Investigate road and sidewalk infrastructure needs for Bergville “rural centre” links and for road serving Emtambeni and Limehill in Alfred Duma LM, Ntabamhlophe and Loskop areas in Inkosi Langalibalele LM.																				RID	R350 000,00
2) Water and Sanitation backlog reduction plan for Alfred Duma, Okhahlamba LMs including Land Reform Projects in the Weenen area.																				RID	R450 000,00
3) Energy backlog reduction plan for areas in the east of Indaka (Mhlumayo) and Land Reform Projects around Weenen and Loskop.																				RID	R250 000,00
4) Identification of rural areas / settlements with no access roads.																				RID	R450 000,00
5) Investigate potential irrigation schemes along main rivers in traditional areas.																				REID	R1 million
6) Identify areas / settlements which have the highest number of mud structures.																				RID	R350 000
7) Ensure provision of Low Cost Housing (LCH) to areas of great need.																				RID	R30 000 000
ECONOMIC DEVELOPMENT (Agriculture)																					
8) Assessment of constraints and identification of new market opportunities on transferred land, REID and RECAP projects.																				REID	R50 000,00/farm
9) Detailed assessment of agricultural potential on vacant state land and identification of production and value adding opportunities.																				REID	R1 million
10) Strategic support to the Bester's Livestock Project.																				REID	R1 million
11) Address overgrazing/overstocking within communal grazing areas.																				REID	R2,5 million
12) Unlocking high potential agricultural areas for commercial production with Traditional Authority areas.																				REID	R1 million
13) Develop training programmes in conjunction with Agripark development.																				REID	R2 million
14) Feasibility for irrigation schemes along main rivers in traditional areas.																				REID	R1 million

INTERVENTONS / PROJECTS	TIME FRAME IN YEARS (5 year interval)																				Programme Link	Budget
	5 years				10 years				15 years				20 years									
Tourism																						
15) Facilitate establishment of SMMEs linked to the Ukhahlamba-Drakensberg World Heritage Site in partnership with The Drakensberg Experience																				REID	R500 000,00	
16) Develop rural historical tourism products linked to the Battlefields Route in Alfred Duma LM and Inkosi Langalibalele LM, and the Cannibal Hiking Trail in Alfred Duma LM																				REID	R600 000,00	
17) Development cultural villages in Alfred Duma LM and Inkosi Langalibalele LM																				REID	R2 million	
18) Development of Game Farming activities in the Indaka and Weenen areas.																				REID	R400 000,00	
19) Investigate opportunities for nature-based, avi-tourism and eco-tourism product development around Ukhahlamba-Drakensberg Heritage Site, Nambithi Game Reserve, Mnweni Valley, Okhombe and Busingatha Valley, Thukela Biosphere Reserve and Weenen Nature Reserve as well as the cable car development within Okhahlamba.																				REID	R200 000,00	
20) Investigate opportunities for adventure-based tourism product development around Collins Pass, Olifantskop Dam, Woodstock Dam and Spioenkop Dam																				REID	R200 000,00	
21) Support event based tourism activities such as the White Mountain Folk Festival in Imbabazane and investigate opportunities for potential other event based tourism attractions.																				REID	R350 000,00	
Manufacturing																						
22) Identify opportunities for rural supply chains to be established linked to manufacturing activity in District (clothing and textiles in Emnambithi/Ladysmith and Ezakheni, and food and beverage manufacturing in Estcourt)																				REID	R250 000,00	
23) Engage with Diary producers (Clover SA) to identify opportunities for value-adding activities in the Estcourt																				REID	R200 000,00	

INTERVENTONS / PROJECTS	TIME FRAME IN YEARS (5 year interval)																				
	5 years				10 years				15 years				20 years				Programme Link	Budget			
Manufacturing																					
24) Develop a Fruit and vegetable processing plant (drying, packaging, etc.) in the district linked to commodities such as dry beans, soya beans, cabbage, onions, tomatoes, spinach, peppers, carrots, and beetroot.																				REID	R1 500 000,00
25) Investigate development of a processing capacity to support farming and linked to existing abattoirs and livestock activity in Okhahlamba (poultry) and Umtshezi (piggeries and poultry), and Emnambithi and Imbabazane (piggeries, poultry, cattle).																				REID	R350 000,00
26) Investigate development of aloe processing facility linked to existing aloe production within the Alfred Duma Municipality.																				REID	R300 000,00
27) Support development of arts and crafts manufacturing within the District linked to existing tourism activities (such as Drakensberg, Battlefields Route, and Midlands Meander).																				REID	R500 000,00
28) Assist development of SMMEs in brick and block manufacturing within the Alfred Duma Municipality																				REID	R300 000,00
29) Provision of mini-factories at key rural nodes linked to R74 and R103 road corridors for possible food processing activities (Weenen, Colenso, Bergville, and Estcourt)																				REID	R3 000 000,00
Retail Development																					
30) Investigate feasibility of decentralising or establishing retail activities in Limehill, Loskop, Ntabamhlophe and Dukuza areas.																				REID	R750 000,00
31) Investigate provision of zoned and serviced land to support commercial retail development in Limehill, Ntabamhlophe, Dukuza and Loskop.																				REID	R500 000,00

INTERVENTONS / PROJECTS	TIME FRAME IN YEARS (5 year interval)																				
	5 years				10 years				15 years				20 years				Programme Link	Budget			
Retail Development																					
32) Provision of informal trading space surrounding existing and new retail nodes																			RID	R750 000,00	
Mining Development																					
33) Investigate potential for rural communities to develop quarrying capacity linked to the Blue Chip Quarry in Inkosi Langalibalele Municipality.																			REID	R350 000,00	
34) Investigate potential for small-scale coal mining activity within the Alfred Duma Municipality.																			REID	R500 000,00	
ENVIRONMENT AND LAND MANAGEMENT DEVELOPMENT PROGRAMME																					
35) Develop and sponsor soil water conservation techniques.																			RID	R	
36) Education and training on best practices in subsistence farming.																			REID	R	
37) Identify and avoid disturbing areas where the soil has a high erodibility factor.																			RID	R	
38) Maintain adequate stocking rates and veld management.																			RID	R	
39) Develop and sponsor soil water conservation techniques.																			REID	R	
40) Prevent overgrazing to curb erosion and soil degradation.																			REID	R	
41) Prioritisation of pollution prevention, treatment and restoration of polluted water bodies																			REID	R	
42) Establish eco-systems management as a core water business area. This includes proactive management and rehabilitation of water resources (mountain catchments, rivers, wetlands, aquifers and estuaries);																			RID	R	

INTERVENTIONS / PROJECTS	TIME FRAME IN YEARS (5 year interval)																			
	5 years					10 years					15 years					20 years				
																			Programme Link	Budget
ENVIRONMENT AND LAND MANAGEMENT																				
43) Enhanced capacity of institutions that are responsible for water quality management and compliance enforcement.																			RID	R
44) Incorporate Freshwater Ecosystem Priority Areas (FEPAs) into planning and decision making processes that impact on aquatic ecosystems.																			RID	R
45) Strengthening collaboration around managing and conserving freshwater ecosystems between DWA, DEA, DAFF and other key government departments.																			RID	R
46) Implement effective water metering and monitoring system.																			RID	R
47) Set and implement realistic targets for water use reduction.																			RID	R
48) Development of incentive schemes.																			RID	R
49) Implement targeted regulation and ensure effective control.																			RID	R
50) Obtain sector commitments.																			RID	R
51) Focus on improved technology.																			RID	R
52) Improve associated water management, especially in priority risk areas.																			RID	R
53) Support effective water use for productive purposes in rural and peri-urban communities																			RID	R
54) Infrastructure development and investment.																			RID	R
55) Securing water for future through effective planning and preparation.																			RID	R
56) Improved reservoir systems operations.																			RID	R
57) Dam safety rehabilitation and rehabilitation of canals.																			RID	R
58) Multipurpose and multi-stakeholder use of infrastructure.																			RID	R
59) Zoning of Protected Areas																			RID	R
60) Improve the legislation related to the management of Protected Ecosystems.																			RID & REID	R
61) Ensure Training Programs and Increase Public Awareness and Education on Protected Areas																			RID & REID	R

INTERVENTONS / PROJECTS	TIME FRAME IN YEARS (5 year interval)																					
	5 years					10 years					15 years					20 years					Programme Link	Budget
						ENVIRONMENT AND LAND MANAGEMENT PROGRAMME																
62) Diversify Sources of Funding for Protected Areas Management.																				RID & REID	R	
63) Environmental scan of heritage and cultural tourism landscape to inform planning and implementation.																				REID	R	
64) Institutional arrangements and policy to support implementation of strategy across the three spheres of government.																				RID & REID	R	
65) Establish partnerships and cooperation with stakeholders in order to achieve a shared responsibility and cooperation amongst stakeholders.																				RID & REID	R	
66) Preserving and enhancing the productive capabilities of cropland, forestland, and grazing land (such as upland areas, down-slope areas, flatlands, and bottomlands)																				RID & REID	R	
67) Sustaining productive forest areas and potentially commercial and non-commercial forest reserves																				REID	R	
68) Maintaining the integrity of watersheds for water supply and hydropower-generation needs and water conservation zones.																				RID & REID	R	
69) Maintaining the ability of aquifers to serve the needs of farm and other productive activities.																				RID & REID	R	

INTERVENTONS / PROJECTS	TIME FRAME IN YEARS (5 year interval)																					
	5 years					10 years					15 years					20 years					Programme Link	Budget
MENTORSHIP AND FACILITIES DEVELOPMENT PROGRAMME																						
						Mentorship																
70) Create partnerships between secondary and tertiary education institutions and private sector (incl apprenticeships, internships, bursaries).																				REID	R100 000/annum	
71) Develop a database of willing commodity organisations, trainers and specialists in business development to be part of the capacity building program.																				REID	R100 000,00	
72) Together with willing participants, establish a systematic structure that will house or accommodate various training specialists e.g. District Training Co-operative or similar structure (ensure that this co-op has folks with accounting skills, legal background, business development, sector knowledge, etc)....also identify funding mechanisms for such a structure including the Terms of Reference (ToR).																				REID	R150 000,00	
73) Together with specialists, develop a capacity building program for entrant emerging farmers based on identified key district commodities and other relevant soft skills, e.g. literacy, accounting skills and so forth.																				REID	R350 000,00	
74) Role out emerging farmer capacity building program focussing on key district commodities and general business management.....encouraging demand driven skills development and training linked to industry needs.																				REID	R30 000,00	
75) Ensure continuous and effective support to emerging farmers by the District Training Co-operative or relevant structure.																				REID	R300 000,00 / annum.	

INTERVENTIONS / PROJECTS	TIME FRAME IN YEARS (5 year interval)																			
	5 years					10 years					15 years					20 years				
						Social Facilities Development Programme														
76) Provision of a Library in Driefontein, Dukuza, Mhlumayo, Loskop and Limehill areas.																				RID
77) Establishment of AET Centres in Driefontein, Mhlumayo, Loskop and Limehill areas.																				RID
78) Investigate feasibility of providing FET Centres in Driefontein, Limehill, Mhlumayo, Ntabamhlophe, Loskop and Dukuza areas.																				RID
79) Investigate the feasibility of providing a Police Station (PS) in Mhlumayo and surrounding areas.																				RID
80) Investigate the feasibility of providing a Thusong Centre (TS) in Mhlumayo, Limehill and Driefontein areas..																				RID
INSTITUTIONAL DEVELOPMENT PROGRAMME																				
81) Capacitybuilding and training (traditional leaders)																				REID
82) Incorporate Traditional Council members into Ward Committees																				REID
83) Enter into Service Delivery Agreements																				REID
84) Cooperation between traditional leaders and democratically elected councillors																				REID
85) Pilot implementation of RDP in a traditional council area																				REID
86) Establish uThukela Rural Development Agency																				REID
87) Together with SAPS, establish a task team that will work closely to stem the escalation of livestock theft.																				REID

INTERVENTONS / PROJECTS		TIME FRAME IN YEARS (5 year interval)																			
		5 years			10 years			15 years			20 years			Programme Link			Budget				
INSTITUTIONAL DEVELOPMENT PROGRAMME																					
88) Identify available financial programs/ streams that can fund rural individuals / communities.																			REID	R100 000,00	
89) Ascertain criteria for accessing such funding programs / streams.																			REID	R150 000,00	
90) Ensure access to funds by emerging businesses located in rural areas.																			REID	R50 000/ annum	
																			REID	R150	
																				000,00/annum	
PROJECTBUDGET																			TAKEHOLDERS	IMPLEMENTATION	
• Unlocking high potential agricultural areas for commercial production within Traditional Authority areas.																			Dept of Agriculture & Environmental Affairs. S. A. GTA. Commodity associations, and - akhosi.	• 2016.	
• Develop training programmes in conjunction with Agriparks development.																			Dept of Agriculture & Environmental Affairs. S. A. GTA. Commodity associations, and - akhosi.	• 2016.	

9.0 MONITORING AND EVALUATION

9.1 Introduction

Our monitoring framework is informed by the following issues:

- The manner through which projects should be identified
- Key performance framework.

9.2 Identification of future projects

The Gijima research report⁸ undertaken in 2009 has made the following recommendations, particularly in the context of economic projects:

- **Project cycle assessment**

It is critical for economic planners and funding agencies to develop a clear understanding of where exactly in the Land Reform project cycle the target project lies. There are two issues at hand: successful economic planning should be introduced during the detailed planning phase of the project cycle so the land unit can be geared toward economic production from the outset; on the other hand funders must note that the actual transfer of land to the beneficiary structure can take a number of years – possibly exceeding the funding timeline or horizon.

- **Assessment of existing community structures and legal entities**

The legal structure of the beneficiary organisation needs to be understood and taken into consideration for the purposes of economic planning, production and marketing. CPA's and Trusts frequently require subsidiary legal entities to be established such as Close Corporations and Proprietary Limited Companies. Co-operatives and associations have long played a role in the agricultural economy and still remain useful.

The assessment should look at the following indicators or issues:

- Standard of organisational records: minutes; financial reports
- Degree of computer literacy
- How long the entity has been managing the land unit
- What formal agricultural training they have received
- What additional training they have received
- Number of years of experience in production farming
- Whether or not a mentoring programme is in place
- Whether they are receiving technical support from any other quarter such as the Department of Agriculture
- An assessment of training needs should also be conducted

An awareness of the role of women and youth in a proposed enterprise and opportunities that may be realised as a result, needs to be developed and noted by the project team.

⁸GIJIMAPROGRAMME, 2009 Local Economic Development Support Programme In KwaZulu Natal Province, a case study of the Abaqulusi municipality, Report prepared by Mbongeni Hlongwa and Dominic Mitchell

- **Partnerships**

In many instances partnerships are essential to the success of emerging economic and agricultural enterprises. An assessment of the partnerships around the enterprise needs to be made. These partnerships can be with DRDLR, LCC or other Provincial Departments or funding agencies such as IDT and DBSA. Linkages with Local and District Government are mentioned separately below.

- **Alignment with Local and District Government & IDP's**

Alignment with Local and District Municipalities are particularly important for land based development projects as additional financial resources are often coordinated from these spheres of government. These can include housing projects, the construction of economic infrastructure such as fresh produce markets or the improvement of other infrastructure such as access roads. When land-based development projects are listed in IDP's it indicates a degree of local and district political support – a positive contributing factor.

- **Assessment of assets and infrastructure/technology**

The assessment team needs to make a broad assessment of the assets and infrastructure on the land in the light of the proposed enterprises to be developed. Consideration must be made of storage facilities, dairy equipment, irrigation infrastructure, fencing, roads and electricity. The same applies to any technology such as computers that may be central to the efficient operationalisation of the proposed enterprise.

- **Assessment of production potential**

The production potential of the farms must be assessed with particular consideration to the current and proposed intensity of operations, availability of land with appropriate soils and geo features for the intended purpose, and whether or not the other assets and resources are appropriate for the production intended.

- **Legal and regulatory considerations**

The assessment team should make a basic consideration of the legal and regulatory framework that may impact on the implementation of the proposed project. This includes legislation governing the conversion of agricultural land to any other usage, e.g. Act 70 of 1970 and the requirements for Environmental Impact Assessments as detailed in the National Environmental Management Act. These should include issues such as riverine catchment considerations, the presence of wetlands or the presence of rare, threatened or endangered species.

- **Market assessment**

The marketing skills of the business owners can be an important asset (or liability) for a venture. A primary consideration to note before supporting an agricultural enterprise is whether or not a demand was established in advance of project implementation. Another consideration is whether or not the business owner/manager has the experience and ability to market the product? This should ideally look at consumer analysis and market segmentation as well as assess competitors.

- **Business plans focusing on niche products and local value adding**

Many of the funding agencies have expressed recalcitrance to fund the basic primary production of staple products such as maize, cabbages or potatoes. There has been a distinct preference for projects involving higher-value niche products, or projects where value adding, packaging and marketing have been integral. Another preference is where agricultural production is implemented as part of a lengthened value chain.

9.3 Key Performance Framework

OBJECTIVES	STRATEGIES	DISTRICT INTERVENTIONS / PROJECTS	KEY PERFORMANCE INDICATORS (KPI'S)
INFRASTRUCTURE			
<ul style="list-style-type: none"> Linking rural areas to opportunities through services 	<ul style="list-style-type: none"> Bergville, in OKhahlamba can potentially be a rural centre due to Agripark, road linkages, population density and PT infrastructure. Investigate surfaced and gravel road upgrade needs to linkages to Bergville. It can be seen that besides MR32, all the other main and minor roads passing through high density areas, such as Emtabeni and Limehill, in Indaka are gravel roads. It is expected that these roads are inadequate for the volume of traffic and most likely pedestrian volumes in this area are high, requiring formalized, raised sidewalks. 	<ul style="list-style-type: none"> Investigate road and sidewalk infrastructure needs for Bergville "rural centre" links and for road serving Emtabeni and Limehill in Alfred Duma LM, Ntabamhlophe and Loskop areas in Inkosi Langalibalele LM. 	<ul style="list-style-type: none"> Assessment report/findings.
	<ul style="list-style-type: none"> Work with the DM, in accordance with their WSDP to fasttrack the backlog reduction of water and sanitation in Alfred Duma and OKhahlamba LMs. 	<ul style="list-style-type: none"> Water and Sanitation backlog reduction plan for Indaka, OKhahlamba LMs including Land Reform Projects in the Weenen area. 	<ul style="list-style-type: none"> % of houses with water and sanitation per annum.
	<ul style="list-style-type: none"> Need to work with Eskom to develop a prioritised implementation plan to dramatically reduce the backlog in Indaka LM, particularly in the medium to high density population areas. 	<ul style="list-style-type: none"> Energy backlog reduction plan for areas in the east of Indaka (Mhlumayo) and Land Reform Projects around Weenen and Loskop. 	<ul style="list-style-type: none"> % of houses with electricity per annum.
	<ul style="list-style-type: none"> To improve access roads through partnerships with relevant agencies. 	<ul style="list-style-type: none"> Identification of rural areas / settlements with no access roads. 	<ul style="list-style-type: none"> Number of settlements requiring access roads.
HOUSING			
	<ul style="list-style-type: none"> To ensure the reduction and eradication of mud structures through partnerships with relevant agencies such as the Dept of Human Settlements and so on 	<ul style="list-style-type: none"> Identify areas / settlements which have the highest number of mud structures. 	<ul style="list-style-type: none"> Report on mud structures/houses.
		<ul style="list-style-type: none"> Ensure provision of Low Cost Housing (LCH) to areas of great need. 	<ul style="list-style-type: none"> % of houses built in areas of need.

OBJECTIVES	STRATEGIES	INTERVENTIONS / PROJECTS	KEY PERFORMANCE INDICATORS (KPI'S)
AGRICULTURE			
Unlocking rural economy through agriculture, tourism and other economic initiatives.	Retention of current jobs in the agricultural sector	<ul style="list-style-type: none"> Assessment of constraints and identification of new market opportunities on transferred land, REID and RECAP projects. 	a. The number of REID/land reform projects assessed per year b. The number of REID/land reform projects with up-to-date business plans c. The number of project sustainable after a defined (5 years) of support
		<ul style="list-style-type: none"> Detailed assessment of agricultural potential on vacant state land and identification of production and value adding opportunities. 	a. The area of state land assessed each year per LM b. The number of beneficiaries involved in the potential project c. The number of business plans to be developed after year 2
		<ul style="list-style-type: none"> Strategic support to the Bester's Livestock Project. 	a. An appropriate plan to support Bester's project b. The involvement of all the beneficiaries in developing plan c. The implementation of the plan developed after year 1
		<ul style="list-style-type: none"> Address overgrazing/overstocking within communal grazing areas. 	a. The area of degraded land identified per year per LM b. The area of land with plans for rehabilitation per year, per district c. The number of emerging farmers identified for further training & capacity building.
		<ul style="list-style-type: none"> Unlocking high potential agricultural areas for commercial production with Traditional Authority areas. 	a. The areas of land identified per Traditional Council area b. The number of viable business plans completed after year 2
		<ul style="list-style-type: none"> Develop training programmes in conjunction with Agripark development. 	a. The development of a plan to align training to Agri-park b. The number of emerging farmers trained per year
		<ul style="list-style-type: none"> Feasibility for irrigation schemes along main rivers in traditional areas. 	a. Feasibility report.

OBJECTIVES	STRATEGIES	DISTRICT INTERVENTIONS / PROJECTS	KEY PERFORMANCE INDICATORS (KPI'S)
TOURISM			
<ul style="list-style-type: none"> • Unlocking rural economy through agriculture, tourism and other economic initiatives. 	Encourage Adventure, Eco and Nature Based Tourism Activity Clusters Unlocking cultural and heritage tourism potential	<ul style="list-style-type: none"> • Develop support to cultural and heritage tourism activities such as township tours, cultural entertainment, traditional meals and historical tours (such as along the road to Giants Castle and Loskop). 	<ul style="list-style-type: none"> • Number of cultural and heritage tourism activities such as township tours, cultural entertainment, traditional meals and historical tours (such as along the road to Giants Castle and Loskop) developed and established.
		<ul style="list-style-type: none"> • Develop rural Tour Guide capacity within areas surrounding the Ukhahlamba-Drakensberg World Heritage Site. 	<ul style="list-style-type: none"> • Number of rural tour guides within areas surrounding the Ukhahlamba-Drakensberg World Heritage Site.
		<ul style="list-style-type: none"> • Investigate opportunities for nature-based, avi-tourism and eco-tourism product development around Ukhahlamba-Drakensberg Heritage Site, Nambithi Game Reserve, Mnweni Valley, Okhombe and Busingatha Valley, Thukela Biosphere Reserve and Weenen Nature Reserve as well as the cable car development within Okhahlamba. 	<ul style="list-style-type: none"> • Number of opportunities for nature-based, avi-tourism and eco-tourism product development around Ukhahlamba-Drakensberg Heritage Site, Nambithi Game Reserve, Mnweni Valley, Okhombe and Busingatha Valley, Thukela Biosphere Reserve and Weenen Nature Reserve as well as the cable car development within Okhahlamba investigated and identified.

OBJECTIVES	STRATEGIES	DISTRICT INTERVENTIONS / PROJECTS	KEY PERFORMANCE INDICATORS (KPI'S)
TOURISM			
• Unlocking rural economy through agriculture, tourism and other economic initiatives.	• Unlocking cultural and heritage tourism potential. • Encourage Adventure, Eco and Nature Based Tourism Activity Clusters.	• Development of Game Farming activities in the Indaka and Weenen areas.	• Game farming activities in Alfred Duma LM and Weenen developed.
		• Investigate opportunities for adventure-based tourism product development around Collins Pass, Olifantskop Dam, Woodstock Dam and Spioenkop Dam.	• Number of opportunities for adventure-based tourism product development around Collins Pass, Olifantskop Dam, Woodstock and Spioenkop Dam investigated and identified.
		• Support event based tourism activities such as the White Mountain Folk Festival in Imbabazane and investigate opportunities for potential other event based tourism attractions.	• Event based tourism activities such as the White Mountain Folk Festival in ILM supported and number opportunities for other event based tourism attractions investigated and identified.
MANUFACTURING			
	• Developing Supply Chain Linkages to Key Industrial Nodes.	• Identify opportunities for rural supply chains to be established linked to manufacturing activity in District (clothing and textiles in Emnambithi/Ladysmith and Ezakheni, and food and beverage manufacturing in Estcourt)	• Number of opportunities for rural supply chains that can be linked to manufacturing activity in District (leather and footwear in Mpofana LM and Msunduzi LM, food and beverage manufacturing in Umgeni LM , Msunduzi LM and RichmondLM) identified and investigated.
	• Unlocking Agri-Processing Opportunities.	• Engage with Dairy producers (Clover SA) to identify opportunities for value-adding activities in the Estcourt • Develop a Fruit and vegetable processing plant (drying, packaging, etc) in the district linked to commodities such as dry beans, soya beans, cabbage, onions, tomatoes, spinach, peppers, carrots, and beetroot.	• Engagement with dairy farmers and identify opportunities for value-adding activities in the DM. • Fruit and vegetable processing plant (drying, packaging, etc.) linked to commodities such as dry beans, soya beans, cabbage, onions, tomatoes, spinach, peppers, carrots, and beetroot developed and established within the District.

OBJECTIVES	STRATEGIES	DISTRICT INTERVENTIONS / PROJECTS	KEY PERFORMANCE INDICATORS (KPI'S)
MINING			
• Unlocking rural economy through agriculture, tourism and other economic initiatives.	• Developing Rural Quarrying Capacity	• Investigate potential for rural communities to develop quarrying capacity linked to the Blue Chip Quarry in Inkosi Langalibalele Municipality.	• Number of rural communities that be used to develop quarrying capacity linked to the Blue Chip Quarry in Inkosi Langalibalele LM.
	• Building Coal Mining Capacity	• Investigate potential for small-scale coal mining activity within the Alfred Duma Municipality.	• Areas for small-scale coal mining activity within the Alfred Duma LM investigated and identified.
ENVIRONMENT AND LAND MANAGEMENT DEVELOPMENT PROGRAMME			
• Harnessing and promoting natural assets	Soil Water Conservation (SWC) • Conservation Buffers and Structures • Drainage	○ Develop and sponsor soil water conservation techniques.	<ul style="list-style-type: none"> • Higher yields/ productivity • Top soil stabilization • Less siltation the watercourses
		○ Education and training on best practices in subsistence farming.	
		• Identify and avoid disturbing areas where the soil has a high erodibility factor.	
		• Maintain adequate stocking rates and veld management.	
		• Develop and sponsor soil water conservation techniques.	
		• Prevent overgrazing to curb erosion and soil degradation.	
	Soil Water Conservation (SWC) • Create and Maintain a Water Budget • Balance Demand with Renewable Supply Establish and Maintain a Ground-Water	• Prioritisation of pollution prevention, treatment and restoration of polluted water bodies.	<ul style="list-style-type: none"> • reduced water losses • increased revenue • sustainable water supply • reduced chemical and other contamination in watercourses • Increased water use efficiency
		• Establish eco-systems management as a core water business area. This includes proactive management and rehabilitation of water resources (mountain catchments, rivers, wetlands, aquifers and estuaries).	

OBJECTIVES	STRATEGIES	DISTRICT INTERVENTIONS / PROJECTS	KEY PERFORMANCE INDICATORS (KPI'S)
ENVIRONMENT AND LAND MANAGEMENT DEVELOPMENT PROGRAMME			
<ul style="list-style-type: none"> • Harnessing and promoting natural assets 	<p>Soil Water Conservation (SWC)</p> <ul style="list-style-type: none"> • Create and Maintain a Water Budget • Balance Demand with Renewable Supply • Establish and Maintain a Ground-Water Drought Reserve • Update and Implement the Water Conservation Strategy • Pursue the Conjunctive Management of Available Water Resources a. Use reclaimed wastewater, surface water, and shallow ground water for irrigation and non-potable uses b. Favour reclaimed water use. c. Determine and use a combination of surface water and deep aquifer ground water for municipal and industrial supply. • Develop and Implement Long-Term Water Acquisition Plan • Develop Implement the Water Quality Protection Plans and Policies • Equitably Incorporate the Costs of Providing a Safe and Sustainable Water. • Maintaining and enhancing the ecological integrity of protected areas • Educating the public to ensure that they understand and support the role and importance of protected areas 	<ul style="list-style-type: none"> • Enhanced capacity of institutions that are responsible for water quality management and compliance enforcement. • Incorporate Freshwater Ecosystem Priority Areas (FEPAs) into planning and decision making processes that impact on aquatic ecosystems. • Strengthening collaboration around managing and conserving freshwater ecosystems between DWA, DEA, DAFF and other key government departments. • Implement effective water metering and monitoring system. • Set and implement realistic targets for water use reduction. • Development of incentive schemes. • Implement targeted regulation and ensure effective control. • Obtain sector commitments. • Focus on improved technology. • Improve associated water management, especially in priority risk areas. • Support effective water use for productive purposes in rural and peri-urban communities • Infrastructure development and investment. • Securing water for future through effective planning and preparation. • Improved reservoir systems operations. • Dam safety rehabilitation and rehabilitation of canals. • Multipurpose and multi-stakeholder use of infrastructure. • Zoning of Protected Areas • Improve the legislation related to the management of Protected Ecosystems. • Ensure Training Programs and Increase Public Awareness and Education on Protected Areas • Diversify Sources of Funding for Protected Areas Management 	<ul style="list-style-type: none"> • Increased abundance of protected species population relative to unprotected populations • Persistence of or recovery to a natural state of habitats • Maintenance or increase in genetic diversity protected areas populations and stock • Increase in proportion of larger individual species in protected area population relative to unprotected populations.

OBJECTIVES	STRATEGIES	DISTRICT INTERVENTIONS / PROJECTS	KEY PERFORMANCE INDICATORS (KPI'S)
ENVIRONMENT AND LAND MANAGEMENT DEVELOPMENT PROGRAMME			
Harnessing and promoting natural assets		<ul style="list-style-type: none"> • Environmental scan of heritage and cultural tourism landscape to inform planning and implementation. • Institutional arrangements and policy to support implementation of strategy across the three spheres of government. • Establish partnerships and cooperation with stakeholders in order to achieve a shared responsibility and cooperation amongst stakeholders. 	<ul style="list-style-type: none"> • Increase in tourism • Increase in jobs, income or other consequent variables that occur within heritage sites • Increase in private and other investment in the vicinity of heritage sites • Rise in the amount of investment in heritage buildings • Hotel occupancy rate • Cultural institution attendance and special event attendance.
	<ul style="list-style-type: none"> • Preservation of the diversity of landscapes and biological diversity. • Planning and development of land resources and the development and use of land-use indicators and related monitoring systems. • Information systems and the use of GIS for integrated planning and management of land resources. Implications of climate change on land resources. • Promoting women's equal access to and full participation in land decision-making; gender mainstreaming of all land policies and strategies 	<ul style="list-style-type: none"> • Preserving and enhancing the productive capabilities of cropland, forestland, and grazing land (such as upland areas, down-slope areas, flatlands, and bottomlands). • Sustaining productive forest areas and potentially commercial and non-commercial forest reserves. • Maintaining the integrity of watersheds for water supply and hydropower-generation needs and water conservation zones. • Maintaining the ability of aquifers to serve the needs of farm and other productive activities. 	<ul style="list-style-type: none"> • Acquisitions and allocations of land in a systematic way that will result in optimal use of land for the most suitable land use

OBJECTIVES	STRATEGIES	DISTRICT INTERVENTIONS / PROJECTS	KEY PERFORMANCE INDICATORS (KPI'S)
ENVIRONMENT AND LAND MANAGEMENT DEVELOPMENT PROGRAMME			
• Harnessing and promoting natural assets	To ensure development and implementation of land use frameworks, schemes and associated by-laws.	• Loskop Precinct Plan	• Adopted Loskop Precinct Plan
		• Ntabamhlophe Precinct Plan	• Adopted Ntabamhlophe Precinct Plan
		• Limehill Precinct Plan	• Adopted Lime hill Precinct Plan
		• Dukuza Precinct Plan	• Adopted Dukuza Precinct Plan
		• Formulation and implementation of Land Use Schemes (LUS) for all Local Municipalities within uThukela DM.	• No. of Land Use Schemes adopted per annum.
MENTORSHIP AND FACILITIES DEVELOPMENT PROGRAMME			
Mentorship			
• Linking rural population to opportunities	• Development of skills of both existing and aspiring emerging farmers. • To develop an effective mentorship program based on synergised partnerships. • To ensure targeted training.	• Create partnerships between secondary and tertiary education institutions and private sector (including apprenticeships, internships, bursaries).	• Signing of Memorandum of Understanding (MoU).
		• Develop a database of willing commodity organisations, trainers and specialists in business development to be part of the capacity building program.	• Database of existing experts and specialists.
		• Together with willing participants, establish a systematic structure that will house or accommodate various training specialists e.g. District Training Co-operative or similar structure (ensure that this co-op has folks with accounting skills, legal background, business development, sector knowledge, etc)....also identify funding mechanisms for such a structure including the Terms of Reference (ToR).	• Council Resolution to establish District Training Institution.
		• Together with specialists, develop a capacity building program for entrant emerging farmers based on identified key district commodities and other relevant soft skills, e.g. literacy, accounting skills and so forth.	• An adopted capacity building programme.
		• Role out emerging farmer capacity building program focussing on key district commodities and general business management.....encouraging demand driven skills development and training linked to industry needs.	• No. of trainings conducted per month.
		• Ensure continuous and effective support to emerging farmers by the District Training Co-operative or relevant structure.	• Monthly, quarterly and yearly reports.

OBJECTIVES	STRATEGIES	DISTRICT INTERVENTIONS / PROJECTS	KEY PERFORMANCE INDICATORS (KPI'S)
MENTORSHIP AND FACILITIES DEVELOPMENT PROGRAMME			
Social Facilities Development Programme			
• Linking rural population to opportunities	• Develop new or upgrade existing training facilities to cater to the needs of the growing manufacturing sector.	• Provision of a Library in Driefontein, Dukuza, Mhlumayo, Loskop and Limehill areas.	• No. of libraries built/annum.
		• Establishment of AET Centres in Driefontein, Mhlumayo, Loskop and Limehill areas.	• No. of AET Centres operating per annum.
		• Investigate feasibility of providing FET Centres in Driefontein, Limehill, Mhlumayo, Ntabamhlophe, Loskop and Dukuza areas.	• Feasibility report.
		• Investigate the feasibility of providing a Police Station (PS) in Mhlumayo and surrounding areas.	• Feasibility report.
		• Investigate the feasibility of providing a Thusong Centre (TS) in Mhlumayo, Limehill and Driefontein areas...	• Feasibility report.
INSTITUTIONAL DEVELOPMENT PROGRAMME			
• Linking rural population to opportunities	• Enhancing the technical acumen of traditional structures whilst also strengthening relations with associated development partners / agencies.	• Capacity building and training (traditional leaders)	• No. of traditional council members and municipal councillors trained (with certificates).
		• Incorporate Traditional Council members into Ward Committees	• Attendance registers • Minutes of ALL forums.
		• Enter into Service Delivery Agreements	• Signed Service Level Agreement/s
		• Cooperation between traditional leaders and democratically elected councillors	• Terms of Reference & Communication Strategy
		• Pilot implementation of RDP in a traditional council area	• No. of pilot projects successfully implemented
		Establish uThukela Rural Development Agency	• Council Resolution.
		Together with SAPS, establish a task team that will work closely to stem the escalation of livestock theft.	• Signing of Memorandum of Understanding (MoU).
		• Identify available financial programs/ streams that can fund rural individuals / communities.	• Database of funding instruments.
		• Ascertain criteria for accessing such funding programs / streams.	• Criteria for accessing funds.
		• Ensure access to funds by emerging businesses located in rural areas.	• % of funds issued per annum.
		• Ensure continuous monitoring and evaluation of access to funding and so forth.	• Quarterly and yearly reports.

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ANNEXURE A:
INVESTMENT FRAMEWORK MAP FOR UTHUKELA RURAL
DEVELOPMENT PLAN

ANNEXURE B:
MAP SHOWING PROPOSED AGRIPARK IN RELATION TO
POSSIBLE PRIMARY PRODUCTION AREAS

ANNEXURE C:

MAP FOR UTHUKELA RURAL DEVELOPMENT PLAN

